

■ III. BRANDING ■



Branding and marketing for economic development is an integrated, evolving process requiring clarity of purpose, community engagement, visionary and committed leadership and strong private/public partnerships. Success is dependent on clear definition of and engagement with a community's identity and effective communication of that identity to the targeted markets. This includes both internal and external markets.

- **Internal markets:** resident citizens, workers and the companies and businesses already existing in the area, who can be defined as stakeholders.
- **External markets:** non-resident citizens, companies not yet present in the area, business visitors and tourists.

Branding and marketing are developed in a manner that creates the desired image and moves people to take action. Of equal importance is the experience people have in the community: *Does the community ultimately deliver on its brand promise?*

Branding and marketing a community involves more than promotion or advertising. The collective community must put forth a comprehensive design that satisfies the needs of its target markets. The process succeeds when citizens and businesses are pleased with their community and meet the expectations of visitors and investors. The Appendix to this report includes a section on "Understanding Brand and Marketing Terminology."

ANGEL FIRE BRAND REVIEW

The following section highlights a review of Angel Fire's current branding efforts. We provide an assessment of the brand, ~~brand opportunities and challenges, brand~~ attributes, brand positioning and the brand promise.

Angel Fire Brand Assessment

Angel Fire has evolved into a thriving high-mountain seasonal resort community with a population base that is split between its full time and second-home residents. Presently the seasonality of the community revolves around ski amenities for families as well as summer recreation (golf, horseback riding fishing, tennis and hiking, mountain biking, etc.). The Community of Angel Fire and the Enchanted Circle region offer expanded opportunities to experience the outdoors with national forests, white water rafting and an array of activities that take advantage of the region's natural beauty. Angel Fire's outdoor attractions are supported by events produced by the Community, The Resort, the Moreno Valley Arts Council, Angel Fire Mountain Theatre, Music from Angel Fire, and the Vietnam Memorial.

In addition, Angel Fire is in the midst of infrastructure development that will facilitate residential and commercial growth for years to come. This growth will move Angel Fire toward its vision as a sustainable, year-round community.

Angel Fire Brand Opportunities

- Build strong collaboration with the business community to provide support, infrastructure and other needed tools for entrepreneurial success.
- Focus on consistently high-quality customer service, business training and full community support to ensure future economic viability.
- Encourage community participation in actively addressing these challenges to support population growth and diversity and ensure the future economic success.

Angel Fire Brand Challenges

- Current economic seasonality threatens the viability of local businesses and hinders economic growth.
- Lack of a viable labor force hinders commercial growth.
- Inconsistent quality of customer service and lack of amenities necessary for a satisfactory visitor experience are also problematic for residents.
- Lack of services necessary to compete with other year-round mountain resort destinations.

Angel Fire's Attractive Attributes

- Spectacular northern New Mexico location with pristine mountain resort atmosphere
- Clean and safe environment
- Outdoor lifestyle "Mecca"
- High-speed connectivity
- Affordable resort community
- Nationally recognized charter school
- Cultural incubator supporting a growing arts community
- Home of the first Vietnam War Memorial in the US, now being renovated and repositioned to include all US Veterans

Angel Fire Brand Positioning

- Family-friendly resort community that provides amenities for every age group
- Outdoor lifestyle "Mecca"
- Affordable alternative to comparable mountain resort communities
- Opportunities to contribute to a vibrant, growing, business-friendly economy

Angel Fire Brand Promise

"Pristine northern New Mexico community that offers a proactive, business-friendly environment and an exceptional quality of life for you and your family."

ANGEL FIRE: Reach New Heights

**“Reach New Heights”
added to Angel Fire Logo**



As the community of Angel Fire begins to develop a year-round, sustainable business environment, the community has the opportunity to create an exciting and unique brand identify that underscores its desire to promote its new direction of being “open for business.” The goal is to encourage the entire town to work together under one common umbrella to make Angel Fire the best small business town in New Mexico.

“Reach New Heights” is the proposed new brand for Angel Fire. The brand suggests action to visit Angel Fire and, further, it implies the ability to achieve one’s personal or business goals while living and working in the community. The brand plays on the word “heights,” which relates to both achievement and the 8,000+ feet elevation of the community. The brand also indicates the community’s promise to actively support the endeavors of its residents, businesses, visitors and external strategic partners. A summary of the community’s promise for these target groups follows.

TARGET	COME REACH NEW HEIGHTS PROMISE
Residents	Angel Fire is dedicated to building the best “small” community in New Mexico. Every effort will be made to ensure a safe place to live, exemplary schools, expanded recreation, inspiring arts and culture, and to build the appropriate infrastructure to carry out the promise.
Entrepreneurs and Businesses	Angel Fire is ready for planned growth and will strongly support the expansion, retention, start-up and recruitment of its Tier 1 and Tier 2 business clusters. Angel Fire will also strive to ensure the appropriate infrastructure is in place to enable its entrepreneurs and businesses to excel.
Visitors	Angel Fire will strive to be the friendliest and most helpful community in New Mexico and strive to offer its visitors a memorable and rewarding experience.
Strategic Partners	Angel Fire will aggressively seek out strategic partners and strongly support their efforts to bring additional economic benefit to the community.

STRATEGIES AND ACTIONS

3.1 GOAL: Angel Fire’s brand has an attractive visual representation and accompanying slogan that reflect its promise which is used as a thematic foundation for all community marketing efforts.

3.1.1 Strategy One: The community officially adopts the new “Reach New Heights” brand, artwork and slogan.

Actions:

- 3.1.1.1 Select artistic treatment of brand.
- 3.1.1.2 Finalize artwork revisions and capture brand artwork in all necessary formats.
- 3.1.1.3 Delete the word “Village” from the current Angel Fire logo, using instead simply Angel Fire.

3.1.2 Strategy: The Economic development organization plans and spearheads a Brand Awareness Campaign aimed at internal and external audiences.

A campaign that engages and connects business leaders and the community at large with “Reach New Heights” will enable them to believe it, live it, and communicate it.

Actions:

- 3.1.2.1 Hold Community Brand Roll-Out/Celebration Event.
 - Sponsored by The Community, Chamber, and The Resort.
 - Use as a forum to also announce the Economic Development plan and to kick off a new level of community relations.
- 3.1.2.2 Publicly announce new brand image and slogan outside the community.
 - Publicize economic growth slated for the community, community commitment to grow and support its businesses, dedication to quality and service initiatives, targets and positioning to grow its economic base.
- 3.1.2.3 Develop a weekly column in the local newspaper dedicated to Economic Development happenings and achievements.
 - Entitle the column “Reaching New Heights.”
 - Rotate authorship/byline to include influential community members such as Brand Ambassadors (see below), community officials, developers, business people or community activists.
 - Research opportunities to “translate” for 5-minute radio show.
 - Include columns on Economic Development.

3.1.3 Strategy: All marketing efforts communicated through the Village of Angel Fire, the Chamber of Commerce and the Economic Development Organization feature the brand and key messages.

Graphic elements (logo, fonts, PMS colors, etc.), preferred wording of key messages and any other essential marketing elements should be made available so that all three official entities have the tools to ensure consistent “Reach New Heights” presentation.

As part of their duties, the Marketing Action Team (see below) can periodically review each entity's marketing and communications materials to ensure consistency of message and to identify additional opportunities to collaboratively promote the "Reach New Heights" theme.

3.1.4 Strategy: Angel Fire Brand Ambassadors ensure ongoing brand awareness throughout the community.

The Brand Ambassador training program will certify Angel Fire business people and interested general citizens as Brand Ambassadors, to represent the community as key "touch points" for entry to economic development. Over time, more and more residents will embrace this program and further add to the base of knowledgeable people promoting a clear, compelling and consistent Angel Fire message that "we are here to help and support you."

Actions:

- 3.1.4.1 Hold training sessions to educate ambassadors about Angel Fire's "Reach New Heights" strategy and key messages, so they can communicate community's desire to help and support residents, businesses and visitors.
- 3.1.4.2 Ambassadors will be trained to answer general questions and direct interested parties to key Community/Chamber/EDO personnel.
- 3.1.4.3 The Chamber can conduct regular periodic meetings to provide a forum for public/business education on brand ambassadorship and importance of fulfilling the community's brand promise.