



Social Marketing Approach and Campaign Implementation Tools for the Reduction of Puget Sound Shoreline Armor

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Prepared as part of the project: Social Marketing Strategy to Reduce Puget Sound Shoreline Armoring



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Project Background

The Puget Sound Marine & Nearshore Grant Program, co-led by Washington Departments of Fish and Wildlife and Natural Resources, funded this project with the goal of reducing the total amount of traditional “hard” armor along Puget Sound marine shorelines. This can be accomplished by a combination of reducing new armor and removing existing armor. Hard armor refers to structures placed on the upper beach and at the toe of bluffs typically to reduce erosion, and is referred to using a variety of terms in the Puget Sound region, including the terms bulkhead, seawall, revetment, and rockery. Armor has been associated with numerous negative impacts to the Puget Sound nearshore. The *Social Marketing Strategy to Reduce Puget Sound Shoreline Armoring* project describes how we can overcome barriers and motivate residential landowners to voluntarily choose alternatives to hard armor.

The project team has used social marketing principles to research and design a program that will help reduce the amount of hard armor along Puget Sound marine shorelines. It resulted in:

- A Sound-wide GIS database of residential marine shore properties, including audience segmentation based on shore characteristics, and prioritization based on high value shoreforms and habitats with documented ecological impacts from shore hardening
- Descriptions of priority segments in terms of size, demographics and additional parcel data
- Desired audience behaviors for each segment
- Prioritized list of barriers and motivations for each desired armoring behavior
- Social marketing strategies and interventions to encourage the desired behaviors
- Toolkit for stakeholders to use in implementing social marketing campaigns in Puget Sound
- Detailed evaluation plan and report that details all project findings

The goal for this project is to create a social marketing behavior change strategy designed to influence priority segments of residential shoreline landowners to make behavior changes related to shore armor in order to achieve grant program goals. The strategy focuses on realistic approaches that use research-based incentives to overcome the specific barriers to reducing shore armor among key target audience segments.

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Research Overview

The team has performed extensive primary and secondary research of Puget Sound shore property and its owners in developing the Shore Friendly campaign toolkit. Our research has included:

Development of Puget Sound Shoreline Parcel Database

A geodatabase of Puget Sound residential shoreline parcels was developed by integrating the draft 2012 Washington State parcel database with relevant geomorphic and ecological data, including: shoretypes, wave energy, shore armor, forage fish spawning and other data. Residential properties that encompass marine and estuary shores were selected from the statewide database. The parcel data set includes all residential parcels in the Puget Sound region (also referred to as the Salish Sea) west to Cape Flattery and north to the Canadian border (including Point Roberts) into Puget Sound, south Puget Sound inlets, and Hood Canal. The final data sets in the parcel database include shore armor, geomorphic shoretype, WDFW forage fish habitat data, and other information relevant to restoration/conservation planning were linked to the shoreline parcels. Full methodology and results can be found in Task 2A: Puget Sound Shoreline Parcel Segmentation Report.

Puget Sound Shoreline Parcel Owner Characteristics Report

Information about characteristics of shoreline property owners drawn from the dataset provided in the 2012 Washington State Parcel database as well as the Statewide Voter Registration Database. These data sets were used to determine owner entity type and occupancy, property owner age, voting activity, length of residence, and data on the parcel itself, including market value of the parcel and parcel improvements. Full methodology and results can be found in Task 2B: Puget Sound Shoreline Parcel Owner Characteristics Report.

Property Owner Interviews

The team identified and recruited a cross section of 13 shoreline landowners and scheduled one-on-one interviews to discuss behavior options associated with their shoretype, assess whether they have engaged in any of our desired behaviors (see page 4 of Task 3: Identifying Behaviors and Mapping Decisions to Reduce Shoreline Armor), and gain insight about their primary motivators, barriers, and their perception of long term benefits/satisfaction with their choices. Participants were asked a standard set of questions with additional follow-up questions to add depth to some of the answers. The interviews explored shoreline modification decisions, assessing factors that would lead property owners to choose hard armor or alternatives to hard armor, as well as choose other shoreline behaviors. Insights from the interviews were used to inform questions for the quantitative Survey of Shoreline Property Owners as well as the decision map. A summary of landowner interviews can be found in Task 4B: Landowner Interviews.

Influencer Interviews

The team identified, recruited and conducted interviews with 11 people who have roles as potential influencers to property owners when making shoreline modification decisions. The interviewees included realtors, contractors, county permitting/outreach staff, and outreach workers and representatives from conservation districts and NGOs. Participants were asked a standard set of questions with additional follow-up questions to add depth to some of the answers. The interviews explored the influencer's role in the landowner's process of deciding whether to engage in desired behaviors, their perceptions of the barriers and motivations that property owners have surrounding target behaviors, and their ideas of potential incentives. Insights from the interviews were used to inform questions for the quantitative Survey of Shoreline Property Owners as well as the decision map. A summary of influencer interviews can be found in Task 4B: Influencer Interviews.

Literature Review

The team reviewed a broad sampling of current and past research, case studies, public opinion polling and reports related to opinions and behaviors of the greater Puget Sound population as well as those specific to residential shoreline armor behavior. In evaluating the materials, the team tracked references to the target behaviors identified for this project, and identified references and mentions of key barriers and motivators to undertaking the behaviors. Insights from the literature review were used to inform questions for the quantitative Survey of Shoreline Property Owners. A summary of findings from the literature review can be found in Task 4C: Barriers and Motivations Literature Review.

Survey of Shoreline Property Owners

The team used initial data from the Soundwide Database to identify a representative sampling of the nine key property owner segments (see page 8 of Task 2A: Puget Sound Shoreline Parcel Segmentation Report), and developed an online survey for residential shoreline landowners in Puget Sound. A sample of 3,818 shoreline property owners were mailed a letter on WDFW letterhead and asked to complete a survey online or over the phone. The survey included questions about people's property, their concerns, their experiences with managing the shoreline, as well as their awareness of behaviors and choices that could impact the health of their shoreline's habitat. For each desired behavior, the survey asked respondents to indicate aspects of the practice that were appealing or *motivated* them to take interest, what *incentives* might make them more likely to engage, as well as *barriers* that make them less willing to engage in the behavior. In total, 1,164 landowners responded to the survey (a response rate of 30 percent). A review of the survey can be found in Task 4D: Survey of Shoreline Property Owners.

Property Owner Focus Groups

Once the team had developed potential tools and consumer messaging for social marketing campaigns focused on the reduction of Puget Sound shoreline armor, the team conducted focus groups with volunteers who had taken the Survey of Shoreline Property Owners. Three focus groups were conducted in Everett, Gig Harbor and SeaTac with owners of unarmored and armored properties. 23 individuals

participated in the focus groups, where they were asked to react to messaging and campaign tools and discuss their concerns as Shoreline landowners. Focus group participant responses were used to refine the team's approach to developing the Shore Friendly campaign. A summary of focus group results can be found in Task 5B: Shoreline Armor Focus Group Findings.

Influencer Online Survey

The team invited 42 influencer stakeholders to review proposed tools and messaging developed for the Social Marketing Approach and Campaign Implementation Tools for the Reduction of Puget Sound Shoreline Armor project. Thirty-two stakeholders responded and provided detailed comments and suggestions. The respondents included federal, state or tribal agency staff (5), county or city planning, permitting, resource management and project management staff (10), county or city outreach or education staff (5), NGO, Conservation District, WSU extension or similar staff (9), and consultants or contractors (3). The questions and concepts reviewed in the survey were similar to those included in the Property Owner Focus Groups. The information and suggestions from this survey were used to further refine the tools and messaging developed in the Social Marketing Approach and Campaign Implementation Tools report. A summary of influencer stakeholder surveys, including all responses, can be found in Task 5C: Influencer Survey Results.

Key Research Findings

The findings listed below are conclusions based on all the research sources listed above. The sources are indicated by each statement. Note that there is a wide-spectrum for each area listed below. We have pulled out findings where 1) we want to note that the majority fall into the category cited, or 2) where the finding is significantly different than what we see among the greater Puget Sound region population.

Shoreline Land Owner Characteristics

The team's research efforts indicated the following characteristics for shoreline properties and their owners:

Property Characteristics

- 80% of shoreline properties have a home on the property. The homes tend to be older (built pre-1980). (source: Task 2A: Puget Sound Parcel Segmentation Report, Task2B: Puget Sound Shoreline Parcel Owner Characteristics Report)
- There is a near even split between properties with and without shoreline armor. 48% shoreline properties do have armor, 52% do not. If a home is present on the property, it is more likely to have shore armor. (source: Task 2A: Puget Sound Parcel Segmentation Report)

Owner Demographic Characteristics

- 46% of parcels with a home are owner-occupied. (source: Task 2B: Puget Sound Shoreline Parcel Owner Characteristics Report)
- For those who do not live at their property, 22.1% live elsewhere in the county, 30.1% live elsewhere in Washington State, 8.3% live out of state, and 1% live out of the US. (source: Task 2B: Puget Sound Shoreline Parcel Owner Characteristics Report)
- While there is a range of annual household incomes, 41% have an annual income of more than \$125K and 36% have incomes of between \$60K and \$124K. (source: Task 4D: Survey of Shoreline Property Owners)
- Have owned their shoreline property long term (source: Task 2B: Puget Sound Shoreline Parcel Owner Characteristics Report)
- Are college educated (81% have a college degree) (source: Task 4D Survey of Shoreline Property Owners)
- The decision-maker regarding shoreline protection tends to skew male (source: Task 4C: Literature Review, Task 4B: Landowner Interviews)
- 58% are older than age 65 and many are retired (source: Task 4D: Survey of Shoreline Property Owners)

Owner Psychographics Characteristics

Shoreline property owners tend to:

- Think Puget Sound is in good health (source: Task 4C: Literature Review)
- Have a personal/emotional connection to their land and Puget Sound (source: Task 4C: Literature Review, Task 5B: Shoreline Armor Focus Group Findings)
- Strongly believe that shorelines should be protected for future generations (source: Task 4B: Landowner Interviews, Task 4C: Literature Review)
- Want to do the "right" thing but don't know what that is in terms of shorelines and shoreline armor (source: Task 4C: Literature Review, Task 5B: Shoreline Armor Focus Group Findings)
- Have strong voting habits (source: Task 2B Puget Sound Shoreline Parcel Owner Characteristics Report)
- Shoreline property owners are hungry for more information about how to manage their shorelines responsibly and have both a desire and capacity for detailed information. (source: Task 5B: Shoreline Armor Focus Group Findings, Task 5C: Influencer Survey Results)

Audience Segmentation

Beyond the overall demographic and psychographic profiles, the team worked to divide the 45,276 residential marine shore property owners into segments organized by the following parcel characteristics:

- Armor Status (does the parcel currently have hard armor?)
- Structure Status (does the parcel currently have a home on the property?)
- Erosion Potential (based on shoretype and wave energy considerations, does the parcel have no, low, moderate, or high erosion potential?)
- Behavior objective (preserve unarmored condition OR remove armor where not necessary)

The audience segmentation resulted in nine types of shore property owners:

Table 1. Audience segments determined by parcel characteristics

| Armor Status: | No Armor | | | | Armor | | | | |
|------------------------------------|-----------|------------|-----------|------------|-----------|------------|-----------|-----------|-----------|
| Home on Property: | No Home | | Home | | No Home | | Home | | |
| Erosion Potential: | No | Low-Mod-Hi | No | Low-Mod-Hi | No | Low-Mod-Hi | No | Low-Mod | High |
| Segment number designation: | Segment 1 | Segment 2 | Segment 3 | Segment 4 | Segment 5 | Segment 6 | Segment 7 | Segment 8 | Segment 9 |
| Percentage of shoreline length: | 9% | 14% | 15% | 24% | 1% | 6% | 4% | 26% | <1% |
| Number of residential parcels: | 1,316 | 4,823 | 4,057 | 13,026 | 222 | 2,370 | 1,539 | 17,273 | 470 |
| Percentage of residential parcels: | 3% | 11% | 9% | 29% | <1% | 5% | 3% | 38% | 1% |
| Percentage of shoreline armored: | 0% | 0% | 0% | 0% | 42% | 68% | 63% | 83% | 81% |

For a county-by-county distribution of segments, see page 17 of Task 2A: Puget Sound Shoreline Parcel Segmentation Report.

Behaviors

The team also worked to identify priority behaviors for landowners that will contribute to reducing shore armor throughout Puget Sound. The options were prioritized according to their feasibility for the parcels and potential to address the ultimate goal of reducing the amount of hard armor along Puget

Sound residential marine shorelines. The eleven behavior options were sorted into two groups: primary behaviors directly related to armor and supporting behaviors that are good for shorelines, but don't necessarily lead to the goal of no net increase in hard armor along Puget Sound shorelines. A full explanation of behavior ranking can be found on page 9 of Task 3: Identifying Behaviors and Mapping Decisions to Reduce Shoreline Armor.

Primary Behaviors

Primary behaviors contribute directly to preventing a net increase in hard armor along shoreline properties.

1. Leave shore unarmored
2. Remove all hard armor
3. Remove a portion of hard armor
4. Replace armor with soft shore protection

Supporting Behaviors

Supporting behaviors, when implemented properly, can reduce the actual and perceived need for installation of shore armor through minimizing erosion and the initiation of landslides. These measures can head off erosion/landslide events that often trigger landowners to install armor.

- 1. Maintain native vegetation (trees, shrubs, groundcover, backshore)**
Maintaining native vegetation ensures that the shore is protected from erosion by strong root systems and preserves shoreline habitats for fish and wildlife. Maintaining original native vegetation is superior to clearing and planting, as original topsoil and root structure are more resilient to erosion and drought, and provide denser vegetation for habitat.
- 2. Plant native vegetation (trees, shrubs, groundcover, backshore)**
Planting additional native vegetation enhances protection of the shore from erosion by improving strong root systems and preserves shoreline habitats for fish and wildlife.
- 3. Reduce surface water runoff reaching bluffs**
Surface water runoff reaching bluffs can cause increased erosion and undermine other shoreline protection measures that are already in place.
- 4. Build with a generous setback (further from shoreline than current regulations require)**
Building further from the shoreline than required can mitigate risk to structures from erosion and also protects structures from future sea level rise. This is the most effective and long lasting secondary measure for avoiding and need for armor in the future.
- 5. Install soft shore protection on unarmored property**
Soft shore protection on unarmored property is recommended only as a preferable alternative to hard armor when shoreline protection is deemed necessary, such as during the development of a sub-standard sized property.
- 6. Move home further from the shoreline**
Moving homes further from the shoreline can mitigate risk to structures from erosion and also protects structures from sea level rise permanently.

7. Obtain professional advice

Advice from professionals with knowledge of hard armor alternatives and realistic erosion risks will point shoreline property owners towards solutions (including no action, if appropriate) with the best long term results for their property and shoreline health.

Segment Traits, Barriers and Motivators

The team then used the results of the Survey of Shoreline Property Owners combined with segmentation data developed through the Shoreline Parcel Database and Shoreline Parcel Owner Characteristics Report to develop an understanding of each audience's traits as well as their specific barriers and motivators to the target behaviors (see Task 4F: Research Synthesis Audience Map). Ultimately, the nine audience segments fell into three overall categories that we grouped based on the desired behavior change and common corresponding barriers and motivations:

- Category 1: Properties without armor
- Category 2: Properties with potential for armor removal and/or replacement with soft shore protection
- Category 3: Properties where armor removal is generally less feasible

Category 1: Properties Without Armor

Category 1 is made up of audience segments 1 through 4 (see page 8 Table 1. Audience segments determined by parcel characteristics). These segments do not have existing armor and together make up approximately 52 percent of parcels. While some parcels in this category have homes and some do not, and their erosion potential ranges from none to high, they are all united by our target behavior to leave their shoreline unarmored.

Primary barriers for this category are:

- Concern with erosion
- Anticipation that storms, waves, or tides might change the shoreline

Primary motivators to maintain their unarmored status are:

- Belief that their unarmored property is sufficiently protected or enhanced by not having armor
- Natural look of shore created by not having armor
- Creating a healthy habitat for fish and wildlife by not having armor
- Tax breaks for not having armor
- Lower maintenance time and cost relative to armor

Table 2. Overview of Characteristics, Barriers and Motivators for Category 1: Properties without Armor

| Armor Status | No Armor | | | |
|-------------------------------------|---|--|---|---|
| Home on Property | No Home | | Home | |
| Erosion Potential | No | Low-Med-High | No | Low-Med-High |
| Segment Name | Segment 1 | Segment 2 | Segment 3 | Segment 4 |
| Sound Wide Audience Characteristics | <p>Property Characteristics</p> <ul style="list-style-type: none"> Homes tend to be older (built pre-1980) (45% were built prior to 1980) <p>Owner Demographic Characteristics:</p> <ul style="list-style-type: none"> 33% of the parcels have owners who live at the property. For those who do not live at their property, 22% live elsewhere in the county, 34% live elsewhere in Washington State, 10% live out of state and 2% live outside the United States. While there is a range of annual household incomes, 41% have an annual income of more than \$125K and 36% have incomes of between 60K and 124K. Have owned their shoreline property long term Are college educated (81% have a college degree) The decision-maker regarding shoreline protection tends to skew male 58% are older than age 65 and many are retired. <p>Owner Psychographics Characteristics:</p> <ul style="list-style-type: none"> Think Puget Sound is in good health Have a personal/emotional connection to their land and Puget Sound Strongly believe that shorelines should be protected for future generations Want to do the "right" thing but don't know what that is in terms of shorelines and shoreline armor Have strong voting habits Are hungry for more information about how to manage their shorelines responsibly; have a desire and capacity for more detailed information. | | | |
| Segment Specific Characteristics | <p>Segment Specific Characteristics:</p> <ul style="list-style-type: none"> - Live elsewhere - 3% of parcels - Armor addition decisions happen near timing purchase of property or after an erosion event | <p>Segment Specific Characteristics:</p> <ul style="list-style-type: none"> - Live elsewhere - 11% of parcels - Armor addition decisions happen near timing purchase of property or after an erosion event | <p>Segment Specific Characteristics:</p> <ul style="list-style-type: none"> - Older homes (built pre-1980) - 39% are owner-occupied - 9% of parcels - Armor addition decisions happen near timing purchase of property or after an erosion event | <p>Segment Specific Characteristics:</p> <ul style="list-style-type: none"> - More in Kitsap, Mason, Pierce & King counties - Older homes (built pre-1980) - 44% are owner-occupied - 29% of parcels - Armor addition decisions happen near timing purchase of property or after an erosion event |

| | | | | |
|---------------------------|--|--|--|--|
| Priority Behavior | - Leave shore unarmored |
| Primary Barriers | - Concern with erosion - Storms, waves, or tides might change shoreline | - Concern with erosion - Storms, waves, or tides might change shoreline | - Concern with erosion - Storms, waves, or tides might change shoreline | - Concern with erosion - Storms, waves, or tides might change shoreline |
| Primary Motivators | - Property protected or enhanced - Natural look of it - Health habitat for fish and wildlife - Tax break - Lower maintenance time and cost | - Property protected or enhanced - Natural look of it - Health habitat for fish and wildlife - Tax break - Lower maintenance time and cost | - Property protected or enhanced - Natural look of it - Health habitat for fish and wildlife - Tax break - Lower maintenance time and cost | - Property protected or enhanced - Natural look of it - Health habitat for fish and wildlife - Tax break - Lower maintenance time and cost |

Recommendations

In general, regulation (Shoreline Master Programs and Critical Areas Ordinances) will address the target behavior for this category, since it is difficult, if not impossible for landowners to get permits to build new shore armor in most cases. Due to this, Category 1 is not a first priority for social marketing efforts. However, this segment should be addressed to influence the social norm around shore armor and help property owners see armor as a negative property attribute. Influencing this social norm will also help to address the risk that members of this category will undertake “do-it-yourself” armor efforts outside of the permitting process.

Category 2: Properties with Potential for Armor Removal and/or Replacement with Soft Shore Protection

Category 2 is made up of members of segments 5 through 8 (see page 8 Table 1. Audience segments determined by parcel characteristics). These segments all have existing armor and make up approximately 46 percent of total parcels. Like category 1, category 2 is made up of a mix of parcels with homes and without homes. The erosion potential for category 2 ranges from none to moderate. This category is united by our target behaviors related to reducing armor on their parcels by removing all existing armor, removing a portion of existing armor or replacing armor with soft shore protection.

Primary barriers for this category are:

- Concern with erosion
- The expense of removing armor and/or replacing with soft shore protection
- The complicated nature of the regulatory and permitting process to remove armor

Primary motivators for this category are:

- Protecting or enhancing their property by removing armor

- Tax breaks for removing armor
- Loans, grants or reduced fees
- A streamlined permitting process
- Creating a healthy habitat for fish and wildlife
- If there were substantial changes in the erosion of their property
- If storms, waves or tides changed their shore or bluff
- Free expert advice without a sales focus

Table 3. Overview of Characteristics, Barriers and Motivators for Category 2: Properties with Potential for Armor Removal

| Armor Status | No Armor | | | |
|-------------------------------------|---|--------------|-----------|--------------|
| Home on Property | No Home | | Home | |
| Erosion Potential | No | Low-Med-High | No | Low-Med-High |
| Segment Name | Segment 5 | Segment 6 | Segment 7 | Segment 8 |
| Sound Wide Audience Characteristics | <p>Property Characteristics</p> <ul style="list-style-type: none"> • Homes tend to be older (built pre-1980) (60% were built prior to 1980) <p>Owner Demographic Characteristics:</p> <ul style="list-style-type: none"> • 45% of the parcels have owners who live at the property. • For those who do not live at their property, 23% live elsewhere in the county, 26% live elsewhere in Washington State, 6% live out of state and 0.2% live outside the United States. • While there is a range of annual household incomes, 41% have an annual income of more than \$125K and 36% have incomes of between 60K and 124K. • Have owned their shoreline property long term • Are college educated (81% have a college degree) • The decision-maker regarding shoreline protection tends to skew male • 58% are older than age 65 and many are retired <p>Owner Psychographics Characteristics:</p> <ul style="list-style-type: none"> • Think Puget Sound is in good health • Have a personal/emotional connection to their land and Puget Sound • Strongly believe that shorelines should be protected for future generations • Want to do the "right" thing but don't know what that is in terms of shorelines and shoreline armor • Have strong voting habits • Are hungry for more information about how to manage their shorelines responsibly; have a desire and capacity for more detailed information. | | | |

| | | | | |
|------------------------------------|--|---|--|--|
| <p>Audience Description</p> | <p>Segment Specific Characteristics:</p> <ul style="list-style-type: none"> - Live elsewhere - 0.4% of parcels <p>Most parcels have armor</p> | <p>Segment Specific Characteristics:</p> <ul style="list-style-type: none"> - Live elsewhere - 5% of parcels <p>- Most parcels have armor</p> <ul style="list-style-type: none"> - Include armored parcels on feeder bluffs and forage fish spawning areas | <p>Segment Specific Characteristics:</p> <ul style="list-style-type: none"> - Older homes (built pre-1980) - 57% live at the property (owner occupied) - 3% of parcels <p>- Most parcels have armor</p> | <p>Segment Specific Characteristics:</p> <ul style="list-style-type: none"> - More in Island, San Juan & Kitsap counties - Older homes (built pre-1980) - 50% live at the property (owner occupied) - 38% of parcels <p>- Most parcels have armor</p> <ul style="list-style-type: none"> - Include armored parcels on feeder bluffs and forage fish spawning areas |
| <p>Priority Behaviors</p> | <ul style="list-style-type: none"> - Remove all armor | <ul style="list-style-type: none"> - Remove all armor - Remove a portion of armor - Replace armor with soft shore protection | <ul style="list-style-type: none"> - Remove all armor - Replace armor with soft shore protection | <ul style="list-style-type: none"> - Remove all armor - Remove a portion of armor - Replace armor with soft shore protection |
| <p>Primary Barriers</p> | <ul style="list-style-type: none"> - Concern with erosion - Expense - Regulatory & permitting process | <ul style="list-style-type: none"> - Concern with erosion - Expense - Regulatory & permitting process | <ul style="list-style-type: none"> - Concern with erosion - Expense - Regulatory & permitting process | <ul style="list-style-type: none"> - Concern with erosion - Expense - Regulatory & permitting process |
| <p>Primary Motivators</p> | <ul style="list-style-type: none"> - Property protected or enhanced - Tax break - Loan, grant, or reduced fees | <ul style="list-style-type: none"> - Property protected or enhanced - Tax break - Loan, grant, or reduced fees - Streamlined permitting - Healthy habitat for fish and wildlife - If there were substantial changes in erosion of shore or bluff - If storms, waves or tides changed shore or bluff - Free advice without sales focus | <ul style="list-style-type: none"> - Property protected or enhanced - Tax break - Loan, grant, or reduced fees - If there were substantial changes in erosion of shore or bluff (44%) - If storms, waves or tides changed shore or bluff (40%) - Free advice without sales focus (33%) | <ul style="list-style-type: none"> - Property protected or enhanced - Tax break - Loan, grant, or reduced fees - Streamlined permitting - Healthy habitat for fish and wildlife - If there were substantial changes in erosion of shore or bluff - If storms, waves or tides changed shore or bluff - Free advice without sales focus |

Recommendations

This category is the number one priority for social marketing efforts to reduce shoreline armor. While the call to action for every segment in this category is similar, the single segment representing the greatest opportunity is Segment 8, which is made up of armored parcels with low to moderate erosion potential that have homes on the property. Segment 8 alone makes up 38% of total shoreline parcels. Segment 5 (no home, no armor, no erosion potential) also represents a small, but excellent opportunity to capitalize on “low-hanging fruit.” While this segment represents just 0.4 percent of shoreline parcels (222 parcels total), since their properties have no erosion potential and no existing home, there are lower barriers to armor removal than there are for other segments in this category.

Category 3: Properties where Armor Removal is Generally Less Feasible

Category 3 is made up only of parcels in Segment 9. This segment makes up the 1% of shoreline parcels that have existing armor, have a home on the property, and have high erosion potential.

While Category 3’s barriers and motivators are similar to Category 2, we recommend not targeting this segment when building social marketing campaigns for two reasons:

- Because of the high erosion potential of their parcel, some form of shoreline armor is more likely to be necessary than with other segments, which would make removing armor and replacing with alternatives an expensive and complicated process.
- There is a risk that using soft shore protection alternatives in this category will yield less than ideal erosion results. As a result, testimonials from members of this segment could negatively influence the perceptions of other segments that are more likely to have a positive experience with removing shore armor.

Key Decision Points and Influencers

Based on information gathered through the team’s literature review and interviews of marine shore landowners and influencers, the team developed a decision map (see page 14 of Task 3: Identifying Behaviors and Mapping Decisions to Reduce Shoreline Armor) identifying key choices landowners make as they consider shore protection measures. Along with mapping the overall decision process, the team identified two key points for social marketing interventions when shoreline landowners are most likely to take action: (1) when an owner is in the process of purchasing their property and (2) when an erosion event occurs on their property or they hear of a disastrous erosion event in the region.

These points represent times where target audiences are most open to new ideas around shore armor and are most likely to be actively seeking advice and conducting research. It also underscores the need for ongoing outreach and education in order to reach people before or at these key points.

Key Influencers

To ensure that shoreline parcel owners receive quality advice when making shore protection decisions, people that will influence shoreline landowners as they make decisions about how to protect their

property are crucial secondary targets for social marketing efforts. These key influencers and their ideal roles for helping reduce shoreline armor are:

- **Realtors:**
 - Discuss maintenance costs and upkeep of hard armor
 - Promote values of maintaining or restoring the natural shore
 - Encourage consultation of professionals and provide contacts

- **Neighbors:**
 - Encourage value of natural shore
 - Discourage adding armor
 - Point out that armor may negatively influence adjacent properties

- **Outreach Staff:**
 - Raise awareness that installation of armor results in progressive loss of beach area
 - Educate home owners about coastal processes and physical and ecological impacts of armor
 - Encourage actions that will leave shore in a natural state, the removal of existing armor and/or installation of soft shore protection, if feasible
 - Discuss maintenance costs and upkeep associated with hard armor
 - Send information and/or visit new home owners right after purchase and provide them with a “Shore Friendly New Property Owner” manual (similar to Friends of the San Juans) to help guide them on key decisions and provide resources of where they can go for more information

- **Professionals:**
 - Assess true risk to buildings and determine if there is a need for shore protection following consistent and objective methods such as in the *Marine Shoreline Design Guidelines*
 - Understand and discuss maintenance costs and upkeep associated with hard armor
 - Determine feasibility for soft shore protection alternatives where buildings are at risk from coastal erosion and action is needed
 - Assess the condition and effectiveness of existing armor
 - Encourage actions that will leave shore in a natural state, the removal of existing armor and/or installation of soft shore protection, if feasible

- **Permit Office Staff:**
 - Strive to provide a customer friendly approach to people trying to do Shore Friendly actions
 - Provide resources regarding regulatory and permit requirements
 - Provide resources regarding shore protection alternatives and impacts of hard armor
 - Review parcel characteristics and apply regulatory framework

- Ensure consultation with qualified and acceptable professionals to meet permit requirements
- Encourage actions that will leave shore in a natural state, the removal of existing armor and/or installation of soft shore protection, if feasible
- Deny unnecessary installation of hard armor

- **Contractors:**
 - Understand and abide by permit regulations and requirements
 - Refrain from exaggerating the need for shore protection
 - Understand characteristics of soft shore protection and differences from hard shore protection
 - Encourage actions that will leave shore in a natural state, the removal of existing armor and/or installation of soft shore protection, if feasible

Tools for helping influencers understand these key messages are included in the Key Incentives and Social Marketing Tools section.

Key Incentives and Social Marketing Tools

Through the research and analysis process, the team has developed a set of social marketing tools and incentives designed to drive shoreline property owners to take our target behaviors bundled under the umbrella concept of the “Shore Friendly” campaign. The Shore Friendly campaign (explained in greater detail in the Messaging and Creative Concepts section starting on page 28), will create a consistent Puget Sound-wide look and feel for shoreline armor reduction effort and provides a rallying point for localized efforts. Beyond the overall brand, social marketing tools to be included in the campaign are detailed in this section. Table 4 on page 18 maps each tool to its corresponding desired behavior change and barrier.

Table 4. Map of Behaviors, Barriers and Social Marketing Tools

| Desired Behavior | Primary Barriers | Social Marketing Tool |
|--|---|---|
| Leave Shore Unarmored | Concern with erosion/storms, waves, or tides might change shoreline | <ul style="list-style-type: none"> • Free Erosion Assessment • Shore Friendly Ambassador • Shore Friendly Certification Program • Shore Friendly Workshops • Shore Friendly New Homeowner Visits/Packets |
| Remove All or a Portion of Armor | Concern with erosion | <ul style="list-style-type: none"> • Free Erosion Assessment • Shore Friendly Ambassador • Shore Friendly Certification Program • Shore Friendly Workshops • Shore Friendly New Homeowner Visits/Packets |
| | Expense of removing armor | <ul style="list-style-type: none"> • Current PBRs (property tax break) • New Shore Friendly Property Tax Incentives • New Shore Friendly Grants • New Shore Friendly Loans • Group Rates for Neighborhoods |
| | Complicated nature of regulatory and permitting process to remove armor | <ul style="list-style-type: none"> • Streamlined Shore Friendly Permitting • ShoreFriendly.org • Shore Friendly Ambassador • Shore Friendly Workshops |
| Change the Social Norm to Favor Natural Shorelines | <p>Habit (belief that armor is a necessary part of living on the shoreline)</p> <p>Peer pressure (see what their neighbors are doing/have done)</p> <p>Don't understand/know about alternatives</p> | <ul style="list-style-type: none"> • Shore Friends • ShoreFriendly.org • Earned Media • Communications Response After Erosion Events • Shore Friendly Demonstration Projects/Tours • Shore Friend Testimonials • Shore Friendly Awards and Recognition |

Assistance and Guidance

In order to address audience perception of barriers to our target behaviors, it is crucial to create a convenient means for them to learn more about the current status of their shore and the tools and incentives available to help them maintain or restore their shore.

We believe that these programs should be delivered as a package. No one approach will be effective alone as shoreline property owners represent a range from younger to older persons with varying degrees of comfort with internet and technical information.

In addition, local jurisdictions and other influencer organizations are encouraged to use the Soundwide Parcel Database developed as part of the project to help them chose behaviors, audiences and specific properties to target.

- **Statewide Website Portal: ShoreFriendly.org**

In order to provide a consistent, centralized experience for shoreline property owners throughout Puget Sound, the team recommends creating an online portal (ShoreFriendly.org) that can direct people to help in their local jurisdiction and other influencer organizations and provide basic education on creating or maintaining a shore friendly property. The website would be developed with home pages for each jurisdiction and other influencer organizations in which the Shore Friendly campaign is operating, connecting users to local tools and support.

The primary goal of the website will be to get shoreline property owners to sign up for a face-to-face experience in their local jurisdiction (a workshop, site visit etc.). Because of the complexity of the desired behavior change and the significant barriers to change, the most important step is to get property owners into an education setting where they can learn about their property and shore protection options available to them. Because of this, the core of the website's functionality would be an online screening tool to qualify landowners for a free erosion assessment (see below) through questions about the setback of structures, bank slope, location, etc. This tool will help local organizations conducting Shore Friendly campaigns to pre-screen property owners that should receive face-to-face assistance based on their local campaign goals.

The home page of the website would be visually focused on the benefits to property owners – a beautiful, natural shoreline/beach that they can envision enjoying with their families. Because many shoreline landowners are older the website should be simple, user friendly, and interactive with pictures and graphics. The site should also include before and after images of armor removal, soft shore protection techniques, and shorelines left in a natural state that have had selective vegetation removal and/or planting of appropriate native vegetation. As the viewer goes deeper into the statewide portion of the website, the content will become more technical and informational. Property owners are hungry for data and technical information related to shore protection, but they are skeptical about how well soft shore protection will work over the long term. Thus, we also recommend developing a section of the website that is dedicated to helping landowners better understand shoreline issues and soft shore techniques. This section could include case studies, example soft shore projects (such as in the *Marine Shoreline Design Guidelines*) and technical drawings that show how soft shore protection works.

The website could also include animated videos to show the benefits of natural drift cells and how different beaches respond to hard and soft armor, as well as how wave forces are altered by hard armor and soft shore protection.

In addition to the statewide content, the website will act as a portal for local programs implementing Shore Friendly campaigns. The home page will include a pull down menu where shoreline property owners can indicate where they live and be sent to page that will connect them directly to the local resources available to them.

See the website template included in our Shore Friendly Sample Materials on page 35 for proposed website design.

- **Free Erosion Assessment**

To help people understand how natural processes affect their property, the true erosion risk on their property and to introduce recommended tools for managing the shoreline, the team recommends creating a free program for providing a free professional site visit. Through this program which follows the model developed in the Port Susan Targeted Outreach to Reduce Shore Armor, landowners would be able to schedule a time for an expert to visit their property to assess erosion risk and provide an easy-to-understand erosion assessment for the property in a campaign-branded report. Along with providing an erosion assessment, the reports would point landowners towards Shore Friendly tools for protecting their property and sources for additional help. The coastal professionals who conduct the site visits should have no financial interest and should not directly represent government regulators, but be credible third party individuals who can also convey Shore Friendly campaign messaging.

For implementers, it is important to note that focus group participants were supportive of this tool, but concerned that the results of their assessment could influence their insurance rates, or they could be penalized by their local government for unlicensed shore armor. To mitigate this concern, all materials should emphasize that the site visit results will not be provided to regulators and the professionals that conduct the visit do not represent a government agency.

- **Local Shore Friendly Ambassador**

The team recommends that local jurisdictions create a new Shore Friendly Ambassador position to be a resource available for shoreline landowners in their communities. Landowners could contact the ambassador with their questions about shoreline armor, where to get expert advice, permitting and regulatory processes assistance, financial assistance, recommended (if appropriate) professionals/contractors for shoreline projects (see certified contractor program below), and more. Local Shore Friendly Ambassadors could be housed at a central permit assistance/education hub that would serve as a one-stop shop for landowners going through the permitting process to remove armor.

- **Shore Friendly Certification Program**

The certification program would be a rigorous Puget Sound-wide training and certification program for professionals and contractors that influence and carry out shoreline projects including shore inspections, armor repair, armor removal and soft shore protection installation/maintenance. The contents of these trainings could be similar to the training program developed for the Marine Shoreline Design Guidelines, with additional components to be completed for certification. After completing a training program that establishes an understanding of armor alternatives and maintaining healthy unarmored shorelines, the contractors would be added to a list of Certified Contractors available to shoreline property owners. They would then also be permitted to use a Shore Friendly certification mark in their marketing efforts.

This is a program that we believe will help with the problem of people being given advice and recommendations that aren't in alignment with best practices for shore protection and environmental stewardship of Puget Sound. However, this program should be developed with great care to ensure that professionals and contractors that receive the Shore Friendly certification are actually going to recommend Shore Friendly strategies and behaviors to their customers. We recommend that the Puget Sound Marine & Nearshore Grant Program take time and work in collaboration with stakeholders to develop this program in a way that ensures it is effective in terms of desired behavior changes and environmental outcomes and becomes credible among shoreline property owners.

- **Shore Friendly Workshops**

Shore Friendly Workshops would be designed to educate property owners. These trainings would be conducted by local jurisdictions and other influencer organizations and would address how to create a healthy shoreline and misperceptions about armor and erosion. These workshops would also point these audiences to resources to learn more, such as the Shore Friendly Certified Professionals and Contractor list and the Shore Friendly Ambassador. These workshops would build off of existing coastal property management workshops being conducted around Puget Sound and would add components of the social marketing campaign such as unified messaging and recommendations.

The workshops should include nearshore science as this audience is interested in the “why” of shoreline protection. Topics could include explanation of drift cells, the need for maintaining bluff erosion for maintaining healthy beaches, the function of beach nourishment and the dependencies of fish and wildlife on healthy shoreline ecosystems.

- **Streamlined Shore Friendly Permit for Shore Armor Removal/Replacement**

While every armor removal project is different, completing the required permitting process is generally a slow moving, expensive and complicated project that shoreline landowners see as a major barrier. To address these concerns, the team recommends creating a streamlined

permitting system for projects that reduce shore armor. Ideally, this would be a new, free or low-cost Shore Friendly permit that focuses exclusively on armor removal. If development of a new permit is not feasible, tools could include giving armor removal projects priority treatment at permitting offices to ensure quick turnaround and reducing or entirely removing the need for extra studies and permitting fees.

- **Shore Friendly Plants**

The team recommends extending the Shore Friendly brand to endorse plants that can help improve and protect unarmored shorelines. This label would be attached to native plants at nurseries, giving homeowners a shorthand tool for understanding what vegetation will help them protect their shore.

- **Shore Friendly New Homeowner Visits/Packets**

The research conducted through this project indicates key decisions about shore protection are made while purchasing a shoreline property. It also told us that most new purchasers feel that they have no information about what they need to do to responsibly care for and manage their shoreline property. Because of this, there is a key opportunity to educate the new shoreline property owner soon after they purchase their property. To do this we recommend that new property owners receive a mailing and/or visit within one month of buying a shoreline property. The mailing would be a “Shoreline Property Owner’s Manual” that includes tips for caring for their shoreline and resources for where to get more information/assistance.

Financial Incentives

One of the top two barriers to armor removal is the cost of removal projects. This financial barrier must be overcome in order for a social marketing effort around armor removal to succeed. Based on an extensive review of the financial incentives currently available to landowners, we believe that there are **not adequate financial incentives in place to overcome the price/cost barrier to armor removal**. This means that we strongly recommend that the state, local jurisdictions and other influencer organizations work together to first create new or enhance existing financial incentives (recommendations below are informed from the research), before a full social marketing campaign around armor removal is launched. While the financial incentive structure is being created, we recommend a focus on preventing new armor from being added (Category 1) and a Soundwide campaign to begin changing the social norm to prefer natural shorelines over armored shorelines, and piloting some of the financial incentives proposed below.

Ways to Provide Financial Incentives

Currently there are a few tools available to shoreline landowners interested in removing/replacing armor:

- **Current Use Tax Assessment and Public Benefit Rating Systems**

Current use tax assessment and public benefit rating system (PBRs) programs incentivize landowners to preserve and steward open space on their property through a property tax reduction. Rather than pay taxes based on the “highest and best use” assessment value, a lower “current use” value is established for the acreage of land qualifying for the program. PBRs programs allow local governments an opportunity to select resources for which to give varying levels of reductions in assessed value depending on the benefit to the public. Nine of the twelve Puget Sound counties have developed independent PBRs programs that define open space resource categories (and criteria) for which a property can qualify for program enrollment. Existing PBRs programs in most counties are administered by the county assessor office, but are sometimes managed jointly with other municipal departments.

These programs currently exist as a viable option for qualified property owners in a county to receive a property tax discount for stewarding or preserving some of their land as open space. However, these PBRs are complex and, as an incentive for shoreline alternatives, are not large enough to overcome the cost barrier to most armor removal projects. In addition, the incentive programs should be altered to be more specific, provide more financial benefit and encourage the desired shoreline behaviors. The Puget Sound Partnership is currently exploring working with local jurisdictions to pilot such improvements.

- **Tax Incentive for Donation of Land or Conservation Easement**

A tax incentive for a donation of land or conservation easement is available to landowners who are willing and able to make such donations. Land trusts or similar land holding entities and governments can take donations of land or easements that in turn provide a tax deduction for landowners. A well-structured federal tax deduction can make undertaking a protection or restoration project more attractive to a landowner and increase participation in a program. It can be done as an easement with an ongoing property tax benefit (landowner retains property ownership) or as a donation with a one-time income tax charitable deduction (landowner gives up property ownership). This incentive is probably not viable for most property owners. They work in cases where the property owners have an altruistic desire to protect their land.

New tools the team recommends that the State, local jurisdictions and other influencer organizations consider for reducing price barriers include:

- **Free or Discounted Permits**

The permit fees for armor removal can be quite high and are seen as a barrier to shoreline property owners. It is recommended that permit fees for armor removal be minimal or free.

- **Shore Friendly Grants**

Create grant programs that individual property owners can apply for Shore Friendly armor removal projects. These could potentially be partially funded by pooled mitigation funds from large shoreline projects (such as port development projects).

- **Shore Friendly Loans**

State and local jurisdictions and other influencer organizations could create a program to provide lower interest long-term (15 to 30 year) loans to property owners to replace bulkheads with soft shore protection. This program could be funded by tax-exempt nonrecourse revenue bonds, revolving loans, or a loan loss reserve program. This is done by the state and local governments issuing bonds that are exempt from federal income tax. This option is described in greater detail on page 122 of the Futurewise February 2014 Draft of the Practical Guide: Incentives to Help Meet Priority Shoreline Restoration and Protection Objectives.

- **Free Technical Assistance**

State and local jurisdictions and other influencer organizations could pay professionals that are Shore Friendly certified to do a free or reduced cost coastal site assessment and create plans for armor removal. This takes away the initial price barrier and creates an educational opportunity to educate the property owner about desired Shore Friendly behaviors.

- **Group Rates for Neighborhoods**

Financial incentives could be offered for neighbors who want to work together to remove armor. These could be special grants or loans, free assistance, or reduced rates on coastal process and design studies performed at a neighborhood scale as well as group rates for construction/installation costs and materials.

- **Shore Friendly Tax Breaks**

Shoreline property owners could be given large, limited-time property tax break for removing their armor or for committing to not install armor on their currently unarmored property.

Non-Financial Incentives

Establishing target behaviors as a social norm is the end goal for many social marketing campaigns. Social norming is essentially the process of creating “peer pressure” for good. Gaining traction with shoreline property owners will require establishing natural, unarmored shorelines as the norm and creating an attitude of pride around having an unarmored shoreline. These shifts in perception can be created by providing non-financial incentives or points of pride.

Ways to Provide Non-Financial Incentives

- **Shore Friends**

The team recommends establishing a Shore Friends movement that shoreline property owners can join. This would function as a recognition program for property owners who choose to maintain their shoreline without armor or to replace it with soft armor. The program would be a simple, no-cost way to publically commit to maintaining a Shore Friendly property and celebrate our Sound-wide effort. Shore Friends would not be asked to volunteer or take any

actions other than specific actions related to the shoreline protection on their property. If a shoreline property owner does not have existing armor, they would pledge to not install armor in the future or rely on soft shore protection. If a shoreline owner does have armor, they could apply to join Shore Friends after removing existing armor or replacing armor with a soft shore alternative. Shore Friends would receive a “Shore Friend” yard sign to display on their property, a Shore Friend t-shirt or water bottle, as well as an electronic badge to be displayed on social media (see page 36 for sample Social Media Images). They could optionally be featured on the web page or in other local settings. Shore Friends could also receive benefits such as discounts on Shore Friendly plants or reduced-cost services from businesses participating in the Shore Friendly Certification program.

- **Testimonials**

To help the Shore Friendly movement develop local recognition and consumer trust, the team recommends gathering testimonials from landowners that have been accepted as Shore Friends members. These testimonials could be included throughout campaign materials and would help identify local spokespeople to be featured in earned media efforts. They should include visual before and after pictures of projects and quotes from the property owners.

Promotions

Promotions will help to increase overall knowledge of shoreline armor issues in Puget Sound and help shift perceptions of shore armor by driving home the social norm that an unarmored shoreline is Shore Friendly. Initial promotions should focus on changing the social norm about armor until the financial incentives are created to help overcome the cost barrier to armor removal.

- **Earned Media**

To help spread the word about the Shore Friendly program and present campaign messages to the public, the team recommends encouraging local jurisdictions and other influencer organizations to work with local media to create stories focused on the importance of reducing shoreline armor, highlighting projects of shoreline landowners who have successfully removed armor to create a healthy shoreline, and promoting the Shore Friendly tools available to help landowners. These stories would be the first Shore Friendly campaign touch point for many people and help introduce the concept of alternatives to armor.

- **Communications Response Planned to Occur Immediately After Erosion Events**

One of the key factors that influences shore protection decisions is an erosion event, either on a landowner’s property or described in the media. To help landowners make Shore Friendly decisions even when concerned about the safety of their property, the team recommends creating a communications response plan that is prepared to address the concerns that follow an erosion event. This plan would include outreach to media, as well as intensive promotions of Shore Friendly assistance and guidance programs like workshops and erosion score assessments in areas where an erosion event has occurred.

- **Shore Friendly Demonstration Projects/Cruises/Tours**

To familiarize shoreline property owners with soft approaches to shore protection, the team recommends that local jurisdictions and other influencer organizations create ways for residents to see what a Shore Friendly project looks like. This could include creating demonstration projects, and sponsoring tours and cruises that would give landowners a chance to visit leading Shore Friendly projects. The projects could include permanent interpretive signs (in parks and public spaces) or be events to private properties. Tours would be guided by Shore Friendly experts that would explain the various natural shore elements being used in the sample projects, explain how they work, and highlight how they contribute to a healthy Puget Sound including coastal processes and ecosystem impacts. Participants would also be provided with information on the various incentives for removing armor, maintaining an unarmored shoreline or installing soft protection available through the Shore Friendly campaign. These demonstration projects and tours would build off of those currently being conducted around Puget Sound and would add components of the social marketing campaign such as unified messaging and recommendations.

- **Shore Friendly Awards and Recognition**

To help change the social norms around armor behaviors it is important to recognize property owners that practice one of the desired behavior changes. To do this we recommend that local jurisdictions and organizations running Shore Friendly campaigns, build in a strategy to provide awards or special recognition to these property owners. This can be done through the development of testimonials mentioned above, but could also include things like a thank you letter from a local elected official, an award certificate, an ad placed in a community newspaper etc.

Social Marketing Tools for Influencer Audiences

Many of the tools above can also be used to reach key influencer audiences for shoreline land owners. While influencer audiences have different areas of expertise, it is important to create a framework in which homeowners receive consistent messages about shoreline armor from these influencers.

Realtors

Realtors have great influence over homeowners in one of the most important decision-making points about shoreline armor for landowners: when landowners are in the process of buying or selling their shoreline property. In addition, many realtors like working with shoreline properties since they tend to have higher values. While realtors cannot be expected to become experts on shoreline armor, we recommend creating Shore Friendly Workshops specifically for realtors that provide education on the basics of soft shore protection and particularly emphasize that shoreline armor negatively impacts aesthetics and does not increase property value. This approach could use the *With a Water View* workshop series conducted by WSU Cooperative Extensions in Jefferson and Kitsap County with Coastal Geologic Services as a basic starting point. Realtors would also be given with information on Shore

Friendly resources to provide to their clients. These workshops would build off of existing workshops being offered around Puget Sound and would include unified Shore-Friendly messaging and recommendations. Workshops must be free, be offered in slow seasons, and offer Continuing Education Units. Associated professionals such as assessors and appraisers should also be included.

Neighbors

While we do not have tools designed specifically for reaching neighbors of shoreline landowners, Shore Friendly's tools for influencing social norms around shoreline armor can be used to create a network of friends and neighbors of shoreline landowners that are supportive of shore armor alternatives. Shore Friendly's earned media and communications response efforts will create a basic understanding of Shore Friendly messaging in the community. In addition, the Shore Friends program and its yard signs and other public commitments will keep the program top of mind for neighbors. These touch points will help to create a social norm around alternatives to shoreline armor, causing neighbors to see natural shorelines as valuable and encourage shoreline landowners to seek Shore Friendly options.

Outreach Staff

The single most important tool for social marketing campaigns is face-on-face outreach to the target audience. Research has shown that despite the high per-person cost of one-one-one outreach, it offsets its cost through driving significantly better behavior change results than mass media campaigns.

Because of this, outreach staff are a social marketing tool and influencer audience in one. We recommend expanding the number and resources for outreach staff, building off of the existing base of staff, to provide Shore Friendly social marketing approaches. Specific training and resources could be provided to these staff by implementing agencies and organizations. Outreach staff would conduct door-to-door outreach and other direct engagement in high priority areas identified by local implementers for the Shore Friendly campaign. They would introduce Shore Friendly concepts to landowners and point them to Shore Friendly tools, perhaps even signing landowners up for erosion assessments on the spot.

Professionals

Professionals with expertise in coastal processes are a crucial influencer audience to leverage for the Shore Friendly campaign. Since these are the experts landowners rely on when making armor decisions, it will be vital to create a community of professionals that can be relied on to advise landowners to use Shore Friendly alternatives to armor. To help these professionals better understand armor alternatives, we recommend developing specialized expert-level workshops for professionals. In addition, professionals can seek Shore Friendly Certification (see above) to be listed in Shore Friendly materials as a resource for landowners.

Permit Office Staff

Permit staff are a crucial gatekeeper for all shoreline projects since they have the final say in determining whether a project goes forward and have a key role in being able to help steer property

owners towards shoreline alternatives. Similar to realtors and professionals, we recommend workshops for permit staff that emphasize the environmental and permitting issues around alternative shoreline projects. Permit staff would also be educated on Shore Friendly tools and provided resources and training in ways to encourage landowners seeking permits for shoreline projects to get help through the Shore Friendly campaign.

Contractors

While ideally landowners will seek advice from professionals with knowledge of coastal processes, there is a wide range of contractors, from landscapers to excavators to homebuilders and bulkhead constructors, which landowners may reach out to for help. Currently, landowners often meet with contractors before they have contact with other influencers such as permitting staff or other professionals. We recommend tailoring workshops to this group as well, with an emphasis on understanding erosion risk, natural options for protecting shorelines, the importance of strictly minimizing site disturbance and maintaining generous setbacks from shorelines for homebuilding projects, and where homeowners should start if they are interested in removing shoreline armor.

In addition to the workshops, contractors can seek Shore Friendly Certification to be listed in Shore Friendly materials as a resource for landowners.

Messaging and Creative Concepts

As highlighted in the tools above, we recommend bundling all the tools developed under the umbrella of the Shore Friendly campaign, which can be implemented in a flexible manner at the local level independently by jurisdictions and other influencer organizations throughout Puget Sound. By having consistent messages delivered to shoreline property owners, we will more quickly change the social norm around armor behaviors. The messaging framework is designed to be a flexible tool that can be used by local implementers when they are working on efforts to reduce armor.

The Shore Friendly campaign plays off the environmental ethic of the Northwest and celebrates the shoreline lifestyle. While most shoreline landowners have strong environmental and conservation priorities, we know that these priorities can be trumped by concerns about the safety of the investments they have made in their property. The Shore Friendly campaign is designed to alleviate these concerns with messaging that is designed to put landowner's minds at ease and direct them to the tools they need to make smart choices for their property and the environment.

Shore Friendly is designed to show landowners that there is a way to enjoy Puget Sound without having to worry about their erosion risk. Sometimes it means doing absolutely nothing and letting nature take its course, other times it means installing soft shore protection, while other times it may mean removing hard armor to allow for restoration of natural conditions.

All in all, the campaign helps shoreline landowners learn more about their property, the benefits of a natural shoreline, how their actions impact Puget Sound and what they need to do to become Shore Friendly.

Shore Friendly Messaging

The messaging points for the Shore Friendly campaign in tables 5 and 6 were developed by the project and tested with consumer focus groups and an influencer audience survey. The primary messages in the tables as well as the call to action should be present in all Shore Friendly campaign materials, with supporting messages included as necessary based on the focus of your project. Note that the call to action contains a placeholder which should be filled with the primary face-to-face outreach tool being used by local campaign implementers. This tool may vary by campaign, but will most likely be a workshop or erosion assessment.

Messaging may also be expanded or edited based on the specific services local Shore Friendly campaigns provide or the unique concerns of a locality's shoreline landowners.

For examples of these messages being used in practice, refer to the sample outreach materials on pages 37 through 39.

Table 5. Shore Friendly Message Map for Unarmored Parcels

| | |
|-----------------------------------|--|
| Audience: | Unarmored |
| Primary Message | Leaving your shoreline unarmored means you can enjoy the natural beauty of your beach while also protecting the health of Puget Sound. |
| Call to Action | Learn how to be Shore Friendly. Sign up for a [primary face-to-face outreach tool] to find out how protect your property and the habitat of Puget Sound. |
| Supporting Messages | Installing shoreline armor is expensive, bad for the environment, requires a complicated permitting process and probably isn't the best way to protect your property. |
| | If your property needs protection from erosion, Shore Friendly can connect you with tax breaks, grants or loans to help you with the cost of installing soft shoreline protection that will protect your property and the environment. |
| | A natural shoreline protects the health of the entire Puget Sound. Unarmored shoreline habitats provide food and refuge for the fish that orca, salmon and seabird populations rely on. |
| | A natural shoreline is beautiful and can add to your property's appeal and value. |
| | Installing a bulkhead has a big impact. Along with making it harder to access the beach, bulkheads worsen downdrift erosion, damaging your neighbors' shoreline and harming habitats far beyond your own property. |
| | Living on the shoreline is enhanced when you have easy access to the waterfront. Shore Friendly solutions protect your property from erosion without sacrificing your beach to a bulkhead. |
| | In many cases, protecting your property from erosion can be as simple as maintaining native vegetation or reducing surface water runoff. |
| | For shoreline property owners, the decision to protect the Puget Sound starts at home by committing to a Shore Friendly alternative to shoreline armor. |
| Shore Friendly Description | Shore Friendly helps shoreline property owners make informed choices about how they manage and protect their shorelines. By being Shore Friendly you can protect the beauty of your shoreline while also protecting the health of Puget Sound. |

Table 6. Shore Friendly Message Map for Armored Parcels

| | |
|-----------------------------------|--|
| Audience: | Armored |
| Primary Message | Removing your shoreline armor can enhance the natural beauty of your property, increase access to your beach and help protect the health of Puget Sound without sacrificing protection from erosion. |
| Call to Action | Learn how to be Shore Friendly. Sign up for a [primary face-to-face outreach tool] to find out how to protect your shoreline while also protecting the habitat of Puget Sound. |
| Supporting Messages | Shore Friendly is here to make sure that protecting your property and the Puget Sound is easy. We will guide you through the armor removal process – from assessing your erosion risk to streamlining permit applications to getting the work done. |
| | Removing armor doesn't have to break the bank. Shore Friendly can connect you with tax breaks, grants or loans that will help offset the cost of your project. |
| | Removing shoreline armor influences the health of the entire Puget Sound. Unarmored shoreline habitats provide food and refuge for the fish that orca, salmon and seabird populations rely on. |
| | A natural shoreline is beautiful and can add to your property's appeal and value. |
| | A bulkhead has a big impact. Along with making it harder to access the beach, bulkheads worsen downdrift erosion, damaging your neighbors' shoreline and harming habitats far beyond your own property. |
| | Removing armor can make it easier and safer for your family to get to the waterfront. After all, living on the shoreline is better with easy access to the water! |
| | Shore Friendly soft shore protection looks and feels natural, but is actually carefully designed to protect property from erosion. These methods have been developed and refined by coastal engineers for decades to maximize protection from erosion and minimize environmental impact. |
| | By removing shoreline armor and joining Shore Friendly, you are making a statement to your community that you are committed to a healthy, sustainable Puget Sound. |
| Shore Friendly Description | Shore Friendly helps shoreline property owners make informed choices about how they manage and protect their shorelines. By being Shore Friendly you can protect the beauty of your shoreline while also protecting the health of Puget Sound. |

Shore Friendly Supporting Materials

Template materials will be created to help local jurisdictions and other organizations with their outreach efforts. These materials are designed to be flexible and to be customized as needed. The Shore Friendly Sample Materials developed with this report include a fact sheet for implementers and fact sheets for both property owners with armor and those without armor. The website will also be a great resource for messages about the Shore Friendly campaign (for both local implementers and shoreline property owners). Any new materials created to support local Shore Friendly campaigns can be created using the branding guidelines and messaging.

Intersection of Shore Friendly with Existing Programs

There are several programs that already exist in the Puget Sound region that are working with shoreline property owners. Shore Friendly is designed to complement these existing programs, not to replace them or compete with them. A sampling of existing programs is as follows:

- Puget Sound Starts Here
- Landowner and realtor workshops
- Shore Stewards
- Beach Watchers
- Green Shores for Homes
- Green Shorelines
- Conservation District, Marine Resource Committee (MRC) programs
- Permit assistance programs

Groups such as the Northwest Straits Foundation and several of the Marine Resource Committees have sponsored workshops for coastal landowners in the past decade, along with numerous outreach, research, and restoration projects. Many of the workshops have been based on the *Living with the Coast* workshops series developed by Coastal Geologic Services in the mid-1990s, which was initially widely presented for the precursor to the Puget Sound Partnership. A recent and highly successful example of these workshops was the *Port Susan Targeted Outreach to Reduce Shore Armor* project in 2013, which is now being followed up with additional workshops and site visits by the Northwest Straits Foundation in 2014.

Shore Stewards is an organization open to shoreline and stream-side property owners which applies land management concepts to improve habitat conditions on a voluntary basis. Most Puget Sound counties have Shore Stewards groups, typically hosted in the WSU Cooperative Extension offices. Beach Watchers are also volunteer groups with a focus on education, outreach and monitoring of the nearshore, also within the WSU Cooperative Extension.

Green Shores for Homes is an expanding program that is most prevalent in British Columbia, Canada. This program has recently expanded into Washington State through partnerships with San Juan County and the City of Settle and others. Green Shores for Homes has recently developed a fairly rigorous credit system for nearshore habitat improvements at residential sites. This work is accompanied by identification of existing mechanisms and attempts to provide incentives for carrying out habitat improvement. Green Shorelines is locally affiliated with the Green Shores program and is mostly focused on Lake Washington shoreline habitat improvement through avoiding armor and partial or full removal of armor.

We recommend that existing programs look at Shore Friendly as an opportunity to co-brand and to offer additional tools and resources specific to armor. How this is done should be flexible to the needs of each existing program. The only caveat is that Shore Friendly needs to remain focused primarily on armor behaviors and should not be adopted in a way that indicates it covers other shoreline issues.

Shore Friendly Ownership and Local Co-branding

Ownership

We recommend that Shore Friendly be initially owned by the Puget Sound Marine & Nearshore Grant Program (as a partner with other agencies) with a plan for it to be transitioned to another statewide agency when the grant program sunsets. Roles of primary ownership include:

- Maintaining ShoreFriendly.org website (website built in 2014, maintained and updated in subsequent years)
- Creation of erosion assessment procedure (once created, and following troubleshooting, no maintenance needed)
- Protecting the brand from abuse (recommend that WDFW trademark the brand mark so there is authority to react if someone is found to be abusing the Shore Friendly brand)
- Creation of the Shore Friendly Certification Program (once created, it will need some oversight, but can be implemented locally)
- Centralized coordination of Shore Friend movement (mostly implemented at local level)
- Creation of a plan for parcel database usage rules and updates

The Puget Sound Marine & Nearshore Grant Program can take a leadership role in developing these elements so that local grant recipients and others conducting outreach around armor can take advantage of them in their local work. Once created, the state-level program maintenance will take less work as Shore Friendly implementation will be occurring at the local level. We recommend that the Puget Sound Marine & Nearshore Grant Program begin in 2015 to identify what state agency, program or non-profit might be the right fit to take over Shore Friendly when the grant program is concluded.

Local Co-branding

While Shore Friendly will be officially owned at the state level, it will also be co-owned at the local level by jurisdictions and other influencer organizations using the brand. For Shore Friendly to be successful, we will need these local jurisdictions and other influencer organizations to adopt and promote Shore Friendly as their program to address armor issues. It is important that we make Shore Friendly program adoptions easy for local jurisdictions and other influencer organizations. In fact, the whole program is created with the goal of supporting local implementers.

We recommend that the Shore Friendly brand and resources can be used by any local implementer working on programs with the goal of reducing armor on their shorelines. We do not recommend any restrictions or formal processes for public sector entities adopting and using the brand for this purpose. Grant recipients will of course have to follow the grant procedures, but general adoptions and use of the brand should be encouraged.

Private sector use of the brand will be handled in two ways. The Shore Friendly Professional certification program will set standards for use of the brand among professionals and contractors. Any

other private sector use would need to be approved by the Puget Sound Marine & Nearshore Grant Program or local jurisdictions running a Shore Friendly campaign.

The guiding principal on ownership and co-branding should be flexibility. The goal is widespread use of the brand. We do not recommend creating parameters and processes that would limit brand adoption. Problems that arise should be dealt with on a case-by-case basis.

Shore Friendly Sample Materials

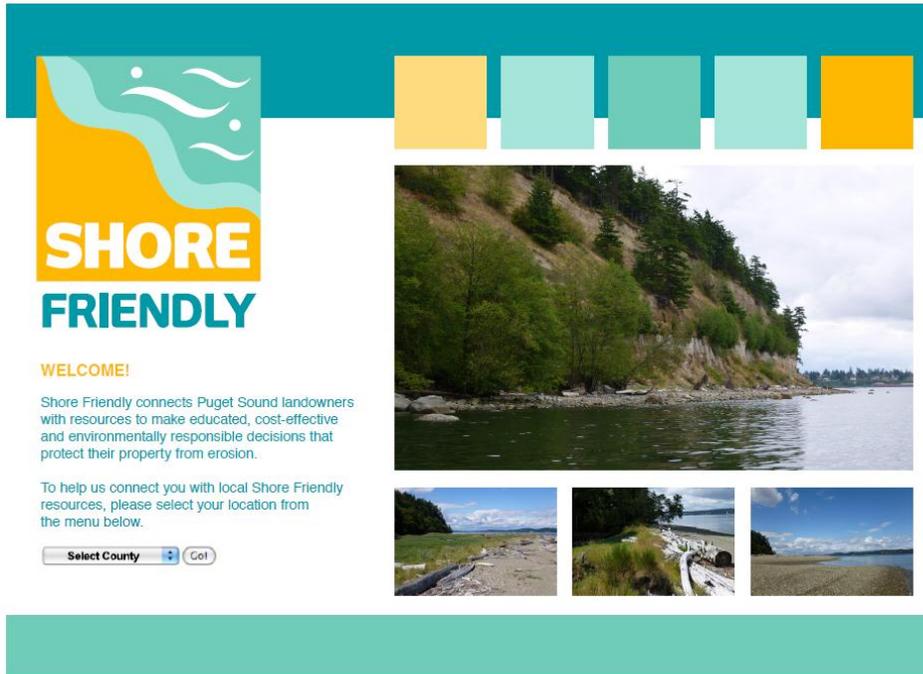
Logo



Certification

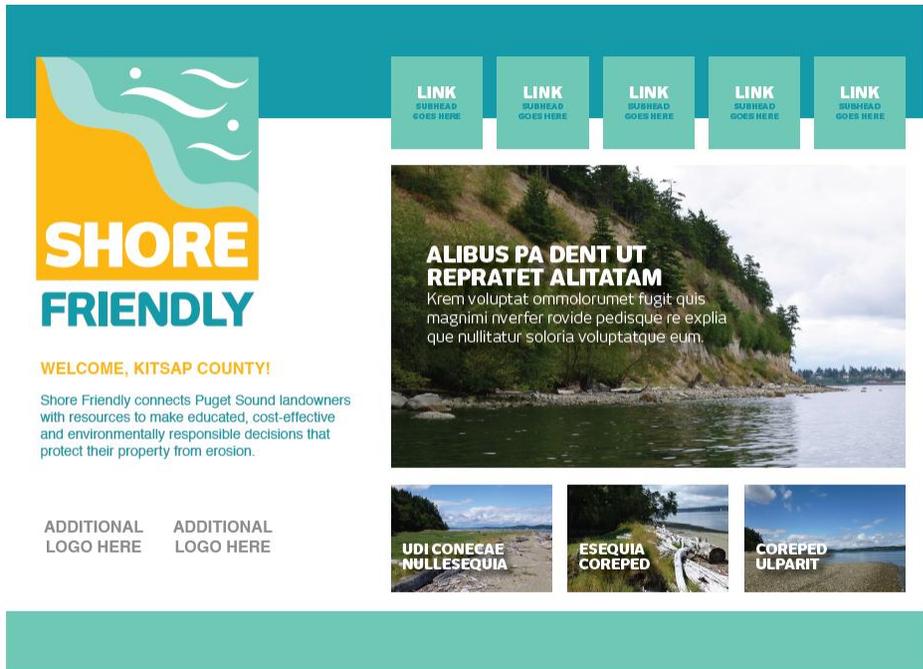


Website Landing Page*



The landing page features a teal header with a navigation menu of five colored squares (yellow, light teal, teal, light teal, yellow). On the left is the 'SHORE FRIENDLY' logo. Below it is a 'WELCOME!' section with a paragraph of text and a 'Select County' dropdown menu with a 'Go!' button. To the right is a large landscape photo of a shoreline, with three smaller photos below it showing different coastal views.

Website Local Implementer Page*



The local implementer page features a teal header with a navigation menu of five teal squares, each containing the text 'LINK' and 'SUBHEAD GOES HERE'. On the left is the 'SHORE FRIENDLY' logo. Below it is a 'WELCOME, KITSAP COUNTY!' section with a paragraph of text and two 'ADDITIONAL LOGO HERE' placeholders. To the right is a large landscape photo with the text 'ALIBUS PA DENT UT REPRATET ALITATAM' and a paragraph of Lorem Ipsum text. Below it are three smaller photos with captions: 'UDI CONECAE NULLESEQUIA', 'ESEQUIA COREPED', and 'COREPED ULPARIT'.

*Shoreline images provided by Coastal Geologic Services

Yard Sign



Facebook Cover Image



Social Media Profile Logo



Implementer One Pager*

SHORE FRIENDLY CAN HELP YOU ACHIEVE YOUR GOAL TO REDUCE SHORELINE ARMORING.

Shore Friendly is a Puget Sound-wide effort designed to help people like you connect landowners with the tools they need to maintain a more natural, healthy shoreline. For some, that means learning to understand erosion and how to manage it naturally. For others, it means connecting them with the financial tools and permits they need to remove a bulkhead. The bottom line is Shore Friendly rallies landowners throughout the Puget Sound to create a shoreline that is protected from erosion while preserving the environment.

How do we do it?

Decisions about shoreline armor are big, complicated, and expensive. We get that. Shore Friendly is all about making it easy for a landowner to do the right thing for their property and the environment. As a Shore Friendly campaign implementer, you will be connected with the research, tools and materials you will need to target your audience and get them to take action.

Shore Friendly tools include:

- Extensive research and segmentation of shoreline properties and landowners.
- Explanations of key barriers to behavior change and the tools you will need to overcome them.
- Audience-tested messages that will inspire landowners to take action.
- Template materials you can use to promote Shore Friendly practices in your community.
- A how-to guide that will help you get your Shore Friendly campaign off the ground and evaluate your progress.



**VISIT [SHOREFRIENDLY.ORG](https://shorefriendly.org) OR CALL
000.000.0000**

*Shoreline images provided by Coastal Geologic Services

Armored Property One Pager*

**AS A SHORELINE LANDOWNER,
YOU ARE DEEPLY CONNECTED TO
THE PUGET SOUND AND WANT TO DO
EVERYTHING YOU CAN TO PROTECT IT.**

You're also deeply invested in your property.

Deciding how to maintain and protect your property is a huge decision. Along with those beautiful views comes an important question:

How do I protect myself from erosion?

In the past, the answer has often meant installing shoreline armor. While the armor on your property seems like a logical defense, the reality isn't that simple. If erosion is a concern, chances are there's a Shore Friendly way to remove or replace your armor that will protect you from erosion. It will also improve the look of your property, improve your access to the waterfront and create a healthy habitat for the fish that orca, salmon and seabird populations rely on. You might even get access to a beach you didn't know you had.

The bottom line is erosion can almost always be managed without armor. Shore Friendly connects you with the experts, permits and financial tools you need to create a beautiful, accessible and environmentally friendly shoreline.

Through Shore Friendly, you can:

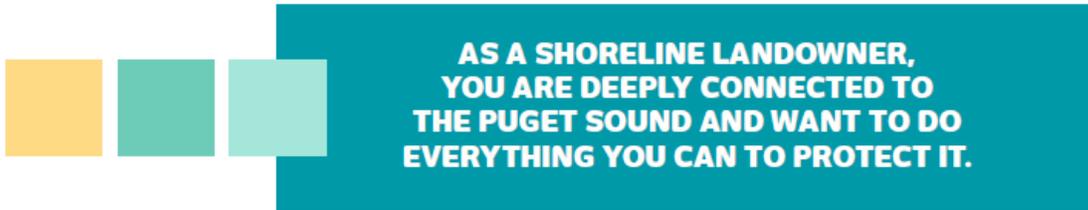
- Learn about your erosion risk by signing up for an erosion assessment.
- Find grants, tax breaks and loans that help removing armor make financial and environmental sense.
- Get connected with Shore Friendly certified professionals who are experts in removing shoreline armor and installing Shore Friendly alternatives.
- Join the Shore Friends to get special discounts on Shore Friendly projects and celebrate your dedication to a healthy Puget Sound.



**VISIT [SHOREFRIENDLY.ORG](https://shorefriendly.org) OR CALL
000.000.0000**

*Shoreline images provided by Coastal Geologic Services

Unarmored Property One Pager*



You're also deeply invested in your property.

Deciding how to maintain and protect the investment you've made in your property is a huge decision. Along with those beautiful views comes an important question:

How do I protect myself from erosion?

Finding an answer requires some big, complicated decisions that not only affect your property, but also the health of the Puget Sound as a whole. That's where Shore Friendly comes in.

Shore Friendly connects you with the resources you need to make educated, cost effective and environmentally responsible decisions in how you protect your property from erosion. In some cases, that means leaving your shoreline in its natural state. In others, it means finding a solution to protect your property from erosion. A solution that doesn't require expensive shoreline armor that blocks your view, obstructs waterfront access, or damages fish habitat crucial to protecting orca, salmon and seabird populations.

Through Shore Friendly, you can:

- Sign up for an erosion assessment that gauges your erosion risk and points you to the resources you need.
- Learn simple methods to protect your property, or get connected with Shore Friendly experts that can help you.
- Join the Shore Friends to get special discounts on Shore Friendly products and celebrate your dedication to a healthy Puget Sound.

**VISIT SHOREFRIENDLY.ORG OR CALL
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*Shoreline images provided by Coastal Geologic Services

Testimonial Template*



KAREN ANDERSON:
ET QUI CONSED ELLUPTIIS SAE
VOLESEQUI SENDANT ET ATEM NOS MI,
ERSPED EVELIQUIBUST QUUNT.



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VISIT SHOREFRIENDLY.ORG OR CALL
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*Shoreline images provided by Coastal Geologic Services