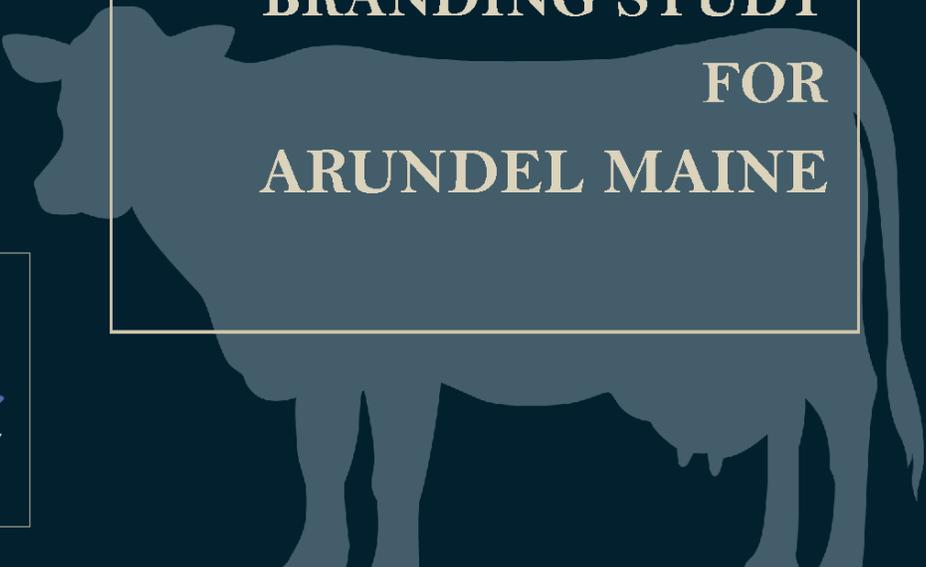




Proposal:

**MARKET &
BRANDING STUDY
FOR
ARUNDEL MAINE**



PREPARED FOR:

Arundel
TOWN OF
MAINE

PREPARED BY: **THE CHESAPEAKE GROUP, INC.**

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BUILDING A FOUNDATION FOR THE FUTURE

Content

Topic	Page
Submittal Letter	1
History/Who We Are	3
Philosophy & Approach	6
Proposed Scope	9
Phase 1 – <i>Project Initiation & Data Acquisition</i>	9
Phase 2 – <i>Analyses & Identification of Opportunities</i>	11
Phase 3 – <i>Identify Challenges to Achieving Opportunities</i>	12
Phase 4 – <i>Development of Proposals to Achieve Opportunities</i>	13
Phase 4 – <i>Prioritization and Further Branding Activity</i>	14
Phase 6 – <i>Documentation and Presentation</i>	15
Work Sessions & Meetings	16
Project Timeline & Team Availability	17
Highlighted Projects	18
Who Will Be Involved	22
Howard Kohn, Project Manager, President and CEO, The Chesapeake Group	22
Susan Ackley, The Chesapeake Group/Ackley Marketing Group	23
Other TCG Principal Staff Assigned to the Effort	23
Representative Projects & Added References	26
Cost of Services	30
Client’s Responsibilities	31

Submittal Letter ...

December 3, 2012

Town Clerk's Office
Attention: Tad Redway, Town Planner
Arundel Town Hall
468 Limerick Road
Arundel, Maine 04046
townplanner@roadrunner.com
207.985.4201

Market & Branding Study

Dear Tad Redway and other Reviewers:

On behalf of The Chesapeake Group (TCG) and our subsidiary Ackley Marketing Group, I would like to thank you in advance for your time and effort in reviewing our submittal.

The Chesapeake Group (TCG) is the premier economic analysis and development firm in the United States, having prepared more than 1,000 analyses since its inception. In addition to its national reputation with commercial development, The Chesapeake Group has been involved with more analyses defining opportunities for sustainable economic activity linked to natural resources and agriculture than any other firm in the country. Furthermore, The Chesapeake Group has also been involved with not just planning but project implementation for numerous efforts, including actual recruitment. The experience is unmatched in the industry.

Ackley Marketing Group is a subsidiary of The Chesapeake Group. It is a full-service marketing and advertising firm dedicated to assisting clients with targeting markets, formulating creative direction, and communicating "sales" messages.

Most importantly, our efforts have met clients' expectations of success, resulting in many billions of dollars in investment, inclusion of diverse populations in the economy, increased employment, creation of activity centers where none existed before, and fiscally responsible sustainable development.

As you will find if we are awarded the contract, the team's activity is seamless to the client as we have worked together for many years.

Furthermore, our efforts involve **the time of only highly-skilled principal level professionals; and** we are proud of the fact that **most of our public and private sector clients return consistently to use our services.**

We have been involved with successful marketing campaigns for **many private sector entities in the entertainment and agri-tainment industry**, ranging from “Shining Time Station” (Thomas the Train et al) and Davis Farmland (Children’s Discovery Farm) in Sterling, Massachusetts, to **small communities** in terms of population seeking to expand their base activity (Mackinaw area), and to **public education institutions** seeking to promote programs (Miami-Dade County school system) or determine opportunities for new programs (Harford Community College).

In our submittal you will find:

- A definition of or history and who we are.
- Our philosophy, approach and scope.
- Highlighted projects and a list of project examples.
- Resumes of key principals involved.
- Other required components.
- Definition of the Arundel’s responsibilities during the effort.

Our scope includes: **(1) various meetings with various entities at the onset; (2) surveys to obtain spending information on area households; and (3) survey processes to receive broad community input for the “tag,” “positioning,” or branding slogans/lines.**

Our scope also includes: **(4) analyses of activities related to agriculture and natural resources, including the salinated aquifer which can assist with establishing new/significant image modification and fiscal enhanced economic structure; (5) analyses of potential for tourism and agri-tourism growth based on existing activity and the impending addition of Kate’s to Arundel; (6) analysis of culture and heritage as economic development and marketing tools; and (7) traditional commercial activity based on surrounding markets, potential progression of commercial activity along the highway, and other factors.**

We look forward to our potential involvement with the effort. If you have any questions, please do not hesitate to contact me.

Respectfully submitted,

Howard Kohn, President
The Chesapeake Group, Inc.

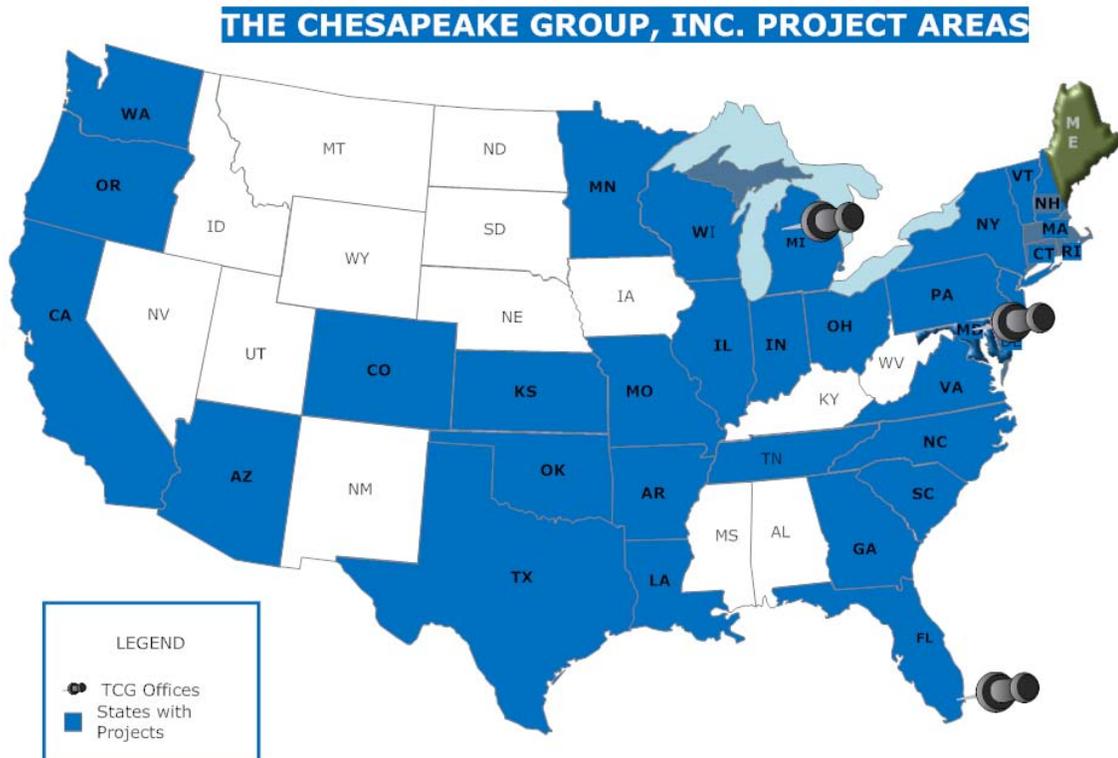
History/Who We Are ...

The Chesapeake Group (TCG) is the premier economic analysis, impact and development firm in the United States, having prepared more than 1,000 analyses since its inception. Our subsidiary – Ackley Marketing Group – is a full-service marketing and advertising firm that assists clients with targeting markets, formulating creative direction, and communicating “sales” messages. A third entity under our ownership and direction is Partners In Travel, which is a full-service travel agency specializing in group tours, providing us with “hands on” knowledge of tourism.

TCG was formed in 1974 and incorporated a year later. In addition to our home base in Maryland, we have satellite offices in Florida (Miami Shores) and Michigan (Cadillac).

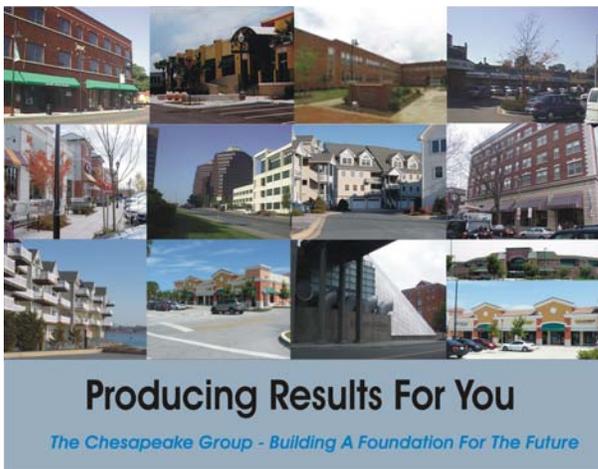
The Chesapeake Group (TCG) provides an integrated array of economic development services. Key services include: assessments of site specific opportunities, generally within the context of larger geographic areas; economic revitalization, including “Main Streets” and mixed-use development plans; economic and community development strategies; defining opportunities for emerging R & D related to agricultural production, natural resources and technology application shifting; tourism development; impact analyses; tenant, developer and investor recruitment; and transit-oriented development for local governments, Chambers of Commerce, and private sector interests and developers.

TCG has established a national reputation with commercial development. As an example, we have been involved with US1 from one end of the coast to the other for either public or private sector interests, including the economic diversification strategy for Monroe County (the entire Florida Keys).



The Chesapeake Group has been involved with more analyses defining opportunities for sustainable economic activity linked to natural resources and agriculture than any other firm in the country. Our experience is unmatched in the industry.

TCG ...



- IS** an independent economic analysis, impact and development related project planning firm founded in 1974. We bring significant national experience with rural, urban, suburban and other communities and in many different settings.
- HAS** significant experience in many areas of the country, including the entire East Coast from Maine to the Florida Keys, where history, culture, and natural resources play critical roles in economic development.
- HAS stimulated** more private investment and **higher private sector to public sector dollar ratio investment** than any other known organization.
- HAS** significant experience **defining and expanding Research and Development opportunities based on agricultural production and natural resources, resulting in a new base of economic activity and altered area images.**
- EFFORTS** involve **the time of only highly-skilled principal level professionals**, not lower level staff with minimal experience.
- HAS** built its **reputation on providing a high level of service, having a real commitment to make efforts successful, and providing a quality product that produces results.**
- IS** proud of the fact that **most of our public and private sector clients return consistently to use our services.**
- HAS** a **diverse client base**. We understand the needs of residents, governments, developers, business groups, community groups, and small and large business interests since our client base includes all of these entities.
- HAS** a reputation for being **associated with projects that are creative, pragmatic, and have met with success.**
- WILL** work as adjunct staff, maintaining a close working professional relationship with the Project Manager and the Town.
- IS** committed to professional excellence at reasonable cost.

Howard Kohn, TCG's President, plays a major role in all efforts and will be the Project Manager for the Town of Arundel effort should we be fortunate enough to be retained.

TCG/AMG ...

Great Bend

- **The Land & Energy Emerging Into New Industry – Tourism based on LAND!**

- **Corn: Used for Animal Feed, Human Food, Energy Production, Drinks & Popcorn!**
- **Think Interactive Explanations, Rides thru Evolving New Energy & Ag Production based on the Land!**

The Chesapeake Group, 2005

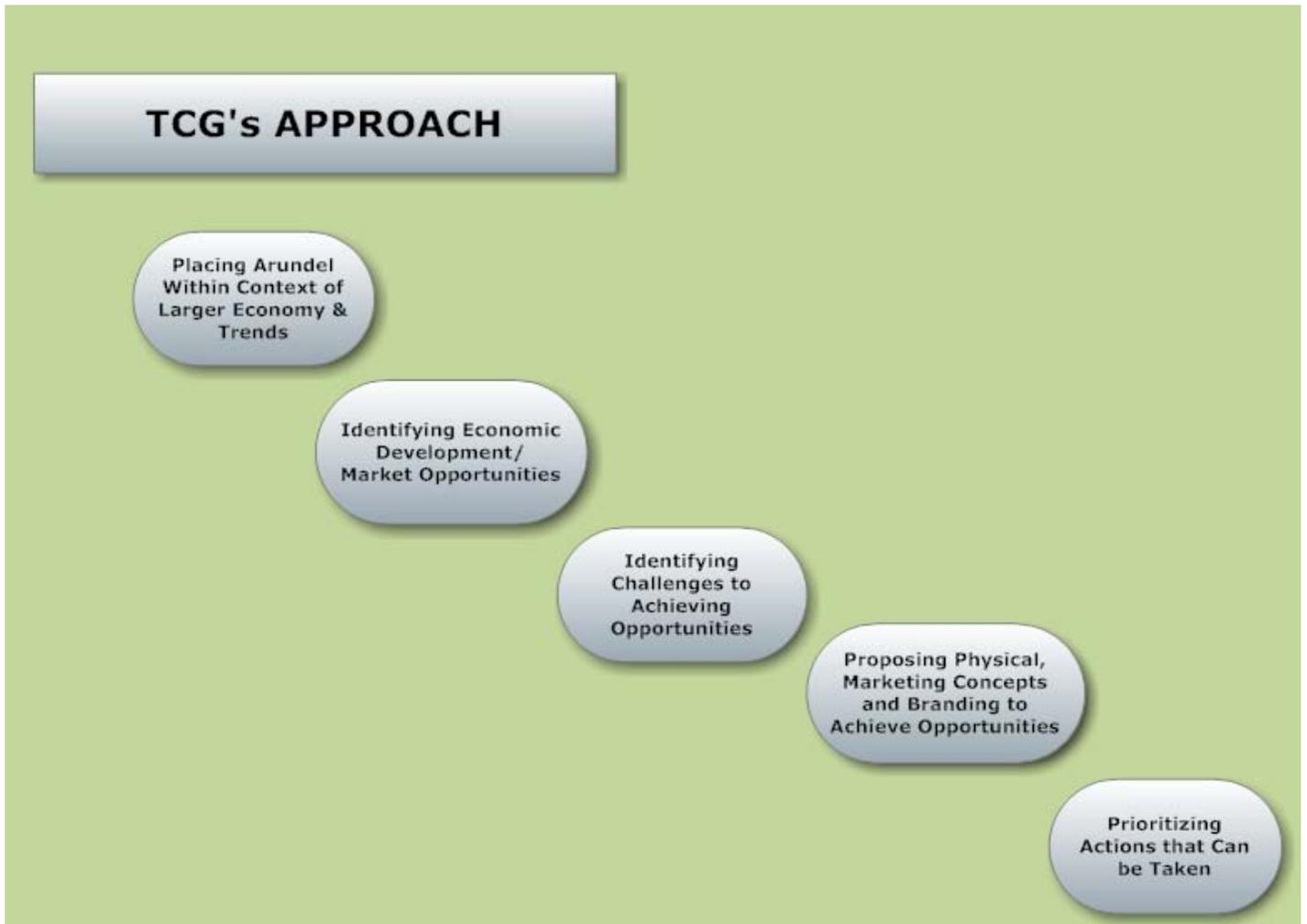
- **HAS worked together for about nineteen years**, the first five of which were under separate ownership.
- **HAS** operated for the past ten years almost exclusively as a seamless team, with AMG and Susan Ackley in particularly heavily involved with virtually all TCG's efforts.
- **HAS significant experience and knowledge with indigenous and other arts and culture as tools or economic engines.**
- **HAS** a diverse client base, composed of small businesses, government entities, community based development organizations, national non-profits, innovative technology organizations, business organizations and Chambers of Commerce, financial institutions and numerous other entities.
- **HAS had tremendous success in developing marketing schemes and utilizing them to recruit businesses and developer interests to specific sites throughout the country.**
- **ESTABLISHED** a team of professionals that would bring to this and all our efforts: (1) a true diversity of backgrounds and experiences likely to be important; (2) recognized significant national perspective and experience; (3) proven ability to work together; (4) the highest professional standards for quality; and (5) like business philosophies.

Philosophy & Approach ...

Independent of the focus of our work, each project is guided by the following TCG principles.

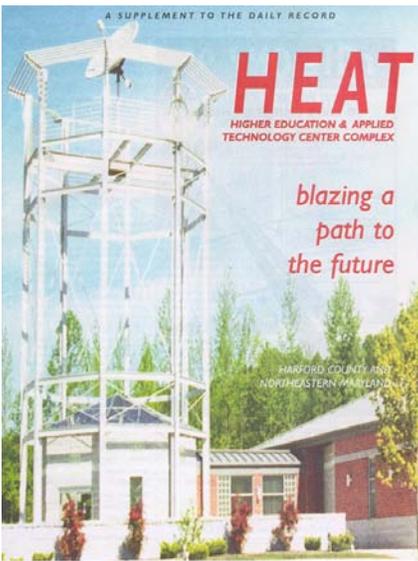
1. Know and understand the history, character, existing land use, scale, and activity patterns in and around the community.
2. Maximize opportunities associated with existing assets and mitigate issues or challenges.
3. Obtain hard empirical data upon which sustained economic activity can be based.
4. Obtain decision-maker and public input before “pen-is-put-to-paper.”
5. Develop plans that provide short-and long-term enrichment to our public and private sector clients, people and the environment.

TCG’s approach to the effort is very simple yet comprehensive. It includes (1) placing the Town of Arundel within the context of the larger economy and trends; (2) identifying opportunities for economic activity; (3) Identifying challenges or issues to achieving opportunities, given considerations to both physical and market positioning; (4) proposing physical, fiscal, organization, and marketing concepts and branding that will assist the community in achieving opportunities; and (5) prioritizing actions that can be taken.



TCG believes that defining opportunities and answering questions for this market assessment and strategic positioning/marketing plan, including branding, requires a unique collection of skills, an understanding of the relationship between people and physical form, an understanding of the area's basic industries and resources, an understanding of fiscal issues, and an understanding of human dynamics.

Our approach also considers the following.



Thinking "Out of the Box."

We are not afraid to think big or think small.

Global Economy & Technology Recognition.

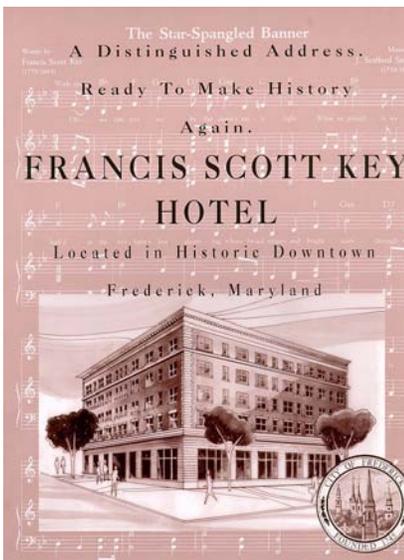
Globalization and the larger economy are very important to the future structure and activity. Make no mistake, it along with technology is impacting us now and will in the future in many ways. Impacts can be seen in where and how people shop, vacations, where research for R & D occurs, energy and energy costs, the ability to finance projects, the ability to operate and finance government offices, and in medicine which touch our lives daily.

The "Bedroom" Community Syndrome/Who Are You?

Who are you? There are dynamics at work which will change the Town in the future, whether that is in five, ten, or twenty years. As defined in the RFP, are you to simply be a bedroom community in a larger region in the future? Does your under-utilized land become more of the same, or can it be differentiated from your neighbors? Can you maintain your historic base and quality of life? Do you want your youth to have the ability to return home? All are part of what must be addressed in this effort.

Changing Tourism.

The number of domestic trips taken by Americans in 2012 will be an all-time high according to the U.S. Travel 2013 Forecast. Travelers in the U.S. are projected to take 203.52 billion trips this year, exceeding last year's total by 1.8% and topping 200 billion for the first time. More than 77% of those trips will have been for leisure purposes. The association predicts that number will increase again in 2013, but at a slower rate of growth, with a 205.82 billion trips projection, representing a growth rate of 1.1%. "Total travel spending, both from domestic travel and international arrivals, is forecast to rise by 4.7% this year, to \$852 billion. In 2013, that number is expected to increase by 3.6%, to \$882 billion. Since the end of 2009, the travel industry has added 283,000 jobs and has made up close to 57% of the jobs that were lost during the downturn."



A growing component of the tourism market and one that might well separate Arundel from its neighbors is agri-tourism. Does the coming of Kate's plant a seed that can grow? Is there spin-off and other activity that can develop that would feed traditional area basic industry revenues and grow a tax base?

Non-exploitive Natural Resource & Agricultural Economic Development.

Most people do not know or think about the fact that the overwhelming majority of supplements, pharmaceuticals, infant formulas, and disease research in this country and around the world are derived from or associated with plants, animals, forests, the water, and agricultural products. **You are fortunate enough to have the resources which can be the foundation for such activity.** Some of your resources are unique and may be potential sources for research. For example, you have an aquifer that, unlike most, has a significant salt content. Desalination, still in its infancy, is of growing importance in places like Pennsylvania where "fracking" is resulting in water with high salt content. Can we do research in Arundel that will result in quality jobs, employment opportunity for youth in the future, grow a new industry linked to existing industries, solve a growing international problem, enhance agriculture opportunities simultaneously and create a new image? Is it worth exploring?

Youth Brain Drain.

Often in smaller communities, there is a youth brain drain. Youth go off for formal education or greater employment opportunities in neighboring Boston or elsewhere; and the children raised in the community do not come home. This can sap the community of talent, spirit and its commercial future.

Strong Input Process.

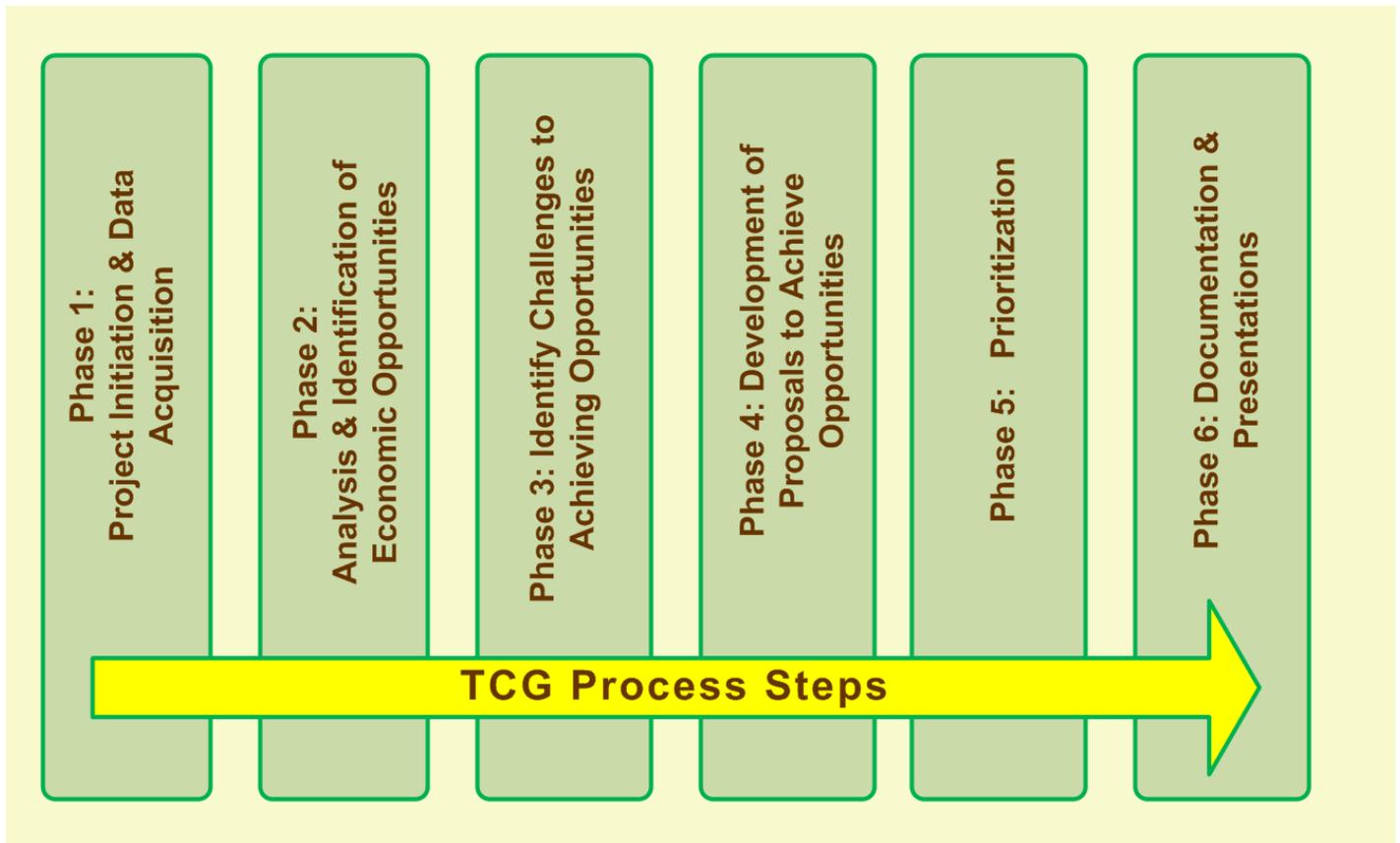
Our success is a result of **listening**. TCG will interact with the community for input purposes in numerous ways as defined in the scope. We to this as a matter of course on all of our efforts. TCG believes that quality input results in quality output.

Pragmatism Combined with Creativity.

TCG believes that a specific marketing program must be simultaneously pragmatic or practical and creative. Resources, both human and fiscal, will always be limited. To spend money on your analysis without realistic expectations of being able to actually implement suggestions to the benefit of the community is neither productive for us or our clients.

Proposed Scope ...

There are a total of six phases to TCG’s proposal to accomplish objectives. The phases are illustrated in the graphic that follows.



The following summarizes the proposed work program elements associated with the desired outcomes.

PHASE 1 – Project Initiation & Data Acquisition

For Phase 1, the effort focuses on gathering information to define current conditions; the overall attitude and potential for residential, commercial and other activity in the Town of Arundel; and obtain perceptions about challenges associated with economic activity and image. The initial phase involves significant public interaction and input opportunities.

The following are tasks to accomplish the desired outcome for Phase 1.

Phase 1, Task 1: Kick-off Meeting/Work Session

During this effort, TCG will meet with staff to establish lines of communication, review and discuss project goals and expectations, review (and revise, if necessary) the project schedule, and request data and documentation related to the area and plans. The purposes of this initial discussion are:

- Review and refine work plan and schedule.
- Obtain and review current demographics, various industry conditions, the Town's fiscal conditions, and other land use information.
- Identify and collect data and documents relevant to the analyses.
- Assess additional information needs and required staff support.
- Identify any major relevant policy issues that may impact the effort.

Phase 1, Task 2: Town & Surrounding Area Reconnaissance

The second component will include the conduct of a reconnaissance of both the Town and surrounding communities and activity that now and in the future could influence development and image. Staff is expected to coordinate and lead the reconnaissance.

Phase 1, Task 3: Stakeholder Interviews

In addition, face-to-face, in-person interviews with 7 to 10 "stakeholders" will be conducted. Each session will help to define paramount issues and trends from the various individual's perspectives and whenever possible, market conditions.

Stakeholders may include:

- ✓ Community representatives.
- ✓ Agriculture and other business interests.
- ✓ County staff or representatives.
- ✓ Retail and food service interests.
- ✓ Tourism industry representatives.
- ✓ Natural and wildlife resource interests.
- ✓ Culture and art interests.
- ✓ Area Realtors.
- ✓ Area developers.
- ✓ Large land holders.

Phase 1, Task 4: Focus Group Sessions

Small focus group sessions, composed of 8 to 12 people each, are anticipated. Among those would be groups associated with the above "Stakeholder Interviews" or others deemed appropriate by the Town.

Phase 1, Task 5: Online Resident Survey

A survey of residents of a large geographic area that includes the Town and surrounding areas will be conducted. The survey has four purposes. These are to:

- ✓ Define of markets for economic functions.
- ✓ Generate actual spending information as well as select household economic conditions and demographics not otherwise available or reliable.
- ✓ Generate information on specific entertainment and related activity interests.
- ✓ Define potential future housing needs.
- ✓ Seek input on "who Arundel is and could be."



Phase 1, Task 6: Issues and Challenges Public Session

TCG will facilitate a public input session associated with market, economic development, and identity of the town. If turnout for the session is large, the following process would be employed:

1. Start as a large group and explain the task or goal.
2. Pose a series of questions to the group to be answered.
3. Break into small groups that address certain topics (could be retail, housing arts, transportation, economic development) or by geographic areas.
4. Have each small group report their findings to the reconstituted larger group.

Phase 2: Analyses & Identification of Opportunities

Analyses to define marketable opportunities conducted during the second phase include those that follow.

Phase 2, Task 1: Culture, Arts & History Assessment

TCG will analyze culture, arts and history as economic engines and assess the potential benefits of their use.

Phase 2, Task 2: Research and Development Assessment

Extensive research will be conducted to define very specific areas of opportunity in the R & D and emerging technology arenas using the area's natural resources and the area's agricultural products to enhance tax revenues, development, employment and entrepreneurial niches for the Town without negatively impacting either the current or future environment. Those with the greatest promise, based on compatibility, competition and other factors, will be indicated.

Phase 2, Task 3: Visitor Activity Market Assessment

TCG will analyze area tourism and trends as they relate to natural resource, history, agriculture and other economic engines. The purposes of the analysis are to:

1. Define trends in tourism and sub-components of tourism activity and related commercial activity.
2. Define past increases/decreases in visitations for various components of tourism.
3. Define opportunities for future tourism, agri-tourism and related marketing.

The assessment would be based on analyses of:

- | | |
|---|---|
| <input type="checkbox"/> National, regional and local trends. | <input type="checkbox"/> Impact on retail and other local businesses. |
| <input type="checkbox"/> Marketing efforts. | <input type="checkbox"/> Opportunities for growth. |

Phase 2, Task 4: Goods and Services Market Analyses

Two methodologies will be employed to define economic opportunities based on market conditions in the region and local area.

Cluster Analysis Using Gap Methodology. A cluster analysis will be performed using comparative assessment or “gap” analysis methodology at the zip code and county level using select criteria reflecting the location, transportation network, facilities, population, household and other factors. This will yield a set of businesses and industries for which there are identified market gaps.

Demand Forecasting. The second methodology will define opportunities and activity by examining the demand for goods and services. It will focus on retail goods and related services, select entertainment activity, and housing. Traditional multi-tenant office and light industrial/service activity will also be analyzed, with demand based on labor force/employment factors. The analysis is expected to yield precise opportunities for the town. Projections will be made for 2013, 2018 and 2023.

Phase 2, Task 5: Physical Environment Analyses

The physical environment impacting opportunities will be addressed in a comprehensive manner and include that which follows.

- Transportation.
- Traditional Infrastructure.
- Technology Infrastructure.
- Green Infrastructure. (The question that must also be assessed is how to we achieve competitive advantages in the future through development? Sustainability and green infrastructure will likely be a component of achieving long-term competitive positioning.)

Phase 2, Task 6: Definition of Marketable Opportunities & Strategic Market Position

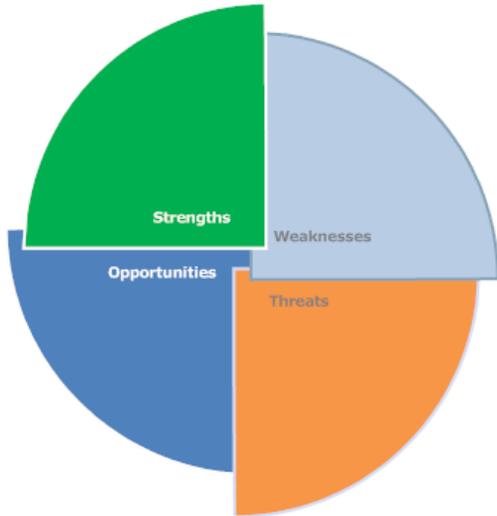
The final task in the second phase is to define economic opportunities and the strategic positioning in the market based on the economic and physical environment factors derived from the various inputs and analyses. This will likely include:

- Opportunities for the collective area and individual sections based on a ten year horizon.
- Definition of critical trends that impact viability.
- Definition of critical mass, if any, and opportunities for and types of commercial, services, research, industrial, and other economic functions.

Phase 3: *Identify Challenges to Achieving Opportunities*

Once the market opportunities are defined, there are several essential steps that will be defined in Phase 3 and Phase 4 of this effort. **Phase 3 addresses challenges to achieving the opportunities and Phase 4 focuses on the strategic program and the beginning of the branding component of the Arundel effort.**

SWOT Analyses



The Chesapeake Group, Inc.

Phase 3, Task 1: Completion of the SWOT Analysis

Market “readiness review,” considering the strengths, weaknesses, and opportunities will be performed based on the previous analyses. Factors considered will include:

1. Economic conditions.
2. All types of infrastructure conditions.
3. Regional positioning.
4. Current marketability or image of Arundel.
5. Other factors to be determined in cooperation with the Town.

The previous analyses and SWOT findings will be reviewed in a work session with the Town.

Phase 4: *Development of Proposals to Achieve Opportunities*

In this fourth phase, TCG will identify significant enhancements and future infrastructure improvements necessary to capital on the opportunities and image potential that will benefit the community, weighing likely cost and return. TCG will focus on essential changes that will enhance economic activity and capture of the market. This will include two tasks.

Phase 4, Task 1: Strategic Improvements

Task 1 will include pragmatic suggestions with respect to the following.

- | | |
|------------------------------|--|
| ✓ Land planning | ✓ Green infrastructure |
| ✓ Traditional infrastructure | ✓ Marketing methodology |
| ✓ Technology infrastructure | ✓ Other aspects that are identified through the analyses process |

Phase 4, Task 2: Development of the Positioning Statement

The analyses provide Arundel with who it can be and, based on the defined interactive process, who do we want or need to be to capture appropriate activity. In other words, how do we want to think of ourselves and what do we want to say to the outside world that differentiates us from others.

The “tag” or “positioning” line, also often referred to as the “slogan,” is the most important element in a branding process. You will note that throughout this document our own tag line – BUILDING A FOUNDATION FOR THE FUTURE – is displayed and gives definition to what we do for our clients, irrespective of the type of client or scope of the effort.

While there are times throughout the history of marketing when the graphic often associated with a tag line becomes recognized to a greater extent than the positioning line; they are few and far between. Probably the best example in recent times is the “swoosh” graphic associated with Nike. It has surpassed although still supported by “Just Do It.” Even fewer know the origin of the “swoosh” which was derived from the wings on the feet of the Roman mythological “god of commerce and speed” Mercury.

Sometimes, one product becomes synonymous with an area. For example, when someone sees or mentions of LL Bean; many immediately think of Freeport. The product “has made” the area in terms of recognition and arguably development.

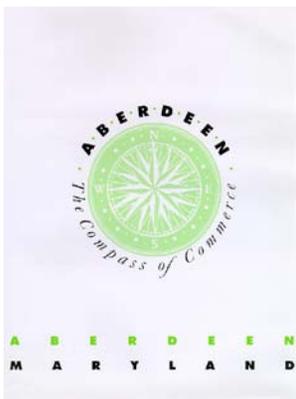
There are certain to be many opportunities in Arundel to be identified and explored. In this task, **TCG will identify and provide 10 to 20 “tag/positioning line” or “slogan” options for Arundel. Each option will be based on factors such as those that follow.**

- ✓ The image options for the community based on the surveys and meetings
- ✓ History
- ✓ Culture
- ✓ Base industries
- ✓ Economic opportunities

Each is intended to both establish an identity, define who we are, convey a message to others, an differentiate ourselves from others.

Phase 5: *Prioritization and Further Branding Activity*

The fifth phase will provide for: (1) Town officials to review and narrow the number of slogans down: (2) public review of positioning line options; (3) selection of two from the provided group or with modifications; (4) development of graphic options; and (5) modification and selection of the final graphic option and slogan/positioning line. The Tasks associate with this follow.



Phase 5, Task 1: Town Review of Positioning Lines/Slogans

TCG will use a format that we have employed before for the selection of the slogan. TCG calls the process “Love It or Leave It.” The slogans are disseminated to the staff, boards and elected officials. This can be done either electronically through email or print. Each member gets to place an initial check next to those that they like and dislike or like less. There is also an opportunity to make one or two added suggestions or modifications to existing choices.

TCG will then tabulate the findings and a maximum of ten (preferably five) with the most support from this process will be disseminated to the public.

Phase 5, Task 2 & 3: Public Review of Positioning Lines/Slogans

Via the internet, the community will get to weigh in, using the “Love It or Leave it” Process, on the remaining slogans. They also will be provided with the opportunity to make modifications or provide an alternative.

TCG will then report the findings to the Town and suggest one or two to use as part of the graphic development and final selection process.

**CREEKSIDE
CENTER**



Where Business Gets Done

Phase 5, Task 4: Development of Graphic Options

TCG will then provide computer generated graphic options to go along with and use the slogan(s). A maximum of five graphic options will be provided.

Phase 5, Task 5: Final Selection of Graphic & Positioning Line

The Town will suggest modifications and select the top choice using the previously described methods.

Phase 6: *Documentation and Presentation*

TCG will deliver the following to the Town of Arundel.



1. A summary of the salient findings from the analyses process with suggested opportunities, market positioning, and major changes/improvements essential to achieve opportunities.
2. A technical appendix for the above analyses.
3. A branding slogan.
4. Graphics logo.
5. Combined branding slogan with graphics logo.
6. PowerPoint presentation of the analyses to be used by the Town in the future.

Work Sessions & Meetings ...

As defined in the scope but highlighted here, TCG has indicated a process with significant community involvement. The following are the meetings and work sessions **in addition to the online input processes suggested.**

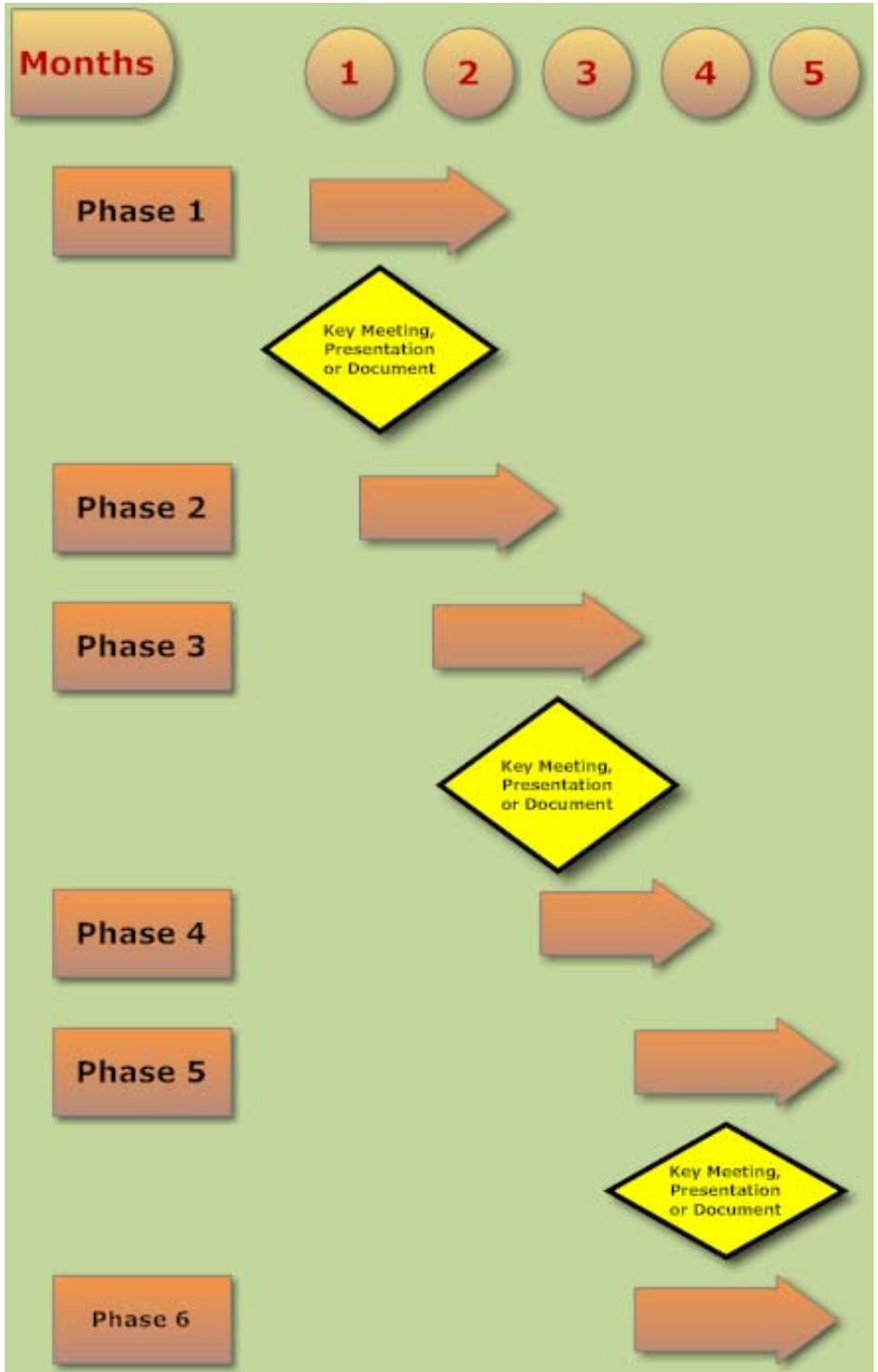
1. Kick-off meeting with Client.
2. Issues and Challenges Phase 1 work session with the public.
3. Phase 1 individual interviews with stakeholders.
4. Phase 1 focus group sessions with stakeholders.
5. Presentation of SWOT-related analyses findings to Client.
6. Presentation of SWOT-related analyses findings to Public.
7. A final presentation.

Regular communications via telephone, email and other potential technology-based processes with the prime Town staff are anticipated throughout the effort as are two online surveys (one for needed data input in Phase 1 and one for input on slogan suggestions in latter phases of the scope).

Project Timeline & Team Availability ...

TCG will initiate activity within two weeks of execution of the contract and stay on a set schedule. TCG anticipates that the will take about **five months** in total. Phase 1 as defined in the scope with the detailed tasks and extensive public input process is expected to take about two months.

The schedule can be modified should the Town desire. The preliminary schedule is defined in the graphic to the right.



Highlighted Projects ...

As has been noted TCG has performed more than 1,000 public sector market analyses and has substantial experience with branding. Many of our branding efforts have been for private sector, for-profit clients.

The following are highlighted examples of projects performed for governments or non-profits in cooperation with a local government. The examples are chosen to provide you with the range of public sector market analyses and marketing activity.

MACKINAW, MI (TCG/AMG)



Steve Schnell, Cheboygan County Community Development Director, 231-627-8485, steve@cheboygancounty.net.

TCG was involved with two simultaneous efforts in the Mackinaw City area of Michigan. One was to restructure or diversifying the economy by identifying niches and developing or recruiting new “year-around” economic activity; while the second was to enhance the existing tourism activity by branding and other means. The area is the most successful tourist area in Michigan, but small in terms of residents (800). Recommendations made that were acted upon by either or both clients included, but are not limited to: suggesting a new industry to be pursued that is not tourist based, that could expand statewide and nationally with assistance from the Village and State; identifying an additional tourism related niche and function that could help to create year-round, non-seasonal activity; adopting the branding concepts; eliminating specific duplicative efforts and related expenditures in order to better utilize resources; and evaluating existing marketing activities, identifying specific issues, and indicating changes in “message” necessary to increase productivity of the tourism marketing.

WHITEHAVEN IN MEMPHIS, TN (TCG/AMG)



Clara Harris, Planning, Memphis and Shelby Co., 901-576-6610.

TCG prepared a detailed market analysis and neighborhood development strategy/plan for the Whitehaven section of Memphis, Tennessee, focused on Elvis Presley Boulevard. The market consisted of about 80,000 residents and also a substantial visitor market. Graceland is located within the community. Graceland - the Elvis Presley estate - is the largest tourist attraction in Memphis, drawing about 600,000 people annually.

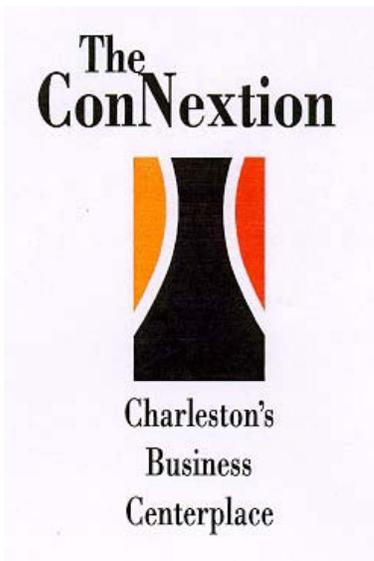
The community was seeking to create new retail, office, mixed-use, and residential activity primarily along Elvis Presley Boulevard. Fundamental to this effort is reuse or redevelopment of several largely vacant shopping centers.

After completion of the initial analysis and plan effort, The City hired TCG to assist with project implementation as well. TCG:

- ✓ Developed a neighborhood based coordinating development corporation.
- ✓ Initiated the recruitment process for development interests, new retail anchors, and others.

Major retailers, such as Wal*Mart, have rebuilt deteriorated areas and vacant space diminished. Elvis Presley Enterprises purchased surrounding blighted properties for expansion. Most recently, Elvis Presley Enterprise announced its investment plans for major enhancement of its facilities, expanded hotel operations, and conferencing capabilities.

CHARLESTON, SC (TCG/AMG)



Geona Shaw Johnson, Deputy Director of the Dept. of Housing & Community Development, 843-724-3768.

Charleston is an example of TCG's ability to handle difficult and diverse industrial, commercial, residential and tourism issues simultaneously. TCG developed a strategic development plan and implementation program for the "Neck" area, or community in a central section of Charleston, South Carolina, just north of downtown. The area plan was based on an economic assessment conducted as part of the effort. The area is a Federal Enterprise Community. It was increasingly impacted by rising property values, overflow of visitor activity, displacement of residents, declining industrial base and poor image.

The focus was on:

- ✓ Providing opportunities for new investment.
- ✓ Integrating new and existing affordable housing.
- ✓ Establishing entrepreneurial programs.
- ✓ Industrial reuse.
- ✓ Mitigation of industrial, commercial and residential conflicts.
- ✓ Brownfields activity.
- ✓ Creating a new image & marketing the area.

CARROLL COUNTY, MD (TCG/AMG)

Nancy McCormick, Director of Economic Development for Taneytown and Former Executive Director of the Chamber of Commerce, 410-751-1100.

TCG developed a strategic plan focused on eight municipalities, based on detailed analyses appropriate to each community. The eight communities are very small in scale (some with populations of about 500) and were surrounded by rural activity. TCG's recommendations have been followed with great success, resulting in aggressive efforts in several communities including Taneytown.

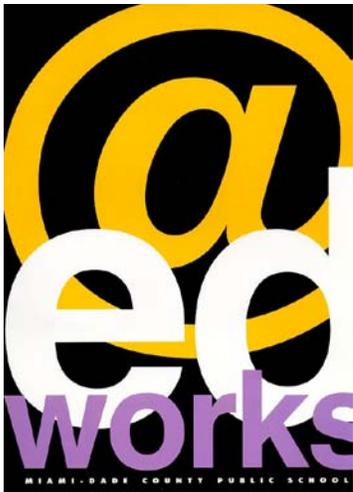


The range of analyses and suggestions was significant. Included were suggestions with respect to:

- Blended In-fill development.
- Expanded public parking.
- Promotion of free evening parking.
- Recruitment of new business activity.
- Overall marketing effort for the eight municipal downtown efforts.
- Expanded marketing programs, concepts and efforts.

The marketing efforts focused upon cooperative promotion of the eight areas and their economic hubs.

MIAMI-DADE, FL (AMG)



John Moffi, 30557-1100, extension 2817.

The program of “Ed Works” was developed by Ackley Marketing Group (AMG) for the Miami-Dade public school system in Florida. The marketing program’s purpose was to get people interested in returning to school to train for future jobs and to increase their use of technology. Informing them that “education works.” The school system provided certificates and licenses for: cosmetology, electronics, financial services, auto repair, mechanics, culinary arts, and others.

AMG produced the slogan and logo found on the left, annual course schedules, brochures, quarterly newsletters, newspaper/print advertising, and State Board of education lobbying presentations.

MUSKEGON, MI (TCG/AMG)



Chris McGuigan, Executive Director, the Community Foundation of Muskegon County, 231-722-4538.

Initially, TCG developed the market analysis upon which the comprehensive and downtown development plans were premised and worked with another firm to develop the comprehensive and downtown plans. Those plans effectively called for significant changes that included: creations of nodal areas in downtown, consolidation of proposed waterfront activity, and creation of an in-town historic district.

The plan also identified the need for reuse of several key sites because of a changing retail climate, including the Muskegon Mall.

MUSKEGON
DOWNTOWN
LAND DEVELOPMENT PARCEL

READY



TO BE REDEFINED

TCG was brought back into Muskegon under contract to the Community Foundation to: develop redevelopment proposals associated with the “Muskegon Mall” properties; and recruit a quality development interests to redevelop the properties for a mixed-use waterview project. The mall has been demolished, plans were formalized for a new mixed-use neighborhood, and infrastructure changes and initial investment has begun.

TCG is once again under contract to the client looking at opportunities and developing a reuse plan for a roughly 5-acres of additional land and with additional developer recruitment activity.

CARTERET COUNTY, NC (TCG/AMG)



The Chesapeake Group developed the comprehensive plan for Carteret County, in the Lower Outer Banks area of North Carolina. The plan included numerous incorporated municipalities as well as unincorporated areas. It is noted that at the onset of the effort, incorporated areas’ comprehensive plans were both incompatible with other incorporated municipalities as well as with the comprehensive plan for the unincorporated area. Furthermore, various factions within the community, such as farmers, environmentalists and fisherman, were unwilling to even “sit at the same table” to air differences since they had seen themselves as not sharing similar goals and objectives. Thus, much time and energy went into marketing the effort and reaching consensus for negotiations.

SCRANTON, PA (TCG/AMG)



Dave Cramer, 410-323-5666.

TCG developed a market assessment and strategic plan for the Mulberry Street Corridor and contiguous neighborhoods in Scranton, Pennsylvania. The neighborhood had assets, including the University of Scranton. It was also located near both a major hospital facility and downtown. While technically under contract to the local development corporation, the work was coordinated by the University of Scranton.

The comprehensive strategy:

- ✓ Defined strategic commercial and housing sites and opportunities.
- ✓ Developed a complete marketing program for the neighborhood, including branding options.
- ✓ Identified potential cooperative efforts with the hospital to attract employees to the neighborhood.

The effort has been well recognized and acclaimed as the “bible” for reinvestment in the community.

Who Will Be Involved ...

The following provides background information on TCG's team members who will have responsibility for the services provided. **It is noted that all have been involved in a similar capacity with TCG efforts for a minimum of ten years.**

HOWARD KOHN, PRESIDENT & CEO, THE CHESAPEAKE GROUP

EDUCATION

Bachelors and advanced degrees in Economics from University of Maryland
Masters in Urban and Regional Planning from George Washington University

PROFESSIONAL ACTIVITIES

Former President and Treasurer of the Maryland Downtown Development Association
Former member of EPA's Brownfields Task Force
Co-Chair of the Neighborhood Economic Revitalization Committee of the Washington-based National Center for Urban Ethnic Affairs
Former Board member of the Neighborhood Design Center
Former Business Advisory Committee Member of the Center for Suburban & regional Studies at Towson University
Member of the National Trust for Historic Preservation and the American Planning Association

AWARDS

American Planning Association
Council for Economic Development
National Science Foundation
Small Business Administration
Various State Chapters of the American Planning Association
Various local jurisdiction

HOWARD KOHN, President and CEO of The Chesapeake Group (TCG), is a highly experienced rural and urban economic planning consultant. An economist as well, his work frequently entails estimating marketable opportunities, defining market positioning, and defining economic impacts relating to public and private activity and developments.

Howard pioneered the renowned commercial revitalization efforts in Baltimore, beginning his career as the initiator, economic analyst, and project planner for those efforts. He later established the Baltimore County revitalization program. During his public sector career, he prepared major components of four comprehensive city and county-wide plans, defined development opportunities for heavy and light rail transit station development, defined the successful approach aimed at attracting tourists to the Inner Harbor in Baltimore, and planned and implemented more than 23 neighborhood revitalization programs.

With over 35 years of experience, Howard has directed projects throughout many parts of the United States. His plans create economic and revenue producing benefits. His community, downtown and other revitalization projects have been prepared for a broad range of rural and urban settings – from locales with populations less than one-thousand to areas within major cities. Howard's plans are successful because they reflect his awareness of what attracts people to certain areas for business, shopping, and recreational activities as well as those raising families.

Howard has lectured on planning and economic development at colleges and universities in the Baltimore-Washington region. He is a consultant to the Main Street Program of the National Trust, Ford Foundation, Enterprise Foundation, C. Stewart Mott Foundation, and the Paul C. Johnson Foundation.

SUSAN ACKLEY, TCG/AMG

EDUCATION

University of New Haven, Journalism.

SUSAN ACKLEY is another key professional that will be involved with your effort, particularly with examination of research and development opportunities linked to agriculture and natural resources, alternative uses of culture and arts as development tools, and marketing/branding. Susan brings to the effort more than 35 years of marketing and research experience. In 1988, Susan formed Ackley Advertising, now known as Ackley Marketing Group and a full-service marketing firm in which TCG holds the controlling financial interest. AMG was formed to assist clients with targeting markets, formulating creative direction, and communicating “sales” messages.

Susan is a former instructor in marketing with the Women's Business Development Center of a major Florida university. She is also heavily involved with all TCG research efforts associated with defining Research and Development opportunities in all communities based on agricultural products, natural resources, and existing area institutions.

Susan is heavily involved and is very knowledgeable of the arts and the use and role of arts in enhancing economic activity through: The Miami Shores Fine Arts Commission; The Bakehouse Art Complex; Miami-Dade Arts in Public Spaces Commission; and TCG efforts in communities of all sizes and demographic character. She has been able to define actionable activity related to indigenous art and culture that stimulates communities and enhances their attractiveness to residents and visitors.

Like TCG, Ackley Marketing Group had a diverse client base which included: those active in revitalization activity, such as the Miracle Mile in Coral Gables, Florida; large and small retail, service, hotel and technology companies and operations; and non-profits such as The American Marketing Association and American Forests. However, because of the extensive work with TCG, the majority of her time in recent years has been allocated to TCG efforts.

DEBRA SHAFFER, THE CHESAPEAKE GROUP

EDUCATION

Bachelors Degree from the University of Maryland
Masters Degree in community Planning from the University of Maryland.

DEBRA SHAFFER will be involved with necessary computer modeling activity and computer generation of data and analyses. Since becoming involved with TCG in 1992, Debbie has been involved on a part or full-time basis with all types of computer analyses, generation of computer graphics and maps, computer tabulations and data collection for telephone, patron, and other surveys for most TCG efforts.

Prior to joining TCG, Debbie was a Research Analyst with another economic consulting firm. In this capacity, she: performed market analyses related to various types of uses (retail, office, industrial, institutional, and residential) for public and private clients; participated in all aspects of the work effort, including demographic analyses and preparation of projections for future demand; performed field surveys of residential and non-residential development in rural, suburban and urban settings; interviewed office space and apartment owners, various small business owners, real estate brokers, residential and commercial builders, etc.; and wrote reports.

Prior to her private sector experience, Debbie worked for the Baltimore County Office of Planning and Zoning where she assisted in the analysis and coordination of revitalization projects, including the Liberty Action Plan, addressing development opportunities in an extend commercial strip.

JIM JANAS, THE CHESAPEAKE GROUP

EDUCATION

Bachelors from Governors State
University in Illinois
Masters from Governors State
University in Illinois

JIM JANAS of TCG is expected to supervise necessary data collection and development, perform preliminary analyses, as well as assist with the preparation of technical documentation. Jim has been involved in all TCG efforts in a similar capacity for the past twenty years. Jim:

- Is the former Executive Director of the Liberty Communities Development Corporation in Baltimore County.
- Was responsible for successful business development activity for an eight-mile corridor for many years.
- Prior to entering the private for-profit sector, held similar positions like that for the Liberty Communities Development Corporation with other economic and business development groups throughout Ohio, Illinois, Indiana, and other Midwest communities.
- Was the former Director of Economic Revitalization for the National Center for Urban Ethnic Affairs, which was a Washington-based non-profit organization.

In recent years, Jim has been heavily involved with or the Project Manager for TCG efforts in a number of communities where we have been responsible for developing physical enhancement proposals and/or development guidelines and standards. These efforts include those in Cary, North Carolina; Longview, Washington; as well as Westminster, Maryland.

MARK ALVAREZ, THE CHESAPEAKE GROUP

EDUCATION

Master of Science,
Civil Engineering, Transportation Major,
Ohio State University
Master of City and Regional Planning,
Ohio State University
Bachelor of Science, Operations
Management, Ohio State University

PROFESSIONAL DEVELOPMENT

Professionalism and Ethics Seminar, The
Metropolitan Center, FIU
Pedestrian Safety Training Program, FDOT
Collaborative Neighborhood Planning
Dispute Resolution Workshop, Florida
Growth Management Conflict Resolution
Consortium

PROFESSIONAL ACTIVITIES

City of Miami Selection Committee, Miami
Midtown Trolley Plan
City of Miami Upper East Side Council
Boulevard Oversight Committee
City of Miami Beach Transportation and
Parking Committee, Commission Appointee
City of Miami Beach Traffic Calming
Committee

PROFESSIONAL PRESENTATIONS

American Public Transportation
Association, Minneapolis, Minnesota
American Public Transportation
Association, Vancouver, B.C. Canada

MARK ALVAREZ brings twenty years experience with land use, transportation and other general and site specific infrastructure. Mark will be involved in addressing infrastructure issues.

Mr. Alvarez also provides land use planning, transportation planning, and development rights analysis services to public entities and private interests, including: comprehensive plan amendments; zoning analysis and amendments; developing area plans that balance redevelopment with neighborhood preservation; assisting citizens groups to liaison with governments; and expert opinions regarding development compliance for settlement negotiations, or quasi-judicial and appellate hearings.

Mark Alvarez has performed related analyses for both public and private clients nationally. In each case, careful attention is given to the needs of the client to tailor the methodologies for each project while always adhering to professionally accepted methodologies. This results in providing what is both needed and realistically implementable.

The following are some of Mark's projects both prior to and during his involvement with TCG.

- Foss Waterway Strategic Plan, Tacoma, Washington
- Downtown Racine Comprehensive Planning Study, Racine, Wisconsin
- North Miami Community Transit Circulator Implementation, North Miami, Florida
- Coastal Communities Transit Plan, Miami-Dade Transit and City of Miami Beach, Dade County, Florida
- Riviera Neighborhood Vision Plan, Riviera Neighborhood Association, Coral Gables, Florida
- Town of Bay Harbor Islands Comprehensive Plan land Use amendments review for BHI Civic Association; Bay Harbor Islands, Florida
- City of Sunny Isles Beach Comprehensive Plan; Sunny Isles Beach, Florida
- City of Plantation Comprehensive Plan – Transportation Element; Plantation, FL
- Port of Miami Master Development Plan – Transportation Element; Miami, FL
- Coconut Grove Planning Study for the City of Miami
- South Dade Busway Transit Feeder Study, Miami-Dade Transit
- Transit Service Standards Analysis, Miami-Dade Transit
- District 13 Commission District 13 Transit Needs Study, Dade County, Florida

Representative Projects & Added References ..

The following is a partial list of communities served by TCG's public sector market assessments, impact, recruitment and other marketing, and development projects.

TCG Example Projects by State

State	Project Area	Area-wide Analysis & Strategic Plan	Benefits /Impact Analysis	Site Specific Dev.	Mixed-use	Culture, Art, & Entertainment as Econ. Dev. Tools	Industrial/R & D/Ag.	Developer/Tenant Recruitment	Tourism
AR	Little Rock	✓		✓	✓				
AZ	Sahuarita	✓	✓	✓	✓				
CT	New Haven	✓		✓	✓				
DE	Delmar	✓			✓				✓
DE	Smyrna	✓			✓				✓
FL	Boynton Beach	✓	✓	✓	✓				✓
FL	Coral Springs	✓		✓	✓				✓
FL	Ft Walton Beach	✓		✓	✓	✓			✓
FL	Goulds	✓		✓		✓			✓
FL	Hialeah	✓		✓					
FL	Homestead	✓	✓	✓	✓	✓			✓
FL	Lakeland	✓							
FL	Miami	✓	✓	✓	✓	✓		✓	✓
FL	Miami Beach	✓		✓	✓	✓			✓
FL	Miami Shores				✓	✓		✓	
FL	Monroe Co. (FL Keys)	✓		✓	✓	✓	✓		✓
FL	Palm Beach Co.	✓		✓	✓				✓
FL	Pensacola Beach	✓		✓	✓			✓	✓
FL	Port St. Lucie	✓		✓	✓	✓			✓
FL	Punta Gorda	✓		✓	✓	✓	✓		✓
FL	Sunny Isles Beach	✓		✓	✓	✓			✓
FL	St Lucie Co.		✓	✓	✓		✓		
FL	Tallahassee			✓	✓				✓
GA	Augusta (East)	✓		✓					
IN	Fishers	✓		✓	✓		✓	✓	
IN	Ft Wayne	✓			✓		✓		
IN	LaGrange Co.	✓		✓	✓	✓			✓
IN	South Bend	✓		✓	✓	✓			✓
KS	Great Bend	✓	✓	✓	✓	✓	✓		✓
LA	New Orleans	✓			✓	✓	✓		✓
MD	Aberdeen	✓	✓	✓	✓	✓	✓		✓
MD	Anne Arundel Co.	✓							

State	Project Area	Area-wide Analysis & Strategic Plan	Benefits /Impact Analysis	Site Specific Dev.	Mixed-use	Culture, Art, & Entertainment as Econ. Dev. Tools	Industrial/R & D/Ag.	Developer/Tenant Recruitment	Tourism
MD	Baltimore	✓		✓	✓	✓			
MD	Baltimore County	✓		✓	✓	✓			
MD	Bethesda	✓			✓	✓			
MD	Cambridge	✓		✓	✓	✓			
MD	Carroll County	✓		✓	✓				✓
MD	College Park	✓		✓	✓				✓
MD	Columbia		✓	✓	✓	✓	✓		✓
MD	Easton	✓		✓		✓			✓
MD	Frederick	✓		✓	✓			✓	
MD	Havre de Grace	✓		✓	✓	✓	✓	✓	✓
MD	Hancock	✓		✓	✓	✓	✓		✓
MD	Hyattsville	✓		✓	✓	✓			✓
MD	Leonardtown	✓	✓	✓	✓				✓
MD	Manchester	✓		✓	✓				✓
MD	Mt. Airy	✓		✓	✓	✓			✓
MD	Mt. Rainier	✓		✓	✓	✓		✓	✓
MD	Pocomoke City	✓		✓	✓	✓			✓
MD	Riverdale	✓		✓	✓				✓
MD	Snow Hill	✓		✓	✓				✓
MD	Taneytown	✓		✓	✓	✓			✓
MD	Union Bridge	✓		✓	✓	✓			✓
MD	Westminster	✓		✓	✓				✓
ME	Bucksport	✓		✓	✓	✓	✓		✓
MI	Allendale	✓		✓	✓	✓	✓		✓
MI	Branch Co.	✓		✓	✓	✓	✓		✓
MI	Detroit	✓		✓					
MI	Fennville	✓		✓	✓				✓
MI	Grand Rapids	✓	✓	✓	✓	✓		✓	✓
MI	Hastings	✓		✓	✓				
MI	Holt-Delhi	✓			✓				
MI	Hudsonville	✓		✓	✓			✓	
MI	Huron Co.	✓		✓	✓	✓	✓		✓
MI	Kalamazoo	✓		✓					
MI	Mackinaw	✓		✓	✓	✓	✓		✓
MI	Michigan Cool Cities	✓		✓	✓				
MI	Manton	✓		✓	✓				✓
MI	Muskegon	✓		✓	✓	✓		✓	✓
MI	Muskegon Co.	✓		✓	✓	✓			
MI	Muskegon Heights	✓		✓	✓				
MI	Northville	✓		✓	✓				
MI	Norton Shores	✓	✓	✓	✓				

State	Project Area	Area-wide Analysis & Strategic Plan	Benefits /Impact Analysis	Site Specific Dev.	Mixed-use	Culture, Art, & Entertainment as Econ. Dev. Tools	Industrial/R & D/Ag.	Developer/Tenant Recruitment	Tourism
MI	Novi	✓		✓	✓				
MI	Port Huron	✓		✓	✓				✓
MI	St. Joseph Co.	✓		✓	✓				✓
MI	Spring Lake	✓		✓	✓				✓
MI	Troy	✓	✓	✓	✓	✓	✓		✓
MI	Wexford Co,	✓		✓	✓	✓	✓		✓
MI	Walker-Standale	✓		✓	✓				✓
MI	Zeeland	✓		✓	✓				✓
MO	Kansas City	✓		✓	✓	✓			✓
MO	Kimberling City	✓		✓					
NY	Watertown	✓		✓	✓				✓
NC	Carteret County	✓					✓		✓
NC	Cary	✓				✓	✓	✓	
NC	NC State – Raleigh			✓	✓		✓		
NC	UNC -Chapel Hill	✓	✓	✓	✓		✓		
NC	Wilson	✓		✓	✓	✓	✓		✓
NC	Winston-Salem	✓		✓	✓		✓		
OH	Akron	✓		✓	✓				
OH	Solon	✓		✓	✓				
OH	Willoughby	✓		✓	✓				✓
OK	Muskogee	✓		✓	✓	✓	✓		✓
OR	Eugene	✓		✓	✓	✓			✓
OR	Florence	✓			✓	✓			✓
PA	Fayette County				✓	✓			✓
PA	Mt. Lebanon	✓			✓				
PA	Peters Township	✓			✓	✓	✓		
PA	Philadelphia	✓	✓	✓				✓	✓
PA	Pottstown Region	✓			✓	✓	✓		
PA	Scranton	✓	✓	✓	✓				
PA	Scranton-Wilkes-Barre Region	✓			✓	✓			✓
PA	Wilkes-Barre	✓	✓	✓	✓	✓		✓	✓
PA	Washington	✓			✓	✓			✓
SC	Charleston	✓		✓	✓		✓		✓
TN	Columbia	✓	✓	✓	✓				✓
TN	Memphis	✓		✓	✓			✓	✓
TX	Arlington	✓			✓	✓	✓		✓
VA	Altavista	✓		✓			✓		
VA	Arlington	✓		✓		✓	✓		
VA	Chesterfield Co	✓	✓	✓	✓		✓	✓	

State	Project Area	Area-wide Analysis & Strategic Plan	Benefits /Impact Analysis	Site Specific Dev.	Mixed-use	Culture, Art, & Entertainment as Econ. Dev. Tools	Industrial/R & D/Ag.	Developer/Tenant Recruitment	Tourism
VA	Hillsville	✓		✓	✓		✓		✓
VA	Onancock	✓		✓			✓		✓
VA	Portsmouth	✓	✓	✓	✓	✓			✓
VA	Richmond	✓		✓	✓		✓		✓
WA	Longview	✓		✓	✓	✓			✓
WA	Tacoma	✓	✓	✓	✓	✓			✓
WI	Milwaukee	✓	✓	✓	✓	✓			✓
WI	Racine	✓		✓	✓	✓	✓		✓

Additional TCG References

1. Kathy Ward, Economic Development Mgr., Sahuarita, Arizona, 520-822-8815.
2. John Wallace, Assist. Redevelopment Dir., City of Fort Wayne, 260-427-2112.
3. Rob Frankland, Dir. Of Planning, City of Solon, Ohio, 440-349-6327.
4. Eric Stahl, Former City Manager of Boyne City, 401-377-7761.
5. Geona Shaw Johnson, Dir. Of Charleston’s Dept. of Housing & Community Dev., 843-724-3768.
6. Wendy Kosloski, President of the Downtowners Association, 360-636-0712.
7. Frank Wash, AICP, Planning Director, City of Walker, 616-791-6850.

Cost of Services ...

The effort will be handled as a “fixed-fee” or “lump sum” contract, with all costs included. All overhead, travel and out-of-pocket expenses are contained in our lump sum or fixed-fee total.

TCG’s total fee for services to accomplish the scope as defined or with reasonable mutually agreed upon modifications **is twenty-five thousand dollars (\$25,000).**

The Chesapeake Group is committed to completing the scope of work within the fee. Any excess hours and days to reasonably complete the tasks are the responsibility of TCG and not the Client.

Payments are expected to be made within 30 days of the date of invoices submitted by TCG. The invoices will be made monthly based on the percentage complete of each of the defined work program tasks, unless other terms are agreed to by both TCG and the Client.

A breakdown of the fee by phases is found in the graphic to the right.



Client's Responsibilities ...

TCG expects to work closely with staff. The following defines the Town's responsibilities. During the process, TCG anticipates that the Town will perform, provide, or participate in the following:

- ✓ The provision of secondary data and information in possession of the Town, area tourism groups, regional planning groups, neighboring jurisdictions, the County, and other public entities with which the Client is involved, at no cost to TCG.
- ✓ Defining specific "stakeholders" for face-to-face interviews and focus groups in consultation with TCG, taking responsibility for contacting stakeholders and arranging meetings.
- ✓ Identify and contact focus group participants.
- ✓ Participate in the defined reconnaissance.
- ✓ Promote online surveys defined in the scope.
- ✓ Handle logistics associated with any and all identified meetings, work sessions, etc.
- ✓ Work in a cooperative manner with TCG.
- ✓ Respond to requests in a reasonable time frame as to not cause delays.
- ✓ Provide reimbursements with 30 days of invoices for work completed, unless other terms are mutual agreed.