Aiken, South Carolina

STRATEGIC PLAN IMPLEMENTATION WORKSHOP
FINAL REPORT

ARNETT MULDROW & ASSOCIATES
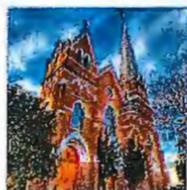
COMMUNITY DESIGN SOLUTIONS
In association with

kalback DESIGN STUDIO

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INTRODUCTION

Introduction

Background

During the Spring of 2016 the City of Aiken commissioned the Boudreaux Group of Columbia, SC to develop a Strategic Plan that would guide the efforts of City Council over the next several years. This thorough document outlined nine targeted initiatives that were identified by City Council in conjunction with the input of hundreds of concerned citizens who participated in a Community Visioning process during the Winter of 2015.

At the same time that the City's Strategic Plan was being formulated, the City of Aiken rejoined the Main Street program. The Main Street program —administered locally by Main Street South Carolina— is a national organization that employs a holistic approach to downtown revitalization. In the Spring of 2016, Main Street South Carolina administered a Baseline Assessment by a team of professionals to identify critical issues facing downtown Aiken.

Strategic Plan Report
by The Boudreaux Group

The results of both independent planning exercises noted above revealed a common body of recommendations. The City Council, committed to the implementation of those recommendations, hired the team of Community Design Solutions, Arnett Muldrow & Associates, and Kalback Design Studio to conduct a market analysis and branding workshop that would ultimately address four of the nine recommendations documented in the Strategic Plan.

The four recommendations –or issues– that were addressed in the Market Analysis and Branding Workshop conducted during the week of October 10th, 2016 included: Market Analysis; Parkway Design & Connectivity; Branding & Marketing; and Implementation Strategies.
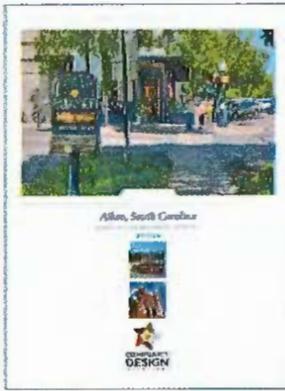
Baseline Assessment Report
by Community Design Solutions

The balance of this document includes sub-reports of each of those subject areas, recommendations to address the salient issues pertaining to each, and specific tactics designed to provide systematic action items to implement them.

The team would like to specifically thank Avery Spears-Mahoney and John McMichael for their tireless efforts in supporting our efforts during the workshop. From developing the schedule, to securing production space, to distributing zip code surveys, to lining up stakeholder interviews, to procuring base mapping, or to keeping us well-fed, they did an outstanding job of ensuring the workshop went off without a hitch.

The team would also like to thank Mayor Rick Osbon and City Council, along with City Manager, John Klimm, for their official support of this process. The team was uniformly impressed by the commitment of City Council to not merely create a Strategic Plan, but to actually implement it in such a timely and resolute fashion.

Finally, we would like to thank all the downtown merchants, community stakeholders, and concerned citizens for taking time to offer their insights, aspirations, and expertise to the team.

It has been said: "To plan is human, to implement is divine." The City of Aiken and its citizens have developed a clear vision for their future through the Strategic Planning as well as the Market Analysis and Branding Workshop process. Now begins the hard work of systematically implementing the recommendations of those planning exercises. The road will be long and at times difficult. However, if the same spirit of participation and pride in place that was evident during the workshop process remains intact during the implementation phase, the future for Aiken is especially bright. It is our belief that Aiken's best days lie ahead and we are honored that you allowed us to play a part in your emerging community vision.

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MARKET ANALYSIS

MARKET STUDY

1.0   Introduction

This report presents the findings of the market analysis for Downtown Aiken, the purpose of which is to identify economic opportunities for commercial uses in the downtown. A zip code survey was conducted of downtown businesses to establish a customer base and identify trade areas. Using Nielsen Market Analytics coupled with local knowledge and experience, retail leakage and opportunities were assess for Downtown Aiken. The study concludes with recommendations for potential retail opportunities and increasing Downtown Aiken's presence in the region.

2.0   Zip Code Survey

The process of identifying the market base for Downtown Aiken began with a zip code survey of downtown businesses. During the one-week survey period (September 28th to October 5th), 35 businesses in Downtown Aiken tallied the resident zip codes of their customers.

The participating businesses recorded 2,699 customer visits from 269 unique U.S. Zip Codes. The visitors spanned 37 states and two foreign countries. The breadth of visitors from different states and zip codes is a strong indicator of the tourism appeal of downtown Aiken. While tourism represents a key portion of the Aiken Market, the chart below presents customer origin as recorded during the survey. Approximately 60% of Downtown Aiken customers live in either the 29801 or 29803 Aiken zip codes. Customers from outside of the region account for between 12% and 15% of the overall customer traffic representing a significant tourism impact on downtown.
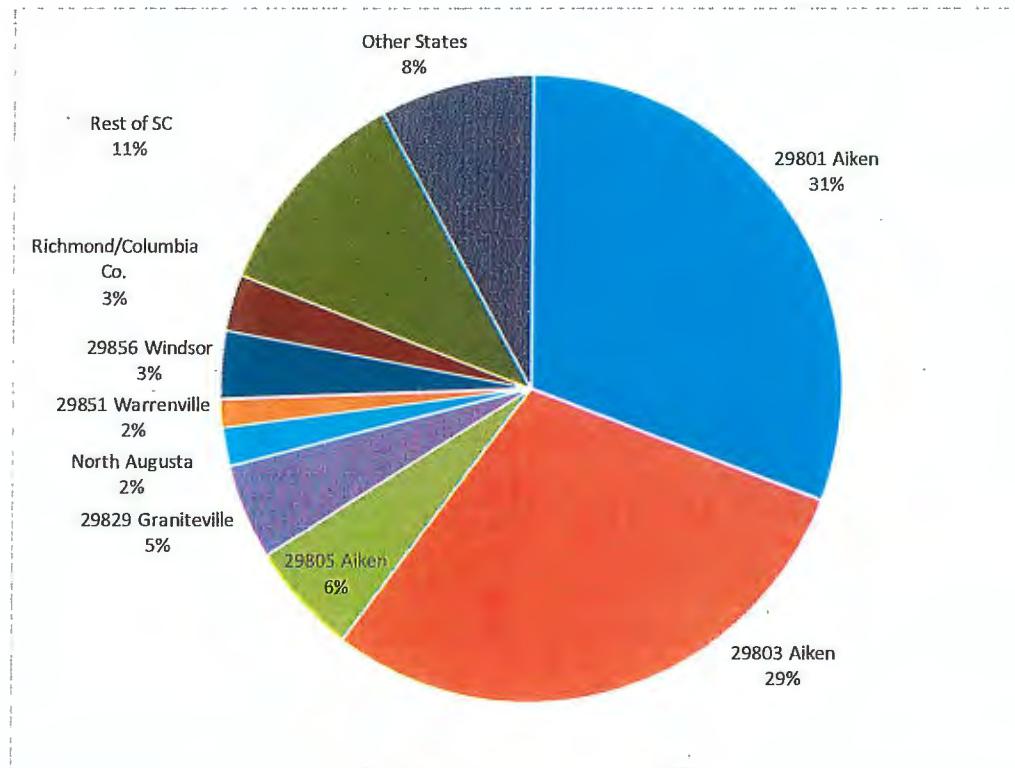

Figure 1: Customer Origin

3.0 Trade Area Definition

The results of the zip code survey revealed Downtown Aiken's customer base and helped identify primary and secondary trade areas based on the number of visits relative to total population. The table below shows customer visits per 1,000 residents of each of the highest represented zip codes and highlights the primary and secondary trade areas.

The primary trade area includes three Aiken zip codes (29801, 29805 and 29803) as well as Windsor (29856) and Graniteville (29829). Approximately 75% of customers reside in the primary trade area.

The secondary trade area includes Williston (29853), Wagener (29164), Warrenville (29851), Salley (29137), and Ridge Spring (29129). Approximately 4% of customers reside in the secondary trade area.

Zip Code	Area	2016 Popula.	Visits	Visits/1000 Pop.
29801	AIKEN	27,490	832	30.27
29856	WINDSOR	3,111	94	30.22
29805	AIKEN	6,012	158	26.28
29803	AIKEN	39,055	796	20.38
29829	GRANITEVILLE	9,758	133	13.63
29853	WILLISTON	6,632	31	4.67
29164	WAGENER	4,635	19	4.10
29851	WARRENVILLE	9,806	40	4.08
29137	SALLEY	2,698	9	3.34
29129	RIDGE SPRING	3,595	11	3.06
29821	CLARKS HILL	1,322	3	2.27
29847	TRENTON	5,534	11	1.99
29842	BEECH ISLAND	8,063	14	1.74
29824	EDGEFIELD	8,537	10	1.17
ALL	NORTH AUGUSTA	47,888	54	1.13
29812	BARNWELL	11,698	9	0.77
29817	BLACKVILLE	4,474	3	0.67
29835	MC CORMICK	7,089	4	0.56
ALL	AUGUSTA	133,053	48	0.36
29072	LEXINGTON	57,938	16	0.28
30809	EVANS	48,942	13	0.27

Figure 2: Downtown Aiken Market

3.1 Trade Area Demographics

Approximately 85,400 people reside in Downtown Aiken's primary trade area. Population in the primary trade area increased by 4.9% from 2010 to 2016 and is expected to grow by 4.5% over the next five years, reaching a population over 89,000 by 2021. Households have experienced similar growth rates. The primary trade area is expected to add 1,898 households by 2012. Of those new households, 68% (1,306) will be family households.

Year	PTA Population	PTA Households	Years	Percent Growth Population	Percent Growth Households
2021 Projection	89,280	37,030	2016 - 2021	4.51%	5.40%
2016 Estimate	85,426	35,132	2010 - 2016	4.89%	6.63%
2010 Census	81,442	32,947	2000 - 2010	14.31%	19.34%
2000 Census	71,246	27,607			

The median household income in the primary trade area is $47,469 which is slightly higher than median household income in South Carolina ($46,382). Approximately 48% of households earn over $50,000 and 20% earn over $100,000 a year while 13% live below the poverty line.
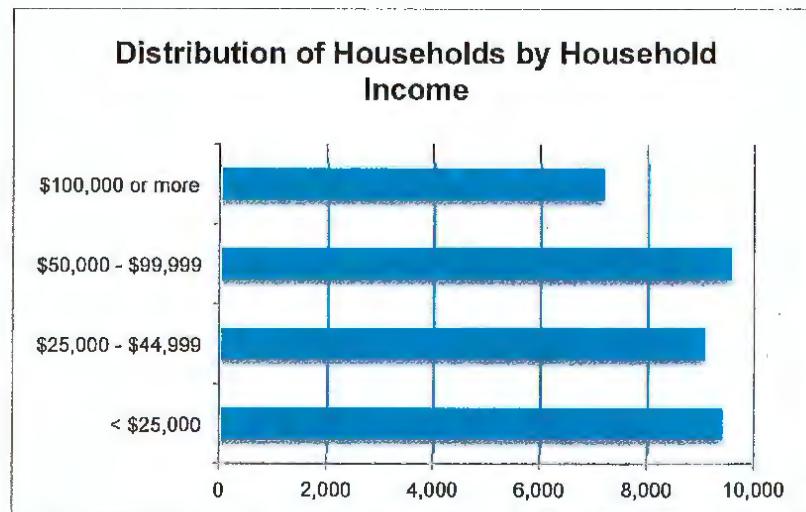

Figure 3: 2016 Distribution of Households by Income in the PTA (Source: Nielsen Claritas)

3.2 Trade Area Segmentation

The following chart segments the primary trade area population into lifestage groups as defined by Nielsen Claritas. This type of market segmentation breaks down the population based on demographic groupings such as age, gender, income, education, occupation and ethnic group.

Each segment is classified into one of three lifestage groups based on age: younger years (shown in green), family life (shown in blue), and mature years (shown in red). The mature years group makes up 41% of the population.

Striving Singles is the largest segment of Downtown Aiken's primary trade area, representing 23% of the population. Sustaining Seniors, Mainstream Families, Midlife Success, Cautious Couples, and Conservative Classics are also well represented in the area.
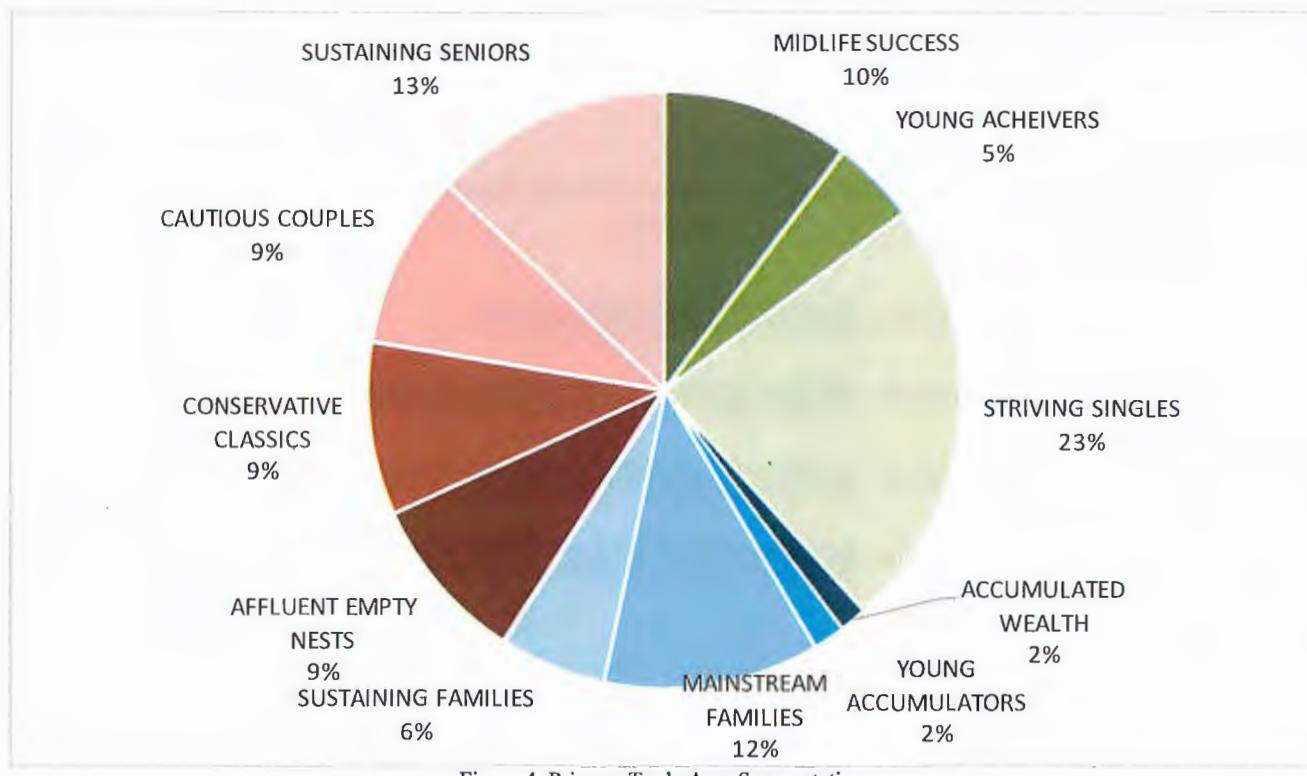
Figure 4: Primary Trade Area Segmentation

4.0 Market Analysis

The retail leakage study establishes the retail dollars leaving or entering a community from its trade areas, providing an overall market look and combines data driven research and knowledge of the local market.

A retail leakage study was performed on Downtown Aiken's primary and secondary trade areas. The study examines consumer demand, retail supply, and the difference between each. Retail leakage occurs when local demand exceeds local sales in the same geography. Conversely, retail gain occurs when local sales exceed local demand.

It is important to note that the market analysis is not an exact science. Some businesses may capture from a larger trade area. Some businesses may cater to more of a visiting customer. On the other hand, some businesses may be even more highly localized. Furthermore, the model allows for some degree of sales and expenditure "allocation" which may misplace store sales in a geography they don't actually exist.

This data is a broad look at the market and shoud not supplement for more detailed market research. It does, however, provide an overall view of what the market potential can be.

4.1 Trade Areas

The market analysis revealed that the Downtown Aiken primary trade area leaks $15 million in sales each year which is virtual "market equilibrium" for the primary trade area. The combined primary and secondary trade areas leak $184 million in annual sales. The secondary trade area is more rural and would naturally leak sales to the larger markets nearby.

	Primary Trade Area	Secondary Trade Area	Combined Trade Area
Retail Sales	$1.485 billion	$251 million	$1.737 billion
Consumer Expenditures	$1.500 billion	$421 million	$1.921 billion
Leakage	$15 million	$169 million	$184 million

The tables on the following two pages present the findings of the retail market analysis for the Downtown Aiken primary and secondary trade areas and break out the broad retail data into specific opportunities based on retail sales categories. The numbers next to the categories represent North American Industrial Classification System (NAICS) codes and are used for every business type in the United States. Lower digit numbers represent broader categories and higher digit numbers represent subcategories.

	Aiken PTA (ZIP Code)			Aiken STA (ZIP Code)		
Retail Stores	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales & Eating, Drinking Places	$1,500,985,587	$1,485,804,891	$15,180,696	$420,648,312	$251,441,919	$169,206,393
Motor Vehicle & Parts Dealers-441	$298,824,606	$195,191,259	$103,633,347	$83,386,388	$44,064,503	$39,321,885
Automotive Dealers-4411	$245,744,071	$151,173,840	$94,570,231	$68,618,344	$39,256,561	$29,361,783
Other Motor Vehicle Dealers-4412	$30,753,263	$15,657,415	$15,095,848	$8,283,386	$1,148,250	$7,135,136
Automotive Parts/Accessories, Tire Stores-4413	$22,327,272	$28,360,004	-$6,032,732	$6,484,658	$3,659,692	$2,824,966
Furniture & Home Furnishings Stores-442	$28,968,062	$37,154,157	-$8,186,095	$7,553,023	$456,927	$7,096,096
Furniture Stores-4421	$15,602,924	$18,736,604	-$3,133,680	$4,007,951	$404,850	$3,603,101
Home Furnishing Stores-4422	$13,365,138	$18,417,553	-$5,052,415	$3,545,072	$52,077	$3,492,995
Electronics & Appliances Stores-443	$25,545,148	$26,909,663	-$1,364,515	$6,494,001	$1,902,820	$4,591,181
Electronics & Appliances Stores-44314	$25,545,148	$26,909,663	-$1,364,515	$6,494,001	$1,902,820	$4,591,181
Household Appliances Stores-443141	$3,779,586	$0	$3,779,586	$1,021,986	$0	$1,021,986
Electronics Stores-443142	$21,765,562	$26,909,663	-$5,144,101	$5,472,015	$1,902,820	$3,569,195
Building Material, Garden Equipment Stores - 444	$164,266,051	$113,408,098	$50,857,953	$45,516,173	$13,380,275	$32,135,898
Building Material & Supply Dealers-4441	$140,331,449	$83,140,830	$57,190,619	$38,666,340	$8,153,933	$30,512,407
Home Centers-44411	$56,701,633	$51,867,234	$4,834,399	$15,623,730	$1,265,777	$14,357,953
Paint & Wallpaper Stores-44412	$2,475,952	$1,209,752	$1,266,200	$620,765	$0	$620,765
Hardware Stores-44413	$13,839,282	$7,794,724	$6,044,558	$3,938,459	$4,893,940	-$955,481
Other Building Materials Dealers-44419	$67,314,582	$22,269,120	$45,045,462	$18,483,386	$1,994,216	$16,489,170
Building Materials, Lumberyards-444191	$24,764,853	$8,321,214	$16,443,639	$6,887,147	$745,173	$6,141,974
Lawn/Garden Equipment/Supplies Stores-4442	$23,934,602	$30,267,268	-$6,332,666	$6,849,833	$5,226,342	$1,623,491
Outdoor Power Equipment Stores-44421	$7,504,725	$1,310,177	$6,194,548	$2,031,923	$3,016,774	-$984,851
Nursery & Garden Centers-44422	$16,429,877	$28,957,091	-$12,527,214	$4,817,910	$2,209,568	$2,608,342
Food & Beverage Stores-445	$187,747,295	$284,629,752	-$96,882,457	$55,211,994	$108,979,851	-$53,767,857
Grocery Stores-4451	$121,008,890	$141,900,729	-$20,891,839	$35,798,962	$42,342,580	-$6,543,618
Supermarkets, Grocery (Except Convenience) Stores-44511	$113,019,408	$141,018,895	-$27,999,487	$33,366,136	$38,849,733	-$5,483,597
Convenience Stores-44512	$7,989,482	$881,834	$7,107,648	$2,432,826	$3,492,847	-$1,060,021
Specialty Food Stores-4452	$14,667,439	$1,019,102	$13,648,337	$4,354,727	$1,074,037	$3,280,690
Beer, Wine & Liquor Stores-4453	$52,070,966	$141,709,921	-$89,638,955	$15,058,305	$65,563,234	-$50,504,929
Health & Personal Care Stores-446	$94,933,806	$40,748,735	$54,185,071	$26,603,955	$10,542,110	$16,061,845
Pharmacies & Drug Stores-44611	$76,577,190	$35,887,568	$40,689,622	$21,517,366	$7,183,508	$14,333,858
Cosmetics, Beauty Supplies, Perfume Stores-44612	$6,757,575	$1,916,786	$4,840,789	$1,892,986	$1,426,587	$466,399
Optical Goods Stores-44613	$3,240,603	$886,957	$2,353,646	$840,097	$1,932,015	-$1,091,918
Other Health & Personal Care Stores-44619	$8,358,438	$2,057,424	$6,301,014	$2,353,506	$0	$2,353,506
Gasoline Stations-447	$108,239,642	$117,667,798	-$9,428,156	$31,971,612	$33,265,464	-$1,293,852
Gasoline Stations with Convenience Stores-44711	$79,188,798	$64,825,957	$14,362,841	$23,410,143	$31,570,797	-$8,160,654
Other Gasoline Stations-44719	$29,050,844	$52,841,841	-$23,790,997	$8,561,469	$1,694,667	$6,866,802

	Aiken PTA (ZIP Code)			Aiken STA (ZIP Code)		
Retail Stores	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Clothing & Clothing Accessories Stores-448	$64,036,872	$55,683,314	$8,353,558	$17,212,109	$1,346,882	$15,865,227
Clothing Stores-4481	$33,947,264	$31,542,752	$2,404,512	$9,277,597	$344,496	$8,933,101
Men's Clothing Stores-44811	$1,978,727	$597,271	$1,381,456	$530,369	$186,212	$344,157
Women's Clothing Stores-44812	$8,041,503	$1,230,150	$6,811,353	$2,132,991	$158,284	$1,974,707
Children's, Infants' Clothing Stores-44813	$1,977,378	$325,277	$1,652,101	$606,510	$0	$606,510
Family Clothing Stores-44814	$17,421,617	$28,077,487	-$10,655,870	$4,793,827	$0	$4,793,827
Clothing Accessories Stores-44815	$1,424,538	$193,121	$1,231,417	$375,107	$0	$375,107
Other Clothing Stores-44819	$3,103,501	$1,119,446	$1,984,055	$838,793	$0	$838,793
Shoe Stores-4482	$5,208,856	$5,968,625	-$759,769	$1,515,990	$0	$1,515,990
Jewelry, Luggage, Leather Goods Stores-4483	$24,880,752	$18,171,937	$6,708,815	$6,418,522	$1,002,386	$5,416,136
Jewelry Stores-44831	$22,416,332	$18,171,937	$4,244,395	$5,727,010	$1,002,386	$4,724,624
Luggage & Leather Goods Stores-44832	$2,464,420	$0	$2,464,420	$691,512	$0	$691,512
Sporting Goods, Hobby, Book, Music Stores-451	$25,722,176	$27,618,320	-$1,896,144	$6,683,895	$345,646	$6,338,249
Sporting Goods, Hobby, Musical Instrument Stores-4511	$22,226,683	$26,635,244	-$4,408,561	$5,896,111	$345,646	$5,550,465
Sporting Goods Stores-45111	$11,691,052	$4,345,142	$7,345,910	$3,230,392	$123,332	$3,107,060
Hobby, Toy & Game Stores-45112	$6,030,032	$20,868,128	-$14,838,096	$1,562,075	$0	$1,562,075
Sewing, Needlework & Piece Goods Stores-45113	$2,391,253	$1,323,169	$1,068,084	$636,031	$0	$636,031
Musical Instrument & Supplies Stores-45114	$2,114,346	$98,805	$2,015,541	$467,613	$222,314	$245,299
Book, Periodical & Music Stores-4512	$3,495,493	$983,076	$2,512,417	$787,784	$0	$787,784
Book Stores & News Dealers-45121	$2,996,350	$983,076	$2,013,274	$669,927	$0	$669,927
Book Stores-451211	$2,636,751	$983,076	$1,653,675	$563,578	$0	$563,578
News Dealers & Newsstands-451212	$359,599	$0	$359,599	$106,349	$0	$106,349
Prerecorded Tape, CD, Record Stores-45122	$499,143	$0	$499,143	$117,857	$0	$117,857
General Merchandise Stores-452	$170,927,633	$282,834,709	-$111,907,076	$49,210,860	$23,600,133	$25,610,727
Department Stores, Excluding Leased Departments-4521	$74,478,251	$37,223,383	$37,254,868	$21,027,000	$3,314,699	$17,712,301
Other General Merchandise Stores-4529	$96,449,382	$245,611,326	-$149,161,944	$28,183,860	$20,285,434	$7,898,426
Miscellaneous Store Retailers-453	$41,550,931	$70,380,728	-$28,829,797	$12,278,105	$5,515,498	$6,762,607
Florists-4531	$1,549,610	$548,094	$1,001,516	$426,943	$341,985	$84,958
Office Supplies, Stationery, Gift Stores-4532	$18,872,310	$40,048,543	-$21,176,233	$5,249,884	$621,705	$4,628,179
Office Supplies & Stationery Stores-45321	$9,067,001	$13,571,638	-$4,504,637	$2,459,881	$0	$2,459,881
Gift, Novelty & Souvenir Stores-45322	$9,805,309	$26,476,905	-$16,671,596	$2,790,003	$621,705	$2,168,298
Used Merchandise Stores-4533	$2,805,798	$4,526,026	-$1,720,228	$734,728	$535,001	$199,727
Other Miscellaneous Store Retailers-4539	$18,323,213	$25,258,065	-$6,934,852	$5,866,550	$4,016,807	$1,849,743
Non-Store Retailers-454	$136,296,363	$61,879,403	$74,416,960	$38,661,017	$866,082	$37,794,935
Foodservice & Drinking Places-722	$153,927,002	$171,698,955	-$17,771,953	$39,865,180	$7,175,728	$32,689,452
Full-Service Restaurants-7221	$69,566,296	$64,815,604	$4,750,692	$17,808,304	$4,348,309	$13,459,995
Limited-Service Eating Places-7222	$61,124,895	$98,935,501	-$37,810,606	$16,022,970	$1,492,761	$14,530,209
Special Foodservices-7223	$16,920,390	$5,183,076	$11,737,314	$4,438,884	$979,873	$3,459,011
Drinking Places -Alcoholic Beverages-7224	$6,315,421	$2,764,774	$3,550,647	$1,595,022	$354,785	$1,240,237
GAFO *	$334,072,201	$470,248,706	-$136,176,505	$92,403,772	$28,274,113	$64,129,659
General Merchandise Stores-452	$170,927,633	$282,834,709	-$111,907,076	$49,210,860	$23,600,133	$25,610,727
Clothing & Clothing Accessories Stores-448	$64,036,872	$55,683,314	$8,353,558	$17,212,109	$1,346,882	$15,865,227
Furniture & Home Furnishings Stores-442	$28,968,062	$37,154,157	-$8,186,095	$7,553,023	$456,927	$7,096,096
Electronics & Appliances Stores-443	$25,545,148	$26,909,663	-$1,364,515	$6,494,001	$1,902,820	$4,591,181
Sporting Goods, Hobby, Book, Music Stores-451	$25,722,176	$27,618,320	-$1,896,144	$6,683,895	$345,646	$6,338,249
Office Supplies, Stationery, Gift Stores-4532	$18,872,310	$40,048,543	-$21,176,233	$5,249,884	$621,705	$4,628,179

4.2   Retail Market Potential

The retail leakage analysis is used to determine the supportable square footage of retail space based on the assumptions on the market. The retail market potential for Downtown Aiken is a conservative based on several factors.

- First, the estimate is based on low capture rates. The capture rate is the expected number of "leaking" dollars that can be recaptured back into the market. Generally, a 10% capture rate is used for specialty items and a 20% capture rate is used for more general merchandise items. This means that Aiken will continue to cede sales to larger markets like Augusta and Columbia.
- Second, the sales per square footage numbers are relatively low. Independent merchants are not as dependent on high sales per square foot as most chain stores.
- Third, this estimate is a "snapshot in time" and does not account for growth in the market that is sure to happen based on the projections above.
- Findally, the estimate does not account for visitors from outside of the trade area, which is significant in the case of Aiken.

From an analytical standpoint, a more conservative estimate is always more meaningful because individual research can augment these numbers as businesses see fit.

The following table provides retail market opportunities for Downtown Aiken by category based on existing retail leakage. Opportunities exist for three more restaurants and one or two personal care/service stores. While the local grocery store market is saturated, there is opportunity for a co-op style store or two to three specialty food stores. An additional four or five targeted clothing stores could build off of the strong cluster that already exists downtown. And finally, there is an opportunity for a well-curated sporting goods store.

Category	Annual Leakage in the Combined Trade Area	Opportunity
Full-Service Restaurants	$18 million	3 or more restaurants
Specialty Food	$17 million	1 co-op style store or 2-3 specialty food stores
Clothing Stores	$24 million	4-5 targeted clothing stores
Sporting Goods Stores	$10.5 million	1 well curated sporting goods store
Health and Personal Care Stores	$12.3 million	1-2 personal care/service stores

5.0   Market Conclusions

The market analysis for Downtown Aiken provides important insights into the downtown's market and opportunities for future growth. The population in downtown Aiken's primary trade area has experienced steady growth and this trend is expected to continue. The trade area has large percent of older population, but also has a growing family population. There is a balance of income levels and median household income is on par with South Carolina. All of these are good signs for the future of the Aiken Market.

Downtown Aiken has an opportunity to enhance its regional presence in the CSRA buy providing an alternative specialty shopping and dining district unlike that of any other community in the region.

Development and redevelopment along Whiskey Road will only enhance Aiken's standing in the region as a shopping and dining destination. Developments in this area will not hinder or compete with downtown Aiken, but rather, will retain and attract customers who have heretofore gone to other destinations for their shopping and dining.

The study revealed that the primary trade area leaks $15 million in annual sales and the combined primary and secondary trade areas leak $184 million in annual sales. The market is underserved in certain categories, providing opportunities for restaurants, specialty food stores, clothing stores, health and personal care stores, and a sporting goods store.

Aiken has the opportunity to enhance its visitor traffic with additional services (including more hotel rooms) in the downtown area. Visitor traffic is essential to the success of downtown.

Residential growth in the primary trade area is a bellwether of potential residential development in downtown that would cater to both active empty nesters and young professionals. This kind of housing will enhance downtown's appeal, add to the foot traffic in the district, and create a more vibrant district.

2

DESIGN & PLANNING

Design & Planning

OVERVIEW

Aiken is located near the center of Aiken County, South Carolina. Aiken is located approximately 20 miles northeast of Augusta, Georgia. U.S. Routes 1 and 78 provide access into the Downtown. Interstate 20 passes to the west and north of the City and serves as the primary Highway access into the Downtown. Richland Avenue (U.S. 78) and Laurens Street (U.S. 19) intersect in the heart of the Downtown.

Downtown Aiken can be characterized as quite vibrant, walk able, and charming. There is a multitude of Downtown shopping options, restaurants, civic and cultural features as well as lodging. On street parking and off street parking facilities are abundant and provide ease of access and supply to visitors and residents alike whom travel into the Downtown.

The City of Aiken is home to 14 parks and park facilities, encompassing over 300 acres, including neighborhood and community parks, metro parks, signature parks, natural areas, and park athletic facilities. Each park is unique and offers something for everyone, from open spaces to playgrounds, picnic shelters, and basketball courts. In addition to the organized park facilities, Aiken is uniquely identifiable with its Parkway network.

One of the truly unique, iconic, and most beautiful features of Aiken are their Parkways. Throughout Aiken the streets are divided by wide swaths of 'green' areas that include mature tree plantings, shrubs, and some lawn areas. The center green spaces of the parkway are flanked on each side by the street networks that travel in one-way pairs through the City. Aiken is home to one of the most diverse collections of trees found in any Downtown landscape. Specimen level Oaks from around the world along with many other tree species dot the landscape and fill in the parkways of Aiken. As a result of Aiken's mature natural landscape and commitment to its parkways it was named a Tree City USA in 2015 by the Arbor Day Foundation in honor of its commitment to effective urban forest management.

WHAT WE HEARD & OBSERVED

One of the components from the charrette process was to address the parkway areas in an effort to enliven, re-energize, and recapture the original intent of those spaces for human use, activity, and enjoyment. In short, celebrate the 'Park' in the term Parkway.

Based on feedback, site observation, prior brainstorming by the City & residents, and team collaboration – there were several issues and opportunities for the future Parkway areas. These included:

- Seating
- Amphitheater/Gathering areas (Music, Festivals, Arts)
- Water Elements
- General Clean Up, Landscape Enhancements
- Lighting
- Connections: Bicycles & Pedestrian
- Art/Sculpture
- Create a Destination
- Themeing

- Public/Private Partnering
- Programming: Games, Events, Gatherings
- Food Trucks
- Picnic Tables/Tables
- Flowers/Gardens
- Involve Schools
- Paths/Walkways
- Tree houses, bird houses, swings
- Safety
- Visibility
- Access
- Market/Brand
- Signage/Way finding
- Crosswalks

PARKWAY DESIGN PRINCIPLES

The first step during the charrette to addressing the parkways was to take a broader 'windshield' assessment at a citywide scale. This provided a better understanding of the potential for broader connections, the type of land uses and abutting City character of parkway section to the next. Based on out team observations and input from other participants we generated a list of overall design principles that should apply to all sections of the Parkway. These include:

- Respect the Historical Context – but reclaim the Parkways Intent
- Increase connectivity, circulation, linkages to and from the median areas as well as within the Spaces
- Mature tree preservation is paramount
- Ensure user safety/security & comfort
- Landscape treatments will vary from one section to the next with the mature trees providing the uniform consistency and design driver
- Increase the visibility/views into & across the parkway to new park spaces, buildings, and parking
    - Define the View Window (Between 3' & 12')
    - Remove overgrown shrubs & understory planting
    - Prune/limb up existing trees
    - Will help to reduce physical/psychological barrier to storefronts & parking
    - Reduce pedestrian conflicts with existing plant materials
- Provide signage & way finding
- Provide seating and gathering opportunities
- Increased usage through Park amenities and potential park programming
- Provide consistent pedestrian scaled lighting
- Each parkway section is unique (within the overall Parkway design strategies)
- Existing trees will guide design

- Respond and program in each section according to context & use (i.e. Resi
  dents vs. Downtown)
- Everyone Has a Role
- Think Creative

SAMPLE STUDY AREAS

During the charrette process, there were two areas identified for more detailed concept
plans studies to bring to life a vision for a section of the parkway one area at time. Both
sections were located along Park Avenue but provided a varying program and physical
design opportunity.

1. PARK AVENUE CONCEPT A – Laurens Street to Newberry Street

The first study area located along Park Avenue spans from Laurens Street on the western
edge to Newberry Street on the eastern edge. Existing conditions for this section can be
characterized as very lush with numerous older mature tree plantings interspersed with
smaller trees located underneath some of the shade and canopy areas of other trees.
There is a significant mix of shrubs and ornamental grasses located in the space as well.
The majority of the shrubs and understory landscape is overgrown and impairs visibility
from one side of the street to the other quite significantly. There is a small series of brick
walks, small pavilion, and seating located at the western edge of this block. There are
several existing utility boxes (transformers) located within the parkway space. Currently
drainage swales are prevalent that do not provide level inviting grass areas for people to
gather.

RECOMMENDATIONS

Existing Landscape

- Remove all low overgrown understory shrubs that are 4' or higher, in poor
  condition, or potentially are invasive.
- Where there are smaller or ornamental trees that are unhealthy or too crowd
  ed, remove those trees all together.
- Remove or relocate all newer small trees that are planted too tightly or have
  the potential of being saved and reused in other areas throughout Downtown.
- Limb up all mature trees (as possible) to a clear visual zone height of 10-12'
  above the existing grade.
- Rework and relocate drainage swale areas to allow for regarding and filling
  for usable lawn areas.

Plaza Area

- Opportunity to provide a larger public plaza gathering area along the west
  end of the parkway space.
- Remove existing paving/brick and walk areas – rework the plaza geometry
  taking into account the large existing trees to create a the plaza space.

- Incorporate sculpture, art, or fountain (ideally) as a focal center feature of the new plaza space.
- Utilize benches or seat walls to provide seating, gathering, and congregating areas for people & visitors.
- Introduce café style tables and chairs to encourage users to sit, eat, and even work with the plaza space.

Walk Areas

- Introduce new walk areas to provide walking connections throughout the park spaces.
- Coordinate and design walkways taking into account the existing tree locations.
- Walk width should be a minimum of 6' of width but can vary from 6 – 10' in width.
- Walk design recommended would be crushed stone or stone dust with a staked steel or corten steel edge to define the paving material limits.

Site Amenities & Connections

- Introduce ornamental historic themed lighting to match or compliment the existing street lights used throughout the Downtown.
- Provide end of block and mid-block crosswalk connections strategically located to connect existing Park Avenue sidewalk locations new walk path locations within the Parkway space.
- Provide bench & seating areas. Ideally benches should be located in pairs to encourage gathering amongst multiple users & visitors.
- There is an opportunity to extend and connect the parkway sections across the existing roadway areas by introducing 'special paving' (pavers, bricks, stamped treatments) in lieu of the existing asphalt. This can be applied to the section of Newberry Street along the east side of this parkway space.
- Provide and design for art & sculptural features to provide visual cues and interest throughout the park space. Pursue possible themeing options for art & sculpture.

New Landscape

- Clearly define bed edge areas beneath the larger existing trees where grass will be difficult to grow. Mulch these bed areas beneath the existing trees to minimize maintenance and encourage healthy tree root areas.
- Introduce new open level lawn 'rooms' to provide areas for gathering and smaller park organized and informal activities and events.
- Concentrate and consolidate low planting bed areas to locations that highlight entry features, define edges of spaces or provide screening of utilities, or other unsightly elements within the park spaces.

Existing Utilities & Transformers

- Provide screening wall treatments (wood, masonry, or other materials) or landscape planting to visually buffer views to existing utility and transformer areas while maintaining access to those areas for service.

New Accent/Lower Planting Bed Areas to Incorporate Shrubs, Perennials, Ornamental Grasses & Groundcovers. Maximum Mature Plant Height Should not Exceed 48" in Height.

Existing Mature Trees to Remain - Prune Lower Limbs to Bring the Canopy 10 -12' Above the Ground

New Walkways - 6' - 10' Width. Crushed Stone or Stone Dust with Corten Steel Edging

Mulch/Tree Beds Underneath Existing Mature Trees

Rework or Bury Existing Drainage Areas - Create Usable Lawn 'Rooms'

Crosswalk Connections

Art/Sculpture/Features to Provide Visual Clues & Linkages within the Park

Existing On Street Diagonal Head In Parking

Existing On Street Parallel Parking

Remove All Overgrown and Lower Shrubs that Exceed 42-48" in Height

PARK AVENUE S.W.

LAURENS ST.

NEWBERRY ST.

Provide Seating Cafe Tables to Encourage Gathering in the Plaza Space

PARK AVENUE S.W.

Potential New Expanded Plaza Gathering Area

Opportunity for a Fountain or Focal Feature within the Plaza

Ornamental Pedestrian Scaled Lighting

Remove/Relocate Unhealthy or Smaller Trees

Provided Landscape or Architectural Screening or Existing Utility/Transformer Areas

Utilize Special Paving Treatments to Extend & Connect the Parkway Median Spaces

Benches/Seating Areas

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PARK AVENUE PARKWAY CONCEPT 'A'
LAURENS STREET to NEWBERRY STREET
Scale 1" = 20'

Existing Conditions: Retail activity downtown is compromised by the lack of views to available shopping and dining options through the dense undergrowth of the parkways. Shoppers are reticent to park where they cannot see their destination.

Proposed Conditions: Clearly delineated crosswalks should be installed at regular intervals along the parkways for pedestrian safety. All pedestrian access points into the parkways should be framed by dual light poles that illuminate the entry and feature parkway banners. The under canopies of the trees should be limbed up to approximately 12' and low shrubs should be kept below 3'. It is recommended that simple, meandering pathways be installed within the parkways to promote walking in a park-like setting. Populate each parkway as desired with animation treatments such as benches, swings, sculpture, interactive art, water features, games, etc.

2. PARK AVENUE CONCEPT B – Fairfield Street to Union Street

The second study area located along Park Avenue spans from Fairfield Street on the western edge to Union Street on the eastern edge. Existing conditions for this section can be characterized as having some lawn areas with mature tree lined edges (esp. Magnolias). There is a fair amount of area dedicated to drainage swales that are grassy but not usable due to its slopes. There are specimen level trees located in this section of median that are quite spectacular and appear to be quite healthy. The immediate context and edges of this area are more residential in character and use with some one-story retail establishments along the northern edge of the street. This area appears to be less impacted by heavy pedestrian and vehicular circulation as in Study Area A.

RECOMMENDATIONS

Existing Landscape

- Remove all low overgrown understory shrubs that are 4' or higher, in poor condition, or potentially are invasive.
- Limb up all mature trees (as possible) to a clear visual zone height of 10-12' above the existing grade.
- Rework and relocate drainage swale areas to allow for regrading/filling on the central space to create a focal usable lawn area for events and gatherings. Introduce smaller lawn areas suitable for outdoor games (ping pong, corn hole, bocce, etc).

Walk Areas

- Introduce new walk areas to provide walking connections throughout the park spaces.
- Coordinate and design walkway layout taking into account the health of existing tree locations to avoid negative impacts upon the tree root structure.
- Walk width should be a minimum of 6' in width but can vary from 6 – 10' in width.
- Walk design recommended would include crushed stone or stone dust with a staked steel or corten steel edge to define the paving material limits.

Site Amenities & Connections

- Introduce ornamental historic themed lighting to match or compliment the existing street lights used throughout the Downtown.
- Provide end of block connections strategically located to connect existing Park Avenue sidewalks to the new Parkway path system
- Provide bench & seating areas. Ideally benches should be located in pairs to encourage gathering amongst multiple users & visitors.
- Incorporate programming such as outdoor games and tree swings as well as design elements; tree lighting and displays. This will provide animation and activities within the park space for residents and visitors alike.

New Landscape

- Clearly define bed edge areas beneath the larger existing trees where grass will be difficult to grow. Mulch these bed areas beneath the existing trees to minimize maintenance and encourage healthy tree root areas.
- Introduce new open level lawn areas by planting grass and irrigation (as needed)
- Concentrate and consolidate low planting bed areas to locations that highlight entry features, define edges of spaces or provide screening of utilities or other unsightly elements within the park spaces.
- New understory landscape (shrubs, perennials, ornamental grasses, ground covers, and annuals) should not exceed 48" in mature growth height.

Existing Utilities & Transformers

- Provide screening wall treatments (wood, masonry, or other materials) or landscape planting to visually buffer views to existing utility and transformer areas while maintaining access to those areas for service.

Existing Mature Trees to Remain - Prune Lower Limbs to Bring the Canopy 10 -12' Above the Ground

Mulch/Tree Beds Underneath Existing Mature Trees

New Walkways - 6' - 8' Width. Crushed Stone or Stone Dust with Corten Steel Edging

Opportunity for Games (Programming) in Lawn Areas: Bocce, Outdoors Ping Pong, Overscaled Board Games, Corn Hole, Etc.

Existing On Street Diagonal Head In parking

Remove All Overgrown and Lower Shrubs that Exceed 42-48" in Height

Existing On Street Parallel Parking

New Accent/Lower Planting Bed Areas to Incorporate Shrubs, Perennials, Ornamental Grasses & Groundcovers. Maximum Mature Plant Height Should not Exceed 48" in Height.

Design the Space to Celebrate Any Focal/Specimen Trees

PARK AVENUE S.E.

FAIRFIELD ST

UNION ST

Opportunity to Utilize the Large Mature Trees with Lighting, Swings, and Animation Elements

Provided Landscape or Architectural Screening or Existing Utility/ Transformer Areas

New Accent/Lower Planting Bed Areas to Incorporate Shrubs, Perennials, Ornamental Grasses & Groundcovers. Maximum Mature Plant Height Should not Exceed 48" in Height.

Opportunity to Utilize Lawn Area for Smaller Events, Music, Gatherings, and Informal Play. Sample Tentable Area/Stage is Shown

PARK AVENUE S.E.

Crosswalk Connections

Existing Utilities/Transformers: Provide Landscape or Architectural Screening

Benches/Seating: Provide in Pairs or Combinations of (3)

Rework or Bury Existing Drainage Areas - Create a Flexible use Lawn Area

Provide Short Walk Sections to Connect to Existing Parking Spaces

Ornamental Pedestrian Scaled Lighting

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PARK AVENUE PARKWAY CONCEPT 'B'
FAIRFIELD STREET to UNION STREET
Scale: 1" = 20'
0' 10' 20' 30' 40' 50'   North

4

BRANDING & MARKETING

Aiken,
South Carolina
BrandTouch™
Manual

Order comes from simplicity. Inside,
you will find the simple rules that
guide the Aiken Brand, and will help
create equity as we tell your story.

PREPARED BY

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Greenville, SC 29609
brandtouch@arnettmuldrow.com

arnettmuldrow.com

The Brand Manual is essentially a set of rules that explain how your brand works.

Brand guidelines should be flexible enough for your community to be creative, but rigid enough to keep your brand easily recognizable. Consistency is key, especially if you need the brand to extend across multiple media platforms.

1.0
Logo

3.0
Typography

4.0
Expansion

5.0
Resources

1.1
Logo

Your community already has a personality. The job of the brand is to preserve that personality while helping the community to realize its vision of its future.

A. LOGOMARK

A logomark is an identifying mark or symbol that doesn't contain the business name. Think of the Nike 'swoosh', Shell, WWF, Mercedes or Adidas.

B. WORDMARK

A wordmark refers to words or the name of a business that is designed in a special way. Examples include Pinterest, eBay or Google.

C. LOGO

The logo is the combination of the logomark and logotype along with the tagline to graphically convey the identity of the community.

1.2
Logo Variants

Choosing the right dominant color for your brand is crucial. This color should appear on all your materials, including your logo and signage.

LOGO USAGE

As much as possible, the color you choose should set you apart, work with your industry and image, and tie to your brand promise. It should also take into account color psychology, which is fairly complex. Colors can mean different things depending on the culture, situation and industry.

1.3
Logo Sizing

A logo lockup refers to the formalized position/ relationship of the brand's logo (symbol) and its wordmark (logotype).

A. MINIMUM SIZE

Smaller than about 3/4 of an inch, and most logos become ineffective. It doesn't mean you can't make them smaller, you just have to know the rule before you break the rule.

3/4"

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1.4
Logo Spacing

The area that surrounds the logo known as "clear space" is as important as the logo itself.

WHAT IS CLEARSPACE

The area that surrounds the logo is as important as the logo itself. The minimum area of A, known as "clear space," provides breathing room to the logo and eliminates visual clutter (text, graphic elements or other logos) that can compete with logo legibility – thereby diminishing the effectiveness of the logo.

2.1
Color Palette

Color choices are used to differentiate items, create depth, add emphasis, and help organize information.

Color Swatches

PANTONE 3125 C			
RGB	197	41	155
HEX/HTML	C5299B		
CMYK	20 89	0	0

| 100% |
| 80% |
| 60% |
| 40% |
| 20% |

PANTONE 7546 C			
RGB	197	41	155
HEX/HTML	C5299B		
CMYK	20 89	0	0

| 100% |
| 80% |
| 60% |
| 40% |
| 20% |

PANTONE 716 C			
RGB	197	41	155
HEX/HTML	C5299B		
CMYK	20 89	0	0

| 100% |
| 80% |
| 60% |
| 40% |
| 20% |

PANTONE 367 C			
RGB	197	41	155
HEX/HTML	C5299B		
CMYK	20 89	0	0

| 100% |
| 80% |
| 60% |
| 40% |
| 20% |
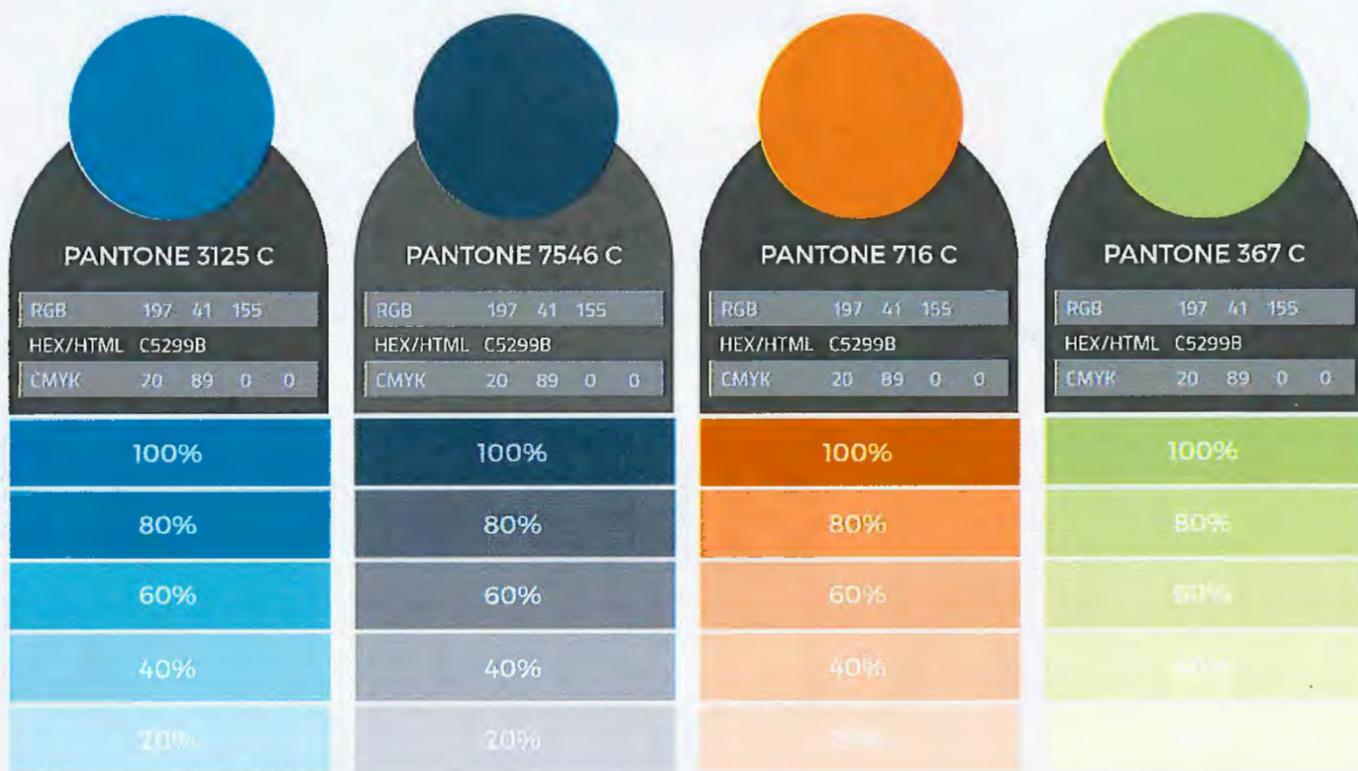
Almost 90% of people's assessment on products or services is based on colors alone. Due to colors' strong influence on moods and feelings, their association with products can influence our attitudes and affect purchasing power towards brands.

PANTONE 135 C			
RGB	197	41	155
HEX/HTML	C5299B		
CMYK	20	89	0	0

- 100%
- 80%
- 60%
- 40%

PANTONE 8201 C			
RGB	197	41	155
HEX/HTML	C5299B		
CMYK	20	89	0	0

- 100%
- 80%
- 60%
- 40%

PANTONE 7499 C			
RGB	197	41	155
HEX/HTML	C5299B		
CMYK	20	89	0	0

- 100%
- 80%
- 60%
- 40%
- 20%

PANTONE 642 C			
RGB	197	41	155
HEX/HTML	C5299B		
CMYK	20	89	0	0

- 100%
- 80%
- 60%
- 40%
- 20%

3.1
Typography

Typography plays a crucial role in the design of your brand identity. The typography in your logo can be as impactful as a graphic.
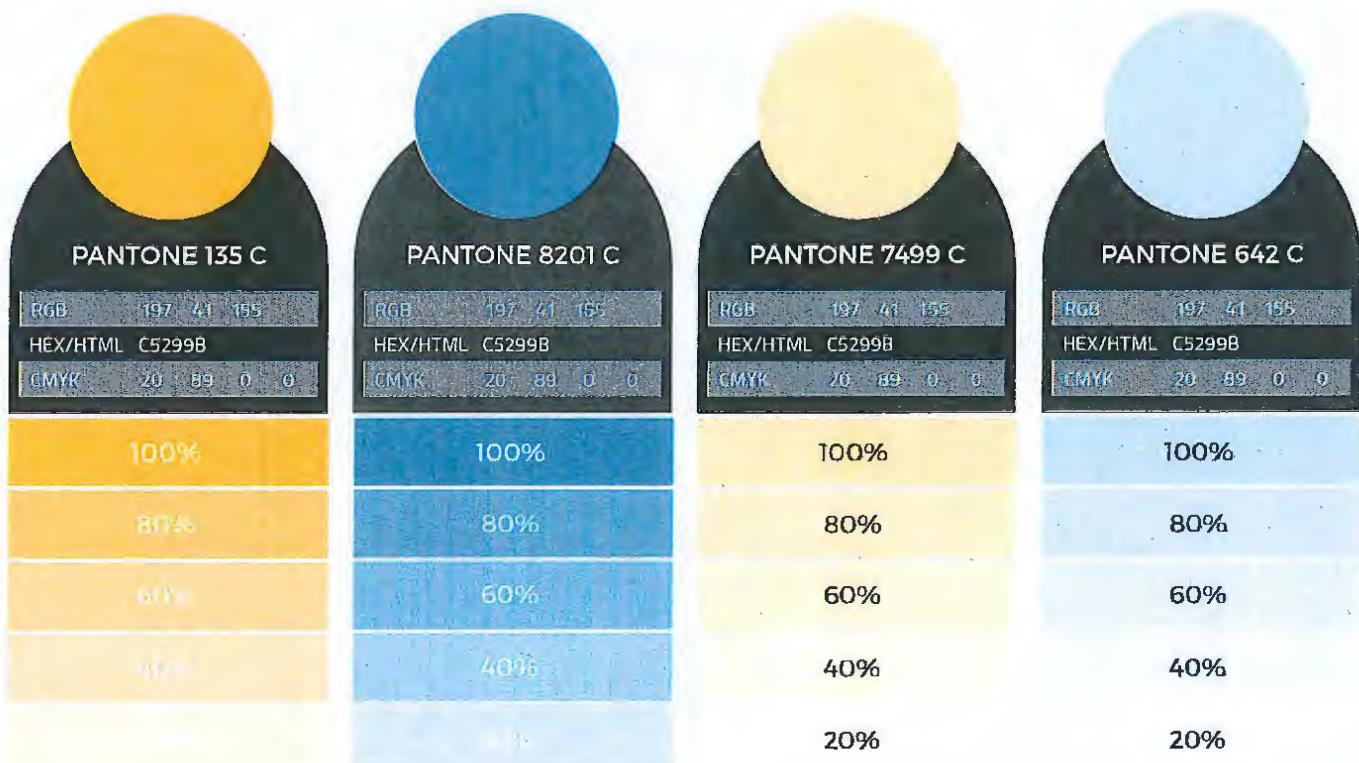
Typography is the visual component of the written word.

Text is any combination of letters, numbers, or other characters. Text stays the same no matter how it's rendered. Consider the sentence "I like pizza." I can print that text on a piece of paper, or read it aloud, or save it in a file on my laptop. It'll be the same text, just rendered different ways—visually, audibly, digitally.

But when "I like pizza" is printed, typography gets involved. All visually displayed text involves typography—whether it's on paper, a computer screen, or a billboard.

Don't infer from the highway-sign example that typography is another word for font. Fonts are part of typography, but typography goes beyond fonts.

www.practicaltypography.com
/what-is-typography.html

Do not think of type as something that should be merely readable. It should be beautiful.

3.2
Primary Typeface

Typography plays a crucial role in the design of your brand identity. The typography in your logo can be as impactful as a graphic.

Century Book

Hello I'm: Century

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890

Century Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@$$%^&

3.3
Secondary Typeface

Proxima Nova Regular

Hello I'm: Proxima Nova

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890

Proxima Nova Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@£$%^&

Proxima Nova Light

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@£$%^&

3.4
Type Hierarchy

In order to guide the reader, then, headings are usually large, sub-headings are smaller, and body type is smaller still.

LEADING

For legible body text that's comfortable to read, a general rule is that your leading value should be greater than the font size; from 1.25 to 1.5 times

TRACKING

The space between letters in a block of text. In CSS this is defined with the letter-spacing property

WIDOWS & ORPHANS

A single word at the end of a column is a widow and if it's at the top of a new column it's an orphan. They look bad and can be hard to read

Aiken
H1

Aiken
H2

Aiken
H3

Aiken
H4

Aiken
BODY COPY

Aiken
CAPTION

Aiken
CC

4.1
Wayfinding

The wayfinding system should be introduced as part of the brand because it plays such an important role in by perception and flow in the downtown district.

PRIMARY GATEWAYS
These gateways are the primary intersection points and main entry ways to town. They need to be highly visible and introduce the brand.

BUILDING MARKERS
The markers can be either wall mounted or monument style and denote important landmarks in the downtown district.

TRAILBLAZERS
Trailblazers are the directing signs leading motorists to the main attractions in the area. These should have between three and four locations per sign and should carry motorists from gateway to parking lot. Colors can be used to distinguish between different districts and can become smaller as the scale and speed of the roadway narrows. These Trailblazers including cattail sculptures, thus blurring the line between signage and public art.

STREET BANNERS
Banners are very popular and help to add color and movement to the lanes of travel, acting as a speed control. They too can be color coded by district and can promote local events as well as promoting the brand.

PARKING SIGNAGE
Identifying parking is important in creating a parking system in downtown. Visitors are more likely to walk a block or two to shop if the signage system leads them directly to a public parking lot and tell them how to proceed. The parking markers can be by themselves or as attachments to trailblazer signs.

INFORMATIONAL KIOSKS
The final piece of the plan is the informational kiosk, which serves as the transition point for vehicular traffic to pedestrian traffic. These kiosks should be located at major public parking lots and should include a map and the shopping & dining guide, along with the walking tour brochures.

4.2
Collateral

SHOPPING BAGS
Perfect for local businesses to use to show that Aiken is a shopping destination.

BUSINESS CARDS
Above all else, a business card is a tangible object that you can use to provide your contact information to potential customers. Because of this, it's essential not to sacrifice clarity for design elements. Most business cards contain your business name, your name and title, your telephone number, an email address, and a street address.

FASHION MERCHANDISE
Customers and citizens deserve the opportunity to show their pride in their hometown with fashionable merch available from local organizations and locally owned business.

3 EASY STEPS TO OPENING A BUSINESS IN AIKEN

CITYCONNECT
Business Development Guide

Now is the time to put your logo on everything.
AND WE MEAN EVERYTHING.

WALK *the* **WALK**

We pride ourselves on putting in a little extra effort so more of our visitors can find parking. Please consider doing the same.

Bringing your parkway back to life!

CONNECTAIKEN

parkways of aiken

CONNECT AIKEN

Citizens Park

aiken PARKS & REC

5.1
Logo Contact Sheet

File Format Guide

All of the included graphic files might not work on your machine, but that does not mean that the file is corrupted or that their is something wrong with your machine. These files address all of the normal uses that a community implemented design would require. Always make sure to inform vendors that you have these different file formats available.

File Type: Encapsulated PostScript

Category: Vector Image Files

File Description: PostScript (.PS) file that may contain vector graphics, bitmap images, and text; includes an embedded preview image in bitmap format; often used for transferring between different operating systems.

Program(s) that open eps files:

| Mac OS | Apple Preview, Adobe Illustrator, Acrobat, Photoshop, or QuarkXpress |
| Windows | CorelDRAW, Adobe Illustrator, Acrobat, or Photoshop, QuarkXpress |

File Type: Portable Document Format

Category: Page Layout Files

File Description: Cross-platform document created by Adobe Acrobat or a program with the Acrobat plug-in; commonly used for e-mail attachments or for saving publications in a standard format for viewing on mulitple computers; usually created from another document instead of from scratch.

Program(s) that open pdf files:

| Mac OS | Adobe Reader to view (free), Adobe Acrobat to edit (commercial), Apple Preview |
| Windows | Adobe Reader to view (free), Adobe Acrobat to edit (commercial), Braval Reader |

File Type: Adobe Illustrator File

Category: Vector Image Files

File Description: Vector image file created by Adobe Illustrator; composed of paths, or lines connected by points, instead of bitmap data; may include objects, color, and text; often referred to as a Illustrator drawing. Illustrator documents can be opened with Photoshop, but the image will be rasterized, meaning it will be converted from a vector image to a bitmap.

Program(s) that open ai files:

| Mac OS | Adobe Illustrator, Acrobat, Reader, Adobe Photoshop (rasterized), Apple Preview |
| Windows | Adobe Illustrator, Acrobat, Reader, Adobe Photoshop (rasterized) |

File Type: JPEG Image File

Category: Raster Image Files

File Description: Compressed graphic format standardized by the JPEG (Joint Photographic Experts Group) group; commonly used for storing digital photos since the format supports up to 24-bit color; also a common format for publishing Web graphics; compressed using lossy compression, which may noticeably reduce the image quality if a high amount of compression is used.

File Type: PNG Image File

Category: Raster Image Files

File Description: Portable Network Graphics (PNG) is a raster graphics file format that supports lossless data compression. PNG supports palette-based images, grayscale images (with or without alpha channel), & full-color non-palette-based RGB images (with or without alpha channel). PNG was designed for transferring images on the Internet, not for professional-quality print graphics, & therefore does not support non-RGB color spaces such as CMYK.

In Microsoft Office, you can place EPS or PDF files that support transparency by going to the "Insert" menu and selecting "Photo>Picture from File...". This will ensure your files are using the highest resolution graphics for output.

ADDA_4C

ADDA_Black
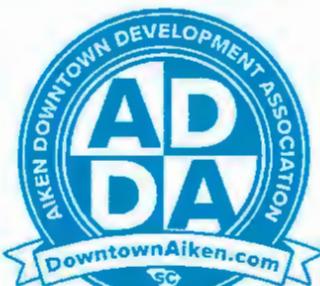
ADDA_Blue

ADDA_Dark Blue
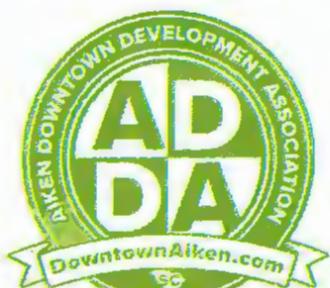
ADDA_Green

ADDA_Orange

ADDA_White

ADDA_Yellow

Aiken Corporation_4C

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Aiken Corporation_Green


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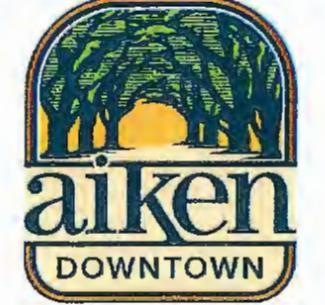
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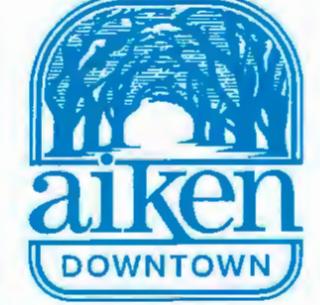
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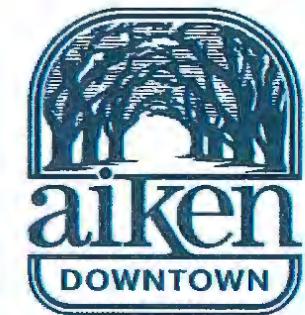
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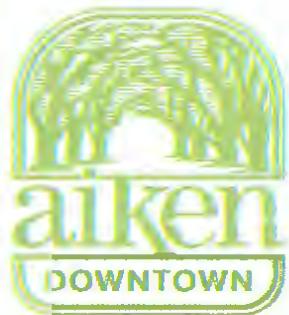
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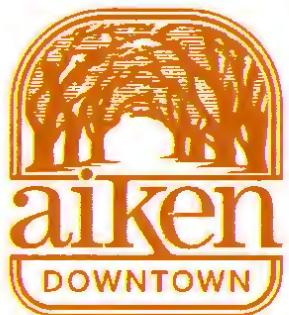
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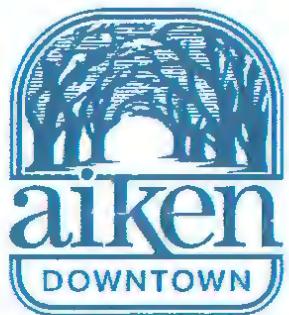
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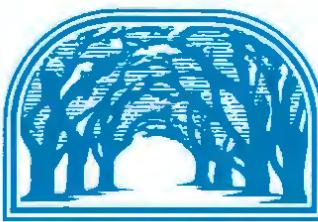
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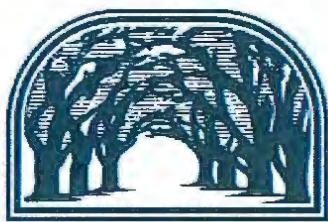
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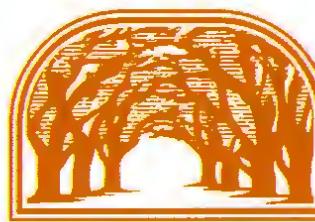
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Aiken-Parks & Rec_Dark
Blue

Aiken-Parks & Rec_Green

Aiken-Parks & Rec_Orange

aiken
PARKS, RECREATION & TOURISM
Aiken-Parks & Rec_Slate

Aiken-Parks & Rec_White

aiken
PARKS, RECREATION & TOURISM
Aiken-Parks & Rec_Yellow

Aiken-SC-Badge_4C

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Aiken-SC-Badge_Green

Aiken-SC-Badge_Orange

Aiken-SC-Badge_Slate

Aiken-SC-Badge_White

Aiken-SC-Badge_Yellow

aiken
SOUTH CAROLINA
Aiken-Stacked_4C

aiken
SOUTH CAROLINA
Aiken-Stacked_Black

aiken
SOUTH CAROLINA
Aiken-Stacked_Blue

aiken
SOUTH CAROLINA
Aiken-Stacked_Dark Blue

aiken
SOUTH CAROLINA
Aiken-Stacked_Green

aiken
SOUTH CAROLINA
Aiken-Stacked_Orange

aiken
SOUTH CAROLINA
Aiken-Stacked_Slate

Aiken-Stacked_White

Aiken-Stacked_Yellow

Aiken-Wide_4C

Aiken-Wide_Black

Aiken-Wide_Blue

Aiken-Wide_Dark Blue

Aiken-Wide_Green

Aiken-Wide_Orange

Aiken-Wide_Slate

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Aiken-Wide_Yellow

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City Connect-Stacked_4C

City Connect-Stacked_Black

City Connect-Stacked_Blue

City Connect-Stacked_Dark Blue

City Connect-Stacked_Green

City Connect-Stacked_Orange

City Connect-Stacked_Slate

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City Connect_4C

City Connect_Black

City Connect_Blue

City Connect_Dark Blue

City Connect_Green

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City Connect_Slate

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City of Aiken-Stacked-4C

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City of Aiken-Stacked-Dark Blue

City of Aiken-Stacked-Green

City of Aiken-Stacked-Orange

City of Aiken-Stacked-Slate

City of Aiken-Stacked-White

City of Aiken-Stacked-Yellow

City of Aiken_4C

City of Aiken_Black

City of Aiken_Blue

City of Aiken_Dark Blue

City of Aiken_Green

City of Aiken_Orange

City of Aiken_Slate

City of Aiken_White

City of Aiken_Yellow

City Seal_4C

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Connect Aiken-Stacked_4C

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Connect Aiken_4C-White

Connect Aiken_4C

Connect Aiken_Artboard 211

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Connect Aiken_Slate

Connect Aiken_White

Connect Aiken_Yellow

Connect Icon_4C

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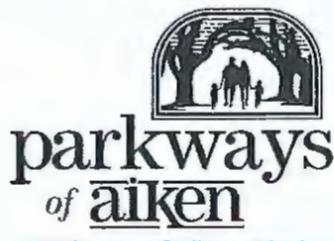
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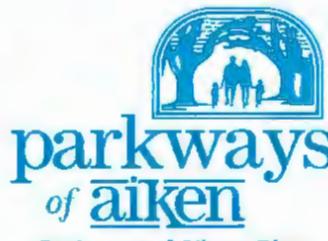
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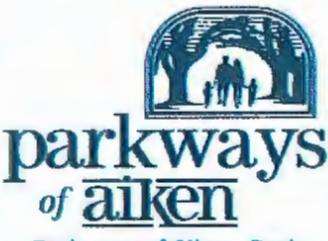
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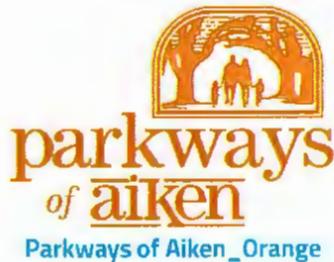
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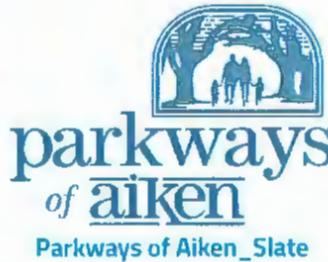
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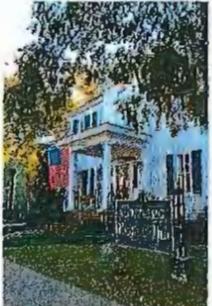
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Copyright Transfer Statement

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For the purpose of Community Branding.

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This signed agreement also includes the transfer of rights to any variations of the logo previously agreed and supplied as part of the initial proposal.

Example of these variations could include : multiple color versions, size and dimensional variations – landscape and portrait, reversed out versions, social media profile images, favicon etc.
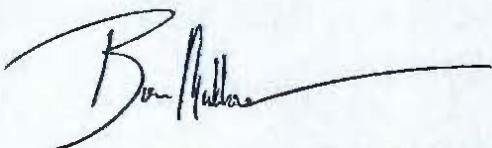
Arnett Muldrow & Associates
864.233.0950
ArnettMuldrow.com
316 West Stone Avenue
Greenville, SC 29609

Is there anything missing on this Copyright Transfer Form that was previously agreed? Let me know before accepting this statement. It is critical the information shared here is understood and accepted in whole.

Aiken, South Carolina
BrandTouch™ Manual

Order comes from simplicity. Inside, you will find the simple rules that guide the Aiken Brand, and will help create equity as we tell your story.

5

IMPLEMENTATION

Implementation

Introduction

Each of the critical plan strategies and associated tactics are outlined in the pages that follow. The methodology for each is as follows: an introductory paragraph summarizes why it is an important issue to address; who should be the lead implementation/ delegation party to address each issue; what will be the outcome/benefit if the issue is addressed; and finally, a series of specific tactics to actually get the job done.

Note: A Meister Task project management web site has been formulated and populated with the specific issues, responsible parties, and tactics for the Connect Aiken project. This tool enables online collaboration and automatic notification whenever any element of the plan is implemented. Essentially, it functions as the online version of "Connect Aiken" by connecting-the-dots between planning and implementation in the minds of the general public.

Implementation

Parking

Parking was the single biggest issue that merchants and the general public mentioned as an impediment to a convenient business climate in the downtown area. The City has commissioned a parking study to address this issue and is proposing a parking structure at some point in the future. However, there are a number of affordable near-term solutions to the parking issue that can mitigate many of the current concerns. Moreover, these simpler solutions can forestall the need for costly solutions while additional market demand is created through mixed-use retail and housing developments downtown that would merit an eventual parking structure. These recommendations are noted in the tactics section below.

What? Revisit parking policies

Why? Stakeholders continue to have concerns about parking access and management

Who? City/ADDA

Outcome: Improved parking management and clarification for residents, visitors, and employees

Tactics:

- Parkway reclamation to make crossing from parking resources more convenient.

- Reinstate timed parking downtown with tiers to encourage turnover where appropriate, and long-term parking for employees.

- Prepare a parking guide for merchants and visitors that clearly articulates parking resources and policies.

- Implement a grace period where courtesy enforcement provides information not penalties.

- Implement a habitual offender program to discourage abuse of parking regulations.

- Host an annual parking summit to review effectiveness of policies.

Parkways

The parkways are the single biggest identity-generating elements in downtown. These lush landscaped medians bounded by one-way pair roadways introduce an abundance of green space and natural landscaping in the downtown area. Their original, intent was to be utilized as pedestrian pathways within a park-like setting that would connect neighborhoods to downtown and vice-versa. However, over the years, these parkways have become overgrown and have taken on a 'sacred' status that almost forbids anyone from interaction within them. By limbing up the tree canopies and introducing pathways, lights, and a variety of animation ideas these parkways could be restored to their original intent and function in a similar manner as the square parks of downtown Savannah.

Implementation

Why? Foster better connections, provide better access to parking resources, reflect on the historic role of the parkways, create places for people to interact, and promote Aiken's most unique feature.

Who? City/ADDA/AYP/Everybody

Outcome: Aiken's parkways will become a national model for regenerating an historic city based on the original intent of the city's layout.

Tactics:

- Implement two pilot parkways as designed during the Strategic Plan Implementation Workshop as a model for subsequent parkway reclamation efforts.

- Utilize in-house City labor to prepare the two pilot parkways for private sector animation. The City's responsibilities would include, but not be limited to: thinning out underbrush and limbing up low-hanging limbs; installing walkways; installing lights, etc.

- If necessary, hire local landscape architect for detailed planning to supplement the conceptual designs by Kalback Design Studio.

- Have lead organizations (e.g. ADDA and AYP) sponsor key 'permanent' elements of the parkways such as, but not limited to: benches/chairs, trash receptacles, banners, etc.

- Provide 'permission' for citizens to populate the parkways with art, games, furniture and other activation elements that are appropriate to each parkway based on its context.

Food Trucks

The market data indicates a clear demand for additional food related services in Aiken. Food trucks have emerged as a national trend that allows a low barrier to entry for entrepreneurs to venture into the food service industry. At the same time, food trucks allow communities to explore additional locations and expansion areas adjacent to existing downtowns, support for new businesses such as taprooms and breweries, and enhancement of events. In Aiken, mobile food services are currently not allowed by City Ordinance (meanwhile they are being encouraged in nearby cities). This limitation on the market will inhibit new food service options in Aiken to be tested, encourage such ventures to locate in nearby communities, and ultimately compromise the potential for Aiken to expand its role as a dining destination. A thoughtful Food Truck ordinance that protects existing bricks and mortar restaurants as well as neighborhoods while encouraging this emerging trend would enhance the appeal of downtown while fostering entrepreneurship.

What? Revise food truck ordinance

Why? Market evidence that there is room for additional dining to add to existing dining cluster

Who? City

Implementation

Outcome: Create a climate where start-up food-related businesses can thrive

Tactics:

- Review model ordinances from other progressive communities
- Propose revised ordinance to City Council for approval
- Make food truck, festival, and restaurant community aware of new regulations
- Designate Parkway terminus parking spaces for Food Truck use at specific times .
- Sponsor a Food Truck rally
- Provide appropriate incentives to relocate Food Truck 'graduates' into downtown brick and mortar locations

Building Heights

Every planning and economic development study that has been performed for downtown Aiken has noted the need to introduce infill development as a way to 'expand' the downtown area. While the uses for this development can vary but would likely include housing and mixed-use retail, the common denominator is downtown Aiken is poised for significant development. When new construction commences in downtown it needs to be of a density and design motif that will be sympathetic to the existing design and planning framework found there. In this way, traditional approaches to zoning that are prescriptive (e.g. stipulated by a strict height dimension) need to give way to approaches that are descriptive in nature (e.g. stipulated by a number of floors approach). The benefit of this form-based approach is two-fold: 1) it will correspond to the existing planning framework downtown, and 2) will provide maximum flexibility to the developer for satisfying current building codes.

What? Revise building height regulations

Why? Building heights should be prescribed by the number of floors not an arbitrary height.

Who? City

Outcome: Aiken's infill buildings will have an appropriate height based on their form and adherence to downtown architectural precedents.

Tactics:

- Have planning staff review model ordinances from other communities
- Propose revised regulations to City Council and/or ARB for approval
- Modify ordinances and/or design guidelines as necessary to comply with new regulations
- Make design, planning and development community aware of the new regulations

Implementation

Connect Aiken

Aiken benefits from a number of groups that are working toward the benefit of the community. The City of Aiken, the Aiken Chamber of Commerce, the Aiken Downtown Development Association, Aiken Corporation, and the Aiken Young Professionals (among others) are all doing excellent work. Connect Aiken is a concept that links the various economic development efforts of these advocates for downtown Aiken so that residents, visitors, and investors can easily understand the role of each partner, ways to get involved, and unite the entities under a single marketing umbrella. Connect Aiken is not envisioned to be a new group, but rather a unified marketing effort for all partners to use to communicate future successes with the public. The logo for Connect Aiken is deliberately designed to serve three purposes: to convey the interconnectivity of groups working to enhance Aiken, to represent the physical layout of the traditional core of the City of Aiken, and perhaps most importantly to create a hash tag that can be used to mark successes via social media.

What? Launch the Connect Aiken program

Why? To link economic development efforts to connect advocates for on-going downtown development, and to inform partners and the public of on-going implementation success

Who? Everybody

Outcome: To connect the dots in the public's mind about past and present community vitality and economic development efforts

Tactics:

- Launch clearinghouse website that redirects to various partners.
- Have each partner officially "resolve" to be a part of the Connect Aiken initiative.
- Create "Connect Aiken" local pride collateral
- Use "Connect Aiken" script to describe the initiative.
- Ensure the "Connect Aiken" initiative appears on all projects related to improvements in the community.

City Connect

As noted in the 'Building Heights' section, downtown Aiken will be under significant development pressure in the very near future. In order to streamline the planning and development process, a "one-stop shop" for all design review, code compliance, and development incentives awareness should be created to be make clear and consistent. Moreover, the time savings realized by developers that utilize this streamlined process have tangible financial benefit and are, in essence, an indirect incentive that does not cost the City any money. Finally, the presence of a one-stop shop for business and development sends an unmistakable message that Aiken is 'business friendly.'

What? Create City Connect, a streamlined planning and development process

Implementation

Why? To ensure consistency, clarity, and confidence in the development process

Who? City

Outcome: In lieu of costly incentives, provide a streamlined process to help investors and the community to develop without untimely delays, inconsistent application of regulations, and transparency of process

Tactics:

- Create a physical space (similar to Hartsville 'Navigator') to house John McMichael's office and support space for City Connect personnel (e.g. small conference room, nearby offices, etc.) with branded signage

- Create a branded stationary package (business cards, stationary, review forms, note pads, progress white board, etc.) that prominently features the 'City Connect' logo

- Publish a 'Business Development Guide' and upload electronic version to web site and print and distribute physical copies to all development inquiries

- Develop a 'Business Startup' process and disseminate to the business community

- Formulate a 'Design/Development Review' process and disseminate to the development community

Branding & Marketing

Aiken has a strong brand for the community that it has deployed downtown and in print, online, and other marketing material. This strong brand (the allee of trees) can be expanded and used in a variety of ways so that the community can more broadly market itself to locals, visitors, and investors. The branding toolbox should also be expanded so that partner groups such as the Aiken Downtown Development Association, the Aiken Chamber of Commerce, Aiken Young Professionals, the City of Aiken, and Aiken Corporation all appear to be "part of the family" in the Aiken Brand. To that end, the branding system for Aiken becomes a toolbox that all partners can use to best market both Downtown and the community as a whole.

What? Implement Branding Toolbox to increase flexibility, unite partners, and broaden implementation of the Aiken Brand

Why? Aiken is using a good brand that deserves broader application and increased flexibility

Who? Everybody

Outcome: Better brand recognition to attract regional customers, retain locals, and curate the visitor experience

Implementation

Tactics:

- Have lead implementation organizations formally adopt the brand

- Distribute branding style guide and resources to all implementation organizations

- Distribute branding style guide and resources to newspaper, advertising firms, and any agencies who are willing to utilize the revised Aiken brand system in their publications

- Rollout highly visual, relatively inexpensive branding elements as soon as possible. Examples include, but are not limited to: banners, flags, merchandising (e.g. tee shirts, hats, aprons. mugs, etc.), community pride campaign advertisements, community vision posters, etc.

- Update implementation organization web sites to include the new brand elements

- Implement medium-to-long-term branding elements such as wayfinding sign systems and renovated gateway signs.

Housing

Prior plans, the current market study, and national trends all point in positive directions for additional housing options in downtown Aiken. The Aiken trade area is growing in population and as it does the demand for housing will increase. Nationally, the country is seeing increased interest in downtown housing in a variety of formats that cater to young professionals, families, and active empty nesters. Aiken itself has already witnessed the completion of several successful upper floor renovations that have increased the downtown housing stock. Aiken should explore additional housing development in the core of the community looking at a variety of options including: upper floor development over retail in the core of downtown, mixed use infill development on vacant and/or underutilized sites, site assembly for single family detached or townhouse style development adjacent to or near downtown, and rehabilitation of existing housing stock in the core of the community.

What? Leverage data from existing plans and studies to implement a housing strategy

Why? Market indicators show that Aiken will continue to grow. In order to attract target demographics of young professionals and families the housing options in Aiken should expand

Who? Aiken Corp/City/CDCs

Outcome: Increased housing stock in downtown, stabilization of older neighborhoods near downtown, and an increase in housing options for a variety of markets.

Implementation

Tactics:

- Share market analysis data and Catie Ruben housing study with Aiken Corp, CDCs, Chamber and private sector developers

- Convene a 'Housing Task Force' to determine preferred housing types (e.g. apartments, condos, townhouses, single family, etc.) and development approaches (e.g. pocket neighborhoods, mixed-use development, etc.)

- Solicit RFQ/RFPs for targeted housing types and approaches to private sector developers

- Determine appropriate financial incentives to lure developers