



**CITY OF GLENDALE CALIFORNIA
JOINT REPORT TO THE CITY COUNCIL AND
REDEVELOPMENT AGENCY**

November 29, 2011

AGENDA ITEM

Report: Status of Community Branding

1. City Council Motion Approving Community Brand
2. City Council Motion Directing staff to Implement the Community Brand

AGENCY ACTION

Public Hearing [] Ordinance [] Consent Calendar [] Action Item [X] Report Only []
Approved for Nov. 29, 2011 calendar

ADMINISTRATIVE ACTION

Submitted

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Signature

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Prepared

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Philip S. Lanzafame for *Alison Maxwell*

Alison Maxwell, Deputy Director of Economic Development

Alison Maxwell

RECOMMENDATION

It is recommended that the Council:

1. Approve the Community Brand, which includes research, brand platform, and BrandPrint; and
2. Direct staff to roll out the Brand through a variety of City media and applications and develop a comprehensive marketing strategy utilizing the new brand.

SUMMARY

In 2009, the Agency directed staff to develop a buy local campaign, Buy Glendale, to retain Glendale business by providing a promotional platform to drive customers to stores and businesses. There was no clear consensus on the Buy Glendale campaign. As such, the Agency directed staff to solicit proposals to undertake a citywide branding and marketing campaign designed to attract both visitors and businesses to Glendale.

Following an extensive RFQ process, a community review committee identified North Star Destination Strategies to guide Glendale in the process of developing a new brand. In October 2009, the Agency approved the two-phased approach, and a contract with North Star to undertake the research and brand development phase.

North Star has lead Glendale through a fully comprehensive brand development program. North Star has undertaken extensive research and provided Glendale with a clear and communicable brand, along with important tools to assist the Glendale in the roll out and evolution of brand awareness. The following staff report will provide more detail on each of the following principal elements of the branding program:

1. **Research:** The research consisted of analyzing Glendale's competitive situation, stakeholders' visions, and consumers' perception. This process provided an understanding of where the brand has been, where the brand should be, and informs the Glendale brand and strategic brand platform.
2. **BrandPrint:** This process consists of customized research, strategic insights, and creative recommendations for Glendale's brand. The research and findings conducted are compiled into a detailed and comprehensive document, determining the strategy and creative iterations of the brand.
3. **Brand Platform:** This is the guiding statement for the management and development of the Glendale brand.
4. **Creative Development:** The Agency directed staff to select 4 community members to develop the creative work for the community brand.
5. **BrandAMP:** This document identifies Glendale's community brand, logo, and strap line. It also serves as a two year strategic branding plan that addresses Glendale's goals, strategies, and tactics to successfully launch and implement the brand. Finally, North Star also supplies the City with several tools to help measure the success and saturation of the brand in the community.
6. **Next Steps:** The brand is the first step in developing a comprehensive marketing plan. The BrandAMP has identified 10 priorities and objective for the launch and implementation of the brand.

FISCAL IMPACT

1. The City Council approved a budget in the amount of \$1M for community branding and marketing implementation as part of the 2011-2012 Budget.
2. The contract with North Star was approved in 2009 in the amount of \$139,000.
3. No additional funds are requested with this report.

CAMPAIGN FINANCE DISCLOSURE

Not applicable.

BACKGROUND

In March 2009, at Agency direction, staff developed an outline for a Shop Local, Buy Glendale program. It was initially designed to be simple for immediate implementation but flexible to allow it to expand if beneficial. The purpose of the program was to help retain Glendale businesses and jobs by providing a promotional platform to drive more customers to stores and businesses.

Since there was no clear consensus on the Buy Glendale campaign, the Agency recommended that the effort would be best served by developing a citywide branding and marketing strategy with the services of a professional marketing firm, and directed staff to issue a Request for Qualifications (RFQ).

The primary intent of the RFQ was to develop a citywide brand that would then inform a promotional campaign to market Glendale to attract new visitors to the city and to target business investment to the city. 19 firms submitted proposals to the RFQ. Based on evaluation, staff narrowed the list to four firms which had responded to the needs identified in the RFQ and demonstrated a level of experience, quality, and creativity sufficient to meet the needs of the effort.

Marketing professionals from Glendale businesses assisted staff in interviewing the top four firms to further evaluate the details of their proposals in terms of experience, final work products, timing, creativity and design concepts, and anticipated costs. These individuals included Senior Vice Presidents, Directors, Managers, and Executives from Glendale Arts, Glendale Chamber of Commerce, Glendale Galleria, Glendale Hilton, Huerta Quorum, Los Angeles Economic Development Corporation, and The Americana at Brand. The professionals were asked to provide input because of their valuable expertise in branding and marketing, as well as a thorough knowledge of the City.

At the conclusion of the interviews and the committee discussion, the committee determined that North Star Destination Strategies had the best combination of brand development experience, marketing and research ability, and a superior quality product design process.

In October 2009, the Agency contracted with North Star Destination Strategies to help the City determine, develop, and integrate its brand with the following tools and documents:

- *BrandPrint*: this process consists of customized research, strategic insights, and creative recommendations for Glendale's brand. The research and findings conducted are compiled into a detailed and comprehensive document, determining the strategy and creative iterations of the brand.
- *Brand Platform*: the guiding statement for the management and development of the Glendale brand.
- *BrandAMP*: this document identifies Glendale's community brand, logo, and strap line. It also serves as a two year strategic branding plan that addresses Glendale's goals, strategies, and tactics to successfully launch and implement the brand. Finally, North Star also supplies the City with several tools to help measure the success and saturation of the brand in the community.

RESEARCH

North Star's branding process included a combination of research, strategy, creativity, and action. The research consisted of analyzing Glendale's competitive situation, stakeholders' visions, and consumers' perception. This process provides an understanding of where the brand has been, where the brand should be, and informs the Glendale brand and strategic brand platform.

North Star conducted more than a dozen pieces of research to identify what differentiates Glendale from its competitors. By examining the community, consumers, and the competition, North Star determined a strategy for Glendale to assert across all community assets to implement an effective, meaningful and relevant brand.

The research consisted of the following:

- In-market trip:
 - 2-day citywide tour of residential neighborhoods, business districts, key points of interest, businesses, and community organizations
- Research & Materials Audit
 - City research, reports, plans, & documents
 - Partner websites & brochures
- Intercept Interviews
 - In Glendale and outside Glendale
 - 30 in-person candid interviews
- Stakeholder Interviews
 - Community stakeholders, Economic Development professionals, key staff
 - 60 one-on-one interviews in person and via phone
- Focus Groups
 - 4 groups of community organizations, businesses, & residents
 - City Executive Team
- Resident Tapestry Profiling
 - Geo-demographic consumer profiling
- Vision Survey
 - Community stakeholders & Economic Development professionals
 - 128 total responses
- Community Survey
 - Open to all Glendale residents
 - 209 total responses
- Competitive Positioning Review
 - Audit of competitor cities: Burbank, Pasadena, Santa Monica, Culver City, Los Angeles, Santa Clarita
- Consumer Awareness and Perception Study (CAP Study)
 - Surveyed residents within Los Angeles County with incomes of \$75,000 and over
 - 200 respondents

The focus groups and interviews were conducted with individuals comprised from the following groups and organizations:

- homeowner coordinating councils
- individuals active in the community
- local chambers of commerce
- business associations

- neighborhood business districts
- arts/culture/historical associations
- religious organizations
- community groups
- non-profit organizations
- regional economic development organizations
- hospitals
- hotels
- schools
- shopping destinations
- City executives and staff
- other stakeholder, businesses, and community members

SUMMARY OF RESEARCH (BRANDPRINT)

The research phase determines the effectiveness of public communication and awareness with residents, as well as identifies what is not communicated to residents and visitors.

Research affirmed residents' and visitors' awareness that Glendale is a large, conveniently located community in Southern California, home to dozens of unique neighborhoods and business districts. Research showed increased awareness of Glendale's retail opportunities (The Americana at Brand, Glendale Galleria), but lack of awareness of the city's corporate industries and creative headquarters and workforce (Nestle, Public Storage, The Walt Disney Company, DreamWorks). Research also revealed increased awareness that Glendale is a well-managed and business friendly city, and a City that is devoted to protecting the quality of life for residents and businesses alike. The research further confirmed that residents consider Glendale a large city, with a village feel. This is in large part due to the unique and character neighborhoods and business districts that provide the Glendale experience with authenticity and individuality. Each of the neighborhoods and districts benefits from significant pride among its constituents, but that pride is not being extended to Glendale as a whole. These districts are anything but boring, yet that is the general descriptor by visitors or residents living outside Glendale. The City has not successfully communicated the distinct and unique districts and experiences available to people outside the community. The City has a wonderful opportunity to lose the "boring" adjective by celebrating and communicating all of the parts that make Glendale "unique, vibrant, and dynamic."

The important findings from the research are summarized below in a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis:

Strengths:

- **Neighborhoods:** Glendale has 33 neighborhoods throughout the city. Each neighborhood is unique and distinct and brings a different flavor to the community.
- **Strong mix of business:** Glendale has a strong economic base that is dominated by financial services, retail, service industries, healthcare, and manufacturing companies. The City is home to several small businesses and concept stores as well as corporate headquarters such as Nestle and IHOP.
- **Creative Industry:** Creative entertainment companies such as Disney and DreamWorks call Glendale home.
- **Accessibility:** The City has excellent accessibility in Southern California via four freeways and the convenience of LAX and Bob Hope airports.
- **City services:** The research showed that Glendale has a well managed city government, and the city is considered to be safe and clean.

- **Diversity:** Glendale's resident base is diverse with more than 65 different languages represented among the city's residents.
- **Village feel:** Even though Glendale is a large city, a village atmosphere permeates through the many neighborhood districts. This emphasizes quality of life attributes and positions Glendale as a great place to raise a family.
- **Parks and recreation:** The residents rate the city parks highly, and cite them as a point of community pride. The outdoor recreation is a draw for people in neighboring communities. The Brand Library is a gateway to many hiking trails throughout the city.
- **Education:** Glendale Community College is an excellent higher education institution that serves a large student population and contributes to the trained and educated workforce.
- **Restaurants:** Glendale is home to many ethnic cuisines. There are a variety of restaurants here for everyone.
- **Retail:** The city is known as a strong retail destination with shopping at the Glendale Galleria, The Americana at Brand, Glendale Marketplace, and the Glendale Fashion Center.

Weaknesses:

- **Inaccurate reputation/lack of awareness:** The city is often thought of as a bedroom community for Los Angeles. The city does not have its own reputation and lacks identity. Often, it is referred to as the boring city between Burbank and Pasadena with nothing to do. Glendale needs to communicate the assets it has in order to change this negative perception.
- **Lack of entertainment:** Even though Glendale has a strong retail base and many restaurants, options in entertainment are lacking. The local workforce tends to leave Glendale after work and goes to other areas for entertainment.
- **Lack of community pride/engaged citizens:** Residents have pride in their neighborhoods but not their city as a whole.
- **Down economy:** The nationwide recession has been a challenge for many communities and Glendale is no different. The city is challenged with maintaining current service levels in the declining economy.

Opportunities:

- **Creative Industry:** With anchors like DreamWorks and Disney, attracting creative industries in the San Fernando Road Corridor is a natural fit for Glendale.
- **Start-ups/concept stores:** Glendale has a number of small businesses that are locally-owned. The city could make supporting entrepreneurs a priority by offering incentives, business classes, or creating an incubator program complete with work space for up-and-coming companies. With a history as an early-influencer among retailers, Glendale should tell that story to attract the next concept store success story.
- **Public art:** The urban art program was recently expanded as a city-wide program that will develop public art for the community. This will add to the culture and enrich the community, if properly funded.
- **Community College:** A strong partnership between Glendale Community College and the Glendale business community will enhance workforce development programs.
- **Cohesive message:** As a result of this branding initiative, Glendale will have a cohesive message to communicate to residents as well as the Southern California audience.
- **Tourism:** Glendale is already a destination for great shopping. There is opportunity in expanding (and marketing existing) visitor attractions to retail visitors and business travelers.
- **Events:** Glendale has some strong events such as Cruise Night, Harley Love Ride and Farmers Markets. The city has an opportunity to make a name for itself with more unique events that are family-oriented and celebrate the various neighborhood districts.

- **Signage and marketing:** Entryway and wayfinding signage (wayfinding project underway) will allow the city to begin the campaign of reintroducing itself to audiences. The marketing of a new identity to target markets has a real opportunity to quickly impact economic growth.

Threats:

- **Competition:** Southern California is known for having it all: entertainment, restaurants and recreational offerings. Glendale competes with the entire Southern California region, specifically Pasadena and Burbank. Neighbors have much stronger brand equity and recognition than Glendale.
- **Navigating change and growth:** Glendale has experienced significant growth in the past few years. Proactive efforts are required for smart, controlled growth that will protect the great quality of life in Glendale along with its economic vitality.
- **Cluttered, disjointed aesthetic:** First impressions are crucial to a community's identity; so entryway corridors and the physical appearance of Glendale is vital to resident pride and the visitor experience.
- **Inability to project a unified message:** An uncontrolled and disjointed message to various audiences such as residents and visitors results in inaccurate perceptions that can affect the city's growth and create negative feelings about the community.

BRAND PLATFORM/CREATIVE DEVELOPMENT

Taking this information and the extensive data collected, North Star synthesized the results to encapsulate the brand in the Brand Platform. In September 2010, North Star and staff presented highlights of the BrandPrint and the recommended Brand Platform:

Target Audience:	For people who crave places with character
Frame of Reference:	Glendale is centrally located in L.A. County and home to world-renowned brands
Point of Difference:	Where the fusion of imagination and vision that has fueled so many of her creative industries is also applied to one-of-kind neighborhoods and business districts
Benefits:	So everyday living is a little more dynamic.

The Agency approved the Brand Platform and directed staff to form a community team consisting of 4 representatives to help develop the creative work for the community brand. The following representatives were selected:

Chris Cragnotti, Resident, Realtor - G & C Properties
Mary Dawson, Business owner - Revelation Tops
Jessica Fleischman, Graphic Designer - Palate Food & Wine
Mike Tcholakian, Resident, Business owner - Carousel

The community team met 10 times for over 30 hours with staff and North Star to develop the visual representation of the brand following the Agency approved strategic brand platform. The committee developed and selected the logo and line they felt best represented Glendale and the community.

COMMUNITY BRAND

The BrandPrint process and Brand Platform define the Glendale brand. The brand is not about changing Glendale, but discovering the best Glendale and share that with residents, businesses, and visitors.

The brand reinforces the City's strengths:

- Safety
- Quality
- Vision and imagination
- History and tradition
- Unique, characterful residential and business districts
- Creativity
- Open government and community
- Community-mindedness

The Glendale brand encompasses the city's history, safety, and quality and creates a foundation to be a more dynamic and animated community. Glendale is also home to imagination, vision, and creativity, but research showed residents and visitors were not aware of this. The Glendale brand can deliver on all of its attributes and strengths, without compromising any of the parts that make up the whole. A community brand is successful only if it remains accurate to the City it represents.

The Glendale brand will create an emotional connection with residents, visitors, and businesses. Residents look for safe and distinct neighborhoods, award-winning schools, and unique shopping, dining, entertainment options, which Glendale offers. Visitors also search for unique and dynamic dining, shopping, entertainment, and events, which Glendale offers. Businesses are in need of a dynamic, innovative, creative, and business-friendly city, for which Glendale is recognized. The very best of Glendale is encapsulated in the brand, which is conveyed to the target audiences.

Glendale offers what residents, visitors, and business look for, but the research determined that Glendale's assets are not communicated beyond the city's borders. Conveying Glendale's strength is what the brand is; it is not about creating a new Glendale, but clearly communicating this message with the community and beyond.

NEXT STEPS

After approving the community brand, the next steps include outreach and integration/ training and awareness. The brand is the first step in developing a comprehensive marketing plan.

Implementation/Strategic Plan (BrandAMP)

North Star has provided Glendale with a 2-year implementation plan of strategies and objectives to successfully launch and implement the brand. The BrandAMP identifies 10 priorities and objectives for the launch and implementation of the brand. Staff has identified the following priorities from that list that can be implemented immediately at little or no new cost:

1. *Integrate the brand in City life:*

City employees interact with residents, visitors and businesses every day. It is important to invest the time and effort to educate and inform City employees in order to engage them on the brand.

Staff will work with departments individually to establish the most effective and cost efficient ways to integrate and role out the brand through the City. This would allow for gradual

implementation of the brand, identifying high-impact and low-cost program and projects. Staff will target strategies that would organically evolve within the City and engage the community.

2. *Engage the Community:*

This process will engage the stakeholders that have been involved in the branding process as well as community members that have not been exposed to the brand. Business partners will be able to use the brand as part of their business's marketing and promotional efforts. In addition, homeowner groups and business districts will be able to incorporate the Community Brand in newsletters and additional promotional materials.

3. *Brand stationary, supplies, and City website:*

The City website is undergoing redesign to allow community members to access important information with ease. The Community Brand will be integrated into the new website. As departments replenish their stationary (letterhead, business cards, etc), new branded stationary will be ordered.

4. *Engage the brand in economic development:*

The Community Brand will allow staff to convey a strong and unified message in business attraction efforts. Economic Development materials with an attractive, friendly, and cohesive visual look will allow Glendale to be more competitive in recruiting new retailers.

Develop Marketing Strategic Plan

Identifying the Community Brand is the first step in developing a marketing strategic plan. Staff will issue a Request for Qualifications (RFQ) for a marketing services firm to help develop a strategic plan for citywide marketing. The firms will identify the most effective and efficient way of conveying the Glendale brand, while promoting Glendale as the premier destination to live, work, and play.

EXHIBITS

None.

MOTION

Moved by Council Member _____,
seconded by Council Member _____, that the City Council
hereby approves the Community Brand, which includes research, brand platform and
BrandPrint, as identified and described in the Joint Report on Community Branding to
Council and the Redevelopment Agency dated November 29, 2011.

Vote as follows:

Ayes:

Noes:

Absent:

Abstain:

APPROVED AS TO FORM
[Signature]
City Attorney
DATE 11/27/11

MOTION

Moved by Council Member _____,
seconded by Council Member _____, that the City Council
hereby authorizes staff to Implement the Community Brand in the manner identified in the
Joint Report on Community Branding to the Council and Redevelopment Agency dated
November 29, 2011.

Vote as follows:

Ayes:

Noes:

Absent:

Abstain:

APPROVED AS TO FORM



City Attorney

DATE 11/23/11