



**CITY OF SUNNYVALE  
OFFICE OF THE CITY MANAGER**

**March 10, 2016**

**TO: Sunnyvale City Council**

**FROM: Deanna J. Santana, City Manager**

**SUBJECT: City of Sunnyvale Brand Report and Next Steps**

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**City of Sunnyvale Brand Report**

In fall 2015 as part of the City's Website Redesign Project, we began the process to define our municipal organization's brand. You may recall in December 2015, I shared with the City Council the variety of logos the City has used (Attachment 1, City Logo Variety) and areas where the City's message has not been clear or consistent (Attachment 2, Parks Web Pages). The website redesign is the perfect opportunity to align the organization and the information we provide around a brand that clearly and accurately reflects our mission of high quality public service.

Our organization's brand is an incredibly important foundation for articulating the contributions and value to the community we serve. Our brand should permeate our organization and guide us in our work, so it is imperative that we clearly define it and then ensure we are acting in concert with it. After all, Sunnyvale is the second largest city in the county, envied for its quality of life and City services, and the center of a global economic region that is home to many of the world's most influential and valuable brands.

Participants in the brand development process included Sunnyvale councilmembers and commissioners, City employees from all levels and departments, and several community members familiar with the City organization. Almost fifty people completed a detailed online survey and sixteen of those attended a full-day workshop in November 2015 facilitated by Dr. Llewellyn-Williams, president of BrandMechanics, to review the survey results and create the Brand Mirror – the one-page overview of our new brand. In the survey, participants were asked to evaluate a series of brand characteristics and action words as existing, existing and not desired, and non-existing but desired for the organization. They were also asked to describe both the current and future organization with the attributes of an animal, beverage and car/vehicle. What emerged were clear patterns and themes that informed the discussion and activities at the workshop.

The enclosed report (Attachment 3, Sunnyvale Brand – Final Report Summary) contains a high level summary of the brand analysis along with the final Brand Mirror; the full report reflecting the complete volume of work is available upon request from Communications Officer Jennifer Garnett.

## Updated City Logo and New Brand Style Guide

The Website Redesign Project accentuated the fact that our organization needs a clear and consistent brand identity system. Our current City logo is dated and not well-suited for modern digital applications. We also have no established brand definition or corresponding Brand Style Guide (e.g., color palette, typography, imagery standards, brand language), which has resulted in various messaging, logo and design styles permeating the organization. In addition, content on the existing website is generally not written or organized from a customer perspective, leading to information that is confusing, inconsistent and difficult to find. On the whole, the current logo and website do not accurately represent the caliber of the organization that we are and the brand we want our customers to experience.

Now, in concert with revising the website's content and structure, we are preparing for the next phase of the brand's development – using the services of a design firm to create a brand identity system that includes an updated City logo and corresponding Brand Style Guide. These elements are necessary for the City to establish and present a consistent image and voice across all of our communications channels. Because the website is one of the City's most visible channels, its redesign presents a unique opportunity to create the new brand identity system which will be used to inform the overall look and feel of the new homepage and underlying Web page templates. The Brand Style Guide also will be used to update all other City communications channels so that they are consistent with and support the brand identity.

## Creative Development Process

Civica is the City's website development vendor and provider of the new content management system upon which the site will be built. The brand identity system needs to be established prior to Civica creating the Web page templates, which is the first step in their overall website development process. Because completion of the website redesign is dependent on the development of the brand identity system, we need to establish a review and approval process for the brand's creative elements that provides an expeditious path to consensus. To that end, staff proposes a small core team of twelve people be established to provide input into the creative process and review and approve the resulting logo and brand elements.

For continuity, members of the core team should include participants from the brand workshop, as well as representatives from the Sunnyvale City Council and staff in the organization responsible for developing the City's wide range of communications materials. Staff recommends that the Mayor select up to three councilmembers to serve on this core team, and consider including as one of those selections Vice Mayor Gustav Larsson who participated in the brand workshop. The City's Communications Officer will select the balance of the team members with approval from the City Manager. Staff also proposes that, if the core team cannot reach majority consensus in Steps 2d and 3a below, the Mayor, City Manager and Communications Officer would provide final direction and approval. **Ideally, the core team will be selected by Friday, March 18 so that work can begin as soon as possible.**

Studio Scott, the selected design firm, is scheduled to begin the development of the new brand identity system (i.e., City logo and Brand Style Guide) in March, which will take approximately fourteen to sixteen weeks using the following process:

**1. Research & Discovery (~2 weeks)**

- a. Studio Scott conducts audit of City's existing materials and benchmarking of brands from comparable organizations and the Silicon Valley region
- b. Studio Scott facilitates a half-day design charrette with the core team
- c. (Optional) Studio Scott interviews other key stakeholders

**2. Conceptual Design (~3 weeks)**

- a. Studio Scott develops a range of three to five identity (logo) concepts informed by the research and discovery phase; presents to the core team
- b. Studio Scott narrows to one or two concepts; presents to the core team
- c. Communications Officer obtains input on narrowed concepts from other Sunnyvale City councilmembers and City staff
- d. Studio Scott narrows to one preferred concept for Step 3: Design Development; core team approves
  - i. If necessary, Mayor, City Manager and Communications Officer provide final direction and approval

**3. Final Design Development (~4 weeks)**

- a. Studio Scott refines the preferred concept from Step 2 into a final design after two to three rounds of input from core team; core team provides final input/approval
  - i. If necessary, Mayor, City Manager and Communications Officer provide final approval

**4. Final Art Production (~1 week)**

- a. Studio Scott produces all final artwork for the new brand

**5. Brand Style Guide (~6 weeks; begins during Final Design Development)**

- a. Studio Scott develops the guidelines for the new brand comprised of identity usage, typography, color palette, etc.

In conclusion, with the continued involvement of key stakeholders, we hope to design an updated City logo and new brand identity system. This comprehensive, modern and coordinated brand identity system will guide the City organization in its service to our community, increase the impact of the City's communications channels and contribute towards Sunnyvale's success as a vibrant 21<sup>st</sup> century city.

For questions about the website redesign, brand or proposed creative process, contact Communications Officer Jennifer Garnett at 408-730-7476 or [jgarnett@sunnyvale.ca.gov](mailto:jgarnett@sunnyvale.ca.gov).

*Attachments:*

Attachment 1, City Logo Variety

Attachment 2, Parks Web Pages

Attachment 3, Sunnyvale Brand – Final Report Summary



	Park Site
Baylands Park	<b>Baylands Park</b> 999 E. Caribbean Drive
Braly Park	<b>**Braly Park</b> 704 Daffodil Ct.
Columbia Park	<b>Cannery Park</b> 900 W. California Ave.
DeAnza Park	<b>Columbia Park</b> 789 Morse Ave.
Fair Oaks Park	<b>**De Anza Park</b> 1150 Lime Drive
Fairwood Park	<b>Encinal Park</b> 999 Corte Madera Ave.
Heritage Park	<b>**Fair Oaks Park</b>
Lakewood Park	<b>**Fairwood Park</b> 1255 Sandia Ave.
Las Palmas Park	<b>**Fairwood Park</b>
Murphy Park	<b>Greenwood Manor</b> Ramona & Blair
Orchard Gardens Park	<b>**Lakewood Park</b> 834 Lakechime Dr.
Ortega Park	<b>**Las Palmas Park</b>
Plaza del Sol	<b>Murphy Park</b> 130 E. California Ave.
Ponderosa Park	<b>Orchard Gardens</b> 238 Garner Ave.
Raynor Park	
Serra Park	

17 Parks  
23 Parks  
14 Parks  
15 Parks  
21 Parks

Sunnyvale Parks at
Baylands Park
Braly Park
Columbia Park
De Anza Park
Fair Oaks Park
Fairwood Park
Lakewood Park
Las Palmas Park
Murphy Park
Ortega Park
Ponderosa Park
Raynor Park
Serra Park
Washington Park

Park Name and Address
<a href="#">Baylands Park</a> 999 Caribbean Drive (map) <a href="#">↗</a>
<a href="#">Braly Park</a> 704 Daffodil Court (map) <a href="#">↗</a>
<a href="#">Columbia Park</a> 789 Morse Ave. (map) <a href="#">↗</a>
<a href="#">DeAnza Park</a> 1150 Lime Drive (map) <a href="#">↗</a>
<a href="#">Fair Oaks Park</a> 540 N. Fair Oaks Ave. (map) <a href="#">↗</a>
<a href="#">Fairwood Park</a> 1255 Sandia Ave. (map) <a href="#">↗</a>
<a href="#">Lakewood Park</a> 834 Lakechime Drive (map) <a href="#">↗</a>
<a href="#">Las Palmas Park</a> 850 Russett Drive (map) <a href="#">↗</a>
<a href="#">Murphy Park</a> 250 N. Sunnyvale Ave. (map) <a href="#">↗</a>
<a href="#">Ortega Park</a> 636 Harrow Way (map) <a href="#">↗</a>
<a href="#">Plaza del Sol</a> 200 West Evelyn (map) <a href="#">↗</a>
<a href="#">Ponderosa Park</a> 811 Henderson Ave. (map) <a href="#">↗</a>

Sunnyvale Parks
<b>Baylands</b> , 999 E. Caribbean Drive
<b>Braly</b> , 704 Daffodil Court
<b>Cannery</b> , 900 W. California Ave.
<b>Columbia</b> , 739 Morse Ave.
<b>De Anza</b> , 1150 Lime Drive
<b>Encinal</b> , 999 Corte Madera Ave.
<b>Fair Oaks</b> , 540 N. Fair Oaks Ave.
<b>Fairwood</b> , 1255 Sandia Ave.
<b>Greenwood Manor</b> , Ramona & Blair Ave.
<b>Lakewood</b> , 834 Lakechime Drive
<b>Las Palmas</b> , 850 Russett Drive
<b>Murphy</b> , 250 N. Sunnyvale Ave.
<b>Orchard Gardens</b> , 238 Garner Ave.
<b>Ortega</b> , 636 Harrow Way
<b>Panama</b> , 755 Dartshire Way
<b>Ponderosa</b> , 811 Henderson Ave.
<b>Raynor</b> , 1565 Quail Ave.
<b>San Antonio</b> , 1026 Astoria Drive
<b>Serra</b> , 730 The Dalles
<b>Victory Village</b> , Fair Oaks at Kifer
<b>Washington</b> , 840 W. Washington Ave.

Various representations of Sunnyvale's Parks on the current City website. Numerous documents and lists reflect inconsistent and confusing information.

# PARKS AT A GLANCE

Park Site	Ballfield	Basketball	Recreational Building	Horseshoe Pits	Jogging Track	Multi-Use Field	Picnic Area	Playground	Restrooms	Swimming	Tennis	Volleyball	Special Features	Acres
<b>Baylands Park</b> 999 E. Caribbean Drive					X		B	4	X				Nature Trails San Francisco Trail	177
<b>**Braly Park</b> 704 Daffodil Ct.	1+		X	2	X	X	*B	1	X		2	1	Sand Volleyball Court Lagoon Spray Pool	5.6
<b>Cannery Park</b> 900 W. California Ave.							B	1						0.7
<b>Columbia Park</b> 789 Morse Ave.	1	X	X		X	2	B	2	X	1	2		Parcourse	14.7
<b>**De Anza Park</b> 1150 Lime Drive	2	1+	X	2		1	*B	1	X				Outdoor Skating Rink Handball/Racquetball Court	9.4
<b>Encinal Park</b> 999 Corte Madera Ave.	1	1/2				1		2	X		2	1	1/4 mile Parcourse Sand Volleyball Court	4.4
<b>**Fair Oaks Park</b> 640 N. Fair Oaks Ave.	2	3	X	2		1	B	1	X			1	Sand Volleyball Court Spray Pool	15.3
<b>**Fairwood Park</b> 1255 Sandia Ave.	1+			3	X+	1+	B	1	X		2+	2	Bike Path, Parcourse, 2 Sand Volleyball Court	1.9
<b>Greenwood Manor</b> Ramona & Blair								1						.4
<b>**Lakewood Park</b> 834 Lakechime Dr.	1	1	X	2		1	*B	2	X		2		Outdoor Skating Rink 2 Handball/Racquetball Courts	10.7
<b>**Las Palmas Park</b> 850 Russet Drive	1		X			1	*B	1	X		16/1		Dog Park, Spray Pool 16 Courts @ Tennis Ctr.	24.3
<b>Murphy Park</b> 130 E. California Ave.			X	2			B	1	X				Historical Museum Lawn Bowling Green	5.4
<b>Orchard Gardens</b> 238 Gamer Ave.		1	X				B	1	X		2		Bike Path	2.6
<b>**Ortega Park</b> 636 Harrow Way	1/1	1	X	2		1	*B	1	X		2		Gazebo, Spray Pool Cricket Pitch	18.6
<b>Panama Park</b> 755 Dartshire Way	1					1	B		X					5.0
<b>**Ponderosa Park</b> 811 Henderson Ave.	1	1	X	2		1	*B	1	X		2	1	Sand Volleyball Court Bocce Ball Court	9.1
<b>**Raynor Park</b> 1565 Quail Ave.	2		X	2		1	*B	1	X				Skating Rink	11.9
<b>San Antonio Park</b> 1026 Astoria Drive	1					2			X					5.8
<b>Seven Seas Park</b> 1010 Morse Ave		1/2				1	B	2	X		1		Dog Park Spray Pool	5.3
<b>Swegles Park</b> 645 Santa Real Avenue							B							1.0

20 pages and 20 PDFs



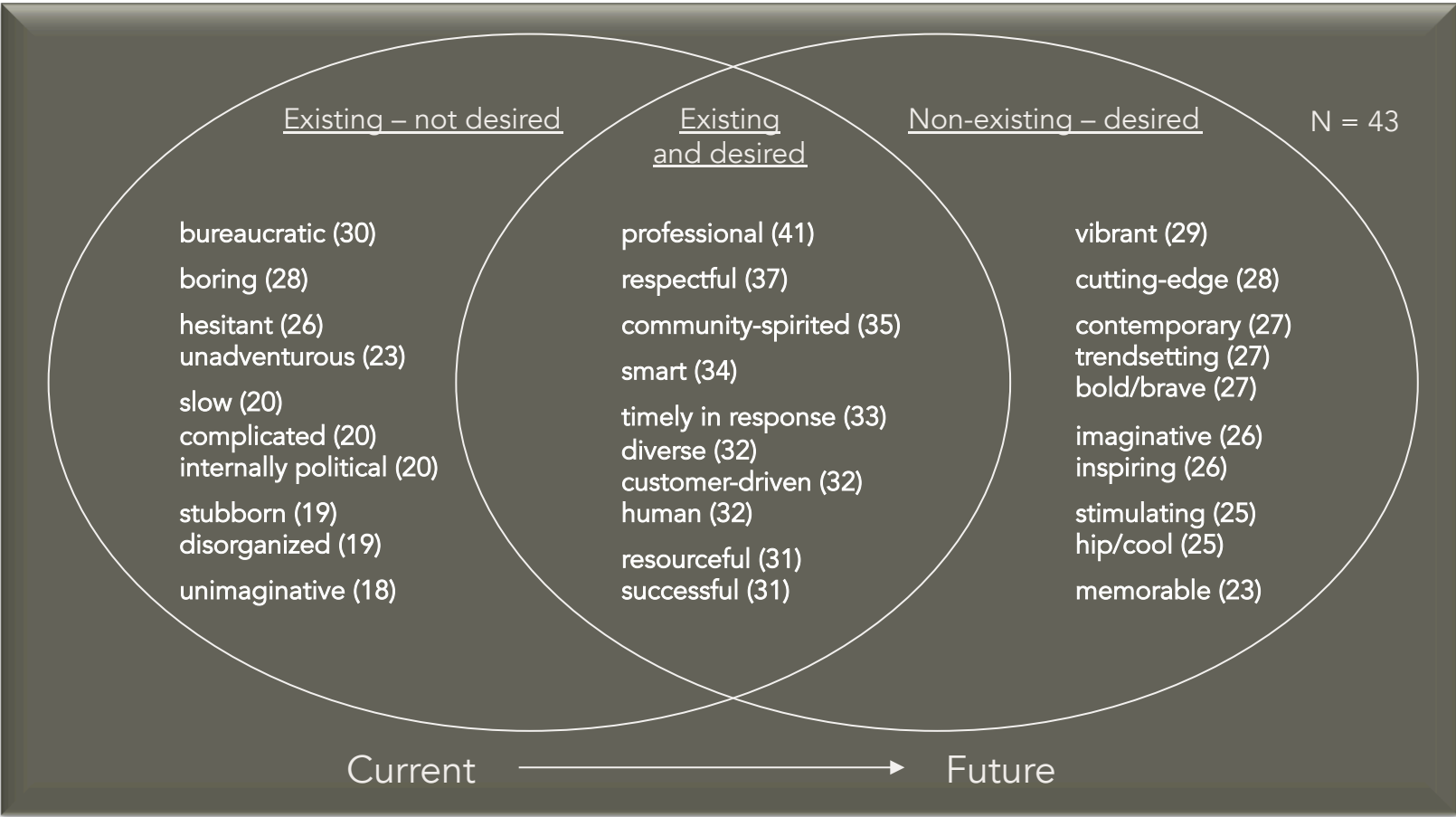
# City of Sunnyvale Municipal Organization

- Brand Audit & Brand Workshop Reports
- November 13, 2015 and January 15, 2016





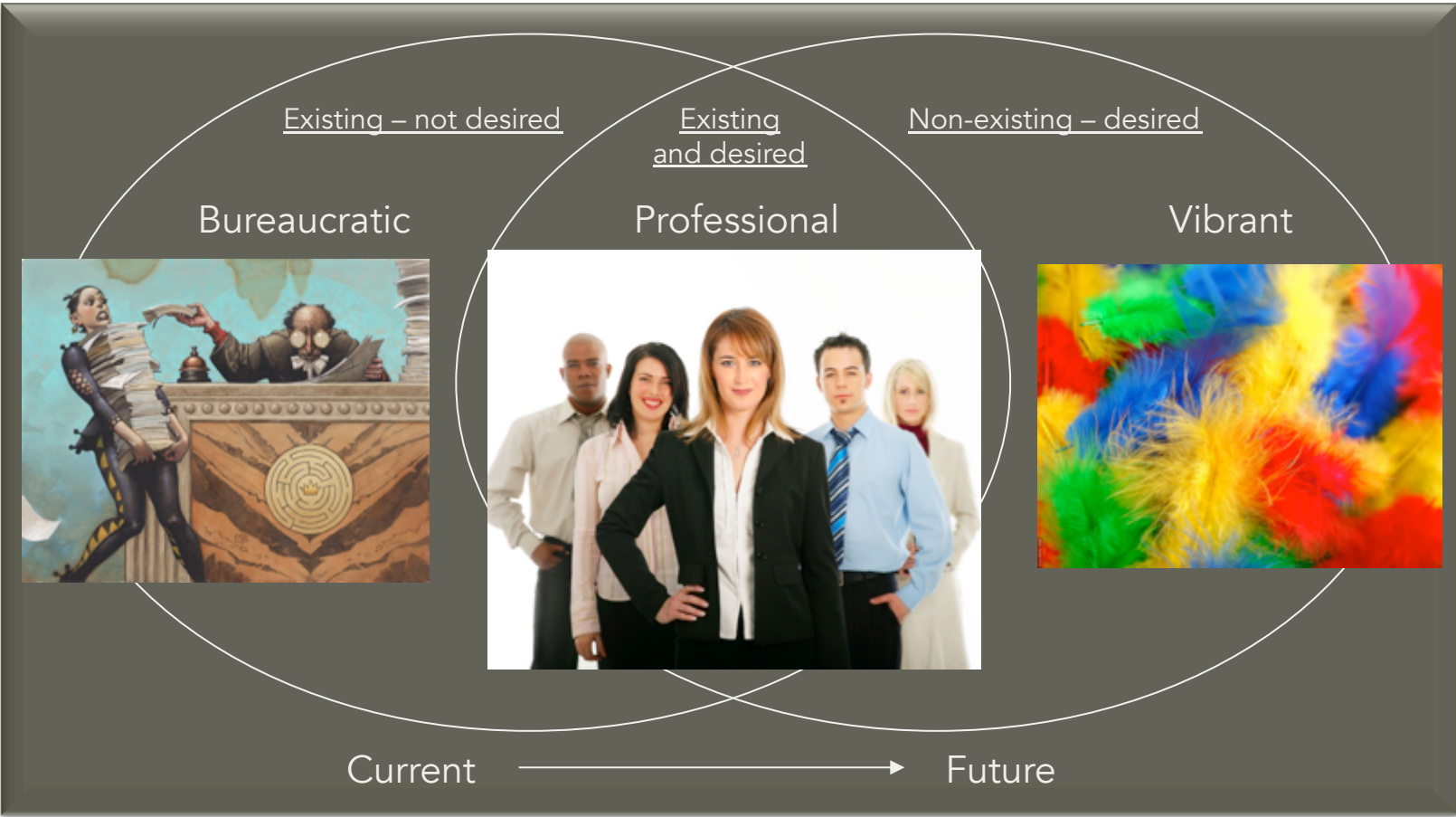
# BrandAdvance1™: “Characteristics”





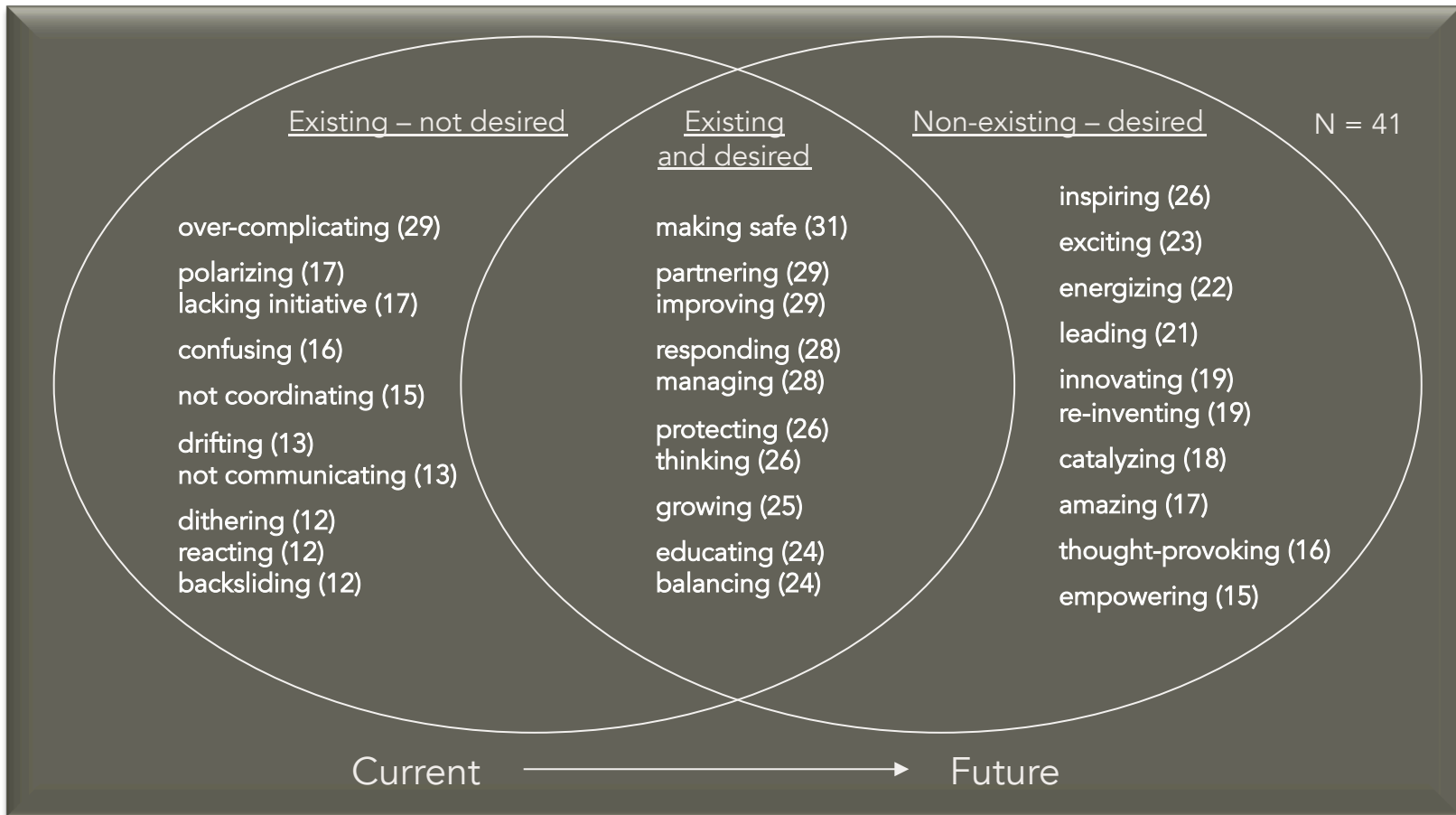


# BrandAdvance1™: "Characteristics"



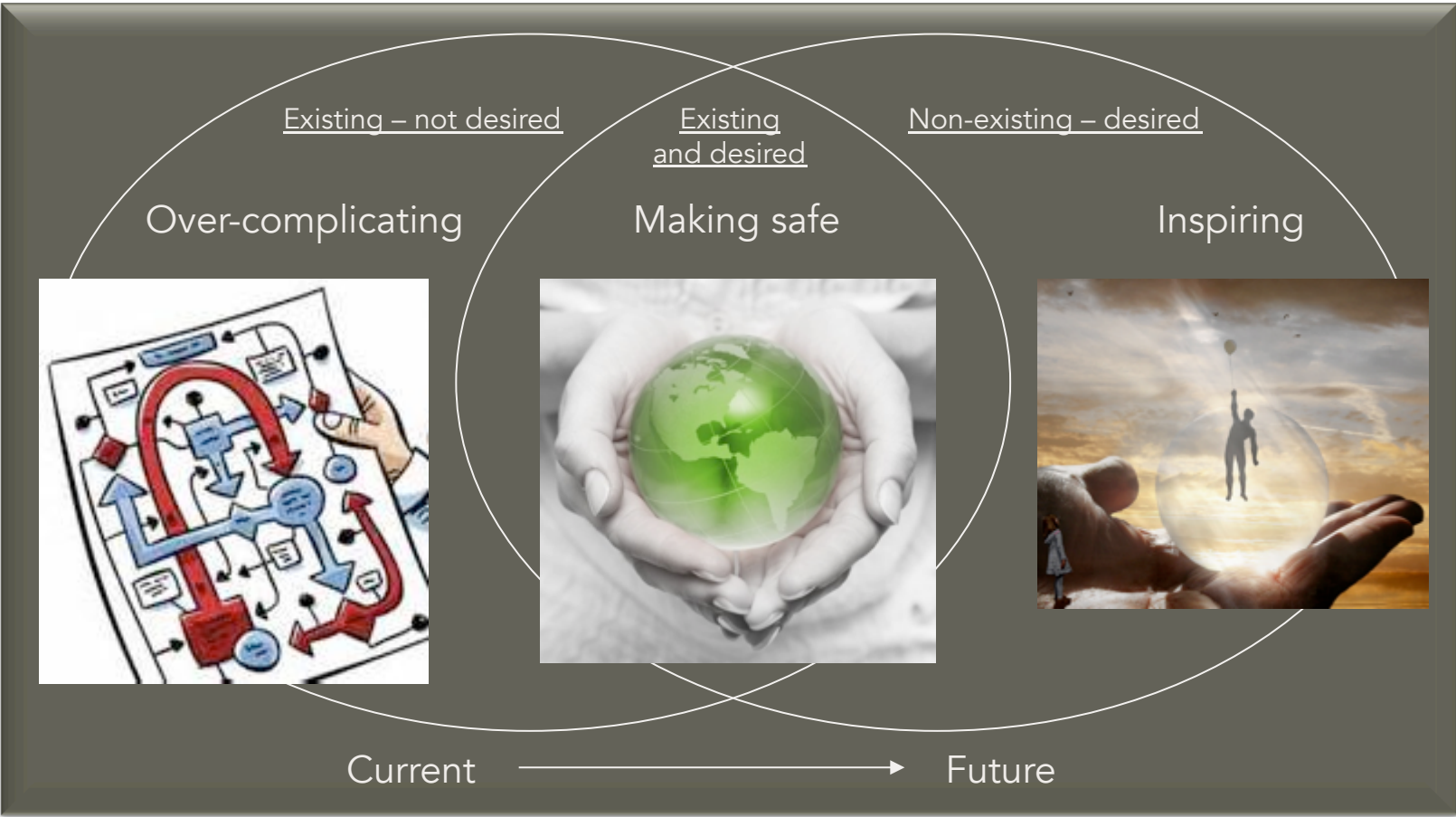


# BrandAdvance2™: “Doing words”





# BrandAdvance2™: “Doing words”





## Projective analyses

- Animals
- Car/vehicle
- Beverage





# Projective Analysis – summary





## Diagnosis

- Tension: change versus status quo
- Desire for a clear vision for the future
- Frustration with complicated processes – stifling creativity/innovation
- Desire for greater efficiencies through better collaboration/communication





## Next Steps

- Brand Workshop is necessary to get consensus on the future:
  - Future Brand Essence – what you want to stand for in the hearts and minds of the key audiences
  - Brand Vision – the city you want to create
- These “stakes in the ground” can then guide and inspire all aspects of Sunnyvale’s identity and future development





## COSMO Brand Mirror™

<p>Deep Human Needs</p> <p>RESIDENTS</p> <ul style="list-style-type: none"> <li>• Safety/security</li> <li>• Mobility</li> <li>• Recreation</li> <li>• Water</li> <li>• Belonging/community</li> <li>• Order</li> <li>• Shelter</li> </ul>	<p>Mission</p> <p>We will inspire innovative &amp; collaborative solutions, and leverage opportunities, to address the changing needs of our diverse community</p>	<p>Character/personality</p> <ul style="list-style-type: none"> <li>• Visionary</li> <li>• Can do</li> <li>• Bold</li> <li>• Compassionate</li> <li>• Creative/imaginative</li> </ul>	<p>The Future</p> <p>Opportunities</p> <ul style="list-style-type: none"> <li>-New density, traffic and mixed land use will drive vibrancy through transit, new housing options, etc.</li> <li>-Partnerships with businesses, non-profits and education</li> <li>-Demographic changes will drive vibrancy</li> <li>-Getting a downtown identity</li> <li>-Community Choice Energy</li> </ul>
<p>BUSINESSES</p> <ul style="list-style-type: none"> <li>• Mobility</li> <li>• Water</li> <li>• Safety/security</li> <li>• Talent</li> <li>• Order</li> <li>• Flexibility</li> </ul>	<p>Provable Superiority</p> <ul style="list-style-type: none"> <li>• Commitment to sustainability</li> <li>• Financial stability</li> <li>• Streamlined/efficient development policies/procedures</li> <li>• Awesome parks</li> <li>• Unique public safety model</li> <li>• Home to elite diverse tech companies</li> </ul>	<p>Source of Authority</p> <ul style="list-style-type: none"> <li>• CCE – regional leader</li> <li>• Moody's AAA credit rating</li> <li>• First and best one-stop permitting center</li> <li>• Sunnyvale Works! - Public Works Project of the Year</li> <li>• 90% resident satisfaction rating</li> <li>• Safe city rankings</li> </ul>	<p>Threats</p> <ul style="list-style-type: none"> <li>-Cost of living (housing, commuting)</li> <li>-Slowed economy/downturn</li> <li>-Over-development – business/traffic/transportation/politics perception/sentiment</li> <li>-Earthquake/drought/disasters</li> </ul>

**Future Brand Essence**  
**"Bold, sustainable innovation"**

**Brand Vision: "A thriving community that innovates our world"**

