



Town of Pilot Mountain  
Town Hall 124 West Main Street Pilot Mountain, NC 27041  
Thursday, May 04, 2023, 6:00 PM

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## **BOARD OF COMMISSIONERS SPECIAL MEETING AGENDA**

**Call to Order**

**Adoption of Agenda**

**WWTP Phase 2**

**Marketing Firm Presentations**

- [1.](#) Arnett Muldrow
- [2.](#) Haven

**Adjournment**

# Proposal for Marketing Plan & Strategy

## Town of Pilot Mountain, North Carolina

FEBRUARY 2023

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PREPARED BY:



**ARNETT MULDROW**

*316 West Stone Avenue  
Greenville, SC 29609  
aaron@arnettmuldrow.com  
864.915.7101  
arnettmuldrow.com*

February 14, 2023

Jenny Kindy  
Main Street Coordinator  
[jkindy@pilotmountainnc.org](mailto:jkindy@pilotmountainnc.org)  
336-312-3024

**RE: Request for Proposal: Marketing Plan & Strategy for the Town of Pilot Mountain**

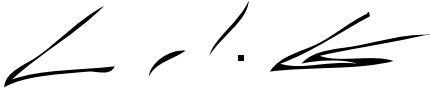
Dear Ms. Kindy and Members of the Selection Committee:

Arnett Muldrow & Associates, Ltd. is pleased to submit this proposal for the Marketing Plan & Strategy for the Town of Pilot Mountain. Based in Greenville, our firm provides community branding, downtown revitalization, and master planning to communities across the United States.

Our firm pioneered the concept of community branding nearly two decades ago and have now provided branding and marketing services for over 600 communities in 42 states and 5 countries, including 48 in North Carolina. As marketing professionals as well as city planners, we understand the challenges a community faces when projecting a brand identity, and we base our recommendations on a foundation of sound planning principles and the capacity of local governments.

The proposal that follows highlights our approach as well as our strengths that make us uniquely qualified to develop a unified brand for the community. We are eager to answer questions and sincerely look forward to the opportunity of working with you to tell the Town of Pilot Mountain's unique story.

Kind regards,



Aaron Arnett, AICP  
Principal  
Arnett Muldrow & Associates, Ltd.

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## 1. PROJECT UNDERSTANDING

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For more than two decades, Arnett Muldrow has created community identities for small towns, downtowns, regional tourism entities, and economic development organizations. During this time, we have not only honed our creative design expertise, but we have done it in context with maximizing the capabilities a local government has to communicate to its citizens, visitors, and investors. This includes an intensive community engagement and visioning process that gets to the root of what makes a community special.

Our process creates extensive brand systems that are rich in meaning, easily implemented, and supported by community buy-in. Unlike a traditional advertising agency, our approach to community marketing and image-building is built on our experience as community development professionals. This background has taught us to pay special attention to local stakeholders, as they must feel a connection to the identity system, become its champions, and help implement over time. Ultimately, the process is a community-driven creative effort that results in a unified brand identity and market position that will allow the Town and its partners to be part of a comprehensive brand.

Arnett Muldrow understands that the Town of Pilot Mountain seeks a unique brand identity and a clear marketing message. This brand must be authentic and must communicate to its citizenry, position it as a place to live, bring in visitors, and target economic investment. The market position must build off the sense of pride that locals have toward your rural setting and agrarian roots, but also speak to your vibrant downtown, shopping and dining assets, athletic facilities, and your infrastructure that's ready for development, as well as your focus on controlling that growth through efforts such as the Comprehensive Plan adopted in 2022.

The project deliverables must provide a platform where Town staff, departments, and partners can be part of a connected system with consistent application of the brand. To that end, we focus our branding projects on implementation, and include a Style Guide, Implementation Checklist, Brand Partner Sheet, and Implementation Scorecard, along with a toolkit of brand deliverables from logos, brand extension, and marketing collateral.

The pages that follow detail Arnett Muldrow's unique expertise, experience, and approach to the branding project for the Town of Pilot Mountain.

## 2. QUALIFICATIONS

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**Arnett Muldrow & Associates** specializes in community identity, downtown revitalization, economic development, and wayfinding. We have worked on branding and marketing projects in well over 600 communities across the United States. This includes numerous brands for communities, Main Street, and economic development agencies across North Carolina.

We are extremely proud of our community and place branding experience and would like to highlight our differentiators that we feel make us the right choice for the Town of Pilot Mountain:

- First and foremost, **our roots are in Urban Planning and Economic Development**. Our branding was born out of our planning work in small communities just like Pilot Mountain.
- We are not an advertising agency or corporate design firm. While we would stack our creativity up against anyone, our designers and planners understand exactly what a community needs to communicate to its citizens, visitors, and future investors.
- We only work for local governments and economic development non-profits. We do not have private sector clients and don't brand products. **The "products" we brand are the places people love, the communities they call home, and the districts that bring them all together.**
- Because of this, we are the only branding firm that **fully understands the capacity local governments have** in terms of staffing, ability to implement, and budgets.
- We are a small firm of six professionals that pride ourselves in flexibility and efficiency. We could charge fee ranges similar to larger advertising agencies, but we understand that a community has limited funding and its **tax dollars must be available for implementation**.
- We do not charge royalties or licensing fees for our work. We feel that the brands we create come from a personal community conversation, and our role is simply to create an identity platform for that vision and market position. Since the process is rooted in community ownership, **we give the rights to all creative work to the client.**
- Our process is designed to **engage local creative minds**, not only for them to contribute, but more importantly for them to help the community through implementation. We do not charge retainers, nor do we look for ongoing contracts for what can be better done with local talent.
- We also intend to **be resources for our communities after the fact**, whether it be as simple as a quick design of a new banner, or strategies for future implementation. We learn something from every community and every project. Perhaps the greatest thing we can provide our clients is something we've learned from another place, or simply connecting them to the right peers.
- Finally, **Arnett Muldrow knows small towns, and we know the Pilot Mountain region**. We've worked for numerous small towns in close proximity to Pilot Mountain including Mt. Airy, North Wilkesboro, Eden, and Reidsville. We also are currently working just to the north in Stuart and Hillsville Virginia.

### 3. FIRM PROFILE

**Arnett Muldrow & Associates** is based out of Greenville, SC and has been creating community brands since forming in 2002. Our experience spans the United States, and we have completed numerous projects throughout the State of North Carolina including downtown plans, economic assessments, community brands, and wayfinding plans. This includes branding projects in all areas of the state – from the bucolic Graham County in Western North Carolina, to Eden on your northern border, to growing communities such as Dunn, Wake Forest, Statesville, and Salisbury, to Kinston and Edenton on your Eastern coast.

Arnett Muldrow was established in South Carolina and is structured as an S-Corporation. Today, we have six employees including three partners. We have locations in Greenville, SC and Milford, DE. Our home office is the Greenville location below:

Arnett Muldrow & Associates, LTD  
PO Box 4151, Greenville, SC 29609  
[www.arnettmuldrow.com](http://www.arnettmuldrow.com)  
864.915.7101

Team members on the Town of Pilot Mountain Marketing Plan and Strategy are shown below. Full resumes are provided at the end of the proposal.



**Aaron Arnett, AICP**

*Principle. Project Manager*

Aaron will manage the project and will be the primary point of contact. Aaron co-founded Arnett Muldrow in 2002. His expertise lies in a variety of planning areas including economic development, strategic planning, downtown revitalization, and tourism planning. Aaron began his career as a city planner in Salisbury, North Carolina. Aaron graduated from Clemson with a BA in Architecture and Master's of City and Regional Planning. Aaron also grew up in Winston-Salem, just to the south of Pilot

Mountain.



**Shawn Terpack**

*Art Director. Community Identity Development*

Shawn has been building his design skills for over 20 years. From his early days as the Advertising Design Director of an international textile manufacturer, to being the Creative Designer for the Greenville News, Shawn has a vast understanding of design, branding and marketing. Since joining Arnett Muldrow as Art Director in 2014, he has helped communities across the nation tell their unique stories through branding.

## 4. REFERENCES

The following three references represent recent branding work we have completed. In addition, the appendix provides project summaries of some of the various brands we have developed over the years. Each project contains a narrative of the outcome, samples of the work, as well as reference information.

### Bedford, VA Brand Development

Mary Zirkle, Economic Development Director  
Town of Bedford, VA  
215 East Main St, Suite 110, Bedford VA 24523  
[mzirkle@bedfordva.gov](mailto:mzirkle@bedfordva.gov)  
540.587.6006

### Eden, NC Brand Development

Randy Hunt, Main Street Executive Director  
Town of Eden, NC  
308 E Stadium Dr. Eden NC 27288  
[rhunt@edennc.us](mailto:rhunt@edennc.us)  
336.613.2859

### Wenatchee, WA Brand Development

Linda Haglund, Executive Director  
Downtown Wenatchee Association  
103 Palouse St. Suite 35, Wenatchee WA 98801  
[linda@wendowntown.org](mailto:linda@wendowntown.org)  
509.662.0059



*Brand System for Town of Bedford, VA. Arnett Muldrow created all artwork including graphic identity, brand extension logos, advertising template, brochure cover, custom banners, and much more.*

## 5. PROJECT APPROACH

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### Task 1: Information Gathering & Background Review

Arnett Muldrow will review all existing marketing and communication efforts for the Town of Pilot Mountain and its partner organizations. This would include town histories, promotional publications, event information, economic development and tourism publications, website information, newsletters, social media, and any other related material. It would also include any marketing materials, existing logo graphics, and messaging for the Town and its departments.

### Task 2: Coordination with Previous Planning Efforts

Community visioning and stakeholder engagement occur in virtually every plan that a local government facilitates. We must be able to build on this public input, while also communicating to stakeholders and citizens that the branding project is not a replication of these previous studies. In fact, each of these efforts has strategies that can be enhanced through communication and marketing tools created in the branding project. It will therefore be important to coordinate the branding project with data and input gathered from previous efforts such as Town's Comprehensive Plan, etc.

### Task 3: Branding Survey

Part of this coordination will be reviewing community engagement efforts and findings from these plans and ensuring that public input in the branding project is not redundant. By the same token, this plan will require its own public engagement for Arnett Muldrow to understand the community and inform the creative process. This would begin with an online survey on Survey Monkey to gauge citizens' perceptions on the image of the Town of Pilot Mountain, its assets, places, etc. The survey will be designed specifically to draw out community values and opportunities to tell the Town's story. The survey would be scheduled to begin at the project kickoff.

### Task 4: Project Kickoff

Arnett Muldrow's initial visit to the Town of Pilot Mountain will be a two-day reconnaissance trip that will include the following tasks:

1. *Advisory Committee Meeting.* A preliminary meeting will be held with members of an advisory committee to discuss project goals, potential deliverables, and the community engagement process. This small committee of five to seven people would provide us guidance throughout the process. It would be made up of representatives from Town staff, key departments, and any other organization that currently promotes the town. Ideally, the committee would be people who will ultimately be responsible for the implementation of the brand strategies. The committee's main responsibility will be providing creative input, but also communicating the brand messaging and graphics to its partners upon completion of the project.

*One-on-one Stakeholder Meetings:* We would like to have between five and ten one-on-one meetings with key stakeholders as determined by the advisory committee. These individuals should be those who can give Arnett Muldrow a good overview of Pilot Mountain and its assets. We often talk to community leaders, town staff, business owners, and representatives from community partners that may also promote and market the Town.

2. *Coordination Meeting:* We will rely on the staff to set the appointment times with the interviewees. These initial interviews will help us understand the dynamics of the community, while also setting the stage for the broader creative input to come in the branding resource visit. The kickoff visit will end with a brief meeting with staff to discuss the branding resource visit and its planning.

### Task 5: Reconnaissance & Photography

Also during our initial trip, we will conduct photography of the Town and its assets. All of the photos will become the property of the client and can be used to assist in the ongoing implementation of the marketing strategy. This library of photos can be used in creating brochures, advertisements and reference materials that prove to be long-term assets. Since our time on-the-ground is inherently limited, we will also look to the client to provide additional photography from events, attractions, or seasonal imagery that can be used in the brand strategy.

### Task 6: Brand Workshop

Modeled after a community design workshop, the branding resource visit will allow us to develop an effective conceptual branding program. We will continue to engage the community through themed roundtable discussions, while also developing the brand message and initial creative system. The resource visit for the Town of Pilot Mountain will involve a three-day process.

The first half of the workshop would concentrate on a series of themed focus groups with community stakeholders. We will work with the committee during the kickoff to determine the topics of the focus groups, but they could potentially include:

- Town officials, department heads, and staff
- Downtown champions
- Cultural agencies and destinations
- Event planners
- Business owners
- Tourism representatives
- Local Youth

The second half of the workshop would be dedicated to draft brand development including the creation of market positioning, graphic identity, additional photography, and building out of the draft system.

Community branding is not just the creation of a simple logo. Rather, it is a market position, graphic identity, tag line, and style set that presents the overall vision and values within the place. Ultimately it will be the foundation of a seamless system to market and promote the community. Elements of the brand system include:

- **Brand Position Statement** – This narrative connects the values and assets within the community and lays the foundation for the identity of the place, including the key messages and targets that will be addressed in the marketing strategies.
- **Graphic Identity** – This is the overall style set of the brand identity including typeface, color palette, and icon. The identity will be represented in graphic form, and the design elements that make up the logo will be used as the graphic foundation for the rest of the system.
- **Tag Line** - This is the phrase that presents the brand statement narrative as a concise description of the community's identity and market position.

At the end of the third day, all of Arnett Muldrow's recommendations would be rolled out in a thorough presentation to the Client. This presentation should include the advisory committee, and potentially open to the public that have been engaged during the process. It will include all of our graphic marketing recommendations as well. While tailored to the needs of the individual community, these often include:

- Extension brand style to other logos for events, town destinations, partner organizations, etc.
- Graphic recommendations for collateral such as banners, brochure templates, event posters, and concepts for incorporation into the Town's current toolset.
- Conceptual design graphics for the current town website that incorporates the new brand. We will coordinate with the existing town webmaster, CivicPlus, to provide guidance on brand incorporation. Our firm would not create a new website for the Town. If needed, we can bring in a frequent partner to facilitate a new website design, although that is not included in this proposal.
- Concepts for incorporating the brand into wayfinding signage and gateways.
- Organizational tools such as letterhead, business cards, PowerPoint templates, and stationery.
- Recommendations for print and online advertising, social media, and other methods of communication.

The draft brand system will provide the Town with a solid direction, and we will use this meeting to garner initial feedback for further refinement.

#### **Task 7: Refinement of Brand Materials**

After the presentation of the creative work, we will allow a period of two weeks for the Client to review all materials and provide input. We will provide a recorded video presentation to be shared with committee members. After all input has been collected, we will finalize the brand system.

#### **Task 8: Implementation Strategy**

Upon completion of all creative work, the marketing and branding recommendations will include an implementation package comprised of a brand style guide, brand partner guide, and implementation checklist that will provide guidance on brand management, usage, partner engagement, etc.

#### **Task 9: Brand Resource Delivery and Reveal**

We will return to the Town of Pilot Mountain to present all final materials to the client and public. This can include an implementation meeting with the advisory committee to answer any questions and discuss overall implementation strategy.

### ***Project Deliverables:***

While the ultimate deliverables may include additional items determined during initial meetings with the committee and partner organizations, the entire brand package will contain:

- Marketing messaging for the Town of Pilot Mountain focusing on destination, economic development, and community pride
- Brand narrative and tagline
- Governmental and Marketing Logos for the Town of Pilot Mountain
- Brand extension with unique but connected logos for departments, events and other amenities as desired by client
- Graphic marketing recommendations depending on the project needs. These often include:



- Customer banner designs
- Print collateral cover designs (brochure, visitor guide, etc.)
- Organizational collateral designs (business cards, letterhead, PPT template, etc.)
- Digital media concepts for incorporation into Town website, social media, etc.
- Advertising concepts and ad template
- Graphic merchandising recommendations (t-shirts, water bottles, promotional, etc.)
- Wayfinding concepts including a sign typology that meets MUTCD & NCDOT standards.
- BrandTouch Style Guide including defined color palette, typeface, and usage strategy
- BrandTouch Partner Sheet
- BrandTouch Implementation Checklist
- BrandScore Implementation scoresheet
- All related photography
- Resource package with all deliverables in a variety of digital file formats
- Brand presentation
- Release granting intellectual ownership of all designs to the Client
- Regular meetings with Town staff upon each visit, and monthly report briefs.

## 6. PROPOSED BUDGET & TIMELINE

Tasks one through nine of the project can be completed for a not to exceed cost of \$19,018, inclusive of expenses. The project would take approximately four to six months to complete. The potential timeframe shown below assumes a mid-March start, but final timetable will depend on local scheduling.

We feel that our approach and deliverables are comprehensive and would be happy to negotiate a scope that meets any additional needs or budget of the client.

Tasks	Potential Completion Date	Est. Hours	Fee + Exp	Optimal Timeframe
Task 1	Information Gathering & Background Review	6	\$700	Mid March
Task 2	Coordination with Previous Planning Efforts	4	\$500	Mid March
Task 3	Branding Survey	5	\$490	Early April
Task 4	Project Kickoff	16	\$2,000	Mid April
Task 5	Reconnaissance & Photography	16	\$2,000	Mid April
Task 6	Brand Workshop	54	\$6,600	May
Task 7	Refinement of Brand Materials	18	\$1,900	June
Task 8	Implementation Strategy/Report	18	\$1,900	July
Task 9	Brand Resource Delivery and Reveal	6	\$800	August
	<b>TOTAL FEE &amp; EXPENSE</b>		<b>\$19,018</b>	

Any work to be performed outside of this scope of services of this contract shall be compensated at the hourly rates shown below, with expenses to be billed as they are incurred. No work to be performed outside of this scope of services will be done without a written agreement between the Planner and Client.



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Aaron Arnett, Principal      \$150/hr  
Shawn Terpack, Art Director   \$110/hr

Please accept this scope of services and cost proposal as an official submittal by Arnett Muldrow & Associates in response to the RFP for the Town of Pilot Mountain Marketing Plan & Strategy.



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# PILOT MOUNTAIN BRANDING

PRESENTED BY: **HAVEN CREATIVE, LLC**

PROPOSAL CONTACT: JENI BUKOLT

Prepared for:  
**Town of Pilot  
Mountain**

Proposal issued:  
**Feb. 17, 2023**

Proposal valid until:  
**April 5, 2023**

hello!

# WE ARE HAVEN

A COMMUNITY BRANDING AGENCY

HAVEN is an award-winning community branding agency that routinely partners with government entities and nonprofits. We use our proprietary process, the Maven Method® to develop, design and deploy strategic branding and communications campaigns that raise awareness and inspire action.

Stakeholder acceptance is vital to the success of a branding initiative and HAVEN is acutely aware of the complexities involved in a public branding project. Our proven process ensures stakeholder input is gathered and that their input is valued. The HAVEN "Mavens" excel at unifying organizational teams to bring conceptual ideas to life. Hence our motto, *"community powered by creativity."*

HAVEN has worked with government entities and nonprofits across the country. In North Carolina specifically, the HAVEN team provides services for Gaston County, Union County, Town of Waxhaw, City of Hickory, Town of Matthews, Town of Weddington, Town of Maiden, and the City of Charlotte.

Creating community is part of the HAVEN ethos. We seek to impact one million lives through our branding, marketing, and communication services. We have reached over 650,00 lives impacted to date. We measure this by including the number of people in each community they work with. Since we routinely work with medium sized communities, you can see we have been busy!

We are a limited liability corporation founded in December 2012 and incorporated in the state of North Carolina in 2015. We became a NCHUB in 2020 and part of the Charlotte MWSBE in 2021.

The proposal contact will be Jeni Bukolt, Founder of HAVEN.

## Our Affiliations:



Entrepreneurs'  
Organization



AMERICAN MARKETING  
ASSOCIATION



**NAGC**  
National Association of  
Government Communicators



Public  
Relations  
Society of  
America

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## JENI BUKOLT

FOUNDER + CREATIVE DIRECTOR



With over 20 years of experience in video production, marketing and design, Jeni has helped hundreds of government and business leaders create purpose driven design and messaging to grow their business, create innovative teams, thriving economic centers and unstoppable brands.

### Expertise:

- Naming & Brand Strategy
- Creative Art Direction
- Video Production & Storytelling
- Company Culture Development

## GEMMA PISANO

PROJECT MANAGER



Gemma has a passion for working with small towns, uncovering their unique story and finding innovative ways to help them reach their goals. She has experience developing place branding strategies and has a knack for bringing her ideas to life through stunning visual designs. As your project manager, Gemma will lead bi-weekly meetings and be your main point of contact throughout the project.

### Expertise:

- Graphic Design
- Place Branding Strategy
- Project Management

## JOANNA HARDMAN

PROJECT COORDINATOR



Joanna provides exceptional auditing, analysis and reporting support. Joanna's experience lies in gathering community input through interviews and surveys. She uses the stories she uncovers through her research to compile strategic branding recommendations. Joanna will manage competitor research, surveys and interviews.

### Expertise:

- Marketing Audit / Competitor Analysis
- Copywriting
- Community Outreach

[ our chance to humbly brag ]

## HAVEN AWARDS + RECOGNITIONS

### FIRST PLACE

Best Small Business  
Union County Chamber of Commerce (2021)

### FIRST PLACE

Annual Report | North Carolina City & Council Communicators | Gaston County, NC (2021)

### FIRST PLACE

Logo/theme art | National Association for Government Communicators (NAGC) | Town of Waxhaw, NC (2018)

### FIRST PLACE

Excellence In Communications | North Carolina City & Council Communicators (NC3C) | Digital Newsletter (2018)

### FIRST PLACE

Excellence In Communications (NC3C) | Waxhaw Volunteer Fire Department Recruitment Video

### SECOND PLACE

Excellence In Communications (NC3C) | Waxhaw 101: Citizen Engagement Program (2019)

## JESSICA BLACKSHAW

CLIENT SERVICES DIRECTOR



Jessica oversees the development and implementation of marketing campaigns and services for our clients. She is passionate about client services and treats each client's project and budget as if it is her own. Jessica also manages internal resource allocation to ensure projects are delivered on time.

### Expertise:

- Client Services
- Advertising & Media Marketing Strategy
- Marketing Automation & Reporting

## IAN REDMAN

SENIOR ACCOUNT MANAGER



Ian is a natural-born problem solver with a background in community politics and nonprofit communications. As Senior Account Manager for HAVEN, he guides key clients through strategic communications and marketing challenges big and small. His skills in writing and editing help all HAVEN clients tell compelling stories to their target audiences.

### Expertise:

- Strategic Communications
- Marketing Strategy
- Creative Campaign Development

## SAM BERBRICK

ACCOUNT MANAGER



Sam has a love for words and a passion for creativity. As an Account Manager, Sam utilizes her experience in marketing and public relations to craft unforgettable stories and campaigns.

### Expertise:

- Copywriting
- Public Relations
- Content Creation

## [ our philosophy ] MAKING MAVENS

HAVEN believes inspired partnerships create purpose driven results. Our relationship with our clients is a reflection of that.

Sharing knowledge and building high performing teams is part of HAVEN'S ethos to "make mavens of our peers and partners" and HAVEN'S commitment to making mavens extends to the communities we serve.

HAVEN uses a portion of our proceeds to give back to the community at the end of each project.







***"HAVEN has been a lifesaver for us this year. The work on Gaston SAVES has transformed expectations for what county communications can look like, and while not all of the feedback was positive, the metrics have pointed to just how successful this has been in connecting residents with potentially lifesaving information."***

-Adam Gaub  
Communications Director  
Gaston County

## Gaston County Re-brand July 2020

HAVEN collaborated with Gaston County communications and Economic Development teams to produce a logo that would be used to show Gaston County was "open for business." The logo is meant to represent the G for Gaston. It also represents a location icon turned on its side. Inside the icon, the buildings and the golden horizon depict that Gaston is primed for economic opportunity.

The logo was well received and prompted all County departments to adopt the logo with icons representative of their team within the curve of the G.

### Project Reference:

Adam Gaub, Communications Director  
(704) 866-3141  
Adam.Gaub@gastongov.com  
www.gastongov.com



## CASE STUDY

# CITY OF ALEDO, IL

## BRANDING TO ATTRACT ECONOMIC OPPORTUNITY



### THE CHALLENGE

While local community events attracted visitors from the Quad Cities region and enjoyed the small-town feel, those visitors didn't think of Aledo, Illinois as a place to live or work. The City of Aledo needed a way to change that perception.

### THE SOLUTION

HAVEN used feedback from a comprehensive brand audit, which included - an internal survey, stakeholder survey, 25 one-hour stakeholder interviews and a community-wide survey to identify value propositions and core values representative of the City of Aledo. The community's participation in the interviews and surveys was vital to capture the essence of what truly makes the City of Aledo special.

All marketing communications and economic development actions will align with the brand story's essence and pillars: Agriculture, Adventure, Architecture and Advancement.



Through these conversations, HAVEN developed the story that paints the landscape of what makes the city a great place to live:

Set in the scenic countryside just 30 minutes south of the quad cities, Aledo is an idyllic retreat from routine. The line showcases the city as a place to unwind, reconnect with friends and explore the unbeaten path. Individuals can discover the history of the eclectic architecture on Main, connect with friends in Central Park at annual festivals or explore off-road trails on your UTV. You can find it all in Aledo.

### THE RESULT

The city now uses the new City Seal and logo on all official communications going forward. The Seal features green and navy to call back to Aledo green and

Mercer County High School navy; it also includes a rhubarb leaf as a nod to the iconic Rhubarb Festival. Released alongside the new logo and Seal, the tagline for the city, "Find it All in Aledo," is the synopsis of this story that highlights Aledo as a place for everyone.

The City of Aledo has started using the new logo and brand story in all communication with residents. It has launched three new official social media accounts to better communicate with residents. Additionally, Aledo has started sending a monthly newsletter - Aledo's Monthly Memo to those interested in news and events happening in the city.





## CASE STUDY

# TOWN OF MAIDEN, NC

## BRANDING TO NURTURE GROWTH



### THE CHALLENGE

The Town of Maiden saw an opportunity to prepare for projected population growth and wanted to put its best foot forward as it competed for economic opportunities. With its sights on winning major economic deals from industry-leading technology companies, Maiden realized it needed a brand identity that matched its unique character and modern ambitions to win potential partners. A historic town with a close-knit community and a resilient spirit, Maiden had the foundational elements in place but needed a way to pull it all together into one cohesive story and visual identity.

### THE SOLUTION

Maiden hired HAVEN Creative in 2022 to help them develop, design, and deploy a new brand identity showcasing their community's unique characteristics. Using the Maven Method, HAVEN spent several months speaking with residents, town staff, and community leaders about the history and character

of Maiden. Through this process, our team found several key themes that honored Maiden's history of fellowship, entrepreneurship, and sportsmanship.

Once we identified these themes, we crafted the story of Maiden as a place where the peace of the mountains matched the ambition of nearby large cities and highlighted the entrepreneurial spirit of its people. We then worked with town staff to create a visual identity that celebrated the story of Maiden. Their new logo featured a three-line element that calls back to their brand story and pillars and is one of the only three-color municipal logos in the region.

After the visual identity was created and Maiden approved their new branding, our team helped them chart a 12-month brand launch and identify the important next steps for implementing this new branding.

### THE RESULT

Maiden unveiled their new branding to the community in December 2022 with a public presentation, a promotional video and social media

communications. This narrative and visual identity support Maiden in sharing its unique values as a place to live and do business. With a cohesive narrative, Maiden can celebrate current businesses and attract new businesses, from small businesses downtown to major industry and technology companies.

The initial launch of the branding was successfully received by the community. The launch video racked up 1,100 views in the first month and brand adoption continues today.

# MAIDEN

LIVING MADE EASY

#### Showcasing Brand Pillars in the Logo



Fellowship  
Entrepreneurship  
Sportsmanship



#### [ tools we used ]



Market  
Research



Brand  
Positioning  
& Strategy



Copywriting



Graphic  
Design



Brand  
Guidelines



Brand  
Collateral



Positioning &  
Messaging

CASE STUDY

# TOWN OF WAXHAW, NC

BRANDING TO KEEP PACE WITH PROGRESS

## THE GOAL

The Town of Waxhaw is located 30 minutes south of Charlotte and is known as a rural retreat from the city. With a population of over 18,500 people and growing, the Town of Waxhaw was challenged with maintaining its quality of life and small town charm while also meeting the needs of the growing community.

The town was constantly receiving negative media attention, which typically stemmed from the lack of trust between residents and town officials.

## THE CHALLENGE

Maintaining Waxhaw’s historic charm was a priority for HAVEN when developing a full rebrand, which included color story, redesigned town seal, and new logos for both the town and all major events. From community surveys and work sessions, a rustic refined design aesthetic was chosen to represent the existing downtown aesthetic.



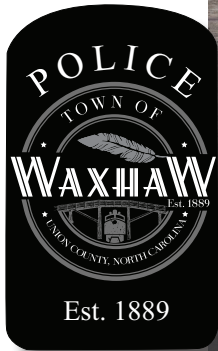
HAVEN also designed and produced a monthly digital newsletter. With the growing needs of the community, HAVEN was then tasked to oversee all marketing and communications for the town. Having a consistent brand image and messaging has helped rebuild trust between residents and town officials.

## THE RESULT

Since the rebrand in 2016, the town has grown from 10,000 to 18,000 residents. Local breweries, retail, and apartments have boomed in the downtown area,

and all of these results combined earned the Town of Waxhaw the “Great Main Street” award in 2018 from the American Planning Association. In 2019, Waxhaw was named the #1 Suburb in Charlotte, NC.

Media inquiries went from 108 inquires, all negative in Fall of 2017, to 10 inquiries, all positive in 2018. All departments, including the Police Department, adopted the branding. The event logo redesigns for the town won an NAGC Award, and our monthly digital newsletter won an Excellence in Communications Award.



## WAXHAW REBRAND

- ✓ Market Audit & Community-wide surveys
- ✓ Brand Pillars and Archetype
- ✓ Brand Story, Color Story, Fonts, Marketing Templates
- ✓ Comprehensive Brand Summary
- ✓ Brand Implementation Plan
- ✓ Website Redesign



# OUR APPROACH TO PILOT MOUNTAIN

HAVEN will serve as the lead for community feedback groups comprised of residents and business owners to determine existing attitudes, perceptions, opportunities and challenges to enhance Pilot Mountain's image.

We will lean heavily on our community branding principles and years of experience facilitating branding and economic development projects for government entities. Our team will follow HAVEN's proprietary process, the Maven Method®, to develop, design and deploy measurable branding and website results.

If we are selected as the vendor to brand Pilot Mountain, our initial meeting will take care of steps 1-3 in our Maven Method® process that includes the internal and client kick-off meetings. We will also take into account current planning and Economic Development initiatives that can assist in building a cohesive brand story and awareness. Our project breakdown begins at step 4: Monitor the Market.



04

## MONITOR THE MARKET: RESEARCH - DATA COLLECTION PHASE

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Research and community input is key to the successful development of a community brand. We will conduct more than a dozen pieces of research to identify what differentiates Pilot Mountain from other communities. By examining the community (stakeholders), consumers (visitors, regional and state tourism and economic development officials) and the competition (neighboring counties), we will discover:

- What makes Pilot Mountain unique in the eyes of residents, visitors and businesses
- Iconic elements to inspire creative design, colors, fonts and more
- Key messaging to support the development of the brand story

Our process includes stakeholder interviews, community engagement sessions, and several online surveys.



05

## DEFINE THE DIFFERENCE: RESEARCH - ANALYZING THE DATA

---

Based on the results of data collection in the "Monitor the Market" phase, we will begin to build the brand positioning platform. The brand platform includes defining key messages, target audience and brand pillars (key differentiators) that make Pilot Mountain stand out from its competition. We will also test these messages as we work to see how they connect with the intended audiences.



# COMMUNICATION IS KEY

HAVEN would meet bi-weekly with Pilot Mountain's Project Lead to ensure the brand initiatives are moving along smoothly.



## 06 INVENT THE IDENTITY: CREATIVE & DEVELOPMENT OF BRAND

---

Once we have brand positioning defined, we will develop the creative elements for the Pilot Mountain Community brand book. We will present at least 3 to 5 concepts for the logos. The intent is to then pick 1 logo to move through editing phase. Our scope includes up to 3 rounds of edits. This stage includes:

- Creative presentation
- Logo design and refinement
- Color story, graphic design style and standards guide for Pilot Mountain
- Marketing collateral templates to support the roll out of the brand



## 07 SHARE THE STORY: IMPLEMENTATION PLAN

---

We will develop an action plan for implementation of the brand in sufficient detail to provide the Town of Pilot Mountain staff and government officials clarity on how the brand will roll out to the public in phases. This implementation plan will include:

- A website refresh following the newly established town brand standards
- A 12 month action plan to help the Town of Pilot Mountain roll-out the new branding to the community
- An internal training session to ensure the team is well versed in brand standards
- An implementation timetable for various brand identity updates



## 08 REPORT THE RESULT: EVALUATION PLAN

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We will provide a progress report six months post brand launch to report on the success of the branding based on the SMART goals that we set with the Town of Pilot Mountain key stakeholders.

Branding is more than a logo or a tagline – it's based on perception. It's the communication of values, characteristics, and unique attributes of your community -- it's a complete story. Do you have all of the chapters you need to tell your story? Our brand books do!

Our brand books start with key messaging, followed by logo design and usage guides, fonts, color story, design style guide and marketing templates. The book is delivered in a print ready PDFs that can be shared with everyone on your team to ensure consistency throughout your organization.

**“From messaging to design, the brand book includes all of the chapters you need to tell a cohesive story and have a successful brand launch.”**

To: John Smith  
1150 Weddington Rd  
Weddington, NC

## Brand Story

The brand story highlights Maiden's target audience and key differentiators in a short marketing narrative that can be used on the website, in advertisements and more.

It's not often you find a small town that honors both peace and possibility. But then again, it's not often you find a town like Maiden. Forged with an entrepreneurial spirit and unwavering belief in community fellowship, Maiden thrives by mixing the peace and charm of the mountains with the promise of progress found in nearby big cities. Enjoying downtown, visiting a local park or sporting event and raising a family comes easy to the residents of Maiden. But beneath the small-town charm, Maiden prides itself on innovation, defining what's possible and competing to be the best of the best. It's this attitude of hard work and determination that has allowed its residents to thrive for over a hundred years.

Maiden, NC; living made easy.



05

[www.maidennc.com](http://www.maidennc.com)

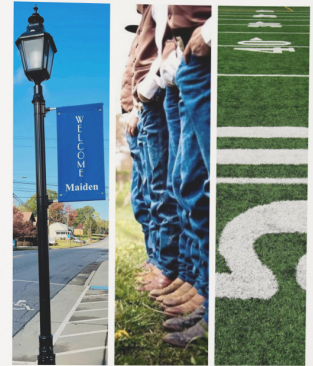
## Brand Pillars

[ strengths + key differentiators ]

**Fellowship** - Maiden is a tight-knit community where some joke: "If you weren't born here, you aren't from here." Yet, Maiden is always welcoming to new faces. Maiden highly values fun and good fellowship as the cornerstone of the community, which is best seen in its local events and park spaces.

**Entrepreneurship** - Maiden was built by entrepreneurs. The town's pioneers had the courage to settle on the outskirts of Charlotte and bet on themselves in order to succeed. Through countless economic downturns, Maiden has prospered because of their resilient nature and ability to continually reinvent themselves. The spirit of entrepreneurship is alive and well today in its thriving downtown economic center. Maiden invests in technology and incentives to support the advancement of its business community while maintaining its small-town appeal.

**Sportmanship** - Known as the "biggest little football town," Maiden's football programs gained notoriety, but its reputation for sportmanship has since expanded. Maiden is considered a regional leader in nearly all youth sports programs. The Maiden community is proud of its athletes and you'll often find them gathering at whatever game is taking place on a Friday night to support the local teams. Sportmanship also represents Maiden's behavior and commitment to fair play, ethical behavior and integrity and general goodwill toward others.



06

1

## Logo Design

The final brand book includes three logo designs, social media icons and usage guidelines to ensure the logo is properly represented in print, on the web and in video.

2

## Brand Story

The brand book includes a marketing narrative that captures the vision, feel, and community of your city. This copy would be used in marketing materials and influence copy on the town's website.

3

## Colors + Fonts

The color story and branded typography (fonts), inspired by the brand story and key themes derived from the brand audit, unifies the community's website, signage, social media graphics, staff uniforms and more.

4

## Design Style Guide

Our brand books include a design style guide that provides inspiration and direction for how to incorporate the brand into interior and exterior decor, uniforms, social media, signage and more.

5

## Design Templates

We will provide branded templates: social media banner art and profile image, business card, letterhead, envelopes, email signature design and power point presentation templates. The logo files can also be used on water towers and wayfinding signage.



26



# THE WEBSITE

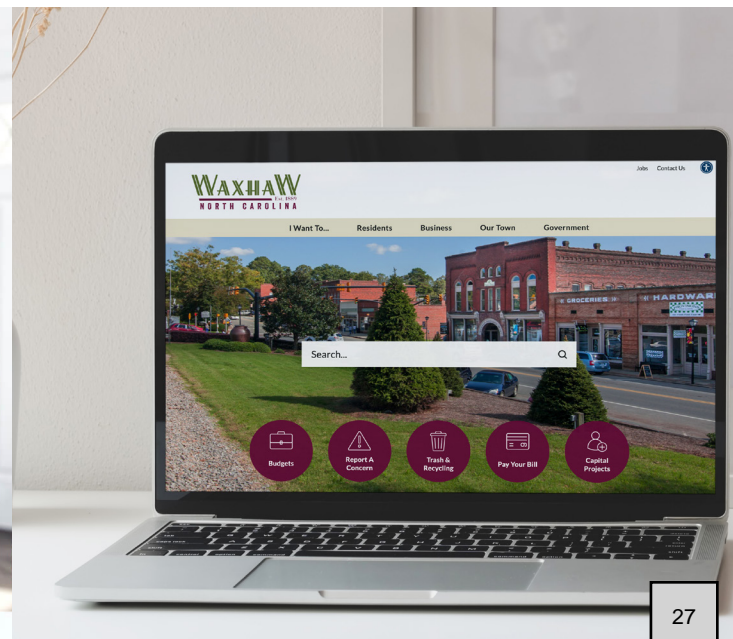
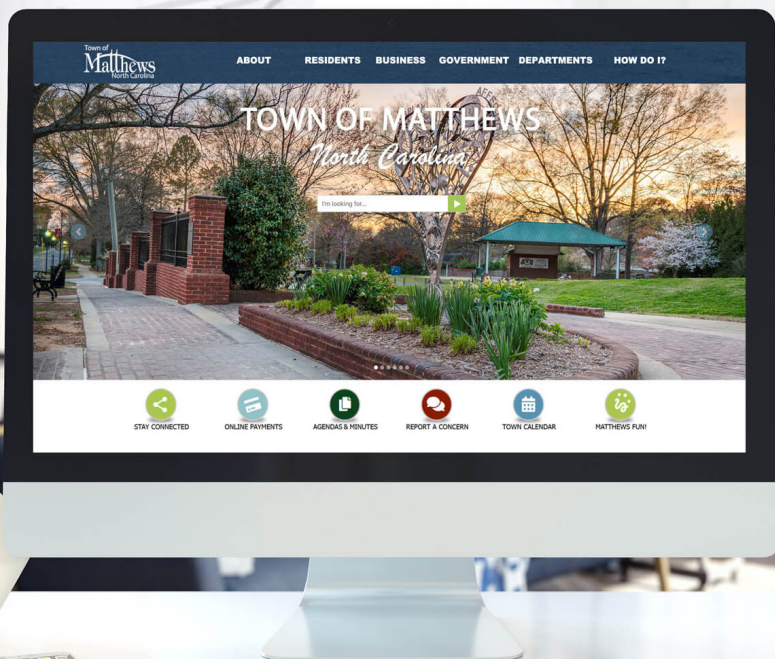
[ a space for your new brand to shine ]

We will lean heavily on our community branding principles and years of experience implementing branding programs and facilitating website build projects for governments. We'll partner with internal stakeholders to establish clear expectations for essential communications, and participation in the planning process to gather data, develop the art direction and execute a rebrand of the website, we'll follow our Maven Method® process.

**[ develop ]** Using the marketing plan as our guide, we will audit Pilot Mountain's website to modify current website with the new branding. We will design website art direction and page architecture that will be passed to the website developer. We'll collaborate with our dedicated web development team to ensure the website is on-brand, on message and functioning properly before going live.

**[ design ]** Our team will create art direction (website layout design guidelines) that the developer will follow to ensure the visuals are cohesive to the newly established Pilot Mountain brand standards. While the developer works on coding and building the back end of the website, we will present a Visual Proposal using mock-ups for your review. Throughout the process, we will collaborate extensively with internal stakeholder teams to ensure creative deliverables are in line with the Town of Pilot Mountain's website goals.

**[ deploy ]** Once all pages of the new website have been approved, we will support the internal team with the official "launch" of the website and branding to the public. We'll train internal stakeholders on the new website and present the brand book with stakeholders to ensure a smooth deployment.



# THE MARKETING PLAN

[ a 12-month brand roll out strategy ]

Upon completion of the brand book, HAVEN will leverage information gathered during the develop phase including community surveys, stakeholder interviews, and competitor research to develop a 12-month marketing plan that prioritizes attracting new residents, recruiting new businesses and promoting Pilot Mountain as a tourist destination. The marketing plan will set 3 to 5 marketing goals and key objectives and establish measurable metrics of success. To achieve each goal, the marketing plan will describe the best tactics to reach Pilot Mountain's target audiences.

Included in the plan will be a set of tiered recommendations with multiple budget options to explore paid media opportunities alongside lower cost owned media and earned media strategies.

Along with resident, business and tourism marketing, the final deliverable will include a 12-month brand roll out plan to improve community perception, increase brand awareness and adoption, and update existing branding to meet the new standards. Twelve months after brand launch, HAVEN will conduct a follow-up community assessment to determine changes in the perception and attitudes towards Pilot Mountain.

### 1 Goals & KPIs

Keeping Pilot Mountain's Comprehensive Plan in mind, the marketing plan will set 3 to 5 marketing goals and key objectives and establish measurable metrics of success.

### 2 Target Audiences

HAVEN will identify and analyze Pilot Mountain's target audiences, including their demographic profiles, pain points and decision-making processes.

### 3 Marketing Tactics

To achieve each marketing goal, the marketing plan will describe the best tactics to reach Pilot Mountain's target audiences.

### 4 Rollout Plan

HAVEN will deliver a 12-month brand roll out plan to improve community perception, increase brand awareness and adoption, and update existing branding to meet the new standards.

## KPIs

[ KEY PERFORMANCE INDICATORS ]

are crucial to measuring the success of a brand, or any project for that matter. Finding measurable results for a creative project can be challenging, which is why we include you, our client, in the goal-setting process.





# PROJECT PRICING DETAIL

## SUMMARY:

The Pilot Mountain Community Branding Project will take approximately 6 months to complete depending on client approval times. Final deliverables will include a comprehensive brand identity (logo, tagline, and color story) for the Town of Pilot Mountain along with 5 branded templates (business card, letterhead, power point presentation and 2 other templates of client's choice) along with a 12 month action plan for launching the brand and a website redesign. Upon final payment to HAVEN, the Town of Pilot Mountain will own all creative assets. HAVEN requests 30% of the project total upfront to begin the development phase. Invoices will then be broken out in even monthly payments until the project is complete.

### PHASE 1 - DEVELOP (MARKET AUDIT)

Steps 4 & 5 as outlined on page 10

\$8,625.00

### PHASE 2 - DESIGN (LOGOS, MESSAGING, TEMPLATES, WEBSITE DESIGN)

Step 6 as outlined on page 11

\$15,125.00

### PHASE 3 - DEPLOY (MARKETING PLAN, WEBSITE DEVELOPMENT & LAUNCH)

Step 7 as outlined on page 11 and page 14-15 \*Printing of branded materials is not included (pricing based on size and quantities needed), but will be billed at cost with prior approval from client.

\$9,100.00

### PHASE 4 - FINAL REPORTING & ANALYSIS

Step 8 as outlined on page 11

\$1,275.00

SUB-TOTAL: \$34,125.00

TAX: (NC 6.75%) \$2,303.44

**TOTAL: \$36,428.44**



**OUR GUARANTEE:** A client will never receive an invoice without the chance to review and approve a change in scope form. If for some reason that happens, the cost of the change is on us.