



Life Connected.

ECONOMIC DEVELOPMENT CORPORATION REGULAR MEETING

BOARD OF DIRECTORS

112 N COLORADO ST

TUESDAY, DECEMBER 3, 2024

12:00 PM

AGENDA

I. CALL TO ORDER AND ANNOUNCE A QUORUM PRESENT:

II. OPEN FORUM

Open Forum is for information only. If you wish to speak, please inform the Presiding Officer. Speakers are limited to three (3) minutes. The Corporation can take no action. No charges and/or complaints will be heard against any appointed or elected official or employee of the city that are prohibited by law.

Please note Anyone wishing to furnish the Corporation with copies/handouts regarding their item of interest must provide 9 copies and present them to an employee for distribution to the Corporation.

III. EXECUTIVE SESSION:

As authorized by Section 551.071 of the Texas Government Code, the Regular Meeting may be Convened into Closed Executive Session for the Purpose of Seeking Confidential Legal Advice from the CEDC Attorney on any Agenda Item Listed Herein. (Closed to Public as Provided in the Texas Government Code.)

Section 551.071 of the Texas Government Code to Consult with Attorney:

1. Discussion regarding a Consent to Assignment Agreement with NWC Tollway/Frontier, L.P.

Section 551.087 of the Texas Government Code to discuss or deliberate regarding commercial or financial information that the CEDC has received from a business prospect, and or to deliberate the offer of a financial or other incentive with a business prospect.

1. Discussion regarding a business prospect generally located at 206 N. Louisiana Dr.
2. Discussion regarding a business prospect generally located at 211 E. Pecan St.
3. Discussion regarding the development of the properties generally located at the SWC of E. Pecan St. and N. Oklahoma Dr.
4. Discussion regarding Project Orange.

Reconvene into Open Session The Celina EDC will now reconvene into Regular Session pursuant to the provisions of Chapter 551 of the Texas Government Code to take any action necessary regarding the items discussed in executive session.

IV. ACTION ITEM:

- A. Regular meeting minutes - November 5, 2024, 12:00 p.m.

- B. Consider and act to approve a Marketing Services Agreement with The Burdette Agency, Inc. DBA North Star Place Branding + Marketing for an amount not to exceed \$90,000. (Thomas)
- C. Consider and act to approve a Resolution authorizing certain officers of the Celina Economic Development Corporation to sign and endorse checks and drafts on the Celina Economic Development Corporation's bank accounts. (Satarino)
- D. Consider and act to approve a Consent to Assignment Agreement with NWC Tollway/Frontier, L.P. (Satarino)

V. WORKSESSION:

- A. Discussion regarding updates to the Celina Economic Development Corporation strategic planning process. (Satarino)

VI. ADJOURNMENT:

The Celina Economic Development Corporation is wheelchair accessible. Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services such as interpreters for persons who are deaf, or hearing impaired, or readers of large print, are requested to contact the City Secretary's Office at 972-382-2682, or fax 972-382-3736 at least two (2) working days prior to the meeting so that appropriate arrangements can be made.

"I, the undersigned authority, do hereby certify that the Notice of Meeting was posted on the bulletin board at Economic Development Corporation of the City of Celina, Texas, a place convenient and readily accessible to the general public at all times and said Notice was posted on the following date and time: _____ at _____: _____ and remained so posted continuously for at least 72 hours prior to the scheduled time of said meeting."

Staff Liaison

Date Notice Removed



Life Connected.

ECONOMIC DEVELOPMENT CORPORATION REGULAR MEETING

BOARD OF DIRECTORS

112 N COLORADO ST

TUESDAY, NOVEMBER 5, 2024

12:00 PM

MINUTES

I. CALL TO ORDER AND ANNOUNCE A QUORUM PRESENT:

Board President Clint Bissett called the meeting to order at 12:00pm and announced a quorum present.

Members Present:

President Clint Bissett

Vice President Andrew Donaldson

Secretary Cindy Peters

Board Member Cody Hunter

Board Member Ryan Wilcox

Board Member Shane Lambert

Members Absent:

Board Member Rocky Hussman

II. OPEN FORUM

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The CEDC Board convened into executive session at 12:03pm.

Section 551.087 of the Texas Government Code to discuss or deliberate regarding commercial or financial information that the CEDC has received from a business prospect, and or to deliberate the offer of a financial or other incentive with a business prospect.

1. Discussion regarding a business prospect generally located at the NWC of N Oklahoma Dr and E Walnut St
2. Discussion regarding a business prospect generally located at the NEC of E Pecan St and N New Mexico Dr
3. Discussion regarding a business prospect located at 206 N Louisiana Dr

Reconvene into Open Session The Celina EDC will now reconvene into Regular Session pursuant to the provisions of Chapter 551 of the Texas Government Code to take any action necessary regarding the items discussed in executive session.

The CEDC reconvened into open session at 12:42pm.

IV. ACTION ITEM:

- A. Regular Meeting Minutes - October 2nd, 12:00pm

Upon a motion by Board Member Cody Hunter and a second by Board Member Ryan Wilcox, the Board voted six (6) for and none (0) opposed to approve the Regular Meeting Minutes - October 2nd, 12:00pm. The motion carried 6-0.

- B. Consider and act to approve a resolution to authorize the Executive Director and President of the EDC to take any and all action necessary to apply for and obtain a Visa credit card offered through TCM Bank, N.A.

Upon a motion by Board Member Cody Hunter and a second by Board Member Ryan Wilcox, the Board voted six (6) for and none (0) opposed to approve a resolution to authorize the Executive Director and President of the EDC to take any and all action necessary to apply for and obtain a Visa credit card offered through TCM Bank, N.A. The motion carried 6-0.

V. WORKSESSION:

- A. Review of the FY25 Budget

Anthony Satarino, Executive Director of the EDC, spoke regarding the review of the FY25 budget.

- B. Strategic Planning Overview

Anthony Satarino, Executive Director of the EDC, spoke regarding the strategic planning overview.

- C. Staff Updates

VI. ADJOURNMENT:

Board President Clint Bissett adjourned the meeting at 1:39pm.

President

Date



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EDC
City of Celina, Texas

Memorandum

To: **Celina Economic Development Corporation Board of Directors**
From: Melissa Thomas, Director of Marketing and Tourism
CC: Anthony Satarino, Executive Director of Economic Development
Initiated by: Economic Development Corporation
Date: December 3, 2024
Re: Consider and act to approve a Marketing Services Agreement with The Burdette Agency, Inc. DBA North Star Place Branding + Marketing for an amount not to exceed \$90,000. (Thomas)

Action Requested:

Consider and act to approve a marketing services agreement with The Burdette Agency, Inc. DBA North Star Place Branding + Marketing for an amount not to exceed \$90,000. (Thomas)

Background Information:

In the Celina Economic Development 2021 Action Plan, the #1 objective identified was to develop a marketing and promotion plan to identify marketing resources, targets, and budgeting to implement a marketing program. Following this directive, staff was tasked with developing a marketing plan.

As part of the marketing plan development, staff worked in collaboration with Alan Cooper, consultant with The Cooper Brand Code. The Consultant conducted brand audits, facilitated brand messaging workshops with community stakeholders, City leadership, EDC Board Members, developers, brokers, real estate professionals, and business owners. Assets created include a Celina EDC Messaging Strategy Guide, Brand Standards Guide, and the tagline "Hometown Spirit. Business Friendly."

Since 2021, the City of Celina has almost doubled in population, added significantly more jobs, and welcomed over 100 new businesses. With so much change, marketing assets need to be refreshed. It should be noted that marketing strategies are commonly refreshed every 3–5 years. The goal is to align the EDC's marketing direction with the soon-to-be updated Action Plan and the City's strategic plan initiatives. Staff will guide the agency's development of refreshed emerging marketing assets.

Downtown will have its own dedicated marketing and branding strategy, reflecting its role as a unique destination and a key focus for the City. Unlike the Dallas North Tollway and Preston Road corridors, Downtown requires a tailored approach to highlight its distinct character and offerings. This strategy will address the area's specific needs, positioning it as a dynamic hub for business, culture, and tourism while reinforcing its importance in shaping the City's overall image.

The CEDC formed a selection committee that included the Executive Director, Marketing Director and City Director of Marketing and Communications. The RFP process went through the City Purchasing department. Seven proposals were reviewed. Following an extensive grading system, North Star Place Branding + Marketing was selected based on the agency's experience with economic development for smaller but emerging cities with a strong grasp of economic development and downtown branding knowledge.

Legal Review:

The CEDC Attorney has reviewed the attached agreement.

Supporting Documents:

1. ScoringDetail Initial Dept Evaluation
2. North Star Place Supplier Response Proposal 1
3. 2024-126 Agreement with Northstar for Marketing Services - unsigned
4. Marketing Slides EDC Board Meeting 12.3.24

Financial Consideration:

This Marketing Services Agreement is not to exceed \$90,000.

Staff Recommendation:

Staff recommends approval.

Supplier Scoring Summary

2024-126 - EDC Marketing Services - Scoring Round - Department

Supplier	Rank		Score	Bid Evaluation																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
				Experience		Client Project 1		Client Project 2		Client Project 3		Client Project 4		Client Project 5		Experience of the Firm		Approach		SOQ Question 6		SOQ Question 7		SOQ Question 8		SOQ Question 9		Project Team		SOQ Question 10		SOQ Question 11		Timeline		SOQ Question 12		Request for Proposal		Cost - Formula based																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	

STATEMENT OF QUALIFICATION FORM

INSTRUCTIONS

1. Complete the form in it's entirety.
2. Do not delete questions.
3. Table rows/cells may be increased to accommodate inserted information.

This document is used during the evaluation process and aids the evaluation committee.

Your cooperation is appreciated.

STATEMENT OF QUALIFICATIONS

EXPERIENCE

1. Provide the following information for a minimum of five comparable projects completed in the previous five years, preferably for sites located in the Dallas-Fort Worth Area.

Client 1

Client Name: City of Paris, TX
Client Location: Paris, TX
Primary Contact Person:
- Name: Maureen Hammond
- Title: Executive Director, Paris EDC
- Email: mhammond@paristexasusa.com
- Phone Number: 903.784.6964
Nature of Relationship
Duration of Relationship:
- How long has your firm been working with this client?
Since 2020
Type of Contractual Relationship:
- Describe the nature of the contractual relationship
(e.g., single project, multi-project, ongoing service agreement)
Single project
Scope of Services Provided:
- Outline the scope of work for one particular project

Comprehensive brand development for the City, EDC and Chamber of Commerce, including:

Community & stakeholder engagement

Primary research inside the community and in outside markets

Brand strategy

Brand creation

Creative deliverables

Brand action ideas formation

Launch and rollout strategy/guidance/PR

What went well in this project:

The alignment of all the key stakeholder groups in the community. We worked especially hard to bridge differences between the east and west sections of the City, which had historically seen things differently.

- What could have been done better:

We nor the client have any regrets about the process and the outcome.

Total Value of Contract:

- Provide the total value of the contract awarded by this client to your firm

\$85,000.00

Contract Management

Amendments and Modifications:

- How frequently was the contract amended or modified?

NA
- What were the common reasons for these changes, if any?
NA
Additional Insights
Lessons Learned:
- Share any lessons learned from working with this client that have improved your firm's processes or relationships with other clients
The client has been delighted with the outcome. They even participated in an article about best practices that is now on our website: https://northstarideas.com/client-perspectives-paris-tx/. There were some struggles within the creative committee to arrive at the finalist tagline and logo. We learned to listen broadly and apply different perspectives to reach consensus.
Future Plans:
- Are there any planned future projects or ongoing engagements with this client? Provide details
While we did perform some follow up projects for them, we do not currently have a project planned with Paris. We're always here to support them, and we keep in touch with their exciting progress.

Client 2

Client Name: Opportunity Austin
Client Location: Austin, TX
Primary Contact Person:
- Name: Stacy Schmitt
- Title: SVP Communications & External Affairs
- Email: sschmitt@opportunityaustin.com
- Phone Number: 254.744.1210
Nature of Relationship

Duration of Relationship:
- How long has your firm been working with this client?
15 months (since the summer of 2023)
Type of Contractual Relationship:
- Describe the nature of the contractual relationship
(e.g., single project, multi-project, ongoing service agreement)
Rebranding and marketing planing for EDC that led to an ongoing service agreement
Scope of Services Provided:
- Outline the scope of work for one particular project
Comprehensive brand and marketing strategy development for Opportunity Austin, including: Stakeholder engagement Primary research inside the business community and in outside markets (Dallas & Houston to gauge perceptions) Brand strategy Brand creation Creative deliverables Economic development marketing plan Launch and rollout strategy/guidance Ongoing public relations Website design and development Life sciences vertical industry campaign development and implementation
What went well in this project:
The research was extremely illuminating to the client and led us to an exciting brand position and outcome that excited all of their investors and key stakeholders

- What could have been done better:
We nor the client have any regrets about the process and the outcome.
Total Value of Contract:
- Provide the total value of the contract awarded by this client to your firm
\$77,000.00 + additional for ongoing work
Contract Management
Amendments and Modifications:
- How frequently was the contract amended or modified?
The contract was amended only once to include our management of a major life sciences campaign and ongoing PR support for the client after brand completion.
- What were the common reasons for these changes, if any?
Incremental scope
Additional Insights
Lessons Learned:
- Share any lessons learned from working with this client that have improved your firm's processes or relationships with other clients
We learned that new leadership to an organization can often (rightly) be cautious. We worked carefully to respect that caution while also trying to tell a captivating, exciting story of the Austin Region, given it's economic momentum.
Future Plans:
- Are there any planned future projects or ongoing engagements with this client? Provide details

Yes, we are managing public relations for Opportunity Austin and also support them for website maintenance.

Client 3

Client Name: Clark County, Nevada Office of Community & Economic Development (OCED)
Client Location: Las Vegas, Nevada
Primary Contact Person:
- Name: Shani Coleman
- Title: Director of Community & Economic Development
- Email: Shani.Coleman@clarkcountynv.gov
- Phone Number: 702.455.6489
Nature of Relationship
Duration of Relationship:
- How long has your firm been working with this client?
Since 2021 (3 1/2 years)
Type of Contractual Relationship:
- Describe the nature of the contractual relationship
(e.g., single project, multi-project, ongoing service agreement)
Ongoing service agreement
Scope of Services Provided:
- Outline the scope of work for one particular project

Comprehensive brand and marketing strategy development for the Clark County OCED, including: Stakeholder engagement Primary research inside the business community and in outside markets (to gauge perceptions) Brand strategy Brand creation Creative deliverables Economic development marketing plan Launch and rollout strategy/guidance Ongoing public relations Ongoing creative services support
What went well in this project:
The client and elected officials have been delighted with the ED brand positioning "Bright Beyond the Lights," which sets up the story of what a smart business locale Clark County is and expands peoples' understanding of the region.
- What could have been done better:
We nor the client have any regrets about the process and the outcome.
Total Value of Contract:
- Provide the total value of the contract awarded by this client to your firm
\$75,000.00 + additional for ongoing work
Contract Management
Amendments and Modifications:
- How frequently was the contract amended or modified?

We are now in our third year of contract renewal. The amendments were only to add scope and seek renewal.
- What were the common reasons for these changes, if any?
Positive momentum of the program and successes, which led to more support needs.
Additional Insights
Lessons Learned:
- Share any lessons learned from working with this client that have improved your firm's processes or relationships with other clients
We learned important insights on how to manage elected official preferences and areas of focus to be sure the brand incorporated them.
Future Plans:
- Are there any planned future projects or ongoing engagements with this client? Provide details
Yes, we have a robust ongoing scope of public relations, targeted industry trade show support and site selector-focused creative work.

Client 4

Client Name: City of Midlothian, TX
Client Location: Midlothian, TX
Primary Contact Person:
- Name: Laurie Lundberg
- Title: Communications and Marketing Director
- Email: laurie.lundberg@midlothian.tx.us
- Phone Number: 972.775.7109
Nature of Relationship
Duration of Relationship:

- How long has your firm been working with this client?
Since 2022
Type of Contractual Relationship:
- Describe the nature of the contractual relationship
(e.g., single project, multi-project, ongoing service agreement)
Single project
Scope of Services Provided:
- Outline the scope of work for one particular project
Comprehensive brand development for the City and key departments, including: Community & stakeholder engagement Primary research inside the community and in outside markets Brand strategy Brand creation Creative deliverables Brand action ideas formation Launch and rollout strategy/guidance/PR
What went well in this project:
There was immediate positive response from the community on the brand creative.
- What could have been done better:

The project was delayed due to busy schedules in Midlothian and some political matters that slowed the process. We urged a good pace to maintain creative energy but also tried to respect local factors. There was some client-agency tension that is unavoidable in this regard, but the client left the process feeling very satisfied, and the brand has been highly successful for them.

Total Value of Contract:

- Provide the total value of the contract awarded by this client to your firm

\$86,000.00

Contract Management**Amendments and Modifications:**

- How frequently was the contract amended or modified?

NA

- What were the common reasons for these changes, if any?

NA

Additional Insights**Lessons Learned:**

- Share any lessons learned from working with this client that have improved your firm's processes or relationships with other clients

We learned to remember to always balance efficiency and healthy pace with the need to keep all local stakeholders aligned, engaged and confident.

Future Plans:

- Are there any planned future projects or ongoing engagements with this client? Provide details

While we did perform some follow up projects for them, we do not currently have a project planned with Midlothian. We're always here to support them and we keep in touch with their exciting progress.

Client 5

Client Name: Owatonna, MN Chamber of Commerce
Client Location: Owatonna, MN
Primary Contact Person:
- Name: Brad Meier
- Title: CEO
- Email: BMeier@owatonna.org
- Phone Number: 507.451.7970
Nature of Relationship
Duration of Relationship:
- How long has your firm been working with this client?
Since late 2021 (2 1/2 years)
Type of Contractual Relationship:
- Describe the nature of the contractual relationship
(e.g., single project, multi-project, ongoing service agreement)
Single project
Scope of Services Provided:
- Outline the scope of work for one particular project

Comprehensive brand development for the City and key departments, including:

Community & stakeholder engagement

Primary research inside the community and in outside markets

Brand strategy

Brand creation

Creative deliverables

Brand action ideas formation

Launch and rollout strategy/guidance/PR

What went well in this project:

The creative outcome was deeply reflective of the City's quality of place, history, and notable architecture, all while reflecting its exciting future.

- What could have been done better:

We nor the client have any regrets about the process and the outcome. In fact, the brand project just received an award from the state municipal association.

Total Value of Contract:

- Provide the total value of the contract awarded by this client to your firm

\$95,000.00

Contract Management

Amendments and Modifications:

- How frequently was the contract amended or modified?

NA
- What were the common reasons for these changes, if any?
NA
Additional Insights
Lessons Learned:
- Share any lessons learned from working with this client that have improved your firm's processes or relationships with other clients
We enjoyed some helpful learnings on extending the brand across various partner agencies and departments (how to maintain brand consistency while giving each department a level of distinction).
Future Plans:
- Are there any planned future projects or ongoing engagements with this client? Provide details
While we did perform some follow up projects for them, we do not currently have a project planned with Owatonna. We're always here to support them, and we keep in touch with their exciting progress.

EXPERIENCE (Cont')

2. Summarize why your firm is the most qualified for the project. Provide a full company background, including work with other EDC's.

We believe we are most qualified because North Star's specific niche is economic development marketing for smaller but emerging cities and regions. We combine a grasp of economic development and downtown branding knowledge with a unique understanding of what emerging growth communities face.

The Burdette Agency, Inc. d.b.a North Star Place Branding + Marketing is based in Jacksonville, Florida and has been in business since 2000. Led by Will Ketchum and Patrick Golden, the North Star team is comprised of knowledgeable professionals who specialize in research, strategy, marketing, media, and creative.

3. What is your firm's specialization? Please include any relevant experience with branding or economic development.

North Star's specialization is the branding and marketing of communities to help them achieve their goals for robust, sustained economic health.

Our work expands from coast to coast, as we have worked with communities in 46 states over the last two decades. We have a love for Texas and work often in your state. Some of our Texas client communities include Midlothian, Paris, McKinney, Georgetown, Bee Cave, Denison, and Cedar Hill.

Please view the attached addendum to see relevant project examples that encompass economic development and downtown branding.

4. What information do you believe will help aid in the selection process?

Our track record of successful outcomes is the most important information Celina can understand. We believe our cases and references prove that our process captures the heart and soul of communities and translates that into actionable strategies. Also, in recent years, North Star has been awarded the 3CMA (City-County Communications Association's) Brand of the Year. Our process, strategic abilities and creative capabilities combine to make us a powerful partner to our client communities.

5. What categories of work has your organization normally performed with its own forces? If you sub-contract, please provide a list of those sub-contractors, including resumes.

As a full-service, integrated agency, North Star services are comprehensive. While we do occasionally work with sub-contract partners for special projects (such as extensive video production or from-scratch website development), we perform the vast majority of our work in house and do not foresee the need to work with a sub-contractor for the Celina project. Our specializations include:

- Research management
- Strategy and planning
- Brand and creative development/services
- Media planning and buying
- Photography and video production
- Web and digital marketing
- Social media strategy and management
- Public relations and issues management
- Program performance dashboarding and analytics

6. What is your firm's philosophy regarding developing a Marketing Strategy?

We believe that insights (not personal preferences) must drive our marketing strategy efforts and recommendations. The Celina brand already exists—but it is our job to uncover that core, authentic brand through conversations with people in the community. We lean on what we hear residents and stakeholders say about their community and what they see and feel. Then, we use our primary research to further confirm and expand our directions. Finally, we lean on experience. We have a firm grasp of what is effective in the marketplace. We balance innovation with accrued knowledge to form effective programs.

7. Describe your firm's understanding of the role of municipal government and your role as the service provider.

This understanding is central to our work. The municipality is the steward of resident tax dollars and the principal service provider for their daily lives. After family, faith, and friends, community is everything to people. The municipality is the standard bearer for the community. As a service provider to the municipality, we take the role of storyteller and reputation manager very seriously. We have spoken several times at ICMA and understand the profession of municipal management well—and with great respect.

Specifically, North Star will work closely with Celina's project leaders throughout this process. North Star will guide the overall process and provide biweekly updates to the Celina team. The bulk of the Celina team's work will come on the front end of the project, as we prepare for a multi-day site visit filled with a FAM tour, stakeholder interviews, and resident focus groups. As we enter the creative phase, we will ask the Celina team to assemble a small creative committee who will attend a handful of meetings to make decisions on the creative direction of the brand.

8. What processes does your organization use to creatively engage municipal staff and the public during plan development?

Inclusiveness and understanding are critical to the smooth implementation of Celina's brand. Educating your employees, residents, and stakeholders on the purpose and possibilities of the brand and gaining their buy-in early in the process is important.

At the beginning of the project, North Star will create a website that provides a high-level overview of the process and allows interested parties to sign up as Brand Ambassadors, who will support and promote the brand after its launch. Additionally, we will hold an open house during our initial site visit and share a presentation with residents and employees to tell them about the branding process and gather initial feedback. The Community Survey is an essential piece of our research phase. This survey allows people who live and work in Celina to share their perceptions of the community.

9. **Provide a detailed description of the approach for this project, including Celina's unique attributes and brand.**

Phase I: Market Research + Brand Strategy

Stakeholder Education

Educating your residents, businesses, and stakeholders on the purpose, process, and possibility of a brand early is the first step in achieving buy-in from these important audiences. Specific attention must be given to your stakeholders to ensure that the leaders of this initiative share a vision for the purpose, desired outcomes, and accomplishments of this project.

One of the most valuable skills North Star brings to the branding table is an understanding of how to best navigate the political waters that surround a project. We know when projects can derail, how to maneuver difficult political situations, and whom to include in the process. With this in mind, we have developed strategies for sidestepping potential problems and keeping your branding initiative on course.

Educational Presentation: North Star will give a presentation during the in-market trip to your Steering Committee, stakeholder groups, and/or residents in your community. We will collaborate with you to determine who your audiences are and what you want to convey. Then, we will craft the presentation to meet those goals and gather initial feedback on the branding initiative.

Community Engagement Website: This website provides a high-level overview of the branding process and serves as a hub for FAQs. When residents, stakeholders, or local media want to learn about the project or get involved, you can point them to this resource and have all the information in one place. The website includes an optional form that allows community members to share their stories, receive progress updates, and become Brand Ambassadors after the launch of the new brand. View an example of a live educational site for Johnson City, TN: brandjc.com

Research

A keen understanding of your community's situation is vital to brand development. We compile various research studies to point us in the direction we need to go to craft your brand story. From boots-on-the-ground conversations to quantitative survey panels, our goal is to discover all that makes Celina stand out and what opportunities lie ahead. As we learn about the assets of the EDC and Downtown, review current communications channels, and assess competitors' efforts, we lay the groundwork for two brands that are unique and true to the heart of your community.

Situation Analysis: This establishes the current lay of the land from the perspective of your critical partners and stakeholders. We administer an online questionnaire to each

of your key internal organizations. We then meet with each group during the in-market visit to more fully understand your primary objectives, general history, political landscape, resources, competitors, and more.

Research, Planning, Communications, + Media Audit: We conduct a comprehensive review of previous studies conducted by the City and planning documents. This includes community outreach and planning meetings, surveys, intercept surveys, volunteer discussions, and market research. In addition, we review and analyze marketing materials, branding, logos, social media, and messaging from public and private sector partners as well as recent press related to Celina.

Site Visit + Familiarization Tour: Members of the North Star team will spend the better part of a week in Celina conducting research. An important part of this trip is a FAM tour of Celina's downtown area, attractions, restaurants, commercial sites, local businesses, retailers, parks, natural areas, and historic sites. We determine the tour itinerary with the help of Celina project leadership.

Key Stakeholder Interviews + Focus Groups: Some of our most valuable pieces of insight for the purpose of defining your DNA and crafting your creative work come from these intensive one-on-one interviews and focus groups. With the assistance of the Celina project leadership, we want to identify and speak to key stakeholders about Celina EDC and Downtown Celina (including EDC staff, city staff, board members, business community members, hoteliers, nonprofit and civic organizations, etc.).

Online Community Survey + Brand Barometer: Giving Celina residents and business owners a forum for sharing is important. We use some of the themes identified in the interviews and focus groups to craft a quantitative survey posted online for community-wide participation. The brand barometer, conducted as a part of the community survey, measures the strength of Celina's resident advocacy relative to the rest of the United States as a place to live, work, and play. In other words, how likely your residents are to advocate the community for starting a business or planning a visit.

External Perception Study: North Star conducts qualitative, in-depth phone interviews with professionals outside of Celina to uncover contextual perspectives. In collaboration with the Celina project team, we compile a list of 20 identified potential interviewees from a target pool of elected officials, third party site selectors, business executives in your preferred industries, regional and state level executives in economic development and tourism, and other external influencers you identify.

Consumer Awareness + Perception Study: For even more data-driven insights, this survey is conducted using a statistically significant random sampling of consumers and non-consumers in two outside markets using research panels. Data will be cross-tabulated in a number of ways to reveal the most insightful patterns between consumer

and non-consumer groups. For instance, perceptions and attitudes for those who have visited Celina will be compared and contrasted to those who have not visited and are reporting perceptions purely on reputation. This is key to identifying any brand recognition issues. This study measures:

- Overall awareness and perceptions of Celina
- Overall awareness and perceptions of competitor cities
- Measurements of Celina's delivery of quality of life indicators
- Consumer experiences in Celina
- Attitudes regarding Celina's strengths and weaknesses
- Consumer opinions regarding what needs to be added or taken away
- Changes in consumer perceptions of Celina after visiting
- Patterns of visitation activities associated with consumers' primary purpose of visitation

Competitive Positioning Review: We provide a brand messaging and marketing strategy analysis to evaluate Celina's position relative to the competition in the area. This review ranks each competitor based on their brand strength, economic development focus, and downtown branding.

Insights + Strategy

Celina's history, current situation, and plans for the future all have a place in the EDC and Downtown brand story. We look at the research to learn what emotions and sentiments Celina's brands carry, what its residents value, and how it stands apart from competitors. North Star derives insights from our data collection as we craft brand strategies that guide consumers—including residents, employees, and target audiences—to a desired emotional or behavioral response. We compile the insights into a succinct storyline that leads directly to strategic brand platforms (DNA Definitions) for both the EDC and Downtown. These positioning statements are the critical touchpoint for all branded activity moving forward and must be agreed upon before moving into the creative and action phases.

Situation Brief + Insight Development: We get our sharpest minds together at one time to review all of the research findings. Data on its face has limited value, but the connections between data points open up understanding and opportunity. The entire North Star team weaves together these connections into a compelling set of insights that start to tell Celina's story.

DNA Definitions (Brand Positioning Statements): Based on those insights, guiding statements for the management and development of your brands are created. Although they will share similarities, we will create unique DNA Definitions for Celina EDC and Downtown Celina, individually. These definitions should serve as the touch point for all activity moving forward to bring consistency across the brand. Included in your DNA Definition is:

Target audience:	For whom Celina EDC / Downtown Celina has the most appeal
Frame of reference:	Geographic context of Celina
Point of difference:	What makes Celina EDC / Downtown Celina special
Benefit:	Why it should matter to the consumer

Here is an actual example of how this construct guided our client Clark County, Nevada and led to their “Bright Beyond the Lights” brand positioning:

Target audience:	For business upstarts and stalwarts tired of waiting in line,
Point of difference:	Clark County, Nevada, disrupts expectations and accelerates outcomes,
Frame of reference:	so you can reach the globe and make that little league game before dinner while enjoying a strategic location in the Western U.S.
Benefit:	where outdoor rec often outshines the Vegas neon.

Research and Strategy Presentation + Report: This represents a critical juncture in the project. We prepare a comprehensive review of all relevant research, insights, and recommended DNA Definitions. We review the qualitative and quantitative analyses of Celina’s current image and positioning. A preview of this presentation is shared with key branding committee members for editing and fine-tuning. The collaboratively perfected presentation is made in person at larger stakeholder meetings, and the accompanying report is shared digitally.

Phase II: Creative

Creativity

In this stage, the insights and strategy are transformed into tangible creative products that embody Celina EDC and Downtown Celina. An in-depth Creative Brief and a Creative Workshop guide this process. Straplines, logos, color, looks, and messaging (with brand standards) are created. Additional deliverables will be developed to express the new brand identity in the context of its future use.

Creative Committee Workshop: A collaborative, interactive meeting between the North Star team and the Celina creative committee (a group of your choosing) will explore the roles of different creative elements and identify creative preferences. Our goal is to most effectively hone in on the type of work you want without limiting the creative thinking of our writers, graphic designers, and art directors. This meeting is always a lot of fun for everyone involved.

Downtown Community Creative Workshop: In addition, we would like to hold a 1 ½ hour public workshop session during our site visit or on a subsequent visit depending on scheduling. This workshop allows interested residents and business owners to hear about the process and provide their input. North Star will start the session with the educational presentation and then encourage attendees to provide their answers to character-based question prompts.

Straplines + Rationale (5 each): A strapline (tagline) is not the be-all and end-all for your brand, but it is the start of the story. As Celina EDC and Downtown Celina will have their own straplines and messaging, we will select the straplines apart from each other. North Star will provide a minimum of five different straplines for each entity, along with rationale for the strengths of each line. We will conduct trademark searches (via the United States Patent and Trademark Office website) and Google searches to make sure there is basic clearance for each line presented. Upon selection, your legal team is required to conduct a more thorough search to ensure its availability, potentially securing a trademark if desired and avoiding any conflicts once in the market.

Logos (5 each): Similarly to the straplines, Celina EDC and Downtown Celina will have their own, unique logos. However, we will craft these logos from similar creative elements so that the style is related and complementary. We will present a minimum of five logo options for each of the entities. We provide a round of revisions to your selected logo.

Color Palettes (2 each): Once your logo decision is made, we open up the possibilities visually by allowing you to select between two distinct color palettes. This is a key decision in how your visual brand identity will “feel” since color evokes emotion. While Downtown Celina and Celina EDC may have separate color palettes, we will ensure that the colors are complementary.

Downtown Brand Narrative: The narrative describes what makes Downtown Celina unique in artistic and compelling language for connecting with your consumers. The narrative defines your personality and tone of voice. It can be woven into ad copy, placed on websites, integrated into speeches, and distributed to businesses to use in their own communications about the place they call home. The more it is used, the more widely your brand is dispersed.

Looks (2 each): We craft two different visual looks for the EDC and Downtown that allow you to choose how your brand messaging will be conveyed in terms of headlines, photography style, special graphic elements, detailing, and copy points. We will also provide a round of revisions for the look of your choice to ensure it reflects your exacting standards. The Creative Committee will select one look for each entity, and it will be applied to all subsequent deliverables.

Brand Standards Guides: These guides contain all the necessary information for using your logos, color palettes, typefaces, language, and other key elements to ensure consistency across all mediums from any department or organization. We provide digital and printed versions of the guides as well as InDesign files so you can edit them as necessary.

Custom Deliverables (8-10 total): To assist in the communication of the final brand concepts, we will work with you to identify a list of 8-10 custom deliverables split between Downtown and the EDC. This is a powerful addition as it brings the logos and designs to life through elements in the real world. The production of associated materials remains outside of this scope—the deliverables are visual examples. Options include, but are not limited to:

- Social Media Graphics
- Templates (Email Signature, Presentation, Newsletter)
- Website Homepage Layout
- Business Cards
- Letterhead
- Envelopes
- Brochures
- Building + Monument Signage
- Downtown Pole Banners
- Print and Electronic Advertising Merchandise (Apparel, Accessories, etc.)
- Built Environment Applications

Phase III: Action + Implementation

Implementation

Following your brand's development, North Star has the ability to implement a strategic action and communications plan to begin the work of repositioning Celina in the marketplace. This plan comprises the fundamental action steps that ensure the brand gains traction and maintains momentum. Our goal, and yours, is to make sure that the Celina EDC and Downtown Celina brands are the guiding principle for your future, not just a logo and line on your letterhead. This plan will be developed around the completion of the brand strategy and include estimated costs/budget and a suggested timeline for implementation.

Community Communication + Rollout Guidance: The first and most important audience for your brand and eventual campaign is your residents. To educate them on the process, the outcome, and the opportunity the new brands create, North Star will prescribe a community rollout plan that details the brands to all interested stakeholders

and residents so that they can see, understand, and embrace them before the wider marketplace launch. This will include engaging those who sign up on the Community Engagement Website to be Brand Ambassadors.

Website Audit + Recommendations: North Star will perform an audit of the Celina EDC website and detail its strengths and weaknesses—including navigation, functionality, performance, and overall user experience. This audit will be conducted based on digital best practices as well as a comparative analysis against two other leading economic development websites as determined by either Celina leadership or North Star’s historical record of work. North Star will then detail recommendations for an improved site architecture and content. Additionally, you may choose a website homepage layout as one of your creative deliverables, which will show how the brand can come to life digitally.

Brand Action Ideas (8): These are both high-impact, custom ideas designed to raise the profile of the Downtown and EDC brands and bring them to life in your community. Many of these ideas involve setting up the organization and cooperation that will propel your brands forward, while others serve as inspiration for brand adoption in creative and unique ways, leveraging place making and brand ambassadors. Many of these ideas may be accessible via a best practices knowledge-sharing database that North Star developed. These ideas will address brand touchpoints ranging from economic development activities, the arts, infrastructure, and more.

Marketing + Communications Strategic Plan: As a specialist in economic development marketing, our scope will also include forming the economic development action plan for Celina to go to market with—inspired by the Celina EDC DNA Definition. North Star will develop a comprehensive plan following this general framework:

- Business objectives (e.g. population growth, HHI, job growth, worker retention, investment, retail attraction, RFP receipts, etc.)
- Communications objectives (e.g. awareness, reach, frequency, inquiries, site visits, downloads, change perceptions, etc.)
- Target audiences definition, analysis, and quantification
- Target audiences key insights
- Key messaging articulation by market segment (corporate expansion/real estate decision makers, site selection consultants)
- Communication, PR, and social media strategy & tactics (aligned with your targeted industries)
- Annualized schedule and sequence of all tactics
- Annualized marketing activation budget by tactic
- Program measurement and evaluation (definition of all metrics by tactic)

Comprehensive Marketing Strategy Deliverables:

- Targets, Objectives, Strategy
- Core tactical recommendations and timing sequence
- Paid media strategy and approximate pricing
- PR, social media, and content recommendations
- Budget allocation
- Measurement and tracking approach

Final Report + Presentation: At the completion of Phase III, we compile your brands into a final presentation that summarizes the research and takes viewers through the foundational creative development as well as the steps of the action plan. Each step is illustrated using the custom deliverable designs. We always leave time for discussion to ensure understanding, buy-in, and a clean beginning to the ongoing implementation of your brand. Your final report will show the research, strategy, creative work, and action plan in their entirety and will be shared digitally along with raw data files, a logo suite, and JPEG image files of all deliverables and your brand style guides.

Phase IV: Evaluation (Future/Optional)

Evaluation + Results Tracking

Evaluation yields new information, which may lead to the beginning of a new planning cycle. Information can be gathered from concept pre-testing, campaign impact in the marketplace, and tracking studies to measure a brand's performance over time.

Ideally, evaluation answers two basic questions: Have responses to the brands among target audiences changed in the way the project intended? And have these changes resulted in action that will achieve the desired objectives of the brands?

The research studies in this plan are designed to produce benchmarks and results that can be used for comparison with future studies. Additionally, over two decades of community branding experience have shown us that true success can be seen in the spread of excitement, inspiration, and innovation surrounding your brands among residents and stakeholders. Lastly, we are always available to answer questions and help with later marketing riddles. We have maintained an ongoing personal and business relationship with most of our clients, some for more than a decade. These tracking studies are outside the proposed scope of work, but we wanted Celina to be aware of their future availability.

We use the following tools to measure tactical effectiveness:

Social Media: We perform social listening audits for our clients and measure not only likes, shares, and friends but also qualitative factors, such as sentiment.

12-Month Follow Up: We follow up after a year of your brand implementation to discuss the successes you have enjoyed and hurdles that you are working to overcome. We provide suggestions and direction for next steps in your continual brand integration.

Brand Barometer: Getting the talk right on the street is the most important thing a community can do to bolster its development efforts. Word of mouth has always been important; in this post-digital world, it is essential. With the benchmark included in your brand study, the Brand Barometer becomes a simple and inexpensive way to track your results and validate your success in word of mouth advertising and resident advocacy. We strongly recommend a Brand Barometer measurement every year to track the progress of the community.

PROJECT TEAM

10. Provide brief resumes for the key personnel. Include name, education, professional qualifications, certifications, employment history, relevant projects, and their role in the project.



Sam Preston | Senior Director of Project Leadership • Project Manager
Having lived in the west and the southeast, Sam is well traveled. Growing up in Idaho, he developed a natural wanderlust and a love of wide open spaces, viewpoints, and opportunities. His studies led him to Utah, and there he caught the marketing and branding bug at some of Salt Lake City's best branding agencies. As a Floridian, Sam now enjoys a different kind of wide open space with his growing family. With nearly a dozen years of experience advising clients, Sam is known as a highly organized, steady force at the table for every project. He is a champion of the client's interests, but with a keen eye for the brand and marketing approach that will serve them best.

Education: Utah Valley University



Roberto Muñoz | Vice President, Research + Market Insights
Writing, marketing, research—all done with careful accuracy and quick wit: Roberto is a five-tool player for the placemaking game thanks to his endless energy and versatile skill set. After a stint at a downtown Nashville marketing agency, Roberto joined North Star as a supportive teammate with a penchant for finding the right words—and numbers—to tell a community's story in vivid detail. Whether working on business development or a research presentation, he always looks to learn about unique towns and cities nationwide and about the character and voice that sets them apart. He also puts his dual language skills to work for our many clients that have Hispanic populations. After college, Roberto returned to the Music City to spend time with family and begin a career in advertising. If he's not poring over commas and decimal points, he's likely catching a minor league ballgame in Nashville's Germantown or making a seasonal pilgrimage to Wrigley Field in Chicago.

Education: The University of Chicago



Angela Brangaccio | Brand Strategy Director

Angela is a “place kind of person,” immersing herself in the soul of a community to help craft a distinctive brand. The places she’s called home include her birthplace of small-town Colorado, the island of Oahu in Hawaii, and Upstate New York. She has over a decade of experience in marketing, communications, and branding; previous clients include a Fortune 500 fintech company, a contemporary women’s fashion label, and a national chain of fitness clubs. Her expertise is the intersection of data and creativity, and building out strong strategies that are rooted in research. When she’s away from the office, she’s most likely adding stamps to her passport—she is a “place kind of person,” after all.

Education: University of North Florida



Robin Shattler | Community Development Manager

Raised in the heartland of Florida and having spent her college years on the plains of Auburn, Alabama, Robin has a soft spot for small-town America. With an education in business marketing and intercultural communication, Robin brings a love of learning and a keen eye for detail to the North Star team. Well-traveled and well-versed in all-things-marketing—including graphic design, social media, and research—she uses her skills to develop business relationships that result in lasting change in our partner communities. After the workday is over, Robin trades in her pencil and keyboard to read fantasy novels and Twitter trends and spends her weekends caring for her plants and cheering her sports teams on to victory.

Education: Auburn University



Patrick Golden | Executive Creative Director

With his background in history, passion for architecture, and love of a good story, Patrick loves learning about the place he hasn’t been, a town off the beaten path, or the true heart of a city. Combine these qualities with his love of strategy and design, and he is ready to distill all of this into design mark, logos, straplines, and narratives that are as authentic as the places they represent. And he’s got the awards to show it—dozens of Addys and an Effie for marketing effectiveness. Patrick has even painted the art on our walls and designed our office spaces. He’s a true Renaissance creative man. Being mistaken for a local is the greatest compliment you can pay Patrick. He always has a bag packed, a camera in his hand, and a sketchbook in his backpack, ready to rack-up as many miles and experiences as possible.

Education: Flagler College



Anita Carter | Senior Vice President, Creative Services

Driven by avid curiosity—be it learning the origin of a word or phrase or everything there is to know about a place—Anita is an explorer at heart. The need to know how things work and what "makes people tick" led her to a Psychology degree with a focus in marketing. From being on the team that developed some big consumer brands like the Cadillac Escalade to overseeing an international spa skincare brand and developing place brands in her home state of Florida, the desire to know what is going on "behind the curtain" has proven a truly valuable asset. At North Star, Anita gets involved at every level digging into research to help develop sound strategic foundations and bringing those ideas to life through big ideas, expressive writing, and creative expressions. When she's not busy figuring things out, Anita is exploring the world with many of her adventures taking her to wine growing regions, a passion she shares with her husband.

Education: Florida State University



Amy Ploss-Samson | Creative + Operations Manager

Originally hailing from Pennsylvania, Amy spent time in Savannah earning a Bachelor of Fine Arts from SCAD, established her career as a dynamic creative force in Jacksonville, Florida and spent three years in Japan before returning to Jacksonville and joining the North Star team. With over 15 years of experience in advertising and marketing along this path, it is safe to say her creative influence transcends borders. With a deeply rooted passion for visual storytelling and artistic expression, Amy brings her keen ability to uncover what is truly unique and a discerning eye for detail together to help bring brand stories to life for North Star clients. In her downtime, you can find Amy having adventures with her son and husband, hosting backyard BBQ's for friends and family, and searching for her next vintage treasure.

Education: Savannah College of Art and Design



Haley Yacavone | Art Director

Originally from just outside of New Orleans, Haley has spent most of her life right here in Jacksonville, Florida. Since high school she's been on the fast track to jump straight into the bustling Advertising industry. Haley graduated from University of South Florida in 3 short years with her Bachelor's in Advertising and soon after moved to Richmond, Virginia to obtain her Master's in Art Direction from the renowned Brandcenter program. She firmly believes that nothing is out of reach when you have wit and determination at your disposal. When Haley isn't diversifying her skillset to wow our clients, you can find her throwing tennis balls for her dogs or playing poker with friends and family.

Education: University of South Florida | MA, Brandcenter



Jordan Flippin | Art Director

Perseverance, dependability and teamwork. These are the skills Jordan is known to exhibit in everything he does. A Jacksonville native but no stranger to small-town America, he understands that a brand sends a powerful message about who and what you are, and what sets you apart from the competition. With over six years' experience in creative solutions and project management, Jordan works relentlessly to produce impactful creative and strategies that lead communities toward their preferred futures. When Jordan isn't learning a new tool in Photoshop, you can find him on the soccer field with his friends or traveling with his wife exploring somewhere new.

Education: University of North Florida



Tyler Holder | Vice President, Strategic Communications

While a Florida native, Tyler's career and curiosity often takes him well beyond state lines. From supporting economic development projects to managing community initiatives across the U.S. and beyond, Tyler brings a wealth of experience in public relations, content creation, and social media management to our team. Whether it's developing the positioning for a place marketing campaign or navigating complex, multi-layered local issues, his integrated mindset ensures we approach each project holistically, considering all perspectives and opportunities. As an avid and steadfast Jacksonville Jaguars fan, Tyler takes time away from the office to venture into a couple away stadiums in his teal and black each year—from New York, Houston, Nashville, Seattle, and more.

Education: University of North Florida



Sydney Gorak | Social Media + Content Manager

Fueled by a passion for journalism, Sydney brings creativity and excitement to developing content that brings North Star and our client's social media handles to life. Born in Maryland and spent time in Pennsylvania before settling in Florida, Sydney has a passion for discovering what makes a place a community. Sydney's copywriting, social media marketing, and brand building experience pair nicely with our integrated team. When not focusing on our client's social media efforts, you can find Sydney snapping photos or spending time on the beach.

Education: Flagler College



Mark Stevens | Executive Vice President, Digital Marketing

With more than 25 years in marketing and operations, Mark is our go-to guy for streamlining the processes that help us produce great work for each and every place we represent. His rich background spans Fortune 1000 companies and global leaders like FedEx. Much like his affinity for making music, Mark applies the same commitment and perfectionism to creating an excellent return and results for our agency and our clients. When he isn't focused on improving operations for clients or playing guitar for intimate audiences, he enjoys spending time with his family. With an MBA from Vanderbilt, Mark never takes his eye off the bottom line while shaping the policies that impact our clients' successes, too.

Education: University of Florida | MBA, Vanderbilt University

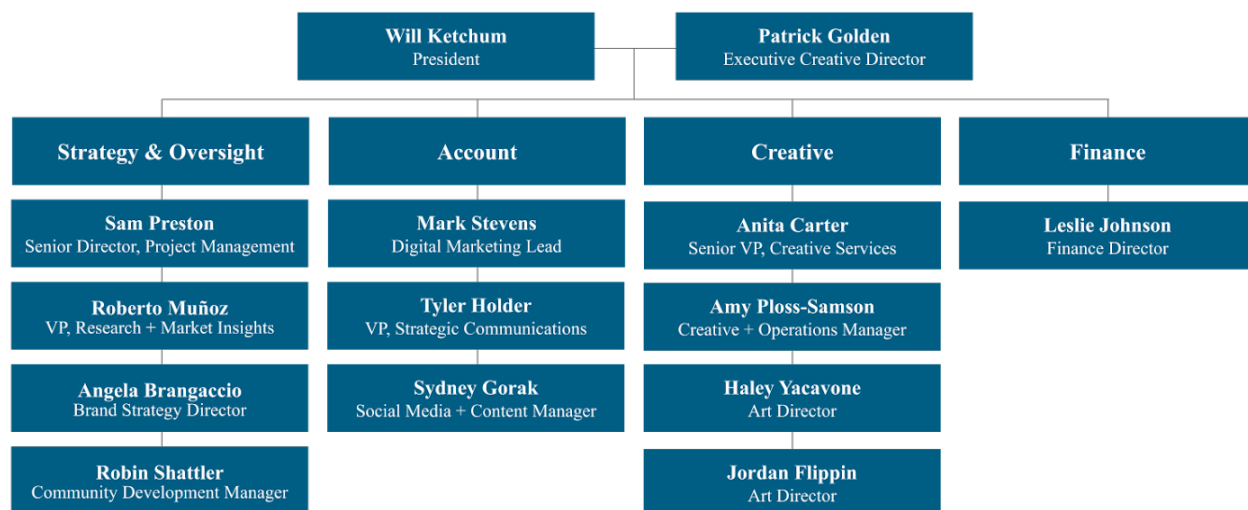


Will Ketchum | President • Leadership + Strategic Oversight

Communities are everything—spirit, pride, livelihoods, ambitions, friendships, recreation, and most of all, home. With that point of view, Will is as passionate about community and place branding as they come. From our Jacksonville office, he manages North Star operations and is always close to clients and our work. He's advised Fortune 1000 companies, major metros, and rural counties on marketing and brand strategy over his 30 years in the agency business and has a particular focus in community economic development. He has led a community-wide visioning process to create a competitive global identity for Jacksonville which involved a wide array of city leaders, stakeholder groups, and sponsors. Will has never seen a trail he didn't want to take—whether it's traveling to solve branding challenges in amazing client communities or traveling for fun with his family.

Education: Vanderbilt University | MBA, University of North Carolina at Chapel Hill

11. Include an organizational chart for the team assigned to this project.



TIMELINE

12. Provide a timeline along with milestones for project delivery.

Getting Started Call

Week 1

Phase I *Market Research + Brand Strategy*

Situation Analysis

Weeks 1 - 2

Research + Planning Audit

Weeks 1 - 2

Communication + Media Audit

Weeks 1 - 2

Community Engagement Website

Weeks 1 - 2

In-Market (Tour, Focus Groups, Interviews)

TBD

Online Community Survey + Brand Barometer

Weeks 4 - 8

External Perception Study

Weeks 6 - 10

Consumer Awareness + Perception Survey

Weeks 8 - 10

Competitive Positioning Review

Weeks 8 - 10

Situation Brief + Insight Development

Week 11

DNA Definition Development

Weeks 11 - 13

Research + Strategy Presentation

Week 14

Phase II Creative

Creative Brief Development (Internal)	Week 15
Creative Workshop/Community Workshop	Week 15
Foundational Creative Development	Weeks 16 – 24
Custom Deliverable Development	Weeks 25 – 27

Phase III Action + Implementation

Community Communication + Rollout Guidance	Weeks 28 - 30
Website Audit + Recommendations	Weeks 30 - 33
Brand Action Ideas	Weeks 30 - 35
Marketing + Communications Strategic Plan	Weeks 30 - 35
Final Report + Presentation	Weeks 35 - 36

Proposed Timeline

36 Weeks

Timeline is dependent upon an efficient client approval process, which requires that data and feedback from the client is received at key milestones. If the client approval and consensus process takes longer than 36 weeks, North Star will invoice any remaining contracted amount at that time and reserves the right to propose project extension fees at a blended hourly rate.

COST

13. **Provide a detailed budget to provide the services outlined in this solicitation. The budget should outline, at minimum, strategy development, creative work, implementation, and support.**

Partnering with Celina EDC is not a responsibility we take lightly. If it becomes necessary, we are interested in collaborating with Celina project leaders and stakeholders to create an even more custom scope of work for perfecting this important initiative.

Phase I. Market Research + Brand Strategy	\$30,000
Phase II. Creative	\$30,000
<u>Phase III. Action + Implementation</u>	<u>\$30,000</u>
Total	\$90,000

This cost proposal has been calculated with consideration to third party costs associated with the research (we subscribe to a research tool) and North Star's blended hourly rate of \$195/hr. Travel & miscellaneous are additional (pass-through basis).

14. Please include a fee schedule with hourly rates for future work not associated with this scope.

North Star will invoice the client in (3) installments for the branding initiative following the completion of scheduled milestones and deliverables, as follows:

The first payment of \$30,000 will be billed at the start of the project.

The next third, or \$30,000, will be billed at the completion of the research and strategy presentation.

The final payment of \$30,000 is due upon project completion when all creative files are delivered.

Travel and other expenses are billed on a pass-through bases as incurred.

Future work outside of this scope will be billed at North Star's blended rate of \$195/hour.

NORTH STAR
CASE STUDIES



CHALLENGE:

Regionalism is hard. Most don't even attempt it. But Fayetteville and Cumberland County in North Carolina are not most places. You probably know something about this strategic spot in the Carolinas. It is home to Fort Bragg, the world's largest US military installation. But it is by no means one-dimensional. The region brought together every aspect of the place — Cities, County administration, Economic Development and Tourism organizations, Chamber, the Arts, Downtown, and more — for this effort. They knew that the benefit of coming together is working together towards an updated narrative for the region.

INSIGHTS:

North Star found that the military strength of Fort Bragg certainly shapes the dynamics of the region, but that the region shapes the lives of the military. Getting boots on the ground within hours across the globe is not possible without the boots on the ground in Cumberland County (especially those not in the military). Lifelong residents, immigrants, artists, entrepreneurs, and service members and their families in the region share a commitment to readiness, concrete action and determination: Fayetteville and Cumberland County stand united by the lessons of its history, the lifeblood of traditions, and the promise of its future. It's an obligation and a duty here to make things happen for the country, the community and one another. As one voice from the research simply put it, "We can, so we must."

BRAND STRATEGY:

North Star recommended targeting those who seek a comfortable southern location with a vibrant, youthful energy that comes from highly trained professionals with a global perspective who are as supportive as they are driven in the pursuit of goals and dreams (yours and each other's).

The creative challenge with so many partners committed to a regional approach while requiring their own individuality was significant. A diverse color palette celebrates the global cultures that the region and its partners enjoy. Consistent typography communicates strength and the area's welcoming nature. Shared elements like the star provide a connection and structure for integration. But it is language and vocabulary that will connect the dynamic parts of the region. as they invite interest and investment. In its own way, each partner needs to make "can do" the go to for their organization in service and generosity. This will serve each partner well and advance recognition for the whole. Collectively, "CAN DO Carolina" serves as an invitation and an anthem for the region. It certainly reflects the collaborative spirit and commitment to regionalism demonstrated during this project. And that made for a successful coordinated launch for the regional brand, with so many partners on board showcasing how it works for their organization while elevating the region.

ECONOMIC DEVELOPMENT CORPORATION
**FAYETTEVILLE
CUMBERLAND co.**
CAN DO **CAROLINA**



GLOBAL INNOVATION APPLIED
YOUR WAY

Our military might serves the world. But there's something else the world's largest U.S. military installation brings to this region: your power to leverage a global innovation hub for your business.

ECONOMIC DEVELOPMENT CORPORATION
**FAYETTEVILLE
CUMBERLAND co.**
CAN DO  **CAROLINA**

From the center of the eastern seaboard, right beside I-95 and in the heart of the booming Carolinas, Fayetteville & Cumberland County give you the talent and capabilities to do anything.

www.fayedc.com   



WE SERVE THE WORLD
WORKS HERE

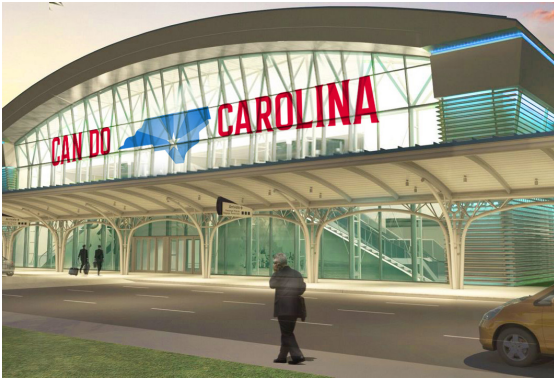
More than landing planes, paratroopers, and top military talent Fayetteville and Cumberland County is the perfect landing pad for global businesses. Ingredined innovation, technological resources, and a global culture create a direct connection between your business and the world. Discover what your business can do here.

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CAN DO CAROLINA







In Fayetteville and Cumberland County, we stand united by the lessons of our history, the lifeblood of our traditions, and the promise of our future. We stand ready, sharing a duty to make things happen for our country, our community, and one another. It's just what we do.

For generations, we have been the place that gets things done and moves people forward in the Carolinas — a community shaped by hard work and determination. A place where everyone is at ease. Inside of us all, there is a drive...

To help neighbors and strangers in need,
To make travelers and transplants feel at home,
To find adventure just outside the front door,
To fill the world with color and sound,
To spark ideas that lead to new solutions,
To advance the potential of every person,
To teach the next generation of doers,

Together, we uphold a legacy of service and altruism, innovation and creativity, diversity and openness. Together, we achieve what others cannot. Because we stand united by the conviction that we can do anything.

We are Can Do Carolina.



CHALLENGE:

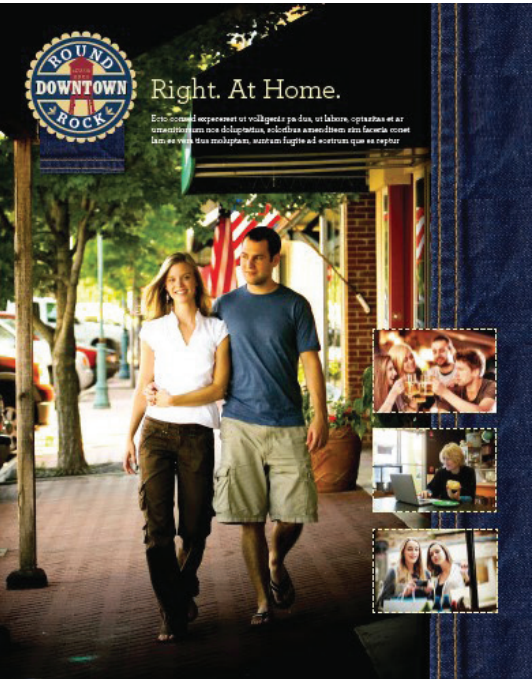
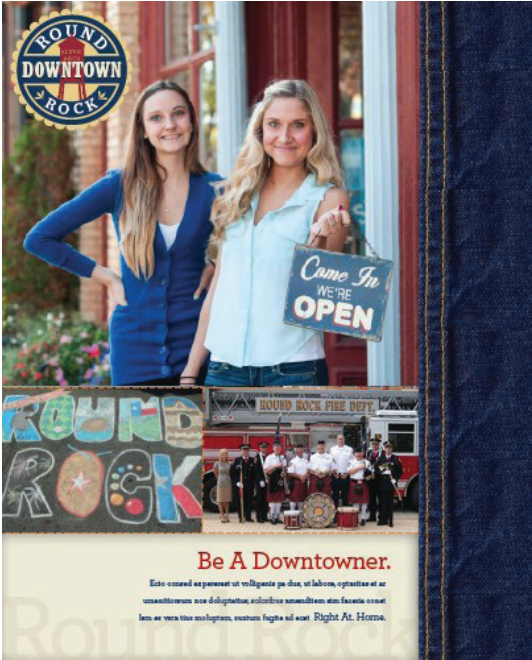
Leaders wanted residents of the community of Round Rock to view charming Downtown Round Rock as the natural choice for shopping, dining or playing. Rather than going head to head with nearby Austin's renowned nightlife, the key was to create a complementary identity that positioned this special place as the easy, comfortable and welcoming way to escape the everyday.

INSIGHT:

Like your favorite pair of jeans, Downtown Round Rock is something nearby residents can slip into at a moment's notice, instantly shedding the stresses of the day. Unpretentious but utterly captivating, this unique Downtown relies on its history for its architectural charm, but the upbeat vibe and welcoming attitude are 100% the result of the merchants and restaurateurs who have located their one-of-a-kind businesses there. Downtown Round Rock feels like home, except everyone else is taking care of you.

BRAND STRATEGY:

The line "Right at Home" invites visitors to make themselves at home even as it touts the benefits of getting away from the stresses of everyday life without any of the hassles that a night out usually implies. After all, when things are so right in Round Rock, why wouldn't you stay right at home? The logo uses the historic water tower as its center piece and feels warm and inviting with a hint of vintage. The visual look for the brand uses vibrant photography with touches of denim, reinforcing that "comfortable as your favorite jeans" feel. The denim touch is carried through in places like pole banners and merchant aprons.





CHALLENGE:

Being “the other Paris” heaps a lot of expectations on a city. Paris, Texas holds up just fine in that regard. Their larger challenge is capturing their rightful share of Texas’s significant economic growth at more than 90 miles northeast of Dallas, which puts it just outside the ever-expanding Metroplex. Paris leaders knew they had something special—a combination of comfortable, small-town living with resilient, hard-working people, striking architecture, a solid manufacturing base fueled by ample water supply and an untouchable intangible—optimism. Major corporations like Campbell’s Soup and Kimberly-Clark had already figured out the charms of Paris. The hope with improved branding was to expand the City’s appeal to attract more employers, visitors and new residents migrating north from crowded Dallas and from all around the country in the midst of and following the COVID migration.

INSIGHT:

Paris’s fundamentals were quite strong. So, while tempting, it didn’t need to try and leverage its name anymore than it already had via its replica Eiffel Tower visitor attraction. The research process of course included a thorough examination of whether leveraging its name and French connection made sense, but ultimately North Star and Paris leaders concluded it did not. The overwhelming point of leverage was that the people and workforce of Paris exhibited remarkable vision, perseverance, work ethic and grit. From their North Texas location, throughout history they reached higher and made things happen. Even when the city burned in 1916, leaders hung a sign the very next day to inspire hope and conviction. The sign read, “SMILE.” That same spirit of optimism is alive today and forms the central leg of their competitive story.

BRAND STRATEGY:

Leveraging its northern location, spirit of determination, and with a wink to the direction its Eiffel Tower points, North Star created the “Where Texans Reach Higher” strapline to convey the special makeup of Parisians. The brand narrative tells that special story from 1916, then repeats the theme again referencing tornado recoveries and other victories over adversity the City has faced. In every case, they reached higher and prevailed. The new brand tells Employers they can expect that same level of focus, determination and goodwill every work day. Visitors can expect top notch hospitality. Residents can expect a higher level of service. In a community that values history and traditions, the new brand was met with great acceptance and found itself on a water tower within three months of the launch!





Where Texans Reach Higher

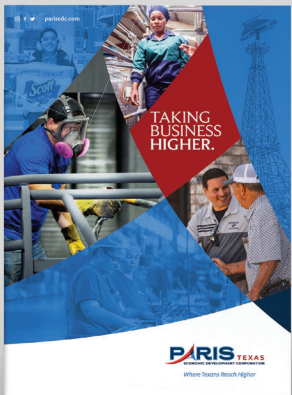


TAKING BUSINESS
HIGHER.

In a community that goes further.

The Paris EDC is driven to position your business for success. The perfect location for business, Paris offers the infrastructure, resources, and space to accommodate businesses of any size, and more importantly, we have a committed workforce that is ready to reach higher for you.

parisedc.com





CHALLENGE:

Downtown Maryville is the dynamic center to one of the most lauded towns in Tennessee. At the entrance to the peaceful (not plastic) side of the Smokies, the vibrancy, charm, and potential of this area often goes unnoticed as people pass through to the national park. Even Maryville residents look beyond their own downtown and venture to Downtown Knoxville. The City of Maryville and Downtown businesses needed a way to elevate the regard and pride that people have for Downtown as a place to live, visit, and do business.

INSIGHT:

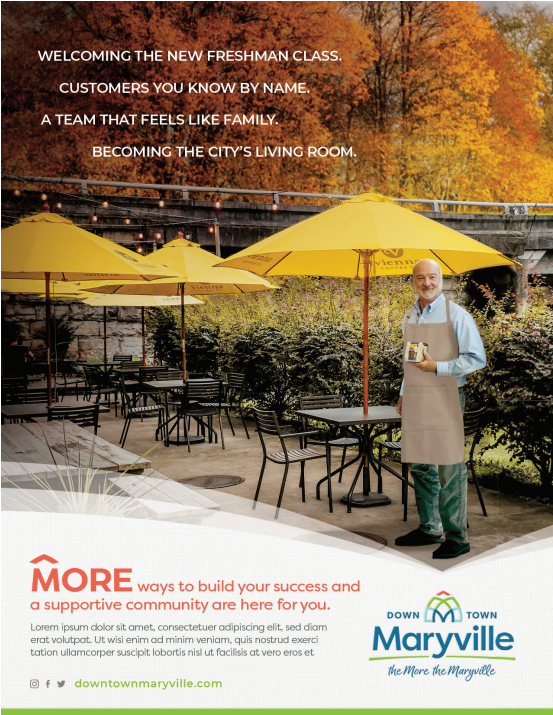
Research revealed a demonstrative presence of personal interactions throughout Downtown—whether you are a visitor, business owner, or Maryville resident. There is a range of experiences and operators Downtown who are welcoming and generous with their time and talent. The picturesque district is set against the mountains, greenbelt, and historic architecture. And it is never short on youthful energy with Maryville College included in the Downtown footprint. Downtown Maryville's smaller size is manageable with interesting exchanges throughout, while its entrepreneurial, collaborative spirit is attractive to many. A strong sense of community and belonging rewards people with memorable and consequential experiences for families, friends, visitors, and customers. It is certainly a place of opportunity and should be recognized as such as awareness broadens. Downtown Maryville should soon be known to more for more.

BRAND STRATEGY:

Don't you love it when you find somewhere that feels just right? Downtown Maryville is one of those rare places. It is an enviable reward for initiators and collaborators who prefer the agility of something smaller. This authentic downtown makes what you spend here (family time, money, tuition, time outdoors, investment, etc.) feel meaningful and purposeful.

The More the Maryville line phonetically is similar to "the more the merrier" and indicates that all are welcome and, in fact, each person amplifies the experience. The line speaks to the idea that something great is building in Downtown Maryville, and there is room for meaningful connections and growth without being crowded or chaotic. It invites interest that there is more going on in Maryville and its Downtown than expected. Its friendly and invitational tone is fun and memorable.

The icon is inspired by the historic architecture of downtown and given a slightly more modern feeling with line connections, mountain elements, and embedded "M." Clearly legible sans serif fonts are used as the bases for the wordmark and the use of the upper and lower case for "Maryville," along with some customizations to the letter forms, creates a friendly, welcoming feeling. The tone is accentuated by the slightly curved underline and handwritten strapline treatment.





CHALLENGE:

Is it true that the outcome of coming together is working together? Sioux Falls decided to put that to the test. Multiple organizations wanted to maximize their own efforts by pursuing an integrated brand identity that delivered consistency but retained individuality. Could economic development, tourism, municipal, downtown, and arts interests align strategically and visually? Is the essence of strategy really sacrifice?

INSIGHTS:

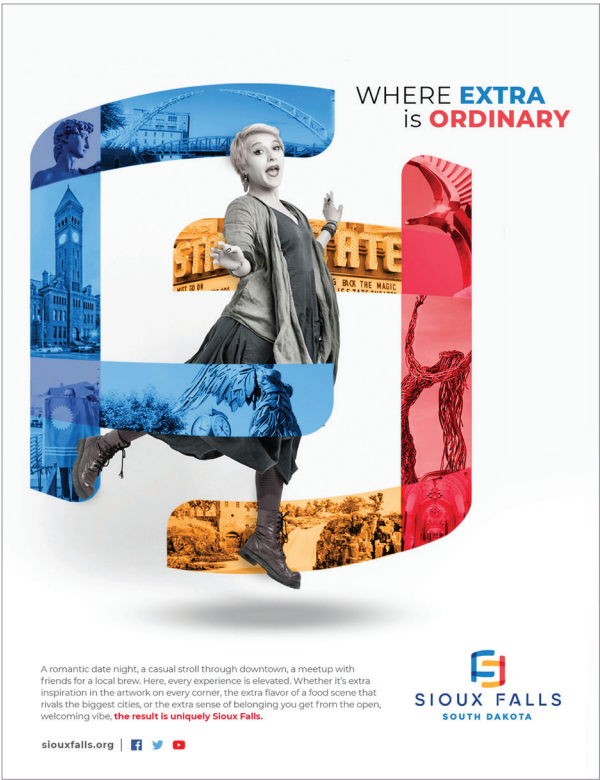
Brand advocacy in Sioux Falls is already extraordinary. There are scores of brand ambassadors at the ready to sing the city's praises. Research revealed that exceeding expectations and going the extra mile is just standard here. This is a community that is always thinking ahead in new and innovative ways, a habit that spans public, private, and personal interests all while coalescing around a strong sense of community. Economic diversification is a hallmark of the community, as is an almost pervasive entrepreneurial spirit. The quality of life is enviable and surprises most who are unfamiliar. Sioux Falls has always invested in its people, its place, and its progress. That continues today and delivers great opportunity on the Great Plains.

BRAND STRATEGY:

Sioux Falls is the economic engine and cultural center for the broader region on the Northern Great Plains and invites givers and doers who want to make an impact. The community has a long legacy of investing in its people and progress in ways that foster a sense of belonging and deliver outsized opportunities. It's no wonder that the community enjoys so much enthusiasm and pride.

The logo is a creative interpretation of the 'SF' monogram. The mark creates a shape that is both active and centered, conveying the community spirit and forward-thinking nature of Sioux Falls. A clean, modern typeface is accented with special touches to some characters, giving the word mark a little something extra, a memorable personality of its own. The line speaks directly to the extra effort, support, and opportunity that is uniquely Sioux Falls. It easily applies to all audiences from community residents to economic development to tourism and beyond. It captures the energy and personality of the place and its residents in a meaningful and memorable way.

Sioux Falls is well on its way with an integrated identity with language and visuals that resonate with its range of audiences. So it looks like the outcome of coming together is succeeding together.



SIoux FALLS

WHERE **EXTRA** IS ORDINARY





**Client of Celina Economic Development Corporation (CEDC), Texas
Standard Contract for Services**

This Agreement is made by and between the **CEDC**, a Texas non-profit corporation (Client), and **The Burdette Agency, Inc DBA North Star Place Branding + Marketing** (Provider) for **Marketing Services** (Project). In consideration of the premises, covenants, and mutual promises contained in this Agreement, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Client and the Provider hereby agree as follows:

1. **EMPLOYMENT OF THE PROVIDER.** The Client agrees to retain the Provider for **Marketing Services**. The Provider agrees to provide services relative to the following Project: **Marketing Services** (hereinafter also referred to as "Services") in accordance with the terms and conditions as set forth in this Agreement and **Exhibit A**, attached hereto and incorporated herein by reference.
2. **SCOPE OF SERVICES.** The Services to be performed are specified in **Exhibit A**. Deviations from the agreed-upon scope of work of such Services may be authorized from time to time by the Client in writing.
3. **SCHEDULE OF WORK.** The Provider agrees to begin work upon receipt of written authorization from the Client. Time is of the essence for this Agreement, and work will commence immediately.
4. **CONTRACT PERIOD.** The contract period for this Agreement is one year from the effective date of the contract, with the option to renew for up to four additional one-year terms.
5. **COMPENSATION.** The Provider's total compensation for services to be performed and expenses to be incurred is specified in **Exhibit A**, attached hereto, and incorporated herein by reference.
6. **PAYMENTS.** Payments will be processed on a monthly basis, and payment will be available within thirty (30) days after the Client's receipt of the invoice for the previous month's Services or as set forth in **Exhibit A**.
7. **INVOICING.** Invoices should be prepared and submitted to the Client for payment in accordance with Exhibit A. Invoices should be mailed to Celina Economic Development Corporation, ATTN: Josh McCarroll, 302 W Walnut St, Celina, TX 75009.
8. **INFORMATION PROVIDED BY THE CLIENT.** Although every effort has been or will be made to furnish accurate information, the Client does not guarantee the accuracy of the information it furnishes to the Provider.
9. **INSURANCE.** The Provider shall provide proof that it has obtained and will continue to maintain the insurance requirements set forth in Exhibit B throughout the duration of this Agreement. Failure to maintain the required insurance may result in immediate termination of this Agreement.
11. **INDEMNIFICATION.** THE PROVIDER AGREES, TO THE FULLEST EXTENT PERMITTED BY LAW, TO INDEMNIFY AND HOLD HARMLESS THE CLIENT, ITS OFFICERS, AGENTS, SERVANTS AND EMPLOYEES (HEREINAFTER COLLECTIVELY REFERRED TO AS "INDEMNITEES") FROM AND AGAINST SUITS, ACTIONS, CLAIMS, LOSSES, ANY DAMAGE, LIABILITY, AND FROM AND AGAINST ANY COSTS AND EXPENSES, INCLUDING, IN PART, ATTORNEY'S FEES INCIDENTAL TO THE DEFENSE OF SUCH SUITS, ACTIONS CLAIMS, LOSSES, DAMAGES OR LIABILITY ON ACCOUNT OF INJURY, DISEASE, SICKNESS, INCLUDING DEATH, TO ANY PERSON OR DAMAGE TO PROPERTY INCLUDING, IN PART, THE LOSS OF USE RESULTING THEREFROM, ARISING FROM ANY NEGLIGENT ACT, ERROR OR OMISSION OF THE PROVIDER, ITS OFFICERS, EMPLOYEES, SERVANTS, AGENTS OR SUBCONTRACTORS, OR ANYONE ELSE UNDER THE PROVIDER'S DIRECTION AND CONTROL, AND ARISING OUT OF, RESULTING FROM, OR CAUSED BY THE PERFORMANCE OR FAILURE OF PERFORMANCE OF ANY WORK OR SERVICES UNDER THIS AGREEMENT, OR FROM CONDITIONS CREATED BY THE PERFORMANCE OR NON-

PERFORMANCE OF SAID WORK OR SERVICES. IN THE EVENT ONE OR MORE OF THE INDEMNITEES IS DETERMINED BY A COURT OF LAW TO BE JOINTLY OR DERIVATIVELY NEGLIGENT OR LIABLE FOR SUCH DAMAGE OR INJURY, THE PROVIDER SHALL BE OBLIGATED TO INDEMNIFY INDEMNITEES AS PROVIDED HEREIN ON A PROPORTIONATE BASIS IN ACCORDANCE WITH THE FINAL JUDGMENT, AFTER ALL APPEALS ARE EXHAUSTED, DETERMINING SUCH JOINT OR DERIVATIVE NEGLIGENCE OR LIABILITY. THIS INDEMNIFICATION IS SUBJECT TO THE LIMITATIONS IN TEXAS LOCAL GOVERNMENT CODE, § 271.904(A) AND TEXAS CIVIL PRACTICE AND REMEDIES CODE, § 130.002(B), AS SAME MAY BE APPLICABLE TO PROVIDER AS A MATTER OF LAW.

12. **TRANSFER OF INTEREST.** Neither the Client nor the Provider may assign or transfer their interests in this Agreement without the prior written consent of the other Party. Such consent shall not be unreasonably withheld. This Agreement is binding on the Client, the Provider, and their successors and assigns. Nothing herein is to be construed as creating a personal liability on the part of any Client officer, employee or agent.
13. **AUDITS AND RECORDS.** At any time during normal business hours and as often as the Client may deem necessary, the Provider shall make available to the Client for examination all of its records with respect to all matters covered by this Agreement, and will permit the Client to audit, examine and make copies, excerpts, or transcripts from such records. The Client may also audit all contracts, invoices, payroll records of personnel, conditions of employment and other data relating to this Agreement.
14. **EQUAL EMPLOYMENT OPPORTUNITY.** The Provider shall not discriminate against any employee or applicant for employment because of age, race, color, religion, sex, national origin, disability or any other protected characteristic. The Provider shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their age, race, color, religion, sex, national origin, disability or any other protected characteristic. Such actions shall include, but not be limited to the following: employment, promotions, demotion, transfers, recruitment or recruitment advertising, layoffs, terminations, selection for training (including apprenticeships), and participation in recreational activities.

The Provider agrees to post in conspicuous places, accessible to employees and applicants for employment, notices setting forth the provisions of the nondiscrimination clause. The Provider will, in all solicitations or advertisements for employees placed by or on behalf of the Provider, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex or national origin.

The Provider will cause the foregoing provisions to be inserted in all subcontracts for any work covered by this Agreement so that such provisions will be binding upon each sub-Provider, except that the foregoing provisions shall not apply to contracts or subcontracts for customary office supplies.

The Provider shall keep records and submit reports concerning the racial and ethnic origin(s) of applicant employment and employees as the law may require.

15. **TERMINATION OF CONTRACT.** The Client may terminate this Agreement upon thirty (30) days written notice to the Provider, except in the event (i) the Provider is in breach of this Agreement, or (ii) the Provider fails to comply with the terms of Exhibit A. If either of the foregoing conditions exists, the Client shall notify the Provider and the Provider shall be given seven (7) days to cure such breach or failure to comply. Should the Provider fail to cure to the satisfaction of the Client, the Client may terminate this Agreement upon written notice as provided herein.

In the event of any termination hereunder, the Provider consents to the Client's selection of another Provider to assist the Client in any way in completing the Services. The Provider further agrees to cooperate and provide any information requested by the Client in connection with the completion of the Services.

The Provider shall be compensated for Services performed and expenses incurred for satisfactory work up to the termination date in that the Provider shall receive a portion of fees and expenses permitted under this Agreement in direct proportion to percentage of work actually completed up to the termination date. This provision shall not deprive the Client of any remedies against the Provider that may be available under applicable law.

16. **PROVIDER'S REPRESENTATIONS.** The Provider hereby represents to the Client that the Provider is financially solvent and possesses sufficient experience, licenses, authority, personnel, and working capital to complete the Services required under this Agreement.
17. **CLIENT APPROVAL FOR ADDITIONAL WORK.** No payment, of any nature whatsoever, will be made to the Provider for additional work without the Client's written approval before such work begins.
18. **PERFORMANCE BY PROVIDER.** All Services provided by the Provider hereunder shall be performed in accordance with the highest professional standards and in accordance with Exhibit A, and the Provider shall be responsible for all Services provided hereunder whether such services are provided directly by the Provider or by any sub-Providers hired by the Provider. The Provider shall perform all duties and Services and make all decisions called for hereunder promptly and without unreasonable delay. The Provider shall not utilize sub-Providers to perform Services without the Client's prior written consent.
19. **DAMAGE.** In all instances where Client property and/or equipment is damaged by the Provider's employees, a full report of the facts, extent of the damage and estimated impact on the Provider's schedule shall be submitted to the Client by 8:00 a.m. of the following Client business day after the incident. If damage may result in further damages to the Client or loss of Client property, the Provider must notify Police Dispatch immediately. The Provider shall be fully liable for all damage to Client property or equipment caused by the Provider's officers, employees, agents or sub-Providers.
20. **CLIENT OBJECTION TO PERSONNEL.** If at any time after entering into this Agreement, the Client has any reasonable objection to any of the Provider's personnel, or any personnel retained by the Provider, then the Provider shall promptly propose substitutes to whom the Client has no reasonable objection, and the Provider's compensation shall be equitably adjusted to reflect any difference in the Provider's costs occasioned by such substitution.
21. **COMPLIANCE WITH LAWS.** The Provider warrants and covenants to the Client that all Services will be performed in compliance with all applicable federal, state, county and Client laws, rules, and regulations including, but not limited to, the Texas Industrial Safety and Health Act and the Workers Right-to-Know Law. All necessary precautions shall be taken to assure that safety regulations prescribed by OSHA and the Client are followed.
22. **NON-BINDING MEDIATION.** In the event of any disagreement or conflict concerning the interpretation of this Agreement, and such disagreement cannot be resolved informally by the Client and the Provider, the Client and the Provider agree to submit such disagreement to non-binding mediation before pursuing any other legal remedy.
23. **ENTIRE CONTRACT.** This Agreement together with Exhibit A and B, attached hereto and any other exhibit attached hereto contains the entire contract between the Client and the Provider concerning the Services for the Project. There will be no understandings or contracts other than those incorporated herein. This Agreement may not be modified except by an instrument in writing signed by the Parties hereto. In the event of a conflict between an attachment to this Agreement and this Agreement, this Agreement shall control.
24. **MAILING ADDRESSES.** All notices and communications concerning this Agreement are to be mailed or delivered to the addresses shown below unless and until the other Party is otherwise notified in writing of a different address:

CEDC

Provider Mailing Address

Attn: Contracts
302 W Walnut St
Celina, TX 75009
Info@celinaedc.com

North Star Place Branding & Marketing
1023 Kings Avenue
Jacksonville, FL 32207
will@northstarideas.com

Any notices and communications required to be given in writing by one Party or the other shall be considered as having been given to the addressee on the date in the notice or communication is placed in the United States Mail or hand-delivered.

25. **LEGAL CONSTRUCTION.** If any one or more of the provisions contained in this Agreement for any reason is held invalid, illegal or unenforceable in any respect by a court of competent jurisdiction, such invalidity, illegality or unenforceability shall not affect any other provision hereof and this Agreement shall be construed as if such invalid, illegal or unenforceable provision had never been included.
26. **GOVERNING LAW.** The validity of this Agreement and any of its terms or provisions as well as the rights and duties of the Parties hereunder, shall be governed by and construed in accordance with Texas law. Exclusive venue for any legal action concerning this Agreement shall be located in Collin County, Texas.
27. **COUNTERPARTS.** This Agreement may be signed in multiple counterparts, each of which shall be deemed to be an original.
28. **EFFECTIVE DATE.** This Agreement shall be effective once it is signed by the Client and the Provider, as indicated below.

EXECUTED in single or multiple originals.

CLIENT

PROVIDER

Signature

Will Ketchum

Signature

Type/Print Name and Title

Will Ketchum, President & CEO

Type/Print Name and Title

Date

11/01/2024

Date

**STATEMENT OF QUALIFICATION FORM
INSTRUCTIONS**

1. Complete the form in its entirety.
2. Do not delete questions.
3. Table rows/cells may be increased to accommodate inserted information.

This document is used during the evaluation process and aids the evaluation committee.

Your cooperation is appreciated.

STATEMENT OF QUALIFICATIONS

APPROACH

2. What is your firm's philosophy regarding developing a Marketing Strategy?

We believe that insights (not personal preferences) must drive our marketing strategy efforts and recommendations. The Celina brand already exists—but it is our job to uncover that core, authentic brand through conversations with people in the community. We lean on what we hear residents and stakeholders say about their community and what they see and feel. Then, we use our primary research to further confirm and expand our directions. Finally, we lean on experience. We have a firm grasp of what is effective in the marketplace. We balance innovation with accrued knowledge to form effective programs.

3. Describe your firm's understanding of the role of municipal government and your role as the service provider.

This understanding is central to our work. The municipality is the steward of resident tax dollars and the principal service provider for their daily lives. After family, faith, and friends, community is everything to people. The municipality is the standard bearer for the community. As a service provider to the municipality, we take the role of storyteller and reputation manager very seriously. We have spoken several times at ICMA and understand the profession of municipal management well—and with great respect.

Specifically, North Star will work closely with Celina's project leaders throughout this process. North Star will guide the overall process and provide biweekly updates to the Celina team. The bulk of the Celina team's work will come on the front end of the project, as we prepare for a multi-day site visit filled with a FAM tour, stakeholder interviews, and resident focus groups. As we enter the creative phase, we will ask the Celina team to assemble a small creative committee who will attend a handful of meetings to make decisions on the creative direction of the brand.

4. What processes does your organization use to creatively engage municipal staff and the public during plan development?

Inclusiveness and understanding are critical to the smooth implementation of Celina's brand. Educating your employees, residents, and stakeholders on the purpose and possibilities of the brand and gaining their buy-in early in the process is important.

At the beginning of the project, North Star will create a website that provides a high-level overview of the process and allows interested parties to sign up as Brand Ambassadors, who will support and promote the brand after its launch. Additionally, we will hold an open house during our initial site visit and share a presentation with residents and employees to tell them about the branding process and gather initial feedback. The Community Survey is an essential piece of our research

phase. This survey allows people who live and work in Celina to share their perceptions of the community.

5. **Provide a detailed description of the approach for this project, including Celina's unique attributes and brand.**

Phase I: Market Research + Brand Strategy

Stakeholder Education

Educating your residents, businesses, and stakeholders on the purpose, process, and possibility of a brand early is the first step in achieving buy-in from these important audiences. Specific attention must be given to your stakeholders to ensure that the leaders of this initiative share a vision for the purpose, desired outcomes, and accomplishments of this project.

One of the most valuable skills North Star brings to the branding table is an understanding of how to best navigate the political waters that surround a project. We know when projects can derail, how to maneuver difficult political situations, and whom to include in the process. With this in mind, we have developed strategies for sidestepping potential problems and keeping your branding initiative on course.

Educational Presentation: North Star will give a presentation during the in-market trip to your Steering Committee, stakeholder groups, and/or residents in your community. We will collaborate with you to determine who your audiences are and what you want to convey. Then, we will craft the presentation to meet those goals and gather initial feedback on the branding initiative.

Community Engagement Website: This website provides a high-level overview of the branding process and serves as a hub for FAQs. When residents, stakeholders, or local media want to learn about the project or get involved, you can point them to this resource and have all the information in one place. The website includes an optional form that allows community members to share their stories, receive progress updates, and become Brand Ambassadors after the launch of the new brand. View an example of a live educational site for Johnson City, TN: brandjc.com

Research

A keen understanding of your community's situation is vital to brand development. We compile various research studies to point us in the direction we need to go to craft your brand story. From boots-on-the-ground conversations to quantitative survey panels, our goal is to discover all that makes Celina stand out and what opportunities lie ahead. As we learn about the assets of the EDC and Downtown, review current communications channels, and assess competitors' efforts, we lay the groundwork for two brands that are unique and true to the heart of your community.

Situation Analysis: This establishes the current lay of the land from the perspective of your critical partners and stakeholders. We administer an online questionnaire to each of your key internal organizations. We then meet with each group during the in-market visit to more fully understand your primary objectives, general history, political landscape, resources, competitors, and more.

Research, Planning, Communications, + Media Audit: We conduct a comprehensive review of previous studies conducted by the City and planning documents. This includes community outreach and planning meetings, surveys, intercept surveys, volunteer discussions, and market research. In addition, we review and analyze marketing materials, branding, logos, social media, and messaging from public and private sector partners as well as recent press related to Celina.

Site Visit + Familiarization Tour: Members of the North Star team will spend the better part of a week in Celina conducting research. An important part of this trip is a FAM tour of Celina's downtown area, attractions, restaurants, commercial sites, local businesses, retailers, parks, natural areas, and historic sites. We determine the tour itinerary with the help of Celina project leadership.

Key Stakeholder Interviews + Focus Groups: Some of our most valuable pieces of insight for the purpose of defining your DNA and crafting your creative work come from these intensive one-on-one interviews and focus groups. With the assistance of the Celina project leadership, we want to identify and speak to key stakeholders about Celina EDC and Downtown Celina (including EDC staff, city staff, board members, business community members, hoteliers, nonprofit and civic organizations, etc.).

Online Community Survey + Brand Barometer: Giving Celina residents and business owners a forum for sharing is important. We use some of the themes identified in the interviews and focus groups to craft a quantitative survey posted online for community-wide participation. The brand barometer, conducted as a part of the community survey, measures the strength of Celina's resident advocacy relative to the rest of the United States as a place to live, work, and play. In other words, how likely your residents are to advocate the community for starting a business or planning a visit.

External Perception Study: North Star conducts qualitative, in-depth phone interviews with professionals outside of Celina to uncover contextual perspectives. In collaboration with the Celina project team, we compile a list of 20 identified potential interviewees from a target pool of elected officials, third party site selectors, business executives in your preferred industries, regional and state level executives in economic development and tourism, and other external influencers you identify.

Consumer Awareness + Perception Study: For even more data-driven insights, this survey is conducted using a statistically significant random sampling of consumers and

non-consumers in two outside markets using research panels. Data will be cross-tabulated in a number of ways to reveal the most insightful patterns between consumer and non-consumer groups. For instance, perceptions and attitudes for those who have visited Celina will be compared and contrasted to those who have not visited and are reporting perceptions purely on reputation. This is key to identifying any brand recognition issues. This study measures:

- Overall awareness and perceptions of Celina
- Overall awareness and perceptions of competitor cities
- Measurements of Celina's delivery of quality of life indicators
- Consumer experiences in Celina
- Attitudes regarding Celina's strengths and weaknesses
- Consumer opinions regarding what needs to be added or taken away
- Changes in consumer perceptions of Celina after visiting
- Patterns of visitation activities associated with consumers' primary purpose of visitation

Competitive Positioning Review: We provide a brand messaging and marketing strategy analysis to evaluate Celina's position relative to the competition in the area. This review ranks each competitor based on their brand strength, economic development focus, and downtown branding.

Insights + Strategy

Celina's history, current situation, and plans for the future all have a place in the EDC and Downtown brand story. We look at the research to learn what emotions and sentiments Celina's brands carry, what its residents value, and how it stands apart from competitors. North Star derives insights from our data collection as we craft brand strategies that guide consumers—including residents, employees, and target audiences—to a desired emotional or behavioral response. We compile the insights into a succinct storyline that leads directly to strategic brand platforms (DNA Definitions) for both the EDC and Downtown. These positioning statements are the critical touchpoint for all branded activity moving forward and must be agreed upon before moving into the creative and action phases.

Situation Brief + Insight Development: We get our sharpest minds together at one time to review all of the research findings. Data on its face has limited value, but the connections between data points open up understanding and opportunity. The entire North Star team weaves together these connections into a compelling set of insights that start to tell Celina's story.

DNA Definitions (Brand Positioning Statements): Based on those insights, guiding statements for the management and development of your brands are created. Although they will share similarities, we will create unique DNA Definitions for Celina EDC and Downtown Celina, individually. These definitions should serve as the touch point for all

activity moving forward to bring consistency across the brand. Included in your DNA Definition is:

Target audience:	For whom Celina EDC / Downtown Celina has the most appeal
Frame of reference:	Geographic context of Celina
Point of difference:	What makes Celina EDC / Downtown Celina special
Benefit:	Why it should matter to the consumer

Here is an actual example of how this construct guided our client Clark County, Nevada and led to their “Bright Beyond the Lights” brand positioning:

Target audience:	For business upstarts and stalwarts tired of waiting in line,
Point of difference:	Clark County, Nevada, disrupts expectations and accelerates outcomes,
Frame of reference:	so you can reach the globe and make that little league game before dinner while enjoying a strategic location in the Western U.S.
Benefit:	where outdoor rec often outshines the Vegas neon.

Research and Strategy Presentation + Report: This represents a critical juncture in the project. We prepare a comprehensive review of all relevant research, insights, and recommended DNA Definitions. We review the qualitative and quantitative analyses of Celina’s current image and positioning. A preview of this presentation is shared with key branding committee members for editing and fine-tuning. The collaboratively perfected presentation is made in person at larger stakeholder meetings, and the accompanying report is shared digitally.

Phase II: Creative

Creativity

In this stage, the insights and strategy are transformed into tangible creative products that embody Celina EDC and Downtown Celina. An in-depth Creative Brief and a Creative Workshop guide this process. Straplines, logos, color, looks, and messaging (with brand standards) are created. Additional deliverables will be developed to express the new brand identity in the context of its future use.

Creative Committee Workshop: A collaborative, interactive meeting between the North Star team and the Celina creative committee (a group of your choosing) will explore the roles of different creative elements and identify creative preferences. Our goal is to most effectively hone in on the type of work you want without limiting the creative thinking of our writers, graphic designers, and art directors. This meeting is always a lot of fun for everyone involved.

Downtown Community Creative Workshop: In addition, we would like to hold a 1 ½ hour public workshop session during our site visit or on a subsequent visit depending on scheduling. This workshop allows interested residents and business owners to hear about the process and provide their input. North Star will start the session with the educational presentation and then encourage attendees to provide their answers to character-based question prompts.

Photography & Video Shoot: Quality imagery and video is vital to a compelling brand presentation. As such, North Star offers as part of the engagement a photo and video shoot in Celina. At the time of the community creative workshop or the final report if weather/coloring is not ideal at the time of the workshop, our photographer will capture imagery and deliver (20) completed/retouched images of assets and attractions around Celina. Additionally, we will shoot video footage and allow for 2-3 individuals to be interviewed on video. This effort does not include video editing, but North Star can estimate and provide this service later.

Straplines + Rationale (5 each): A strapline (tagline) is not the be-all and end-all for your brand, but it is the start of the story. As Celina EDC and Downtown Celina will have their own straplines and messaging, we will select the straplines apart from each other. North Star will provide a minimum of five different straplines for each entity, along with rationale for the strengths of each line. We will conduct trademark searches (via the United States Patent and Trademark Office website) and Google searches to make sure there is basic clearance for each line presented. Upon selection, your legal team is required to conduct a more thorough search to ensure its availability, potentially securing a trademark if desired and avoiding any conflicts once in the market.

Logos (5 each): Similarly to the straplines, Celina EDC and Downtown Celina will have their own, unique logos. However, we will craft these logos from similar creative elements so that the style is related and complementary. We will present a minimum of five logo options for each of the entities. We provide a round of revisions to your selected logo.

Color Palettes (2 each): Once your logo decision is made, we open up the possibilities visually by allowing you to select between two distinct color palettes. This is a key decision in how your visual brand identity will “feel” since color evokes emotion. While

Downtown Celina and Celina EDC may have separate color palettes, we will ensure that the colors are complementary.

Downtown Brand Narrative: The narrative describes what makes Downtown Celina unique in artistic and compelling language for connecting with your consumers. The narrative defines your personality and tone of voice. It can be woven into ad copy, placed on websites, integrated into speeches, and distributed to businesses to use in their own communications about the place they call home. The more it is used, the more widely your brand is dispersed.

Looks (2 each): We craft two different visual looks for the EDC and Downtown that allow you to choose how your brand messaging will be conveyed in terms of headlines, photography style, special graphic elements, detailing, and copy points. We will also provide a round of revisions for the look of your choice to ensure it reflects your exacting standards. The Creative Committee will select one look for each entity, and it will be applied to all subsequent deliverables.

Brand Standards Guides: These guides contain all the necessary information for using your logos, color palettes, typefaces, language, and other key elements to ensure consistency across all mediums from any department or organization. We provide digital and printed versions of the guides as well as InDesign files so you can edit them as necessary.

Custom Deliverables (8-10 total): To assist in the communication of the final brand concepts, we will work with you to identify a list of 8-10 custom deliverables split between Downtown and the EDC. This is a powerful addition as it brings the logos and designs to life through elements in the real world. The production of associated materials remains outside of this scope—the deliverables are visual examples. Options include, but are not limited to:

- Social Media Graphics
- Templates (Email Signature, Presentation, Newsletter)
- Website Homepage Layout
- Business Cards
- Letterhead
- Envelopes
- Brochures
- Building + Monument Signage
- Downtown Pole Banners
- Print and Electronic Advertising Merchandise (Apparel, Accessories, etc.)
- Built Environment Applications

Phase III: Action + Implementation

Implementation

Following your brand's development, North Star has the ability to implement a strategic action and communications plan to begin the work of repositioning Celina in the marketplace. This

plan comprises the fundamental action steps that ensure the brand gains traction and maintains momentum. Our goal, and yours, is to make sure that the Celina EDC and Downtown Celina brands are the guiding principle for your future, not just a logo and line on your letterhead. This plan will be developed around the completion of the brand strategy and include estimated costs/budget and a suggested timeline for implementation.

Community Communication + Rollout Guidance: The first and most important audience for your brand and eventual campaign is your residents. To educate them on the process, the outcome, and the opportunity the new brands create, North Star will prescribe a community rollout plan that details the brands to all interested stakeholders and residents so that they can see, understand, and embrace them before the wider marketplace launch. This will include engaging those who sign up on the Community Engagement Website to be Brand Ambassadors.

Website Audit + Recommendations: North Star will perform an audit of the Celina EDC website and detail its strengths and weaknesses—including navigation, functionality, performance, and overall user experience. This audit will be conducted based on digital best practices as well as a comparative analysis against two other leading economic development websites as determined by either Celina leadership or North Star’s historical record of work. North Star will then detail recommendations for an improved site architecture and content. Additionally, you may choose a website homepage layout as one of your creative deliverables, which will show how the brand can come to life digitally.

Brand Action Ideas (8): These are both high-impact, custom ideas designed to raise the profile of the Downtown and EDC brands and bring them to life in your community. Many of these ideas involve setting up the organization and cooperation that will propel your brands forward, while others serve as inspiration for brand adoption in creative and unique ways, leveraging place making and brand ambassadors. Many of these ideas may be accessible via a best practices knowledge-sharing database that North Star developed. These ideas will address brand touchpoints ranging from economic development activities, the arts, infrastructure, and more.

Marketing + Communications Strategic Plan: As a specialist in economic development marketing, our scope will also include forming the economic development action plan for Celina to go to market with—inspired by the Celina EDC DNA Definition. North Star will develop a comprehensive plan following this general framework:

- Business objectives (e.g. population growth, HHI, job growth, worker retention, investment, retail attraction, RFP receipts, etc.)
- Communications objectives (e.g. awareness, reach, frequency, inquiries, site visits, downloads,
- change perceptions, etc.)

- Target audiences definition, analysis, and quantification
- Target audiences key insights
- Key messaging articulation by market segment (corporate expansion/real estate decision makers, site selection consultants)
- Communication, PR, and social media strategy & tactics (aligned with your targeted industries)
- Annualized schedule and sequence of all tactics
- Annualized marketing activation budget by tactic
- Program measurement and evaluation (definition of all metrics by tactic)

Comprehensive Marketing Strategy Deliverables:

- Targets, Objectives, Strategy
- Core tactical recommendations and timing sequence
- Paid media strategy and approximate pricing
- PR, social media, and content recommendations
- Budget allocation
- Measurement and tracking approach

Final Report + Presentation: At the completion of Phase III, we compile your brands into a final presentation that summarizes the research and takes viewers through the foundational creative development as well as the steps of the action plan. Each step is illustrated using the custom deliverable designs. We always leave time for discussion to ensure understanding, buy-in, and a clean beginning to the ongoing implementation of your brand. Your final report will show the research, strategy, creative work, and action plan in their entirety and will be shared digitally along with raw data files, a logo suite, and JPEG image files of all deliverables and your brand style guides.

Phase IV: Evaluation (Future/Optional)

Evaluation + Results Tracking

Evaluation yields new information, which may lead to the beginning of a new planning cycle. Information can be gathered from concept pre-testing, campaign impact in the marketplace, and tracking studies to measure a brand's performance over time.

Ideally, evaluation answers two basic questions: Have responses to the brands among target audiences changed in the way the project intended? And have these changes resulted in action that will achieve the desired objectives of the brands?

The research studies in this plan are designed to produce benchmarks and results that can be used for comparison with future studies. Additionally, over two decades of community branding experience have shown us that true success can be seen in the spread of excitement, inspiration, and innovation surrounding your brands among residents and stakeholders. Lastly, we are always available to answer questions and help with later marketing riddles. We have

maintained an ongoing personal and business relationship with most of our clients, some for more than a decade. These tracking studies are outside the proposed scope of work, but we wanted Celina to be aware of their future availability.

We use the following tools to measure tactical effectiveness:

Social Media: We perform social listening audits for our clients and measure not only likes, shares, and friends but also qualitative factors, such as sentiment.

12-Month Follow Up: We follow up after a year of your brand implementation to discuss the successes you have enjoyed and hurdles that you are working to overcome. We provide suggestions and direction for next steps in your continual brand integration.

Brand Barometer: Getting the talk right on the street is the most important thing a community can do to bolster its development efforts. Word of mouth has always been important; in this post-digital world, it is essential. With the benchmark included in your brand study, the Brand Barometer becomes a simple and inexpensive way to track your results and validate your success in word of mouth advertising and resident advocacy. We strongly recommend a Brand Barometer measurement every year to track the progress of the community.

TIMELINE

6. Provide a timeline along with milestones for project delivery.

Getting Started Call	Week 1
----------------------	--------

Phase I *Market Research + Brand Strategy*

Situation Analysis	Weeks 1 - 2
Research + Planning Audit	Weeks 1 - 2
Communication + Media Audit	Weeks 1 - 2
Community Engagement Website	Weeks 1 - 2
In-Market (Tour, Focus Groups, Interviews)	TBD
Online Community Survey + Brand Barometer	Weeks 4 - 8
External Perception Study	Weeks 6 - 10
Consumer Awareness + Perception Survey	Weeks 8 - 10
Competitive Positioning Review	Weeks 8 - 10
Situation Brief + Insight Development	Week 11
DNA Definition Development	Weeks 11 - 13
Research + Strategy Presentation	Week 14

Phase II *Creative*

Creative Brief Development (Internal)	Week 15
Creative Workshop/Community Workshop/Photo & Video Shoot	Week 15
Foundational Creative Development	Weeks 16 – 24
Custom Deliverable Development	Weeks 25 – 27

Phase III *Action + Implementation*

Community Communication + Rollout Guidance	Weeks 28 - 30
Website Audit + Recommendations	Weeks 30 - 33
Brand Action Ideas	Weeks 30 - 35
Marketing + Communications Strategic Plan	Weeks 30 - 35
Final Report + Presentation	Weeks 35 - 36

Proposed Timeline

36 Weeks

Timeline is dependent upon an efficient client approval process, which requires that data and feedback from the client is received at key milestones. If the client approval and consensus process takes longer than 40 weeks, North Star will invoice any remaining contracted amount at that time and reserves the right to propose project extension fees at a blended hourly rate.

COST

7. **Provide a detailed budget to provide the services outlined in this solicitation. The budget should outline, at minimum, strategy development, creative work, implementation, and support.**

Partnering with Celina EDC is not a responsibility we take lightly. If it becomes necessary, we are interested in collaborating with Celina project leaders and stakeholders to create an even more custom scope of work for perfecting this important initiative.

Phase I. Market Research + Brand Strategy	\$30,000
Phase II. Creative	\$30,000
Phase III. Action + Implementation	\$30,000
Total	\$90,000

*This cost proposal has been calculated with consideration to third party costs associated with the research (we subscribe to a research tool) and North Star's blended hourly rate of \$195/hr. Travel & miscellaneous are additional (pass-through basis) and will be **capped at \$5,000**.*

8. **Please include a fee schedule with hourly rates for future work not associated with this scope.**

North Star will invoice the client in (3) installments for the branding initiative following the completion of scheduled milestones and deliverables, as follows:

The first payment of \$30,000 will be billed at the start of the project.

The next third, or \$30,000, will be billed at the completion of the research and strategy presentation.

The final payment of \$30,000 is due upon project completion when all creative files are delivered.

Travel and other expenses are billed on a pass-through bases as incurred.

Future work outside of this scope will be billed at North Star's blended rate of \$195/hour.

NORTH STAR CONTRACT ADDITIONS

In the Event of Conflict These Terms Shall Govern & Supersede

In the event of any direct or indirect conflicts between the terms and conditions of these Contract Additions set forth below and the terms and conditions of the Agreement to which these Contract Additions are attached, and any other agreements, terms, conditions, or attachments, then the Contract Additions set forth below shall govern, prevail, control and supersede.

Not to Exceed Fee Is Governed By Hours

A fee not to exceed \$90,000 will be paid to North Star for third party research expenditures and for professional time involved in the production of a BrandPrint Report which is not to exceed four hundred and forty one (441) hours. The agreed upon maximum (441) hours to be dedicated to the project will be the governing factor in the depth of the Document. North Star expects to complete the scope of work within this allotment of hours and will not exceed the maximum number of hours for the project or the time period forecasted (40 weeks, which is the 36-week schedule outlined plus a 4-week cushion for scheduling delays).

Fee Schedule

North Star will invoice the client 33% of the project fee, or \$30,000, at contracting. The second 33%, or \$30,000, will be invoiced after the Research & Strategy presentation. The remaining 33% (\$30,000) will be invoiced at the delivery of the Final Report. Travel expenses are additional and will be billed as incurred. A service charge of 1-1/2% (18% per annum) will be charged on all sums not paid within a 30-day period after the date of billing. The Client agrees to pay all costs of collection and a reasonable attorney's fee incurred in the collection of past due accounts.

Obligation of the City To Keep Project on Schedule

Consultant has provided a project schedule and will communicate feedback and approval deadlines and the City of Celina meeting requirements to the City of Celina at each forthcoming milestone. City of Celina delays on scheduled approvals or setting meetings essential to project progress will be tracked and communicated at Bi-weekly intervals. If the delays and others caused by the Client's decision to deviate from North Star's recommended process are not made up for over the life of the project and the project extends beyond the 40-week limit, North Star reserves the right to bill the final installment at week 40, then work at an hourly rate of \$195 per hour thereafter or negotiate a lump sum completion fee with the Client based on the project's current status.

Incremental Work, Hourly Rate

Any additional requests of North Star beyond the agreed upon Document and designated hours will be billed at the blended rate of \$195.00 per hour or estimated at a project rate. Should additional work be requested, for work beyond the scope of this Agreement, North Star will receive written approval of the additional related cost prior to initiating work.

Mutual Termination Clause

Notwithstanding any other provisions hereof, North Star or the Client may terminate this Agreement at any time upon thirty (30) days written notice to either party. If termination of the Agreement is requested by the Client prior to completion of the Document, the Client will remain responsible for payment of all hours involved in the preparation of the Document prior to said termination at a rate of \$195.00 per hour. Client will be responsible for payment of any outside cost incurred prior to the termination including costs of materials ordered or delivered thereafter if North Star is unable to halt such delivery. Under no circumstances will North Star be obligated to breach any lawful contractual commitment to others.

Termination Responsibilities

Upon termination of this Agreement, North Star shall transfer, assign and make available to the Client, or its representatives, all property and materials in its possession or control belonging to the Client and paid for by the Client. In the event that the material, which is the subject of this Agreement, is copyrightable subject matter, North Star and Client agree that for the purposes of this order the material shall be a work made for hire and the property of the Client. In the event that the material which is the subject of this Agreement is not copyrightable subject matter, or for any reason is determined not to be a work made for hire, then upon final payment by Client of all amounts under this engagement North Star assigns to Client all right, title and interest to said material and all copyrights therein for the fees specified herein. However, concepts, logos and straplines not selected by the Client shall remain the intellectual property of and owned by North Star.

Confidentiality

The Client agrees to cooperate with North Star in the performance of the Services, including meeting with North Star and providing North Star with such non-confidential information that the Client may have that may be relevant and helpful to North Star's performance of the Services. It may be necessary for the Client to share trade secrets and/or other confidential and/or proprietary information or matter with North Star. The parties agree that such information and the materials referenced in the contract, the results and developments therefrom are confidential and/or proprietary information belonging to the Client.

North Star agrees not to disclose to any third party any such trade secrets and/or confidential or proprietary information for its own separate benefit. North Star will be responsible for its employees or agents complying with the provisions of this Agreement.

Obligation of the City to Purchase Third Party Assets

Stock photography and typography used for the demonstration of creative concepts is not delivered, intended, or licensed for Client's use, and Client shall not reproduce, modify, display, distribute, publish, or otherwise use them in any way without the Client first obtaining and paying for its own usage rights and licenses with the appropriate stock image or typography provider. Additionally, Client is responsible for securing rights to use locally oriented photos and other content provided to North Star and utilized in the educational website and in the Final Presentation or Final Report.

Obligation of the City to Conduct its Own Due Diligence and Secure IP and Trademark Clearance if Desired

As a courtesy, North Star may conduct informal, cursory trademark, copyright, and/or other intellectual property searches as part of its creative development process. However, North Star does not have expertise in intellectual property law, does not provide legal or professional advice, and conducts any such searches for convenience only. Prior to using or publishing any materials, recommendations, or deliverables provided by North Star, the Client should, and it is the Client's responsibility to, engage its own legal counsel to conduct trademark, service mark, copyright, and other intellectual property searches, reviews, clearances, and to receive formal professional and legal opinions on the availability of and right to use materials, trademarks, service marks, and other intellectual property proposed, recommended, or delivered by North Star. If the Client proceeds with publication of, or adopts or uses any of North Star's produced materials, recommendations, or deliverables without first obtaining advice from its legal counsel, the Client does so at its own risk and expense. North Star warrants that the artwork within any logos it provides to Client will be the original creations of North Star (the "Copyright Warranty"). However, notwithstanding any provision of the parties' agreement to the contrary, except for the Copyright Warranty, North Star does not make any representations or warranties, whether express or implied, that any of North Star's produced materials, recommendations, or deliverables do not or will not infringe the trademark, service mark, or other intellectual property rights of any third party, and North Star will not provide Client or any other party or third party with any defense, indemnification, hold

harmless, or reimbursement of any claims, costs, or expenses, arising out of or relating to the foregoing, other than a breach of the Copyright Warranty.

Warranty of Original Logo Art, Online Logo Search & Client Trademark Obligations

With regard to the logo selected by the Client, Contractor will test it with a basic online image search ahead of finalization to determine if there are any known likenesses or conflicts. The art within the logo will be an original creation and will become the property of the Client, but the online image search is not an exhaustive search tool. Contractor will alert the Client of online search findings but, ultimately, seeking a trademark for the logo will be the responsibility of the Client.

Modification of Agreement

This Agreement may be modified only upon the written and mutual consent of both parties. This Agreement and the documents referenced herein embody the entire Agreement of the parties. This Agreement shall supersede all previous communications, representations or agreements either verbal or written, between the parties. This procurement is being conducted on behalf of the Client, and may not be used by other public bodies, agencies, institutions or localities of the several states, territories of the United States or the District of Columbia with the prior written consent of North Star.

Indemnification

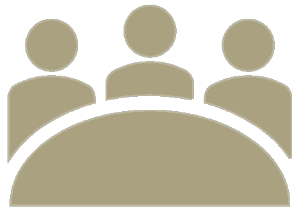
North Star shall have no obligation or duty to defend, indemnify, or hold harmless to the extent any claims or suits are caused by the acts or omissions of the Client, of any of the indemnified parties, or of any third party. North Star's obligations and duty to defend, indemnify, and hold harmless set forth in this Agreement and/or in the agreement from or drafted by the Client to which these Contract Additions are attached shall only apply to the extent the claims or suit are caused by North Star's breach of this Agreement.

CELINA EDC MARKETING UPDATE

EDC Board Meeting

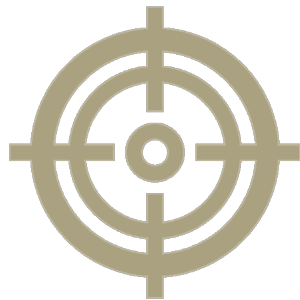
December 3, 2024

CELINA EDC MARKETING BACKGROUND



- Per EDC Action Plan 2021 - #1 priority develop marketing plan.
- Worked with Cooper Brand Code
 - Conducted stakeholder interviews with City leadership, EDC Board members, business owners, brokers, residents and community leaders.
 - Developed EDC Brand Guidelines and Messaging Guidelines.
 - EDC tag line created: “Hometown Spirit. Business Friendly.”
- Common for marketing strategy refresh every 3-5 years.

THE WHY – MARKETING AGENCY



- **Proposed Goal for Celina EDC Action Plan:** Establish Celina as a leading regional competitor by leveraging strategic initiatives, fostering innovation, and driving impactful growth across key markets.
- **2 primary economic development marketing focus areas:**
 - Prioritize marketing Downtown Celina - Be the unique City Strategic Plan by positioning Downtown to be a destination for visitors
 - Celina EDC Marketing - #1 Priority Action Plan
- Establish authentic brand story and assets and refresh marketing assets to align with explosive growth.

MARKETING AGENCY SELECTION PROCESS



Formal RFP selection
process through City's
purchasing department



Proposal review
committee:
Anthony Satarino
Melissa Thomas
Joe Monaco



Committee selected 4
agencies to interview
out of 7 proposal
submitted



Agency selected:
North Star Place
Branding + Marketing

NORTH STAR AGENCY



- Specific niche: Economic Development marketing for smaller but emerging cities and regions.
- Strong grasp of economic development and downtown branding knowledge with a unique understanding of complexities emerging growth communities face.
- Specialize in research, strategy, marketing, media and creative
- Based in Jacksonville, Florida
- Texas clients: Austin, Midlothian, McKinney, Georgetown, Cedar Hill, Denison

**MARKETING
PROJECT
APPROACH –
PHASE 1**

- **Market research + brand strategy**

Stakeholder education

Research

Site visit & FAM tour

Key stakeholder interviews + focus groups

**Online community survey + brand
barometer**

External perception study

Consumer awareness study

Insights + strategy

Competitive Positioning Review

DNA Definition Development

Research + strategy presentation

- **Creative**

Insights and strategy transformed into tangible creative products that embody Celina EDC and Downtown (tagline, color, messaging, brand narrative, brand standards)

Creative brief development

Creative workshop / community workshop

Custom deliverable development

**MARKETING
PROJECT
APPROACH –
PHASE 2**

MARKETING PROJECT APPROACH – PHASE 3

- Action + Implementation of communications plan to begin repositioning Celina in the marketplace

Community communication + rollout guidance

Website audit + recommendations

Brand action ideas

Marketing + communications strategic plan

Comprehensive marketing strategy deliverables

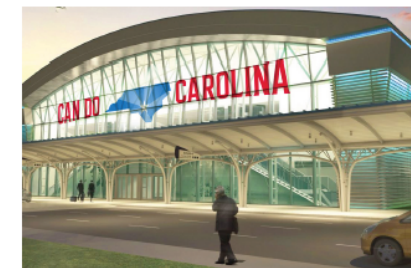
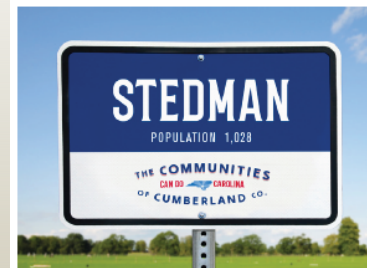
Final report and presentation

NORTH STAR CASE STUDY

ECONOMIC DEVELOPMENT CORPORATION
**FAYETTEVILLE
CUMBERLAND CO.**
CAN DO  CAROLINA



NORTHSTARIDEAS.COM



**FAYETTEVILLE
CUMBERLAND CO.**
CAN DO CAROLINA



NORTHSTARIDEAS.COM

NORTH STAR CASE STUDY



NORTH STAR CASE STUDY



NORTH STAR CASE STUDY



MARKETING EXPENDITURES

• Phase 1	Market Research + Brand Strategy	\$30,000
• Phase 2	Creative	\$30,000
• Phase 3	Action + Implementation	<u>\$30,000</u>
• TOTAL	North Star	\$90,000
• Agency comparison - Other bids ranged from \$108,000 to \$260,000		
• Per Texas Local Government Code allowance Marketing / Advertising (10%)		\$256,000
• Rollover last fiscal year		<u>\$49,000</u>
• TOTAL amount allowed to be expended		\$305,000



Life Connected.

EDC
City of Celina, Texas

Memorandum

To: **Celina Economic Development Corporation Board of Directors**
From: Josh McCarroll
CC: Anthony Satarino, Executive Director of Economic Development
Initiated by: Economic Development Corporation
Date: December 3, 2024
Re: Consider and act to approve a Resolution authorizing certain officers of the Celina Economic Development Corporation to sign and endorse checks and drafts on the Celina Economic Development Corporation's bank accounts. (Satarino)

Action Requested:

Consider and act to approve a Resolution authorizing certain officers of the Celina Economic Development Corporation to sign and endorse checks and drafts on the Celina Economic Development Corporation's bank accounts. (Satarino)

Background Information:

The Celina Economic Development Corporation (CEDC) Bylaws provides that certain officers are authorized to sign contracts and other instruments on behalf of the CEDC. The attached Resolution authorizes the following CEDC Board Members to endorse and cash checks, drafts and similar documents on behalf of the CEDC. The Resolution proposes the following as authorized signatories: President of the CEDC, Clint Bissett; Vice President of the CEDC, Andrew Donaldson; Secretary of the CEDC, Cindy Peters; and Accountant of the CEDC, Jason Barth.

Legal Review:

The CEDC Attorney has reviewed the attached Resolution.

Supporting Documents:

1. Celina EDC - Reso - check signing authority_11262024
2. Bank Signors Authorization

Financial Consideration:

There are no financial obligations being considered at this time.

Staff Recommendation:

Staff recommends approval.

RESOLUTION NO. _____

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CELINA ECONOMIC DEVELOPMENT CORPORATION, A TYPE A ECONOMIC DEVELOPMENT CORPORATION, AUTHORIZING CERTAIN OFFICERS OF THE CORPORATION TO SIGN AND ENDORSE CHECKS AND DRAFTS ON THE CELINA ECONOMIC DEVELOPMENT CORPORATION BANK ACCOUNTS; AND PROVIDING FOR AN IMMEDIATE EFFECTIVE DATE.

WHEREAS, the Celina Economic Development Corporation (hereinafter referred to as the "CEDC"), is an economic development corporation operating pursuant to Chapter 504 of the Texas Local Government Code, as amended (also referred to as the "Act"), and the Texas Non-Profit Corporation Act, as codified in the Texas Business Organizations Code, as amended; and

WHEREAS, the 504.052 of the Act provides that officers of a Type A economic development corporation shall consist of a president, secretary, and other officers the City Council for the City of Celina consider necessary; and

WHEREAS, Article V, Section 2(f) and 3 of the CEDC's bylaws provides that certain officers are authorized to sign contracts and other instruments on behalf of the CEDC.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE CELINA ECONOMIC DEVELOPMENT CORPORATION, AS FOLLOWS:

Section 1. That any two (2) or more of the following officers from the CEDC shall be authorized to endorse and cash checks, drafts and similar documents on behalf of the CEDC. The authorized signatories are:

TITLE OF SIGNING OFFICER
President of the CEDC, Clint Bissett;
Vice President of the CEDC, Andrew Donaldson;
Secretary of the CEDC, Cindy Peters; and
Accountant of the CEDC, Jason Barth.

Section 2. That any two (2) or more of the signing officers referenced in Section 1 hereof are authorized to receive statements and canceled vouchers of the CEDC and to appoint an agent or agents to do the same; furthermore, such officers are authorized to stop payment of checks of the CEDC, to revoke stop payment orders, and to open or close banking accounts.

Section 3. That the bank which is now depository for the CEDC funds is hereby authorized to honor or accept all drafts, checks and similar documents executed or endorsed on behalf of the CEDC in the manner provided in Section 1 hereof for the credit of or in payment of any obligations of or by the payee or any other holder.

Section 4. That a certified copy of this Resolution shall be completed and full evidence of the enactment of this Resolution and of the authority of the respective officers herein named, and said authority shall remain in full force until written notice of revocation thereof shall be received by the bank or a certified copy of a Resolution designating different officers is received by the bank.

Section 5. That any and all resolutions, ordinances or other orders of the CEDC which may be in conflict herewith or any provisions thereof are hereby repealed to the extent of such inconsistency.

Section 6. This Resolution shall become effective from and after its passage.

DULY RESOLVED by the Board of Directors of the Celina Economic Development Corporation on this the _____ day of December, 2024.

Clint Bissett, President
Celina Economic Development Corporation

Bank Signors Authorization

Action Items

C. Consider and act to approve a resolution authorizing certain officers of the corporation to sign and endorse checks and drafts on the Celina economic development corporation bank accounts. (Satarino)

Action Items

C. Consider and act to approve a resolution authorizing certain officers of the corporation to sign and endorse checks and drafts on the Celina economic development corporation bank accounts. (Satarino)

- The Celina Economic Development Corporation (CEDC) Bylaws provides that certain officers are authorized to sign contracts and other instruments on behalf of the CEDC.
- The attached Resolution authorizes the following CEDC Board Members to endorse and cash checks, drafts and similar documents on behalf of the CEDC.
- The Resolution proposes the following as authorized signatories:
 - President of the CEDC, Clint Bissett
 - Vice President of the CEDC, Andrew Donaldson;
 - Secretary of the CEDC, Cindy Peters
 - Accountant of the CEDC, Jason Barth

Questions?



Life Connected.

EDC
City of Celina, Texas

Memorandum

To: **Celina Economic Development Corporation Board of Directors**
From: Josh McCarroll
CC: Anthony Satarino, Executive Director of Economic Development
Initiated by: Economic Development Corporation
Date: December 3, 2024
Re: Consider and act to approve a Consent to Assignment Agreement with NWC Tollway/Frontier, L.P. (Satarino)

Action Requested:

Consider and act to approve a Consent to Assignment Agreement with NWC Tollway/Frontier, L.P.

Background Information:

In 2022, the City of Celina, the Celina Economic Development Corporation (CEDC), and NWC Tollway/Frontier, L.P. executed an Economic Development Performance Agreement to construct The Creeks at Celina retail development to be generally located at 2700 to 2820 W. Frontier Parkway. An Amended and Restated Performance Agreement was executed in September 2024 to extend the performance deadlines. The Developer has since requested consent from the City and CEDC to assign the agreement as collateral for a loan. Under this Agreement, the City and CEDC consent to the collateral assignment of the Agreement from the Assignor to the Assignee. Until the Assignee notifies the City and CEDC of an ongoing default under the loan documents, the Assignor retains the right to enforce the Agreement and receive reimbursements for Qualified Expenditures.

Legal Review:

CEDC Attorney has reviewed the attached agreement.

Supporting Documents:

1. 42670621_4_Consent to Assignment - 380 Agreement - Southside Bank - The Creeks at Celina (2024)
2. Assignment Agreement with NWC Tollway-Frontier L.P.

Financial Consideration:

There are no financial obligations being considered at this time.

Staff Recommendation:

Staff recommends approval.

CONSENT TO ASSIGNMENT OF AGREEMENT

THIS CONSENT TO ASSIGNMENT OF AGREEMENT (hereinafter “Consent”) is made and entered into on this the ____ day of _____, 2024, by and among NWC TOLLWAY/FRONTIER, L.P., a Texas limited partnership (hereinafter “ASSIGNOR”), the CITY OF CELINA, TEXAS, a Texas home-rule municipality (hereinafter “CITY”), acting by and through its City Manager or his/her designee, and the CELINA ECONOMIC DEVELOPMENT CORPORATION, a Texas non-profit corporation (“CEDC”).

W I T N E S S E T H:

WHEREAS, on September 23, 2024, CITY, CEDC, and Assignor entered into an Amended and Restated Economic Development Performance Agreement (hereinafter “Agreement”) relative to the development of The Creeks at Celina generally located at 2700 to 2820 W. Frontier Parkway, City of Celina, Collin County, Texas (the “Property”); such Agreement was duly authorized by City Council Resolution No. _____;

WHEREAS, ASSIGNOR and Southside Bank, a Texas state bank (hereinafter “ASSIGNEE”) entered into a loan transaction to finance development of the Property as evidenced and secured by a promissory note by ASSIGNOR dated as of November ____, 2024 (the “Loan”) and certain other loan documents executed by ASSIGNOR and ASSIGNEE evidencing or securing the Loan, together with all amendments and modifications thereto (collectively, the “Loan Documents”); and

WHEREAS, to facilitate closing the Loan, ASSIGNOR requests that the CITY and CEDC consent to a collateral assignment of the Agreement as security for the Loan.

NOW, THEREFORE:

1. **Preamble.** All matters stated in the preamble of this Consent are found to be true and correct and are hereby incorporated within the body of this Consent as if copied herein in their entirety.
2. **Consent to Assignment.** By signing below, each of CITY and CEDC consents to the collateral assignment of the Agreement from ASSIGNOR to ASSIGNEE for all purposes and in accordance with the terms of the Agreement. Unless and until ASSIGNEE delivers written notice to the CITY and CEDC that an Event of Default has occurred and is continuing under the Loan Documents, ASSIGNOR may continue to demand, receive and enforce all rights, interests and benefits under and in accordance with the terms of the Agreement (including, without limitation, all reimbursements for Qualified Expenditures).
3. **Binding Effect, Governing Law, Counterparts.** Except as modified hereby, the Agreement shall remain in full effect and this Consent shall be binding upon the CITY, CEDC, and ASSIGNOR, as owner of the Property, and their respective successors and assigns. If any inconsistency exists or arises between the terms of this Consent and the terms of the Agreement, the terms of this Consent shall prevail. This Consent shall be governed by the laws of the State of Texas. This Consent may be executed in counterparts, all of which taken together shall constitute one agreement.

4. **Entire Agreement.** This Consent, together with the Agreement, embodies the entire agreement and understanding between ASSIGNOR, as owner of the Property, CITY, and CEDC regarding grants and reimbursements for the Facility (as that term is defined in the Agreement). Any and all prior or contemporaneous oral or written representations, agreements, understandings, or statements other than those set forth in the Agreement and this Consent are of no force and effect.
5. **Headings.** The headings appearing in this Consent are for the purpose of easy reference only and cannot be considered a part of this Consent or in any way to modify, amend, or affect the provisions of this Consent or the Agreement.
6. **Severability.** If any term or provision of this Consent is found to be invalid, illegal, or unenforceable, the remaining terms and provisions of this Consent cannot be affected thereby, and each term of this Consent will be valid and enforceable to the fullest extent permitted by law.

[Signature Page Follows.]

Executed on the date first written above.

ASSIGNOR:

NWC TOLLWAY/FRONTIER, L.P.
a Texas limited partnership

By: GP NWC Tollway/Frontier One, L.L.C., a
Delaware limited liability company, Its
General Partner

By: _____
R. Marshall Mills, Manager

CITY:

CITY OF CELINA, TEXAS
a Texas home-rule municipality

By: _____
Name: _____
Title: _____

CEDC:

CELINA ECONOMIC DEVELOPMENT
CORPORATION
a Texas non-profit corporation

By: _____
Name: _____
Title: _____

Assignment Agreement with NWC Tollway/Frontier, L.P.

Action Items

D. Consider and act to approve a Consent to Assignment Agreement with NWC Tollway/Frontier, L.P. (Satarino)

Action Items

D. Consider and act to approve a Consent to Assignment Agreement with NWC Tollway/Frontier, L.P. (Satarino)

- December 2022
 - City, CEDC, and NWC Tollway/Frontier, L.P. executed an Economic Development Performance Agreement
- September 2024
 - Amended and Restated Performance Agreement was executed to extend the performance deadlines.
- December 2024
 - The Developer requests consent from the City and CEDC to assign the agreement as collateral for a loan.
- Under this Agreement, the City and CEDC consent to the collateral assignment of the Agreement from the Assignor to the Assignee.
- Until the Assignee notifies the City and CEDC of an ongoing default under the loan documents, the Assignor retains the right to enforce the Agreement and receive reimbursements for Qualified Expenditures.

Questions?



Life Connected.

EDC
City of Celina, Texas

Memorandum

To: **Celina Economic Development Corporation Board of Directors**
From: Ty Behringer, Business Development Associate
CC: Anthony Satarino, Executive Director of Economic Development
Initiated Economic Development Corporation
by:
Date: December 3, 2024
Re: Discussion regarding updates to the Celina Economic Development Corporation strategic planning process. (Satarino)

Action Requested:

Discussion regarding updates to the Celina Economic Development Corporation strategic planning process. (Satarino)

Background Information:

At the Celina Economic Development Corporation (CEDC) Board of Directors (the "Board") Meeting held on November 5th, CEDC staff presented an overview of recommended improvements to the current Action Plan which included the following:

- Adjusting for emerging markets
- Increasing population
- Improved branding strategy
- Regional competitiveness
- Alignment with City's adopted Strategic Plan
- Targeted business sectors
- Identification of key goals

The CEDC Board engaged in thoughtful discussion and developed a SWOT Analysis. Utilizing feedback from the Board, CEDC staff developed goals for review. The Board will have the opportunity to remove, add or modify goals as they see fit. The attached presentation is in draft form. The Board will receive a copy of the final presentation at the December 3rd meeting.

CEDC staff will revise the goals based on the Board's feedback and will begin drafting objectives

and key performance indicators following the meeting.

It is planned to present the Proposed CEDC Strategic Plan to the Board at the January 7th CEDC Board meeting for final discussion and changes prior to the Joint City Council and CEDC Meeting on January 13th.

Legal Review:

N/A

Supporting Documents:

1. Strategic Plan Focus Areas and Goals - 11.27

Financial Consideration:

There are no financial obligations being considered at this time.

Staff Recommendation:

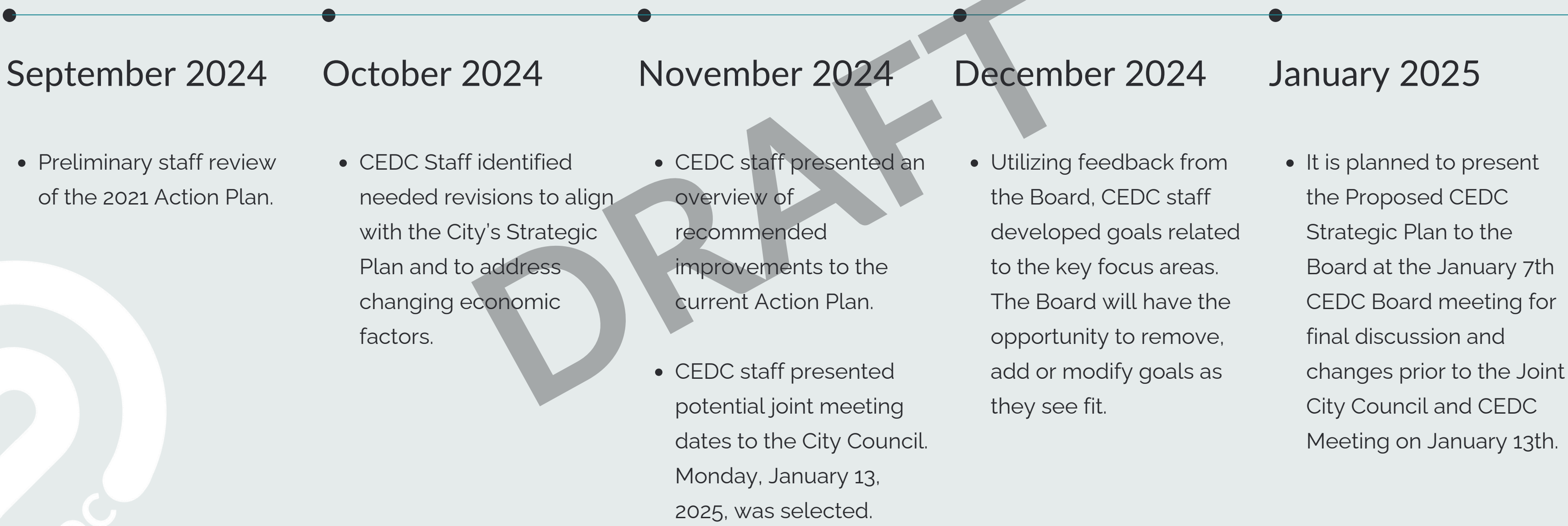
Staff is seeking feedback from the Board.

Celina EDC

STRATEGIC PLAN FOCUS AREAS & GOALS

Anthony Satarino
December 3, 2024

PATH TO INTEGRATION



CELINA EDC

IDENTIFIED KEY FOCUS AREAS

Business Attraction, Retention & Expansion (BARE)

A strong retention and expansion program enhance the private sector investment and job growth. Celina EDC must also support infrastructure that attracts the targeted businesses sectors, which include an array of incentives.

Destination Development

Defining the strategic enhancement of a specific location to attract visitors, investment and new residents that drive economic growth. This is accomplished by creating a compelling brand identity that highlights the unique characteristics and strengths of the destination, such as Celina's cultural heritage.

Marketing & Communications

To elevate Celina's public profile as a dynamic business hub, a comprehensive strategy focusing on targeted marketing and effective communication is essential. The goals in this strategy are to enhance Celina's visibility and appeal.

Entrepreneurs & Innovators

Celina's commitment to fostering creativity, innovation, and culture is vital for its growth. By embracing an entrepreneurial ecosystem, the city can attract and support startups, which in turn stimulates economic development. This environment not only nurtures new ideas and businesses but also enhances community engagement and job creation.

Education & Workforce Development

Education and workforce development play an important role in economic development by ensuring that individuals have the skills and knowledge needed to meet the demands of Celina's growing job market.

Community Economic Development (CED)

Community economic development (CED) focuses on improving the economic well-being of a community by enhancing its capacity to manage and create sustainable economic opportunities.

BUSINESS ATTRACTION, RETENTION,& EXPANSION (BARE)

A strong retention and expansion program enhance the private sector investment and job growth. Celina EDC must also support infrastructure that attracts the targeted businesses sectors, which include an array of incentives.

PROPOSED GOALS

01

Establish Celina as a leading regional competitor.

02

Deliver robust economic support to foster stability, growth, and resilience within the community.

03

Proactively monitor and adapt to emerging markets and industry trends.

DESTINATION DEVELOPMENT

Defining the strategic enhancement of a specific location to attract visitors, investment and new residents that drive economic growth. This is accomplished by creating a compelling brand identity that highlights the unique characteristics and strengths of the destination, such as Celina's cultural heritage.

PROPOSED GOALS

01

Develop Celina as a hub for arts, culture, and creativity.

02

Market Celina not only as a business hub but also a desirable place to live, work, and visit.

03

Enhance the City's appeal as a destination by fostering amenities and partnerships that support increased visitor engagement, extended stays, and economic growth.

MARKETING & COMMUNICATIONS

To elevate Celina's public profile as a dynamic business hub, a comprehensive strategy focusing on targeted marketing and effective communication is essential. The goals in this strategy are to enhance Celina's visibility and appeal.

PROPOSED GOALS

01

Establish a compelling destination brand that highlights Celina's unique offerings, history, culture and community values.

02

Strengthen online presence to reach a wider, more diverse audience.

03

Enhance community awareness and engagement.

04

Effectively communicate and report the economic impact of CEDC programs and activities.

ENTREPRENEURS & INNOVATION

Celina's commitment to fostering creativity, innovation, and culture is vital for its growth. By embracing an entrepreneurial ecosystem, the city can attract and support startups, which in turn stimulates economic development. This environment not only nurtures new ideas and businesses but also enhances community engagement and job creation.

PROPOSED GOALS

01

Create an ecosystem that support, retains, and grows entrepreneurs and startups.

02

Create innovative spaces and programs to support entrepreneurs.

EDUCATION & WORKFORCE DEVELOPMENT

Education and workforce development play an important role in economic development by ensuring that individuals have the skills and knowledge needed to meet the demands of Celina's growing job market.

PROPOSED GOALS

01

Align education with market needs.

02

Expanding access to education and trainings.

03

Understand the need for attainable housing.

COMMUNITY ECONOMIC DEVELOPMENT

Community economic development (CED) focuses on improving the economic well-being of a community by enhancing its capacity to manage and create sustainable economic opportunities.

PROPOSED GOALS

01

Inspire businesses to actively contribute to the community through meaningful donations and impactful engagement initiatives.

02

Integrate the celebration of heritage and creativity into economic development to foster a unique and vibrant community identity, with a focus on Downtown Celina.

03

Foster collaboration with the Celina Community Development Corporation to strengthen and align economic development agreements.

ECONOMIC DEVELOPMENT DELIVERY SYSTEM

An economic delivery system is a set of strategies, processes, and infrastructure that the EDC uses to promote and facilitate economic growth. These are every day internal processes that impact the execution of every strategic goal.



Questions

DRAFT