ATASCADERO MARKETING PLAN

MAY, 2009
Executive Summary

This plan is in two parts: Part I deals with attracting tourists and visitors to Atascadero. Part II deals with business attraction and economic development. The intent is to build recognition for Atascadero’s attributes and to raise its profile with the ultimate goal of generating more business and revenue.

Currently, the city has sites for future job growth, but there are limitations. Most sites need redevelopment and few sites are very large. For commercial real estate activity to increase, the city needs to market its tourism attributes, which will attract more visitors and then in turn can serve to attract new businesses.

ATASCADERO TOURISM MARKETING

For visitors, Atascadero offers a wide variety of activities including paddling on the lake, shopping, golf, biking, wine tasting and for families with small children, there’s the Charles Paddock Zoo. However, Atascadero is not top-of-mind for visitors because of competing attractions in neighboring areas including Pismo Beach and Morro Bay’s coastal recreation, San Luis Obispo’s university-related business sites, Paso Robles’ diverse and upscale shopping and Templeton’s wine tasting. People might visit Atascadero more often if there were more to do. The additional things to do that could result in visitors spending more time in the city might be more shops, a theater series or an equestrian center.

Key target audiences that need to be reached to encourage more visitors are:

- SLO county residents and beyond
- Active travelers
- Weekend getawayers
- Families and couples
- Outdoor enthusiasts
- Wine enthusiasts
- Veterans (Purple Heart Trail)
- Nature lovers (birds, wildflowers)

The marketing plan and implementation strategies that we are recommending are done so with the above audiences in mind. These are the audiences that marketing communications will speak to. However, audiences outside the key target audiences are not completely ignored.
BUSINESS ATTRACTION MKETING

At the same time that the visitor audience is being reached, there is also ongoing communications with the commercial real estate audience including: office-space using businesses, retail, small business owners, site selection decision makers and commercial real estate brokers and agents. Also targeted are the following specific industry sectors: tourism and hospitality, food and beverage manufacturing, wine processing, construction, new media arts, electronic components, alternative energy and green economy products and services.

MARKETING STRATEGIES FOR TOURISM AND BUSINESS ATTRACTION MARKETING

Our recommended marketing strategies and tactics to reach both the visitor and business audiences and raise Atascadero’s profile are the following:

Internet

Visitatascadero.com web site: Upgrade and revise visitatascadero.com site to make it search optimized with a downloadable pdf press kit to assist media and provide them with story idea. The site will also serve as the primary marketing instrument for raising awareness of the city and driving consumers to events, attractions, outdoor activities and the downtown area.

Colonydays.org web site: Improve design and content of site. Make it search-optimized and linked to the visitatascadero.com site.

Atascaderocondev.com Web Site: Update the atascaderocondev.com web site with information on Atascadero’s commercial real estate news and activities. It will be search-optimized so that it appears high on the search rankings when someone searches for properties and office space in San Luis Obispo county and specifically Atascadero.

Design

Atascadero Logo: Consider updating graphic look of logo including colors, fonts and images for a more contemporary look that conveys the authentic small town image.

Media Outreach

Publicity: Develop two annual publicity plans:
1) Visitor attraction.
2) Business attraction.

Effective publicity plans will generate favorable media visibility for the city and as part of the plan the distribution of ongoing press releases will increase Atascadero’s search engine rankings.
Social Media: Create a Twitter page with the Mayor or other city official’s name, or the Twitter name could simply be “Atascadero.” Update on a regular basis to build buzz about the city and its tourism and business news.

Podcasts: Expand customer base and improve web site search engine rankings with four podcasts/year, one per quarter. Podcasts can be posted on the visitatascadero.com web site and promoted through email blasts.

Direct Contact

Email Newsletters: The tourism/visitor site, visitatascadero.com, and the economic development site can each have a place to sign up for newsletters. A tourism-related newsletter can serve to drive traffic to events and attractions. An email economic development newsletter specifically targeted to brokers and site selectors will keep them informed of what’s happening in Atascadero’s commercial real estate arena.

Direct Marketing: Identify growing and expanding businesses in target industries that are good candidates for locating in Atascadero. Direct contact can be made with them through industry-specific fact sheets accompanied by a well-designed and expertly written cover letter.

Events

Visitor Events: Create integrated marketing communication programs to promote and publicize events that will generate interest beyond Atascadero, such as Colony Days. This would involve publicity, a travel writer visit, web site specifically devoted to the event, email newsletter, Twitter updates, advertising, business outreach, etc. Consider event additions such as charity fundraiser/VIP pre-event party.

Business Attraction Events: Hold two events per year for brokers from SLO county
1) General overview, tour of the city so brokers can learn of space availability.
2) Tour of one significant project, even if still under construction.

Advertising

Advertising: Create two 12-month ad plans.
1) Visitor attraction.
2) Business attraction.
Also consider running a paid-for 8-page insert in the Pacific Coast Business Times on Atascadero businesses and commercial real estate news and activities. It would reach the paper’s 10,000 weekly readers. City officials would have control over the copy and the paper would sell advertising.
Program Measurement

Results Measurement: Results can be measured through such means as the number of web site hits, media coverage, retail sales tax figures, event attendance, hotel occupancy, broker event attendance, business license applications and more.

This plan includes near-term focuses with the intent to establish Atascadero as a San Luis Obispo county location with a small town atmosphere that’s an enjoyable place for people to visit and stay, as well as a location that’s at the center of it all offering potential for economic growth for a variety of businesses.
PART I: ATASCADERO TOURISM MARKETING PLAN
Current Market Position

Atascadero’s strengths are:

- Unique downtown with family-owned shops
- Outdoor activities-lake, golfing, biking
- Carlton Hotel
- Popular events
- Purple Heart Trail
- Authentic, small town atmosphere
- Proximity to beaches, wine region
- Center of SLO county

Target Audiences

- SLO county residents and beyond
- Active travelers
- Weekend getawayers
- Families and couples
- Outdoor enthusiasts
- Wine enthusiasts
- Veterans (Purple Heart Trail)
- Nature lovers (birds, wildflowers)

People who visit Atascadero enjoy the authenticity of the city, the relaxed, small-town, unpretentious atmosphere. The city has been included in *Sunset* magazine articles. *Wine Spectator* magazine referred to the area as an up and coming wine region. Even Hollywood recognizes assets offered by the county—several movies have been filmed in the area. However, it appears that visitors to the region overlook Atascadero, are unaware of its assets and do not have it as top-of-mind for a getaway location.

The Need for One More Thing to Do

What may detract people from visiting and spending time in Atascadero is the city’s lack of “one more thing to do.” There may not be enough to do for a getaway. Ideas of what to add might be more arts-related attractions, entertainment or equestrian events. The “one more thing” might also be achieved by more marketing and expansion of existing events and attractions.
**Branding Blueprint- Atascadero Tourism**

Based on research, the following Branding Blueprint document was created. This document is to be used as a source for key messages related to marketing Atascadero to visitors and serves as the foundation for establishing and building the city’s brand. It also provides a vision for where Atascadero strives to be.

For maximum effectiveness, it is essential for all communication vehicles to convey the brand messages in support of the overall marketing of the city and to brand Atascadero as a place located at the center of SLO County where one can relax as though they are taking a step back in time. It’s a place with a small-town atmosphere that’s easy to get to, easy to stay there. The brand can also be communicated by cross-promoting with specific attractions in SLO County such as Pismo Beach, Morro Bay’s coastal recreation, Paso Robles’ diverse and upscale shopping, Templeton’s wine tasting and other attractions that draw visitors.
**DESTINATION BRANDING BLUEPRINT**

**ATASCADERO - Tourism**

<table>
<thead>
<tr>
<th>Brand Elements</th>
<th>Strategies, Descriptions, Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brand Destination</strong></td>
<td>Located at the center of it all, entrance to central coast, part of SLO county, a region popular with tourists. Picturesque, quiet, unpretentious, authentic community with small-town charm, historical elements, recognized wine region, popular and diverse events.</td>
</tr>
<tr>
<td><strong>Brand Vision (Future)</strong></td>
<td>A SLO county regional destination with tourist attractions and events that consistently draws people from the region and beyond. The center of it all with art, culture, dining, shopping and an equestrian center that is frequented by the horse enthusiast crowd.</td>
</tr>
<tr>
<td><strong>Brand Positioning (current)</strong></td>
<td>Overlooked by visitors to the region. Not enough unique retail choices to draw shoppers, events need to be promoted and expanded upon, needs more marketing of existing attractions and needs to develop additional ones (arts colony and entertainment venues).</td>
</tr>
<tr>
<td><strong>Brand Target</strong></td>
<td>SLO county residents and beyond. Active travelers, weekend getaways, families, couples, outdoor enthusiasts, wine enthusiasts, veterans (Purple Heart Trail), nature lovers (birds, wildflowers).</td>
</tr>
<tr>
<td><strong>Brand Name</strong></td>
<td>The Colony of Atascadero</td>
</tr>
<tr>
<td><strong>Brand Identity</strong></td>
<td>The Center of it All OR Take a Step Back in Time (Needs development to reflect idea of authentic, no place like this in CA) (Graphics should connect with/complement others in the region)</td>
</tr>
<tr>
<td><strong>Brand Promise</strong></td>
<td>Easy to enjoy, fun events, zoo, part of the SLO region including popular wine and beach locations, unique downtown with family-owned shops, Carlton Hotel offers superb pampered getaway.</td>
</tr>
<tr>
<td><strong>Brand Personality</strong></td>
<td>Accommodating, welcoming, sense of community</td>
</tr>
<tr>
<td><strong>Brand Emotion</strong></td>
<td>Relaxed. Glad to be there. Real.</td>
</tr>
<tr>
<td><strong>Brand Experience</strong></td>
<td>Hometown, village-like atmosphere. May be left with feeling that there needs to be “one more thing to do.” Might be arts colony, entertainment at Stadium Park, or equestrian events in the future.</td>
</tr>
<tr>
<td><strong>Brand Quality</strong></td>
<td>Luxury hotel, historical, eco-tourism and athletic activities, easily accessible, easy parking, clean, not congested. Not commercialized-family-owned shops.</td>
</tr>
<tr>
<td><strong>Brand Pricing</strong></td>
<td>Less expensive for food and accommodations than nearby cities.</td>
</tr>
<tr>
<td><strong>Brand Packaging</strong></td>
<td>Requires marketing communications plan implementation to raise awareness and drive traffic.</td>
</tr>
<tr>
<td><strong>Brand Distribution</strong></td>
<td>Needs to get to target audiences through: web site updates, press releases, publicity, social media, podcasts, advertising, event promotion, media familiarization trips and improved signage.</td>
</tr>
<tr>
<td><strong>Brand Association</strong></td>
<td>SLO Region, Central Coast. Close to Paso Robles wine country, Hearst Castle, Morro Rock, beaches.</td>
</tr>
<tr>
<td><strong>Brand Credentials</strong></td>
<td>Included in Sunset magazine articles, Wine Spectator article on Up and Coming Wine Region, Hollywood movies filmed in the area.</td>
</tr>
<tr>
<td><strong>Brand Message</strong></td>
<td>Take a step back in time and enjoy Atascadero, the center of SLO county, a city with a small-town atmosphere, easy to get there, easy to stay.</td>
</tr>
</tbody>
</table>
Atascadero Vision Statement

A vision statement gives shape and direction to the future. It is essential to the creation of a unified presence in the marketplace and provides a common view around which to build and implement an impactful marketing program. The vision statement should make all members of an organization feel proud, excited and committed to a common goal.

Vision Statement: Atascadero is a SLO county regional destination with tourist attractions and events that consistently draws people from the region and beyond. The center of it all with art, culture, dining, shopping and an equestrian center that is frequented by the horse enthusiast crowd.

With “the center of it all” in the vision statement, there is also the understanding that Atascadero is in a region where wine, beaches and tourist attractions such as Hearst Castle, beaches, wineries, etc. draw people from throughout California and beyond.

Atascadero provides a wonderful opportunity to experience a relaxing getaway where one can browse through town, enjoy the authenticity of the area, spend time at the luxurious Carlton Hotel, take advantage of the city’s and the region’s amenities and overall enjoy a visit in a setting that is probably unlike any other in California, and allows people to feel as though they are taking a step back in time.
**Market Strategy**

The overriding purpose of the Atascadero Tourism Marketing program is to bring more visitors to the city to spend money on retail, activities and attractions. The marketing strategy focuses on elevating the profile of Atascadero by concentrating on the city’s strengths which can be a tourist draw such as: events, the Carlton Hotel, downtown shops, Purple Heart trail, wildflowers, etc. The idea is that when those aspects of Atascadero are promoted and elevated, areas such as business recruitment will improve.

The strategy is to draw visitors to Atascadero by:

- Raising the profile of Atascadero as a city at the center of it all, a SLO County location with eco-friendly activities and events, Purple Heart Trail, small-town atmosphere that’s an authentic place unlike any other in California.
- Cross-promoting Atascadero with specific strengths of area destinations such as Pismo Beach and Templeton’s wine area

**Goals of the Marketing Program**

The following broad goals are designed to achieve the overarching purpose of a marketing program and to implement the strategy to create awareness of Atascadero:

- Increase awareness of Atascadero’s authentic small town atmosphere including its unique downtown area
- Increase participation in events and attractions such as Carlton Hotel, Charles Paddock Zoo, Ag Tours and other outdoor activities i.e. hiking, biking and golf
- Increase overall sales tax revenues in Atascadero

**Marketing Objectives**

To accomplish the above goals, the marketing program would work toward the following:

- Elevate the positive image of Atascadero’s downtown, events, attractions, and outdoor activities among target demographic audiences as described in the Branding document.
- Upgrade the visitatascadero.com web site with new photos and design to make it more appealing and for it to serve as the primary promotional vehicle for all Atascadero events and activities.
- Drive traffic to the visitatascadero.com web site and ultimately to the city itself by implementing an annual publicity plan in conjunction with an advertising plan.
Promotional Objectives

- Incorporate businesses, tourist attractions and outdoor activities into existing special events.
- Educate businesses regarding the benefits of participation in marketing and promotional efforts, including ways they can promote the website.
- Develop better wayfinding, directional and interpretive signage so that it is easy for visitors to find their way from one attraction to another and result in a more pleasing visitor experience.
- Within the city, implement the use of flagpole or street banners that are seasonal or promote specific events.
Strategies for Reaching Goals and Objectives

These strategies are intended to increase awareness of Atascadero. By partnering with neighboring attractions such as area wineries, target audiences can discover that Atascadero is at the center of it all. This can be accomplished through the following:

- **Coordinated Promotional Efforts**: Implement a structure or an initiative that leverages the strengths of Atascadero and other SLO County destinations to jointly promote existing events and attractions.

- **Capitalizing on Regional Tourism Activity**: Develop marketing synergies with area Chambers of Commerce and other county business groups, tour operators and marketing and tourism-related organizations to promote Atascadero as a getaway visitor experience.

- **Portraying a Unified Retail Front**: Encourage Atascadero businesses and attractions that are a draw for visitors to work together towards the common goal of enhancing the appeal and offerings of the city through coordinated promotional efforts (e.g., events), and promoting through banners and posters.
Marketing Implementation

Actions and Recommendations

To effectively market key messages to target audiences and promote Atascadero in a cohesive manner, an integrated marketing-communications program is recommended. With such a program, on-going news and information about Atascadero reaches the consumer through a variety of communication vehicles described below in the following marketing implementation actions that we are recommending:

Visitatascadero.com Website: A top priority implementation action is the upgrade of the VisitAtascadero.com website in terms of its design, information, copywriting and search optimization. The site needs to be search-optimized and targeted to visitors. It should have a PDF downloadable press kit especially targeted to travel writers interested in the area. (We are recommending a second site for business recruitment, described in Part II of this report). The site needs to serve as the primary marketing instrument for increasing awareness of Atascadero and driving consumers to events, attractions, outdoor activities and the downtown area. All publicity advertising and other marketing communications and collateral should refer back to the website. It would continue to cross-link with sites such as the Chamber of Commerce, Carlton Hotel and other local and regional activities and attractions. A link would also be established with an Atascadero economic development web site described in Section II of this report.

Atascadero Logo: To reinforce the brand message, the city logo should be consistently carried out in all marketing communication vehicles. The current logo might benefit from an updated graphic look including colors, fonts and images for a more contemporary look but still retaining the relaxing, authentic small town atmosphere. It is another marketing element and the logo alone will not drive people to the city.

Publicity: Publicity is an article, report, blog, social media posting, etc. in traditional media or social media. With traditional media, generally information is submitted and there is no control over how the information is presented or reported. A visitor-attraction publicity campaign for Atascadero would include monthly press releases and media pitches developed around key messages to place feature articles on events, attractions, and activities in Atascadero. We would also have direct contact with reporters and producers as well as directing them to the visitatascadero.com website, which will include an online media kit. The goal of the program is to generate a steady stream of favorable media visibility for the city and ultimately increase visitors. Story angles might include:

• Weekend Getaway in Atascadero: What to do, where to stay, where to eat, how to get there.
• **Atascadero: The Center of SLO County**: Round-up of what to do in SLO county with Atascadero activities and events at the Center of it All

• **Lavender Festival** (July): Story on the event and Ag Tours

• **Biking in Atascadero**: Bike enthusiasts can enjoy the rural countryside. Tie in with Wildflower Bike Ride, Mountain Bike Event in April.

• **Step Back in Time**: Colony Days (October)-Experience Atascadero at the turn of the century.

Below is an example of how story angles can be implemented into a monthly publicity plan. This is a sample publicity program to encourage consumers to visit Atascadero. Because magazines can work three to six months in advance, we would send releases with those deadlines in mind.

<table>
<thead>
<tr>
<th>MONTH</th>
<th>PRESS RELEASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Biking in Atascadero: Tie in with April Wildflower Bike Ride</td>
</tr>
<tr>
<td>February</td>
<td>Atascadero Romantic Getaway: Valentine’s Day at the Carlton Hotel (Co-op with hotel for Valentine’s Day package)</td>
</tr>
<tr>
<td>March</td>
<td>Weekend Getaway in Atascadero: General Overview, where to stay, what to do, how to get there</td>
</tr>
<tr>
<td>April</td>
<td>Step Back in Time: Experience Atascadero History and October Colony Days</td>
</tr>
<tr>
<td>May</td>
<td>Lavender Festival Event and Ag Tours</td>
</tr>
<tr>
<td>June</td>
<td>Atascadero: A Family Fun Getaway: Zoo, Lake</td>
</tr>
<tr>
<td>July</td>
<td>Travel the Purple Heart Trail: Highlight Atascadero Elements of Trail</td>
</tr>
<tr>
<td>August</td>
<td>Hiking in Atascadero</td>
</tr>
<tr>
<td>September</td>
<td>Explore Atascadero’s Art World: Open Studios Tour</td>
</tr>
<tr>
<td>October</td>
<td>Travel Writer Visit for Colony Days including Colony Home Tour</td>
</tr>
<tr>
<td>November</td>
<td>Visit area wineries including Atascadero’s Eros Cellars</td>
</tr>
<tr>
<td>December</td>
<td>What’s Happening in Atascadero: Calendar of Events for the upcoming year.</td>
</tr>
</tbody>
</table>
Press releases would be distributed over PR Newswire or other news service and targeted to travel writers at media such as those listed below. Press releases would also be sent to local media. This is not a complete list.

- AARP magazine
- Away.com
- Daily Breeze
- Dallas Morning News
- Fresno Bee
- Frommers.com
- Los Angeles Times
- Military Living
- Oregonian
- Pasadena Star News
- Reunions magazine
- Sacramento Bee
- Salt Lake Tribune
- San Francisco Chronicle
- San Jose Mercury News
- Stars and Stripes
- Sunset magazine
- Travel 50 and Beyond magazine
- TravelLady.com
- Wall Street Journal
- Washington Post
- USA Today
- Ventura County Star
- VIA magazine
- Westways magazine

**Editorial Calendars**

We would monitor editorial calendars on an ongoing basis for story placement opportunities, and would send media pitch letters to publications that fit with Atascadero’s key messages and story angles. Actual editorial calendar items are listed below.
<table>
<thead>
<tr>
<th>PUBLICATION</th>
<th>ISSUE</th>
<th>EDITORIAL CALENDAR*</th>
<th>DEADLINE</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Coast Magazine</td>
<td>October 2009</td>
<td>Fall at its Best: Celebrating the Abundance of the Region</td>
<td>August 2009</td>
<td></td>
</tr>
<tr>
<td>Central Coast Magazine</td>
<td>April 2010</td>
<td>Living Well on the Coast</td>
<td>February 2010</td>
<td></td>
</tr>
<tr>
<td>Los Angeles Times-Travel</td>
<td>Ongoing</td>
<td></td>
<td></td>
<td>Writer Beverly Beyettee wants info on hotels and spas. Always looking for lodgings to fit into larger destination pieces.</td>
</tr>
<tr>
<td>Military Living</td>
<td></td>
<td></td>
<td></td>
<td>Bi-monthly lifestyle magazine for U.S. military and their families. Includes travel info.</td>
</tr>
<tr>
<td>Sunset magazine</td>
<td>September 2009</td>
<td>Escape to the Coast: 50 Discoveries on the Coast: From San Diego to Seattle</td>
<td>May 2009</td>
<td></td>
</tr>
<tr>
<td>Sunset magazine</td>
<td>October 2009</td>
<td>Top 10 best-designed hotels in the West (Should the Carlton be submitted)</td>
<td>June 2009</td>
<td></td>
</tr>
<tr>
<td>Sunset magazine</td>
<td>November 2009</td>
<td>The West’s best hometowns: A journey home</td>
<td>July 2009</td>
<td></td>
</tr>
<tr>
<td>Via magazine</td>
<td></td>
<td>Editorial calendar not released.</td>
<td></td>
<td></td>
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<tr>
<td>Via magazine-Weekenders</td>
<td></td>
<td>Ed. Cal. Not released</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Westways magazine</td>
<td></td>
<td>Ed. Cal. Not released</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Editorial calendars are subject to change

**Email Newsletter:** A tourism-related newsletter can serve to drive traffic to events and attractions. It is also a tool to inform community leaders about the visitor marketing communication program and to encourage their participation in activities such as co-op programs. A “Key Player” email list will be developed to include local government, community leaders and local tourism-related businesses. It would also be distributed to California Chambers of Commerce and Convention and Visitor Bureaus.
Advertising: Advertising should support, but not lead the program. An advertising plan would be based on editorial calendars and on an approved publicity and communication outreach program. It is important that messages are coordinated and run simultaneously. It will also be beneficial to develop a co-op advertising program in conjunction with other cities in SLO County.

Podcasts: Podcasts are a way to expand your customer base and improve web site search engine rankings. A series of 4 Podcasts, one per quarter, targeted specifically to Atascadero’s key audiences would be posted on your web site and serve to raise awareness of the city. Examples of a Podcast might be an interview with a spokesperson from the Carlton or the Chamber. To interest people in visiting, it might be a historian talking about Colony Days or a wildflower expert talking about an upcoming event. It could also be a discussion with an Atascadero personality such as the owner of Eros Cellars. In addition to posting Podcasts on the web site, they could also be promoted through email blasts and results can be tracked to determine effectiveness. In the future this can be expanded to include more podcasts and a video element could also be added.

Events: Events are key to driving traffic to Atascadero. Marketing communication programs that support events would involve the following components:

- A comprehensive promotional campaign involving a combination of publicity, advertising, email blasts and web site content. The campaign would focus on reaching target audiences.
- Coordinated approach from the merchant and business community to showcase their businesses during events.
- Consider event modifications or additions. An example of this might be during the weekend of the Open Studio Tours, a Friday night charity fundraiser/VIP pre-event party could occur at an Atascadero location such as the Pavilion on the Lake featuring cuisine and wine from area restaurants and wineries. Or the event could be held at the Portola Inn where art hangs that was created by the property’s original owner. A Friday night event can be added to other events as well.

All marketing communication activities should tie to the goal of promoting Atascadero as a place at the center of SLO county with popular and diverse events and serve to drive traffic to the Atascadero web site which will provide more information for consumers whose interests have been piqued by marketing materials.

It is recommended that the focus be on high-return opportunities that will showcase and communicate Atascadero’s offerings and serve to increase attendance at Atascadero’s events, attractions, and businesses. The core of an Atascadero visitor attraction program will consist of publicity, advertising, Internet marketing, and
events that fulfill a number of objectives:

- Promote Atascadero as an authentic California city filled with activity at the center of SLO county
- Convey key messages to residents and visitors that reflect the target audience profiles
- Engage business owners as well as business organizations and associations
- Utilize local resources and any local and regional experts related to events
- Create opportunities for special promotions, publicity and exposure

The intent with all marketing communication vehicles and events is to create a “buzz” about Atascadero through the continuous and consistent use of PR, advertising, internet marketing and events. Events and communication vehicles will utilize and promote Atascadero’s attractions as well as its businesses. In addition it’s possible to promote and publicize any new retail businesses in the downtown area, which are a potential draw for visitors. This can result in extending Atascadero’s brand message and offering additional ways to communicate with target audiences.

Atascadero already has crowd-pleasing popular events that have good attendance. The events need to extend to other Atascadero attributes such as hiking, biking, ag tours, and unique downtown shops. Area merchants that are relevant to the target audiences can be educated on how participation in events can increase foot traffic into their establishments or attractions. Merchants need to be agreeable to become part of events, open their doors and extend their product/services into the outdoors.

Below is an example of using marketing communication tools to promote an event.
Sample Event Marketing Communication Program

Event: Colony Days and Colony Home Tour

This is an example of how an event can be extended and promoted to increase visitors and raise awareness of Atascadero.

Publicity

Calendar Press Release: Five to six months prior to event, submit calendar press release to publications with long lead times such as VIA. Also post on web sites such as historichometours.com and web sites devoted to events and festival in order to get the word out in advance and provide the public with enough lead-time to make plans to attend. Post on VisitAtascadero site and link to colonydays site.

Event Press Release: Two months prior to event submit press release with overview of event to local, regional and national newspapers and Internet media. Contact media within days of event to secure coverage of the event itself.

Media Outreach

Event Profiles: Two months prior to event choose one or two craft and food vendors to submit to local and regional media as possible feature or sidebar stories and/or interviews.

Travel Writer: Six months prior to event, invite travel writers to cover event through, San Francisco Bay Area Travel Writers Association and other travel writers’ organizations. Provide free lodging and meals. Also provide a tour of attractions and sites in Atascadero. Story will run the following year as a preview to event.

Web Site

Event Web Site: Improve design and content of www.colonydays.org web site and also make it search optimized to feature specific keywords and phrases used in press releases and advertising so that it rises higher in search rankings. Visitatascadero.com web site and other relevant sites should link to colony days web site.

Email Newsletter

Include a place on the web site for the public to sign up for an email newsletter that provides updates on the event. It could include information on sponsorships, related events, vendors, where to stay, eat and more. Begin distribution six months prior to event. Sign-ups for newsletter can be used to build an email list for other events.
Advertising

**Ad Development and Plan:** Five to six months prior to event, create advertisement and ad plan to advertise event in local and regional media and on the Internet.
The ads should serve to drive consumers to the web site for more information and ultimately to the event.

Business Outreach

**Incorporating Businesses:** Three months prior to event enlist several Atascadero restaurants to create a signature colony day item for their menus. It can be a drink, appetizer, dessert or main course. These events can be featured at the event itself and also provide additional publicity opportunities in local media food and feature reports. Restaurant owners can be interviewed about their event-related dishes with a call-to-action encouraging the public to attend the event to sample these Colony Days creations.
### Colony Days Sample Marketing Communication Program Timeline

<table>
<thead>
<tr>
<th>Activity</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October/Event</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Publicity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Send calendar press release</td>
<td></td>
<td>Media follow-up</td>
<td>X</td>
<td>Send event press release</td>
<td>Media follow-up</td>
<td>Media follow-up &amp; contact media for event coverage</td>
</tr>
<tr>
<td><strong>Social Media</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post press rls. on Atascadero’s Twitter and Facebook pages</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Post press rls. on Atascadero’s Twitter and Facebook pages</td>
<td>X</td>
<td>Post press rls. on Atascadero’s Twitter and Facebook pages</td>
</tr>
<tr>
<td><strong>Media Outreach</strong></td>
<td>Contact travel writers</td>
<td>X</td>
<td>X</td>
<td>Create event profiles</td>
<td>Pitch event profiles to media</td>
<td>X</td>
</tr>
<tr>
<td><strong>Web Site</strong></td>
<td>Upgrade and make site search optimized</td>
<td>Post updates</td>
<td>Post updates</td>
<td>Post updates</td>
<td>Post updates</td>
<td>Post updates</td>
</tr>
<tr>
<td><strong>Email Newsletter</strong></td>
<td>Distribute enewsletter</td>
<td>X</td>
<td>Distribute enewsletter</td>
<td>X</td>
<td>Distribute enewsletter</td>
<td>Distribute enewsletter</td>
</tr>
<tr>
<td><strong>Advertising</strong></td>
<td>Create ad and ad plan</td>
<td>X</td>
<td>Run ads</td>
<td>Run ads</td>
<td>Run ads</td>
<td></td>
</tr>
<tr>
<td><strong>Business Outreach</strong></td>
<td>X</td>
<td>X</td>
<td></td>
<td>Submit info on colony days food items to media</td>
<td>Continue media follow-up</td>
<td></td>
</tr>
</tbody>
</table>
Organizational and Infrastructure Recommendations

Internal Communication: It is important for the community to be informed regarding the development and successes of the tourism-marketing program. We recommend continued ongoing communication with both the residential and business community to keep them updated on the program’s progress. Communication can be through the web site and email newsletters.

Tourism and Visitor Stakeholder Group: Create a team to support visitor attractions and events in Atascadero. The group could be comprised of key Atascadero businesses and organizations such as Chamber of Commerce members, Atascadero Main Street Association members and other entities that could contribute to – and benefit from visitors to Atascadero.

The group’s goal would be to look for ways to initiate co-op marketing efforts in general and also tied into events. For example, during the Atascadero Lakeside Wine Festival, a downtown store can coordinate with one of the exhibiting wineries or restaurants to offer a free gift with presentation of a festival ticket. The group can also engage in joint marketing by sharing resources such as volunteers, customer databases, questionnaires or survey results and other feedback to help one another succeed.

Cross Promote Atascadero: San Luis Obispo County has many attractions that draw visitors. One way to increase visitors to Atascadero is by cross promoting with destinations such as Paso Robles wineries, Hearst Castle, area hotels, local events, etc. Cross promotions can range from funding the placement of brochures for Atascadero attractions at these destinations to more extensive involvement such as co-op advertising.

Awards: There are numerous awards available that recognize cities, governments, festivals, etc. Explore awards that will recognize Atascadero’s achievements. Awards will add prestige to the city and provide publicity and advertising opportunities.
MEASUREMENT

It is recommended that a set of measurements be adopted to determine the long-term success of the implementation of an Atascadero marketing plan. Program evaluation and measurement efforts can be implemented in a variety of ways, depending on the depth and breadth of resources available. A basic simple approach to measuring the marketing plan’s results would include tracking:

- Web site hits
- Media coverage resulting from press release distribution
- Retail sales tax figures
- Event attendance (including foot traffic from events into restaurants, retail and businesses)
- Reach of marketing communication campaign (visitor patronage tracked by zip codes)
- Hotel occupancy
- Traffic counter

As the marketing campaign is established, additional measurements of market behaviors could be considered, including:

- Database marketing
- Customer behavior capture
- Customer relationship marketing, including frequency programs and affinity programs
Implementation Roll-Out

Near Term Goals (within one year)
In order to achieve a successful marketing campaign, it is recommended that the program be rolled out as follows within a one year time period:

Upgrade and Search Optimize visitatascadero.com Web site: Revise and upgrade VisitaAascadero.com web site so that it has a more vibrant, inviting look and feel and is search-optimized.
- All marketing communication vehicles should drive consumers to the site.
- The site should be re-designed and revised to be more appealing to target audiences
- Initiate a web site search optimization program to ensure that the Atascadero site shows up when people are searching for what to do when visiting San Luis Obispo County and/or Atascadero.

Use of Logos: Examine use of logos for entities related to Atascadero tourism and tourism-related businesses. It is important for there to be one look for Atascadero tourism that is used consistently in all marketing materials. This needs to be separate from the logo used for official city business.

Increase Signage: Create and implement improved wayfinding, directional and interpretive signage. This will make it easier for visitors to find their way from one attraction to another. It will also create a more appealing visitor environment and result in a more pleasing experience.

Develop a Publicity Plan: Develop a month-to-month, year-long publicity plan to generate media coverage highlighting events, attractions, unique retail businesses and to drive traffic to the visitatascadero.com web site. This will build buzz and give the impression that everyone’s talking about Atascadero. See sample publicity plan above. However, publicity plan components should include:
- Press releases related to events and things-to-do.
- Media placements for restaurants and/or retailers with placement to coincide with events.
  Placements need to have a call-to-action to communicate key messages and drive consumers to the web site, events, or retail locations and restaurants.
- Research editorial calendars to determine story placement opportunities which are then implemented into the publicity plan
- Take advantage of advertorial opportunities to promote Atascadero restaurants, retail and events
- Identify any remote broadcast opportunities
- Utilize social media such as YouTube to promote events and other positive Atascadero attributes
• Invite travel writers to Atascadero, possibly in conjunction with events, and also coordinate those visits with the San Luis Obispo County Visitors and Conference Bureau.

• Create four Podcasts during the calendar year

• Work with specialty travel e-newsletters to publicize Atascadero events

Develop an Advertising Plan

Develop a year-long advertising plan with ads that include a call-to-action and tell a story. In particular, it is important to advertise events and feature one-of-a-kind retail and other businesses that might be attractive to visitors. These locally known, but differentiating factors, can serve to drive traffic to the city.

Implement Email Marketing Program:

Consider a coordinated email marketing program with area merchants, attractions and events to send consolidated emails about what’s happening in Atascadero to their customer lists. Also consider a cooperative direct mail marketing effort to clubs and organizations, such as senior groups, veterans groups, etc. that have day field trips.

Events: Choose one or two events and incorporate restaurants and retail locations into the events. For example, during the Wildflower Triathlon or Bike Ride, retailers can have promotional items related to the events for giveaway or for sale as well as discounts, or coupons for discounts. Restaurants can do signature dishes related to the event and there might be a pre-event party with a local or regional tri-athlete or other celebrity athlete. Local and regional restaurants and wineries can participate. Attendees pay to attend with proceeds going to a local charity.

Awards: Some of Atascadero’s events such as Colony Days might be able to be recognized by an organization such as the California Downtown Association. Explore opportunities for recognition to increase visibility and prestige.
PART II: ATASCADERO BUSINESS ATTRACTION AND RETENTION MARKETING PLAN
Overview

This portion of the marketing plan has been created specifically to support the attraction of new, office, industrial and retail businesses as well as the retention of businesses that are currently located in Atascadero.

Tourism marketing activities can serve to attract businesses. Just as with the tourism program, the intent with all marketing communication activities related to economic development is to create a “buzz.”

The business attraction/economic development-marketing program has three specific, action-oriented objectives:

- Attract new businesses.
- Create a favorable business environment to retain current businesses.
- Increase awareness of Atascadero’s business identity in order to attract business growth.

The above program objectives relate directly to one another. This portion of the marketing plan focuses on commercial real estate. It complements Part I-Tourism of the marketing plan.

The successful attraction of new office users and businesses will create new jobs and will result in a healthy and active concentration of business activity in Atascadero.

Additional employees and business visitors will expand the market for business services, merchandise, retail products, restaurants and entertainment. All of these factors – and more – will generate additional visitors and revenue for the city.
**Target Audiences**

Commercial real estate:
- Retail businesses
- Site Selection decision makers
- Commercial real estate brokers and agents

Businesses in the following industry sectors: (These can be found on pp. 29-32 of the Economic Development Background Report):
- Tourism and hospitality
- Food and beverage manufacturing,
- Wine processing
- Construction
- New Media arts
- Electronic Components
- Alternative energy
- Green economy products and services

Interest from businesses in the above sectors may increase with an ongoing publicity program. By having ongoing mentions and articles about Atascadero in print, broadcast, Internet and social media, Atascadero’s image will be elevated and a buzz will be created about business activity in the city.

For more in depth discussion of target industries please see section C of the Economic Strategic Plan
Key Messages

Atascadero’s key messages for business retention and attraction communicate serve to communicate and promote the city’s competitive advantages to attract businesses within the target industries. It is important that the key messages be consistently used when describing Atascadero. Key business messages are:

- San Luis Obispo County location easily accessible at intersection of Highways 101 and 41
- Internet backbone of SLO county—Access to major broadband infrastructure along 101 corridor.
- City is at the center of it all with pioneering companies in the areas of green economy, media arts and wine
- An environment with a high-quality of life for business owners and employees
- Affordable city in SLO county, competitively priced available commercial and industrial space that’s less expensive than surrounding areas
- Access to a trained and trainable workforce with necessary support services
- Business-friendly city that will provide assistance
- Forward-thinking city that is moving ahead with plans for growth and development
- Relaxed, authentic community
- Atascadero schools are California Distinguished and Blue Ribbon Schools

Product Enhancement

Atascadero presents an attractive community environment that provides diverse opportunities for business. However, there are constraints to the availability of commercial and industrial space. Much of the space is strung out along the US101 highway corridor or along Traffic Way. Commercial development has occurred on a piecemeal basis.

Although there are many attractive commercial buildings, they are dispersed. Redevelopment of the downtown area – including Colony Square – can substantially improve the appeal of Atascadero as a place to locate offices, retail businesses and other commercial enterprises. Full utilization of available land may require redevelopment.

Details regarding the product enhancement can be found in Section D of the Economic Strategic Plan.
Branding Blueprint- Atascadero Economic Development

Business recruitment will improve with a planned branding program. To develop the following Branding Blueprint, we gathered information through:

- Background review
- Public input
- Interviews
- On-site inspections

As with the tourism portion of the plan, it is essential for all communication vehicles to communicate the brand messages identified in the Branding Blueprint document that follows.
### DESTINATION BRANDING BLUEPRINT

**ATASCADERO - Business**

<table>
<thead>
<tr>
<th>Brand Elements</th>
<th>Strategies, Descriptions, Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brand Destination</strong></td>
<td>San Luis Obispo county location, easily accessible at intersection of Highways 101 and 41 between San Luis Obispo and Paso Robles allows easy access to consumers and customers countywide. Relaxed, authentic community.</td>
</tr>
<tr>
<td><strong>Brand Vision</strong> (Future)</td>
<td>A city with small-town charm and excellent quality of life that consists of a successful, diverse business community made up of small, entrepreneurial and innovative businesses. A workforce of local and regional residents, many of who have skills to compete at the forefront of technology, new media, and green industries, wine manufacturing and production, due to knowledge acquired at the city's state-of-the-art technical training institute.</td>
</tr>
<tr>
<td><strong>Brand Positioning</strong></td>
<td>Currently overlooked, not associated with business, should be seen as a business site with a clear business identity.</td>
</tr>
<tr>
<td><strong>Brand Target</strong></td>
<td>Tourism and hospitality, food and beverage manufacturing, wine processing, construction, new media arts, electronic components, alternative energy, green economy products and services, entrepreneurs and innovators, consultants, home-based businesses, small manufacturing site-selection decision makers, commercial real-estate brokers and agents.</td>
</tr>
<tr>
<td><strong>Brand Name</strong></td>
<td>The Colony of Atascadero</td>
</tr>
<tr>
<td><strong>Brand Identity</strong></td>
<td>Atascadero, The Center of It All</td>
</tr>
<tr>
<td><strong>Brand Promise</strong></td>
<td>Atascadero is business-friendly and will provide assistance, city is moving forward with plans for growth and development.</td>
</tr>
<tr>
<td><strong>Brand Emotion</strong></td>
<td>Authentic, pleasant, welcoming-community feeling.</td>
</tr>
<tr>
<td><strong>Brand Quality</strong></td>
<td>Authentic, relaxed quality of life with appealing regional amenities.</td>
</tr>
<tr>
<td><strong>Brand Pricing</strong></td>
<td>One of the most affordable cities in SLO county. Office and retail space, plus living is less expensive than nearby cities. Industrial space-competitive.</td>
</tr>
<tr>
<td><strong>Brand Packaging</strong></td>
<td>Needs consistent packaging with one theme for all economic development collateral: web site, brochures, advertisements, social media sites, sales presentations, etc. Message will vary to each industry category but overall consistent look and feel.</td>
</tr>
<tr>
<td><strong>Brand Distribution</strong></td>
<td>Site selectors, brokers, bankers, direct contact (trade shows, business groups and associations), Internet, publicity, advertising. Target industries through relevant trade associations.</td>
</tr>
<tr>
<td><strong>Brand Association</strong></td>
<td>Associate with Central Coast and SLO region, including Cal Poly. Also, Paso Robles Wine Alliance</td>
</tr>
<tr>
<td><strong>Brand Credentials</strong></td>
<td>Western Cities’ Helen Putnam Awards for Innovative Governance, Distinguished and Blue Ribbon School awards</td>
</tr>
<tr>
<td><strong>Brand Message</strong></td>
<td>Atascadero is a SLO region city at the center of it all, offering a high quality of life strong potential for economic growth for innovative and pioneering companies in the areas of new media, wine and green and energy-efficient industries.</td>
</tr>
</tbody>
</table>
Market Strategy

The purpose of the Atascadero Business Attraction marketing program is to attract businesses in target industries to Atascadero. The marketing strategy focuses on elevating the profile of Atascadero as a place to do business that is at the center of it all in SLO County, offering a high quality of life and a potential for economic growth. The business attraction program would benefit from the tourism program in that with more people visiting Atascadero, the awareness of the city increases.

Marketing Objectives

To attract new employers including retail, office and industrial businesses, the program would work to achieve the following:

- Elevate the positive image of Atascadero as a business location among target audiences described in this plan.
- Update AtascaderoEconDev.com site to serve as the primary information source for Atascadero commercial real estate activity including: available properties, announcements of new businesses locating in the city, broker contact information, business assistance, maps of project or redevelopment areas, workforce information, wages and housing information, news releases, media placements and more.
- Drive traffic to the web site and ultimately to the city by implementing publicity and advertising plans and one to two events for SLO county brokers within a 12-month time frame.
Marketing Implementation

Actions & Recommendations

Key messages to target audiences would be conveyed through the following recommended communication vehicles and implementation actions. All communication vehicles will include links to the web site.

Background on Business Attraction and the Internet

In the last 5 to 10 years, the economic development process has changed dramatically, especially in the area of business attraction. More and more, site selectors use the Internet to screen a larger number of potential sites and narrow the field of candidate sites in a tenth of the time it used to take. The “site selection” process has become a “site elimination” process. Site selectors rely so much on the Internet for their research that if a community does not promote its assets on a web site devoted to economic development, they are simply never found by the companies they wish to attract. The Internet has become the most effective marketing tool that economic development organizations have for business attraction programs. In addition, the Internet has facilitated the delivery of business assistance services to existing companies by easily linking businesses to the resources they need—training, financing, networking opportunities etc.

AtascaderoEconDev.com Web Site: Update the AtascaderoEconDev.com web site to be search-optimized and user-friendly for businesses, brokers and site selectors. It needs to be focused on business attraction and Atascadero’s commercial real estate news and activities. It is designed and created with the idea that it is a critical source of information for potential employers seeking info on Atascadero as well as making doing business easy for existing businesses. It will be referred to in all publicity, collateral and advertising materials to ensure that it shows up when someone searches for properties and office space in San Luis Obispo County and specifically Atascadero. The site should include headings or tabs such as the following:

- Why Atascadero
- Redevelopment
- Properties
- Retail
- Business Assistance
- News

Each of the above tabs will have a pull-down menu of additional items as described below:
• **Why Atascadero?**
  - Overview of the city, its assets and demographic information such as location, workforce, housing, schools, utilities, a pro-business city, quality of life, population, household income, employment by industry, major employers and industries, education levels, etc.

• **Redevelopment Info**
  - Info on new projects. Maps of any areas with new projects.

• **Properties**
  - List of available properties, a featured property (Can be regularly updated), recent projects, brokers and city staff contacts.

• **Business Assistance**
  - Site selection assistance, permit processing, financing information, job or workforce training programs, info on starting a business (seller’s permit, fictitious names, etc.), partnerships (Chamber of Commerce, a downtown association, etc.), business retention information on available business resources such as mentoring, financing, seminars, loans, etc.

• **News**
  - Press releases, plus stories and articles that appear in the media.

In addition the site will include contact information, photos and fact sheets for each industry.

**Promotional Materials Review:** Atascadero’s current brochures, ads and other promotional materials from all sources would be gathered and reviewed. Development of a general fact sheet is recommended along with sales sheets targeted to the key industries – tourism and hospitality, food and beverage manufacturing, wine processing, construction, new media arts, electronic components, alternative energy and green economy products.

In addition to being avail on web site as downloadable pdfs, the materials can be used as part of a rapid response program and at trade shows as well as utilized on the web site. The updating of materials would include new and appealing graphic approaches. The intent is to have the same feel in terms of visuals, messaging and branding for all promotional materials.

**Publicity:** An ongoing publicity program will continually distributes information to the media regarding Atascadero’s commercial real estate activity and its assets that make it attractive to businesses. Press releases will be written with keywords so that target audiences will find the information and will be motivated to go to the web site. While we will target individual journalists and publications, it is also important to understand that the primary audience is more than a list of writers. In today’s Internet age, it is hundreds of businesses with Internet
connections and access to search engines and RSS readers. An ongoing publicity campaign will include:

- Press releases* announcing new businesses locating in the city
- Media placements related to editorial calendar research
- Trends in real estate that Atascadero is an example of (e.g. revitalized downtown)
- Profiles of city and business leaders
- By-lined articles (e.g. of by-lined article: *Engaging the Community in Green Initiatives or Creating an Economic Development Strategy Through Community Involvement, Atascadero Offers Business Benefits to Green Companies.*

*Press releases will be written with keywords in mind. Most press releases will be distributed via news wire services such as PR Newswire and/or MarketWire and will result in pick-up by Internet sites such as yahoofinance.com, msn.com, aolmoney.com, reuters.com and commercial real estate news sites such as GlobeSt.com. This will serve to increase Atascadero’s search engine ranking and result in driving traffic to a source such as an economic or city web site where more information can be obtained.

Releases will be targeted to business writers, those who cover the commercial real estate market and writers at publications specific to target industries. Examples of such media are listed below. The list identifies each media outlet’s focus, specific details on information sought by editors and reporters and relevant editorial calendar information. This is not a complete list.

A publicity program would include ongoing monitoring of editorial calendars for story placement opportunities. Pitch letters would be sent to media that fit with Atascadero’s key business attraction messages and story angles. Examples of relevant editorial calendars are below.

**Relevant Editorial Calendars**

<table>
<thead>
<tr>
<th>Media Outlet</th>
<th>Description</th>
<th>Comments</th>
<th>Editorial Calendar/’09 Issue</th>
<th>Deadline for Ed. Cal info</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>American City &amp; County</em> magazine</td>
<td>Focus-administrative &amp; operational areas of elected &amp; appointed govt.</td>
<td>Downtown Redevelopment/Nov.</td>
<td></td>
<td>Sept.</td>
</tr>
<tr>
<td><em>Area Development</em> magazine</td>
<td>Covers site selection and facility planning</td>
<td>Seeks info on mfgrs. who have opened facilities in new locations</td>
<td>1). Hot Spots for Technology Companies/Oct./Nov. 2). Quality of life factors/Dec./Jan.’10</td>
<td>1). August 2). Oct.</td>
</tr>
<tr>
<td><em>Atascadero News</em></td>
<td>Local media</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publication/Source</td>
<td>Content Description</td>
<td>Key Highlights</td>
<td>Send Materials Dates</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>----------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Business Facilities</strong> magazine</td>
<td>Trends, news, relocations, expansions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Business Xpansion Journal</strong></td>
<td>Focus on info for cos. active in site selection process</td>
<td>Directory of Economic Developers/Sept. ’09</td>
<td>September</td>
<td></td>
</tr>
<tr>
<td><strong>California Centers magazine</strong></td>
<td>Retail biz expansion and trends in CA’s shopping centers. Must be subscriber for press releases to be included.</td>
<td>Seeks info on leasing opprts. new shopping ctr. construction, personnel moves</td>
<td></td>
<td></td>
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<tr>
<td><strong>California Construction magazine</strong></td>
<td>Info on CA. construction projects</td>
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<tr>
<td><strong>Commercial Property News</strong></td>
<td>News &amp; trends in development</td>
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<tr>
<td><strong>Costargroup.com</strong></td>
<td>Internet real estate news site</td>
<td>Info on deals-10,000+sq. ft.</td>
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<td></td>
</tr>
<tr>
<td><strong>Development Magazine</strong> (NAIOP publication)</td>
<td>News, trends and ideas related to commercial real estate industry</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Food Engineering magazine</strong></td>
<td>Food and beverage manufacturing news</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GlobeSt.com</strong></td>
<td>Internet commercial real estate news site</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Jetsongreen.com</strong></td>
<td>Internet site on green building, clean technology, eco-friendly development</td>
<td>Updated daily</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Kiplinger California Letter</strong></td>
<td>Emerging trends and projects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>KPRL-AM</strong></td>
<td>Local media</td>
<td></td>
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</tr>
<tr>
<td>Real Estate Southern California magazine</td>
<td>Planning to cover entire state</td>
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<td></td>
</tr>
<tr>
<td>San Luis Obispo Tribune</td>
<td>Local media</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shopping Centers Today</td>
<td>ICSC publication focusing on shopping centers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site Selection magazine</td>
<td>Covers all aspects of business location process</td>
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<tr>
<td>Urban Land magazine</td>
<td>Real estate and land use development</td>
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<tr>
<td>Vineyard and Winery Management magazine</td>
<td>Info on wine business for grape growers, winery owners, wine makers, etc.</td>
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<td></td>
</tr>
<tr>
<td>Western City magazine</td>
<td>Key issues affecting CA city govt.</td>
<td></td>
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</tr>
<tr>
<td>Western Real Estate Business magazine</td>
<td>Covers news and trends in commercial real estate in Western states</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wine Business Monthly</td>
<td>Focuses on business of growing, making, marketing distribution and selling wine.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>In March ’09 pub. had section: Central Coast Insights</td>
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<tr>
<td></td>
<td>Family Winemakers of CA./Aug.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>June</td>
<td></td>
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</tr>
</tbody>
</table>

**Social Media:** Awareness and exposure can increase with the use of social media tools. We would create Twitter and Facebook pages for Atascadero, CA. This would serve to get the word out about tourism elements as well as business developments that need to be promoted. Information about Atascadero creating a Twitter page can also be the subject of a press release and may gain coverage in the local press.

**Email Newsletter:** A quarterly email newsletter focusing on commercial real estate news and activity in the city will be sent to a list of brokers and developers, including those that deal with the target audiences to keep them aware of opportunities in the city. If a list of relevant brokers is unavailable, we will make direct contact to obtain permission to email them the newsletter.
**Broker Events:** One or two broker events per year for SLO county brokers will provide them with an understanding of Atascadero’s assets and space availability. Broker events can be a tour of commercial real estate sites in the city and/or a tour of one significant project even if it’s still under construction. This might be a project such as Colony Square. An event there for area brokers can include a tour of the site and provide them with information that will serve to spread the word about space availability in the city and build key relationships with the professional real estate community.

To produce a broker event, marketing communication activities would involve:

- Direct contact with brokers
- Email marketing including email newsletter
- Media relations program to publicize event

**Advertising:** An advertising campaign promoting the benefits of locating a business in Atascadero would be created with a recommended media buy. The goal would be to reach the greater San Luis Obispo business community specific industry targets through publications such as the *Pacific Coast Times* and, and target industry trade publications or a media outlet such as Business Facilities magazine, possibly Internet sites such as GlobeSt.com and advertorial sections of publications related to commercial real estate.

Also consider running a paid-for 8-page insert in the *Pacific Coast Business Times* on Atascadero. This would feature business and commercial real estate news and would reach the paper’s 10,000 weekly readers. We would have control over the copy and the paper would sell advertising.

**Direct Marketing:** Working with Atascadero economic development staff, we can identify growing and expanding businesses in target industries that are good candidates for locating in Atascadero. Direct contact can be made with them through existing materials such as the industry-specific fact sheets accompanied by a well-designed and expertly written cover letter.
**Measurement**

It is recommended that a set of measurements be adopted similar to those outlined in the tourism program. The effectiveness and success of the program would be measured by tracking:

- Hits to the economic development web site
- Inquiries to the city’s economic development or planning departments
- Media coverage resulting from press release distribution
- Vacancy rate
- Broker event(s) attendance
- Broker site tours with prospects
- Business license applications
**Implementation Roll-Out**

**Near Term Goals (within one year)**

It is recommended that the following be rolled out within a one year time period.

**Update Economic Development web site:** Develop atascaderoecondev.com so that it is a user-friendly, search-optimized economic development web site strictly focused on business attraction and Atascadero commercial real estate news and events. The site is separate from the tourism/visitor site. A web site search optimization program should be initiated to ensure that the economic development site shows up when brokers or business people are searching for properties and office space in San Luis Obispo county and specifically Atascadero.

**Promotional Materials:** Develop industry-specific fact sheets/one per targeted industry that can be downloadable from the web site.

**Direct Marketing:** Following the research of growing and expanding companies or those who are planning to build satellite offices, new manufacturing facilities, etc., we will create a direct mail piece focused on Atascadero’s attributes. The goal is to drive them to the economic development web site and interest them in obtaining additional information on locating in the city.

**Develop a Publicity Plan:** A month-to-month year long publicity plan with elements described in the Publicity section in the Marketing Implementation Actions and Recommendations section should be developed to drive traffic to the web site, to the city itself, and to raise overall general awareness of Atascadero among target audiences. A general overview press release to the effect of: *Atascadero: An Affordable and Accessible Business Location At the Center of San Luis Obispo County* focusing on the city’s attributes and quality of life for employers, employees and customers can launch the publicity program. By sending the release out on PR Newswire or Marketwire, it would come up in searches for the industries that the city is targeting as well as for things such as available properties in SLO county, industrial space, Atascadero business etc. Future press releases will be determined by new businesses locating in the city, construction projects, significant achievements of city staff or business people, awards, and more.

**Implement Broker Email Campaign:** Develop broker-mailing list to receive quarterly email newsletter. Content can include commercial real estate announcements, a featured highlighted property, profile of an existing Atascadero business, and reasons for doing business in Atascadero.
Develop an Advertising Plan: Develop a year-long advertising plan to promote the benefits of locating a business in Atascadero. Advertising can also promote the area by highlighting specific businesses or new commercial projects. A series of ads in the Pacific Coast Business Times touting the benefits of doing business in Atascadero would increase visibility for the city. Once business growth begins in specific industry sectors, an ad plan can be developed targeting those types of businesses in their trade publications and through their associations and organizations.

Awards: Explore nominations for awards such as those in the Pacific Coast Business Times. Possibilities include: Who’s Who in Business Leadership, 40 Under 40, and/or Spirit of Small Business.

Events: Plan and coordinate one broker event, either in conjunction with a significant construction project, or a tour of the city to educate area brokers.
Budget

I. Atascadero Tourism Program-One-Year Program

Budget items are ordered by recommended priority. Based on the budget and resources that are available, the program would be prioritized and a calendar of activities would be established.

<table>
<thead>
<tr>
<th>Planning</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Planning, client liaison, program management, brand development assistance</td>
<td>$12,000</td>
<td>$18,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Web Site (promotional tourism site)</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>-Planning</td>
<td>$1,900</td>
<td>$1,900</td>
</tr>
<tr>
<td>-Design (depends on direction and number of options requested)</td>
<td>$3,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>-Content (depends on use of existing material)</td>
<td>$1,500</td>
<td>$4,000</td>
</tr>
<tr>
<td>-Production (depends on number of pages 20 – 60 pages)</td>
<td>$1,500</td>
<td>$4,500</td>
</tr>
<tr>
<td>-Programming (depends on interactive specifications, low end includes a contact form, high-end includes Content management, calendar, Blog and social media connections)</td>
<td>$500</td>
<td>$5,000</td>
</tr>
<tr>
<td>-Images (this will depend greatly on what photos are available and if we need to do a shoot. Low end assumes that we have adequate photos or can obtain them from sources; high-end assumes that we need a two-day shoot (includes photographer and creative direction). Could be combined with the business attraction shoot to reduce costs.)</td>
<td>$750</td>
<td>$5,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Logo</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>-Logo Evaluation</td>
<td>$1,200</td>
<td>$1,500</td>
</tr>
<tr>
<td>-Logo Design</td>
<td>$2,000</td>
<td>$6,000</td>
</tr>
</tbody>
</table>
### Publicity

<table>
<thead>
<tr>
<th>Activity</th>
<th>Low Cost</th>
<th>High Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media List Development</td>
<td>$800</td>
<td>$1,000</td>
</tr>
<tr>
<td>News Releases-12 (one/month)</td>
<td>$21,600</td>
<td>$21,600</td>
</tr>
<tr>
<td>Journalist site visits</td>
<td>$6,000</td>
<td>$9,200</td>
</tr>
<tr>
<td>Feature story Placement</td>
<td>$24,000</td>
<td>$36,000</td>
</tr>
<tr>
<td>Social Media: Regular posts to Twitter page, Facebook, blogs and other networking sites. Material would come from press releases and emails. All social networking would be linked to the web site.</td>
<td>$8,000</td>
<td>$10,400</td>
</tr>
</tbody>
</table>

### E-mail Newsletter & Distribution

<table>
<thead>
<tr>
<th>Activity</th>
<th>Low Cost</th>
<th>High Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Player: List development and update email (one/month)</td>
<td>$9,600</td>
<td>$10,600</td>
</tr>
<tr>
<td>Marketing: names would be gathered through the web site then a monthly email distributed. Range depends how easy it is to get the information and if the city has a staff person to help gather details.</td>
<td>$9,600</td>
<td>$14,600</td>
</tr>
</tbody>
</table>

### Event Consultation

<table>
<thead>
<tr>
<th>Activity</th>
<th>Low Cost</th>
<th>High Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning / ideas. This estimate assumes that there is someone on staff that can facilitate the development of the ideas and co-op recommendations.</td>
<td>$1,200</td>
<td>$1,200</td>
</tr>
</tbody>
</table>

### Advertising

<table>
<thead>
<tr>
<th>Activity</th>
<th>Low Cost</th>
<th>High Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising Planning (depends on size of advertising media budget)</td>
<td>$1,800</td>
<td>$2,500</td>
</tr>
<tr>
<td>The range of cost for advertising to the tourism audience is broad. The low-end estimate assumes a 4” ad in publications such as Sunset or AAA on a monthly basis. The high-end includes the listing ad in Sunset, special event ads in Metro papers, Google pay-per-click adwords and a radio promotion.</td>
<td>$60,000</td>
<td>$210,000</td>
</tr>
</tbody>
</table>
## Podcast
- 4 podcasts/year on topics of interest to tourists $8,000 $12,000

## Awards
- Research $1,000 $1,000
- Submittal $1,200 $2,200

## Expenses
- Miscellaneous expenses related to the program, administration, quarterly meeting travel, release distribution. All other expenses are included in the above estimate. $2,400 $6,000
## II. Business Attraction Program—One Year Program

<table>
<thead>
<tr>
<th></th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planning</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Planning, Client Liaison, program management (depends on size of overall program)</td>
<td>$9,000</td>
<td>$14,800</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Web Site</strong> (consolidated Information and promotional)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Planning</td>
<td>$1,900</td>
<td>$1,900</td>
</tr>
<tr>
<td>- Design (use atascaderocondev.com site)</td>
<td>$500</td>
<td>$500</td>
</tr>
<tr>
<td>- Content (depends on how much existing material there is)</td>
<td>$2,000</td>
<td>$6,000</td>
</tr>
<tr>
<td>- Production (depends on number of pages 20 – 60 pages)</td>
<td>$2,200</td>
<td>$4,500</td>
</tr>
<tr>
<td>- Programming (depends on interactive specifications, low end includes a simple form, include CMS, high end includes a database for property listings)</td>
<td>$2,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>- Images (this will depend greatly on what photos are available and if we need to do a photo shoot. Low end assumes that we have adequate photos or can obtain them from sources; high-end assumes that we need a two-day shoot: includes photographer and creative direction).</td>
<td>$750</td>
<td>$5,500</td>
</tr>
<tr>
<td><strong>Promotional Materials</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Planning (review of existing and recommend updates)</td>
<td>$1,200</td>
<td>$1,200</td>
</tr>
<tr>
<td>- General Fact Sheet and industry information sheets for 8 industries. Design and PDF format, no printing estimated. Estimate depends on amount of information available. (The high end includes some photos, but depends what is available from web site shoot).</td>
<td>$10,000</td>
<td>$13,000</td>
</tr>
<tr>
<td>- Factsheet printing: 5 (8 ½ x 11) one side, 500 each</td>
<td>$1,200</td>
<td>$1,200</td>
</tr>
</tbody>
</table>
### Direct Marketing

<table>
<thead>
<tr>
<th>Description</th>
<th>Low End</th>
<th>High End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying companies in target industries that are candidates for locating in Atascadero. Design and create letters customized for each of the 8 target industries. (Fast sheet printing above may need to be increased to handle this category, assumes ATAS has staff to do the mailing)</td>
<td>$5,000</td>
<td>$6,500</td>
</tr>
<tr>
<td>Research database such as Hoovers</td>
<td>$4,230</td>
<td>$6,825</td>
</tr>
</tbody>
</table>

### Publicity

- **Media List Development**  
  - $800  
  - $1,000

- **News Releases-12 (one/month)**  
  - $21,600  
  - $21,600

- **Editorial Calendar Research**  
  - $1,000  
  - $1,200

- **Media Placement**  
  - $24,000  
  - $36,000

- **General Fact Sheet (can be used as fact sheet on the web site)**  
  - $1,500  
  - $1,800

- **Bylined article (1)**  
  - $2,200  
  - $3,500

### E-mail Distribution

- **Key Player: List development and update email (one/month)**  
  - $4,800  
  - $5,800

- **Target Industry: List development and update email (quarterly) – includes brokers and companies.**  
  - $10,400  
  - $14,400

### Advertising

- **The range depends on the number and types of outlets and budget available. The low end includes some business journal ads in San Jose and Los Angeles. Includes time to develop one ad. The high-end includes business journals, including eight to 12-page insert in Pacific Coast Business Times, commercial real estate publications and niche market business publications. However the schedule would be limited to 5**  
  - $40,000  
  - $145,000
publications total. Two ads would be developed.

<table>
<thead>
<tr>
<th>Awards</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>-Determine opportunities; recommend actions (estimate depends on the opportunities that are available and the amount of focus the program gives to co-op programs.)</td>
<td>$1,200</td>
<td>$3,800</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Broker Event Planning</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>This includes time to develop preliminary ideas, consultation for broker event.</td>
<td>$1,200</td>
<td>$1,200</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>miscellaneous expenses related to the program, administration, quarterly meeting travel, release distribution. All other expenses are included in the above estimate.</td>
<td>$4,800</td>
<td>$8,600</td>
</tr>
</tbody>
</table>

If The Placemaking Group is selected to implement some or all of the elements of this program, the program would be managed using effective tools to keep the program on budget and results oriented. Each item would be clearly defined and a specific budget allocated to it. We would then develop a calendarized schedule of subjects for releases, emails and social media based around important events and milestones.