

Communication, Marketing and Media Relations Plan

Background

Construction is underway to replace the Alaskan Way Viaduct (AWV) along Seattle's waterfront. Traffic detours, street closures, and short-term on-street parking space removals are taking place during construction.

When tunnel construction began in 2012, the number of on-street parking spaces in the Pioneer Square and waterfront neighborhoods was reduced: 208 parking spaces under the viaduct were eliminated between South King Street and Pike Street. Later, 78 parking spaces were added back to the area, making the total parking loss to date 130 spaces.

No additional parking will be eliminated during tunnel construction as most of the work is occurring underground, but parking will be affected again in 2016 when viaduct demolition begins. At this time, about **500 spaces** under the viaduct will be eliminated, bringing the total loss of on-street short term parking spaces to 500. Drivers will have to adjust and find different parking options.

In August 2011, the Washington State Department of Transportation (WSDOT) committed to provide up to \$30 million between 2011 and 2018 to **mitigate for the loss of short-term on-street parking during SR 99 tunnel construction**. From 2011 to June 2012, WSDOT and the Seattle Department of Transportation (SDOT) worked with a group of stakeholders (property owners, managers, business owners, associations and other entities who operate in – and on behalf of - Pioneer Square and the waterfront) to develop parking mitigation strategies. The final package of strategies was unanimously endorsed by the AWV parking stakeholders group in June 2012.

The Parking Mitigation Plan strategies include:

1. Build new or acquire existing parking garages.
2. Partner with private garages to provide a low rate for short-term stays.
- 3. Market parking availability and preferred travel routes.**
4. Make physical improvements to facilities and key walking routes.
5. Temporarily increase on-street parking.
6. ~~Shuttle visitors between key destinations.~~ (strategy not pursued)
7. Improve way finding to destinations and parking.
8. Expand e-Park program to Pioneer Square and waterfront.
- 9. Develop a parking application for smart phones.**
10. Change on-street parking policies and practices to increase parking turnover.
- 11. Implement special event programs to encourage customers to visit affected neighborhoods.**

This communication, marketing and media relations plan describes how WSDOT, SDOT and the AWW stakeholder marketing subcommittee will implement strategy three (marketing), strategy nine (smart phone application) and strategy 11 (special events), which are bolded above.

The following plan details provide information regarding:

- Course of action (vision, mission, goals, strategies, outcomes)
- Schedule
- Key messages
- Target audiences
- Tools and tactics by audience
- Performance measures

The specific elements of this plan may change. The team is committed to evaluating strategy effectiveness and adjusting specific elements in order to receive the best possible return on investment for each element.

Course of Action

The vision, mission, goals and outcomes of the communication, marketing and media relations plan were created to guide the team in strategy implementation. These guiding principles are:

Vision: Be downtown Seattle's leading parking resource by creating innovative tools, strong partnerships and sustainable information networks.

Mission: Help downtown Seattle visitors find available, convenient, safe and affordable parking during SR 99 tunnel construction.

Goals:

- Help drivers easily find available, convenient, safe and affordable parking during SR 99 tunnel construction.
- Provide accurate and timely information regarding downtown Seattle parking to visitors, the business community, parking facilities, political leaders, stakeholders, community partners and the media.
- Engage Pioneer Square, waterfront, West Edge and Retail Core communities in program advocacy.
- Build credibility by communicating progress and following through on commitments.
- Successfully transition parking marketing program to parking partners after SR 99 tunnel construction to support long term AWW and DSA garage agreements.

Program Strategies:

- Utilize existing communication networks to distribute information. Plug into what already exists to multiply brand promotion efforts.
- Engage stakeholders in specific decisions and directions, foster stakeholder relationships and publicize stakeholder contributions to increase program advocacy and ownership.
- Promote parking mitigation brand creatively and consistently to establish program identity.
- Share parking mitigation program successes to increase program awareness and credibility.

Outcomes:

- Improve the perception of parking availability, access and affordability.
- Grow occupancy rates in participating garages.
- Create connectivity between participating garages and neighborhoods.
- Increase utilization of communication / information tools.
- Establish long-term partnerships with local businesses and/or community groups.
- Expand parking campaign to West Edge and Retail Core through paid partnerships (DSA initiative).
- Consolidate WSDOT, SDOT and Downtown Seattle Association parking initiatives into coordinated, sustainable campaign (DSA initiative).

Schedule

Marketing, mobile app and special event implementation started in 2012 and will continue through 2018. Work going forward is planned to proceed as follows:

- **January - June 2014: Complete information system.** Final parking mitigation plan elements in place, including wayfinding signs. Implement on-the-ground tools and neighborhood programs to promote parking messages. Focus specific effort on influencing parking behavior of target audiences. Collect data to prepare for 2014 summer campaign. Evaluate effectiveness of adding Retail Core garages into the program.
- **July 2014 - December 2015: Going broader, ramping up.** Expand communication effort with a broader audience while continuing communication with the key stakeholders through broad-based advertising such as online ads, radio, newspaper and direct mail. From October 2014 to March 2015, customize “access to parking” messaging if needed to account for business closures and driving route changes along the waterfront during seawall construction. Coordinate with Seawall to promote www.DowntownSeattleParking.com and parking availability in partner garages.
- **January – December 2016: Viaduct demolition.** Intensify efforts during viaduct demolition to promote parking garages and emphasize the “parking is available” message by working with partners to promote parking messaging in their materials. Include the “need to plan during demolition” message.
- **January - December 2017: Transition.** Work extensively with key stakeholders to transition program administration and public information efforts to local stakeholders without disrupting customer experience. Continue to emphasize available parking messaging.
- **January - December 2018: Reporting.** Gather public information and parking data in order to report program effectiveness and complete “lessons learned” analysis.

Key Messages

WSDOT, SDOT, the parking marketing subcommittee, the parking mitigation stakeholder group and all community and business partners will incorporate key messages into all parking mitigation outreach materials. Those key messages are:

- **Cheap, easy-to-find parking is available in the Pioneer Square and the waterfront neighborhoods.** There are six garages conveniently located throughout Pioneer Square and the waterfront neighborhoods that offer a low rate of \$3/hr for up to four hours. You can find them quickly at DowntownSeattleParking.com by clicking on the orange three dollar icons. Other area garage information is also available by clicking on the blue icons.
- **There are more than 2,000 short-term garage parking spaces available that cost the same as or less than on-street parking.** Plentiful parking at a lower price makes life a little easier. Space availability is quick to see on DowntownSeattleParking.com mobile site.
- **Drivers can get timely information about parking through a variety of tools.** WSDOT and its partners are *sharing* parking information and *preparing* the community for changing parking availability through the mobile site, radio ads, bus boards, billboards, special events, special signage like painted viaduct columns, and community partnership programs.
- **You can still find parking during construction.** Pioneer Square and waterfront businesses are open during construction and there is plenty of garage parking nearby. On street parking was reduced in 2012 by 500 spaces in the first phase of viaduct demolition. The City of Seattle's Seawall program removed 175 on-street parking spaces in November 2013 and temporarily put 60 back in place in January 2014. Those temporary spaces will remain through October 2014. SR 99 Tunnel construction will affect parking again in 2016 when viaduct demolition begins.

Target Audiences

Parking mitigation outreach will be customized to best meet the needs of each specific audience. The identified audiences are:

- Downtown Visitors / Consumers / Media
 - King, Pierce, Snohomish and Kitsap County (shoppers, diners, sports & event attendees)
 - Local/regional news outlets
 - Media
 - Professional services clients
 - Tourists/travelers (rental car customers)
 - Trade/industry publications
- Business Community / AWV Stakeholders / Community Partners
 - Arts and entertainment venues
 - Blogs
 - Business associations
 - Chambers of commerce and travel agencies/bureaus
 - Community groups and organizations
 - Downtown residents

- Economic development groups
 - Festival and special event organizers
 - Metropolitan Improvement District ambassadors
 - Parking attendants
 - Parking operators
 - Parking facility owners
 - Pioneer Square, waterfront, West Edge and Retail Core Businesses
 - Professional services businesses
 - Restaurants
 - Retailers
 - Stakeholder work groups
 - Tourism marketing groups
 - Tourist-centric businesses (Argosy, Sculpture Park, Victoria Clipper, Aquarium, etc.)
- Political Leaders
 - City/county councils
 - Office of Economic Development
 - Port of Seattle
 - Seattle mayor & King County executive
 - Seattle Police Department and SPD parking enforcement
 - State Legislature (11th, 37th, 43rd, 36th and 34th districts, and transportation committee chairs)
 - Transit agencies
 - U.S. senators/congressional delegation
 - Washington State Patrol
 - WSDOT/SDOT

Tactics and Tools by Audience

Downtown Visitors / Consumers / Media

Downtown visitors and consumers need to know how to access parking information both before they make their trip and while on the road. The media needs to know this information to help share it with drivers. Broad marketing efforts and targeted audience outreach will be utilized to create comprehensive outreach. The specific tactics and tools that will be utilized are as follows:

Tactics and Tools

1. Enhance and maintain DowntownSeattleParking.com website (mobile and desktop) to promote easily accessible, reasonably priced short-term off-street parking options.
 - a. Add e-Park capability to desktop site.
 - b. Add garages to map (in neighborhoods outside of Pioneer Square and waterfront) once they join low-rate program.
 - c. Communicate instructions to consumers about how to save the mobile website to smart phone screens.
 - d. Conduct periodic web surveys to website users about specific topics so that that specific customer feedback is gathered (when appropriate).
 - e. Create printable map.
 - f. Develop “Press” and “Business Tools” sections.
 - g. Establish an online feedback form to gather public inquiries and recommendations, and to create place to answer public questions.

- h. Monitor the frequency and timing of pages viewed for evaluation and site development purposes.
 - i. Post information to the web first and share the same message in other venues.
 - j. Update site monthly.
2. Enhance and maintain AWW program website to provide parking information and direct users to DowntownSeattleParking.com.
- a. Add parking photos to AWW Flickr site.
 - b. Add DowntownSeattleParking.com icon to all possible pages.
 - c. Post parking mitigation partnership materials.
 - d. Post parking stakeholder meeting notes and information.
3. Generate earned media placements to build program awareness and credibility.
- a. Build and expand upon media relationships through ongoing communications via personal contact, news releases, media days, media materials, etc.
 - b. Build credibility among media and key stakeholders by shedding positive light on progress and milestones via high-profile press placements.
 - c. Create videos, photo, graphics and animations that can be easily utilized by the media for print and TV coverage.
 - d. Develop a year-round calendar of parking-focused story ideas to proactively pitch to long- and short-lead news outlets (see attached).
 - e. Develop and maintain a master media contact list (see attached).
 - f. Develop messaging for year-round use, as well as individual story pitches and promotions to foster cohesive messaging and consistent playback throughout the year.
 - g. Engage Pioneer Square and waterfront communities in PR activities where appropriate to help foster goodwill and program advocacy.
 - h. Find ways to incorporate a celebrity spokesperson that is associated with downtown to increase media coverage.
 - i. Identify and leverage opportunities to partner with other AWW committees, city departments and neighborhood businesses as they issue news releases and hold activities that include parking messages.
 - j. Issue news releases and story angles to provide media with timely, targeted news angles year-round, while also benefitting from search engine optimization.
 - k. Leverage earned media placements to 1) change the perception of parking availability and 2) change the way drivers find available, convenient, safe, affordable parking during tunnel construction.
 - l. Leverage holidays and downtown-based events and construction-related road closures to share parking and driving route tips to proactively shape news coverage.
 - m. Pitch stories to relevant trade publications and magazines (art, technology, parking, transportation) to gain more coverage.

4. Offer free parking promotions for the waterfront and Pioneer Square (First Thursday Art Walk).
 - a. Design, produce and maintain special signage packages for participating parking facilities.
 - b. Develop and distribute a toolkit for use by area businesses to use to publicize the free parking promotion to their customers.
 - c. Develop and maintain information about the promotions on DowntownSeattleParking.com.
 - d. Write and distribute news releases to announce the promotions.
 - e. Monitor and adjust the program as needed to meet program goals.

5. Pilot a Parking Ambassador program directing drivers to low-cost garages and answering visitor questions (DSA initiative).
 - a. Conduct an intercept survey to identify visitor parking needs.
 - b. Coordinate with the city to communicate through its parking communication outlets about the parking program.
 - c. Design and produce apparel to clearly identify the Parking Ambassadors as a parking information resource.
 - d. Develop an evaluation tool to determine the benefit, effectiveness and improvement recommendations for the program.
 - e. Involve area business volunteers in program.
 - f. Provide briefings about the program to local business owners.
 - g. Recruit, hire and train street teams or partner with the Metropolitan Improvement District (MID) to assign MID Ambassadors to help visitors find parking on select weekends.
 - h. Write and distribute a news release and photo advisory to announce and promote the program.

6. Utilize social media to extend reach of the parking campaign.
 - a. Communicate important parking information through Bertha on Twitter periodically.
 - b. Add information to AWV program update emails.
 - c. Research and develop a content calendar for Facebook posts, including parking and road construction navigation tips.
 - d. Test interest in Facebook as a tool for sharing parking information by piloting “Downtown Parking” as an event on DowntownSeattle.com before launching stand-alone social media accounts.
 - e. Promote parking campaign via WSDOT and SDOT Facebook pages a few times a year (Mother’s Day, holidays, major milestones).
 - f. Create photos and / or videos include in social media posts.

7. Utilize targeted advertising and strategic communications touch-points to direct visitors to participating parking facilities by using DowntownSeattleParking.com.
 - a. Create grassroots “buzz” about parking through creative, non-traditional marketing efforts.
 - b. Create memorable parking giveaways to use at local events such as fairs and festivals.

- c. Design, produce and distribute informational materials (rack cards, posters, displays, postcards, non-traditional media) for use by area businesses.
- d. Design, produce and install banners or posters at Washington State Ferry locations.
- e. Design, produce and install street-pole banners in high-traffic areas as appropriate.
- f. Distribute rack cards and posters through distribution service.
- g. Effectively brand parking mitigation so the community recognizes the program and responds to the call for action.
- h. Engage Copacino + Fujikado to develop, produce, plan and place year-round advertising campaign with various elements that could include web, print, radio, TV, transit, PSA's and billboards (see attached advertising schedule).
- i. Feature parking information at neighborhood activities.
- j. Produce and install wayfinding systems to direct drivers into neighborhoods and garages.

Visitor / Consumer / Media Outreach

Performance Measures

Desired Result

- | | |
|---|--|
| • Amount of coverage secured on blogs, online, social media | 25 per year |
| • Blog stories / comments | 75% have key messages |
| • Customer correspondence through the web sites | 10% increase
Reply w/in 3 days |
| • Email to GovDelivery participants | 4 per year |
| • Media field days | 1-2 per year |
| • Mobile site usage | 25% increase |
| • News releases | as needed (approx. 6-8/yr) |
| • Number of media inquiries / contacts | 25 per year |
| • Number of media mentions / feature stories in traditional media | 25 per year |
| • Number of times parking message in SDOT / WSDOT / DSA / APS / business / community partner press releases | 25 per year |
| • Percent of stories that: | 90% |
| a. Included correct factual information | |
| b. Included project key messages | |
| c. Includes pictures | |
| d. Mentions the budget correctly | |
| e. Describes the current schedule correctly | |
| f. Includes a positive overall theme | |
| g. Uses important terminology | |
| h. Include URL | |
| • Phone and/or intercept surveys | 5% decrease in respondents saying parking is “hard to find and / or expensive” |
| • Special event attendance / parking utilization | 5% increase |
| • Web site usage | 25% increase |
| • Web survey results | 10% in awareness per year |

Business Community

The business community needs to know how to provide parking information to their customers, as well as to know enough about parking near their business to be able to proactively plan for changes. The specific tactics and tools that will be utilized to reach the business community are as follows:

1. Coordinate with local events to include parking in event promotions.
 - a. Customize outreach strategies to match the needs of the affected community neighborhood.
 - b. Track events and create outreach calendar to contact interested parties.
 - c. Utilize pilot programs with willing partners to test new ideas.
 - d. Create specific messaging and outreach options for event attendees.

2. Develop positive working relationships with business and community leaders (and their staffs).
 - a. Be open and responsive to needs and requests relating to parking and parking mitigation.
 - b. Collaborate with partners on creative approaches to help people change their parking habits and expectations.
 - a. Connect individually with people to answer specific questions and issues.
 - c. Increase credibility by delivering what is promised.
 - d. Obtain business and community support of public information activities.
 - e. Promote the parking mitigation program team as information source.
 - f. Provide a forum for feedback, information and creative solutions.
 - g. Provide single point of contact so businesses and community members know where to go for information and questions.
 - h. Provide information to respond to constituent inquiries.
 - i. Seek evaluation of public information efforts and suggestions for other methods.
 - j. Solicit assistance in public information dissemination efforts.

3. Educate affected parties about the program so they can establish their own plans.
 - a. Conduct presentations to community groups.
 - b. Establish pilot partner feedback process.
 - c. Keep messaging clear and precise to help drivers understand project scope, impacts and parking solutions.
 - d. Provide partner/stakeholder newsletters (electronic and/or print).
 - e. Conduct direct outreach to affected parties.

4. Form partnerships with parking facilities to create positive customer experience.
 - a. Be open and responsive to needs and requests relating to parking and parking mitigation.
 - b. Collaborate with parking facilities on creative approaches to help people change their parking habits and expectations.
 - c. Conduct periodic customer surveys at the facilities to rate service.
 - d. Hire a consultant to develop a payment formula for non-partner parking facilities (DSA initiative).

- e. Identifying parking availability and usage patterns.
 - f. Obtain parking facility support of public information activities.
 - g. Partner with DSA to extend program to parking facilities in Downtown areas outside of Pioneer Square and the waterfront (DSA initiative).
 - h. Plan for future growth and sustainability of parking program (DSA initiative).
 - i. Provide a forum for feedback and creative solutions.
 - j. Provide single point of contact so parking facilities know where to go for information and questions.
 - k. Provide facilities with information to respond to constituent inquiries.
 - l. Seek evaluation of public information efforts and suggestions for other methods.
 - m. Solicit assistance in public information dissemination efforts.
5. Foster stakeholder and community partner relationships and publicize their contributions to increase program advocacy and ownership.
- a. Create graphic elements that may include animations, time-lapse video, maps, fact sheets and progress icons to communicate next steps.
 - b. Engage stakeholders in specific decisions and directions to manage expectations.
 - c. Focus on parking mitigation program delivery progress to increase program awareness.
 - d. Issue monthly (or as needed) top key messages for support groups and stakeholders to use if contacted by the media.
 - e. Post parking stakeholder meeting notes, presentations and the history of the program to program website.
 - f. Post program photos on the program Flickr site.
 - g. Publish monthly reports that highlight areas of particular interest for political and citizen stakeholders and community partners.
6. Share specific messages with business employees regarding parking options.
- a. Identifying parking availability and usage patterns.
 - b. Share information with Pioneer Square visitors who come for work-related visits through the company they visit.
 - c. Share information with WSDOT's and Commute Seattle's commute trip reduction participants.
 - d. Share information with WSDOT Gov Delivery lists as possible.
7. Utilize existing communication networks to distribute information. Plug into what already exists to multiply brand promotion efforts.
- a. Conduct in-person outreach to marketing contacts at businesses, attractions and visitor marketing groups, as well as event producers, to enlist support in promoting the parking program.
 - b. Coordinate with attractions and events receiving Metropolitan Improvement District neighborhood marketing funds to incorporate information about DowntownSeattleParking.com (including web links when applicable) (DSA initiative).
 - c. Distribute brochure to specific partners / businesses.

- d. Incorporate parking messages into community stories about stakeholder and community partner activities.
- e. Make use of the community information systems currently supplying the “what’s happening in the neighborhood” information.
- f. Provide support to partners who want to incorporate information about DowntownSeattleParking.com on their website and in their marketing communications materials (see attached target list).
- g. Provide tools to partners (web links, text for newsletters, displays, fliers, posters, etc.) so they can help tell the story to their constituents.
- h. Tailor information for different groups so they can distribute it among their channels, making it easy for them to help us get our information into blogs, employee newsletters and e-mails, community meetings, newsletters and industry publications.
- i. Update a marketing toolkit for use by businesses, attractions, visitor marketing groups and event producers to incorporate information about the parking campaign on their websites and in their marketing communications materials in a consistent, brand appropriate manner.

Business / Community Partner / Stakeholder Outreach

Performance Measures

Desired Result

• Advertising	5-8 advertising tactics appear in top 10 website referral sources
• Budget reports	On budget; \$1M/yr
• Business sales (as a point of reference only)	Stable or increase
• Community partnerships	100
• Community presentations	4 per year
• Customer service survey results	75% positive
• Delivery schedules	On time
• Materials distributed to community and business partners (fact sheets, rack cards, posters, displays, postcards, non-traditional media, maps, graphics, give-aways)	1,000
• Monthly report distribution	12 per year
• Off-street parking facilities usage	Stable or increase
• On-street parking usage	Stable or increase
• One-on-one meetings with/ personal phone calls to affected individuals/businesses	300
• Newsletter/magazine media mentions	25 per year
• Participation in business and community events	6 per year
• Pedestrian counts (as a point of reference only)	Stable or increase
• Pilot partner feedback	75% positive
• Short-term parking space availability	<500
• Short-term parking garage utilization monthly total numbers	Stable or increase
• Stakeholder feedback	75% positive
• Use of visual tools (photos, animations, videos)	Increase over time
• Website links	50

Political Leaders

Due to the involvement of multiple agencies and levels of government, the transmission of parking mitigation program information to elected/appointed officials and their staff is critical to the success of the program's communication efforts. The majority of government relations activities will be completed by the AWW communication team. Parking communication will remain focused on specific councils, commissions, boards and committees that have an interest in receiving information about parking.

1. Develop positive working relationships with elected and appointed officials (and their staffs)
 - a. Anticipate, acknowledge and develop tactics for the opposition.
 - b. Have frequent and personal interactions with key individuals and entities to establish a conduit for timely and accurate information as well as feedback on public information efforts.
 - c. Identify potential situations where media may focus on sensitive issues and prepare program spokespersons for appropriate responses.
 - d. Obtain officials' support of public information activities.
 - e. Promote the parking mitigation program team as an information source.
 - f. Provide information to respond to constituent inquiries.
 - g. Seek evaluation of public information efforts and suggestions for other methods.
 - h. Solicit assistance in public information dissemination efforts.
2. Provide materials to keep officials informed on parking program progress
 - a. Conduct committee, commission and council presentations.
 - b. Ensure stakeholders receive accurate and timely information through their respective public affairs contacts or designated individuals.
 - c. Include in Twitter updates.
 - d. Provide copies of press releases when they are distributed.
 - e. Provide informational materials (fact sheets, graphics, maps, etc.) as appropriate.
 - f. Provide monthly reports.

Political Leaders Performance Measures

- Blog stories / comments
- Correspondence / feedback
- Email to GovDelivery participants
- Number of materials distributed

Desired Result

- 75% positive
- 75% positive
- 4 per year
- 100 per year

Please reference the Appendices A-E for information on parking mitigation plan implementation progress, situation SWOT analysis, specific implementation roles and responsibilities, media delivery plan, 2014 marketing and communication work plan and partner outreach list.

*Prepared by Becky Hixson
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Parking Mitigation
January 30, 2013*

Appendix A:
Parking Mitigation Plan Implementation Progress

Parking Mitigation Plan Implementation Progress

The Parking Mitigation Plan, created to help provide available, safe, convenient and affordable parking in the Pioneer Square waterfront neighborhoods, is finalized. Now strategy implementation is underway. Recent and upcoming efforts in this program include:

- Special event promotions (launched in May 2012)
- Temporary increase in on-street parking (completed in May 2012)
- Changes in on-street parking policies in the central waterfront (completed in August 2012)
- Parking application for smart phones (completed in July 2013)
- Physical improvements to facilities, key walking routes (completed in November 2013)
- Garage low-rate partnership agreements (completed by December 2013)
- Holiday expansion of program by Downtown Seattle Association (DSA) to include garages in adjacent neighborhood (December 2013)
- e-Park Program expansion (completed by June 2014)
- Expansion of program by DSA to include garages in adjacent neighborhoods as part of sustainable post-construction program (June 2014)
- New downtown way finding (in place by July 2014)
- Changes in on-street parking policies in Pioneer Square (completed in July 2014, monitoring through December 2014)
- Negotiate to build new or acquire existing parking garages (complete by December 2014)
- Increase in garage parking / Pike Place Market PC – 1 North garage online (early 2016)
- Marketing efforts (2012 - 2018)

Appendix B:
Strengths, Weaknesses, Opportunities and Threats Analysis

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S.W.O.T analysis

Strengths

- Commitment of program team to help drivers understand neighborhood parking options.
- Commitment of stakeholders to economic success of Pioneer Square and the waterfront.
- Combined staff and financial resources of WSDOT, SDOT, DSA and the MID.
- Partnerships with DSA, Alliance for Pioneer Square, Commute Seattle, etc.
- Parking environment consistent until viaduct demolition in 2016, providing time to build brand awareness and change driver behavior before the major impact occurs.
- Opportunity to add parking messages to high-profile SR 99 tunnel construction communications.
- Availability of baseline parking data to use in program evaluation.

Weaknesses

- Effect of lost parking spaces on neighborhood businesses.
- Number of agencies and stakeholders involved in decision making.
- Difficulty coordinating messaging and operational impacts across all projects in area.
- Lack of parking mitigation awareness.
- Mitigation funding only covers the Pioneer Square and the waterfront neighborhoods although URL is DowntownSeattleParking.com. May cause user confusion and/or frustration.
- Community perception of a lack of parking in these areas.
- Tunnel, seawall, waterfront renovation and private construction projects take years to complete, leading to perception of “never-ending” construction.
- Calling attention to parking or construction issues could drive away locals and tourists who believe visiting the Pioneer Square and the waterfront neighborhoods will not be easy.
- Time, effort and resources required to distribute parking information to diverse audiences.
- Washington State regulations prohibit use of funds to promote private businesses.
- Media interest in the negative repercussions of the project.
- Limited duration of program could cause driver confusion and dissatisfaction when it ends.
- Program transition requires extensive coordination.

Opportunities

- Stakeholders high level of interest in parking mitigation.
- Stakeholder and community partner participation in sharing information with drivers / clients / visitors.
- SR 99 tunnel construction now goes “underground” until viaduct demolition. No parking will be lost until viaduct demolition in 2016.
- Lead time before 2016 viaduct demolition allows time to influence driver parking habits.
- Information to be gathered during the city’s seawall construction conditions (total parking similar to final parking conditions) will provide information that can help drivers prepare for the final configuration.
- Use technology and mobile apps to reach broader audiences.
- Use established branding to build public awareness of parking mitigation tools.
- Strategies will show progress over next 12 months, providing positive project updates.

- High percentage of Pioneer Square drivers coming for work-related activities offers opportunity for specific marketing solutions to influence their behavior.
- Construction activities interest media and provide opportunity to include parking message.
- Viaduct demolition creates temporary, not permanent, parking disruptions. End result is a more open and attractive waterfront.

Threats

- Stakeholder dissatisfaction with strategy implementation.
- Overruns in time or budget required to implement a strategy.
- Roadblocks set in place by visitors, drivers, partners or stakeholders.
- Inability to complete scope due to workforce issues.
- Difficulty in changing drivers parking habits.
- Inability to maximize stakeholders and community partner networks to effectively reach diverse audiences.
- Driver reaction to the end of discounted garage parking rates.
- Visitor perception may be affected by previous construction impacts and parking availability in the impacted neighborhoods.
- Inability to establish parking mitigation brand in busy environments (physical signage, media, advertising)
- Messaging during seawall construction when some businesses will close and others will remain open.
- Limited media interest.
- Negative press from displeased constituents, project implementation difficulties, safety incident at parking facilities or perception of misuse of public funds.
- Business loss and challenges are hot media topics that could affect overall program messaging.
- The city's seawall project will extend this detour north in early 2014, which will remove more on-street parking spaces under the viaduct. These spaces were heavily used by customers of Pioneer Square and the waterfront.

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Appendix C:

**Parking Mitigation Communications, Marketing and Media
Relations Plan Roles and Responsibilities**

Roles and responsibilities

WSDOT will lead plan implementation, supported by the SDOT, Downtown Seattle Association, Alliance for Pioneer Square, parking mitigation stakeholders, parking mitigation marketing subcommittee and the marketing and public relations firms Copacino + Fujikado and Cocker Fennessy. The overall roles and responsibilities are as follows:

- **Alliance for Pioneer Square** will support community outreach effort, participate in the marketing committee and promote parking through their normal distribution channels.
- **AWV parking mitigation team** will lead community and business outreach, media outreach, DowntownSeattleParking.com website development, material production and team outreach measurement.
 - AWV special projects manager and parking mitigation outreach specialist will serve as the WSDOT contacts to community and business stakeholders.
 - Elected officials outreach will be completed and coordinated with the AWV communications manager through the AWV administrator.
- **Cocker Fennessy** will lead plan review, stakeholder assessment, business outreach and measurement efforts.
- **Copacino + Fujikado** will lead campaign design and advertising placement efforts.
- **Downtown Seattle Association** will support garage partnership outreach, media relations, community outreach and special events, with the goal of eventually managing the overall parking program once WSDOT work is completed.
- **City of Seattle** will support parking mitigation efforts by:
 - Partnering with private garages to provide a low parking rate for short-term stays.
 - Making physical improvements to facilities and key walking routes.
 - Implementing Way finding changes
 - Administering the e-Park program until it transitions to DSA.
- **WSDOT AWV communications team and HQ communication director** will provide media relations support and outreach planning support as necessary.

Appendix D:
2014 Media Relations Work Plan

Overview

WSDOT AWV Special Projects Manager will lead and manage parking mitigation media outreach in partnership with AWV communications team and Downtown Seattle Association. Both the AWV Special Projects Manager and the AWV communications team will review and approve all final media outreach materials created by its partners.

Press releases may be issued with joint agency contacts listed, as appropriate. Other media activities within each organization will be communicated and coordinated to create a unified, strategic media relations campaign.

Goals

- Leverage earned media placements to 1) change the perception of parking availability; and, 2) change the way drivers find available, proximate, safe, affordable parking before, during and after viaduct demolition.
- Build credibility among media and key stakeholders by shedding positive light on progress and milestones via high-profile press placements.
- Engage Pioneer Square, Waterfront and Pike Place communities in PR activities where appropriate to help foster goodwill and program advocacy.

Tactics

- Develop strong messaging for all PR campaigns to foster cohesive messaging and consistent playback throughout the year.
- Build and expand upon media relationships through strategic communications via pitches, press releases, media days, media materials, press mailers, etc.
- Issue press releases as needed for major announcements, events and achievements and story angles to provide media with timely, targeted news angles year-round, while also benefitting from SEO.
- Take advantage of opportunities to partner with other AWV committees, City departments and neighborhood businesses as they issue media releases and hold activities that crossover into the parking mitigation efforts.

Audience

Target widespread media throughout Puget Sound and beyond, including:

- Puget Sound Print Media
 - Regional lifestyle magazines
 - Regional business publications
 - Regional trade publications
 - Major newspapers
 - Community newspapers and newsletters
- Puget Sound Online Media and Blogs
 - Regional online editorial news sites

- Regional online editorial lifestyle sites
- Lifestyle and parenting blogs
- Niche category blogs as relates to specific campaigns
- Puget Sound Radio
 - News desks and business programming
 - Drive time DJs and programming
 - Traffic programming
- Puget Sound Television
 - General news desk programming (KING-NBC, KIRO-CBS, KOMO-ABC, KCPQ-FOX)
 - Regional afternoon talk (New Day Northwest)
 - Community affairs programming
- Feeder Market Media (Tacoma, Everett, Portland, Vancouver, BC, Yakima, Spokane)
 - Travel writers and media
 - Travel blogs
 - Visit Seattle and Convention and Visitors Bureau
 - Major Newspapers (Everett Herald, Tacoma New Tribune)

Monthly PR Tactical Plan

Media outreach will occur at least once a month in conjunction with events and program milestones to explain the AWV’s parking mitigation approach, as well as to:

- Reinforce key messages
- Provide information on parking options for visitors
- Tell the ongoing story and features positive accomplishments
- Highlight efforts with partner agencies and groups

Implement core media relations and PR activities each month, as outlined below and based on the Media Relations Plan. The specific tactics are subject to change pending final timing and details for future campaigns.

At-a-Glance Calendar

Month	Communications Pushes
January 2014	<ul style="list-style-type: none"> ● Milestone Messaging/2014 Preview ● Commuter Stories ● First Thursday parking
February 2014	<ul style="list-style-type: none"> ● Valentine’s Day Parking <ul style="list-style-type: none"> ○ Desk Side Briefings ○ First Thursday parking

March 2014	<ul style="list-style-type: none"> • Parking Website Upgrades / March Madness • First Thursday parking
April 2014	<ul style="list-style-type: none"> • System Upgrades <ul style="list-style-type: none"> ○ Media Field Day • Spring Break • First Thursday parking
May 2014	<ul style="list-style-type: none"> • Mother’s Day Parking • First Thursday parking
June 2014	<ul style="list-style-type: none"> • Summer Parking Kick-Off • First Thursday parking
July & August 2014	<ul style="list-style-type: none"> • Summer Parking Continued • First Thursday parking
September & October 2014	<ul style="list-style-type: none"> • Fall Parking • Halloween • First Thursday parking
November & December 2014	<ul style="list-style-type: none"> • Holiday Parking • First Thursday parking
Year Round Messaging	<ul style="list-style-type: none"> • Dining in Pioneer Square • Activities on the waterfront

February 2014

Communications Message: 2014 Preview

- **Media Desk Side Briefings**
 - Book individual media desk sides with select, targeted press outlets as an opportunity to brief them on progress-to-date and campaign (consumer-facing) efforts and what to expect in 2014
 - While the Media Field Day may result in immediate coverage, the larger goal is to use it more as a “behind the scenes” relationship building tool to help foster future opportunities, as well as streamline media communication by introducing them to B. Hixson and N. Hawley as a central points of contact and spokespeople.
 - Explore the opportunity to partner with a combination of DSA, the SDOT Seawall project and the Pike Place parking garage project as a way to present a united front, and make for the strongest pitch angle.
 - Speaking points and key messages will need to address the impact to businesses question, as this will likely be a strong topic of interest to press.
 - Conduct meetings at the media’s office, or at the MP 31 office. The meetings will take approximately 30-45 minutes, pending depth of interest and how many organizations are involved.

- Target media outlets throughout Puget Sound, with particular focus on Seattle media and commuter-heavy cities that will see the most relevance. The goal is to book at least 4-6 editorial meetings. The CVB will also be included as a booking target.

Communications Message: Valentine's Day Parking

- **Valentine's Press Release**
 - After pitching the story to the press, issue a Valentine's Day-themed press release on the wire just prior to the holiday, on 2/11. The press release will be SEO optimized to capture keyword search and drive website traffic as people look for Seattle Valentine's Day activities.
 - In the press release, include a round-up of Valentine's Day activities within the core parking neighborhoods, while highlighting the ease of parking messaging.

Additional PR Activities

- Begin Mother's Day parking long lead media outreach focusing on the planned FREE parking promotion, which was very successful as a media driver in 2013.
- Leverage 2012 Mother's Day heat map to correspond with localized media outreach.
- Develop internal messaging and an accompanying press sheet focusing on parking mitigation achievements and successes to date, while laying out planned 2014 parking developments and initiatives.
- Potentially create an info graphic that can be used on the website, as well as with media placements (primarily online).
- Finalize all long and short lead media lists and provide to AWV; this will be completed in January to ensure all contacts are reconciled and current, which will come out of the major holiday media relations push.

March 2014

Communications Message: Spring Downtown Itineraries

- **Rainy Day Activities**
 - Pitch media with special "rainy day" itineraries encouraging people to explore the parking neighborhoods. Spotlight Pike Place Market in order to dovetail with new 300-stall parking garage messaging.
 - While this may not be a hard hitting media angle, it will be important to proactively be in front of the story and messaging given the Seawall construction schedule. A consumer-focused press release will continue to show AWV's proactive mitigation efforts.
 - Distribute the press release on the wire, and conduct consumer media outreach with a focus on Seattle and Eastside neighborhoods.

Communications Message: Baseball Season / March Madness

- Kick off media outreach campaign surrounding the Mariners' baseball season and parking on game days, as this is a hot button issue for game attendees and we recommend getting ahead of the media coverage with proactive messaging.

- Work closely with the Mariners and AWV to compile baseball game day parking messaging, focusing on the “availability” message, versus the “low rates” message. Coordinate with the City of Seattle to share e-Park system messages.
- Conduct consumer media outreach with a focus on both Seattle and Eastside outlets, as well as feeder markets.
- Leverage all Mariners communication channels to spread the game day parking message to its fans on social media platforms, eNewsletters, on-site events and programming, and more.
- Also consider promoting March Madness: coming to Pioneer Square to watch games.

Communications Message: Website Upgrades

- Pending the extent of the website upgrades, the messaging will be included in the above referenced press release if major, news worthy updates occur.

Additional PR Activities

- Prep for April activities including Media Field Day and Spring Break campaign.
- Begin summer parking outreach targeting long lead media. Issue a creative mailer highlighting activities in the core parking neighborhoods, along with press materials showcasing parking options and tips.

April 2014

Communications Message: System Upgrades/Construction Milestones

- **Media Field Day & Photo Op**
 - Host a joint 2014 Media Field Day with AWV and SDOT Seawall at MP 31, to show a united front and provide informative project updates and milestones. Position the Field Day as a photo op with a key goal to secure on-site cameras capturing the upgrades as they take place, as well as attendance from high-profile print news media.
 - Hold the Media Field Day on-site at the upgrades, or nearby, so media guests can easily view the upgrades. As opposed to a set timed session, run this day as an “open house” where media can set appointments or drop in to capture sound bites from B. Hixson, and/or commentary from an elected official or VIP.
 - Conduct outreach leading up to the Media Field Day to secure attendance and line-up feature coverage to coincide with the press release issue date.
- **Upgrades Press Release & Image Assets**
 - Distribute a press release unveiling the system upgrades taking place in April. Final details are TBD, but could be new column paintings or similar.
 - Issue press release on the wire (for ongoing SEO benefits) and leverage it for media outreach purposes to place milestone stories.
 - Secure images of the upgrades to issue with the press release and leverage for media requests.

Communications Message: Spring Break

- **Parking Concierge**
 - Coordinate street teams to be on the ground parking help to people looking for parking. Improves customer experience and promotes parking in low-rate garages.
 - Use a local celebrity to help promote parking concierge.
 - Can hire students for summer work. Work with Port as they have staff that does this during cruise ship season. DSA may have opportunities through the MID.
 - Integrate social media into the promotion as a way to garner residual consumer exposure via participants.
 - Utilize existing social media channels (DSA Facebook and WSDOT Facebook) to promote the street teams.
 - Publicize the event through a press release, media outreach, and coordinate cross-marketing efforts with participating businesses.

- **Parenting Blog Push**
 - To expand on Spring Break efforts, tap into the numerous local parenting blogs. Create suggested “staycation” (four hours or less) itineraries for families with children of various ages, and pitch these out to mommy and parenting blogs while underscoring the affordability and ease of parking (especially with little ones in tow).
 - Consider running sponsored posts on a select 2-3 blogs, and/or partnering with businesses to offer the bloggers complimentary visits to all businesses included in the suggested itinerary in exchange for a write up. All sponsored posts and/or write ups would take place early in the week in order to get mileage out of the coverage throughout Spring Break week.

Additional PR Activities

- Continue long lead summer parking outreach.
- Continue short lead baseball season outreach.

May 2014

Communications Message: Mother’s Day Parking

- **Mother’s Day Press Release**
 - Issue a press release showcasing activities within the parking neighborhoods, while plugging the easy, free parking message. Pending final campaign plans, highlight free Mother’s Day parking as the communications cornerstone, replicating the 2013 messaging.
 - Distribute the press release on the wire on Friday, May 9 – just prior to the Mother’s Day weekend – in order to capture organic search traffic through SEO optimization.

- **Media/Business Postcard Mailer**
 - If the free parking campaign is approved, Duo PR recommends issuing a postcard mailer to both media (and area businesses) to draw attention to the offer.

- Issue the postcard in early February to allow planning time for media and businesses who wish to promote the message.
- **Media Outreach**
 - Distribute the press release to widespread area media and conduct aggressive outreach to secure parking mentions in conjunction with the holiday. If applicable, push the “free parking” promotion as the lead message.
 - In addition to the “free parking” messaging, create suggested Mother’s Day itineraries to pitch out to media and blogs, noting parking options and planning tools. Focus this outreach on parenting press for maximum relevance.
 - Include free parking message in local events (maritime week, tug boat races)

June 2014

Communications Message: Summer Parking Campaign Kick-Off

- **Creative Media Mailer**
 - To kick-off the busy summer parking season, issue a creative media mailer that corresponds with the planned creative campaign to push summer parking messaging aimed at inbound tourists and locals alike. Possibly partner with SDOT Seawall project to present consistent messaging.
 - Pending the final campaign theme, the mailer will include both press kit materials as well a creative tchotchke to reinforce the message in an eye-catching and memorable way. In addition, include suggested summertime itineraries for each of the core parking neighborhoods.
 - Target media outlets in the Puget Sound area, as well as key feeder markets.
 - Issue mailers in early June to gear up for July and August as the primary tourism months.
- **TV & Radio PSAs (Downtown Seattle Association and Seattle Aquarium have 501(c)3 status)**
 - Pending approval, produce and distribute both a radio and TV public service announcement to secure free airtime exposure during the summer season.
 - Leverage the PSA itself as a way to pitch additional media coverage, showcasing the tactics AWV is taking to ensure summertime visitors can easily plan for and find parking in the core neighborhoods where many tourist attractions lie.

July & August 2014

Communications Message: Summer Parking Continued

- **Summer Parking Press Release**
 - Issue a press release focused exclusively on summer parking key messaging, while introducing the creative campaign efforts for the season.

- Distribute the press release on the wire Tuesday, July 1 headed into the Independence Day holiday when many people visit the waterfront area. Alternatively, pending the launch date, coincide the press release timing with the creative campaign debut.
- **Media Outreach**
 - Distribute the press release to individual media with tailored 1:1 pitches.
 - Aggressively pursue feature article and segment opportunities with prominent Seattle media, with priority focus on print and online business media and broadcast outlets. Work to secure interviews with key stakeholder spokespeople addressing how AWV is supporting parking efforts during the tourism influx.
 - In addition, focus outreach efforts on travel, lifestyle, parenting press and feeder market media to secure coverage for general summer parking messaging and pre-planning tips. The goal is to secure plugs and sidebars in conjunction with existing downtown tourism and summer activity stories.
- **TV & Radio PSAs**
 - Conduct follow-up outreach to PSA editors to confirm placements.

Additional PR Activities

- Begin long lead holiday parking outreach.

September & October 2014

Communications Message: Fall Parking Campaign

- Pending final campaign plans, develop a press release and conduct media outreach activity surrounding fall parking messages. However, the intent is for September and October to be lighter months for media outreach given the heavy focus on holiday parking activities in November and December.

Communications Message: Halloween

- Create a press release and/or pitch surrounding spooky happenings in the core parking neighborhoods.

Additional PR Activities

- Begin planning for short lead holiday parking campaigns.
- Continue long lead holiday parking outreach.

November & December 2014

Communications Message: Holiday Parking

- **Holiday Press Release Series**

- Issue two press releases during the season. The press releases will be SEO optimized to capture keyword search and drive website traffic during the busy holiday season, and will also be used as the primary media outreach tools.
- The planned distribution dates and release angles are:
 - Early November – General holiday parking key messages
 - Early December – Neighborhood activities spotlight
- Note, if new wayfinding efforts are released this month, incorporate this milestone into the December press release as a more hard hitting, timely news hook.

- **Media/Business Postcard Mailer**
 - Develop a holiday parking postcard for distribution to both media and area businesses.
 - Distribute the mailers in early November to kick-off holiday outreach efforts.

- **Media Outreach**
 - Conduct aggressive media outreach to secure coverage throughout the season. The outreach pushes to coincide with the postcard mailer and press release distribution dates.
 - Develop a pitch grid with a variety of angles to match with specific media genres and audiences.

- **Radio PSAs (TBD)**
 - Re-issue 2013 PSAs (two-year shelf life) to secure free airtime coverage.
 - Issue mailer with recorded spots and “live read” messaging to approximately 20 radio stations in the Puget Sound area. Include stations AWV is running holiday parking media buys with, to enhance PSA coverage opportunities
 - Conduct follow-up outreach to PSA editors to confirm placements.

- **DSA Holiday Efforts Coordinating**
 - Meet with DSA during the fall to discuss and confirm opportunities to partner on messaging and PR tactics.
 - Key activities likely include: dovetailing long lead media outreach; providing social media content to DSA; piggybacking on short lead media opportunities secured via DSA.

Appendix E:
2014 Communication & Marketing Work Plan

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Appendix F:
Partner Outreach List

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