ADDENDUM #1
Date: June 6, 2019

Due to an overwhelming number of questions received on June 5, the City is extending the response deadline to Friday, June 7 @ 5 pm. The City is in receipt of more than 100 questions, which require time for sorting and responding in the most complete way to allow proposers to develop their best response.

One common question was whether the City will consider proposals from areas outside the city, county, state, and country. Yes, all responses will be scored and considered. The evaluation matrix does not provide for preference to a local company, nor will points be deducted from a company who is not local. However, if all things are equal with the top 2-3 candidates, it is likely that the City would elect to award to a local company that is most familiar with the City and has the most accessibility.

The City is also providing the following internal document that should be helpful in gaining further understanding into the City’s desire to re-brand at this time.
Background

Almost 13 years ago, the Antelope Valley Press boasted, “With the City’s 30th anniversary approaching fast, Lancaster is hoping to unveil a new branding campaign to carry into the next decade.” Since then, the City of Lancaster has celebrated a number of successes under the current brand, however, Lancaster is constantly evolving. A brand created over a decade ago no longer matches the City’s vision for the future. A successful brand delivers a strong and consistent message. Building an identity is crucial for attracting a City’s target market, such as tourists, investors and residents.

As the brand was developed, officials stated “the City’s current brand is historic in nature and needs to be replaced. Items such as the logo and seal promote perceptions about Lancaster, many that are not as relevant as they once were.” The goal was to create a united brand to help strengthen marketing efforts, attract business and raise community self-esteem. While the Lancaster brand was powerful 10 years ago, it no longer serves its intended purpose. The brand was designed to reflect Lancaster’s clean air and less crowded conditions. “It’s positively clear” was designed to represent clear skies, the clear choice for business and positive experiences.
Employees were meant to personify the “positively clear” essence of Lancaster and live the brand. The manual states “always be positive in your approach and absolutely clear in your intentions. Make each customer’s interactions with Lancaster a pleasurable experience. Take pride in our community and make it positively clear to all around you.” All marketing and branding was meant to be built around this brand, unfortunately, that is no longer the case. In many aspects “positively clear” has been abandoned and forgotten, many not knowing the meaning all together. Residents, visitors, employees, no longer relate to the brand.

![Image of City of Lancaster Brand Manual Novelty Items](image)

Fig. 2. City of Lancaster Brand Manual Novelty Items

At one point, the Lancaster brand was contained under one umbrella, with sub-brands developed to match the main brand. All branding and marketing material matched, following the brand manual. Consider the color palette our current brand demands we follow, many of our redesigned brands no longer follow manual standards. Many of the original sub-brands have been changed, lost or replaced all together. Even the City’s largest publication, the Outlook Magazine, no longer fits our current brand causing discontinuity in Lancaster’s brand.
Fig. 3. City of Lancaster Brand Manual Color Palette

Outdated Brand

Current Brand
Establishing a City as a Brand

Cities have always been brands in the truest sense of the word. A simple brand narrative can have a major impact on one’s decision to visit the City, to buy its products or services, to do business or even relocate there. For example, Paris is associated with love, Milan is style, New
York is energy, Washington is power, Tokyo is modernity, Lagos is corruption and Rio is fun. These City’s brands are inextricably tied to the histories and destinies of all these places. As globalization continues, every destination has to compete with other places for its share of the world’s consumers, tourists, businesses, investment, capital, respect and attention.

In recent years, cities have realized the value of creating a brand image to attract businesses, residents and tourists. Many cities have moved on to overhauling their existing brand to help stimulate growth and investment.

The problem is branding is often misconceived as selling or marketing using stereotypical images. In reality, a brand is defined today as a network of associations in the minds of individual persons. It goes beyond legible, real and tangible visible images such as the Lancaster Brand Manual. A City’s brand should be composed of tangible and intangible elements with culture located in the middle. Tangible elements include the City’s culture, history, nightlife, shopping, infrastructure, housing or business parts. Intangible elements relate to personality, emotional aspects or values.

Current Conditions

Studies have shown that marketing often lacks proper definition and consistent usage. As a result, we often try selling a location concentrating solely on the promotional aspects of marketing while disregarding the true aims and range of branding. Because the current brand is outdated, our marketing efforts have been scattered resulting in new brands totally unassociated with our manual.
The goal of branding is to have a coordinated effort, by using marketing tools supported by a shared customer-orientated philosophy, for creating, communicating, delivering, and exchanging urban offerings that have value for the City’s customers and the community at large.

Marketing should have an economic intention, increasing social functions – like place identification or satisfaction – forming a major goal. All marketing should create a network of associations in the consumers’ mind based on the visual, verbal, and behavioral expression of a place which is exemplified through communication, values, culture and design. Lancaster’s brand should speak to how people sense Lancaster. All visual, verbal and behavioral expressions should reflect the overall brand.

**Intelligent City Marketing**

In marketing literature, City marketing is a challenging new area for the future. When looking at a brand for a specific location, the focus is on how the name of a place provokes a set of perceptions in the mind. The same way specific associations are attributed to specific commercial brand. The Lancaster brand should be regarded in the same manner.
Cities should develop a brand structure with a City umbrella brand and target group sub-brands. The City umbrella sub-brands should be represented by the overall City brand, sharing a perception by all target groups. Target groups for sub-brands include tourists, residents, businesses and investors.

Without a common umbrella, a differentiated perception of the City exists, target audiences are often confused and overwhelmed with the different brands and the public loses sight that a sub area falls under the larger City brand such as the Lancaster Performing Arts Center, Field of Drafts, etc. The benefits of having a shared City umbrella brand means shared associations between all different target groups with high importance for all target audiences. If we look at traditional place brand communications and other means of City communication, we create a jointly built perception about the City brand in the mind of City customers. This means, City projects with strong perceptions can benefit when announced using a positive brand. The City brand acts as a sounding board generating trust and vice versa. By creating a common umbrella various events and cultural activities can be highlighted within the brand, adding to a positive City image. The City would seem to be new and active. Without a strong brand, cities are unable to effectively shape a powerful image that leads to sustainable development.

Unfortunately, Lancaster has lost an umbrella brand; when the brand guidelines were no longer resonating, the City resorted to creating different brands and abandoned the brand all together. The City of Lancaster did not stick to the provided sub-brands for many reasons such as the brand not fitting the vision, the brand not relating or the brand was simply too outdated. As a result, new brands were created that were not under the City umbrella such as Revive 25, Museum of Art and History, Lancaster Choice Energy, Zelda’s 750 West, Lancaster Performing Arts Center, Lancaster Engage, LTV, BLVD Wi-Fi, with many more on the horizon such as Lancaster Broadband and Bullfrogs Cantina.

---

**Fig. 6.** Sub-brands in the City of Lancaster Brand Manual that are no longer used
Why does a city need a logo?

There is a universal competition for people’s physical and mental time and attention, and cities are not exempt from this. We all have preconceived views of places, often based on limited firsthand experience or word of mouth. The role of a brand identity is to help reinforce or correct those assumptions.

For a city, the identity helps create positive, distinguishing associations for people. When done well, logos, marks, or symbols (whatever you choose to call them) are hard to beat for creating such mental shortcuts. They can provide an immediate visual trigger to a set of emotions or ideas that put a city in the best possible light. They can capture the world’s imagination, instill pride and a sense of place among its people, and spark economic growth through tourism and business investment.

Corporate Rebranding

Interest in corporate brands dates back to the 1990s, arguing that to sustain a comparative advantage over competitors in the future, it would become necessary for organizations to position themselves as brands giving companies the opportunity to grow as they evolve the company brand. Companies today perceive the corporate brand as a treasured strategy resource and asset and a force that guides the organization in terms of its purpose and culture.

Organizations rethink their purpose and make a decision to rebrand commonly as a response to changing internal and external environments including changes in stakeholder’s expectations. The same can be said for cities. The impetus to rebrand is a response to internal and external factors which triggered a new or revised strategic direction.

How is the branding of a destination different from branding a product or a company?

When you brand a consumer product, you’re focused on the contents of a box and can target a specific customer, benefit, and sales context. When you develop the identity for a large multinational corporation things become more difficult, but you can still get to the root of a shared mindset, set of offerings, concept of success, and organizational model.

When you brand a destination, the design must be an open system that is constantly changing and is composed of players that don’t necessarily recognize their place in the mix, much less want to give input or take direction. Still, it is possible to find basic truths that a city’s members and groups share: unique stories, habits, promises, smells, and dreams. When these are unearthed and qualified as sustainable, distinguishing, and attractive, then these insights can be consolidated into symbols, signals, and values.

A few key challenges in destination branding include:
Finding an accurate view of the city or country’s deepest, truest distinctions
Achieving awareness of political, cultural, and educational issues
Establishing insights into the needs of global audiences
Discovering a big idea that can surprise, inspire, and distinguish it for years to come

The Importance of Rebranding for Strategic Marketing

Today’s reality shows us that the quality of service or products alone cannot ensure success. Companies view branding efforts as a necessity and not as an option. Even if a company produces a successful brand, over time the brand may lose significance forcing companies to rethink branding strategies and proceed with rebranding.

Tangible attributes such as Lancaster’s logo, slogan, etc., creates value and influence. 75% of investors agree we have entered the golden era of branding. Financially brands can be valued, according to Interbrand, strong brands can add 5-7% in share price and minimize losses while weak brands fail to recover from massive devaluation.

Re-branding becomes necessary when:
- The brand has a confusing image or image is nonexistent
- The main benefit of the brand has transformed from a differentiating benefit
- Alterations in strategic marketing or planned direction
- A competitor with a higher position is targeting the same market
- A renewal of organizational culture
- A want to widen the brand but the current brand does not allow it to address new segments
- Target market ages

Benefits of Rebranding

Branding can positively impact the ability of a City to achieve desired economic, social and cultural objectives. Such branding can develop the visual image of a City by integrating historical and cultural icons with modern urban elements and new landmark buildings. Benefits include:

- Strengthening economic value of the image of a City
- Address residents’ behavior, attitude and value
- Improving visual image of a City by reference to cultural and economic activities
- Developing a new way of communicating City image to the rest of the region, or to the City as a whole
- Achieving competitive advantages regionally and internationally, attracting tourists and linking the physical character of the City to cultural and economic activities
• Strengthening the reputation of the City and its corporate identity that improves its economic importance
• Discussions on how sustainable urban character may be achieved
• Proposals on how to develop the visual impact of urban development projects
• Creating a suitable image that facilitates sustainable development
• Demonstrate a change in strategy

Positive Branding as an Insurance Policy

The use of marketing and branding by cities has been growing steadily and fits in the wider trend of introducing commercial practices and private sector management styles in urban governance. A common question, both in the public and private sector, asks what is a brand really worth? In the private sector, a strong brand such as Coca-Cola was saved by their brand when accused of price gouging. Coca-Cola survived a PR nightmare and remains one of the biggest most valuable brands. Customer loyalty was so strong that many were willing to look past mistakes and carry on with their purchasing habits. Most companies would pay good money for an insurance policy like that.

Cities with strong brands tend to have a higher economic standing and are surprisingly immune even to catastrophic events. The reality is people simply reject anything negative which threatens to contradict the overwhelming positive “brand story” that they carry in their minds. “It is too much trouble for most people to revise the things that they have always believed about cities and countries just because something shocking or out of the ordinary has happened there.” The brand images, just like the brand images of products or companies, influence and underpin countless decisions.

Place Branding author and government advisor Simon Anholt stated “Problems in places with powerful and positive reputations – even grave problems like politically or radically motivated murders in broad daylight – seem to be received by the world as the ‘exception that proves the rule’. The reaction tends to be ‘A murder in broad daylight: how shocking –…. is such a safe place!’ While this does not last forever, especially if bad news becomes consistent, having a positive reputation effectively outweighs the negative events that could have tarnished a City’s brand.

Brands are not just messages, but the way in which messages are received. If the context is positive, even negative messages will be interpreted in a favorable light.

“This is why a powerful and positive City is such a valuable asset: it makes the reputation of the place exceptionally resilient to negative influences, and is a kind of insurance policy.”

- Simon Anholt
Brand image is important, but when coupled with action is extremely powerful. “When the brand image of a heavily promoted City does change for the better, a closer look reveals that the advertising and marketing did not achieve the change: what they did was to reflect a real change that was taking place in the conditions, the people, the policies and the opportunities of the City, and help the world to realize and understand those changes a little faster and a little more fully than perhaps they would have done otherwise.”

**Measurability of Brand Strategy**

The public sector’s evolution has been towards efficiency-driven organizations that utilize evaluation tools. The branding of places has gained popularity; the Anholt-GMI City Brands Index is a measurable rank.

When people consider cities, they often think in quite detailed and practical terms, concentrating on issues like climate, pollution, transportation and traffic, cost of living, leisure and sports, facilities, law and order and the cultural life of the City. For these reasons the City Brands Index is based on the following:

- The presence – the City’s international status and standing, what contributions has the City offered to the world whether in culture, science or how they are governed
- The place – people’s perceptions about the physical aspect of the City
- The potential – economic and educational opportunities within the City, how easy is it to find employment, ease of doing business and raising a family within the City
- The pulse – how exciting is the City, how easy is it to find interesting things to do both for short-term visitors and long-term residents
- The people – people make the City, how friendly are they, what is the culture and how safe is the City
- The prerequisites – perception of basic qualities, what is it like to live in the City, how easy is it to find satisfactory, affordable accommodation and what they believe the general standard of public amenities is like-schools, hospitals, public transport, sports facilities and so on.

Another popular measurement is the Return On Brand Investment (ROBI). ROBI can be used to measure everything from brand-driven loyalty to the brands financial value using metrics. ROBI evaluates the following:

1. Brand knowledge – qualitative
   a. Awareness, recall and understanding
2. Understanding brand position – qualitative
   a. Is what the brand stands for understood?
3. Brand contract fulfillment – qualitative and quantitative
   a. Are promises being kept to residents?
4. Brand personality recognition – qualitative  
   a. How is the message being communicated internally and externally? Are the traits consistent?

5. Brand-driven customer acquisitions – quantitative  
   a. How many new residents, visitors, and businesses are being attracted?

6. Brand-driven customer retention and loyalty – quantitative  
   a. How many residents, visitors, and businesses have been lost?

7. Brand-driven frequency – quantitative  
   a. How extendable is the brand?  
      i. For example, Starbucks extension to ice cream and protein drinks was acceptable to customers, when Colgate tried to extend into making frozen foods it was a failure.

8. Financial brand value – quantitative  
   a. How valuable is the City’s action?

Companies like Coca-Cola measure their ROBI monthly, Hallmark and 3M measure quarterly and Nicor does it semi-annually. They measure the strength of their brands to determine how they should invest in their brand and manage future growth. Companies recognize the value of brand “data” to deliver greater profits.

ROBI numbers assist with virtually all management decisions, such as how to spend marketing dollars, improve customer service, and determine how to increase ROI to bolster performance. ROBI can help:

1. Measure brand’s performance against the strategic plan  
2. Ensure the brand is sustaining the organizations focus  
3. Developing consistent communications  
4. Effectively allocating resources to build the brand in the future

ROBI develops important Citywide strength, a renewed focus on building and maintaining resident loyalty. Residential loyalty results in positive recommendations to possible residents, and flexibility to try new extensions of the brand allowing a second chance if the brand doesn’t live up to expectations. ROBI scores determine how you are performing today and highlight areas to focus on tomorrow. How would the City of Lancaster’s brand measure?

**Overcoming Challenges**

City branding literature states that many cities may not be doing research or due diligence when rebranding. In 2017, statistics note an 86% failure rate for City branding campaigns. There are notable successes, such as Albuquerque who was most commonly known as home of “Breaking Bad”. Albuquerque’s Mayor set out to create an image around innovation, unpretentiousness and opening. February 2017, Albuquerque launched its marketing campaign directed at raising awareness about how the City benefits entrepreneurs. The focus was on
search engine marketing, digital advertising and content marketing in addition to sponsoring conferences, purchasing print ads and hosting a large event in downtown Albuquerque. The City focused on its recognition as number 1 in the country for gender equality for education, pay and home ownership. Albuquerque’s rebranding campaign has garnered more than 44 million impressions to date, the City plans to continue the campaign across various platforms because of the positive response.

Fig. 7. Albuquerque platform to launch ABQic

“I AMSTERDAM”

Let’s look at Amsterdam, smaller compared to London and Paris, yet despite its size Amsterdam is a popular place to live and internationally recognized as a business and tourist location. Amsterdam has created a number of successful sub-brands, appealing to the young backpacker who is seeking a bohemian place while keeping residents better informed about the physical place alleviating concerns about safety and livability.

In 2003, when Amsterdam launched a new City brand I AMSTERDAM the City focused on creativity, mercantilism and innovation ensuring that residents, visitors, companies, and opinion makers understood the brand and communicated only under the City umbrella. The ambition was to create a brand that features all brand communications and relate to the City umbrella. Amsterdam’s umbrella strategy also strengthens the City sub-brand perception for tourists. The real life I AMSTERDAM logo in front of the most well-known museum, Rijksmuseum, is a popular tourist attraction.

The challenge began at the very beginning when residents formed “IAMsterdamned” criticizing the City brand stating it was a poor reflection of the City and its people at one point ending the campaign. Other residents later argued that the campaign was too successful and created a tourist mini-culture.
There are numerous success stories, consider Melbourne, the City’s branding has been commemorated by designers everywhere. It is memorable yet flexible. The branding remains fresh and energetic even through the identity is growing old, it stands the test of time. The identity has matured and grown alongside the city. The Mayor claims “The ‘M’ design will become an icon for Melbourne, synonymous with the modern, vibrant, cool city Melbourne is today and will continue to be in the future.”
Place Branding & the Role of Residents

Place branding has become one of the best known applications of branding in the public sector. A City brand is based on perceptions from different customer groups. Place marketing is “designed to create favorable dispositions and behavior toward geographic locations.” We can see place making as a tree with place marketing being the trunk and City marketing, destination marketing and location marketing acting as the branches. Place marketing deals with numerous diverging target groups, complex and related products as well as different political settings in which marketing decisions are made.

Place brand communication is separated into three categories

- Primary communication – describing the City’s actions and offerings
- Secondary communication – formal communication through official channels, advertising and public relations
- Tertiary Communication – word-of-mouth reinforced by media and residents

Within the various stakeholders in place branding, the most important stakeholders are the residents, they make up tertiary communication all together. Residents are the “bread and butter” of places, their interactions form a social milieu. It is the physical space and the social milieu that creates the experience of a location. Residents are critical and they should be closely connected to the brand.

Residents play a special role:

1. The current residents and their characteristics form an integral part of the brand. It is beyond local “visitor friendliness” that is important for tourism, the current residents also send messages to all other target groups about the City’s core values.
2. Residents who identify with a place will likely become ambassadors for the City. Marketing should acknowledge this role and aim to strengthen civic pride and the residents’ sense of belonging. Done well, this can be a powerful word-of-mouth tool for strengthening and communicating Lancaster’s brand.
3. Residents make or break branding efforts.

Summary

Case studies have shown proximately 77% of marketing leaders say branding is critical to growth. Forbes has found that consistent brand presentation across all platforms increase revenue up almost 23%. 90% of consumers expect that their experience with a brand will be similar across all platforms and devices. They expect a seamless transition between web and device-native applications through color, flow, and overall quality. According to Reuters, 82% of investors believe that brand strength and place recognition are becoming more important in guiding them in their investment decisions. A unified city brand sets the directions for using one look, one voice and engaging common themes, images and words when presenting the city.
With prominent cities such as London, New York, Amsterdam allocating substantial resources towards branding, tourism destination marketers and City planners are becoming increasingly conscious of branding. Branding is not an easy task, academics have examined many issues, including City brand image and personality, residents’ brand attitudes, branding implications and frameworks for effective City branding. However, with deepening globalization, smaller cities have a need to enhance their visibility through image management and niche creation to remain relevant.

Branding may be misunderstood as being superficial but it is a mistake. Legitimate branding efforts create an understanding that place branding is a crucial facet of developing a City’s image. Brand has a number of associations in the consumers’ mind based on the visual, verbal, and behavioral expression of place which is embodied through the aims, communication, values, behavior, and the general culture of the place stakeholders and the overall place design. The definition shows that brand perception can differ between target groups because of different associations.

“It is critical for political and business leaders of cities to understand their brand, and see how they are viewed by potential visitors, investors, customers and future citizens around the world. And if the image does not match up to the reality, they need to decide what to do in order to close the gap between the two.”

– Perspectives of City Branding: A Qualitative Investigation

Consider the City of Lancaster brand, the brand should reflect how the City markets itself to residents, visitors and investors. The perception of what the brand is should be easily identifiable and articulated in everything the City does. Consider the clear boxes that were intended to be used by economic development to recruit. If our brand was designed around this but we no longer use this practice, brand value is lost. Currently, the brand is not used because the clear case was not practical, it was bulky and was not something prospects wanted to carry, especially on flights. It also was unnecessarily expensive. Today, it is more practical to use flash drives, exemplifying how the brand is currently outdated.

Re-branding is our opportunity to share a consistent message and build a strong brand. Tell Lancaster’s story in such a way that relates to the community. The innovations Lancaster has achieved have been celebrated globally, the current brand should reflect this forward-thinking mentality and reality.

It is important to ask if Lancaster’s brand still speaks to our employees, residents, companies or visitors? Considerations must be made regarding:

- Awareness – knowledge about the City, public perceptions, overall view
- Perception – what comes to mind when thinking about Lancaster’s brand
• Loyalty levels – inclination to participate in on-going events, visits, investments, and other long-term involvement with the City
• Willingness – is the City and brand-related initiatives being recommended to others

City brand strategies should be integrated into the City’s development strategies. The City’s core vision of development should match Lancaster’s brand. City associations influence each other leading to further associations and building a mental network in the mind of the place consumer. Brand associations are important they can define buying, moving or visiting behavior. Well-known associations for the place show relevance for residents and tourists alike for their residential and visiting decisions. Different customers will have different brand knowledge and brand attitude, however, a positive evaluation of a place leads to a higher general satisfaction, identification with the place, place attachment, and results in all intention to stay at a place.