

Traverse Mountain

A Master Planned Community



Strategic Communications Plan

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Traverse Mountain

I. INTRODUCTION

Mountain Home Development presents Traverse Mountain, an exciting and innovative approach to a planned community and lifestyle center. Our team of University of Utah senior public relations students have analyzed the available public information and prepared a strategic communications plan designed to enhance the image and brand of Traverse Mountain.

Our research has shown that Mountain Home Development has put together an impressive plan for a truly integrated community, providing residents the ability to live, work, shop and play at Traverse Mountain. Partnering with Forest City builders Traverse Mountain will create a world-class shopping experience that will enhance the overall quality of the development. However, the current image and reputation of Traverse Mountain has not been utilized to its full capacity in attracting premium retail and commercial businesses.

Situated as it is between Utah County and Salt Lake County, Traverse Mountain could potentially tap into both markets but that potential has not yet been fully realized. Informal surveys in Salt Lake County indicate that brand presence is very low. Surveys in Utah County show more name recognition, but still very low cognizance of what Traverse Mountain is and more importantly what it will become.

The image statement on your website of “in the middle of nowhere, but next to everything” is a two-edged sword. Only through a strong and cohesive brand identity can the potential be exploited to Traverse Mountain’s benefit. It is vital that the message be

communicated in both Counties that Traverse Mountain offers more than “Cabela’s and a handful of houses.”

Traverse Mountain is a growing center of living, shopping and commerce that is exciting, progressive, and profitable for all strategic alliance partners.

Our team has prepared a strategic communications plan to enhance the brand of Traverse Mountain providing an objective public perspective of how people outside of Mountain Home Development might see it. Keeping Traverse Mountain’s diverse and many publics in mind, we have designed a plan to capitalize on the current audience and to stimulate more positive interest and awareness in the development.

The overall goal of building a brand identity is to be met by educating all of your diverse publics about the lifestyle, convenience and quality Traverse Mountain offers; you really can live, work, shop, and play without leaving your neighborhood.

Using only publicly available resources, we have created the following plan. We are confident that you will find that strategically implementing this communication plan will increase the brand identity and enhance the public’s awareness of the truly amazing lifestyle that Traverse Mountain offers.

II. SWOT ANALYSIS

Strengths:

A. Design of the community

1. Smart design built into every development at Traverse Mountain
2. Land set aside for community parks, trails, churches and schools
3. Variety of home styles and price ranges
4. Variety in the size of lots available
5. Location/theme, mountain, quaint community
6. Convenient access to amenities
7. Hiking trails planned throughout
8. Family oriented

B. Strategic partners

1. Cabela's
2. Thanksgiving Point, golf course and other attractions just a few minutes away
3. Intel/Micron location near the Traverse Mountain Office Park
4. Mass public transit connection planned (TRAX)
5. Forest City Development - Future high-end outdoor mall

C. Offering Familiar but Different

1. Diverse community, high concentration of non-LDS as well as LDS members
2. This planned community is lifestyle-inclusive, all the amenities to work, live, shop and play are within the community

Weaknesses:

A. Location

1. Near interstate I-15, noise, potential eye sore, and projected traffic congestion
2. Strong winds at the Point of the Mountain
3. Twenty minutes away from amenities until they are in place within the community

B. Design of Community

1. Few church sites allotted within the community plans
2. Present schools, far away and crowded
3. Clubhouses are not built yet
4. Community is not yet fully developed
5. Covenants and restrictions
6. Homeowners association is presently not well organized

C. Developer

1. Developer is from out-of-state, not an established presence within Utah
2. Very little marketing and promotion to influence public perception
3. High housing and land prices

Opportunities:

A. Growth

1. Capitalize on the growth of the real estate market in Utah, despite national falling prices
2. Utah is ranked 15th nationally, for home appreciation
3. Acquire a sufficient amount of land to grow and build the community
4. Update the website and include the mission statement on home page this would bring more clarity and begin to foster trust to potential buyers
5. Opportunity to do more advertising if the market slows down
6. Opportunity to appeal more to the LDS community

B. Design of Community

1. Have the plans in place and ability to carry out those plans so that Traverse Mountain will be lifestyle-inclusive and able to provide: living, working, playing, school, church, and shopping amenities
2. Capitalize on the diversity of the community: residential, commercial, retail, nature lovers, etc.
3. Wide variety of home and lot sizes, appeals to a wide range of residents – offer more variety of prices and styles.
4. Large lots available for custom homes – develop reputation as an exclusive neighborhood to attract this type of homebuyer

Threats:

A. Economy

1. Shortage of materials from housing boom
2. Increase in supply/vender prices
3. Housing market could drop, inflation in prices could affect the market significantly
4. Increase in transportation costs for residents who commute to Salt Lake area or Provo area

B. Competition

1. Other planned communities such as Daybreak, Eagle Mountain, and Suncrest

III. TARGET PUBLICS

- A. Homebuilders
- B. Prospective Residents of Traverse Mountain
- C. Consumers: retail shoppers and communities of Northern Utah County and Southern Salt Lake County.
- D. Commercial Tenants
- E. Traverse Mountain Residents
- F. Northern Utah County and Lehi City Government Officials

IV. GOAL

To build a strong brand identity by educating our target publics that Traverse Mountain is a lifestyle-inclusive community where people can live, work, shop, and play without leaving the neighborhood

V. PUBLICS & KEY MESSAGES

Traverse Mountain is an all-inclusive lifestyle center offering a wide range of available home sizes, styles and prices, commercial Triumph Technology Center, and the future Outdoor Lifestyle Shopping Center all conveniently located within a habitat for natural wildlife with easy commuter distances to both Salt Lake and Utah Counties.

A. **Homebuilders and Commercial Tenants:**

1. As a growing, exclusive community, Traverse Mountain attracts wealthy and discriminating homebuyers and shoppers that appreciate convenience without compromising quality.
2. Traverse Mountain is a luxurious and contemporary gathering place located between two growing metropolitan areas.
3. A solid infrastructure and cooperative relationship with local government makes Traverse Mountain a welcoming host for your business.

B. **Current and Future Residents:**

1. At Traverse Mountain you can live, work, shop and play.
2. Traverse Mountain can offer you all of your necessities, from groceries, world-class shopping, to your place of employment- all just a short walk away.
3. Traverse Mountain maintains a welcoming, friendly, diverse, and safe place for your lifestyle.
4. There are few places on earth where you can live that offers exquisite natural outdoor experiences along with cutting edge technology to connect your home with the world.

C. **Consumers and Community:**

1. The Traverse Mountain community is the destination for world-class shopping.
2. Save time and money at Traverse Mountain with convenient access to all of your lifestyle needs.
3. Traverse Mountain offers the opportunity to live, work, shop, and play all in one convenient location.

D. **Government Publics:**

1. Traverse Mountain works with you to make Northern Utah County a better place to live and work.
2. The Master Planned community increases tax revenues, property values, and creates jobs, stimulating Northern Utah County's economy.

VI. STRATEGIES

Public 1: Homebuilders

Strategy: Build a mutually beneficial business relationship between homebuilders and Traverse Mountain by providing the builders with constructive tools and information that can be used to educate homebuyers and increase overall awareness of the lifestyle-encompassing development of Traverse Mountain.

Public 2: Prospective Residents of Traverse Mountain

Strategy: Organize events throughout the year to draw people to Traverse Mountain; utilize media relations to promote these events; use the website as a tool.

Public 3: Consumers: Retail Shoppers and communities of Northern Utah County and Southern Salt Lake County.

Strategy: Partner with Cabela's and homebuilders and fully utilize media relations while using public relations tactics to excite future consumers about Traverse Mountain's Outdoor Lifestyle Shopping Center.

Public 4: Commercial Tenants

Strategy: Build a more cohesive brand identity and utilize media relations

Public 5: Traverse Mountain Residents

Strategy: Provide information and organize community activities for Traverse Mountain that will create excitement and foster loyalty in the residents about living at Traverse Mountain and the future plans of the development.

Public 6: Northern Utah County and Lehi City Government Officials

Strategy: Highlight the benefits of Traverse Mountain to the Lehi community through updated projections of business developments that result in increases of tax revenues and jobs; partner with a non-profit, eco-friendly charitable organization to give back to the community, making Lehi a better place to live.

VII. TACTICS

Public 1: Homebuilders

Measurement: Increase traffic to model homes by 10 percent

Strategy: Build a mutually beneficial business relationship between homebuilders and Traverse Mountain by providing the builders with constructive tools and information that can be used to educate homebuyers and increase overall awareness of the lifestyle-encompassing development of Traverse Mountain.

Tactics:

- A. Provide Information kits to builders to hand out about Traverse Mountain and the overall plan including a map with phases and timeline.
- B. Hold marketing meetings with strategic alliance partners to promote upcoming events- raising awareness from both ends – making the relationship more integrated and beneficial for all parties.
- C. Include the builder reputation in all communication: press kits, website and ad messages.
- D. Generate traffic through the community events described under “Prospective Residents.”
- E. By-line articles in local publications.
 1. By-line an article in the Utah Homebuilders Magazine and/or website about the diverse opportunities at Traverse Mountain for living, working, recreation, and shopping.
 2. Write feature articles for a variety of Utah magazines to spread the word of the amenities that Traverse Mountain offers. i.e.: Wasatch Women, Salt Lake Magazine, Utah Brides, Utah Business, etc. Write each article specific to the public of the magazine.

Public 2: Prospective Residents of Traverse Mountain

Measurement: 10 percent of guests at events fill out an interest card.

Strategy: Organize events throughout the year to draw people to Traverse Mountain; utilize media relations to promote these events; use the website as a tool.

Tactics:

- A. Come Home at Traverse Mountain Home Show
 1. Timed to coincide with both the Utah County Parade of Homes and to the Salt Lake County Parade of Homes.
 2. Utilize email lists of Traverse Mountain as well as the individual homebuilders to invite publics to come and see the model homes and residential neighborhoods to get a feel for Traverse Mountain and to create buzz within the building community.

3. Press Conference: Hold a press conference for the first annual Traverse Mountain home show.
4. Press Releases: Additional details and subsequent shows should be sent out as press releases.
5. Web Page should be updated and include details of current events.
6. Secure an article in Utah Style & Design Magazine showcasing Traverse Mountain Homes

B. Traverse Mountain of Lights

1. Community Holiday Light show. Encourage residents to decorate by holding a contest offering prizes in various categories.
2. Promote the contest in the media. Host a community event cooperatively with the builders, local radio stations, and other local media offering free hot chocolate, cookies and driving maps to the winning decorations.

C. Wild Life Watch at Traverse Mountain

1. Sponsor a Saturday wildlife watch. In the spring of the year there are many forms of wildlife that have come down the mountain and are easy to spot at Traverse Mountain. Provide handouts on what to look for and where it might be found and partner with non-profit, charitable organization to donate and give back to the community, creating news worthy media attention.
2. Promote on sports shows of various newscasts.
3. Highlight Eco-Friendly Community. Use media releases about efficient resource use, green development, infrastructure development, trails, wildlife-friendly, in attempts to gain more public awareness. Banners and brochures for participants about all of the effort made to be “green.”
4. Partner with non-profit eco-friendly group

Public 3: Consumers: Retail Shoppers and communities of Northern Utah County and Southern Salt Lake County.

Measurement: Surveys and Focus Groups will be used to determine level of awareness about the Outdoor Lifestyle Center, before, during, and after opening; expect an overall 25 percent increase in public awareness.

Strategy: Partner with Cabela’s and homebuilders, fully utilize media relations and apply advertising to excite future consumers about Traverse Mountain’s Outdoor Lifestyle Shopping Center.

Tactics:

- A. Booth at Cabela’s on a Saturday that they are having a promotion by a vendor.
 1. Offer balloons to kids with Traverse Mountain logo and the logo of the new shopping center.
 2. Ask parents to complete a survey card about the types of retail businesses they would like to see in the center as well as asking for how likely they are to shop here.

3. Hand out promotional items (pens, flashlights, etc.) and brochures about the new Outdoor Lifestyle Shopping Center.
4. Offer a 5% coupon to Cabela's if they complete the survey
5. Promote the event through media releases and email to Traverse Mountain, homebuilders, and Cabela's customer list.
6. Repeat this tactic at regular intervals until ready to announce Grand Opening.

B. Quarterly newsletter

1. Distribute to residents, Traverse Mountain mailing list, media contacts and home builders and their mailing lists, to inform of progress, announce tenant lease signings and get them excited for the upcoming Grand Opening.

C. Ground Breaking Ceremony

1. Press Conference. Invite local media, local government officials, residents, Forest City officials, and mailing lists.
2. Involve Cabela's. Build on the reputation of Cabela's and tie to memories of their grand opening.
3. Press Releases prior to ground breaking. Send to all local media outlets.

D. Grand Opening

1. During building phases, keep publics informed of progress through Quarterly newsletter.
2. Press Releases and Video News Releases to promote grand opening

Public 4: Commercial Tenants

Measurement: Secure lease commitment from one anchor tenant for each development phase

Strategy: Build a more cohesive brand identity and utilize media relations

Tactics:

A. Build Brand Identity:

1. Hire branding agency to create a brand that will compliment the lifestyle and amenities that Traverse Mountain has to offer.
2. Develop the Brand - change the symbol to the gatehouse and play off of the symbolism of luxury and exclusivity; on all advertisements to reinforce the brand image.

B. Utilize Media Relations

1. Press conference: announce the new commercial and retail development. Invite high-end commercial realtors, local TV and daily newspapers, city and county officials, residents, and local community.

2. Press Releases: Regularly send out press releases announcing progress including the signing of commitments by important retail and commercial tenants.

Public 5: Traverse Mountain Residents

Measurement: Secure testimonials and resident referrals

Strategy: Provide information and organize community activities for Traverse Mountain that will create excitement and loyalty in residents about living at Traverse Mountain and the future plans of the development.

Tactics:

- A. Partner with the Home Owners Association to help plan events of interest to residents. Events could include: Neighborhood block parties in the summer, pool parties at the clubhouse, Nature walks, trail marathons, etc.
- B. Create excitement and anticipation in residents about community events: Come Home at Traverse Mountain Home Show, Traverse Mountain of Lights, Wild Life Watch at Traverse Mountain, Ground Breaking and Grand Opening of the Outdoor Lifestyle Shopping Center.
- C. Quarterly newsletter and other communication. Ensure that residents all receive the most current information available about events and decisions in the community.
- D. Quarterly testimonial. Highlight a resident testimonial about the benefits and joys of living at Traverse Mountain in quarterly newsletter. Place this on the website as well as in media kits.

Public 6: Northern Utah County and Lehi City Government Officials

Measurement: Involvement in events and progress in developments such as the ground breaking ceremony; and continue beneficial relations.

Strategy: Highlight the benefits of Traverse Mountain to the Lehi community through regular updates on development progress, events and activities that make Lehi a better place to live.

Tactics:

- A. Invite to all community events
- B. Include on all mailing lists
- C. Hold an annual luncheon for city and county leaders to update them on progress, inform of upcoming events, and get their support on future projects. Combine this with a Meet and Greet to connect political leaders with their public.

VIII. TIMELINE

December 2006

Traverse Mountain of Lights: Community light show

January 2007

New Year's Eve celebration for residents

February 2007

By-line article in Utah Style & Design magazine about the unique architectural theme to be built at Toscana Hills

March 2007

Wildlife Watch at Traverse Mountain

April 2007

By-line article in Utah Brides magazine about turning a gift registry into a down payment on a new home

Children's Trail Marathon on Traverse Mountain trails

Community Easter Egg Hunt cooperative with HOA

May 2007

Come Home at Traverse Mountain Home Show

Cabela's booth to announce opening of Toscana Hills and get surveys about Outdoor Lifestyle center

June 2007

Toscana Hills Grand Opening

July 2007

Summer at Traverse Mountain: 4th of July Picnic with Home Owner's Association

24th of July trail walk

August 2007

By-line article in Utah Living magazine...Back-to-school from Traverse Mountain

September 2007

Community outdoors concert sponsored by Home Owner's Association and possibly Thanksgiving point

Meet and Greet luncheon with local political figures

October 2007

Pumpkin carving and Halloween costume contest and party sponsored by Home Owner's Association

November 2007

Create and begin implementation of Traverse Mountain's 2008 strategic communication plan

December 2007

Traverse Mountain of Lights: Community light show

January 2007

New Year's Eve celebration for residents

February 2008

Cabela's booth to promote groundbreaking of the Terrace at Traverse Mountain and take surveys

March 2008

Groundbreaking of the Terrace at Traverse Mountain, Traverse Mountain's retail shopping center

IX. MEASUREMENTS

Public 1: Homebuilders

Measurement: Increase traffic to model homes by 10 percent

Public 2: Prospective Residents of Traverse Mountain

Measurement: 10 percent of guests at events fill out an information card.

Public 3: Consumers: Retail Shoppers and communities of northern Utah county and southern Salt Lake county.

Measurement: Surveys and Focus Groups will be used to determine level of awareness about the Outdoor Lifestyle Center and expect a 50 percent increase of public awareness.

Public 4: Commercial Tenants

Measurement: Secure lease commitment from one anchor tenant for each development phase

Public 5: Traverse Mountain Residents

Measurement: Secure testimonials and resident referrals for media materials

Public 6: Northern Utah County and Lehi City Government Officials

Measurement: Involvement in events such as the Ground Breaking ceremony and continued good relations.

X. CONCLUSION

Mountain Home Development has a very good plan for the execution of and the growth of Traverse Mountain. But Traverse Mountain's current Brand Identity has not been fully realized to its full capacity, which may inhibit the fulfillment of the plan.

This strategic communication plan offers an excellent, attainable goal; workable strategies and measurements; and effective tactics to strengthen the Brand, build community and consumer awareness, and position Traverse Mountain as the premier location to live, shop, work, and play for both Salt Lake and Utah Counties.

We are delighted to provide you with this strategic communications plan for Traverse Mountain and hope that you will consider retaining our team to help develop this plan and accomplish your communication goals.