

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Discussion and Update of the Promoting Shoreline Project		
DEPARTMENT:	Economic Development		
PRESENTED BY:	Dan Eernisse, Economic Development Manager		
ACTION:	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution	<input type="checkbox"/> Motion
	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Public Hearing	

PROBLEM/ISSUE STATEMENT:

Council funded a new marketing initiative in its 2015 budget with the goal of promoting Shoreline to new residents and businesses. This initiative will result in a new communications strategy that for the first time reaches outside Shoreline's borders. Tonight's discussion will be led by City staff and Jennifer Rash, Senior Account Manager of PRR, the consultant group contracted to support the City in constructing and communicating a compelling message to new residents and businesses.

Tonight's discussion builds on the update provided to Council on August 24, 2015, at which PRR made three recommendations to guide the City's efforts to reach new residents:

1. Create a campaign to inform those who don't know about Shoreline but are likely to find it appealing;
2. Debunk long-held misconceptions about Shoreline; and
3. Continue work on city-building efforts with broad appeal for future residents.

The staff report for this Council discussion can be found at the following link:

<http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2015/staffreport082415-8a.pdf>.

Since the last update, the messaging to promote Shoreline was honed into two messaging platforms to reach new residents and new businesses and investors. Each messaging platform contains a central premise, key audience(s), and key messages.

Having established the messaging platforms, the team is developing marketing tools that effectively communicate while matching the City's character and budget. These market tools are found in PRR's Draft Strategic Marketing Plan (Attachment A). The current proposal is to create an on-going, stand-alone promotional website (a "microsite") that provides residents and businesses with clear information and steps for experiencing Shoreline. Inquiring residents and businesses will be led to the microsite using marketing campaigns, giveaways, and events.

RESOURCE/FINANCIAL IMPACT:

Council appropriated funds in 2015 to conduct marketing surveys, to define messaging, to create promotional platforms, to carry out placemaking, to launch a promotional campaign, and to test effectiveness. Council reduced the request for 2016 promotional expenses from \$40,000 to \$28,150, based on staff's assurance that sufficient funds will be carried over to extend promotional efforts throughout 2016.

RECOMMENDATION

No action is required. Tonight's discussion is intended to provide an update for Council on the Promoting Shoreline Project.

ATTACHMENTS

Attachment A: Draft PRR Strategic Marketing Plan

Approved By: City Manager ***DT*** City Attorney ***MK***



City of Shoreline
Strategic Marketing Plan

DRAFT December 23, 2015
Prepared for the City Council of Shoreline, Washington
by PRR



1.0 OVERVIEW

Shoreline residents generally love their city. Results of the 2014 citizen satisfaction survey showed that 92 percent felt safe in their homes, 91 percent rated Shoreline as either an "excellent" or "good" place to live, 89 percent as either an "excellent" or "good" place to raise children, and 79 percent felt that they had either an "excellent" or "good" overall quality of life.

Such strong sentiment, though, does not necessarily cross Shoreline's borders. The City's anecdotal experience is that those living outside of Shoreline generally do not have a good or a bad impression of the city, but that they have no impression. Many don't know where the city begins or ends, what its borders are, or which neighborhoods it includes. They certainly have never considered it as a viable place to live or work.

Meanwhile, economic development has long been the top priority of the City Council and seen as instrumental in helping the City achieve financial sustainability and aspirations defined in Vision 2029. The most effective type of economic development relies on people and resources flowing into a city. Lacking an attractive reputation hurts Shoreline and helps explain why the current economic development strategic plan links Shoreline's economic development success directly to placemaking. Storytelling and making memorable, attractive places is key to Shoreline's long-term economic health. Attractive places attract people and investment, increasing values and rents, making further investment profitable without the need to cut into services to save costs.

The overall marketing campaign for promoting Shoreline is designed to fulfill the following objectives described in Contract No. 7927:

- Objective 1: Define a comprehensive marketing message.
- Objective 2: Provide effective promotional tools.
- Objective 3: Launch initial marketing campaign.

1.1 Target Audiences

Potential/future Shoreline Residents: Target audiences were determined by a survey of non-residents in King and Snohomish Counties (Appendix A):

Primary (Those interested in moving to Shoreline soon)

- Young, especially age 25-44
- Newer to the Puget Sound region, especially less than 10 years
- Live north of downtown Seattle
- Have or plan to have children
- Want to buy a single-family home or townhome
- Schools, parks, and safety are important factors
- Hispanic and/or non-white

Secondary (Those receptive to what Shoreline is becoming)

- Live in Snohomish County
- Currently paying rent in excess of \$1500/month
- Looking to buy a condo or townhome in the next 3 years



- Desire a big town, urban feel
- Care about culture (food, shopping, entertainment, farmer’s market, events)
- Care about the ease of getting around (access to transit, bike trails, walkability)

Potential/future Shoreline Businesses/Investors: Investors and developers in Washington State and the greater Pacific Northwest.

Primary

- “Vision 2029 businesses” that:
 - Provide culture amenities or family entertainment
 - Create neighborhood dining or gathering places
 - Add unique services not found in Shoreline
 - Grow the City's family-wage job base
 - Establish headquarters in Shoreline
- Builders of for-sale attached single-family homes
- Producers and investors in the media production industry

1.2 Marketing Objectives for Key Audiences

This marketing plan will provide messages, strategies, and tactics to achieve the following objectives for the two target groups.

Marketing for potential Residents should:

- Generate positive sentiment among central Puget sound potential residents
- Shift the mindset of those who have negative perceptions about Shoreline
- Elevate investment in placemaking efforts in Shoreline

Marketing for potential Businesses/Investors should:

- Create buzz to attract:
 - “Vision 2029 businesses” that:
 - Provide culture amenities or family entertainment
 - Create neighborhood dining or gathering places
 - Add unique services not found in Shoreline
 - Grow the City's family-wage job base
 - Establish headquarters in Shoreline
 - Builders of for-sale attached single-family homes
 - Producers and investors in the media production industry

2.0 MESSAGING

2.1 Messaging Platforms

The following messages will be refined into marketing/advertising copy and creative concepts during the creative development phase of the campaign. Advertising messages and creative concepts will then be tested with key target audience segments to gain additional insights and ensure the messages are clear and compelling.



2.1.1 Key Messages to Potential/future Shoreline Resident

Central Premise: You may be “Surprised by Shoreline” - a concept that applies to the two target markets 1.) Those who don’t know about Shoreline, but like what it has to offer, and 2.) Those who have a bad perception of Shoreline that needs changing.

Key Themes		
Surprised by: Who lives here	Surprised by: Transportation options and connectivity	Surprised by: The Amenities
Key Messages		
<ul style="list-style-type: none"> • Shoreline is made up of 14 well-defined neighborhoods, each with its own character. • The culture and diversity of Shoreline is evolving, with residents representing a variety of ethnicities, ages, incomes, interests, and politics. • Young families are buying new homes sold by retirees seeking to downsize. • Twenty-something renters and students live in Shoreline to be near higher education institutions like Shoreline Community College and the University of Washington. • Shoreline residents regularly invest in the city. Over the past decade, residents have passed levies to fund improvements to the Aurora corridor, city parks and trails, community services, schools, and crime prevention. • Shoreline has a history of electing or appointing women and minorities to leadership positions. 	<ul style="list-style-type: none"> • Shoreline shares its borders with Seattle, Edmonds, Lake Forest Park, and the Puget Sound to the west. That means easy access to a variety of major north-south corridors including I-5, SR 99, Greenwood Avenue and 15th Avenue NE, and the Edmonds ferry to the Kitsap Peninsula. • Shoreline’s options for shorter commute times allow residents to enjoy more time doing what they love. • Shoreline offers convenient access to the University of Washington, downtown Seattle, Paine Field/Boeing, two hospitals, and Northgate and Alderwood Malls. • Shoreline is bike friendly, with 3 miles of the Interurban Trail and easy connections to the Burke Gilman Trail system. • Transit access is a top priority in Shoreline, with 8 Park and Ride lots, 18 bus routes, Metro’s <i>RapidRide</i> E-line from Aurora Square transit center to downtown Seattle, Snohomish County’s <i>Swift</i> line, and two future Light Rail stations in 2023. 	<ul style="list-style-type: none"> • While just 10 miles from the busy streets of downtown Seattle, Shoreline maintains a healthy tree canopy, access to abundant park lands, the Puget Sound waterfront, dog parks, golf courses and local lakes. • Shoreline makes an affordable alternative for young families offering proximity to Seattle with larger living spaces. • Community leaders partner with the city to host a regular series of events including farmers markets, beer festivals, rock concerts, charity events, outdoor musical theater, and more. • Shoreline residents rest easy at night knowing their families are safe and sound. • Shoreline’s commitment to safety is evident, encompassing road safety and reflected in investments to the Aurora corridor. • The city is prioritizing the development of better shopping and dining experiences, starting with redeveloping the shopping center near Central Market with community events and local art installations. • Shoreline offers highly rated and sought after public and private schools, with two high school rebuilds completed in 2014. • Shoreline a range of food shopping options,



		<p>including Central Market, Fred Meyer, Safeway, Albertsons, QFC, and Trader Joes.</p>
<p>Supporting Facts and Messages</p>		
<ul style="list-style-type: none"> • Shoreline’s current legislators are female, and currently Shoreline has a female city manager, school superintendent, and president of the community college. Shoreline had the first Korean American woman mayor. • Approximately 30 percent of Shoreline residents are non-white (increase of ~6% from 2000). • Shoreline is 20 percent foreign-born per US Census Data for King County. • Shoreline’s unemployment rate is 3.1%, almost half the state average (5.5%) 	<ul style="list-style-type: none"> • The average commute time from Shoreline to downtown Seattle is approximately 25 minutes. (Source: http://project.wnyc.org/commute-times-us/embed.html) • Shoreline is served by Metro Transit, Community Transit and Sound Transit. Metro Transit provides service in King County and Community Transit provides service to Snohomish County. Sound Transit provides regional bus service to Seattle, Mountlake Terrace, Lynnwood and Everett via I-5. • Access to transit is a top priority in Shoreline where there are 8 park and rides, 18 bus routes through Shoreline to various destinations, the E Rapid Ride line from Aurora Square transit center to downtown Seattle, and two future Light Rail stations. • Downtown Seattle is just 10 miles south and Paine Field and Boeing 15 miles north—both easily accessible by car, bus, or bike for daily commutes. 	<ul style="list-style-type: none"> • The median home value in Shoreline is \$403,000; an increase of 11.4% over the previous year (Zillow) • The median monthly rent for an 800-900 sq. ft. apartment in Shoreline is approximately \$1400. • Greatschools.org rates Shoreline schools 8 out of 10, with a 25% above average in State proficiency. • There are five dog parks in a 5 mile radius. • Shoreline has 404 acres of parks and open space and 31 developed park sites. • Shoreline rated as one of the top 50 safest cities in Washington State in 2015 by SafeWise. • Roadway improvements have improved traffic safety on Aurora by 60 percent. • Annual festivals include Celebrate Shoreline, the Shoreline Farmers Market, the Four Corners Brewfest, the Richmond Beach Strawberry Festival, and the Monster Mash Dash. • Homes in the same ZIP code as Trader Joe’s have jumped an average of 40 percent in value since their purchase, while those near a Whole Foods have increased by 34 percent (RealtyTrac)



2.1.2 Key Messages for Potential/future Shoreline Business or Investor

<p>Central Premise</p>	<p>Shoreline is Seattle’s only adjacent suburb, poised for the most robust new development and unique investment opportunities of any Puget Sound suburb for the next two decades. The City and community partners like Shoreline Community College are working together to create a profitable future and desirable climate for new businesses and investors.</p>		
<p>Key Audiences</p>	<p>Owners and decision-influencers of “Vision 2029 Businesses”</p>	<p>Builders and brokers of attached for-sale single family housing</p>	<p>Producers and investors in the media production industry</p>
<p>Key Messages</p>	<ul style="list-style-type: none"> • Shoreline’s population is ethnically heterogeneous and the median household income has grown to over \$62,000 per year. • The City has improved six (6) miles of frontage on Aurora Avenue • Hundreds of acres of planned action subareas with expedited environmental review. • Shoreline was the first city to raise the SEPA threshold to its maximum level • 70+ acre Aurora Square designated Community Renewal Area by City allowing City to partner with property owners to revitalize commercial area. • By 2023, two light rail stations in Shoreline will provide additional access to and from downtown Seattle, the University District and the eastside of Lake Washington, including Bellevue and Redmond. • Already drawing big spenders with Central Market, the region’s premiere local grocer, Shoreline will add Trader Joes in 2016, which is the preferred grocery store for American consumers according to an annual study by 	<ul style="list-style-type: none"> • Growth and lack of housing supply in Seattle is increasing diversity and demand in Shoreline, both in demographics and spending power. • Of 612 respondents from around King County, 15 percent of respondents indicated a willingness to move to Shoreline within the next three years. • On average, Shoreline was ranked in the top five for schools, access to transit, and median home price. About a third (2 percent) ranked Shoreline in the top three for median price, just over a third (34 percent) ranked in top three for access to transit, and slightly more (41 percent) ranked Shoreline the top three for schools. • People are drawn to Shoreline’s nearness to Seattle, but also the abundant park lands, property with Puget Sound views, and premiere public and private schools. • Shoreline neighborhoods feature homes that range from several million dollars to the high \$200k mark. • Hundreds of acres of planned action subareas have expedited environmental review • Shoreline was the first city to raise the 	<ul style="list-style-type: none"> • Shoreline occupies just over 11 square miles between Seattle and the city of Edmonds to the north. • People are drawn to Shoreline’s nearness to Seattle, but also the abundant park lands, property with Puget Sound views, and premiere public and private schools – which are also ideal shooting locations. • There are hundreds of acres of planned action subareas with expedited environmental review. • Shoreline is 10 miles from downtown Seattle, combining the urban feel of the city with local feel of tree lined neighborhoods. • Shoreline Community College has over 150 students in its filmmaking programs • The City, School District, Parks, and Community College welcome on location filming. • The Shoreline Film Office, a collaboration between the City and Shoreline Community College, exists to promote and further the media production industry. • Shoreline enjoys a growing connection with TheFilmSchool, Northwest Film Forum, and the Seattle International Film



	<p>MarketForce Information.</p> <ul style="list-style-type: none">• Seattle and Snohomish County shoppers can easily visit Shoreline using a variety of major north-south corridors including Interstate 5, SR 99, Greenwood Avenue, and 15th Avenue NE.	<p>SEPA threshold to its maximum level</p> <ul style="list-style-type: none">• Land values typically well under \$50/sf• By 2023, two light rail stations in Shoreline will provide additional access from downtown Seattle, the University District and the eastside of Lake Washington, including Bellevue and Redmond.	<p>Festival.</p> <ul style="list-style-type: none">• The College's 350+ seat Dolby 4K projecting theater and black box studio are made available to outside groups.
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3.0 MARKETING STRATEGIES AND TACTICS

The City and its partners should use strategies and tactics to amplify key messages and data to target audiences.

3.1 Key Vehicles for New Marketing Efforts

The City's currently employs several external communications channels which are evaluated in Appendix B. The following channels will be leverage or created for the new marketing campaign:

- **Social Media (Facebook, Twitter, YouTube)** – Shoreline can use social media to connect with current and potential residents through new marketing content. A content calendar will plan organic and paid posts on a regular schedule and around key milestones and events.
- **Earned Media** – Media coverage is critical to creating the necessary buzz around Shoreline's marketing campaigns. Key efforts will target magazine and blog lists featuring regional "best of" lists, including Seattle Met's best places to live and best neighborhood editions that public in April and May, and features in Alaska Airlines Magazine, the Seattle Times, and local broadcast programming like KING 5's Evening Magazine and Best of the Northwest. Earned media is also a vehicle to promote all paid media campaign efforts and developed infographics. *Estimated costs: \$20,000 labor*
- **Paid Media** - Paid media is recommended to launch the new marketing campaign and increase the visibility of Shoreline's new marketing content. A mix of mediums is recommended to maximize reach with the target audience when they are most receptive to the message. *Estimated hard cost: \$47,000*
- **Residents Ambassadors (word of mouth)** – People still receive and prioritize information they receive friend-to-friend, face-to-face.
- **Local Events/Activations** – will be valuable in creating general awareness of what Shoreline has to offer potential residents, as well as how Shoreline has changed. Below are a few recommendations on potential events/activations:

3.2 Strategies for Marketing Shoreline

- **Employ a central campaign that demonstrates Shoreline's value to all audiences.** This campaign – code named "Surprised by Shoreline" focuses on the surprising benefits of Shoreline as a place to live and do business. It is designed to be sustainable over time and managed by the City.
- **Dispell myths and old perceptions in a playful way with intermittent marketing campaigns.** The first such campaign title under consideration is "You Don't Know Squatch". These short-term campaigns will be managed by PRR through a vetted roster of local marketing, event and design firms.
- Strengthen marketing for existing City programming and materials to generate buzz. This will also happen through the proposed marketing roster and strategic counsel from PRR.
- **Create buzz that establishes Shoreline as a smart place to own and/or operate a business**
- **Create and elevate the City's commitment to new business and investment**

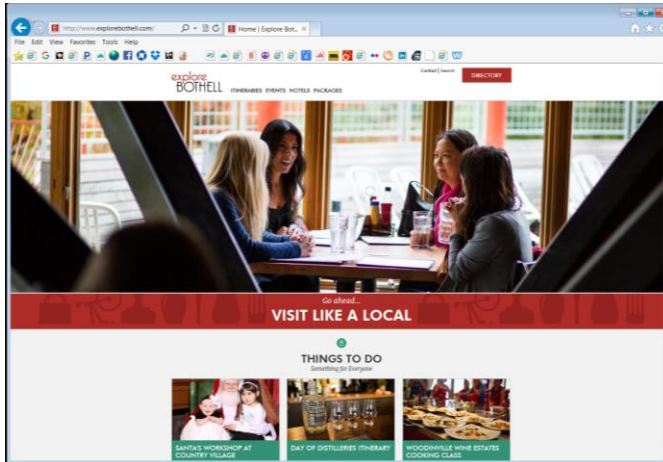
3.2.1 Employ a central campaign that demonstrates Shoreline's value to all audiences.

People care about how something will positively affect their lives and businesses, and they respond to messaging that clearly expresses benefits to them. Tactics for the central marketing campaign could include:

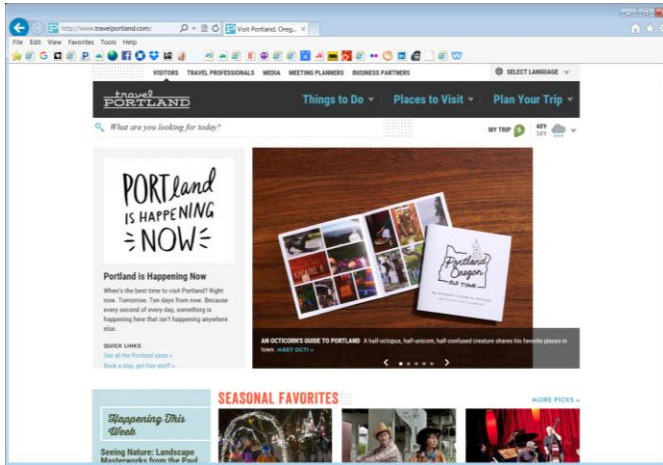


Content:

- **Shoreline Microsite** – Microsites are websites dedicated to a few pages of content about a specific topic. They allow users to find what they are looking for quickly without having to dig through the larger, more complex website. The Shoreline microsite would serve as a hub for the new marketing messaging and content. There could also be an area to include testimonials for people who currently live, work and play in Shoreline. *Estimated costs:* \$15,000 labor; \$500-\$1000/year for hosting, etc.



Example: www.explorebothell.com



Example: www.travelportland.com

- For residents, content will include information from marketing campaigns, and other data relevant to future residents. Will include videos, infographics on topics that include:
 - Neighborhoods
 - Parks
 - “Strange wonders”
 - Dive bars , food joints, shopping
 - Pet-friendly places
 - Transportation: transit, bike networks



Example of stylized map

- For businesses, content will include information on who currently does business in Shoreline, why it's great to do business in Shoreline, and messaging on the City's commitment to encouraging and supporting investment, and links for more information.
 - Use data e.g. "roof tops" and demographics to reach dispassionate industries like developers/builders
 - Leverage key findings and data from "Future Resident" survey in new content for brokers and influencers
- **Local Business and Event Promotional Items** – Create items that can be featured on business store windows, theater programs and more. Could include a "seal" or "stamp" logo, window clings, shopping bags and coasters.

SHORELINE
WASHINGTON

PRR Stamp Concept



PRR Seal Concept

- **Real Estate Agent Toolkit** – Compile digital and print branded Shoreline sources for real estate agents that specialize in the areas north of Seattle to help them describe Shoreline to clients.

Events/Activations:

- **Co-brand local events** - Community events, fairs, and festivals attract visitors, offering an opportunity to build positive awareness for the city. Key community events could feature the



Burbs with Benefits seal or stamp, enhanced design or digital assets, and key messages for earned media outreach Events could include:

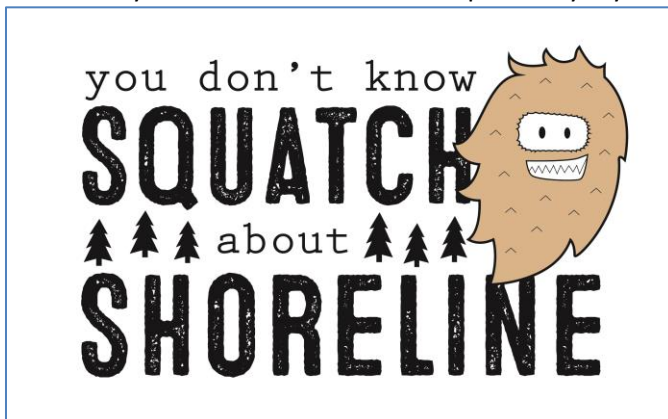
- SIFF: Partnership with Shoreline Community College (Potential Venue) - The 2016 SIFF may be held at Shoreline Community College, which presents a great marketing opportunity for the city and for the college itself. Partnership ideas include:
 - Celebrate Shoreline events
 - Jazz Walk
 - Food Truck rodeo
- **Local Business Partnerships** - Partner with local businesses and the Shoreline Chamber of Commerce to push out Shoreline messaging and materials. Distribute promotional materials that explain the campaign and pique customer interest. As a thank you for being a partner, list the businesses on the microsite with their website link and mention them in social media posts. Some businesses might include: Sky Nursery, Rat City Roller Girls, Highland Ice Arena, Spin Alley, Spiro's Pizza, Pagliacci, Fred Meyer, Goodwill, Home Depot, Carter Subaru, Check Olson Chevrolet, BECU, Opus Bank, Umpqua Bank, Heritage Bank, Korean BBQ restaurants and others. *Estimated hard costs: \$3000 (printing)*
- **Google AdWords Display Network**- Google search text ads will position the Shoreline microsite and city website at the top of the page when adults 25-44 living north of downtown Seattle up to Shoreline search for keywords associated with home buying and renting, education, schooling, parks, park and recreation, apartments, transit, light rail, relocation, etc. Specific websites will also be identified and included such as greatschools.org. Ads will be placed on mobile, desktop and tablets devices. *Estimated budget: \$5K/month, \$15K total*

3.2.2 Dispell myths and old perceptions in a playful way with intermitemment marketing campaigns

The City will employ a creative campaign that dispels the top misconceptions of Shoreline in order to generate awareness and reinforce the overall theme: *Surprised by Shoreline*. By highlighting benefits and dispelling myths in a creative way, we can create a positive shift in old perceptions of Shoreline.

Content

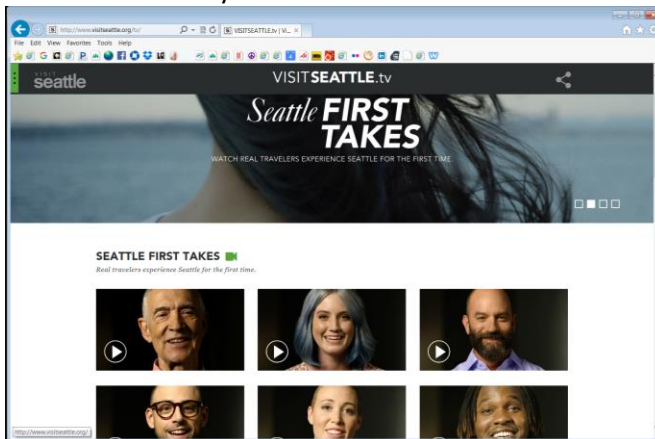
- **General Creative**- Highlight the surprising benefits of Shoreline with materials that feature signature photography, graphic design, and playful copy. The initial campaign idea is titled "You Don't Know Squatch About Shoreline" highlighting a Sasquatch character who lives in Shoreline. He's the mythical creature who will help the City myth-bust facts about Shoreline.



PRR Squatch concept

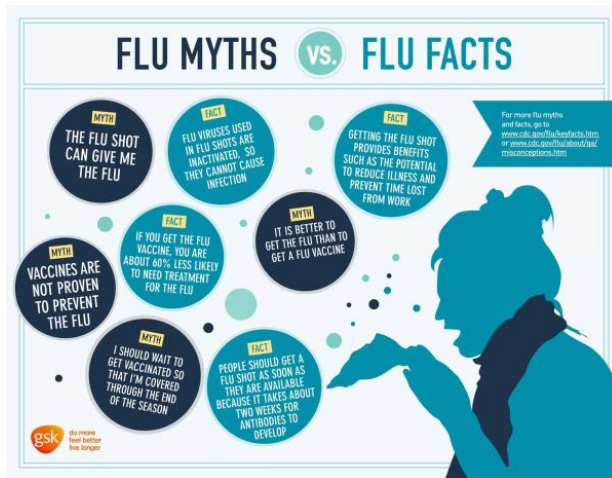


- **Video – Concepts:** “Real life” Squatch is a hipster dad with flannel shirt living in his “natural habitat,” Shoreline. Squatch loves Shoreline so much that he stayed even after his business left town (implied Sonics). Each video takes on a different myth in a series and is viewable online.
 - Leverage Community College and City theater connections (Squatch works at Shoreline Community College and walks to work through woods)
 - Highlight the strong education system (Squatch’s kids are going through Shoreline Schools)
 - Shoreline is surprising only to outsiders (Squatch is treated normally by residents, but visitors to Shoreline are surprised when they see him here)
 - Highlight Shoreline parks with Squatch’s friends, Loch Ness Monster (Echo Lake), Jack-alope (dog parks), Kraken (Richmond Beach), etc.
- **Personal Testimonials:** People want to know that other people chose Shoreline that they can identify with. Include personal testimonials from notable Shoreline residents and groups to enhance credibility and interest.



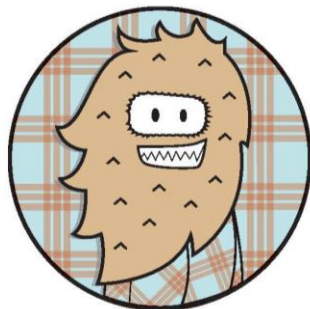
Example: www.visitseattle.org/tv

- **Infographic: Myth vs. Fact** - Infographics would be distributed electronically via social media and placed on the microsite or in print. Develop a series of infographics to dispel common myths about Shoreline. A few ideas include:
 - Shoreline is boring and full of aging people – there’s no diversity
 - There’s nothing to do in Shoreline – no nightlife, restaurants, etc.
 - Shoreline is full of strip malls – there’s no green space or parks
 - The commute to Seattle is terrible – limited access to public transportation



Example of Infographic

- Busting Myths Bar Coasters** –Local breweries are a good way to connect with our target audience and raise awareness of what Shoreline has to offer. Design bar coasters that help bust myths about Shoreline and distribute them to popular microbreweries in north Seattle. Some might include: Hale’s Ale, Jolly Roger Taproom/Maritime Pacific Brewery, Populuxe, Peddler Brewing Company, Hilliard’s, NW Peaks, Urban Family Brewing and Reuben’s Brews. Estimated hard costs: \$2000 (printing qty. of 20k)



FRONT



BACK

PRR Squatch coaster concept

- Weekly “Surprised By” social media shareable post** –Circulate a fun fact and/or graphic that is easily shared with current residents for them to share and elevate, including a hashtag for tracking. Examples include:
 - Did you know that Nirvana recorded their last album in Shoreline?
 - Foo Fighters recorded in Shoreline



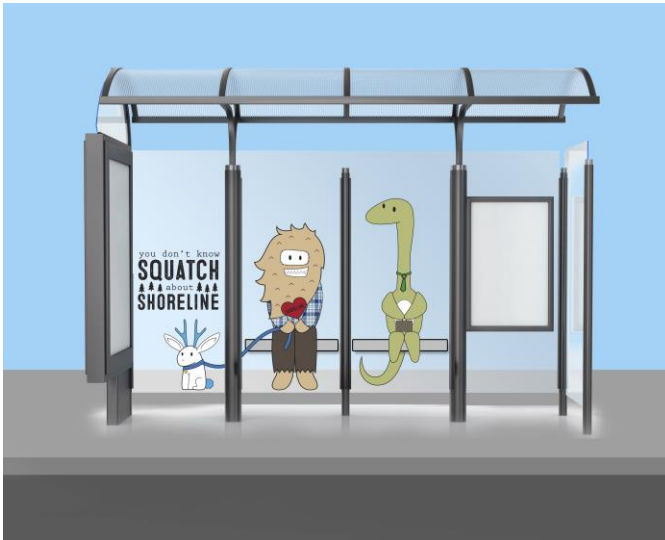


Events/Activations:

- **Rideshare “SurprisedByShoreline” Promotion** - PRR recommends partnering with Uber or Lyft to develop a Surprised by Shoreline promotion that would include a first ride free or discount promo code if traveling to a specific area within Shoreline during a specific time period. The amount per ride would also be specified. This type of promotion would serve as an incentive to encourage people to experience the culture and visit businesses/restaurants in Shoreline. The promotion would be pushed out via social media channels and via Uber or Lyft’s email lists. Local restaurants in the ride area would also be encouraged to promote the offer. Estimated hard costs: \$2000 (potential ride credit costs; would need to negotiate with Uber/Lyft)
- **Shoreline “Date Night”** – Develop and host a local date night contest is a fun and entertaining way to help increase potential residents to visit Shoreline and experience its culture. We recommend working with local area businesses to donate gift certificates for dinner, activities and travel options (Uber, Lyft, etc.) in exchange for promotional value via contest promotional materials, online advertising, and the microsite. Participants would enter to win on the microsite and at participating businesses. This type of promotion would be a good opportunity for partnering with other businesses like Uber, Lyft and local restaurants/entertainment businesses. Estimated hard costs: \$2000 (online ads and printed materials)
- **Social Media Advertisements** - Use Facebook ads to reach potential residents while interacting with friends and family. An Image ad will increase awareness of the Surprised by Shoreline campaign, allowing Facebook users direct access to the website to find out more. Ads will be placed on mobile, desktop and tablet devices. We can target the primary audiences with profiles on social media. We start at cost per click – then to impressions. *Estimated budget:* \$2,500/month, \$7,500 total
- **Transit Advertisements** - Create compelling ads to reach the masses and tout that Shoreline is a transit friendly city. Ads placed on the back (Tails) of buses and the side of buses (Queens) will target drivers and those on the sidewalk as they travel from downtown Seattle heading north up to Mountlake Terrace. Transit ads allow for geo-targeting and added reach the area north of downtown Seattle and will supplement the online ads for added message frequency. *Estimated budget:* \$8K/month, \$24,500/total including printing/production 25 % of buses leaving the north HQ



Bus ad concept



Concept: bus shelter ad

3.2.3 Create buzz that establishes Shoreline as a smart place to own and/or operate a business

- Secure media coverage to appeal to key real estate influencers like brokers, co-owners and employees of target audiences. Key efforts will target magazine and blog lists featuring regional “best of” lists in the Pugets Sound Business Journal, Seattel Magazine, Seattle Met’s “best places to...” in April and May, and features in Alaska Airlines Magazine.
 - Phase 1 Sears/Shoreline Place redevelopment
 - Transit Oriented development and new urbanization
 - Diveristy and spending power moves north

Content:

- **Infographics**
 - Zoning and TOD phasing and opportunities
 - Spending Power and demographics in Shoreline
 - Leakage numbers in trade areas
- **Phase Zero/Sears Messaging** - Key message and story lines from the collaboration with Sears that build off the Sears announcement
 - Images and visualizations
 - Create digital assets: video documenting the process (the why, the history)

3.2.4 Create and elevate the City’s commitment to new business and investment

- Develop a roster of small businesses interested in marketing projects in Shoreline to create organic interest doing business in Shoreline.
- Package information on Shoreline’s favorable permitting environment

Content:

- **Booth materials and display** - Create a booth display and materials that describe the benefits of doing business in Shoreline.



4.0 TRACKING AND MEASUREMENT

The following outcomes were validated by the City of Shoreline:

- Attract new residents by elevating Shoreline as a vibrant, growing city
- Encourage people outside of Shoreline to visit, engage and develop a positive sentiment about Shoreline.
- Create more for sale attached single-family housing
- Attract 360 multifamily units each year
- Convince WSDOT to consolidate operations in Shoreline

4.1 Tools to determine success

- Define a marketing message that resonates with prospective residents and convinces them to move to Shoreline.
 - **Tool(s):** Host a series of focus groups in order to test out marketing messages on current residents in the Puget Sound.
- Change perceptions of Shoreline to better align with the benefits and services the city can offer to new residents
 - **Tool(s):** Perform a follow-up survey of prospective residents in Summer 2016 to help assess the effectiveness of different marketing initiatives for Shoreline
- Create a highly-visual tool for potential new residents that provides informative and desirable information that convey the benefits of moving to Shoreline
 - **Tool(s):** Design and host a user-friendly digital landing page pertaining to housing stock and availability, transportation and transit, culture and recreational offerings in Shoreline
- Change the name and re-brand Aurora Avenue to support ongoing placemaking efforts in Shoreline
 - **Tool(s):** Host community meetings along the Aurora Corridor to discuss re-branding options and proposals to make the area more attractive to current and future residents



Appendix A

As part of the market research phase, PRR conducted an online survey of Puget Sound residents in order to identify future Shoreline residents, messages to attract them, and factors that influence their residency decisions. Certain key findings from the research survey are listed below.

2.1 Potential Resident Survey

To obtain quantitative data on factors that influence where people choose to live, where they may choose to live in the future, and their overall willingness to consider living in Shoreline, PRR conducted an online survey. Using ResearchNow™, an online panel, PRR was able to target panel members who live in King County, Snohomish County, and those ages 25 to 50 to capture the follow key market segments:

1. Young families w/children, just starting school
2. Families who want new high schools
3. Affordable ownership – 1st time homeowners
4. Transition to no-roommates whether rent/own
5. Lower rent but still close to Seattle
6. People transitioning from Seattle/Seattle residents moving north
7. New Puget Sound residents (through corporations)
8. “Pets as children” people

The survey was made available to the Research Now online panel on June 23, 2015 and was available until June 29, 2015. In the end, the survey was completed by 612 respondents.

2.1.1 Key Findings

- As part of the survey, respondents were provided a description of Shoreline without revealing the name of the city. The amenities and services that Shoreline offers are seen as highly desirable, with 61 percent finding the description of Shoreline to be appealing.
- 15 percent of respondents indicated a willingness to move to Shoreline within the next three years, based off of the city description provided in the survey.
- However, Shoreline faces perception obstacles. When Shoreline was revealed as the city described in the survey, only 42 percent of respondents found it appealing.
- Respondents rated safety (33 percent), cost of living (21 percent), commute issues (18 percent), and a lack of culture (16 percent) as their top reasons for not wanting to move to Shoreline.
- Zillow and recommendations from friends are used by half or more (51-56%) of the respondents, with various other realtor sites such as Redfin and Craigslist being used by less than one quarter of respondents.
- Respondents were provided a list of seven to nine similar neighborhood/towns in median home/rent prices, access to transit, and school ratings. On average, Shoreline was ranked in the top five for schools, access to transit, and median home price. About a third (2 percent) ranked Shoreline in the top three for median price, just over a third (34 percent) ranked in top three for access to transit, and slightly more (41 percent) ranked Shoreline the top three for schools.



Appendix B

Existing Marketing Tools Audit

Below is a brief audit of the city's current external communications tools. The audit provides a description of each channel and includes criteria for assessing the effectiveness of each tool toward marketing Shoreline to non-residents/investors. Through the audit, it is clear that most communications tools are focused on informing and engaging current residents.

- **Residents Ambassadors (word of mouth)** – People still receive and prioritize information they receive friend-to-friend, face-to-face.
- **Social Media Pages** - The city of Shoreline maintains a presence on a number of social media channels including Facebook, Twitter, YouTube, Flickr, and Instagram. However, only Facebook and Twitter are updated with new content on a regular basis. Content centers on current events and community announcements, such as upcoming City Council meetings, and neighborhood festivals.
 - *Accessibility* - A link to the Shoreline Facebook page can be found on the home page of the city's website, however the other social channels are not included. The website's community tab includes direct links to all social channels, as well as those operated by the Department of Emergency Management, Spartan Recreation Center, and Teen Program.
 - *User-Friendliness* - The Facebook and Twitter channels provide a mix of content including text, images, graphics, and links to external web pages. These two platforms are updated regularly, providing informational content to Shoreline residents. The city's Flickr, YouTube, and Instagram accounts are much less active, with no updates in the last six months or more.
 - *Content* - Much of the content focuses on information relevant only to current residents. These channels do not often provide content for marketing and positioning Shoreline to potential residents or investors.
- **City Website** - The city of Shoreline hosts and maintains a comprehensive website with information about the community, business services, government departments, and emergency services. The website also includes a comprehensive calendar that is regularly updated with information on public events, city council and commission meetings, and closures.
 - *Accessibility* - The home page includes the community calendar, a brief summary of upcoming local news and events, and quick links to additional pages for city departments and services. The site map also includes a number of themed tabs catering to different audiences including local residents, the business community, emergency services, and local government.
 - *User-Friendliness* - Much of the website is very text-heavy, with detailed and informative content. Photos and graphics are used sporadically to help provide some visual context in conveying different messages. The home page also includes a scrolling carousel of photos from different sites and events around the Shoreline community.
 - *Content* - Much of the content included on the current website is most relevant to current residents and businesses operating in Shoreline. The website does not include marketing materials and external links to prospective residents looking to move into the city.
- **Resident Newsletter** - Shoreline produces the monthly newsletter *Currents*, which is mailed directly to all residents of the city. Special editions of the newsletter are also produced for the



summer months and winter holiday season. Each edition includes a mix of content including upcoming community events, updates on ongoing city planning and development projects, and information about recent City Council and other city commission meetings.

- *Accessibility* – In addition to the regularly mailed hard copies of the newsletter, the city website also hosts a database that includes current and past editions of the newsletter. The digital versions can be read directly online by users. The website provides access to all issues of *Currents* dating back to 2000.
- *User-Friendliness* – The content produced in each issue is a mix of text, graphics, and photos. The sections devoted to updates on current planning and development projects often include visuals to help convey the changes and benefits being produced for the local community. The visual components are captivating and help convey issues in a more digestible manner for readers.
- *Content* – The content prepared for each issue of *Currents* typically provides information that would be of greatest interest to current residents of the Shoreline community. The newsletter does not include many marketing materials, but prospective residents and businesses could find the planning and real estate information helpful in learning more about what Shoreline has to offer.