

ARROYO SECO PARKWAY NATIONAL SCENIC BYWAY Brand & Marketing Plan

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FINAL



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Introduction

A key component of the “Interpreting the Arroyo Seco Parkway National Scenic Byway” grant is the development of a brand marketing plan for the Arroyo Seco watershed and river corridor. The objective of this plan is to establish and promote a recognizable brand for the Arroyo Seco Parkway National Scenic Byway (referred to as the Arroyo Seco Byway for brevity) that will attract new visitors and encourage ongoing engagement with the area and its attractions.

The Arroyo Seco Byway brand was developed based on insights of key citizen and site stakeholders provided during a meeting held on February 6, 2012 at the Los Angeles River Center. It also builds upon the “Arroyo Seco Parkway Inventory of Interpretive Assets” and audience research about Arroyo Seco Byway visitors conducted by The Community Land Use and Economics Group, LLC and Decision Support Partners in 2011. This document outlines the core components of the brand – the promise, positioning, personality and resulting tagline that will help shape and define marketing communications moving forward.

This brand definition provides the foundation for the marketing plan presented here, as well. This plan recommends key activities based on their alignment with the brand and the needs of the identified primary target market – Aspiring Contemporaries. In addition to attracting visitors, one of the primary objectives of this plan is to facilitate cross-promotion among and engagement with the Arroyo Seco Byway’s destinations, attractions and points of interest. While we recommend a focused marketing effort for faster action and implementation, we have also included a broader mix of marketing ideas and opportunities should additional funding and resources become available.

This plan was prepared for the Mountains Recreation Conservation Authority (MRCA) in partnership with Caltrans. Funding was provided by a grant from the National Scenic Byway program, funded in part by the Federal Highway Administration. Photos provided by Martha Benedict and courtesy of Cheryl Johnson, Socialskateparks.com, Gary Leonard, Waltarrrr of highlandpark.wordpress.com, Lifeofanarchitect.com, Tom Gray Belt and Matt Schodorf.

Mission Statement

In 2004 a mission statement was drafted for the Corridor Management Project and updated in 2012. Both of these statements focused on the physical needs for preservation, restoration and rehabilitation of the Parkway itself.

Now that the physical state of the Parkway has been restored, we have transitioned into a period of promoting the experience it affords versus simply the place that it is. To this end, we have developed an updated mission statement that better encapsulates what we hope to create through these interpretive and marketing efforts.

The mission of the Arroyo Seco Parkway National Scenic Byway is to deliver a-ha experiences that connect visitors to this place and that encourage further exploration and discovery of the area.

Target Audience

Interviews with current Arroyo Seco Byway visitors conducted as part of the Market Research on Affiliated Sites and Visitors report identified five key visitor segments. Of these segments, the “Aspiring Contemporaries” appear to have the greatest potential for capturing regional visitors across a variety of Arroyo Seco Byway sites. Based on the research, it is believed that the other audience segments – Affluent Suburbia, Upscale America, Blue Collar Backbone and Struggling Societies – will follow the lead of their Aspiring Contemporaries counterparts as trendsetters.

Aspiring Contemporaries are younger, leading-edge consumers. They are in search of “off-the-beaten-path” experiences that offer a sense of discovery. These are individuals who live an adventurous lifestyle and want to be in the know. While not wealthy, this segment is ethnically diverse, highly educated and seen as trendsetters. They are heavy media users and highly technically savvy. These culture buffs also straddle the other affluent, suburban and the less affluent, urban and outlying groups identified as potential target. Our strategy is to target the Aspiring Contemporaries who will help bring along these other groups.

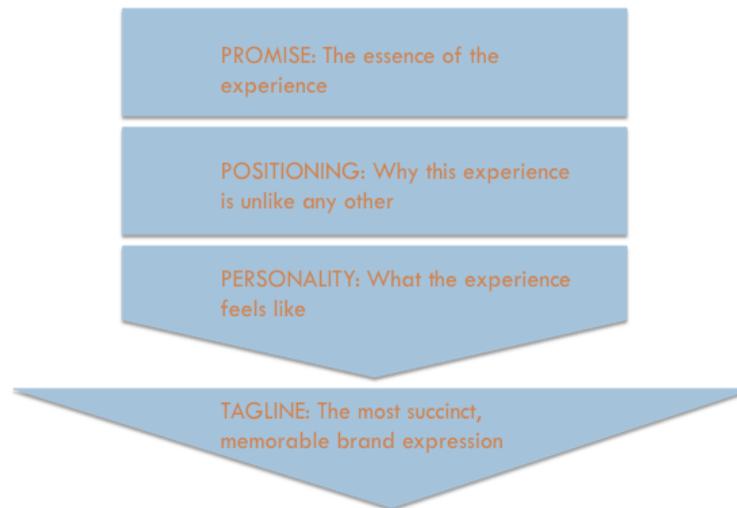
In addressing this market segment, it is important that our brand and marketing offer an opportunity and an invitation to discover something new.

The Arroyo Seco Parkway National Scenic Byway Brand

A brand is an experience, a feeling. For the Arroyo Seco Parkway National Scenic Byway, the goal is to create a brand that captures the essence of this place and expresses what it is like to explore this unique area. The brand is the most clear, concise expression of the overall experience

The brand is made up of unique components that help to deliver on the mission statement. The promise conveys the “what” of the brand – what can the visitor count on, get and expect from a visit to the Byway. The positioning is the “why” – why is visiting the Arroyo Seco Byway different than going somewhere else, what is unique about it. Finally, the personality is the “how.” This captures what the experience feels like, how you might describe it to others, the distinct traits of the place.

The tagline is the culmination of these three elements. It is the briefest expression of the brand and helps to define the marketing experience that will follow.



It is important to note that the Arroyo Seco Parkway National Scenic Byway brand is broad and overarching. It does not depend upon any single site experience for its essence. Rather, it brings together the experience of the entire corridor to inspire interest and engagement among all visitors, but especially the Aspiring Contemporary audience.

The Promise

The promise is the essence of the Arroyo Seco Byway experience. It captures what people will get by coming here.

The Arroyo Seco Parkway National Scenic Byway offers a surprisingly layered experience that cuts across eras, influences and interests, making you want to see and do more.

The Positioning

The positioning expresses why this experience is unlike any other. It is the point of differentiation that visitors are looking for to help them convey why they choose to spend their valuable time in this place.

The Arroyo Seco Parkway National Scenic Byway is a cultural and environmental laboratory that juxtaposes tradition and cutting-edge ideas in art, architecture, transportation and nature, to create an evolving urban landscape that demands exploration.

The Personality

The personality encapsulates what the experience feels like. The positive tension between these characteristics are what make this an interesting place that offers something unlike anywhere else in the Los Angeles area.

Eclectic

The people and places of the Arroyo Seco Byway do not follow one theme or genre. This place is diverse at its core. It is where urban culture and sophisticated tradition collide to foster new ideas and create new experiences. It is the intertwining of classic and modern, green and concrete, artistic and everyday that makes it interesting.



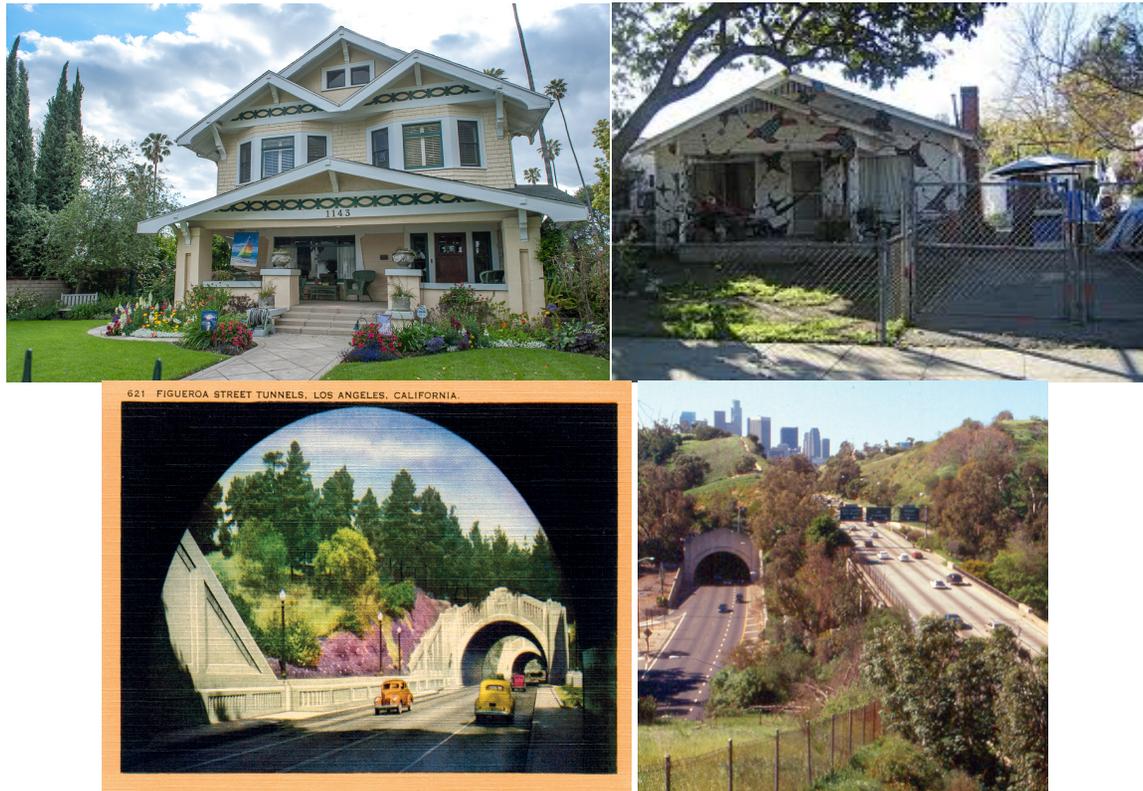
Resourceful

This is a place with a relentless passion for moving forward. If the people here don't find what they want, they create it. From the natural environments to the innovative spirit, this area is marked by a pioneering mindset that has redefined the greater Los Angeles landscape, creating layers of interesting attractions that invite exploration and offer opportunities for personal and cultural growth.



Ever-changing

Urban evolution is evident throughout the Arroyo Seco Byway. This is not a place that gravitates to fads. These communities are incapable of remaining stagnant. They have been populated by people who plant their roots for the sole purpose of progress. It is a place where movements build over generations, where traditions evolve, and where new ideas take root and grow to become the way of the future.



Classic

The Arroyo Seco Byway is timeless, but never contrived. Here, history is captured and celebrated. It is where traditional styles and crafts are preserved. This is where they continue to evolve. And where visitors can come to see the city across eras and as it moves into the future. The Arroyo Seco Byway is a modern classic.



Tagline

The tagline is the most succinct and memorable expression of the brand. It is typically used in conjunction with the logo to convey a complete visual and verbal brand message. The tagline should not be edited or altered in any way. Typically, it is not used as copy. Rather, it is a stand-alone brand message that has powerful impact.

The Arroyo Seco Parkway National Scenic Byway tagline captures the essence of the brand in its invitation to explore and find the uniqueness of this place. It also speaks to the area's long history of innovation and pioneering spirit. This is the essence of the Arroyo Seco Byway that our target market will respond to and engage with.

Discovery Runs Deep

While we do not typically recommend survey research to evaluate taglines due to the subjective nature of the content and the inefficient scope necessary for statistical significance, the tagline was vetted among members of the Aspiring Contemporaries target. In this small sample research, Discovery Runs Deep was preferred. We include other taglines that scored well among this audience in the event that the selected tagline proves problematic or ineffective. Other contenders were:

- Transcend the Traditional
- Passionately Quirky. Historically Cool.

Messaging

By establishing the core messages for the Arroyo Seco Parkway National Scenic Byway, we lay the foundation for consistent, on-brand communications. While these are the most important ideas communications should convey, they are by no means an exhaustive exploration of what can be said about the area. Writers and other communicators should feel free to use these messages as a starting point for their work related to the Arroyo Seco Byway. As long as these key messages are conveyed in a voice that is aligned with the brand personality, the marketing efforts will reflect a cohesive brand.

It is important to note that this messaging focuses on the area as a whole and does not highlight specific sites. While sites may be featured in marketing efforts that involve collaboration among the specific destinations, the objective of this document is to showcase and attract visitors to the area as a whole.

Core Messages:

- The Arroyo Seco Byway is on the urban edge, where culture and nature have merged to create a mosaic of unexpectedly cool experiences.
- Running from downtown to Pasadena, the Arroyo Seco Byway spans interests and eras that have shaped the Los Angeles experience.
- Whether you're a first-timer or a regular visitor, there's always something new to discover in the Arroyo Seco Byway.
- This place is off-the-beaten path, yet in the middle of it all.
- The experience of the Arroyo Seco Byway is shaped by the unique confluence of art and architecture, transportation, cultures and the environment.

Theme Messages:

As part of the Interpretive Plan, four themes have been established to guide the visitor experience in the Arroyo Seco Parkway National Scenic Byway. These unique themes have been developed to create a collection of experiences that connect the key sites in the Arroyo Seco Byway with different segments of the target audience. They include: Art and Architecture, Transportation, People and Cultures, and Nature.

The following messaging speaks specifically to each of these themes and is designed to guide targeted marketing efforts that can attract visitors with unique interests.

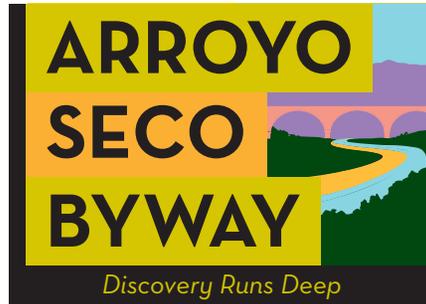
Art & Architecture	Transportation	People & Cultures	Nature
<p>Sitting on the fringe of Los Angeles, the Arroyo Seco Byway has a history of attracting artists on the edge.</p> <p>Here, beauty is an everyday part of life – in our homes, communities, and even the highway, hidden in the unusual, the uncommon and the waiting to be discovered.</p> <p>The Arroyo Seco Byway is home to cutting-edge art and architecture that spans more than a century of history – from Arts & Crafts to avant garde, this is a place that cultivates ideas and expression.</p> <p>The many museums, studios and neighborhoods of the Arroyo Seco Byway feature the work of some of the region's best artists, craftspeople, designers and architects.</p>	<p>This key connection between Los Angeles and Pasadena has inspired intriguing transportation options for more than a century.</p> <p>The Arroyo Seco Parkway is unlike any other freeway in Los Angeles with its winding curves, lush vegetation and visible artistry.</p> <p>The Arroyo Seco Byway has always been a key transportation corridor from the earliest travelers arriving in Los Angeles by foot, to the first freeway of the west (the Arroyo Seco Parkway), to the recent expansion of L.A.'s public transit system.</p> <p>When first opened to traffic in 1940, the Arroyo Seco Parkway was an aesthetic, engineering and commercial triumph.</p> <p>From hiking and biking to trains and cars, there are plenty of ways to explore the Arroyo Seco Byway.</p>	<p>The Arroyo Seco Byway is a place where bohemian, sophisticated, middle-class and folk cultures are found side-by-side in a cosmopolitan mix of distinctive communities.</p> <p>You can experience a different culture in every mile of the Arroyo Seco Byway.</p> <p>The Arroyo Seco Byway offers an exciting contrast of cultures that runs from urban to urbane.</p> <p>House to house, street to street, site to site, the Arroyo Seco Byway transports you through different eras, lifestyles and ideals.</p>	<p>The Arroyo Seco Byway offers an environmental and recreational oasis in the heart of urban life.</p> <p>This welcoming, natural setting is a place to relax or explore. You decide.</p> <p>The efforts underway to restore the river are working to once again make it an environmental, cultural and recreational oasis.</p> <p>Green and concrete, dry or flowing, the river is the centering point of this diverse area.</p>

<i>Art & Architecture</i>	<i>Transportation</i>	<i>People & Cultures</i>	<i>Nature</i>
	Ride it, walk it, drive it or bike it. The experience changes with every path.		

Logo Exploration

Font family used for logo and recommended for use in documents and/or headlines: NEUTRA TEXT.
 It is modern and easy to read yet distinctive. If used as a headline font, it can also be used in combination with almost any standard serif body text font.

"Flag" logo: Shape is basic rectangle, can be varied according to art (photos can replace the bridge art)



"Badge" logo: Simplified bridge/ arroyo art based on Louis Quirarte's established illustration.



"Cloud/Mountain" logo: Primarily a text logo w/ streamlined references to nature. Easily read, colors can vary depending on useage.



"Building Block" logo(s): All of these can be re-stacked in many variations/color variations and can incorporate pertinent small square spot illustrations (representing, for instance, the arroyo/nature, architecture, food & art, and also can incorporate QR codes).



Discovery Runs Deep



Discovery Runs Deep



Discovery Runs Deep



Discovery Runs Deep

Marketing Recommendations

In this marketing plan, we aim to identify programs that will attract visitors to the Arroyo Seco Byway and help create a connected experience throughout the sites in the area. Our goal in providing these recommendations is to create a prospective marketing plan that can serve the Arroyo Seco Byway in both the near and longer term. The purpose of this document is to outline key actionable marketing projects for future development and identify necessary resources needed for implementation.

This plan includes:

- Immediate Marketing Opportunities
- Medium-Term Marketing Programs
- Long-Term Marketing Concepts for Exploration

Overarching Marketing Objectives

All marketing efforts for the Arroyo Seco Parkway National Scenic Byway will strive to achieve the following:

- Increase awareness of and attract visitors to the Arroyo Seco Byway.
- Connect visitors to other sites in the area while they are here.
- Encourage return visits and further exploration.
- Establish the Arroyo Seco Byway as a destination.

To accomplish these goals, we have narrowed the list of marketing activities in each timeframe to make achievement more realistic. At the end of the document, we have included the broader list of marketing ideas that have been generated for this area.

Immediate Marketing Opportunities – Unifying the Experience for Current Visitors and Setting the Stage for Attracting New Visitors

[One to Two Years]

Based on recent target audience research, visitors to the Arroyo Seco Byway area are aware of certain locations, but do not consider the area as a holistic experience. The brand and interpretative plan lay the foundation for a cohesive experience. Communication of these efforts is the first critical step to making it a more impactful destination. In this first phase of marketing, we are focusing on making the experience of the Arroyo Seco Byway as a whole more impactful. These initial efforts focus specifically on current visitors.

By optimizing the current experience, these efforts set the stage for attracting new visitors. Creating engagement throughout the experience helps ensure that when we do invest in outreach programs, the marketing and the actual experience will be aligned.

Activities:

The immediate activities to draw visitors in include:

- *Create website*
- *Hire curator*

The immediate activities to engage visitors while on site include:

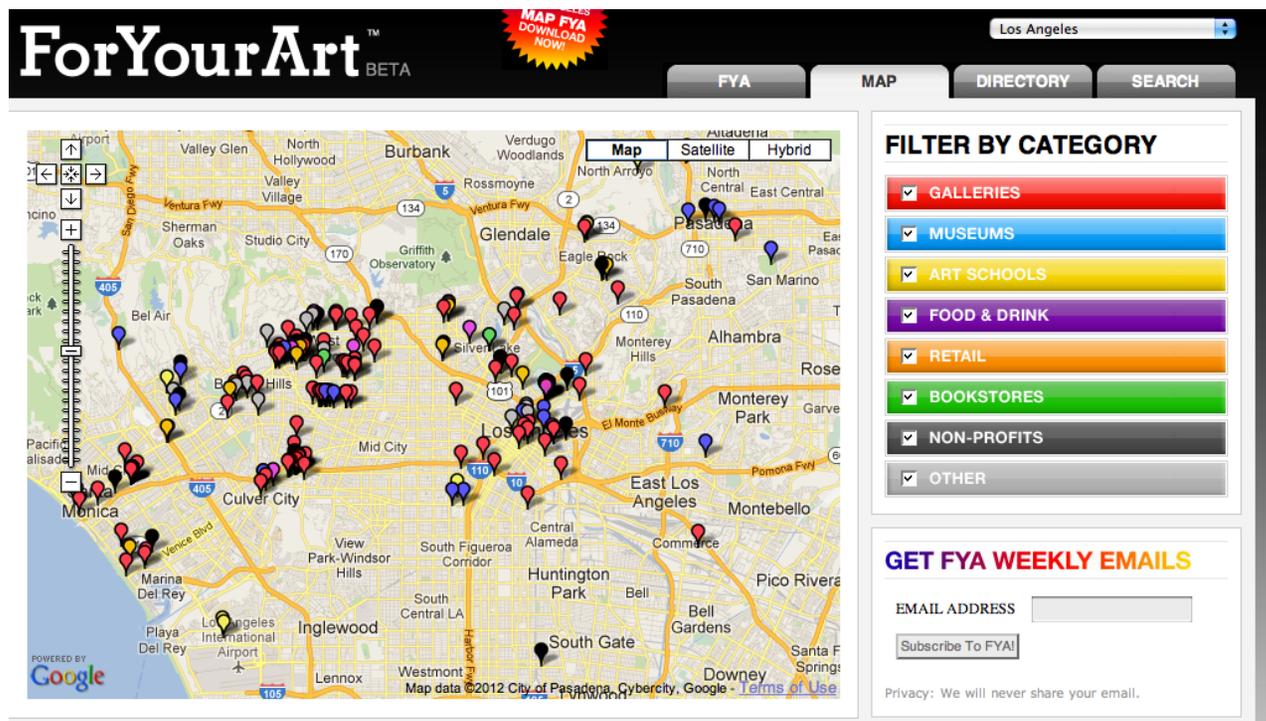
- *Make easily accessible maps of the region*
- *Establish unifying insignia*
- *Identify micro Arroyo Seco Byway Visitor Centers*
- *Train sites for a broader perspective*

Website

- Establish an Arroyo Seco Byway website to include:
 - History and stories of the Arroyo Seco Byway.
 - Featured sites or Top 10 picks.

- Maps for driving, biking, riding and walking/hiking that include amenities for each mode of transportation along the route, as well as featured destinations.
- An itinerary builder with a searchable database by mode of transportation, theme or section of route. Could also be multi-modal itineraries.
- A tour planning capability for individuals and larger groups.

The ForYourArt site offers a good example of itinerary building and filtering options for the Arroyo Seco Byway website.



- A blog that will cover topic areas such as:
 - The 'uh-ohs' and 'a-has' of the Arroyo Seco Byway
 - The Arroyo Seco Byway on \$19.66 guest blog
 - Characters along the Arroyo Seco Byway

This should not be your standard blog. It needs to have a unique voice that matches that of the Arroyo Seco Byway itself. It should convey a sense of adventure, excitement and discovery that aligns with the needs of the core target market.

Curator

The Arroyo Seco Byway Curator would be a full-time position dedicated to developing new itineraries, gathering related content from online and other sources, and fostering a social media community of individuals interested in the ideas or eras most representative of the Arroyo Seco Byway experience. This person will be responsible for keeping online materials fresh and can assist in creating new experiences for visitors in the long-term. They would also work closely with all of the sites within the Arroyo Seco Byway to create a more unified experience and plan unique events for the area.

Maps

- Create easy-to-access tear-off maps that show:
 - Every location along the Arroyo Seco Byway, including restaurants, galleries, museums, historical monuments and various points of interest.
 - Footpaths, car paths, bike paths and train paths, and the best ways to get to each starting point.
 - Periodically add 'hidden gem' locations that change on each reprint of the maps, for added discovery.
 - Locations and destinations will be clearly labeled with distinctive, yet unifying, icons.

These maps should also be a core element of the website to create a unified experience and consistent perception.

Unifying Insignia

- This is the visual cue that ties together the various sites along the Arroyo Seco Byway. This should be a creative, artistic representation that each site can uniquely interpret for their specific situation. This draws inspiration from the Urban Fairy Doors of Ann Arbor. The idea is to connect all of the sites as part of the larger Arroyo Seco Byway vision, while allowing each to capture the essence of entire region in their own way. Additionally, this is an opportunity for discovery to support the needs of our audience. Having distinct visual depictions of the unifying insignia while giving each site freedom to define the location and approach makes finding this symbol exciting and an activity in itself for our audience. Some ideas for expression could include:



- A water element
- River rock sculpture or statue small enough to be inconspicuous yet large enough to make a statement

Information Stations

- Identify micro Arroyo Seco Byway Visitor Centers along the Gold line and provide on-site interpretation at stops that could include Arroyo Seco Byway information. Could also incorporate a unique postcard stand with postcards representing each site along the corridor. This serves a dual purpose as visitors can discover new locations and have a memento to take with them from their favorite spot.

Training

- Provide training for sites along the Arroyo Seco Byway to create broader awareness and thematic connections between sites.
- Train for 'hidden gem' type information. The purpose of this training is to bring to light all the unknown experiences in the Arroyo Seco Byway. By training people to act as 'experts' in the region, they can understand the importance of these places, how they relate to each other, how to match the destination to the traveler(s), and why it's important to recommend various locations and why it is imperative to not send everyone to the same destinations.
- Include other partners and traditional tourist programs in these trainings to expand reach and boost local knowledge of sightseeing opportunities. These could include hotel concierges, restaurateurs, rental car companies, tourist information booth staff, etc. This could also be a more focused webcast version of the training that could be accessed on demand.

Prior to moving to the next phase of marketing, these efforts should be evaluated to 1) determine overall effectiveness and general receptivity, 2) determine if proposed medium-term activities are still the right approach, and 3) identify other opportunities for the medium-term not included here that could better serve the overall marketing objectives.

Medium-Term Marketing Programs – Attracting New Local Visitors

[Two to Five Years]

As the cohesiveness of the Arroyo Seco Byway experience becomes more established and interconnection between the sites is developed, it will be time for greater outreach. To this end marketing must attract attention and create a strong call to action to get visitors to come to a region that is now ready for them. In this phase, we focus on drawing in visitors from a 10-mile radius. Additionally, ongoing attention should be paid to getting existing visitors to return and share their discoveries through social media and other communications.

Activities:

The selected activities to attract visitors are:

- *Advertise the Arroyo Seco Byway*
- *Create unique experiences*

The selected activities to engage visitors are:

- *Implement social media strategy* (could also attract, but engagement is primary objective)
- *Merchandise the Arroyo Seco Byway*
- *Develop signage*

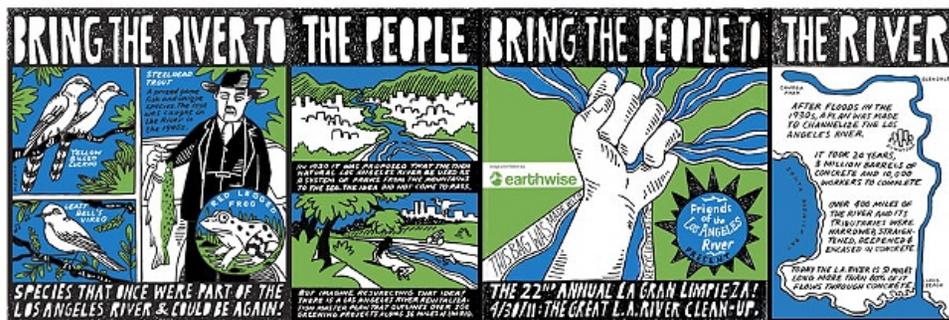
Advertising

- Develop Arroyo Seco Byway advertising campaigns for:
 - Placement across different mediums including web, Metro, billboard, etc.
 - Integrating an “underground/guerilla” aspect to the campaign to appeal to the off-the-beaten-path interests of the target audience.
- Ensure advertising has a strong tone and personality point of view that feels tied to the Arroyo Seco Byway area.
- Focus on quirky, clever executions that grab attention (e.g., recent Metro campaigns).

Experiences

- Create and market a unique experience such as a scavenger hunt or passport program where visitors are “rewarded” for exploring different destinations. This will require directional information at each location as well as a series of location-based rewards that fit under an overarching Arroyo Seco Byway theme. The objective is to engage users in the experience of discovery and make them care passionately enough to come back.
- Create a unique loyalty element (e.g., a card or a unique re-usable courier bag) that features local art and entitles visitors to discounts and distinctive experiences at sites along the Byway. This could also be done digitally through apps such as Punchcard.

This artwork was featured on a bag for the Los Angeles River Clean-up. Its unique visual style and approach increased the bag’s appeal and spoke directly to a younger demographic.



Bring the River to the People
Bring the People to the River
re-useable bag

Artwork for re-useable bag for Friend's of the Los Angeles River's Gran Limpieza, 2011. Two printings of the bag were made and their distribution did a lot to raise awareness of river issues.

- Put together unique multimedia itineraries based on unexpected linkages of attractions or themed ideas. These should incorporate guided tours via print or smartphones. Elements of the tours could be integrated at each of the included sites via QR codes on signage.
- Launch a youth effort to include kid-friendly characters, locations, art exhibits, restaurants, etc., along the corridor:
 - Partner with schools, Metro and sites to offer the Arroyo Seco Byway as a field-trip destination.

- Work with appropriate sites to highlight the wants and even the art of the ‘Aspiring Contemporaries of tomorrow’.
 - El Pollo at Chicken Boy
 - Scavenger hunt experience for families at Audubon
 - Featured kid art at various galleries
 - ‘How kids lived in history’ at Heritage Square
 - Free Fosselmen’s ice cream at Buster’s with Arroyo Seco Byway loyalty card
- Develop kid-friendly maps that show the locations ideal for families and also where to find food and restrooms.

Social Media

- Create pages on Facebook, Twitter, etc. These pages will be used specifically to actively engage users in the experience and provide general information about the area. All posts will be meant to stir a memory, thought or desire, in order to get the audience to act.
 - Feature special promotions created as part of this marketing plan and advertise promotions from sites along the Arroyo Seco Byway.
 - Initiate a scavenger hunt or other user experience.
 - Ask a question of the day:
 - Where is the first place you go when visiting the Arroyo Seco Byway?
 - What is the best way to travel on the Arroyo Seco Byway?
 - Create ‘My day on the Arroyo Seco Byway’ videos and share. Allow visitors to create their own and immediately share.
- Integrate with leading travel technology apps such as Lonely Planet, Trippy, Trip Advisor, WikiTravel, Wanderfly, Gogobot and others.

Merchandise

- Develop a line of unique items that showcase the sites and experiences of the Arroyo Seco Byway in a style that reflects the character and eclectic nature of the area.
- Products could include clothing, bags, collectibles, etc.

- Merchandise should be offered at various sites throughout the Arroyo Seco Byway and could be positioned as a joint fundraiser between the site and the broader program.

Sample of location-based merchandising:



**Chicken Boy:
Embroidered Patch
(Rectangle)**



Signage

- Develop a comprehensive system of wayfinding and onsite signage that complements existing wayfinding signage, considering signage geared towards drivers and pedestrians.
- Define and develop signage for places that could be marketed as photo ops or the iconic Arroyo Seco Byway places.

Once this phase of marketing is complete, it is important to re-evaluate current efforts and ensure that the Arroyo Seco Byway is ready to move into the final long-term phase of marketing. Because this next phase expands outreach beyond Los Angeles and California, it is critical that all of the marketing infrastructure and capabilities are in place to ensure a positive, supported experience that this new audience will share with wider circles of potential visitors.

Long-Term Marketing Programs - Creating a Tourist Destination

[Five Years +]

While the immediate audience for the Arroyo Seco Byway is local to the greater Los Angeles area, over the long term, the goal is to establish this area as a tourist destination. The target market for this will be Southern California and the tri-state drive market. Creating this kind of draw will require a clear, cohesive experience and strong integration among the many destinations in the area. This may also require a new snapshot of the target audience to better determine broader interests and adjust for the evolving nature of travel.

Activities:

The selected activities to attract visitors include:

- *Partner with local tour providers and tourist programs*
- *Develop feature tours*
- *Web-based advertising campaign*

The selected activities to engage visitors include:

- *Infrastructure as marketing*
- *Create integrated promotions*

Tour Providers and Programs

- With eclectic, experience-driven travel becoming more popular, the Arroyo Seco Byway would be an ideal destination for local tour providers to create unique 'L.A.' experiences.
- Some programs to consider partnering with might include: Esotouric, Melting Pot Tours, LA Commons, Dine LA, Metro Discount Destinations, and other tour businesses.
- Partnerships should involve both development of the experience as well as outreach and marketing to make these efforts a success.

Feature Tours

- Enhance visibility of iconic Arroyo Seco Byway attractions and develop a place-making strategy (see Infrastructure as Marketing) using thematic experiences (e.g., the new signage district, Route 66, etc.).

- Establish partnerships with related locations or interest groups to identify promotional opportunities.
- Tours should highlight a thematic aspect of the area (e.g., craftsmanship, the green movement, nostalgia, small art studios, the signage district, Route 66, etc.) and should create a complete experience that includes activities and dining to showcase the rich opportunities the Arroyo Seco Byway offers.
- Consider developing these tours in conjunction with the partners identified in the previous action.

Web-Based Advertising

- Create cohesive banner advertising and key word search campaigns.
- Banner advertising should be visually arresting and showcase images of the area or a core thematic message that captures the classic, eclectic and evolving nature of the Arroyo Seco Byway.
- Placements should be considered for sites like Frommers, Time Out, Trip Advisor, AAA, Sunset Magazine and other key travel sites that Aspiring Contemporaries from the expanded geographic use for travel.

Infrastructure as Marketing

- Create destinations and place-based marketing at key locations throughout the Arroyo Seco Byway.
- Include a place-making strategy in any planned infrastructure improvements to help transform these efforts into marketing/destination attraction tools for the area.
- Any recommendations for physical improvement in this or the Corridor Partnership Plan should be designed with the Arroyo Seco Byway brand as a key consideration.

Redding, California very successfully implemented an infrastructure as marketing effort with the Sundial Bridge. The bridge is now the key iconic image used to market the area to tourists. It has become a visual anchor for visitors and marketing of the region.



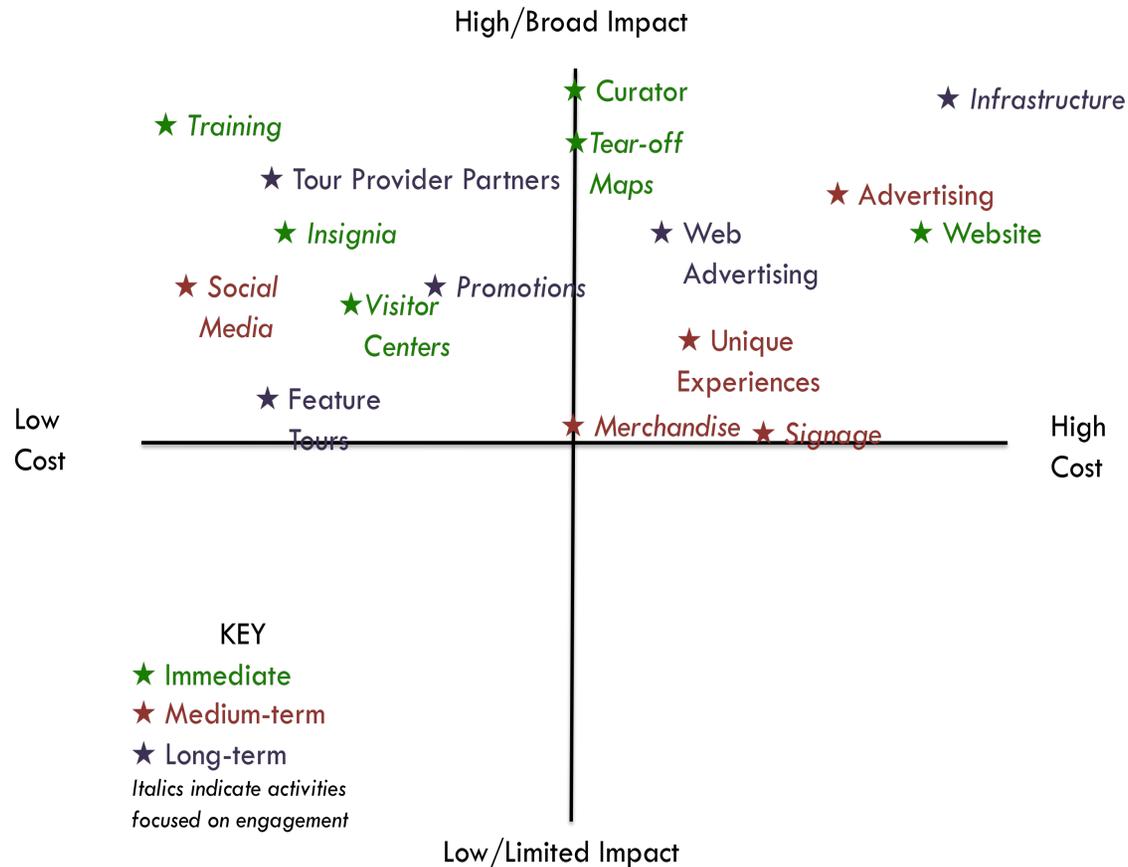
Integrated Promotions

- Create promotional contests with various vendors/sites across the Arroyo Seco Byway. Winners could receive an iTouch/iPod that is loaded with information about sites, local bands, local images, maps, walking tours, etc.
 - Galco's - Willy Wonka Golden Ticket-style with a featured or new beverage. Have a prize on a winning bottle cap.
 - Bike helmet giveaway with the department of transportation - helmet will have the Arroyo Seco Byway logo.

- Offer Music of the Arroyo Seco Byway free weekly downloads. Develop a collection of music from local artists as well as music inspired by the area (e.g., Artichoke, Frank Fairfield, Rage Against the Machine, Seasons, etc., or could borrow the KCET Highland Park Mix Tape developed in 2011).
- Advertising for these programs is critical and should specifically and overtly tie the effort to the Arroyo Seco Byway.

Marketing Recommendations Snapshot

This visual representation of the above-outlined marketing recommendations shows the relative impact versus expense relationship for the key programs. This is a general indicator based on what is known at this time and may shift as additional knowledge is gained or efforts undertaken.



APPENDIX A: Complete Tagline Exploration

The following tagline candidates were developed for consideration. All taglines have been checked for preliminary Trademark conflict, as well as Google search to avoid any obvious conflict or confusion.

Along the urban path.

(Google: Oakland Urban Paths, Urbanpath - things to do website.)

A path of passions.

(Google: The path to Passion, Passions Path and Path to Passion - relationship websites.)

Change the way you see L.A.

Choose your path

(Trademark: Sports events organizers, t-shirt company, outdoor clothing; Google: a few interactive video games)

Crazy funky meets refined tradition.

Creative by nature

(Google: a few small businesses)

Cultural. Historical. Unpredictable.

Delve deeper

(Google: adventure/strategy video game)

Discovery runs deep

(Google: Chevy tagline is “Chevy runs deep”, but no direct conflict)

Embrace the eclectic.

Expect the unexpected

(Trademark: organizing events, leotards – no direct conflict)

Experience the a-has

(Google: scientific conference)

Experience the in-between.

(Google: Experience the In Between – website relating to the Lovely Bones.)

Explore the edges.

(Google: Explore the Edges – Training and Consulting Company in UK, Exploring the Edges – a few titles – possible conflict with Exploring the Edges of Texas?)

Explore the urban ecosystem

Explore Today, Discover Lifetimes.

(Google: Explore for a day the North Highlands – Scotland)

Flowing with fresh ideas

(Google: whereshideasflow.com – Liquid Concepts marketing agency)

Flow with it.

(Trademark: Flow with it – Miller Coors – Beer. No conflict)

(Google: Flow with it – Poetry blog tagline, name of song, other misc. that do not appear to conflict.)

From bohemian to bountiful

(Google: The Beauty Bohemian)

From urban to urbane.

(Google: urbanurbane.com – style website.)

History happens

(Trademark: videos about history, ‘history happens here’ – museum of history in North Carolina; Google: collection of music videos about American history)

Imagination leads the way

(Google: Command Performance tagline – small)

Inspiration at every turn

In the flow of history

(Google: Flowofhistory.com – teaching history in the classroom, flowofhistory.org – history education network for NH and Vermont communities)

In the urban flow

(Google: The Urban Flow – tv show, small)

It’s not what you think.

(Google: Lots of articles and books with this title.)

Layered in history

(Google: A few article titles)

Let your mind wander

(Google: few blog posts/articles with title)

Look again

(Trademark: hotel services, retail, evangelical services – no direct conflict; Google: book, film, app)

Naturally creative. Historically uncommon.

(Trademark: Naturally creative – paper products, cabinetry)

On the urban edge.

(Google: Urban Edge – community development org, BLANK on the urban edge has multiple links.)

Passionately quirky. Historically cool.

(Google: Passionately Quirky – Blog article. Historically cool – Michigan’s State Preservation Office Tagline? – Possible conflict?)

Pioneering by nature

Pursue the creative path

Reinventing a-ha

See. Move. Be.

Span eras and interests

The eclectic path

The intersection of creativity and tradition.

The intersection of people, places and points of view

Transcend the traditional.

(Google: blog site.)

Urban by nature

(Trademark: Minneapolis tagline is city by nature; Google: bldgblog tagline - blog about architecture and such in NY, CBS Outdoor campaign - outdoor by name, urban by nature, business in San Diego)

Urban meanderings encouraged.

(Google: Urban Meanderings - song)

Urban Street. Classic Way.

(Google: Urban Street Gypsies - music)

Where inspiration flows freely

(Google: a few article titles)

APPENDIX B: Additional Marketing Ideas Identified:

Immediate:

- Collaborate with Metro to offer promotions/discounts/free ride for certain days, events or attractions.
- Develop an Arroyo Seco press kit.
- Develop retail merchandise using the brand identity, including shirts, bumper stickers, etc.
- Encourage private tour businesses to develop experiences along the Arroyo Seco Byway.
- Ensure landmarks are appropriately signed on the Arroyo Seco Parkway.
- Create a window cling that locations throughout the Byway can use to signify their inclusion/support.

Medium-Term

- Social media campaign for Byway updates, event updates and 'in the know' type information.
- Offer opportunity for feedback. The medium for this should be interesting and exciting, not the standard postcard or sheet of paper. Users could share this feedback on social media, via video or send it to their friends.
- Create podcasts that Metro travelers can listen to while waiting for the next train (12 minute opportunity).
- Collaborate with local businesses to create packages and events that encourage longer stays.
- Use meetup.com and other social portals to connect socials groups with aligned interests and direct them to locations and routes on the Arroyo.
- Create an 'augmented reality' video to show what would have been experienced in the 1940s or other eras.
- Create a mobile advertising campaign for the Arroyo Seco Parkway that could include vintage or period cars, or 'art cars' decorated by local artists.

Long-Term

- Create short-hop transportation service to connect attractions that are close, but not close enough to walk or metro.
- Develop events to promote the Arroyo Seco Byway.
- Sponsor bike races, runs or events like Ciclavia to attract new potential visitors.

- Develop sponsored art exhibitions on the Parkway.
- Commission artists to create murals that promote attractions not visible along the Metro or Parkway.