



**LORAIN CITY COUNCIL**  
**Committee Agenda**  
**Monday, June 8, 2026 @ 5:30 p.m.**

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**BUILDING & LANDS COMMITTEE, Mrs. Springowski, Chairwoman**

- a. Community rebranding presentation by Guide Studio.



# CITY OF LORAIN

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**City Council Committee**

**a.**

**Meeting Date:** 06/08/2026

**Submitted by:** Veronica Newsome

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## **PURPOSE AND BACKGROUND**

Community rebranding presentation by Guide Studio.

## **RECOMMENDATION TO COUNCIL:**

Provide feedback.

We recommend to council

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## **Attachments**

Brand Presentation

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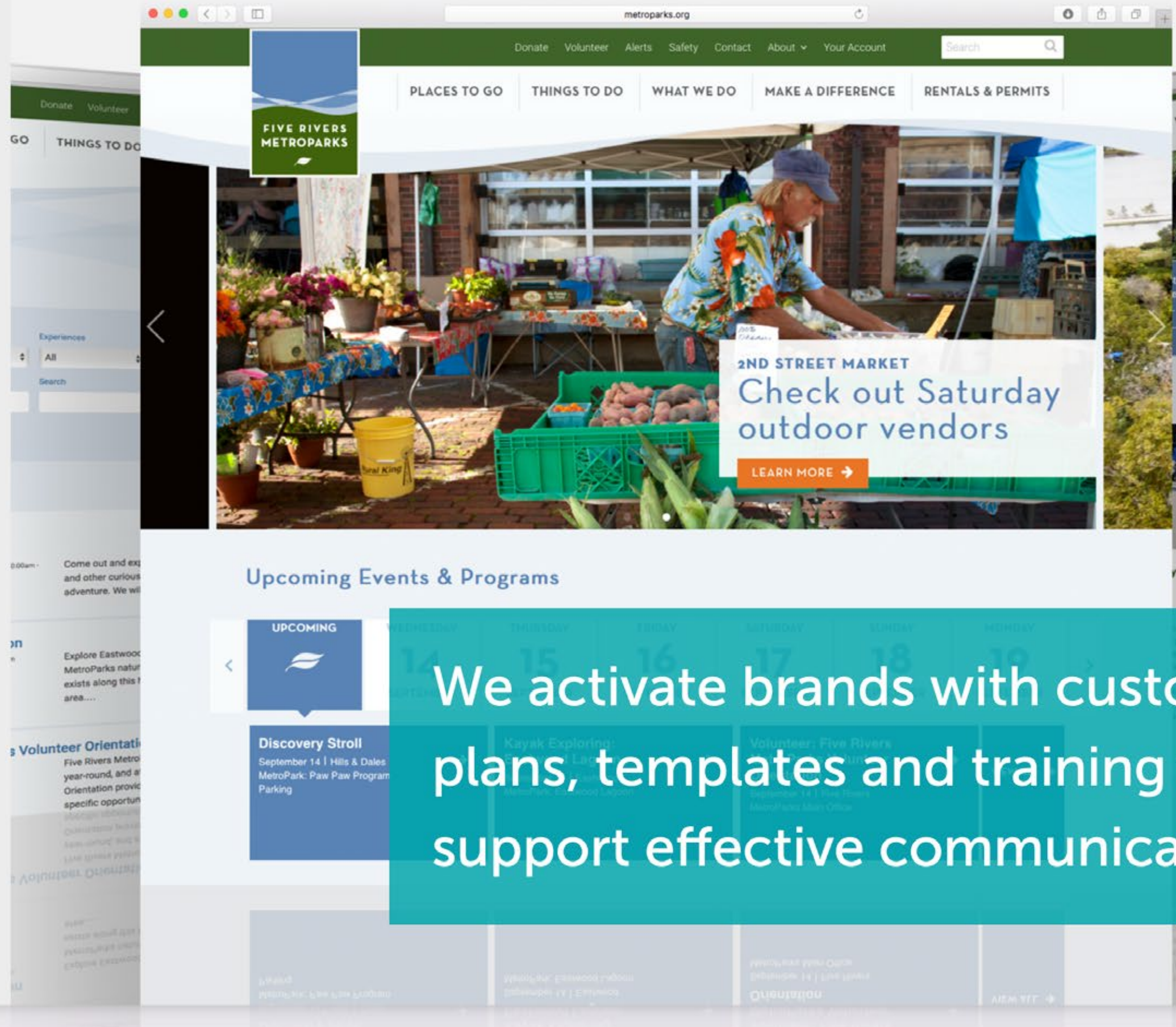
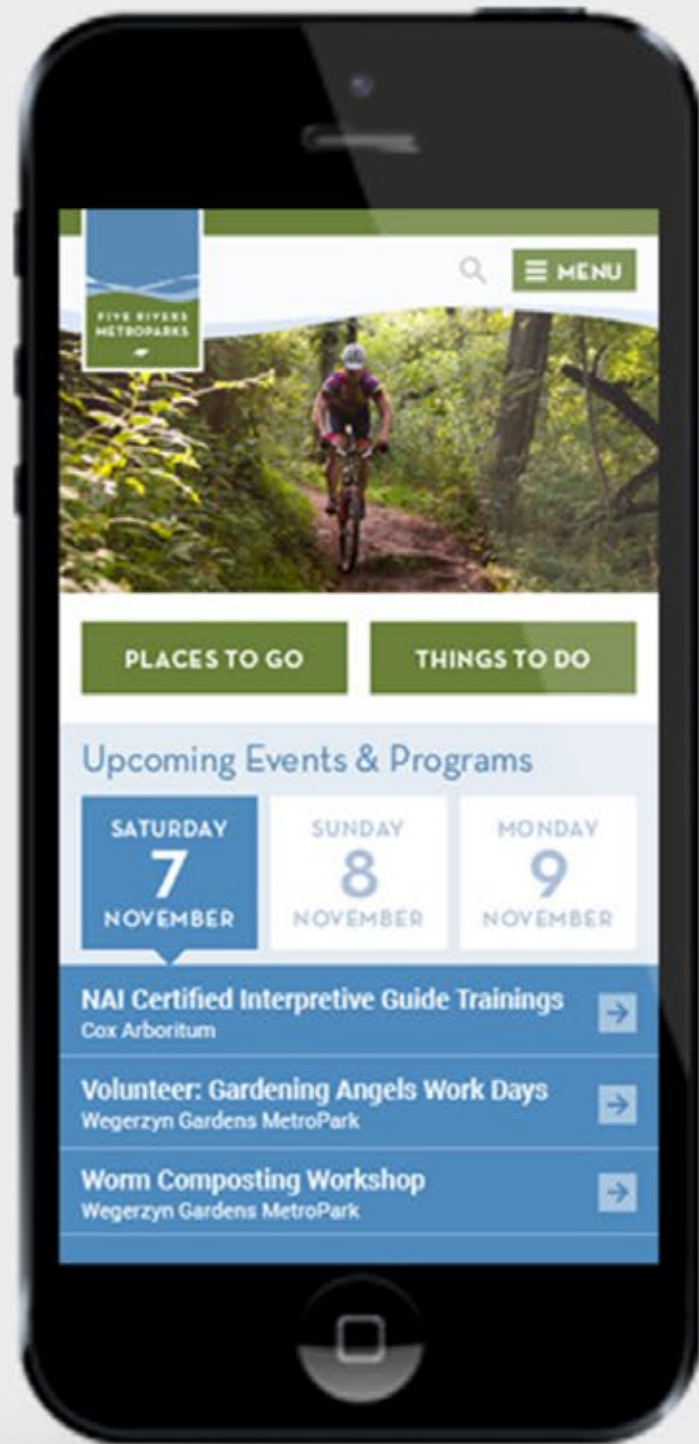


Brand Identity Development

# City of Lorain, OH

COUNCIL PRESENTATION | LOR1895 | JUNE 2026





We activate brands with custom plans, templates and training to support effective communication.

# Guide Studio by the numbers

28 

Years in business

20 

States we work in

88 

Cities, Downtown &  
District Clients

10k+ 

Community Stakeholders Engaged

40 

Place Brands Developed

25 avg 

Years of experience per team member

# Brand Defined

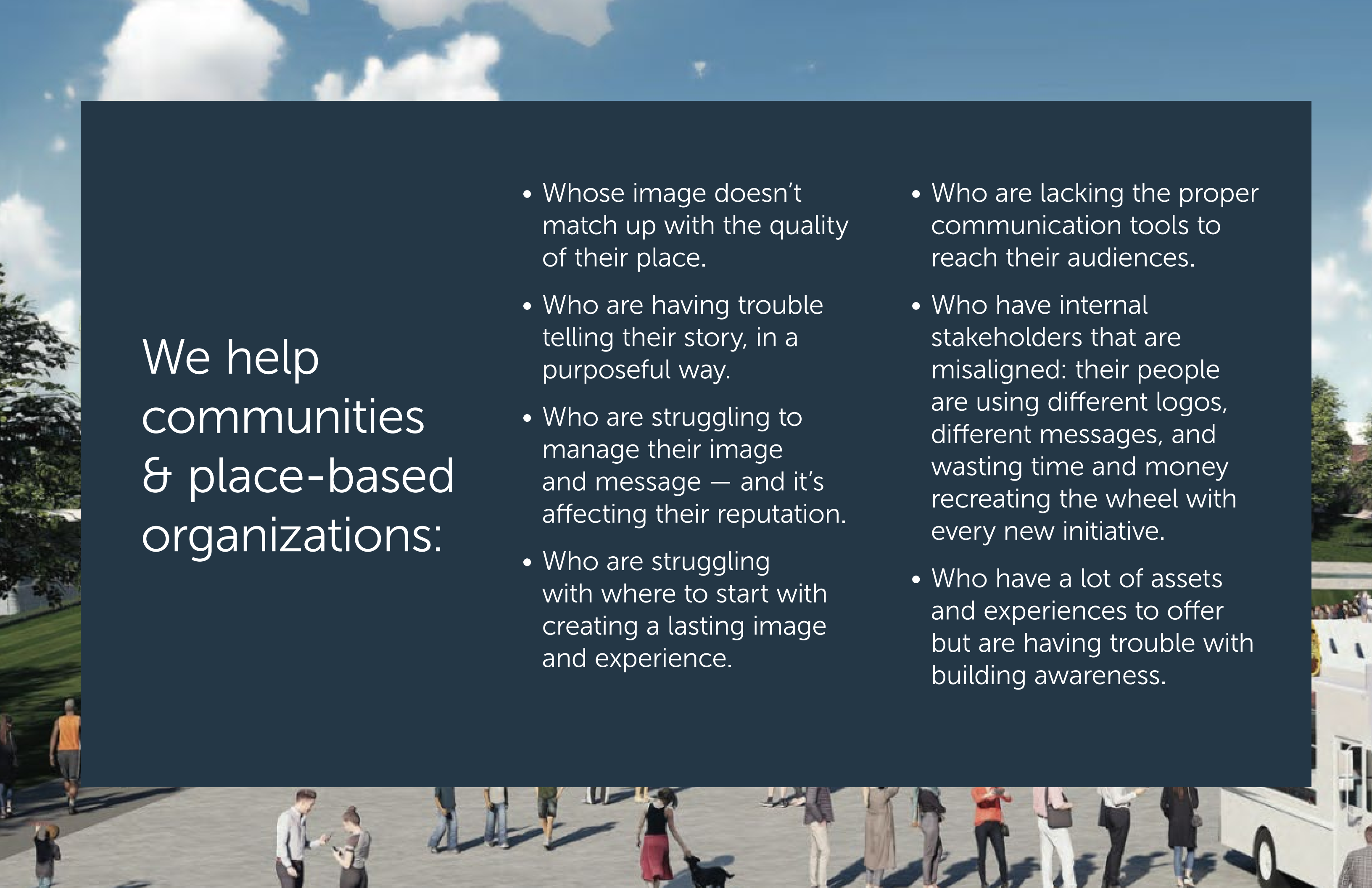
Brand is more than just a logo. It is a symbolic embodiment of all the information connected to your place, and serves to create associations and expectations around it.

This collective perception, planned or incidental, is the result of every interaction a user has with your place.

*“If you don’t care where you’re going,  
it doesn’t make a difference which path you take.”*

—CHESHIRE CAT





## We help communities & place-based organizations:

- Whose image doesn't match up with the quality of their place.
- Who are having trouble telling their story, in a purposeful way.
- Who are struggling to manage their image and message — and it's affecting their reputation.
- Who are struggling with where to start with creating a lasting image and experience.
- Who are lacking the proper communication tools to reach their audiences.
- Who have internal stakeholders that are misaligned: their people are using different logos, different messages, and wasting time and money recreating the wheel with every new initiative.
- Who have a lot of assets and experiences to offer but are having trouble with building awareness.



photo from Lorain Port Authority

# Why does your place need to be branded?

When your city invests in brand building, it creates a platform that helps you make decisions, address challenges and achieves:

- A consistent representation of your city
- Support for economic development initiatives by positioning you to compete for residents, businesses and visitors
- A growing sense of community pride that fosters collaboration with your people
- Success with reputation management by helping to shed unfavorable perceptions



# Brand Objectives

CREATE A BRAND THAT

- Is complete with a full and detailed style guide
- Offers time saving benefits for staff who currently have to create everything on the fly
- Is a cohesive identity that is versatile and adaptable across all touch points
- Supports the opportunities and vision for Lorain moving forward
- Represents the authentic character of the community

# Design With Direction<sup>®</sup>

Our Proven Methodology

① **Research & Engage**  
It starts with people.

② **Assess & Plan**  
The Framework

③ **Design**  
Your blueprint.

④ **Implement**  
Support for success.

# The Process



Reviewed current brand and marketing materials and Brand Self Assessment



Brand Discovery workshop with the steering committee

# The Process



Brand Discovery workshop with stakeholders;  
Individual stakeholder meetings



Driving tour of Lorain

# The Process



Brand strategy development



Brand image and identity development



# Brand Self Assessment (filled out by City Staff at project onset)

STORY	
Does your organization have clearly stated goals and/or a vision for your community/public place?	✗
Are members of your organization working towards these goals and/or Vision?	☑
Do people understand what your Community/Public Place offers?	✗
Are misperceptions affecting your community/public place's reputation?	✗
Do you have community members who sing the praises/spread positive words about your Community/Public Place?	✗
Is it easy for your organization to express what is well-known and loved about your Community/Public Place?	✗
<b>Subtotal, Story:</b>	<b>1/6</b>
EXPERIENCE	
Do you have destinations, signature events or programs associated with your Community/Public Place?	☑
Are these places and programs marketed/promoted well? Well attended?	☑
Does your community have what you consider to be visitor-based destinations?	☑
Do people know when they have arrived in your Community/Public Place?	✗
Do you have signage and or landmarks that signify entries or boundaries?	☑
Does your municipal signage look good, well maintained, visible and welcoming?	✗
Do people know what assets/amenities are managed by your organization?	✗
Are your community parks and recreation areas well signed and maintained so people know where they are?	✗
Do you have a wayfinding program?	✗
<b>Subtotal, Experience:</b>	<b>4/9</b>

IDENTITY	
Does your organization have a logo to represent your Community/Public Place?	✗
If yes, Do you like the logo? Does it work for you?	✗
Do you have a specific color palette and type faces that represents your Community/Public Place?	☑
Does everyone in your organization use your logo, colors or fonts consistently on all applications?	✗
If yes, do you have a document that provides instructions on how to use your logo, colors or fonts	✗
<b>Subtotal, Identity:</b>	<b>1/5</b>
COMMUNICATIONS	
Does your organization have a user-friendly website?	☑
Does your organization effectively use social media to communicate with your audiences?	✗
If yes, is social media managed by one central department or do all your departments have their own channels?	✗
Does your organization use a blog, newsletter, or magazine to communicate with your audiences?	✗
Are your communications materials consistent and effective?	✗
Do you have opportunities for people to communicate/provide feedback?	☑
Does your organization have a Communications Manager?	✗
<b>Subtotal, Communications:</b>	<b>2/7</b>

**Total Score 8/27 (30%)**

# Perception Survey Results

Your survey results offer key insights into how the community sees your brand today—what they value, question, and hope for. This input, gathered through the Public Perception Survey, helps ground the brand in the real experiences and perspectives of your community.



# Survey Takeaways - Positives

## Waterfront & Natural Beauty

Lake Erie, the shoreline, beaches, parks, and sunsets are overwhelmingly cited as Lorain's greatest asset. The waterfront is seen as under-leveraged but transformational.

## Affordability

Compared to surrounding communities, Lorain is viewed as affordable — especially for housing — which is seen as an opportunity if paired with revitalization.

## Diversity & Cultural Identity

Residents frequently referenced Lorain's multicultural history, ethnic heritage, and diversity as a defining strength. There is pride in being a working-class, culturally rich community.

## Long-Term Roots

A large share of respondents have lived in Lorain for decades. There is deep generational attachment and emotional investment.

## Community Resilience

Many respondents describe Lorain as "tough," "resilient," and "full of potential." There is a strong sense that the city has weathered hardship and can rebound.

## Parks & Recreation

Community Park, trails, and the park district add to quality of life and livability.

# Survey Takeaways - Concerns

## Crime & Public Safety

Safety concerns were the most frequently mentioned challenge. Even when statistics were not cited, perception of crime significantly impacts pride and external reputation.

## Schools & Youth Retention

Confidence in schools is strained. Several respondents linked school performance to both safety perception and economic stagnation.

## Economic Opportunity & Jobs

Lack of strong job opportunities and loss of industry were repeated themes. Many respondents referenced the decline of manufacturing and limited pathways for younger generations.

## Blight & Housing Conditions

Vacant properties, aging housing stock, and visible neglect were repeatedly mentioned. Physical deterioration is affecting civic pride.

## Frustration Rooted in Stalled Momentum

Residents believe progress has been inconsistent or too slow.

## Asset-Rich, Confidence-Poor

Lorain has powerful physical and cultural assets, but civic confidence is low.

# Vision for Lorain

## SIGNIFICANT WATERFRONT RESURGENCE

More accessible waterfront

Black River Landing has changed how people see Downtown

Community unity and pride



## POPULATION GROWTH

One of the few places in Ohio that is growing rather than losing people

West Side development success replicated citywide

## PEOPLE ARE WORKING TOGETHER

City departments and community stakeholders have aligned efforts

Strengthened infrastructure in core neighborhoods



# Brand Strategy Highlights

# Target Audiences

In order to reach and speak effectively to your audience groups, you need to know where to meet them. Defining target audiences is essential for successful city branding as it allows you to communicate, differentiate, allocate resources effectively, and create a consistent brand image.



photos from Main Street Lorain

# Target Audiences

## Our Diverse Community

### Who they are

- People from all the different backgrounds and walks of life that call Lorain home:
- generational families
- newcomers
- immigrants
- people who love the location and vibe

### What they care about

- An accepting community
- Access to jobs and resources
- Ways to share their cultures amongst each other and throughout the community, a shared sense of history
- Safety
- Unique entertainment options, water access

## Our Investors

### Who they are

- Developers/entrepreneurs
- Small business owners, entrepreneurs with good ideas and a little capital, developers big and small looking for sound and readily available investment opportunities,
- Light industrial businesses looking to relocate or expand, creatives with a dream

### What they care about

- Affordable buildings and land
- City resources
- Access to workforce
- A population ready to support them, a supportive community of like-minded business-owners
- Location near key transportation (road/rail/sky/water)
- A great community for them and potential employees to live

## Our Young Families

### Who they are

- Younger professionals with families or hoping to start them, natives or newly arrived
- Recent grads looking for unique and affordable places to live and work

### What they care about

- Strong neighborhoods, diverse housing options
- Access to amenities, good parks, local businesses
- Schools
- Safe streets
- Value for their dollar
- Places to work

## Our Waterfront Users

### Who they are

- Lorain natives who group up on the water
- Visitors to Lorain
- Investors appreciating the power of a waterfront location
- People tired of paying more for less closer to the bigger cities

### What they care about

- Easy access to the water
- Places to put in and dock boats
- Fishing piers, convenience amenities, and nearby dining and entertainment options
- Programming and events
- A community to celebrate the lake and river

# Perceptions

PERCEPTION

**Lorain is Dangerous**

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REALITY

**Crime is Trending Down**

Lorain has and still does face issues with crime, but the numbers are trending down, and doing so quickly. Every city, and Lorain is a CITY, struggles with ebbs and flow of crime, but Lorain has tackled the issue head-on and has steadily reduced crime, especially violent crimes, over the last 10 years.

PERCEPTION

**Best Days are Behind Us**

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REALITY

**Don't Underestimate Us**

Lorain will always find a way. The steel mills may be closed and the shipping channel sees fewer ships, but Lorain keeps finding ways to build community. Reinvestments in both downtown and waterfronts have injected life into the city, and Lorain continues to embrace its cultural heart - the people from far and wide who built and take pride in the city they call home.

# Perceptions

PERCEPTION

**Downtown and the Waterfront are all We Have**

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REALITY

**A Spotlight that Needs to be Shared**

It's true that investments in the Broadway Corridor and along the waterfronts have gotten a lot of attention over the last several years, but this community knows there's SO much more to Lorain than just the North of the city. Neighborhoods, parks, landmarks, and social and cultural hubs permeate the city, and there's a collective will to turn the spotlight from downtown to the rest of the city.

PERCEPTION

**Don't Know Who We Are**

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REALITY

**A Bright Future Built on Our Shared History**

Sometimes it seems like Lorain doesn't know who it is or where it fits in. But what this community does know is that it's built on a rich history based in a collective culture. History will never define Lorain, but it will always, ALWAYS honor it.



# Distinct Advantages

The high level, main points you want to communicate about your brand. These are the unique qualities that make Lorain stand out.

They formulate the backbone of any external facing key messages.

# Distinct Advantages



## A True Waterfront City

Some cities have a river. Far fewer have a Great Lake. Lorain has both, and has worked to place those waterways at the forefront of its identity and development efforts. Access to water, even passive access, is a boon to residents of waterfront cities: it's a primordial yearning to be close to water, and Lorain delivers, offering so many different ways to interact with its waterfronts, from easy access to programming and events that are welcoming and inclusive.



## Cultural Tapestry

Like an ancestral quilt, Lorain is stitched together from the many cultures that have pitched in to build this community. Industry provided the opportunity, but it's the people who've provided the context, forming bonds amongst each other and across cultural lines to create a truly international community that reflects the spirit of America as a melting pot. That spirit stands strong today, with lasting impacts that continue to shape what Lorain is and can be.



## The Power of Value

Regardless of who you are or where you're from, the dollar has always played a crucial role in our communities. In Lorain, those precious dollars go farther, even more so than in the surrounding communities and far-flung suburbs of Cleveland. And that's because Lorain isn't just a suburb, it's its own city, with its own assets and resources that others can't claim. Buying and investing in Lorain is investment in a truly unique place, and that investment is far more approachable in Lorain than many other cities.



## Resilience is in Our DNA

Lorain has seen it all - from pre-industrial settlement to the boom times of steel to post-industrial hardship. It's been a long ride with lots of highs and lows, but the ability to overcome those lows to get to the highs is what defines Lorain. Lorain doesn't give up: the community has always been committed to staying the course and committing the energy, pride, and resources that it takes to ensure that Lorain endures.

# Positioning Statement

Your positioning is a simple and concise **internal statement** that articulates who you are, what you offer, who it's for and the end benefit, while also identifying what makes you unique within the marketplace.

Your team and stakeholders can use this positioning statement as an internal barometer (decision making tool) to ensure that any actions, activities, and communications put out into the world align with your brand.



# Positioning Statement

For those seeking a city with character, culture, and untapped potential, Lorain stands apart as a Great Lake community where water, heritage, and hard work converge. Rooted in resilience and strengthened by diversity, Lorain offers families, investors, and entrepreneurs the rare combination of accessible value and transformative waterfront opportunity — creating space for shared progress and long-term pride.

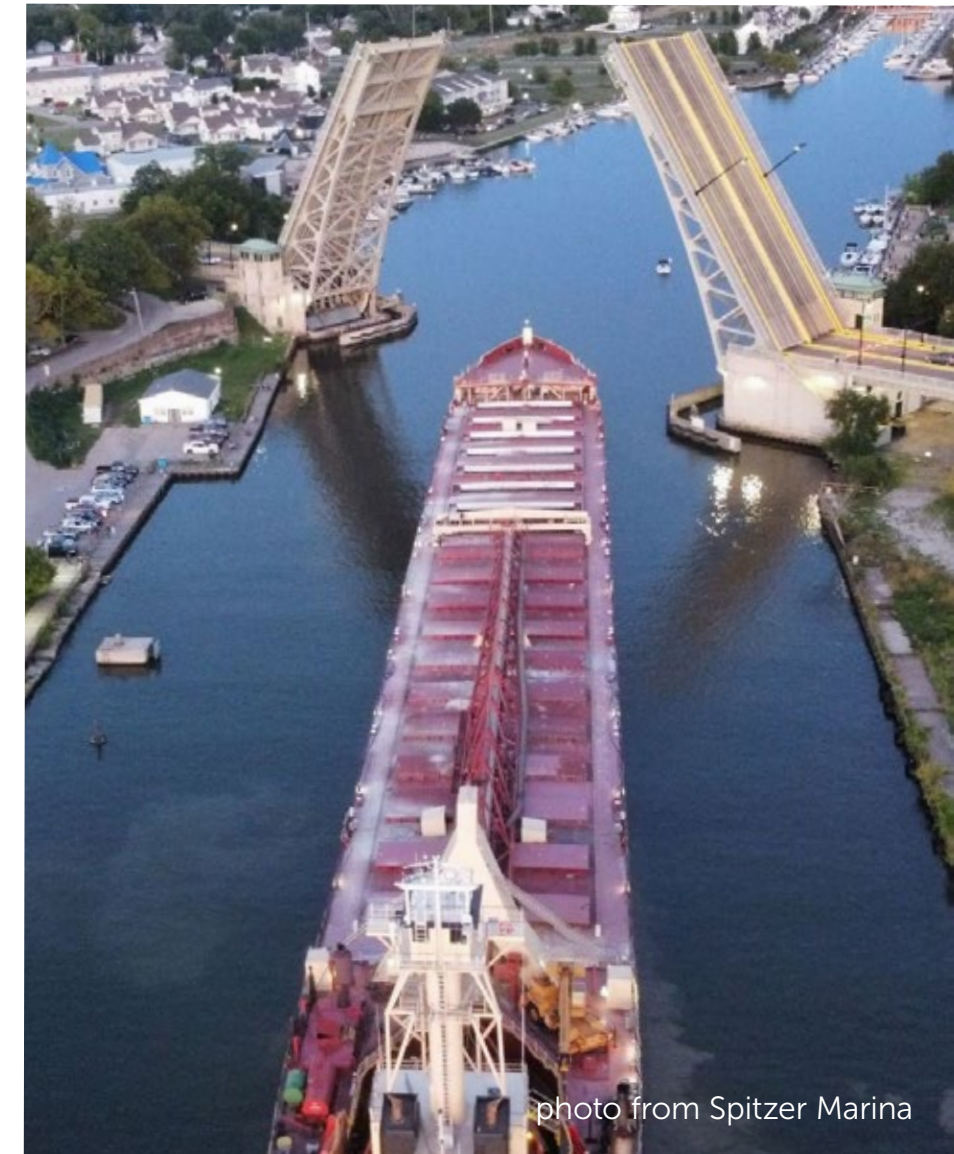


photo from Spitzer Marina

## AUDIENCE:

Families, Diverse Community, Investors, Waterfront Users who value authenticity, opportunity and growth

## GUIDING PRINCIPLES:

Rooted in resilience, committed to shared progress

## DISTINCT ADVANTAGES:

True waterfront city, cultural heritage and diversity, strong work ethic, accessible value and investment opportunity

## END BENEFITS:

Creating space for shared progress and long term pride.

# Brand Look Highlights

# Introduction

A city built on  
connection...

## Logo



Lorain is a city built on connection — to water, to culture, and to one another. The primary logotype forms a bridge, reflecting both the city's physical infrastructure and the connections that unite its neighborhoods and people.

Beneath it, a flexible graphic element brings the story to life — from waterfront waves to cultural expressions — allowing the identity to reflect Lorain's diversity, resilience, and momentum as a city shaped by its past and actively building what's next.

### KEY WORDS

- Authentic
- Resilient
- Sincere
- Proud
- Hardworking

# Color, Pattern & Illustration Palette



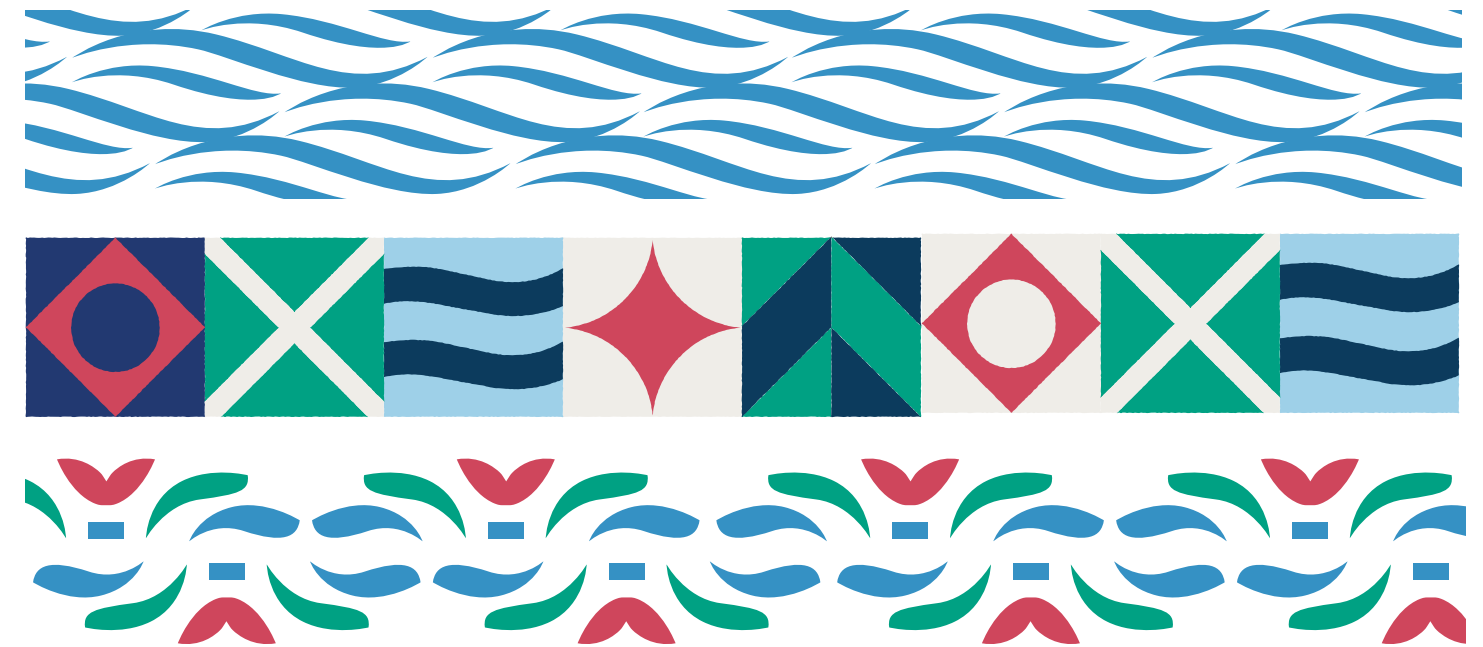
Lighthouse Illustration



Icon Style



Patterns




THE CITY OF  
**LORAIN**  
OHIO

THE CITY OF  
**LORAIN**

A logo configuration featuring the text 'THE CITY OF LORAIN' in a blue serif font. Below the word 'LORAIN' is a stylized graphic of three leaves: a green leaf on the left, a red leaf in the center, and a green leaf on the right, all pointing upwards.A stylized sailboat icon composed of three triangles: a blue triangle on the left, a dark blue triangle in the center, and a red triangle on the right.

**LORAIN**  
OHIO

THE CITY OF  
**LORAIN**

A logo configuration featuring the text 'THE CITY OF LORAIN' in a white serif font. Below the word 'LORAIN' are three white wavy lines representing water or a stylized underline.

Application Examples



## Application Examples



## Application Examples



Deliverables Progress

# Brand Strategy Development

- ✔ Research & Engagement (complete)
- ✔ Key Audience Profiles (complete)
- ✔ Distinct Advantages (complete)
- ✔ Brand Positioning (complete)



Deliverables Progress

# Brand Logo & Brand Palette Development

- ☑ Brand Logo Development (complete)
- ☑ Brand Palette Development (in progress)
- Brand Style Guide Development (next step)
- Brand Launch Kit Development (next step)

# Style Guide Example

## → About the Logo



ABOUT THE MARK

### ABOUT THE LOGO

A bold type treatment gently references the famous winds that buffet Cheyenne, but also the strength of place that roots people to this community. Secondary configurations, textures and patterns build upon the idea of a brand as a way to communicate the different aspects of place, working with the logotype to reinforce the culture of storytelling that is special to Cheyenne.

### LOGO CONSTRUCTION

The Cheyenne logo has three components: the logotype, the City of line and optional State.

### ART FILES / DERIVATIVE MARKS AND DESIGN

Contact a brand manager for approved logo files. Do not attempt to recreate the mark.

Any new designs using the brand must be approved by a brand manager.

## → Graphic Elements

### SPUR PATTERN



A family of graphic elements for use with the brand. These elements are part of the brand identity and can be used alone or in combination with other brand elements.

### GRAPHIC ELEMENTS

The spur pattern can be used as an accent and can be scaled to fit the application. The pattern can be used as a background element, adding texture and depth to the design.

It may be used as a background to break up space within a design or applied in full or reduced opacity to meet design needs.

The pattern may be used as a background or a reduced opacity background for a subtle effect/texture.

## → Color Accessibility Guide

	STONE					
NAVY	Aa	Aa	Aa	Aa	Aa	Aa
DUSK	Aa	Aa	Aa	Aa	Aa	Aa
DENIM		Aa	Aa	Aa		
SKY		Aa	Aa	Aa		
TERRA COTTA		Aa	Aa			
ORANGE		Aa	Aa			
BURNT SIENNA	Aa	Aa	Aa	Aa	Aa	

### COMBINATIONS

For web applications, the following color combinations provide maximum contrast, so that text and non-decorative images are legible for people with low vision or color deficiencies. Not all acceptable range color combinations are shown here.

Black and Navy, and White and Stone are interchangeable from an accessibility standpoint.

**NOTE:** According to accessibility guidelines, a "normal" type size is usually considered around 12 points (or 16 pixels), while a "large" accessible type size is typically 18 points (or 24 pixels). All combinations shown here pass for normal and large text. There are additional combinations that pass for large text only. To check accessibility, and find more accessible combinations, visit <https://abc.useallfive.com/>

# EXAMPLE



✓ DO use the pattern as an accent, either at full opacity (business card back) or reduced opacity (community report)

✓ DO use the pattern as a subtle background element.

✓ DO use the pattern, spur and logo badge together on layouts.

An aerial photograph of a marina area. In the foreground, there is a large parking lot filled with cars. To the right, a large, modern building with a curved roof and a large white tent-like structure is visible. In the background, a large body of water is filled with many boats, and a long, narrow ramp or pier extends into the water. The sky is clear and blue.

Deliverables Progress

# Brand Launch Plan & Training

- Brand Launch Plan (next step)
- Brand Training (next step)

# Implementation Tool Examples

## → Brand Launch

This is the moment that sets the course for how the new brand is received. It's important to be sensitive to how and when this information is released. We recommend the following to help create positive buzz around launch.

### Phase 1 — internal launch

T-minus 30 Days

- Identify, design and produce branded swag as gifts/giveaways for Steering Committee, Council and City Employees
- Prepare base templates for employee use: email signatures, letter templates, business cards
- Schedule internal launch event
- Focus on internal brand-use training and processes to help align all departments

Day 0 — 5

- Internal Kickoff Meeting with Department Heads: Host an initial meeting with department heads to present the new brand, explain its purpose, and clarify each department's role in the rollout.
- Distribute gifts and/or branded materials to Employees
- New logo up on City website
- New logo on ALL social media platforms

### Phase 2 — brand use training with focus on simple, low cost change-out items

First 30 Days

- Provide style guide/one-sheet guide covering logo usage, color palettes, fonts, messaging, and tone.
- Conduct department-specific training sessions to ensure everyone understands how to implement brand guidelines in their materials, communications, and customer interactions.
- Distribute base communication materials templates to employees: email signatures, letter templates, business cards.
- Departments to identify additional templates needed for emails, memos, presentations, and reports and begin internal updates.

### Phase 3 — focus on integrating brand into all city assets

Begin using the brand

- Identify and train a group of brand ambassadors from each department to champion the brand. These ambassadors can serve as a go-to resource for their teams and provide ongoing feedback about the brand rollout's effectiveness.
- Establish a quarterly meeting for department heads and brand champions to review progress, gather insights on how the brand is resonating internally and externally, and address any challenges.
- Refresh city vehicles and uniforms
- Update the city website to align with the new logo, color palette, and messaging.
- Change over all city documents to ensure that community interactions immediately reflect the brand's new identity.

Cheyenne Brand Implementation Plan // page 11

# EXAMPLE

## → Brand Implementation Check List

### Identity

<input checked="" type="checkbox"/> Logo mark — multiple formats	<b>COMPLETED</b>
<input checked="" type="checkbox"/> Color Palette	<b>COMPLETED</b>
<input checked="" type="checkbox"/> Typography Guidelines	<b>Underway</b>
<input checked="" type="checkbox"/> Imagery Guidelines	<b>Underway</b>

<input checked="" type="checkbox"/> Business Cards w/Print Specifications	<b>Underway</b>
<input checked="" type="checkbox"/> Letterhead w/Print Specifications	<b>Underway</b>
<input checked="" type="checkbox"/> Letterhead MS Word Template	<b>Underway</b>
<input type="checkbox"/> Business Envelopes	<i>by staff</i>
<input type="checkbox"/> Mailing Labels MS Word Template	<i>by staff</i>
<input checked="" type="checkbox"/> Presentation Template (Power Point)	<b>Underway</b>
<input type="checkbox"/> Report Templates (Standard and/or Departmental)	<b>Recommended</b>
<input type="checkbox"/> Communications Document Header/Footer/Style (Standard)	<b>Recommended</b>
<input type="checkbox"/> New Website	<b>Recommended</b>
<input type="checkbox"/> Social Media Templates	<b>Recommended</b>
<input type="checkbox"/> Newsletter Template	<b>Recommended</b>

<input type="checkbox"/> Apparel	<b>Recommended</b>
<input type="checkbox"/> Service Vehicle Decals	<b>Recommended</b>

### Story

<input checked="" type="checkbox"/> Target Audience Profiles	<b>COMPLETED</b>
<input checked="" type="checkbox"/> Community Distinct Advantages	<b>COMPLETED</b>
<input checked="" type="checkbox"/> Positioning Statement	<b>COMPLETED</b>
<input checked="" type="checkbox"/> Key Messages	<b>COMPLETED</b>
<input checked="" type="checkbox"/> Message Strategy/Map	<b>COMPLETED</b>
<input checked="" type="checkbox"/> Brand Voice & Style Guide	<b>COMPLETED</b>
<input type="checkbox"/> Evergreen Stories	<b>Recommended</b>
<input type="checkbox"/> Community Partner Campaign	<b>Recommended</b>

### Experience

<input type="checkbox"/> Signage and Wayfinding Program	<b>Recommended</b>
<input type="checkbox"/> Reinforce Public Art	<b>Recommended</b>
<input type="checkbox"/> Street Banner Program	<b>Recommended</b>
<input type="checkbox"/> City Swag Shop	<b>Recommended</b>

### Communication

<input type="checkbox"/> New Resident Welcome Kit	<b>Recommended</b>
<input type="checkbox"/> Reacquaint Yourself with the City Kit	<b>Recommended</b>
<input type="checkbox"/> Communications Plan	<b>Recommended</b>

Cheyenne Brand Implementation Plan // page 26

# Implementation Tool Examples



## MUNICIPAL BRAND LAUNCH PR TOOLKIT

When a city unveils a new brand, the reactions can be mixed. Headlines focus on cost. Commenters question priorities. Residents debate aesthetics. But with the right messaging and preparation, you can control the narrative—and turn skepticism into support.

This quick-reference guide provides clear, ready-to-use messaging and talking points to help you communicate confidently when launching your city's brand.

### PRE-LAUNCH FAQ: READY ANSWERS FOR COMMON QUESTIONS

**“Why are we spending money on this instead of fixing roads?”**

This project isn't about a picture—it's about communication. A strong brand helps residents recognize official city information quickly, improves efficiency, and builds trust. Funding for branding typically comes from economic development or communication budgets, not essential services.

**“Why do we need a new logo?”**

A brand isn't just a logo. It's a full communication system. It replaces dozens of disconnected marks with one unified identity, making the city's voice clearer and more professional.

**“Why not just keep using the seal?”**

The seal remains an important symbol of government and history, but it wasn't designed for everyday communication. The new brand complements it, helping the city connect with residents across signage, digital tools, and public messaging.

**“Why didn't the public vote on it?”**

Residents helped shape the story through surveys and engagement sessions. Professionals translated that insight into a usable, scalable system. Public votes on design tend to focus on taste, not strategy.

**“It looks too modern/plain/corporate—this doesn't feel like us.”**

Cities evolve. The design reflects both who we are now and where we're going. Consistent use across signs, vehicles, and communications will make it feel familiar and authentic over time.

“The goal isn't just to reveal a logo—it's to reinforce pride, purpose, and progress.”

### MESSAGING DO'S

- ✓ **DO: Lead with Meaning**
  - Talk about what the brand stands for, not just what it looks like.
  - Use examples of how it will show up—on signage, vehicles, websites, and events.
  - Connect it to city goals, growth, and pride.
- ✓ **DO: Be Transparent About the Process**
  - Reference engagement: “More than 400 residents shared their ideas.”
  - Emphasize shared ownership: “This brand belongs to all of us.”
  - Reinforce continuity with existing city plans and goals.
- ✓ **DO: Equip Spokespeople**
  - Provide staff and leadership with a simple FAQ and talking points.
  - Encourage consistent, confident messaging in every conversation.