City of High Point

Municipal Office Building
211 S. Hamilton Street
High Point, NC 27260

Meeting Agenda

Prosperity and Livability Committee

Wesley Hudson - Chair
Michael Holmes
Cyril Jefferson
Monica Peters
Jay Wagner, Mayor (Alternate)
Britt Moore, Mayor Pro Tem (Alternate)

Wednesday, September 15, 2021 **9:00 AM** **Council Chambers**

NOTICE:
Face Coverings (Face Masks) are now required inside all public places/buildings in Guilford County.

The Guilford County Board of County Commissioners in their capacity as the Guilford County Board of Health Re-Instated a Mandatory Mask Policy which will be effective on Friday, August 13th at 5:00 p.m.

The mandate requires that:
(1) Individuals must wear Face Coverings when indoors in all businesses, establishments, and public places.

(2) All businesses, establishments, and public places must require that all persons wear Face Coverings when indoors on their premises.

For additional information on the Guilford County Mask Mandate, please visit: www.guilfordcountync.gov

CALL TO ORDER

PRESENTATION OF ITEMS

2021-384 **Sponsorship of the Fall 2021 Go Far Race**

Staff will facilitate discussion regarding a request by Go Far for the City to sponsor the Fall 2021 Go Far Race scheduled for November 13, 2021.

2021-385 **Update- Marketing & Branding- Request for Proposals (RFP)**

Staff will provide an update on the RFP as a part of the Marketing and Branding efforts as assigned to the Marketing & Branding Task Force.

Attachments: RFP 8011-091021 Branding.docx

2021-386 **Presentation- "The Bridge Project"**

Patrick Harman with the Hayden-Harman Foundation will make a presentation on "The Bridge Project."

Attachments: The Bridge.pdf

ADJOURNMENT

The Bridge

The Hayden-Harman Foundation, which has invested over $2.5 million in people, programs, and property in the '27260' zip code, proposes the development of a comprehensive community-based center, *The Bridge*, to address healthy food access, health services access, job skill training, agribusiness development, and youth development. Located on the site of the former police station, *The Bridge* will serve as an integrated hub of support to empower core city residents to thrive. The Foundation's major partners will be **Growing High Point**, which has developed effective strategies to address healthy food access through its urban farms, food hub, and mobile grocery store, and **Resilience High Point**, a backbone organization that *leverages* public, private, and nonprofit *collaborative initiatives* that support a compassionate community of promise and opportunity empowering all residents to thrive.

An advisory committee will guide the development and support the operation of *The Bridge*. This committee will include residents, partner organizations, community leaders, and City of High Point staff.

Benefits to the City of High Point

The Bridge will utilize two existing city-owned assets to deliver programming. The first asset is the former police station where much of the programming will occur. At over 22,000 square feet, the building, which originally housed the Leonard Street School, allows for multiple partners to concurrently deliver services and programs to community residents, including a police substation. The land behind the building is ideally suited for establishing a model farm. The garage, with a size of 40x30, and kennel, with a size of 21x20, can be utilized as food hubs for processing and storing produce.

The second asset is the Morehead Recreation Center. Built by the Works Progress Administration in the 1930s, the Center is the most underutilized recreation center in High Point and was under threat of being shut down in June of 2020 to save its approximately $250,000 in annual expenses. By leasing the property, the City will be able to save significant tax dollars while simultaneously having multiple youth-serving organizations providing programming.

Funding Sources

The Coronavirus Fiscal Recovery Funds provide the City of High Point with a unique opportunity to systemically address systemic issues confronting our fellow residents. The American Rescue Plan (ARP) recognizes the disproportionate impacts of COVID-19 on health and economic outcomes in low-income communities. Consequently, the Treasury Department, in its May 25th FAQ, stated that it will presume that particular types of services are eligible uses. These uses include:

- Addressing health disparities and the social determinants of health
- Building stronger neighborhoods and communities
- Addressing educational disparities, and
- Promoting healthy childhood environments

The Ask

The Hayden-Harman Foundation is asking for a five-year commitment of ARP funds as outlined in the table below. The total commitment would be $3.858 million with $2.24 million for staffing, $468,000 for operational expenses, and a one-time commitment of $1,150,000 for capital expenses over a three-year period. We are also asking for in-kind City services for maintenance and utilities.

Year	Staffing	Operational	Capital
One	$560,000	$117,000	$600,000
Two	$560,000	$117,000	$350,000
Three	$560,000	$117,000	$200,000
Four	$336,000	$70,200	$0
Five	$224,000	$46,800	$0
TOTAL	$2,240,000	$468,000	$1,150,000

Increasing Healthy Food Access through the development of a local food system

Background

The COVID-19 pandemic has highlighted and exacerbated existing inequities with respect to access to healthy food. The pandemic has placed even more strain on low-income families' ability to access healthy and reasonably-priced food. Grocery store prices increased because of increased demand and disruptions in the existing food distribution system. Families faced new struggles of unemployment, reduced work hours, fewer transit options, and schooling their children at home.

A 2021 study by High Point University found that food hardship remains high in the core areas of High Point. Twenty-six percent of residents living in the 27260 (East Central) and 27370 zip codes (South High Point) said they did not have enough money to buy the food that their family needed. The study also found that food hardship was particularly high for African American households.

The pandemic has also highlighted the fragile and fragmented nature of our existing food system. Numerous media stories demonstrated the absurdity of farmers letting their crops go unharvested and dumping milk because of restaurant and school closures. Small and medium-sized food producers were better able to re-direct their efforts to address the impacts of the pandemic. The meat-processing factory model has shown its limitations with higher incidences of COVID-19 infections among its workers and the recent ransomware attack on JBS, one of the largest meat-processing companies in the United States.

Solution

Growing High Point will facilitate the development of a local food system through the further development of urban farm land that has been at its core since 2017. A model farm with potentially two sites (see images below) will be developed to increase production of available produce for sale through Growdega, farm stands, home delivery, local restaurants, and to create local agribusiness enterprises.

The development of a shared-use kitchen has been a key goal of the small-scale manufacturing task force created by the City to help implement the recommendations from the 2019 Smart Growth report. This kitchen will be developed as an incubator for food-based businesses for neighborhood residents. The kitchen will also be utilized to facilitate value-added products for Growing High Point as an additional revenue stream for the organization. These items can also be sold via fresh food vending machines (see image below) that Growing High Point is piloting this fall. These vending machines can also serve as a mechanism for increasing access to healthy foods.

We will also partner with the Burns Hill Neighborhood Association and the Greater High Point Food Alliance to facilitate the creation of a multicultural client-choice food pantry that will emphasize locally-grown produce. Having an on-site food pantry will also build relationships that will support clients' participation in *Bridge* programs.

Agribusiness and skill development for residents

Local governments around the country are making plans to utilize ARP funding to address healthy food access and to support local food systems. For example, the San Diego Board of Supervisors adopted a spending plan that included $20 million for food assistance and community garden support. The City of Phoenix is planning utilizing almost $10 million. Supported programs include a food system business incubator, food production pilots, sustainable agriculture projects, and food technology innovation grants. The North Carolina Association of County Commissioners' taskforce report on strengthening North Carolina's food ecosystem also recommends a variety of food-related investments of ARP funds, including supporting farms, processing equipment, training and education opportunities for farmers, distribution, and food hubs.

The 2021 High Point University study found that 40% of residents were growing some of their food and an additional 20% were interested in starting a garden. Growing High Point will build on this community interest by developing a paid apprenticeship program to train urban farmers

(*both* in the craftsmanship of farming and the business of farming) to grow on the model farm as well as satellite lots in the core city. Growing High Point will also facilitate agribusiness development with an emphasis on creating employee-owned enterprises. Such enterprises may include the development of value-added products, processing of produce, and contracts with anchor institutions.

Outcomes

- Reduced food insecurity
- Increased access to healthy foods
- Improved health (both physical and mental)
- Skill development for core city residents
- Job creation
- Increased minority entrepreneurship
- Improved economic conditions in the core city
- Creation of a 'food port' that vertically integrates farming, aggregation, processing, distribution, storage, retail, and marketing

Economic Benefits

As the model farm, food hub, and agribusinesses evolve, we anticipate that at least 50 jobs will be created. For example, a food hub can employ between 20 to 30 people from a general manager to sales positions to marketing positions to truck drivers to accounting positions to general labor positions. Additionally, skills learned in these positions will create career opportunities in other industries such as landscaping, nurseries, golf courses, trucking, and logistics. Successful food-based businesses that are created through the shared-use kitchen will also lead to job creation.

We anticipate that the model farm will ultimately produce $250,000 in gross annual sales. This revenue will not only support programming but also the development of product lines through the shared-use kitchen. For example, honey can be produced from the apiary program that Growing High Point recently initiated. Other value-added products such as salsa can also be produced and sold to generate additional program revenue.

<u>Increasing access to health services</u>

Background

Residents in neighborhoods that are food deserts also experience medical deserts. The inability to access medical services due to barriers such as lack of insurance, transportation, and the lack of a primary care provider have significant impacts on physical and mental health. A recent study by City University of New York researchers found that persons living in medical deserts experienced increased hospitalization rates for chronic diseases such as diabetes and asthma. Hospitalizations for severe mental health were also higher. Emergency department utilization

was also greater. The 2019 needs assessment, funded by Resilience High Point, found life expectancy by Census Block Group varied from a low of 70.1 years to a high of 87.04 years.

Recent research[1] found that life expectancy has decreased disproportionately among Blacks and Hispanic populations between 2018 and 2020, largely due to the COVID-19 pandemic and the fact that it was the third leading cause of death in 2020. The recent progress made in reducing the life expectancy gap between Black and White people was also erased in this time period. The life expectancy in Black men reached its lowest level since 1998 and the longstanding Hispanic life expectancy advantage almost disappeared. They conclude that the persistent and widening health disadvantage and the high death rates in 2020 disproportionately affecting communities of color were likely due to policy choices and systemic racism.

Solution

The Bridge will offer opportunities for residents to access health services and to learn about healthy lifestyles through partnerships with community organizations. Provision of on-site health services will be provided through partnerships with High Point University (dental, physical therapy, physician assistant, and pharmacy programs), UNC-G (counseling), and Wake Health (physical health), among others.

Outcomes

- Improved health (both physical and mental)
- Increased healthy habits
- Increased family functioning
- Decreased emergency room visits

Increasing support for youth

Background

Adverse Childhood Experiences are traumatic events that occur in a child's life before the age of 18 that can lead to negative outcomes later in life related to physical and mental health as well as decreased economic opportunities. Improving childhood resilience offers a protective effect against these negative outcomes. Community organizations can help build this resilience through comprehensive support through a relational approach to building protective factors including social connections, support in times of need, and training.

Research has found that peers and role models are influential in determining later in life outcomes. Research findings have also demonstrated that parents and friends can act as protective factors against the negative effects of high-risk neighborhoods. *The Bridge* will build collective efficacy through its youth-serving programs to moderate the effects of exposure to violence and neighborhood instability.

[1] https://www.bmj.com/content/373/bmj.n1343

Solution

The 2019 Needs Assessment highlighted the need for more social/recreational options specifically targeted to youth and that these services should include mentorship, GED, job training, and paying apprenticeship programs. *The Bridge* will facilitate the provision of on-site youth-based services, including the utilization of Morehead Recreation Center, will be provided through partnerships with D-UP (nutrition education, academic support, physical activity), 4-H (food-related programming), Growing High Point (paid apprenticeships), Parks and Recreation (physical activity and summer jobs), and Communities in Schools (mentoring, leadership development, and Community Resilience Model training), among others.

Outcomes

- Improved health (both physical and mental)
- Increased skill development
- Increased leadership skills
- Increased academic preparation

Outreach

A vital component to the success of *The Bridge* will be outreach to community members to encourage their participation in its initiatives. Two staff members will be hired to build relationships with community members through neighborhood associations, religious organizations, grassroots organizations, and civic groups. These staff members will also facilitate public events to promote *The Bridge*.

The Bridge will also house a police substation. Based on a similar effort that recently opened in Charleston called "The Gathering Center"[2], the substation's focus will be to build relationships with community members and encourage cooperation between the police and community. It will also be used by police officers as a place to finish police reports or eat lunch.

Staffing and Operating Expenses

The Hayden-Harman Foundation will oversee the development of staffing for operations, coordination, and outreach for health services, life skills, and youth development. Six staff members will be hired. An Americorps VISTA will also provide programmatic support. The positions and responsibilities are outlined in the table below.

[2] https://www.postandcourier.com/news/community-center-and-police-substation-opens-in-charlestons-gadsden-green/article_2ac56b4e-d368-11eb-b94d-d786d39ca965.html

Position	Major Responsibilities
Center Director	Develop plans and strategies for development of the *Bridge's* offerings, oversee operations, and supervise all staff.
Partner Coordinator	Coordinate programmatic delivery. Develop and maintain organizational relationships.
Fund Development Specialist	Develop additional funding resources through grants and individual donations.
Community Advocate (x2)	Build relationships with residents, organizations, businesses, and City officials to maximize utilization of offerings.
Administrative Assistant	Support the center director, provide payroll support, and provide grant support.

Growing High Point will oversee staffing related to model farm development and food entrepreneurship efforts. Three staff members will be hired. An Americorps VISTA will also provide programmatic support. The positions and responsibilities are outlined in the table below.

Position	Major Responsibilities
Farm Manager	Responsible for overall management and development of the farm's infrastructure and setting up appropriate tracking, management, and evaluation systems so that the farm can be effectively and efficiently managed by apprentices.
Farm Worker (x2)	Responsible for day-to-day operations of the model farm and training apprentices.
Business Development Manager	Facilitate and coordinate food-based enterprises, including business planning & implementation, production, and market distribution to grocers, restaurants, and individuals.
Agriculture Partner Coordinator	Build relationships with food-related organizations and businesses to facilitate local food system development and food-based enterprises.

Budget

The overall budget for the *Bridge* is presented in the table below. We are proposing that the *Bridge* staffing, marketing, and model farm be funded exclusively with ARP funds in Years One through Three. Funding for Year Four will be funded with 60% of ARP funds and 40% with third-party funding. Year Five funding will be 40% of ARP funds and 60% with third-party funding. Year Six and beyond will be 100% externally funded. We propose that the model farm infrastructure and police station building renovations be funded exclusively with ARP funds. We also propose in-kind City services for maintenance and utilities.

Staffing for operations, coordination, and outreach for health services, life skills, and youth development positions totals $261,000 annually while staffing and apprenticeships stipends related to model farm development and food entrepreneurship efforts totals $271,000 annually. Indirect costs are estimated at $50,000 annually.

To ensure maximum participation from residents, marketing for the *Bridge* is a high priority and is estimated to be $50,000 annually. Ongoing operational expenses for the Model Farm are budgeted at $50,000 annually. The City of High Point will be responsible for expenses related to the sub-station. Similar to the City's arrangement with the High Point Museum, we are proposing a similar arrangement to have the City of High Point responsible for building maintenance and utilities of the former police station and Morehead Recreation Center. We believe that the City may be able to utilize ARP funds for these in-kind services. The *Bridge* will be responsible for obtaining building and liability insurance and securing janitorial service.

We are proposing a one-time budget expense of $500,000 to develop the model farm and $150,000 to create the shared-use kitchen. We anticipate the need for building renovations to the police station and have estimated this one-time expense to be $500,000 over a three-year period.

Proposed Budget

Staffing	Salary	Organization	Year 1 Funding Source	Year 2 Funding Source	Year 3 Funding Source	Year 4 Funding Source	Year 5 Funding Source	Year 6 Funding Source
Center Director	$70,000	Hayden-Harman Foundation/Resilience High Point	ARP	ARP	ARP	ARP/RHP	ARP/RHP	RHP
Fund Development Specialist	$60,000	Hayden-Harman Foundation/Resilience High Point	ARP	ARP	ARP	ARP/RHP	ARP/RHP	RHP
Partner Coordinator	$40,000	Hayden-Harman Foundation/Resilience High Point	ARP	ARP	ARP	ARP/RHP	ARP/RHP	RHP
Community Advocate	$30,000	Hayden-Harman Foundation/Resilience High Point	ARP	ARP	ARP	ARP/RHP	ARP/RHP	RHP
Community Advocate	$30,000	Hayden-Harman Foundation/Resilience High Point	ARP	ARP	ARP	ARP/RHP	ARP/RHP	RHP
Administrative Assistant	$20,000	Hayden-Harman Foundation/Resilience High Point	ARP	ARP	ARP	ARP/RHP	ARP/RHP	RHP
Americorps VISTA	$11,000	Hayden-Harman Foundation	HPU	HPU	HPU	HPU	HPU	HPU
Sub-total	**$261,000**							
Farm Manager	$40,000	Growing High Point	ARP	ARP	ARP	ARP/GHP	ARP/GHP	GHP
Farm Worker	$30,000	Growing High Point	ARP	ARP	ARP	ARP/GHP	ARP/GHP	GHP
Farm Worker	$30,000	Growing High Point	ARP	ARP	ARP	ARP/GHP	ARP/GHP	GHP
Business Development Manager	$40,000	Growing High Point	ARP	ARP	ARP	ARP/GHP	ARP/GHP	GHP
Farmer Apprenticeship Stipends	$100,000	Growing High Point	ARP	ARP	ARP	ARP/GHP	ARP/GHP	GHP
Agriculture Partner Coordinator	$20,000	Growing High Point	ARP	ARP	ARP	ARP/GHP	ARP/GHP	GHP
Americorps VISTA	$11,000	Growing High Point	HPU	HPU	HPU	HPU	HPU	HPU
Sub-total	**$271,000**							
TOTAL Salary (Excluding VISTAs)	**$510,000**							
In-direct costs	**$50,000**							
In-Kind Leadership Support								
Patrick Harman		Hayden-Harman Foundation Executive Director	HHF	HHF	HHF	HHF	HHF	HHF
Willa Mays		Growing High Point Executive Director	GHP	GHP	GHP	GHP	GHP	GHP
Carl Vierling		Greater High Point Food Alliance	GHPFA	GHPFA	GHPFA	GHPFA	GHPFA	GHPFA
Operational								
Marketing	$50,000	Hayden-Harman Foundation/Resilience High Point	ARP	ARP	ARP	ARP/RHP	ARP/RHP	RHP
Model Farm Expenses	$50,000	Growing High Point	ARP	ARP	ARP	ARP/GHP	ARP/GHP	GHP
Insurance	$5,000	Hayden-Harman Foundation/Resilience High Point	ARP	ARP	ARP	ARP/RHP	ARP/RHP	RHP
Janitorial Service	$12,000	Hayden-Harman Foundation/Resilience High Point	ARP	ARP	ARP	ARP/RHP	ARP/RHP	RHP
TOTAL Operational	**$117,000**							
Utilities	TBD	City of High Point In-Kind	CHP/ARP	CHP/ARP	CHP/ARP	CHP/ARP	CHP/ARP	CHP
Building Maintenance	TBD	City of High Point In-Kind	CHP/ARP	CHP/ARP	CHP/ARP	CHP/ARP	CHP/ARP	CHP
Police Sub-station	TBD	City of High Point In-Kind	CHP/ARP	CHP/ARP	CHP/ARP	CHP/ARP	CHP/ARP	CHP
One-time capital expenses								
Police Station renovations	$500,000		ARP	ARP	ARP			
Model Farm Infrastructure	$500,000		ARP					
Shared-Use Kitchen	$150,000			ARP				
TOTAL Capital	**$1,150,000**							

Potential Partner Organizations

Agricultural Entrepreneurship	**Notes**
Growing High Point	**Lead Organization for local food system and agribusiness development**
Greater High Point Food Alliance	Food Insecurity Expertise
Business High Point	Entrepreneurship Expertise
High Point Equity Project	Entrepreneurship Expertise
Agricultural Extension	Agriculture Expertise
NCWorks	Employee Recruitment, Soft Skill Development
Welfare Reform Liaison Project	Employee Recruitment, Soft Skill Development
High Point Community Against Violence	Employee Recruitment
Caring Services	Employee Recruitment
NC A&T	Agriculture Expertise
Tiny Houses	Employee Recruitment
Veterans Services	Employee Recruitment
Burns Hill Neighborhood Association	Food Pantry
Health Services	**Coordinated by Resilience High Point**
High Point University	Health Sciences - Dental, PA, PT, Pharmacy
UNC-G	Mental Health
Wake Health	Physical health
UNC-CH/UNC-G	Social work
TAP-M	Pediatrics
Community Clinic	Physical health
Caring Services	Substance Use
ADS	Substance Use
Family Justice Center	Domestic Violence, Sexual Assault
Life Skills	**Coordinated by Resilience High Point**
Reading Connections	Literacy
GTCC	Literacy and Numeracy, Hard skill development
Library	Literacy
Parks and Recreation	Physical Activity
Ready for School/Ready for Life	Early Literacy
Senior Resources of Guilford	Services for Seniors
Youth Development	**Coordinated by Resilience High Point**
D-UP	Nutrition, Physical Activity, Academic Support
4-H	Food-related programming
Parks and Recreation	Physical Activity, Summer job opportunities
Say Yes Guilford	Academic Support
Communities in Schools	Leadership development, mentoring, Community Resilience Model training
YWCA	Academic Support, summer job opportunities
High Point Schools Partnership	Academic Support