

MILFORD CITY COUNCIL
MINUTES OF MEETING
April 13, 2015

A Meeting of the Economic Development Committee and Finance Committee was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall on Monday, April 13, 2015.

PRESIDING: Economic Development Chairman Garrett Grier

IN ATTENDANCE: Economic Development Committee:
Councilman James Starling
Councilman Chris Mergner

Mayor Bryan Shupe and Councilman Owen Brooks, Jr.

City Clerk Terri Hudson

Chairman Grier called the joint committee meeting to order at 5:31 p.m.

Downtown Milford Master Plan

Mr. Grier informed the committee that Mayor Shupe had informed him that the Delaware Economic Development Office (DEDO) had offered the city a \$24,000 grant toward the development of a strategic plan for the downtown area. The city would have to dedicate \$20,000 in funding for downtown improvements. Mr. Grier does not believe that would be a problem considering the money the city spends in the downtown area throughout the area.

Mr. Grier and Mayor Shupe had met with Ben Muldrow from Arnett Muldrow and Associates at which time he agreed to put together the application for DEDO. Since that time, he submitted a proposal to to conduct a Downtown Milford Master to create a vision for its future that will guide design, planning initiatives and strategic expenditures while focusing on economic development, tourism and the community.

Mayor Shupe noted that Milford has been getting a lot of good attention and referenced the article done by Delaware Today who referenced Milford as the next boomtown. In that article they highlighted the downtown area and shops in addition to the riverwalk.

The mayor said he was also invited to speak on behalf of the City of Milford at a National Main Street Conference in Atlanta, Georgia a couple weeks ago. He went to the conference with members of the DEDO in addition to members of downtown organizations throughout the state and the country. He said it was eye opening to see what the thousands of downtowns are doing across the nation, their plans and their visions.

At the conference, he spoke with DEDO's Downtown Delaware State Coordinator Dianne Laird and discussed his need for a strategic plan/vision for the downtown area. At that time, Ms. Laird offered a \$24,000 grant that could be used toward that downtown plan. She also informed the mayor that the city would need to provide a match of \$3,250 and dedicate \$20,000 toward its implementation and which funds would be based on what the city feels is appropriate.

Mr. Grier then confirmed that the decisions on how to use the \$20,000 can be made at a later date.

Mayor Shupe then referenced the John Rhodes (Moran, Stahl & Boyer) strategic plan that was done approximately five years ago. He said that was a valuable plan that addressed the city as a whole and outlined those businesses we need to attract and how we should retain businesses.

The mayor asked if the city could do what Mr. Rhodes had recommended and not need another plan. When he began reviewing the plan, he found there are only two pages related to Downtown Milford.

He feels it is valuable to list some of the businesses we need to attract such as restaurants, food shops, bookstores, etc.

He noted that the Arnett Muldrow and Associates plan will provide a strategic plan on how to get there. For example, the best uses downtown and how to attract those desired businesses. This will provide a game plan and what is needed to empower private businesses to make an investment in our downtown area.

Mayor Shupe said this plan is not about everything the city is going to do and everything the city is going to spend money on. But it will figure out how to create an environment where a private market wants to move to Downtown Milford. Though the city is not the one that tells someone they need to put a restaurant in a specific place, but we can create conditions to entice businesses to move there.

The mayor referenced the Muldrow plan noting there are many things it does do and in his opinion, goes the extra mile by showing how the city can make the downtown most valuable for private markets. Part of the plan will be to consider the vacant buildings in the downtown area and make a determination on its best use.

When placing businesses or parks in the downtown area, Mayor Shupe feels it is good to have vision to show something fits in lieu of throwing everything and anything in the area. This will provide a vision and strategic plan for the next twenty years.

Mr. Grier confirmed the new Coordinator of Planning and Economic Development Activities begins his employment with the city on May 4, 2015.

Mr. Grier asked if the mayor was planning to use the advisory panel (EDAP) in this process; Mayor Shupe said we can but that would be up to the Economic Development Committee. However, he also wants to use other business and community leaders. He explained that we would put together a team to help develop this plan.

The mayor continued by explaining that Arnette Muldrow and Associates would be the facilitator helping to strategically create this vision. He emphasized that we would be the ones actually creating the vision itself.

Mr. Grier recommends using the EDAP group and add to it. He does not feel it will be a full group regardless. However, that group was established under the city and a body appointed by the Economic Development Committee.

When asked if Muldrow and Associates is experienced in this area, Mayor Shupe referenced the proposal that states they have developed branding systems for 400 communities in 35 states and have helped create and implement more community identity systems than any other firm in the county.

He also advised this is the firm that created the branding a few years ago that Downtown Milford adopted that was later adopted by the city. They have also worked with Georgetown to create a branding and DEDO has used them to work with several cities throughout the state. Mr. Grier confirmed they are also working with the City of Seaford.

Mayor Shupe noted that the three cities (Seaford, Dover and Wilmington) awarded the Downtown Development Districts will also be working on a strategic plan with Arnett Muldrow and Associates. In addition, he said the city has worked with the firm to create a new branding for the city.

Mr. Brooks of Downtown Milford, Incorporated (DMI) will be participating in this master plan; Mr. Grier said they have a member on the advisory board. He recalls the panel consisted of a representative from the Chamber of Commerce, DMI, school district, a non-profit, hospital, financial institute, large industry, etc. He emphasized it was a very diverse group and once the economic development director was laid off, the panel did not meet again.

Mr. Grier recalls the last item discussed at the last meeting was that once a new economic development director would be hired, the panel would be reinstated. He feels it is important to include them in this plan.

Mayor Shupe agrees a diverse group of leaders is needed to make this plan successful. He then stated the reason he feels it is so important for the downtown is because today, downtowns have become the heartbeat of community and have brought a sense of place to a lot of communities. He emphasized a strong vibrant downtown can spur economic

development throughout the town.

The mayor pointed out that does not mean the city will not be focused on other things going on. The most important aspect of this plan is the visual representation for investors or community members who express an interest.

Mayor Shupe referenced a Milford Chronicle article about him talking with some individuals/developers about the old fire house and the downtown M&T bank. During those discussions, Mayor Shupe was asked if the city had a plan and vision moving forward and something that shows the commitment for the next twenty years that they will be committing. He feels this plan will be very helpful in these conversations.

Mr. Pikus said after the article came out about the master plan, he had four different businessmen stop in his store today and each endorsed the program. However, because downtown has lot both anchors (PNC and M&T Banks), they hoped the program would result in a good mix. He referenced the "River Town, Art Town, Home Town" branding that was done by Muldrow and Associates and all four businessmen stated that Milford is not an art town. They all said that we have artisans in the town, but we have more businesses, offices, shops and restaurants that need to be focused in the sense of a broad spectrum and not just on the arts.

Mayor Shupe said he believes we will move forward with the branding but he agrees we need to consider things beyond that in order to improve on the stability of our economy. He thinks the diverse group will help so that those questions are brought up. He thinks we can use the river town, art town, home town branding along with other ideas to help the downtown.

He feels a diverse group will bring everything to the table.

When asked the timetable, Mayor Shupe advised that DEDO would like to start everything by June.

Mr. Pikus asked if another company had submitted a proposal to protect the city in case another company comes forward and complains they did not get a chance because we get that frequently. He asked if anyone else made a contact. Mayor Shupe said there was no public proposal and by our charter we do not need to because it is below \$30,000. He feels we are justified because of their success in this state.

The mayor added that as the plan is developed, every session will be public. But after the final plan is completed, he will be meeting with the city's partners which includes DMI, Chamber of Commerce and other business leaders who are in that group. He suggests they meet every quarter to ensure we are meeting the action items in the plan. If not, the group would need to come up with a resolution. In this way, the city is holding itself accountable for the money that is being spent, in addition to holding our partners accountable.

Mayor Shupe verified that this is only a proposal at this point and asked the Economic Development Committee to make a recommendation to city council at their meeting this evening. He reiterated that DEDO has proposed a \$24,000 grant of which the city will contribute \$3,250 to pay for the Muldrow proposal. In addition, the city will commit \$20,000 for implementation, at the discretion of the city.

Mr. Grier pointed out the city gives DMI more than \$40,000 a year annually in addition to a house for DMI's sole use. This is only half of that and will benefit the entire downtown.

Mayor Shupe agrees adding that as some of these big projects begin to develop and the plan is implemented, the city can access \$300,000 through the USDA's REDLG. He further explained that when we go to apply for those funds, this plan could be the primary reason to be awarded the money.

It was confirmed that the city has already allocated \$60,000 and Mayor Shupe said the official kick-off has to be tied to a project. He said the \$60,000 has not been spent and does not have to be spent, but must be allocated as an investment in the program. He said once we find a suitable project, the city will be able to apply for up to \$3,000 in grants and also \$2 million in zero percent loan. However, that is a separate project than the downtown master plan project.

The mayor referenced the proposal which includes a strategy to brand and market this plan itself throughout the state and surrounding states by showing them how Milford is growing and our vision.

He said he has also talked with Delaware Tourism. Right now the city is filling out an application that involves a grant for marketing. That could be used to market this plan as well.

Mayor Shupe said that Christine Crouch is working with him on a grant and he hopes we will be successful in having grant money to market this as well.

The mayor confirmed that DEDO wants the work started in June at the latest though he is unsure of any other time frames.

Mr. Mergner agrees a plan is needed to grow and move forward.

When asked the boundary lines, the mayor said that the downtown area will be defined as part of the process. He feels we may be able to reach out and try to work on the vacant buildings by helping other organizations to come up with the best uses by the city.

Mr. Pikus said he has had a number of people come into his office and ask about the numerous buildings previously used by Milford Fertilizer noting they are downtown. Mayor Shupe said he hopes to go through the buildings downtown and consider some potential uses. A strategy would then be developed on how to attract interested parties. For example, he feels that M&T Bank would be a great restaurant but a plan needs to be in place and Muldrow and Associates has that experience.

Mr. Mergner asked if they will assist new entrepreneurs who may be interested in investing or smaller businesses who have heard that Milford has high electricity costs. He asked how we can attract them and try to help in some manner by possibly sharing incentives. He believes it would be beneficial to consider incentive plans other towns are offering. He would like to see Milford put together a package with incentives and be clear on what we can offer to bring them to Milford. He knows that Milford's electricity costs are on the high costs as was noted in the previous strategic plan.

Mr. Mergner said he hears that from local businesses and Paul Mills from Mills Brothers said the electricity bill at his in-town store is twice as much when compared to his store north of Milford limits. Mr. Pikus said that is because he is on Delaware Co-Op which is the reason. Mr. Mergner said it does not matter but what it does is hurt Mr. Mills from growing the business here because he is paying twice as much for a smaller site and less gross profit than his store outside Milford.

Mayor Shupe thinks it will bring us to a point where we can define how we will be competitive with business locations outside of Milford, other towns and what incentives will bring businesses to Milford. He said we are working on those electric rates though other things that may impact a decision must be considered. He agrees everything is on the table.

Mayor Shupe pointed out that bringing in more businesses and more customers and properties will help reduce electric rates and property tax rates.

Mr. Grier recalled reducing electric rates approximately three years ago which was the result of the John Rhodes study who felt the city's electric rates were a deterrent to businesses. He recalls reviewing the city's electric rates with our Consultant Jay Kumar who came up with a commercial rate which came with a small savings.

Mr. Mergner moved to accept DEDO's proposal to provide a \$24,000 planning grant and the city will contribute \$3,250, as well as commit \$20,000 for implementation, to be spent as deemed appropriate by the city, seconded by Mr. Grier. Motion carried by roll call vote.

Property Value Improvement Program

Mayor Shupe said a realtor talked to him about getting together with a group of realtors to talk about the property values in this area and how they can help improve those values through the city.

He is now considering making that part of the downtown master plan and how the city can work with business owners and property owners with real estate agents to accomplish this.

Mr. Brooks said one of the problems he sees with bank foreclosed properties is the inability to maintain the property and specifically grass and weeds. He thinks that the banks would keep them properly maintained in order to attract potential buyers. Instead the property becomes an eyesore.

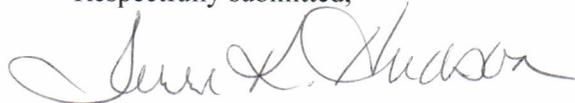
Mayor Shupe then added that the downtown area included in this plan does not only involve businesses, but also the residential side as well.

Mr. Grier agrees we need to incorporate some real estate agents in this group. Mayor Shupe agrees this could then be discussed at that point.

Adjourn

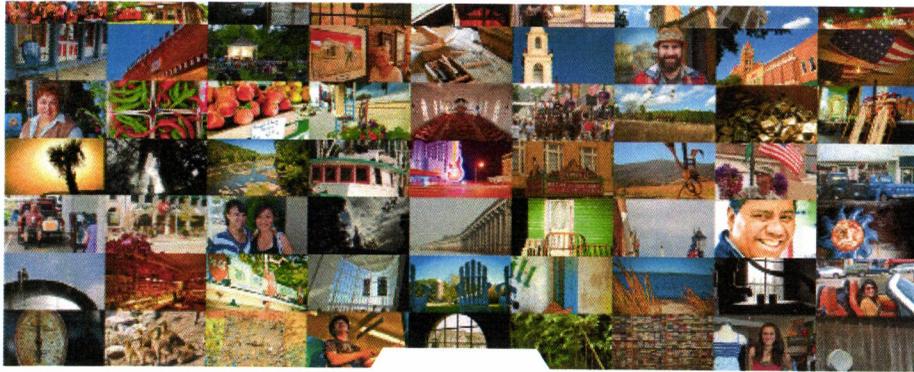
With no further business, Chairman Grier adjourned the meeting at 6:08 p.m.

Respectfully submitted,

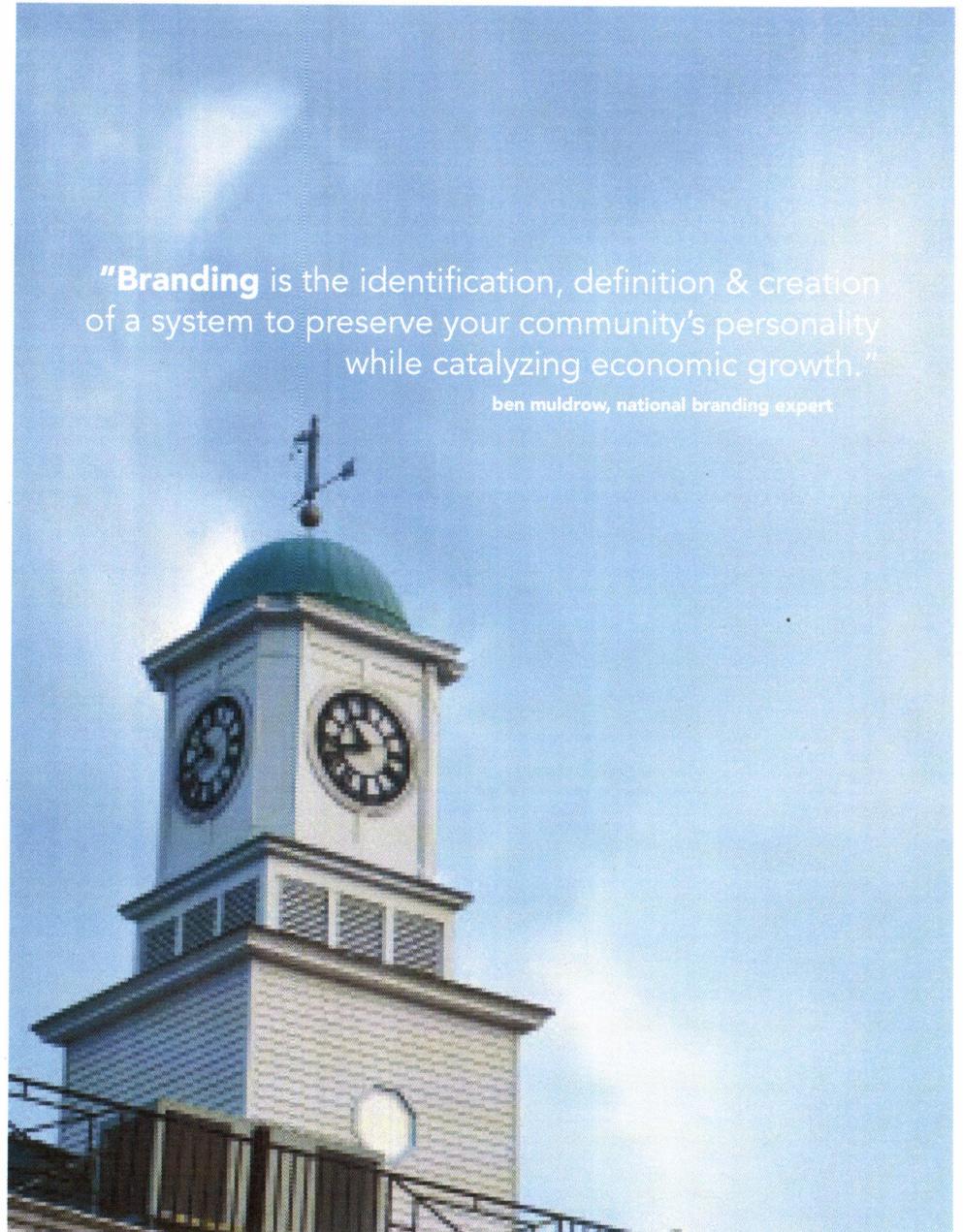


Terri K. Hudson, MMC
City Clerk/Recorder

Attachment: Downtown Milford Master Plan Proposal



Milford, Delaware Charrette
CONCEPTUAL VISION PLAN PROPOSAL



"Branding is the identification, definition & creation of a system to preserve your community's personality while catalyzing economic growth."

ben muldrow, national branding expert

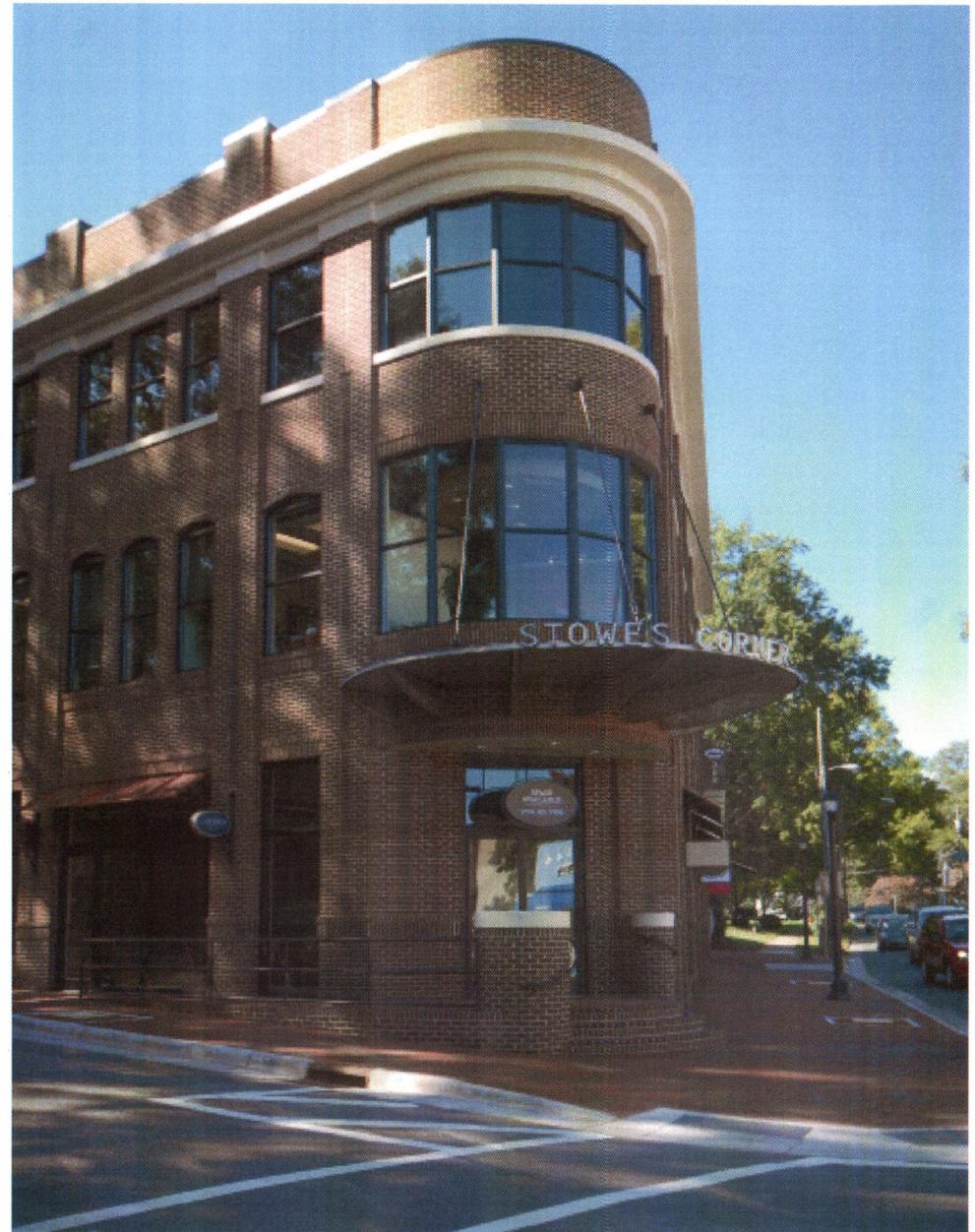


Having developed branding systems for 400 communities in 35 states, Arnett Muldrow has helped create and implement more Community Identity Systems than any other firm in the country. We firmly believe that our value in integrated public input, background in Urban Planning, and our custom tailored process of intense on-the-ground design creates a unique and dynamic energy for the implementation of a community brand system.

FIRM EXPERTISE

Arnett Muldrow & Associates is a city planning and marketing firm based in Greenville, South Carolina. We specialize in community branding, downtown revitalization, economic development, and historic preservation. As city planners as well as marketing professionals, we understand the challenges an organization faces when projecting a brand identity, and we base our recommendations on a foundation of sound planning principles and market opportunities.

With our focus on small town planning and downtown development, community identity has always been a part of our planning processes. We have developed community, county, & regional branding and marketing initiatives all over the country.





ARNETT MULDROW TEAM

Our team members have worked on over one hundred projects with one another. For the past decade, Tripp and Ben Muldrow have collaborated on countless community branding and marketing projects. For the past five years, Tee Coker has worked on dozens of similar projects. Shawn Terpack is the newest member of our team, yet he brings with him nearly twenty years of experience in the graphic design and advertising fields.

Ben Muldrow is our community-branding specialist and a partner in the firm. Ben has a background in advertising and marketing, and provides all of our creative branding services. Over the course of his thirteen-year career, Ben has become nationally known as a pioneer in community branding.
 Email: ben@arnettmuldrow.com Phone: 864.275.5892

Tripp Muldrow, AICP will be serving as project manager. As a partner in the firm with a background in economic and downtown development, Tripp has managed projects from Albemarle to Weldon. Our ongoing relationships with these communities are a testament to Tripp's creative efforts.
 Email: tripp@arnettmuldrow.com Phone: 864.915.7102

Tee Coker, AICP is an associate planner in the firm with expertise in community engagement, plan development, and wayfinding. Like the rest of the firm, Tee has extensive experience in North Carolina.
 Email: tee@arnettmuldrow.com Phone: 864.608.6678

Shawn Terpack, our Art Director, has nearly 20 years in the graphic design industry. Shawn has in-depth understanding of marketing and design needs for businesses and communities of nearly every size size.
 Email: shawn@arnettmuldrow.com Phone: 864.593.4996





QUALIFICATIONS

Arnett Muldrow has emerged as the Nation's leader specializing in marketing and 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:

- *To date we have completed branding and marketing plans for over 400 communities in 35 states.*
- *We have created more brand identities in America than any other firm.*
- *Speakers at the National Main Street Conference on Community Branding in 2005 Albuquerque, 2007 Seattle, 2009 Chicago, 2010 Oklahoma City, 2011 Des Moines and 2014 Detroit. We have conducted eight national sessions on community branding at the conclusion of the 2014 conference.*
- *The Virginia Main Street Program selected Arnett Muldrow & Associates to teach the Main Street 101 course on community marketing and branding.*
- *The Downtown Promotion Reporter, a national trade publication on marketing downtowns, has named Ben Muldrow a "branding guru" in a 2004 article on community logos and conducted a follow up article featuring Arnett Muldrow's work in 2010.*
- *Speakers at the Iowa, North Carolina, South Carolina, Virginia, Vermont, Maine, Illinois, and Wisconsin Main Street Conferences and the 2008 and 2012 Destination Downtown Conferences (MS, LA, and AR) on community branding.*
- *Mississippi, Iowa, and Vermont's Main Street Programs have selected Arnett Muldrow to conduct Main Street manager training on community branding at its annual managers meeting.*
- *The National Trust for Historic Preservation has used Arnett Muldrow & Associates for branding services in Macon, Georgia and Detroit, Michigan and we have continued to work with the National Trust for Historic Preservation on branding packages for regional heritage corridors in Arkansas and Kentucky.*
- *Both our Arkansas Delta logo and recommendations and our Atchafalaya marketing video were featured on NBC news in July 2011.*

WHY ARNETT MULDROW?

Much of our work is for local governments and non-profit revitalization organizations that do not have unlimited 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 a variety of implementation options. Some of our recommendations have gone on to become major marketing initiatives for communities, including a recent film for the Atchafalaya National Heritage Area and a major campaign for Staunton, Virginia launched in Washington, DC. Our clients have included Main Street Programs, Towns and Cities, Chambers of Commerce, and Economic Development Agencies.





PURPOSE

The Town of Milford desires to conduct a Downtown Master Plan Charrette in order to create a coordinated and compelling vision for its future that will guide design and planning initiatives and strategic expenditures in the public realm with a focus on economic development, supporting tourism, and strengthening its sense of community.

Arnett Muldrow & Associates is proposing to facilitate a holistic planning charrette as a way to identify Milford's unique character and provide implementation strategies for the nature and priority of public realm expenditures intended to stimulate private sector investment. Specifically, the Charrette will address the following:

MARKET ANALYSIS

- Conduct a downtown retail market analysis to understand the market opportunities and challenges to help guide marketing and promotional activities of Milford and its economic development program and economic development partners.
- Market analysis would include zip code surveys, retail leakage analysis, retail capture analysis, trade area analysis, median household income research, general demographic analysis, retail shares analysis, etc.
- Summarize market analysis data with target markets identified.
- Prepare strategic economic development recommendations based on the findings of the market analysis and tourism plan.
- Develop strategic recommendations for public incentives to stimulate private investment.
- Make a formal presentation of the market analysis findings at the conclusion of the charrette.
- Provide all market analysis data and interpretation in the final report.

PHYSICAL DESIGN & PLANNING

- Develop conceptual design recommendations for the issues and opportunities identified in the meeting with the Steering Committee. These issues and opportunities could include, but would not necessarily be limited to:
 - Gateway treatments to announce arrival into Milford, especially along 1 and 113 but not limited to those locations.
 - Highway 1 thoroughfare treatments that would enhance corridor attractiveness and foreshadow the historic downtown.
 - A comprehensive wayfinding signage system to guide the visitor through the community and to key assets/sites in a consistent and attractive manner. This is especially critical to fight against the tunnel vision dynamic of travelers trying to rush to the beach.
 - Connectedness to, and enhancement of, strategic current assets such as downtown, nearby residential neighborhoods, parks, library, etc.
 - Strategic redevelopment sites for adaptive reuse or infill development
 - Downtown revitalization strategies (in support of existing initiatives and the proposal of new tactics to further strengthen the core of the community)
 - On-site property owner consultations from both an architectural and planning perspective along with the development of architectural renderings and site development vignettes to populate the master plan with 'real' projects
 - Strategies to address vacant, abandoned, and/or dilapidated buildings
 - Streetscape designs and enhancement techniques
 - Facade enhancements and grant strategies
 - Parking analysis and design
 - Parks and open spaces
 - Other design, planning and preservation issues as identified by the team, the Steering Committee and/or the Town of Milford.

BRANDING & MARKETING

- Our community branding expert will study Milford and its environs to understand the assets it uniquely possesses and create graphic design elements that capture the essence of its place. In addition to a comprehensive system that will meet the basic needs of the community such as logos, taglines, web sites and marketing collateral, our brand experts will also make strategic suggestions for brand extension, utilizing branding to create identities for proposed developments or redevelopments, create marketing pieces in specific response to the market analysis, and ad concepts that can promote Milford for tourism, community pride, retail retention and recruitment, etc.



- We are also pleased to work with any additional entities (e.g. Chambers of Commerce, City Hall, economic development entities, etc.) that might want us to take a fresh look at their respective brands and suggest enhancements to coordinate with the overall Milford brand system.
- We will also provide a consistent graphic design approach to the promotional events and festivals that take place in the area to ensure a professional approach is being taken to all promotional pieces.
- The graphic identity system for these entities and activities could include branding and marketing logos and taglines, marketing pieces (brochures, letterhead, etc), advertisement pieces (thematic ads, image ideas, etc.), wayfinding or directional sign systems, as well as other graphic design ideas that capture the 'essence of Milford' and the organizational entities that support the community.
- Develop marketing collateral and strategies that support the economic development recommendations of the market analysis.
- Provide all branding and marketing graphic design collateral in a variety of formats to the client in the form of a comprehensive resource jump drive.
- Provide all digital photographs to the community royalty-free.

IMPLEMENTATION STRATEGIES

- Develop an implementation strategy that will provide a clear, phased, and prioritized road map for accomplishing the recommendations of the charrette. The implementation strategy would also include documentation of potential funding sources related to many of the key recommendations.
- Provide written documentation of all implementation recommendations.
- Provide a prioritized "to-do" list of recommendations in the form of an Implementation Strategy Board to give the Town, the committee and other economic development agencies a tangible road map for "next steps."
- Provide the Town of Milford with a listing and description of potential funding sources that may be applicable in the implementation phase.



PROJECT TEAM

Arnett Muldrow & Associates

Arnett Muldrow & Associates (AMA) is an Urban Planning, Economic Development, and Community Branding firm based in Greenville, SC, Seattle, WA and Millford, Delaware. The firm was created to help communities that want to rebuild their aging downtowns, reinvigorate their urban neighborhoods, and create economic development opportunities. AMA works very closely with their clients to define the planning issues for their communities. Whether their solutions focus on economic development strategies, retail market research, urban design, or branding and marketing, they craft custom processes for each community built around three strategies: a commitment to stakeholder involvement, economic-development based solutions, and plans that get implemented. Ben Muldrow will represent the firm in Milford.

Community Design Solutions

Randy Wilson established Community Design Solutions (CDS) as a community-based planning firm devoted to delivering creative, asset-based design services for community building. The firm specializes in charrette facilitation, photo re-rendering, Main Street services, and general design, planning and preservation services. Prior to forming CDS, Mr. Wilson served as the full-time architect for the South Carolina Main Street program. In 2008, Mr. Wilson became the Director of Design Services for the Mississippi Main Street Association. In this role he played an instrumental role in leading design and planning teams along the Gulf Coast in the wake of Hurricane Katrina's destruction. To date he has facilitated over 200 design and planning charrettes nationwide. Randy Wilson will be the project manager for the duration of the effort in Milford. He will be the primary point of contact between Milford and the project team and within the team.

Mahan Rykiel & Associates

Andy Kalback is a talented landscape architect with over twenty years of professional experience. His diverse abilities include urban design, land planning, landscape architecture, illustration, and graphic communications. Andy has a specific expertise in quick and collaborative conceptual design, particularly within the strategic development of downtown and waterfront master plans and revitalization projects. In this capacity, he has extensive experience in working with and assisting downtowns in the creation and communication of their future vision through master plans, design charrettes, and developmental strategies.



APPROACH

The design team prides itself on listening to the communities they serve and crafting appropriate design solutions that capitalize on the unique assets each community possesses. There are no shortcuts to listening, nor are there any “cookie-cutter” design approaches that can fit every community. Additionally, for too long designers believed that solely addressing physical design issues would transform a community. Our team believes a holistic approach to the planning of a community is imperative and at a minimum one must consider the economy, the marketing, and the physical conditions of a place as well as clear, practical implementation strategies to move planning from the realm of idea to reality. This holistic approach is described below:

We believe the best plans occur by creating them in concert with those citizens who will be directly affected by them. Our techniques for participatory planning have involved hundreds of thousands of individuals throughout the United States. In concert with your direction, we will craft an approach that will garner the best information from the most people possible. This will ensure the vision for Milford’s future is shared by its participating citizens and not applied externally, or solely, from its leadership.

The best plans in the world are of no practical value if they do not tangibly affect the lives of the residents of Milford. Moreover, we want to help you effectively recruit additional business, tourists, shoppers and residents. Our team will inform you of your ideal target markets and develop marketing approaches that will enable Milford to communicate its unique messages in compelling ways.

For too long design professionals have relied on the same techniques to present their ideas. While we rely on many of these time-tested techniques such as hand-drawn diagrams, plans, and sections as well, we also realize that a large portion of the general public simply cannot understand them. Our team has one of the nation’s premier experts in the field of photo-rendering. Using image editing software, coupled with knowledge of downtown revitalization principles, our team utilizes this state-of-the-art technology to present proposed design changes and future visions of a community in an easy-to-understand “before & after” photographic medium.

What good is a plan if you don’t know how to implement it? Our team will strive to make the process from design to implementation as complete and understandable as possible. We will guide you in creating a critical path matrix that will outline specific “next steps” and measurable outcomes. The “Implementation Strategy Board” becomes the de facto road map and report card to direct and monitor progress so that the job gets done.



PROCESS

Arnett Muldrow and its team members will facilitate public input sessions to gather information to guide the team in making its recommendations. Most input sessions will be open to the general public while some will also target specific interest or stakeholder groups. Specific groups from the study areas to be targeted could include merchants, property owners, students, local government, the general public, recreational, cultural and tourism groups, the faith-based community, etc.

We try to talk with key property owners, business and building owners, and leaders of community groups, and others as desired by the Steering Committee and/or the Town of Milford. We have found that one-on-one meetings allow for candid and frank discussions of issues (*while also potentially engaging naysayers in a positive way*).

We like to mix and match individual interviews with focus group meetings that may include existing boards and commissions as well as more informally assembled thematic meetings. Typically the roundtables meetings include real estate, civic groups, neighborhood advocates, and merchant groups. We also like to meet with the youth of a community to garner their input on downtown. Frequently, we have found that students and young people have keen insight on a district’s strengths and weaknesses. We may also want to assemble a focus group of “non-users” of downtown Milford to assess their perceptions of the district.

We will work closely with the Steering Committee to identify the people to be interviewed but will rely on the client team to set the appointment times with the interviewees.

After the public input and property owner consultations are conducted, the team deliberates to discuss the emerging issues, market analysis observations and key design opportunities to be addressed by the team. During the remaining portion of the charrette, the designers will develop the plan graphics. The graphics will include an overall master plan map, detailed plans of selected target areas in downtown, and photo renderings of specific sites and buildings. We have found that photo-renderings of key projects provide an excellent way for the public to see realistic before and after images of the recommendations being made. Oftentimes these before and after renderings combine images from the marketing and the physical plan. The plan will pay particular attention to the identification of gateways, infrastructure needs, and streetscape suggestions and discuss these in terms of aesthetics, visitor experience, placemaking features, visibility of businesses, historic qualities, etc.

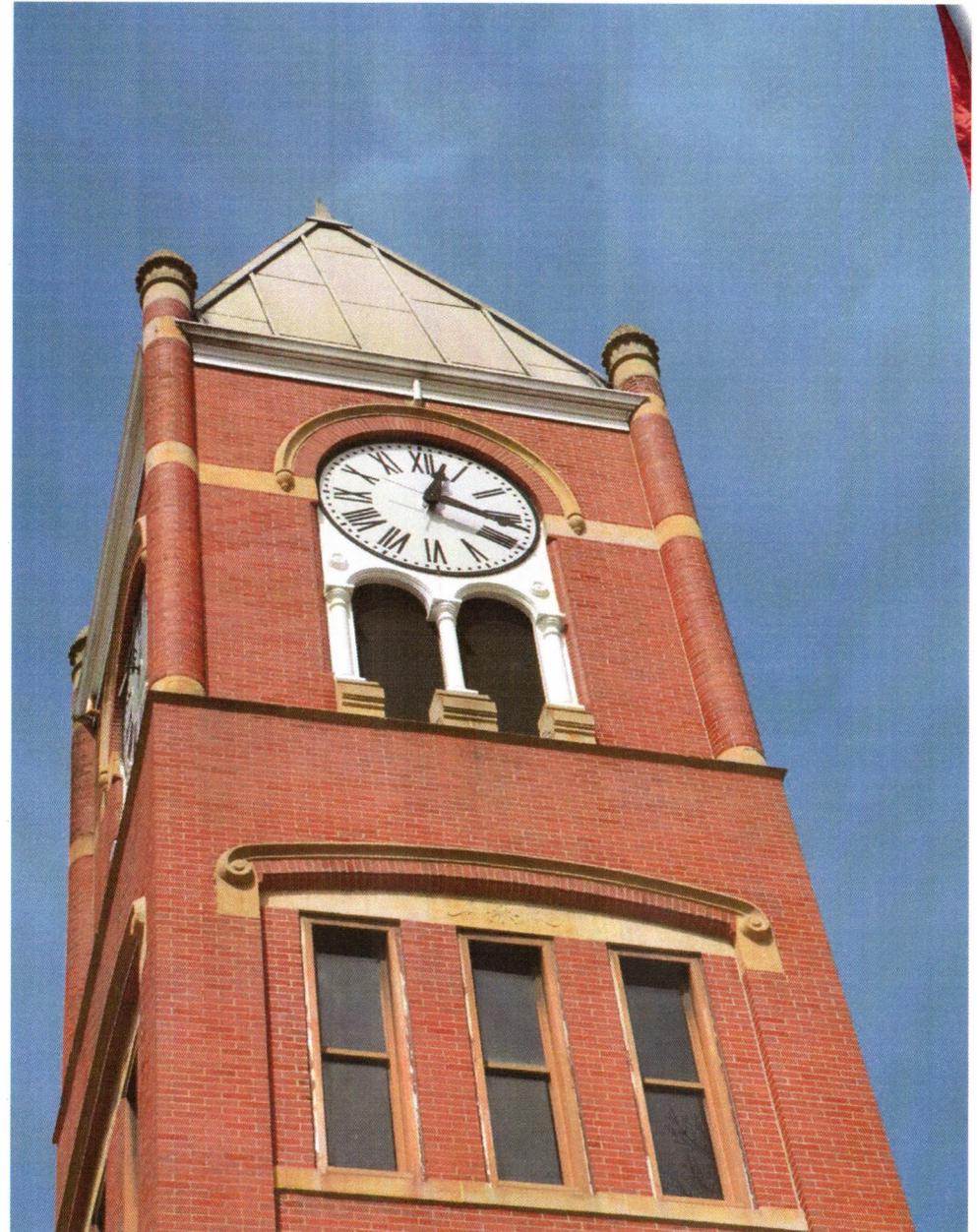


We will also recommend strategic economic development strategies and approaches. Our team will showcase the economic development opportunities and funding options available for downtown and use a series of peer community projects as examples. Our Main Street expertise allow us to specifically focus on do-able initiatives that further a greater vision for downtown. These recommendations will be rooted deeply in the market analysis data and our professional observations of your community.

The Arnett Muldrow team is committed to not only the completion of a dynamic plan during the course of the charrette but more importantly in the implementation of the plans in the future. Because of this commitment, we will evaluate organizational, programmatic and funding issues that will be necessary for the successful implementation of the plan. The project team will work through the concepts and strategies developed in the plan with the key stakeholders. This is the point where we gather buy-in for the recommendations and agree on a consensus strategy for implementation. Where necessary, preferred directions will be chosen for the effort. Most of the recommendations will revolve around project, policy, and promotional efforts and will mirror the Main Street Model in their division of duties.

The plan recommendations will be presented in an implementation matrix that we call an "Implementation Strategy Board" that will identify projects, establish times frames, suggest lead organizations and ensure accountability. The "Strategy Board" condenses the major recommendations of the project into a single worksheet that can be used by all partners in the plan. We will provide Milford with an initial one-year action agenda, a two to three year agenda, and a long-term agenda that could identify projects up to a ten-year horizon. Many communities use this strategy as a de-facto work plan to engage partner organizations and focus the efforts of the organization.

The charrette team's response to the issues facing Milford will be in graphic, computerrendered, and written form to be shown at a public presentation at the conclusion of the charrette. All photos taken during the charrette will be supplied to the Client with copyrights waived by the team members. A final electronic report will be provided to the Town and will include all graphics and recommendations. The report will also be provided on USB jump drive along with the PowerPoint presentation used at the public presentation.





RESPONSIBILITIES of the Design Team

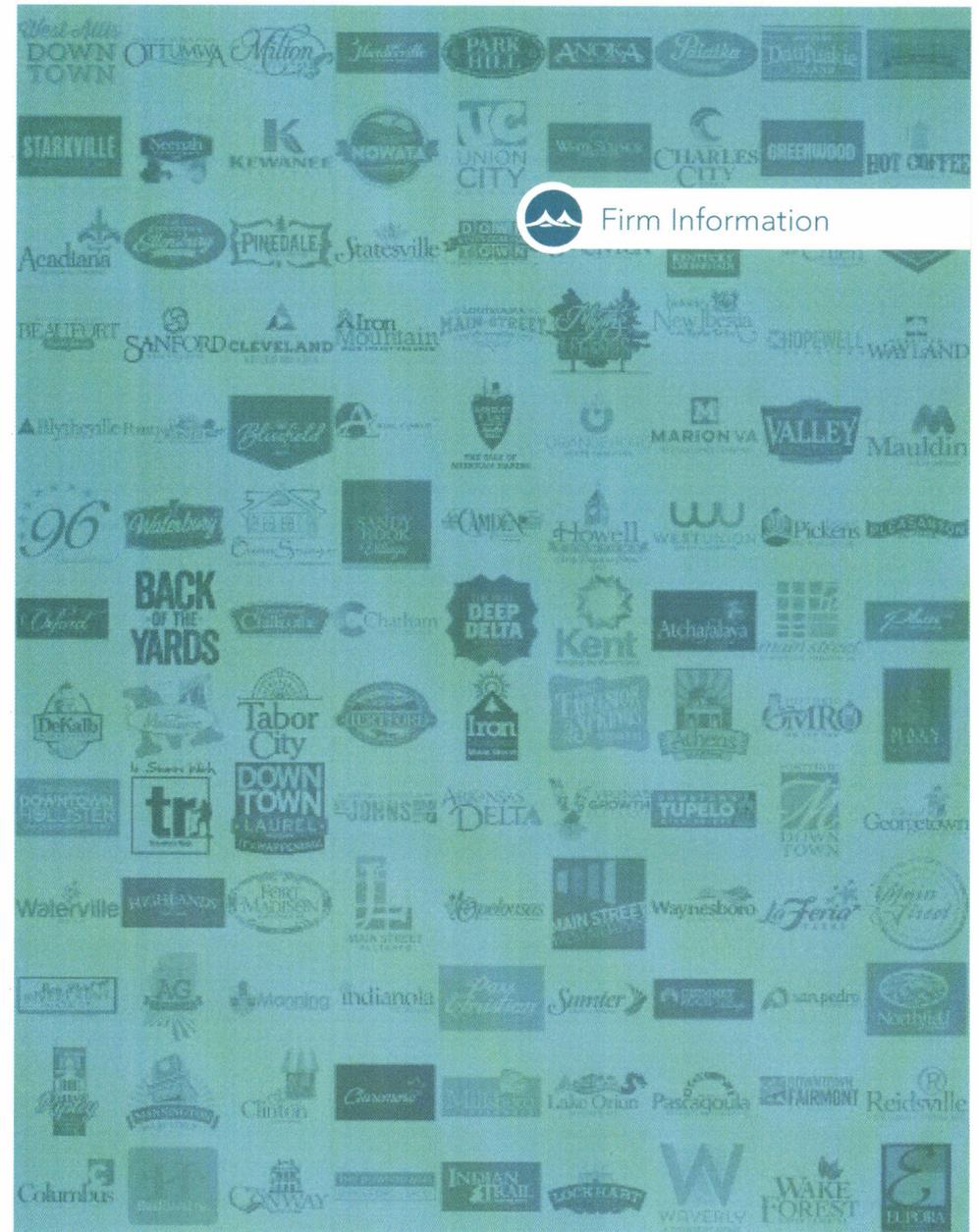
- Assemble a team of professionals to deal with opportunities and challenges outlined within this proposal.
- Facilitate the input sessions and record the input.
- Develop market analysis-based economic development recommendations, branding and marketing collateral, design and planning deliverables, and initial implementation recommendations during the charrette.
- Develop a public presentation of findings and recommendations at the conclusion of the charrette.
- Create a populated Implementation Strategy Board that will be distributed to key stakeholders.
- Provide all design collateral produced for the charrette to the Client in electronic format within 60 days of the charrette.

RESPONSIBILITIES of Milford, Delaware

- Conduct an orientation session and community tour to familiarize the team with the community and its issues.
- Identify and notify key stakeholders to be present at the charrette.
- Advertise the charrette to recruit the general public.
- Work with Arnett Muldrow to arrange an interview schedule with the public and relevant parties that enables the team to obtain necessary information.
- Provide base maps and aerial photographs at various scales from which the team can work.
- Provide a suitable space to conduct the charrette including a place to gather input and to work. This can be the same space and needs to be comfortable, conditioned, include tables and chairs, have electrical power, high speed Internet connectivity, and access to restrooms.
- Provide nominal refreshments (coffee, water, soft drinks, danish, fruit, etc.) for the team (and general public if you so desire) during the course of the charrette.

PROJECT FEE

The team will conduct a Downtown Master Plan Charrette for Milford, DE as described herein above for a total lump sum fee of \$27,250. The fee is all-inclusive of professional fees and project-related expenses.



 Firm Information



FIRM CREDENTIALS AND EXPERIENCE

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 in growing metropolitan areas. Our team of professionals has worked in communities large and small from St. Albans, Vermont to Pleasanton, California. We are a six-person firm that focuses on client service.

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.

OUR SERVICES

Town Planning

- Downtown master plans
- Special district and neighborhood master plans
- Commercial corridor plans & 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 and Marketing

- Community image packages including logos & taglines
- Marketing plans including collateral material & 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



COMMUNITY MARKETING AND BRANDING EXPERIENCE

Arnett Muldrow has emerged as one of the nation's leaders specializing in marketing and 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, 2010 Oklahoma City, and 2011 in Des Moines. We have conducted eight national sessions on community branding at the conclusion of the 2011 conference.

Speakers at the Iowa, North Carolina, South Carolina, Virginia, Vermont, Maine, Illinois, Washington and Wisconsin Main Street Conferences and the 2008, 2009, 2011 and 2012 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, Iowa, and Vermont's Main Street Programs have selected Arnett Muldrow to conduct Main Street manager training on community branding at its annual managers meeting.

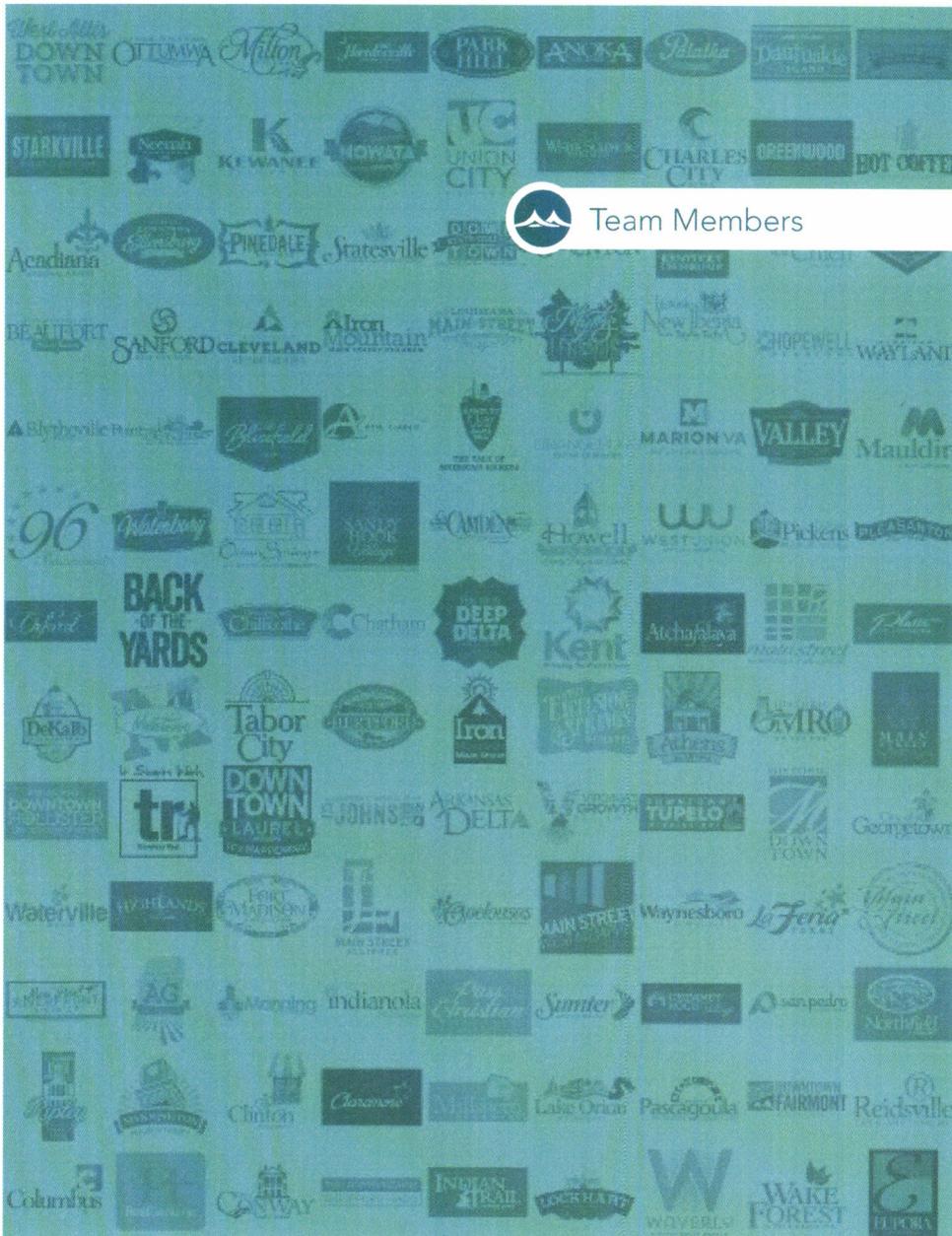
The National Trust for Historic Preservation has used Arnett Muldrow & Associates for branding services in Macon, Georgia and Detroit, Michigan and we have continued to work with the National Trust for Historic Preservation on branding packages for regional heritage corridors in Ohio, Arkansas and Kentucky.

In the summer of 2011 branding work completed by Arnett Muldrow was featured both on ABC World News Tonight (Delta Made in Arkansas), and the Today Show (the Atchafalaya National Heritage Area in Louisiana).

To date we have completed market assessments, branding and marketing plans for over 300 communities in twenty-eight states: AL, AR, CA, DE, FL, GA, IL, IN, IA, KY, LA, ME, MD, MI, MN, MS, MO, NC, OH, OR, PA, SC, VT, VA, WV, WA, WI, and WY.

Much of our work is for local governments that do not have unlimited 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 major marketing initiatives for communities including a recent film for the Atchafalaya National Heritage Area and a major campaign for Staunton, Virginia launched in Washington, DC. Our clients have included Main Street Programs, Towns and Cities, Chambers of Commerce, and Economic Development Agencies.

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 to further explore our references and case studies.



 Team Members

Ben Muldrow, Partner, Community Branding Specialist

Ben Muldrow is a dynamic speaker, innovative downtown advocate and talented graphic artist with experience in a wide variety of marketing applications. He provides community identity and branding services for communities across the United States. Ben has worked on a number of projects specializing in the development of city and neighborhood identities, wayfinding strategies, and promotional marketing material. The *Downtown Promotion Reporter*, a national trade publication on marketing downtowns, called Ben a "branding guru" in a 2004 article on community logos. He also has been published in the National Trust's *Forum Journal* on Rural Preservation Through Branding. Ben has been a speaker at the 2004, 2007, 2009, 2010, 2011, 2013, 2014 and 2015 National Main Streets Conference on community branding.

Education
Bachelor of Arts, University of South Carolina (2000)

- Speaking Engagements**
- 2015 Keynote Speaker at Mississippi Event Conference
 - 2014 Oakland County Main Street Managers Training
 - 2014 Destination Downtown—Ocean Springs, Mississippi
 - 2013 Revitalize Washington Keynote
 - 2013 Maryland Economic Development Association Keynote
 - 2013 Oregon Main Street Conference
 - 2013 Virginia Tourism Conference
 - 2013 Oklahoma Main Street Training
 - 2013 National Main Street Conference
 - 2012 Destination Downtown Keynote
 - 2012 AL/MS Rural Tourism Conference
 - 2011 National Main Street Conference
 - 2011 AL/MS Rural Tourism Conference
 - 2010 North Carolina Main Street Conference
 - 2010 National Main Street Conference
 - 2009 Iowa Decentown Summit
 - 2009 National Main Street Conference
 - 2008 Destination Downtown—Louisiana, Mississippi, Arkansas
 - 2007 National Main Street Conference
 - 2007 Illinois Main Street Conference
 - 2007 Mississippi Main Street Training
 - 2005 Louisiana Main Street Training
 - 2004 National Main Street Conference

Experience
2002-Present - Arnett Muldrow & Associates, Greenville, SC
Provides graphic design, community branding, and economic development marketing strategies for Arnett Muldrow & Associates and their clients.

April 2001-April 2002 - ShowCase Marketing Art Director
Developed City Marketing Department, Directed Minor League Sports Marketing Program Maintained Creative Department Archiving System Created collateral for 17 clients in continuous relationships.

April 2001-Nov 2001 - NewSouth Communications Strategic Branding Manager
Managed all print and sales collateral, Maintained and redesigned Intranet and Internet sites. Developed web growth plans, and inventory control strategies Rebuilt sales support structure and cut overall printing costs

October 1999- May 2000-Gillespie Agency Art Director
Produced Ads for BellSouth Mobility, Duane Grills, and twelve other clients. Kept track of external expense. File Preparation for external outputs, Photo Shoot management and prop selection

May 1998-October 1999-College of Engineering, USC Art Director
Managed quarterly publications and yearly publication budget Designed internal and external advertising. Organized news events and developed promotions for them. Maintained the Mav network and handled hardware and software upgrades because getting the word out can be as important as crafting the plan.



Tripp Muldrow, AICP, Principal

Tripp Muldrow is an accomplished urban planner with seventeen years experience in a broad range of areas in the planning profession. Tripp's focus has been linking planning and urban design projects with successful economic development and community revitalization strategies in small and medium sized communities.

Tripp has authored downtown market studies, neighborhood master plans, tourism development plans, economic development strategies, and community marketing plans for over 100 places in eighteen states. He has also worked "on the ground" implementing these plans as an urban economic developer working for cities, redevelopment authorities, and Main Street programs. Tripp is a skilled public facilitator and talented writer. He is equally comfortable conducting public meetings, facilitating community groups, writing technical reports, and distilling complex technical information for general audiences..

Tripp has served on the faculty of the South Carolina Mayor's Institute for Community Design and has lectured at Clemson University, the University of Georgia, and conducted sessions for the South Carolina Advanced Symposium for Economic Developers. Tripp is passionate about the communities where he works and stays involved in his own community where he is a past president of the South Carolina American Planning Association chapter, a former vice-chairman of the Greenville City Planning Commission, and as a member of the Board of Regents for Leadership Greenville.

Education

Master of City and Regional Planning, Clemson University (1996)
Bachelor of Arts, English, Clemson University (1993)

Speaking Engagements

2005 National Main Street Conference
2007 National Main Street Conference
2010 National Main Street Conference
2010 Destination Downtown
2012 Destination Downtown

Experience

2002-Present - Arnett Muldrow & Associates

Principal, Greenville, SC
Performs downtown and community master planning with specialization in economic development and market analyses.

2000-2002 - MCA Urban Planning

Director of Urban Planning, Greenville, SC
Managed the Urban Planning program at MCA, a division of the 35-person Architecture firm located in Greenville, South Carolina.

1998-2000 - LDR International, Inc.

Project Manager/Associate, Columbia, MD
Managed planning projects in cities across the Southeast including Columbia, SC; Macon, GA; Gulf Shores, AL; and Newport News, VA.
Coordinated economic development plans for master planning efforts.

1995-1998 - City of Greenville, South Carolina

Economic Development Specialist
Responsible for planning in the City's West End district, a once declining neighborhood that has emerged as the City's arts and education district.
Also worked with commercial corridor planning and historic preservation planning for the city.

Professional Memberships

American Planning Association
American Institute of Certified Planners
National Trust for Historic Preservation



Tee Coker, AICP, Associate Planner

Tee Coker is a certified planner who has managed or contributed to Arnett Muldrow projects in twenty-one states. His projects have included downtown market studies, city and countywide wayfinding plans, community branding and marketing initiatives, historic preservation plans, downtown and neighborhood master plans, regional tourism strategies, community education and outreach programs, and ongoing economic development services.

Tee is a gifted writer whose academic background provides him the ability to synthesize information and provide concise analyses of complex situations. He is also a skilled facilitator, interviewer, and speaker who enjoys workshops and stakeholder engagement. Tee brings to bear knowledge of current urban planning practices and technologies, and is skilled in Geographic Information Systems (GIS) software and Adobe Creative Suite graphic design software.

Education

Master of City and Regional Planning, Clemson University (2010)
Master of Arts, History, Clemson University (2005)
Bachelor of Arts, History, Furman University (2001, Magna Cum Laude, Phi Beta Kappa)

Speaking Engagements

2014 National Recreation and Parks Congress
2013 Main Street South Carolina Conference
2013 Clemson University PRTM Conference
2013 Clarendon County Chamber of Commerce Retreat
2012 Clarendon County Chamber of Commerce Retreat
2011 Opportunity Chatbam Annual Meeting

Experience

2010-Present - Arnett Muldrow & Associates

Professional Planner, Greenville, SC
Performs downtown and community master planning with specialization in community development and wayfinding.

2009-2010 - Arnett Muldrow & Associates

Planning Intern, Greenville, SC
Performed market analyses, developed professional reports, conducted community research, and contributed to planning projects.

2008-2009 - Clemson University

Graduate Assistant, Clemson, SC
Performed research and facilitated recruitment of prospective students.

Professional Memberships

American Planning Association
South Carolina Chapter of American Planning Association



Shawn Terpack, Art Director

Shawn Terpack has been honing his design skills since stumbling across a copy of PhotoShop nearly 20 years ago. Even before graduating from college, he secured a position with an international textile manufacturer where he was responsible for everything from product photography to advertising design and catalog production. Since then, he has overseen the design and production of numerous real estate magazines spanning the east coast and worked with many clients, both large and small, to create compelling advertising campaigns for The Greenville News and their various physical and digital products.

Education

Associates in Graphic Communication, Piedmont Technical College (2001)

Experience

2014-Present - Arnett Muldrow & Associates

*Art Director, Greenville, SC
Design marketing collateral and branding materials for communities.
Streamline workflow and file management.*

2011-2014 The Greenville News

*Creative Designer, Greenville, SC
Created custom advertisements for existing and potential clients across a broad range of media to maintain and increase sales revenue.*

2002-2010 - Homes & Land Magazine

*Graphic Designer / Production Manager, Greenville, SC
Performed research and contributed to planning projects.*

2000-2002 - The Rug Barn

*Advertising Design Director, Abbeville, SC
Designed advertising campaigns and marketing materials. Oversaw product photography and catalog production.*

Professional Recognition

*South Carolina Press Association
1st Place - 2013 Advertising Awards
2nd Place - 2013 Advertising Awards*

*The Greenville News
1A Award for Outstanding Design*



Ben Muldrow's work is exceptional and he has proven over and over he can deliver. His product is by far the best I have ever seen and he has a way of catching the essence of the town he is working with.

Jan Miller, Central District Director, Mississippi Main Street

(662) 364-0435 or jmiller@msmainstreet.org

I have worked with Ben for several years in various settings and I am always amazed at how quick his mind works. I feel my creative juices flowing just by being in the same room with him. No matter what kind of project we are working on, he has a unique ability to understand what the client is looking for in a design or message even when the client is not clear on the direction.

In a group setting, I love to hear the "ooing and aaahing" when Ben reveals his proposals. The greatest joy is seeing Ben's work implemented. That is when you truly know you have a talent at work.

Bepie LeGrand, Executive Director, Main Street SC

blegrand@masc.sc

Ben is a creative, dynamic, and enthusiastic designer.

His energy level is engaging and inspiring.

His design of the Staunton brand and logo system couldn't have been more fitting for our community and his personal approach to the project was reassuring. Ben's level of service exceeded the expectations of our contract for services and he continues to be a valuable resource, well after project completion.

Amanda N. Huffman, Assistant Director Economic Development, Staunton, Virginia
(540) 332-3869 or HuffmanAN@ci.staunton.va.us

"Working with Ben Muldrow was a valuable experience.

Ben's creative talents easily carried us through what staff considered a huge project. His professionalism, productivity, and organizational skills guided us along the way to a wonderful product. Ben not only impressed staff with his talents, but valuable community stakeholders, which was vital.

We are very pleased with the results!

Pam Bowman - City of Anoka Communication Director, Minnesota

(763) 576-2725 or pbowman@ci.anoka.mn.us



The Communities We Serve | MASTER PLANS & BRANDING

South Carolina

Aiken
 Allendale
 Anderson
 Arcadia Lakes
 Aynor
 Barnwell
 Batesburg Leesville
 Bennettsville
 Blythewood
 Brantstown
 Cayce
 Central
 Chapin
 Cheraw
 Chester
 Chesterfield
 Clinton
 Conway
 Daufuskie Island
 Dillon
 Easley
 Florence
 Gaffney
 Georgetown
 Great Falls
 Greenville
 Greenwood
 Greer
 Hampton County
 Honca Path
 Jasper County
 Johnsonville
 Lake City
 Lancaster
 Laurens
 Marion
 Mauldin
 Newberry
 Ninety Six
 Pacolet
 Pageland
 Pickens
 Ridgeland
 Saluda
 Spartanburg County
 St. Matthews
 St. Stephen
 Summerton
 Travelers Rest
 Union
 Walhalla
 Ware Shoals
 Woodruff

North Carolina

Albemarle
 Badin
 Burlington
 Canton
 Clayton
 Concord
 Davidson
 Eden
 Edenton
 Franklin

Hendersonville

Huntsville
 Indian Trail
 Lake Lure
 Chimney Rock
 Marion
 Maysville
 Morganton
 Mount Airy
 Pineville
 Reidsville
 Rutherford Co.
 Salisbury
 Sanford
 Shelby
 Spindale
 Statesville
 Tabor City
 Wake Forest
 Waynesville

Virginia

Ashington
 Ambrest
 Altavista
 Big Stone Gap
 Blacksburg
 Blackstone
 Bluffton
 Buena Vista
 Calpeper
 Dillwyn
 Fries
 Gate City
 Gloucester
 Hamilton
 Harrisonburg
 Haysi
 Independence
 Jonesville
 Leesburg
 Luray
 Marion
 Nelson County
 Pound
 Purcellville
 Rocky Mount
 Scottsville
 South Boston
 Southern Gap
 Staunton
 Sterling
 Warrenton
 Waynesboro
 West Point
 Wise

Vermont

Brattleboro
 Burlington
 Rutland
 Springfield
 St. Albans
 Waterbury
 Vermont Preservation
 Trust

Wisconsin

Chippewa Falls
 De Pere
 Fond du Lac
 Manitowoc
 Marshfield
 Monroe
 Osceola
 Portage
 Port Washington
 Prairie du Chein
 Rhinelander
 Richland Center
 Ripon
 Stephens Point
 Viroqua
 Watertown

Illinois

Brookport
 Batavia
 Back of the Yards
 Kewanee

Mississippi

Batesville
 Biloxi
 Byhalia
 Canton
 Carthage
 Cleveland
 Clinton
 Columbus
 Covington Co.
 DeKalb
 Ellisville
 Haysi
 Greenwood
 Gulfport
 Hancock County
 Heidelberg
 Hinds County
 Holly Springs
 Indianola
 Laurel
 Long Beach
 Marion
 Moss Point
 Newton
 Noxapater
 Ocean Springs
 Pascagoula
 Pass Christian
 Philadelphia
 Picayune
 Ponotoc
 Rolling Fork
 Tupelo
 Water Valley
 West Point
 Winona
 Woodville

Arkansas

Batesville
 Delta
 Blytheville
 KWEM Radio
 Ozark
 Paragould
 Park Hill
 Quawpaw Quarter
 Russellville
 West Memphis

Ohio

Corridor
 Quilt Burns
 Rawlins

Georgia

Hinesville
 Macon
 Stone Mountain
 Union City

Louisiana

Atchafalaya
 Bastrop
 Iberia Parish
 Opelousas
 Gulfport

Minnesota

Anoka
 Lakeville

West Virginia

Belington
 Charleston Westside
 East End
 Fairmont
 Kingwood
 Madison
 Mannington
 Martinsburg
 Point Pleasant
 Ripley
 Ronceverte
 Sutton
 Westside
 White Sulphur Springs

Missouri

Chillicothe
 Clinton
 Excelsior Springs

Michigan

Blissfield
 Grandmont-Rosedale
 Howell
 Iron Mountain
 Lake Orion
 Oxford
 Scottville
 Wayland

Wyoming

Laramie
 Pinedale
 Rawlins

Maine

Eastport
 Saco-Biddeford
 Skowhegan
 Waterville

California

Albany
 California Main Street
 Hollister
 Pleasanton
 San Pedro

Maryland

Baltimore Hamden
 Baltimore-Waverly
 Denton

Alabama

Athens

Florida

Palatka

Oregon

Portland-St. Johns

Pennsylvania

State College
 Lancaster

Kentucky

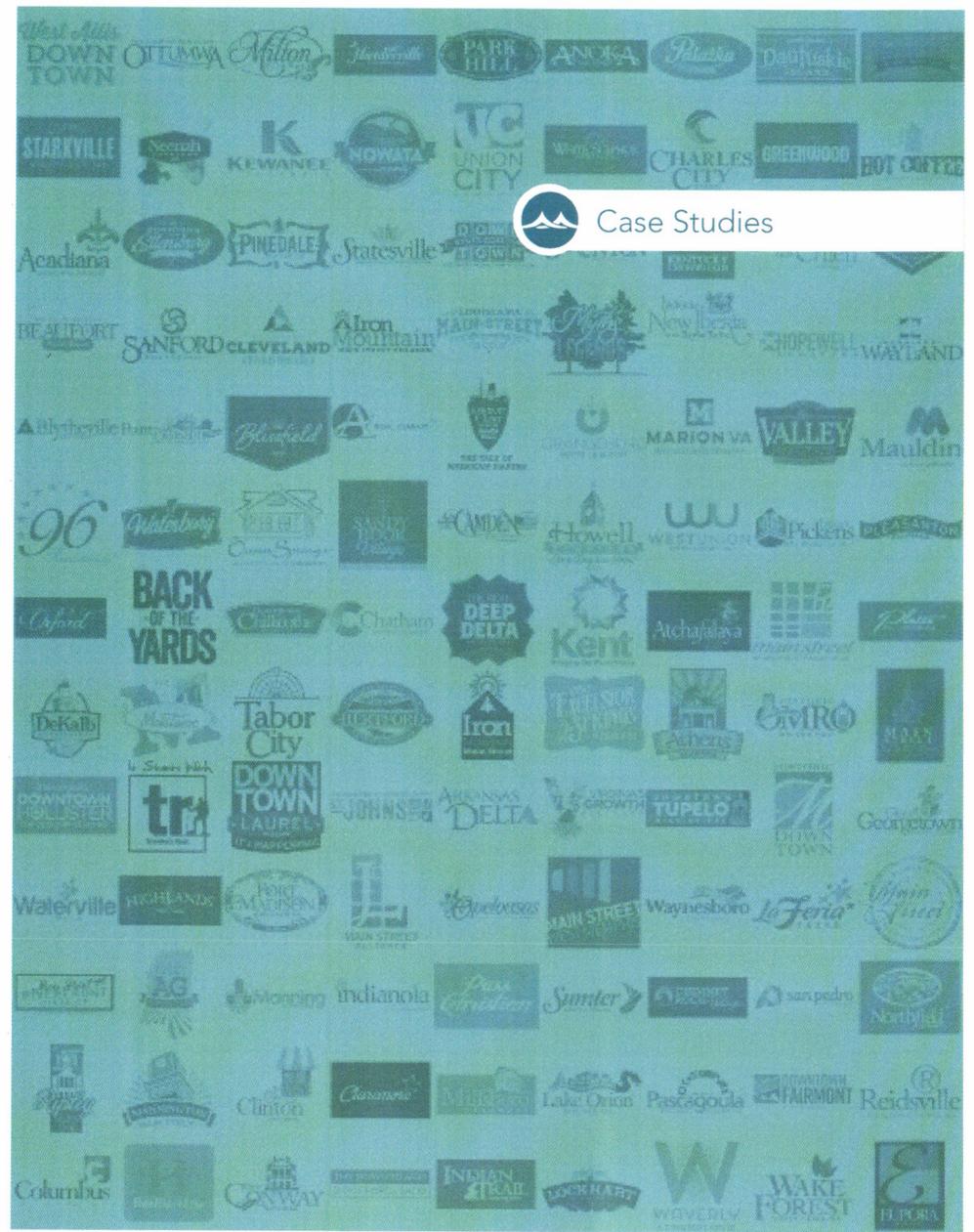
Crossroads

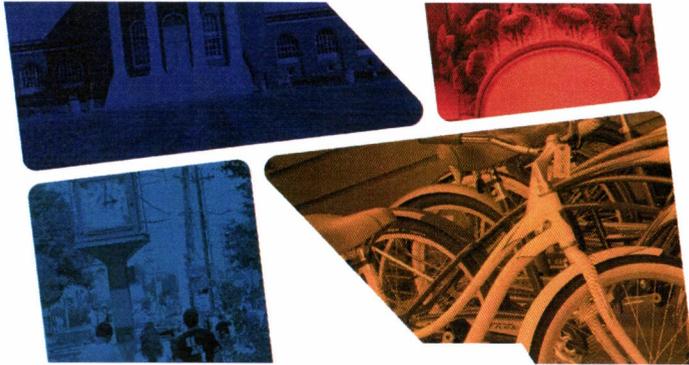
Connecticut

Sandy Hook



Case Studies





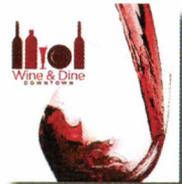
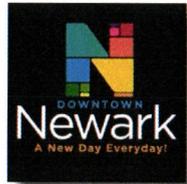
Newark, Delaware

COMMUNITY IMAGE WORKSHOP

Newark, Delaware is Delaware's College Town. Home of University of Delaware and 2011 Great American Main Street Finalist, Newark is a growing downtown that needed to reclaim the positive side of being a college town.

At the base of the Pennsylvania and Maryland foothills, Scots-Irish and Welsh settlers began, in the early 1700's, to build a small community. The crossroads of the village center, named Newark, followed the routes of old Indian and fur-trader's paths and served as the road to market for farmers. In 1758, Newark received a charter from the King of England, and the City was officially established.

Unlike other Delaware communities, Newark's history was significantly shaped by the growth of a school. In 1765, a grammar school moved here from New London, Pa., and was renamed the Newark Academy. In 1833, the State granted a charter to a new school, called Newark College. The next year, the two schools joined together and soon assumed the name Delaware College, becoming the University of Delaware in 1921.

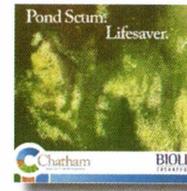


Chatham County EDC

COMMUNITY IMAGE WORKSHOP

Arnett Muldrow worked with the Chatham County Economic Development Corporation (EDC) and other community partners to create a brand for Chatham County. AMA photographed, interviewed stakeholders, and developed logos for many of the county's communities and for organizations such as the Chatham County Chamber of Commerce and the Chatham EDC.

Dianne Reid, President
Chatham County Economic
Development Corporation
964 East Street
Pittsboro, NC 27312
dreid@chathamcdc.org
919.542.8275





Get in Your Element

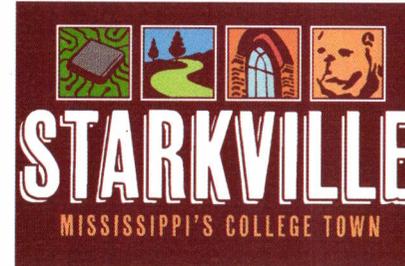


Travelers Rest, South Carolina COMMUNITY BRANDING

Travelers Rest gained notoriety as a stopover for weary travelers and livestock drovers, but today the area offers much more, including a unique variety of antique and specialty shops, restaurants, national and regional chain stores, churches, and leisure activities. Ensnconed in South Carolina's northern Greenville County at the intersection of Highways 25 and 276, Travelers Rest sits at the feet of the Blue Ridge Mountains, yet is only a few hours from the Atlantic Ocean.

Following the completion of the community branding strategy with Arnett Muldrow in 2012, Travelers Rest has been able to capitalize on its unique assets and location with three blocks of streetscape improvements and investments from over twenty new businesses on Main Street. Additionally, they are implementing unique wayfinding signage, which resulted from an ongoing partnership with Arnett Muldrow after the branding strategy.

Dianna Turner, City Administrator
City of Travelers Rest, South Carolina
6711 State Park Road
Travelers Rest, SC 29690
T 864.834.7958



Starkville, Mississippi COMMUNITY BRANDING

Arnett Muldrow was part of a team including Mahan Rykiel to examine the ongoing revitalization of Downtown Starkville in Spring 2011. Unlike many college towns, Starkville's downtown has only recently emerged as a student destination. However, this change has evolved rapidly and downtown is enjoying a renaissance of activity.

The plan for Starkville explored how to better brand the community as a college town, how to better connect downtown with the campus of Mississippi State University, and how future development adjacent to downtown might increase densities to sustain a larger and more diverse group of businesses and offices.

The Starkville brand has been widely embraced by the community. The Starkville Main Street program has aggressively implemented the brand concepts, the City of Starkville adopted a form based code overlay that covers the entire downtown allowing for more flexible uses and higher density development while requiring more attractive urban development that will ultimately eliminate the "strip development" patterns that have emerged around downtown.



Jennifer Gregory
Greater Starkville
Development Partnership
200 East Main Street
Starkville, Mississippi 39759
662-323-3322
Jgregory@starkville.org