

2016 COMMUNICATIONS AWARDS PROGRAM

INDIVIDUAL SUBMISSION ENTRY FORM

6195

Please copy and complete this form for each entry.
Create a separate document for answering the five questions below.

Check only **ONE** entry classification below:

- | | | | |
|-----------------------------|-------|-----------------------------------|----------|
| 1. Advertisements – Single | _____ | 8. Overall Campaign | X |
| 2. Advertisements – Series | _____ | 9. Periodicals | _____ |
| 3. Annual Reports | _____ | 10. Promotional/Advocacy Material | _____ |
| 4. Audio-Only Presentations | _____ | 11. Social/Web-Based Media | _____ |
| 5. Awareness Messaging | _____ | 12. Special Events | _____ |
| 6. Directories/Handbooks | _____ | 13. Videos | _____ |
| 7. Miscellaneous | _____ | 14. Visual-Only Presentations | _____ |
| | | 15. Websites | _____ |

Please check the appropriate box:

- CATEGORY 1 CATEGORY 2 CATEGORY 3

Entry Title: Waterfront Place Marketing Campaign

Name of Port: Port of Everett

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On separate paper, **FIRST** write a short, descriptive summary of your entry, **THEN**, in as much detail as needed, specifically address each of the following five questions and **number your answers**. Your answers equal 50% of your score.

1. What are/were the entry's specific communications challenges or opportunities?

- Describe in specific and measurable terms the situation leading up to creation of this entry.
- Briefly analyze the major internal and external factors that need to be addressed.

2. How does the communication used in this entry complement the organization's overall mission?

- Explain the organization's overall mission and how it influenced creation of this entry.

3. What were the communications planning and programming components used for this entry?

- Describe the entry's goals or desired results.
- Describe the entry's objectives and list specific, measurable milestones needed to reach its goals.
- Identify the entry's primary and secondary audiences in order of importance.

4. What actions were taken and what communication outputs were employed in this entry?

- Explain what strategies were developed to achieve success and why these strategies were chosen.
- Specify the tactics used (i.e., actions used to carry out your strategies).
- Detail the entry's implementation plan by including timeline, staffing and outsourcing used.

5. What were the communications outcomes from this entry and what evaluation methods were used to assess them?

- Describe any formal/ informal surveys used, or anecdotal audience feedback received, that helped in evaluating the success of this entry.
- If possible, explain how this entry influenced target audience opinions, behaviors, attitudes or actions.



SUBMITTING PORT: PORT OF EVERETT
 ENTRY CLASSIFICATION: OVERALL CAMPAIGN
 ENTRY TITLE: WATERFRONT PLACE MARKETING CAMPAIGN

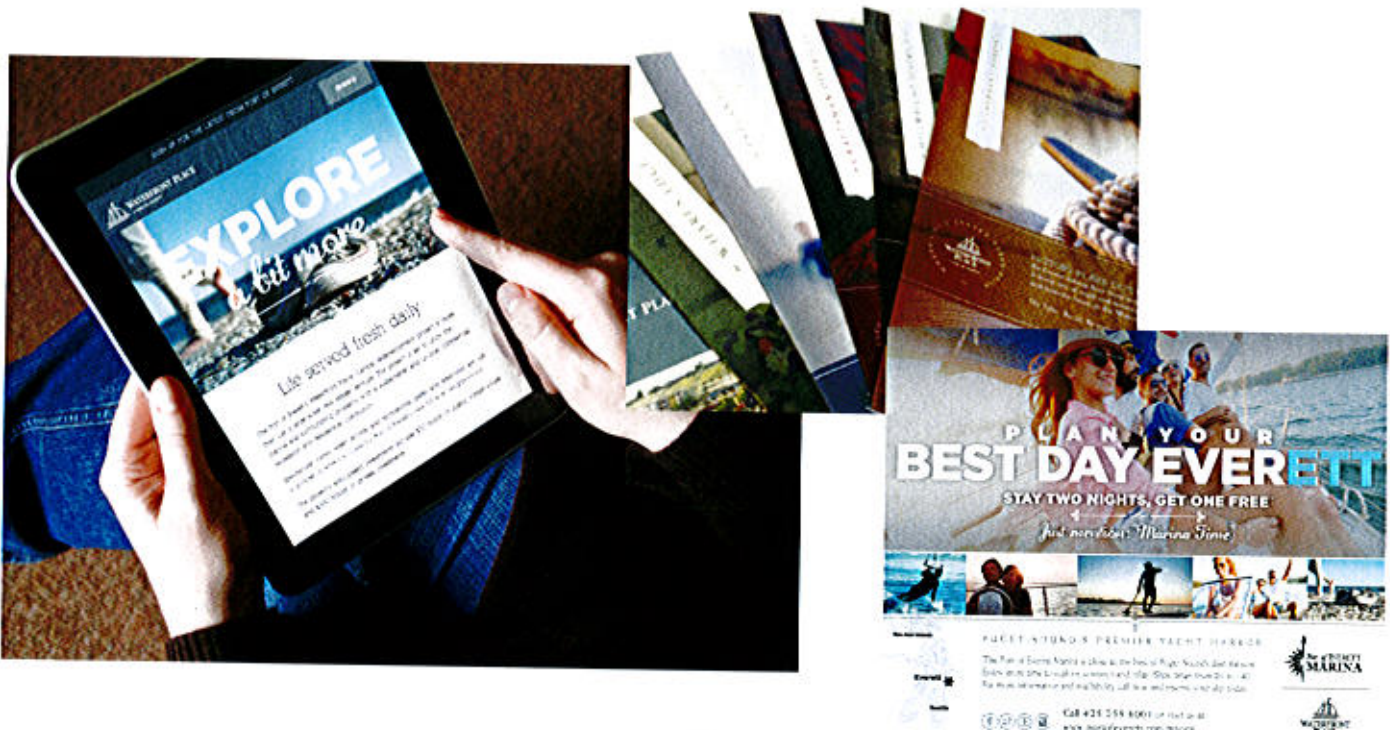
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Descriptive Summary

The Port of Everett has engaged in an extensive marketing effort for its new waterfront community currently under construction — *Waterfront Place Central*. The new mixed-use redevelopment includes 1.5 million square feet of development opportunity on 65 acres of underutilized waterfront. The Port of Everett’s goal for the development project is to unify its marina facilities and surrounding property as one economic unit to create a sustainable and unique commercial, recreation and residential community.

To take on this major marketing effort, the Port contracted for development of strategic advertising and promotional planning, including the development of collateral materials, a website, video production and media placement to help tell the story of the coming development and to unify the Port’s marina and upland properties. The outcome has been an award-winning integrated marketing campaign that has been met with significant public interest, has resulted in 100 percent occupancy in the Port’s first development building, Waterfront Center, and 95 percent occupancy at the marina during the summer peak season.

More information on the Waterfront Place Central development can be found at www.waterfront-place.com.





1. Communications Challenges/Opportunities

CHALLENGES

For the past decade, the Port of Everett waterfront has been in a transition period from its historical blue-collar past of sawmills, boat building and commercial fishing, into an era where people value waterfront access where they can live, work and play. This transition has meant a major shift in waterfront land use as well as public perception.

In 2005, the Port of Everett launched a major waterfront redevelopment plan, known at the time as *Port Gardner Wharf*. The plan included redevelopment of the Port's 65-acres of upland property in the center to the Port of Everett Marina. The development project had a dense focus on housing with a mix of restaurants, retail, office and public access. In 2009, the redevelopment effort was halted by the affects of the Great Recession as the plan's master developer, Maritime Trust, filed for bankruptcy. This forced the Port of Everett to place development plans on hold for nearly four years.

During the bankruptcy proceedings, the Port continued to work toward its end goal by working on remediating environmental contamination across the 65-acre site. The Port also assembled a team to reposition the development in light of the new economic reality.

OPPORTUNITIES

Instead of mourning the global economic downturn, the Port saw this as an opportunity to re-evaluate its 2005 plan and make it even better. The Port used this time to remove development obstacles, such as remediating the historic environmental contamination of the Waterfront Place site that was once the epicenter of Everett's milltown roots. This effort resulted in the Port earning the Environmental Project of the Year award from the Washington Public Ports Association in 2015. Further, the Port took this opportunity to form an ad hoc group, conduct market surveys, investor outreach and economic analysis to understand what worked well in the previous development plan, and what should be changed moving forward.

Some of the key themes that came from public outreach were:

- The plan should focus on job creation, boating and community access
- The 2005 plan did not adequately support boating needs

- The public prefers the residential component to be more spaced out, and not so centrally focused
- The previous plan felt too much like a private community as opposed to a community asset
- Both boaters and property users want more amenities at the waterfront
- The public wants large-scale open space, not open space that is too parceled into specific pocket parks
- The public prefers the site be developed through multiple developers, rather than with just one; and
- The public would like to see the Everett waterfront be a destination

The end result was the Port Commission's adoption of a development strategy that focused more on jobs, boating, recreation and creating a community asset. The new and improved plan – now known as *Waterfront Place* - meets and exceeds the public's desires for improving upon the waterfront project. The project achieves our mission of creating jobs while preserving the shoreline for high-quality public gathering spaces, all while honoring the heights and densities agreed to in the 2005 plan.

Following this extensive effort, the Port needed a plan to effectively communicate the revised plan to its various audiences. The Port needed to work to regain momentum and encourage excitement once again amongst its constituents and the development community. A new marketing campaign for the Waterfront Place Central was critical in reaching this goal.



Shown above is a rendering of the master plan for the Port's Waterfront Place Central Development, connecting its marina facilities to its upland acreage.



2. Complement to Overall Mission

The mission of the Port of Everett reads:

“The Port of Everett is an Economic Development Enterprise carrying out the public’s trust to manage and develop resources, transportation facilities and supporting infrastructure to enable community opportunity.”

The Port of Everett, in partnership with community input, envisioned and designed Waterfront Place Central to serve as a catalyst to spur economic growth in the Everett community. By revitalizing its under-utilized and highly desired 65 acres of waterfront property into a mixed-use development, the Port is fulfilling its mission by developing and managing infrastructure in a way that provides community opportunity by way of providing enhanced amenities and public access to the waterfront and providing immediate and future job opportunities.

The Waterfront Place Central development is creating a community where people can live, work and play. Within that framework, the development is expected to:

- Generate 2,075 family-wage jobs
- Contribute \$8.6 million annually in state and local taxes
- Provide up to 660 housing units (for sale or rent) and two waterfront hotels
- Bring at least six restaurants and a diverse mix of commercial and retail spaces
- Create 15 new public spaces including trails, parks and performance venues

Implementing a marketing campaign that communicates these opportunities to our constituents confirms the Port’s commitment to its mission. It also directly results in a better understanding of the project. This in turn helps build excitement and support for a project that will productively shape the future of the Port of Everett waterfront.

3. Planning & Programming Components

GOALS

The Port of Everett’s goals for the Waterfront Place Central marketing campaign were to:

- Generate interest with the private development community (i.e. housing, hotel, retail, office and light-industrial developers)



Top: Fisherman’s Harbor, which includes the Pacific Rim Plaza (depicted above) is the first district to be constructed post-marketing efforts. This district will include up to 10 eateries, 240 apartment units, retail frontage and a business class hotel. Marketing efforts have allowed the Port to keep audiences informed about what’s to come and when.

Bottom: The new development plan includes 15 new quality public access spaces, including the new Boxcar Park, which will pay tribute to Everett’s milltown roots; a well known historic structure, the Weyerhaeuser Building, will be relocated to the site this spring to reopen in the 2020 timeframe for use as a marine clubhouse and outdoor performance venue.

- Generate community interest in Waterfront Place housing opportunities
- Generate interest with potential property tenants
- Secure property tenants for currently available space
- Fill open slips in the Port of Everett Marina
- Attract visiting boaters to the Port of Everett Marina
- Create excitement and positive community perception of the development
- Ensure Port District residents and business feel well informed about the development plan



OBJECTIVES

When the Port set out to initiate the Waterfront Place Central marketing campaign, staff identified what success would look like. The set objectives for the campaign were to achieve the following within one year of marketing kick-off (March 2015):

- Receive a minimum of 100 sign-ups on a self-subscribing list for those interested in development housing
- Increase marina occupancy from 78% to 88% percent in the peak summer season
- Receive 50 social media mentions with positive perception of the Waterfront Place project
- Fully occupy the Port's first building in the development (Waterfront Center)
- Generate at least 100 earned media mentions across various mediums, including radio, print, TV, web, etc.
- Generate 3,000 unique visits to the new Waterfront Place Central website

AUDIENCES

Primary Audiences: The primary audiences for the marketing campaign are as follows, in order of importance.

- **Private Developers:** The Port is seeking private developers to take on individual development opportunities by parcel within the five districts of Waterfront Place. This includes land sales and leases. Generating interest prior to and during the request for qualifications processes for these development areas is critical to project success.
- **Port District Residents:** Port District residents are a key

audience in the Waterfront Place Central development. With the rise and fall of the previous development plan, buy in from our taxpaying constituents is key. District residents and business are the project's neighbors, and keeping them well informed is critical to project success. Port District residents and businesses will enjoy the long-term benefits of the amenities being developed on site, including the 15 new public spaces, as well as the new retail, restaurant and housing opportunities.

- **Real Estate Tenants:** The Port's development plan includes bringing new businesses to the waterfront, such as hotels, restaurants, retail, office and more. The Port's existing Waterfront Place structure, Waterfront Center, had unfilled capacity, both in retail and light industrial. Filling that real estate to capacity was a goal, as well as lining up tenants for the remaining 65 acres of development. Marketing towards potential tenants helps drive interest in the development. The Waterfront Place Central development involves more than six new restaurants and eateries, two new waterfront hotels, 447,500 sq. ft. of office and commercial space, 63,000 sq. ft. of retail space, and 20,000 sq. ft. of new marine retail. Filling our existing structures and generating interest in new property opportunities is critical.
- **Marina Slipholders:** The Waterfront Place marketing effort requires effective communication to existing marina slipholders. Ensuring the Port's current slipholders are well informed about the development plan helps foster a positive attitude toward the project. Further, the perception of current slipholders has a direct impact on marketing to other boaters and provides a great word of mouth opportunity to attract boaters that do not currently moor at the Port of Everett.



Marina ads ran in print and online, and uniquely designed brochures were eye catching promotional pieces to reach various audiences.



- **Visiting Boaters:** Boaters have choices about where they moor and what marinas they visit as guests. In the Puget Sound environment with significant marina competition, marketing is necessary to attract visiting boaters with hopes they will return as visitors or make the Port of Everett Marina their choice for year round moorage. Marketing to new boaters about the marina and the new development plan is key in generating interest and filling up the marina.

Secondary Audience: A secondary audience for the campaign is:

New Residents: With the Waterfront Place development still in its early states, it is important to generate interest in housing opportunities planned on the site before developers come on board to build residential units. Developers want to see that there is interest before committing to develop. Securing a list of interested parties is important to be able to kick-off sales quickly. In January 2015, O'Connor Consulting Group concluded there was a strong market demand for the project's proposed housing units, noting the strong employment base, growing aerospace presence and younger population would drive demand at market rents for this project. Promoting the new development with a broad reach is essential in driving interest in housing.

4. Actions & Outputs

STRATEGIES

The strategies put in place for the Waterfront Place marketing campaign were to:

- Develop an integrated marketing campaign that speaks to the Port's various audiences and maximizes visibility
- Build on the work previously conducted by Port staff and previous consultants (which included development of the Waterfront Place logo, brand story, renderings, etc.), to fully develop a brand for Waterfront Place with a specific look and feel that can be used across various mediums (print, digital, social, on-site signage, etc.)
- Create a sense of place for the Waterfront Place upland property that is identifiable to site visitors, captures attention and educates about what's to come at the site
- Create a look that unifies the Port of Everett Marina and Waterfront Place Central Development

TACTICS

Once we had our goals, objectives and strategies set, the Port team worked with its consultant, Cord Media, to identify the appropriate steps to take to achieve this plan, which included:



Sales inserts



High-end sales kits were developed and printed, which include information on each of the development districts for interested developers and potential project partners.

- Get Cord Media up to speed on project with on-site tours, in-depth meetings, etc.
- Establish Waterfront Place branding guidelines
- Develop a marketing budget
- Establish an annual marketing and media plan based on the established budget
- Work directly with Cord Media to develop fresh collaterals and creative materials
- Integrate materials across multiple platforms and audiences in an effort to maximize visibility and budget

IMPLEMENTATION

The first phase of the Waterfront Place marketing campaign was completed over a period of one year, and the campaign is currently in its second year. The Port contracted with Cord Media in February 2015 and immediately got to work, kicking off marketing in March 2015. By July 2015, a new website was launched at www.waterfront-place.com.





The Port's public affairs and economic development team worked directly with Cord Media to produce new creative for multiple audiences and media types including print, web, exterior signage, television, radio and social media. The media campaign's purpose was to build interest in the coming Waterfront Place Central development plan and adjacent marina facilities.

This included drawing people to the site and educating them about the development once they arrived. Initially resulting in increased visitors, with future results in property and housing sales, and conversion of guest moorage into permanent moorage among boaters.

To date, extensive collateral materials have been produced and implemented aimed at place making, building project interest and buy-in from the public and development community, and directly marketing the Port's current real estate and marina opportunities (examples of collateral materials are included in the supplemental submittal materials).

The following is a list of a majority of the new creative that has been developed for the campaign (not inclusive of all efforts):

- Light pole and fencing banners around the marina
- Waterfront Place Development sales kits and folio
- A community 1-pager fact sheet
- Waterfront Place interpretive exhibits (information boards) installed at various development sites along the Port's waterfront trails to identify future site features
- Waterfront Place website www.waterfront-place.com (splash page, mobile optimized)
- Built out website to include the Port of Everett Marina, www.waterfront-place.com/marina
- Newly branded trade show booth for marketing events
- Boater cruise guides
- Postcards
- Sample weekend itineraries for visiting boaters
- E-mail blasts to boaters and developers
- Print and web ads
- Commercials, including both television and radio spots

- One-page fact sheets for high interest projects
- Re-designed marina and construction newsletters
- Marina rack card and pop-up banner for Boat Show
- Waterfront Place social media accounts (Facebook, Twitter, Instagram; recently launched in spring 2016)
- Rolling A-frame boards
- Wayfinding signage from the freeway thru the city

In addition to collateral materials, a number of community events and presentations have been held, including:

- Waterfront Place SEPA (project permitting) Open House (more than 150 in attendance)
- Waterfront Place construction kick-off event (approximately 75 in attendance)
- Presentations to more than 50 groups, including neighborhoods, historical community, local governments, etc.
- Waterfront Place Community Open House with informational displays (more than 250 in attendance)



Lightpole and construction fencing banners, as well as A-frame sidewalk signs were designed to help create a sense of place and naming recognition





Budget & Staffing:

The budget for the Waterfront Place marketing efforts with Cord Media is not to exceed \$300,000 per year for a term of five years. This cost is tied to development costs within the Port's economic development budget. Additionally, the Port's in-house staff, including both public affairs and economic development staff, contributes approximately 15 hours per week supporting this effort.

5.) Outcomes and Evaluation Methods

The integrated marketing campaign effort for the Waterfront Place development resulted in an award-winning integrated marketing campaign that has cultivated interest in the project by the public and development community.

The following is a list of successes as a direct result of the marketing effort for the project:

Awards:

The Port's development preparation and marketing is an award-winning project already.



- **Marketing:** The Waterfront Place Integrated Marketing Campaign has earned the American Advertising Federation 2016 Gold ADDY award, and a bronze for a 30-second TV spot. Further, the campaign recently earned the GOLD Communicator Award from the Academy of Interactive & Visual Arts.
- **Environmental Cleanup:** The 65-acre Waterfront Place site itself was readied for development via extensive environmental cleanup that remediated contamination from the property. This was a nearly decade long project that was completed in July 2015. That same year the effort was recognized by the Washington Public Ports Association as the Environmental Project of the Year.

Overall Analytics

Website: The www.waterfront-place.com website launched in July 2015 and received 5,025 visits by December 31, 2015, with a total of 7,964 visits to date with a total of 6,640 unique visitors and 11,584 page views. A built out marina page that launched at www.waterfront-place.com/marina in February 2016 and is promoted through our marina e-blasts has resulted in 592 sessions, 579 unique visits and 664 page views within three months.

Social Media: The team recently launched social media accounts for Waterfront Place in February 2016 and began using the sites in March 2016. Within one month, without any formal promotion, we have 48 Twitter followers, 69 Facebook likes and 45 Instagram followers (social media promotion plan to begin next in mid-2016).

E-mail Blasts (marina promotions): The Port has issued a total of six Marina E-blasts. The E-blast of March 4, 2015 had a 65.8% open rate and 14 click-throughs; The E-blast of June 11, 2015, targeted at a small list yacht clubs had a 32.6% open rate (23.2% list average). These are well above our 10-15% open rates we were achieving pre-marketing efforts.

Housing Interest: Interest in development housing opportunities has been expressed through a self-subscribe sign-up at the Waterfront place website, via e-mail inquiries by interested parties and through sign-ups at events; so far this list includes 294 contacts interested in housing.

Real Estate: As for real estate occupancy, by July 2015, the Port of Everett's 65,000 square foot Waterfront Center building (the first building with available tenant space in the development) reached 100 percent leasable occupancy.

Marina: Marina occupancy reached and held at 95% in the peak summer season of 2015, up from 78% in 2013.

Earned media:

The Waterfront Place marketing campaign has resulted in various earned media opportunities. Below is a small snapshot of coverage, not inclusive of all coverage. The marketing campaign has resulted in well over 100 local and regional media placements.

- Puget Sound Business Journal: <http://tinyurl.com/h529xyr>
- My Everett News: <http://tinyurl.com/hv422ra>
- The Herald Business Journal: <http://tinyurl.com/ju3loza> (21 shares from the Journal's Facebook post)
- North End Metro Magazine: <http://tinyurl.com/jh2v5xj>
- King 5 News: <http://tinyurl.com/jzd8t42>
- The Everett Herald: <http://tinyurl.com/hqvlkax>
- KIRO 7 News: News received 392 views on Waterfront Place Facebook page and three shares





Anecdotal Feedback:

Real Estate: Tenants relocating to the Port of Everett are wanting to jump on board before the development kicks-off as they are excited about what is here and also what is to come.

"Looking at the Port of Everett, and the expansion of the marina and its properties, I know this is a great place to relocate my business," Owner of All Ocean Services Alfred Favre said, explaining decision to relocate his business from Seattle to the Port of Everett.

Social media: Those on social media, including interested citizens as well as area businesses, using hashtags #portofeverett and #waterfrontplace reflect on development plans positively. Here is a snapshot of some comments:

- *"Fantastic plans for the waterfront area! I was thrilled to hear about them tonight at the #waterfrontplace open house."*
- *"Great news for Everett and the surrounding community."*
- *"Pretty cool stuff coming to Everett's waterfront!"*
- *"A wonderful asset to Everett's waterfront."*

Website comments:

The Port's website has a comment form where citizens can let us know how we are doing. In mid-April 2016, we received the following comment that reflects the change in perception and attitude we are now seeing in the community as a direct impact of our marketing efforts and development progress:

"I am getting more and more impressed with what Everett is doing with their waterfront. It's becoming more of a tourist destination than ever before (still not what it should be, but the progress is moving forward). I like the idea of having shops and non-manufacturing businesses going in down there to encourage people to come down and walk and browse around. It has always been such a dingy manufacturing place that didn't invite people to just come down and stroll around. The progress is wonderful. I don't know what the future plans are, but I hope the Port keeps going forward to make it one of the states top destinations. Good job!"

We were able to respond to this gentleman and give him an update on progress and provide him resources, like the Waterfront Place website to keep up to date. He had seen some of the change via marketing and on-site visits.



The #portofeverett has fantastic plans for the waterfront area! I was thrilled to hear about them tonight at the #waterfrontplace open house, and even more thrilled when I bumped into my picture on one of the posters! I said to Erin @sphydrology, "Oh, awesome, they put a paddler on there." She replied, "Carly, that's you!" "No... wait, you're right!" Where's Waldo-ing myself is weird every time



Click here to head over to KING 5 to watch a clip about the Port of Everett's Waterfront Place development plans. We invite you to come and learn about the development at tonight's Community Open House from 4 - 7 p.m. at the Port of Everett's Blue Heron Room.



Port of Everett touting new waterfront plans
Waterfront Place is a potential 1.6 million square foot, mixed-use development including a planned 565 housing units.



- **Jen Webber Sellers** via MyEverettNews :
June 29, 2014 at 1:06pm
Pretty cool stuff coming to Everett's waterfront:

Port of Everett Provides Preview of Planned Waterfront Place | MY EVERETT NEWS.com
Port of Everett releases its vision of Waterfront Place.
MY EVERETT NEWS.COM
- **Vickie Nysether** | I just hope some of this will really happen. It will be a wonderful asset to Everett's Waterfront!
June 25, 2014 at 1:24pm
- **Heather Blakely** Yahoo!
June 25, 2014 at 8:03pm



Survey Feedback:

The Port of Everett mails out a 16-page publication to all Port District residents two times a year. In 2013, the Port conducted a survey in the publication that brought in voluntary, self-paid responses. One of the questions listed was: "Progress is being made to revamp the marina" with answers Yes, No or I Don't Know. We conducted the same survey to the same group in summer 2015 and the results show an increase in perception of the Port's progress (yes responses) from 78% to 98%.

Tying success back to our objectives, the following were the objective outcomes:

- The Port has received 294 sign ups on a self-subscribing list for those interested in development housing
- An increase in marina occupancy in the peak summer season from 78% to 95%, 7% more than we goalied for
- Received well over 50 social media mentions with positive perception of the project
- Brought in additional tenancy to the Port's first building in the development (Waterfront Center) bringing occupancy to 100%
- Generated more than 100 earned media mentions across radio, print, TV, web, etc.
- Generated 5,025 visits to the new Waterfront Place website in 2015, with a total of 7,964 to date, well surpassing our goal of 3,000 views.

A selection of marina advertisements providing deals to entice visiting boaters have been created and promoted through various medias.



Summary

In summary, the result of the Waterfront Place Central marketing campaign has been an award-winning integrated effort that has led to excitement within the Port's various target audiences, from Port District residents and businesses to the development community as a whole. The significant public interest, 100 percent occupancy in the Port's Waterfront Center building, and 95 percent seasonal marina occupancy reflect the success of the campaign to date.

Interpretive signs have been installed around the site to identify what features are coming to specific areas. They have been installed along a popular waterfront trail for high visibility.



The Port worked diligently to identify Waterfront Place on tourism signage from the freeway and throughout the City of Everett.