



City of Greensboro Meeting Minutes - DRAFT

City Council Special

**February 26, 2026, 9:00 am
ACC Hall of Champions Board Room
Greensboro Coliseum Complex
1921 West Gate City Boulevard, Greensboro, NC**

Present: Mayor Marikay Abuzuaite, Mayor Pro Tem Denise Roth, Councilmember Hugh Holston, Councilmember Irving Allen, Councilmember Crystal Black, Councilmember Cecile Crawford, Councilmember April Parker, Councilmember Adam Marshall, Councilmember Tammi Thurm

Also Present: City Manager Trey Davis, City Attorney Lora Cubbage, City Clerk Tory Frink, and Deputy Clerk Victoria Howell, Deputy City Clerk Destiny Stansberry

A. Welcome & Day 2 Overview - DeAlva Arnold

These City Council minutes are a complete and accurate record of the actions taken by the Greensboro City Council. For full details of the discussions, the meeting video is available on the City of Greensboro website at <https://www.greensboro-nc.gov/government/city-council/council-meetings>.

This City Council Retreat of the City of Greensboro was called to order at 9:16 A.M. in the ACC Hall of Champions Board Room.

Mayor Abuzuaite and City Manager Davis provided opening remarks.

B. Governing as One: Board Development and Team Building - D. Wilson Agency

Ms. Arnold gave opening remarks and expressed appreciation to the staff for their support in coordinating the retreat. Council participated in a brief check-in exercise where members were asked to describe their reflections using a single word to summarize their experience from the previous day's discussions

Members of Council were divided into small groups to further reflect on key themes from the previous day's sessions.

Councilmembers reconvened and shared feedback from their discussions.

Councilmember Black spoke on behalf of her group and identified key ideas from the previous day. Councilmember Holston discussed the importance of leveraging the City's existing assets, while strengthening branding and messaging to highlight Greensboro's opportunities and momentum. Councilmember Allen emphasized the importance of intentional planning. Councilmember Roth commented that the discussions had allowed members to feel heard and helped establish a strong starting point for continued collaboration and planning.

Ms. Arnold reviewed key principles of the DISC assessment and emphasized that there was no correct or incorrect communication style, noted that the tool is intended to promote self-awareness and strengthen collaboration. She discussed how different DISC styles influence communication, engagement, and decision-making and reviewed characteristics associated with each profile type. Council members provided feedback and reflections on how the various DISC styles were represented within the group and how those styles may influence team dynamics.

Members of staff were also invited to participate in the discussion and reflect on the DISC profiles to help strengthen communication and collaboration between staff and Council.

C. Break

A break occurred at 11:35 A.M.

D. Panel Discussion - Housing as Economic Infrastructure: The Road to 10K Strategy

City Manager Davis introduced Marc Isaacson of the North Carolina Housing Finance Agency. Mr. Isaacson offered remarks and noted his service on the agency's board following his appointment by former Governor Roy Cooper. Mr. Howard moderated the panel discussion, which included Scott Farmer and Will Parry-Hill of the North Carolina Housing Finance Agency, Amanda Hodierne of Isaacson & Sheridan, and Lee Cochran of Laurel Street Partners. Mr. Isaacson invited Mr. Farmer, Executive Director of the North Carolina Housing Finance Agency, to provide additional context on the agency's work.

Mr. Farmer provided an overview of the agency's role in supporting affordable housing development across the state and discussed the importance of partnerships with local governments, developers, and community organizations. He emphasized that housing development often requires collaboration related to land use, zoning approvals, infrastructure, and financing. Mr. Farmer explained that successful affordable housing projects often require a combination of available land, appropriate zoning or rezoning approvals, and financial resources to support development.

Will Parry-Hill, Deputy Director of the North Carolina Housing Finance Agency, presented an overview of the agency's mission and program structure. Mr. Parry-Hill explained that affordable housing was generally defined as housing where households spend no more than 30% of their income on housing costs and typically serves households earning less than 80% of the area median income. He reviewed the agency's organizational structure and highlighted housing production efforts completed in 2025. Mr. Parry-Hill discussed several agency programs that supported housing development and homeownership. He explained that many of these initiatives relied on collaboration with local governments and nonprofit organizations.

Mr. Parry-Hill discussed rental housing production programs supported through the federal Low-Income Housing Tax Credit (LIHTC) Program, created through the 1986 Tax Reform Act. He explained that the program includes two primary types of credits: the 9% credit and the 4% credit, which are typically paired with tax-exempt bond financing. He discussed considerations related to housing site selection, development feasibility, and partnerships with local governments. He noted that projects often require local support through zoning approvals, infrastructure planning, and, in some cases, financial participation. Mr. Farmer described how housing bonds support development and explained how local governments shape housing outcomes through planning and land-use decisions.

The panelists discussed how land costs, zoning, annexation, and infrastructure influenced the ability to successfully develop housing projects. Ms. Hodierne discussed how development costs, which included land acquisition and construction expenses, affected the ability to secure tax credits and finance housing projects. She provided examples related to multifamily housing development and discussed how local inventory and site selection influence development feasibility.

Mr. Cochran explained the development process from a private-sector perspective and highlighted his experience building affordable and mixed-income housing communities. He said that his organization had developed thousands of housing units and reviewed how financing structures, including 9% and 4% tax credit programs, influenced project timelines and feasibility. He mentioned how development costs were evaluated and how rents were calculated based on area median income thresholds, emphasizing that the goal

was to construct quality housing that remained affordable rather than reducing quality to control costs.

Discussion continued regarding strategies for building housing across a range of income levels and how expanding housing supply can help relieve pressure across the broader housing market. The panelists discussed the roles of student housing, workforce housing, and mixed-income development in supporting community growth.

Ms. Arnold asked additional questions about how those programs operate and how local governments could best support housing development efforts. Discussion continued regarding strategies to strengthen partnerships, align development incentives, and support long-term housing affordability within the community.

E. Lunch

F. Vision 36 Framework Working Session - DeAlva Arnold & David Howard

Ms. Arnold introduced the Vision 36 Framework, describing it as a strategic framework for intentional growth and regional leadership through 2036. She reviewed the goals and initiatives outlined within the framework and noted several key focus areas previously discussed, including connected city infrastructure and coordinated planning efforts designed to support long-term growth. Ms. Arnold reviewed the decision-making criteria within the framework and explained how the criteria would guide future strategic investments and policy considerations.

City Manager Davis provided additional context on how the framework could help establish priorities and guide future decision-making for the City. Councilmember Thurm suggested that, as items are presented to Council, staff should indicate how they align with the Vision 36 Framework and identify where they fit within the decision-making criteria. She noted that staff's working knowledge of ongoing initiatives could help Council better understand how projects connect to the framework and suggested that the framework could potentially be incorporated into a scorecard or evaluation tool. City Manager Davis discussed the City's G-Stat system and how it could be used to support tracking and reporting under the framework. Councilmember Black noted that while many ideas may align with the framework, it will be important to carefully review initiatives to ensure they fit within the structure.

Ms. Arnold asked Council to divide into small groups to discuss how the Vision 36 Framework could shape priorities and decision-making moving forward.

Council rejoined and shared feedback from their group discussions. Councilmember Crawford reported on behalf of one group and discussed how the decision-making criteria align with the vision the City is working to create. Councilmember Parker provided additional comments on the group's discussion, emphasizing the importance of talent

development and retention within the framework. Councilmember Black presented feedback from another group, noting alignment between the framework and previously discussed economic development strategies, including references to the "Know-Boro Initiative" and opportunities related to wet and dry laboratory research spaces. Councilmember Thurm shared feedback from her group and discussed the importance of measuring outcomes and progress under the framework. Mayor Pro Tem Roth provided additional feedback regarding how the framework could guide strategic priorities and future planning.

Ms. Arnold reviewed the concept of a "Catalyst Portfolio" designed to support concentrated, sequenced, and intentional investments that could raise median household incomes, reverse graduate talent loss, expand the tax base per acre, increase federal and private capital investment, and close geographic equity gaps. Several potential initiatives were discussed, including the PTI Aerospace and Advanced Manufacturing Innovation District, which would focus on economic competitiveness and recruitment of aerospace suppliers to increase export activity and high-wage job growth.

Additional project concepts included the Greensboro R1 Innovation District connecting Downtown Greensboro, North Carolina A&T State University, and the University of North Carolina at Greensboro, with a focus on talent development and innovation. Other concepts discussed included developing a signature downtown civic space that emphasizes urban form and quality of place, as well as opportunities for public-private partnerships. Ms. Arnold mentioned establishing a Strategic Innovation and Acceleration Office to support implementation efforts. Ms. Arnold noted that these concepts represented long-term opportunities designed to help the community build and grow while creating benefits for residents across Greensboro.

Further discussion addressed additional initiatives, including the East Greensboro Equity and Infrastructure Investment District, which would focus on understanding community needs and directing investments to support equitable growth.

Councilmember Allen left the meeting at 3:28 p.m.

Additional ideas included a potential Downtown Housing Surge Initiative targeting 5,000 to 8,000 additional housing units, as well as a multimodal transit spine and transit-oriented development overlay to support connectivity and growth throughout the City. Councilmember Parker expressed interest in engaging with developers in Charlotte to learn more about strategies used to support downtown housing development.

Discussion continued regarding how these initiatives could be phased and implemented, and how districts, transportation systems, and development strategies could work together to support broader economic growth. Council discussed the importance of creating clear

visual representations and communication tools to help the public understand how the framework could shape Greensboro's future.

Council divided into three groups with members of the City Manager's Office to complete exercises designed to further prioritize and refine the strategic initiatives discussed.

Members of Council rejoined, so each group could present its findings. Councilmember Marshall shared feedback related to transportation and infrastructure considerations. Councilmember Holston presented ideas related to collaboration and partnership opportunities.

Council participated in a breakout exercise focused on branding and identity. Three potential strategic themes were reviewed, including an Innovation District, the Greensboro Connector, and Greensboro: City of Deliberate Progress. One group discussed strategies related to strengthening intergovernmental and regional relationships.

Discussion followed regarding how these branding concepts could align with and support the Vision 36 Framework.

G. Closing Comments - City Manager Davis & Mayor Abuzaiter

Ms. Arnold concluded the session by reviewing next steps and noting that additional materials would be prepared outlining the discussions and recommendations generated during the retreat. City Manager Davis noted that a subcommittee structure would be established to further review priorities and assist in shaping an implementation agenda.

Closing remarks were delivered by City Manager Davis and Mayor Abuzaiter, who thanked participants, panelists, and staff for their contributions throughout the retreat and emphasized the importance of continued collaboration as the city worked to implement the priorities discussed.

H. Adjournment

The City Council Adjourned at 5:04 P.M.

Marikay Abuzaiter, Mayor

Destiny Stansberry, Deputy City Clerk