



GWINNETT COUNTY
BOARD OF COMMISSIONERS

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Charlotte J. Nash, Chairman
Jace W. Brooks, District 1
Ben Ku, District 2
Tommy Hunter, District 3
Marlene M. Fosque, District 4

Official

Board of Commissioners' Strategic Planning Session Minutes

July 20, 2020 – 9:30 AM

Infinite Energy Center, Meeting Rooms 5 AB
6400 Sugarloaf Parkway, Duluth, Georgia 30097

Present: Charlotte J. Nash, Jace Brooks, Ben Ku, Marlene M. Fosque

Absent: Tommy Hunter

The Board of Commissioners Strategic Planning Session was facilitated by Mara Shaw with the University of Georgia (UGA) Carl Vinson Institute of Government. The session covered driving and restraining forces impacting Gwinnett County and navigating towards the future. Stan Hall, Chief Operating Officer with the Gwinnett Convention and Visitor's Bureau, provided an update on the Infinite Energy Center capital project. No official action taken.



**UNIVERSITY OF
GEORGIA**

**Carl Vinson
Institute of Government**

**Gwinnett County Board of
Commissioners**

Strategic Navigation Session

July 20, 2020

Infinite Energy Center

Welcome and Overview

Charlotte Nash



Gwinnett

Mara Shaw



Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA



Carl Vinson Institute of Government
UNIVERSITY OF GEORGIA

Strategic Navigation Session Agenda

- 9:30 am *Strategic Planning Session Overview*
- 9:45 am *Driving and Restraining Forces Impacting
Gwinnett County – All Participants*
- 10:30 am *Break*
- 10:45 am *Driving and Restraining Forces Impacting
Gwinnett County - Visioning Our Future and
Scenario Building - All Participants*
- Noon – 1:30 pm *Lunch and Special Presentation*



Agenda - Continued

1:30 pm

*Driving and Restraining Forces
Impacting Gwinnett County -
Navigating from our Most Likely to
Our Preferred Future – Commissioners*

2:30 pm

*Navigating Towards Our Preferred
Future – Commissioners*

3:15 pm

Next Steps

3:30 pm

Closing Remarks and Adjournment



Special Instructions for Participants

- Always maintain required social distancing and adhere to all safety and health requirements
- Handouts have been reduced to just the agenda
- Place all flip chart pages and post-it notes in the middle of your tables for collection and posting
- Mara and Tammy will collect all flip chart pages and post-it notes for posting
- Evaluations will be emailed to you with instructions by Tammy at the end of the day



Facilitator Roles

- Keep the conversation focused
- Make sure everyone is heard
- Help the group work towards consensus
- Keep a written record (of consensus agreements)
- Answer questions



Questions



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Why a Strategic Navigation Session?



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1. Exercise greater autonomy and discretion
2. Establish a coherent and defensible basis for decision making
3. Create the future more than react to it



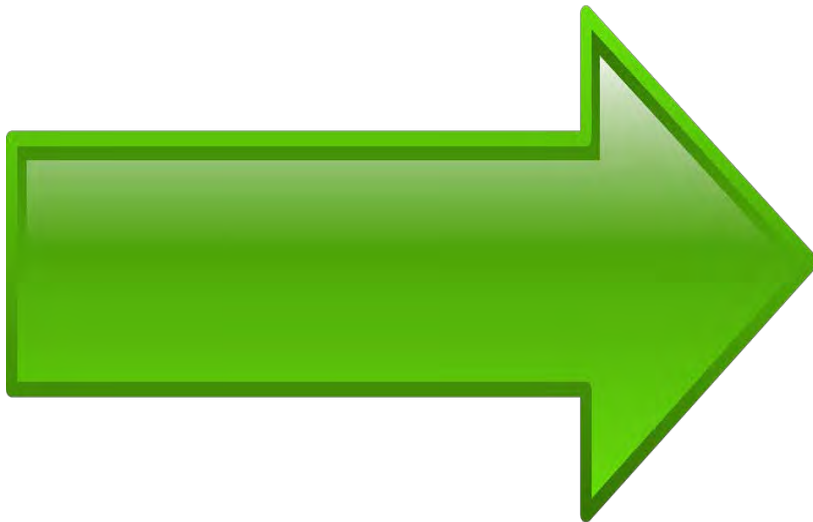
Purpose and Goals

1. Create a shared understanding of your challenges, a sense of direction about tomorrow, and a vision for ensuring a collaborative approach to the future.
2. Identify critical issues, driving forces, restraining forces, and challenges, that you wish to address through the remainder of 2020 and into 2021.
3. Draft a set of overarching goals that can connect areas of governance and guide operational plans as the county government leadership moves into 2021.
4. Provides guidance to staff as they develop strategies and actions for achieving your desired future.
5. Galvanize and renew personal commitments, better align individual efforts, and impel the county towards a future of your choosing.

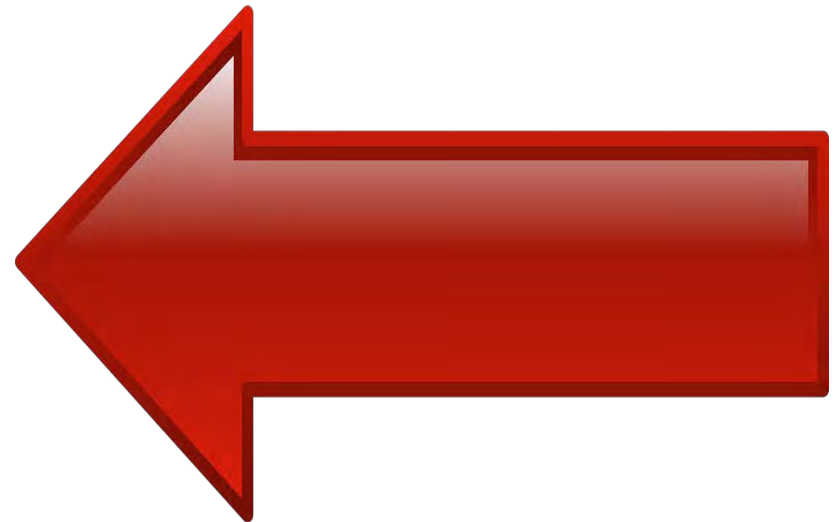


Gwinnett County Today

**Driving
Forces**



**Restraining
Forces**



In the face of the continuing pandemic, the five months remaining in 2020 for you to collaboratively govern as a group, and planning for the transition to new leadership in 2021:

Identify, discuss, and describe 3-5 key forces that are driving, shaping, and pushing Gwinnett County to change

Driving Forces



E.g., health and safety, political, economic, social, cultural, global, financial, virtual, geographic, demographic, environmental, technological, etc.



In the face of the continuing pandemic, the five months remaining in 2020 for you to collaboratively govern as a group, and planning for the transition to new leadership in 2021:

**Identify, discuss, and describe
3-5 key forces that are
restraining, constraining, and
holding Gwinnett County back
from changing**

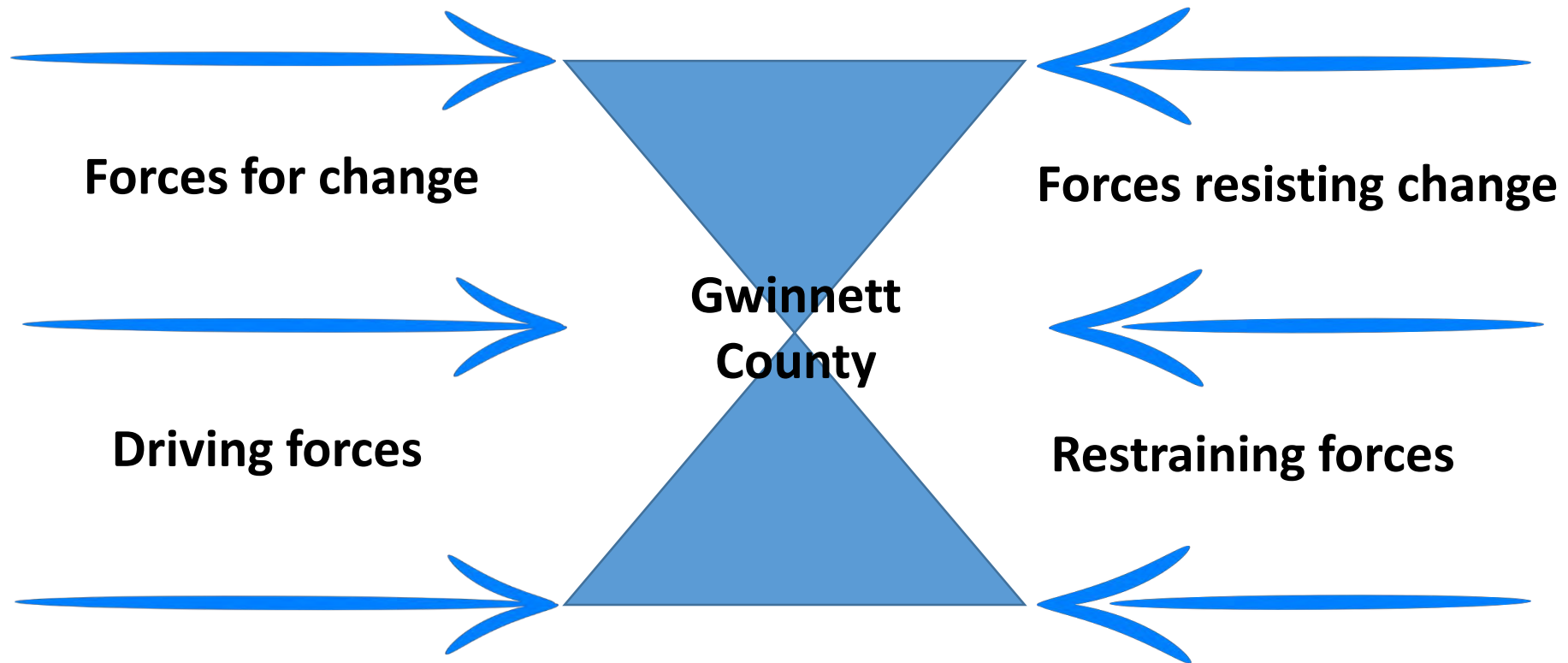
Restraining Forces



E.g., health and safety, political, economic, social, cultural, global, financial, virtual, geographic, demographic, environmental, technological, etc.



The critical question is not which position is correct, but whether there is consensus on the underlying assumptions



10:30 am – 10:45 am



Visioning Our Future Scenario Building



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Our Most Likely Future



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Using the driving and restraining forces you identified, prepare a brief narrative description of what Gwinnett County will look and feel like three years from now if these forces remain unchanged.

**Driving
Forces**



**Restraining
Forces**



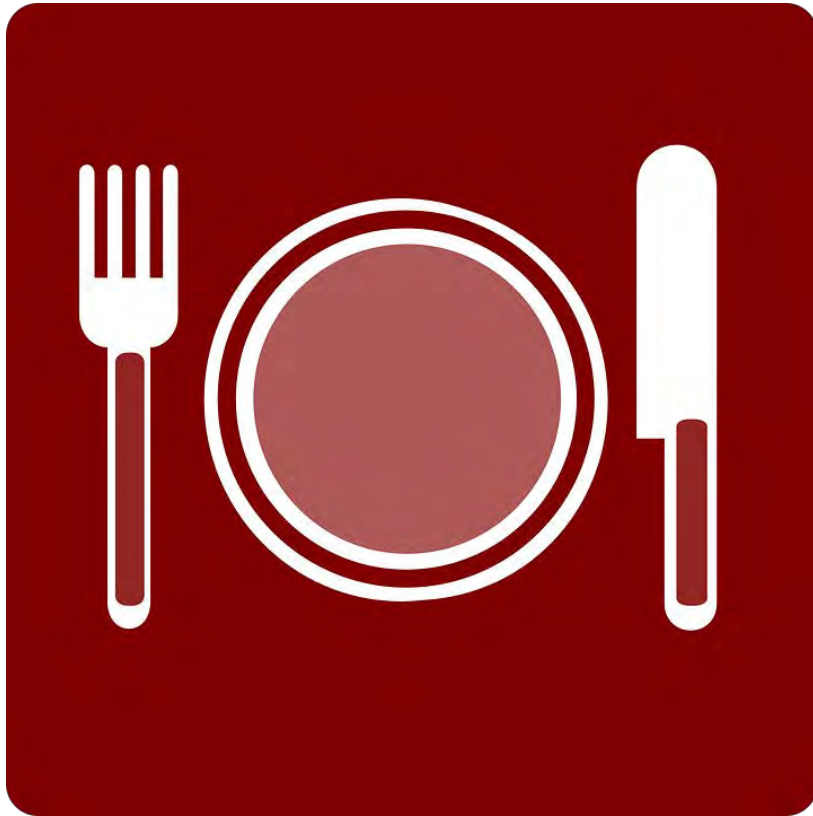
Our Preferred Future



- 1. Based on what you like and do not like about your most likely future scenarios, discuss what you would like Gwinnett County to look and feel like 3 years from now?**
- 2. Each table will craft a brief narrative scenario that describes your preferred future for Gwinnett County**



Noon – 1:30 pm

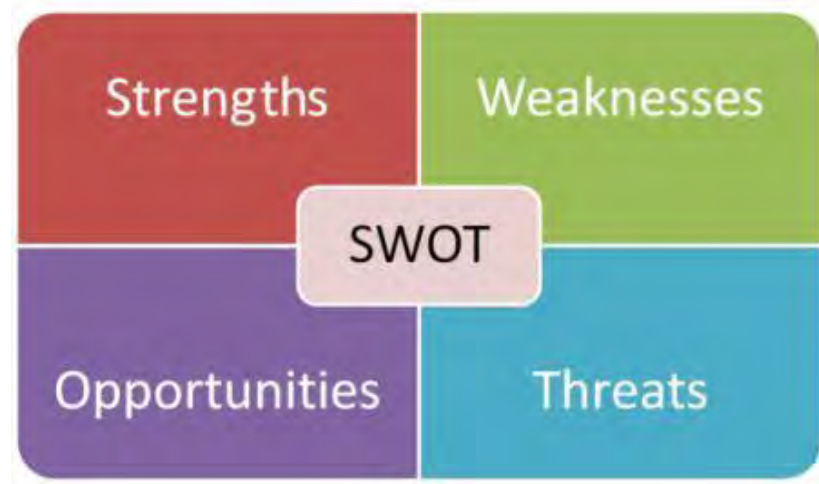


**Lunch
and
Special Presentation**



Navigating from Our Most Likely to Our Most Preferred Future

- Successful navigation to your preferred future requires collaborative leadership
- The focus for this section is for you as the leadership of Gwinnett County to think about:
 - How you continue from here to govern together
 - How you collectively support the successful transition to the new leadership for Gwinnett County
 - The foundation needed to ensure that success



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SWOT Analysis



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Navigating from Our Most Likely to Our Preferred Future

- *What are Gwinnett County's strengths that will support our navigation to our preferred future?*
- *What are Gwinnett County's weaknesses that will impact our navigation to our preferred future?*
- *What are Gwinnett County's opportunities that will guide our navigation to our preferred future?*
- *What are Gwinnett County's threats that will hinder our navigation to our preferred future?*



Navigating Towards Your Preferred Future



Grouping Responses Into Themes

- Group SWOT responses into three to five categories that have similar themes
- Commissioners will guide Mara and Tammy during this process



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Draft Goal Statements



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Draft an affirmative goal statement for each category that will:

- Create a foundation for the successful transition in leadership into 2021 in order to reach your Preferred Vision for Gwinnett County
- Help create the Gwinnett County you envision for tomorrow

(Mara and Tammy will post the goal statements as you report out)



Next Steps

- Staff will utilize the goal statements to develop strategies and actions to support the foundation for the successful transition in leadership into 2021 and the ongoing strategic navigation to your Preferred Future for Gwinnett County.
- The Strategic Navigation Action Plan will be presented to the Board of Commissioners for review and final approval.

These strategies actions will:

- Enhance and build upon strengths
- Capitalize upon and realize opportunities
- Eliminate or negate weaknesses
- Reduce or minimize threats



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The Gwinnett Standard

The County's tagline, "**Vibrantly Connected,**" celebrates our dynamic community—filled with energy, creativity, and passion that weave through Gwinnett's schools, businesses, nonprofit organizations, civic institutions, and County government.



Closing Remarks, Thoughts, and Adjourment

- *Closing Remarks and Final Thoughts*
- *Reminder – Session evaluation link will be emailed to you*
- *Adjourment*



Thank you!



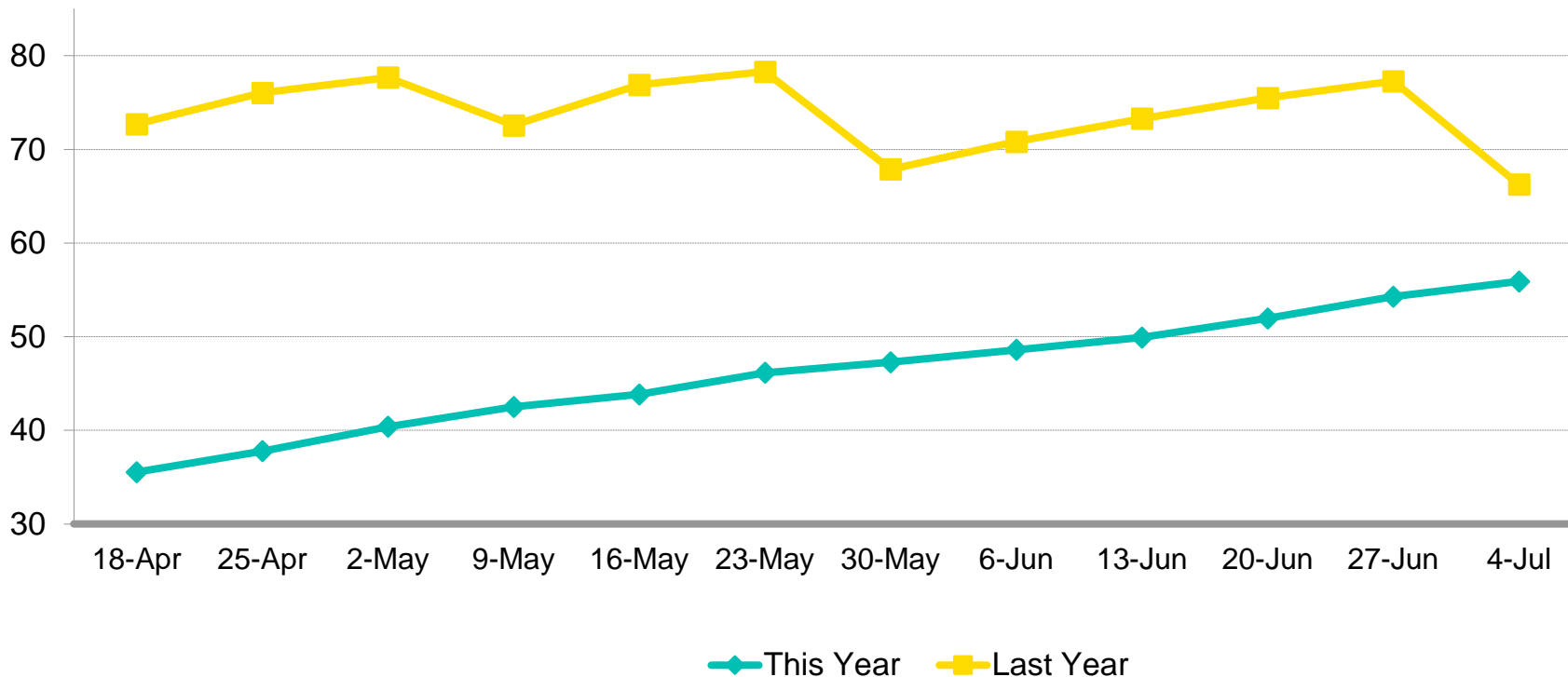
Gwinnett Convention & Visitors Bureau

Infinite Energy Center Expansion/
Renovation Update

July 20, 2020

Current Hotel Trends in Gwinnett County

Weekly Occ (%) - Apr 18, 2020 to Jul 04, 2020



	Current Week						
	Su	Mo	Tu	We	Th	Fr	Sa
Occupancy (%)	June		July				
	28	29	30	1	2	3	4
This Year	50.7	50.4	51.6	51.9	53.3	65.7	67.8
Last Year	59.7	60.5	58.2	56.1	69.9	80.5	78.8
Percent Change	-15.2	-16.7	-11.4	-7.5	-23.8	-18.5	-13.9

* These numbers and trends are base on no business at our venues or tourist attractions, no professional sporting events and no corporate travel. This is based on transient tourists; likely locals wanting to get out of the house or those that are visiting family in Gwinnett County.

Parking Decks

- ▶ Decks officially opened:
 - ▶ Deck 1: September 19, 2019
 - ▶ Deck 2: February 1, 2020
- ▶ Paid Parking Update
- ▶ Ingress/Egress effect of new decks



Security Gates



Central Energy Plant

- ▶ Construction Update
- ▶ Completion Date



Main Street Temporary Drive

- ▶ Street elevation
- ▶ Paving of temporary road
- ▶ Future connectivity to Mixed-Use Development/Arena Plaza



Truck Marshalling

- ▶ Underneath the asphalt sits 17.6 million pounds of concrete collectively making up the new water retention system



Water Retention Vault

► Status Update

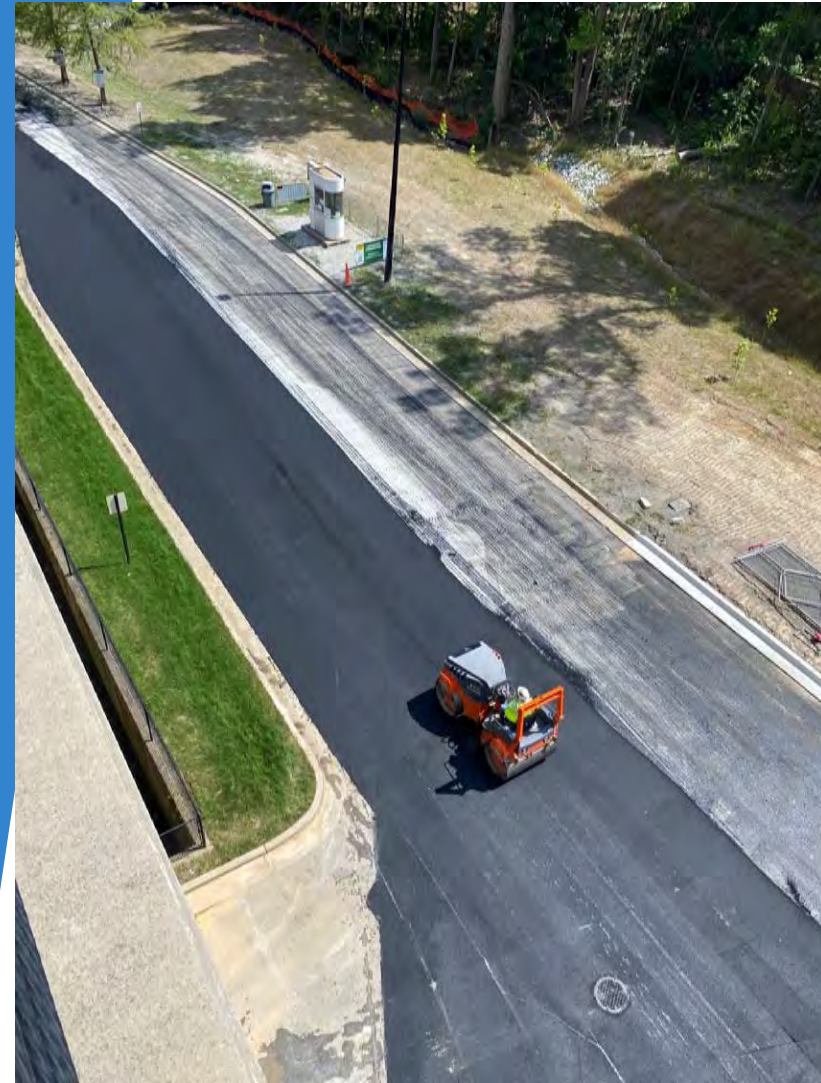


Infrastructure Construction

► Update: Water, Sewer and Roadways



Infinite Energy Center Forum/Arena Update



► Back Drive Project Update

Infinite Energy Center Expansion & Renovation



- ▶ Details of GMP1 & GMP2 completion
- ▶ Construction separation wall & existing Forum
- ▶ Tentative start date for expansion construction

Westin Hotel



- ▶ Groundbreaking held on January 27, 2020
- ▶ Construction underway on February 24, 2020
- ▶ Ground lease update

Mixed Use Update

- ▶ Reconfigured site plan
- ▶ Density
- ▶ New master developer conversations
- ▶ “Revel” logo update
- ▶ Potential timeline of development

Infinite Energy Center Back to Business

- ▶ Created new client guides for the Arena, Theater and Forum on what to expect when returning to campus
- ▶ Created new standard operating procedures for in house health and safety measures
- ▶ Worked extensively to follow guidelines from Executive Orders to get facilities reopened

Please Help Us to Keep
Everyone Safe



Infinite Energy
CENTER

Infinite Energy Center has taken enhanced health and safety measures to create a reasonable, safe environment for all guests and employees. However, by entering the venue, you are voluntarily accepting all risks related to potential exposure to COVID-19.

Questions?