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Visitor Friendly Implementation Project Report

BRAGG CREEK, ALBERTA

*Presented November 16, 2016
Bragg Creek & Area Chamber of Commerce*

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Introduction

The economy in the hamlet of Bragg Creek is rooted in Retail Tourism. The two key factors contributing to this industry are the close proximity to Calgary and the nearby popular recreational areas which draw an estimated 100,000+ outdoor enthusiasts each year.

Tourism is driven by experiences which are often created through personalized services and relationships, and as such, the success of the local retail tourism industry is greatly impacted by the relationships between visitors and both the businesses community and the hamlet as a whole.

Recognizing that visitors must feel welcomed and appreciated in order for Bragg Creek to have success in retail tourism, in 2015 the Bragg Creek & Area Chamber of Commerce completed a Visitor Friendly Assessment and GAP Analysis project. This project determined potential actions which would have a positive impact on their tourism industry by increasing the community's appeal to visitors.

Bragg Creek experienced a devastating flood in 2013 which severely impacted the business community and the recommendations provided in the 2015 report were in support of improving the local tourism economy by increasing shopping activity. Some of the recommendations require the support and involvement of the local business community.

The purpose of this project is to move selected recommendations from that report forward in order to:

- increase business' understanding of the elements of Visitor Friendliness and the value of increasing Visitor Friendliness in Bragg Creek
- increase level of collaboration and participation of the local business community to improve overall Visitor Friendliness
- encourage participation in activities (existing and new) designed to attract visitors
- increase both business and visitor awareness of products, services, amenities and activities available in Bragg Creek and encourage cross-promotion between businesses
- provide the Chamber with feedback on their visitor attraction efforts and identify new ideas

To achieve these objectives, the project has four (4) components which are:

1. Survey visitors in Bragg Creek and area to determine their current interest and/or challenges in shopping locally
2. Survey businesses who directly service visitors to determine current level of collaboration and identify areas for Visitor Friendliness improvement
3. Host focus groups to gain insight into current attitudes in the business community and identify potential strategies for increasing collaboration and visitation levels
4. Provide information to the business community to address identified gaps in collaboration and Visitor Friendly opportunities

Acknowledging the importance of engaging the local business community in this process, exceptional efforts were made to have direct contact with a large number of business owners and managers during the project.

The results of the four (4) components are included in this report, along with observations and recommendations for further actions designed to further increase the appeal of Bragg Creek as a place for visitors to browse and shop.





Visitor Surveys

The Approach

During the months of July, August and into early September, Bragg Creek & Area Chamber of Commerce volunteers completed 366 short in-person surveys with visitors on the local trails and within the hamlet of Bragg Creek (see Appendix for In-Person Survey and full results). Each visitor was offered a small gift in exchange for their email address. Those who provided an email address were sent a link to an online survey asking more detailed questions about their shopping habits and preferences while in the Bragg Creek area.

Of those surveyed in person, 299 provided an email address and 160 (54%) completed the on-line survey (see Appendix for Online Survey and full results). In addition, 58 people completed just an online survey in response to an invitation posted on the Bragg Creek Facebook page. The Facebook page link took respondents to a survey which combined questions from both the in-person and the online survey and as such, their responses are included accordingly in the survey results located in the Appendix.

The summary below includes results from all visitor data gathered. Where relevant, the specific data source is indicated.

Results Summary

Sixty-nine percent (69%) of the in-person surveys were completed in Bragg Creek and 31% were with people on the local trails. The majority of respondents (243) were from Calgary and 31 were from outside of Alberta. Annual household income of 65% of the online survey respondents is \$100,000+. Thirty-seven percent (37%) are couples with no children at home, 34% are couples with at least one child under 13 and 22% are single, divorced or widowed.

The most popular way to access information about Bragg Creek is from family and friends (43%) with the Visit Bragg Creek website (19%), other websites (16%) and a local business/organization website (14%) being the next highest rated options. Collectively, printed materials received less than 15% of responses.

For 51% of the In-Person Survey respondents, the main purpose of their visit was outdoor recreation while all other purposes were considerably lower. While in the area, 47% of the total respondents planned to visit a restaurant, café or pub and 27% intended on shopping. When asked who they were travelling with, 32% indicated family, 24% friends, 22% as a couple, 14% were alone and the majority of the remainder were with co-workers. This was the first visit for 24 of the respondents.

When considering the responses of those whose primary purpose for being in the area was outdoor recreation, 41% were surveyed in the hamlet and 42% were travelling with family while 37% were with friends. They also planned to go to a restaurant, coffee shop or the Powderhorn Saloon (49%) and shop (19%).

Of those travelling with family, 80% were surveyed in Bragg Creek and for 53%, their main purpose for being in the area was outdoor recreation. Twenty-four percent (24%) were attending an event and 20% were also visiting family or friends. While in Bragg Creek, 34% planned to visit a restaurant or coffee shop and 28% planned to browse the shops.

Respondents travelling with friends were primarily in the area for outdoor recreation (81%) and 45% of these were surveyed in Bragg Creek. Fifty-nine percent (59%) planned to go to a restaurant or coffee shop and 23% planned to shop.

When choosing to visit the Bragg Creek area, the following were rated as Very Important: outdoor recreation (65%), scenery/nice drive (65%), friendly atmosphere (53%), proximity to home (45%) and good value for quality of service (44%).

The highest attended event is Bragg Creek Days (29%) followed by Taste of Bragg Creek (14%), Spirit of Christmas (13%), Canada Day celebrations (13%) and Artisans Christmas Sale (12%) while 49% indicated they



Bragg Creek Visitor Friendly Implementation (2016)

had not attended an event. When attending an event, 25% always visit Bragg Creek businesses, 41% often visit and 18% occasionally visit, while 5% never shop during events.

In the past year, 57% of respondents have visited at least one business in Bragg Creek 1-5 times and 22% have visited at least one business 6-15 times.

When asked what they liked best about their favorite businesses, respondents stated service (41%), selection (34%), quality (31%), ambiance (26%), price (11%) and hours (10%). When rating their overall experience with businesses in Bragg Creek, respondents stated the ease of locating businesses is excellent (31%). Very Good are exterior of businesses (52%), customer service (46%), parking availability (38%) and interior displays (37%). Average is the variety of businesses (46%), prices (46%), business hours (46%) and outdoor seating (34%).

Respondents indicated 50+ ideas for products and services they would like available in Bragg Creek and their top choices are casual lunch café (49%), healthy 'Pick-up & Go' options (42%), outdoor rec equipment rental (29%), local artisan items (29%), family dining options (29%) and sport/casual clothing for adults (27%).

Respondents were asked on the In-Person Survey to estimate how many times they came to the area in the spring and summer, and in the fall and winter. The estimated total number of visits made by respondents in the spring and summer is 4,154 and in the winter is 1,806. Several indicated they visit 100+ times during spring and summer while during the fall and winter, their visitation frequency drops to less than 50%.

Visitors surveyed online, who stated an interested in shopping, were asked what they were specifically interested in shopping for. The most popular responses were ice-cream (34), coffee (28), general browsing (27) and a meal (22).

Please see the Visitor Survey Summaries for information on the following:

- What would have encouraged visitation to businesses (low response rate)
- Reasons why respondents did not visit businesses (low response rate)
- Favorite businesses in Bragg Creek

Key Observations

The following key observations were noted from the Visitor Survey data collected:

- 50%+ of outdoor enthusiasts come into Bragg Creek, however, they are most interested in purchasing food/beverages which indicates a potential need to have additional products and services available that are of interest to this demographic (i.e. recreation-related products)
- 66% of people attending events indicated they Always or Often visit businesses while at events which indicates an existing interest in engaging in Bragg Creek beyond the event
- 31% said businesses are easy to locate and since the community is small, this low percentage may indicate a need for increasing visitor knowledge of business locations
- Most effective marketing channels were online which indicates potential value for partnering with businesses and organizations who have an online presence with the target market segments
- 27% rated the customer service as Excellent and as this is a critical element for success in retail tourism, this indicates a need for improving the level of service across the business community
- Approximately 25% of visitors plan to shop, regardless of the main purpose for being in the area, which may indicate a potential need to attract a stronger demographic of shoppers interested in current business product and service offerings



Business Surveys

The Approach

During the month of May, the Project Facilitator conducted in-person interviews with businesses identified by the Bragg Creek & Area Chamber of Commerce as having a high level of direct contact with visitors. During the interview, a detailed survey was completed and additional comments noted. Businesses that were unavailable to complete an in-person interview were provided with a link to an online version of the survey.

The survey questions were designed to both gather relevant information from the businesses while bringing awareness to elements which are important to visitor friendliness and visitor attraction. It also introduced the concept of collaboration and partnering within the business community.

Of the 47 businesses invited to participate, 36 business (77%) responded to the survey questions during an interview or online.

Results Summary

The following summary contains highlights from the survey with full details in the Appendix.

Of the businesses surveyed, 39% are retail businesses with food services, accommodation, visitor services, sales, services and other categories being the remainder. Of the respondents, 58% have been in business for 11+ years and 33% having been operating for 21+ years while 25% have been in operation for five years or less. Eighty-three percent (83%) are currently Chamber members.

The busiest time of year is June to August (86%) with Christmas only being indicated as a busy time for 6% of the businesses. Three businesses noted that they have numerous customers on Mondays during the summer season. Many businesses noted that the level of visitation is greatly influenced by the weather.

There is a wide range of opening and closing hours during the summer season, with many businesses adjusting their hours in the off-season. Not including fuel stations, food/beverage businesses, accommodations or the golf course, the hours businesses open during May to September range from 8:00 am to 1:00 pm and closing hours range from 5:00 pm to 9:00 pm,

Sixty-three percent (63%) of businesses indicated they consider customer convenience and expectations when setting their hours of operation and 46% indicated they use past trends of busy days and times. Twenty-six percent (26%) consider the availability of staff and 14% consider hours of other businesses.

Forty-two percent (42%) of respondents reduce their hours from November to February and 32% reduce their hours from March to May. Several businesses indicated that they close for a specific month(s) of the year with June to October being months that a closure was not indicated. A greater number of visitors to Bragg Creek received the highest number of responses as to what is needed to expand off-season hours (37%) or to remain open (18%).

A wide range of visitor types were identified as being the typical customers to the business. The top five categories selected by the respondents are: repeat visitors (79%), outdoor enthusiasts (76%), family groups (76%), couples (70%) and groups of friends (67%).

When asked what percentage of their customers are from outside the Bragg Creek area, 91% of all respondents stated that at least 50% of their customer base are visitors and 87% stated visitor are Very Important to the success of their business.

Twenty-five percent (25%) believe they have more visiting customers than three years ago and 42% believed they would have more visiting customers in 2016 compared to last year. For the conditions they believed would contribute to this, see full summary in Appendix.



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The three (3) qualities for attracting visitors which were most often mentioned are: quality and friendly customer service, rural feel/ambiance and visual appeal, and staff knowledge of area. Note that only 4-8 respondents identified each of these qualities and overall, 19 different qualities were identified. More variety in products and services, improved visual appeal, consistent hours of operation and wayfinding signage are some of the 22 qualities identified as needing improvement.

Respondents provided 40 ideas for how to encourage more visitors to come and shop in Bragg Creek with the most popular ideas being: more variety in businesses (15), more businesses (9), more restaurants (4), more big events (4) and increased advertising of Bragg Creek (4).

Seventy-five percent (75%) are Somewhat or Very Interested in being involved in local tourism activity and 63% indicated they are already involved, primarily by providing directions to visitors (71%), sponsoring local events (57%) and distributing marketing materials (52%).

Ninety-three percent (93%) believe visitors expect staff to be aware of local events, amenities and services and 80% believe this is reasonable. Seventy-nine percent (79%) believe visitors have an attitude that they are more likely to frequent a business who has referred them to another business (including competitors) and 68% believe referring visitors to other businesses is a reasonable expectation. Fifty-nine percent (59%) believe visitors would like to shop in a community where more than one business offers the same or similar products/services and 51% believe this is a reasonable expectation in Bragg Creek.

When asked to rate how welcoming their exterior signage, interior signage/displays, store hours, customer service and overall ambiance is, respondents overall self-rated each element as being Very High in appeal. The greatest room for improvement based on respondent's answers of being Somewhat or Not at All appealing was Exterior Signage (40%) and Store Hours (27%).

When asked about the overall marketing effectiveness of Bragg Creek (rated 1-10), 26% indicated a 5 rating, 17% indicated 6 and 17% indicated 8. The remaining ratings ranged from 2 to 10. It was noted that while the Chamber is making an effort, there are challenges and some respondents also put responsibility upon local residents. The most often suggested ideas to improve the rating are to advertise outside the area at tradeshow, have a promotional video, use social media and do radio announcements in Calgary and with Travel Alberta. See the summary in the Appendix for additional suggestions.

Recognizing the increased visitation during summer, respondents were asked to identify activities they implemented to leverage on the increase in potential customers. Several 'passive' activities were noted with proactive activities including increased marketing, live music, support of local events, hosting monthly and annual events and offering specials.

Suggestions provided for how to bring more visitors to Bragg Creek include: more advertising, attract tour groups, increase web presence, highway signs, work with Trails Association, buskers on weekends, outdoor music, more festival style events (i.e. bluegrass festival, fat bikes event in winter), accommodations and offering visitors an experience. See summary for additional suggestions provided.

Ten businesses have a customer feedback program. Of the 21 who do not, 11 are interested in having one.

Seventy-seven percent (77%) believe it is Very Important for the Chamber to encourage visitation. In regards to familiarity with the Chamber's visitor attraction activities, the activities that at least 50% of respondents are aware of are: festivals and events (83%), new visitor brochure (73%), visitor website (60%), new community branding (57%) and the Bragg Creek Facebook page (53%). Seven percent (7%) are not aware of any of the activities. See the summary in the Appendix for additional comments.

While 70% of respondents indicated they generally participate in Chamber initiated events and campaigns, Spirit of Christmas was the most popular (11) with other activities being identified by three (3) or fewer respondents, some of which are not Chamber initiated.



Bragg Creek Visitor Friendly Implementation (2016)

Forty percent (40%) of businesses currently use A-frame roadside signs and 58% of these businesses state they are Very Effective. Eighty-five percent (85%) would consider discontinuing using roadside signs if effective permanent signage was in place. Fifty-three percent (53%) of respondents are Very Interested in participating in themed signage.

Respondents were asked to indicate what assistance or opportunities would be helpful to the business and the two most often selected options were business networking and information sharing in a social environment (76%) and cooperative marketing opportunities (60%). Of those with an interest in accessing training for management (28%) or staff (16%), the top training topics of interest are managing seasonality (69%), communication/low cost marketing (69%) and networking/partnering with other businesses (63%).

Numerous challenges to doing business were identified with seasonality being the most common response (9). Other responses include lack of business to draw people (3), high operational costs (3) and lack of enough accommodations (3).

Businesses were asked what businesses they would like to see established in the community and 35 types of businesses were indicated. Some of these are artisans (7), home décor (5) and accommodations (4).

Eighty-nine percent (89%) believe there is value in offering a local familiarization tour to learn more about other businesses in the community, and 79% are interested in participating if one is offered.

Information on the following topics which were not summarized can be found in the Business Survey Summary in the Appendix:

- Conditions contributing to expected number of visitors in summer 2016
- Identified tourism trends
- Marketing channels currently used by business
- Reasons for not being a current member of the Chamber
- Suggestions for making events & campaigns more appealing to businesses
- Additional comments

Key Observations

The following key observations were noted from the Business Survey data collected:

- Lack of consistency in business community of what visitors are attracted to indicates a need for a common understanding and unified message within the business community
- Lack of initiative by individual businesses to leverage on the increased visitation in summer, lack of consistency in hours of operation, and low engagement in Chamber initiatives to attract visitors may indicate a need to share information on the value of Retail Tourism and the role of business
- Strong interest in various business support activities indicates opportunities for the Chamber to directly engage the business community and build collaboration
- Low number of businesses busy at Christmas indicates an opportunity to expand seasonal shopping
- Existing meetings and business events with non-locals indicate an opportunity to introduce people to the Bragg Creek business community and encourage future day trips



Focus Groups

The Approach

Two focus groups with a total of 13 people were held with members of the business community and other stakeholders. The questions asked of the participants were developed based on information gathered from the Visitor and Business Surveys and with consideration to the objectives of the project (see Appendix for expanded Focus Group Summary).

Focus Groups Summary

Visitors shop in Bragg Creek as it is an ideal day trip location with unique owner-operated shops in a beautiful community surrounded by nature.

Several businesses promote Bragg Creek on their website and through social media and others are willing to do so. It would be helpful to have links and narrative provided to businesses.

Hosting of community events brings people into the hamlet, however, the businesses get more customers from some events than others. The events that seem to bring more traffic into shops are ones that encourage people to wander in the community, attract a demographic that likes to browse or that does not have a full day of activities for people to do. Promoting businesses at the events, wayfinding signage and more promotion by individual businesses may encourage shopping during events. Some event attendees may come back to Bragg Creek at a later date, however, this is not currently being tracked.

It may be useful to have an overall community event strategy which considers the ideal demographic to attract, ways to promote the business community, ideas for businesses to implement to attract attendees and tracks the success of events in relation to business activity. Currently, several businesses are not making extra effort to attract customers during events and the provision of affordable ways of doing this may encourage them to do so. In addition, participants stated they often are not aware of the details of upcoming events soon enough to assist with advertising the event or to initiate promotional activities to draw visitors to their business.

Replacing the Visitor Guide with a magazine style publication whose 'ads' are presented as articles, may be more appealing to visitors and encourage shopping during events.

It is critical for the business community to be aware of the products and services available in other businesses, and to recommend other businesses to their customers. People appreciate this type of service and are more likely to become repeat shoppers. In addition, this gives people a reason to stay longer and/or to come back and it fosters positive relationships between business owners.

The potential of using a scavenger hunt for business owners and staff to increase awareness of what is available in Bragg Creek is most appropriate for young and new employees. A self-directed or guided Familiarization Tour would appeal more to people who are already familiar with the area or who are older. Businesses are well-served to regularly take time to know what is in the community, either as part of an organized activity or on their own.

Both participants and their customers have had several very poor customer service experiences. One bad experience can deter a visitor from returning to the community and it is crucial to all businesses that customer service in Bragg Creek be consistently positive.

The wide diversity in both opening and closing hours of businesses is confusing, complicated and inconvenient for both residents and visitors. While it is expected for different types of businesses to have different operational hours (i.e. eateries, retail, fuel stations, professional service, etc.), the lack of consistency among similar types of businesses make it challenging to refer customers. Visitors are regularly disappointed to have limited shopping opportunities, particularly in the mornings, early evenings or on a long-weekend. It is



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acknowledged that many businesses are solopreneurs without employees, however, consistent hours between businesses would alleviate some of the concerns.

It is concerning that only 14% of businesses surveyed considered the hours of other businesses when setting their own hours of operation. Businesses are most likely setting trends with their hours rather than considering the existing trends and needs of visitors when setting their hours. It would be an act of customer service for businesses of similar types to collaborate and set comparable hours, while understanding that the new hours will require time for existing customers to become accustomed to.

The casual social networking time after a Chamber meeting is a good opportunity for businesses to get to know each other better. There is value in providing a loosely structured event every 6-8 weeks with a short educational/information segment, opportunities to share ideas to support a stronger business community, and a relevant topic of interest to guide the discussion during the social aspect of the evening.

There are several low-cost options for individual businesses to encourage visitation to Bragg Creek for shopping including cross-promotion, providing excellent customer service, encouraging customers to post on social media and Trip Advisor, listening to customer feedback, providing what customers want/need rather than what the owner wants to sell and providing personalized services. Visitors already in the community can be encouraged to browse other shops through cross-promotion, joint advertising, wayfinding signage, exploration of Bragg Creek on foot and improved overall ambiance.

Information and/or training that may be of value for growing local businesses needs to be provided in a way that is convenient, quick and easy to absorb. Owners are encouraged to share relevant information with their staff, if applicable.

Bragg Creek can be promoted at trade shows. With the current state of the economy and people staying closer to home, day trips to the hamlet could be encouraged. In addition, signage on the highway may entice people to visit.

Several community groups impact the business community and may not be aware of it. It's important to find ways to work closely together for the overall good of the community. Having both business people and those who are not in business engage in discussions is a good idea.

It's important for everyone to do their part in keeping Bragg Creek clean and appealing. Overall, residents are positive about Bragg Creek and want to make the community better.

The challenges of the 4-way stop are a concern for both residents and visitors. It was suggested that refreshments be served to people in vehicles waiting at the 4-way intersection, and while this was presented in a humorous manner, it is an interesting opportunity.

Key Observations

- Various behaviours within the business community noted by participants indicates lack of awareness of the role of businesses within a successful Retail Tourism industry
- Participating businesses welcome the opportunity to promote Bragg Creek and encourage visitation which provides an opportunity for the Chamber and businesses to collaborate more closely
- Varying results of community events for businesses suggests a need to evaluate the purpose of each event and determine if a coordination of efforts is desired to improve the value of events to businesses
- Strong interest exists in identifying an activity to encourage product and service knowledge-building
- Current challenges identified in the business community may be resolved through awareness
- Businesses are concerned about negative customer experiences and the impact on long-term visitation rates to Bragg Creek



Information Delivery

The Approach

Recognizing that businesses may benefit from Visitor Friendly and Customer Attraction information, while also considering the limited time availability of many business owners, the Chamber will deliver a series of five (5) weekly emails to its membership. Each communication focuses on a specific topic and provides a Tip Sheet of simple action-oriented ideas related to that topic. Following the delivery of each list, it will be posted on the Chamber website for access by all businesses in the community.

Businesses are encouraged to share the lists with staff, as is applicable.

The topics were selected based on the key needs identified through the business survey and on the objectives of the project. The selected topics are:

- Building Customer Relations to Increase Repeat Customers
- Low-Cost Marketing Ideas
- Managing Seasonality for Year Round Customers
- Understand Visitor Needs as a Strategy for Increasing Business
- Leveraging Cross-Promotion to Access Bigger Markets



Recommendations

The following recommendations are categorized by project objectives and are based on the survey data, focus group input, conversations with business owners and representatives of the Bragg Creek & Area Chamber of Commerce, Retail Tourism best practices, and a review of the 2015 Visitor Friendly Assessment & GAP Analysis final report. The recommended priority of each strategy is indicated as well as an estimation of the effort required to implement the strategy.

Several of the recommendations may be appropriate for the new Community and Regional Economic Support (CARES) program whose next application deadline is May 31, 2017.

Understanding Visitor Friendly and Its Value

PRIORITY	STRATEGY	EFFORT
High	<p>Visitor Friendly Awareness</p> <p>At each Bragg Creek & Area Chamber of Commerce meeting, conclude with a 2-3 minute review of a Visitor Friendly principle (i.e. creating relationships with customers). Request attendees to put ideas generated on a flipchart which is placed next to the refreshment table. Share the ideas generated in the next Chamber newsletter along with the Visitor Friendly principle for the next meeting.</p>	Low
Mid	<p>Customer Feedback Program</p> <p>Identify simple and effective Customer Feedback programs and share details with businesses. Encourage sharing relevant customer feedback with other businesses (i.e. topic at Business Networking & Information Sharing Gatherings below).</p>	Mid

Collaborating to Improve Visitor Friendliness

PRIORITY	STRATEGY	EFFORT
High	<p>Business Networking & Information Sharing Gatherings</p> <p>Invite all local business people to gather every 6-8 weeks for 2.5 - 3 hours and learn about a topic related to Visitor Friendly and Customer Attraction (15 minutes). Have a local business owner act as the facilitator and introduce a conversation topic for the evening that is of current interest. Have refreshments available (consider charging a small fee to cover costs or set it up as a one-time annual membership fee).</p> <p>Optional: Consider including a brainstorming conversation between the education and networking components that follows one of two formats:</p> <p>A) Each attendee shares a current question, concern or opportunity regarding their business and receives input from other attendees (5-7 minutes per person, people in groups of 5-7 if high number in attendance).</p> <p>B) Introduce a current business- or community-related opportunity or concern. (i.e. how to attract new businesses). Brainstorm round-table style, document strategies or solutions and identify who will take action on the ideas.</p>	High
Mid	<p>Rural Retail Tourism Development</p> <p>Building on the existing characteristics of the Bragg Creek business community which appeal to shoppers (i.e. individually owned shops), use 2015 Visitor Assessment & GAP Analysis report, stakeholder input and best practices to identify and implement Retail Tourism enhancements which will further attract the targeted visitor (i.e. attract group tours).</p>	Low to High



Participation in Visitor Attraction Activities

PRIORITY	STRATEGY	EFFORT
High	<p>Online Promotion of Bragg Creek Chamber provides all businesses with relevant links and a selection of short narratives about the hamlet for inclusion on individual business websites. Suggestions for promoting Bragg Creek may also be provided (i.e. repost from the Bragg Creek Facebook page).</p>	Low
High	<p>Retail Business Hours of Operation In person, share an overview of the Retail Tourism strategy with owners and provide the existing hours of operation for other similar businesses along with a request to adjust hours for greater consistency. May require facilitating a discussion amongst similar businesses to determine agreed upon hours.</p>	High
High	<p>Event Strategy Evaluation Gather information from community event organizers about attendee demographics, marketing methods and event logistics. Have a joint meeting with Chamber and business representatives to discuss an event strategy that meets both organizer and business community needs including partnering with businesses to support and promote events.</p>	High
Mid	<p>Sponsorship & Partnership Opportunities Chamber invite all businesses to participate in their initiatives with a member and non-member investment cost, as applicable. Chamber identifies and coordinates cost-effective joint marketing opportunities. Strong interest was expressed at the Focus Groups and a business owner may oversee this project on behalf of the Chamber.</p>	Mid

Local Product and Service Awareness

PRIORITY	STRATEGY	EFFORT
High	<p>Commercial Area Map Create fun and inviting map of the commercial areas and include themed 'Explore & Discover' walking routes that suggest specific shops, eateries and locations to visit. Themes may include: Outdoor Adventure, Gifts Galore, Dressing in Style, Health & Fitness, Family Fun or Collections & Collectibles. Distribute from business locations, Community Centre, at community events and have available in digital format online. Promote through social media.</p>	Mid
Mid	<p>Business Interior Previews To encourage visitors to 'step through the door' of a business by creating a sense of familiarity and intrigue, post a quality interior photo of each business on the exterior in an appropriately designed, weather-proof frame. Include unique captions at each business that tie into the branding such as, 'Delight Your Senses Inside.' Also post the images online on the Chamber of Commerce, Branded Visuals (About Bragg Creek) and other appropriate web pages.</p>	Mid
Mid	<p>Collaborative Business Community Host two potluck events for the business community, pre- and post-tourism season, and incorporate a networking activity which encourages businesses to learn about each other such as finding someone with whom they have an unusual thing in common.</p>	Mid



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Low	<p>Familiarization Tour</p> <p>Coordinate tours of local businesses with a volunteer guide or summer student that highlight unique products, provides taste tests at eateries and shares facts of interest to visitors (i.e. Colin the Crow and his girlfriend, home to first hostel in Canada). Offer tours at various times over several weeks to accommodate participant's schedules. Encourage owners to allow staff to participate. Self-guided tours could be used; however, they will be less effective.</p>	High
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Visitor Attraction: Feedback & Ideas

PRIORITY	STRATEGY	EFFORT
High	<p>Targeted Visitor</p> <p>Involve business community to determine the primary targeted visitor to create a detailed visitor profile including their shopping and dining preferences. Refer to survey data and the 2015 Visitor Friendly Assessment & GAP Analysis report for information on Traveller Types and their preferences. Provide all businesses with the profile to help them with making more informed marketing and inventory decisions.</p>	High
Mid	<p>Promote Day Trips</p> <p>Attend appropriate trade shows to promote Bragg Creek. Invite enthusiastic business owners, organizational representatives and community residents to participate and share their passion for Bragg Creek.</p>	Mid
Mid	<p>Expand Product & Service Offerings</p> <p>Considering the targeted visitor profile, identify through stakeholder input potential new products and services to offer locally which would appeal to the targeted visitor. Invite the business community to expand their offerings and determine/implement a strategy to establish new businesses in the hamlet.</p>	Mid
Low	<p>Visitor Guide Magazine</p> <p>Transition from the existing Visitor Guide to a magazine style format which includes articles promoting local businesses, amenities, services and other information about Bragg Creek. Numerous communities across North America are using this newer approach as it has great appeal to visitors as well as being of interest to residents.</p>	High

Additional Recommendations for Consideration

- Enhance visual appeal and ambiance with flower pots/hanging baskets, themed signage, community artwork, etc. and engage business community in doing this together
- Consider ways to enhance the 'small town feel' which many shopping visitors find appealing – create relationships with customers, provide personalized service, cross-promote, have personal conversations
- Increase visibility of artisans to encourage shopping appeal
- Establish a local Farmers' Market to attract visitors and serve the outdoor enthusiast market
- Have casual staff who are able to work when owners are not able to be present in the business
- Chamber establish a Visitor Email list to build relationships with visitors by sharing information on upcoming events and general information about the community
- Once consistent hours have been set, promote (i.e. Open for business with more hours to serve you!)
- Encourage the business community to use social media and Trip Advisor to share Bragg Creek event info, repost from Bragg Creek Facebook page, post photos of area, etc.
- Have Bragg Creek logoed items available at various locations
- Welcome bikers with bike racks, bike wash, water station and an annual Trail User Celebration Day
- Request businesses and organizations to promote Bragg Creek on their websites; make it easy by providing short narrative samples describing Bragg Creek and links to relevant websites



Project Summary

Since the 2013 flood, the hamlet of Bragg Creek has made consistent movement forward in its recovery, however, some businesses did not reopen after the flood and visitation to the community has not yet returned to pre-flood levels. This has had a lingering, negative impact on their economy.

Where there is adversity, there is opportunity and the Bragg Creek & Area Chamber of Commerce has taken consistent action to rebrand the hamlet, improve visitor friendliness and strengthen the local business community for the purpose of increasing shopping activity. This in turn brings greater stability and sustainability to the community.

The 2016 Visitor Friendly Implementation project focused on the business community and thru surveys, interviews, conversations and research, the project identified numerous opportunities to support businesses in attracting greater numbers of shoppers. The next step is to review, select and implement the recommendations for which suitable resources exist and that will have the most benefit to the Chamber's short- and long-term goals for Bragg Creek.

With retail as the primary industry bringing new dollars into the hamlet, it is important for the business community to understand the needs and wants of visitors and to offer them the experience they are seeking. It is also important to work with other businesses to ensure that visitor experiences are consistent and to leverage their marketing and promotion resources.

By establishing a strong reputation as a place to visit, browse and shop that offers superior customer service and attention to customer's needs and wants, powerful word-of-mouth promotion will increase the number of visitors to the hamlet. One area requiring immediate attention to achieve this is to address the inconsistent hours of operation within various sectors of the community as this is a key component of Visitor Friendliness.

The large majority of businesses engaged in the project welcomed the opportunity to provide input and shared their strong interest in being part of an active, engaged business community. In general, they are open to new ideas and opportunities to work with the Chamber and each other, to attract more customers and to ensure the long-term viability of the Bragg Creek business sector.

Many of the recommendations in this report require the support and participation of individual business owners in order to be successful and while many businesses have endorsed the concept of this project, there are others who will require more 'evidence' before fully participating.

This makes it vitally important for the Chamber Board to continue fostering positive relationships with open communication, education and supports while also modelling collaboration with both members and non-members. As progress is made both internally (at the community and business level) and externally (through visitor attraction), it is critical that the Chamber Board & its members continue to encourage partnerships within the business sector. With this approach, the Chamber can most effectively lead the strengthening of the local tourism industry.



Bragg Creek Visitor Friendly Implementation (2016)

Appendix

In-Person Visitor Survey & Results

Online Visitor Survey & Results

Business Survey & Results

Focus Group Summary

Sample Intro for Volunteers collecting surveys, use what feels natural to you

Hi, my name is _____ and I'm a volunteer with the Bragg Creek & Area Chamber of Commerce. May I ask if you are from the Bragg Creek area?

If yes... brief chit chat - such as what part of the area are you from? I see you are about to go hiking. Do you ever have friends or family join you on the trails? Etc. After the conversation is over and they have walked away, feel free to take notes on anything that may be of interest in regards to tourism, visitation, etc.

If you happen across a great question that generates information that may be useful to the Chamber in regards to visitor friendliness, visitor attraction, business development, etc., please be sure to share the question with the other volunteers.

If no... Welcome to Bragg Creek/West Bragg Creek! (depending where you are)

As I mentioned, I'm volunteering for the Chamber who would like to know how they might be able to better meet the needs of visitors to the area. I have 6 super simple questions that will take 2 minutes or less to answer. If you have 2 minutes now, we can do it quick. Ok with you?

Each time you are out gathering surveys, or have customers complete the survey in your place of business, please bring the completed surveys (preferably in a sealed envelope marked: Chamber Visitor Surveys) to Pauline at Spirits West within three (3) days. This will allow the Chamber to send out the email with the survey link to respondents in a timely manner.

Again, THANK YOU for being part of this project. It is with the commitment and involvement of supportive community members such as yourself that a greater understanding of visitor needs can be gathered. This understanding provides the Chamber a clearer vision of how to enhance the business sector and attract more new dollars into the community... something that benefits all residents!

BRAGG CREEK RECREATIONAL USER / SHOPPER SURVEY

Interviewer # _____

Day / Time: _____ Location: _____

Weather: Very Sunny Nice Day Cloudy Rainy Other: _____

Special Events Happening: _____

1. **What is your main purpose for visiting the area today?** (check one)

- | | Main Activity | Q #2: | Other Activity |
|--|--------------------------|-------|--------------------------|
| <input type="checkbox"/> outdoor recreation _____ | <input type="checkbox"/> | | <input type="checkbox"/> |
| <input type="checkbox"/> restaurant / café | <input type="checkbox"/> | | <input type="checkbox"/> |
| <input type="checkbox"/> shopping | <input type="checkbox"/> | | <input type="checkbox"/> |
| <input type="checkbox"/> community event | <input type="checkbox"/> | | <input type="checkbox"/> |
| <input type="checkbox"/> visiting family / friends | <input type="checkbox"/> | | <input type="checkbox"/> |
| <input type="checkbox"/> passing through community | <input type="checkbox"/> | | <input type="checkbox"/> |
| <input type="checkbox"/> meeting/business | <input type="checkbox"/> | | <input type="checkbox"/> |
| <input type="checkbox"/> other _____ | <input type="checkbox"/> | | <input type="checkbox"/> |

2. **Is there anything else that you plan to do while you are here?** (complete above, check all that apply)

3. If indicated 'Shopping' for Q#1 or Q#2...

Is there anything in particular you are looking for? Is there a specific place that you plan to visit?

4. **How many times do you typically visit Bragg Creek and area in the**

Spring / Summer (May-Oct) _____ Fall / Winter (Nov-April) _____

5. **Who are you travelling with today?** alone as couple family with friends other _____

6. **Postal code** _____ (to assist with identifying where visitors come from)

The Bragg Creek & Area Chamber of Commerce is very committed to ensuring that visitors have positive experiences and once again, **Thank You** for taking a couple of minutes to answer these questions today.

In order to better understand the needs of visitors such as yourself, they would like to send you a brief online survey that will take 5-7 minutes to complete. If you are able to assist them in this way, they have provided me with a small gift to give to you as a token of their appreciation for your participation. All that is needed is an email address, which will ONLY be used to send you the survey link, and then for you to select your gift! May I have your email address?

Email address _____

Thank you very much for your time today. The link to the online survey will be emailed to you in about one week. Enjoy your day!



IN-PERSON & FACEBOOK POST VISITOR SURVEY

As part of the Visitor Friendly Implementation project, 366 visitors to Bragg Creek and area completed an in-person survey which was administered by local volunteers. Respondents were asked to provide their email address in exchange for a small gift from the Bragg Creek & Area Chamber of Commerce. The email address was used to send a link to a short on-line survey; 299 respondents provided an email address and 160 completed the online survey.

In addition, 59 people responded to an invitation posted on the Bragg Creek Facebook page to complete a Visitor Survey. This survey was a combination of the in-person survey and the online Facebook survey invitation, and the relevant responses from the 59 surveys are included in the summary below. Summaries including responses from both the in-person survey and the Facebook invitation are indicated with IP/FB. The remainder of the responses from the Facebook invitation are included in the Online Visitor Survey summary document.

Note: Some percentages may not total 100% due to some respondents providing either no or multiple answers.

Location Survey was Administered

Bragg Creek	54%
Trail	31%
At event in Bragg Creek	15%

Main Purpose of Visit (IP/FB)

Outdoor recreation	51%
Meeting/Business	13%
Attend an event	13%
Visit family/friends	12%
Passing through	9%
Restaurant/Café / Pub	9%
Shopping	8%
Other	4%

Also Plan to Do While in Area (296 total responses)

Restaurant/Café / Pub	47%
Shopping	27%
Attend an event	9%
Outdoor recreation	8%
Visit family/friends	5%
Other	3%
Meeting/Business	1%

Estimated Number of Visits per Year (IP/FB)

Spring & Summer (total visits)	4,154
Fall & Winter (total visits)	1,806

- 29% visit the area at least 10 times during spring & summer with 8% visiting at least 30 times.
- 13% visit the area at least 10 times during the fall & winter with 3% visiting at least 30 times.
- Several visit 100+ times during the spring & summer while during the fall & winter their average visitation rate drops to less than 50% of their summer numbers.

Travelling with...

Family	31%
Friends	25%
Couple	21%
Alone	15%
Other (mostly co-workers)	11%

Specifically Interested in Shopping for...

- Ice-cream (34)
- Coffee (28)
- Browsing (27)
- Meal (22)
- Bakery (5)
- Crabapple Cottage (4)
- Bike shop (4)
- Powderhorn Saloon (4)
- Groceries (4)
- Arts / Crafts (4)
- Giftware (4)
- Durango (3)
- Oil & Vinegar store (2)
- Hardware (2)
- Trading Post
- One of a Kind store
- My Favorite Store
- Yoga store
- Art gallery
- Candy / Popcorn (2)
- Unique items (2), cool stuff, pretty things
- Clothing (2)
- Souvenirs
- Rock shop
- Music
- Outdoor clothing & gear
- Camping supplies



Bragg Creek Visitor Friendly Implementation (2016)

Reasons Indicated for Visit to Area

- Work-related event (40)
- Heard of Bragg Creek but never been here (24)
- Camping (7)
- Travelling with car club (4)
- Using park (4)
- Motorcycling (3)
- Mini-retreat to relax (3)
- Physio appointment, groomer
- Stargazing, golfing (2), geocaching
- Doing a photoshoot
- Anniversary (2 couples), Honeymoon
- Spreading ashes
- Visiting Elbow Falls
- Passing time while kids at Calaway Park

Primary Purpose Outdoor Rec Visitors: Survey Location

Trail	59%
Bragg Creek	34%
Event in Bragg Creek	7%

Primary Purpose Outdoor Rec Visitors: Also Plan to...

Restaurant/Café/Pub	49%
Shopping	19%

Primary Purpose Outdoor Rec Visitors: Est. Visits/Year

Spring & Summer	2,645
Fall & Winter	902

Primary Purpose Outdoor Rec Visitors: Travelling with...

Family	42%
Friends	37%
Alone	19%
Couple	18%

Travelling with Family Visitors: Survey Location

Bragg Creek	50%
Event in Bragg Creek	30%
Trail	20%

Travelling with Family Visitors: Main Purpose for Visit

Outdoor recreation	53%
Attend an event	24%
Visit family/friends	20%

Travelling with Family Visitors: Also Plan to...

Restaurant/Café	34%
Shopping	28%
Attend an event	10%

Travelling with Family Visitors: Estimated Visits per Year

Spring & Summer	681
Fall & Winter	320

Travelling with Friends Visitors: Survey Location

Trail	55%
Bragg Creek	38%
Event in Bragg Creek	7%

Travelling with Friends Visitors: Main Purpose for Visit

Outdoor recreation	81%
Passing through	15%
Restaurant/Café/Pub	8%

Travelling with Friends Visitors: Also Plan to...

Restaurant/Café	59%
Shopping	23%
Attend an event	10%

Travelling with Friends Visitors: Estimated Visits per Year

Spring & Summer	792
Fall & Winter	273

Home Location by Postal Code (all respondents)

SW Calgary	106
SE Calgary	70
NW Calgary	56
Cochrane	15
Edmonton	13
Southern AB (south of Red Deer)	11
NE Calgary	11
Northern AB (Red Deer & north)	9
British Columbia	9
Ontario	8
International	7
• USA (4), Germany, England, S. Africa	
Canmore	5
Calgary	4
Manitoba	3
Saskatchewan	2
East Coast	2

Bragg Creek Online Survey

1. Which of the following have you used in the past to gather information about Bragg Creek?

Select all that apply

- Visit Bragg Creek website (visitbraggcreek.com)
- Bragg Creek Facebook page
- Local business/organization website
- "Things to Do" type of website
- Other website(s)
- Cowboy Trail information
- Printed visitors guide/magazine
- Printed materials for community event (posters, brochures, maps)
- Family/friends
- Other, specify _____

2. Please rate how important each of the following considerations are when choosing to visit the Bragg Creek area:

	Very	Somewhat	Not Very	Not at All
Close proximity to home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor recreation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection of shops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visiting a specific shop(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Restaurants/Cafés	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly atmosphere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good value for quality of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending community event	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scenery/Going for drive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Camping location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visiting family or friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify _____				

3. Which of the following events have you attended in Bragg Creek and area in the past 3 years (2014-2016)?

Select all that apply

- Bragg Creek Performing Arts Events (year round)
- Taste of Bragg Creek – April
- Tunes for Trails - May
- Bragg Creek Painters Show & Sale - June
- Canada Day Celebrations - July
- Bragg Creek Days – July
- Banded Peak Challenge - July
- Wild Pink Yonder - August
- Moose Mountain Trail Races
- Heritage Festival – September
- Heroes in the Sky – September
- Redwood Meadows Firefighters Ball (bi-annual) - October
- Scarecrow Festival – October
- STARS Gala - October
- Artisans Christmas Sale - November
- Spirit of Christmas – December
- Other, specify _____
- None (go to #6)

4. Do you visit Bragg Creek businesses while attending events? This includes retail locations, restaurants/cafes, rental services, accommodations and service stations. (go to #6, except for 'Never' respondents)

- Always
- Usually
- Occasionally
- Rarely
- Never

5. What may have encouraged you to visit local businesses while you were attending an event(s)?

Select all that apply

- Map of shopping areas
- Directory of local businesses
- Exterior signs inviting me to visit the store (example: Event Specials, Welcome Visitors, New Items)
- More stores open during/after event
- Availability of childcare services
- Store coupons or other incentive
- Event-related activities at business locations
- Other, specify _____

6. In the past year, approximately how many times have you visited Bragg Creek businesses? *(go to #9, except for 'None' respondents)*

- None 1-5 times 6-15 times 16- 30 times 31+ times

7. Please indicate the reasons you have not visited Bragg Creek businesses. **Select all that apply.** *(go to #11 unless answered 'Past experience has not encouraged...')*

- No businesses that are of interest
 Do not know what the businesses offer
 Store hours not convenient
 There is nothing I need/want that is available in Bragg Creek
 No time for visiting businesses
 Lack of parking
 Past experience has discouraged me from shopping in Bragg Creek *(go to #8)*
 Other _____

8. You indicated that a past experience has discouraged you from shopping in Bragg Creek. We regret that this occurred and we ask that you please provide more information about your experience so we can make efforts to ensure that future visitor experiences are positive. *(go to #11)*

Comments _____

9. Please think about 1-3 of your favorite businesses in Bragg Creek and indicate the top three things that makes each one a favorite.

	Service	Ambiance	Selection	Quality	Hours	Price	Other
<input type="checkbox"/> Shop #1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Shop #2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Shop #3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please share anything else that you enjoy about these businesses _____

10. When considering your overall retail shopping experiences in Bragg Creek, how would you rate the following:

	Excellent	Very Good	Okay	Poor
<input type="checkbox"/> Ease of locating businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Variety of businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Customer Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Store displays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Prices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Store hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Outdoor seating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other comments _____

11. What products and services would you like to see offered in Bragg Creek?

- | | |
|--|---|
| <input type="checkbox"/> Organic restaurant | <input type="checkbox"/> Day spa |
| <input type="checkbox"/> Casual lunch café | <input type="checkbox"/> Hair salon |
| <input type="checkbox"/> Family dining | <input type="checkbox"/> Automotive garage services |
| <input type="checkbox"/> Healthy Pick-up & Go options | <input type="checkbox"/> Outdoor gym (green gym) |
| <input type="checkbox"/> Juice bar | <input type="checkbox"/> Amusement Arcade |
| <input type="checkbox"/> Wine bar | <input type="checkbox"/> Paint pottery store |
| <input type="checkbox"/> Native art and giftware | <input type="checkbox"/> Sport/Casual clothing - adult |
| <input type="checkbox"/> Locally crafted items | <input type="checkbox"/> Hand-crafted jewelry and accessories |
| <input type="checkbox"/> Boutique hotel (3-10 rooms) | <input type="checkbox"/> Laundromat |
| <input type="checkbox"/> Bed & Breakfast | <input type="checkbox"/> Mini-golf/go carts/fun centre |
| <input type="checkbox"/> Other, specify _____ | <input type="checkbox"/> Taxi/shuttle service |
| <input type="checkbox"/> Guide services for outdoor activities
Please specify _____ | |

12. Please share any additional comments about how we can ensure that future visits to Bragg Creek are positive and meet your product & service needs.

STATISTICAL QUESTIONS

13. Postal Code _____

14. Household income

- under \$25,000
- \$25,000-49,999
- \$50,000-75,000
- \$75,000-100,000
- \$100,000-150,000
- \$150,000+

15. Household status

- single
- couple, no children at home
- couple, at least 1 child is under 13
- couple, all children at home are 13+
- other



ONLINE VISITOR SURVEY

As part of the Visitor Friendly Implementation project, the 299 visitors who provided an email address on the in-person visitor survey were emailed a link to the online survey. Of these, 160 completed the survey. In addition, 58 people completed the online survey as a result of the survey link being posted on the Bragg Creek Facebook page. This survey was a combination of the in-person and online survey and the relevant responses from the 58 surveys are included in the summary below. The remainder of the responses are included in the In-Person Survey Summary document.

Note: some percentages do not total 100% due to respondents providing either no answer or multiple answers.

How Information has been Accessed

Family / Friends	43%
Visit Bragg Creek website	19%
Other website(s)	16%
Have not accessed information	15%
Local business/organization website	14%
Bragg Creek Facebook page	12%
'Things to Do' type of website	12%
Printed event materials (posters, etc.)	8%
Printed visitor guide / magazine	7%
Cowboy Trail website	2%

Other

- Learned about it when flood occurred
- Greater Bragg Creek Trails Association (8)
- BCKOR/GBCTA/MTB Trail Reports
- Trailforks.com
- Websites: Mountain biking (2), trailforks.com, AB Bicycle Association, MMBTS, Calgary Cycle
- Trail map (2)
- Trail running groups & people
- Searched bike rentals in Bragg Creek
- Sign at traffic circle Hwy 8 & 22
- Bragg Creek weather
- Countrywood (Heather)
- Community centre
- Word of Mouth (shop owner recommendation)
- Newspaper
- Twitter
- Past experience in community that always makes me want to come back
- Live close by in Canmore

Important Considerations for Visiting Bragg Creek

	Very	Somewhat	Not Very	Not at all
Outdoor recreation	65%	27%	5%	3%
Scenery/nice drive	65%	27%	4%	4%
Friendly atmosphere	53%	37%	6%	5%
Proximity to home	45%	35%	12%	10%
Good value for quality of service	44%	37%	13%	6%
Visit family / friends	28%	18%	15%	39%
Selection rest. / café	23%	48%	18%	11%
Community events	20%	35%	33%	16%
Camping Available	19%	21%	31%	29%
Selection businesses	16%	34%	34%	16%

Comments

- Run & bike a ton on WB trails
- Only bike in West Bragg
- This was part of our cycling trip loop
- This survey turned me off Bragg Creek
- Always a great place to visit. It's clean, and needs more parking.
- So close for such a lovely place
- Provincial picnic area, trail network for cycling and hiking. Would like more camping.

Events Attended in Past 3 Years

None	49%
Bragg Creek Days	29%
Taste of Bragg Creek	14%
Spirit of Christmas	13%
Canada Day celebration	13%
Artisans Christmas Sale	12%
Performing Arts event	9%



Bragg Creek Visitor Friendly Implementation (2016)

Scarecrow Festival	8%
Mouse Mountain Trail Races	8%
Redwood Meadows Firefighters Ball	4%
Heritage Festival	3%
Painters Show & Sale	3%
Tunes for Trails	2%
STARS Gala	2%
Banded Peak Challenge	1%
Wild Pink Yonder	1%

Other

Comments

- Sadly none but would love to change that!
- Dinner theatre
- 50's concert
- Film Fest (2)
- Just a general day out destination
- Art classes at community centre
- Bike trails (2)
- Never heard of any of these
- Local park for 9 yr old granddaughter
- Leona Boyd
- Easter Egg Hunt (Redwood)
- Pow Wow (2)
- Physio
- ABA Mountain Bike Races (2)

Visit Bragg Creek Businesses while at Event

Always	25%
Usually	41%
Occasionally	18%
Rarely	10%
Never	5%

Would have Encouraged Respondent to Visit

(low number of respondents, low accuracy)

Inviting exterior signs (i.e. Event specials)	60%
Shopping areas map	40%
Business directory	40%
More biz open during / after event	40%
Event-related activities at shops	40%
Store coupons/incentives	20%
Available childcare services	0%
Not interested in shopping while at event	0%
Other	
• High-end fresh reasonable food	

In Past Year, Times Visited at Least One Business while in Bragg Creek

1-5 times	57%
6-15 times	22%
16-30 times	10%
31+ times	6%
None	5%

Reasons for Not Visiting Businesses

(low number of respondents, low accuracy)

No time to visit businesses	30%
No businesses of interest	20%
Do not know what they offer	20%
Nothing I need / want in Bragg Creek	20%
Store hours not convenient	10%
Lack of parking	0%
Other	
• Live in BC and just passing through	
• Haven't had a reason to	

1-3 Favorite Businesses in Bragg Creek

- Esso/Trading Post/Gas station (32) – slushies, bathroom
- Ice-cream (31)
- Powderhorn (31)
- Creekers Bistro (28)
- Cinnamon Spoon (26)
- Cycle 22X (16)
- Grocery store (15)
- Coffee shop (14)
- Bakery (11)
- Italian Farmhouse (10)
- Bavarian (10)
- Candy store (9)
- Lucid Coffee (8)
- Art gallery (8)
- Crabapple Cottage (8)
- Spirits West / Liquor store (8)
- Countrywood Inn (8)
- Pizza place (8)
- Restaurants (7)
- Smack Cycles (6)
- Café (5)
- Subway (5)
- Suncatchers Studio / Dragonfly (4)
- One of a Kind (4)
- Hardware store (5)
- Book store (5)
- Riverside Chateau (5)



Bragg Creek Visitor Friendly Implementation (2016)

- Yoga studio (5)
- Trading Post (4)
- Texan BBQ (4)
- Oil & Vinegar store (4)
- Best Little Wordhouse (4)
- Small shops with unique gifts (4)
- Bike shops (3)
- Craft (3)
- My Favorite Store (2)
- Physio (2)
- Furniture store / Durango (2)
- Snack place
- Women's clothing
- Branded Visuals
- Brain Bar
- AdMaki
- Leather shop
- Dog spa
- Woodworking

- Cheap food
- Too bad so many businesses are struggling – sad and discouraging to shoppers
- Hardware store friendly and amazing selection
- Outstanding customer service
- Great staff, uniqueness
- Small town feel. Local people. Worth the drive.
- Trading Post is such a unique place, you just don't find shops like it anymore and that's a shame
- Convenience and accessibility

On Overall Experiences, Rate the Following

	Excellent	Very Good	Average	Poor	Not Sure
Ease of locating biz	31%	43%	17%	3%	5%
Variety of biz	10%	24%	46%	11%	8%
Customer service	27%	46%	19%	2%	5%
Exterior biz appearance	15%	52%	25%	3%	4%
Interior displays	14%	37%	33%	3%	13%
Prices	6%	31%	46%	5%	10%
Biz hours	7%	23%	46%	7%	17%
Parking availability	21%	38%	31%	6%	5%
Outdoor seating	6%	23%	34%	14%	22%

Reasons these are Favourite Businesses

Service	41%
Selection	34%
Quality	31%
Ambiance	26%
Price	11%
Hours	10%
Other	
Comments	

- Candy store should staff their shop more appropriately. Very frustrating when there's 20 people in the store and 1 person doing the till and making ice cream cones.
- Interested in art
- Love what each business offers – unique pieces, art, clothing, jewelry, etc.(2)
- Love seeing what's new and you can negotiate
- Personnel very helpful/friendly (7)
- Beautiful, they go above & beyond
- Very down to earth/comfortable (2)
- Clean (2)
- Nice atmosphere
- Location, location, location
- All in the same complex/convenient (2)
- Ice cream shack is away from development and adorable
- Family owned and operated
- Support local business when we can rather than chains
- Good quality
- Great place to eat/hang out (5)

Products & Services would like to have Available

Casual lunch cafe	49%
Healthy 'Pick-up & Go' options	42%
Family dining	29%
Local artisan items	29%
Outdoor rec equipment rental	29%
Sport / Casual clothing (adult)	27%
Organic restaurant	25%
Juice bar	24%
Day spa	23%
Guide service (outdoor activities)	22%
Boutique hotel (3-10 rooms)	21%
Hand-crafter jewelry & accessories	20%
Wine bar	20%
Mini-golf, go-carts, fun centre	19%
Outdoor gym (green gym)	16%
Native art & giftware	15%
Additional B&Bs	14%
Paint pottery store	9%



Bragg Creek Visitor Friendly Implementation (2016)

Automotive garage services	8%
Taxi / Shuttle service	8%
Hair salon	6%
Amusement arcade	3%
Laundromat	3%
Other	

- Doesn't matter, was there to get away from Calgary for the day
- No chain stores, it just ruins the atmosphere of the quaint community
- Accept chain stores/restaurants like Shoppers Drug Mart, Tim Horton's, fast food places
- Hotel or accommodation options other than B&B. Bragg Creek is home to the first hostel in Canada and if I could afford to start one myself, I would but it may be a great way for travelers to stay in town and spend more money.
- Large hotel with reasonable rates
- Pool (2)
- Better pharmacy
- Better grocery store
- Adventure park (i.e. Myra Canyon)
- Just need coffee, beer and the odd burger on my way to/from mountain biking
- Bathrooms
- Bike park/skills park
- Drop-in rec activities for kids, \$5 or less
- Indoor gym/health club
- More healthy food options
- Gluten-free/dairy-free food options at cafes and restaurants
- Food delivery – one service for all restaurants or offered by individual restaurants
- Vietnamese restaurant
- A QUALITY coffee business
- Starbucks... not a chance, right? At least a coffee shop open later than 5
- Bike wash
- Mountain bike shop
- Genuine broadband internet (fiber or gigabit speed) for residents west of hamlet

DEMOGRAPHICS

Annual Household Income

Under \$25,000	5%
\$25,000-\$49,999	9%
\$50,000-\$74,999	13%
\$75,000-\$99,999	18%
\$100,000-\$149,999	39%
\$150,000+	43%

Household Status

Couple with no children at home	37%
Couple with at least one child under 13	34%
Single, divorced or widowed	21%
Couple with children at home, all 13+	6%
Single parent	1%



Bragg Creek Visitor Friendly Implementation (2016)

Comments about how Bragg Creek can ensure that Future Visits are Positive and Meet Visitor Product & Service Needs

- What stands out for me with Bragg Creek is that many of the shops carry unique and interesting products and I think this helps to draw people to the area. I've noticed that there is a more variety in the choice of restaurants which I think is important. However, providing food services with something different than the norm is helpful in attracting people as well.
- Rumour has it that a fast food restaurant is coming to your town. That will actually deter us from visiting in the future.
- Please stop the cheap and nasty imports dominating the local shops
- Another lounge similar to locos
- Camping proximity and amenities
- Lower prices
- I think a juice bar would be a big hit after guests go hiking or biking
- You need to advertise what you have to offer MUCH more effectively! There are so many great little places in Bragg Creek, which no one knows about, because it is never advertised.
- It would be amazing if the 4 way stop could be fixed somehow. I love Bragg and we're there multiple times a week, all year round. I think the businesses and people are great. The only thing that could use changing is the 4 way stop.
- We've had very positive experiences as is other than bathroom availability! Very beautiful and we love coming
- Really only go there for mtn biking
- Small lovely community, my second back yard
- You should include and also work with the Natives as they are a part of your community especially during their pow wow. I'm actually quite surprised there was no mention of them in this survey.
- Get rid of or do over exterior of your new space age gas station.
- I hate to say it but it may be time for traffic lights, unless another method can be found to deal with the increase in traffic on the weekends and during special events
- an in town visitor centre
- Keep up the good job!
- Love the town and the folks who work there. I hope to see it back up on its feet like it was before the floods!
- With so many shops gone now... What's the point in visiting? Too bad the mall owners don't care about their tenants.
- I grew up in Bragg Creek and continue to visit family there on a regular basis. I find it very disappointing and depressing at the state of the shopping centre area. It is dirty and unkempt. I find it especially unpleasant walking from the Pharmacy to the post office to be the most unpleasant part. Something needs to be done to make the environment a whole lot cleaner and appealing. I personally want the old Bragg Creek back. The days when it was super busy and all the businesses are full. I know that business are struggling out there due to the terrible landlord for the old mall. Businesses are going under because it is not economical. It's very sad to see the town so run down.
- More signage on the highway to guide people. The three way stop has to be reconfigured. It's WAY too frustrating on a weekend getting in or out.
- could look cleaner, more quaint
- More customer friendly businesses
- weekend access to community centre, especially with the beautiful new park
- The new paint looks great! It's a huge facelift, now can someone please finish the Physiotherapy sign?
- Looking forward to trying out the new park by the Comm centre. My kids liked the old one - surprised it got changed at all. Could've just put the new one somewhere else so 2 park options.
- Nice to see the mall getting a paint job, that will be very nice. More official/obvious river access would be helpful. Public washrooms are needed at park and mall



Bragg Creek Visitor Friendly Implementation (2016)

- I believe that the new Esso is an eyesore; it does not fit in with the architectural style of the hamlet. Modern, metal type structures of its kind should not be allowed. Careful consideration and rules should be put in place for any future infrastructure or commercial buildings should be put in place.
- Every event we go to has been a disappointment and we have left early. The lineups are too long, we wait with children in line forever and the businesses although grateful for traffic have never had good service. The setups simply cannot accommodate the amount of people you try to attract. It's a sleepy town that wants the visitor money but doesn't want to serve the customers.



BRAGG CREEK TOURISM BUSINESS SURVEY

Business Id _____

Interviewee Role in Business: _____

BUSINESS DEMOGRAPHICS

1. What is your primary business activity?

- Retail, specify _____
- Restaurant/Café/Pub
- Accommodations
- Visitor Services
- Other, specify _____

2. How many years has this business been operating in Bragg Creek? _____ years

3. What are your busiest times of year?

- spring (Mar-mid-May)
- summer (May-Aug)
- autumn (Sept-Oct)
- winter (Nov-Feb)
- Christmas
- other, specify _____

4. Are there any times of the year when this business is closed or operating at reduced capacity/opening times?

	Closed	Reduced Hours
Spring (Mar-mid-May)	<input type="checkbox"/>	<input type="checkbox"/>
Summer (May-Aug)	<input type="checkbox"/>	<input type="checkbox"/>
Autumn (Sept-Oct)	<input type="checkbox"/>	<input type="checkbox"/>
Winter (Nov-Feb)	<input type="checkbox"/>	<input type="checkbox"/>

If seasonal, what conditions would need to exist to remain open year round?

5. What are the hours of operation for this business during May to September?

Monday: _____ Thursday: _____ Saturday: _____
 Tuesday: _____ Friday: _____ Sunday: _____
 Wednesday: _____

6. Which of the following factors are considered when setting the hours of operation:

- hours of other businesses
- convenience for, and expectations of, residents and visitors
- availability of staff
- past trends of busy days/times
- other personal commitments
- other, specify _____



Bragg Creek Visitor Friendly Implementation (2016)

VISITING CUSTOMERS

7. Which of the following do you believe describes the typical visiting customer to this business:

- | | |
|--|--|
| <input type="checkbox"/> travelling alone | <input type="checkbox"/> couples |
| <input type="checkbox"/> family groups | <input type="checkbox"/> group of friends |
| <input type="checkbox"/> repeat visitors | <input type="checkbox"/> outdoor enthusiasts |
| <input type="checkbox"/> interested in local culture | <input type="checkbox"/> visiting family & friends |
| <input type="checkbox"/> shopping visit | <input type="checkbox"/> attending local event |
| <input type="checkbox"/> eating at local restaurant | <input type="checkbox"/> other, specify _____ |
| <input type="checkbox"/> not sure | |

8. What percentage of this business' customer base do you believe are people who do not live in Bragg Creek or the greater Bragg Creek area? _____ %

Considering the past 3 years, is this percentage... increasing declining the same don't know

9. Looking ahead to the summer tourism season of May to September, how do you expect the level of visiting customers to compare to this same period last year?

more than last year about the same fewer than last year don't know

10. What conditions do you believe will contribute to this?

11. It is commonly understood that the overall visitor experience will directly influence the number of visitors who shop in a community and which businesses they regularly frequent.

For the next two questions, please consider the following key characteristics in regards to the overall business sector in Bragg Creek:

- Ambiance and visual appeal (external)
- Variety of product and service offerings
- Business interiors
- Signage (exterior and interior) including 'Parking only for (business) customers'
- Parking availability
- Consistent hours of operation
- Quality of customer service
- Pricing that matches Quality + Service
- Friendliness of staff
- Staff knowledge of local area
- Access to washroom facilities when necessary (non-food service businesses)

What do you believe supports a positive 'visiting customer' experience in Bragg Creek? This may or may not be a characteristic from the above list.

1. _____
2. _____
3. _____
4. _____



Bragg Creek Visitor Friendly Implementation (2016)

What area needs the most attention in order to further improve the visiting customer's experience?

1. _____
2. _____
3. _____

12. What do you believe would encourage more visitors to come to Bragg Creek to shop at local businesses?

1. _____
2. _____
3. _____
4. _____
5. _____

TOURISM RELATED

13. What is your level of interest in engaging in and influencing what happens in regards to tourism in Bragg Creek?

- | | |
|--|---|
| <input type="checkbox"/> interested | <input type="checkbox"/> not sure if interested |
| <input type="checkbox"/> not very interested | <input type="checkbox"/> not interested |

14. Are you currently actively engaged in tourism/visitor attraction in Bragg Creek? Yes No

Please yes, briefly explain _____

15. What tourism trends do you see or are you aware of that may be of importance to Bragg Creek businesses?

1. _____
2. _____
3. _____

16. Which of the following statements about visitor expectations/attitudes do you believe are generally true?

- Staff are very knowledgeable about all the products and services in the business
- Staff are aware of local events, amenities and visitor services
- Visitors will spend extra when they receive a higher level of customer service
- Visitors are more likely to frequent a business who refers products and services available at other businesses, (including similar businesses) in the community
- Visitors are more likely to shop in a community where there is more than one business offering the same/similar products and services

Comments _____



Bragg Creek Visitor Friendly Implementation (2016)

17. In consideration of the statements in the previous question, please indicate how realistic each of the following expectations or attitudes is. 1 = not very realistic 5 = very realistic

How realistic is it for...

Staff to be very knowledgeable about all the products and services in the business 1 2 3 4 5

Staff to be aware of local events, amenities and visitor services 1 2 3 4 5

Businesses to expect customers to pay extra when they receive a higher level of customer service 1 2 3 4 5

Visitors to expect businesses to refer them to similar local businesses for products & services 1 2 3 4 5

Visitors to want more than one business in Bragg Creek to offer the same or similar products & services 1 2 3 4 5

18. How welcome do you believe visiting customers feel by the following elements of this business:

	Not at All	Somewhat	Very	Not Sure
Exterior signage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior signage/displays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Store hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall ambience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments _____

19. Does this business have a customer satisfaction feedback program? Yes No No, but would like to

If Yes, please briefly describe _____

COMMUNITY MARKETING

20. How familiar are you with the following visitor attraction activities the Chamber is engaged in?

- community branding FaceBook page festivals/events
- new visitor brochure visitor website new map boards
- Visitor Friendly Assessment Project (2015)

21. How important do you believe it is for the Chamber to encourage visitation as a way to support the local business community?

- very important somewhat important not very important not at all important don't know

22. On a scale of 1-10, with 1 being Very Poor and 10 being Excellent, how well do you believe Bragg Creek is currently marketed to visitors? _____

What do you believe could be done to increase this rating? _____



BUSINESS MARKETING

23. How important are visitors to the success of this business?

- very important
- somewhat important
- not very important
- not important

Please briefly explain _____

24. What does this business do, if anything, to take advantage of the increased visitation to Bragg Creek in the summer months?

25. Do you have any ideas you would like to implement that would take advantage of the increased visitation to Bragg Creek in the summer months? Yes No

Please briefly explain _____

26. What marketing channels does this business currently use on a regular basis?

- television
- internet/website
- links from partners websites
- newspaper
- social media
- other print media, specify _____
- personal connections/word of mouth
- other, specify _____

If use social media... Which of the following social media is used to promote this business?

- FaceBook
- Twitter
- Pinterest
- LinkedIn
- You tube
- other, _____

27. In the Visitor Friendly Assessment project, one of the distinct characteristics noted was the extensive use of roadside signs (A-frames) by local businesses. Does this business use these roadside signs? yes no

If yes, how effective are they in attracting customers to this business? _____

How interested are you in participating in highly-visible, themed signage which identifies this business along with other businesses in the immediate commercial area?

- Very interested
- somewhat interested
- not very interested
- not at all
- don't know

Comments _____

28. If you currently use roadside signs to advertise your business, would you consider no longer using them if there was sufficient signage identifying the location of businesses in Bragg Creek? yes no don't know

Comments _____



Bragg Creek Visitor Friendly Implementation (2016)

29. Please indicate any additional ideas to bring more visiting customers to this business and other businesses in Bragg Creek.

1. _____
2. _____
3. _____
4. _____
5. _____

COLLABORATION WITH THE CHAMBER AND OTHER BUSINESSES

30. Is this business currently a member of the Chamber? yes no don't know

If no, is there a particular reason why it is not a member?

- Never thought about it
- We are doing fine as we are
- Don't believe there is enough value in a membership
- Don't really know what Chamber does or how it could be of benefit
- Winding business down
- Cost is too high
- Have not been asked to join
- Don't support what the Chamber does
- Don't think it is relevant for our type of business
- Other, specify _____

31. Does this business currently participate in Chamber organized events and/or marketing campaigns designed to attract visitors to the community? yes no don't know

If so, which ones? _____

If not, what would make these opportunities more appealing for your business? _____

32. Does this business currently advertise in partnership with other local businesses? yes no

If yes, with whom? _____

If no, what would encourage you to consider cooperative advertising? _____



Bragg Creek Visitor Friendly Implementation (2016)

33. What assistance or opportunities would be helpful to support this business?

- joint product purchasing
- business networking/info sharing
- access to business coaching
- cooperative marketing
- business mentorship program
- increased communication with Chamber, specify _____
- other, specify _____
- succession planning assistance
- local peer/mastermind group
- sponsorship opportunities
- training for staff
- training for management

34. If you identified training in Question #33

Which of the following areas of training would be of value to this business?

- Tourism Quality Principles
- understanding specific visitor needs for targeted marketing
- business sustainability
- refurbishing existing facilities
- extending and building new capacity
- employee recruitment and retention
- managing social media
- communication and low cost marketing
- networking & partnerships with local businesses
- managing seasonality, attracting more customers in low season(s)
- quality and the customer experience
- Other, specify _____

GENERAL

35. What are your greatest challenges in doing business in Bragg Creek?

1. _____
2. _____
3. _____

36. What businesses would you like to see established in the community that would service both visitors and residents?

1. _____
2. _____
3. _____

37. A local Familiarization (FAM) Tour provides an opportunity to learn more about local businesses, services and visitor amenities.

Do you believe there is value in a local FAM Tour? yes no
 If one was organized, would you and/or your staff consider attending? yes no
 If a nominal fee to cover expenses was required, would you still consider participating? yes no



Bragg Creek Visitor Friendly Implementation (2016)

38. Additional comments



BUSINESS SURVEY

As part of the Visitor Friendly Implementation project, 47 businesses were invited to complete a tourism-related survey either in-person or online. Of these, one declined participation and 36 businesses (77%) completed a survey. A summary of the results are provided in this document.

Role/Title in the Business

Owner / Co-owner	83%
Manager	11%
Other	6%

Primary Activity of the Business

Retail	39%
Other (sales, service, adventure, etc.)	31%
Food Services	19%
Accommodation	8%
Visitor Services	3%

How Many Years Operating in Bragg Creek

21+ years	33%
6-10 years	17%
11-15 years	14%
3-5 years	14%
16-20 years	11%
Less than 3 years	11%

Busiest Times of Year

June - August	86%
September – October	26%
March – May	23%
Other	17%
November – April	14%
Christmas	6%

Comments:

- Added a service to balance out business
- 60% of business done Easter to Thanksgiving
- Wed & Thurs very slow Oct-Dec
- Highly weather dependent
- Mondays quite busy, not sure why other business are closed that day

Usual Hours of Operations May-Sept

The OPEN hours of operation range from 5:30 am to 1:00 pm with approximately 45% opening between 8:00 am and 10:30 am.

The CLOSING hours of operation range from 5:00 pm to 10:00 pm (2 exceptions: restaurant at 3:00 pm and pub

at 2:00 am) with approximately 42%-56% closing between 5:00 pm and 6:00 pm.

Several businesses have different opening and closing times Friday to Sunday.

Four businesses are closed Monday, three Tuesday, one Wednesday and one Saturday and Sunday.

See attached Business Hours Tables for detailed information on business hours reported by survey respondents.

Factors Considered when Setting Hours

Customer convenience/expectations	63%
Past trends of busy days/times	46%
Availability of staff	26%
Hours of other businesses	14%
Personal commitments for owner's time	11%
Other	20%

- Weather
- Mostly Calgary traffic so open later
- Accommodations – open when guests arrive
- Hours suitable for type of business

Times of Year Operate with Reduced Hours

November – February	42%
March – May	32%
September – October	21%
June – August	11%
Other	37%

- Flex hours M-W in January & February
- Closed M-W from January to May
- Jan to March and Nov slower during the week
- Only closed Christmas Day

Conditions Required to have Same Hours Year Round

Increased customer traffic	37%
Access to staff year round	9%
Offer new products / services	9%
Not interested in same hours year round	2%

Comments:

- Weather is a factor
- Need accommodations to keep people here



Bragg Creek Visitor Friendly Implementation (2016)

Months of the Year the Business is Closed

January (2)	40%
February (4)	80%
March (4)	80%
April (3)	60%
May (1)	20%
November (2)	40%
December (2)	40%

60% are visitors	9%
70% are visitors	15%
80% are visitors	27%
90% are visitors	18%
100% are visitors	6%

Conditions Required to Remain Open Year Round

Increased customer traffic	18%
Access to staff	9%
Not interested in being open year round	6%
Offer new products/services	3%
Other	9%
• New building	
• Less snow	

Comparison of Visiting Customers: Now & 3 Years Ago

The same	41%
Increasing	25%
Declining	22%
Don't Know	12%

Expectations: May to Sept Compared to Last Year

More than last year	42%
About the same	21%
Fewer than last year	18%
Don't know	18%

Categories of the Majority of Customers

Repeat visitors	79%
Outdoor enthusiast	76%
Family group	76%
Couple	70%
Group of friends	67%
Visiting family/friends	58%
Attending local event	55%
Traveling alone	45%
Here for restaurant, café or pub	45%
Shopping visit	33%
Interested in local culture	18%
Other	45%
• Most are from Calgary	
• Many people from Calgary bring visiting family and friends for something to do	
• Lots of visiting family & friends from UK	
• Travelling through on special weekends	
• Businesses & non-profits from Calgary	
• People golfing	
• Would like to attract more ppl from Stampede	
• Lots come because of recommendations by other people	

Conditions that Contribute to Previous Answer

- American visitors – exchange (4), Trump
- More stay-cations (3)
- Repeat customers (few stores in Calgary offering same services as the business)
- Shops in Calgary busy so people come here
- Getting more repeat customers
- First summer in business
- Better weather (hopefully)
- Weather keeps people away (3)
- Increased advertising online
- Doing more marketing
- Trip Advisor awards
- New gift certificate program
- More word of mouth customers (2)
- CBC promotion that we are open for biz
- People don't know mall is here
- Less here to attract people – fewer restaurants, lack of consistent hours, lack of washrooms, fewer businesses
- Nothing to direct visitors
- Economy = less business (5)
- Haven't recovered from flood
- Revenue drops 60% in off-season and makes a difference when biz not open Sunday and visitors are here – biz need to be open

Percentage of Customers living outside Bragg Creek & Greater Bragg Creek Area

10% are visitors	3%
30% are visitors	6%
50% are visitors	15%

Overall Greatest Assets for Attracting Visitors

- Quality/Friendly customer service (8)
- Rural feel/ambiance/visual appeal (8)
- Prices good for quality & service (5)
- Staff knowledge of area (4)



Bragg Creek Visitor Friendly Implementation (2016)

- Parking (3)
- Unique/Quaint shops (3)
- Appealing biz interiors (3)
- Variety products and services (3)
- Outdoor/Nature appeal and activities (3)
- Consistent hours of operation (2)
- Staff knowledge of products & services
- Good reputation (word of mouth)
- Friendly people
- Close to Calgary
- Scenic drive
- Travel thru town
- Signage
- Mini-Banff
- Ice-cream

Areas of Business Sector needing Attention to Improve Visitor Experience

- Visual appeal (4), benches, garbage bins, flowers, painting
- Western mall external improvements
- More events
- Public washrooms
- Traffic circle, 4-way stop (2)
- Clean up sign clutter
- Go the extra mile for customers (go outside and point when giving directions)
- Competition is a good thing (2)
- Biz talk about how bad it is (not good ambassadors)
- More cross promotion/support between biz
- Consistent hours of operations (3) (constant negative feedback from visitors)
- Everything except parking and friendliness
- Increase walkability
- Parking (3) and parking during special events
- Signs to encourage browsing mall to mall
- Signs to indicate what services provided by business (arrow signs, directory board) (2), wayfinding (2)
- Children/youth activities
- More variety in products and services (5) such as propane
- Put architectural controls in place
- Signs on highway, signs to West Bragg Creek & Prov Park
- Have to dig for biz info on Chamber website
- People who have been in biz awhile could learn from the new people

Would Encourage more Visitor to Come and Shop

- More restaurants (4)
- More businesses/fill empty stores (9)

- More business variety/specialized stores/high end (15), outlet stores
- Offer what the people who come here want (i.e. motorcycles, recreation) (2)
- Eco-business promoting care of self, others, planet
- Consistent hours
- Business hours extended to 7 days a week with all shifts open
- More biz open on Monday (2)
- Specials/Packages like Dinner & Drink
- Accommodations (3)
- Merchant association focusing ONLY on merchant support and assistance
- Less apathy in business community
- Get people here and biz responsibility to keep them coming back
- Visual improvement of mall (2), businesses (open & closed), window displays
- More supportive landlords, rent smaller spaces = affordability
- More reasons to come, stay, shop
- Give people an experience (isn't one now)
- Events are good, more big events (4)
- Events/activities in centre of Bragg Creek, outdoor activities (2)
- Be kid friendly
- Parks, benches (2), walkways (2), picnic areas
- Improve ambiance & visual appeal (4), revitalization plan is good
- Encourage art community – performing, artists, retail art (2)
- Let people know we are here (4): advertise, promote as day trip to Calgarians (2), trade shows (2), wedding shows, consumer shows, tv media (morning show)
- Promote community as a whole
- Signs on highway (3)
- Organize Senior's retirement centre bus trips with meal or tea (2), tour buses
- Invite local to invite visitors
- Wandering community hosts/greeters on weekends
- Increase local knowledge to share with visitors
- Keep affordable for locals
- Signs directing people to both White Ave and Balsam Ave
- Fix 4-way stop (2)
- Parking
- Improve recreation outside of Bragg Creek
- Personal engagement with visitors on trails
- Tempt people with chance to see wildlife
- Pick few activities and push them (ie. Mtn biking, hiking, fly fishing)
- Fewer motorcycles
- Good weather!



Bragg Creek Visitor Friendly Implementation (2016)

Level of Interest in Engaging / Influencing Tourism

Very interested in being involved (14)	44%
Somewhat interested (10)	31%
Not sure if interested (5)	16%
Not interested (3)	9%

Currently Involved in Tourism/Visitor Attraction

Yes, I am	63%
No, I do not think I am	33%
Not sure	4%

Tourism Activities Currently Engage In

Provide info/directions to visitors	71%
Sponsor local events	57%
Distribute marketing materials	52%
Volunteer at local events	43%
Promote Bragg Creek in advertising	43%
Promote events in advertising	38%
Assist with coordinating events	24%
Gather feedback & share with Chamber	24%
Share ideas with Chamber	19%
Link to Visitor website from biz website	5%

Comments:

- Would like to be involved in beautification (2)
- Could use better map of downtown core
- Biz uses multiple marketing channels
- Biz advertises in Calgary
- Maybe 'invisible' support role (past involvement resulted in people not shopping because didn't support activities owner was involved in)
- Would like to help promote community as a whole beyond Calgary
- Biz website brings visitors to Bragg Creek

Tourism Trends See or Aware of

- Day trips are popular (2)
- More visitors on weekends
- Increased number of stay-cations (2)
- People spending less due to economy (3)
- People like owner-operated businesses
- People want experiential
- Large skew towards outdoor activity & trails with international recognition so continue to grow trails, more parking for them in community
- More interest in nature, natural living
- Cater to motorcyclists - they have money, are a sub-culture and most are respectful

- Europeans come here but no map of Elbow Falls, Prov Park, etc.

Belief that Statements about Visitor Expectations & Attitudes are True or False

- Expect staff to be very knowledgeable about ALL products and services in the business
Generally True 93%
- Expect staff to be aware of local events, amenities and visitor services
Generally True 97%
- Will spend extra at a business when they receive a higher level of customer service
Generally True 90%
- Are more likely to frequent a business who has referred them to a another business in the community (even if it offers a similar product/service)
Generally True 79%
- Are more likely to shop in a community where there is more than one business offering the same or similar product/service
Generally True 59%

Reasonableness of...

(1 = not very reasonable 5 = very reasonable)

- Visitors to expect staff to be very knowledgeable about ALL the products and services in the business
Weighted Average Percentage 84%
- Visitors to expect staff to be aware of local events, amenities and visitor services
Weighted Average Percentage 80%
- Businesses to expect customers to pay extra when they provide a higher level of customer service
Weighted Average Percentage 57%
- Visitors to expect businesses to refer them to other local businesses who offer similar products/services
Weighted Average Percentage 68%
- Visitors to want more than one business in Bragg Creek to offer the same / similar product or service
Weighted Average Percentage 51%



Bragg Creek Visitor Friendly Implementation (2016)

How Welcome are Visitors by Elements of Business

Exterior signage	
Not at all	7%
Somewhat	33%
Very	60%
Interior signage / displays	
Not at all	3%
Somewhat	10%
Very	87%
Store hours	
Not at all	3%
Somewhat	24%
Very	73%
Customer service	
Not at all	3%
Somewhat	0%
Very	97%
Overall ambiance	
Not at all	0%
Somewhat	7%
Very	90%
Not sure	3%

Business has Customer Feedback Program

Yes (10)	32%
No (10)	32%
No, would like to have one (11)	36%

Chamber Visitor Attraction Activities Familiar With

Festivals & events	83%
New visitor brochure	73%
Visitor website	60%
New community branding	57%
Facebook page	53%
New map boards	43%
Visitor Friendly Assessment & GAP Project	37%
Not familiar with any of these activities	7%

Comments:

- Website: too long to load, navigation an issue, have to scroll too much
- Facebook: used to be able to post sales but now can't and find this non-supportive of biz
- Map boards: do not direct visitors to biz (2)

- Branding: not a fan, find it distasteful and dishonoring to wildlife, no commercial sector buy-in (autocratic decision, not inclusive)
- Taste of Bragg Creek should include White Ave

Importance for Chamber to Support Local Business Community by Encouraging Visitation

Very important	77%
Somewhat important	20%
Not very important	3%

Marketing Effectiveness of Bragg Creek (1-10 scale)

1 (very poor)	0%
2	3%
3	10%
4	10%
5	26%
6	17%
7	7%
8	17%
9	7%
10 (excellent)	3%

Ideas on Increasing Rating in Previous Question

- They try but not very successful
- Doing lots but hard to advertise to families with a lack of family activities
- Making effort but little here to offer
- Chamber promotes mostly recreation but little focus on business
- Improvement to community, clean up yards, more infrastructure, parking at community hall, welcome bike parking, bike racks, washrooms, clean benches
- More people take pride in the community
- Encourage residents to have input into co-existence with visitors, get locals selling visitors on coming and returning to community
- Treat people better that come here
- Retain visitor who come and get them to come back with friends
- Advertise outside area (5), go to tradeshows (3) and involve other businesses to participate, have promo video (tradeshows, social media, local websites, FB), combine advertising with all social media sites, free radio announcements, advertise with AB tourism industry/government, signage in Calgary
- Target visitors from US (i.e. at airport)



Bragg Creek Visitor Friendly Implementation (2016)

- Link Bragg Creek to Tourism Calgary & Tourism Alberta
- Funding for local biz to promote themselves
- Highlight businesses in the Chamber
- Promote arts
- More awareness of website
- Scattered focus
- Issue is giving an experience
- Create reason for people to stay vs driving through
- Expand/develop more business (2)
- Accommodations (2), boutique motel with rooms for employees in community
- Make all biz/residents aware of what is going on so can support things (2)
- More festivals (2) and things to bring people
- More free news crews for positive events (3)
- Better market trail system
- Development of more homes/residents

- Membership
- FB ads and post boosts
- Calgary magazines
- Direct mail from database
- Brochure (2), flyer, posters (2)
- On-site coverage from television

Social Media Used

Facebook	95%
Twitter	50%
Pinterest	20%
LinkedIn	10%
YouTube	5%
Other (Instagram)	20%

Use of Roadside Signs

Yes	40%
No	60%

Effectiveness of Roadside Signs

Very effective	58%
Somewhat effective	25%
Don't know for sure	17%

Consider No Longer Using Roadside Signs if Sufficient (effective) Permanent Signage in Place

Yes	85%
No	8%
Don't know	7%

Interest in Participating in Themed Signage Identifying Business along with Others in Immediate Area

Very interested	53%
Somewhat interested	17%
Not very interested	10%
Not at all interested	7%
Don't know	13%

Ideas for Bringing Visiting Customers to Bragg Creek

- Advertise: radio, magazines, google ad words
- Attract groups, encourage tours
- Increase infrastructure and then market
- Clean up community
- Posts on Traffic signs
- Increase web presence
- Resolve website issue (need biz info)
- Integrate social media with Chamber & biz
- Draw customers from all major highways, billboards on highway

Importance of Visitors to Business Success

Very important	87%
Somewhat important	13%

How Take Advantage of Visitation during Summer

- Visitor guides available
- Leave door open = more dust & more people
- Advertise more (2), social media targeted outside Bragg Creek with incentive to come visit
- Use a-frame signs on weekends
- Live music
- Open earlier (2), flexible closing time
- More outdoor displays
- Consistent service (2)
- Increase staff (3)
- Print branded Bragg Creek t-shirts
- Support rec events, donations, promote events, participate in events, host annual fundraiser, cooking competition, host monthly event
- Weekly/Monthly/Summer specials (3)
- Maximize inventory
- Added collectibles

Marketing Channels Currently Used

Personal connection/word of mouth	86%
Internet/Website	69%
Social Media	66%
Links from partner websites	48%
Newspaper	34%
Other print media	34%
Other	31%
• E-newsletter	



Bragg Creek Visitor Friendly Implementation (2016)

- Anticipate customer needs and deliver on them
- Work more with trail association
- Fill empty stores (not enough to keep people here), more shopping options
- VIC like in revitalization plan with aquatic component
- Somehow use aerial map in Branded Visuals
- Buskers on weekends
- Outdoor music
- NOT kids activities
- Art will bring quality people (adults with disposable income)
- 1-2 more festival style events (i.e. fat bikes in winter), bluegrass festival
- Undeveloped mtn bike sector – do sanctioned weekend races with band & beer garden
- Bring in speakers/trainers
- Consistent hours/days in all biz
- Accommodation: hostel, boutique hotels
- Create an experience

- Organize events
- Not sure which are Chamber events
- Most / All of them (2)
- Donations (3)

Events/Campaigns More Appealing

- Express interest in my biz with regular visits to make a connection/relationship
- More info from Chamber (person, not digital)
- Being asked directly
- Simple advertising opportunities
- More general marketing of community and what is available instead of each biz having a corner
- Promote outside of commercial perspective and know who the initiative serves: Chamber or the businesses
- More affordable for very small business
- Not sure what exists or that we can participate
- Off-season campaigns – have no unused summer capacity
- If drawing people out from city in fall/winter
- If Chamber was more biz focused

Currently a Chamber Member

Yes (25)	83%
No (5)	17%

Reason not a Chamber Member

We are doing fine as we are	40%
Do not believe enough value	40%
Not sure what it does / how can benefit	20%
Chamber not relevant to type of business	20%
Other	40%

- Would like pro-rated option for first year in business
- Chamber has not historically supported retail stores

Currently Participate in Chamber Events / Campaigns

Yes	70%
No	23%
Don't know	7%

Events / Campaigns Generally Participate In

- Spirit of Christmas (11)
- Scarecrow Festival (2)
- Bragg Creek Days (3)
- Parade
- Heritage Festival (3)
- Taste of Bragg Creek
- Promos thru store
- Advertising / print opportunities (2)
- Distribute Chamber brochures (2)
- Map with biz locations
- Volunteer at events

Assistance & Opportunities Helpful to this Business

Biz networking/info sharing, social setting	76%
Coordinate cooperative marketing	60%
More communication with Chamber	32%
Training for management	28%
Access to business coaching	20%
Joint project purchasing opportunities	20%
Training for staff	16%
Business mentorship	8%
Succession planning	8%
Other	48%

- More email communication with Chamber to know what it is doing and how it might benefit my business, more news and project/activity updates
- Sponsorship opportunities info (3)
- Include ALL businesses in key communication so people know what is going on, share Chamber newsletter with ALL businesses
- More referrals between businesses
- More info on visitor services
- Chamber attend meetings of other organizations as is appropriate to keep informed
- Website development
- Funding



Bragg Creek Visitor Friendly Implementation (2016)

Training of Potential Value

Managing seasonality	69%
Communication/low cost marketing	69%
Networking/partnerships with other biz	63%
Managing social media	44%
Extending/building new capacity	44%
Business sustainability	38%
Understanding visitor needs	38%
Tourism Quality Principles	38%
Quality & customer experience	38%
Refurbishing existing facilities	25%
Employee recruitment & retention	19%
Other	25%

- Local area knowledge
- Bookkeeping
- Customer service for teenagers (in-person training)
- Building maintenance
- Crisis management/intervention

- How to expand (space too small but great location, best landlord in community)
- More community involvement
- Small town mentality – pessimism (2), gossip, etc. is draining so don't get involved as it can be oppressive

Businesses Like to See Established in Community

- VIC (3)
- Order & Go food service, smoothie/juice bar
- Health/organic grocery store, natural food options, local produce (Farmers' Market)
- Small food franchise like A&W or KFC, Tim's or Starbucks
- Chinese food
- All day breakfast restaurant
- Restaurants (2), reasonably priced and good quality food, family restaurant
- NO more restaurants
- Another pub, wine/bar lounge
- Live music venue, evening entertainment (2)
- Artisans (5), native arts, consignment art
- Galleries (2)
- Art stores
- Unique knick-knacks (2)
- Gift stores
- Home décor (3) (country theme) (2)
- Home & garden centre
- Outdoor store (2) with survival gear, rec equipment, hiker/mountaineer gear, specialty retail
- Kid friendly store
- Mini golf
- Accommodation (4), staff housing (2)
- Multifamily housing
- Salon (5) with pedicure, manicure, skin products, spa services (2)
- Barber (2)
- Clothing – sport, men, kids, family
- Mechanic (3)
- Dog wash
- Bank machine (accessible)
- Bath & linen, candles, incense, PJ's, etc.
- Convenience store open past 9 pm
- Wedding venue (2)
- Brewery
- Cornerstone type business
- Respect local biz (competitors)
- NO big box stores

Greatest Challenges to Doing Business

- Biz not knowing about each other (2)
- Weather effects biz volume (7) – idea: tweet/post road conditions as people believe roads are bad when they are not
- Seasonality (9)
- Lack of business to draw people here (3)
- More accommodations (3) (some people come, spend night in Calgary, come back next day)
- Get right people stopping here and getting them to know what is here
- Having to rely on visitors in a small community (2)
- Low traffic numbers
- Unfriendly parking signs
- Getting it all done as a solo entrepreneur
- Locals very non-supportive of my business (2)
- Hard with most people working in Calgary (and shopping there)
- Staffing, staff scheduling, staff housing
- Having the right selection of inventory
- Having supplies/food available at short notice
- Non-local mall owners
- Setting up business systems
- Access to Bragg Creek with high traffic volumes on weekends
- Delivery surcharge costs since outside Calgary
- Location – we are further for people to drive to
- Need funding for operations, programming and building maintenance
- High operation costs (3) (i.e. rent)

Local Familiarization Tour

Yes, there is value in a local FAM tour	89%
Would participate in a local FAM tour	79%
Would participate for small fee	78%



Bragg Creek Visitor Friendly Implementation (2016)

Additional Comments (as written)

- Most customers are recreation users
- Signage is key
- Expand the community
- Expect to have to depend more and more on visitors
- Increasing number of festivals may bring people in or have them stay longer
- get lots of visitors from Britain, Germany, Australia in summer
- some chamber activities compete with existing business instead of being supportive of business, people in community could be much more supportive of local businesses, there is a negative mindset about biz, there have been shout-outs at public events
- was told not to expect local support when leased location but it has been ok, was led to believe Bragg was busy place but didn't know full parking lot was cyclists, need winter traffic, have more walk about type of events like Taste of Bragg Creek, Farmer's market good idea, have biz join together and attend trade shows in Calgary as a Bragg Creek contingent NOTE: owner is also an interior designer and has experience designing trade show spaces
- attention is on revitalization and visitor friendly which has helped wake up the community, neutral on value of a FAM tour, have a tourism booth as part of a biz with a real person to talk with people
- people drive around parking lot and leave because no parking, cyclist come and ask to use washroom and fill water bottles
- insurance rates really high which prevents start ups
- ongoing promo in local media of how wonderful BC is
- have focus group with local biz to discuss ideas
- create more tourism awareness with common principles, need more community engagement by asking for participation and bringing ideas to the people
- plan to open teaching/education school for nature-based elementary school and engage University students (green school), would like help with developing/transiting biz into one that is more sustainable re: ecotourism. Involved in documentary on new education model involving India, Booton and Bragg over the next 2 years... script was started in May.
- secret shopper program is a good idea, need one store front with multiple artists, like to see spa/salon, trail events benefit Calgary more than BC because of lack of accommodations
- allow sandwich boards ONLY for new businesses and for a set amount of time for initial exposure
- educate biz community on Heritage Mile, White Ave traffic speeds and also in West BC
- Like the idea of a secret shopper program
- encourage other organizations to participate as much as possible and ask them for ideas
- have an artist website, handout of what is available in area, there is a lack of collaboration between businesses, potters could open their shops as part of a tour, chamber is for biz and not organizations and should focus on biz
- They really need to fix the main 4 way intersection!!! It discourages people from stopping and visiting Bragg Creek because it is such a challenge to get in and out of the Hamlet on busy days. It is easier for them just to drive by than stop and support businesses.
- By far the single most important factor affecting visitor traffic to Bragg Creek is weather.