



SEBASTOPOL

Local Flavor. Global Vision.



Sebastopol, California BrandPrint™

March 2007



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INTRODUCTION

About North Star Destination Strategies

North Star Destination Strategies comprises 30 talented people dedicated to growing destination brands through integrated marketing solutions. In fact, North Star is the *only* branding company to offer destinations a combination of research, strategy and creative. This process – called Community BrandPrint – provides direction for the destination's brand development, like a blueprint provides the agreed-upon direction for building a house. And just like a construction blueprint, the priorities and targets of each Community BrandPrint are stated in clear and unambiguous language. The resulting brand personality is as revealing as an individual's fingerprint, and just as unique.

About Sebastopol

(Taken from: <http://www.ci.sebastopol.ca.us/>)

The city of Sebastopol is a small semi-urban community located in California, on the western edge of the Santa Rosa plain. It is 50 miles north of San Francisco, 8 miles west of Santa Rosa, 10 miles from Bodega Bay, and about 15 miles from the Russian River. The city currently has a population of about 7,800 people and serves a trade area population in excess of 50,000 people.

History of Sebastopol

The area's first known inhabitants were the native Miwok and Pomo peoples. The town of Sebastopol formed in the 1850's with a U.S. Post Office and as a small trade center for the farmers in the surrounding agricultural region. As California's population swelled after the westward migration and the Gold Rush of the 1850's, more and more settlers drifted into the fertile California valleys north of San Francisco to try their hand at farming.

The name Sebastopol first came into use in the late 1850's as a result of a prolonged and lively fistfight in the newly formed town, which was likened to the long British siege of the Russian seaport of Sevastopol during the then-raging Crimean War. Britain, France, Sardinia and Turkey fought Russia in this war, one of the first wars to be directly reported by journalists and photographers. The Crimean War was also the origin of improved medical care of the wounded, primarily due to the efforts of Florence Nightingale, who formed a nursing corps to care for wounded British soldiers. Evidently, many Americans in the West sympathized more for the Russian than for the British cause as there were at one time four other Sebastopol's in California – one each in Napa, Tulare, Sacramento, and Nevada counties.

The apple industry brought a steady rural prosperity to the town and Sebastopol was incorporated in 1902 with schools, churches, hotels, canneries, mills, wineries, and an opera house to its credit. The 1906 earthquake reduced most of these early buildings to rubble, but as elsewhere in the county, the town was rebuilt.

In the second half of the Twentieth Century, the apple industry struggled to compete

with other apple producing regions and gradually declined in economic significance. With greater personal mobility and the rise of larger shopping centers in other Sonoma County communities, Sebastopol changed from a full-service town with a complete range of stores to one with a more limited range of goods and services.

Local Government

Sebastopol has a Council-Manager form of government, with five Council members elected at-large. The city has its own Police, Fire and Public Works departments, as well as other city departments. With a very low crime rate, Sebastopol remains among the safest cities in Northern California.

Schools

Sebastopol's public schools rank among the highest in the area in terms of student achievement, and also enjoy strong community and parent support.

Housing

Housing in the Sebastopol area ranges from 100-year old Craftsman bungalows and farmhouses to modern subdivisions, apartments and condominiums. In the countryside surrounding Sebastopol, properties with vineyards, apple orchards, redwoods, streams and other features are not uncommon. Home prices and rental rates tend to be higher than some other areas of Sonoma County.

Recreational & Cultural Facilities

Sebastopol has nineteen churches, one public library, one weekly newspaper, one television cable system, three parks, five playgrounds and one public swimming pool. There is a Community Center and Art Center, ball parks, public golf course, tennis courts and the Veterans Memorial Building. Nearby resorts, campgrounds and State Parks add to the recreation facilities. There are also service clubs, fraternal and social organizations, trade associations, youth and sports groups. Art, gardening and music clubs are popular throughout West Sonoma County.

Agriculture

The city is located in a region that produces the majority of the world supply of Gravenstein apples and more recently has become a significant grape-growing region for high quality wines. Sebastopol is also the gateway to the popular Russian River and coastal recreation areas.

Recent Developments

A new General Plan in 1994 set the stage for limited and carefully controlled growth. In 1996 the voters adopted an Urban Growth Boundary consistent with the General Plan.

In the 1990's several key new businesses were opened, including a multi-plex theater (reborn from an old apple brandy distillery) and two hotels. Two significant civic improvements also were developed: a Downtown Plaza, along with downtown streetscape improvements, and the first elements of the Laguna de Santa Rosa Wetlands Preserve. In addition, faced with the planned closure of Sebastopol's Palm Drive

hospital, the community successfully banded together in a remarkable grass-roots effort to buy the hospital and keep it in operation.

Future Progress

Although future growth will be modest, Sebastopol is a dynamic community. The Sebastopol Community Center is in the early stages of planning for complete replacement and upgrade of its facilities to address flooding problems. And Sebastopol is planning streetscape improvements to Gravenstein Highway South, and further additions to the Laguna de Santa Rosa Wetlands Preserve.

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About the BrandPrint Process

Through the Community BrandPrint process, we determine Sebastopol's most relevant and distinct promise. From that promise, we create a positioning philosophy that generates a brand identity in the minds of visitors, residents and economic development influencers. We then develop brand-building ideas and effective communication, all of which reinforce the positioning and ensure brand equity and growth.

This process is divided into four stages: Understanding, Insights, Imagination and Evaluation.

EXECUTIVE SUMMARY

Sebastopol, California hired North Star Destination Strategies to develop and clearly identify the city's destination marketing brand for businesses, visitors and residents. The unique process – developed by North Star and called Community BrandPrint – is known throughout the United States for its ability to effectively generate positive, strategically aligned marketing growth within the various entities that comprise a community.

While the details of North Star's involved process are discussed in-depth in the appropriate sections, the Executive Summary represents a snapshot of our most important findings, suggestions and outcomes.

Understanding (Research)

Goal is to better understand perceptions of the following groups regarding Sebastopol:

- Community stakeholders (as a place to live, work and play)
- Residents (as a place to live)
- Past and current visitors (as a tourism destination)
- Businesses (as a place to open shop and grow)
- Meeting planners, site selectors and tour operators (as a place to do business)

Research also looked at:

- Demographic, psychographic information about residents relative to residents of Sonoma County.

SEBASTOPOL STAKEHOLDERS/RESIDENTS SAY:

- **Their town is:**
 - Creative
 - Artistic
 - Quirky
 - Friendly
 - Small
 - Beautiful
- **Assets:**
 - People (friendly, great values)
 - Location
 - Climate
 - Nature
 - Great schools
- **Challenges:**
 - Bad traffic
 - High cost of housing
 - Misperceptions in the media
 - Constraints on business development
- **Opportunities:**
 - NE Quadrant
 - Lower housing costs
 - More shopping and entertainment
 - More activities for young people, families
 - Downtown expansion.

SEBASTOPOL RESIDENTS SAY (from the Online Community Survey):

- 28% describe it as eclectic, quirky, funky
- Greatest assets are charm, location, people, small size
- Events/festivals, location, wine industry attract visitors
- 66% say small-town atmosphere attracts the most residents

- 46% say love of community unites residents
- Delivers well on quality of life, environmental sustainability, distinctive identity
- Challenges include a lack of good planning, anti-business culture
- Outsiders view the community as quirky, eccentric, liberal

SEBASTOPOL VISITORS/PROSPECTIVE VISITORS SAY (from the CAP Study):

- Describe Sebastopol as a community with agricultural roots
- Believe it best delivers quality of life, historical preservation, a distinctive identity
- Of the respondents that visited Sebastopol in the past three years:
 - 51% dined out
 - 37% went shopping
 - 17% walked around downtown
- 57% said they would be interested in an ecotourism experience.

STATE TOURISM SAYS:

- Great tourism niche for Sebastopol would be gourmet food, epicurean experiences, organic agri-tourism, etc., based on their world class, award-winning restaurants.

BUSINESSES SAY ABOUT SEBASTOPOL:

- *Current businesses:*
 - Assets include people, natural beauty, quality of life, Chamber, community spirit, cleanliness, good schools, focus on quality
 - Challenges include anti-business/anti-growth attitudes, high costs of doing business, lack of retail, bad traffic, stringent development standards
 - Opportunities include better signage, better parking, two-way streets, networking for small businesses, attracting high-tech companies.
- *State Level ECD:* They don't have (or want) the infrastructure to support much business development – Tourism should be their area of concentration.
- *Sonoma County Level ECD:* Their strength is "greenness," charming small town atmosphere and friendly small business owners. Weakness is that *residents* (not business owners) treat tourists like outsiders.

TAPESTRY PROFILING SHOWS

- 75.1% of Sebastopol residents fall into one segment – Urban Chic.
 - Professional couples who live an urbane, exclusive lifestyle.
 - Half are married, less than half have children. Median age 41. Diversity is lower than U.S. averages.
 - Median HHI \$82,000, well-educated, pursue a variety of occupations from self-employment to professional and technical jobs.
 - Residents travel extensively, visit museums, attend dance performances, and participate in civic activities such as working for political parties.
 - Frequently use the internet, listen to news/talk/public radio, read multiple newspapers and magazines, and enjoy Bravo, A&E, CNN, and MSNBC, although TV viewing is not predominant.

- Sonoma County also has a large percentage of Urban Chic residents (19%) but it also has a significant number of older citizens as well as young, ethnically diverse families.

Insights (Conclusions based on research)

- Residents of Sebastopol love their town, pointing to charm and character, location and people as its greatest assets.
- From the ocean to the redwoods to the vineyards, Sebastopol certainly has its share of natural California beauty.
- But it is the people of Sebastopol who give the town its character and charm. It is the people who are eclectic, funky and quirky.
- Even businesses that have chosen to leave Sebastopol cite the people as being a huge asset.
- The Sebastopol resident is civic-minded, liberal, political, educated, well-read, involved, motivated and inspired.
- The Sebastopol resident likes good food, good wine, good books, public radio and television, the arts and living simply.
- The Sebastopol resident goes out of her way to support local businesses, protect the environment, appreciate the arts and educate the children.
- It is impossible to be a “poser” in Sebastopol. People live their beliefs because those beliefs are part of their DNA, not because they are trendy or en vogue.
- Before organic was found in every grocery store, Sebastopol residents shopped from local organic retailers and subscribed to community farming.
- Before “green” and “sustainability” became catch phrases for cities striving to be cutting edge, Sebastopol residents recycled, embraced solar energy, bought electric cars and bicycles, supported businesses that protect the environment and worked to protect the area’s natural resources like the Laguna Wetlands.
- Before the rest of the world actually began waking up to talk about global warming, Sebastopol residents had elected city officials who were members of the Green Party.
- Sebastopol residents may be laid back, but they are not sitting back waiting for someone else to save the world.

- Sebastopol residents understand that to save the world (or even your little corner of it) you have to get your hands dirty:
 - Growing a garden
 - Painting a picture
 - Helping a neighbor
 - Wiping oil from a bird's wings
 - Impeaching a president (hypothetically)
 - Recycling resources
 - Supporting a local business
 - Educating your children.
- All in all, Sebastopol delivers excellent quality of life.
- Despite that, it would be difficult to live and work there if you didn't truly believe in the principles that define the overall ideology of the population.
- Sebastopol residents love their town. Not surprisingly, residents are wary of growth and change. They like things the way they are!
 - But growth is necessary to maintain quality of life.
 - The key is to promote growth in synch with your values.
- The key is to attract more residents and businesses with a connection to the Sebastopol mindset in order to maintain the quality of life that current residents love.
- Secondly, work to attract tourists who respect your beliefs and will work to protect the environment you revere.
- Tremendous opportunity exists to:
 - Become a Mecca for foodies and epicurean gourmets
 - Become a leader in renewable energy and other cutting-edge sustainability programs
 - Become a haven for people who love art, music and beauty
 - Be a location for people choosing to live an "examined" life.
- But to maintain your quality of life; attract ideological residents, businesses and tourists and serve as an example to the rest of the world, you must first:
- Develop a brand that is true to your DNA.
- The Sebastopol brand
 - Uses public transit, a bicycle, a pair of feet
 - Wears organic, natural fibers and eats food straight from the land
 - Lives modestly, with gratitude.

Imagination (Creative ideas for building the brand)

Sebastopol Brand Strategy

Target Audience:	For people who value the earth, beauty and simple living
Frame-of-Reference:	Sebastopol is a small community of forward thinkers in beautiful Sonoma County
Point-of-Difference:	where global consciousness and local flavor are revered
Benefits:	leading you down your own path to self actualization.

Whether you define local flavor as:

- Independent organic farmers
- World-class restaurants
- Unique art in the streets, workplaces, homes
- Open hearts and compassionate hands
- Hippies and professionals (sometimes in the same person!)
- Communal living
- Charming architecture
- Boutique shops
- Appreciation of individuals
- Electric cars
- Top notch education
- Impassioned residents.

Whether your view of self-actualization is:

- Raising your children
- Educating others
- Building a better world
- Nurturing nature
- Balancing the needs of home and business
- Serving as an example for sustainable living
- Loving purely
- Laughing daily
- Feeding people's bodies and souls
- Creating art that touches hearts
- Living with gratitude.

Strap Line

Sebastopol . . . Local Flavor. Global Vision.

Logo



SEBASTOPOL

Local Flavor. Global Vision.

Brand Building Ideas

Community brands are not just about taglines and logos. They are about emotion and experience. For that reason, North Star provides custom brand-building ideas designed to get your "Local Flavor. Global Vision." brand off the page, onto the street and into people's hearts and minds.

Following are six big strategies for establishing Sebastopol as a community bursting with local flavor and brimming with global vision. Now that's something you can sink your teeth into!

- **F . . . Fashion a support organization**

Brands don't grow and thrive if no one takes responsibility for them. Successful implementation of the Sebastopol brand requires accountability, passion, understanding and respect for the branding effort.

- **L . . . Launch the brand to the world**

Sebastopol has a tremendous legacy of local living and global giving. But despite the serious nature of your cause, you don't take yourselves too seriously! Your brand celebrates that spirit and reaches out to people who understand that their chosen path

eventually connects them to the rest of the world. Now it's time to spread this important message.

- **A . . . Activate residents to your cause**

Overcome resistance to the brand by involving your citizenry in local brand-building initiatives.

- **V . . . Value global vision**

No one in Sebastopol does good for accolades or rewards. You do good because, well, it's the right thing to do. But why not showcase those businesses and residents whose actions impact the world? What better way to celebrate your global vision.

- **O . . . Optimize internet opportunities**

The internet is the single most cost effective way for reaching out to all of your different audiences with your umbrella brand. In addition, it is the perfect medium for exposing those individuals outside your city to Sebastopol's fresh local flavor and green goodness. The key is to make it easy for users to find the information they need.

- **R . . . Reveal the brand with events**

One of the best ways to build your brand is with events and attractions that support your brand strategy. From festivals to classes to events, the following activities are all about the experience of local flavor delivered in a global context.

Evaluation (Tracking the brand performance)

North Star provided Sebastopol with three do-it-yourself measurement tools to track how the brand is performing.

- **Sebastopol visitation study . . .** Continuously track visitation characteristics in order to note and respond to changes in visitation trends including length of stay, party size and composition, demographics and visitor activities and spending.
- **Sebastopol perceptions study . . .** Three years after brand implementation, measure the changes in perceptions among all markets. Fine tune the media and messaging based on the findings.
- **Sebastopol conversion study . . .** Conversion studies help refine the media decision to ensure media efficiency as well as achieve conversion benchmarks for future measurement.

UNDERSTANDING

Where the brand has been and why

This stage addresses the community's current brand positioning. We assess the environment; resident demographics and psychographics; perceptions of visitors, businesses, residents and stakeholders; current communications and the competition. Most importantly, we gather input from Sebastopol and its constituents.

We are looking for current attitudes regarding the brand. We are also trying to spot behavioral trends that exist around that brand. This stage is critical because it uncovers the relationship between three factors: the vision of the community, the perception of consumers, and your competitive position in the marketplace.

VISION SURVEY

Part of the Understanding stage includes discerning stakeholders' perceptions of the community. After all, no one knows Sebastopol better than those that form its backbone.

Purpose

To understand stakeholders' perceptions, a Vision Survey was mailed to leaders in the community. Many of the questions focused on the city's strengths, weaknesses, opportunities and threats. Other questions focused on brand perception; allowing the respondent to translate the intangible elements of a brand into a concrete description.

Methodology

Thirty-six (36) surveys were completed, returned and analyzed. The number following each response indicates the total number of Vision Surveys reflecting that answer. It should be noted that not all respondents chose to answer every question on the survey.

A copy of the Sebastopol Vision Survey can be found in Appendix A. Additionally, all the responses to the Vision Survey have been provided in a binder accompanying this Final Report.

Results

Highlights

- Love of the town, a desire to be distinctive and nature – all unite residents
- Described as: Eclectic, creative, artistic, quirky, friendly, small, beautiful
- Greatest assets: Location, people, climate
- Repeating themes: Great small-town atmosphere, great schools, agricultural roots, bad traffic (poorly designed, congested), high cost of housing
- Opportunities for growth: Northeast quadrant, lower housing costs, more shopping and entertainment
- Add: more dining, activities for young people and families, expansion downtown.

When you first think of Sebastopol, what 3 adjectives first come to mind?

- Eclectic/creative/artistic/quirky (11)
- Friendly (9)
- Small (8)
- Beautiful (8)
- Funky (5)
- Liberal (5)
- Progressive (5)
- Mellow (4)
- Green/environmental (4)

- Rural (4)
- Hippies (3)
- Congested (2)
- Alternative (2)
- Organic (2)
- Clean (2)
- Aging (2)
- Natural (2)
- Community-minded (2)

Others: Great location, unrealistic objectives, contemporary, independent, outspoken, expensive, safe, abundant, stubborn, political.

What is Sebastopol?

- Small town (14)
- Agricultural roots/rural (12)
- Diverse (5)
- Transitioning (4)
- Liberal activists (4)
- Vibrant/active (3)
- Artsy (3)
- Apples (3)
- Highway 12 and Highway 116 crossroads (2)
- Home (2)
- Unique (2)
- Comfortable (2)
- Center of Western Sonoma County (2)

Others: Independent, technological, expensive, open-minded, full of culture, safe, historical, economically unbalanced.

In your opinion, what are the top three things in/about Sebastopol that attract visitors?

- Wine industry (20)
- Near the coast (17)
- Small town charm (11)
- Events/activities/festivals (9)
- Restaurants/food (9)
- Natural beauty (8)
- Shopping (7)
- Center for the arts/artists (5)
- Climate (4)
- Redwoods (4)
- Apples (3)

- Visiting family and friends (3)
- Farmer's market (2)
- Salvage sculptures on Florence Avenue (2)
- Environmental (2)
- Pass through (2)

Others: Homey, schools, city services, people, retreat/wedding location, green community.

In your opinion, what are the top three things in/about Sebastopol that attract businesses?

- Small town atmosphere (8)
- Opportunity for smaller unique businesses (6)
- High income level of residents (6)
- Lifestyle (6)
- Number of people in the area (5)
- Tourism (4)
- Crossroads of highway 116 & 12 (4)
- Educated population (4)
- Not much to attract businesses (3)
- Main Street/downtown (3)
- Great place to live (3)
- Location (3)
- Climate (2)
- Environment (2)

Others: Walkability, local shopping, arts image, food stores, high home prices, awareness of local consumers, city services, Chamber assistance.

In your opinion, what are the top three things in/about Sebastopol that attract residents?

- Small town atmosphere (20)
- Schools (13)
- Amenities (9)
- Climate (7)
- Location/accessibility (7)
- Community-oriented (6)
- Low crime/safe (5)
- Natural beauty (5)
- Relaxed (4)
- People (4)
- Progressive (3)
- Environmental (2)
- Liberal (2)
- Recreational opportunities (2)

- Near the coast (2)
- Open-minded community (2)

Others: Climate, quality housing, "walk friendly", active population, lifestyle.

What is Sebastopol's greatest asset?

- Location (10)
- People/character (8)
- Climate (6)
- Size (5)
- Small town feel (4)
- Urban growth boundary (4)
- Natural Beauty (4)
- Friendly business community (2)
- Quality of life (2)
- Agriculture (2)
- Main Street/Downtown (2)

Others: Diverse people, Community Center, bike path, Ragle Park, Laguna de Santa Rosa, family-friendly, Palm Drive Hospital Emergency Room, apples, no big-box stores, safe, available jobs, resources, progressive politics.

In your opinion, what do people that have never been to the area think about Sebastopol?

- Extremely liberal (7)
- Quirky/eccentric/wacky (7)
- Apple town (5)
- Rural (4)
- Wine country (4)
- Stuck in the 60's/hippies (3)
- Small (3)
- Peaceful/quaint (2)
- Unknown (2)
- Berkeley North (2)
- Beautiful (2)

Others: Expensive, artsy, near the ocean, great place to visit, Funky Nimby's, great climate, middle of nowhere, friendly, stop through.

In your opinion, what are the top 3 things in/about Sebastopol that prevent people from learning more about the area?

- Lack of media & marketing (10)
- No draw for tourists (7)
- Traffic/parking/navigation (6)

- History of Sebastopol is not known or displayed (5)
- Lack of growth/development (4)
- Politics (4)
- Expensive (4)
- Lack of unified image/identity (3)
- Small city (2)
- Not very well known (2)
- Limited business (2)
- Competition (2)

Others: Sense of exclusivity, Visitor Center is closed on weekends, lack of funds for the Chamber of Commerce, pass through, shabby street people, and Friday protests.

If you could add something to Sebastopol what would you add?

- More restaurants/breakfast dining/outdoor dining (5)
- Opportunities/activities for young people/young families (5)
- Enlarge downtown (4)
- More sports/recreational activities (3)
- More bike trails/parks (3)
- More specialty shops (3)
- Parking structure (3)
- More walking areas downtown (3)
- Improved public transit (3)
- More trees and green space (2)
- Expanded business community (2)
- Public restrooms (2)
- More emphasis on Laguna (2)
- Affordable housing (2)

Others: Trader Joe's, diversity, political sophistication, understanding of community economics, more shopping, big-box retailer, new library, natural lake for outdoor activities, town square, full service health club, cohesive city council.

If you could take away anything from Sebastopol, what would you take away?

- Bad transportation design (thru-traffic, street design, congestion) (20)
- Extreme liberal attitudes (4)
- Unattractive areas (trailers, sidewalks, overgrowth) (4)
- Bad attitudes (intolerance, greed, non progressive) (4)
- Parking (2)

Others: Homeless people, unruly teenagers, opponents to sound development, anti-pesticide groups.

What are the biggest challenges currently facing Sebastopol?

- High housing costs (15)
- Growth/development (13)
- Traffic (11)
- Attracting families/visitors (6)
- Divided political beliefs/lack of unity (6)
- Budget issues: generating/managing revenues (4)
- Lack of business success (4)
- Unattractive downtown (2)

Others: parking, environmental issues, gangs, hippies, leakage of retail dollars.

What are the biggest opportunities for growth in Sebastopol?

- Redevelopment of Northeast quadrant (13)
- Lower housing costs (4)
- More shopping and entertainment (4)
- Alternative/green industries (3)
- Business recruitment (3)
- Development of downtown (3)
- More cultural/artistic events (2)
- Northwest quadrant (2)

Others: More participation in the Chamber, antiques, tourism, annexation, good location.

If you could make Sebastopol even better, what would you do to improve it?

- Better traffic/transportation (11)
- Add alternative transportation: bike lanes and sidewalks (8)
- Scenery: trees, landscaping (5)
- Add retail shopping (4)
- Affordable housing (3)
- Public restrooms (2)
- Create unity/commitment (2)
- Better parking (2)
- Improve unattractive areas (2)
- More entertainment (2)

Others: Improve healthcare, events center.

Where do you see Sebastopol in 20 years?

- The same (many said "hopefully") (10)
- Less diverse: older, upper class (4)
- Bigger population (4)
- Center for eco-tourism (3)
- More congested (3)

- Struggling businesses (3)
- Premier area to live (2)
- Very progressive (2)

Others: smaller, overgrown, better traffic, very expensive.

What unites the residents of Sebastopol?

- Love for the town/community (8)
- Desire to be distinctive (6)
- Nature (6)
- Progressive politics (5)
- Festivals/parades (5)
- Education (4)
- Acceptance (3)
- Children (3)
- Frustration with traffic (2)
- Agriculture (2)

Others: pleasant weather, arguing, civic and service groups, common enemies, recreation.

What does the word “sustainability” mean for Sebastopol?

- Environmental awareness/preservation (15)
- A strong local economic base (12)
- Affordable housing (2)
- Good family environment (2)

Others: Providing service and entertainment, providing for future generations, better traffic.

How does Sebastopol differ from Sonoma County?

- More progressive/liberal politically (13)
- More community feel (5)
- More environmentally conscious (4)
- Less crime/safer (4)
- More artistic (3)
- More upscale (2)

Others: more alternative health ideas, better recreation, more casual, better schools, more resistant to change.

What does Sebastopol add to Sonoma County?

- Alternative views (environmental/humanitarian) (9)
- Unique/interesting culture (7)
- Arts/The Sebastopol Center for the Arts (3)
- Innovation/intelligence (3)

- Comic relief (2)
- Serenity (2)

Others: The Sebastopol Community Center, Laguna, a downtown, authenticity.

What would you tell the world about Sebastopol?

- Great place to visit (4)
- Naturally beautiful (4)
- Friendly, caring people (4)
- Great place to live (4)
- Nothing; keep it a secret (4)
- Great educational opportunities (3)
- Luther Burbank chose it for his experiments (2)
- Unique community (2)
- Small town atmosphere (2)
- Our goal is to be a model of sustainability (2)

Others: It's a safe place to raise a family, don't judge us by a few vocal residents, responsive local government.

If Sebastopol were a person, who would this person be? Please be as descriptive as possible, as this is an extremely important question. The following questions have been provided to provide you a framework of this person, but please feel free to expand:

How old would this person be? Why?

- 20s (1)
- 30s (2)
- 40s: still fresh on learning and new ideas; engaged in family and career; not too old to change (10)
- 50s: young families can't afford to live here; good amount of history; experienced (16)
- 60s: experienced and getting wiser; baby boomers attracted here; expensive housing (9)
- 70s: grand fatherly; set in their ways (2)

Is this person married? Why?

- Yes: family oriented; romantic and traditional; settled and a little boring (19)
- No: less traditional; independent; large homosexual population (6)
- Partnered/committed: marriage is a limited term (5)
- Divorced: can't make up mind (1)
- Remarried: second or third time and failing again (1)

Does this person have children? Why?

- Yes: great schools, safe; yes, but kids are gone because they can't afford to live here; concerned with the future; family oriented (26)
- No: less emphasis on children; no, but planning on it (2)

What does this person do for a living? Why?

- Self-employed: doesn't want to be part of the corporate "machine"; independent (10)
- Artist/craftsman (5)
- White collar worker/ managerial (5)
- Organic farmer/ agricultural (3)
- Helps others (2)
- Blue collar (2)
- Unemployed: lives off welfare (2)
- Service industry (2)

Others: Retired, planner, inherited wealth, musician, technology, editor, banker.

What kind of clothes does this person wear? Why?

- Comfortable and casual: no need to dress up; works at home; doesn't care what others think (18)
- Blue jeans (8)
- Cotton: comfortable; natural (6)
- Birkenstocks (4)
- T-shirt (2)
- Tie-dye (2)

Others: Dockers, a business suit during the day.

Describe this person's personality? Why?

- Friendly/outgoing/caring/kind (14)
- Fun-loving/happy (7)
- Educated/intelligent (6)
- Opinionated/self righteous/argumentative (5)
- Progressive (5)
- Creative/artistic (4)
- Tolerant/open-minded (4)
- Aggressive/fights injustices (3)
- Introverted/cautious/quite (3)
- Relaxed/causal (3)

Others: Community minded, eccentric, schizophrenic, honest, hard working, thoughtful.

What issues are currently facing this person? Why?

- High cost of living/expensive housing (7)
- Retirement/getting older (6)
- College/jobs/housing for children (5)
- Protecting the environment (4)
- Adapting to change (3)
- Local economy (2)

Other: Spiritual crisis, national issues, healthcare, crime/fighting, dropping school enrollment.

What kind of automobile does this person drive? Why?

- Hybrid (Prius): eco-friendly (20)
- Older Volvo: hauling children and supplies (10)
- Pickup: for the farming and work (5)
- Bicycle (4)
- Camry: affordable and functional (3)
- SUV: room for kids (3)

Others: Lexus/Mercedes, Buick, Subaru wagon, minivan.

What consumer product brand does Sebastopol most resemble? Why?

- Birkenstock: comfort above fashion (4)
- Whole Foods Market: environmentally responsible; not as organic as it thinks it is(4)
- Mountains of the Moon hemp: oddball, hard-to-find (3)
- Recreational Equipment, Inc. (REI): love of outdoors; casual (2)
- Newman's Own: entrepreneurial product seeking to be healthy and giving back to the community (2)
- Toyota: practical, reliable, not too upscale
- Santa Cruz Organic: good and good for you
- John Deere: reliable, durable, practical
- Taylor Maid coffee: maintains values, supports locals
- Soy Milk: green, health conscious
- Keen: light, durable, comfortable, adaptable, open
- Odwalla: natural, healthy
- Dr. Martin's toothpaste: off center and proud of it
- Home Pride bread: happy and proud to call this home

Others: Wine, vanilla ice cream, Ralph Lauren, Levi Strauss, Food for Thought, Chevron with Techrolyne, homegrown products.



If Sebastopol were a famous person, who would it be? Why?

- Luther Burbank: connection with the land, well-educated, works to improve society; creative (3)
- Ralph Nader: socially conscious, willing to sacrifice future in defense of ideology, progressive, intelligent, committed (3)
- Paul Newman: classy, good looking, political, sponsors healthy foods, involved and concerned, entrepreneurial (2)
- Jane Fonda: no constant threat; progressive but glamorous (2)
- Al Gore: politically left, responsive to diversity and social issues (2)
- Tom Waits (2)
- Bill Clinton: says he cares and feels for others but has weak core of character
- Katherine Hepburn: no nonsense
- Tom Selleck: cares about family
- Woody Allen or Woody Harrelson: questioning and dislikes outside authority
- Martin Sheen: progressive and outspoken
- Goldie Hawn: laid back and enjoys the country
- Robert Redford: comfortable, wise, intellectual, feet on the ground
- Woody Guthrie: insightful, unpretentious, homey, earthy, sincere

Others: Mother Nature with a laptop, Mickey Hart, Jerry Garcia, Abby Huffman Franklin Roosevelt, Daryll Hannah, Thomas Jefferson.



What does Sebastopol aspire to be?

- Environmentally and socially conscious (12)
- Economically viable on a local scale (6)
- Creative/artistic (3)
- Open/tolerant (2)
- Small/charming (2)

Others: Metropolitan, old-fashioned family values, exclusive, politically polarized, community minded.

What icon best represents Sebastopol?

- An apple/Gravenstein (9)
- The peace symbol (3)
- A tree (2)
- Field of grapes (2)

Others: A gopher (hard working and tenacious in close quarters), an uncut diamond (many unseen facets), tractor, blossom, kaleidoscope, the planet , smiley face, tie-dye shirt, yin-yang, traffic light, sunset, Prius.

IN-MARKET FOCUS GROUP

Purpose

The purpose of the In-Market Focus Group is to gain a greater understanding of the brand perceptions of Sebastopol among various community stakeholders.

Methodology

North Star consultants conducted an in-market focus group with community leaders. Those in attendance were selected by the Brand Drivers.

Results

What is Sebastopol?

- Small town, community that pulls together for lots of different things that other places wouldn't do
- Paradise
- Lots of volunteers
- Lots of good people from all spectrums
- A place I feel blessed to be living in
- Diverse community, gay community, wonderfully accepting place
- Beautiful
- Unique, paradise, on the edge of being spoiled because every community has a tipping point and we are coming close to reaching ours
- Sebastopol is thought of as a huge area, all those people have to use this little town. There is a problem with two main highways going through town.
- Don't want it to become too touristy
- Sebastopol is a state of mind
- Agriculture is part of who and what we are
- The hub of a much larger sphere
- The "Shopping Shed"

Is it representative of West county?

- Yes, pretty good representation

What attracts people here?

- There is always something going on here (fairs, activities, etc.)
- The abundance of volunteers helps things succeed
- Progressive town, wide variety of shops, restaurants, great library, good services, great government, on the cutting edge
- Green community
- It's a hub
- Wine industry

- In the middle of a lot of great things, we draw people into the center and they can radiate towards a lot of other attractions
- People want to be part of an ideal, classic, small town
- Climate
- You can walk anywhere, anytime and feel safe
- Very inclusive of everyone, especially in terms of newcomers
- There is not an “old boy” system

Greatest asset?

- Quality of life
- Diversity of the people and their opinions (and great tolerance for that diversity)
- Great schools, both public and private (Waldorf schools, also)
- Support of local businesses
- Arts

What unites Sebastopol?

- Press Democrat calling us the “wacky west county”
- Concern for children, concern for each other
- Lots of events in the plaza
- The quality of the people; this is a place where man is still as good as his word
- We all have a desire to keep Sebastopol sustainable: “We like it as it is...Can we just please keep this going?”
- Concern about how we develop and how it will effect the community
- Concern for creating affordable housing
- People want community separators to be maintained; we want to shop locally and we don’t want to become anywhere U.S.A.
- People want to keep the quality of life but accept the change necessary to become vibrant
- We don’t want a Target or Wal-Mart, but we still need those kinds of tax dollars to maintain our quality of life

What do people who have never been here, think of it?

- People from Berkley think we’re swell, people from Orange County think were wacky
- It’s more urbane and cosmopolitan than west county
- Sometimes people define us as “a bunch of hippies”

Why do businesses come here?

- Because the people want to live here
- Proximity to other regions and where people work
- Education quality
- Climate
- Great response to art sales
- People perceive the town as having a lot of discretionary income

- Attract home based businesses because the people want to be here. They could locate anywhere, but they put quality of life first. Attract a lot of retirees for same reason.
- Why they don't come: Sebastopol and Sonoma County have the highest average age of citizens. Education is slipping because the city isn't affordable.

What prevents people from learning more about Sebastopol?

- Preconceived notions of what Sebastopol is
- Poor relationship with the Press Democrat. We need to be more proactive when it comes to that relationship
- Misinformation
- If people want to learn about Sebastopol, they can. Lack of interest prevents people from learning more.
- People know about Sebastopol because of word of mouth
- *Outside Magazine*.

If you could add something to the city, what would you add?

- Affordable housing. ("But what is affordable housing? The cost of land is so expensive.")
- Bring the train back
- Better transit
- The ability to buy everything you need in town and not have to go to Santa Rosa.

If you could take something away from the city, what would you take away?

- Horrible traffic, one way streets
- Downtown is not user friendly and needs a nucleus. (One person said they felt less crowded in downtown Paris than they do in downtown Sebastopol.)

How does it differ from the rest of the North Bay Area?

- Center for the Arts, wonderful regional theater
- Has the Laguna
- Sebastopol is not vanilla (like Santa Rosa). We're rocky road.
- Not a bedroom community
- We *are* very white, but have varied personality types that make us diverse.

Who is Sebastopol? Age, personality, etc?

- (Lots of controversy ensued – "You can't do this to us...we're diverse!")
- *Age*: Middle aged
- *Personality*: Warm vibrant person, does things for their neighbor and their community but is a little bit selfish
- *Relationship*: In a committed relationship
- *Clothing*: Casual clothes, wears what they want to wear, very self-expressive, not into fads
- *Job*: Artist, several different jobs, self-employed, small business owner

- *Issues:* growing old, how to grow old gracefully, affording retirement so they can stay here, paying their mortgage
- *Sex:* Female
- *Car:* Volvo, electric car, very small SUV, walks everywhere.

What would Sebastopol be if it were a consumer product?

- Odwalla Bars
- Organic food
- Coffee: social, fun, tastes good, organic
- Tom's body lotion: all natural
- A nice pinot

What would Sebastopol be if it were famous person?

- *Goldie Hawn:* free spirit, doesn't care about opinion, appearances, helps others, gorgeous.

What does Sebastopol aspire to be?

- What we are with less traffic, a more vibrant community, self sufficient
- It's not that we don't want more people to come here, we don't just want the negative impacts of those extra people.

What symbol best represents Sebastopol?

- Used to be the apple, but not anymore
- *Not* grapes
- Something organic
- Trains used to be.

What would you do to make Sebastopol better?

- Design a great northeast area
- Gather people together and unite them to save everything here that is good
- Work with the children to build a better community, make it sustainable
- Help us listen to each other and learn how to live with less
- Educate using humor, poke fun of ourselves so we learn not to take ourselves so seriously
- Create affordable housing
- Enhance the area beauty.

PERCEPTION STUDY

Purpose

The purpose of the Perception Study is to gain an in-depth understanding of the brand perceptions of Sebastopol among various segments of the target audience.

Methodology

North Star consultants conducted perception calls via phone to economic development officials and local business owners. Questions were phrased to gather qualitative information. The telephone interviews were conducted with people from lists provided by the Sebastopol Brand Drivers.

Results

State Level and Sonoma County Economic Development

- **Focus on tourism:** Sebastopol does not have (or want) the infrastructure to support a large volume of business development and should focus on increasing tourism, instead. Small businesses are friendly to visitors and visitors are looking for the kind of charm Sebastopol offers. The challenge is to get *residents* not to treat tourists like outsiders; the right kind of tourists can bring positive things to the city – and they leave.
- **Develop tourism niches:** Sebastopol's strength is their "greenness" and great tourism niches could be developed to emphasize this in tandem with their gourmet food (they have world class, award-winning restaurants there), epicurean experiences, and organic agritourism.

Local Business Owners

Strengths:

- **The people:** Sebastopol offers a very loyal customer base where people consciously shop locally. Residents are progressive thinking, friendly and laid-back and the community is very close-knit. People take an interest in who you are, make you feel like you are part of the community and support each others businesses. There is an emphasis on quality over quantity.
- **Quality of life:** Sebastopol abounds with natural beauty and charm, and maintains a small-town atmosphere while still being in close proximity to the redwoods, ocean, San Francisco, Sonoma County wineries and Santa Rosa. The area is very clean and there are good schools and an educated workforce.
- **The Chamber:** Very accommodating and understand the importance of growth.

Weaknesses:

- **Anti-business environment:** City doesn't understand the reality of business growth; you need it to maintain quality of life. This attitude, combined with stringent development restrictions and red tape, deters growth. As a result, prices (for everything) are higher and you have to go out of town to buy the things you need. Tourism product could be developed to combat this, but is currently limited.
- **Other:** Traffic and parking are horrible downtown, limited space for future development.

Suggestions for improvement:

- **Increase signage:** Better/more signage can increase traffic to businesses and unify the community
- **Improve traffic:** Put more 2-way streets and more parking downtown
- **Foster networking:** Set up more networking opportunities between small businesses to create a greater sense of community and unity.

Why companies left Sebastopol:

- Cost of doing business was too high
- Lack of available property (and locations with high/any visibility)
- City is anti-business (and proud of it)
- Difficult to develop with all the city's red tape
- Several prominent business people were too hard to work with
- Company consolidation
- "We moved to Santa Rosa and got twice as much space for less money"

Why Companies relocated to Sebastopol:

- Space availability
- Downsized from a bigger company to "be their own boss"
- Relocated closer to the city center for increased foot traffic

Notable Quotes:

- "My time in Sebastopol was not a business investment...it was a human investment." (in reference to the people and environment)
- "Sebastopol is one of those places that hooks you in for life with the natural beauty."
- "The wealth isn't always blatant out here; it's people with old beamers who bought houses 25 years ago and then home prices skyrocketed."
- "If God doesn't live here, he must at least sub-let."

TAPESTRY STUDY

An Introduction to Community™ Tapestry™

For the past 30 years, companies, agencies, and organizations have used segmentation to divide and group their markets to more precisely target their best customers and prospects. This targeting method is superior to using “scattershot” methods that might attract these preferred groups. Segmentation explains customer diversity, simplifies marketing campaigns, describes lifestyle and lifestage, and incorporates a wide range of data.

Segmentation systems operate on the theory that people with similar tastes, lifestyles and behaviors seek others with the same tastes (hence the phrases “like seeks like”). These behaviors can be measured, predicted, and targeted. The Community™ Tapestry™ segmentation system combines the *who* of lifestyle demography with the *where* of local neighborhood geography to create a model of various lifestyle classifications or segments of actual neighborhoods, identifying distinct behavioral market segments.

Based on the foundation of proven segmentation methodology introduced more than 30 years ago, the Tapestry system classifies U.S. neighborhoods into 65 market segments. Neighborhoods with the most similar characteristics are grouped together while neighborhoods showing divergent characteristics are separated.

Understanding customers, knowing customers' shopping patterns, assessing the media preferences of customers, cross selling to customers, and successfully retaining existing customers for a lifetime are just some activities that are supported by mining customer files. Some of these marketing activities include:

- Customer profiling
- Media targeting
- Direct mail
- Site analysis.

A customer profile reveals the demographics, lifestyles, and product preferences of an organization's customers. By understanding who its customers are, more appropriate responses can be formed to address their needs with better messaging, products, and services.

Said simply, the more information organizations can learn about their customers, the better they can serve them, keep them, and find more like them.

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TAPESTRY STUDY

Purpose

A Tapestry Study was conducted to understand the target audience's lifestyle in detail.

Methodology

Tapestry represents the fourth generation of market segmentation systems that began 30 years ago. This powerful tool classifies U.S. neighborhoods into 65 mutually exclusive lifestyle segments based on their socioeconomic and demographic composition. In addition to a detailed lifestyle profile of your customer, Tapestry's versatility provides several methods of dividing the 65 segments into summary groups for a broader view of the U.S. neighborhoods including:

- Lifestyle Groups: 12 summary groups based on lifestyle and life stage
- Urbanization Groups: 12 summary groups based on geographic and physical features along with income

Sebastopol residents were geocoded and profiled based on zip codes identified as part of Sebastopol by the brand drivers. An additional analysis was done for residents of Sonoma County based on zip codes identified as Sonoma County through the United States Postal Service. Very detailed information about Sebastopol and Sonoma County's resident base was then computed based on the concentration of each Tapestry segment found within the population under analysis. The core resident segments were then identified and profiled.

Results

The results from the Tapestry reports can be classified into two categories: WHO and WHAT. The WHO Report profiles the demographic and lifestyle segmentation of the population being studied. It divides the population into each of the 65 Tapestry segments by percent and then indexes each segment against national averages.

The WHAT Report provides a very detailed profile of the core resident population for 37 separate lifestyle and media groups in over 2,200 categories. Each category is indexed against the average U.S. resident to determine whether a member of the population under study is more or less likely to exhibit the specific behavior. The key findings from the Tapestry WHO and WHAT reports are shown on the following pages.

For the comprehensive Tapestry WHO and WHAT reports, please refer to the BrandPrint CD. For further explanation of any data or methodologies used to analyze the Tapestry reports for Sebastopol, please refer to the supplemental *Community Tapestry Handbook*.

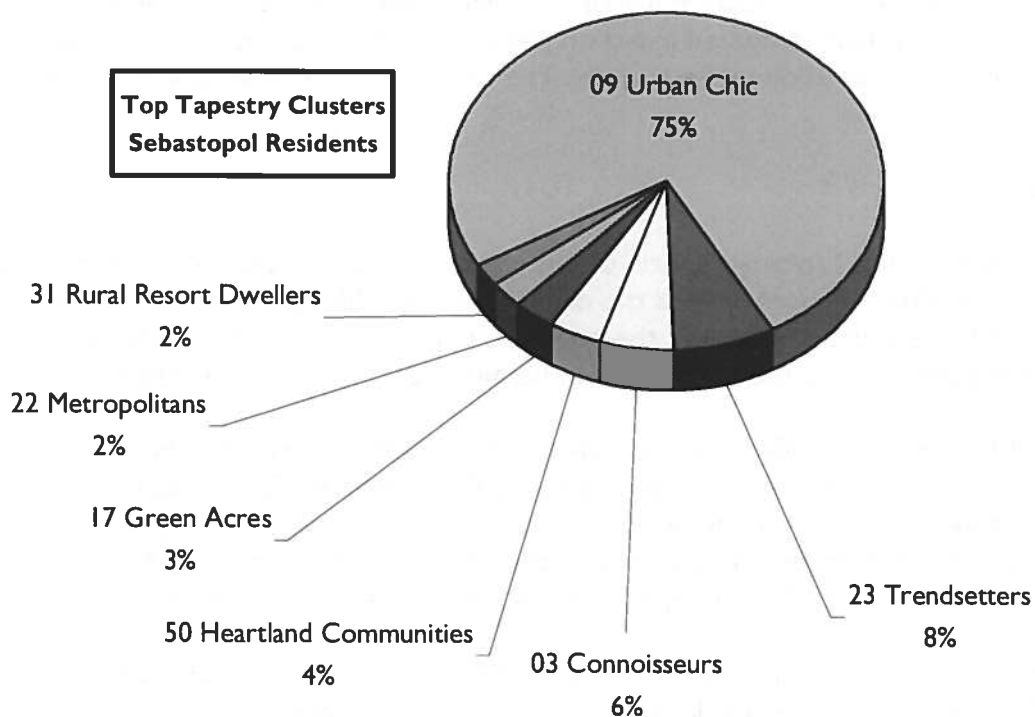
TAPESTRY WHO REPORT

Sebastopol Top Resident Segment

09* Urban Chic (75%)

- Professional couples who live an urbane, exclusive lifestyle.
- Half are married, less than half have children. Median age 41.
- Diversity is lower than U.S. averages (mostly white)
- Median HHI \$82,000, well-educated, pursue a variety of occupations from self-employment to professional and technical jobs.
- Residents travel extensively, visit museums, attend dance performances, and participate in civic activities such as working for political parties.
- Frequently use the internet, listen to news/talk/public radio, read multiple newspapers and magazines, and enjoy Bravo, A&E, CNN, and MSNBC, although TV viewing is not predominant.

**This number correlates with the segment number designated in the Community Tapestry Handbook. Please refer to the Community Tapestry Handbook and CD provided for more in-depth information on each tapestry segment. The comprehensive reports for the Sebastopol Tapestry WHO analysis are provided on the BrandPrint CD.*



TAPESTRY WHO REPORT

Sonoma County Top Resident Segments

09* Urban Chic (19%)

Urban Chic residents are professional couples who live an urbane, exclusive lifestyle. More than half are married couples and less than half have children. With a median age of 41, a median HHI of \$82,000 enables a stylish lifestyles that includes extensive travel, luxury cars and shopping at upscale establishments. They are employed in a variety of occupations and stay connected with PCs, PDAs and cell phones.

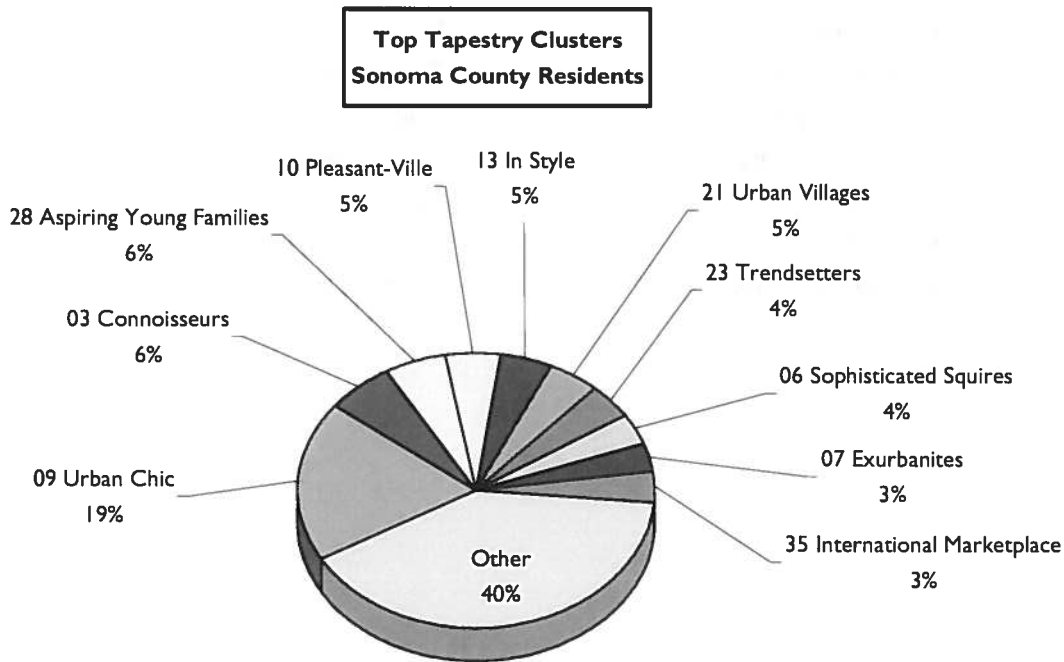
03 Connoisseurs (6%)

Slightly older market, median age 45. High labor force participation, well-educated. Many are self-employed. Second in wealth of all tapestry segments, 1st in conspicuous consumption. Physical fitness is a priority, love reading and travel. Not do-it-yourselfers, love coffee (especially Starbucks), and use the internet frequently.

28 Aspiring Young Families (6%)

Ethnically diverse, these young, start-up families are a mix of married couples (with and without children) and single parents with children. Median age 30, median HHI \$46,400, half rent and half own homes. Discretionary income is spent on children and homes. Residents travel domestically and enjoy dining out at family restaurants and going to the movies. They exercise at home and prefer family restaurants such as IHOP, Jack-in-the-box or Fuddruckers.

**This number correlates with the segment number designated in the Community Tapestry Handbook. Please refer to the Community Tapestry Handbook and CD provided for more in-depth information on each tapestry segment. The comprehensive reports for the Sebastopol Tapestry WHO analysis are provided on the BrandPrint CD.*



TAPESTRY WHAT REPORT

The Sebastopol and Sonoma County What Reports can be found in their entirety on the BrandPrint CD. We strongly encourage you to look at them and suggest using the information below as a guide to help you more fully understand the What Reports. When utilized correctly, these reports will help you gain a much deeper understanding of Sebastopol residents *and* act as a fantastic tool for economic development.

Understanding the What Report

As explained previously, the Tapestry What Report provides a very detailed analysis of the Sebastopol and Sonoma County resident in 37 separate lifestyle and media groups in over 2,200 categories.

Complete list of all Tapestry lifestyle and media groups:

- Apparel
- Appliances
- Attitudes
- Automobiles
- Automotive/Aftermarket
- Baby Products
- Beverage Alcohol
- Books
- Cameras
- Civic Activities
- Convenience Stores
- Electronics
- Financials
- Furniture
- Garden Lawn
- Grocery
- Health
- Home Improvement
- Insurance
- Internet
- Leisure
- Mail/Phone/Yellow Pages
- Watch
- Read
- Listen
- Personal Care
- Pets
- Restaurant
- Shopping
- Smoking
- Sports
- Telephone
- Tools
- Toys/Games
- Travel
- Video/DVDs
- Miscellaneous

All characteristics are indexed against the national average of people who exhibit that certain lifestyle trait. An index of 100 is average, thus anything above a 100 index is above average and anything below a 100 index is below average. The samples below are pulled from the Sebastopol Resident What Report and can help you understand this indexing system.

As an example, if your visitors index 373 in shopping at Longs Drug Store in the past 6 months, it means they are over three times more likely to shop there than the average U.S. Resident.

Economic development entities in your community can use this information as a sales tool to recruit potential businesses with cold hard numbers. If you know that residents in your community are 3 times more likely to shop at Longs than the average U.S. citizen, you should have a much easier time convincing them to set up shop in your community.



Restaurant	
Category	Index
Fam rest/steak hse last 6 mo: Red Robin	232
Fam rest/steak hse last 6 mo: Marie Callender's	221
Fam rest/steak hse last 6 mo: Tony Roma's	193
Fam rest/steak hse last 6 mo: Cheesecake Factory	188
Fast food/drive-in last 6 mo: El Pollo Loco	173

LANDS' END

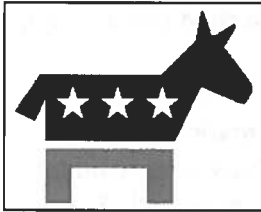
Shopping	
Category	Index
Drug store shopped at last 6 mo: Longs Drug Store	373
Dept/clothing/variety store/3 mo: Nordstrom	326
Warehouse/club store/6 mo: Price Costco	241
Dept/clothing/variety store/3 mo: Banana Republic	228
Ordered last 12 mo from: Lands' End	227

UNITED

Travel	
Category	Index
Airline used for domestic trip/12 mo: United	317
Took 3+ domestic non-business trips by plane/12 mo	307
Airline used for foreign trip/3 yrs: British Air	278
Visited on foreign trip last 3 yrs: United Kingdom	277
Visited on foreign trip last 3 yrs: Italy	260

For the purpose of creating the strongest possible profile of the residents and visitors of Sebastopol, (and because you might not have time to scrutinize all 2,000+ categories) we isolate those categories that index higher than 126 and lower than 75. Patterns within a lifestyle or media group are then summarized, and a basic profile is created:

Sebastopol Resident Profile



Sebastopol residents are more likely to:

- Enjoy being active (purchase athletic apparel, like skiing, hiking, golf, yoga, running, tennis)
- Stay VERY civically involved (contribute to PBS, write in to various publications, work for political parties, participate in environmental groups, attend public meetings, recycle, volunteer, vote, belong to civic clubs)
- Spend disposable income spent on extras for the home (coffee grinders, trash compactors, espresso makers, juicers, pasta makers, convection ovens)
- Consider themselves very liberal
- Own cars over \$30K (imports and luxury cars) and purchase premium gas (don't own trucks, Oldsmobile's, Buicks, or Pontiacs)
- LOVE to drink wine, but casual drinkers; also drink vermouth, premium beer, and scotch
- Read frequently (fiction and non-fiction, biographies, history, business, self-help; read Epicurean, airline, and travel magazines; heavy/multiple newspaper readers)
- Enjoy photography as a hobby
- Purchase the latest electronics (home PCs, Apple iMacs, laptops, MP3 players.)
- Stay very concerned with finances and are active in planning for the future (own stocks, money markets/mutual funds, IRA accounts, annuities, 401K)
- Have lawn services and professional cleaning services, maintain gardens (and use organic garden products)
- Shop at gourmet/specialty grocery stores, don't purchase many pre-made goods (don't buy frozen bread, instant potatoes, frozen breaded chicken, frozen French toast, packaged pasta salad, etc.)
- Maintain healthy lifestyles (frequently use vitamins and supplements, buy products specifically labeled as organic/natural and low-fat, regularly visit internists, exercise frequently, diet)
- Spend money on home remodeling

- Use the internet frequently (travel, investing, shopping, news, medical info)
- Support the arts (visit museums, attend dance performances, live theater, music performances)
- Dine out frequently and enjoy casual dining (not fast food)
- Watch NOVA, Bravo, BBC America, Alias, Gilmore Girls, 60 Minutes
- Listen to classical, public, all talk/news radio
- DON'T play the lottery, smoke, hunt or fish
- Shop at higher end stores (not big Wal-Mart/K-Mart shoppers)
- Travel frequently and travel abroad.

Residents of Sonoma County were also profiled. It should come as no surprise that these two groups of residents are somewhat similar given their geographic proximity and the “like seeks like” principle on which Tapestry profiling is based – if birds of a feather flock together, then Sonoma County residents and Sebastopol residents should be similar.

Sonoma County Resident Profile



Sonoma Country residents are more likely to:

- Purchase athletic and business wear, like to ski/golf/play tennis
- Spend disposable income on extras for the home (hot tubs, trash compactors, coffee grinders)
- Purchase higher-end import cars (but purchase a wider variety of brands than Sebastopol residents)
- Be politically liberal (but not as liberal as Sebastopol)
- Enjoy wine, premium beer, reading, photography
- Stay civically involved (contribute to PBS, participate in public activities)
- Purchase the latest electronics (home PCs, Apple iMacs, laptops, MP3 players, big screen and plasma TVs)
- Stay concerned with their financials
- Have lawn services, maintain gardens and landscaping
- Shop at gourmet grocery stores
- Use some nutritional supplements
- Use the internet frequently
- Travel frequently, attend museums, dance performances
- Watch BBC America, Alias, Golf Channel, soccer, Bravo
- Listen to Hispanic, public, classical and talk radio
- Like fast food and casual dining
- Don't smoke.

Despite some similarities, Tapestry profiling also revealed just where and how Sonoma Country residents and Sebastopol residents are different.

Unlike Sebastopol, Sonoma County has notable representation in diverse Tapestry segments like:

- *Urban Villages*: Multi-cultural young families (majority Hispanic) living in densely populated areas; low education levels, work in manufacturing, transportation and production, own older homes.
- *International Marketplace*: Very diverse communities (half Hispanic), high proportion of immigrants, one in five HH not fluent in English, employment consistent with U.S. average but on part-time basis. Live in older urban neighborhoods.
- *The Elders*: With a median age of 73, most occupants of this segment are retired and drawing social security income. They are primarily white with a low HHI but a high net worth relative to rest of U.S. Live primarily in warm communities and most own their homes

And while residents of both areas may seem very similar to outsiders, a deeper look at the Tapestry profiling shows:

Sonoma County....

- Is moderately diverse.
- Eats fast food.
- Takes nutritional supplements.
- Listens to NPR and talk radio.
- Likes to travel.
- Supports all things organic.
- Monitors their investments.
- Likes to drink wine.
- Visits museums.
- Consider themselves liberal.
- Is civically involved.

Sebastopol Residents...

- Are very homogenous
- Would rather cook it themselves.
- Takes even *more* nutritional supplements.
- Listens to it more.
- Travels more frequently.
- Won't buy it if it's not organic.
- Monitors investments, then invests more.
- Can tell a bottle of '88 from a bottle of '89.
- Could lead the museum tour groups.
- Eats conservatives for dinner.
- Wrote the book on civic engagement.

ONLINE COMMUNITY SURVEY

Purpose

The purpose of the Online Community Survey is to gain a qualitative and quantitative measure of the community's perceptions of Sebastopol.

Methodology

North Star developed an online survey based on the results of the stakeholder Vision Survey, and the community was encouraged to participate.

Results: Total online respondents: 194. The answers shown below represent the top response for each questions.* Residents who participated feel:

- Sebastopol is best described as eclectic, quirky and funky (28%).
- The city's greatest asset is charm and character (19%).
- Most visitors are attracted to Sebastopol by events and festivals (21%)
- Most businesses are attracted to Sebastopol by the opportunity for small, unique businesses (41%).
- Most residents are attracted to Sebastopol by the small-town atmosphere (66%).
- People who have never been to the area think Sebastopol is quirky and eccentric (23%).
- The high cost of living (29%) prevents most people from learning more about Sebastopol.
- Sebastopol's biggest challenge is traffic (30%).
- The biggest opportunities for employment growth are in alternative, green industries (31%).
- Sebastopol aspires to be environmentally and socially conscious (41%).
- Love of the community (46%) unites Sebastopol residents.
- The word "sustainability" means environmental awareness for residents of Sebastopol (34%).

**Please see Appendix B for the complete results set (including graphs) from the Online Community Survey. Verbatims from "Other" responses can be found on the BrandPrint CD.*

CONSUMER AWARENESS and PERCEPTION STUDY

Purpose

The purpose of this study is to gain insight into consumer awareness, visitation and perception of Sebastopol, California.

Methodology

A telephone survey was conducted among consumers in two key competitive markets for Sebastopol, California. The markets used were selected by the brand drivers and included Davis, California and Palo Alto, California.

A total of 200 surveys were conducted, allowing for a margin of error at +/- 7.04% at a 95% confidence level. 100 interviews were conducted in the Davis, California market and 100 interviews in Palo Alto, California market.

North Star developed the survey instrument, fielded the research, tabulated, and analyzed the data. The interviews were conducted between November 10th and November 16th. The analysis was completed immediately thereafter.

The survey was specifically developed to measure:

- The overall perception of Sebastopol among consumers.
- Whether consumers have visited Sebastopol.
- What consumers would add to and/or take away from Sebastopol to make it a more exciting place.
- Whether consumer perception of Sebastopol changed after visiting.

Results: Executive Summary*

- Sebastopol received seven percent (7%) unaided awareness when respondents were asked “what cities or communities come to mind when you think of Sonoma County, California?”
 - Sebastopol was fourth in unaided awareness behind Santa Rosa, Petaluma, and Healdsburg.
 - Sebastopol received one hundred percent (100%) overall awareness, which is a combination of aided and unaided awareness.
- The top of mind perception of Sebastopol, California is an agricultural community as well as apples, wineries, the Russian River, and alternative lifestyles.
- The adjectives that describe Sebastopol are small, rural, and beautiful.
- Respondents felt the attribute description that most matched Sebastopol was “a community with agricultural roots”.

- Twenty-nine percent (29%) of the respondents had visited Sebastopol in the past three years. Most of those visits were on the way to visit another destination.
- The primary purpose for visiting Sebastopol was a leisure trip (64%).
 - Seventeen percent (17%) visited Sebastopol to visit friends or relatives.
 - Five percent (5%) visited on business.
 - Ten percent (10%) combined both business and pleasure on their trip.
- Fifty-one percent (51%) of the respondents dined out during their visit to Sebastopol.
 - Thirty-seven percent (37%) went shopping.
 - Seventeen percent (17%) walked around downtown Sebastopol.
 - Nine percent (9%) of respondents said they participated in agritourism, such as visiting a farmer's market or communal farm.
- When respondents were asked to rate attributes regarding Sebastopol, California on a scale of 1 to 5 with 1 being "poor" and 5 being "excellent", quality of life was the highest rated statement with a mean score of 4.13.
- Twenty-three percent (23%) of the respondents who visited Sebastopol said they would consider it a gourmet food center.
- Seventy percent (70%) of respondents had heard the term ecotourism, and forty-four percent (44%) of respondents had engaged in ecotourism activities.

**The complete results set from the CAP study has been provided as a bound copy, accompanying this Final Report.*

Where the brand should be

The Insights portion of this process comprises the emotional and subjective sparks – gleaned from our intellectual and objective research – that point like a compass to the strategic position that best supports Sebastopol' goals.

Because Sebastopol' primary goals include increasing visitation, growing interest in business development opportunities and extending the brand into the community, we need to focus the branding strategy in the markets that will be most receptive to the brand communication. Furthermore, the brand strategy must differentiate Sebastopol from surrounding markets using a position that is relevant to its core customer base. This differentiation must remain in keeping with the personality perceived by stakeholders, visitors and perspective businesses alike.

Using the research gathered as fodder for thought, our insights come from asking a number of provocative questions: What emotional attachments can the brand hold for the consumer (visitor, business or resident)? How does the brand fit into his or her lifestyle? How can the brand stand out in the marketplace? These insights will become the framework of our creativity on behalf of the brand.

Insights about Sebastopol (Conclusions based on research)

- Residents of Sebastopol love their town!
 - 46% of residents say a “love of community” is what unites them.
 - “If God doesn’t live here, he must at least sub-let!”
 - “My time in Sebastopol was not a business investment . . . It was a human investment.”
- In terms of a greatest asset:
 - 19% of residents point to the community’s charm and character
 - 17% point to its location
 - 14% point to its people.
- 28% of residents describe the town as being eclectic, quirky and funky (all in a good way).
- Interestingly, residents feel that outsiders see the community as “extremely liberal,” “quirky, eccentric” and full of “hippies.”
 - But the top descriptions outsiders use for Sebastopol are “a small-town with agricultural roots” and “small, beautiful and rural.”
 - A smaller percentage of outsiders did note that the community is “eco-friendly and green.”

- Sebastopol certainly has its share of natural California beauty:
 - Redwoods
 - Close to ocean
 - Great climate
 - Wine country
 - “Sebastopol is one of those places that hooks you for life with the natural beauty” (state tourism official).
- Outsiders emphasized the community’s beauty, too:
 - Pretty, nice, bucolic, trees, near the beach, apple capital of CA, rolling hills, fresh air, orchards, pastoral, peaceful
- But it is the people of Sebastopol who give the town its character and charm. It is the people who are eclectic, funky and quirky.
- Even businesses that have chosen to leave Sebastopol cite the people as being a huge asset:
 - “People were wonderful”
 - “Very loyal customer base, they truly support small businesses and want to see them succeed”
 - “Wonderful, friendly people”
 - “People are laid-back, nice.”
- Sebastopol definitely attracts a distinct kind of person.
 - 75.1% of residents fall into the same Tapestry segment.
 - Out of 75+ communities branded by North Star, the next closest in terms of homogeneity had 36.8% in their top resident Tapestry segment.
- The Sebastopol resident is:
 - Civic-minded, liberal, political, educated, well-read, involved, motivated and inspired.
- The Sebastopol resident likes:
 - Good food, good wine, good books, public radio and television, the arts and living simply.
- The Sebastopol resident goes out of her way to:
 - Support local businesses, protect the environment, appreciate the arts and educate the children.

- It is impossible to be a “poser” in Sebastopol. People live their beliefs because those beliefs are part of their DNA, not because they are trendy or en vogue.
 - Before organic was found in every grocery store, Sebastopol residents shopped from local organic retailers and subscribed to community farming.
 - Before “green” and “sustainability” became catch phrases for cities striving to be cutting edge, Sebastopol residents recycled, embraced solar energy, bought electric cars and bicycles, supported businesses that protect the environment and worked to protect the area’s natural resources like the Laguna Wetlands.
 - Before the rest of the world actually began listening to Al Gore’s talk about global warming, Sebastopol residents had elected city officials who were members of the Green Party.
 - Sebastopol residents may be laid back, but they are not sitting back waiting for someone else to save the world.

- Sebastopol residents understand that to save the world (or even your little corner of it) you have to get your hands dirty:
 - Growing a garden
 - Painting a picture
 - Helping a neighbor
 - Wiping oil from a bird’s wings
 - Impeaching a president (hypothetically)
 - Recycling resources
 - Supporting a local business
 - Educating your children.

- All in all, Sebastopol delivers excellent quality of life. And residents aren’t the only ones who think so! Outsiders say:
 - Quality of life is the attribute that Sebastopol delivers better than any other (4.13 out of 5)
 - Other attributes they could have chosen: skilled workforce, good planning, employment opportunities, historic preservation, diversity, educational opportunities, distinctive identity, business-friendly culture, affordable cost of living.

- Despite Sebastopol’s excellent quality of life, it would be difficult to live and work there if you didn’t truly believe in the principles that define the overall ideology of the population.
 - Be in the minority philosophically
 - Very expensive place to live
 - Not a lot of commercial retail
 - Anti-business environment.

- Comments regarding the business environment:
 - “People can’t afford to live and work in Sebastopol.”
 - “A lot of people want big box retail and lower prices. You can’t buy the things you need in Sebastopol.”
 - “Sebastopol makes it hard to do business – some prominent business people and city leaders are hard to work with.”
 - “City is very anti-business. Don’t understand the realities of growth. You need it to maintain quality of life.”

- Sebastopol residents love their town. Not surprisingly, residents are wary of growth and change. They like things the way they are!
 - But growth is necessary to maintain quality of life.
 - The key is to promote growth in synch with your values.

- The key is to attract more residents and businesses with a connection to the Sebastopol mindset in order to maintain the quality of life that current residents love.

- Secondly, work to attract tourists who respect your beliefs and will work to protect the environment you revere.

- Tremendous opportunity exists to...
 - Become a Mecca for foodies and epicurean gourmets
 - Become a leader in renewable energy and other cutting-edge sustainability programs
 - Become a haven for people who love art, music and beauty
 - Become a guide for people struggling toward self actualization
 - Become an example for how to live a better life.

- But to maintain your quality of life; attract ideological residents, businesses and tourists and serve as an example to the rest of the world, you must first:
 - Develop a brand that connects you with your target markets. (Even if your brand is an anti-brand.)

- The Sebastopol brand
 - Uses public transit, a bicycle, a pair of feet
 - Wears organic, natural fibers and eats food straight from the land
 - Lives modestly, with gratitude.

Brand Positioning Platform

<i>Target Audience:</i>	For people who value the earth, beauty and simple living
<i>Frame of Reference:</i>	Sebastopol is a small community of forward thinkers in beautiful Sonoma County
<i>Point of Difference:</i>	where global consciousness and local flavor are revered
<i>Benefits:</i>	leading you down your own path to self actualization.

The Sebastopol Brand Positioning Platform: Why?

- A Taste of Local Flavor is displayed in your...
 - Independent organic farmers
 - World-class restaurants
 - Unique art in the streets, workplaces, homes
 - Open hearts and compassionate hands
 - Hippies and professionals (sometimes in the same person!)
 - Communal living
 - Charming architecture
 - Boutique shops
 - Appreciation of individuals
 - Electric cars
 - Top notch education
 - Impassioned residents.

- Self actualization is important for...
 - Raising your children
 - Educating others
 - Building a better world
 - Nurturing nature
 - Balancing the needs of home and business
 - Serving as an example for sustainable living
 - Loving purely
 - Laughing daily
 - Feeding people's bodies and souls
 - Creating art that touches hearts
 - Living with gratitude.

What will get us there?

In this section, we discuss which elements of communication need to be created or altered – and in what ways – to influence the responses and behavior of Sebastopol's various target audiences (residents, businesses, tourists, prospects) toward your brand. A number of brand-shaping issues must frequently be confronted: overall positioning, packaging, budget allocation, stakeholder participation, sponsorship association, cooperative efforts and of course, advertising and promotions.

Two major initiatives occur at this point:

- Creative expressions are developed.
- Brand-building ideas are generated.

STRAP LINE

The strap line is the tip of the iceberg when it comes to branding. It is the catchy phrase or statement that visitors will come to associate with Sebastopol. It is one of the most “visible” aspects of our research because it is what people will see most often. Truthfully, a strap line is an expression of the brand. For this reason, it should be simple, concise and memorable.

Sebastopol Strap Line

Local Flavor. Global Vision.

Strap Line Support

- The line speaks to Sebastopol’s humble approach to living that is rooted in local taste and connections, while maintaining a worldly perspective on culture and shared issues. It delivers an expectation of having both local interest and a global conscience.
- The line is very flexible and will work for all the organizational entities involved in the branding of Sebastopol.
- The line is simple, unique and memorable. The creative, visual nature of the line lends itself well to marketing campaigns.

BRAND BUILDING IDEAS

Sebastopol . . . Local Flavor. Global Vision.

Community brands are not just about taglines and logos. They are about emotion and experience. For that reason, North Star provides custom brand-building ideas designed to get your “Local Flavor. Global Vision.” brand off the page, onto the street and into people’s hearts and minds.

These ideas come in all shapes and sizes. Some are serious, others are pure fun. They range from aesthetic overlays to educational programs to initiatives for turning residents into brand advocates. Use those ideas that work with your resources and vision for the future. File away those that don’t. The goal is to get you thinking about three-dimensional ways to build your brand.

Following are six big strategies for establishing Sebastopol as a community bursting with local flavor and brimming with global vision. Now that’s something you can sink your teeth into!

- **F** . . . Fashion a support organization
- **L** . . . Launch the brand to the world
- **A** . . . Activate residents to your cause
- **V** . . . Value global vision
- **O** . . . Optimize internet opportunities
- **R** . . . Reveal the brand with events

F . . . Fashion a support organization

Brands don't grow and thrive if no one takes responsibility for them. Successful implementation of the Sebastopol brand requires accountability, passion, understanding and respect for the branding effort.

Put together a Market Sebastopol group

- Develop a "Market Sebastopol Partnership" comprised of public, private and non-profit sector organizations of all sizes interested in marketing Sebastopol for future growth and success.
- Members should include the community's largest businesses, hospitals, newspapers, the City, the Chamber, the ECD, arts alliances, schools, small businesses, local marketing firms, etc.
- A team approach (including the private and public sector) to managing the brand furthers the buy-in and adoption of the resulting work. It keeps in mind the big picture for the community, and it weathers changes in political administrations.
- This group can solicit funds from its members for implementation of the brand and other marketing-related projects.
- Members of the partnership should sign a brand charter* pledging their support and commitment to the brand.

**An example Brand Charter can be found in Appendix C.*

Designate a Sebastopol Brand Manager*

- The Brand Manager will have primary responsibility for developing the annual budget for branding, pursuing the specific strategies identified, building a network of supporters for the brand, and overseeing and evaluating the effectiveness of the brand in the community.
- In an ideal world, brand management duties would be all this individual does. Realizing Sebastopol's budgeting constraints, brand responsibilities could be rolled into an existing position. This individual will hold a high profile position within the Market Sebastopol Partnership.
- The City should consider taking responsibility for this employee and his/her salary as the City's contribution to the Market Sebastopol Partnership (keeping in mind that other organizations will step up to the plate for other implementation dollars).
- Skills necessary for the job include marketing, budgeting, writing, management, team building and organizational.

**A Brand Manager Job Description can be found in Appendix D.*

Create a hierarchy within the Market Sebastopol Partnership

- The Brand Manager should work most closely with his/her counterparts in other public sectors organizations.
- The Brand Manager should have an advisory board of members from the Market Sebastopol Partnership.

Determine outside resources necessary for implementing the brand

- When identifying creative providers, remember it is a better use of resources for communities with limited budgets to work with freelance graphic designers, writers, and photographers rather than hiring a full-service agency.
- However, Sebastopol needs a public relations person. Hire a writer who works part-time as the City's public information officer and part-time as the Chamber's press generator. Another important task for this individual can be grant-writing; The potential to cash-in on grants for your green efforts is huge.

Have an initial work meeting with peers in other public sector organizations

- The Brand Manager should plan an "optional" meeting for his/her peers in other public sector organizations such as the city, economic development, etc. There is some fluidity regarding the composition of this group, although everyone in attendance should be a member of the Market Sebastopol Partnership. For example, if the Brand Manager feels it is critical that there be representation from the hospital, a specific arts alliance, local farmers or the school board, then the appropriate individuals from those organizations should be invited. Try and keep the group number to no more than 10.
- Attendees should bring their marketing plans from the previous year to the meeting along with a list of available resources that each organization brings to the table (i.e., a graphic designer).
- During this meeting the Brand Manager should review the brand platform and its creative manifestation, answering questions and clarifying the goals of the brand. The Brand Manager should reinforce what the ongoing success of the brand can mean for the community and the important role each person around the table has in that success.
- The Brand Manager should present each member of this team with a global apple pin. Also present them with a camera-ready logo and Logo Standards Package.*
- Attendees should then share their past year's marketing plans. The Brand Manager should facilitate a discussion of possible ways to connect the brand to those various activities.
- Facilitate a discussion of which activities might be coordinated amongst the organizations both to save resources and to create a bigger impact in the marketplace. Opportunities include ads, annual reports, informational brochures, broadcast, radio spots, signage, etc. (This "sharing" mindset is one that develops over time. Do not be discouraged if there is not much enthusiasm for it immediately. As the various organizations have success with the approach, they will become converts!)

**Both the camera-ready logo and Logo Standards Guide can be found on the BrandPrint CD accompanying this Final Report. A copy of the Logo Standards Guide has also been provided in Appendix H.*

Schedule ongoing monthly meetings

- Following the initial meeting, schedule optional monthly meetings with the above group. Encourage members to exchange ideas and resources and to use each other as a sounding board.
- During every meeting focus on brand initiatives. Reinforce the meaning of the brand, the reason for the brand, etc.

Schedule an initial group meeting with the Market Sebastopol Partnership.

- The leadership of these groups varies from community to community. In some places the Brand Manager leads the meeting, in other cities a private sector member serves as the group's spokesperson and leads the meetings. That will depend on the structure of your particular group.
- Working with the group's leadership, the Brand Manager should schedule a meeting to discuss public sector initiatives and identify opportunities for cooperative efforts.
- Working with the group's leadership, develop a branding toolkit that partners can use to put the brand to work in their businesses. Include camera-ready art of the logo along with the graphic standards package for the logo and any other information that might be helpful. Also include a pin or a t-shirt bearing the global apple logo and strap line.

Schedule ongoing meetings with advisory board from Market Sebastopol Partnership.

- The Brand Manager should schedule quarterly meetings with the advisory board from the Market Sebastopol Partnership.

Meet one-on-one with community stakeholders

- The Brand Manager should schedule one-on-one and group meetings with a diverse sampling of community members to reinforce and answer questions about the brand. Other passionate brand ambassadors can also reach out to these people. Remember to talk to newspaper editors, artists, farmers, teachers, church leaders, the head of the school board, restaurant owners, etc. The goal is to create a strong support base for the brand within the community. "Look at all the diverse people who are interested in growing this brand." Encourage them to spread the word. Because Sebastopol is so anti-brand, they need the support of a wide variety of people.
- At each meeting, present the stakeholder with a global apple pin of the Sebastopol logo. Also bring camera-ready art of the logo and the Logo Standards Guide.

L. . . Launch the brand to the world

Sebastopol has a tremendous legacy of local living and global giving. But despite the serious nature of your cause, you don't take yourselves too seriously! Your brand celebrates that spirit and reaches out to people who understand that their chosen path eventually connects them to the rest of the world. Now it's time to spread this important message.

Develop brand merchandise

- One of the best ways to introduce your brand is with promotional items and merchandise that people can wear, drive, mail and use. Develop brand merchandise with the logo and strap line including hats, t-shirts, bumper stickers (for the back of your electric cars), coloring books, koozies, water bottles, blankets, mouse pads, stamps, license plates, coasters, etc. Whenever possible, use recycled and environmentally friendly materials for these items.
- Create Sebastopol *Local Flavor. Global Vision.* bottled water. Serve it at all government meetings, events, festivals, school field days, etc.
- Create Sebastopol *Local Flavor. Global Vision.* coffee wraps for use at coffee shops and bakeries.
- Merchandise can be sold on all websites, the art's center, at restaurants and in gift shops. It can also be given away as prizes for various contests, promotions, etc.

Phase out old communications

- Letterhead, cards, envelopes and folders should all be reprinted with the new brand logo. Make sure to set a sustainable example by printing on eco-friendly recyclable paper.
- Existing brochures, recruitment packages, etc. will also need to be reprinted with the new logo. Eventually these pieces should be reworked to reflect the new brand in copy and tone.
- Give participating organizations and entities a timeframe within which to use up all old materials.
- Make a production out of presenting them with the new branded materials (package them up in a fun way, hold a lunch, etc.). Set a roll-out date after which only the new materials may be used.

Advertise your new brand

- Create a joint ad with the Market Sebastopol Partnership (or all the public sector entities) announcing the new brand. Place it in the local paper as well as in the Santa Rosa paper.
- Have signage coming BACK from the drive to the coast teasing car riders with the local flavor they can experience with a stop in Sebastopol. Local businesses can participate in this. "Stop in Sebastopol for a taste of local flavor. 25 local flavors, that is!" (for the gelato at La Dolce V). Or "Sample Sebastopol's award-winning local flavor. Every bite of it fresh." Or create a kind of montage sign,

“Sample Sebastopol’s Local Flavor” and then have restaurants, art galleries, shops, etc.

Use city property as a marketing medium

- The goal of this implementation is for Sebastopol to wear its brand like a second skin. Start by taking inventory of all city property and identifying that which is best suited to bearing the Sebastopol logo – police cars, dumpsters, buses, water tower, etc. Recycling bins are an excellent place for your brand message.
- Design city signage that reflects the brand.

Publicize your new brand

- Make 2007 (or 2008) the year of the Sebastopol brand! Work with your PR professional to get as much mileage out of the brand launch as possible. This includes media coverage of the rollout meeting; a press conference; creation of a “brand booklet” to send to businesses, VIPs, media, etc.; and a series of press releases announcing the various phases of the brand implementation.
- Despite all of Sebastopol’s good work and high green standards, many people don’t know you are a leader in global visioning because of your low profile. Put your PR person to work getting free press for your green success in industry trade magazines and with green organizations.
- Work to establish yourself regionally and eventually, nationally, as a type of clearinghouse for up-to-date green information.
- Help offset some of the press Sebastopol receives about its radical ways by beating the media to the punch. Write satirical pieces and put them on your website or publish them in your paper.
- Have your PR professional partner with the local paper to do a series of profiles on the community’s local flavor. The first profile should help leverage your brand rollout by talking about the local talent who produced the creative for the brand and why this approach worked for Sebastopol in light of its strategy. In addition to local artists, growers and chefs, the series should also highlight people like Tim O’Reilly, who is a category leader and has taken a very personal approach to his business (in living what he believes, etc.). Post the series on your website as well.
- “Sebastopol is a State of Mind”: Partner with O’ Reilly to publish a book that looks at people in Sebastopol and their particular path of parenting, teaching, cooking, gardening, etc. Expand the idea of local flavor to all the socially conscious ways Sebastopol residents choose to live their lives and lead their businesses and show how those decisions can have a global impact.

Make an artistic statement

- Commission Bronze+ to do a statue of the apple logo. Place it in a prominent outdoor location.

A . . . Activate residents to your cause

Overcome resistance to the brand by involving your citizenry in local brand-building initiatives.

Host a public roll-out meeting

- Invite all residents to a town meeting that introduces the brand and explains the importance and impact of the brand to Sebastopol's growth. A number of factors are key to the success of this meeting.
- As you explain how the brand will impact the city, use examples that people can relate to, i.e., how growth can improve education for their children, how the brand can help them sustain their quality of life.
- Present them with volunteer opportunities to participate in the brand.
- If possible, also give attendees a promotional item representative of the brand – a t-shirt with the logo, for example. If it is not economically possible to give all attendees a gift, draw door prizes.
- Finally, give them a number of ways for keeping up with the progress of the brand. For example, allow them to sign up for brand update emails or dedicate space on the City's website for regular updates. Have an alternative available for those individuals who are not up-to-speed electronically such as ongoing newspaper articles or a periodic phone hotline update.

Take it to the stage

- Commission the Rep to write and produce a play called "Act Sebastopol." The point is to both reveal and lampoon the initiative to brand the un-brandable town. Play off of your "hippie" reputation and spoof real characters in town.

Communicate regularly

- Create a community-wide blog for residents to talk about what's going on in Sebastopol, both good and bad. Consider www.sebastopolsays.com.
- Publish a monthly e-newsletter for businesses and residents featuring the "local flavor of the month." The local flavor can be a business or individual who is making a difference in a unique and memorable way.

Support local businesses

- Partner with local businesses so that when residents buy local products, a contribution is made to a global cause. The City and the business should provide matching funds for each contribution.
- Offer tax incentives to businesses that come to Sebastopol to create something good. Develop criteria for measuring how the business plans to give back to the community and the world.
- Create a "Cooking with Local Flavor" designation for local restaurants that use fresh local produce. Place the designation on menus, in restaurant windows, etc.
- Work with the Chamber of Commerce to create ribbons (for ribbon cuttings) imprinted with the strap line "Local Flavor. Global Vision." All new members should also be given the camera-ready partner logo and a sticker for placement

in their front window. All other plaques, certificates and pictures of the event supplied to new business owners should also bear the logo and strap line.

Work through the schools

- Tie your apple logo to the apple symbol for education. Develop a school-wide Global Vision Day (perhaps on Earth Day, April 22) where each class teams up on a project for giving back to the world. Build up to Global Vision Day with teaching units designed to get students thinking about how local behaviors impact everyone globally.

Create a traveling display

- Develop a trade show display that gives visitors a “taste” of all Sebastopol’s different local flavors. Include foods, coffees, wines, products, artwork, CDs, clothing, produce – anything that is a unique product of Sebastopol.
- When the display is not in use, showcase it in the Visitor’s Center.

V... Value Global Vision

No one in Sebastopol does good for accolades or rewards. You do good because, well, it's the right thing to do. But why not showcase those businesses and residents whose actions impact the world? What better way to celebrate your global vision.

Give 'em the green apple

- Develop a "Green Apple" recognition program for businesses, schools, individuals, artists, athletes, musicians, scholars, farmers, teachers, kids or anyone whose actions exemplify the high standards and global vision that Sebastopol supports.
- Imagine your schools handing out Green Apple awards to students who create a project for protecting the wetlands. Imagine economic development recruiting new businesses by highlighting the Green Apple sustainable standards of the work force. Imagine businesses rewarding top achievers with the Green Apple performance award. Imagine the Chamber recognizing its members that make above-and-beyond community contributions with the Green Apple. Imagine a volunteer recognition banquet where the Green Apple giving spirit award is given.
- Create an actual Green Apple icon and put it on t-shirts, certificates and plaques for the Green Apple award winners.

Target green prospects

- Companies that thrive and prosper in Sebastopol are companies whose social philosophies are in line with your high purpose. Economic development should target socially conscious and green companies making waves in other green cities.
- A huge new industry is emerging for entrepreneurs who can meet the increasing demand of "clean technology innovations." Seek out entrepreneurs looking to make a difference in the world and offer them special incentives to set up shop in your area.
- Give all new businesses to the area a Segway, both to demonstrate your commitment to clean living and as a way to help Sebastopol's traffic situation.

Celebrate low impact day

- Celebrate low impact day, during which you showcase good practices and services. Have your PR person publicize activities and events that you develop around the day.

O . . . Optimize internet opportunities

The internet is the single most cost effective way for reaching out to all of your different audiences with your umbrella brand. In addition, it is the perfect medium for exposing those individuals outside your city to Sebastopol's fresh local flavor and green goodness. The key is to make it easy for users to find the information they need.

Create a central portal

- Create a centralized website as the hub for all information regarding Sebastopol. This central portal should reflect the brand in both design and content. It should link to all community-related sites including the City, the Chamber of Commerce, the arts center, the senior center, economic development, hospitals, newspapers, schools, restaurants and shops. Ideally, it would let the user link to any of the partners in the Market Sebastopol Partnership.
- This type of centralization allows Internet users to easily access comprehensive information while allowing each industry/organization/business to maintain independence.
- Also include a link to Green Apple recipients including businesses, individuals, organizations, etc. Explain the purpose and meaning of the Green Apple Award. (The URL greenapplereward.com is available.)
- A central portal is a win-win-win for all involved. Visitors enjoy the ease of finding all the information they need on one site. Constituents within any given area can share and benefit from the traffic that others bring to the site. Finally, a central portal represents a cohesive, comprehensive way to rein in the many diverse on-line initiatives of the community partners.
- Richmond.com and uniquebynature.org are excellent examples of this concept. McKinney's uniquebynature.org represents an interim portal that only includes public sector entities. The community is slated to add private sector information in the coming months.

Give them a global view

- On the central portal include a link to Google Earth giving visitors literal global vision.
- Make your portal a direct link to the best green information and sites on the web.
- Include "Green Business" resources to help businesses become more eco-friendly including recommendations for water/energy, air quality, green building and environmental design.
- Use the site to promote green experts in your community, such as solar Sebastopol.

Optimize search engine results

- No matter how well done your web site, if a prospect can't find it, it's worthless. Invest in search engine optimization, which ensures that residents, businesses, site selectors, meeting planners, visitors and potential visitors find your web site

easily and consistently, regardless of which search engine they use. (For a free analysis of your current web site's optimization, go to www.morevisibility.com.)

Build up your database

- The key to an effective relationship marketing program is the growing, managing and leveraging of your in-house database. This requires not only an understanding of the destination marketing business (tourism and economic development), but also expertise in the field of interactive marketing.
- The information that comprises a database can range from a simple list of e-mail addresses to a compilation of complex information including the number of times the person has been sent information on the destination or how often a person has been contacted. Here are some fundamental strategies for getting started:

- **E-mail marketing**

E-mail addresses are undoubtedly the most cost-effective data to collect and your web site is one of the best places to gather them! Always provide visitors with a reason to add their e-mail addresses to Sebastopol's database. Every time a visitor requests a free travel guide, signs up for a package offer, buys a product or registers for a promotion (free vacation, golf, etc.) require his or her e-mail. Likewise, if someone requested information regarding economic development, make it easy to gain their contact information.

- **On-site collection**

On-site surveys of visitors, such as through the Sebastopol Visitor Information Center, can build a solid base of information. A simple "guest book" can be used to collect addresses, telephone numbers, e-mail addresses, and comments on the destination's offerings. A promotional giveaway at the visitor's center can also be used as a collection tool, where the entry forms are used to collect the needed information. Place kiosks at the major attractions to capture mailing and e-mail addresses.

Go wireless

- Go wireless in as many public places as possible (including downtown). If ever a communication medium provided the benefit of shaping your world, it is wireless internet, which gives users the freedom and flexibility to express themselves when, where and how they want.

R. . . Reveal the brand with events

One of the best ways to build your brand is with events and attractions that support your brand strategy. From festivals to classes to events, the following activities are all about the experience of local flavor delivered in a global context.

Become a Mecca for “foodies”

- Food tourism is on the rise. And in the case of Sebastopol, it offers a deeper understanding of the destination. Host cooking getaways (packages that include accommodations, gourmet food and cooking classes) or hold cooking seminars/events that focus on healthy/organic cooking. Classes could even include how to find the best produce, best local wines for various foods, how to cook in a way that has less impact on the environment, etc.
- The following is a link to a company in Santa Rosa that conducts epicurean tours around the world: http://www.foodandwinetrails.com/html/sonoma_tour.html. Currently Sebastopol is not included on the itinerary for the Sonoma tour. Work to get your epicurean offerings on the list.
- Cover the Farmer’s Market so that it can be open year-round. Make it bigger than just a farmer’s market, featuring local artists and musicians. Foodies in town for classes should spend a day sampling local produce.

Create a one-of-a-kind festival

- Sebastopol already boasts the very successful Apple Blossom Festival. Consider developing another branded festival during a different time of year (fall, perhaps) inviting participants to come experience your local flavor.
- Food, art and activities should all be unique, fresh and indigenous to Sebastopol – essentially a celebration of all things local.
- From a general perspective, this event needs to be:
 - Highly visual with activities for visitors to see, engaging them for hours at a time in motion, colors, patterns and other spectator components.
 - Multi sensual with supporting attractions that appeal to the ears (music), taste buds (food and drink) and brain (historical tours, museums, lectures, workshops).
- We strongly advise working with a public relations professional with expertise in this kind of event planning.



Sebastopol BrandPrint

COMMUNITY LOGO*



SEBASTOPOL
Local Flavor. Global Vision.

For complete instructions on how to appropriately use the Sebastopol logo, please refer to the Sebastopol Logo Standards Guide in Appendix H. (The last two pages of this Final Report.)

SAMPLE COPY

Think of Main Street, Sebastopol as Main Street, USA — with an alternative route. Tucked in the heart of a quirky farming town, it's a place where organic and sustainable methods took root long ago. Where you'll see kids riding their bikes to school, but you'll also see some of their parents riding theirs to work. Here, neighbors visit on front porches in the evenings, but they're just as likely to be grappling with social issues as chatting about social functions. It's a place where residents support local businesses, and local businesses do well by doing good. Because folks here understand this: Our little Main Street — or any chosen path — eventually connects us to the rest of the world.

WEBSITE | INTRO FLASH PAGE

(Main image could change monthly)



WEBSITE | INTRO COPY



WEBSITE | TEXT



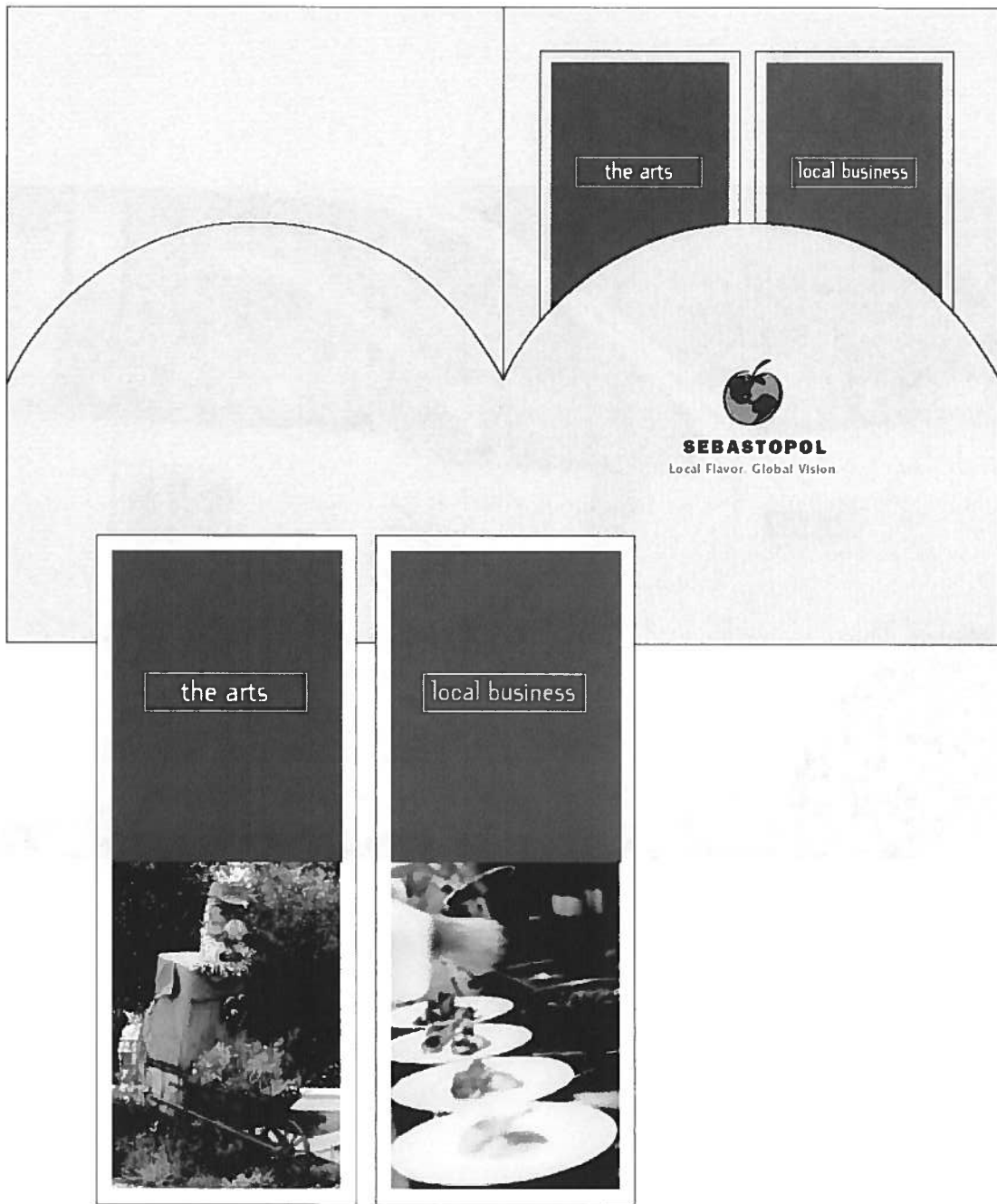
WEBSITE | INTERIOR PAGE



PACKAGING | PRESENTATION FOLDER WITH BAND



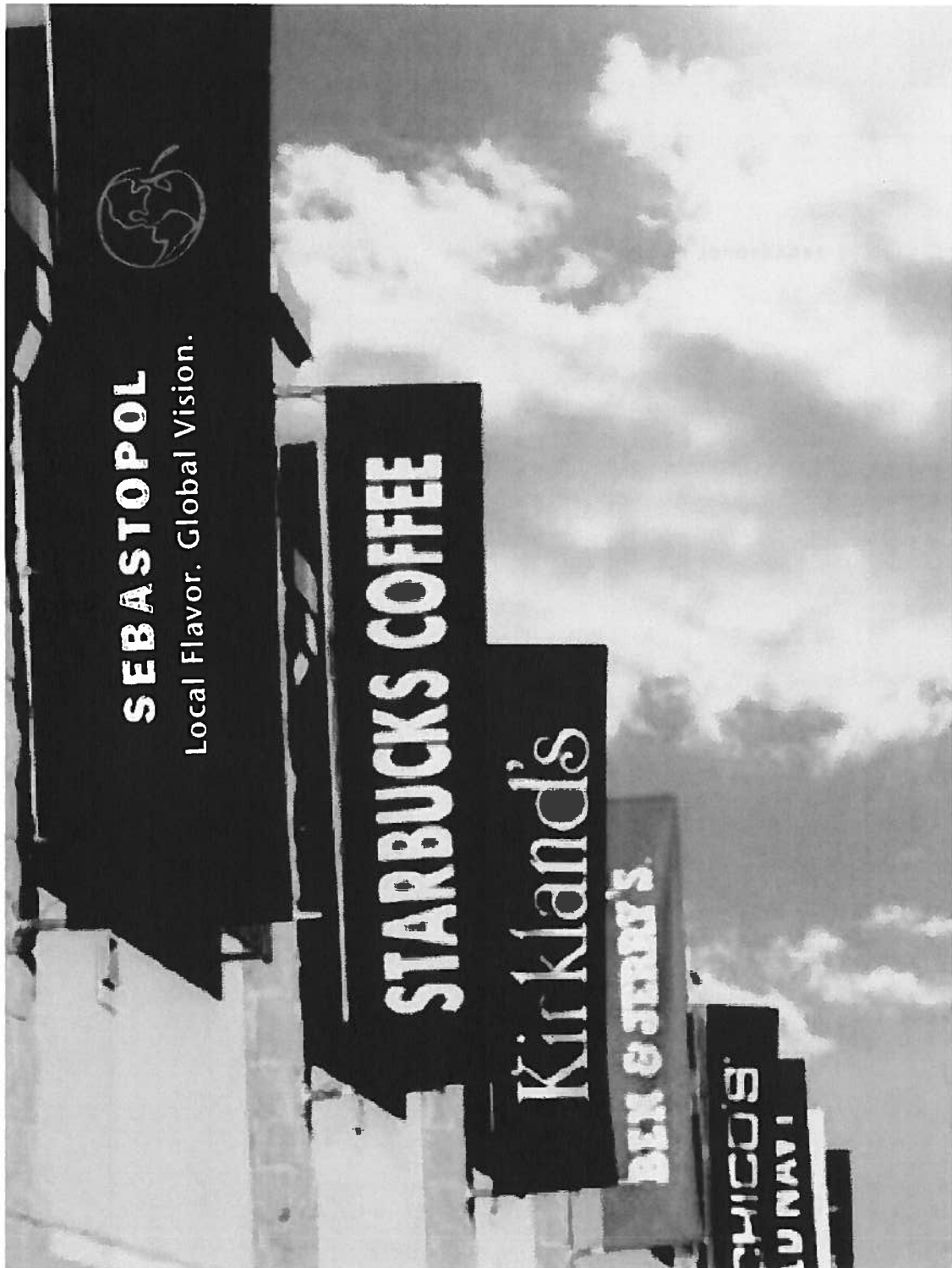
PACKAGING | INTERIOR PRESENTATION FOLDER | BROCHURES



VEHICLE APPLICATION



028 BANNER APPLICATION



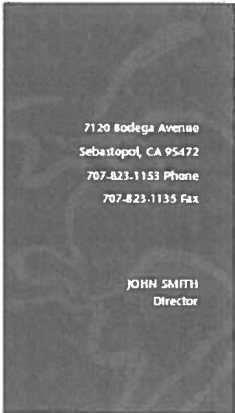
LETTERHEAD AND BUSINESS CARD



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JOHN SMITH
Director

World-class
chefs. Locally
grown radicchio.



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FULL PAGE AD 2

Enjoy our
many views.



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VISITOR GUIDE

Visitor Guide
2007



Experience
our version of
traffic on the
bridge.



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How is the brand performing?

Evaluation yields new information which may lead to the beginning of a new planning cycle. Information may be gathered from concept pre-testing, campaign impact in the marketplace and tracking studies to measure a brand's performance over time.

Ideally two basic questions will be answered: Have responses to the brand among target audiences changed in the way the BrandPrint intended? And have these changes resulted in consumer action that will achieve the desired objectives of the brand? Turnkey or do-it-yourself programs are recommended depending on the needs of the community.

Sebastopol Visitation Study

Purpose

Although we have qualitative information about the perceptions of visitors and what motivates them to visit, there is little information on the fundamentals of Sebastopol visitors: length of stay, party composition, trip expenditures, etc. It would be valuable to have this information in order to monitor any change in visitor trends.

Methodology

- Conduct annually.
- Gather samples from lodging records from each season.
- Include a signed cover letter (with real ink) to brand the personal/friendly side of Sebastopol.

An outline of the study has been provided in Appendix E.

Sebastopol Perception Study

Purpose

We now have an understanding of current brand perceptions among residents and visitors. Because the brand strategy encapsulates those brand perceptions and takes them even further with the strengthened Sebastopol positioning, this study would allow us to see if we successfully refined the brand in the eyes of residents and visitors. If brand perception did not change as we intended, then we can fine tune the media and messaging accordingly.

Although the primary purpose of this study is to track brand perception, we recommend to explore the issue of business development to see what the consumer desires in this arena.

Methodology

- Conduct annually.
- Gather a sampling from lodging records and residents.
- Include a signed cover letter (with real ink) to brand the personal/friendly side of Sebastopol.

An outline of the study has been provided in Appendix F.

Sebastopol Conversion Study

Purpose

Conduct a Conversion Study in order to evaluate media. The findings from this study will help refine the media plan in order to ensure media efficiency.

Methodology

- Capture inquiry contact information (name/address/media vehicle at a minimum).
- Append phone numbers to inquiry addresses using a data append service.
- Conduct telephone interviews.
- Perform a minimum of 100 interviews per media vehicle.

An outline of the study has been provided in Appendix G.

