

Chapter 5

Marketing the Byway

A primary goal of the Byway program will be to help promote the region's resources so that residents and visitors understand and appreciate their value. One of the key components for promoting the Byway will be the development of a marketing program to increase awareness of the byway communities and support regional tourism. The program would prioritize marketing strategies based on the strength of the potential market it seeks to reach. While the byway marketing program should consider the entire byway corridor, strategies for marketing the Byway should take into account the specific needs of the individual communities.

The Essex Coastal Scenic Byway benefits from being in a well established tourism region that welcomes over two million visitors a year³⁹. Beginning just 12 miles from Boston, and accessible by water, train, bus, auto and bicycle, the Byway has the capacity to draw from a large and diverse audience. The area is promoted by the following organizations: Essex National Heritage Commission, the North of Boston Convention & Visitors Bureau, regional chambers of commerce and local tourism initiatives, as well as the Massachusetts Office of Travel and Tourism. In addition, owners, partners, sponsors and other interested parties promote individual sites and events. By all indications, there is not a lack of marketing opportunities for the Byway's resources and events; the challenge that the Byway faces is how to harness the full potential of the varied marketing efforts in the most efficient and effective way, while being respectful of the individual organizations involved.

First impressions are powerful; all marketing should focus on high quality resources and experiences in order to create an image and expectations of excellence.

Visitor Appeal

Visitors are drawn to the region for the variety of activities and experiences available, for the convenience of access, and because of the scenic and natural beauty of the area. State and regional tourism organizations and local Chambers of Commerce promote history, local food, shopping, water-based activities, hiking, biking, and arts and culture. The millions of tourists drawn to the region for heritage tourism, ecotourism, shopping, arts and culture, and recreation hold great potential to be encouraged to travel to other destinations along the Byway.

The collection of sites, attractions, and activities means that people might take in multiple sites in their visit rather than just heading to one location. Visitors to the region are encouraged to get out of the car, train, or boat to experience in an intimate way the intrinsic qualities of the Byway. The following themes describe the types of experiences that entice visitors to the region already and should for the basis for the byway marketing program.

HERITAGE TOURISM

As estimated by the North of Boston Convention and Visitors Bureau, the region already attracts approximately two million heritage tourists annually. Attracted primarily to the principle tourist cities of Salem, Gloucester, and Newburyport, they are drawn by the historic resources that tell the stories of our country's founding and early settlement that are found in each of the Byway's communities; houses, farms, cemeteries, town halls and town greens.

The stories of international maritime trade, shipbuilding and fishing industries are evidenced by the marine-based resources found along the Byway: custom houses, warehouses, wharves and piers, schooners, boat yards, lighthouses, and historic homes built by sea captains and merchants.



Waterfront at Salem Maritime National Historic Site
(Essex Heritage)

³⁹ Essex National Heritage Area Annual Report, 2009

The Industrial Revolution in America played out in the byway corridor in the rise and prosperity of industries such as textile, leather, and granite quarrying that left behind mills, factories, tanneries, and quarry pits.

Historic resources are recognized as the primary intrinsic qualities quality along the Byway and should take center stage in byway marketing. However; there are many supporting themes that link to the visitor experience and should also be explored.

ECOTOURISM

With over 400 species of birds living or passing through Essex County, the area in and around the Byway is ideal for year-round birding, attracting both local enthusiasts and professional and amateur birders from all over the world. The Parker River Wildlife Refuge, Joppa Flats Education Center, Ravenswood Park, and Cox Reservation are some of the locations that provide interpretive facilities to serve as a home base for eco-tourists. In addition, birding excursions led by Mass Audubon and whale watching tours run out of Gloucester and Newburyport introduce visitors to the area's wildlife. These make the market ripe for future development of ecotourism throughout the region.

SHOPPING AND CULTURE



Bearskin Neck, Rockport

Clearly, unique and distinctive shopping opportunities and cultural events, including festivals and artistic and musical performances, are effective for drawing visitors into the character of a place. Local art, crafts, books and other wares are strongly linked to the visitor experience and can be encouraged as an expansion of existing services and as new services. Both the process of browsing and selecting and the product charged with meaning as a result of a pleasant experience deepen the visitor's immersion into the Byway's stories. Festivals and performances, already well established in many byway communities, are an excellent marketing opportunity to bring additional attention to the Byway and its intrinsic qualities. Linking existing festivals or creating new ones that engage multiple (or all) byway communities should be considered as part of the byway marketing strategy.

FOOD

Nothing immerses one in a place quite like "local" food. Already, the North Shore is famous for its seafood, in particular the Essex and Ipswich clams. A coordinated and mapped "cuisine 'capade" (like escapade ie: adventure, jaunt) could draw byway visitor's attention to the incredible variety of eateries along the Byway. Food with a local story could be highlighted: from the obvious seafood (Ipswich and Essex clams), to bakeries, farm products, chocolates (Fannie's), and brews (Cape Ann Brewing Company and Salem Beer Works). Marketing tools could range from low cost placemat maps to digital applications, complete with menus, directions, and the "food story". Coverage of local eateries and breweries is a staple of the growing number of regional and local magazines, marketing to an engaged and interested audience.



Woodman's restaurant on causeway, Essex

RECREATION AND BEACHES

Active adventure sports such as kayaking and bicycling, and more leisure pursuits such as birding and hiking, are activities that can be greatly enhanced with personalized guiding services. While a growing number of these service providers exist along the corridor, a concerted focus on promoting them as an integral part of the byway visitor experience could strengthen the marketing program and result in increased opportunities for local entrepreneurs. For example, a multiple-day vacation option could focus on a mix of adventures such as kayaking, bicycling and hiking or walking. Developing guide

programs through local colleges and institutions could also add to the economic development potential of adventure tourism.⁴⁰ Integrating bicycling or kayaking with history is another idea worth exploring. American Heritage Bicycle Tours⁴¹ is a potential model; guides lead bicycle tours along or between historic sites, immersing riders in the stories (and sometimes food) of the past and often presenting living history vignettes.

Beaches are a principal attraction along the North Shore and can be found in many of the byway communities. Some represent regional destinations welcoming thousands of seasonal tourists a year in addition to neighborhood residents. Others serve a nearly exclusive local population due to size, amenities or municipal policy.

Recommendations for Marketing the Byway

The Essex Coastal Scenic Byway is uniquely positioned among the National Scenic Byway system, because it is one of many potential draws for tourism in the region. This attribute has both its benefits as well as its challenges when it comes to promoting the Byway. The Byway can be both a travel experience in and of itself as well as a means to get from one visitor site to another. Byway promotion efforts should consider both how to market to visitors drawn by other regional attractions as well as how to draw new visitors for whom the Byway may have its own appeal. The region's congressional designation (National Heritage Area) should be a focus of its marketing. Additionally, marketing should highlight the different seasonal experiences to appeal to visitors who take advantage of different resources depending on the time of year.

BRANDING

Branding may be defined as the process involved in creating a unique name or image for a product that differentiates it from other products. The brand, the recognized name and image, (also discussed more fully in the Chapter 6) establishes an expectation from the viewer that is based on past experiences. It is extremely important for the Byway to have an effective brand that is associated with high quality, and authentic experiences. Local Advisory Group members supported creation of a brand and tag line as well as development of a coordinated graphic system that would be incorporated into marketing collateral for the Byway and partner organizations. Creation of this brand should incorporate the Essex National Heritage Area and National Scenic Byways Program logos. More about branding is included in the Chapter 6.

MOTIVATING TRAVELERS

Marketing the Byway to new visitors should consider what types of experiences appeal to typical byway travelers. For example, recent research conducted for the *America's Byways® Research Studies* program surveyed potential byway travelers to understand what appeals to them for a byway travel experience. The top attributes cited by travelers to the Northeast region of the U.S. are listed below.⁴² Marketing efforts for the Byway should match the Byway's strongest assets to these activities and highlight them in the electronic and print materials for both international and domestic markets.

Top Attributes that Motivate Travelers in the Northeast

- | | |
|---|--|
| 1. A fun experience | 11. Best collection of outdoor, scenic, cultural, historic experiences |
| 2. Great experience for adults | 12. Makes trip planning easier |
| 3. Everyone should experience in their lifetime | 13. Good photo opportunities |
| 4. Opportunities to learn and discover | 14. Interesting small towns and villages |
| 5. Good family experience | 15. Truly beautiful scenery |
| 6. A real adventure | 16. Easy-to-follow routes |
| 7. Confidence that we're going to have a great experience | 17. Uniquely American experience |
| 8. Lots to see and do | 18. Interesting historic attractions |
| 9. Unique vacation experience | 19. Safe experience |
| 10. Great for viewing wildlife | |

⁴⁰ According to the U.S. based Adventure Travel Trade Association, **adventure travel** may be any tourist activity, including two of the following three components: a physical activity, a cultural exchange or interaction and engagement with nature.

⁴¹ <http://www.americanheritagebicycletours.com>

⁴² Longwoods International® 2007 research on Byway Personal Vehicle Trip Experiences. The America's Byways Resource Center funded a study to help define an overall approach and messaging for a Public Awareness Strategy for byways. The focus of this report and key findings can be found at <http://bywaysresourcecenter.org/resources/specialprojects/partnershipmarketing>.

Regionally, the 2004 Essex National Heritage Area Visitor Survey and Economic Impact Study reported that shopping, visiting beaches, and attending festivals or special events are the top three most participated in activities among visitors surveyed at various Essex Heritage Area visitor centers. The North of Boston Convention & Visitor Bureau’s website notes that the “most frequently reported trip activities are visiting historical places and museums (18%), shopping (16%), taking part in outdoor activities (10%) and attending cultural events and festivals (8%).”⁴³

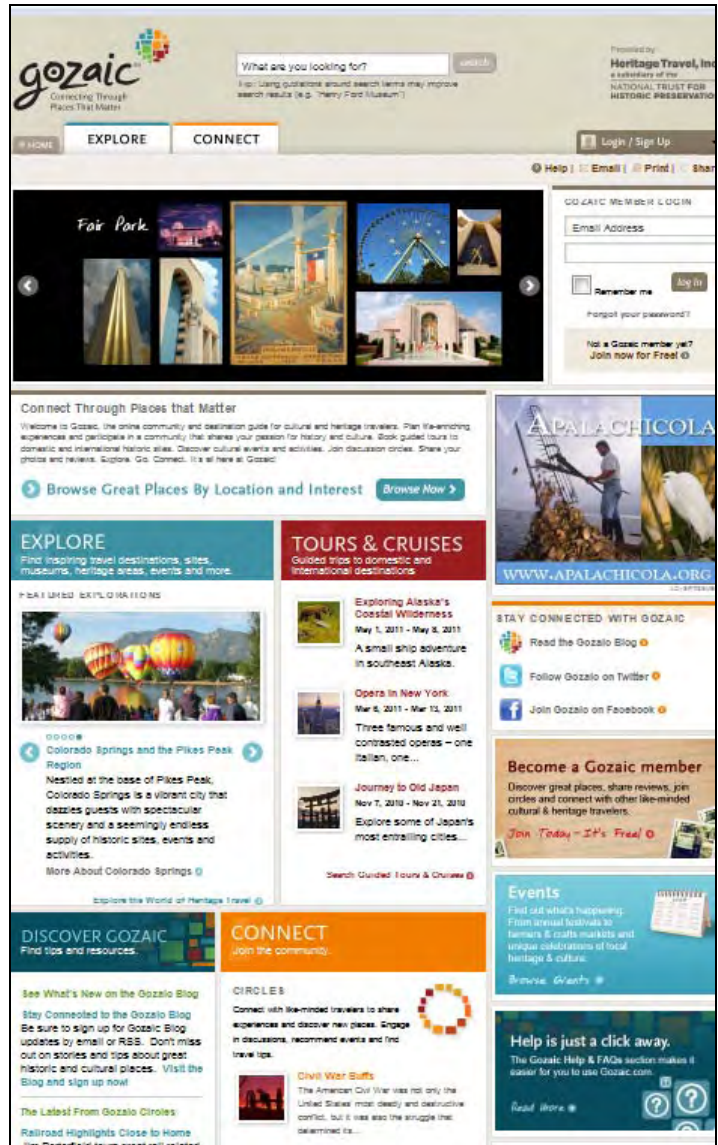
USING AND ENHANCING ESTABLISHED RESOURCES

A variety of resources are available to help with marketing and promotion to potential byway travelers. Affiliation with the **National Scenic Byways Program (NSBP)** can provide access to marketing opportunities. Designation as a state or national scenic byway automatically enrolls the byway in the NSBP. The NSBP presents itself to the traveler in a number of ways:

- Through state and regional travel guides, which often contain feature articles showcasing travel experiences along one or more byways.
- Through the use of the National Scenic Byways and America's Byways® brand, which is being adopted by many state travel and tourism offices.
- Through NSBP website and publications, such as "Come Closer" map booklets and descriptions.
- Through references to byways in travel articles included in newspapers, general circulation magazines and specialty travel periodicals, introducing casual readers to the individual experiences they might expect to encounter along specific byways.

The byway program should also evaluate the potential for partnering with other travel based marketing organizations.

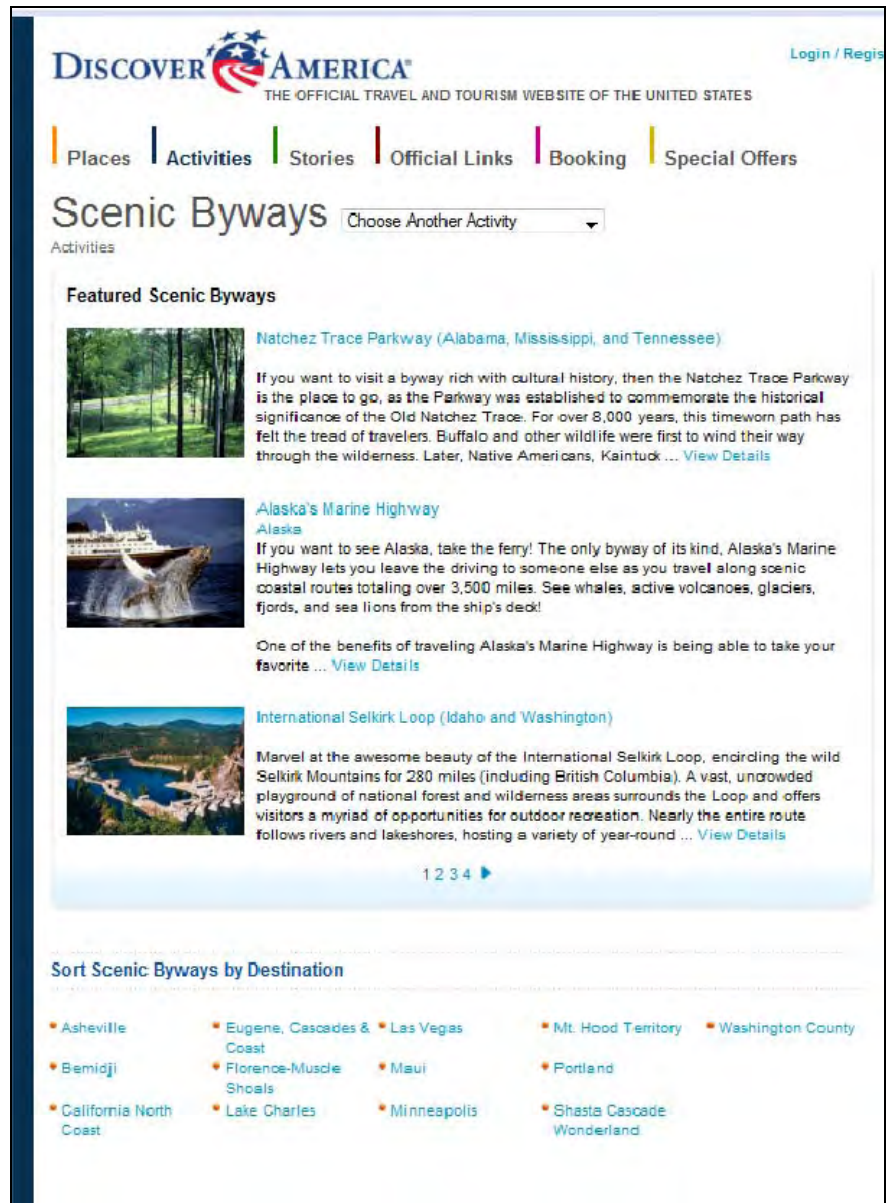
Heritage Travel, Inc. a for-profit subsidiary of the National Trust for Historic Preservation focuses on authentic experiences and is the company behind *Gozaic*, a dynamic online travel community where people find and share heritage- and culture-rich experiences. Heritage Travel, Inc. partners with a variety of destinations, attractions, events and others to offer Gozaic members online travel resources targeted at a global audience of heritage and cultural travelers.



⁴³ <http://www.northofbostoncvb.org/>

The **U.S. Travel Association** offers a variety of marketing programs that can be leveraged toward byway promotion efforts, including *Discover America*, a consumer brand designed to encourage international and domestic travelers to plan trips to and within the United States. The companion website, DiscoverAmerica.com, includes scenic byways as one of the options under its Activity Finder⁴⁴. For the National Travel and Tourism Week in May, U.S Travel supports special events nationwide to “collectively champion the power of travel.”⁴⁵

AAA Travel, a branch of AAA Insurance, provides travel planning assistance to members with tools that include tour books, maps, featured trips and driving destinations. The Essex Coastal Scenic Byway area is serviced by AAA Southern New England and Merrimack Valley AAA.



The following programs and initiatives highlight just a few of the existing marketing efforts, regional and local, focused on the Essex Coastal Scenic Byway area resources and communities.

The **Essex National Heritage Commission** (Essex Heritage) produces a series of thematic guides promoting the sites (First Period buildings, farms), and activities (bird watching, recreation) throughout the region. The guides are produced as a collaborative effort with partner organizations and local sponsorships. The recently completed *Maritime Guide* highlights visitor attractions along the coast of Essex County and includes the byway route.

⁴⁴ Activity Finder is available from: <http://www.discoveramerica.com/ca/activities.html>

⁴⁵ <http://www.ustravel.org/marketing>

Trails and Sails is an annual program of Essex Heritage that promotes free events at over one hundred historic, cultural, and natural sites within the Essex National Heritage Area during the last two weekends of September. The initiative invites residents and visitors to create an itinerary based on their area of interest. It features an on-line and smart phone compatible catalog of events searchable by date, time, community, and event title. Printed guides are, available at the ten Essex Heritage Area visitor centers.



Escapes North is a cultural tourism program led by the **North of Boston Convention & Visitors Bureau** and the Peabody Essex Museum, with support from the Massachusetts Cultural Council. It highlights the area’s art, festivals, literature, and architecture with a website that includes historic information, related press releases, lists of events, sample itineraries, and lodging and transportation options. Web users can book packages on line. Printed guides are also available.

The Insider's Guide to Culture North of Boston
Come revel in what makes the North of Boston region so unique. Enjoy festivals that celebrate our nation's heritage. Walk in the footsteps of artists, authors, and architects and experience the spectacular natural vistas, bustling seaports, and hospitable small towns that have given the region its distinctive spirit for centuries. The North of Boston region has something for every culturally curious visitor. Visit escapesnorth.com for itineraries, special events, themed trails, and lodging packages.

ART ESCAPES
Discover the rocky coastlines, sandy beaches, sweeping marshlands, and lush forests that drew artists such as Winslow Homer and Edward Hopper to the North of Boston region. Share their experiences, and see their works in local museums.

ARCHITECTURAL TREASURES
Experience three centuries of American architecture from Colonial homes in Ipswich to Federal mansions in Newburyport and Salem. See what it was like to live in a grand estate or to work in the mills dotting the Merrimack River.

LITERARY HIGHLIGHTS
Visit homes, monuments, and special collections devoted to the work of literary giants as well as quietly influential authors whose vision of life in northeastern Massachusetts continues to shape the world's image of New England.

FESTIVALS AND CELEBRATIONS
Enjoy the rich diversity of celebrations found throughout the North of Boston area. Be entertained by literary and film festivals, charmed by agricultural and maritime celebrations, and captivated by numerous town-wide festivals and ethnic events.

Getting here
The North Shore and Essex County are just north of Boston and easily reachable by car, train, bus, and ferry. No matter how you arrive, the North of Boston region is hard to leave and the perfect vacation spot year-round. Visit www.escapesnorth.com for more details.

BY CAR
From Boston, take Routes 1, 1A, or I-93 North. From the south, take Routes I-95/I28 or I-93 North. From the west, take Route I-90 East (Mass Turnpike) to Routes I-495 or I-95/I28 North. From New Hampshire, take Routes 1, 3, I-93, or I-95 South.

BY TRAIN
Essex County is primarily served by two MBTA Commuter Rail lines, Newburyport/Rockport or Haverhill, both departing from Boston's North Station. Visit www.mbta.com for schedules and maps.

BY BUS FROM BOSTON
Buses for the North Shore depart from Boston's Haymarket Station. Visit www.mbta.com and look at the schedules and maps for bus routes 411 through 466.

BY FERRY FROM BOSTON
Sail to Salem Ferry at Central Wharf (New England Aquarium/Whale Watch Booth) Memorial Day Weekend-October 31. For rates and schedule, call 978-741-0220 or go to www.salemferry.com.

The North of Boston Convention and Visitors Bureau and the Peabody Essex Museum thank the Massachusetts Cultural Council, a state agency supporting the arts, humanities, and sciences for funding the Escapes North Initiative through their John & Abigail Adams grant program.

North of Boston Convention & Visitors Bureau
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www.northofboston.org • www.escapesnorth.com

ART · ARCHITECTURE · LITERATURE · FESTIVALS

The **Cape Ann Chamber of Commerce**, serving the communities of Gloucester, Rockport, Essex and Manchester-by-the-Sea, maintains an impressive website offering information on the myriad of events, sites, and activities, as well as links to other useful websites. It also publishes a magazine, *Cape Ann Guide* that is accessible for viewing on the web, downloadable, and available for a nominal fee by contacting the Chamber or visiting Cape Ann Chamber sites in Gloucester or Rockport.

In addition to regional efforts, a number of byway communities actively market their community’s resources through printed materials and community websites including the following.

As the destination marketing organization for the City of Salem, the Salem Office of Tourism & Cultural Affairs, otherwise known as **Destination Salem** cooperatively markets Salem through a variety of mediums and activities. Its web-based visitors guide features Facebook and Twitter applications, a calendar of events, updated weekly; lists of sites, events and

activities; answers to frequently asked question; ten free things to do; and information on Salem’s history, transportation, lodging and other services. *Destination Salem* also produces a guide, downloadable or available free upon request.

The **Essex Merchants Group** website promotes *Escape to Essex* with information on antiques, specialty shops, restaurants, museums, recreation, services, and accommodations. The site is easy to navigate and provides useful information and attractive photographs that give a brief, but substantial snapshot of what can be found in the town. The website is also linked to the Cape Ann Chamber website.



WORKING WITH MEDIA PARTNERS

Local media – newspapers, e-mail newsletters, social media networks – have been an important part of spreading the word about the Corridor Management Planning process. Local Advisory Group members recommended continuing these relationships and establishing permanent liaisons at local media outlets to promote byway projects and events. Periodic feature articles or interviews could also be arranged with local radio, community access TV, and organizational newsletters.

COORDINATING EFFORTS

Given the tremendous amount of marketing that focuses on the area and on individual resources around the Essex Coastal Scenic Byway, coordinating existing efforts could be the most cost-effective and productive strategy available. The cornerstone for this effort will be communication and openness to considering a regional approach. Building partnerships to maximize the effectiveness of coordination will increase resources, reduce demands on individual agencies or initiatives, allow sharing of expertise, and increase the variety of services and activities offered.

Coordination can also help link events, destinations and services between communities and organizations. For example, a combination of events along the Byway could be developed to create multiple day (or week- long) vacation options. This would reduce planning time and complexities for travelers and allow sponsors to share marketing costs. Another recommendation is to develop itineraries that span the length of the corridor. These could be based on historic resources, beaches or other natural areas, outdoor adventures, shopping, or any combination thereof to broaden the appeal to

travelers with varied interests. Local Advisory Group members suggested a coordinated approach whereby each community is encouraged to develop a similar kind of product – tour, walk, or event - something that can be marketed across the Byway. Other event ideas for coordinated activities shared by Local Advisory Groups included:

- Scavenger hunts
- Sponsoring public outdoor art along the byway route
- Creating a progressive ice cream day – traveling between different ice cream vendors in different communities along the Byway
- Bike race or excursion along the byway route or a triathlon (bike, run, paddle) to integrate different modes of transit
- Coordinate with the annual Essex Heritage Trails & Sails event to promote byway locations
- Annual heritage tours that span multiple communities
- “Gates open” event to allow public access to historic landscapes of the large estates – highlighting landscape architecture
- Ribbon cuttings with elected officials / leaders in each community at scheduled times all along the Byway as a means of kicking off the byway program
- Historical enactments along the length of the Byway

Another idea offered by Local Advisory Group members is to develop 1-3 hour “must-sees” by community along the Byway as a multi-day itinerary. A related recommendation by Local Advisory Group members was to develop a “passport” program for the Byway where visitors would get a byway stamp at each location within a recommended itinerary. The National Park Service *Passport to Your National Parks* program already in use at the Essex Heritage regional visitor centers could serve as a model. Following is an example of a simple and colorful itinerary for six days along the West Elk Scenic & Historic Byway linking the Colorado mountain towns of Gunnison and Crested Butte. Consistent with the intent of the Essex Coastal Scenic Byway, this itinerary focuses on drawing visitors out of their automobile for a variety of activities.

Stay and Play

Following is a sample Itinerary from West Elk Scenic & Historic Byway titled *2 Million Acres of Awesome Possibilities, Pure and Simple* (www.gunnisoncrestedbutte.com/itineraries).

Day 1: Suggest mid day arrival

- Denver to Gunnison
- Arrive Gunnison and stay two nights

Day 2: Take a float trip on either the Gunnison or Taylor Rivers

- Visit its many shops and restaurants, and the Pioneer and Train Museum
- Music in the Park
- Dine along the River

Day 3: Travel to Crested Butte and stay three nights

- Horse back riding or Nature hike in the High Country along the Lower loop trail
- Shop Downtown Crested Butte, Colorado's largest National Historic District
- Visit the Crested Butte Mountain Heritage Museum to learn all about the colorful mining culture
- Choose from many fabulous restaurants and shops on Elk Ave

Day 4: Ride the lift at Crested Butte Mountain

- Suggest an early morning chair lift ride
- Picnic in the wildflowers or at one of the sunny decks located at the Base Area

- Afternoon drive to Gothic, a Historical Mining town, and home of Rocky Mountain Biological Lab, a summer biology school.
- Participate in a seminar or just enjoy the history, or a short hike to Jud Falls
- Eat somewhere new, options are plentiful, menus diverse

Day 5: Fly Fishing or Flight Seeing

- Get some instruction from a local Outfitter
- Explore the many lakes and streams right outside of Crested Butte for your afternoon activity
- Or take a scenic flight of the area by Hot Air Balloon, or Plane
- Enjoy Music in the Park for free and see a play presented by local talent.

Day 6: Return to Denver

- For a little adventure travel over Cottonwood Pass to Buena Vista, and Denver
- Or take the tried and true (Paved) HWY 50 over Monarch Pass, Buena Vista

The byway program should also help to coordinate the printed collateral that is distributed about the Byway and the various byway partner organizations. Local Advisory Groups suggested that one of the first pieces of collateral developed for the Byway should be a brochure with an orientation map identifying the primary visitor information centers along the

Byway; make it available on the web as well. Simple promotional materials such as postcards, bumper stickers, posters were also suggested in Local Advisory Group discussions. Coordinating distribution and display of these materials would be a function of the byway organization.

INTEGRATING TECHNOLOGY

Many travelers are researching destinations using new media including websites, blogs, podcasts, and blogs, smart phone applications and websites. These electronic venues attract a particular and growing market segment to the Byway indicating that technology should be a major focus of coordinated marketing. Local Advisory Group members supported making use of popular communication technology to promote the Byway and relate its stories and also for making information accessible to the “armchair” tourist or those who are limited in their ability to get out and about.

An interactive website should be developed that allows byway communities and organizations to share information and seek opportunities for partnering on promotion activities. Social media, such as Facebook and Twitter, should also be considered key marketing tools as they are increasingly assisting travelers in all aspects of their leisure pursuits. Travelers could also be invited to take part in marketing the Byway by sharing personal experiences through blogs and other interactive websites, such as *TripAdvisor.com*. Coordinating and sharing information and costs could enable many communities to take advantage of these highly effective marketing tools.



HIGHLIGHTING TRANSPORTATION OPTIONS

The Essex Coastal Scenic Byway has a tremendous opportunity to expand the typical Byway user base due to the variety of transportation choices available to visitors. Transportation options not only move visitors along the byway corridor or through the byway communities, they also provide visitors with different ways to experience the intrinsic qualities within the byway communities.

Marketing for the Byway should include a focus on water-based transportation, including ferries, charter boats and private vessels. This should include itineraries that move maritime travelers along the coast to the various byway communities or resources; or along rivers from the coast to village centers. At first glance, a scenic byway with its emphasis on the roadway corridor may seem to be ill-suited for maritime travelers. However, the focus of the Essex Coastal Scenic Byway is the story of the role water played in the area’s history and its impact on development. The Byway includes resources that are best experienced outside of one’s car: in village centers, vast open spaces, along waterways and coastal waters. Targeting maritime travelers connects a strong local resident and visitor market with resources and services of the Byway. Local Advisory Group members suggested bringing special tours to the byway region to link some of the water areas to the Byway such as a “Duck Tour” and harbor taxis.



Whale watch boat, Gloucester (Essex Heritage)

Land managers of a number of natural resource areas along the Byway have expressed an interest in promoting alternative transportation modes for visitors. Alternative transportation allows byway visitors to leave a lighter carbon footprint, benefitting both the traveler and the visited resource. Promoting biking and walking also appeals to the “Get Up and Get Out” movement that encourages people to live healthy and get regular exercise; and the “Healthy Transportation” movement that supports people in incorporating self-propelled transportation options into their daily lives. Marketing should highlight these benefits and promote visits as ecologically responsible and healthy travel adventures.

The Massachusetts Bay Transportation Authority (MBTA) commuter train serves the byway corridor with stops in eleven of the thirteen byway communities, all but two within less than a mile of the Byway. The train provides opportunities to bring

visitors from Boston and to shuttle them between communities, where they can walk, bike, or take a taxi to various destinations. It also provides riders with views of expansive marshlands, active harbors and town centers. For rail travelers who bring their bikes, a number of towns have bicycle trails to supplement on-road bicycling adventures. Byway managers should investigate the feasibility of developing a seasonal bike-sharing program at each of the MBTA stations along the Byway.

Local Advisory Group members suggested increasing access to a variety of transportation modes within communities including bike routes through downtowns and natural areas, pedi-cabs that offer narrated tours, and guided (or self-guided) walking tours such as through the abandoned settlements of the old Dogtown property in Gloucester and Rockport.

DEVELOPING LOCAL MARKETING CAMPAIGNS

Scenic byways, while designated because of the quality of resources immediately along the roadway and visible to the travelers moving along it, can also be defined and remembered for the unique character of the communities they travel through. This is particularly true when the scenic byway's primary intrinsic qualities are historic or cultural rather than scenic and when the stories of the byway are varied and complex. Some communities along the Byway are well established tourist destinations with natural and cultural resources as well as an abundance of visitor services and amenities. Other communities are blessed with natural and or cultural resources but have not yet developed, or choose not to develop, accommodations for visitors. This diversity should be seen as a positive element of the byway corridor. According to the National Trust for Historic Preservation, one of the reasons cultural heritage tourism is on the rise in the United States is that travelers are seeking out experiences that are distinctive, not homogenized. Travelers want to get the feel of a very particular place or time.

The diversity of communities along the byway corridor can offer a great variety of experiences to the traveler by honoring those aspects of a community that set it apart. While a unifying degree of quality should prevail along the corridor, each community should seek to create a marketing program that meets recognized local needs; is based on specific attractions, accommodations, and sources of support; and is appropriate and sustainable for that community.

With byway organization guidance, each community should go through a planning process to create a marketing plan tailored to their specific needs and ambitions. The process should engage the community's visitor site managers, farmers, retailers, and service providers as well as residents and others who may be impacted to determine what should be marketed and how. Printed materials, such as brochures, maps, and placemats; centralized kiosks with take-away or in-place information; technical applications; or a sign system, are some marketing tools that could be considered. The purpose of the marketing is not to advertise every business or site in the community, but rather to create an image that allows visitors to understand the community, share information, and direct visitors in ways that are unobtrusive and effective.