Date: *Nov. 7, 2023*

To: *Paul Jerome (City Administrator)*
From: *Tyler Maffitt (Communications Manager), Comprehensive Marketing Plan*
              Review Committee
Subject: *Comprehensive Marketing Plan Implementation Strategy (Phase 1)*

Introduction

Months of discussion and research have led to the final voice, tone, look and feel of Eagle Mountain City's new branding standards. Years will be spent implementing changes to signage, flags, SWAG, and the City website, among other investments. Additional time will be spent within the organization and the community helping City employees and residents become the brand with the use of additional phases, employee engagement activities, and community brand engagement.

This Comprehensive Marketing Implementation Plan outlines in detail how the Internal Comprehensive Marketing Plan Review Committee intends to make the necessary changes to oversee a successful organization and community rebrand effort.

Background

High growth, a uniquely young population, and a need for strong first impressions have put a strain upon current Eagle Mountain branding standards that cannot be resolved with the City's current marketing plan.

When beginning the process to rebrand Eagle Mountain City, there were several issues staff was looking to resolve:

- Previous typefaces appeared out-of-date and more representative of an educational environment.
- The former tagline "Find Yourself in Eagle Mountain" was not representative of the community's current and future goals.
- Eagle Mountain City was branded as a small, residential community, but showcased much more nuance in the areas of conservation, business activity, population and planning than previous branding allowed.
- Residents, employees and elected leaders were encountering an identity crisis about the community's vision for the future.
- Business attraction was desired by residents, City staff and the City Council, but an effective strategy for attracting businesses that incorporates City branding was not being fully utilized.

Eagle Mountain has a small town feel but is growing at breakneck speed toward the largest and most populous community in Utah County. Its businesses provide residents with their basic needs and the economic identity is shifting to provide additional scope and convenience. Eagle Mountain is a place that values its open spaces and native wildlife and is making efforts to balance a desire for wildlife and open space conservation against a need for quality housing and infrastructure.

These changes present a challenge and an opportunity for Eagle Mountain City. To successfully navigate this terrain of rebranding, the Eagle Mountain City Council and, subsequently, City staff, have imagined this community decades into the future and intend to execute on a branding rollout in an effective manner.

Vision

Eagle Mountain is a safe, growing city with a small town feel that serves families and individuals by creating reliable services and infrastructure, cultivating economic and recreational opportunities, and harmonizing protected space with the flourishing of all life.

Strategic Goal

Unique Reputational Evolution – Eagle Mountain is known and respected for its commitments toward, and achievements in, meeting the expectations of residents through efforts to embrace its family-centric and rural heritage, engaging in creative solutions to address resident needs, and its contributions to the prosperity of the state.

Eagle Mountain City Needs Profile

Eagle Mountain is determined to create a well-designed city that fosters a strong community with a deep connection to nature. This community is more than just a high-growth city, it is a destination for natural beauty and outdoor recreation.

REDKŌR
Eagle Mountain Emotional Map
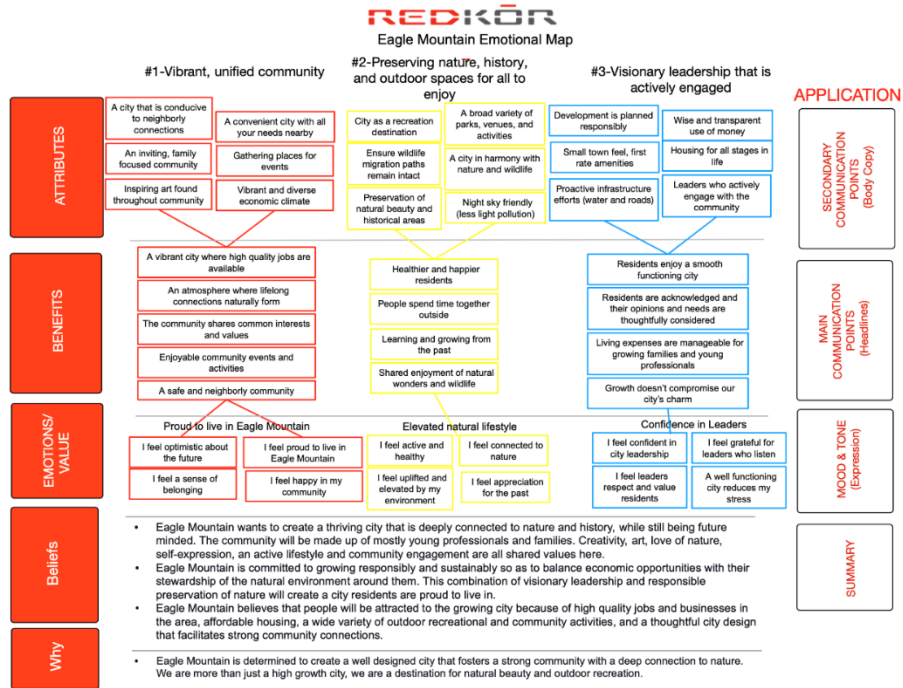
Implementation Plan & Methodology
Define, Design, Develop, Deploy, Deliver

There are five phases to this Implementation Plan. The first three will take place in calendar year 2023, and the next two will take place in calendar year 2024. The marketing needs of Eagle Mountain City were evaluated by the City's Comprehensive Marketing Plan Review Committee by researching and assessing the City's current marketing and branding efforts, researching neighboring communities, forming a steering committee, developing an RFP, and designing new branding concepts.

Remaining still are the effective deployment of new branding and delivering on the objectives and actions resulting from the rebranding process.

Define Organization Branding & Marketing Needs
Completed by: April 18, 2023
- Comprehensive assessment of current City branding and marketing performed by internal review committee.

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- City Council, City staff and community stakeholders solicited for input on a change in branding.
- Write Request for Proposals document outlining scope of work and organizational needs.

Design Voice, Tone, Colors, Logos, Taglines, Typefaces
Completed by: October 30, 2023
- REDKOR Brand Services develops voice, tone, art, typefaces, logos representative of Eagle Mountain.
- Internal Comprehensive Marketing Plan Review Committee provides feedback on designs.
- Build a community identity through branding.

Develop Plans for All Touchpoints
Completed by: November 30, 2023
- Review Committee assesses needs and builds RFPs for new City website, street signage, park signage, events, employee hiring and benefits, and economic development informational materials.
- Implementation Plan is built to target areas of resident quality of life, Eagle Mountain City employee engagement, and economic development.
- Build inventory of items in need of a branding update and develop a timeline for implementation.

Deploy New Branding Standards Effectively
Begin by January 1, 2024
- Budget for deployment of new branding standards. Budget amendment request is needed.
- Work with contracted firms to meet strategies in overall branding plan on time and on budget.
- Guide contracted firms around the political realities and concerns of both the Eagle Mountain City Council and community residents.
- Push branding strategy until market saturation in each target area is achieved.

Deliver on Tangible Outcomes
Begin by January 1, 2025
- Develop measurements and approaches for improvements to employee morale, economic development, and resident quality of life.
- Internal review committee meets or exceeds tangible outcomes resulting from a change in branding by measuring outcomes, adjusting approaches and expecting a high level of follow-up in areas that do not meet strategic implementation objectives.
- Continuously strive for resident, staff, and stakeholder buy-in.

Implementation Strategic Priorities

The Eagle Mountain City Comprehensive Marketing Implementation Plan was developed based on key guidance and findings from the City's 10-year Strategic Plan, a needs assessment of current City branding

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and marketing efforts with the assistance of REDKOR Brand Campaigns through the "Brand Playbook," and a desire to align marketing strategy with other plans under development, including: the Transportation Master Plan; the Parks, Trails, and Open Space Master Plan; and relevant planning and economic development plans. The following were considered priorities for the committee to address:

- Better understand Eagle Mountain's unique goals and reputation.
- Align voice, tone, colors, logo, and tagline with community's current and future planning efforts.
- Define department-level marketing efforts.
- Use branding to target key areas, including: employee engagement, economic development, and resident quality of life.
- Ensure staff is well-informed on brand guidelines and is equipped with resources to successfully embody the brand.

Strategic Issues Not Targeted

Eagle Mountain City acknowledges the wide range of issues that emerged from the branding research and RFP process. The broad nature of the strategic issues that could be effectively prioritized required staff to limit the scope of a Comprehensive Marketing Implementation Plan only to those issues that were ranked highest by the steering committee, City Council, and stakeholders. Due to lower prioritization, Eagle Mountain City will not consider the following strategic issues:

- Educating residents should be the exclusive responsibility of the City's news and social media efforts. Unpacking complex topics that change with regularity for residents as part of marketing efforts conflicts with organizational ethics and is not achievable through static marketing efforts.
- Broadcast media outreach is time consuming and appears to have a lower impact on target audiences.
- Community organizations and their events are not specifically part of these rebranding efforts. While Eagle Mountain City will provide these organizations with resources to enhance the community's reputation, the City is looking exclusively to enhance the brand of both the organization proper and the broader community. The community's private events and its businesses/organizations will decide their messaging on their own terms. Efforts in future branding implementation phases can be made to improve this area.

Achieving Outcomes

This section will outline approaches and performance measurements in the areas of employee morale and engagement, economic development, enhancements to the City website and mobile app, parks and streets, events/SWAG, and resident quality of life. This section expands on the deployment and delivery methods for new City branding.

Employee Morale and Engagement

For employees to feel engaged in Eagle Mountain City's rebranding, it will be important for staff to feel included in the process and supported to embody the traits associated with the brand. These include being friendly, welcoming, down-to-earth, approachable, positive, honest, transparent, independent, confident, and neighborly.

The following strategies will be used to influence desired outcomes of brand trait embodiment, lower turnover rates, increase productivity, employee brand buy-in and workplace satisfaction:

Employee focus groups

Employee focus groups will be essential to helping staff feel like ambassadors of the new City brand. Buy-in from employees will ensure adherence to the new brand standards. Staff should know their needs are being considered in the decision-making process when finalizing implementation. Brand ambassadors will help overall staff buy-in and help create excitement for the change among their peers. The internal Comprehensive Marketing Plan Review committee will have a strong interest in asking those employees selected for the focus groups if their inclusion positively correlates with the desired outcomes in this target category.

Branding reveal event

A large employee gathering to celebrate and reveal the new Eagle Mountain City branding will help spark excitement among members of staff. An event such as this will promote staff unity and camaraderie, reinforcing the effectiveness of the new branding.

As part of this event, staff will receive personalized SWAG printed with the new branding. The announcement will also be commemorated with activities and food and/or desserts, also following the theme of the new brand. The internal marketing plan review committee should be able to observe attitudes and overall reception of the new brand.

Day-to-day use and clothing allowance

The City will begin rolling out the new branding on all digital media and communications after January 1, 2024. This includes email signatures, websites, and social media profiles. Employees will also be issued new ID badges and lanyards. Employee business cards and printed letterhead will be phased in. Staff will also be reminded that the City provides for embroidery for clothing and accessories. A renewed budget for clothing allowances will be implemented and communicating an expectation of adherence to the new branding guidelines will be encouraged.

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Incorporate branding into staff events

Every City staff get together should have the aim of incorporating new branding and messaging into the event. This includes staff meetings, parties, fun activities, team-building activities, department head meetings and general gatherings. Eagle Mountain City wants consistent reminders that the staff is the brand and the brand is what the staff strives to be. Event organizing team members ought to strongly consider new branding when developing their plans for the staff.

Staff training

Customer service support and training, employee email blast highlights City branding traits, and an award for someone who embodies the brand at all-staff meetings. Choosing staff training opportunities that showcase the traits of the brand and reinforce their ideas.

Mental Health Support

The traits of Eagle Mountain City are also traits commonly found in the emotional wellness fields. Employees are strongly encouraged and supported to reach out for support to counseling services through provided insurance benefits. By continuing to strongly support these healthcare options, Eagle Mountain City can more easily help staff display the traits of the brand as a place that is friendly, approachable, confident and independent. Mental health support and emotional wellness ought to be discussed in appropriate settings as a desired avenue for staff to succeed both inside and outside the workplace. This can help reinforce Eagle Mountain City as a great place to work and lead to highly positive outcomes when assisting staff to embody the traits of Eagle Mountain's branding.

New Hire Training Videos

Part of the onboarding process for new hires will be the successful introduction of the new brand standards. A video series is being developed at the request of Human Resources to effectively maintain brand standards and encourage new hires to assimilate into the brand and the culture of Eagle Mountain City.

Employee Jackets/Vests	$4,600	All employees and City Council, not crossing guards (35)
Ties/Scarves	$1,250	City Council, Planning Commission, Dept. Heads
Cookies w/ logo	$550	To be given to employees at logo reveal (HR budget if needed)
Balloons/ décor	$450	Employee Logo Reveal Event (HR budget if needed)
New Clothing Allowance	$23,500	If giving full amounts to all FT and PT not crossing guards
Lanyards	$600	

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Business Cards	$2,000	estimate of 55-60 employees would need
Stanley Cups		HR budget last FY
Total	$32,950	

Economic Development

A community can gain, or lose, an opportunity long before local leaders are aware a business decision-maker has an interest in making contact. How well a community communicates its story, its vision, and the critical information site selectors review can impact the number, and quality, of opportunities that come its way.

Large Businesses

Retailers with statewide, or nationwide, presence, and large industrial companies, face great pressure to meet certain KPIs (key performance indicators). The biggest part of their success is their workforce. Without a talented and reliable workforce, a company will not consider a community for future location.

Branding Touchpoints - Large companies need the municipality to be able to demonstrate the workforce is either present, or that it can attract the workforce needed.

- The brand will aid in the attraction of the quality workforce these businesses need while also helping to ensure the workforce stays.
- Use the City website as the primary touchpoint for major employers and investment in the community.
- Control SEO and Eagle Mountain City's economic development messaging.

Effective Information Access - Typically, large businesses, whether retail or industrial, consider cities across an entire state. Therefore, they must consume a great deal of information and filter out sites that do not meet their workforce, customer base, and infrastructure needs to be profitable. That information is often obtained from property owners, site selectors, brokers and direct data collectors such as the U.S. Census Bureau.

- Regularly update information on touchpoints and in brochures that exhibit City branding.
- Proactive branding outreach and communication.

Cities can be disqualified without doing anything wrong, but because the potential advocates, such as property owners, developers, brokers, and site selectors can unintentionally misinform decision-makers.

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Managing Outside Advocates - A City can improve these uncontrolled conversations by focusing on positive brand recognition, generating excitement, and improving ease when gathering updated information so that unofficial brand ambassadors are created.

- Eagle Mountain City will use branding to create greater "brand loyalty" and brand positivity.
- Eagle Mountain City will seek to develop a powerful reputation so that these unofficial brand ambassadors give assurances to business decision-makers.

Small Businesses

The owners of small businesses can have different goals in mind compared to large business decision-makers and have different considerations within a community. Small business owners may or may not be interested in significant long-term growth. For those business owners who seek to own and maintain a small shop or restaurant, brand connection, and loyalty are important. A City brand that complements small business brands well leads to shared success as the local population finds the small businesses aligning with their desires and values.

- A quality brand brings assurances that the small business owners can predict outcomes and compare it with their current or future community.
- Update print materials for hand out to prospective small business owners.
- Make concerted effort to place-make, build community, and create cohesiveness.
- Use key channels where prospective small business owners are looking and spending their time to improve ROI and increase odds of investment in Eagle Mountain.

Work-from-home & Home-based businesses

Employees are now able to work anywhere they please, bringing with them the capacity to augment area workforce statistics and added revenues for local businesses.

- New residents see opportunity, see the congregation of people with similar lifestyles, and they see great places that are generally safe, and able to help them achieve a strong quality of life.
- Future phase investment in transforming home-based businesses into the small businesses and Main Street of the future.

Tourism

States and municipalities regularly make considerable investments to attract tourists. Many cities and towns are extremely dependent upon tourism for their economic security. Although Eagle Mountain is

unlikely to see major tourism impacts because of natural wonders or theme parks, there are several ways of increasing tourism, and brand is key in doing so.

Tourism needs to be considered in two ways: volume and type.

- Total volume of tourism will, in general, lift the local economy by leading to a greater need in hotels, restaurants, and the growth of other businesses seeking to capture business from tourism.
- Type of tourism means event-based tourism, tourism for specific uses of community features such as trails, shopping tourists, etc. All of these are affected by various circumstances such as seasons/weather, scale and quality of tourist attractions, and branding. Branding is important to create awareness, excitement, curiosity, desirability, and even fulfillment.

Like large businesses, considerations should be given to how well the community brands its visions and capabilities, particularly to developers/operators of tourism-centric amenities, establishments, and events.

If a community is not branded well, or does not promote itself well, these business decisions-makers would have little reason to consider Eagle Mountain (unless the raw data speaks volumes on its own), for future development that can lead to the growth of new tourism-generating sites or amenities.

While brand is not the only factor in finding such sites or amenities, it can open or close doors.

- The Eagle Mountain Chamber of Commerce has communicated their intent to utilize their offices as a community Welcome Center, providing informational and tourism resources to assist residents and visitors alike. Eagle Mountain City can assist in grant funding and by providing resources to ensure the brand is effectively communicated to those taking advantage of an anticipated future community resource.
- Incorporate branding into trailheads and other outdoor and hiking opportunities.
- Use the success of City events to draw dollars and improve reputation outside of the community.
- Tourism is also impacted by unofficial brand ambassadors, those people being the tourists themselves. A successful brand will have tourists raving and recommending it to friends, family, and social media. This perpetuates the growth of tourism in the community.

State-level, regional, and stakeholder relationships

Developing high-quality relationships with state-level economic development decision-makers and elected representatives will be key to the future success of Eagle Mountain's business climate. Further, building better relationships with stakeholders at the local level will also be important to the City and community's future success. Consistently reaching out to these officials and cultivating a positive

perception of Eagle Mountain will fundamentally alter the ease with which major economic development takes place.

- Arm these officials with better information about Eagle Mountain and its business potential.
- Name recognition and innovation with outside agencies.
- Sell Eagle Mountain's story to get agencies and employers in the door.
- Improve communication and relationships at all levels.

Economic Development Brochures	$400	Info provided to businesses in multiple target areas.

Website & Mobile App Updates

As the primary touchpoint between Eagle Mountain City and residents, businesses and other stakeholders, the City's website needs an overhaul as part of this rebrand project. The overall sense that the City's website is outdated, and survey data suggesting residents find it difficult to navigate, shows that it needs an upgrade. The consensus of the Comprehensive Marketing Plan Review committee has led to the recommendation to incorporate this into the overall rebranding effort.

Reviewing the City's options when considering an upgrade to the website can enhance the experience of the user in several ways, including: greater access to information, a more pleasant appearance, easier navigability and greater service offerings.

So far, to develop this primary touchpoint, several steps have been taken to see this project through.

- Talk to Utah-based firms to get a sense of the marketplace and receive guidance.
- Develop an RFP and receive bids.
- Consider bids to redevelop the website in alignment with new branding standards.
- Reconsider proposal and revise scope of services.
- Ask new firms to bid.
- Select firm and solidify contract.
- City Council approval.
- Re-skin existing website.

Eagle Mountain City staff has asked for several key items to include in a website redevelopment conversation. These include integration with artificial intelligence, new branding feel and appearance, more targeted access to information by improving search, and more intuitive page organization.

Website redesign and implementation is hugely beneficial to all aspects of a City comprehensive rebrand and marketing effort. This process benefits prospective employee hiring, business attraction, resident

engagement and overall quality of life. It also allows Eagle Mountain City an improved opportunity to communicate major projects and empower staff to complete these projects on an enhanced timeline to better align with resident expectations.

New Website	$135,000	Work with WDG to complete new website.

Signage, Parks, Streets

By updating all asset signage, it will solidify Eagle Mountain City's brand and showcase positively in the overall look and feel of the community.

There will be significant costs associated with getting all signage within the city updated. Currently, the City has different branding aspects from its history represented. It will be important to get everything changed to reflect the City's recently-adopted branding. By updating the brand in the community and prioritizing signage over several fiscal years, residents and visitors alike will be able to better identify who we are and set in motion how other aspects of the city, such as trail signage, interpretive signage, interactive signage can best be implemented.

Below is a detailed cost estimate of the signage that will need to be replaced as part of the rebrand:

Asset Type	Unit Count	Unit Cost	Total Estimated Cost
Public Works Building - Signage	2	$5,000	$10,000
Cory Wride Memorial Park Sign	$1	$3,000	$3,000
Subdivision Entry Monument Signs	40	$3,000	$120,000
Park Signage	300	$30	$9,000
Equipment Trailers with Logos	TBD	TBD	TBD
Parade Float	1	$35,000	$35,000
Marquees	2	$5,500	$11,000
Event Signs	5	$600	$3,000
Vinyl Door Signage	8	$187.50	$1,500
Wayfinding signs	10	$6,000	$60,000

The city will also need to modify the design, orientation, and branding of the city float used in community event parades. By updating the float, branding will be represented in community celebrations and other city celebrations. This will solidify City vehicles and the representation of the city is clean and clear.

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Cost to redo entire float is estimated at $35,000. Potential for the city to utilize current design and change colors. It is recommended to redo the entire float.

Resident Engagement & Quality of Life

Resident engagement and quality of life have long been priorities for staff and council. Branding's effect on residents was a main concern of the Internal Marketing Plan Review Committee throughout the process of this rebranding effort.

Studies show that branding affects citizens' perceptions of a city (Degado-Garcia et al, 2018). Staff wanted to gather information about Eagle Mountain City residents' perception of the City. In July 2023, the City published a survey that allowed the residents to share their views of the City – both good and bad.

Staff concluded that although the residents do not show a strong negative perception of the City, it is also not overtly positive. This shows that there is room for the City to establish a strong positive brand and identity among its residents.

Research shows that branding affects a city's reputation, sense of identity, and brand loyalty. A City's reputation is important because residents want to feel that they can trust and depend on their local government. Residents also want to feel a part of a community.

If they feel trust in the organization and understand the identity attached, they will have more positive associations with that organization (Degado-Garcia et al, 2018).

The July 2023 branding survey also revealed an identity crisis among Eagle Mountain City residents. The City seems to be divided in many subject areas, especially where it concerns the future population size of the city. However, staff was able to zero in on some positive priorities that nearly everyone shares: a support for wildlife, recreation, open spaces, community, business, and family. Staff believes that a focus on these areas will help unite the City as it faces a relatively unknown future.

Staff anticipates that with a united identity to stand behind, residents will be more engaged in City events. The rebrand will also help residents feel a sense of community with other residents. It is anticipated that this will also lead to an increased sense of ownership and lead to more community involvement.

Resident quality of life also overlaps with many other factors mentioned throughout this report. For example, increased economic development correlates with increased jobs available in a city. More jobs nearby are correlated with a reduced average commute time and a higher quality of life. (Hilbrecht et al, 2014; Han et al, 2022; Delmelle et al, 2013; Conley & Topa, 2002; Raphael & Winter-Ebner, 2001; Edmark, 2005; UCAIR, 2023).

The Internal Marketing Plan Review Committee plans to establish a strong, unified identity through City branding. This will be accomplished by:

- Consistent branding for all City events
- Keeping the merchandise store stocked with popular branded items for residents to purchase and use
- A thoughtful roll-out campaign to begin on January 16, 2024

Resident quality of life will also be used as a benchmark for measuring the success of the rebrand implementation.

SWAG

The use of SWAG has been part of Eagle Mountain City's budgeting process for years and is an effective tool to reach residents and spread brand awareness organically. The use of SWAG through T-shirts, hats, sunglasses, water bottles, beanies, hoodies and more can be an impactful tool.

- Budget for SWAG purchases
- Continue working with City advertising vendor to update SWAG in stock
- Effectively distribute SWAG at City events, through contests and during educational opportunities

The City has a responsibility to get its message in front of residents and to communicate its brand values through exceptional opportunities to enhance its image and resident quality of life. Eagle Mountain City already intends to distribute SWAG at the following events in Fiscal Year 2023/2024:

Event	Item	Quantity	Total Cost
Easter Egg Hunt	Kid's Sunglasses	2000	$ 2,438.00
Pony Express Days	Adult Sunglasses	400	$ 893.00
	EM Hats, different options	400	$5,200
	T-shirts, different logo options	500	$5,500
	Polos, different logo options	100	$2,800
	Fanny Packs w/logos	1000	$ 1,745.00
Turkey Trot	Socks	1000	$ 6,282.00
Christmas Village	Beanies	400	$4,400
Other SWAG	Lapel pins	200	$307.50
	Pens	500	$760

	Belt Buckles	50	$442
	Ties	50	$1,250
	Patches	400	$720
	Tote bags	400	$4,400
	Bucket Hats	400	$8,800
	Baby Onesies	200	$2,600
	Blankets	200	$9,000
	Challenge Coins	100	
	Lanyards	1000	$1,360
	Socks	400	$2,944
	Bumper Stickers	1000	
	Window Stickers	1000	
	Hoodies	400	$9,200

Over the years, Eagle Mountain City staff has observed that the community particularly appreciates receiving hats, shirts, and water bottles adorned with the City's branding. These items have become iconic and are frequently spotted being used by residents long after the events have concluded. Residents often inquire if these items will be available at future events, indicating their popularity among both adults and children.

With Eagle Mountain City's upcoming rebranding efforts, it is imperative that staff allocate additional funds to enhance SWAG offerings.

Residents value receiving SWAG at City events, particularly items showcasing the City logo, as it fosters a sense of connection to the community and enables them to proudly represent Eagle Mountain outside city limits.

Staff anticipate the need for a budget amendment to accommodate SWAG distribution at events that fall within this fiscal year, following approved rebranding. An estimated budget can be provided once a determination has been made for those events.

For Fiscal Year 2024, the City recommends increasing the SWAG budget by $75,000. This should be sufficient to ensure that we can procure enough SWAG items to distribute on a larger scale at the various events mentioned earlier, effectively promoting our city's new brand identity.

Branding Spaces

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Replacement of flags, and the display of art in both the lobbies, conference rooms, entryways, and City Council Chambers will be a key component when placing both employees and residents in the mindset of new City branding. A PowerPoint and staff report templates should also be developed to maintain the professional feel and qualities during council meetings and department discussions.

Item	Cost	Timeline
Set up	$25	ASAP
Flag 5x8	$200	3-4 Weeks
Flag 3x5	$120	3-4 Weeks
Art for Council Chambers	TBD	Months

Further components of branding spaces involve elevating the look and feel of City-owned buildings. The Comprehensive Marketing Plan Review Committee has every intention of reviewing the possibility of upgrading common space at Eagle Mountain City Hall, the public works building, and the planning offices.

Putting the City's best foot forward can influence the way residents feel and behave while attending City meetings and during meetings with City Council and staff. Further, elevating the professionalism of the spaces can also improve the way employees feel about their work spaces. With the help of a qualified design vendor, the City can also, depending on the appetite for different outcomes, sooth, inspire, innovate with, and improve reputation by elevating the appearance of common and work spaces through branding.

Measuring success

The effects of rebranding are not often measured by city governments or by businesses because the effects are usually difficult to quantify. Further, the results are challenging to separate from other possible influences and variables. After much discussion and research, staff will track the effects of rebranding by focusing on employee retention, economic development, and resident quality of life.

Economic development

Staff plans to track the effectiveness of rebranding on economic development through the following three methods: the economic development department's Yearly Business Climate Survey, the City's unemployment rate, the City's growth rate of active business licenses.

Yearly Business Climate Survey

Eagle Mountain City Economic Development Director Evan Berrett has already collected responses from Eagle Mountain business-owners for 2023. This data can serve as a control to the rebrand. As similar questions are asked of business owners every year, staff can use that data to track the sentiments of business owners toward the City and the community. If business-owners' respect and relationship with the City improve during, and following, a rebrand, this project is considered successful.

Staff also plan to create a survey to be distributed to all the new businesses as they move into the community. This survey will be focused on learning about the factors that motivate each business to locate in Eagle Mountain. These carefully-crafted questions will help staff track whether the rebrand is really helping to attract new businesses to the community.

Unemployment Rate

A city's unemployment rate is statistically correlated with the number of jobs available in that city. As the number of businesses increases in Eagle Mountain, jobs will also increase. This will be measured by tracking the City's unemployment rate through the U.S. Bureau of Labor Statistics. An average of the unemployment rate after the rebrand that is lower than the average of the unemployment rate from before the rebrand will be considered successful.

Active Business Licenses

After the City rebrands, increased economic growth is expected. This will be measured by the growth rate of active business licenses in the City. If the active business licenses begin increasing at a faster rate than before rebranding, the rebrand will be considered successful.

Employee morale

To measure the effects of rebranding on employee turnover, staff plans to compare employee turnover data from before, and after, rebranding. If effective, and all else being equal, rebranding should contribute to lower employee turnover rates over a given period. Data from the National Bureau of Labor Statistics measuring turnover in state and local government will be used as a benchmark.

Resident quality of life

Resident quality of life will be measured using the following two measures: attendance at City events, and the resident satisfaction survey.

City Event Attendance

The City will measure attendance at four of its largest events throughout the year: Easter Egg Hunt, Pony Express Days, Halloweentown, and Christmas Village. Attendance will be reported using a percentage of the population so that the numbers can be comparable even through the City's population change. If percent attendance at City events increases, the rebrand will be considered effective.

Resident Satisfaction Survey

The City is interested in measuring the residents' perceptions of their quality of life in Eagle Mountain. A new question will be added to the annual resident satisfaction survey that asks residents to rate their overall quality of life. This should be one of the first questions on the survey to avoid potential bias. The satisfaction rating should increase over time indicating a successful rebrand.

Becoming the brand

While the initial implementation of new branding for Eagle Mountain will comprise a new look, feel and replacement of existing branding, becoming the brand and changing organizational behavior and outcomes is an ongoing process. While not part of the initial scope of rebranding, major considerations ought to be given to the following.

Future phases

Planning and zoning

Eagle Mountain City invests substantial time into the overall look and feel of the community. Communicating with developers the feel that Eagle Mountain City strives to achieve is a regular point of discussion. By focusing the City's brand on the overall feel of the community through its architectural and design standards, Future phases of this implementation plan should strongly consider the components that planning and zoning play in Eagle Mountain's branding and image.

Parks

The City's parks are a feature enjoyed by a large percentage of residents. Modeling the look of future city parks, and considering branding in any changes, additions, or upgrades to existing parks ought to be considered as part of brand enforcement and compliance.

Events

Eagle Mountain City's events are not just a gathering place to achieve effective branding results, they are an outlet to help achieve many of the objectives encompassed in the City's 10-Year Strategic Plan, and now the City's brand playbook.

Public Art

Investments in public art and elevating the artistic appeal of the community can lift the perception of residents and visitors alike and become a long-standing investment in the beauty and class of the community. Research into appropriate placement of public art in the community ought to be at the front of future branding considerations.

Trees & Landscaping

Eagle Mountain is situated in a high desert landscape and does not have an abundance of healthy soil that can be used to cultivate a natural forest. The urban forest of the community must be cultivated and should be designed to display the City's image as a place connected to nature and the outdoors. Tree planting programs and efforts conducted by the City ought to be comprehensively intertwined with the City's branding efforts.

Infrastructure

Bridges, overpasses, streetlighting, and storm drains – items typically associated with infrastructure -- can display features that capture the City's branding in an effective way. This is something staff and Council ought to consider as development in the community continues.

Helping small businesses align

Outreach to small businesses to help them align with community values will create community cohesion, vibe, and appearance. Starting simply by providing the City branding logo and colors can help small businesses with their promotional materials and give them a good background about the community's brand. Working with interested small businesses to align with the community brand can help Eagle

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Mountain become a place of its own.

Engaging residents

Helping residents become the brand will be an important future factor in a successful community rebrand. Improving quality of life through rebranding can be measured, but helping residents become the brand is another matter. This will require additional research and a set of goal-oriented outcomes that will take years to incorporate.

Conclusion

Eagle Mountain City has undergone a significant change since the last rebrand was implemented. New branding aligns with the community's current and future plans while preserving what residents hold most dear.

This implementation plan will be monitored to track outcomes of success and areas for improvement. These strategies and activities will be implemented and tracked in coordination with Eagle Mountain City's Communications Department and the City Council. The plan and program metrics will be monitored and updated annually.

Eagle Mountain City reserves the right to amend this implementation strategy as circumstances warrant. On Dec. 5, 2023, the Eagle Mountain City Comprehensive Marketing Plan Internal Review Committee formally recommended this plan to the Eagle Mountain City Council.

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