



The future of a brand called Cary

Research Findings Presentation | March 13, 2018

Table of Contents

01 Welcome to the Agency **p.03**

02 Where We've Landed **p.06**

03 Comparisons **p.11**

03.1 Background

03.2 Framing the Question

03.3 Reality Check

03.4 A Model for Comparison

03.5 A Model for Brand Recognition

03.6 A Local Comparison

03.6 A Local Newcomer

04 Our Approach to Branding **p.28**



01

Hello!

We're Bigfish Creative Group

A Little About Us

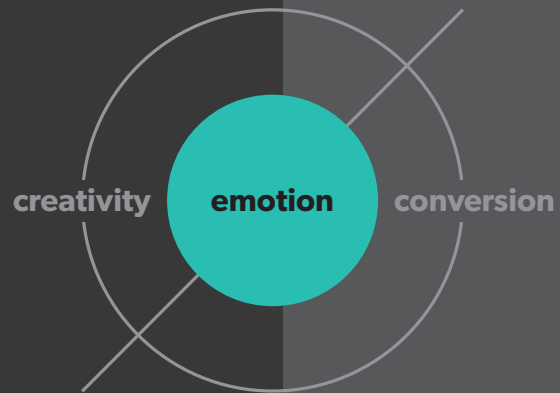
At Bigfish, finding innovative ways to meet our clients' challenges is what gets us out of bed in the morning. Figuring out how to meet those challenges in a way that encourages growth and partnership on all sides, well, that's what keeps us coming back for more. Our clients' success is as important to us as our own and we believe that success stems from more than delivering a solution, it comes from approaching challenges

as a strategic ally to our clients and finding a holistic answer to every problem.

The Bigfish personality is contagious. Our team is made up of the best and brightest. We don't back down from a challenge and we approach every situation with experience and strategic insight. We've been there and done it and don't call it a day until we can call it a success.



A perfectly executed idea should elicit an emotional response in people that will drive them into action.



Now Let's Talk Us + You

At Bigfish, branding is what we live, eat, drink, and sleep. For us, brand strategy workshops are kind of like a Rocky-style training montage, including punching sides of beef. Why are we so intense when it comes to perfecting our clients' brands? Because we believe that what a brand projects to stakeholders is just that important. Branding isn't about a new color palette and a pretty website. It's about integrating heritage, reputation, and capabilities, and creating a brand unmistakably imbued with those elements. Branding isn't a side line or a hobby for us, it's our profession. We want everyone to be as excited about the Town of Cary as you are. And why shouldn't they be? A quaint small town feel with the amenities, business incentives, and skilled labor of a big city.

We're located in Scottsdale, Arizona, so we don't just understand a town rebranding itself, we live it every day. Scottsdale has gone from a dusty Phoenix metro area town where summer temperatures regularly reach 120°, to being a luxury vacation and residential destination. Not to mention the massive growth in tech companies opening offices in the Phoenix metro area, rather than California.

We think that we can help you turn the Town of Cary into the next Scottsdale. Ok, maybe not Scottsdale – because the Town of Cary has way more to offer than Scottsdale initially did. Plus, your summer temperatures don't cause airports to shut down, so by our count, you're already ahead of the game.

A woman with dark hair tied back, wearing a green jacket over a grey t-shirt, is smiling and looking towards the left. She is sitting at a table with a laptop and papers. Another person is partially visible in the foreground on the left, looking towards the woman. The background is a plain wall with a whiteboard.

02

Our Findings

The future of Cary's brand

Background

Cary has grown impressively over essentially a three decade period, due largely to the advent of the Research Triangle Park. Local government has taken advantage of that growth by:

- *Putting in place systematic planning and management structures to guide growth strategically.*
- *Using growth to responsibly budget civic initiatives and services while keeping taxes low.*
- *Cooperating regionally, especially with adjoining communities.*
- *Finding ways to create a unique community and value proposition.*

Essentially, Cary was formed as a town, yet it functions as city.

Growth, however, is in a transitional stage. Cary government recognizes the need to transition both on the basis of physical constraints (shifting from developing greenfields to infill and redevelopment of existing properties), and demographic swings (shifting to older residents, attracting millennials, and locating businesses focused on work/life balance). If growth is going to remain the factor empowering a combination of continued community enrichment coupled with low taxes, it will have to change with the times.

Cary, to your credit, recognizes its challenges. Local leaders have developed well-thought-out plans to address them over a more than 20-year timeframe. However, this proactive approach to the future puts Cary in a bit of a bind, which might be described as an identity crisis. Primarily, this identity crisis pits Cary's decidedly family-centric suburban flavor, embodied by its status as a town, against its need to embrace urbanity, embodied by its proximity to, cooperation with, and competition with the two nearby municipalities self-designated as cities, as well as cities all over the country. Cary's identity/brand is also characterized by being both urban and suburban simultaneously across an approximate east/west dividing line.

Form and function, of course, are the foundational elements of design. So:

- *Should Cary remain a town and stay true to its (suburban) origins?*
- *Should Cary redesign itself to acknowledge what it clearly has become and will be?*
- *Is the issue a distinction without a difference in terms of actual perception?*
- *In the collision between past, present, and future, can Cary build community consensus?*

Cary's government wants to test these hypothetical questions.

Framing the questions

The notions of evolving, progressing, and adapting are essential to this discussion.

These concepts pertain to population growth, not just in Cary, but across the Research Triangle region, the state of North Carolina, the US and the world. To put it in perspective, in the last century alone, world population has more than tripled. Cary's relatively recent growth is expected to continue but slow down a bit—accommodating 50,000 additional residents is a challenge.

These concepts pertain in terms of economic reality. Technological advances have, quite simply, changed just about everything, from the number of Americans employed in agriculture and manufacturing, to the number who spend all or part of their day working from home, to the globalization of the marketplace. Cary has a significant knowledge-based employment sector and is invested in attracting more.

Importantly, these concepts pertain in terms of demographics. Cary's population is aging. It's becoming less white. It's becoming less centered around family households. Notably, Cary is attracting fewer millennials.

Cary is no different from other places experiencing change. It has no choice but to evolve and adapt, which hopefully results in what Cary residents view as progress. That's where a rebrand matters, in a perception of progress among stakeholders, namely, current residents, people who work there, people who visit and who might visit, businesses looking for a place to (re)locate, as well as government, community, and business leaders. Does the town versus city designation matter to them? How so?

The experience of other towns is instructive, yet never totally germane.

The Buckeye and Gilbert experiences represent two sides of the same coin. One became a city, the other remained a town – yet both continue to grow at phenomenal rates. The Scottsdale and Chandler case studies demonstrate what the continued trajectory of growth could look like, with Scottsdale being an aspirational model and Chandler skewing closer to Cary's geographical size and population growth projections.

We didn't find any definitive research on town versus city perceptions except in a rural versus suburban versus urban context.

Test the hypothesis:

Being known as a "town" negatively impacts achieving the goals of the Imagine Cary Community Plan. "City" offers advantages over "town" when it comes to realizing the Imagine Cary Community Plan.

In the case of the alleged “negative impacts” of being a town, and the “advantages” that will accrue toward realizing the Imagine Cary Community Plan by becoming a city, the hypothesis we are being asked to design and conduct a test for is dubious. It is akin to testing Shakespeare’s famous statement, that **“a rose by any other name would smell as sweet”**.

Cary has been growing as a town. It will continue to grow, but in different ways as envisioned by its comprehensive Community Plan. Its strategic location in the Research Triangle is a huge advantage, whether it’s a town or city. Its legal designation might not matter at all.

What Cary residents want and believe matters a lot.

Ultimately, Cary is a reflection of and defined by the people who live there. In this discussion that means current residents AND future residents. These are the people who individually and collectively give Cary what might be called a ‘vibe’. These are the people who have to buy in to the vibe as it evolves. Cary will never be all things to all people, not even those who have chosen, or will choose, to live there. Nonetheless, each of them acts as co-creators of the Cary brand, consumers of the Cary brand, and micro influencer ambassadors of the Cary brand.

The people who make up Cary are its greatest resource. Companies want to attract them as employees, and the presence of these residents/employees is partly a function of living in proximity to companies. Companies come for the workers, workers come for the companies, it’s the story of growth. Growth is changing, especially in terms of what employees want when it comes to lifestyles, but matching companies with employees is still the key to managing growth and pinpointing Cary’s ‘vibe’.

The question isn’t town vs. city - it’s how to ensure Cary residents are on board with Cary’s plans for the future.

In that sense, the decision about being a town versus a city is up to them. Someone needs to ask them what they want. Not just employees, but everyone affected by the managed growth dynamic. That’s democracy.

Thus, it becomes essential to create a public initiative (similar to the shared example of Chestermere, Ontario’s) designed to explain the reasoning behind a decision to switch from being a town to city (or not) in direct, simple, and neutral language. Political viewpoints will be expressed, politicians are expected to have opinions, although it’s possible to not take a definitive stand. Then, after a period of time in which public input is analyzed, Cary leadership can make the decision or put the matter up for a town-wide vote.

Reality Check

Legal and regulatory questions aside, Cary is much more a function of who it is and who it wants to become than what it calls itself.

To reiterate, Cary currently exists as a town, but its population is large enough to be a city by a wide margin. Factually speaking, Cary functions as a city. It wants to attract residents interested in urban experiences, and faces city-sized challenges.

As noted in the Cary Community Plan, the town of Cary has earned many distinctions in terms of livability and safety—none of them as town, all of them as a city.

**To Bigfish, Cary is a city.
Why hide from that reality?**

Above all, whether it's a town or a city, the most important thing is to BE the brand called Cary.

Although pleasing everyone isn't easy, it is possible to brand Cary as the perfect combination of town and city, which in many respects, represents facts on the ground: Cary wants to preserve its small-town history and strengthen its suburban character, while developing its nascent urban character. By branding itself as a hybrid of town and city—a natural, “best of both worlds” approach—Cary can both take advantage of its transition, and mitigate fall out from opposing viewpoints on its town-versus-city controversy, if that controversy even exists.

There is no definitive evidence to support the proposition that the title city is empirically better than town. However, there are clear guidelines that we can infer based on specific case studies that support the correct methods to use when rebranding a town into a city, or rebranding a town as a “modern town”.

In order to answer the proposed hypothesis put forth by the Town of Cary, Bigfish looked to comparable models of cities and towns, researched their transition (or in some cases, lack thereof), and analyzed the launch of their new brand.



03

Comparisons

Relevant models

A Model for Comparison

Town of Chestermere becomes City of Chestermere

We looked in to the closest possible case studies and found an analogous example in the City of Chestermere. Chestermere is a small 'bedroom community' located in Alberta, Canada, that made the transition from town to city in 2014.

Both Chestermere and Cary were/are towns looking to brand themselves in a manner that would attract economic development opportunities while retaining small town community characteristics that residents had grown to love.

- *Both Chestermere and Cary are primarily known as "bedroom communities"*
- *Both Chestermere and Cary are situated nearby prominent universities (Chapel Hill, Duke – University of Calgary, Saint Mary's University)*
- *Both Chestermere and Cary have seen a large growth in population over the last eight years (roughly 20% in Cary and 34% in Chestermere)*
- *Both have similarly higher median household incomes compared to the rest of the country (55% higher in Cary, 48% higher in Chestermere)*

-
- *Local Weekly Newspaper Advertisements*
 - *Local Weekly Newspaper Stories*
 - *Regional News Coverage*
 - *Community Notices (sent with utility bills)*
 - *Large Posters in High Traffic Areas*
 - *Webpage created with online poll (Chestermere.ca/future)*
 - *Facebook posts, engagements*
 - *Twitter posts, engagements*
 - *Councilors answering questions at major community events*
 - *Open Houses, Coffee Conversations, Town Hall Meetings*
 - *Municipal Planning Meetings with regional neighborhoods*
 - *Comment boards placed within town hall and prominent community locations*
 - *Team dedicated to answering emails*

In order to gauge the public perception of the name change, Chestermere utilized the following polling methods from August through October of 2014.

(For more in-depth tactics see Addendum 1: Chestermere)

After reviewing all submitted materials online and offline, public opinion was deemed to be majority in favor of the change. Using cluster analysis, the most common questions that appeared were some form of:

“How would the change affect residents’ taxes?”

“How would it affect the sense of community?”

When residents learned the change was primarily in title only, the majority of respondents who were initially opposed became either supportive or neutral of the change.

(for a helpful brochure that was used to answer the most commonly asked questions, see Addendum 1: Chestermere)

And finally, taken from the final page of the report:

“The image of Chestermere as a city may provide a perception to businesses that Chestermere is a large urban centre capable of sustaining commercial and industrial development. A marketing strategy that projects an image of the municipality is considered more important for drawing business than the status itself. As businesses undertake a detailed analysis of investing or locating in a community, the business fundamentals also need to be in place (i.e. adequate supply of industrial land, array of existing businesses, demand, land prices, trading area, etc.).

The City of Brooks advise they felt that it was a positive factor for attracting business by becoming a city as business seem to feel the action showed progress. However, we do feel that Chestermere does not market itself much in terms of Economic Development and should we decide to establish such a department having city status would be viewed as beneficial.

Since making the change to city, Chestermere has experienced a sizable growth in population (34% in 8 years), but also what could lightly be described as growing pains, including rising utility rates and trouble landing a contract to fill undeveloped land.”

Since making the change to city, Chestermere has grown in population 34%

A Model for Brand Recognition

City of Scottsdale

“We want to make it so when you go to the West Coast and say ‘Cary’, it’ll be like saying ‘Scottsdale,’” he [Harold Weinbrecht] said.

The Scottsdale real estate market experienced a rush of buyers in the 70’s and 80’s due to low costs, which have since stabilized with limited land left to develop. Since then, Scottsdale has largely been a draw for buyers looking to enjoy sunshine, golf, low cost of living and an excellent balance between urban amenities and small-town community. Much like Cary, in Scottsdale you’re only a stone’s throw from a multitude of high quality educational institutions, including Arizona State University, Thunderbird School of Global Management, University of Phoenix, University of Arizona Medical School and BASIS Charter Schools.

One of Scottsdale’s greatest achievements in branding is in the Old Town (Downtown) District. Since 1984, Scottsdale has created a strategic outline for the development of Downtown Scottsdale subject to reevaluation and community input every 20 years, in addition to the city’s own General Plan. The plan provides guidelines on land use, design, transportation, and the arts/culture to ensure a continually vital and sustainable Downtown, meeting the city’s vision of being “where the new west meets the old west”.

This includes the **Downtown Infill Incentive Plan**, which outlines specific guidelines and special

Scottsdale is a city recognized the world over for its amazing tourism and entertainment offerings. What it is less known for, but generates much greater revenue (nearly \$2b more), is the financial sector. Scottsdale has chosen to focus on marketing its tourism vertical, while quietly pushing for less “flashy” business verticals to come in to support its tourism market.

246,645
Population

184
Area (square miles)

incentives for developers looking to conduct infill development in the Downtown District, ensuring that public and private interests are met without conflict and all development occurs congruently.

Last year, Scottsdale implemented the “Swipe Right Scottsdale” Campaign, a play on the Tinder dating app, which was aimed at educating everyone from brokers, to startup companies, to talented individuals about Scottsdale as an amazing place to live, work and do business. Scottsdale’s marketing efforts resulted in year-over-year decreases across the board for vacancy rates in retail, industrial, and office spaces.

Supporting the startup ecosystem has also been imperative, with two venues for Phoenix Startup Week 2016 held in Scottsdale. The event resulted in more than 5 million social impressions, and reached more than 1 million unique social media accounts. Attendance nearly doubled 2015 figures.

Recent Achievements

In 2017, Scottsdale won two Golden Prospector Awards of Merit from the Arizona Association for Economic Development.

azmedia

SkySong has been one of the most successful and award-winning commercial real estate projects in the Valley, projected to generate more than 5,500 jobs and \$9.4 billion in economic impact over a 30-year period.

*Scottsdale
Independent*

City of Scottsdale General Plan

These guiding principles have effectively steered Scottsdale towards further prosperity and a strong community:

Preserve Meaningful Open Space

The city of Scottsdale is committed to the dedication of open space as a community amenity, further strengthening community ties and retaining its value as a tourist destination.

Enhance Neighborhoods

Scottsdale's unique architecture and neighborhoods are a defining element of the city. Development, revitalization and redevelopment decisions must meet the needs of neighbors and broader community goals.

Seek Sustainability

Scottsdale is also committed to the effective management of its finite and renewable environmental, economic, social and technological resources to ensure they serve future needs.

Support Economic Viability

Scottsdale targets new opportunities that will diversify and enhance its existing economic base, providing for the fiscal health of the city while encouraging more partnerships with the community.

Advance Transportation

A strong focus on a transportation system that suits Scottsdale, supporting the economy and influencing land use patterns in a positive way.

Value Scottsdale's Unique Lifestyle and Character

Scottsdale is also dedicated to preserving the unique characteristics of its Sonoran Desert lifestyle, which is achieved through a respect both for the natural and man-made environment.

A Local Comparison: Gilbert vs. Chandler

Town of Gilbert

Located in the southeast valley of the Phoenix metropolitan area, Gilbert focuses on exuding a family friendly, small town atmosphere while attracting the attention of large businesses and housing communities. With an estimated population of roughly 240,000, Gilbert is the fourth largest municipality in the Arizona and the largest "town" in the United States.

Gilbert focuses on exuding a family friendly, small town atmosphere while attracting the attention of large businesses and housing communities

237,133

Population

72.6

Area (square miles)

Gilbert has focused on targeting the STEM industry for business prospects, creating a "preferred environment" for life science and health-care industries. In addition, they've

focused heavily on advanced business services, aerospace/aviation, clean and renewable energy, high technology, and unique retail, entertainment and hospitality opportunities. Gilbert also houses campuses for ASU Polytechnic, A.T. Still University, and the Maricopa Community College System. It supports partnerships and collaboration with these groups in order to attract and retain employers seeking a healthy workforce and research reservoir.

Another area of development that Gilbert has focused on is adding restaurants to its Heritage District and in downtown Gilbert. In the past 5 years, Gilbert has added nearly 150 restaurants, meaning that residents don't have to travel to Scottsdale, Tempe or Chandler to find quality eats. Restaurants have taken Gilbert's image from quiet suburbia to a millennial-appealing foodie niche that could draw employers that otherwise might prefer a more urban market.

Gilbert has added 15,000 jobs in recent years and has seen 9 million square feet of new and renovated development. 42% of that space is tenant improvements, which shows companies are not only moving there, they are expanding there.

Current marketplace perception:

"When the town attends trade shows and meets with out-of-state corporations, town officials will often leave out the word "town" and just say "Gilbert," so they don't confuse interested business prospects. "When I saw city manager of Chandler and town manager of Gilbert it left me with two separate impressions in regards to the community. It (town) certainly conjured up images of a smaller community, a smaller organization, a smaller challenge."

Patrick Banger, Gilbert Town Manager

"Gilbert has an ample amount of workers, and it can offer shorter commutes, but the challenge is selling those workers — including millennials — and employers on a suburban location at a time when downtowns are desired."

Mark Gustin, Managing Director at Jones Lang LaSalle, a Chicago based global real estate company

"If there is a challenge for Gilbert, it will be to adapt to its fast-paced growth. If there aren't more museums, art, entertainment, people are going to go outside of the city for that, and it's just lost revenue."

Lynne King Smith, CEO of TicketForce and Thrive Coworking for Women

"It's an exciting time in Gilbert as our community is transitioning from a small town to a strong and booming community, the work of generations of community leaders and our smart financial planning has set Gilbert on a path of success and we are proud to be recognized as the most prosperous city in the country."

Jenn Daniels, Mayor of Gilbert

Current marketplace status:

Despite, or perhaps due in part to, their title as a “Town”, Gilbert has achieved several notable accolades and partnerships in the past decade.

In 2011, Business Week magazine ranked Gilbert as one of the nation’s 50 best places to live, and the 5th safest city in the nation.

BusinessWeek

Gilbert’s population has grown from 5,717 people in 1980 to approximately 217,000 people in 2012. This population surge earned Gilbert the title of the fourth fastest growing community in the nation from CNN Money Magazine and the U.S. Census Bureau in 2009.

MoneyMagazine

Gilbert was named one of the top places to live and learn by GreatSchools.org. in 2010.

GreatSchools

LGE Design Build — which developed Heritage Marketplace in downtown Gilbert — has plans for a 40,000-square-foot mixed-use building with ground-floor retail and office space in Gilbert’s restaurant row.

LGE Design Build

In 2017, GoDaddy announced they would be expanding their offices in Gilbert with a \$15 million investment, with Gilbert giving the company an \$800,000 incentive. Calvin Crowder, GoDaddy’s vice president of global real estate, cited Gilbert’s “sense of community” and workforce pools in his company’s presence there.

BizJournal

Gilbert was named the number one “most prosperous” of America’s 100 largest cities by the Economic Innovation Group in 2017.

OZY

The town has new office and other developments landing in its San Tan Mall area and larger projects on Loop 202 such as the 250-acre Rivulon development and Parc Lucero, an industrial development that landed the U.S. headquarters and 225 jobs from Silent-Aire, a Canadian HVAC manufacturer.

BizJournal

Some programs that Gilbert has implemented since deciding to remain a town:

One helpful tool for developers and residents of Gilbert is on the state website, where there is a map of the locations in Gilbert being developed, along with areas developers are looking to use for infill or redevelopment.

Fostering that sense of small town unity with a modern sheen, they create a digital **State of the Town**, which includes user sent clips, interviews with chamber members, leaders and others.

In a way, Gilbert is utilizing the best of both worlds. Emphasizing their community while doing everything to highlight that they are a modern municipality. This **Digital Roadmap** includes a landing page that points prospects towards the most relevant data for Gilbert, exemplifying their forward thinking and implementation of digital platforms.

Gilbert’s Economic Development site **gilbertedi.com** is an excellent example of city branding done right to appeal to businesses.

A Local Comparison:

Gilbert vs. Chandler *(continued)*

City of Chandler

Chandler is a southeastern Arizona city bordering Tempe, Gilbert and Mesa. During World War II, Chandler's population doubled and in 1954 changed from a town to a city. Since 1980, the population has exploded from roughly 30,000 to more than 247,000. With so many residents, Chandler has nearly reached a saturation point and has few large developable land parcels left. Today, more than 85% of Chandler's land is already developed; meaning future growth is expected to occur primarily from infill and redevelopment.

Originally an agricultural town, the city is now home to tech conglomerates like Intel, which employs more than 11,000 residents, along with large Wells Fargo and Bank of America operations. Chandler has also focused on fostering a small-business friendly environment. The Chandler Innovations Incubator is a joint venture between the city of Chandler, Arizona State University and NACET, a business development nonprofit organization. Once accepted into the four-part program, local startups are given access to lab and research space as well as entrepreneur classes and access to investor competitions. City council members make it a point to encourage and guide small business owners through the steps of opening and running a business in Chandler.

In 2010 the city invested nearly \$54 million to improve infrastructure around South Arizona Avenue (Downtown area), including making it bike and pedestrian-friendly, with 10-foot sidewalks and decorative street lighting. Underground, the city replaced aging water and sewer lines. The city gained \$4.50 in sales tax for every \$1 invested, so the \$54 million spent generated a \$350 million return, according to downtown redevelopment manager Kim Moyers. In 2015, the city also added a \$400,000 stage near the Downtown district for hosting the annual tree lighting event along with festivals and concerts.

“Today, growth has not cost the community its charm and you won’t see a chain store in sight. We like it this way. We make a point to meet with potential small-business owners early on and then guide them through the process”.

*Kim Moyers, Chandler Downtown
Redevelopment Manager*

247,477
Population

65
Area (square miles)

Chandler's Ten Year General Plan for managing growth involves a great deal of community involvement. Each update begins with the Planning Lab, a monthly venue for residents and stakeholders to visit, submit feedback on the city and take part in monthly online topical polls. The next phase begins with the Vision Fest, where residents, business owners and even students can contribute to Chandler's future development. This phase generally runs a month

long and involves workshops around the city, drop-in charrettes and online questionnaires, along with high school and middle school visits. This phase is followed by internal review until a first draft is made, which is followed by four public open houses and three public hearings before final adoption. This all goes to ensure that residents and leadership are thoroughly aligned in strategically building Chandler's economy and community for growth and sustainability.

Chandler's economic perception:

"We pride ourselves on customer service. The high quality of Chandler's K-12 education system, low cost of living and opportunities in the technology industry make the city appealing for business development".

Micah Miranda, Chandler Economic Development Director

"Chandler has always been a right-minded place to live and work. Their foresight is helping to drive jobs, revenue and tax dollars. Our company is expected to double its staff in 2018."

Brandon Ames, CEO of AniCell Biotech

"We have one of the lowest cost of services. We like to have the high-end, high-wage employers, but we also work really hard to retain small businesses."

Nora Ellen, Chandler Vice Mayor

In 2016, Chandler added about 2,000 new jobs along with nearly \$90 million in capital investment.

In 2017, Intel CEO Brian Krzanich announced a \$7 billion extension of its fabrication plant in southeast Chandler, which will reportedly create 3,000 jobs.

In 2018, Well Fargo will lease an additional 190,000 square feet of office space along the Price

Road corridor in south Chandler. The expansion is expected to create 1,200 jobs for the company, in addition to the approximately 5,000 people the company already employees at that office.

2018, Liberty Mutual Insurance will move into an office at the Chandler Airpark, immediately creating 750 jobs, with the expectation of growth to as many as 1,000 in the future.

No. 1 Best City
to Find a Job in
2018

Wallethub

13th Best City for
Women in Tech in
2018

SmartAsset

6th Most Livable
City in the U.S. in
2017

SmartAsset

5th Safest City to
raise a family in
2017

GoodCall

Chandler's 10-year plan is organized according to three guiding principles:

Strategic Community Building

Strategic Community Building concerns policies related to the community's overall development pattern and physical characteristics. This includes land use and development, identifying growth areas, building a strong economy, aesthetics, and best growth management practices. The desired outcome being to maintain Chandler's quality of life without compromising community ties.

Focused Stewardship

Focused Stewardship concerns environmental planning to protect Chandler's resources while continuing to create a quality community. It includes policies on conservation and environmental planning; meeting evolving energy needs; and ensuring future water needs are met.

Strong Community Foundation

Strong Community Foundation concerns the development and maintenance of community infrastructure, and includes policies on public services and facilities; public buildings; and financial sustainability.

Chandler's excellence in planning and community building has resulted in a quality of life that continues to attract residents, new businesses, and visitors. By taking a proactive approach to gathering community input and charting future growth patterns, Chandler continually builds a strong foundation that supports future development.

A Local Newcomer



City of Buckeye

In 2013, Buckeye approached the title transition, from town to city, as a matter of formality. Considering they were ranked as the ninth fastest growing city in the nation, and with plenty more room for growth, the title was simply a way to convey what was largely already assumed.

In November of 2013, town leaders hosted a public poll to gauge resident perception of the name change, **ultimately deciding 60% in favor of changing to city.**

In Buckeye, a common theme of written responses was that many residents felt “town” had the perception of being smaller, less sophisticated and more laid back, without as many services and employment uses. Residents of Buckeye were majority in favor of acknowledging their rapid population growth, employment and retail/services.

While Buckeye faced a similar question to the one Cary now considers, their hurdles to growth are much different than Cary’s, largely due to size. Buckeye has the largest MPA (Municipal Planning Area) in Maricopa County, and one of the lowest population densities in the state at 109 people per square mile. With so much land available, Buckeye has advertised itself heavily as an up-and-coming market that developers should invest in before prices are driven higher. These marketing efforts have resulted in much of the existing and future development to be comprised of Master Planned Communities, of which there are currently 6, with 29 more in development, in the hopes that developers will be able to bring further infrastructure to the city. After all, the city is planning to surpass 300,000 residents by 2040. Considering only 18% of Cary’s planning and zoning area is undeveloped at the moment, the two communities simply face different obstacles when it comes to development.

...many residents felt “town” had the perception of being smaller, less sophisticated and more laid back, without as many services and employment uses.

72,000

Population

642

Area (square miles)



Economic perception since the transition:

In terms of how the title change to city has benefited Buckeye, the successes are likely more attributable to the efforts of the economic development team, but the change can't be underestimated. Here are some quotes that are largely in favor of the change from a development perspective:

"Attracting jobs and development are good reasons to become a city. Buying of any kind is psychological, and it's perception, if there are businesses that are perceiving that there is a difference between a town and city in terms of what they have to deal with while relocating a company, that's a barrier. If Buckeye attracts more jobs, more people will work and spend money there."

David Eversten, CEO Municipal Solutions, an Arizona based International Consulting Firm

"From a site-selection or location-advisory perspective, companies are far more likely to be focused on business fundamentals such as transportation access, a quality labor force, business costs and real-estate availability".

Mike Bennet, VP of Jones Lang LaSalle, a Chicago based global real estate company

"It's easier to promote a city as a place where companies should do business."

Jackie Mack, Mayor of Buckeye

"A lot of people thought, 'oh Buckeye is just this small farm town community without too much opportunity. When we changed from a town to a city people started taking notice."

Jennifer Rogers, former Chief Communications Officer City of Buckeye

Economic impact since the transition:

Since the title change, Buckeye has seen some notable successes in attracting new business, including:

Nikola Motor Co., an Electric Commercial Truck Producer, announced it would be moving its headquarters to the City of Buckeye, promising \$1 Billion in capital investment, and possibly 20,000 new jobs.

[azcentral](#)

Prominent investment group related to Bill Gates bought 25,000 acres of land (roughly the size of Paris) that developers are predicting could host 80,000 housing units, and represents roughly \$80 million in investment.

[CNN](#)

The master planned community of Verrado in Buckeye was the 26th highest in sales out of the entire nation for master planned residential developments in the U.S. in 2017.

[growbuckeye](#)

Buckeye was ranked the seventh-fastest growing city in the nation from 2015-2016.

[westvalleyview](#)

According to the Greater Phoenix Economic Council, 52-percent of the Phoenix area's future growth is expected to occur in the West Valley, especially in Buckeye.

[azbigmedia](#)

Some programs that Buckeye has implemented since becoming a city:

The **Catalyst Program** began the same year that Buckeye transitioned to a city. Intended to promote the rehabilitation of existing properties, the city offers up to \$25,000 of city funding towards improvement costs, and includes all commercial, industrial and mixed-use properties within the municipal boundaries of the city.

Similar to the Cary CoFounders Lab, Buckeye has also invested in an entrepreneurial mentorship program that gives free entrepreneurial classes, online resources, and networking and

investment opportunities. The program, called the **Entrepreneurial Outreach Network**, is part of a partnership with Arizona State University.

Similar to the Cary economic development site, Buckeye created a separate webpage dedicated to Buckeye real estate and business development, called **"Grow Buckeye"**. A webpage with a clean interface that is simple to use for prospective businesses, real estate developers, and home buyers. The site includes press clippings related to Buckeye growth and maps of available land.

Additional Comparison Resources

<https://www.epa.gov/sites/production/files/2014-06/documents/developer-infill-paper-508b.pdf>

Several trends point to a sustained increase in demand for infill development and a market opportunity for developers. Consumer preferences for the amenities that infill locations offer are likely to grow as changing demographics affect the housing market. In the next 20 years, the needs and preferences of aging baby boomers, new households, and one-person

households will drive real estate market trends—and infill locations are likely to attract many of these people. As more people choose to live in infill neighborhoods, employers are following, and vice versa. Many corporations are moving to infill locations, in part because they recognize the competitive advantages of being closer to the central city.

<http://www.newsweek.com/2015/04/10/why-cities-hold-more-pull-millennials-cloud-317735.html>

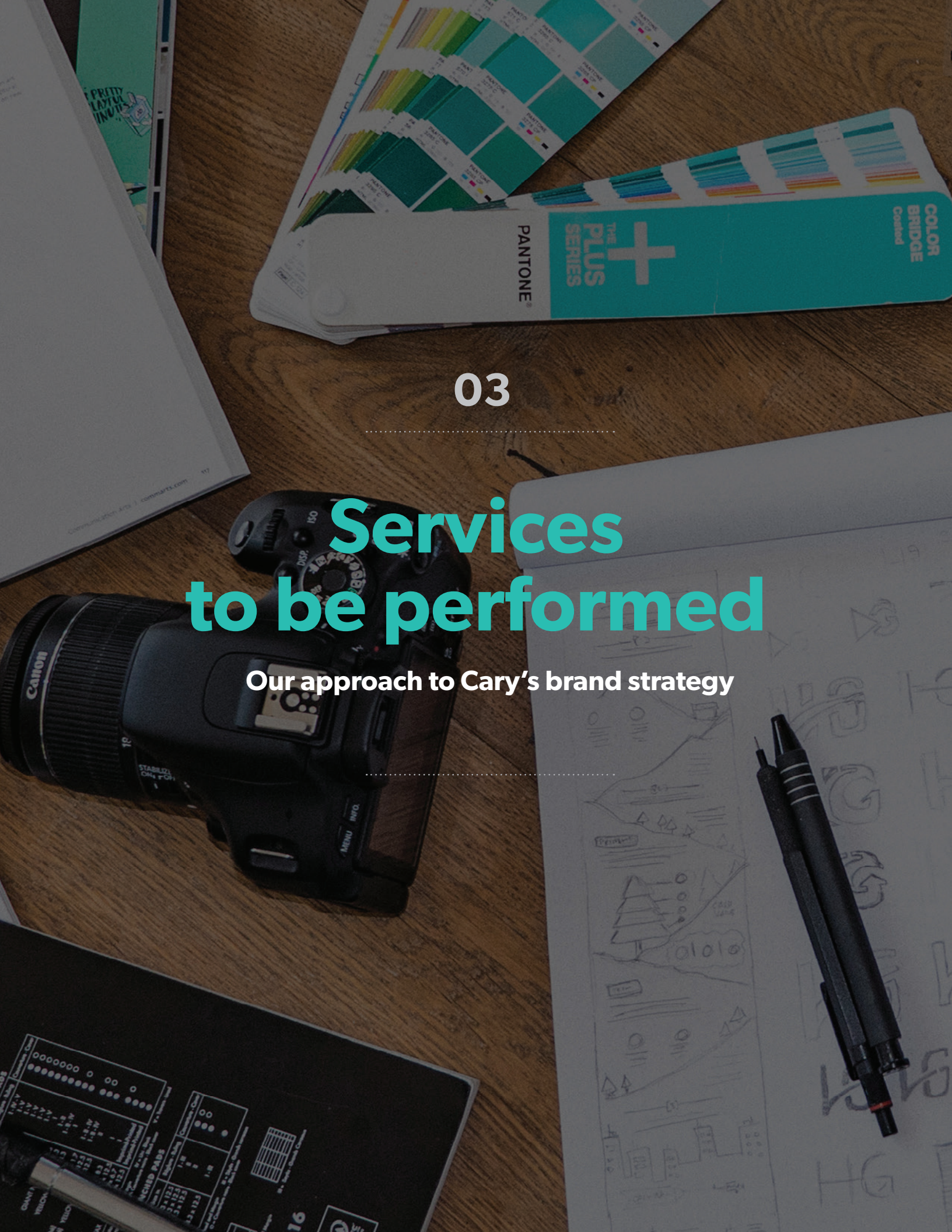
In the industrial age, people flocked to cities because of what? Well in our old manufacturing-driven economy, we moved where the factories were, which often was near necessary resources (furniture factories near forests; steel plants near coal mines, and so on). But what is the economy in America driven by today? Innovation. And

what is the best natural resource for innovation? Cities full of people. In Steven Johnson's book, "Where Good Ideas Come From", he correlates the birth of innovative creations to the number of connections between people and their ideas; the more connections the more ideas.

03

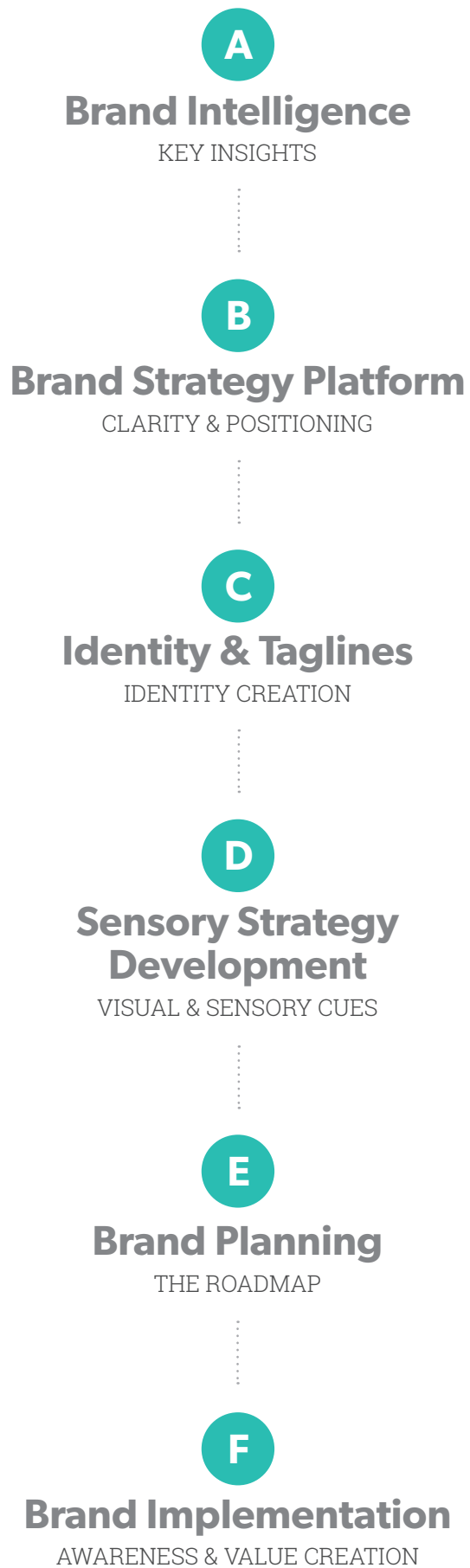
Services to be performed

Our approach to Cary's brand strategy



Cary's brand is far more than a logo or a website.

In essence, a brand is synonymous with reputation and should therefore reflect the mission, values, and vision of the company it represents. This is the mindset with which Bigfish approaches all brand strategy projects. Through years of experience working with dozens of brands, we have developed the following process for creating and articulating our clients' brands:





Brand Intelligence

KEY INSIGHTS

Kickoff Meeting

During the kickoff meeting we will communicate the project approach, deliverables and expectations, goals and objectives, outline roles and responsibilities, and begin to gather relevant background information. It is at this stage that we articulate the importance of client participation in the branding process in order to ensure that the resulting new/evolved brand is distinctive, meaningful, and authentic to the client.

Stakeholder Interviews

Following the kickoff meeting, we continue our information gathering process through stakeholder interviews. Bigfish strategists will collaborate with the client team to conduct one-on-one interviews of key stakeholders.

Marketplace Review

In conjunction with the stakeholder interviews, the Bigfish team will research and review current market trends, customer information, competitive detail, existing client marketing materials, brand and product positioning, and other available strategic information. Focus groups can be run at this time to ensure that customer feedback is top of mind when assessing the brand.

Deliverables

Brand intelligence provides the client with an independent perspective developed in the context of a strategic communications initiative. Findings will be used to develop key insights and a series of verbal and visual exercises to be presented during the brand strategy workshop. Additionally, a competitive and current state findings document will be delivered to the client at the close of this phase.



B

Brand Strategy Platform

CLARITY & POSITIONING

Brand Platform Development

Brand platform development precedes the brand strategy workshop and reflects our perspective and hypothesis as it relates to brand possibilities. Concepts on the brand dimensions and promise will be presented to the client during the brand strategy workshop and will be open to revisions and feedback from the client during the meeting and afterwards.

Brand Strategy Workshop

The brand strategy workshop is a full-day, highly interactive event that includes cross-functional members of the client leadership team. The workshop agenda includes a series of engaging verbal and visual exercises designed to stimulate client discussion and consensus around the most authentic, distinctive and meaningful attributes of the brand. During the brand strategy workshop we review, edit, and ratify the brand dimensions and promise as a team and welcome all input and feedback from workshop participants.

Deliverables

At the conclusion of this phase, Bigfish will present the client team with a comprehensive brand platform. The brand platform is a visual document that summarizes the results of the brand intelligence phase and the outcomes of the brand strategy workshop. The brand platform document serves as a critical tool for educating internal team members and external partners responsible for implementing the launch plan and all ongoing communications across touch points. The brand platform document also contains the high level positioning statement for the brand that will guide the direction of all future deliverables.





Identity & Taglines

IDENTITY CREATION

Identity & Taglines

Based on the results of the brand strategy workshop, Bigfish will evaluate the alignment of the client's existing logo and tagline against the goals and objectives of the client.

It is Bigfish's belief that a tagline and logo change is strategically sound when there is little or negative brand equity in an existing tagline or logo, the existing tagline or logo causes confusion in the marketplace, or a change in brand direction warrants a realignment of the tagline or logo.

The newly created brand platform informs Bigfish's tagline and logo development process. Our goal is to ensure the final tagline and logo verbally and visually achieves the client's strategic objectives for a shift in, or expansion of, brand identity.

Deliverables

Bigfish will deliver at least three logo and tagline options for the client to review in the first round. In the second round, we will take into account input from the first round and narrow the choices of logos and taglines. If the feedback warrants, Bigfish will develop new logos and taglines for this round. The third round will be a confirmation of the harmony between the logo and tagline and should only result in minor revisions to bring it to a place of finalization.

We will evaluate all taglines and logos for fit based on various criteria, including:

- Alignment with strategic brand platform and portfolio strategy
- Marketplace relevance
- Distinction from the competitive set
- Visual appeal



D

Sensory Strategy Development

VISUAL & SENSORY CUES

Sensory Strategy Development

The Sensory Strategy Development Phase is when the visual aspects of the new/evolved brand come to life and guidelines are put in to place in order to ensure consistent representation of the brand in the future.

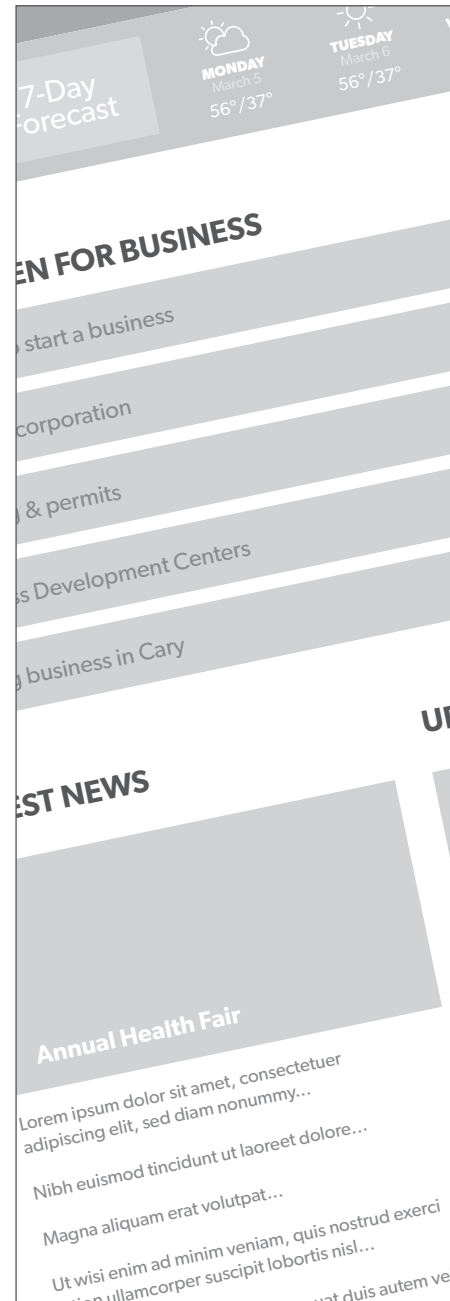
Brand Voice and Tone Guidelines

In order to support the outcome of the brand strategy platform development and facilitate the consistent and cohesive representation of the brand in the marketplace, the agency will create a brand voice and tone guidelines document that will provide direction for all writing and content creation. The brand tone guidelines will include, but are not limited to, direction on:

- Brand positioning statement
- Social media, website, marketing assets, writing personas and characterization
- Overarching external voice and tone
- Internal messaging and tone
- Messaging architecture
- Key marketing messaging

Brand Standards Guide

A brand standards guide will ensure that the brand is consistently visually represented across all platforms. The brand standards guide may include visual direction for the brand, logo treatment, primary and secondary color palettes and application, initial visual elements (e.g., CTA buttons, form labels, etc.), sample applications/layouts of fonts, colors and imagery, and usage guidelines.



E

Brand Planning

THE ROADMAP

Brand Planning

Bigfish will develop a comprehensive brand roadmap detailing the strategy and phases for launching and/or transitioning equities from an existing brand to the new brand and identifying the communication channels, tactics, timing and budgets required to successfully introduce the brand to internal and external audiences.

Deliverables

Elements of the Brand Planning Roadmap may include, but are not limited to, internal brand roll-out meetings, employee communication, external transitional and launch message development, guerrilla marketing campaign ideas, communications toolkit, website redesign, and marketing collateral materials and apparel.

All internal and external communications recommendations will be considered in the context of one another and will be supported by detailed tactical recommendations, timing and budgets.

F

Brand Implementation

AWARENESS & VALUE CREATION

Brand Implementation

The brand planning roadmap outlines all steps deemed necessary for a successful launch into the marketplace. From there, Bigfish will work closely with the client to launch items outlined within the roadmap. As the final step in the brand strategy process, Bigfish will begin creating the items needed to implement an organizational brand awareness marketing campaign.

Deliverables

Based on the ask of the RFQ, Bigfish will work closely with the client to develop the creative assets for a brand awareness marketing campaign that includes multi-piece collateral design and copywriting. This collateral piece will be determined in the brand planning phase. The fees outlined in Section 6 of this RFQ accommodate 175 hours of Agency time. The scope of the Brand Implementation Phase can be renegotiated if the collateral ask is significantly smaller or larger than the original 175 hours scoped.





Thank you!

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