



DATE: Aug. 30, 2019

TO: Mayor John Chelminiak
Councilmember Jared Nieuwenhuis
City Manager Brad Miyake

FROM: Brad Harwood, Chief Communications Officer
Danielle Verwahren, Management Analyst (Research)

SUBJECT: Peer research for city logo rebrand

Background

The purpose of this memo is to propose a high-level development process, price range and implementation strategies.

Information and interviews were obtained from the cities of:

- Englewood, CO
- Everett, WA
- Helsinki, Finland
- Oslo, Norway
- Redmond, WA
- in addition to the State of Colorado.

Additional details on these reference points are attached.

Process Recommendation

After a thorough review of the options and experiences of peers, we recommend the following process for your consideration.

- *Prep*
 - Engage City Council, Leadership Team members and communications staff in individual or small group interviews to determine a specific set of expectations for the redesign. This list will inform the creation of an RFP that details parameters for the logo and what it should accomplish.
 - Launch RFP process and engage a creative firm to oversee brand development, public outreach and logo design. Particular consideration should be paid to local firms that may have already developed relationships in the community.

- *Discovery*
 - Conduct discovery meetings with councilmembers, Leadership Team members and PIO's and Neighborhood Outreach to determine how these groups feel about the city's visual brand, perceptions and future of Bellevue.
 - Employ a series of inclusive focus groups comprised of community members, business leaders and representatives from stakeholder organizations and regional peer governments. Another option is to engage with community organizations to involve individuals from traditionally underrepresented populations.
 - Create and launch a short online survey to gather perceptions from individuals or groups who cannot attend focus groups.
- *First Draft*
 - After the discovery phase, the firm should develop a first round of logo design. The results of the first phase should be reported out to city leadership so that all groups are prepared to give feedback on the logo design based off of the same information.
 - The draft logo designs should then be presented to both groups for their comments.
 - Preliminary cost information should be shared that is relevant to the decision-making process, such as the increased cost of designs with multiple colors.
- *(Optional) Second Draft*
 - Focus groups would again be engaged. Additional feedback would be incorporated, as appropriate.
- *Final Adoption*
 - After a second (or third) round of design and comment, three final options should be put forward to the leadership team for a recommendation to council. Councilmembers will make the final decision and adopt the city's new logo.
 - Hold a major media event and celebration within the community.
- *Implementation*
 - Begin implementation. See below.

Pricing

Costs of a rebrand can vary considerably. A chief driver is the number of drafts and the extent of the public engagement effort. We expect significant public interest in Bellevue's rebrand.

- Englewood, CO – \$51,500
- Everett, WA - \$33,000
- Helsinki & Oslo – Unable to locate, but similar to Amsterdam which cost €100,000.
- Redmond, WA - \$96,000 (only part, main focus was the website redesign)
- State of Colorado – pro bono, in-house but estimated at \$2.3 million.

Other sample cases:

- Sandy, OR - \$75,000
- Mount Vernon, WA - \$35,000
- Cleveland Heights, OH - \$85,000

These prices do not include full implementation and replacement of current assets.

A rebrand is therefore contingent on the scope agreed to by the council. However, if the process is tailored to the recommendations on the preceding page, with targeted outreach during the discovery and draft phases, cost could be held to a **range of \$100,000 – 150,000**. Again, the range given anticipates that there could be up to two drafts and multiple rounds of public engagement. Please note that this does not include implementation (see below).

Implementation

Following adoption by the council, the new logo should be phased-in through the following process:

- The creative firm and/or communications team should develop a brand and logo design guide before arranging for a series of meetings with each department. These meetings should introduce the new logo, guidelines and appropriate use.
 - Communications should work with each department to catalog acceptable applications for that department (i.e. patches, vehicle decals, marketing materials).
- A schedule for implementation of the new logo should be designed in three phases:
 1. **Digital materials:** Logos on the website and social media channels should be replaced immediately.
 2. **Collateral materials:** City departments should attempt to exhaust already printed materials such as letterhead, brochures and forms to decrease waste associated with the redesign. These materials should be recreated with the new logo as needed.
 3. **Capital and durable materials:** Replacement for vehicle decals, building signage and uniforms should be conducted upon that item's replacement cycle.

Case Studies

Englewood, Colorado

The City of Englewood launched a community branding and marketing effort that emphasized broad resident engagement by conducting focus groups, tapping volunteer citizen boards and attending large community events. Working with Slate Communications, the city analyzed the input of residents, businesspeople and visitors to generate the community brand – the words that were used to describe Englewood are "vibrant future," "changing," "growing" and "thriving." Based on this feedback, a brand and logo were developed. From the start, the branding initiative considered the cost of a redesign and created a long-term plan to slowly roll it out as equipment comes up for replacement.



Everett, Washington

Contracted with a local firm, Milltown Creative Co., to lead a rebranding effort for the City of Everett's parent brand while concurrently developing a new tourism and marketing strategy. In partnership with the firm the city's Communications and Marketing team led a discovery phase featuring a series of focus groups with key stakeholders. Final decisions on the brand and logo were a consensus between city council, city leadership, economic

development and communications staff. Implementation was phased by ease of replacement and cost considerations.



Helsinki, Finland

The capital city of Finland, Helsinki had no uniform visual identity with city departments and projects all designing their own identities and logos. Driven by a desire to make Helsinki an accessible and desirable place, the city council designed a contest for design firms to submit creative works with the target audience of "everyone". From the beginning the city made it clear that the design must speak to everyone from residents and immigrants to tourists and city employees. The firm Werklig was selected by the city and developed a robust public outreach campaign, designing a logo retained traditional symbolism while being adaptive and responsive to various content. A jury was created of various representatives from the community to give input on the designs, but the final decision was made by the Mayor.





Oslo

Oslo, Norway

Oslo City Council has responsibility for a broad spectrum of services from elementary schooling and health care services to parks and urban renewal. The city had used a coat of arms (also the city seal) that was originally designed in the 1300s and iterated into its current form in 1924, in addition to over 250 other logos for the multitude of city services. The city took a

regional approach to rebranding, creating a brand alliance to support businesses, community groups and individuals in adopting a unified design. Because of this regional focus Oslo engaged in an intensive and prolonged outreach strategy which involved 1,500 residents, representatives from businesses and the city's larger municipal enterprises. Solutions were tested systematically throughout the process to allow for input and consideration of proposals in multiple rounds before a final decision was made by city council.

Redmond, Washington

While the city has not undergone a brand or logo redesign in the recent past (the city logo is over 10 years old), Redmond has recently updated the color palette and website. Over an 18-month process, the city convened focus groups, collected stakeholder questionnaires and conducted extensive user testing. Final recommendations were put forward to the Mayor and COO by the Communications Officer for the palette change and website design.



State of Colorado



Foregoing the traditional path of hiring a firm for process and design, the State of Colorado employed the mantra "By the people, for the people" for its brandCOLORADO initiative in 2012. The state's Communications and Marketing team led a 12-month roadshow during the first phase of the initiative designed to "define the essence" of Colorado. This phase included:

- Hundreds of face-to-face interviews via a state-wide tour
- Extensive online surveying inside and outside the state, including all employees
- Social media outreach and solicitation of input via daily and weekly contests along with radio and television commercials, online ads and email blasts
- Feedback through advisory councils comprised of business leaders
- Recruitment of 64 youth ambassadors representing 33 counties

During phase two, a team of 12 graphic designers were chosen from a nomination process to develop a brand design that incorporated the top five concepts identified in phase one. Corporate sponsors contributed capital while numerous companies and individuals

contributed thousands of hours of pro bono services totaling more than \$1.5 million in addition to \$800,000 from other state sources such as the tourism office.