

CITY PLANNING  
ECONOMIC DEVELOPMENT  
COMMUNITY BRANDING  
HISTORIC PRESERVATION

22 April 2012

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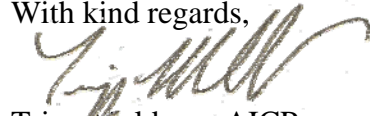
Dear Valerie:

Thanks so much for lining up the meeting last week. I thought it was very productive and really helps to clarify the scope of work. I am putting this scope together assuming that we would be doing market research, branding work, and a marketing plan for both The Town of Lake Lure and the Village of Chimney Rock.

Based on our discussions, it seems that we will concentrate more on the branding for Lake Lure and I have assumed so, though we will be looking at market analysis and marketing recommendations (and collateral material) for both communities. This gives you all the most efficient way of evaluating the market though as we discussed, I will leave the division of dollars up to the two communities to decide.

Please don't hesitate to email or call with any questions.

With kind regards,



Tripp Muldrow, AICP  
President  
Arnett Muldrow & Associates, Ltd.

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## PHASE ONE: RETAIL MARKET STUDY

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### **Task One: Information Gathering and Background Review**

Arnett Muldrow will review prior plans, community histories, redevelopment efforts and any other applicable documentation that would impact development in The Town of Lake Lure and the Village of Chimney Rock. This will be an important step to understand what has happened in the past as well as to coordinate the market assessment with other planning efforts. We will work closely with both communities to also gather all relevant material related to their marketing and image including: all promotional publications that involve the communities and their attractions, official seals and emblems each community, marketing initiatives Rutherford County and the Hickory Nut Gorge, neighbor community marketing, event information including the festivals that occur each year, economic development and tourism publications, website information, commercials (if applicable), and any other related information. We will thoroughly review this information prior to the first resource visit.

### **Task Two: Project Kickoff (Visit One)**

Arnett Muldrow will conduct a three-day work session in the The Town of Lake Lure and the Village of Chimney Rock that will involve the following:

1. A preliminary meeting will be held with a steering committee comprised of staff and representatives of The Town of Lake Lure and the Village of Chimney Rock. This meeting will be a planning session to review goals and objectives, refine specific tasks and coordinate the planning process. This steering committee can provide guidance to Arnett Muldrow and periodically evaluate the progress of the market study and marketing strategy.
2. Arnett Muldrow will conduct detailed reconnaissance of the community noting the development patterns happening in and near The Town of Lake Lure and the Village of Chimney Rock with a special concentration on the downtown areas, Chimney Rock State Park plans, major nearby resorts, and other locations as needed. We will also note connectivity, parking, amenities, and attractions in The Town of Lake Lure and the Village of Chimney Rock.
3. Arnett Muldrow will conduct up to twenty-five stakeholder interviews (which may occur over the duration of the project) to assess perspectives on the local economy, their desires for future investment, and what these stakeholders themselves plan to do to invest in each community. We try to talk with key retail property owners, retail business and building owners, brokers and developers, and leaders of community groups. We will work closely with the Steering Committee to identify the people to be interviewed but will rely on the Client to set the appointment times with the interviewees.

4. We will meet with up to five selected community and business groups themselves to garner input and share progress on the effort. We will work closely with the The Town of Lake Lure and the Village of Chimney Rock to determine which individuals and groups to meet with. Typically these meetings include professionals in real estate, civic groups, the Rutherford County TDA, other potential partners.

### **Task Three: Demographic Analysis**

We will track population, employment, and income growth and project demographic changes in the future for The Town of Lake Lure and the Village of Chimney Rock. We will pay particular attention to both the permanent population of the community, the seasonal population, and the visitor traffic.

### **Task Four: Market Assessment**

We will conduct a detailed market assessment of The Town of Lake Lure and the Village of Chimney Rock. The market assessment will analyze several components and will require the cooperation of as many businesses as possible.

- A. We will conduct an examination of the existing retail, office, and housing mix in the communities.
- B. We will conduct a competitive analysis of each “downtown” and key “outlying” districts.
- C. We will work with retailers to conduct a zip code analysis to determine where customers are currently coming for each community. We will rely on the cooperation of local businesses to track customers over the period of one to two weeks. The more businesses we have participate, the more thorough our results will be. Arnett Muldrow will prepare all analysis related to the zip code survey and will work with local business groups to help them conduct the survey (the survey is very user friendly since it only tracks zip codes).
- D. Based on the zip code survey Arnett Muldrow will determine primary and secondary trade areas for The Town of Lake Lure and the Village of Chimney Rock. Using these trade areas, Arnett Muldrow will evaluate sales information for appropriate retail market segments as well as a retail leakage analysis that will indicate in which categories The Town of Lake Lure and the Village of Chimney Rock is leaking sales to other communities. The analysis will also provide us insight into visitor patterns to The Town of Lake Lure and the Village of Chimney Rock from outside communities (which we will compare with other studies in nearby communities in North Carolina where we have worked).

- E. We will conduct a retail shares analysis to determine how each community is performing in a regional perspective in all retail categories. This study helps to determine if there are any niche businesses where each community may have particular strengths or gaps.
- F. We will predict detailed space demand for retail uses in over fifty individual retail categories.
- G. As a thank you to participating merchants, we will prepare a confidential “Individual Business Report” for each merchant that tracks zip codes showing how their results compare to that of both communities.
- H. We will also look at housing, office, and service businesses to determine their potential in each community.
- I. We will synthesize this information and gear it specifically to opportunities within each community paying attention to existing downtown planning efforts underway for Chimney Rock Park and the Town Center Master plan for Lake Lure.

**Task Five: Progress Report and Presentation (Visit Two)**

Arnett Muldrow will issue a market report and make a brief presentation of findings to date to the steering committee as well as other interested parties in The Town of Lake Lure and the Village of Chimney Rock. This presentation will allow us a chance to begin exploring specific strategies to develop a marketing and branding strategy that can be deployed by each community and their partners. These strategies will also explore how to retain the existing commercial base, expand that base, and explore other implementation options as needed including additional housing, office, service, and visitor attractions.

**Task Six: Marketing and Branding Workshop (Visit Three or possibly combined with Two)**

The branding and marketing strategy will position The Town of Lake Lure and the Village of Chimney Rock to capture its market opportunities, help solidify community pride, aspire to future goals, and provide a unified way for the community to tell its story. We have found that these marketing materials are extremely valuable in explaining to the public and business owners the results of the study, recruiting new investors, and soliciting interest in the community.

Our image and branding plans are developed in an unorthodox way. Because we are a planning firm, we have developed a methodology similar to the design charrettes conducted by Architects and Urban Designers. We will return to The Town of Lake Lure and the Village of Chimney Rock and spend two and a half days in the community for an intensive workshop on the community brand. At the end of the process, we will conduct a brand “reveal” to the participants in the workshop. We have done this process in dozens of communities across the country and have found it exciting for participants in that they get to see immediate results.

### *Day One: Roundtable Input*

The first day will concentrate on a series of roundtable meetings with image setting groups in the community. These will include:

- The Town of Lake Lure and the Village of Chimney Rock
- Merchants
- Local and Regional Economic Development, Tourism officials
- Community residents and other stakeholders
- Others as determined by the client

The input sessions will be facilitated group sessions that will concentrate on the community's brand image building on the initial findings of the marketing study. To the degree possible we will not repeat topics already covered during the market study.

### *Day Two Midday: Progress Report*

By the end of the first day and a half we will have worked with the public and community stakeholders to develop a working brand, so that the second day can focus on brand refinement as well as continued production of marketing concepts and brand extension. At the middle of the second day we will have a small roundtable meeting with selected stakeholders to review the progress on the brands for each community.

### *Day Two Remainder of the Day (and Night) and Early Day Three: Refinement and Extension*

During the course of the workshop, we not only develop the branding itself but also many of the marketing concepts and brand extension pieces necessary to successfully implement a marketing strategy. These pieces include logos, taglines, and related imagery to stationary, publication pieces, ad concepts, web page designs, event logo families, allied agency logos (if desired by those allies), marketing pieces, and others as identified by the client. The goal is to produce a marketing package that can be implemented over time. ***We will pay special attention to existing items already in place as well as ways to provide for collaboration between both the Town of Lake Lure and the Village of Chimney Rock while reinforcing each community's distinct and unique identity.***

### *Day Three Midday: Brand Presentation*

All of the project team's recommendations will be rolled out in a thorough presentation to the steering committee and invited attendees at the end of the resource team visit on the third day. We believe that this is an important element in the branding process because while we will develop the marketing package... it belongs to The Town of Lake Lure and the Village of

Chimney Rock. The presentation will provide the community with a solid direction for the marketing package and we will garner feedback for further refinement to come after the workshop.

### **Task Seven: Implementation Strategy**

Arnett Muldrow & Associates is committed to not only the research involved in understanding the local market but also in the implementation of the recommendations of our studies. Because of this commitment, we will evaluate organizational, programmatic and funding issues that will be necessary for the successful implementation of a marketing plan. Arnett Muldrow will present a detailed one, two, and three to five year strategy to the Steering Committee for review. These recommendations are likely to be centered on the role that both The Town of Lake Lure and the Village of Chimney Rock will play but will also engage partner organizations and individuals both public and private.

Arnett Muldrow will also take the input received during the presentation on the third day of the workshop in task six and begin refinement and developing additional resources not completed during the workshop.

To that end, we will provide The Town of Lake Lure and the Village of Chimney Rock with all of the brand documents (including all copyrights) for future use. We will provide two key resources for The Town of Lake Lure and the Village of Chimney Rock. The first is a “style guide” that will show all of the appropriate uses of the brand including templates for ad layouts for use by The Town of Lake Lure and the Village of Chimney Rock and their partners. We will also develop digital resource media with ALL relevant logo and brand extension designs for the community. This easy to use resource allows volunteers and merchants to easily locate the right version of the logo to use for whatever vendor or resource they may be using whether it is print, computer, tee shirts, etc. The goal is to produce a seamless marketing package that can be implemented over time.

### **Task Eight: Market Assessment Presentation and Report (Visit 4)**

The project team will return to the communities for a final presentation of the concepts to the steering committee and then to the public or stakeholder invitees. This meeting will afford us the chance to gauge buy-in and assign “lead partners” for each recommendation clearly recognizing that no one group can champion the successful effort. This final presentation is an excellent way to involve the participating leaders and even the public in the recommendations of the study.

Project Time Frame: 12 weeks for the process and 4 weeks from the final visit to package and deliver the final products.

Project Fee: \$15,500 inclusive of all travel expenses for four visits. Printing of marketing materials can also be coordinated at cost if desired.

1. Market Analysis Report including the following:
  - Input summary
  - Market definition study
  - Tourism/local market study
  - Retail leakage study
  - Key retention and recruitment opportunities
2. Individual Business Reports detailing market definition for each business that participates in the zip code survey for the project.
3. Annotated Market Analysis Presentation to allow for The Town of Lake Lure and the Village of Chimney Rock to share the findings of the report in a concise easy to share way.
4. Brand Logo, Tagline, and Brand Statement Including:
  - Brand Extension for Events, Activities, Partner and Peer Groups
  - Letterhead and Business Cards
  - Web site cover
  - Brochure and print piece covers
  - Wayfinding, gateway and directional signage
  - Custom banner designs
  - Ad templates and concepts for overall and individual business use
5. Other collateral pieces as desired by The Town of Lake Lure and the Village of Chimney Rock (we like to keep this open ended so that any custom products you need can be developed we have done designs for virtually everything from tee shirts and mugs to sculptural pieces during the workshop)
6. All related photography on digital media.
7. Resource media with all deliverables in a variety of file formats
8. Style guide for brand implementation
9. Brand presentation on PowerPoint
10. Copyright release granting ownership of all designs to The Town of Lake Lure and the Village of Chimney Rock as appropriate.



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At Arnett Muldrow & Associates, we are committed to making better communities. Based in Greenville, South Carolina, Arnett Muldrow & Associates was created in 2002 to help communities that want to rebuild their aging downtown, reinvigorate their urban neighborhoods, and create economic development opportunities. Our team of professionals has worked in communities large and small from St. Albans, VT to Biloxi, MS. We are a four- person firm that focuses on client service in the following key areas:

Town Planning

- Downtown master plans
- Special district and neighborhood master plans
- Commercial corridor plans and redevelopment guidelines

Economic Development

- Retail market assessment for downtowns, commercial districts and sites
- Community partnership development for revitalization and economic development
- Economic and community development strategies and financing plans
- Tax Increment District Redevelopment Plans

Community Branding

- Community and downtown image packages including logos and taglines
- Marketing plans including collateral material and web pages
- Wayfinding and environmental sign concepts

Historic Preservation

- Historic preservation planning
- Creation of local and National Register historic districts
- Design guideline documents and overlay districts

## OUR PROCESS

We work very closely with our clients to define the planning issues for their communities. Whether our solutions focus on an economic development strategy, retail market research, urban design, or historic preservation – we craft a custom process for each community built around three strategies:

*Commitment to Stakeholder Involvement* – Without the involvement of key stakeholders including the public, a project is destined for the dusty shelf. Our public process depends on *listening* to our clients and we're not afraid to use creative methods to hear what they have to say.

*Economic Solutions* – Any plan can offer a vision for the future of a community. At Arnett Muldrow & Associates, we back the vision with thorough and thoughtful research into the economics that lead to implementation. Our research typically includes detailed retail market assessment and demographic analysis followed by real marketing solutions because getting the word out can be as important as crafting the plan.

*Plans that Get Implemented* – All of our planning efforts include detailed implementation strategies and action plans that detail the who, what, how, and when for every plan recommendation.



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*Community Branding and Marketing Expertise*

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Arnett Muldrow has emerged as one of the nation's leaders specializing in branding for communities in the context of creating economic vitality. Unlike a typical advertising or marketing agency, we are a planning firm that understands the complexities of community issues. Our branding and marketing efforts combine the sensitivity of planning with the expertise of a professional graphic artist and marketing specialist. Our experience speaks for itself:

- Speakers at the National Main Street Conference on Community Branding in 2005 Albuquerque, 2007 Seattle, 2009 Chicago. We have conducted six sessions at the national level on community branding.
- Speakers at the North Carolina, South Carolina, Virginia, Illinois, Wisconsin, and Destination Downtown Conferences (MS, LA, and AR) on community branding.
- The Virginia Main Street Program selected Arnett Muldrow & Associates to teach the Main Street 101 course on community marketing and branding.
- Mississippi has selected Arnett Muldrow to conduct Main Street manager training on community branding at its annual managers meeting.
- The Downtown Promotion Reporter, a national trade publication on marketing downtowns, named Ben Muldrow a "branding guru" in a 2004 article.
- Extensive Vermont experience including work in Burlington, St. Albans, Rutland, Brattleboro, and Springfield.
- To date we have completed market assessments, branding and marketing plans for over 100 communities in twenty-six states: AL, AR, CA, DE, FL, GA, IN, IA, KY, LA, ME, MD, MI, MN, MS, MO, NC, OH, OR, PA, SC, VT, VA, WV, WI, and WY.

Much of our work is for small to medium size communities without large budgets for marketing and branding. We recognize the limitations that this places on implementation and prepare creative solutions to deal with these issues. We know the "tricks of the trade" to develop affordable but highly effective products. We are committed to producing quality. In addition, we have a proven track record of follow through with variety of implementation options. Some of our recommendations have gone on to become decals for official vehicles, embroidered patches for uniforms, billboards, ads, signs, and even blanket throws. Our clients have included Main Street Programs, Towns and Cities, Chambers of Commerce, and Economic Development Agencies.

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### ***Firm Personnel***

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Arnett Muldrow is a four person firm comprised of Aaron Arnett who specializes in historic preservation, neighborhood planning, and tax increment financing; Tripp Muldrow who specializes in market assessment and marketing plans; Ben Muldrow who specializes in brand design and brand development; and Tee Coker who provides guidance on wayfinding and signage programs.

For The Town of Lake Lure and the Village of Chimney Rock, Tripp Muldrow will be the sole point of contact for the project. This turnkey approach allows us to be “lean and mean” in our budgeting for these projects saving communities money while providing exceptional one-on-one service.

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### ***Related Experience and References***

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We are proud to have been part of community market assessment, marketing, and branding programs for communities and regions across the United States. We are passionate about what we do and share that passion with the communities in which we work. We encourage you to visit [www.arnettmuldrow.com](http://www.arnettmuldrow.com) to explore our references and case studies.