

An aerial photograph of a multi-lane highway stretching into the distance under a warm, golden sunset sky. The highway is flanked by dense green forests. In the bottom left corner, there are several overlapping geometric shapes: a large orange triangle, a smaller red triangle, and a teal triangle, along with a vertical column of black-outlined, elongated hexagonal shapes.

ROWEN

Georgia's Hub for Environmental, Agricultural and Medical Innovation

Gwinnett Community Advisory Task Force

Findings and Recommendations

We are creating a community that unlocks opportunity.

Over the last six months, the Gwinnett Community Advisory Task Force (G-CAT) met regularly to discuss Rowen's core values – collaboration, accessibility & affordability, authenticity, and inspiration – with respect to Gwinnett County's challenges, opportunities, and future growth. The Rowen Foundation joined together in open dialogue with the G-CAT members to share their vision for the future of the County, and to offer their perspective of Rowen's role in creating a more prosperous future for all residents of Gwinnett County. These regular meetings have resulted in the recommendations found within this report to provide guidance to the Rowen Foundation as development of the project moves forward.

The pages that follow provide an overview of our conversations and work sessions to date, culminating in 20 action steps that we recommend the Rowen

Foundation adopt to ensure that the future knowledge community is built in alignment with the Foundation's mission – inspiring the community and serving as a catalyst for transformation.

Some of the action steps can be undertaken immediately and achieved in short order with little resources. Others are longer-term endeavors that will require sustained support from the community and a broad base of committed partners. We committed to supporting Rowen early on because we believe in the project's ability to create exciting new and fundamentally equitable opportunities to the community. Our work with the Rowen Foundation does not end here. We pledge our continued support and partnership delivering on the Rowen Foundation's commitment to advancing our shared vision for the future of Gwinnett County and the State of Georgia.

Sincerely,

The Gwinnett Community Advisory Task Force (G-CAT)

G-CAT Members



Nicole Love-Hendrickson
Chairwoman,
Gwinnett Board of
Commissioners



Jasper Watkins
Gwinnett County
Commissioner,
District 3



Nikki Merritt
Georgia State Senator,
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Chuck Efstration
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Major Michelle Anglin
Commander for Community
Affairs Section,
Gwinnett County
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Everton Blair, Jr.
District IV
Representative and Chair,
Gwinnett County Board of
Education



Valerie Cadet, PhD
Associate Professor of
Microbiology and Immunology,
Department of Bio-Medical
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G-CAT Members (continued)



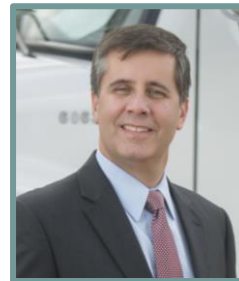
Frederick Dawkins
Owner,
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Ashish Gandhi
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2021 Chairman, Gwinnett Chamber
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Dean, School of Business,
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2021 G-CAT

The Gwinnett Community Advisory Task Force (G-CAT) is Rowen Foundation's first initiative to shape a long-standing relationship between Rowen and local stakeholders.

Early in 2021, the Rowen Foundation identified the need to engage local stakeholders in establishing guiding principles and charting action items to guide the development of the Rowen project, putting community needs at the forefront of the work to follow. The Rowen Foundation reached out to the community and convened a group of 18 representatives – which would come to be known as the Gwinnett Community Advisory Task Force – as early partners in the development of the project. Members of the G-CAT include elected officials, members of the local business community, educational institutions, and prominent civic and cultural institutions, recognized for their impact and influence in the community.

Together, G-CAT members met monthly, from March – July 2021, to discuss topics related to the Rowen Foundations four core statements – collaboration, accessibility and affordability, authenticity, inspiration – and offer their ideas to shape the Foundation's thinking moving forward. As a result of these discussions, the G-CAT developed a list of 20 immediate, short- and long-term action items, outlined in the following two pages, that the Rowen Foundation can take to ensure it is developing the site in keeping with its mission, vision and core statements.

The full findings and recommendations report that follows documents the G-CAT's process and captures the conversations, highlighting community challenges, opportunities and aspirations to inform Rowen's future development.

Action Steps for Rowen can be implemented over the immediate, short- and long-term.

Immediate (next 6 months)

- | | |
|--|--|
| Collaboration
(Meeting #2) | <ul style="list-style-type: none">1. Invite colleges, universities and local schools to partner with Rowen to host events for faculty, staff, students and the community.2. Engage local mayors and city council members, as well as county, state and federal agencies, on joint planning efforts to ensure alignment in community and economic development goals.3. Host Rowen-affiliated booths or stations at local festivals and community events.4. Connect through G-CAT members to engage colleges, universities, schools, businesses and students to identify trends in technology and business, as well as lead outreach to the community, prioritizing historically marginalized groups. |
| Accessibility &
Affordability
(Meeting #3) | <ul style="list-style-type: none">7. Plan to accommodate alternative modes of transportation to and within the Rowen site.8. Partner with local arts organizations to integrate arts in public areas of the site e.g., trails, pathways, etc., and site activation events. |
| Authenticity
(Meeting #4) | <ul style="list-style-type: none">14. Continue to add seats at the table, growing Rowen's partnerships to include prominent local institutions that have played a strong role in community building in Gwinnett County.15. Convene a broader discussion with community partners to explore the history of the site in more detail and generate ideas for how to honor that narrative at Rowen. |
| Inspiration
(Meeting #5) | <ul style="list-style-type: none">19. Use creative placemaking to guide design and develop "sticky" spaces – places that draw people to return and create "Instagrammable" moments. |

SUMMARY OF G-CAT ACTION STEPS (CONTINUED)

Short-term (next 18-24 months)

Collaboration
(Meeting #2)

- 5. Provide opportunities for visioning and programming for specific county residential groups, like veterans, seniors, young professionals and students.

Accessibility &
Affordability
(Meeting #3)

- 9. Create a Maker Space/Collaborative Space/Pitch Space to engage the community early on and foster innovation.
- 10. Develop public programming on site that offers a variety of activities for the community, including arts events and classes, sports activities, science and cooking classes.

Authenticity
(Meeting #4)

- 15. Develop programming to celebrate the diversity of cultures and faiths in Gwinnett, such as festivals, or a “Taste of Rowen” event.

Long-term (next 3-5 years)

Collaboration
(Meeting #2)

- 6. Establish a Rowen Convergence Center for the community, education institutions, and industry partners to collaborate.

Accessibility &
Affordability
(Meeting #3)

- 11. Create congregation space that can be rented or reserved by the community, or Rowen-affiliated businesses and partners, for meetings and events.
- 12. Work with civic, nonprofit, and education partners to develop educational and career opportunities at Rowen for area residents, offering a diversity of opportunities at all skill levels.
- 13. Create a sustainable plan ensuring long-term affordability at Rowen.

Authenticity
(Meeting #4)

- 17. Preserve significant historical markers throughout the site and develop a permanent museum to document and honor the history of the site and region, tell the story of Rowen’s formation, and offer a glimpse of the future.
- 18. Protect and preserve the natural features of the site and create public spaces that allow community access to appreciate and commune with Rowen’s natural beauty.

Inspiration
(Meeting #5)

- 20. Develop a culture of service to guide the Rowen Foundation’s thinking and decision-making long-term

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PURPOSE

- Introducing Rowen
- The Process

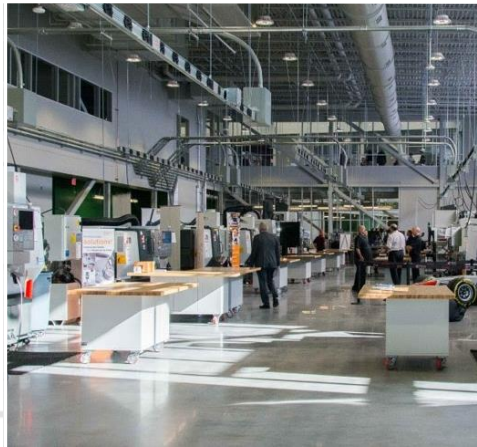
THE WORK

- Defining the Work
- Aligning with our Core Values

WHAT WE LEARNED

- Key Findings

NEXT STEPS



Purpose

Introducing Rowen

Rowen is about people first and the resources they need to lead meaningful work and lives.

- ✓ A focus on diversity, equity and inclusion is priority in all that we do.
- ✓ Established covenants, use restrictions, and design guidelines to attract vision-aligned partners.
- ✓ Long-term development horizon (60+ years), with impacts spanning multiple generations.
- ✓ The Rowen vision elevates goals above economic cycles.
- ✓ Rowen will be physically and economically accessible, creating new wealth building opportunities.
- ✓ Rowen will always be evolving in response to needs of Gwinnett, Georgia and the many people that will work and live there.

ROWEN MISSION STATEMENT

To be a catalyst for education, research, innovation and transformation through the creation of a global destination which recognizes stewardship of the land as the cornerstone of an inspired community.



We are known for the place that we create.

1. A place of **natural beauty** where inspire – at the highest level – interaction, dialogue, and collaboration among diverse peoples. physical design, planning and programming
2. A place where an **entrepreneurial spirit, humanity, and long-term vision** drive our planning and execution.
3. A place of **stewardship** where the land, its collective history, and all other assets are managed consistently and respectfully to build a more informed future.
4. A place which supports, fosters and leverages the resources and talents of our **Universities, Colleges and Companies**, advancing discovery and insight into action, policy and products that enrich lives.
5. A place that fully recognizes and integrates components promoting **inspired and productive lives** that ignite transformation in people, not only locally, but in the State of Georgia and beyond.
6. A place in a unique setting which, we will be proud to say, includes **research facilities, corporations and residential living along with a “Town Center”** that promotes education, healthy lifestyles and gracious living.

Rowen is a trailblazer in developing forward-thinking approaches to the human-centered technologies shaping our future.



2,100

TOTAL PLANNED ACRES

22M

SQUARE FEET OF VERTICAL
DEVELOPMENT

25K

PROJECTED JOBS AT 50%
BUILDOUT

- KEY LEGEND
- Total Gross Acreage
 - Right of Way
 - Greenway
 - Low Density/Research
 - Town Center
 - Medium Density Research
 - Agriculture/Environmental Educational Center*



Ongoing Economic Impact – State of Georgia*

	By 2035	By 2050 Direct Economic Impact – 50% Build-Out	Full Build-Out Potential**
Economic Activity	\$3.8 Billion	\$6.6 Billion	\$11.3 Billion
Construction Value	\$1.1 Billion	\$3.4 Billion	\$6.9 Billion
Ongoing Jobs Supported	18,500 Jobs	55,000 Jobs	80,000 to 100,000 Jobs
Ongoing Labor Income	\$1.7 Billion	\$5.0 Billion	\$8.0 - \$10.0 Billion

*Source: Rowen Preliminary Economic Impact Analysis, HR&A, March 2020.

**Since the multipliers underlying the economic impact analysis would change fairly substantially over the time period between now and full build-out (roughly 60+ years), the figures for full build-out potential are order of magnitude estimates.

The Process

WHAT IS G-CAT?

The Gwinnett Community Advisory Task Force (G-CAT) is Rowen Foundation's first initiative to shape a long-standing relationship between Rowen and local stakeholders.

G-CAT Objectives

- Open a forum for Gwinnett County's leaders to contribute to Rowen's creation
- Identify opportunities and areas to explore for Rowen to best support, strengthen, and partner with its surrounding public, private, and civic stakeholders
- Develop long-lasting community ownership and align Rowen's priorities with local context



6-Month Output

This **findings and recommendations report** that memorializes strategies, considerations, and open questions surfaced by the G-CAT. This report will shape the Rowen Foundation's future planning and implementation approach.

WHAT WE DISCUSSED: MONTHLY MEETING TOPICS

After an introductory meeting to introduce Rowen and establish G-CAT's role, the group **drew from four core statements to organize and focus each of the following monthly meetings**. Equity spanned across all conversations. **At Rowen, equity is guided by the premise that one's identity will not impact how they experience Rowen, as worker, a neighbor, or tenant.**

Meeting #2: April 9, 2021

Be a **highly collaborative space** supporting programming for education, innovation, research, and the arts
E.g., Multi-Education & Cross-Institutional Collaboration, Community Engagement, Economic Development

Meeting #3: May 14, 2021

Be **accessible and affordable** to a wide variety of people, companies, and institutions
E.g., Affordability, Access to High-Quality Services (medical, nutrition, exercise), Multimodal Transportation, Diversity of Spaces

Meeting #4: June 11, 2021

Be **authentic** with a true narrative based upon the place
E.g., Historical/Cultural Identity, Environmental Steward, International Community

Meeting #5: July 9, 2021

Be **inspirational** where people can feel, touch, and experience something special
E.g., Holistic Lifestyle, K-PhD Education, Economic Development → "Imagine + Create"

Note: In addition to monthly meetings listed above, G-CAT members also toured the Rowen site to observe its natural and historical assets first-hand. The group is planning a Knowledge Economy Strategies Tour in early 2022 to Research Triangle, NC to better inform County leadership and G-CAT members of the best practices of Research Triangle's thriving innovation communities that will be emulated and built upon as Rowen is developed.

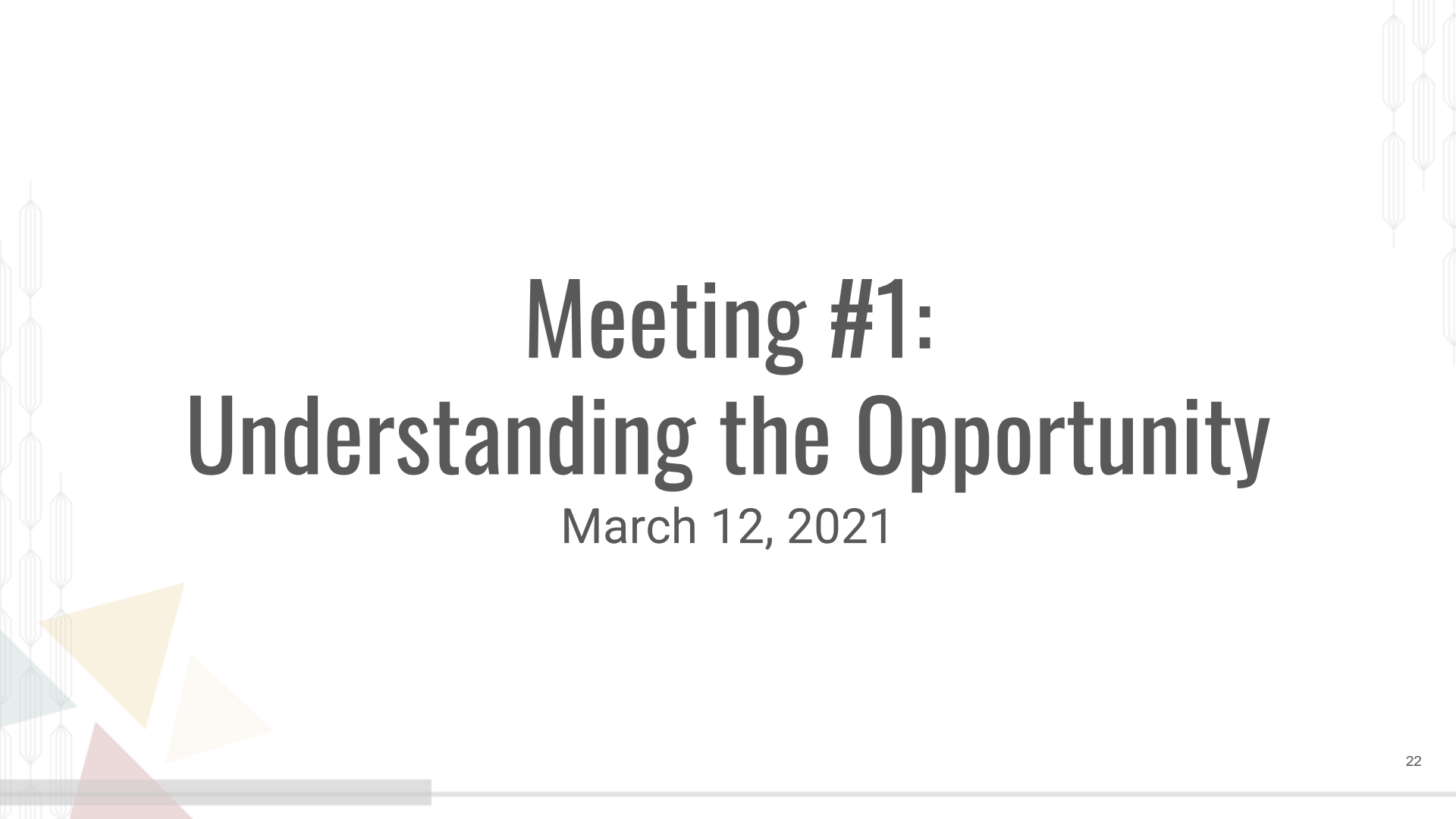
Each meeting, G-CAT Meeting Roles included the following:

- **Subject Matter Experts (SMEs):** Meeting content leaders, including local/state/national experts. Typically, non G-CAT members.

- **Day Chairs:** Work with Foundation staff to help prompt and facilitate small group discussion and collaborate on recommendations report language. Passion welcome!

- **Everyone Else:** Engaged conversationalists and/or active listeners; put in what you hope to get out.

The Work



Meeting #1: Understanding the Opportunity

March 12, 2021

G-CAT's first meeting helped to set the stage for the work to follow. The meeting began with an overview of Rowen – the mission, the vision, the core statements that guided the project – and provided an outline of the intended role of G-CAT in driving the work forward.

However, while the first half of the meeting was largely informational, the second half began the work that would carry through the five months that followed. **G-CAT members focused on understanding the opportunity that lay before them at Rowen and offered guidance to shape the Foundation's thinking.**

Gwinnett County, and the Georgia Piedmont, where the Rowen site lies, is asset rich – supporting not only the physical infrastructure of the site but offering the essential building blocks of innovation.

In addition to the assets in the region, G-CAT members were asked:

What are the **greatest opportunities and challenges** for Gwinnett County?

Greatest Opportunities

- Creating jobs & prosperity for Gwinnett County residents
- Building on the diversity of the region
- An authentic cultural history and environmental setting
- Capturing economic growth and investment within Gwinnett County
- Centrally located to dozens of diverse higher education institutions
- Proximate to existing infrastructure to create future transit solutions
- Independent non-profit led with a sustained mission

Greatest Challenges

- Clearly communicating Rowen's return on investment (ROI)
- Accessibility – transportation and otherwise
- Continuing to find common ground among diverse people & needs
- Community outreach – ensuring county residents see Rowen as an asset for the entire county – not just the immediate area
- Diversity of housing – need for mix of housing options, including executive housing
- Balancing thoughtful growth with increasing population and costs

G-CAT members also offered **initial thoughts to guide** the Rowen Foundation's thinking and early actions...

- **Develop community outreach events and partnerships** – beyond immediate project area, to obtain community buy-in and support
- **Reflect** Rowen (and the County's) **past, present, and future** in planning, design, and programming
- **Prioritize accessibility and inclusivity** for all residents of Gwinnett County
- Design and plan for **multi-generations**
- **Celebrate the County's diversity**, and represent that diversity in Rowen's leadership and design
- **Focused outreach to business community** – prioritizing small-medium enterprises, minority-owned businesses, and young business professionals
- **Provide a diversity in housing**, including options for workforce and executive housing
- **Serve as an educational resource for local schools**, with job resources made available for graduates of Gwinnett County schools

... and provided **early enthusiasm** for the project

Rowen is uniquely positioned to serve as a catalyst for not only Gwinnett County but for the entire state of Georgia in terms of attracting the industries and workforce of the future. If carefully cultivated, this project can impact multi-generations of Georgians. I am very excited to be part of laying the foundation for this exciting project. – Doug Jenkins, 2021 Chairman, Gwinnett Chamber of Commerce and Director Metro North Region, Georgia Power

I imagine/envision Rowen, this innovation community, to be a place of continued high standards where people will be able to live, work, and enjoy a place that is beautiful, that inspires and transforms individuals for years. – Major Michelle Anglin, Commander for Community Affairs Section, Gwinnett County Police Department

I'm excited to help envision an innovative and inclusive future for our county with Rowen at the helm of our possibilities for students, families and communities. – Everton Blair, Jr., District IV Representative and Chair, Gwinnett County Board of Education

Aligning with Core Values

Meeting #2: Collaboration

April 9, 2021

*Rowen will be a highly collaborative space supporting programming
for education, innovation, research, and the arts*

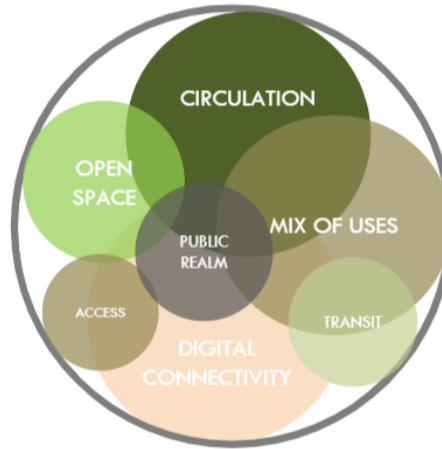
Collaboration is the catalyst: Thriving knowledge communities represent a convergence of **People, Place and Program**.



PEOPLE

Talent

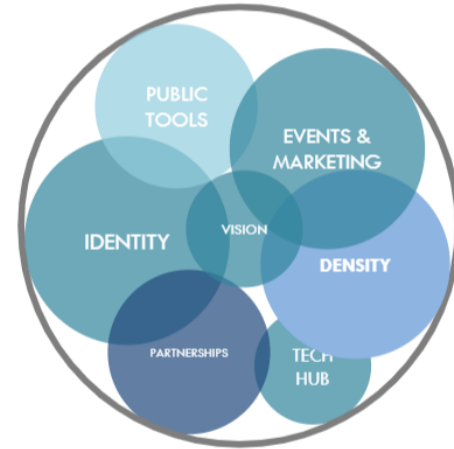
Collaboration



PLACE

Infrastructure

Urban Realm



PROGRAM

Partnerships

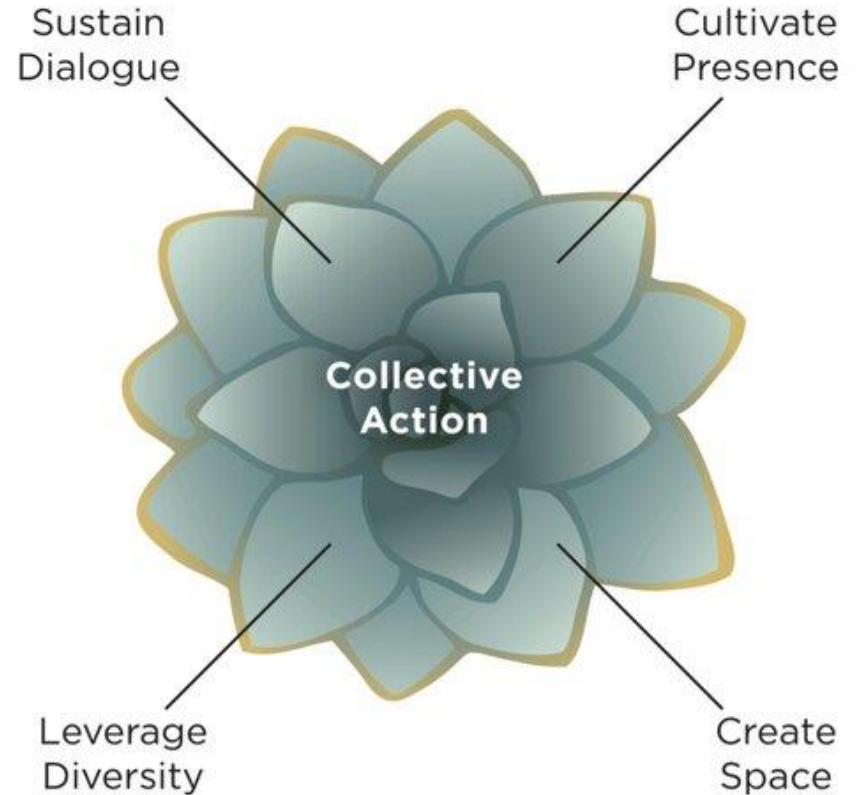
Tools

Source: *The Rise of Innovation Districts: A New Geography of Innovation in America*. Brookings Institute. 2014.

MEETING SUMMARY

For the April 9th meeting, the G-CAT members were joined by subject matter expert, Laura Calandrella, of Collaborative Leadership, who framed the day's conversation, sharing her thoughts and experiences working to help corporate clients collaborate strategically as they tackled complex issues around the environment and sustainability.

Taskforce members engaged in conversation addressing the **importance of diverse voices, perspectives and experiences coming together** in a collaborative setting to advance meaningful projects.



Source: *The Collaborative Leadership Model*, Lauren Calandrella

Following Laura's opening remarks, the group participated in a group discussion, sharing their experiences of working collaboratively in the community. G-CAT members were prompted by the following question:

*What does **collaboration** mean?*

G-CAT members shared that collaboration involves **empathy, leadership, goal alignment, and respecting other perspectives and experiences.**



*How have you experienced collaboration in **your life**? In your **community**?*

Members provided examples of successful collaboration such as:

- In the **scientific community**, where different parties came together to create vaccines against COVID-19.
- In the **United States Military**, which offers an organized approach to collaboration oriented towards objectives, where position, experience, and achievement is made clear by rank.
- At **Gwinnett Technical College and Georgia Gwinnett College**, which operated collaboratively to interrogate the cultural biases of history and collaborate between colleges for degree programs.
- On **sports teams** where every aspect of the game includes collaboration, including playing with teammates you've never met before and understanding strengths and weaknesses.

After group discussion, G-CAT members broke into smaller breakout sessions to look at **collaboration through the lenses of people, place, and program** – and offer suggestions as to how Rowen can build strong collaborative partnerships in the community.

*What **obstacles or challenges exist** for people engaging with each other in Gwinnett? With Rowen?*

- Communities in South Gwinnett, along the border with Dekalb County, **feel they are not often represented or included**
- There is a **bipartisan divide** in the community and nationally, **which could unnecessarily spill into Rowen**
- Many feel they cannot trust the organization [Rowen Foundation] yet due to a **perceived lack of transparency** during initial property acquisition.
- There is **confusion around the Rowen project** – What is Rowen? What's in it for me? How do I get engaged?
- Some have a **hard time grasping the concept** of a project until you can actually see something.

*How can the Rowen Foundation **foster a collaborative environment** before buildings are constructed?*

- **Engage with Mayors and City Council** of neighboring municipalities, as well as county, state, and federal agencies, to keep them informed about the project and find opportunities to partner on shared goals
- **Reach out to the business community** to assess their needs, wants and desires
- **Invite the universities, colleges, researchers, and recent grads** in target industries **to share their interests and needs**
- Continue to **source companies and people willing to share their ideas** for the future
- **Develop a youth advisory panel**, to capture their ideas about the future of work, innovation and amenities that will be desirable for future generations in a development like Rowen
- **Prioritize public access** to the site for tours, planned site activations, walking trails, etc.
- **Foster a culture around safety** to create a community that is welcoming, accessible and inclusive

*What **local programs** might Rowen collaborate with and support? How?*

- **Nothing brings people together like sports**, the spirit of it – one common thing we can all agree on – for example, could partner with LakePoint Sports Complex to **conduct sports research in collaboration with medical research institutions**.
- There is an opportunity to **collaborate with the Veterans' Administration**, providing an extension of research and medical services.
- Linking back to prior discussion and desire for Rowen to be multi-generational, there is an opportunity to **create senior citizen programming** and partner with organizations serving our seniors.
- **Partner with local educational institutions** to create centers aligned with different majors and sectors, for example emerging business, center for research, etc.

*What **local programs** might Rowen collaborate with and support? How?*

- **Collaborate with educational institutions on long-term projects** or case studies, leverage their resources, and **connect with the broader non-profit network**.
- To partner with others in programming, Rowen needs to **create a place for programs to happen – a marketing center**. Locate it near a town center / town park on the site and as the Rowen project matures, more companies will want to locate their centers closer to the town center. **A town center and green area could have continuous programs of all kinds** (ex. artistic programs).
- Rowen could **create an open studio where Foundation employees could meet with the community** and get a response to challenges.

Immediate (next 6 months)

1. Invite colleges, universities and local schools to partner with Rowen to host events for faculty, staff, students and the community.
2. Engage local mayors and city council members, as well as county, state and federal agencies, on joint planning efforts to ensure alignment in community and economic development goals.
3. Host Rowen-affiliated tents at local festivals and community events.
4. Connect with G-CAT members to engage colleges, universities, schools, businesses and students to identify trends in technology and business, as well as lead outreach to the community, prioritizing historically marginalized groups.

Short-term (next 18-24 months)

5. Provide opportunities for visioning and programming for specific county residential groups, like veterans, seniors, young professionals and students.

Long-term (next 3-5 years)

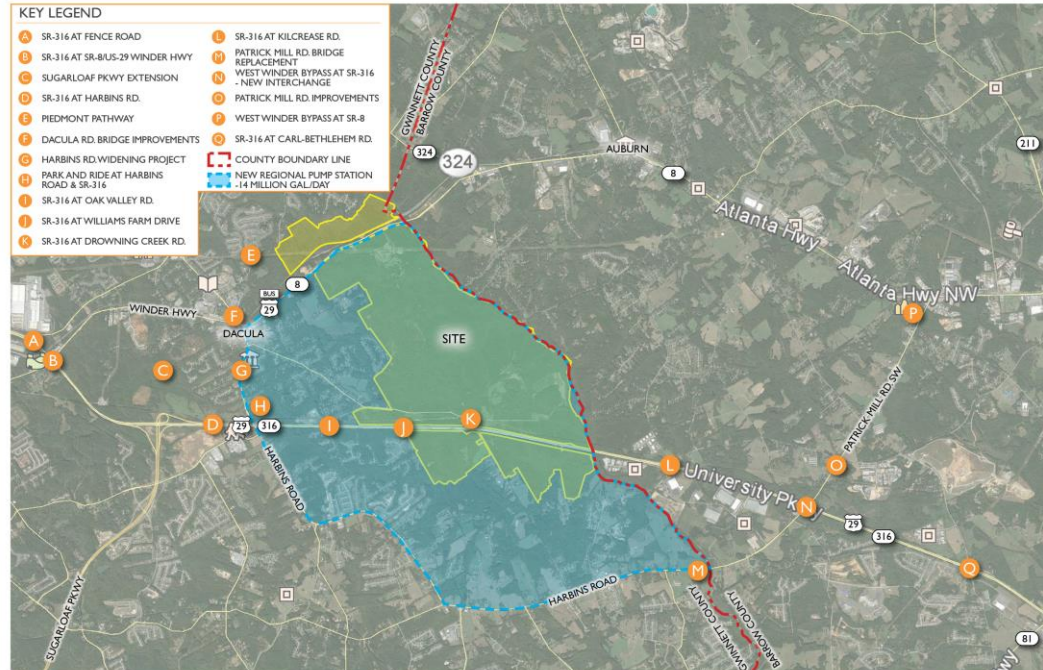
6. Establish a Rowen Convergence Center for the community, education institutions, and industry partners to collaborate.

Meeting #3: Accessibility and Affordability

May 14, 2021

*Rowen will be accessible and affordable to a wide variety of people,
companies, and institutions*

Knowledge communities that are connected through diverse transit options and offer a variety of price points for participation **increase the depth and breadth of economic growth.**



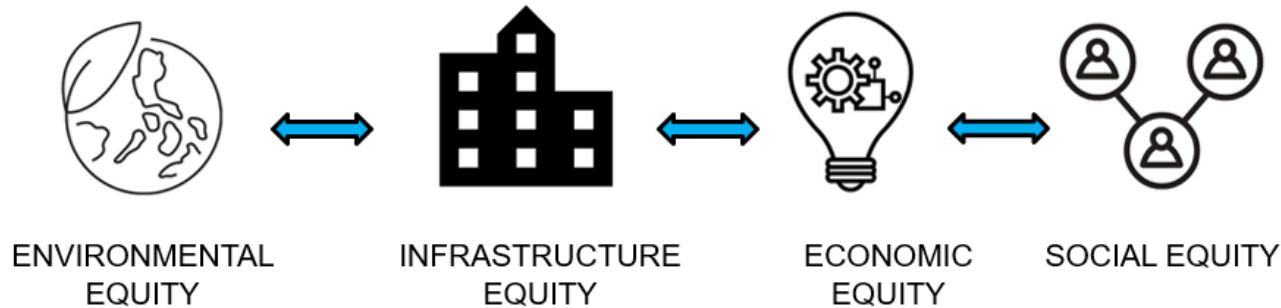
On May 14th, the Rowen G-CAT met to discuss experiences around affordability and accessibility. G-CAT members led in a group discussion by subject matter expert, Wanona Satcher, a landscape architect and urban planner by trade, who founded Mākhers Studio, a green manufacturing and design-build firm focused on equitable development and community building.

This conversation moved beyond cost, encompassing how Rowen can **support, represent, and admit those of all backgrounds and provide opportunity without physical, social, or economic barriers.**



Wanona Satcher and G-CAT member, Dr. Valerie Cadet, discussing challenges in providing accessible and affordable places

Wanona set the stage for the conversation to follow, discussing **four interrelated aspects of accessibility and affordability: environmental equity** (with a focus on transportation), **infrastructure equity** (with a focus on housing), **economic equity**, and **social equity**.



Transportation • Housing • Economic • Social

***Metrics**

What *qualities* make a place *accessible*?

Overwhelmingly, G-CAT member's thoughts turned to **transportation and transit accessibility**. And while not a necessary condition, G-CAT members also recognized that **to be truly accessible, places needed to have options for affordability**. As with prior discussions, members also highlighted **the importance of safety and a feeling of being welcomed** in place-making.



What *qualities* make a place *affordable*?

While **cost** was the primary factor raised by G-CAT members, the connection between affordability and accessibility was again highlighted. **Affordable places were recognized as being amenity-rich, and providing access to jobs, housing options, and livable wages.**



What are strong *examples of affordable or accessible places?*

Overall, **local, state, and national parks** were most frequently cited for affordability and accessibility, including the Gwinnett County Park System, Georgia State Parks, and the Appalachian Trail; however, the distinction was made that though **some of the public areas that were recognized as accessible were not always affordable**. Piedmont Park and Central Park are both highly accessible, but the neighborhoods surrounding each were noted as being less affordable and accessible.

Gwinnett County Park system

Atlantic Station is accessible, but not affordable

Accessible: NYC-not affordable

Georgia State Parks

National Park System/ Appalachian Trail

Mercedes Benz Stadium

Piedmont Park/Central Park NYC are both accessible but the surrounding housing/amenities aren't

Research Triangle, North Carolina

National Mall DC / Atlanta Beltline / Baltimore Inner Harbor / Greenville SC Downtown Park + Natural + Mixed Use

What are the **challenges to providing accessible and affordable places today to workers, employers, residents, students or visitors?**

First, there were the **external forces that provide barriers to entry** – economic, structural, technological, social and cultural, including the **lack of transportation options, proximity of homes to job centers, access to high-quality education, market pressures, costs of living and infrastructure**. Second, connecting back to the prior meeting's discussion, the G-CAT highlighted **issues that impacted a project team's ability to effectively collaborate** – **inconsistent or incongruent intentions of project stakeholders, competing demands of programs, difficulty prioritizing needs**.

Jobs being close to home space

Divise social climate

Cost of Infrastructure / Transportation Options /
Geographic Isolation / Social and Economic
Stratification

Challenges include costs of living. Challenges
include time availability to use said amenities in
the community

Prioritizing and sustaining everyone's needs in a
way that leverages their talent/role

Transportation,, proximity

Transportation

Access to high quality education

Lack of Transportation, affordable housing
options, diversity in leadership and residents,
diversity in employment sectors and jobs

WHAT WE HEARD

Following the group conversation, the G-CAT further discussed **how to plan for accessibility and affordability in Rowen** in relation to the four aspects emphasized by Wanona in her opening remarks:

Transportation

- Connectivity locally and to the region through options such as bus rapid transit, regional heavy rail transit and light rail transit, connection to public trails, sidewalks, and bike share.
- Providing access and opportunity for those with all physical abilities.
- Providing direct links to university systems and major arteries.
- Not needing a car to get around within Rowen.

Economic

- Workforce training, certification programs, and incorporation of Pre-K through 12 educational opportunities, job opportunities and apprenticeships. Ensuring jobs at all skill levels.
- Consideration of students entering trade positions or those not college bound, as well as the affordability of college for those who are, supporting these initiatives through federal grant or workforce programs.
- Ensuring diversity in Rowen's leadership is maintained throughout the life of Rowen.
- Identification of anchor tenants for Rowen and appropriate economic recruitment strategies.

Housing

- Ensuring sustainable use of land and proper planning for long term growth to maintain affordability.
- Consideration of long-term affordability and the challenge of a successful project.
- Provision of resources to support those searching for housing better understand what is out there to help.
- Providing after school programming for students and childcare for working parents, potentially through partnerships with private businesses.

Social

- Integration of art, public pathways and trails within Rowen, tied into annual events and opportunities for the community to come together.
- Creation of a congregation space, indoor or outdoor, for community members to meet, or potentially rent.
- Programming to welcome people and have them participate in community spaces, potentially including de-stressor activities, sports activities, science classes, cooking classes, art activities.

Immediate (next 6 months)

7. Incorporate into plans and images the accommodation of alternative modes of transportation to and within the Rowen site.
8. Partner with the County and other organizations to integrate arts and culture in areas of the site (trails, pathways, etc.)

Short-term (next 18-24 months)

9. Create a temporary (or potentially permanent) Maker Space/Collaborative Space/Pitch Space to engage the community early on and foster innovation.
10. Develop public programming on site that offers a variety of activities for the community, including arts events and classes, sports activities, science and cooking classes.

Long-term (next 3-5 years)

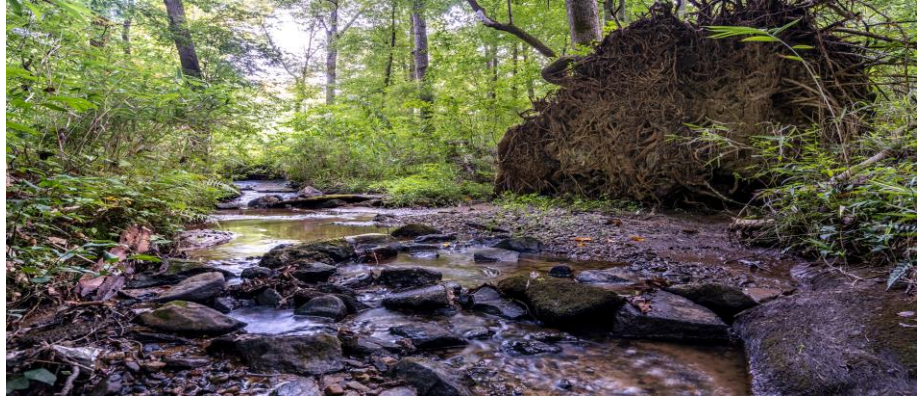
11. Create congregation space that can be rented or reserved by the community, or Rowen-affiliated businesses and partners, for meetings and events.
12. Work with civic, nonprofit, and education partners to develop educational and career opportunities at Rowen for area residents, offering a diversity of opportunities at all skill levels.
13. Create a sustainable plan ensuring options for long-term affordability at Rowen.

Meeting #4: Authenticity

June 11, 2021

Rowen will be an authentic place that will merge a global reputation for equity and innovation with Gwinnett's unique culture.

Authentic places **build trust** and **evoke a sense of home**.



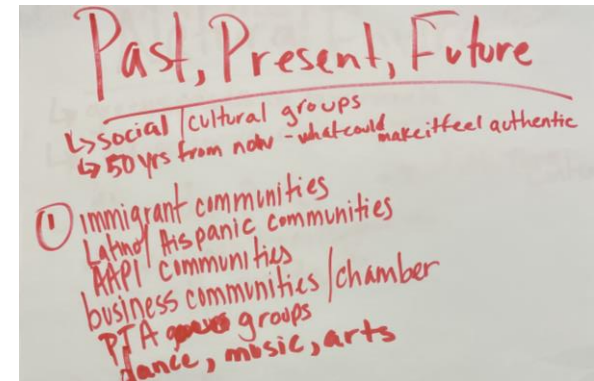
MEETING SUMMARY

On June 11th, the Rowen G-CAT met to discuss what makes a place authentic and **how to bring authenticity to Rowen**. Members were joined by subject matter expert, Bob Geolas, Partner at HR&A Advisors, and the former President and CEO of the Research Triangle Park Foundation, who has built his career creating authentic knowledge communities throughout the country. Following Bob's remarks, G-CAT member, and Associate Professor of Microbiology and Immunology at PCOM, Dr. Valerie Cadet, further shaped the morning's conversation, offering her own thoughts on what it means to be authentic, and inspiring the conversations to follow.

Together, G-CAT members highlighted examples of authentic places for inspiration and identified ways to leverage the diversity of the community's people and culture, history, and natural beauty to bring that spirit to Rowen.



G-CAT members, Marlon Allen, Dr. Tyler Yu, and Doug Jenkins, consider how to reflect the County's character in Rowen's development



*What makes a place **authentic** and why is it important?*

The G-CAT members identified authentic places as those that breed **familiarity, comfort, honesty, trust, and a sense of home**. Authentic places are “**on mission,**” **create a sense of belonging, and foster personal connections**. Authentic places do not “try to be something they are not.” **To be and remain authentic, a place must be reflective of its community, and adapt and evolve over time.**

Authentic breeds familiarity and comfort

Accurately reflects uniqueness;
always on mission
Creates trust and comfort

Comfort, feeling free, representation
in people, thoughts and ideas
reflecting the mission

Sense of belonging

Humility - trying to be something it
isn't doesn't work (e.g., calling south
Buckhead "SoBo")

Familiarity, builds trusts

Creates a personal connection

Evolves over time with its environment
and inhabitants

Originality - not attempting to be
somewhere else Context-driven

Honest and adaptive

What are local, national, or international *examples of authentic places?*

Members identified local and national examples of authentic places – from Williamsburg, Virginia, to Ground Zero, Miami, to Little Five Points and the West End – and discussed the unique experiences that each offered.

Williamsburg, Virginia

Ground zero, Miami (NOT S. Beach)

Suwanee, Nashville

Los Angeles

Authentic: L5P, West End
Inauthentic:
Atlantic Station

What *authentic features* of the Rowen property *should be reflected in future plans*?

When thinking about features authentic to Rowen, the G-CAT members overwhelmingly voiced the need to **preserve the natural beauty of the site, as well as the historic home sites and representation of the people, long past, that are connected to the site.**

Trees. Green. Water features. The River. Dark sky!

Landscape

Historical home sites

Representation of homes/people long past

The natural beauty

Strong connection with nature; river; natural beauty

The G-CAT then had small group breakout discussions that explored authenticity as it relates to **People and Culture**, the **Past, Present, and Future** and the **Natural Environment**.

People and Culture: identifying positive attributes of the County and how to reflect those attributes at Rowen

- Emphasis on **celebrating the diversity of people and culture**, both in reflecting the past and honoring the diversity of the County today and tomorrow, **convening different cultures, faiths, food, and traditions**
- Importance of **maintaining the “soul” of the community** and **providing small-town warmth and hospitality; creating a multi-generational experience**
- **Education and partnerships with educational institutions** (K-12 & post-secondary), acknowledged as being both important to the community, but also a way to **generate excitement about and pride in Rowen**
- **Developing community partnerships and maintaining a continual dialogue** with the community to understand what they need and envision, get their buy-in, and keep the community informed

Past, Present and Future: who has shaped Gwinnett's past and present, and what should we carry into the future?

- A broad list of groups was developed encompassing **civic organizations, business associations, educational institutions, faith communities, government agencies, neighborhood associations, and cultural organizations**, that have a significant role in Gwinnett's past, and could be **potential partners in shaping Rowen's future**
- Reflecting on the future included **an acknowledgment of the past**, and while several ideas were discussed on how to share the history of the site – art, festivals, events, and more permanent fixtures/museum space – it was **acknowledged that the site's history warranted a longer discussion, with a historian**

Natural Environment: *highlighting favorite natural spaces in the County and how to amplify Rowen's natural beauty*

- **Parks and greenways** were at the top of the list, including Yellow River Park, Tribble Mill, Suwannee Trails & Greenway, Thrasher Park, Chattahoochee River Corridor, Lilburn Greenway, Shackleford Park as well as the Duluth Town Center and Suwannee Town Center.
- **The Promised Land** was elevated as a **historic site** in South Gwinnett **that could be highlighted in the historical narrative of Rowen.**
- The importance of **conversation, sustainability, and preserving natural habitats for wildlife** was highlighted, along with the desire to **create nature trails that would showcase the natural beauty of the site.**

Immediate (next 6 months)

14. Continue to add seats to the table, growing Rowen's partnerships to include prominent local institutions that have played a strong role in community building in Gwinnett.
15. Convene a broader discussion with community partners to explore the history of the site in more detail and generate ideas as to how to honor that narrative at Rowen.

Short-term (next 18-24 months)

16. Develop programming to celebrate the diversity of cultures and faiths in Gwinnett, such as festivals, or a "Taste of Rowen" event.

Long-term (next 3-5 years)

17. Preserve significant historical markers throughout the site, and develop a permanent museum to document and honor the history of the site and region, tell the story of Rowen's formation, and offer a glimpse of the future
18. Protect and preserve the natural features of the site and create public spaces that allow the community access to appreciate and commune with Rowen's natural beauty

Meeting #5: Inspiration

July 9, 2021

Rowen will be an inspirational place that draws people in and moves them to act on an emotional and/or intellectual level

WHY IS IT IMPORTANT?

Inspiring places **speak to the soul** and **awaken the mind**.



MEETING SUMMARY

On July 9th, the Rowen G-CAT met to discuss “inspiration” and how to use creative placemaking to ensure Rowen is a place that inspires the community and visitors into the future. Members were joined by subject matter expert, Howard Wertheimer, Executive Vice President and COO of the Piedmont Park Conservancy, and former Assistant Vice President of Capital Planning & Space Management and Institute Architect for the Georgia Institute of Technology, who has built his career designing and building lasting, inspiring places.

In the discussion that followed, members offered examples of places and people they found personally and professionally inspirational, **identified existing sources of inspiration at Rowen** and in the larger community, and **suggested key elements for consideration in creating Rowen as a place that inspires.**



Howard Wertheimer addresses the G-CAT, sharing examples of inspirational places and offering his perspective on how to create Rowen as a place that inspires

*What makes a place **inspiring**? What places do you **return to** for inspiration?*

G-CAT members defined inspiring places as those that **create a sense of awe/wonder or peace/calm, and often hold a strong personal or historical connection to the visitor**, such as the 9-11 Memorial or The King Center. For many in the group, **inspiring places included natural features that were personally restorative, and in some instances, spiritual**. For a place to be inspiring, the visitor needs to feel **welcome and comfortable**, underscoring previous conversations that have highlighted the importance of **creating Rowen as a place that is inclusive, celebrates the community's diversity, and removes barriers to entry**.

The G-CAT then had small group breakout discussions that explored sources of **Personal and Professional Inspiration**, as well as **Community Inspiration and Pride**.



Image: 9-11 Memorial and Museum. Source: Howard Wertheimer

Personal and Professional Inspiration: identifying people and places that inspire us on an individual level and activate our creativity

- For many, **personal inspiration began at home with their faith and their family**, where they were inspired by a family member's service, selflessness, integrity, and hard work
- **Nature and natural environments were highlighted for their beauty and majesty, and ability to bring awe or wonder, and offer tranquility**
- **Art and architecture were a common thread of inspiration relating to exploration and experiencing new places**
- **Creative inspiration was acknowledged as a multi-sensory experience** – a place needs to “feel right” to inspire creativity, and may incorporate music/sound, textures, etc.
- While **familiarity and comfort were cited as key ingredients in places that inspired creativity**, the group also highlighted **the power of new people and perspectives to spark curiosity and new ways of thinking**

Community Inspiration and Pride: what about the County inspires you to serve and instills pride? How do we position Rowen as a place to inspire ourselves, our community, and generations to come?

- Overwhelmingly, G-CAT members were inspired to serve their community because they were seeking to **give back**, had a desire to **positively impact the lives of others**, and to **contribute to something bigger than themselves**
- In thinking about Rowen as a source for inspiration for present and future Gwinnettians, the State of Georgia and our global partners, it was recommended **Rowen embrace a culture of service**
- Inclusivity was at the forefront of the discussion, **Rowen is envisioned as a place that is not only inspiring, but safe and welcoming for all**
- An emphasis was placed on **creating a dynamic “sticky space,” continually evolving and drawing people to return to experience new things and create shared memories** – whether through education, food, music, sports, nature, etc.

Immediate (next 6 months)

19. Use creative placemaking to guide design and develop “sticky” spaces – places that draw people to return and create “Instagrammable” moments

Short-term (next 18-24 months)

20. Develop a corporate culture of service to guide the Rowen Foundation’s thinking and decision-making long-term

Next Steps

COMMON THEMES THAT EMERGED

Throughout the meetings and conversations among G-CAT members, common themes emerged that carried through the work. G-CAT members voiced and returned to the following principles below, which guided the dialogue and recommendations that emerged.

Lead with Diversity, Equity, and Inclusion

Rowen should be a place that is **welcoming, safe, and celebrates the diverse cultures of all Gwinnettians**, present and future

Honor our Past, Acknowledge our Present, and Position Gwinnett for the Future

Uncover, explore and learn from the history that has led to the present, allowing that narrative to **inform and shape the creation of Rowen** as an adaptable, resilient, inspiring community

Rowen as a Convener and Community Builder

Create pathways and **opportunities for all Gwinnettians**, as we build a global destination

The Gwinnett Community Advisory Task Force (G-CAT) is Rowen Foundation's **first initiative to shape a long-standing relationship between Rowen and local stakeholders.**

While the G-CAT was a great first step in building foundational relationships with the local community to inform the development of Rowen, our work is far from over. Developing a multi-generational, transformative knowledge community requires deep roots in the community and an expansive network of partners, collaborators, advocates and allies.

In addition to the action items and recommendations coming out of the G-CAT work sessions, members shared their thoughts on how G-CAT could evolve along with Rowen, to continue to guide the work, advocate for the project and draw in broad partnerships – locally, nationally and globally. As conversations continue to evolve and relationships deepen, the Rowen Foundation is tracking those areas that were raised for further exploration or special emphasis, including:

- Historic Preservation and Storytelling
- Site Activation
- Youth Engagement and Education
- Community Outreach and Engagement of Marginalized Groups
- Planning for the Future of Work

The Rowen Foundation and G-CAT members are continuing the conversation, planning for the next phase of community engagement and continuing to grow our partnerships as we move forward with development.