

City of Scottsdale and Papago Salado Region

Cultural Tourism and Marketing Strategic Plan: Volume 1 FINAL REPORT

December 2010

Team:

Lord Cultural Resources
Nichols Tourism Group
Arizona State University GIS Services
Freeman/Whitehurst Group, Ltd.
Projects in the Public Interest



Creating Cultural Capital

Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide. We assist people, communities and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning and implementation.

We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.

Table of Contents

1.	Executive Summary.....	1
2.	Introduction	5
3.	Why Pursue a Cultural Tourism Strategy: Present Strengths and Weaknesses.....	8
4.	Initiatives: Identifying Goal Tracks	12
	Overall Objective	12
	Goal Track 1: Help Orient	13
	Goal Track 2: Reinforce Authenticity	13
	Goal Track 3: Maximize Connections	13
	Goal Track 4: Engage Residents.....	13
	Goal Track 5: Plan for Leadership.....	14
5.	Initiatives: Summary.....	15
6.	Initiatives: Strategy & Implementation.....	21
	Initiative 1: StoryTour	22
	Initiative 2: Municipal Mapping	23
	Initiative 3: Citywide Scavenger Hunt	24
	Initiative 4: Gozaic	25
	Initiative 5: Cultural Content Integration.....	26
	Initiative 6: Public Art as Wayfinding Tool.....	27
	Initiative 7: Greeter Program	28
	Initiative 8: 3D Flyover Technology	29
	Initiative 9: Cultural Viral Marketing Campaign	30
7.	Initiatives: Timeline of Critical Steps	31

1. Executive Summary

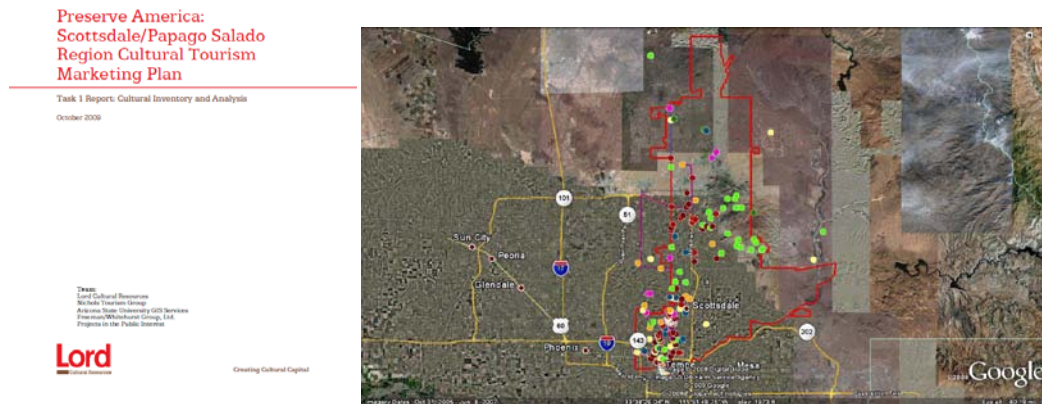
In 2008, the City of Scottsdale submitted an application for a Preserve America federal grant for the preparation of a marketing plan to promote and enhance the visitor experience of local cultural resources¹. Upon the successful award of the grant, the City teamed with the Papago Salado Association and in mid-2009 retained a consultant team to undertake the initiative. The team consisted of the following five entities and provided a mix of skills and backgrounds:

- Nichols Tourism Group;
- Lord Cultural Resources;
- Freeman/Whitehurst Group, Ltd;
- Projects for the Public Interest; and
- The GIS Lab at Arizona State University.

The project encompassed a study region that included the Papago Salado Region, (a region generally bounded by the Indian Bend wash on the east, 44th street in Phoenix on the west, Camelback Road on the north and University Drive in Tempe to the south) and also included the full municipal boundaries of Scottsdale.

The project was directed towards three primary tasks. The first task focused on identifying and classifying key cultural and heritage assets within the region. The team worked with a Project Steering Committee in developing definitions and an associated classification system. An asset database was developed with associated Geographic Identification System (GIS) points noted for each asset. The study team coordinated with the GIS departments of both the City of Scottsdale and the City of Tempe to ensure compatibility with their individual systems. As these assets were identified and mapped, a variety of preliminary issues were noted and discussed. A Task 1 Report was completed and forwarded to the Project Steering Committee in October 2009.

¹ This material is based upon work assisted by a grant from the Department of the Interior, National Park Service. Any opinions, findings, and conclusions or recommendations expressed in this material are those of the authors and do not necessarily reflect the views of the Department of the Interior.



Task 2 of the assignment focused on analyzing today's cultural and heritage visitor along with their changing desires. Additionally, it reviewed past cultural and heritage marketing efforts, particularly evaluating those that provided integrated offerings and/or cooperative campaigns. A variety of cultural and heritage marketing leaders were interviewed to understand strengths, weaknesses, opportunities and threats associated with past and prospective marketing initiatives. A Task 2 Report was submitted in January 2010, which included a number of conclusions that needed to be considered as future marketing initiatives were crafted.

Preserve America: Scottsdale/Papago
Salado Region Cultural Tourism
Marketing Plan

Task 2 Report: Marketing Assessment
January 2010

Team:
Lord Cultural Resources
Niche Travel Group
Arizona State University GIS Services
PreserveAmerica Group, Ltd.
Projects in the Public Interest



Lord
Cultural Resources



This final Task 3a Report considers findings from the earlier tasks and outlines a mix of Marketing Goal Tracks and associated Tactical Initiatives to guide the cultural and heritage community over the next five year period. An overriding objective of these initiatives is to:

"Heighten the awareness and appreciation of the region's cultural and heritage assets, ensuring the collective power of these unique assets are realized."

In order to achieve this objective, five goal tracks are identified and include:

Goal Track 1 - Help Orient – Future initiatives must help orient the cultural and heritage visitor to orient the large geographic area and diverse mix of assets the region offers.

Goal Track 2 – Reinforce Authenticity – Marketing activities must strive to present stories and backgrounds that dramatically enhance the appreciation of the asset, ensuring they are presented using authentic voices, music, or other visual elements.

Goal Track 3 – Maximize Connections – Too often, the region’s cultural and heritage assets lack connections and a more powerful, integrated offering is missed. Future initiatives must increasing link and integrate assets to maximize their collective power.

Goal Track 4 – Engage Residents – Future marketing efforts should be targeted not only to guests visiting from outside the area, but also to regional residents as well. If done effectively, these residents can be key “sales agents” marketing cultural and heritage assets to their friends and families.

Goal Track 5 – Plan for Leadership – The study region includes multiple municipalities and a range of organizations that will potentially be involved as future marketing initiatives are undertaken. Flexibility in leadership will be required and close attention to lead roles will be required as marketing activities are launched.

In order to address these goals, a variety of future marketing related initiatives are recommended. Importantly, these tactical initiatives go beyond traditional “ads” and focus on efforts that can truly achieve the previously noted objective. Nine tactical initiatives will be launched over the five year planning period, with each addressing multiple goal tracks.

They include:

1. **StoryTour** - an oral history project that uses multiple technological applications to connect specific geographic locations with first-person histories. This initiative will be an important “Pilot Project” that is envisioned as a catalyst, bringing the cultural and heritage communities together and setting the stage for future regional initiatives. A separate document has been developed that provides additional information and detail related to this initial Pilot Project.
2. **Municipal Mapping** – Multiple approaches can be embraced to utilize existing municipal GIS systems and the inventory creating in Task 1. Visual mapping, linking and integration with other marketing efforts will be applied in early stage efforts.
3. **Citywide Scavenger Hunt** - Teams of regional residents compete to solve clues distributed throughout the city, inspiring them to re-discover the cultural and heritage assets in their own backyard. The initiative builds greater appreciation for cultural offerings by local "cultural tourists" and expands the ability for them to serve as ambassadors to visiting friends and family.

4. **Gozaic** - The collective study region would partner with Gozaic, an online channel launched by The National Trust for Historic Preservation and its subsidiary Heritage Travel, Inc. This partnership would provide an important online channel to reach broad national and international audiences and expand the connection with prospective visitors.
5. **Cultural Content Integration** - The creation of new content that presents an overall cultural landscape of the region can be integrated into existing vehicles to unify the message to tourists and attract new cultural participants through cross-marketing.
6. **Public Art as Wayfinding Tool** - The location and written material of art installations can be used to help orient the traveler. Public art installation can be informed by visitors' travel patterns to serve as landmarks and directional markers.
7. **Cultural Greeter Program** - The Greeter Program would recruit volunteer residents to offer tours of specific sections of identified geographic nodes, either by foot or public transit. Tours would be targeted towards newcomers, long-time residents, seasonal residents, and out-of-town tourists.
8. **3D Flyover Technology** - The use of newer 3D flyover technology would be incorporated to enhance the previously launched cultural and heritage mapping capabilities. Much of the content and linkages developed in earlier initiatives would be incorporated within this engaging technology. While the existing municipal GIS systems would have been utilized to initially present inventories and experiences, the 3D approach would take mapping to the next level, allowing multiple text and video elements to be embedded and be an additional resource to help visitors get oriented and engaged.
9. **Cultural Viral Marketing Campaign** - A new viral cultural marketing campaign would be launched targeted to Valley residents, with a goal of using them as part of the cultural community's sales force. They would be stimulated to invite out of area friends and family members to experience the many cultural and heritage assets in the region. The campaign would be similar to Florida's "Share a Little Sunshine" initiative, incorporating a dedicated website, videos, invitation templates and contest prizes.

By undertaking these tactical initiatives and working to address the noted goal tracks, the cultural and heritage community will gain significantly increased identity and exposure to both local residents and out of town visitors. Possibly most important, it will also lead to increased integration and cooperation among the many regional cultural and heritage assets. The balance of this document expands on these points and provides additional detail regarding implementation.

2. Introduction

What is cultural tourism? Cultural tourism is defined as “Visits by persons from outside the host community motivated wholly or in part by interest in the historical, artistic, scientific, or lifestyle/heritage offerings of a community, group or institution.”²

Cultural tourists are motivated by:

- ‘learning something new’
- ‘hoping to enrich their lives through their travel experiences’
- ‘education and enrichment’

In this vein, the Papago Salado Region and the City of Scottsdale were inspired to cultivate an advanced cultural tourism strategy to both capitalize on the region’s present strengths and address gaps and weaknesses in its cultural tourism offerings.

The Cultural Tourism and Marketing Strategic Plan represents the final report in an overall study on cultural tourism and marketing for Scottsdale and the Papago Salado Region. Funded by a Preserve America federal grant, this project aims to promote and enhance the visitor experience for local cultural resources. The present plan details a set of strategic initiatives for educating, promoting, and preserving the region’s cultural heritage resources.

Consulting Team

A consulting team comprised of Nichols Tourism Group, Lord Cultural Resources, Freeman/Whitehurst Group, Ltd., Projects for the Public Interest, and the GIS Lab at Arizona State University, was invited to spearhead the Preserve America project in three tasks, described below:

Foundations for this Report

Tasks One and Two encompassed a thorough examination of existing conditions in Scottsdale and the broader Papago Salado Region. The result was two reports. The first included a cultural inventory base developed utilizing a GIS format, as well as analysis of critical issues for regional cultural tourism. The second report examined tourism marketing in the region’s cultural sector. National trends in cultural tourism were also discussed.

² Walker, John A. *The Artful Traveler: Cultural Tourism*, College of Business, Appalachian State University, 2005.

Having established a firm foundation of existing conditions, the project pivoted to Task Three, focusing on recommendations and strategic initiatives. Previous to this report, a Pilot Project Implementation Plan recommended a cultural technological initiative that would propel city and regional tourism efforts. Coined “StoryTour”, this oral history initiative would use multiple technological applications to connect specific geographic locations with first-person histories (see Volume 2: Appendices for Task 3a Report).

At this juncture, a cumulative summary of findings and a detailed recommendation of five-year strategies for the region follow the research and analysis to date.

Project Steering Committee

Throughout this process, guidance has been provided by the Project Steering Committee. Administration and project management has been shared by the City of Scottsdale and the Papago Salado Association. Members of the Project Steering Committee represent the following entities:

- Scottsdale Historic Preservation Commission
- Scottsdale Public Art Board
- Scottsdale Convention and Visitor Bureau
- Papago Salado Association, Inc
- Scottsdale Historical Society
- Tempe Convention and Visitor Bureau
- Arizona Historical Society
- Pueblo Grande Museum and Archaeological Park
- City of Scottsdale Neighborhood Department
- City of Scottsdale Planning Department
- City of Scottsdale Economic Vitality Department

Methodology

The recommendations and initiatives outlined in this report are supported by a foundation of data collection, research, stakeholder interviews, and consultant expertise. In the course of eleven months, the consultant team conducted a progressively detailed analysis that informed our expertise of the region and appropriate cultural tourism initiatives. At each stage, feedback and consensus of findings were provided by the Project Steering Committee. Prior to drafting initiatives for this report, initial recommendations were presented at a public input session, held on June 30 2010. Specifically, the following analysis has been conducted:

- Examination of present municipal documents and cultural plans;
- Cultural inventory for the City of Scottsdale and the Papago Salado Region (see Volume 2: Appendices for Task 1 Report);

- GIS data collection of cultural assets (see Volume 2: Appendices for Task 1 Report);
- Identification of critical issues (see Volume 2: Appendices for Task 1 Report);
- Stakeholder interviews with leaders in the cultural sector, tourism industry, and regional economic development initiatives (see Volume 2: Appendices for Task 2 Report);
- Local, regional, and national examination of cultural tourism trends (see Volume 2: Appendices for Task 2 Report);
- International Best Practices in cultural tourism initiatives (see Volume 2: Appendices for Task 3a Report);
- Cost analysis of cultural tourism initiatives (see Volume 2: Appendices for Task 3a Report);
- Survey of cultural tourism pilot project priorities (see Volume 2: Appendices for Task 3a Report); and
- Public presentation of preliminary cultural tourism strategies (see Volume 2: Appendices for Public Input Session Presentation).

Report Contents

The Strategic Plan is being presented as two volumes. The contents of the first volume comprise the Strategic Plan recommendations. Volume Two comprises the appendices, which include previous reports from this project. Volume One includes the following sections:

Section 1: Executive Summary

Section 2: Introduction

Section 3: Why Pursue a Cultural Tourism Strategy: Present Strengths and Weaknesses

Section 4: Initiatives: Identifying Goal Tracks

Section 5: Initiatives: Summary

Section 6: Initiatives: Strategy & Implementation

Section 7: Initiatives: Timeline of Critical Steps

Volume Two: Appendices include the following sections:

Appendix 1: Task 1 Report

Appendix 2: Task 2 Report

Appendix 3: Task 3a Report

3. Why Pursue a Cultural Tourism Strategy: Present Strengths and Weaknesses

The multiple entities comprising the Project Steering Committee have been committed to furthering a broad agenda on behalf of cultural tourism. Why pursue a cultural tourism strategy? A close examination of a region's cultural tourism is necessary to:

- Optimize tourism's potential to increase net revenue of cultural institutions;
- Optimize tourism's potential to strengthen economic development for the region;
- Identify regional priorities shaping resource decision-making among government officials, cultural institutions, and tourism efforts;
- Highlight regional collaborations that together can achieve specific objectives;
- Incubate innovative initiatives in line with best practices in marketing and tourism;
- Spotlight present gaps and threats requiring long-term strategic planning;
- Identify indicators for progressive success in cultural tourism; and
- Respond to shifting cultural tourism trends, reflecting changing demographics; interests; spending habits; and strategies for time consumption.

Further, an overall cultural tourism strategy aims to reinforce present strengths and address existing weaknesses and gaps. The following summarizes the strengths and weaknesses extant in the region as it pertains to cultural tourism. Analysis stems from a thorough cultural asset inventory, stakeholder interviews, public input sessions, and international best practices research.

Strengths

Strengths of the region can be categorized into three categories: attractions, support, and infrastructure.

Attractions

- **Authentic natural landscape**

The City of Scottsdale and the Papago Salado Region offer a wealth of distinctive natural assets evident to casual visitors and outdoors enthusiasts alike. The McDowell Sonoran Preserve; water-based assets like the region's canal system; and Papago Park are among the impressive landscape offerings unique to the area. For cultural tourists, these natural assets present an authentic experience offered only in this region. The accessibility of many of these assets, moreover, invites cultural tourists to readily appreciate the rich history of the area.

- **Distinctive cultural themes**

The history of the region has informed a host of cultural themes describing the area. These themes include Native American heritage; Western settlement; outdoors sports and recreation; and luxury retail, lodging, and culinary establishments. Unlike other geographic areas with a lack of history and authentic themes, Scottsdale and the Papago Salado Region have multiple focuses with which to attract cultural tourists. (*Note that this strength can also be a weakness if strategic marketing is not implemented. See "Lack of marketing clarity" below.*)

- **Seasonal attractions**

Seasonal attractions include golfing, baseball spring training, college sports events, and outdoor recreation. These existing tourism activities not specific to cultural participants is a strength for this niche as well since it supports the overall infrastructure of the region. Existing activities, moreover, attract visitors to the area who can then potentially *become* cultural tourists with effective engagement.

- **Variety of cultural interests**

Our cultural inventory pointed to a multitude of cultural interests in the City of Scottsdale and the Papago Salado Region. These include: cultural institutions; public art; scenic drives; cultural districts; historic properties; iconic establishments; outdoor/nature based experiences; archaeological sites; and public events (see Volume 2: Appendices for Task 1 Report). Not only are interests diverse, but opportunities for cultural participation span the spectrum of passive to experiential. This is a key element in attracting cultural tourists today.

Support

- **Engaged tourism and convention bureau**

The Scottsdale and Tempe Convention and Tourism Bureaus, represented in the Project Steering Committee, are proactive organizations eager to collaborate and support innovative cultural tourism initiatives. Strategic initiatives will benefit from the participation of these entities in planning and execution.

- **Supportive municipal leadership**
Throughout the process, a broad constituency has been represented. The Project Steering Committee had broad representation, representing a wide focus of government, non-profit, and cultural entities. Further, the public meeting held on June 30, 2010 garnered feedback from representatives of the tourism, cultural, hospitality, historical, and government sectors. Overall, support has been strong for an overall cultural tourism strategy. Involving a broad constituency in the planning stages increases the likelihood of participation in future initiatives from both this plan and other cultural tourism efforts.

Infrastructure

- **First-rate amenities**
Scottsdale and the broader region offer a variety of accommodations, restaurants, shopping, and golf courses that rank among the top in the nation. Its airport and roadways are convenient to local and long-distance travelers. Its advanced infrastructure accommodates cultural tourists who are well-traveled and belong to a higher income bracket (see Volume 2: Appendices for Task 2 Report discussing current trends in cultural tourism.)
- **Multitude of geographic nodes**
The cultural asset inventory highlighted four geographic nodes that can be marketed as cultural destinations. Because of its attractions and location, each one offers a particular theme or focus distinguishing it from other centers. These are:
 - Downtown Scottsdale – An Arts Mecca
 - Papago Salado – A Desert Island
 - Downtown Tempe – History and Educational Convergence
 - Sonoran Preserve/West World – Sonoran Retreat

Given the broad geographic scale of the area and the corresponding travel time resulting from Scottsdale's North-South orientation, a multitude of geographic nodes provides opportunities for cultural tourists tied to particular geographic areas in the region (i.e., resorts, golf courses, outdoors destinations, conventions/conferences, etc.) (*Note that this strength can also be a weakness if strategic marketing is not implemented. See "Dispersed geographic nodes" below.*)

Weaknesses

Weaknesses of the region can be categorized into three categories: transportation, strategic direction, and resources.

Transportation

- **Lack of extensive light rail public transit**
The Valley Metro Light Rail system presently offers service to a variety of areas of the broader Metropolitan area. While plans for expansion are ongoing, the light rail system does not currently reach many areas within the study area. Further, it does not connect accommodations reaching beyond the light rail route. While there is some potential to incorporate light rail in planning and marketing itineraries for cultural tourists the opportunities are relatively limited at this time.
- **Dispersed geographic nodes**
Attractive as they are, the geographic nodes described above (see “multitude of geographic nodes”) are separated by long distances that make it hard for a cultural tourist to visit multiple nodes and understand how they relate to each other. Considering the preferences for short trips that characterize today’s cultural tourist (see Volume 2: Appendices for Task 2 Report), long distances among nodes present a permanent threat to cultural participation that must be addressed in a cultural tourism strategy.
- **Pedestrian limitations in most geographic nodes**
With the exception of Downtown Scottsdale, the other geographic nodes identified as cultural destinations (see “multitude of geographic nodes” above) are not pedestrian-friendly. The distance between attractions within each node and the lack of pedestrian accommodations (such as shaded walkways, street furniture, and posted street maps) discourage pedestrian travel. Walking encourages discovery and unique experiences, identified as high priorities for the cultural tourist (see Volume 2: Appendices for Task 2 Report for cultural trends).

Strategic Direction

- **Lack of leadership in cultural sector**
The Task 2 Report noted that the involvement of multiple municipalities and the broad range of prospective involved organizations will likely be a challenge as future initiatives are launched. Flexibility in leadership roles and the possibility of shared leadership will likely be required as new coordinated efforts are launched.
- **Lack of marketing clarity**
The diffusion of geographic nodes, multitude of cultural themes, and lack of leadership in the cultural sector all contribute to a lack of clarity when marketing the region as a cultural destination. Cohesion and prioritization among nodes, themes, and cultural assets are needed to streamline tourist messaging.

Resources

- **Scarce marketing resources**
Nationwide, the present economic climate has translated to scarce cultural marketing resources, both among cultural entities and municipalities. Though stakeholders recognize its importance, marketing must defer to more pressing operational needs. Yet, marketing remains an essential tool to sustain cultural efforts. Shared resources and common identification of goals, as iterated in the present report, can maximize the effect of marketing efforts.

4. Initiatives: Identifying Goal Tracks

Given the findings and various cultural strengths and weaknesses identified in previous stages of the analysis, the consulting team, along with input from the Project Steering Committee, worked to craft an overall objective that defined the ultimate target of the study process, along with five associated goal tracks.



Overall Objective

"Heighten the awareness and appreciation of the region's cultural and heritage assets, ensuring the collective power of these unique assets are realized."

The overall objective recognized that too many visitors, as well as residents, are unfamiliar with the range and diversity of assets in the region. Potentially even more important, if these assets are presented individually, rather than in integrated, thematic ways, the collective power will not be realized. Five Goal Tracks lay the foundation to move towards this key objective.

Goal Track 1: Help Orient

One of the greatest challenges for a cultural and heritage visitor is to orient them to the large geographic area and diverse mix of assets the region offers. In essence, they need help getting the “Lay of the Land.” Too often, a visitor sees only a small segment of available cultural assets and believes they have experienced what the region has to offer. New ways to connect and educate both residents and visitors to the full extent of offerings and major themes within various geographic regions must be developed.

Goal Track 2: Reinforce Authenticity

Although the cultural inventory developed in Task 1 identified a wide range of prospective assets and experiences for a cultural/heritage visitor, many are essentially “latent,” they exist but are frequently unknown or recognized by a visitor. Additionally, if a visitor is aware of the asset, the stories and background that dramatically enhance the appreciation of the asset are infrequently presented. An expanded range of approaches to deliver these stories must be “served up” to the visitor in convenient ways, using multiple channels. Importantly, these stories must embrace authenticity at their core. Whether through voices, music, or stories themselves, the visitor wants an authentic representation of the cultural or heritage asset.

Goal Track 3: Maximize Connections

Findings in both Tasks 1 and 2 of the analysis clearly identified that the broad geographic dispersion of cultural assets was a significant challenge in helping prospective visitors truly appreciate the breath of offerings the region has to offer. The spread out nature of many of the assets inhibited the understanding for many visitors. Clear connections among the various regions, their assets, and themes must be presented and easily understood by visitors. Compelling reasons must be presented that would stimulate a visitor to drive through the region and get a more complete experience of the collective assets. The travel process itself should also be repositioned, to be viewed not as a negative, but as part of the experience, pointing out elements along the drive that build on various themes and stories.

Goal Track 4: Engage Residents

A deeper appreciation of the cultural and heritage assets of the region is important to not only visitors, but also to residents themselves. As the region’s residents become increasingly aware and experience the many cultural and heritage offerings, they can also become a critical part of the “sales force” that helps share and sell the cultural opportunities as friends and families come to visit the region. Specific initiatives must be targeted to these audiences, engaging them in new ways and stimulating them to get increasingly involved in the cultural and heritage community.

Goal Track 5: Plan for Leadership

One of the greatest challenges in addressing the previously noted goal tracks and moving future tactical initiatives forward is the specific planning for leadership. The region includes portions of three municipalities with no one community, convention & visitor bureau or arts organization representing the broad region. Proactive tactical initiatives must bring the various organizations together and provide flexible leadership roles that can vary depending on the actual initiative. The collective cultural and heritage community must undertake future initiatives recognizing leadership and coordination will be one of the greatest challenges. The tactical initiatives presented in the next section speak to these Goal Tracks and ultimately to the Overall Objective.

5. Initiatives: Summary

The following descriptions offer brief summaries of each initiative. The potential impact and strategic positioning of each initiative within a comprehensive cultural tourism and marketing plan are discussed. Detailed information for implementation of each initiative, including cost estimates, timeline, and stakeholder representation follow this overview in Sections 6 and 7.

Initiative 1: StoryTour

As detailed in the Task 3a Pilot Project Report, StoryTour is an oral history project that uses multiple technological applications to connect specific geographic locations with first-person histories. Users listen to a story connected to the exact spot on which they are standing. The user locates a sign posted in a public area (such as a light post) prompting him or her to access a recorded story through cell phone, GPS AudioTour download, smart tag, and/or MP3 download.

The project has the potential to uncover layers of cultural significance throughout Scottsdale and the Papago Salado Region. In so doing, it can highlight the authenticity of the region, expand the offerings for cultural tourists, and solidify the connections among historical, cultural, and natural assets. StoryTour's utility in engaging both visitors and residents – as contents providers and users – extends its reach to the broadest community of cultural participants. Its innovative technology and physical presence can maximize the word-of-mouth and media attention so critical to sustainable tools of cultural tourism. Finally, StoryTour's particular application of underscoring the significance of both destinations and areas between destinations can enhance the travel experience and provide a more enriching overall cultural itinerary.

Initiative 2: Municipal Mapping

Municipal mapping efforts would integrate the cultural asset inventory completed in Task 1 into existing GIS systems in Phoenix, Scottsdale, and Tempe. As an added layer to a robust data system, the cultural inventory can lead to internal analysis as well as opportunities for cultural tourism marketing. Internally, a comprehensive system can inform transportation/public transit/parking, zoning, and housing decisions. Analysis conducted during this project – the designation of distinct geographic cultural nodes among them – can be extended as the database is updated with current information.

Externally, a GIS map with cultural links can be converted into user-friendly maps posted on websites and at street-level. Cultural assets can be linked to other layers to market particular packages to cultural tourists. For instance, a map that links cultural attractions to nearby restaurants can guide a culinary tourism itinerary. Other amenities, such as parking, accommodations, directional routes, are available once cultural assets are layered onto a GIS System. Indeed, a number of the initiatives being proposed – 3D Flyover Technology, StoryTour, and Public Arts as Wayfinding Tool – would all use the mapping capability linked with municipal GIS systems.

Initiative 3: Citywide Scavenger Hunt

A Scavenger Hunt is a planned event that challenges teams to solve puzzles with clues they collect by traveling to all corners of a city. Clues can be located anywhere - public art installations, intersections, aisles of libraries. Cultural institutions, iconic establishments, and other locales can “sponsor a clue” and encourage participants to explore their buildings.

The event would inspire residents to view their city in a new light. Discovering unfamiliar areas in the process will encourage them to perceive their local surroundings as cultural tourists. Existing race planning organizations or a home-grown effort can convert residents into ambassadors of their city, providing them the hands-on experience to identify lesser-known cultural and heritage offerings of their region. Existing organizations that plan Scavenger Hunts include: The Great Urban Race (which has organized a Phoenix race for the past three years); TeamBuildingUSA; and Watson Adventures.



Initiative 4: Gozaic

The integrated study region would contract with Gozaic to feature it to a national and international cultural community. Gozaic is a relatively new online community for people seeking heritage- and culture-rich experiences. It features a wide range of destinations, venues and events that define the collective past and enrich people's lives. Gozaic was created by Heritage Travel, Inc., a subsidiary of the National Trust for Historic Preservation. Members can research heritage destinations, sites and events, read and write reviews, create photo galleries and join special interest groups called Circles. Gozaic is designed to help members get the best travel experience possible and connect through places that matter. Gozaic drives visitors to their website through advertising in print publications like Architectural Digest and Smithsonian, as well as relevant television programs such as Ken Burn's National Park documentary. Many of the elements and stories the region will be presenting through local channels could thus be dramatically broadened through partnership initiatives with Gozaic.

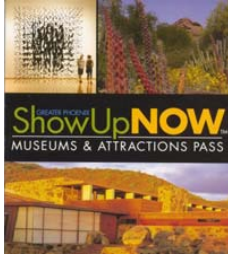


Initiative 5: Cultural Content Integration

Creating content that showcases the broad spectrum of cultural offerings is critical to providing pre-existing outlets with information to reach cultural tourists. Currently, a number of websites are targeted towards the cultural tourist. These include websites produced by the various cultural institutions, the Convention and Tourism Bureaus, the website produced by Show Up!, and, as it is being proposed, by Gozaic. However, an integrated marketing strategy based on some of the findings from this process (i.e., activities within each geographic node; the focus on connectivity and an overall cultural experience, etc.) is not presented consistently on these websites. Content would result from collect some of the initiatives proposed in this plan (i.e., stories from StoryTour; messages posted through viral marketing campaign, etc.) The content would then be cross-linked with the collection of stories developed from other initiatives proposed.

Information that would broadcast a comprehensive message among cultural institutions and citywide cultural efforts would increase arts awareness and engagement. Further strategies can include: marketing under an annual cultural tourism theme and managing an active social networking system that engages cultural participants in the creation and interpretation of marketing materials.

These efforts can harness the variety and multitude of cultural offerings in Scottsdale and the Papago Salado Region, particularly within each geographic node. Cultural tourists can expect to discover the region's wealth of cultural offerings readily when marketing jointly through online and print media.



Initiative 6: Public Art as Wayfinding Tool

Public art installations can function as wayfinding tools with strategic placement of future installation as well as additional information and signage attached to each site. Given its expansive terrain, Scottsdale presents challenges to cultural tourists. The distance between geographic nodes and inside of some nodes is an obstacle to orientation. The often long stretches of vehicular travel, moreover, have a toll on a tourist's cultural immersion.

Future assignment of public art installations along major thoroughfares and within geographic nodes can be informed by travel patterns. Public art installed at critical junctures can double as directional tools for travelers. Further, the installations themselves can be posts for maps, tourist information, and historical information about the area. Finally, a series of installations marked by color scheme, material, and/or subject matter can suggest a narrative across long distances that can enrich a vehicular traveler's experience.

Initiative 7: Greeter Program

A Greeter Program offers first-person tours of a city by resident volunteers. As volunteer ambassadors, residents lead free half-day tours to parties of six or fewer on foot and public transportation. As a result, tourists can appreciate the multi-fold attractions and stories of the region. The program can convert repeat visitors to the area (i.e., seasonal residents, etc.) into cultural tourists who will be inspired to visit attractions for the first time. Greeter Programs are either administered by the city or through a non-profit organization. Existing programs include: the Chicago Greeter Program; TAP in TO! (Toronto Greeter Program); Big Apple Greeter (New York City); and Houston Greeters. Global Greeter Network, a member affiliation organization of existing programs, has been organized to support these efforts.



Initiative 8: 3D Flyover Technology

The cultural and heritage inventory developed in Task 1 of this project will initially be visually presented using the municipal GIS systems of Scottsdale and Tempe. As additional content, linkages and themes are developed, 3D Flyover Technology can be introduced to bring mapping capabilities to the next level. This system would allow a resident or visitor to truly oriented themselves to the region and get a “Bird’s Eye View” of the cultural and heritage attractions that are available. Importantly, this system allows text, audio and video supplements to be embedded, all helping the visitor add to the cultural experience as they move from one cultural node to another. SiteSeer3D is one vendor that could apply the technology within the study region and with their system costs are borne by participating subscriptions, limiting the direct cost to a sponsoring organization.



Initiative 9: Cultural Viral Marketing Campaign

In order to deepen the cultural and heritage understanding of local residents, while engaging them to help build attendance and support, a viral cultural marketing campaign would be undertaken. Through the development of a dedicated website, engaging videos, unique invitation approaches and contest giveaways, residents would be asked to invite friends and families to share in the cultural and heritage offerings of the area. Video elements would showcase the many regional opportunities, unique themes and diversity of ways to experience attractions. While stimulating residents to invite others would be a key message, the importance of the cultural and heritage communities and how it impacts residents would also be a key message delivered in the campaign. By forwarding invitations to others, residents would be entered in an attractive contest and giveaway program, enhancing the viral power of the campaign. The campaign would be structured similar to a “Share a Little Sunshine” initiative launched in Florida, which has proven to be very effective. As the campaign is web based and viral in nature, no print advertising buys would be required and combined with the potential to attract donated services and prizes, costs can be limited.



6. Initiatives: Strategy & Implementation

The following two sections detail the specific strategy for implementing each initiative. Each table in Section 6 indicates the following information: description and objectives of each initiative; stakeholder representation; funding requirements; funding estimate; measures of success; critical steps for implementation; and timeline. Section 7 further details the integration of all nine initiatives along a five-year horizon.

The tables below have been compacted into one-page summaries to offer a quick and user-friendly compendium of information required for implementation.

Initiative 1: StoryTour

Initiative 1: StoryTour	
Description	An oral history project using multiple technological applications to connect specific geographic locations with first-person histories. Users listen to a story connected to the exact spot on which they are standing. The user locates a sign posted in a public area (such as a light post) prompting him or her to access a recorded story. The user listens to the story either through their cellphone, smart phone (through a smart tag on the sign) or an mp3 download accessed beforehand through the StoryTour website. A vehicular user would download a GPS Audio Tour featuring the content and hear the story as their vehicle's GPS device locates each designated geographic site. This initiative would be implemented in two Phases: Phase 1 focusing on infrastructural/organizational capacity and cellphone technology; Phase 2 focusing on additional technological innovations such as GPS, MP3 downloads, smarttags, etc.
Objectives	(1) To enrich the overall cultural tourism experience. (2) To promote connectivity among and within geographic nodes. (3) To inspire collaborations and leadership within the cultural sector. (4) To create content for potential marketing strategies by cultural organizations and tourism initiatives. (5) To engage residents as local ambassadors to visiting friends and families.
Stakeholders	Operation/Management Cities of Tempe, Scottsdale, Phoenix. Papago Salado Association. Convention and Visitors Bureau - Tempe, Scottsdale. Scottsdale Community College (for recording volunteers). Content Development Pueblo Grande Museum. Arizona Historical Society. Walter Cronkite School of Journalism (ASU). Papago Salado Association (to recruit and train volunteers).
Funding Requirements	Start-up requirements Commissioning Fee (contract with vendor for launch and upkeep of phone system and website); Technical set-up; Phone system; web page creation; domain name acquisition; phone and web server; signs (30+ stories; 15 signs) (incl. installation and hardware); flyer graphic design; project coordinator; story collectors, editors (if paid); audio recorders; map illustrator (for website); promotion & launch event; printed guides/postcards/flyers; translation (for additional languages); story production/collection workshop Expansion components Additional signs, extension of contract for phone system and website; funding for more content (like more languages, etc.); on-site project management; additional workshops, content development; additional marketing initiatives.
Cost Estimates	Phase 1 Approximately \$30,000-\$35,000. Phase 2 \$50,000-\$80,000
Measures of Success	(1) Number of phone calls to StoryTour line. (2) Number of hits on website. (3) Number of audiotour purchases; MP3 downloads.
Critical Steps for Implementation	Phase 1 1. Determine organizational structure, including the primary project manager for the project. 2. Secure funding for first phase. 3. Determine start-up sites and overall content vision. 4. Recruit volunteers to provide content. 5. Train content-providers and story recorders. 6. Record and edit content for each site. 7. Create and launch website. 8. Secure approval from municipalities and affix ears to the location sites. 10. Establish and launch marketing strategy, including media attention and connections with tourism efforts. Phase 2 1. Determine strategy for geographic expansion. 2. Determine strategy for technology expansion. 3. Secure funding. 4. Execute story collection (see Phase 1 steps above). 5. Negotiate contract and terms of agreement with vendors. 6. Secure approval from municipality and affix signs to location sites. 7. Expand marketing efforts.
Timeline	Near-term timing

Initiative 2: Municipal Mapping

Initiative 2:	Municipal Mapping
Description	The GIS systems for Phoenix, Tempe, and Scottsdale would integrate the cultural asset inventory created as part of this PreserveAmerica project. Cultural entities and tourism bodies would create user-friendly maps on their websites and at street-levels. Maps would guide itineraries distinct to geographic nodes as well as niche interests geared toward the cultural tourists (i.e., culinary tourism, historic buildings, etc.) Created maps would be integrated along with other cultural content on other sites visited by cultural tourism to attract new participants through cross-marketing. As with other data, cultural assets would be updated periodically.
Objectives	(1) To integrate cultural asset database with overall mapping systems. (2) To create new cultural marketing material. (3) To deepen the understanding of culture in the region.
Stakeholders	Scottsdale/Tempe/Phoenix GIS Mapping Depts., Cultural organizations, Scottsdale/Tempe/Phoenix Convention
Funding Requirements	Project management oversight for updating of content, GIS mapping technicians for additional map-making (can both be part of municipal dept duties).
Funding Estimate	Asset integration: minimal; map creation: \$1,000-\$2,000; asset inventory review/update: \$5,000-\$10,000.
Measures of Success	(1) Number of maps with cultural assets posted online. (2) Number of marketing pieces including cultural asset-integrated maps. (3) Number of downloads of cultural asset-integrated maps.
Critical Steps for Implementation	(1) Confirm that GIS systems for all municipalities have downloaded cultural asset inventory. (2) Establish list of maps for cultural tourism marketing. (3) Create cultural marketing maps. (4) Post cultural marketing maps on websites. (5) Implement cultural asset inventory update.
Timeline	Near-term timing

Initiative 3: Citywide Scavenger Hunt

Initiative 3: Citywide Scavenger Hunt	
Description	Teams of ten-to-twelve compete to solve clues distributed throughout the city over the course of an afternoon (3-4 hours). The race is organized by either established scavenger hunt coordinators, a local historical society, or another local entity. Residents are the primary audience for this initiative, inspiring them to re-discover their city. The results are a greater appreciation for cultural offerings by local "cultural tourists" and the ability to serve as ambassadors to visiting friends and family.
Objectives	(1) To convert local residents into local ambassadors through first-hand education about their city's heritage and cultural offerings first-hand. (2) To encourage local residents to explore their city's offerings as local "cultural tourists" (i.e., by discovering their local terrain as an out-of-town traveler might.) (3) To encourage collaboration among cultural, civic, and heritage entities in a joint marketing effort geared towards residents.
Stakeholders	Cities of Scottsdale, Phoenix, and Tempe; Cultural and heritage institutions; Local historical society or other organizing non-profit; media outlets.
Funding Requirements	Contract with scavenger hunt organizer (The Great Urban Race, etc.) or funding for local non-profit organization; Airfare, lodging, car rental, per diem for facilitators; marketing- media relationships, brand, etc.; launch of website; optional prizes, food for participants.
Funding Estimate	\$10k-\$20k per year, depending on contract with existing organization, extent of marketing/website presence, reach to residents.
Measures of Success	(1) Number of participants in the race (2) Number of media mentions (3) Comments/ratings by participants (4) Comments/ratings by participating cultural/heritage organizations
Critical Steps for Implementation	(1) Determine nature of planning organization - local non-profit or existing race planners (2) Determine scope and nature of event - geographic parameters, themes, participating institutions (3) Create brand; marketing material; launch website (4) Fundraise; secure business sponsors (5) Secure participation from cultural institutions (6) Launch plan: register participants; confirm itinerary/goals; recruit volunteers; marketing plan for race day (7) Launch race (8) Follow up implementation with relationship cultivation with business sponsors, volunteers, participants, cultural institutions and recruitment for other resident-focused cultural tourism initiatives.
Timeline	Near-term timing

Initiative 4: Gozaic

Initiative 4: Gozaic	
Description	The collective study region would partner with Gozaic, an online channel launched by The National Trust For
Objectives	(1) To help present and orient prospective visitors to the region and connect with audiences that would be difficult to reach through local channels alone. (2) To connect brands with one of the nation's most trusted cultural and heritage organizations, reinforcing the image of the region as a true cultural destination. (3) To use new thinking and resources of Heritage Travel, Inc. to maintain relevancy to today's cultural and heritage traveler.
Stakeholders	Cities of Scottsdale and Tempe; SCVB and TCVB; diverse range of products and experiences that could be highlighted
Funding	Gozaic charges an initial set-up fee that would be accessed to both municipalities - Scottsdale and Tempe. A two year partnering commitment would be required and an annual partner fee would be accessed.
Funding Estimate	Initial set up fee would be \$1,500 for each Scottsdale and Tempe. An annual partnering fee of \$2,750 . Some discounts could be available depending on when a contract is signed.
Measures of Success	(1) Number of page views from Gozaic site (2) Number of links/click throughs to local venues (3) Range of 1st person stories and social media developed through Gozaic (4) Use of Gozaic and national presence to help build local cooperation
Critical Steps for Implementation	(1) Use partnership of SCVB and TCVB as lead organizations to coordinate with Gozaic (2) <u>Identify</u> funding resources, including participation from featured venues (3) <u>Use content</u> and stories developed in earlier tactical steps as material to feature (4) As presence on Gozaic goes live, link and co-brand with local venues and websites (5) Investigate other Gozaic resources that could be utilized to help present cultural stories in meaningful ways (6) Track performance and communicate to participating venues and organizations
Timeline	Mid-term timing, allowing other near term tactics to build content and coordination among assets

Initiative 5: Cultural Content Integration

Initiative 5: Cultural Content Integration	
Description	
	A coordinated effort among cultural offerings and tourism organizations geared towards cultural tourists. Content included on websites in addition to print media would streamline information through comprehensive messaging of cultural offerings in the region. Content that results from implementation of other initiatives in the Plan would be linked from websites of cultural organizations, tourism, lodging, and other amenities sites, as well as municipal sites. Additionally, annual determination of a central theme can be marketed by each cultural organization advocating arts awareness and engagement.
Objectives	
	(1) To strengthen integration in the cultural sector. (2) To improve comprehensive messaging to cultural tourists. (3) To deepen and lengthen the cultural tourism experience. (4) To increase overall arts awareness and engagement among residents and tourists.
Stakeholders	
	Cultural
Funding Requirements	
	Project management, implementation organizing body; Creation of content; Possible contract with public relations firm; Creation and installation of web and print media material; Regular updating of content.
Funding Estimate	
	\$30,000-\$60,000
Measures of Success	
	(1) Number of hits on website (2) Number of tickets purchases via website (3) Number of participating cultural organizations. (4) Number of visitors to cultural organizations who reported having received information from marketing efforts.
Critical Steps for Implementation	
	(1) Organize implementation/project management organizing body. (2) Recruit participating cultural organizations, tourism bureaus, other entities that market to cultural tourists. (3) Fundraise and commission public relations campaign (optional).
Timeline	
	Mid-term timing.

Initiative 6: Public Art as Wayfinding Tool

Initiative 6: Public Art as Wayfinding Tools	
Description	The location and written material of art installations can be used to help orient the traveler. Public art installation can be informed by visitors' travel patterns to serve as landmarks and directional markers. Further, installations can be supplemented with maps, visitor information, and information about the immediate vicinity. Material can also be downloaded as an audiotour or part of StoryTour (see other initiatives). Finally, an installation series, featuring multiple pieces with common themes and/or visual cues can express a narrative over a long distance, thereby enriching the cultural experience of vehicular travelers. In lieu of or in addition to a series, an identified visual scheme marking designated installations can also create a continuous narrative, particularly for vehicular travelers.
Objectives	(1) To orient the cultural tourist within each geographic node and between nodes. (2) To enrich the travel experience for cultural tourists.
Stakeholders	Scottsdal
Funding Requirements	Study conducted to examine tourist travel patterns; Orientation maps & kiosks at public art installations; Narrative content; Creation & installation of common visual scheme.
Funding Estimate	<\$50k
Measures of Success	(1) Positive survey results inquiring about effectiveness of public art as wayfinding tools (2) Number of audiotour downloads (3) Number of calls to StoryTour line inquiring about public art installation.
Critical Steps for Implementation	(1) Conduct study to examine tourist travel patterns (2) Create content and maps using GIS cultural inventory (3) Create visual scheme to outline narrative among multiple installations (4) Install maps, kiosks, StoryTour signs, visual markers
Timeline	Mid-term timing.

Initiative 7: Greeter Program

Initiative 7: Greeter Program	
Description	
	The Greeter Program would recruit volunteer residents to offer tours of specific sections of identified geographic nodes either by foot or public transit. Tours would be targeted towards newcomers, long-time residents, seasonal residents, and out-of-town tourists. Each tour would be 1-3 hours in length; offered for free; and match the specific interests of interested participants. Participants would register online for a set tour date about one week prior to visiting the region. Greeters would confirm the tour prior to arrival. The program could be organized and managed through the Tourism and Convention Bureau or another designated organization.
Objectives	
	(1) Increase depth and extent of cultural participation among residents and tourists. (2) Increase repeat visitation by out-of-town travelers.
Stakeholders	
	Scottsdale Convention and Visitors Bureau or other regional association; volunteer base (i.e., members of historical society; "Friends of" groups associated with cultural institutions); Papago Salado Association
Funding Requirements	
	Volunteer recruitment; project management; marketing, including active website.
Funding Estimate	
	<\$20k per year
Measures of Success	
	(1) Number of volunteers (2) Number of tours
Critical Steps for Implementation	
	(1) Organize local organization responsible for project management, etc. (2) Fundraise - secure business sponsorship, government grants. (3) Recruit volunteers - detail itineraries (4) Market to tourists, residents through website; media attention.
Timeline	
	Mid-term timing.

Initiative 8: 3D Flyover Technology

Initiative 8: 3D Flyover Technology	
Description	
	The use of newer 3D flyover technology would be incorporated to enhance the previously launched cultural and heritage mapping capabilities. Much of the content and linkages developed in earlier initiatives would be incorporated within this engaging technology. While the existing municipal GIS systems would have been utilized to initially present inventories and experiences, the 3D approach would take mapping to the next level, allow multiple text and video elements to be embedded and be an additional resource to help visitors get oriented and engaged.
Objectives	
	(1) To use evolving technologies to present the wide range of cultural and heritage assets to visitors and residents (2) To incorporate venues, stories, video and sound in a single mapping resource (3) To use an innovative technology a tool to build cooperation among diverse venues
Stakeholders	
	SCVB and TCVB would lead the effort : diverse range of products and experiences that could be highlighted
Funding Requirements	
	A current vendor of this technology, SiteSeer 3D, has a business model in which the service is funded from venue subscription fees and thus no costs are borne directly by the overall destination organization. Organizational support is required to help build support for the service and participation from venues beyond just the cultural community would likely be required.
Funding Estimate	
	None from the destination organization, fees charged to participating venues.
Measures of Success	
	(1) Participation from cultural and heritage venues (2) Number of page views from 3D Mapping site (3) Range of content and media incorporated in mapping site (4) Feedback from visitors on use and helpfulness of site
Critical Steps for Implementation	
	(1) Use partnership of SCVB and TCVB as lead organizations to coordinate with 3D Mapping Company (2) Determine range of venues/themes and other visitor related assets to be incorporated in map (3) Work with 3D firm to build participation and content integration on site (4) Monitor and expand range of cultural and heritage elements incorporated in mapping site (6) Track performance and communicate to participating venues and organizations
Timeline	
	Long-term timing, using existing Municipal GIS systems as content and coordination among assets is expanded

Initiative 9: Cultural Viral Marketing Campaign

Initiative 9: Cultural Viral Marketing Campaign	
Description	A new viral cultural marketing campaign would be launched targeted to Valley residents, with a goal of using them as part of the cultural community's sales force. They would be stimulated to invite out of area friends and family members to experience the many cultural and heritage assets in the region. The campaign would be similar to Florida's "Share a Little Sunshine" initiative, incorporating a dedicated website, videos, invitation templates and contest prizes.
Objectives	(1) To deepen engagement of local residents as cultural ambassadors and build expanded venue utilization (2) To incorporate new marketing initiatives that recognize the available resources and have moderated direct costs (3) To launch initiatives that have good potential for broader PR opportunities over a long term time horizon
Stakeholders	Scottsdale and Tempe Convention and Visitors Bureau or other regional association; volunteer base (i.e., members of historical society; "Friends of" groups associated with cultural institutions); Papago Salado Association
Funding Requirements	Funding to include new website development, short videos, invitation materials and contest giveaways - no print placements would be required and the viral orientation of the campaign would drive utilization
Funding Estimate	<\$50,000 with good potential for some content development and prizes being donated by supportive businesses
Measures of Success	(1) Number of page views from campaign website (2) Number of invitations sent (3) Number and value of public relations stories developed (4) Feedback and "buzz" generated within cultural community and role in building integrated thinking
Critical Steps for Implementation	(1) Use partnership of SCVB and TCVB as lead organizations for campaign (2) Identify funding sources and prospective entities for donated resources (3) Integrate web presence in sites that generate strong existing traffic (4) Launch campaign and integrate broad range of partners to maximize PR opportunities (6) Track performance and communicate to participating venues and organizations
Timeline	Long-term timing, critical that integrated, coordinated foundation has been laid.

7. Initiatives: Timeline of Critical Steps

The following timeline integrates all initiatives described in this plan in a single five-year horizon. Short-term initiatives are to be completed within 18 months; Near-term refers to completion within 3.5 years; and Long-term refers to completion within 5 years.

		Near Term		Mid Term		Long Term	
Initiative		Year 1	Year 2	Year 3	Year 4	Year 5	
1	StoryTour						
2	Municipal Mapping						
3	Citywide Scavenger Hunt						
4	Gozaic						
5	Cultural Content Integration						
6	Public Art Wayfinding						
7	Greeter Program						
8	Fly Over Technology						
9	Cultural Viral Marketing Campaign						