

## COUNCIL MINUTES

The City Council of the City of Raleigh met in a lunch work session at 11:30 a.m. on Tuesday, April 18, 2017 in Room 305 of the Raleigh Municipal Building, Avery C. Upchurch Government Complex, 222 West Hargett Street, Raleigh, North Carolina, with the following present:

Mayor Nancy McFarlane (Absent & Excused)  
Mayor Pro Tem Kay C. Crowder, presiding  
Councilor Mary-Ann Baldwin  
Councilor Corey D. Branch  
Councilor David N. Cox  
Councilor Bonner Gaylord  
Councilor Russ Stephenson  
Councilor Richard A. “Dickie” Thompson

These are summary minutes unless otherwise indicated.

Following a brief delay, Mayor Pro Tem Crowder called the meeting to order at 11:38 a.m. and stated Mayor McFarlane was absent and excused from today’s meeting.

City Manager Ruffin Hall gave a brief overview of the items on the agenda, and the following items were discussed.

### **CITY BRANDING STUDY – PRESENTATION - INFORMATION RECEIVED – HELD FOR FURTHER DISCUSSION**

Communications Director Damien Graham indicated today’s presentation is a report on the first phase of the City Branding study. He introduced Shawn Kruggel and Winston Pereaza of Cubic Communications in Tulsa, Oklahoma, the consultants hired to conduct the initial study.

Mr. Kruggel summarized the report using a PowerPoint presentation for illustration, portions of which are outlined as follows:

#### **Project Scope**

##### Brand Strategy + Discovery

- Insight Groups (Internal + External)
- Research Review & Analysis
- Journalistic Insights
- Communications Review
- Visual audit of current materials

##### Deliverables

- Presentation to key stakeholders
- City of Raleigh Mission Statement

- City of Raleigh Vision Statement
- Executive briefing with leadership team
- Executive Summary

### **Objective**

Develop a city brand that reflects Raleigh's community vision, rich culture, economic strength, visitor perception, and strong place as a capital city. The brand should deliver the right message to residents, investors, and visitors.

### **Challenge**

- Mission and Vision for the City of Raleigh
- Address communication and brand fragmentation
- Build a united and coherent brand for the City of Raleigh

### **Immersion**

#### Reports

- City of Raleigh Strategic Plan
- City of Raleigh Community Survey
- The 2030 Comprehensive Plan for the City of Raleigh
- FleishmanHillard Communications Audit
- Experience It. Downtown Plan - The Next 10 Years
- State of Downtown Raleigh 2016 - Downtown Raleigh Alliance
- Raleigh, N.C. - Destination Brand Strategy Manual / GRCVB
- City of Raleigh City Council Minutes (April 1, 2008 - April 1, 2014)

#### Raleigh On!

- Raleigh has a pervading optimism.
- Raleigh is seen as moving in the right direction.
- Citizens feel the city is changing (mostly for the better).
- However, there is an underlying nervousness about maintaining positive and inclusive momentum in the midst of growth and change.

### **What We Learned**

1. A Servant Leader
2. It's Complicated
3. Inside the Beltline, Outside the Beltline
4. Capital City
5. Paralysis by Analysis
6. The Goldilocks Syndrome
7. New Raleighites
8. Please Grow Responsibly

## **Methodology Exercise Premise**

- City of Raleigh/Raleigh Community

## **Activities**

### Photo Comparisons

- Focus group participants were asked to bring in two different photos. One photo would be anything that they believe represents the community of Raleigh while the other photo is a representation of the city of Raleigh government. They were allowed to be as creative or literal as they saw fit.

Clerk's note: the presentation contained video clips featuring Eric Bannister of the City's Communications Department, who talked about his photo comparisons.

### Attribute Cards

- The Brand Card Activity was completed in 14 groups/interviews consisting of around 80 people. The groups were given large stacks of adjective cards and were told to narrow the stacks down based on words they believed to describe (1) the people/community of Raleigh, (2) the City of Raleigh government, and (3) how they feel the City of Raleigh government should be.

### Results

- What we found was that the government was linked to many positive values and attributes such as safe, experienced, traditional, successful, pleasant, down-to-earth, etc. However, when asked how the government should be, the groups chose descriptors that were more reflective of the community such as cutting-edge, inspiring, experimental, forward-thinking, and sought-after.

### Archetypes

- The Brand Archetypes Activity consisted of 12 different personality types with descriptors and strengths displayed for each. All participating individuals were given six green dots representing the community of Raleigh and six blue dots representing the City of Raleigh.

The participants distributed their blue dots to the archetypes they believed to best describe the community. Participants were then instructed to do the same with their green dots to identify which archetypes best represented the government. They were allowed to distribute their dots however they saw fit.

### Results

- Results showed that the top five brand archetypes for the community of Raleigh were Creator, Rebel, Citizen, Engineer, and Explorer. The top five brand

archetypes that reflected the City of Raleigh government were Ruler, Citizen, Guardian, Engineer, and Partner.

The most drastic differences were between Ruler (government) and Rebel (community). The brand archetypes with the most overlap between the community and the City of Raleigh was Citizen.

### Sliding Scale

- The Sliding Scale Activity was completed in 14 groups and interviews consisting of over 80 people. The individuals were given six red dots and presented with a board containing six sliding scales.

The individuals placed on dot on an area of the spectrum within each sliding scale that best represented what the role and presence of the City of Raleigh brand should be.

### Strategy

- *People desire a city government that is more reflective of the personality, dreams, ambition and general openness of the community.*

### **How did we get there?**

#### 5 Big Themes

1. *Openness is expected.*
  - The idea that Raleigh is an open, transparent and inclusive city (Open Source/Tech, Environment, Personality, Architecture, Government) is a shared trait that reflects Raleigh. We need to reveal our roots.
  - “Transparency. People do want an open-source city. They want an open-source government that they can see through. I want to be able to look through Planning and see Parks and Rec over there. I want to be able to look through Transportation and see where my sidewalk is planned to be.”
2. *Growth and Greenways*
  - Raleigh’s social, recreational, environmental and attitudinal DNA is deeply rooted in growth and greenways. The City Park network, “City of Oaks” and “City Amongst Trees” lends itself to creating a connected community and government.
  - “The things I’m most interested in are making Raleigh the greenest city in the South. Renewable energy, greenways, recycling and the city really getting in front of that.”
3. *Risk is Good*
  - There is a desire to take calculated chances. Having permission to fail can foster innovation and position the City of Raleigh as a leader.
  - “I think the City of Raleigh could be more reflective of a lot of things we were talking about...daring, inspiring, proud, cutting-edge, multidimensional.”

4. *Service is...SEXY*

- You can position yourselves as experts in your individual fields that citizens are fortunate to have open access to. You can be their Quality of Life Experts. We can rebel against the idea that service, facilitation, collaboration, planning and guarding cannot be alluring, spirited, fun, daring, and sought-after. Well-being is IMPACTFUL.
- “I don’t think folks realize the depth of jobs that we have. They think on the surface of what they see. They don’t really realize that we have incredibly skilled people all under one roof.”

5. *DNA: Connection + Collaboration*

- Connection and collaboration are necessary to function as a leading and creative city. Being networked enhances ideas, trust and responsible growth in the community. Raleigh is positioned to be one of the most connected cities.
- “I think there’s a culture of generosity and collaboration that is so contagious, that is felt in everything. And I think that’s such an opportunity to tell that story.”

**How does Raleigh own this?**

- Raleigh is naturally networked.
- Raleigh is a biophilic city.

**Area of Focus**

There are three distinct areas that the City of Raleigh needs to execute on and be known for:

- STABILITY (infrastructure)
- POSSIBILITY (ideas)
- CONNECTIVITY (relationships)

A strong base (*a city well-rooted is a strong city*) with unlimited and responsible growth potential **for all**.

The City of Raleigh must develop and utilize strong networks internally and externally to achieve this goal, a flourishing and fulfilling community of openness and choice. They must act as a hub of reliability and actively engage the citizenry to demonstrate that expertise.

The City of Raleigh operates in an environment that is not only conducive to this mission, but also it is built into the environment’s DNA.

### **Next Steps**

- Work with The Assembly to develop the City of Raleigh's visual language/ID System
- Solidify Mission & Vision statements
- Present Mission and Vision in final presentation with The Assembly in June

Mayor Pro Tem Crowder talked about how she came to appreciate the City's services.

Ms. Baldwin expressed her appreciation to the staff and consultants and stated it was an impressive body of work. She talked about previous discussions regarding "branding", and noted there was a sense of consistency between prior discussions and today's presentation.

Mr. Branch also expressed his appreciation to the staff and consultants and talked about how he looked forward to the project progressing.

Mr. Stephenson indicated he was impressed with the report, and stated he appreciated the City of Raleigh has a lot going for it in that there are opportunities for a person who works hard and can achieve their dreams with Mr. Pereaza noting the City of Raleigh could be an example for municipal governments across the nation.

Mr. Stephenson indicated this would also be an opportunity to look at the City's shortcomings and address them.

Mr. Gaylord stated this is an opportunity to move from how the City is perceived to where it wants to be perceived, and talked about improvements and updates to City policy, staff, etc.

Ms. Baldwin questioned whether there will be additional presentations to other groups with Communications Director Graham responding those presentations will be handled by the Assembly and indicated staff hopes to have a full report to the Council by June. He stated once the Council approves the project, formal presentations will be made available to other groups.

Discussion took place regarding future changes to City policy.

Mayor Pro Tem Crowder expressed her appreciation to the staff and consultants.

The Council received the information.

### **AGENDA MANAGEMENT SYSTEM UPDATE – DEFERRED TO A FUTURE WORK SESSION**

Mayor Pro Tem Crowder indicated it was requested this item be deferred to a future City Council Work session. Without objection, the matter was deferred.

**ADJOURNMENT**

There being no further business, Mayor Pro Tem Crowder declared the meeting adjourned at 12:23 p.m.

Ralph L. Puccini  
Assistant Deputy Clerk