

# ?a·kiskaq#i?it CRANBROOK TOURISM MASTER PLAN





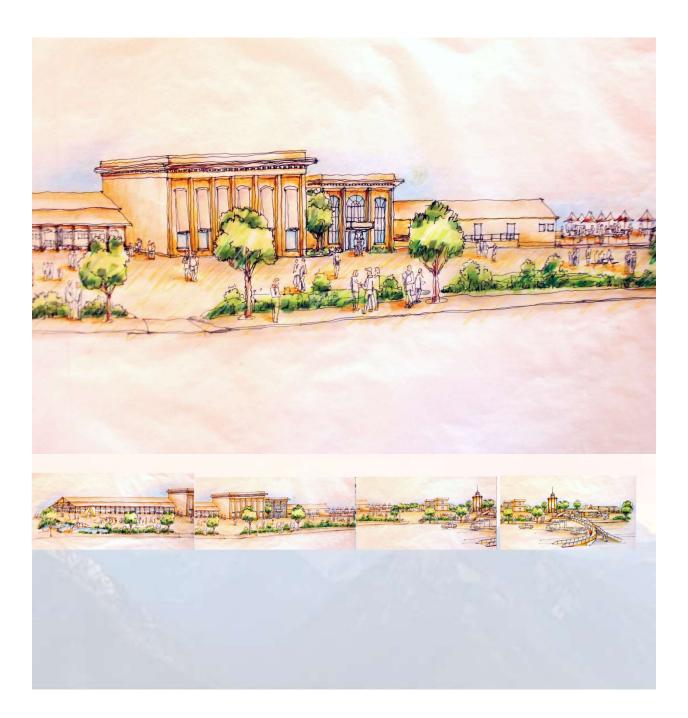
# Ki?su?k kyukyit – HELLO

The City of Cranbrook acknowledges that its municipal boundaries lie within the homelands of the Ktunaxa people and in the spirit of reconciliation, it is the hope of Mayor & Council, as well as City staff that the joint planning undertaken on behalf of the residents of Cranbrook with the Ktunaxa Nation Council and the Ktunaxa communities as part of this Tourism Master Planning process has and will continue to contribute to the Ktunaxa Nation's own tourism aspirations and vision for Ktunaxa members while educating visitors about these lands and waters and their importance to who are privileged to live, work and play here.



Cranbrook Tourism Master Plan Prepared for the City of Cranbrook





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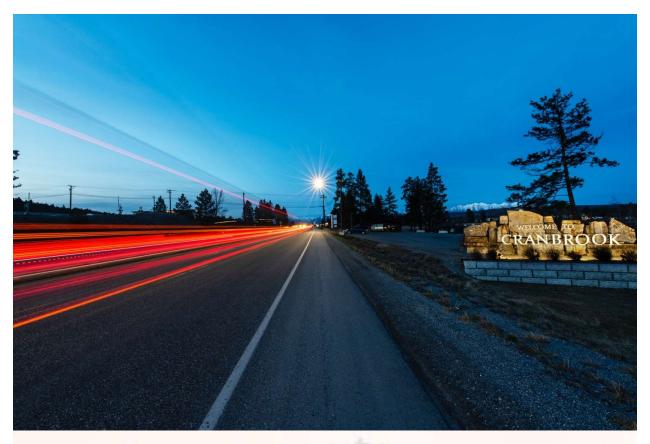
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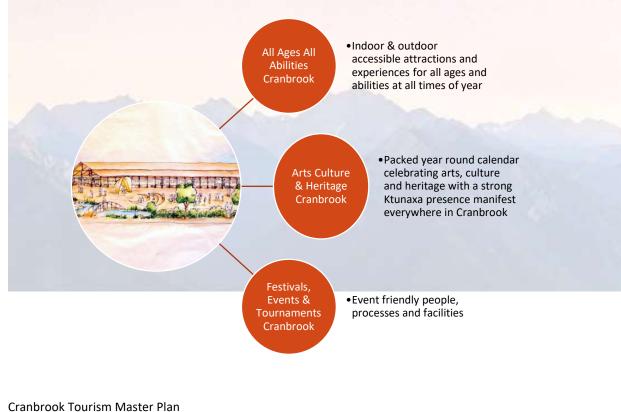
## **Executive Summary**

The City of Cranbrook's potential to respectfully and sustainably grow its visitor economy is enormous. If public and private resources are invested wisely and all the participants in the tourism ecosystem collaborate effectively, Cranbrook's tourism sector will continue to grow, residents will continue to benefit from the services, experiences and amenities that exist primarily to service visitors and a platform for true and meaningful reconciliation with the Ktunaxa Nation will be established. This Tourism Master Plan recommends the path forward to activate this potential.

Cranbrook's unique and defensible position in the travel marketplace is its ability to offer all ages, all abilities, all season experiences that include both incredible outdoor recreation and intriguing cityscapes. No other city or town in the Kootenay Rockies region is so well equipped to become the most accessible, the most event-friendly, the most interesting destination in the Canadian Rockies. We are not there yet, but the path forward is now clear.

An important premise of this Tourism Master Plan is the belief that Cranbrook does not compete with its neighbours but rather all parties working together create a complimentary set of experiences which are competitive and distinct. This collection in turn drives this value of tourism for all o fus. By continuing to work collaboratively with Kimberley and Fernie, and with important attractions like St. Eugene and Fort Steele, it will be possible to continue to grow these economic benefits within the regional tourism economy.

#### Our Unique Competitive Advantage





Through the pandemic, Cranbrook was a frequent choice for BC residents exploring their own province in light of travel restrictions. Commercial and industrial projects in the last several years with the associated business travel, have contributed to strong hotel occupancies, room nights and revenues. However, we recognize that when the upswing of this business cycle eventually ends, we need to be ready and to have a strong and loyal following of leisure travellers who come often and act as Cranbrook's promoters within their own social networks. The recommendations found in this plan, will achieve this.

Cranbrook's tourism opportunity has the support of our residents. Unlike some destinations in BC, here in Cranbrook we have our residents' social license to grow – not without limitation, but with care and concern for the natural environment and respect for our shared history and the homelands of the Ktunaxa. But with these provisos in mind, there is room for more visitors at all times of year. Cranbrook still has wide open spaces, few crowds and is, as yet, relatively undiscovered when compared to other iconic Rocky Mountain destinations like Banff and Jasper. Additionally, the visitors that do already choose to visit Cranbrook should and could be staying here longer and spending more.

So, how do we get there? More visitors, staying longer and spending more? We begin by understanding and leveraging our strengths and securing our unique place in the travel market. We attract strategic public/private investments both in what we have today and in new experiences, events and attractions. We invest in core infrastructure and signature places and we work together as a community to make a compelling collection of truly remarkable 'only in Cranbrook' travel experiences.

#### **Our Shared Vision**

Cranbrook is an inviting destination that is easy to access, easy to get around and easy to enjoy no matter your age, ability or interest with attractive city gateways leading to a vibrant core that celebrates Cranbrook's unique blend of access to incredible nature and urban amenities.

Cranbrook is an intriguing destination offering engaging arts, cultural, heritage experiences as well as festivals, entertainment and sporting events that celebrate the natural and urban experiences found here at 'basecamp' Kootenay Rockies.

Cranbrook is an inspiring destination that embraces sustainable tourism and offers experiences that educate, inform and encourages everyone to contribute to the social well-being of our community and the health of the environment that sustains us.

#### **Our Winning Aspiration:**

Cranbrook is British Columbia's best all ages, all abilities mountain town.

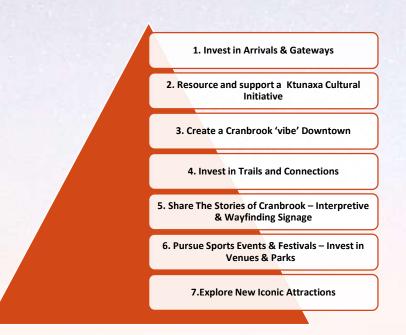


#### **Our Tourism Mission:**

We thoughtfully invest in our natural and urban assets to create experiences that showcase and sustain the best qualities of both a small mountain town and a vibrant urban city for the benefit of our residents and visitors.

#### Seven Foundations for Cranbrook's Tourism Future

Seven foundational areas have been identified with specific recommendations to be actioned for each:



#### **Recommendations**

The following recommendations are offered to activate this Tourism Master Plan. A detailed and phased implementation schedule accompanies this document and can be used for action planning and monitoring of progress in these seven foundational areas:



Foundation #1 – Invest in Arrivals & Gateways:

Recommendation: Create a well-defined and welcoming sense of arrival into the 'heart' of Cranbrook:

- ✓ Create a statement urban park and Welcome Centre/Plaza utilizing the entirety of the highway frontage running from the Prestige Hotel to the intersection of the Highway and King Street (the 'History Centre grounds') and with pedestrian connection across the highway to a revitalized downtown.
- ✓ Undertake a detailed planning process for re-imagining of this site as a powerful tourism catalyst for Cranbrook accompanied by a branding/naming review that considers the perspectives of the Ktunaxa Nation, the Cranbrook History Centre, Canadian Museum of Rail Travel, Cranbrook Tourism/Visitor Centre and the City of Cranbrook representing the interests of all residents
- ✓ Acknowledge the Ktunaxa Homelands with a new gateway presence at Cranbrook Street North and with a Ktunaxa Interpretive Centre, potentially at the Elizabeth Lake entrance/gateway or another location to be determined through further consultation
- ✓ Enhance the Ktunaxa presence in Canadian Rockies International Airport and create a showcase at the airport for all the best reasons to stay longer in Cranbrook and return again.

#### Foundation #2 – Resource & Support Ktunaxa Cultural Initiatives

Recommendation: Support Ktunaxa Cultural Initiatives that create a stronger Ktunaxa presence throughout Cranbrook embracing Ktunaxa culture within the 'DNA' of Cranbrook:

- Secure funding to further engage in discussions with Elders, leaders and community members regarding the proposed Ktunaxa Interpretive Centre as a showcase of culture and a venue for education of travellers and locals about the Ktunaxa Homelands
- Co-design and implement the Ktunaxa gateway entrance at Cranbrook Street, North
- Incorporate the work of Ktunaxa artists in a public art program for downtown
- Include Ktunaxa interpretation and language in signage and wayfinding programs
- Support discussions with Ktunaxa artists and artisans related to their needs and aspirations for worker/maker space, tools and training and if feasible, have a downtown Ktunaxa artisans' presence and artist-controlled retail frontage in Cranbrook.
- Support discussions with the ?aqam community, its Elders and leaders related to the potential for an authentic cultural experience owned/operated by ?aqam in the park. Consider this opportunity as a possible 'anchor' experience within a larger Rail Trail experience from Kimberly to Cranbrook and beyond.
- Create a Ktunaxa Liaison position within the City of Cranbrook team to support efforts to engage and move forward together



#### Foundation #3 – Create a Cranbrook 'Vibe - Downtown Cranbrook

Recommendation: Invest in Cranbrook's downtown 'heart' as a place to explore and celebrate and build a unique Cranbrook 'vibe'. Consider:

- ✓ Pedestrian friendly streetscapes with wide sidewalks, ornamental pavers and lighting and spaces for people to meet and interact – benches, plazas, outdoor cafés and patios
- ✓ A 'cultural walk' connecting various performance venues and galleries with current empty lots zoned for temporary use (with a permit) that allow artists to occupy for short periods to create and display their works
- City review of acquisition of unused/underutilized properties in strategic locations to create a series of 'pocket parks'
- ✓ Alley murals program and extensive public art that includes Ktunaxa artistic expressions
- ✓ Conversion of a portion of street parking for 'pop up' uses
- ✓ Incentives to improve business facades such as those at the end of Baker Street to reconnect and celebrate heritage downtown
- ✓ Winter 'tree lighting' of large evergreen at the end of Baker Street along the highway frontage; lights strung across 10<sup>th</sup> Avenue and Baker Street
- ✓ Wayfinding and interpretive signage throughout downtown in English and Ktunaxa language

#### Foundation #4 – Invest in Trails and Active Transportation

Recommendation: Invest in an interconnected network of local and regional trails for all ages and all abilities that links and funnels travellers to the downtown 'heart' of Cranbrook and introduce innovative programs to support local clubs engaged in trail development and maintenance.

#### Foundation #5 – Share the Stories of Cranbrook – Interpretive Signage & Wayfinding

Recommendation: Invest in the design and installation of a branded family of bi-lingual (English and Ktunaxa) interpretive and wayfinding signs that both provide direction to visitors and share the stories of Cranbrook.



#### Foundation # 6 - Invest in Venues & Parks to Pursue Sporting Events and Festivals

Recommendation: Make strategic investments in various facilities, parks and other venues around Cranbrook and introduce an event concierge service as a one-stop to build Cranbrook's reputation as an event-friendly destination for producers.

Foundation #7 – Secure New Iconic Attraction

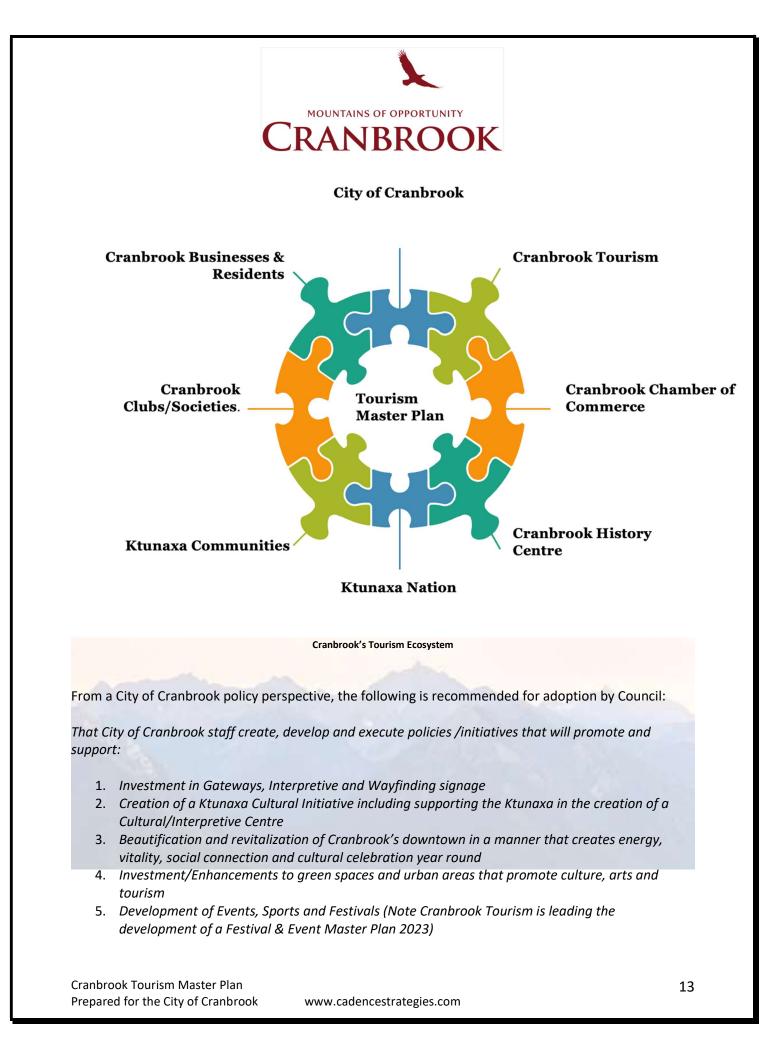
Recommendation: Explore opportunities to attract private sector investment in new iconic visitor attractions based in Cranbrook.

#### Implementation Considerations

Everyone in Cranbrook needs to work together to implement this Tourism Master Plan. Today's 'tourism ecosystem' includes a number of organizations, each of which has its own mandate and its own governance model. While this independence and separate accountability should be respected, if we are to succeed, collaboration is essential. This collaboration must embrace opportunities to leverage each other's efforts and must occur not only within Cranbrook but also across the region with Kimberley and Fernie as well as with unique visitor experiences and attractions like St. Eugene and Fort Steele. Where appropriate, invitations to participate in further detailed planning should be extended to BC Parks, MoTI and other agencies/Ministries.

At times, the objectives amongst the partners may not align and differing viewpoints will need to be addressed openly and honestly with room for discussion of alternatives that leads to commitment to a mutually understood (although perhaps not agreed) path forward. We cannot afford to operate in silos. Our competition does not.

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- 6. Investment in Active Transportation Local and Regional in accordance with Active Transportation planning and priorities currently being determined
- 7. Revitalization and rebranding of History Center Grounds as the Cranbrook Welcome Plaza and an integral part of the downtown Cranbrook experience
- 8. Development and programming of Indoor Spaces for visitor and resident enjoyment year round
- 9. Sustainable, inclusive and equitable growth within the tourism sector including:
  - a. Establishment of a strategic tourism team to realign decision making and processes.
  - b. Acceleration of the adoption of technology to help manage all aspects of tourism.
  - c. Coordination of marketing, planning, communication, networking, sharing of available data and priority setting between stakeholders to leverage and align efforts
- 10. Regional Tourism Sector Development
  - a. Pursue attraction of Iconic / Signature tourism asset development
- 11. Supply of appropriate, investment ready lands for Commercial, Hospitality and Tourism land use
- 12. Creation of incentivization programs to support investment, revitalization, and renovation of tourism based properties and businesses, including hotels and downtown buildings

Given that many of the recommended priorities in this plan relate to further engagement with the Ktunaxa Nation Council and the individual Ktunaxa communities, it is further recommended that the City of Cranbrook consider a formal staff position for a Ktunaxa Liaison. This is now being considered a 'best practice' amongst local governments in British Columbia.

Further, in order to optimize access to funding and grants from senior levels of government, the City of Cranbrook should consider prioritizing resources to ensure that strategies and plans are in place and key projects that are catalytic to tourism development are 'shovel ready' as this is a consideration in most infrastructure grant funding programs. This includes finalizing a coordinated 'family' of plans as a hierarchy beneath the Official Community Plan in the next 1-2 years:

- ✓ Cranbrook Welcome Plaza services/amenities/experiences design and rebranding
- ✓ Downtown Revitalization Plan
- ✓ Active Transportation Plan
- ✓ Festival and Events Strategy
- ✓ Parks and Recreation Master Plan (refresh in light of Tourism Master Plan recommendations)
- ✓ Signage and Wayfinding Plan
- ✓ Public Art Program

### Introduction

This Tourism Master Plan belongs to everyone in Cranbrook – to the City of Cranbrook, to our businesses and to our residents. It is a road map to achieving the shared aspirations of our community in relation to tourism development. It is intended to empower us to celebrate all that makes Cranbrook unique and special with those visitors from around the world who share our values and who, upon visiting, will grow to share our love for this place. This Plan asks us to open our doors to travellers but only if doing so contributes to our economy, sustains our arts, culture and heritage sector and on balance, restores rather



than degrades the natural environment around us. It recognizes that all three legs of this stool must be maintained for our community's definition of tourism success to be achieved.

We humbly acknowledge that we are privileged to live, work and play on the Ktunaxa Homelands. This Tourism Master Plan is intended to support our shared future with the Ktunaxa people. We welcome and support their dreams for the future of their people and the aspirations the Ktunaxa communities and the Nation have for tourism development and for a visible presence in Cranbrook. This Tourism Master Plan proposes a central platform from which to share their ancient and living culture, recognizing that the ultimate determination of what, where and how such sharing occurs lies properly and exclusively in the hands of the Ktunaxa people. The concepts proposed in the Tourism Master Plan will be adjusted once further engagement and input from Ktunaxa Knowledge Keepers, leaders and community members is secured.

The consulting team comprised of Suzanne Denbak, Cadence Strategies, Scott Kemp and Kelly Edzerza-Bapty, Obsidian Architecture, Liddie Sorensen-Lawrence, Align Research and Jim Johnson, Pacific Analytics would like to thank the members of both the Steering Committee and the Advisory Committee for their continued support and insights to the development this Plan. The Committee's thoughtful advice and passion for Cranbrook and all its various experiences have ensured that this Tourism Master Plan reflects both an understanding of Cranbrook's unique competitive advantage as a travel destination and, equally importantly, the community values and limitations that must be respected.

A very special thanks to Ktunaxa Elders Dorothy Alpine, Laura Birdstone and Pete Sanchez who met with the Steering Committee and shared their wisdom and ideas.

#### Steering Committee:

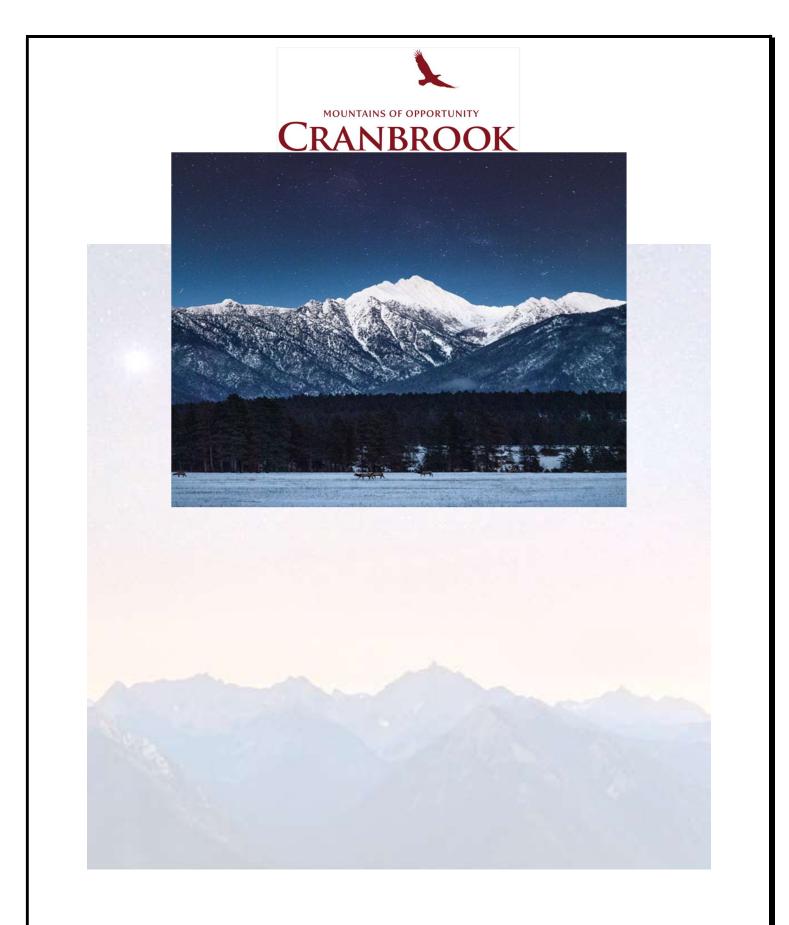
Darren Brewer, City of Cranbrook Kristy Jahn-Smith, Cranbrook Tourism

#### Advisory Committee:

Garry Anderson, Architect/Cranbrook Historian Chris Andrews, Cranbrook Tourism/ Wildstone Golf

Christyn Rebbmann, Cranbrook Arts Council Tristen Chernove, YXC Bob Whetham, Cranbrook History Centre Michael Sprake, St. Eugene Resort Janice Alpine, Ktunaxa Nation Council Helen Barron, Cranbrook Chamber of Commerce

Jessica Kazemi, Cranbrook Farmers Market Stacey Paulson, City of Cranbrook Trevor Thors, City of Cranbrook Galen Olstead, Key City Theatre Kevin Weaver, Fort Steele Andrew McLeod, Trails





# Cranbrook's Tourism Opportunity

#### Value of Tourism Today

Cranbrook is fortunate to have a diverse economic base that includes transportation, energy, retail, education as well as tourism. As is often the case in such diversified economies, the value of the tourism sector in Cranbrook had not yet been quantified prior to this project and was perceived by many as relatively insignificant compared to jobs and revenues from more traditional resource extraction and manufacturing.

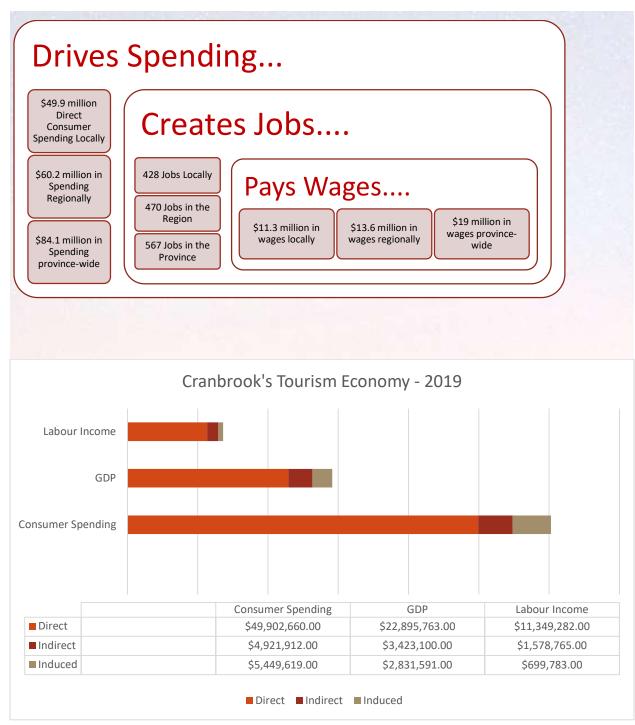
In order to clearly understanding the contribution that tourism currently makes to the economy of Cranbrook, a value of tourism study was conducted by Pacific Analytics using 2019 as the baseline year (pre-pandemic). Using proprietary input/output data models and a combination of first-hand financial data supplied by Cranbrook tourism businesses as well as regional and local averages, Pacific Analytics has estimated direct spending by visitors to Cranbrook and area (including Kimberley, St. Eugene and Fort Steele) to be nearly \$50 million in 2019. When indirect and induced spending is also considered regional consumer spending is over \$60 million and consumer spending triggered by Cranbrook's tourism economy throughout the entirety to BC is over \$84 million.

The modelling further estimates that the 2019 tourism economy in Cranbrook generated 428 direct jobs (308 Full Time Equivalents FTEs) paying out salaries, wages and benefits in excess of \$11 million. When indirect and induced jobs/FTEs are also considered, 470 jobs in the region are supported (340 FTEs) paying wages of \$13.6 million. Note that these numbers specifically remove jobs related to servicing local residents. For example, if a local plays a round of golf at Wildstone, the associated labour is not considered. These positions are exclusively driven by visitors. A more detailed explanation of methodology employed in this valuation process is found in Appendix A.

An important premise of this Tourism Master Plan is the belief that Cranbrook does not compete with its neighbours but rather all parties working together create a complimentary set of experiences which are competitive and distinct that in turn drives this value of tourism. By continuing to work collaboratively with Kimberley and Fernie, and with important attractions like St. Eugene and Fort Steele, it will be possible to continue to grow these economic benefits within the regional tourism economy.

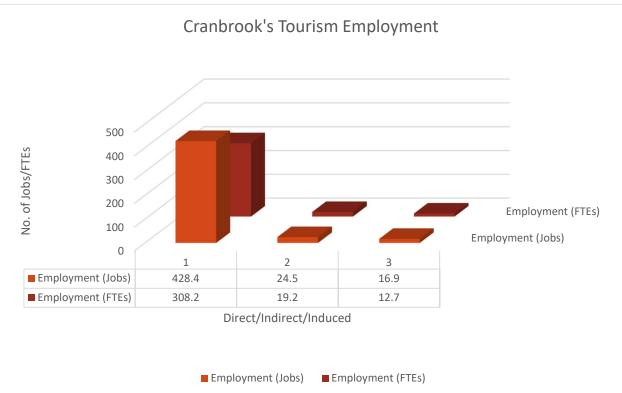


# Cranbrook's Tourism Economy



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Through the pandemic, Cranbrook was a frequent choice for BC residents exploring their own province in light of travel restrictions. Commercial and industrial projects in the last several years, and the associated business travel, have contributed to strong hotel occupancies, room nights and revenues. However, we recognize that when the upswing of this business cycle eventually ends, we need to be ready and to have a strong and loyal following of leisure travellers who come often and act as Cranbrook's promoters within their own social networks.

#### **Resident Perceptions**

As demonstrated above, tourism is an important contributor to Cranbrook's economy, but this is only part of the tourism opportunity for our community. Cranbrook residents, when asked in the Resident Survey conducted as part of this Master Planning Process, said that they understand that the local tourism economy also contributes to their quality of life. They noted in the survey responses that they benefit from more outdoor recreation amenities, more arts/culture/heritage experiences, greater choice of dining/retail options because of the visitor economy in Cranbrook and they feel that tourism should remain important to Cranbrook and be actively promoted. Detailed results of our Resident Survey are found in Appendix B.

Cranbrook's tourism opportunity lies in several domains. Unlike some destinations in BC, here in Cranbrook we have our residents' social license to grow – not without limitation, and with care and concern for the natural environment and respect for our shared history and the homelands of the Ktunaxa. But with these provisos in mind, there is room for more visitors at all times of year. Cranbrook still has



wide open spaces, few crowds and is, as yet, relatively undiscovered when compared to other iconic Rocky Mountain destinations like Banff and Jasper. Additionally, the visitors that do choose to visit Cranbrook should and could be staying here longer and spending more.

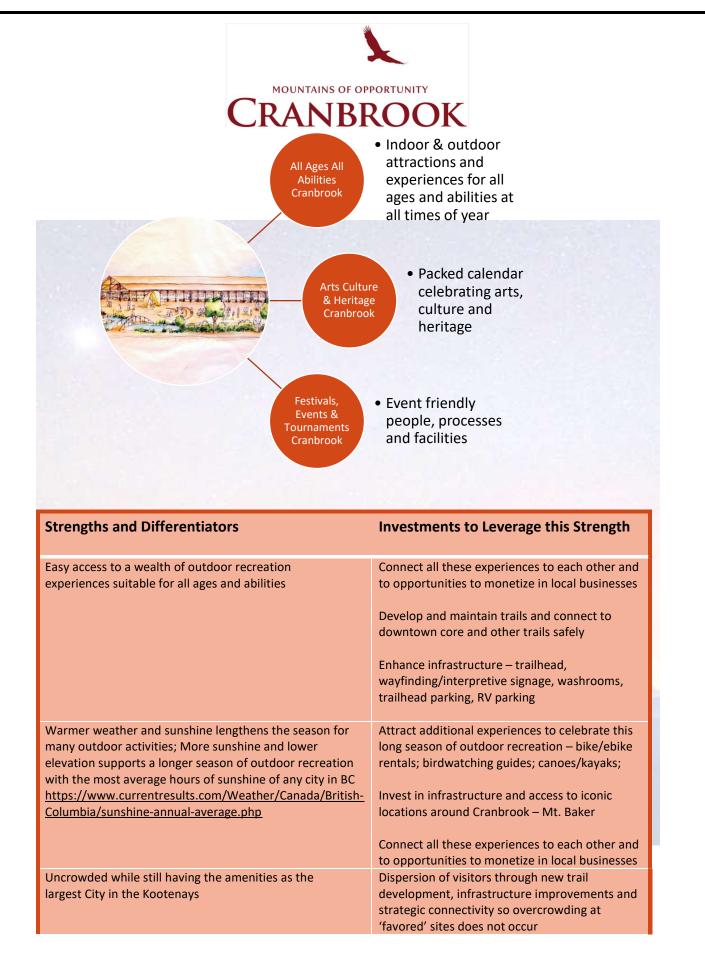
So, how do we get there? More visitors, staying longer and spending more? We begin by understanding and leveraging our strengths and securing our unique place in the travel market. We attract strategic public/private investments both in what we have today and in new experiences, events and attractions, and in that way, working together as a community, we make a compelling collection of truly remarkable 'only in Cranbrook' travel experiences.

#### Seizing the Opportunity by Leveraging Our Strengths

Cranbrook is special. Cranbrook is different from any other destination in the Kootenay Rockies region. We need to embrace this difference – lean into it and celebrate it. Through strategic investments, Cranbrook's key strengths and differentiators can be elevated to the level where we will have a defensible competitive advantage and Cranbrook will truly 'own' its position in the travel marketplace.

The core of this positioning, once achieved, places Cranbrook as a preferred destination, well known and desired by travellers and event/tournament organizers seeking:

- ⇒ Family-friendly, all ages/abilities experiences both indoors and outdoors Cranbrook, with strategic investments, can have a world-class system of safe, maintained, interconnected trails for all ages and abilities; easily accessed and child friendly lakes and rivers; educational and fun experiences and attractions for all ages, (Ktunaxa experience in development, History Centre (paleontology and luxury train collection of National significance) with St. Eugene Casino Resort, Fort Steele Heritage Town, Kimberley close at hand for day trips
- ⇒ Arts, culture and heritage experiences Cranbrook can become known as home to a wide range of talented artists and artisans and host City for others at venues like the Key City Theatre; Western Financial Place; as well as smaller boutique venues like the Royal Alexandra Hall; the Studio/Stage Door and the Armond Theatre. These experiences can become part of a constant, daily celebration of Cranbrook's unique heritage and place within the Ktunaxa Homelands (Ktunaxa Cultural Centre/ Ktunaxa Artisan Exhibits) and within the more recent colonial/rail history of Canada (National Museum of Rail Travel/Cranbrook History Centre)
- ⇒ Excellent facilities and a supportive, 'event-friendly' municipal/business climate Cranbrook can be a top-tier choice for event/tournament planners seeking venues for sports tournaments, competitions and events both indoor and outdoor like hockey, soccer, baseball, curling as well as for outdoor competitions like the Canadian Wakesurf Nationals at Moyie Lake, Wasa Lake Triathalon, sledding competitions



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Scenic beauty of the Rocky Mountain trench with mountains and waterways all at the doorstep of the City

The Canadian Rockies International Airport (YXC), as an asset to our tourism potential and future, provides access that sets Cranbrook apart in our product reach, be it rapid access to our mountain offerings (2 hours from your chair in Vancouver to your chairlift seat in Kimberley) or convenient arrival from international locations. With a cat 1 instrument landing system and wide valley approach, the airport enjoys robust reliability and service from Air Canada, Westjet and Pacific Coastal Airlines. YXC is an inland border designated 'Airport of Entry' with Canadian Border Services on site serving international arrivals. The nearest airport to the west providing such service is Kelowna and to the east, Calgary. YXC is the air access point for the vast area South Eastern BC, facilitating aircraft of all types and sizes, up to Boeing 767 long haul jumbo jets. The Canadian Rockies International Airport is a key differentiator in the visitor products we can offer and markets we can reach. Willingness of the Ktunaxa to share their culture

with visitors and be visibly present on their homeland – St. Eugene Resort nearby with Cultural/Interpretive Centre at former Residential School; City commitment to develop a visible presence in Cranbrook and pursue a centre for Ktunaxa artists to have a workspace/tools and retail presence in downtown Cranbrook Consistent branding and messaging by all players in Cranbrook's tourism ecosystem to showcase our connection to the Rockies and thoughtful use to ensures this environment is sustained

Opportunities to attract longer haul domestic markets (ON, PQ) as well as international travel

Transportation options from airport scheduled, convenient and reliable

Offer transportation options in/around Cranbrook if not using a private vehicle

Ktunaxa presence at entry to Cranbrook as a defining feature of the Cranbrook arrival experience.

Visible presence throughout downtown (public art installations, murals etc)

Design and build a Ktunaxa Interpretive Centre; Ktunaxa Artists Workspace/Retail; Visitor Centre with pedestrian connectivity across the highway to Baker Street brewery/downtown;

Family friendly and age friendly activities with<br/>accessible trails, easy hikes, warm lakes,<br/>interesting venues and various events inIdentify and resolve 'pain points' that detract<br/>from our ability to 'own' this position in the<br/>region – safe highway crossings, bike lanes, trail<br/>connectivity, etc. to truly embrace this<br/>positioning of family friendly and all ages in the<br/>market

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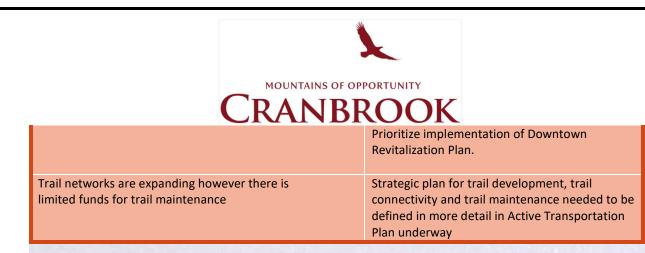
Performance, heritage and meeting venues; sports facilities/fields suitable for hosting all manner of events at all times of year	Create a vibrant downtown core and cultural district – pocket parks, pop-up art displays – See recommendations of Downtown Revitalization Plan Host more sports tournaments; endurance events and associated training – need to make it easy for event organizers to work with Cranbrook - concierge type service for organizer; clear and efficient municipal processes
Unique railcar collection having National significance; significant investments made in restoration and preservation over many years with a visible highway presence	Railcar collection is unique and should be treated as artifacts not just 'old trains'; roofing of Train Shed should be completed as a priority of the History Centre; further investments to fully enclose trains as artifacts and remove current chain link fencing To be more of a 'draw' for visitors, make grounds inviting, better maintained and expand experiential mix beyond 'viewing' e.g. take an actual train trip; eat in the dining car (having regard to wear/tear and deterioration concerns, archival pieces in the collection would not be utilized for interactive visitor experiences)
Interesting geology/paleontology in the area	Showcase throughout Cranbrook and surrounds (e.g. trilobites embedded in downtown sidewalks); trilobite scavenger hunt – found all over downtown Cranbrook; invest in infrastructure/archival requirements to be designated as an official paleontology/storage location and work with Province to return some of the fossils currently stored in Victoria and elsewhere
Excellent angling and hunting opportunities	Spring/fall opportunity to build out 12 months of tourism – need to engage with appropriate stakeholder groups to work collaboratively around wilderness and wildlife recreation
Weaknesses (conditions inherent to the Cranbrook experiences):	Investments to Address this Weakness
Reliance on private vehicles for transportation from XYC or within/around Cranbrook	Invest in Rural Transit Study that looks into links to surrounding communities and destinations Fleet of e-vehicles available for rent UBER type service launch

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# MOUNTAINS OF OPPORTUNITY

CRAINDROOK		
	EV charging infrastructure close to shops and restaurants (spend time while charging) Reliable airport to downtown/hotel service reinstated (was in place pre-pandemic) Public transit is needed locally and regionally Walkable downtown Safe and attractive highway crossings Trail connections so no vehicle needed once at your hotel Fleet of e-bikes for rent Reference recommendations of Active Transportation Plan once complete	
Unattractive highway frontage creates and confirms off-brand perceptions of Cranbrook as a short stop only rather than a place to stay multi- nights to explore the Rockies/Kootenays	Priority investment in aesthetic improvements to gateways to Cranbrook including Ktunaxa gateway presence and in downtown revitalization efforts as recommended in Downtown Revitalization Master Plan Create a clear and visible distinction between 'the strip' and entry into downtown Cranbrook through investments in History Centre grounds from King Street to the Prestige Hotel and through downtown revitalization efforts Embrace the strip – it is part of Cranbrook's	
Downtown is in need of revitalization/beautification including thoughtful connections to the Cranbrook History Centre and grounds, downtown businesses and heritage neighbourhoods through urban parks, attractive streetscapes, wayfinding signage etc.	identity but it is not all that is 'Cranbrook' Create a sense of arrival – build a gateway into ?a·kiskaq‡i?i at Cranbrook St. North; maximize the impact of the linear urban park and highway frontage – offer parking, EV charging, Visitor Info, RV parking/sani-dump and pedestrian crossing (bridge/tunnel) to vibrant downtown area/cultural district with pedestrian friendly centre, shops and services CP Rail Building and parking lot repurposed as one of two parking/pull in lots; microwave tower beside Prestige to be repurposed as second parking/pull in lot. All other existing paved areas to be 'greened' and landscaped Train shed to become home for temporary, rotating exhibits, displays and for Cranbrook artists/artists workshops and maker spaces as well as continued display of paleontology centre on lower level.	

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# What Our Visitors Are Telling Us

Cranbrook's tourism future is bright but we cannot make the necessary strategic investments all at once. To move forward, we must prioritize our efforts. To assist with this understanding of priorities, we developed a visitor intercept survey that launched over the summer of 2022. Who better to ask about investment priorities and what needs to be improved than the visitors themselves? The purpose of the Cranbrook Visitor Study was to better understand who our visitors are, their perceptions and experience in Cranbrook. The main objectives of the Visitor Study were to:

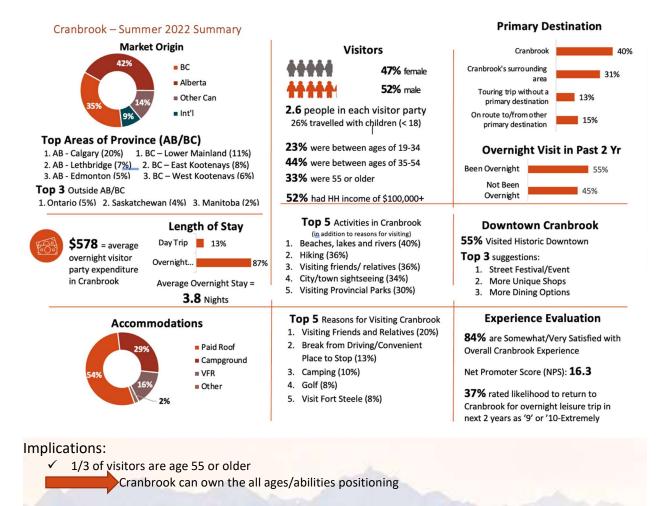
- Gain a more complete understanding of visitor characteristics, including market origin and demographics;
- Develop a better understanding of trip characteristics, including length of stay, paid accommodation use, activity participation, tourist site visitation, trip planning characteristics including social media use;
- Identify areas where we can improve; and,
- Assess visitor satisfaction levels (Net Promoter Score, NPS<sup>®</sup>).

Align Consulting Group provided guidance on study design, survey development, interviewer training, onsite data collection sampling plan, onsite data collection software, administration of online follow up surveys, analysis and reporting. Cranbrook Tourism staff were used to conduct the onsite intercept surveys and overall were very successful completing 456 surveys. Follow up surveys with those intercepted also occurred but did not have a robust sample at only 53 completes. Some questions were supplemented by data obtained from Kootenay Rockies Visitor Study. The study design is described in Appendix C.

Due to staff shortages, the initial sample plan could not be adhered over the course of the summer, so the resulting data may not be entirely representative of the visitors as a whole. However, interviewing did occur for many days distributed throughout the week and months and in various locations. At a minimum, the responses are both informative and indicative and serve as useful input to the development of the Tourism Master Plan strategies and priorities for implementation.



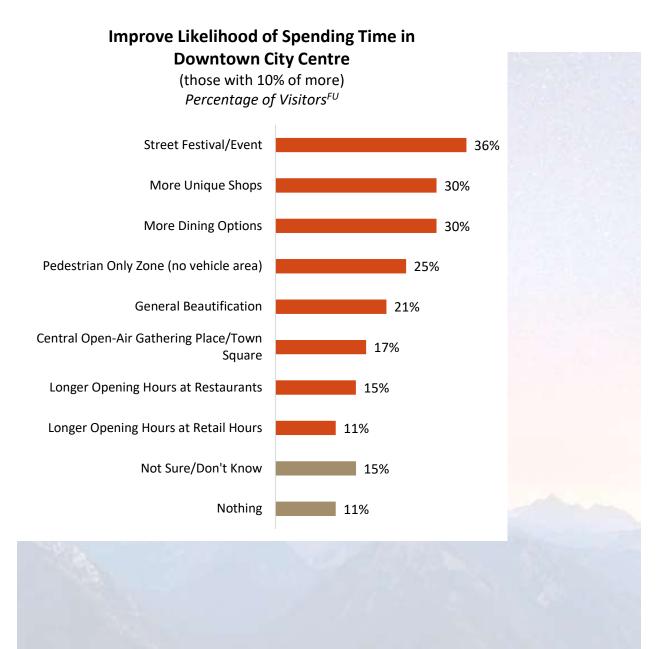
#### Key Findings of Visitor Research



- Top 5 activities include both outdoor and urban experiences
   Cranbrook's position in the travel market can uniquely embrace outdoor and 'urban' tourism
- ✓ Visiting friends/relatives drives 36% of visitation to Cranbrook Cranbrook residents can be our ambassadors
- 55% visit Downtown Cranbrook Downtown revitalization is critical



✓ Suggestions to improve the likelihood of spending time in downtown Cranbrook included:



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**Day Visitors Overnight Visitors Total Visitors** Market Origin 51% 33% 35% BC Alberta 45% 42% 25% Other Canada 16% 14% 14% USA 7% 5% 5% Overseas 2% 4% 4% Gender Female/Woman/Feminine 56% 45% 47% Male/Man/Masculine 40% 54% 52% Non-Binary, Gender Fluid, and/or Two-Spirit 1% 2% 1% Length of Stay Average Nights in Cranbrook 3.8 3.8 Type of Trip 12% Percent Choosing Cranbrook as Primary Destination 36% Percent Choosing Cranbrook's Surrounding Area as Primary 42% 30% 28% Destination Stayed Overnight in Cranbrook in Past 2 Years 47% 55% 55% Average Travel Party Size 2.5 2.6 2.6 Visitor Party Expenditures While in Cranbrook \$480 \$186 Accommodation 35% Hotel 35% Other Paid-Roof Accommodations 19% 19% Camping 29% 29% With Friends/Relatives 16% 16% **Experience Evaluation** Overall Satisfied with Experience in Cranbrook<sup>1</sup> 84% 59% 94% High Likelihood of Overnight stay in Cranbrook in next 2 Years<sup>1</sup> 37% 37% High Likelihood of Recommending Cranbrook 31% 39% 37% NPS -6.8 26.1 16.3

% that are significantly different from each other are noted in red (significantly lower) and corresponding blue (significantly higher).

#### Area of Origin

Not surprisingly, the greatest number of visitors to Cranbrook come from Alberta – primarily the Calgary area but also from Lethbridge, Edmonton, Red Deer and Fort McMurray as well as other parts of Alberta. In total Alberta residents represented 42% of visitors surveyed.

Our second largest market is BC residents. 35% of surveyed visitors came from BC – 11% from the Lower Mainland; 8% from the East Kootenays; 6% from the West Kootenays; 5% from the Thompson Okanagan region and 4% from elsewhere in BC.

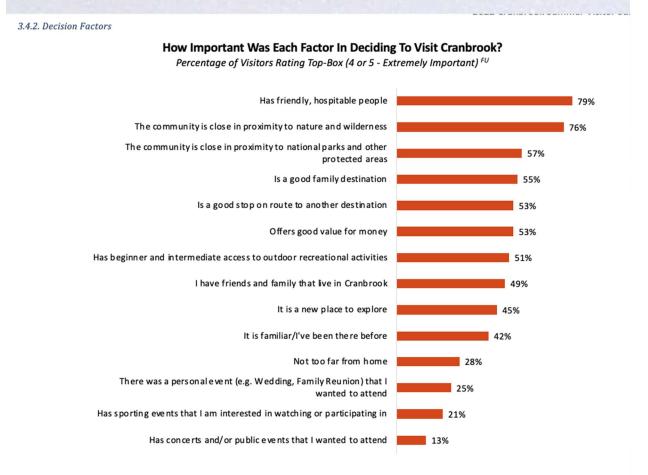
Canadians from outside AB and BC primarily came from Ontario and Saskatchewan with a smaller showing from Manitoba and Quebec.

Of most interest to the Tourism Master Plan is the age range demographic, with visitors 35+ years of age representing 77% of visitation and over 50% of visitors being 45 years of age or more. This confirms that Cranbrook's all ages and all abilities positioning with entry level and intermediate options is an important area in which to continue to invest and enhance, as is the downtown arts, culture, heritage, culinary and shopping experiences that are typically of interest to this demographic.



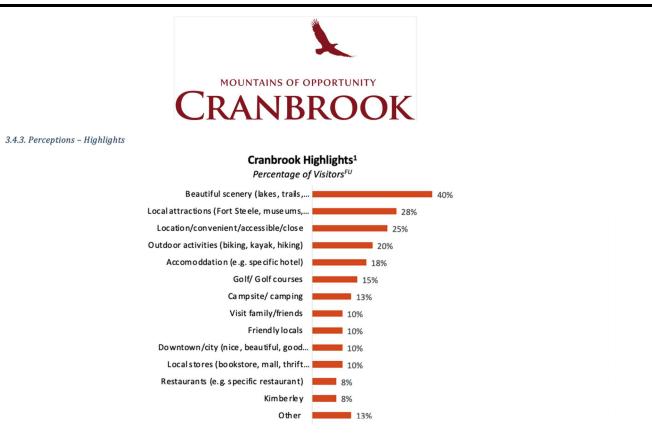
#### Why Cranbrook?

The visitor intercept research confirms that the current positioning of Cranbrook as the 'gateway to the Kootenay Rockies' is aligned with visitors' perceptions. The Tourism Master Plan envisions Cranbrook as continuing to be this gateway and more – a destination in its own right with a compelling combination of natural and built experiences for all ages at all times of year. Strategies to build on the 'highlights' and address the 'shortcomings' noted below have been considered in the recommendations that follow.



Scale: 1 = Not At All Important to 5 = Extremely Important

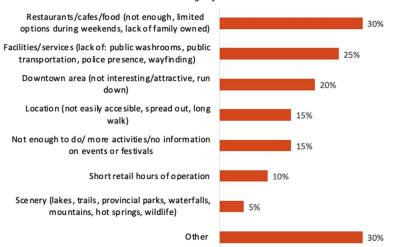
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1. 39 visitors provided 90 highlights of their time in Cranbrook and area. These were coded into categories as noted in the graph. Each visitor could provide multiple highlights therefore total adds to more than 100%.

3.4.3. Perceptions - Shortcomings

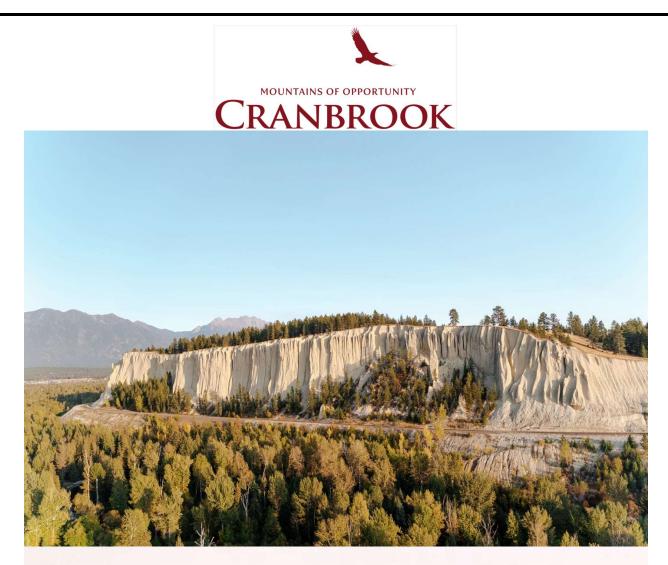
#### Cranbrook Shortcomings<sup>1</sup>



Percentage of Visitors<sup>FU</sup>

1. 20 visitors provided 30 shortcomings of their time in Cranbrook and area. These were coded into categories as noted in the graph. Each visitor could provide multiple highlights therefore total adds to more than 100%. Due to the small sample size, please use caution when interpreting the results.

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# What Our Residents Are Telling Us

In order to understand the views of our residents in relation to tourism development, a resident survey was also commissioned. The survey tool as well as detailed responses are found in Appendix B to this report. In total, 271 responses were received with 80% of participants being residents of the City of Cranbrook. Highlights of this survey include:

- 48% of respondents believed that tourism was very/extremely important to them personally; an additional 33% believed that tourism was moderately important to them personally with only 6% believing tourism was not at all important to them personally
- 43% of respondents believed that tourism was very/extremely important to the business or organization that they represent and 82% believed that tourism is very/extremely important to Cranbrook's economy
- Respondents indicated the top ways in which tourism is expected to contribute to their lifestyle in the next 10 years identifying employment/income opportunities, more outdoor activities and recreational infrastructure, more restaurant and retail shopping options and more opportunities to experience arts and cultural performances as most important to them
- □ Residents strongly agree with the following statements:
  - Tourism attracts new residents and businesses and encourages investment in our local economy
  - $\circ$  ~ I believe tourism should be actively encouraged here in Cranbrook

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- I support tourism and want to see it remain important to Cranbrook
- Cranbrook should work to become a year-round visitor destination with tourism one of several important economic contributors

Residents were also asked about the image of Cranbrook they have in their minds and what they would like the world to think of 10 years from now when Cranbrook is mentioned as a place to visit. The images and phrases that came to mind include many references to the scenic beauty of the mountains, the wealth of outdoor recreation opportunities, trails for hiking, biking. The friendly, welcoming nature of Cranbrook as a basecamp and a destination are also felt by residents to be foundational to Cranbrook's sense of place with the hope that Cranbrook will offer a vibrant, clean, pedestrian friendly downtown core with a wealth of arts, culture and heritage experiences, interesting shopping/dining and intriguing events.

#### "A beautiful small town with so much to do and see, friendly people and businesses that care about their community and the environment around them."



" A natural and cultural wonderland"

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# Retail Gap Analysis

The information gathered from stakeholder interviews, Advisory Committee meetings, visitor survey findings and resident survey findings identifies the following priority retail gaps to be pursued in the near term to enhance and compliment the visitor experiences currently available in Cranbrook and encourage incremental spending and visitor yields:

- Scheduled transportation services/on-demand transportation services UBER or equivalent service; additional taxi service
- Additional unique retail offerings featuring local artists, artisanal products and 'one of a kind' retail including arts, crafts, jewellery (including Indigenous artists/artisans)
- Additional restaurants, cafés, bakeries in a vibrant, pedestrian friendly downtown area
- Quality clothing and footwear options
- Equipment rental e-bikes;

# Visitor Servicing Strategy

Visitors are increasingly using technology and smart devices at all stages of travel planning to secure the information they need. There is no longer a clear distinction between how we communicate with travellers when they are in a destination and how we communicate with them during their pre-travel trip planning/decision making stage. Cranbrook's Visitor Servicing Strategy must also adapt and evolve with these trends. Better practices in the delivery of visitor information services now offer the following lessons:

- Successful destinations provide travellers with information where, when and how they would like to receive it –face to face in a Visitor Centre; on a live chat on the website; at a pop-up tent at a festival or simply through the provision of robust information accessible via smart device
- Successful destinations ensure all destination messaging and information is accurate, clear and consistent destinations cannot afford to send mixed messages about what they have to offer and why visitors should choose them. There has been an industry-wide trend towards consolidation of destination marketing (pre-travel messaging) and visitors services (in-destination messaging) under the leadership of one organization, typically the Community Destination Management Organization (CDMO) in order to most effectively coordinate messaging to visitors. This has had the additional benefit of allowing resources previously dedicated solely to visitor information services, to be assigned additional marketing activities such as social media posting during slower periods of visitation
- Successful destinations embed in visitor information important community values and education related to responsible travel and utilize engagement opportunities with visitors to proactively manage and disperse travellers to areas having the environmental and social capacity to receive them

Providing consistent, accurate, 'on brand' messaging at all of these visitor 'touchpoints' throughout the travel journey from planning to arrival and post-trip, is more effectively and efficiently managed under the leadership of one entity. There is significant risk of message confusion, missed engagement opportunities etc. when multiple entities are setting strategic and tactical direction for the delivery of visitor information services. In British Columbia, the community DMO is increasingly seen as the best leadership option given that their primary mandate as an organization is tourism and includes constant



monitoring of visitor needs, expectations and motivators. As long as the community DMO is equally in tune with resident and stakeholder needs and expectations, this messaging to visitors can address traveller needs while remaining respectful of residents and the social license they provide to the tourism industry. Further, the staff resources in the CDMO can be fully tasked without the 'down time' that can occur when the only job responsibility of the team member is to respond to the physical arrival of visitors in a 'bricks and mortar' Visitor Centre.

When we apply these lessons to the provision of Visitor Information Services in Cranbrook, the following recommendations arise as part of the overall Tourism Master Plan:

- Cranbrook Tourism should continue to take the lead responsibility for the provision of Visitor Information Services including operation of the Visitor Centre in a highly visible, easily accessed location. As linear urban park on the Cranbrook Heritage Centre grounds develops, these more detailed discussions should consider a physical presence for Visitor Information Services. Initially the Elko Station building has been identified as a possible future location for the Visitor Centre and café with use of the CP Rail parking lot for access and parking
- Cranbrook Tourism should continue to offer mobile Visitor Information Services at key locations, festivals and events and through management of on-line content available to travellers throughout their trip planning and travel activities
- Once a high profile location for the bricks and mortar Visitor Centre is determined and operations from this new base have occurred for a year or more, a value of the Visitor Centre study should be considered to baseline the return on investment arising from the provision of Visitor Information Services from this physical locations as well as from mobile efforts (for an example of this type of research see Tourism Golden 2019 Summer Visitor Study Research & Insights Tourism Golden

https://www.tourismgolden.com > tourism-indicators

- ✓ The Cranbrook Tourism team members responsible for Visitor Information Services be fully integrated and coordinated with the destination marketing team to achieve efficiencies available from flexible resources which, when not engaged with visitors, can undertake other tactical marketing work
- ✓ Cranbrook Tourism continue to actively engage with their resident and stakeholder base to ensure strong 'social license' for the tourism economy and to understand where dispersion strategies should be employed relative to perceived capacity limitations
- ✓ The City of Cranbrook review the contracted financial support provided to Cranbrook Tourism to operate the Visitor Centre and provide Visitor Information Services to ensure appropriate resourcing and supports are available. It is possible to benchmark against investments made by cities of similar size such as Penticton where the City of Penticton invests between \$250,000 and \$300,000 annually in Visitor Centre operation <u>www.penticton.ca</u>



# **Our Shared Vision**

Cranbrook is an inviting destination that is easy to access, easy to get around and easy to enjoy no matter your age, ability or interest with attractive city gateways leading to a vibrant core that celebrates Cranbrook's unique blend of access to incredible nature and urban amenities.

Cranbrook is an intriguing destination offering engaging arts, cultural, heritage experiences as well as festivals, entertainment and sporting events that celebrate the natural and urban experiences found here at 'basecamp' Kootenay Rockies.

Cranbrook is an inspiring destination that embraces sustainable tourism and offers experiences that educate, inform and encourages everyone to contribute to the social well-being of our community and the health of the environment that sustains us.

#### **Our Winning Aspiration:**

Cranbrook is British Columbia's best all ages, all abilities mountain town.

#### **Our Tourism Mission:**

We thoughtfully invest in our natural and urban assets to create experiences that showcase and sustain the best qualities of both a small mountain town and a vibrant urban city for the benefit of our residents and visitors.

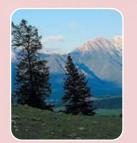
#### CRANBROOK is:

- C = Central a basecamp to explore the Kootenay Rockies
- R = Real an authentic and welcoming mountain town
- A = Accessible for all ages and abilities
- N = Natural Rocky Mountains' raw beauty, rushing water, clean air
- B = Built offering urban experiences, services and amenities
- R = Recreation for all ages, all abilities, all seasons
- O = Open to all ages and all abilities
- O = Occasions, festivals and events
- K = Ktunaxa Homelands



## Claiming Our Position in the Travel Marketplace

If Cranbrook is to be a preferred travel destination for all ages/all abilities adventures, for arts/culture/heritage experiences and for signature festivals, events, tournaments and competitions, we will have to make a series of investments. The balance of this Tourism Master Plan considers these investments, recommends priorities within a series of 'foundational' areas and phases them over a multi-year time horizon.







#### All Ages & Abilities

- Invest in trails expansion, interconnectivity of various trail nodes,trail maintenance & safety including accessible trail network from Cranbrook Welcome Plaza to Elizabeth Lake
- Create a walkable, welcoming and safe revitalized downtown connected to Cranbrook Welcome Plaza
- Invest in satellite and signature
- experiences consider:
- ?aqam Park on St. Mary's River amenities investment (washrooms, float launch) and possible unique overnight accommodation/cultural sharing experience
- Elizabeth Lake amenities investment (trails, blinds, washrooms, signage)
- Moir Centennial Atheletic Park improvements
- Community Forest trail expansion/
- skills park/ services and amenitiesOther possible signature attractions

#### Arts, Culture & Heritage

- Develop Cranbrook Welcome Plaza
   'Ki?su?k kyukyit' including home
   for Visitor Info Services
- Support the Ktunaxa in the development of an Interpretive Centre - location TBD
- Develop a downtown location for Ktunaxa art and artists within the larger downtown revitalization that invests in pedestrian friendly, vibrant streetscapes, facade improvements, public art installations
- Expand programming and tenant base on History Centre grounds (and CP Rail parking lot) to offer a broader range of experiences beyond luxury train viewing, paleontology such as artist maker spaces, train ride to Fisherville Ghost Town
- Create a downtown Cultural District and pocket parks, pop up cultural spaces
- Pursue a Ktunaxa gateway at Cranbrook St. North as well as public art opportunities

#### Tournaments, Sports Competitions & Events

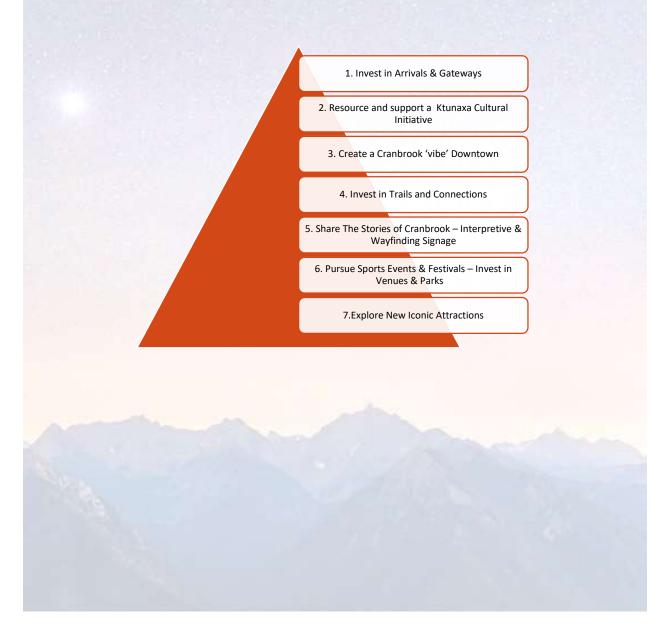
- Develop multi-purpose event/fair grounds at Moir Centennial Athletic Park including outdoor amphitheatre, athlete facilities, food/beverage space/food truck, compsites. PV book ups
- Review major sporting infrastructure and identify priority improvements to allow hosting of wider range of events both indoors and outdoors
- Create a concierge style service for event organizers and be an 'event friendly' City including sponsorship opportunities

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# The Foundations of Our Tourism Master Plan

The seven foundations of our Tourism Plan are described in more detail below:



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Recommendation: Create a well-defined and welcoming sense of arrival into the 'heart' of Cranbrook:

- ✓ Create a statement urban park and Welcome Centre/Plaza utilizing the entirety of the highway frontage running from the Prestige Hotel to the intersection of the Highway and King Street (the 'History Centre grounds') and with pedestrian connection across the highway to a revitalized downtown.
- ✓ Undertake a detailed planning process for re-imagining of this site as a powerful tourism catalyst for Cranbrook accompanied by a branding/naming review that considers the perspectives of the Ktunaxa Nation, the Cranbrook History Centre, Canadian Museum of Rail Travel, Cranbrook Tourism/Visitor Centre and the City of Cranbrook representing the interests of all residents
- ✓ Acknowledge the Ktunaxa Homelands with a new gateway presence at Cranbrook Street North and with a Ktunaxa Interpretive Centre, potentially at the Elizabeth Lake entrance/gateway or another location to be determined through further consultation
- ✓ Enhance the Ktunaxa presence in Canadian Rockies International Airport and create a showcase at the airport for all the best reasons to stay longer in Cranbrook and return again.

There is a widely held view amongst residents of Cranbrook that the 'strip' defines the arrival experience. While our highway strip of retail shops and services serves a valuable role providing fuel, food and other goods for both travellers and residents alike, it need not define Cranbrook's identity. The Tourism Master Plan envisions a clear physical distinction between the strip and arrival into Cranbrook's downtown heart – the source from which the 'Cranbrook vibe' originates and from where, this vibe will radiate outward and inspire all aspects of our visitor and resident experience. This will require investment in these arrivals and gateways, as well as a revitalization of Cranbrook's downtown.



Downtown 'heart' of Cranbrook - Cultural District including History Centre property

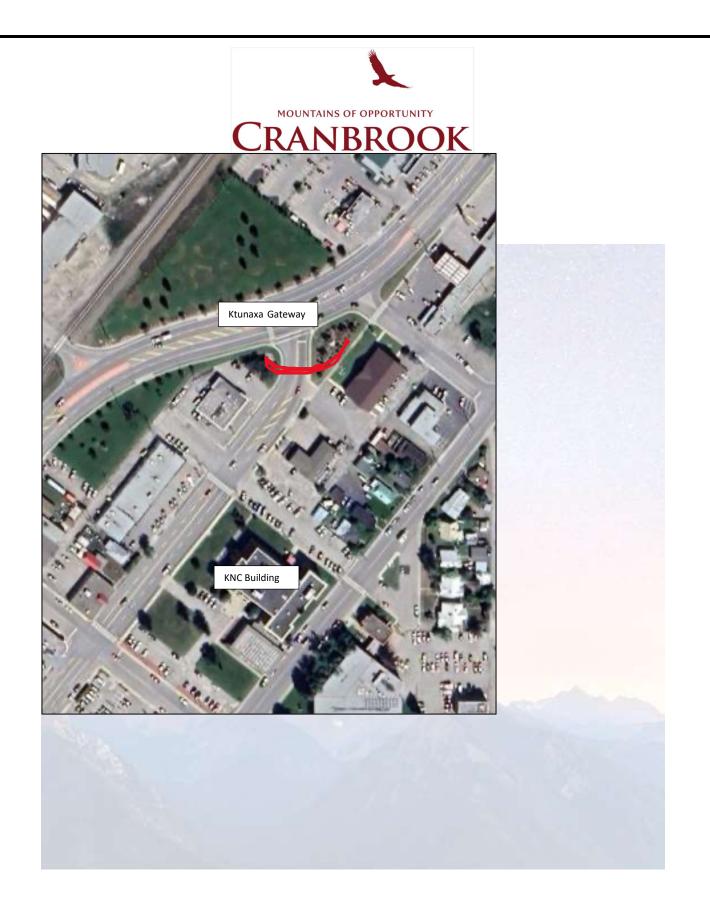
Arrivals & Gateways -Cranbrook St. North; History Centre Grounds; Airport

Outlying Areas & 'The Strip'

Ktunaxa Homelands Gateway

One primary entrance into downtown Cranbrook from Highway 3 is located at Cranbrook St. N. This is also the most direct access to the Ktunaxa Nation Council offices in a historical building that is the former Central School Building. A culturally informed archway or other statement sculpture(s) at this entrance to Cranbrook St. N. is envisioned which showcases Ktunaxa culture and traditional language with the traditional placename ?a·kiskaqŧi?it prominently featured. While further engagement with Ktunaxa Elders, Knowledge Keepers and community members is needed to detail this design, early ideas have included an archway paying homage to the eagle/eagle feathers, to 'the place where two valleys meet' (the meaning of ?a·kiskaqŧi?it) and to the mountains, rivers, hoodoos that define the Ktunaxa homeland. Other ideas have included sculptures of the eagle and of the bear.

Although the KNC offices are located in a 1909 heritage building that is not reflective of Ktunaxa culture or traditional built forms, there is ample space outside the facility for art installations by local Ktunaxa artists as well as interpretive signage (see below) to share the Creation Story of the Ktunaxa. The City's own public art program along with grants from various Federal, Provincial and regional sources (Columbia Basin Trust), can be pursued to support these installations both at the KNC offices and throughout Cranbrook's downtown if KNC confirms that this is indeed of interest to them.



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### Cranbrook Welcome Park - Qapi Ktunaxa Sukiłqukni kin wamiłkił ?amak?is

The property located between the railway tracks and Highway 3, running from south of the Prestige (current location of a cellular tower) all the way to the intersection of Highway 3 with King Street, is one of the most valuable and visible opportunities Cranbrook has to make a statement to the world about all we have to offer residents and visitors. This site has the potential to be a powerful catalyst for tourism attraction if we think boldly rather than incrementally.

- Create a statement urban park and Welcome Centre/Plaza utilizing the entirety of the highway frontage running from the Prestige Hotel to the intersection of the Highway and King Street (the 'History Centre grounds') and with pedestrian connection across the highway to a revitalized downtown.
- ✓ Undertake a detailed tourism-led planning process that reimagines this site as a powerful tourism catalyst for Cranbrook accompanied by a rebranding/naming review that considers the perspectives of the Ktunaxa Nation, the Cranbrook History Centre, Canadian Museum of Rail Travel, Cranbrook Tourism/Visitor Centre and the City of Cranbrook representing the interests of all residents

The Tourism Master Plan ultimately envisions the entirety of this highway frontage lands being transformed with the following recommended key features and uses:

Access and parking for the site consolidated and rationalized into two separate locations

 the area south of the Prestige Hotel where the cell tower is located and the current CP Rail parking area beside the Water Tower. Note: The sketches below depict the CP Rail Station in its current condition. Initial discussions with CP Rail indicate that they are not interested in divesting this property and hence restoration of the building to its original condition and splendour has not been incorporated into these findings. However, should CP Rail's position change and funding be available to restore the Cranbrook CPR Passenger Train Station, this would further elevate the experience and impact of this Welcome Park.



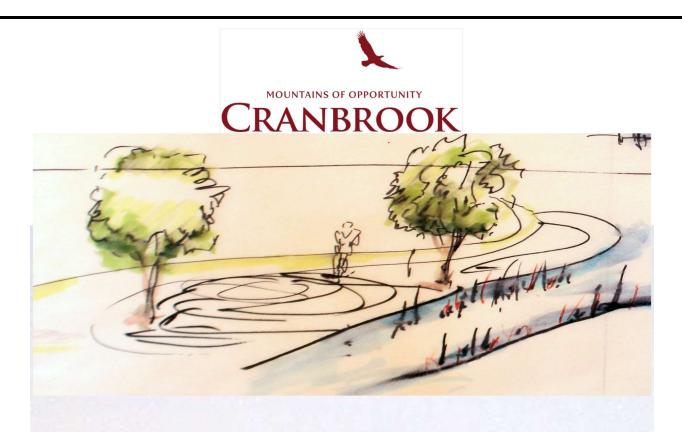
Images Courtesy of Garry Anderson



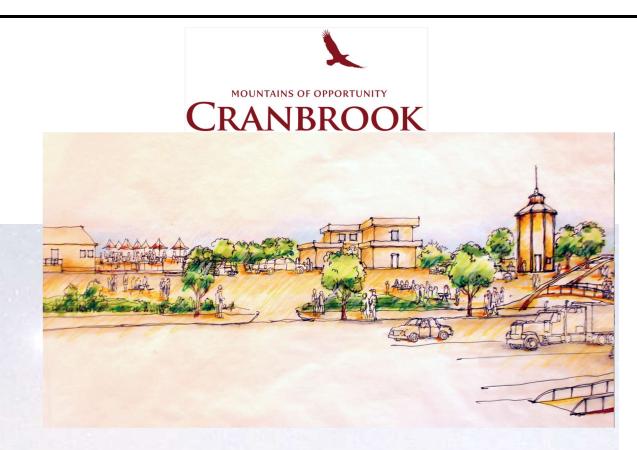
 These parking areas safely accessed from the highway with RV pull through. Traveller amenities such as wi-fi access, EV charging stations, washrooms available as access to various experiences on the property. Visitor Information is also available introducing Cranbrook and all the many reasons to stop and stay longer. There is pedestrian access across the highway to Baker Street and onwards into a revitalized downtown core and Cultural District (bridge or tunnel is yet to be determined). This journey across the highway is enjoyable and intriguing – serving as a place to share the stories of Cranbrook from the time of the trilobites, to the Ktunaxa Creation Story, to the arrival of European settlers through to today



- All other mass vehicular entrances are closed; all existing paved areas and driveways become greenspace with a meandering, accessible trail providing wheelchair access to all facilities and experiences on the grounds (provision made for event access to Royal Alexandra Hall)
- The creek on the property is 'daylighted' i.e. reinstated to a surface creek providing opportunities for quiet reflection, interpretation of the natural environment in/around Cranbrook and general enjoyment



- The Elko Station or a similarly visible and high-profile location on the History Centre grounds becomes the new location for the Visitor Information Centre with travellers parking in the CP Rail parking lot. The Visitor Centre offers information as well as a selection of retail items from local artists and other souvenir items.
- Adjacent to the Visitor Centre there is opportunity for a railcar themed café serving coffee, snack items with an outdoor deck and picnic tables in the grassy area possibly around the Water Tower (there is potential to use an existing 'retro railcar' on site for this café)
- Cranbrook Tourism's administrative offices are co-located with the City of Cranbrook's Business/Economic Development office to secure the synergies that come from organic daily interactions amongst these important functions. The Chamber of Commerce team can also be invited to participate in this shared space.
- The upper level of the Freight Shed becomes a gallery/exhibit area and showcase for local Cranbrook artists providing workspaces and display areas as well as temporary exhibits and other rotating displays and in so doing providing reasons for local residents to return and visit often
- The venue inside and at the north end of the Freight Shed (previously contemplated as a café) becomes part of the new Cultural District and incorporates a stage for performing arts small, intimate performances such as musical solos, duos etc. with the opportunity for catered food/beverage; liquor sales
- The Lower Freight Shed in the short-term may continue to house and display the paleontology exhibits and the miniature train display. In the longer run, other travel motivating experiences should be considered for this space that support visitor attraction as well as resident return visits.



 The Royal Alexandra Hall and collection of luxury rail cars remains a feature experience on the site with the contemplated extension of the roof a priority to protect the remainder of the collection (currently only ~ 50% of the collection is protected with a roof). Ultimately, this collection is entirely enclosed and the chain link fence removed as it will no longer be needed for security reasons). This opens an additional width of approx. 15' of greenspace that is reclaimed along the entirety of the collection, further opening and greening the site for the enjoyment of all





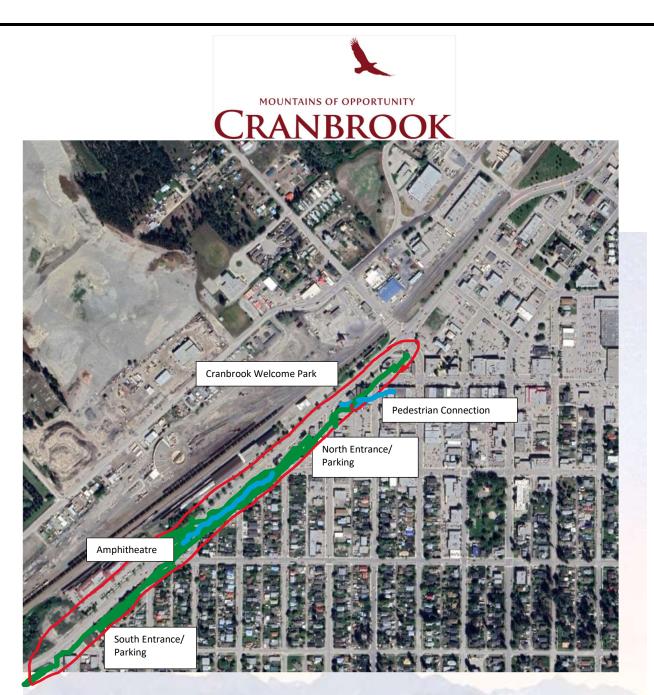
 The rail cars that are not currently an active part of the collection are reviewed and where beneficial incorporated into the site interpretation and visitor experience. The south end of this area is offers benches, seating and possibly a small amphitheatre space for outdoor performances.



The pathway running from end to end of the site is hard surfaced, smooth and well-lit
offering a pleasant walking experience in both directions. It has been suggested that
some form of mini-train or people mover be considered. This path is part of a larger 'Story
Trail' running throughout Cranbrook with interpretive signage telling the stories of
Cranbrook from its earliest geologic formation, to the Ktunaxa Creation story and more
recent colonial and rail history



• The accessible pathway extends all the way to Elizabeth Lake and the proposed Ktunaxa Interpretive Centre and is part of a larger interconnected network of trails throughout Cranbrook and region that has been detailed in Cranbrook's Active Transportation Plan



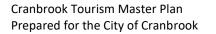
## Canadian Rockies International Airport

For many travellers, their first experience with Cranbrook occurs at the airport. Canadian Rockies International Airport it is important for this gateway to showcase the many reasons to stop and stay longer and to use Cranbrook as a preferred basecamp to the Kootenay Rockies. This is also an ideal location to acknowledge of Ktunaxa Homelands with bi-lingual interpretive signage and sharing of culturally significant stories and forms like the sturgeon-nose canoe. Work is currently underway to install a scale model canoe over the fireplace area of the passenger lounge. In addition to this immediate opportunity, additional features at the airport to be considered include:

• Rotating installations of large-scale imagery of iconic places in/around Cranbrook that cause the traveller to think "I want to go there"



- Incorporation of branded wayfinding signage to be found throughout Cranbrook so that those travellers arriving by air are first introduced to the 'look/feel' of this signage at the airport and come to recognize it throughout their stay
- Additional elements of Ktunaxa art and culture to be discussed with KNC and the ?adam community





## 2. Support a Stronger Ktunaxa Presence - Ktunaxa Cultural Initiatives

Recommendation: Support Ktunaxa Cultural Initiatives that create a stronger Ktunaxa presence throughout Cranbrook embracing Ktunaxa culture within the 'DNA' of Cranbrook:

- Secure funding to further engage with Elders, leaders and community members related to a Ktunaxa Interpretive Centre as a showcase of culture and a venue for education of travellers and locals about the Ktunaxa Homelands.
- Co-design and implement the Ktunaxa gateway entrance at Cranbrook Street, North
- Incorporate the work of Ktunaxa artists in a public art program for downtown
- Include Ktunaxa interpretation and language in signage and wayfinding programs
- Support discussions with Ktunaxa artists and artisans related to their needs and aspirations for worker/maker space, tools and training and if feasible, have a downtown Ktunaxa artisans' presence and artist-controlled retail frontage in Cranbrook.
- Support discussions with the ?aqam community, its Elders and leaders related to the potential for an authentic cultural experience owned/operated by ?aqam in the park. Consider this opportunity as a possible 'anchor' experience within a larger Rail Trail experience from Kimberly to Cranbrook and beyond.
- Create a Ktunaxa Liaison position within the City of Cranbrook team to support efforts to engage and move forward together

#### Gateways

The Cranbrook Street, North gateway entrance described above, along with the Ktunaxa presence to be further defined in the Cranbrook Welcome Park (History Centre grounds) are both part of a broader recommended Ktunaxa Cultural Initiative. According to Ktunaxa Elders and Knowledge Keepers, Cranbrook historically was the larger of two significant gathering places for the Ktunaxa, the other bordering Grasmere and Eureka Mt.. It is known as 'the place where two valleys meet'. Unlike many Indigenous communities in British Columbia that relied on trading with their neighbours, the Elders we spoke to as part of the project shared that the Ktunaxa did not need to go anywhere else – everything they needed was provided in their homeland. This also gave rise to a unique and 'isolate' language that is not related to any other language in the world and is at risk of extinction.

### Cultural/Interpretive Centre

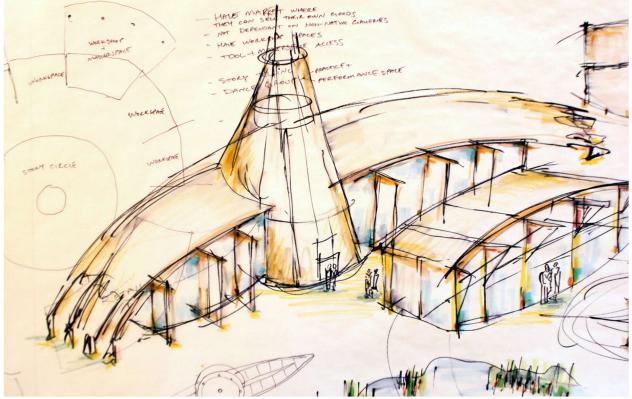
As a signature statement of reconciliation in action, a Ktunaxa self-guided Interpretive Display is proposed at a site yet to be determined. A stunning glass structure has been suggested, shaped in the unique manner of Ktunaxa teepee or eagle building with views all around to the homelands. There is a desire for all five senses to be stimulated – the smell of a wood burning fire, the touch of tanned hides and furs for visitors to experience, the sounds of nature and drumming as visitors walk through this experience guided by an App that is triggered at various points to share stories. A video 'fly over' of the homelands could show the location of gathering sites, other places of importance and traditional place names while sharing stories, such of that of ?akinmi (Mount Baker), if this is approved and deemed appropriate for sharing.

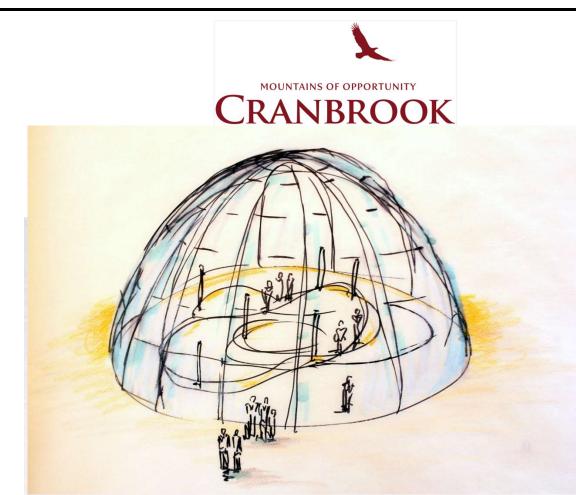


The opportunity to share and celebrate the culture of the Ktunaxa people and their enduring connection to their homeland is an important one, yet we have been advised that is limited capacity within the Nation for storytelling, delivery of visitor programs/experiences to share culture and other experiences typically found in Indigenous Cultural Centres around British Columbia such as those in Osoyoos, Whistler and Haida Gwaii. While further engagement and discussion is required, initially it is considered that the proposed Ktunaxa Interpretive Centre will likely primarily deliver self-guided interpretation to visitors.

Renderings of this concept prepared in 'real time' during engagement with the Elders and Knowledge Keepers, demonstrate the beauty and signature statement such a facility would make surrounded by the views that are synonymous with Cranbrook. A potential location that requires further discussion is at Elizabeth Lake. Although the history of the lake was identified as requiring further research and investigation from a Ktunaxa perspective, it is a visible gateway to Cranbrook and home to a seasonal Visitor Centre today. This creates an important capture point for touring travellers as well providing open space, flat land with services like water/sewer already in place.

While much more engagement is required within the Ktunaxa Nation communities regarding this concept and its location, a facility of this nature in the order of 15,000 sq. ft. would be expected to cost in the order of \$18-\$20 million to construct with an additional \$2-\$4 million for exhibits, displays, technology/audio visual requirements for a high-level capital budget of \$22-24 million.





Sketches of possible Ktunaxa Interpretive Centre offering a voyage through the Ktunaxa Homelands that engages all five senses using interactive displays, technology and audiovisual productions.



Elizabeth Lake - Possible Location for Ktunaxa Interpretive Centre



### Ktunaxa Artists/Artisans

There are a significant number of Ktunaxa members who, if provided space and tools, would be interested in practicing their skills in a variety of endeavours such as beading, carving, tanning etc. The Tourism Master Plan envisions a dedicated maker space for Ktunaxa artists somewhere in the downtown core of Cranbrook – potentially in the upper Freight Shed space on the History Centre grounds or in another visible, walkable part of downtown. While a downtown presence is preferred, it may also be possible to incorporate the maker spaces into the Interpretive Centre facility proposed and potentially located at the Elizabeth Lake Site.

This space would need to provide both secure storage and tools for artists/artisans as well as retail frontage to allow them to sell their works and benefit from receiving the entire selling price (rather than a fraction of value that has historically occurred when wholesaling to non-Indigenous retail operations). Various support programs can also be offered from this location as a base, to assist with market pricing of works (value is often underestimated by the artist) and to certify the product as 'Authentic Indigenous' thereby providing assurance to purchasers that these works are authentic and their purchase is supporting the artists themselves (rather than 'knock offs' that are mass produced offshore).

The Cranbrook Arts Council already has a retail presence on Baker Street and there is potential to work together collaboratively to showcase the many artists and artisans that are drawn to Cranbrook and the Ktunaxa Homelands for inspiration and creativity.

There is some concern expressed by Elders that if Ktunaxa artists and their works become more visible, these designs will be misappropriated and mass produced by non-Indigenous merchandisers. These concerns are valid. Throughout the Province there have been a number of initiatives to mitigate this risk that are described below (although elimination of the risk entirely can only occur through copyright and other legal channels).

The Stó:lō Nation have invested in facilities that allow mass production by Nation members themselves with the artist receiving a royalty on every product that uses their design (rather than only receiving a one-time fee for the design and no ongoing source of income). More details on their program can be found here: <a href="https://nationscreations.ca/">https://nationscreations.ca/</a>.

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Cranbrook Arts Council – Baker Street Gallery Space

#### Artist Supports

There is a wealth of talented Ktunaxa artists in the Cranbrook area. However, very few of these artists have achieved prominence or moved beyond selling their work at open-air markets and powwows. For those artists that wish to move beyond a 'hobby business' model, the following supports are recommended as part of this Tourism Master Plan:

- Invest funds through Community Economic Development organizations to develop workshops and programs to specifically support Ktunaxa artists including:
  - Host successful Indigenous artists from around British Columbia as guest speakers to deliver workshops on pricing, marketing and other topics like artists' rights/royalties;
  - Offer field trip to Nations Creations/invite Nations Creations to come to a forum of Ktunaxa artists/artisans to explain their design/production and royalty program for artists;
  - One-on-one support to assist artists who wish to sell on Etsy or Indigen'Etsy platforms to assist them with photography, website development; payment processing systems;
  - Inform and educate artists on various platforms that already exist to market their work including Cranbrook Tourism's website and Visitor Information Centre;
  - Stay in contact with Indigenous Tourism BC as their Authentic Indigenous program is reviewed and relaunched.
- Actively develop partnerships with businesses, governments, public services (hospitals), shopping malls that have high traffic zones or lobby areas/walls where Ktunaxa artists could safely display their works and offer potential buyers a central artist-controlled contact for



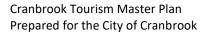
purchasing of displayed items and a 'call list' for Cranbrook businesses wishing to connect with local artists for commissions

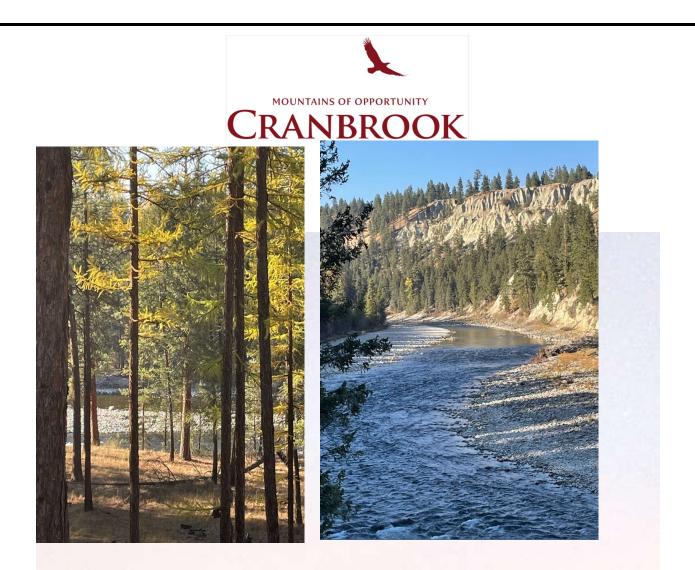
- Continue to work with the Cranbrook Arts Council to curate shows featuring Ktunaxa artists
- Host a series of information sessions and learning circles with Ktunaxa artists who may be interested in forming an artists' cooperative beginning with education on the nature of a cooperative, commitments required from participating artists. If there is sufficient interest and commitment to proceed from the artists themselves, support a location search and provide 3-5 years seed funding for start-up of operations along with ongoing mentoring and business advice

A preliminary feasibility of an artists' coop indicates that it would be necessary to generate monthly sales revenue of \$17,600 with 25% of these sales contributed to the cooperative's monthly budget to cover base operating costs. At an average item value of \$70, this requires sales of 250 pieces of artwork monthly. This is likely achievable in a busy summer month but may prove more difficult in shoulder seasons unless strong local shopper loyalty is developed. More details of this feasibility review along with a series of case studies and transferrable lessons from other Artists' Coops can be found in Appendix D.

### Paqam Park Investments

Padam Park is operated under a MOU between the City of Cranbrook and the Padam community. It is a picturesque spot along the St. Mary's River, proximate to the highway and airport, yet seemingly worlds away when walking amongst the trees. There is an area of flat land that would be an ideal location to establish a community-owned tourism venture to create employment for Padam community members and to serve as a base for cultural sharing should they be interested in so doing.





Market research confirms that the demand for authentic Indigenous cultural experiences is strong and that visitors are looking for interactive, hands-on experiences with cultural ambassadors that allow them to understand the connection to the lands/waters and learn a different 'way of being'.

If the ?adam community is interested in pursuing this opportunity, such a venture would contribute significantly to the depth of cultural/heritage experiences available to travellers. Once community interest is established, a business plan and feasibility analysis would be helpful along with a survey of ?adam community members to document their skills and interest in joining the tourism economy and any capacity building that may be required.

The following experiential elements are recommended for further discussion with the ?adam community, its Elders and leadership:

- Overnight accommodation in 'glamping' teepees made in the traditional Ktunaxa style overlooking the river (see example below from Xat'sull Heritage Village outside of Williams Lake)
- All-inclusive meals and accommodation for 3 or 4 nights with each package including daily cultural sharing with visitors such as:
  - Botanical plant walk/foraging and preparation of seasonal items e.g. salves, berry teas etc.
  - o Drumming and oral histories around the fire
  - Beading workshop; drum making workshop

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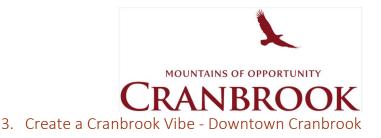


- Hide tanning demonstrations
- Traditional foods included in menu
- Float to St. Eugene visit Interpretive Centre/Residential School
- Bi-lingual signage in English/Ktunaxa along pathways, to lookouts
- Similar three-night all-inclusive stays are priced around \$2,100 \$2,400 per person at other Indigenous Lodges in British Columbia



Source: Xat'sull Heritage Village outside of Williams Lake on the Fraser River www.xatsullheritagevillage.com





Recommendation: Invest in Cranbrook's downtown 'heart' as a place to explore and celebrate and build a unique Cranbrook 'vibe'. Consider:

- ✓ Pedestrian friendly streetscapes with wide sidewalks, ornamental pavers and lighting and spaces for people to meet and interact – benches, plazas, outdoor cafés and patios
- ✓ A 'cultural walk' connecting various performance venues and galleries with current empty lots zoned for temporary use (with a permit) that allow artists to occupy for short periods to create and display their works
- ✓ Ktunaxa Interpretive signage to connect all experiences to each other and create opportunities to monetize in local businesses
- City review of acquisition of unused/underutilized properties in strategic locations to create a series of 'pocket parks'
- ✓ Alley murals program and extensive public art that includes Ktunaxa artistic expressions
- ✓ Conversion of a portion of street parking for 'pop up' uses
- ✓ Incentives to improve business facades such as those at the end of Baker Street to reconnect and celebrate heritage downtown
- ✓ Winter 'tree lighting' of large evergreen at the end of Baker Street along the highway frontage (see image below)
- ✓ Wayfinding and interpretive signage throughout downtown in English and Ktunaxa language (see further recommendations below)
- ✓ Lights strung across 10<sup>th</sup> Avenue and Baker Street (see image from Whitefish Montana)

The downtown core of a city or town is often considered its 'heart'- a place to gather and be part of community. The visitors that are a fit for Cranbrook (Authentic Experiencers, Cultural Explorers, Gentle Travellers)<sup>1</sup> also seek to experience the community they are visiting and interact with locals. For some, the process of becoming a 'temporary local' is the most memorable aspect of their trip.

### Current Reality – Cranbrook's Downtown

It is widely recognized that Cranbrook's downtown is in need of revitalization. There are issues of safety, cleanliness, empty storefronts, inadequate lighting, poor or non-existent land/ street scaping and a myriad of other concerns. But there are bright spots as well – The Heid Out, The Fire Hall and Sakura are favorite places to eat and contribute energy to the downtown core. 10<sup>th</sup> Avenue's lighting and sidewalk improvements with trees, pavers and a more pedestrian friendly vibe are well loved by the community and downtown businesses. The Farmers' Market in Rotary Park is a cherished weekly gathering for locals and visitors from near and far.

Baker Street with its view to the Water Tower, while currently dominated by financial institutions on one side, has potential to become more of a heritage 'High Street' with support for business attraction as well as façade improvements in accordance with City policies that embrace new expressions of the heritage

<sup>&</sup>lt;sup>1</sup> Cranbrook Tourism Five Year Strategy, 2023-2027



character of downtown. Further, Baker Street can be thoughtfully connected to Rotary Park experiences and to heritage neighbourhoods within the larger framework of a Cranbrook Cultural District.

Downtown Cranbrook has a density of performance venues including the Royal Alexandra Hall in the Cranbrook History Centre (although not yet served by a pedestrian bridge/tunnel to cross the highway, this complex should be considered as part of Cranbrook's downtown and Cultural District). Other facilities include the Armond Theatre (under renovation), the Stage Door, the Key City Theatre as well as outdoor space in Rotary Park.

Beyond the core downtown area, there is a wealth of heritage homes dating to the height of CP Rail's presence, all within walking distance. The Ktunaxa Nation Council offices are in a heritage building (1909) and are highly visible along a key gateway into Cranbrook's downtown. However, a visible presence for the Ktunaxa within Cranbrook's municipal boundaries is at present, almost non-existent.

### A Tourism Vision for Cranbrook's Downtown

A separate and parallel planning process is underway to define the future direction and revitalization of our downtown. This process has also engaged with Cranbrook residents to understand their needs, values and aspirations. The Cranbrook Tourism Master Plan views the downtown area as vital to activating the social, cultural and economic returns from tourism. The opportunity to create a 'heart' of Cranbrook and define a unique 'Cranbrook vibe' is best activated here in the downtown core with strategic connections to other experiential nodes using active transportation.

The Tourism Master Plan envisions a future downtown core that includes the following experiential elements:

- Pedestrian friendly streetscapes with wide sidewalks, ornamental pavers and lighting and spaces for people to meet and interact – benches, plazas, outdoor cafés and patios
- ✓ A 'cultural walk' connecting various performance venues and galleries with current empty lots zoned for temporary use (with a permit) that allow artists to occupy for short periods to create and display their works
- City review of acquisition of unused/underutilized properties in strategic locations to create a series of 'pocket parks'
- ✓ Alley murals program and extensive public art that includes Ktunaxa artistic expressions
- ✓ Conversion of a portion of street parking for 'pop up' uses
- Incentives to improve business facades such as those at the end of Baker Street to reconnect and celebrate heritage downtown
- Winter 'tree lighting' of large evergreen at the end of Baker Street along the highway frontage (see image below)
- Wayfinding and interpretive signage throughout downtown in English and Ktunaxa language (see further recommendations below)
- ✓ Lights strung across 10<sup>th</sup> Avenue and Baker Street (see image from Whitefish Montana)







Pocket Park at Brown University https://ggwash.org/view/41344/ten-small-parks-that-prove-tiny-is-terrific

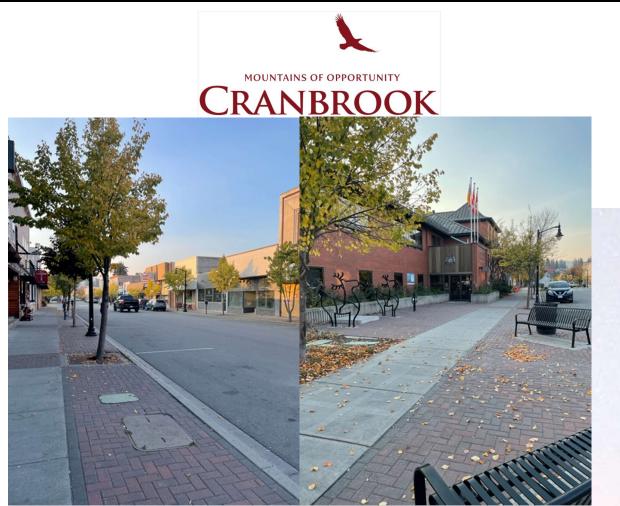
Paley Park – New York City Source:



Christmas Tree Light Up Potential in Cranbrook



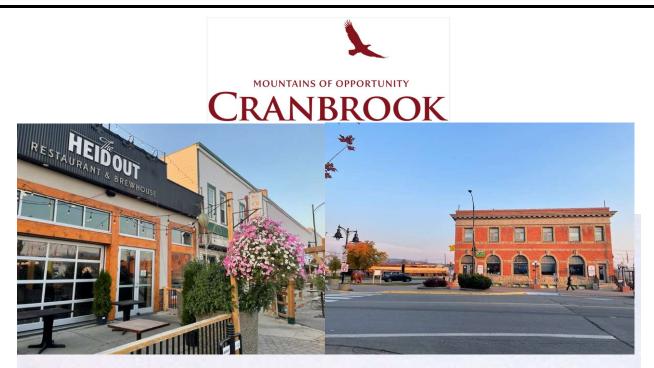
CF Pacific Centre - Vancouver



Cranbrook's 10th Avenue/City Hall Streetscaping extended throughout downtown



Whitefish Montana, Christmas Stroll Source: Whitefish Chamber of Commerce website



These business frontages shown above add vitality and a sense of heritage character – other storefronts would benefit from a program to support facades that create and contribute to the heritage 'vibe' of downtown Cranbrook.



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# 4. Invest in Trails and Active Transportation

Recommendation: Invest in an interconnected network of local and regional trails for all ages and all abilities that links travellers to the downtown 'heart' of Cranbrook and introduce innovative programs to support local clubs engaged in trail development and maintenance.

### Trails as a Catalyst

All around British Columbia, Canada and the world, destinations are embracing outdoor recreation as part of their competitive advantage. These destinations recognize the importance of high quality, interconnected trail networks that showcase the best of the outdoor environment while simultaneously connecting travellers to local businesses and opportunities to contribute to the local economy. These trails appeal to new residents, to entrepreneurs/investors with business models that are portable as well as to visitors. Today's business leaders are as likely to hop on their mountain bike after a day of work as they are to play 18 holes of golf. Trails are a catalyst to tourism specifically and to economic development more generally.

## Current Reality – Trails in/around Cranbrook

Cranbrook's trail system is comprised of two primary trail clusters – the Community Forest Trail network and the South Star Trails. Neither of these two nodes currently connect to the downtown core safely and easily.

Cranbrook Community Forest and adjacent private land together have over 100km of trails rated as easy, intermediate or advanced with plans for further trail development identified in the 2020 Trail Plan Update



(see excerpts from TrailForks below). An adjacent parcel of private land also hosts a significant portion of the developed trail network and requires a formalized agreement with the landowner. The community forest trail network spans Highway 3 and a formal highway crossing linking the trail system is needed.

The South Star Trails are also a popular destination year-round, hosting dedicated cross skiing, snowshoeing and fat bike cycling trails in winter. These two networks are not yet interconnected. Other significant recreational areas such as Elizabeth Lake, Moir Centennial Athletic Park and Idlewild Park are also not interconnected.

At the regional level, there are significant trail networks in Kimberley and to a lesser extent at Wasa Lake. While Kimberley and Cranbrook are connected via NorthStar Rails to Trails, the triangle of trail-based experiences (see map below) is not interconnected. The community of ?adam should also be connected to this regional network. Cranbrook is also strategically situated on the Great Trail, an important national bicycle touring route, with links to the Kimberley and the West Kootenay via North Star Rails to Trails and

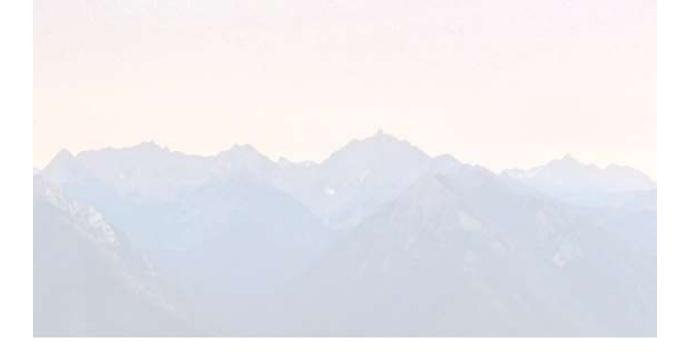


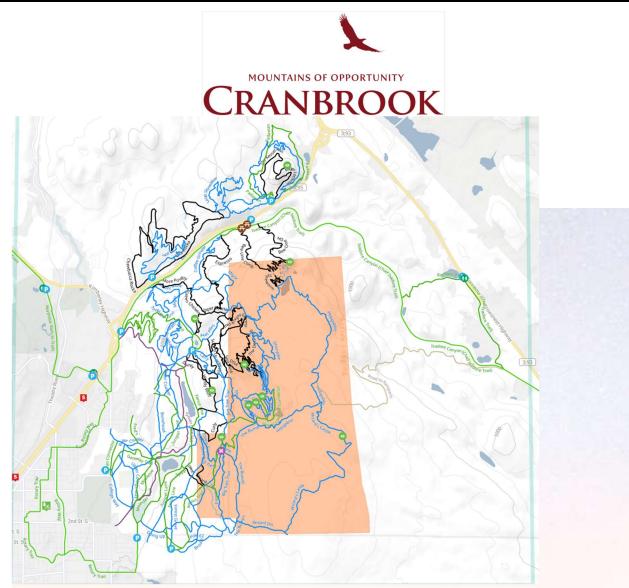
Grey Creek Pass, and to Fernie and Alberta via the Chief Isadore Trail and the Elk Valley Trail. Further opportunities to enhance bicycle tourism in Cranbrook via the Great Trail exist.

2020 Trails Plan Update, Cranbrook Comn	nunity Forest
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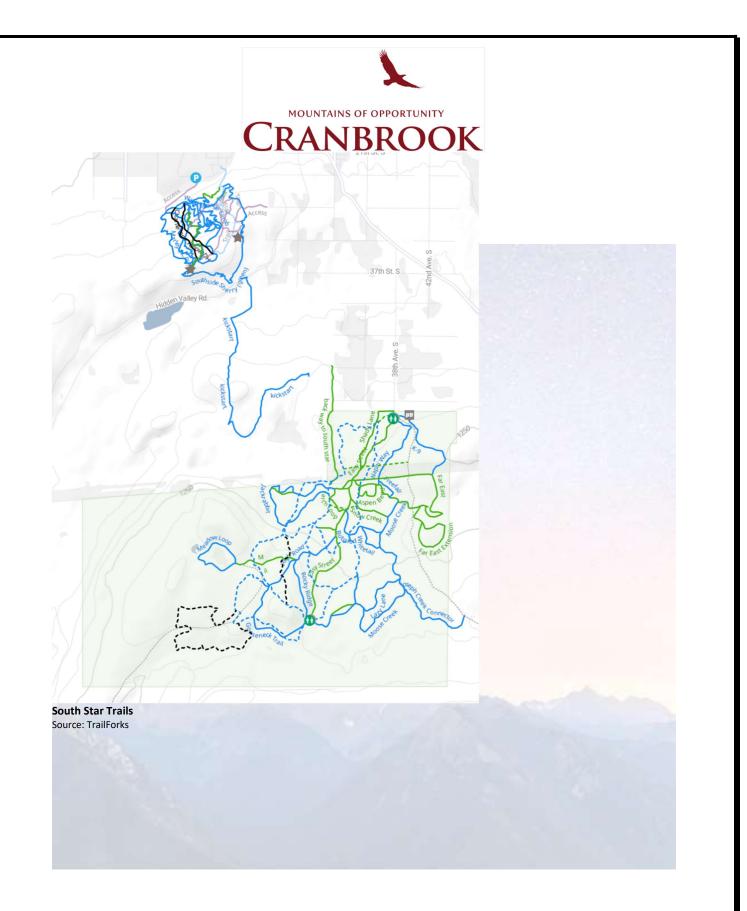


Trail No.	Trail Name	Priority	Туре	Difficulty	Area	Build Type	Status	Length (m)
151	Eager Beaver (short)	1	Single Track	Easy (Green)	Eager Hills	Machine	Proposed	4274
152	Eager Beaver (long)	1	Single Track	Easy (Green)	Eager Hills	Machine	Proposed	7860
153	Watson	1	Single Track	Moderate (Blue)	Eager Hills	Hand	Proposed	4986
154	Moriarty 1	1	Single Track	Moderate (Blue)	Eager Hills	Hand	Proposed	2650
155	Moriarty 2	2	Single Track	Moderate (Blue)	Eager Hills	Machine	Proposed	5450
156	Moriarty 3	2	Single Track	Moderate (Blue)	Eager Hills	Machine	Proposed	5471
157	Moriarty 4	2	Single Track	Moderate (Blue)	Eager Hills	Hand	Proposed	2042
158	Holmes	3	Single Track	Difficult (Black)	Eager Hills	Hand	Proposed	5820
159	Monkey Wrench	3	Single Track	Difficult (Black)	Eager Hills	Hand	Proposed	7156
160	Upper Monkey Wrench	3	Single Track	Difficult (Black)	Eager Hills	Hand	Proposed	6128
161	Juniper Lane Extension	3	Single Track	Easy (Green)	CCF South	Machine	Proposed	2156

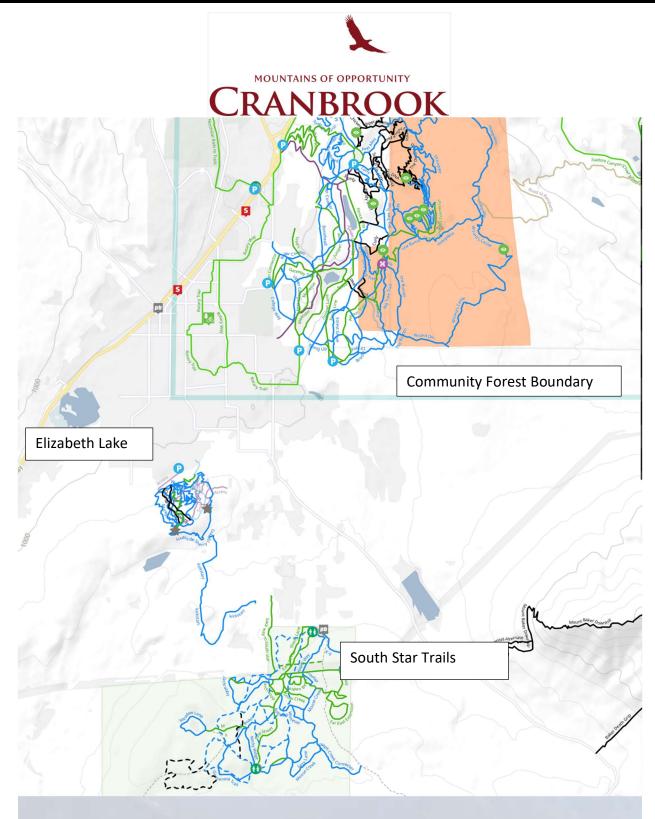




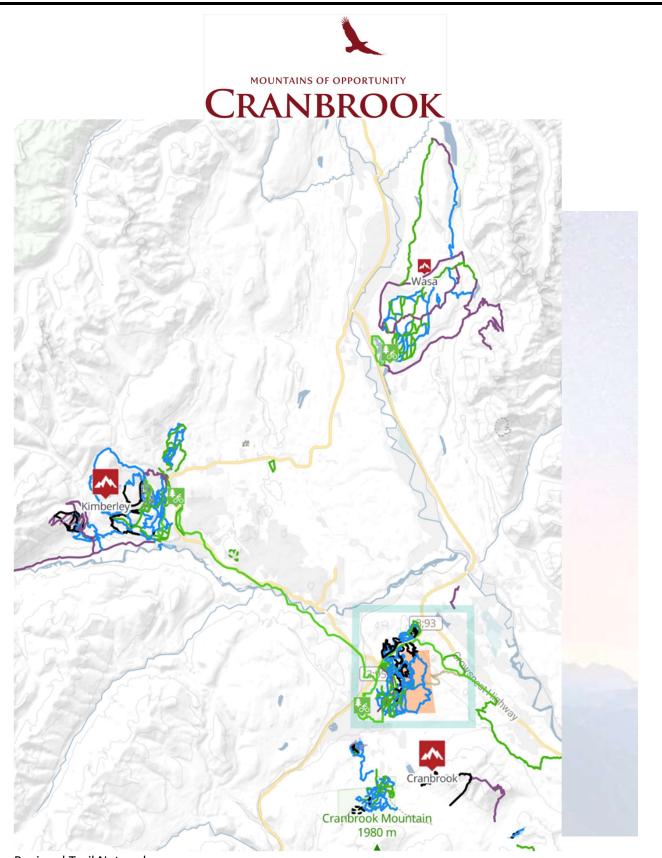
Community Forest Trail Network - Source: TrailForks (Note: Area in orange denotes active logging)



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Placement of trail networks relative to downtown Cranbrook and to each other - Source: TrailForks



Regional Trail Networks - Source: TrailForks



### Future Direction for Trails

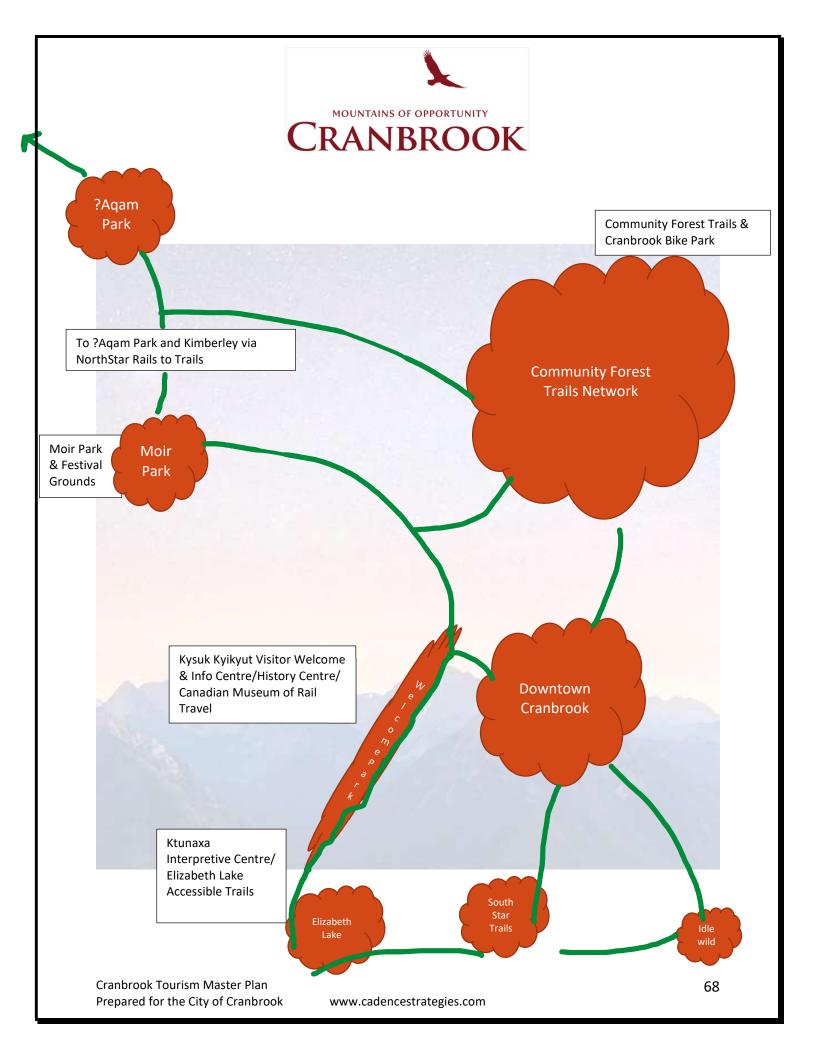
The Cranbrook Tourism Master Plan envisions a trail network that invests in trail expansion to create connectivity amongst current trail nodes as well as to other experiences within the City including Cranbrook's historic downtown, Rotary Trail and various parks and greenspaces like Elizabeth Lake, Moir Centennial Athletic Park and Idlewild Park. A bike park is envisioned in the vicinity of a Cranbrook Community Forest trailhead where progressive bike skills from beginner to advanced can be practiced their skills.

Looking beyond Cranbrook's borders, further regional connectivity is also envisioned to create a regional network of trail-based experiences – eventually creating a triangle of interconnected systems between Cranbrook, Kimberley and Wasa that includes connectivity to ?adam. Opportunities related to the Great Trail should also be further explored.

Cranbrook's network of trails will be designed to offer experiences for all ages and all abilities with an initial focus on beginner and intermediate category trails including gravel surfaced urban and intercommunity trial linkages, barrier free, adaptive trails expanding later to include more remote expert mountain bike trails. Investments in trailhead infrastructure, wayfinding signage and ongoing maintenance of these trail networks will be supported by the City of Cranbrook, the Regional District of East Kootenay and by innovative retail programs offered at the new Welcome Plaza/Visitor Centre where as an example profits from reusable shopping bags, water bottles and other branded items are donated to local trails groups for trail programs. In this manner, these local volunteers will also benefit from the visitors that enjoy their labours.

A conceptual diagram of these trail experience nodes and their interconnectivity is found below. More detailed planning of routes, connections, highway and rail crossings will be undertaken in the City of Cranbrook Active Transportation Plan that is now underway and is expected to be completed in 2023.







# 5. Share The Stories of Cranbrook - Interpretive & Wayfinding Signage

Recommendation: Invest in the design and installation of a branded family of bi-lingual interpretive and wayfinding signs that both provide direction to visitors and share the stories of Cranbrook.

Here in Cranbrook, we have many stories to share with visitors. The Tourism Master Plan envisions a future where we have taken a wholistic approach to Cranbrook's storytelling using branded interpretive signage throughout the networks of trails in and around downtown, as well as in the trail 'nodes' in the Community Forest, Elizabeth Lake, South Star and Idlewild.

This interpretive signage would create 'the stories of Cranbrook' as a collection and a 'Story Trail' to be followed and enjoyed in whole or in part by residents and travellers. The stories to be shared include the unique paleontology of the region, the Ktunaxa Creation story, the arrival of settlers, CP Rail etc. It is further recommended that this signage be bi-lingual – in English and Ktunaxa as a visible support for Ktunaxa language retention and as acknowledgement of the Ktunaxa Homelands.

Further, an investment in wayfinding signage is recommended to ensure routes and connections are clear and visitors are encouraged to travel to downtown Cranbrook supporting monetization of trail use in local shops and restaurants.

Examples of well-conceived and executed community wide signage programs can be found in many places. Whistler has been fine tuning their signage program for decades and can offer some valuable transferrable lessons. See the 2014 Whistler Master Wayfinding and Arrival Experience Strategy – www.whistler.ca



Whistler Valley Trail Signage



It is recommended that a comprehensive interpretive and wayfinding signage program be undertaken in conjunction with the Active Transportation Plan for Cranbrook. All the following elements should be considered in this plan:



Source: Whistler Master Wayfinding and Arrival Experience Strategy

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# 6. Invest in Venues & Parks to Pursue Sports Events & Festivals

Recommendation: Make strategic investments in various facilities, parks and other venues around Cranbrook and introduce an event concierge service as a one-stop to build Cranbrook's reputation as an event-friendly destination for producers.

#### Current Reality

Cranbrook benefits from a number of indoor and outdoor venues and parks that provide a stage for sporting events, tournaments and a wide range of possible festivals and celebrations. These City managed facilities include:

- ✓ 28 city-wide parks (401.5 acres)
- ✓ 3 indoor arenas
- ✓ 2 outdoor rink facilities
- ✓ Disc golf course
- ✓ Moir Centennial Athletic Park
- Western Financial Place NHL size ice surface; aquatic centre, squash court, restaurant, meeting rooms
- ✓ Tennis courts, pickleball courts, slo-pitch/baseball diamonds, soccer fields
- ✓ Skatepark
- ✓ 2 spray parks

In addition to these City venues/parks, other important venues include Key City Theatre, The Stage Door and the Armond Theatre. The History Centre grounds and the National Museum of Canadian Rail Travel located therein, also have facilities including the Royal Alexandra Hall that are available for meetings, events and other gatherings. Cranbrook lacks a dedicated Community Centre with facilities for indoor recreation/physical activities.

## Priority Enhancements

Cranbrook can become a preferred event destination by activating a combination of facilities and policies that meet the needs of event organizers. In addition to activating an 'event concierge' service in Cranbrook that provides a one-stop shop for event organizers from near and far to understand event opportunities, rules/guidelines and procedures/permits, a series of venue investments would be desirable and are described below:

- I. Rotary Park
- II. History Centre grounds
- III. Key City Theatre/Stage Door/Armond Theatre + Pocket Parks Cultural District
- IV. Western Financial Place
- V. Moir Park
- VI. Community Forest
- VII. Elizabeth Lake/Confederation Park
- VIII. Provincial and Regional Parks

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#### **Rotary Park**

As described in the City of Cranbrook 2016 Parks and Recreation Master Plan, a new playground facility is contemplated as well as replacement of outdated infrastructure such as washrooms in Rotary Park. The Tourism Master Plan recommends that these improvements also consider incorporating a central lighting feature to animate the area at night (conceptualized in a graphic below), additional infrastructure (electrical, washrooms) to support events, a Ktunaxa themed playground that pays homage to the mountains, hoodoos and rivers that are central to the Creation Story.



Hoodoo Themed climbing wall in Rotary Park playground



\* As mentioned above, this older cenotaph has already been moved 2 times since it was originally built, to end up here in the late 1950's(?), so precedent has been set.

\* This new type of steel structure is commercially available to reduce cost & would include a large commercial lighting circular truss resting on 4 columns, perhaps above the tree level, to raise and lower the structure for lighting changes & maintenance.

\* New LED technology would create a DRAMATIC spatial effect at night.

\* The design could also employ stretchable fabric to be easily raised above the ring truss to cover the area and protect it from rain and after lowered to allow a larger spatial effect. Being lightweight, it would be lowered all winter, due to snow \* It it was to be used all year, a much heavier and more costly design would be required.

\* The floor could also be designed to allow ice for public skating - but not hockey, since two hockey ice sheets already exist in Baker Park about one and one-half blocks to the east along 1st. 5t.5. This would also extend the use of the pavilion through more of the year, with users having high quality washrooms provided adjacent.

\* The alternative would be the ice sheet placed at the SW corner of the park as explained in #22

\* Skaters would also probably extend their stay in the downtown area for cafe, dining and pub use, Having more people down-town in the evening would also make the area more vibrant and therefore safe.
\* This single project along would have a big effect on overall downtown use by residents AND visitors, which is one of the directions in the current Downtown Master Plan, now in process, (2021-2022), to increase density and evening use

Graphic Courtesy of Garry Anderson



#### History Centre Grounds

As described above in Foundation #1 – Arrivals & Gateways, it is recommended that a significant investment is made in the creation of a Welcome/Arrival Linear Urban Park that provides visitor services/amenities (parking, washrooms, Visitor Information etc.), and is connected via pedestrian pathways to Elizabeth Lake and across the Highway to Baker Street.



#### Key City Theatre/Stage Door/Armond Theatre & Pocket Parks – Cultural District

The combination of these performance venues within walking distance of each other offers tremendous potential for coordinated festivals and multi-venue, multi-night events. As described in Foundation #2 – Downtown Cranbrook – it is recommended that these facilities be linked with urban pocket parks found along enhanced streetscapes with 'pop up' opportunities for artists to create and display their works throughout a designated Cultural District. This would add vitality and interest to Cranbrook's downtown giving residents and visitors alike reason to wander and explore.

#### Western Financial Place

Western Financial Place is an important physical asset that supports Cranbrook's ability to host sporting events, tournaments, concerts and other festivals, shows, exhibits. It is recommended that this facility continue to be well-managed and maintained and that the cost of improvements to expand the facility's change room space be further investigated to determine if there is a return on investment in so doing arising from the ability to host NHL calibre teams/games.

Further, the need for a dedicated Community Centre should be further explored to confirm demand, nature of programming spaces and facility desired and how best to complement existing facilities and address gaps in current mix of venues.

#### Moir Centennial Athletic Park

Moir Park is a 116-acre venue with sweeping views of the Rocky Mountains. It currently has 5 soccer pitches (one of which can also serve as a football field); 4 softball diamonds, concession stand, washrooms and parking.

It is considered one of the premier outdoor athletic parks in BC. Once connected into the network of trails in/around Cranbrook as recommended above, Moir Park will be easily accessed by both private vehicle and active transportation (particularly with the increased use of e-bikes). The potential for this site to host more sporting events is readily apparent. It could also be utilized as a venue for multi-day concerts/music festivals that include a camping element although this would require further review and community engagement. Some interest has been expressed in a regional fairgrounds/multi-purpose



exhibit facility that would complement the equestrian facility at Wycliffe Exhibition Grounds located between Cranbrook and Kimberley in the RDEK. Additional research into the need for a fairgrounds/exhibition facility, its costs and associated ROI is also required before recommending additional capital be invested in the construction of more built infrastructure in Cranbrook.

#### Cranbrook Community Forest

The trails in the Cranbrook Community Forest are an integral part of the experience Cranbrook has to offer to visitors. These trails can be expanded (as identified in the 2020 Trail Plan Update) and additional amenities constructed like washrooms, lockers, bike lockups etc. The inter-connectivity of these trails with other trail nodes and with downtown Cranbrook is a priority investment that is recommended to be activated as soon as possible.

A bike skills park is also worthy of further consideration to allow novice riders to practice their skills safely before heading onto more demanding trails. As visitation grows, there may be opportunity to monetize use of the trails and allow entrepreneurs to set up equipment rentals, lesson programs, café/snacks and beverages etc. in return for a % of revenues that can then be reinvested in trail maintenance.

#### Elizabeth Lake

Elizabeth Lake is a 5.9 hectare wetland/wildlife sanctuary that currently has a network of trails with plans for additional trails and bird blinds. Users have reported that additional trail maintenance is desirable and should the Ktunaxa Interpretive Centre described above proceed in this location, this network of trails could include bi-lingual interpretive signage regarding botanicals, traditional uses, medicines etc. (with approval of the Ktunaxa). It is recommended that the trails in this area connect to the History Centre grounds (as well as to other trail nodes).

Further, in keeping with Cranbrook's positioning in the market for all ages and all abilities, these trails should be specified and designed for accessibility so visitors with physical challenges are able to enjoy the experience from downtown – King Street – Baker Street – highway crossing – History Centre grounds –

Elizabeth Lake and return as a tour.

#### Provincial and Regional Parks

Cranbrook is fortunate to have a number of excellent Provincial Parks nearby including Moyie Lake, Wasa Lake and Jimsmith Lake Provincial Parks. Wycliffe Regional Park is managed by the RDEK. Many of the area's most beautiful waterfalls are found in the Regional District. These parks and waterfalls attract travellers and give them reason to stay longer. The Parks also serve as venues for a



range of events like the Wasa Lake Triathlon.

Moyie Lake Provincial Park – Source BC Parks



It is recommended that when each Park Management Plan is being reviewed by staff of BC Parks and/or the RDEK that Cranbrook tourism representatives advocate for specific improvements and enhancements to support visitor use/enjoyment as well as expanded infrastructure to pursue additional opportunities for festivals, events and competitions.

#### 7. Secure New Iconic Attractions

Recommendation: Explore opportunities to attract private sector investment in new iconic visitor attractions based in Cranbrook.

Cranbrook does not yet have a signature 'anchor' experience that motivates visitation, supports longer stays and is a 'must do' for travellers. Exploration of possible signature attractions and private sector investment should remain a priority of the City's Economic Development office. There has been some preliminary interest in a gondola to the top of Mount Baker to further enhance Cranbrook's positioning of providing accessible adventures for all ages and abilities. Persons with disabilities have the same desire to experience alpine vistas and trails and while many destinations in the Kootenay Rockies region are working to become more accessible, for the most part these efforts are focused on trails at lower elevations.

The business model for such a gondola would parallel that of the highly successful Sea to Sky Gondola in Squamish. However, further assessment of cost and feasibility is required given that the Squamish model is proximate to an urban centre and enroute to a world-class resort creating a traffic 'pipeline' from which to feed volume of visitors. As in any capital-intensive experience, volume of business will be a key driver to overall profitability of such a venture. As well, community engagement related to such a project would be important.



Sea to Sky Gondola – Squamish BC

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www.cadencestrategies.com



Other signature attractions that could be explored further include a waterpark (possibly located in Mt. Baker Park) similar to that found in Discovery Canyon, Red Deer AB; the Golden SkyBridge, Golden BC; Sasquatch Zipline, Whistler etc.

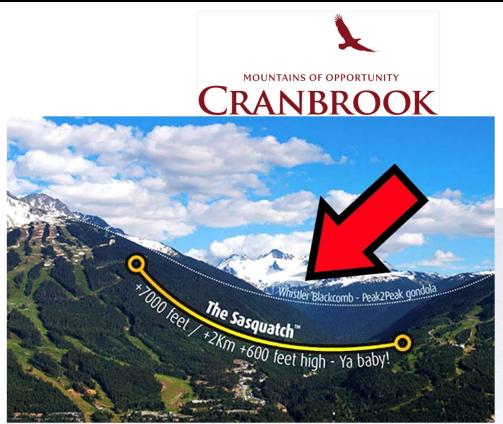


Discovery Canyon – Red Deer, AB



Golden SkyBridge – Golden BC

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Sasquatch Zipline – Whistler, BC



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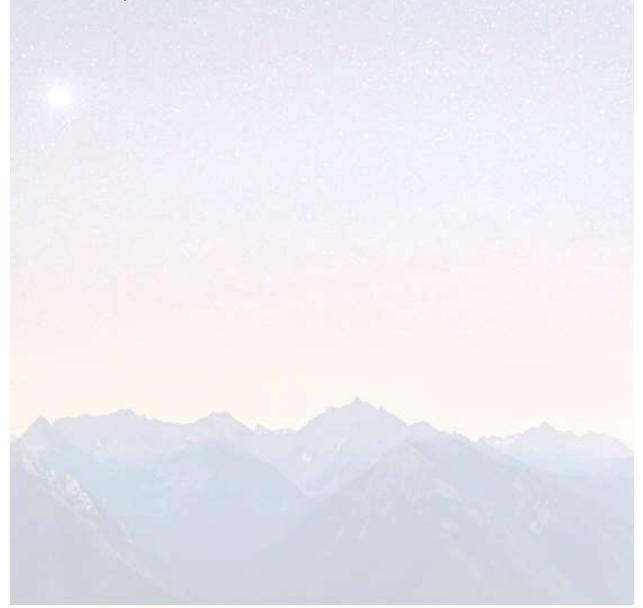
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# Phased Implementation

### What We Need to Do

These foundations to our Tourism Master Plan will take time to implement with a series of investments required from the public and private sector. The accompanying Excel spreadsheet details the activities to be undertaken in each of the nine foundational areas in a series of phases. This spreadsheet can also be used as a tool for monitoring progress. For ease of reference screen shots are provided below:



Action Ref.							
No.	Foundation Area	Sub-Area	Action	Lead	Timeframe	Measures	Notes/Comments
		1	1		1		1
			Continue engagement with Ktunaxa Elders and				
			Knowledge Keepers and KNC staff to create a Ktunaxa				Engage Obsidian Architecture (Kelly &
	Invest in Arrivals &	Ktunaxa Welcome	approved design for a new arrival statement at the				Scott) to return for further engagements
1.0	Gateways	Gateway		City	Short	Approved design	with youth, Elders, community members
						City/Ktunaxa celebration/	
			Construct Ktunaxa Welcome gateway	City	Medium	ribbon cutting	Use traditional place names
			City to assume maintenance of all outdoor area in				
			linear urban park from King Street to the Prestige				
		Linear Urban Welcome	Hotel; clean up site – cut grass; trim hedges & trees; replace worn benches; add picnic tables near			More visual appeal; feeling that the property is 'cared for'	
		Park	bridge/creek	City	Short	and important	Include in 2023 Parks budget
			Undertake feasibility study of bridge/tunnel options			Recommended concept for	
			for highway crossing and integrate preferred solution			pedestrian crossing across the	Consider as part of overall story telling
			into larger park plan	City	Short	highway	to occur throughout Cranbrook
			Undertake detailed design for linear urban welcome				
			park to confirm locations of parking entrances/exits;				
			EV charging stations; other visitor amenities; location				
			of stream to be 'day lighted'; placement of pathways,				
			lighting, amphitheatre, decorative pavers, art				
			installations, access to water/power for events;				Further engagement sessions with key
			greening of all areas other than two anchor parking lots at either end of site etc.	City	Short	Rail, MoTI	stakeholders/residents may be required in this park planning stage
			lots at either end of site etc.	City	Shore		in this park planning stage
			Negotiate use of CP Rail lands at either end of linear			Agreement for use of two	
			urban park for use as two anchor parking lots	City	Short	properties	
			Review proposed changes to highway exits/entrances			Agreement to proposed design	
			with MoTI	City	Short	changes	
		_	Undertake park redesign as per plan	City	Medium	Funds allocated in City budget	
			Relocate unwanted rail cars to create more	CUC	Madium	Create more opportunity for	CD Dail interested in tender.
		-	greenspace	СНС	Medium	green space	CP Rail interested in tender;
			Fund raise to complete roofing/security for rail car collection	снс	Medium	Funds secured	
			Roof entire collection	СНС	Medium	Roofing complete	
					linearan	nooning complete	
			Security measures/full enclosure of rail cars	снс	Medium	Collection secure & protected	
			Remove chain link fence and gain 15' of greenspace				
			(anticipated in park planning process)	City	Medium	Additional greenspace created	
			Improvements to Elko Station interiors to permit				
			relocation of Visitor Information Services	СНС	Medium	Ready for occupancy	
			Café (possible retro train car) relocation adjacent to			Visitors able to secure light	
			Ellko Station	City	Medium	refreshments	Create opportunity for local
			RFP for café operation by local businesses	City	Medium		entrepreneur
			Relocate Visitor Information Services to Elko Station	Cranbrook			ent op encor
			or other high profile location TBD	Tourism	Medium	Relocated Visitor Centre	
			Relocate Cranbrook Tourism, Chamber and City				Intentional co-location to achieve
			Business Development offices to office space in CP Rail				enhanced communication and
			Building	City	Medium		collaboration
			Activate Freight Shed as Gallery and Exhibit space for				This will provide greater experiential
			local artists - rotating exhibits to encouarge repeat				interest on the site and appeal to a
			local/regional visitation	СНС	Short	Opening Exhibit - 2023	wider travel market
			Fund raise to make needed investments for fossil				
			storage and arrange for return of some fossils from				Finishing train shed roof is felt to be a
			Victoria	СНС	Medium		more important fund raising priority
			Review opportunity to incorporate STEM	CHC	Chart	CTCM	Expand experiential interest and appeal
			programming into History Centre experiences	СНС	Short	STEM programs - 2024	for children/families
			Secure funding for Ktunaxa artworks in airport and				
		Airport	work with Knowledge Keepers on appropriate displays	City/ YXC			
		Anport		city/ IAC	-		
			Create a showcase to promote reasons to stay longer				

					20		
Action Ref.	Foundation Area	Sub-Area	Action	Lead	Timeframe	Measures	Notes/Comments
140.	roundation Area	JubArea		Leau	Timerrame	inicasules	Notesyconments
			Further engagement with Ktunaxa Elders, Knowledge				
			Keepers, Leadership, community members to confirm				Engage Obsidian Architecture (Kelly &
		Ktunaxa Interpretive	support and design direction as well as proposed				Scott) to return for further engagements
2.0	Ktunaxa Cultural Initiative	Centre	location Create City contracted position for Ktunaxa Liaison	City	Short	Approved design concept Inclusion in 2023 budget	with youth, Elders, community members
			create city contracted position for Ktunaxa Laison	City	Short	Inclusion in 2025 budget	Consider part time contract
							Important manifestation of reconciliation
			Capital Fund raising	KNC	Medium	Funds secured	efforts; language retention
			Construction	KNC	Medium	Ground breaking	
			Grand Opening	KNC	Longer	Opening ceremonies	
			Engage with Ktunaxa artists to confirm their interest			Francisco ( de statem	
		Artists Coop Model	in a maker space with tools and secure storage and to explain potential cooperative model	City	Short	Engagement sessions/ decision to go/no go	Role of new City Liaison
			Offer pricing and marketing advice, guest speakers,	ercy	UNION C		note of new erty autom
			workshops for artists	ст	Short	Collaborate with ITBC	
			Find high traffic/affordable location (downtown or				
			possibly as part of Interpretive Centre above)	City	Medium		
		?Ag'am Park Opportunity	Discuss with ?Aq'am leadership and Economic Development leads	City	Short	Discussions held	
			Provide ongoing support to outline the business	sity	Short	Sisterations field	
			opportunity should the community wish to explore				
			this further	City	Medium	Business venture planning	
Action Ref.							
No.	Foundation Area	Sub-Area	Action	Lead	Timeframe	Measures	Notes/Comments
			Course Downstream Download and the state of the				
	Create a Cranbrook 'Vibe'		Ensure Downtown Revitalization Plan and Tourism Master Plan are leveraged and aligned within Official			Review and alignment of	
3.0	Downtown	Downtown Cranbrook	Community Plan	City	Short	findings by consulting teams	
			Implement recommendations of Downtown			Revitalized downtown with a	
			Revitalization Plan	City	Medium	cohesive look and 'vibe'	
			Implement a winter decorative lighting program and			Attractive winter lighting in	
			tree lighting ceremony	City	Short	2022/23	
			Review opportunities for City acquisition of select sites needed to link experiences downtown and			Recommended list of	
			throughout the proposed Cultural District	City	Short	acquisitions	
			Acquire select properties and convert to pocket parks	City	Medium		
						Enhanced vitality and	
			Amend zoning and bylaws to permit pop up artist displays (simplified permit from City)	City	Short	programming throughout downtown	
			Review opportunity for business façade improvement				
			program for local businesses to improve appearance				
			in keeping with City design guidelines and heritage				
			character of downtown	City	Short	Façade improvements	
			Remove staggered groups of parking spots and				
			designate for interactive use (artists, street performers)	City	Short	Enhanced programming space	
				,			
			Implement a public art program throughout				
			downtown Cranbrook funded by development				
			charges (consider incorporating Ktunaxa references to				
			mountains, hoodoos and rivers in streetscaping;	City	Short	Sustainable funding for	
			paleontological references in sidewalks etc.)	City	Short	ongoing public art installations City Committee; policies and	
			Commission public art works	City	Medium	vetting processes	
			Work with local artists to create an alley mural			More culturally appropriate	
			program	CAC	Short	murals throughout Cranbrook	
Action Ref.	-						
No.	Foundation Area	Sub-Area	Action	Lead	Timeframe	Measures	Notes/Comments
			Complete the Active Transportation Plan for				
	Invest in Trails &	Trail Expansion &	Cranbrook with broad engagement from residents, tourism experience providers, downtown businesses,			Approved Active	
4.0	Connections	Connectivity	clubs/societies, Ktunaxa Nation	City	Short	Transportation Plan	
						Regional District will also be a	
			Invest in expansion of trails/inter-connectivity of trail			partner outside City	
			'nodes' and in accompanying trail amenities such as			boundaries as will other	
			washrooms, trail head parking, trail maintenance,	City/Regional	Madium	communities like Kimberley,	
			signage	Disrict	Medium	Wasa etc.	

-					i		
Action Ref.							
No.	Foundation Area	Sub-Area	Action	Lead	Timeframe	Measures	Notes/Comments
	Share The Stories of	1	Undertake a Wayfinding and Visitor Arrival		i	i	
	Cranbrook - Interpretive &		Experience Strategy within the Active Transportation				
5.0	Wayfinding Signage	Signage	Plan	City	Short	Strategy developed	
		51811080	Engage signage designer	City	Medium	Signs designed	
			Approve branding and design guidelines for	city	Medium	Consistent and compelling	
			consistent application across all signage	City	Medium	branding	
-				City	Wediam		
			Develop content for 'Stories of Cranbrook' including	Cranbrack		Story 'database' from which to	
			paleontology, Ktunaxa Creation story, the arrival of CP Rail etc.	Cranbrook Tourism	Short	draw for marketing, signage etc.	
-							
			Signage copy and location approval	City	Medium	Approved copy/locations	
		-	Signage manufacture/installation	City	Medium	Installed signs	
Action Ref.							
No.	Foundation Area	Sub-Area	Action	Lead	Timeframe	Measures	Notes/Comments
	Pursue Sports Events &		Improve washrooms; add lighting feature;				
6.0	Festival	Rotary Park	construction Ktunaxa themed playground	City	Short	Improvements complete	
		History Centre Grounds	See Arrivals & Gatways above				
		Cultural District	See Downtown above				
		Western Financial Place	Explore ROI/feasibility of change room improvements	City	Short	Go/no go decision	
		Moir Centennial Athletic					
		Park	Improve connectivity via trails/active transport	City	Short	Connectivity in place	
			Explore ROI/feasibility of multipurpose Exhibit space/				
			Fairgrounds /Community Centre program space	City	Medium	Go/no go decision	
			Review opportunity for RV/camping on site or				
			adjacent for overnight stays and larger				
			festivals/events	City	Medium	Engagement and study	
		Cranbrook Community	Invest in trail development, maintenance and				
		Forest	connectivity	CCF	Short	Trail improvements	
			Add skills park	City	Medium	Skills park	
			Create business opportunities for vendors with share				
			of revenue returned for trail development and				
			maintenance	CCF	Medium	Vendors in place	
		Elizabeth Lake	See Ktunaxa Interpretive Centre above				
			Invest in accessible trail development, maintenance				
			and connectivity	City	Short	Trail improvements	
Action Ref.							
No.	Foundation Area	Sub-Area	Action	Lead	Timeframe	Measures	Notes/Comments
	roundation Area	Sub Area			innerrante	incusures	in the second se
	Explore New Iconic		Review Sea to Sky Business Model and visitor				
7.0	Attractions	Consider Options	volumes	City	Short	Key success factors	
			Discuss with local business entrepreneurs	City	Medium	Discussions held	
		1					1

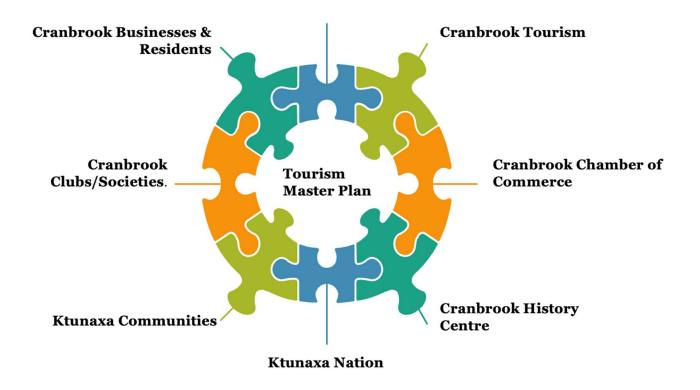
#### How We Need to Do It

Cranbrook needs to work together to implement this Tourism Master Plan. Today's 'tourism ecosystem' includes a number of organizations, each of which has its own mandate and its own governance model. While this independence and separate accountability should be respected, if we are to succeed, collaboration is essential. This collaboration must embrace opportunities to leverage each other's efforts and must occur not only within Cranbrook but also across the region with Kimberley and Fernie as well as with unique visitor experiences and attractions like St. Eugene and Fort Steele. Where appropriate, invitations to participate should be extended to BC Parks, MoTI and other agencies/Ministries.

At times, the objectives amongst the partners may not be aligned and differing viewpoints will need to be addressed openly and honestly with room for discussion of alternatives leading to commitment to a mutually understood (although perhaps not agreed) path forward. We cannot afford to operate in silos. Our competition does not.

This need for frequent and open communication can easily be lost in the day-to-day flurry of organizational activities. Therefore, it is recommended that discussions take place with Cranbrook Tourism to consider creation of a Board Committee whose mandate is specific to 'destination development' activities and supporting/monitoring implementation of this Tourism Master Plan.

#### **City of Cranbrook**



Given that many of the recommended priorities in this plan relate to further engagement with the Ktunaxa Nation Council and the individual Ktunaxa communities, it is further recommended that the City of Cranbrook consider a formal staff position for a Ktunaxa Liaison. This is now being considered a 'best practice' amongst local governments in British Columbia.

From a City of Cranbrook policy perspective, the following is recommended for adoption by Council:

That staff create, develop and execute policies /initiatives that will promote and support :

- a. Investment in Gateways, Interpretive and Wayfinding signage
- b. Creation of a Ktunaxa Cultural Initiative including supporting the Ktunaxa in the creation of a Cultural/Interpretive Centre
- c. Beautification and revitalization of Cranbrook's downtown in a manner that creates energy, vitality, social connection and cultural celebration year round
- d. Investment/Enhancements to green spaces and urban areas that promote culture, arts and tourism
- e. Development of Events, Sports and Festivals (Note Cranbrook Tourism is leading the development of a Festival & Event Master Plan 2023)
- f. Investment in Active Transportation Local and Regional in accordance with Active Transportation planning and priorities currently being determined
- g. Revitalization and rebranding of History Center Grounds as the Cranbrook Welcome Plaza and an integral part of the downtown Cranbrook experience
- h. Development and programming of Indoor Spaces for visitor and resident enjoyment year round
- i. Sustainable, inclusive and equitable growth within the tourism sector including:

- a. Establishment of a strategic tourism team to realign decision making and processes.
- b. Acceleration of the adoption of technology to help manage all aspects of tourism.
- c. Coordination of marketing, planning, communication, networking, sharing of available data and priority setting between stakeholders to leverage and align efforts
- j. Regional Tourism Sector Development
  - a. Pursue attraction of Iconic / Signature tourism asset development
- k. Supply of appropriate, investment ready lands for Commercial, Hospitality and Tourism land use
- *I.* Creation of a revitalization tax exemption for hotel's similar to the Downtown tax exemption

Further, in order to optimize access to funding and grants from senior levels of government, the City of Cranbrook should consider prioritizing resources to ensure that strategies and plans are in place and key projects that are catalytic to tourism development are 'shovel ready' as this is a consideration in most infrastructure grant funding programs. This includes finalizing a coordinated 'family' of plans as a hierarchy beneath the Official Community Plan in the next 1-2 years:

- ✓ Cranbrook Welcome Plaza services/amenities/experiences design and rebranding
- ✓ Downtown Revitalization Plan
- ✓ Active Transportation Plan
- ✓ Festival and Events Strategy
- ✓ Parks and Recreation Master Plan (refresh in light of Tourism Master Plan recommendations)
- ✓ Signage and Wayfinding Plan
- ✓ Public Art Program

\*\*\*\*\*\*

# Appendix A – Value of Tourism Methodology

The underlying methodology for estimating tourism spending in the Cranbrook Plus<sup>2</sup> region starts with the assumption that tourists in the Cranbrook Plus region have a spend ratio per dollar spent on accommodation equivalent to visitors in the East Kootenay Regional District. That is, for every dollar spent in Cranbrook Plus on accommodation, visitors spent the same percentage on other goods and services as did visitors to East Kootenays. For example, if East Kootenay visitors spent 20 cents on vehicle fuel per dollar spent on accommodation, the assumption is that visitors to Cranbrook Plus would spend that same 20% compared to their accommodation spending in Cranbrook Plus.<sup>3</sup>

The one exception to this is spending on recreation activities. Research has shown that, while the links between accommodation spending and other types of spending is quite consistent within regions, due to small locales having very different recreation options, the link does not hold for that category. Consequently, it was important to estimate recreation spending directly from known activities in the region.

Developing these 2019 tourism spending estimates for the Cranbrook Plus region made use of several administrative data sets as well as data provided by operators in the region. The administrative data consisted of the following:

<sup>&</sup>lt;sup>2</sup> Cranbrook Plus region consists of the Municipality of Cranbrook, the Municipality of Kimberley, and the area within East Kootenay C.

<sup>&</sup>lt;sup>3</sup> Spending ratios are calculated for 9 categories in addition to accommodation: Clothes and Gifts, Restaurants, Groceries, Recreation, Entertainment, Private Auto, Auto Rental, Local Transport, and Other Commercial Transport. Estimates for Recreation, as explained later, is calculated differently. The ratios are calculated for three separate visitor markets: International visitors; Interprovincial Visitors; and Domestic visitors.

- 1. Detailed StatsCan Visitor Spending Surveys (International and Interprovincial/Domestic Surveys). These survey data enable the identification of spending on the various goods and services for visitors (split by International, Interprovincial and Domestic markets) to the Kootenays Tourism Region.<sup>4</sup>
- 2. Credit Card spending data by spending category for the Kootenay Tourism Region and for the East Kootenay Regional District. These Credit Card data are used to benchmark the survey data to universal totals.
- 3. Detailed MRDT data for the Cranbrook Plus region which provided accurate accommodation spending data for those establishments under the MRDT system. The MRTD data are augmented by data for non-MRDT areas that were produced by Pacific analytics in a separate exercise for Destination BC.
- 4. Provincial Campground revenue data by individual campgrounds.

The benchmarked survey data provide spending ratios for each visitor market and spending category by type of accommodation used by the visitor. The visitor accommodation types include fixed roof (hotels, motels and cottages), campgrounds and RVs, and Visiting Friends and Relatives (VFR). By applying these ratios to the actual accommodation spending (by accommodation type) in the Cranbrook Plus region, we get estimates of all the other spending, excluding recreation.

The estimation of recreation spending entailed collecting financial information for as many of the identifiable recreation providers, and adjusting these financial data for estimates of the percentage of revenues coming from tourists. This exercise mostly focused on the golf sector and some heritage activities. For these activities, financial statements were obtained for a couple for of golf courses with estimates of total revenues and revenues from tourists from the other establishments. The financial statement information was coded to I/O commodity definitions, then grossed up to the estimate for total tourist spending on golf by tourists (these data could <u>not</u> be sub-divided by visitor markets – that is, by international, interprovincial and domestic visitors). Once this impact proxy was determined, the data were input into the Input-Output Model and the overall impacts (direct, indirect<sup>5</sup> and induced<sup>6</sup>) calculated.

The spending data for all commodities excluding recreation were entered into the I/O Model which, after adjusting for all taxes and margins, generated the direct, indirect, and induced impacts. The impact data for recreation were then added to the other spending impacts to generate the impact tables contained in this report.

In aggregate, the Model impacts details the direct, indirect and induced impacts of all tourist spending in the Cranbrook Plus region. These impacts highlight the increase in local Output, GDP. Labour Income, Employment (jobs and Fulltime Equivalents) as well as the increase in the various government taxes resulting from tourist spending. **Figure 1** below highlights these impacts.

<sup>&</sup>lt;sup>4</sup> It is important to clarify that spending on Air Transport is **NOT** included in the survey data nor in the Credit Card benchmarking data discussed later. Statistics Canada has difficulties in assigning Air Transport spending to regions since the payments for air fares often occur in locations well outside the location of visitation and theoretcilly the Air Transport spend would need to be allocated across all locations visited. Accordingly, we do not assign any spending on Air Transport to the Cranbrook Plus region.

<sup>&</sup>lt;sup>5</sup> Indirect Impacts occur from upstream supplier businesses that are selling goods and services to tourism operators. There is a first round of goods and services spending effect, for example, a company that provides electrical system maintenance services to a tourism operator. There are subsequent rounds of purchases, often many, as the first round suppliers themselves need inputs for their production processes (natural gas and steel for a steel fabricator, for example). These rounds of spending are cumulatively referred to as *upstream indirect impacts*. All the rounds of this spending on goods and services are summarily reported as *total indirect impacts*.

<sup>&</sup>lt;sup>6</sup> **Induced Impacts** are generated via the spending of the incomes of workers in the direct and indirect employment segments. For example, when tourism business employees and their families go out for dinner at local restaurants, this results in additional (induced) impacts in the local food and beverage industry. Just as there are estimates of *direct impacts* and *upstream indirect impacts*, the I-O model internally calculates equivalent induced impacts.

Total spending by tourists in Cranbrook Plus in 2019 is estimated at \$49.9 million excluding all spending on air transport. When direct consumer taxes (\$7.1 million) are removed (these included accommodation taxes, consumer payments for GST and PST, etc.) and imports of some consumer goods from outside Cranbrook Plus, total spending within in the Cranbrook Plus region that flowed to local businesses (Domestic spending) is estimated at \$41.8 million.

This domestic spending resulted in an increase of \$22.9 million in GDP with \$11.3 million going to labour income. The number of jobs directly generated by tourism in Cranbrook Plus is estimated at 428. Many of these are part-time or part year jobs. When these are converted to full-time equivalent values, there are an estimated 308 positions with the average wage of \$36,800. Total direct taxes going to governments are estimated at \$11.7 million, of which the Provincial Government received \$6.1 million and the local governments a total of \$1.1 million.

Besides the direct impacts of tourism spending, there are additional indirect and induced impacts on the Cranbrook Plus region.

While tourism businesses in Cranbrook Plus purchase goods and services (material inputs) to the value of some (\$19.3 million = \$18.9 million plus another \$400,000 other direct\*\*\*), most of those goods and services are purchased from outside the region.<sup>7</sup> Consequently, the total indirect spending within Cranbrook Plus is only estimated at \$4.9 million and after taxes and imports are removed, there is a total of \$4.0 million going to local businesses. The remainder of the indirect spending (\$15.3 million) occurs outside of the Cranbrook Plus region.

This indirect spending in Cranbrook Plus translates into \$3.4 million in GDP and \$1.6 million in labour income, resulting in an additional 24.5 indirect jobs with an additional 29.2 jobs in the rest of BC.

Overall, indirect taxes are estimated at \$1.8 million (\$560,000 generated in Cranbrook Plus and the other \$1.2 million in other regions. Taxes resulting from induced spending is estimated at a total of \$1.6 million.

The induced spending translates into \$5.4 million in the Cranbrook Plus region as well as an additional \$7.1 million in other regions. A total of 16.9 jobs in Cranbrook Plus stem from the induced spending as well as an additional 29.2 jobs in the rest of BC.

#### Figure 1: Direct, Indirect and Induced Impacts of Tourism Spending in Cranbrook Plus

<sup>&</sup>lt;sup>7</sup> Even if a manufactured good is purchased from a local supplier, the good itself is more than likely manufactured elsewhere, so the value captured by the region is only equal to the markups (margins) that the local supplier adds to the cost of the good.

				TOURIS	SM SPENDING	MPACTS	CRANBROOK P	Plus	
	REGION:	CRANBROOK PLUS		37		REST OF BRITI	SH COLUMBIA		
	Direct	Indirect	Induced	REGIONAL TOTAL	Direct***	Indirect	Induced	REST OF BC TOTAL	TOTAL IMPACTS, BC
Consumer Spending*	\$49,902,660	\$4,921,912	\$5,449,619	\$60,274,191	\$1,504,882	\$15,267,408	\$7,108,191	\$23,880,481	\$84,154,672
Direct International Imports	\$608,121	\$386,330	\$910,934	\$1,905,385	\$266,717	\$1,362,964	\$1,188,174	\$2,817,855	\$4, 723, 240
Direct Interprovincial Imports	\$395,458	\$504,913	\$520,702	\$1,421,073	\$636,061	\$1,584,484	\$679,176	\$2,899,721	\$4, 320, 79
Direct Forward Taxes	\$7,126,801	\$0	\$166,208	\$7, 293, 009	\$0	\$0	\$216, 793	\$216,793	\$7,509,80
Domestic Output**	\$41,767,168	\$4,030,669	\$3,851,774	\$49,649,611	\$602,105	\$12,319,959	\$5,024,048	\$17,946,112	\$67,595,722
GDP at Basic Prices	\$22,895,763	\$3,423,100	\$2,831,591	\$29,150,454	\$188,647	\$5,636,540	\$3,075,040	\$8,900,227	\$38,050,681
Material Inputs	\$18,871,404	\$607,569	\$1,020,183	\$20,499,156	\$413,458	\$6,683,420	\$1,949,007	\$9,045,885	\$29,545,041
Labour Income	\$11,349,282	\$1,578,765	\$699,783	\$13,627,830	\$86,123	\$3,351,030	\$1,972,449	\$5,409,602	\$19,037,431
Wages and Salaries	\$8,958,801	\$1, 192, 394	\$543,206	\$10,694,401	\$74,122	\$2,511,462	\$1,073,638	\$3,659,222	\$14,353,62
Mixed Income	\$1,412,618	\$238,367	\$90,695	\$1, 741, 680	\$637	\$542,493	\$769,341	\$1,312,471	\$3,054,15
Employers' social contributions	\$977,863	\$148,005	\$65,881	\$1,191,749	\$11,364	\$297,075	\$129,470	\$437,909	\$1,629,65
Employment (jobs)	428.4	24.5	16.9	469.8	1.0	67.5	29.2	97.8	567.6
Employment (FTEs)	308.2	19.2	12.7	340.1	0.9	53.0	21.9	75.9	416.0
Total Taxes	\$11,706,165	\$563,591	\$762,198	\$13,031,953	\$41,081	\$1,238,004	\$880,282	\$2,159,368	\$15,191,321
Total Federal Taxes	\$4,417,528	\$287,152	\$355,592	\$5,060,272	\$16,373	\$584,575	\$391,723	\$992,672	\$6,052,944
Total Indirect Taxes	\$2,648,019	\$17,681	\$102,727	\$2,768,427	\$744	\$53,651	\$133,992	\$188,387	\$2,956,814
Fed Trading Profits Tax	\$20,121	\$0	\$195	\$20,316	\$0	\$0	\$254	\$254	\$20,57
Fed Gasoline Tax	\$121,429	\$2,439	\$2,426	\$126,293	\$367	\$8,562	\$3,164	\$12,093	\$138,38
Fed Excise Tax	\$578	\$11	\$9	\$598	\$0	\$33	\$12	\$44	\$64
Fed Excise Duties	\$107,121	\$795	\$2,689	\$110,604	\$3	\$2,670	\$3,507	\$6,180	\$116,78
Fed Air Transport Tax	\$2,578	\$415	\$1,475	\$4,468	\$1	\$1,279	\$1,925	\$3,204	\$7,67
Fed Import Duties	\$91,015	\$1,296	\$2,037	\$94,348	\$145	\$4,217	\$2,657	\$7,019	\$101,36
GST	\$2,258,945	\$8,119	\$85,346	\$2,352,410	\$162	\$24,095	\$111,321	\$135,578	\$2,487,98
Fed Proportion of HST	\$0	<i>\$0</i>	<i>\$0</i>	\$0	\$0	\$0	\$0	\$0	Şi
Indirect Taxes on Production	\$46,233	\$4,606	\$8,550	\$59,389	\$66	\$12,796	\$11,153	\$24,014	\$83,40
Personal Income Taxes	\$797,821	\$120,471	\$60,190	\$978,482	\$10,878	\$313,850	\$111,155	\$435,883	\$1,414,365
Corp. Income Taxes	\$971,688	\$149,000	\$192,674	\$1,313,362	\$4,751	\$217,074	\$146,576	\$368,402	\$1,681,764
Total Provincial Taxes	\$6,142,159	\$216,694	\$294,264	\$6,653,117	\$23,848	\$486,971	\$342,025	\$852,844	\$7,505,962
Total Indirect Taxes	\$5,221,275	\$74,769	\$168,486	\$5,464,531	\$15,980	\$227,679	\$219,764	\$463,424	\$5,927,954
Prov Environmental Tax	\$155,807	\$7,311	\$6,740	\$169,857	\$3,917	\$23,839	\$8,791	\$36,547	\$206,40
Prov Trading Profits Tax	\$2,371,254	\$2,726	\$28,821	\$2,402,802	\$11	\$9,051	\$37,593	\$46,655	\$2,449,45
Prov Gas Tax	\$434,101	<i>\$9,9</i> 62	\$9,664	\$453,727	\$4,564	\$34,120	\$12,606	\$51,289	\$505,01
Prov. Land Transfer Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
Prov Other Tax	\$16,491	\$0	\$0	\$16,491	\$0	\$0	\$0	\$0	\$16,49
PST	\$1,940,838	\$25,063	\$68,070	\$2,033,971	\$7,063	\$78,142	\$88,786	\$173,991	\$2,207,96
Provincial Proportion of HST	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Ş
Aboriginal Trading Profits	\$4,601	<i>\$0</i>	\$45	\$4,646	\$0	\$0	\$58	\$58	\$4,70
Prov. Indirect Taxes on Production	\$298,183	\$29, 706	\$55,147	\$383,036	\$424	\$82,528	\$71,931	\$154,883	\$537,91
Royalties/Prov. Resource Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
Personal Income Taxes	\$305,082	\$44,447	\$22,375	\$371,904	\$4,244	\$116,094	\$41,273	\$161,611	\$533,516
Corp. Income Taxes	\$615,801	\$97,479	\$103,402	\$816,682	\$3,625	\$143,197	\$80,988	\$227,810	\$1,044,492
Total Municipal/RD Taxes	\$1,146,477	\$59,744	\$112,342	\$1,318,564	\$860	\$166,458	\$146,533	\$313,852	\$1,632,416
Municipal Land Transfer Tax	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$
Municipal Sales Tax****	\$558,780	\$1,195	\$3,652	\$563,627	\$25	\$3,801	\$4,763	\$8,589	\$572,21
Property, Business & Other Mun. Taxes	\$587,697	\$58,549	\$108,691	\$754,937	\$836	\$162,657	\$141,770	\$305,263	\$1,060,20
*Consumer Spending includes Forward Co									
**Domestic Output is equal to Spending m					07				
***Rest of British Columbia Direct: The pr	•		uding wholesale. re	tail and transportati	on margins, taxes, o	etc.) is measured at	the factory gate.		
For some consumer spending (think the									
****Municipal Sales Taxes includes Accon									

Taking all impacts into consideration, tourism activity in Cranbrook Plus generated \$84.2 million in spending, equivalent to \$38.1 million in GDP and \$19.0 million in labour income resulting in a total of 568 jobs. Overall, governments benefit to the tune of \$15.2 million, of which \$7.5 million goes to the provincial government and another \$1.6 million going to local governments.

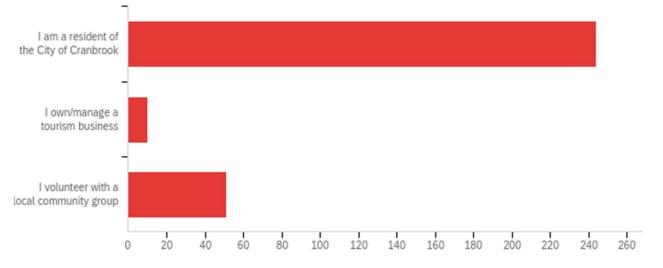
Within the Cranbrook Plus region, there was \$60.3 million of spending resulting from tourism activity that translated into \$29.2 million in GDP, \$13.6 million in labour income, and a total of 469.8 jobs stemming from tourism activity in the region.

# Appendix B – Resident Survey

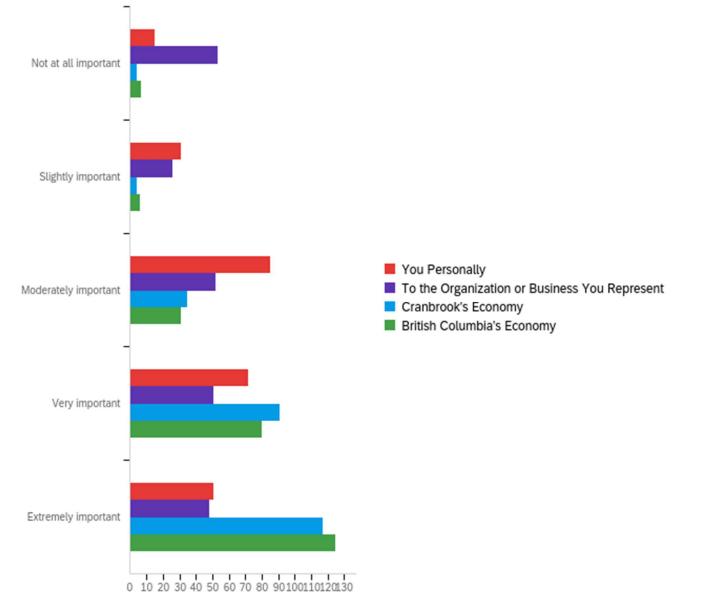
# Appendix B - Resident Survey

Cranbrook Tourism Master Plan - Community Engagement December 15th 2022, 5:52 pm MST

# Q2 - Which of the following describe you? Please select all that apply.



#	Answer	%	Count
1	I am a resident of the City of Cranbrook	80.00%	244
2	I own/manage a tourism business	3.28%	10
3	I volunteer with a local community group	16.72%	51
	Total	100%	305



#### Q3 - How important is the tourism industry to each of the following? Please select one response per row.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	You Personally	1.00	5.00	3.44	1.12	1.25	254
2	To the Organization or Business You Represent	1.00	5.00	3.07	1.44	2.09	230
3	Cranbrook's Economy	1.00	5.00	4.25	0.87	0.75	251
4	British Columbia's Economy	1.00	5.00	4.24	0.96	0.92	249

#	Question	Not at all important		Slightly important		Moderately important		Very important		Extremely important		Total
1	You Personally	5.91%	15	12.20%	31	33.46%	85	28.35%	72	20.08%	51	254
2	To the Organization or Business You Represent	23.04%	53	11.30%	26	22.61%	52	22.17%	51	20.87%	48	230
3	Cranbrook's Economy	1.59%	4	1.59%	4	13.94%	35	36.25%	91	46.61%	117	251
4	British Columbia's Economy	2.81%	7	2.41%	6	12.45%	31	32.13%	80	50.20%	125	249

Q4 - Rank the top 3 ways in which you believe the tourism sector in Cranbrook should contribute to your lifestyle in the next 10 years: Please slide your top 3 choices, in order descending order, to the top of the list.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Provide me/my family with opportunity for employment income	1.00	11.00	4.40	2.53	6.41	253
2	Provide me/my family with opportunity for business income	1.00	11.00	5.52	2.65	7.05	253
3	Provide opportunity for local clubs and societies to generate revenue to support their mandate	1.00	11.00	4.35	2.23	4.96	253
4	Provide me/my family with more outdoor activities and recreational infrastructure	1.00	10.00	2.94	2.14	4.59	253
5	Provide me with more restaurant and retail shopping options	1.00	11.00	4.31	2.43	5.93	253
6	Provide me/my family with opportunities to experience arts and cultural performances	1.00	11.00	5.11	2.53	6.39	253
7	Provide me/my family with opportunities for elite training in our sport	1.00	11.00	7.64	1.95	3.81	253
8	Provide me/my family with opportunities to meet and learn from other people	1.00	11.00	7.45	2.24	5.01	253
9	Provide me with an opportunity to educate travellers about Cranbrook's natural environment/sustainability	1.00	11.00	7.80	2.54	6.43	253
10	Provide me with an opportunity to educate travellers about the history of this region	1.00	11.00	8.73	2.79	7.80	253
11	Provide me with opportunities to showcase my community with pride	1.00	11.00	7.57	3.85	14.79	171

#	Question	1		2		3		4		5		6		7		8		9		10		11		Tota I
1	Provide me/my family with opportunity for employment income	16.60 %	4 2	8.70%	2 2	6.72%	1 7	28.46 %	7 2	11.86 %	3 0	9.09%	2 3	6.32%	1 6	3.56%	9	3.16%	8	3.56%	9	1.98%	5	253
2	Provide opportunity for local clubs and societies to generate revenue to support their mandate	9.88%	2 5	15.02 %	3 8	15.81 %	4 0	9.09%	2 3	18.18 %	4 6	18.58 %	4 7	7.11%	1 8	1.19%	3	1.98%	5	2.77%	7	0.40%	1	253
3	Provide me/my family with more outdoor activities and recreational infrastructure	35.18 %	8 9	20.95 %	5 3	12.65 %	3 2	7.91%	2 0	7.11%	1 8	7.11%	1 8	6.32%	1 6	0.79%	2	1.58%	4	0.40%	1	0.00%	0	253
4	Provide me with more restaurant and retail shopping options	11.46 %	2 9	17.79 %	4 5	17.39 %	4 4	9.88%	2 5	9.49%	2 4	11.86 %	3 0	11.46 %	2 9	5.93%	1 5	2.77%	7	0.79%	2	1.19%	3	253
5	Provide me/my family with opportunity for business income	6.72%	1 7	7.11%	1 8	5.14%	1 3	13.83 %	3 5	25.30 %	6 4	15.42 %	3 9	5.93%	1 5	5.53%	1 4	2.37%	6	5.14%	13	7.51%	1 9	253
6	Provide me/my family with opportunities for elite training in our sport	0.79%	2	0.79%	2	1.58%	4	5.53%	1 4	4.35%	1 1	3.95%	1 0	27.27 %	6 9	26.48 %	6 7	13.44 %	3 4	7.91%	20	7.91%	2 0	253
7	Provide me/my family with opportunities to meet and learn from other people	0.40%	1	3.56%	9	4.74%	1 2	6.32%	1 6	4.74%	1 2	5.93%	1 5	7.51%	1 9	29.64 %	7 5	26.88 %	6 8	5.93%	15	4.35%	1 1	253
8	Provide me with an opportunity to educate travellers about Cranbrook's natural environment/sustainabil ity	2.37%	6	3.95%	1 0	4.74%	1 2	2.77%	7	5.93%	1 5	4.74%	1 2	5.14%	1 3	10.67 %	2 7	34.78 %	8 8	22.13 %	56	2.77%	7	253
9	Provide me with an opportunity to educate travellers about the history of this region	1.19%	3	4.35%	1 1	5.93%	1 5	2.37%	6	2.77%	7	2.77%	7	2.77%	7	5.14%	1 3	7.11%	1 8	40.71 %	10 3	24.90 %	6 3	253
1 0	Provide me with opportunities to showcase my community with pride	8.77%	1 5	4.68%	8	11.70 %	2 0	7.02%	1 2	3.51%	6	4.09%	7	2.34%	4	2.92%	5	1.17%	2	8.19%	14	45.61 %	7 8	171
1 1	Provide me/my family with opportunities to experience arts and cultural performances	7.11%	1 8	13.44 %	3 4	14.23 %	3 6	7.11%	1 8	6.32%	1 6	17.79 %	4 5	17.39 %	4 4	8.70%	2 2	4.35%	1 1	1.98%	5	1.58%	4	253

Q5 - Ten years from now, what is the image you would like to have come to mind when the world is talking about the destination 'Cranbrook'? Please provide your answer below.

It's feels welcoming and beautiful from whichever end of town you pull in from

That I cold find the visitors center.

Summer destination close to lakes, biking, hiking.

Friendly, great place to live.

**Outdoor Recreation Mecca** 

Instead of a blue collar working town it would be nice to have a beautiful destination to live and for tourists to be drawn to. Our strip needs some serious work including the removal of some of the cities eyesores (abandoned buildings etc.)

Live play thrive

A beautiful small town with so much to do and see, friendly people and businesses that care about their community

vibrant and diverse

**United Pride** 

It would be great if people could see beyond "the strip" and get to see all that Cranbrook can offer.

Mountains & kindness

Looks nicer & more welcoming now then 10 years ago; has way more stores & bigger mall, has family fun Center , has more for teens to do.

Outgrew minimum wage jobs and had real job opportunities with bigger companies that attracted the right kind of people, so it flourished to this beautiful and peaceful place in the Kootenays.

The place to come to start your adventure. Winter, Summer, Fall, and Spring.

World class destination for non-motorized recreation and leader in low impact living. Hub for public transportation (trains, buses) and a city visitors Can enjoy without requiring a personal automobile. Living

Being a good place to come do some mountain biking and enjoy all the lakes around here comes to mind; using Cranbrook as a base of operations w/ good restaurants and other in-town activities for the evenings.

A place with a wide variety of outdoor recreational opportunities in a beautiful, yet natural setting.

Outdoor gate way, skiing, biking, hiking and paddling

Destination

World class hiking, biking, and lakes. Year round outdoor playground.

Mountain biking destination

I would like Cranbrook to be seen as a clean and organized town, with appeal for tourists to spend more time and money here, not just when they are passing by. I would like to see more people in downtown, walking and not driving. I would like to see the youngsters and First Nations to be more involved with the community, to feel safe and to feel that they belong here.

Diverse

Sustainable outdoor adventure

variety of family friendly, affordable outdoor recreation opportunities

#### Somewhat like Fernie or Kimberley

#### Beautiful and friendly place to visit/live

#### Biking capital of BC

A nice place with things to do for families, that people could see themselves living here. Nelson should be a goal for us to emulate.

Remarkable destination and one of the best places to visit in BC.

As the metropolitan city for the East Kootenays that provides tourists and residents with leisure, shopping, outdoor needs.

Free family fun. Celebrating Ktunaxa heritage. Pride in our natural environment and ecological advances helping to combat climate change.

The highlight of everyone's trip, where they can't wait to visit again

A destination, not just a drive-through.

I would like to see something similar to Fernie and Kimberley. Small local shops and restaurants that make tourists want to visit because they crave the small town lifestyle

I don't, I don't want to fight tourists to get to my favourite spots, whatever you do, some of our special places need to remain just for locals. Not only to preserve them, but some of them pose risks to people who don't understand the danger. Like Moyie falls. Let the tourists have placed like Fairmont hot springs, and Moyie lake, Fort Steel and such, keep places like Mineral lake and the community Forrest for US. I think the worst thing that could happen is for locals to be driven to move to other small communities in droves to avoid tourist traps in peak seasons. Also would be nice if the restaurants recommended were based on popular favourites and not just those who choose to pay for advertising. Like sometimes you miss out on incredible things because the business isn't able for various reasons to participate in the advertising locally. Many places don't have local budgets or authority to advertise locally, so people miss out on those experiences because traditionally the only way a business makes it into a tourist materials or media is to pay for their presence. Horrible for the tourist though! I am very proud to be from here also, I just want to keep our traffic down, our air clean, our lakes swimable and the line ups to a dull roar...

Great place to stay to explore the area.

Adventure tourism for everyone, no financial or physical barriers.

Not Dink Town anymore

Hidden gem

Strong Community sense, clean and welcoming.

Clean, healthy city with tons of recreation opportunities.

Breathtaking entrances that welcome and entice people to stay and explore Cranbrook & area. A vibrant arts, cultural and shopping destination ie art shops

The great outdoors along with arts and cultural experiences.

Special place to visit and live.

A safe, quiet community.

Basecamp for adventure

Environmentally conscious. Pedestrian friendly, plentiful public transit options.

Bike trails, good restaurants, education opportunity and quality of life

Lots of trees and green spaces in the community for everyone to share and enjoy and a pedestrian only focused downtown area that promotes a friendly arts and cultural vibe.

A world class recreational destination that showcases a beautiful outdoor theme to its downtown that doesn't require a lifted 4x4 truck to navigate all the pot holes.

Vibrant, friendly small town in a beautiful natural setting.

A vibrant community in a beautiful part of the province.

Mountain biking, great downtown stroll and a fun night club

A vibrant small town, full of unique adventure and untouched ecosystems to responsibly explore

A destination worth staying for an extended holiday with a large variety of activities and events. The best of rural and city living.

Have Cranbrook thought of as a destination, rather than an overnight stop.

Mountain playground

Best small City in North America

outdoor

To have Cranbrook recognized as a world class four season destination.

Great place to go and be

A clean, tidy bustling community with modern buildings and amenities

Nature and cultural wonderland

Four seasons of fun

The world? Give me a break

Spectacular mountain views, easy access to outdoors, all services needed for living and recreating:

the best little secret for places to live in BC

BC center for outdoor adventure and activities

Less unattractive urban sprawl, more organized and thoughtful planning for the future.

What a beautiful place to visit with something for everyone

Emphasis on the base camp for adventure motto. There's always an out door activity within close distance no matter what the season

How beautiful and welcoming the Cranbrook Community is.

A quiet place to live

Cranbrook: BC's Sunshine City. (How is "key city" better than that? We have the most sunshine hours of any BC community. I've brought this up before; former mayor Wayne Stetski chimed in his support for the rebrand. Without a core identity that no other community can compete with, we'll always be fighting for attention and income with other communities selling essentially the same benefits. No one tops us for weather.) An extraordinary attractive, beautiful community with numerous well cared for parks and gardens. Secondly, vibrant arts, cultural and restaurant options.

Sustainable

city campground

the image of a great place to live and work.

A place that embraces a blend of its historic and modern architecture

Population of 50,000 with an expanded airport and great work-life balance due to a booming economy and close proximity to nature.

i actually really like the current concept of 'gateway'. although, something about 'locals' secret spots' would be a great balance.

A. beautiful place to spend your holidays, lots of possibilitis to hike to swimm and for watersport

Its tourism industry is environmentally conscious, as it focuses on conservation and impact reduction. A place to travel to, where the footprint left behind is all that is left behind.

Friendly community with opportunities in all aspects of life.

That it is a beautiful city in the Rockies

Nice quiet drug free town with lots of friendly people who care about each other. People enjoying the outdoors.

Nice city with big high rise apartment buildings and an actual shopping mall not filled with garbage stores cranbrooks slowly dying and tourism won't help one but we need stuff that ya know actually attracts tourists like a huge mall? Big corporate stores like zumies and footlocker

Great biking trails. No need for a car. Get around town easily.

A friendly, safe, sustainable, affordable community that respectfully acknowledges the Ktunaxa territory, and whose inhabitants and leadership coexists peacefully with the surrounding natural environment, its flora and fauna, without succumbing to the greed of hasty overdevelopment.

outdoor recreation

The City is very welcoming.

Heart of the kootenays for all outdoor enthusiast

cute progressive city in beautiful area

Forward thinking accepting community, naturally beautiful, friendly, great retail opportunities to bring people into the area (Costco), understanding the history of the area. Particularly Ktunaxa Nation history.

Crime free, safe place to live without drug addicts wandering around every street.

a place where local businesses thrive in partnership with the community, particularly the college. Through this, Cranbrook embodies the Rocky Mountain spirit.

Happy to live in Cranbrook. Beautiful wilderness matched with ample dining options.

A clean and safe community.

Beautiful

The Mountains

fun, quirky, magical, compelling, equitable, sustainable, artistic

A reason to come here, shopping- better stores, bigger mall.

I want people to talk about how the Strip used to be so ugly, but it's nice now.

Sophisticated milieu, beautiful scenery

A beautiful place, great to visit.

kind people, unique dining & entertainment options, tonnes of outdoor adventure

A hidden gem in the Kootenay, a place where people can visit and have more attractions in the city

A gateway to local adventures both outdoor and indoor related.

Safe, healthy and friendly sustainable community that has a variety of recreational opportunities for all ages and abilities. It is an active, inclusive, and engaging community that is environmentally conscious of the nature & beauty around us.

Warm culture, opportunities to grow

easy access to outdoor activities and supporting service such as retail, hospitality

outdoor recreation hub, flourishing community

Healthy lifestyle with many opportunities for adventure

that Cranbrook has the most interesting places to eat and the residents are the most informative / friendly people of the world

We moved the effluent lagoons

Diverse

The last frontier of bc

City of Sun and fun

Beautiful area with great lakes. High level athletics. Community Events that draw people!

A thriving non racist community with a growing economy.

a tourist STOP not a foor and fuel stop

An even more important central hub for the East Kootenay region.

The image I would like to see is how beautiful Cranbrook could actually be once we properly clean the main strip and down town area.

Top five natural experiences for families in Canada.

Beautiful town with a beautiful backdrop

The go to City for 4 season recreation and holidaying

Na

A beautiful town with lots to offer

A "think big" community (in contrast to our current just-good-enough community attitude).

mot have "the armpit of the kootenays" label anymore. Lets not try to be a Bernie or nelson. Lets create our own image.

Safe and sustainable to live

A place to recreate and rejuvenate

shopping

A beautiful city that promotes active, non-motorized recreational activities to promote fitness and environmental awareness throughout the local and visiting public.

Extraordinary mountain biking destination!

Honestly I just dont think Cranbrook is a destination. If anything it's a good place to live.

More culture mixed in with an outdoor lifestyle to appeal to a broader range of people

A welcoming city that has a variety of activities/events for all to enjoy.

Beautiful scenery, friendly idyllic town with a variety of opportunities

A great place to stay with amazing activites all around. Even if its just a stop by on your way through and have a meal, coffee or beer and wine or place to shop locally or just a place to sleep while you hike, bike, swim, paddle board, wake board, ski, snowboard or potentially move

Epic mountain bike parks, trails, camping and recreation, ski hills

Our community forest (number of protected acres per person)

vibrant and trendy spot nestled in the mountains

Lots of activities and events in and around Cranbrook and a great downtown vibe year round for tourists and our local residents

That this city could offer tourists a decent accomodations whether hotel rooms, camping or RV sites and restuarants. Maybe do some unique could maybe do some festivals? Promote some outdoor tournaments/triathatalons,more sporting events. Outdoor summer concert series, like with a big sponsor Pepsi?etc. Maybe try and run some promotional festivities along with other events in the area. Lets promote this great area with a pleasing view of the city. The unsightly propertites in both residentail and commerical builldings is terrible. The weeds and lack of any pride is evident. ENFORCE SOME BYLAWS AND MAKE BURNT OUT BUILDINGS GET CLEANED UP!!! The old Tudor House, and May Mays on the strip are terrible. Maybe get some banners back up on the strip and downtown? What about big planters along the strip? Each business gets one and plant wave petunias in them.Edmonton had done this for years along the White mud freeway strip when businesses are on both sides it looks great. The planters are big blue recycled containers that obviously have a water reseverior. Give the business owners a discount on the taxes if they spruce up their businesses.

Clean

Quaint, pretty, friendly, good services, happy and healthy residents

gateway to recreation in the rockies

City beautiful as the scenery surrounding it

Cranbrook is world class destination for summer and winter activities

Outdoor 4 season recreation (not hunting and fishing only) with excellent dining opportunities

A good place to see on it own

Canada's Playground

Bikeable outdoor activity hub

**Regional hub** 

It sucks

The place to go with endless activities, recreation and places to visit

The "Strip" has been "beautified", there are "real roads" vs. goat trails and access over-around-through train tracks.

That our city would be known as a Beautiful Destination Location that provides a wide variety of cultural, sporting, indoor and outdoor activities year round and that our community takes great pride in being a showcase city known for it's services to both those visiting and who live here. In short, a beautiful and immaculately maintained city that provides opportunities for locals and tourists alike. Such things are lots of locally owned businesses to support as well as being able to offer a range of amenities that appeal to every age group from young children to our older generation.

A City with affordable housing, excellent recreational opportunities, exceptional medical facilities and staff, beautification by eliminating weeds on all properties, especially dandelions, and having a modern sewage system especially removing the unsightly sewage ponds.

Diverse, opportune filled city

Community

a community of supportive and kind people in a beautiful setting who acknowledge the past and move forward into the future together

That Cranbrook has fun and recreational opportunities available to all people for all four seasons

#### Our beautiful surroundings!

#### Beautiful, fun, & unique place to be and live

Protected and connected green spaces throughout the city and made Cranbrook a delightful place to see on foot or by bus by leaving your vehicle at home.

#### Best place to live.

In ten years, We direly need a Costco so that would be nice to see, more retail, more affordable housing. Green bin pick up, not just recyclingthis MUST INCLUDE all strata's and trailer courts. If the city truly cares about recycling properly then it would enforce strata's and trailer courts to also do this. Better accessible recycling depot. More police to crack down on crime including petty crime. The main drag (strip) to be fully snow plowed on the side walks every year and every snow fall. A better warm welcome when entering Cranbrook not a junkie mess if dealerships and no greenery. An in town camping site. More jobs= MORE RETAIL! A BETTER BIGGER MALL!!!!!!!

It's a safe place to live.

It is a beautiful visit and the friendly people that live there, so many things u can do, biking, hiking, walking, great places to eat and shop.

Fun, convivial, interesting, historical, colourful

Better than Kimberley

Rejuvenating. Inspiring. Relaxing.

Forward thinking, open minded, accepting and supportive

A beautiful well laid out city instead of a laughingstock. It's ugly and very poorly laid out, not drawing in any visitors that only pass through on the 3

that it's a lovely place and it's too bad that inaction on climate change has disrupted our communities and economies to such a degree that tourism is no longer a significant sector

We just moved to Cranbrook from Osoyoos. Why? The tourists are taking over Cranbrook and it is now a terrible place to live. We chose Cranbrook because it is not yet totally ruined by tourists. Don't take the shallow easy way out Cranbrook. Diversify other income streams. Increase manufacturing. Tourists bleed the economy dry. They take and do not give back anything in a financially sustainable manner.

4 seasons of activity!

A great little city to spend a lot of time and enjoyment in.

Thriving mountain city

Diversity

Clean and beautiful

Vibrant, thriving, successful community in all aspects.

Mountains

Basecamp to the Rockies and outdoor sports.

It's the friendliest, cleanest and most scenic little city in the Rockies.

dark skies astronomy hub

World class outdoor recreational opportunities and scenic beauty

On par with Nelson for arts/culture and Outdoor hub

Enviable

Welcoming

NATURE. TREES, FORESTS.

Beauty, wonderful place to live with a great lifestyle and opportunities.

Clean, diverse, prosperous

To hear people dream about and romanticize our town, the people, and the scenery like my father did before he was able to move here.

Mountains, vast outdoor recreation

Nice SMALL town

Vibrant community that provides many indoor and outdoor recreational activities. One that isn't just a strip of chain restaurants and commercial buildings.

Golf

Not look so run down, city and business's really need a face lift and clean up all the garbage

I'd like them to not remember us for the open sewage lagoons.

Playground of the Kootneys

A meca of recreational potential and growth opportunity.

- An outdoor recreation mecca. - A place renouned for it's environmental beauty and conservation - A great place to work and place - Important to keep that small town charm, with friendly people - Great places to eat and drink - Trendy retail stores - Reinvented downtown

Clean and Safe with Services

Outdoor Recreation, Good food, arts

That it's actually a nice place to stay rather than a "drive-through" town

Natural spaces, eco-friendly industry, farming.

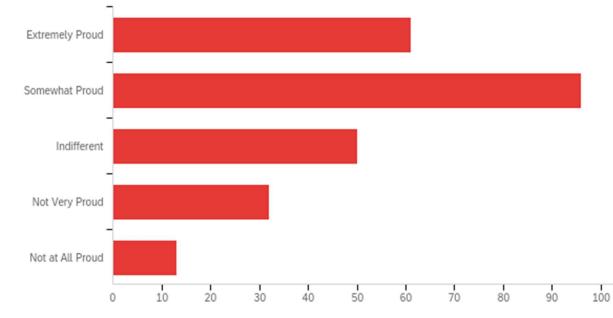
Outstanding access to nature and outdoor sport. Friendly and safe community.

low income housing

That place is amazing

A place I'd like to go for entertainment, food, hockey game, biking, golfing. Great concerts, music, farmers market type activities.

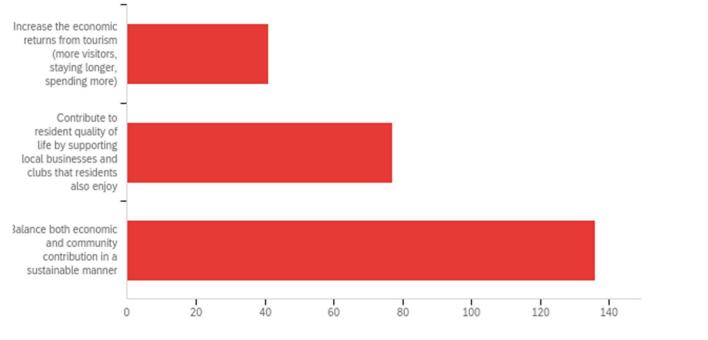
A cultural hub of the East Kootenays



#### Q6 - How proud are you to tell people that you live in Cranbrook, BC? Please select one response.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How proud are you to tell people that you live in Cranbrook, BC? Please select one response.	1.00	5.00	2.37	1.13	1.28	252

#	Answer	%	Count
1	Extremely Proud	24.21%	61
2	Somewhat Proud	38.10%	96
3	Indifferent	19.84%	50
4	Not Very Proud	12.70%	32
5	Not at All Proud	5.16%	13
	Total	100%	252

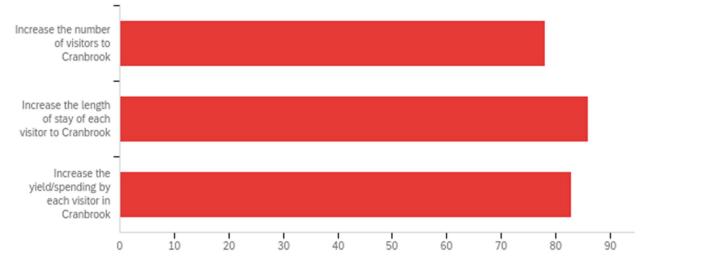


Q7 - What should be the primary objective of Cranbrook's tourism master plan? Please select one response.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What should be the primary objective of Cranbrook's tourism master plan? Please select one response.	1.00	3.00	2.37	0.75	0.56	254

#	Answer	%	Count
1	Increase the economic returns from tourism (more visitors, staying longer, spending more)	16.14%	41
2	Contribute to resident quality of life by supporting local businesses and clubs that residents also enjoy	30.31%	77
3	Balance both economic and community contribution in a sustainable manner	53.54%	136
	Total	100%	254

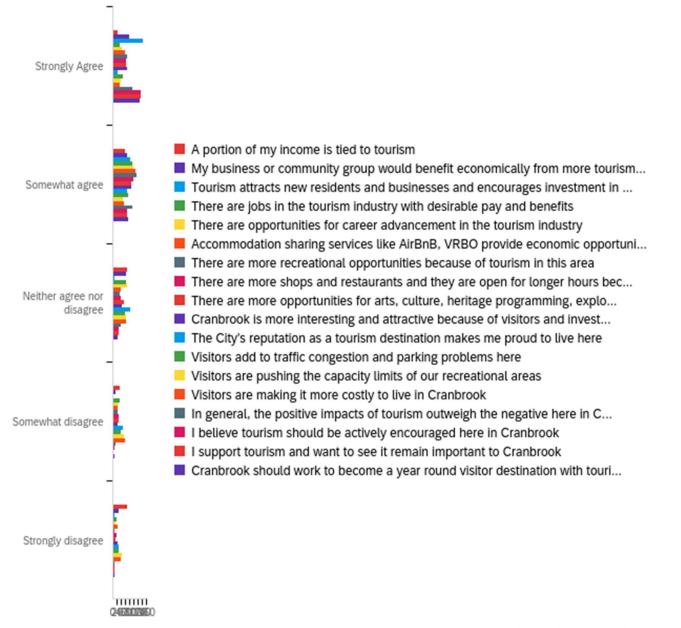
Q8 - What is the best way to increase Cranbrook's economic returns from tourism? Please select one response.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is the best way to increase Cranbrook's economic returns from tourism? Please select one response.	1.00	3.00	2.02	0.81	0.65	247

#	Answer	%	Count
1	Increase the number of visitors to Cranbrook	31.58%	78
2	Increase the length of stay of each visitor to Cranbrook	34.82%	86
3	Increase the yield/spending by each visitor in Cranbrook	33.60%	83
	Total	100%	247

Q9 - Indicate your level of agreement with the following statements: Please select one response per row.



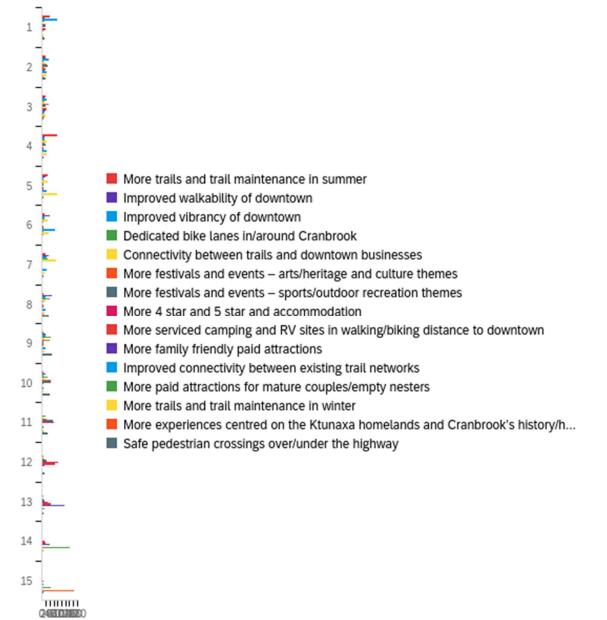
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	A portion of my income is tied to tourism	1.00	5.00	3.24	1.34	1.78	252
2	My business or community group would benefit economically from more tourism development in Cranbrook	1.00	5.00	2.39	1.30	1.68	249
3	Tourism attracts new residents and businesses and encourages investment in our local economy	1.00	5.00	1.56	0.86	0.73	251
4	There are jobs in the tourism industry with desirable pay and benefits	1.00	5.00	2.62	1.12	1.25	253
5	There are opportunities for career advancement in the tourism industry	1.00	5.00	2.45	1.05	1.10	253
6	Accommodation sharing services like AirBnB, VRBO provide economic opportunities for residents	1.00	5.00	2.37	1.18	1.40	253
7	There are more recreational opportunities because of tourism in this area	1.00	5.00	2.16	1.04	1.09	252

8	There are more shops and restaurants and they are open for longer hours because of tourism in this area	1.00	5.00	2.36	1.18	1.40	250
9	There are more opportunities for arts, culture, heritage programming, exploration and education because of tourism in this area	1.00	5.00	2.35	1.12	1.26	249
10	Cranbrook is more interesting and attractive because of visitors and investments made to attract them	1.00	5.00	2.33	1.22	1.48	249
11	The City's reputation as a tourism destination makes me proud to live here	1.00	5.00	3.00	1.13	1.28	250
12	Visitors add to traffic congestion and parking problems here	1.00	5.00	2.70	1.26	1.58	250
13	Visitors are pushing the capacity limits of our recreational areas	1.00	5.00	3.04	1.32	1.75	250
14	Visitors are making it more costly to live in Cranbrook	1.00	5.00	3.05	1.28	1.65	249
15	In general, the positive impacts of tourism outweigh the negative here in Cranbrook	1.00	5.00	1.96	1.01	1.03	248
16	I believe tourism should be actively encouraged here in Cranbrook	1.00	5.00	1.70	0.97	0.93	250
17	I support tourism and want to see it remain important to Cranbrook	1.00	5.00	1.71	0.95	0.91	248
18	Cranbrook should work to become a year round visitor destination with tourism one of several important economic contributors	1.00	5.00	1.75	1.02	1.04	249

#	Question	Strongly Agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Total
1	A portion of my income is tied to tourism	9.92%	25	23.41%	59	26.59%	67	13.10%	33	26.98%	68	252
2	My business or community group would benefit economically from more tourism development in Cranbrook	31.33%	78	26.91%	67	24.90%	62	4.82%	12	12.05%	30	249
3	Tourism attracts new residents and businesses and encourages investment in our local economy	58.57%	147	33.86%	85	3.98%	10	0.40%	1	3.19%	8	251
4	There are jobs in the tourism industry with desirable pay and benefits	14.23%	36	38.34%	97	25.69%	65	14.23%	36	7.51%	19	253
5	There are opportunities for career advancement in the tourism industry	17.39%	44	40.32%	102	26.48%	67	11.07%	28	4.74%	12	253
6	Accommodation sharing services like AirBnB, VRBO provide economic opportunities for residents	22.92%	58	43.87%	111	15.81%	40	8.30%	21	9.09%	23	253
7	There are more recreational opportunities because of tourism in this area	26.98%	68	46.43%	117	13.89%	35	8.73%	22	3.97%	10	252
8	There are more shops and restaurants and they are open for longer hours because of tourism in this area	24.80%	62	40.40%	101	15.60%	39	12.00%	30	7.20%	18	250
9	There are more opportunities for arts, culture, heritage programming, exploration and education because of tourism in this area	24.90%	62	36.55%	91	22.09%	55	11.24%	28	5.22%	13	249
10	Cranbrook is more interesting and attractive because of visitors and investments made to attract them	28.92%	72	35.34%	88	18.47%	46	8.84%	22	8.43%	21	249
11	The City's reputation as a tourism destination makes me proud to live here	8.40%	21	26.80%	67	33.20%	83	19.60%	49	12.00%	30	250
12	Visitors add to traffic congestion and parking problems here	18.80%	47	30.40%	76	24.40%	61	14.80%	37	11.60%	29	250
13	Visitors are pushing the capacity limits of our recreational areas	16.00%	40	20.00%	50	25.60%	64	20.80%	52	17.60%	44	250
14	Visitors are making it more costly to live in Cranbrook	14.06%	35	21.69%	54	25.30%	63	22.89%	57	16.06%	40	249
15	In general, the positive impacts of tourism outweigh the negative here in Cranbrook	39.11%	97	37.50%	93	15.32%	38	4.84%	12	3.23%	8	248
16	I believe tourism should be actively encouraged here in Cranbrook	55.20%	138	28.40%	71	10.80%	27	2.80%	7	2.80%	7	250
			[10									

17	I support tourism and want to see it remain important to Cranbrook	54.03%	134	29.03%	72	12.10%	30	2.02%	5	2.82%	7	248
18	Cranbrook should work to become a year round visitor destination with tourism one of several important economic contributors	53.41%	133	29.32%	73	10.04%	25	3.61%	9	3.61%	9	249

Q10 - What are the top 3 things that would make Cranbrook more appealing to visitors? Please drag the top 3 choices, in descending order, to the top of the list.



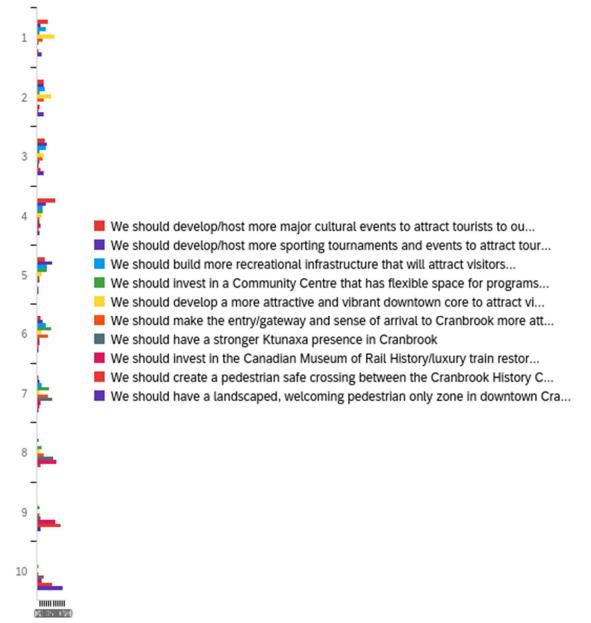
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	More trails and trail maintenance in summer	1.00	15.00	4.60	2.83	8.01	250
2	More trails and trail maintenance in winter	1.00	14.00	5.56	2.66	7.09	250
3	Improved connectivity between existing trail networks	1.00	14.00	6.12	2.71	7.37	250
4	Connectivity between trails and downtown businesses	1.00	15.00	6.57	2.55	6.53	250
	[107]						

5	Improved walkability of downtown	1.00	14.00	6.54	2.84	8.05	250
6	Improved vibrancy of downtown	1.00	15.00	4.14	3.32	11.04	250
7	Dedicated bike lanes in/around Cranbrook	1.00	15.00	7.85	3.14	9.86	250
8	Safe pedestrian crossings over/under the highway	1.00	15.00	8.38	3.41	11.64	250
9	More festivals and events – arts/heritage and culture themes	1.00	14.00	7.01	3.82	14.61	250
10	More festivals and events – sports/outdoor recreation themes	1.00	15.00	7.91	4.15	17.20	250
11	More 4 star and 5 star and accommodation	1.00	15.00	10.72	3.12	9.74	250
12	More serviced camping and RV sites in walking/biking distance to downtown	1.00	15.00	8.80	4.68	21.86	250
13	More family friendly paid attractions	1.00	15.00	10.80	4.21	17.71	250
14	More paid attractions for mature couples/empty nesters	1.00	15.00	12.64	3.43	11.74	250
15	More experiences centred on the Ktunaxa homelands and Cranbrook's history/heritage	1.00	15.00	12.37	4.45	19.82	250

#	Question	1		2		3		4		5		6		7		8		9		10		11		12		13		14		15		To tal
1	More trails and trail maintenan ce in summer	1 6 4 0 %	4 1	6.8 0%	1 7	7.2 0%	1 8	30. 40 %	7 6	12. 00 %	3 0	5.6 0%	1 4	6.8 0%	1 7	4.0 0%	1 0	3.2 0%	8	3.6 0%	9	2.0 0%	5	0.8 0%	2	0.0 0%	0	0.4 0%	1	0.8 0%	2	25 0
2	Improved walkability of downtown	4 8 0 %	1 2	7.2 0%	1 8	4.8 0%	1 2	6.4 0%	1 6	7.6 0%	1 9	15. 20 %	3 8	14. 00 %	3 5	20. 00 %	5 0	7.2 0%	1 8	6.8 0%	1 7	2.0 0%	5	1.2 0%	3	1.2 0%	3	1.6 0%	4	0.0 0%	0	25 0
3	Improved vibrancy of downtown	3 1 6 0 %	7 9	14. 40 %	3 6	10. 40 %	2 6	6.0 0%	1 5	4.0 0%	1 0	5.2 0%	1 3	8.8 0%	2 2	6.8 0%	1 7	6.8 0%	1 7	2.8 0%	7	1.2 0%	3	0.4 0%	1	0.0 0%	0	0.4 0%	1	1.2 0%	3	25 0
4	Dedicated bike lanes in/around Cranbrook	5 6 0 %	1 4	2.4 0%	6	5.2 0%	1 3	4.4 0%	1 1	2.8 0%	7	4.4 0%	1 1	11. 20 %	2 8	16. 80 %	4 2	18. 40 %	4 6	12. 40 %	3 1	8.0 0%	2 0	3.2 0%	8	2.4 0%	6	1.2 0%	3	1.6 0%	4	25 0
5	Connectivit y between trails and downtown businesses	1 6 0 %	4	4.4 0%	1 1	5.6 0%	1 4	8.8 0%	2 2	12. 40 %	3 1	11. 60 %	2 9	28. 80 %	7 2	7.6 0%	1 9	6.0 0%	1 5	6.0 0%	1 5	2.8 0%	7	2.4 0%	6	1.6 0%	4	0.0 0%	0	0.4 0%	1	25 0
6	More festivals and events - arts/herita ge and culture themes	7 2 0 %	1 8	10. 40 %	2 6	13. 60 %	3 4	5.6 0%	1 4	3.2 0%	8	2.8 0%	7	2.0 0%	5	2.4 0%	6	16. 00 %	4 0	18. 00 %	4	10. 00 %	2 5	5.2 0%	1 3	2.8 0%	7	0.8 0%	2	0.0 0%	0	25 0
7	More festivals and events _ sports/out door recreation themes	6 8 0 %	1 7	10. 80 %	2 7	8.0 0%	2 0	6.8 0%	1 7	3.6 0%	9	0.4 0%	1	2.0 0%	5	1.6 0%	4	2.4 0%	6	18. 80 %	4 7	22. 00 %	5 5	9.2 0%	2 3	4.8 0%	1 2	2.0 0%	5	0.8 0%	2	25 0
8	More 4 star and 5 star and accommod ation	2 0 0 %	5	3.2 0%	8	1.6 0%	4	2.0 0%	5	1.2 0%	3	2.0 0%	5	0.8 0%	2	2.8 0%	7	2.4 0%	6	3.2 0%	8	25. 60 %	6 4	33. 60 %	8 4	10. 80 %	2 7	5.6 0%	1 4	3.2 0%	8	25 0
9	More serviced camping and RV sites in walking/bi king distance to downtown	8 4 0 %	2	7.2 0%	1 8	10. 40 %	2 6	2.8 0%	7	2.8 0%	7	3.6 0%	9	2.0 0%	5	2.8 0%	7	2.4 0%	6	2.0 0%	5	2.0 0%	5	27. 60 %	6 9	17. 60 %	4 4	6.8 0%	1 7	1.6 0%	4	25 0

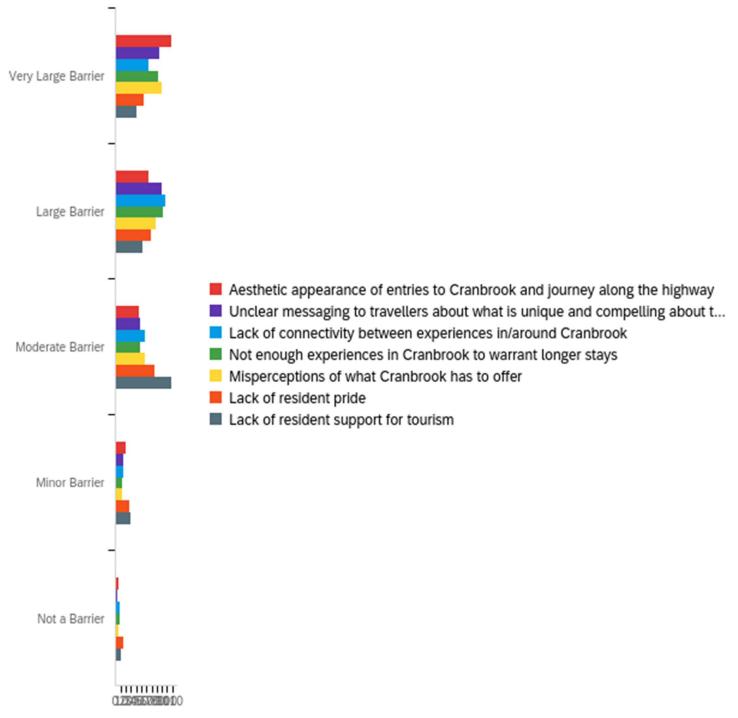
																					20	)22	Cra	nbr	00	k Su	mn	ner	Visi	tor	Sur	vey
1 0	More family friendly paid attractions	2 4 0 %	6	4.4 0%	1 1	7.2 0%	1 8	2.4 0%	6	2.8 0%	7	2.4 0%	6	1.6 0%	4	1.6 0%	4	0.8 0%	2	1.6 0%	4	2.0 0%	5	4.4 0%	1 1	46. 00 %	1 1 5	17. 20 %	4 3	3.2 0%	8	25 0
1 1	Improved connectivit y between existing trail networks	2 0 %	5	9.6 0%	2 4	5.6 0%	1 4	9.6 0%	2 4	10. 00 %	2 5	26. 80 %	6 7	10. 00 %	2 5	8.4 0%	2 1	6.8 0%	1 7	4.0 0%	1 0	3.2 0%	8	1.6 0%	4	1.6 0%	4	0.8 0%	2	0.0 0%	0	25 0
1 2	More paid attractions for mature couples/e mpty nesters	1 2 0 %	3	0.8 0%	2	3.6 0%	9	0.4 0%	1	1.6 0%	4	2.8 0%	7	1.6 0%	4	2.0 0%	5	1.6 0%	4	2.0 0%	5	0.8 0%	2	1.2 0%	3	4.8 0%	1 2	57. 60 %	1 4 4	18. 00 %	4 5	25 0
1 3	More trails and trail maintenan ce in winter	2 8 0 %	7	9.2 0%	2 3	8.0 0%	2 0	10. 00 %	2 5	31. 20 %	7 8	13. 60 %	3 4	6.0 0%	1 5	5.2 0%	1 3	4.4 0%	1 1	2.4 0%	6	3.6 0%	9	1.2 0%	3	1.6 0%	4	0.8 0%	2	0.0 0%	0	25 0
1 4	More experience s centred on the Ktunaxa homelands and Cranbrook' s history/her itage	2 8 0 %	7	2.4 0%	6	4.8 0%	1 2	2.0 0%	5	1.6 0%	4	2.4 0%	6	1.6 0%	4	3.6 0%	9	2.0 0%	5	0.4 0%	1	2.8 0%	7	2.0 0%	5	1.6 0%	4	3.2 0%	8	66. 80 %	1 6 7	25 0
1 5	Safe pedestrian crossings over/under the highway	4 4 0 %	1 1	6.8 0%	1 7	4.0 0%	1 0	2.4 0%	6	3.2 0%	8	1.2 0%	3	2.8 0%	7	14. 40 %	3 6	19. 60 %	4 9	16. 00 %	4 0	12. 00 %	3 0	6.0 0%	1 5	3.2 0%	8	1.6 0%	4	2.4 0%	6	25 0

Q11 - What are the top 3 investments to be made in Cranbrook for tourism development? Please drag the top 3 choices, in descending order, to the top of the list.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	We should develop/host more major cultural events to attract tourists to our area	1.00	9.00	3.42	1.72	2.96	250
2	We should develop/host more sporting tournaments and events to attract tourists to our area	1.00	10.00	4.22	1.86	3.45	250
3	We should build more recreational infrastructure that will attract visitors to this area	1.00	10.00	4.00	2.07	4.30	250
4	We should invest in a Community Centre that has flexible space for programs, classes (dance, gymnastics etc)	1.00	10.00	5.69	1.97	3.86	250
5	We should develop a more attractive and vibrant downtown core to attract visitors to this area	1.00	8.00	3.10	2.15	4.62	250
6	We should make the entry/gateway and sense of arrival to Cranbrook more attractive	1.00	10.00	5.26	2.58	6.67	250
7	We should have a stronger Ktunaxa presence in Cranbrook	1.00	10.00	6.98	2.18	4.74	250
8	We should invest in the Canadian Museum of Rail History/luxury train restoration	1.00	10.00	7.58	2.15	4.62	250
9	We should create a pedestrian safe crossing between the Cranbrook History Centre and downtown	1.00	10.00	8.10	2.37	5.63	250
10	We should have a landscaped, welcoming pedestrian only zone in downtown Cranbrook	1.00	10.00	6.65	3.61	13.00	250

#	Question	1		2		3		4		5		6		7		8		9		10		Total
1	We should develop/host more major cultural events to attract tourists to our area	20.00%	50	11.20%	28	14.00%	35	32.00%	80	13.20%	33	5.60%	14	2.40%	6	0.80%	2	0.80%	2	0.00%	0	250
2	We should develop/host more sporting tournaments and events to attract tourists to our area	6.80%	17	12.40%	31	17.20%	43	16.40%	41	27.20%	68	10.40%	26	5.20%	13	2.40%	6	0.40%	1	1.60%	4	250
3	We should build more recreational infrastructure that will attract visitors to this area	14.80%	37	14.00%	35	16.00%	40	10.40%	26	17.60%	44	16.40%	41	7.60%	19	1.20%	3	1.60%	4	0.40%	1	250
4	We should invest in a Community Centre that has flexible space for programs, classes (dance, gymnastics etc)	4.00%	10	4.40%	11	4.80%	12	10.00%	25	16.80%	42	25.20%	63	20.80%	52	7.60%	19	4.00%	10	2.40%	6	250
5	We should develop a more attractive and vibrant downtown core to attract visitors to this area	30.00%	75	24.40%	61	11.20%	28	7.60%	19	8.80%	22	8.40%	21	4.40%	11	5.20%	13	0.00%	0	0.00%	0	250
6	We should make the entry/gateway and sense of arrival to Cranbrook more attractive	9.60%	24	12.80%	32	10.40%	26	4.40%	11	4.80%	12	19.20%	48	18.80%	47	12.00%	30	4.80%	12	3.20%	8	250
7	We should have a stronger Ktunaxa presence in Cranbrook	3.60%	9	1.20%	3	5.20%	13	5.20%	13	5.20%	13	4.40%	11	27.60%	69	29.20%	73	7.20%	18	11.20%	28	250
8	We should invest in the Canadian Museum of Rail History/luxury train restoration	0.80%	2	4.80%	12	3.20%	8	5.60%	14	1.20%	3	4.00%	10	6.40%	16	34.00%	85	31.60%	79	8.40%	21	250
9	We should create a pedestrian safe crossing between the Cranbrook History Centre and downtown	2.00%	5	2.40%	6	5.60%	14	3.20%	8	2.00%	5	3.60%	9	4.40%	11	7.20%	18	42.40%	106	27.20%	68	250
10	We should have a landscaped, welcoming pedestrian only zone in downtown Cranbrook	8.40%	21	12.40%	31	12.40%	31	5.20%	13	3.20%	8	2.80%	7	2.40%	6	0.40%	1	7.20%	18	45.60%	114	250

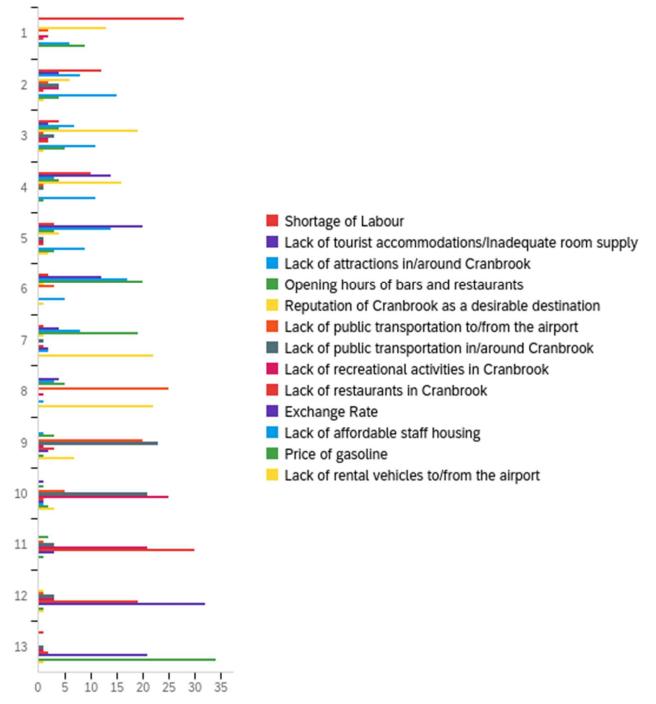


Q12 - Indicate your level of agreement with the following possible challenges to tourism development in Cranbrook

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Aesthetic appearance of entries to Cranbrook and journey along the highway	1.00	5.00	1.98	1.09	1.18	244
2	Unclear messaging to travellers about what is unique and compelling about the Cranbrook experience	1.00	5.00	2.03	0.98	0.96	242
3	Lack of connectivity between experiences in/around Cranbrook	1.00	5.00	2.20	1.01	1.01	241
4	Not enough experiences in Cranbrook to warrant longer stays	1.00	5.00	2.06	1.02	1.04	243
5	Misperceptions of what Cranbrook has to offer	1.00	5.00	2.02	1.00	1.00	241
6	Lack of resident pride	1.00	5.00	2.50	1.15	1.32	241
7	Lack of resident support for tourism	1.00	5.00	2.66	1.03	1.07	241

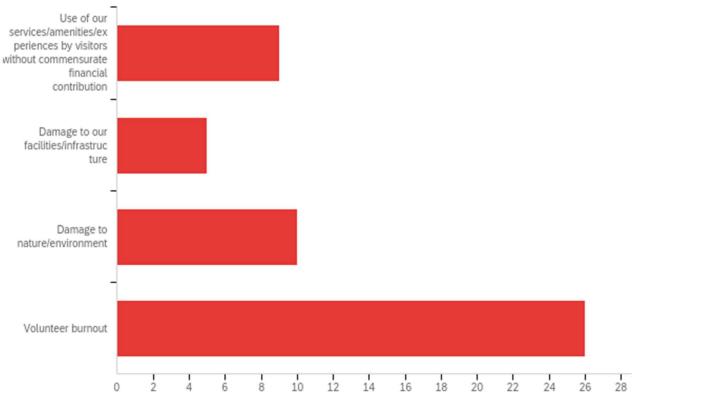
#	Question	Very Large Barrier		Large Barrier		Moderate Barrier		Minor Barrier		Not a Barrier		Total
1	Aesthetic appearance of entries to Cranbrook and journey along the highway	44.67%	109	25.82%	63	18.85%	46	8.20%	20	2.46%	6	244
2	Unclear messaging to travellers about what is unique and compelling about the Cranbrook experience	34.71%	84	37.19%	90	19.83%	48	6.61%	16	1.65%	4	242
3	Lack of connectivity between experiences in/around Cranbrook	26.56%	64	39.83%	96	24.07%	58	6.22%	15	3.32%	8	241
4	Not enough experiences in Cranbrook to warrant longer stays	34.16%	83	37.86%	92	19.34%	47	5.35%	13	3.29%	8	243
5	Misperceptions of what Cranbrook has to offer	37.34%	90	31.95%	77	23.65%	57	4.98%	12	2.07%	5	241
6	Lack of resident pride	22.82%	55	28.22%	68	31.54%	76	10.79%	26	6.64%	16	241
7	Lack of resident support for tourism	16.60%	40	21.58%	52	45.23%	109	12.03%	29	4.56%	11	241

Q13 - You indicated you operate a tourism business. What are the three most significant impediments for your tourism business at this time? Please drag the top 3 choices, in descending order, to the top of the list.



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#											Fi	eld	Μ	inimu	n	Max	ximu	m	Me	an	St	d Devia	ation	\ \	/aria	nce	Сс	ount
1								S	hort	age of	Lab	our		1.0	0		13.0	00	2.4	48			2.08		Z	1.31		61
2						La	ck of	fafford	lable	e staff l	hous	ing		1.0	0		10.0	00	3.	51			1.88		3	3.52		61
3			Repu	utation	of C	Cranbro	ook a	is a des	sirab	le dest	tinat	ion		1.0	0		12.0	00	3.	13			1.79		3	3.20		61
4		Lack of	f tou	rist acc	comr	nodati	ons/	'Inadec	quate	e room	n sup	ply		2.0	0		10.0	00	5.	11			1.55		2	2.40		61
5					Lack	of attr	actio	ons in/	arou	nd Cra	nbro	ook		2.0	0		9.0	00	5.0	08			1.79		3	8.19		61
6					Ор	ening l	hour	s of ba	rs ar	nd rest	aura	nts		3.0	0		11.(	00	6.4	48			1.69		2	2.84		61
7				La	ck o	f renta	l veł	nicles to	o/frc	om the	airp	ort		2.0	0		13.0	00	7.	59			1.61		2	2.61		61
8			La	ck of p	ublic	c trans	porta	ation to	o/fro	om the	airp	ort		1.0	0		12.0	00	7.9	93			2.17		Z	1.72		61
9			Lack	of pul	olic t	ranspo	ortat	ion in/	arou	nd Cra	nbro	ook		2.0	0		13.0	00	8.	72			2.62		6	5.89		61
10				Lao	ck of	recrea	tion	al activ	/ities	s in Cra	inbro	ook		1.0	0		13.0	00	9.	31			3.03	8	ç	9.17		61
11						Lac	k of	restau	rants	s in Cra	nbro	ook		1.0	0		13.0	00	10.	52			2.52	8	e	5.35		61
12									E	Exchan	ge R	ate		7.0	0		13.0	00	12.	00			1.25	-	1	l.57		61
13									Pri	ice of g	gasol	ine		1.0	0		13.0	00	8.	93			5.10		25	5.96		61
#	Question	1		2		3		4		5		6		7		8		9		10		11		12		13		Tot al
1	Shortage of Labour	45.9 0%	2 8	19.6 7%	1 2	6.56 %	4	16.3 9%	1 0	4.92 %	3	3.28 %	2	1.64 %	1	0.00 %	0	1.64 %	1	61								
2	Lack of tourist accommodations/I nadequate room supply	0.00 %	0	6.56 %	4	3.28 %	2	22.9 5%	1 4	32.7 9%	2 0	19.6 7%	1 2	6.56 %	4	6.56 %	4	0.00 %	0	1.64 %	1	0.00 %	0	0.00 %	0	0.00 %	0	61
3	Lack of attractions in/around Cranbrook	0.00 %	0	13.1 1%	8	11.4 8%	7	4.92 %	3	22.9 5%	1 4	27.8 7%	1 7	13.1 1%	8	4.92 %	3	1.64 %	1	0.00 %	0	0.00 %	0	0.00 %	0	0.00 %	0	61
4	Opening hours of bars and restaurants	0.00 %	0	0.00 %	0	6.56 %	4	6.56 %	4	4.92 %	3	32.7 9%	2 0	31.1 5%	1 9	8.20 %	5	4.92 %	3	1.64 %	1	3.28 %	2	0.00 %	0	0.00 %	0	61
5	Reputation of Cranbrook as a desirable destination	21.3 1%	1 3	9.84 %	6	31.1 5%	1 9	26.2 3%	1 6	6.56 %	4	1.64 %	1	1.64 %	1	0.00 %	0	0.00 %	0	0.00 %	0	0.00 %	0	1.64 %	1	0.00 %	o	61
6	Lack of public transportation to/from the airport	3.28 %	2	3.28 %	2	1.64 %	1	1.64 %	1	0.00 %	0	4.92 %	3	0.00 %	0	40.9 8%	2 5	32.7 9%	2 0	8.20 %	5	1.64 %	1	1.64 %	1	0.00 %	0	61
7	Lack of public transportation in/around Cranbrook	0.00 %	0	6.56 %	4	4.92 %	3	1.64 %	1	1.64 %	1	0.00 %	0	1.64 %	1	0.00 %	0	37.7 0%	2 3	34.4 3%	2 1	4.92 %	3	4.92 %	3	1.64 %	1	61
8	Lack of recreational activities in Cranbrook	3.28 %	2	6.56 %	4	3.28 %	2	0.00 %	0	1.64 %	1	0.00 %	0	0.00 %	0	1.64 %	1	1.64 %	1	40.9 8%	2 5	34.4 3%	2 1	4.92 %	3	1.64 %	1	61
9	Lack of restaurants in Cranbrook	1.64 %	1	1.64 %	1	3.28 %	2	0.00 %	0	1.64 %	1	0.00 %	0	1.64 %	1	0.00 %	0	4.92 %	3	1.64 %	1	49.1 8%	3 0	31.1 5%	1 9	3.28 %	2	61
1 0	Exchange Rate	0.00 %	0	3.28 %	2	0.00 %	0	3.28 %	2	1.64 %	1	4.92 %	3	52.4 6%	3 2	34.4 3%	2 1	61										
1 1	Lack of affordable staff housing	9.84 %	6	24.5 9%	1 5	18.0 3%	1 1	18.0 3%	1 1	14.7 5%	9	8.20 %	5	3.28 %	2	1.64 %	1	0.00 %	0	1.64 %	1	0.00 %	0	0.00 %	0	0.00 %	0	61
1 2	Price of gasoline	14.7 5%	9	6.56 %	4	8.20 %	5	1.64 %	1	4.92 %	3	0.00 %	0	0.00 %	0	0.00 %	0	1.64 %	1	3.28 %	2	1.64 %	1	1.64 %	1	55.7 4%	3 4	61
1 3	Lack of rental vehicles to/from the airport	0.00 %	0	1.64 %	1	1.64 %	1	0.00 %	0	3.28 %	2	1.64 %	1	36.0 7%	2	36.0 7%	2	11.4 8%	7	4.92 %	3	0.00 %	0	1.64 %	1	1.64 %	1	61
												. r																

Q14 - You indicated that you volunteer with a community group. What is the most significant challenge for your volunteer organization that arises from tourism use? Please select one response.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	You indicated that you volunteer with a community group. What is the most significant challenge for your volunteer organization that arises from tourism use? Please select one response.	1.00	5.00	3.58	1.60	2.56	50

#	Answer	%	Count
1	Use of our services/amenities/experiences by visitors without commensurate financial contribution	18.00%	9
2	Damage to our facilities/infrastructure	10.00%	5
3	Damage to nature/environment	20.00%	10
5	Volunteer burnout	52.00%	26
	Total	100%	50

Q15 - Do you have any other general thoughts/ideas to contribute to Cranbrook's Tourism Master Plan or specific ideas for tourism investments/improvements to be made in our visitor experience? Please share your comments below.

Do you have any other general thoughts/ideas to contribute to Cranbrook's Tourism Master Plan or specific ideas for tourism investments/improvements to be made in our visitor experience? Please share your comments below.

Everyone I've ever talked to that comes to Cranbrook for the first time is turned off immediately by how ugly both ends of the strip are. It's embarrassing.

Cranbrook feels unsafe to people especially around downtown and the knight's hall needs to go! Safety needs to be established before tourism is concentrated on. This includes the deer and other wildlife now being more of a problem.

#### Modernize and reopen our city RV Park!

The highway corridor creates a very poor first impression. What people see driving into and through Cranbrook is unsightly powerlines, semi's, and run down businesses. It says "rough" and industrial, not "come stay". Solutions are underground utilities, landscaping, and business facade standards. Additionally, thought should be given to the zoning along the highway corridor; industrial businesses along the highway adds to the "rough" aesthetic.

Cranbrook needs to improve its curb appeal. Local businesses should be open on the weekends. We need to attract more retail/entertainment businesses to the area. There needs to be more of a nightlife. Cranbrook has come a way but it's just in its infancy when it comes to tourism.

Make the strip More appealing and less about fast food, make downtown more vibrant; put a slide down the Cranbrook ski hill, water slides back, more things to do.

I really like the idea of a pedestrian mall downtown with adequate free parking on the perimeter of the pedestrian zone. Maybe close off the streets between 1st St S and Baker St from 8th Ave S to 12th Ave S.

Clean up the homeless problem; don't just focus on flowers by RBC- people don't know that section of town exists. Make the "main strip" looks appealing, people drive by and see that Cranbrook looks "dirty" and industrial like. Nobody sees the other areas I had all these thoughts when I moved here (not by choice- hubby work)

Have more businesses and attractions in the downtown area. Most people just drive the strip and that's not appealing for a longer stay. The strip is dirty and only filled with fast food chains. It almost feels like this is a drive through arm pit of a town. It needs a nicer appearance: repair the potholes, have the near street businesses clean their curbs, hang flower pots/plant more vegetation. Make sure every season has a special event going on with local bands.

#### Cranbrook needs to find its identity

More connectivity with the airport and the lack of non-personal vehicle options for traveling to and from Cranbrook (ie buses/trains) and the comfort of traveling within the city by active transport (ie walking/biking).

Lack of available rv or trailer parking prevents tourist from pulling off the highway. If parking cannot be provided downtown then there needs to be designated rv parking alongside a walking path to downtown. Otherwise tourists will continue to park at the mall or Walmart, stock up and leave without going downtown.

#### None

I believe we have to find a way to get the COTR more involved in the Tourism Master Plan, not just the institution itself, but the students as well. Cranbrook should find a way to better connect it's attractions, such as Fort Steele, Idlewild, St. Eugene, etc. Play to our strengths. We have a much better shoulder season than any of our neighbouring communities for mountain biking, disc golf, farmers markets and other activities. We are also close to many accessible lakes that could use some facility / recreational improvements like docs, picnic areas, swimming rafts.

I do see Cranbrook as Tourist destination. Our downtown core is not vibrant or walkable, we have limited restaurants (outside of fast food), limited parks and the city campground was closed. In my opinion Cranbrook seems to have worked hard against tourism.

The homeless issue is becoming a problem. The amount of pan handling and people approaching you asking for money gas drastically increased in the past 5 years.

Downtown, as is, is a waste of space. The buildings are in dire need of facelifts, and the run down buildings that basically serve as drug dens should be demolished and rebuilt to provide good housing for people who will spend time and money at downtown businesses.

Try to emulate what Kelowna did thirty years ago. That city used to be known for the "newly wed and the nearly dead." Thy developed, developed and developed. They built new subdivisions and they built lots of big box retail stores. Kelowna is #1 in BC right now and that's what Cranbrook needs to be doing as well. Follow and learn from Kelowna.

I hope that businesses would close down much later especially the mall and restaurants. Also, I hope our mall would have more interesting shops. And more festivals and events that can bring in people for both tourists and residents to enjoy.

We came up with a slogan for you. Are you ready? Cranbrook: Everything & Nothing It lets people know of the abundance and variety of activities we have, plus also tells of our laid back and relaxed feel, (and who doesn't love that?) Let me know if you like it.

Downtown camping would be a benefit, so a downtown campground would be a great idea.

The drive through Cranbrook is very unappealing.

Iocals don't want tourists, it's a double edge sword tho for our livelihoods in many cases. The South end of town is the worst, there is no sense in dumping money into downtown betterment if you roll into town and we'll everything between Elizabeth Lake lodge and the Prestiege is horrid, then you still gotta make it to Dennys at least before we look like a real city. Downtown is an afterthought you bypass to get to the restaurants and hotels. It's not a destination and to waste money to make it a tourist destination doesn't make sense. Would be better to spend the money on marketing to actually educate tourists on WHAT Cranbrook has to offer. Downtown offers little more than a few good places to eat and shop. Honestly, tourists come for more of the outdoor activities than they do our downtown. It's sports teams, business people, golfers, families passing through etc. not people wanting to hang out downtown Pressing through etc.

I have recently seen Cranbrook promoted as a "base camp" for exploring our area and I believe that approach to be bang on. Cranbrook doesn't yet have enough significant attractions (e.g. trendy downtown, nearby ski resort) to cause visitors to choose Cranbrook as a destination, but the city does have the infrastructure to support visits elsewhere in the area. On an encouraging note, I do see downtown Cranbrook becoming more trendy in recent years thanks to the Fire Hall, Hyde Out, Armond Theatre development, Studio/Stage Door improvements, etc.

Get visiting friends and relatives to extend stays. Focus on the fun family friendly aspects of the city. A tour of the trees of Cranbrook. Utilize the college better. Come up with a better slogan that reflects the community.

Support the development of new campgrounds closer to the city. Support business on the strip and baker street with renovations to improve curb appeal. Support new business start-ups with tourist appeal (waive first year taxes for example).

The plan needs to have a focus on reconciliation; environmental sustainability; a sense of community; and the economic importance of cultural events.

Support of the History Center.

The City Council must step forward and lead by example, i.e. policy changes and enforcement to eliminate derelict buildings, unsightly premises. The city must significantly improve its landscaping throughout the city. The city must designate funding to support these improvements. events,

I think a vibrant downtown core is central to improving a tourist's visit to Cranbrook. Recent changes and additions to downtown are a step in the right direction.

There is a need for much stronger leadership and active support from the City, Chamber etc...

no

The area needs better signage and standard signage on the Strip. It's an eye sore.

Keep the whole of Baker Park for use as a shared green space and Camping area. It is a beautiful gem in our City and a perfect location for a continued RV and camping area. Visitors who stay there will have easy access to explore Cranbrook and all it has to offer. They will be more likely to do that than if they are staying at Jim Smith or Moyie Provincial Park. Not all visitors stay in Hotels/Motels and Covid has proven how important it is to accommodate alternative options.

Green belts/spaces are poorly maintained as is our infrastructure ie.roads and other public works, this makes Cranbrook an eye soar for visitors. Our Forest Service Roads are so bad that it makes it nearly impossible for visitors to access the back country safely.

First impression of Cranbrook is the Strip! Landscaping has really improved in recent years but I believe it needs to continue to be a priority. Remove power lines next?

Incease and support local breweries, bring in a night club or festival event that hosts talented D.j's local from B.C and Alberta. Get a better tail network for mountian biking I.e better climb trails, better markings of trails, make technical bike trails and increase the black network of the mountian bike trails. Make better flow with walk/bike lanes in and around town so tourists can navigate the town better. A huge upgrade to the downtown core of Cranbrook is very much needed - attractive stores to shop in, healthy food options to eat at and purchase, creating a village square where pedestrians can walk and hang out safely. Having bike racks is

safe spots that when tourist are in a restaurant or store they can visual their bike to make sure it doesn't get stolen, place a few car charging stations in the downtown area so when people are charging they will walk DT and perhaps buy items. Also don't forget with increase tourism means more people I'm town and those people will be needing to access health care either by emergency services or walk in clinic. Please, please, please thing about this and how this plan can help support those needs because right now health care here is barely able to supports its local residents. When the surrounding areas like Fernie for example has a sporting even that brings in tourism there the hospital here being the "Regional" hospital gets the overflow of injury people that need more involved care. Supporting a walk -in clinic for locals a tourist to access will aid a well rounded experience in Cranbrook.

More sign support for our various trailheads and on our trails. An electronic sign like the one in Kimberley to showcase local events and activities. Relocate the memorial that is in the center of our Rotary park. It is not appreciated at its current location. It really divides the crowds who come to see the entertainment on the bandstand.

#### Campground, there is a need.

I would be useful to have a downtown theme in order to attract tourist's to the area. I.E. What Revelstoke has done with the rail theme.....downtown core is very inviting and overall more attractive than Cranbrook which has a larger population. When arriving into Cranbrook, the entrances are not inviting. Somehow all parties should find a way to clean up. Also, many homes and businesses don't reflect a lot of pride in their property. This effort requires individual businesses, homeowners and government agencies to invest some time, imagination and effort to "clean up " because "company is coming"

#### The strip is an eye sore

#### Terrible smell coming into cranbrook

we need to be more than a service town (stop for food & gas before driving to next stop). need LESS fast food places on the strip - there's no need to go to downtown Cranbrook for food.

Master plan for developing a complete tourism experience in Cranbrook.

Focus on other areas besides downtown and Baker St! Look at "the strip" it's dirty, unwelcoming. It does nothing to entice people into Cranbrook. Get a Costco, you will attract people from all over the Kootenay's and beyond, to stop and shop. These people will also shop other stores in our area. They may even decide to make a weekend of it!

If you haven't already gathered from my responses to this survey, I am not a fan of this city. I have lived here for 7 years now and I look forward to the day I move to a more desired location. However, despite my dislike of this city, the abysmal lack of planning for the future, the management, the ugly 'strip', the many unused, decaying, empty buildings, the lack of a mature tree bylaw and so many other issues, I do believe this city has POTENTIAL - hence filling out this survey. Ideally, I hope to not still be living in Cranbrook 5 years from now, but I would like to see more emphasis on arts and culture here. Too much emphasis on outdoor recreation and not enough emphasis on other types of recreation and people who are not outdoor-oriented.

An outdoor waterpark!!!!!Cranbrook needs an attraction for families to come to the city and to stay, and a large waterpark would be the answer.

Cranbrook could have so much to offer I think many visitors and the town miss out by letting too many people pass through town to their final destination. Cranbrook could and should be their final destination. It is time to start mining the people not just our landscapes Also the Kimberley Tourism billboard at the junction of highway 93 and 95A I believe it is. Reads; "goods times (pointed at Kimberley) everything else (pointed at Cranbrook)" This billboard should be torn town. I believe it portrays Cranbrook negatively and frankly should offend every member of the Cranbrook community. Since the day I moved here I wondered how a town could let such a billboard be in existence. Tourism? Cranbrook misses the mark, big time.

The City needs to reopen the campground down town.

Only that "key city" needs serious reconsideration as our brand. "BC's Sunshine City" is just so much more inviting, and no other community in BC can defend that title (nobody matches our annual hours of sunlight). There may even be a better brand, but for god's sake Key City is doing SOOO little for us as a primary branding label.

By developing a strong vibrant tourism sector local residents lives will be better off. Tourists spend thousands of dollars to travel and visit other cities, & countries when those cities provide an attractive city, i.e. parks, gardens, fountains pedestrian walkways, vibrant restaurants with numerous cultural, arts and recreational options. With the development of these features the local economy will receive a positive upswing and local residents will live in beautiful community.

Invest in our City Campground, it's with in walking distance to downtown. With better signage, it could be very easy for travelers to get to the park.

most people can't afford hotel/motel for a long stay. many people travel with tents/trailers they need somewhere to stay thats walking distance around town. I know 2 families not coming to cranbrook because city camping closed.

#### city campground

I think that a big mistake was made when the campground on 14th was shut down. It drew people to downtown. Now, with nothing to attract visitors, they go elsewhere and don't look back. The downtown core could really use some revitalization. Focusing on community beautification is an important step. The Strip is many people's first impression of Cranbrook, and a majority of it is, quite frankly, ugly. Making it an attractive space for its entire length with an aesthetic appeal designed to funnel people into the downtown core would be a huge improvement.

The City needs an identity to help promote community pride and encourage visitors to stop and explore what we have.

#### I have some approved ideas

Entering from the north end is smelly (sewage lagoons) and ugly with unkempt businesses (trailer storage/parts strewn around the premises, weeds). No pedestrian access along the strip, making it dangerous in several places. Not welcoming for cyclists. The highway lacks mature trees, offering shade and temperature reduction for pedestrians/cyclists. Updated notification boards at each entrance to announce events going on or upcoming in Cranbrook. I just learned that there were 220 people registered for the Canadian Orienteering Championships for 3 days, plus 2 days for the junior training camp. Apparently, they were in the area for 9 days in total, competing before coming here. How many people knew that? How prepared was Cranbrook to welcome them? Is there active coordination with sporting and cultural organizations to do a better job of promoting these events.

- This city needs to do a major cleanup of all it's area. There needs to be a realistic Parks program. The city is unattractive and it's only asset is the surrounding natural beauty. Cranbrook needs a major clean up program.
- Disabled Tourism in North America is at least a 15 Billion Dollar industry and not once did I did not see anything in your survey to indicate you have given disabled tourism a single thought. If you make Cranbrook, surrounding communities and region disabled friendly you open a brand new market niche opportunity.
- Clean up the drug problem! Way to may homeless people wondering around fix that problem and people will enjoy being out and about more!
- Yeah building another shopping mall and get rid of all the homeless camps? Garuntee you see cranbrooks revenue and population sky rocket
- We travel all over and our destination is all about good ebike riding. Cranbrook lacks in this. No downtown access for bikes. Its even difficult to find a place to lock your bike up. And good luck riding on baker with everyone backing out 😳
- Very important to allow we the residents to have, and direct, input into how Cranbrook grows and changes. We are the taxpayers footing the bill and we are the ones who keep Cranbrook relevant! Thank you
- I believe the city should look into having all the service clubs work together & partner with the city to invest the time & money to bring the Baker Park R V Sites up to specifications required to operate the park under the management of the service clubs, as is the case in Cochrane Alberta. I believe it would be a great draw for tourists to be able to stay within walking distance of downtown & the recreation facilities such as pool, soccer dome etc.
- 1) We have to address the homeless situation as well as the increase in crime/thefts in our city. In the last five years I have seen a five fold increase in the numbers of homeless on our streets. 2) Some areas of this town could use a "spruce-up" campaign to show some pride in their neighbourhoods
- More activities related to sports, more events and money spent towards holidays (canada day, New Years etc.) more outdoor related attractions (motocross tracks, bmx tracks etc.
- Cranbrook is widely mocked for "the strip" i.e. the highway through the city. Burying the utility lines along the strip would improve the look a lot. Also more trees.
- More support for small businesses in downtown core, create a fun vibe in downtown core. Music and cool places for people to spend time. Invest in interpretive signage of the history of the area (good and bad). Bring other commercial businesses in that will attract visitors
- We need to sort the homeless / drug addict / crime problem throughout the town. The first thing tourists see are down and outs sleeping on the floor outside MacDonalds. Not a good thing to see to make people want to stay any longer than necessary.

Need to clean up issues with crime, addicts and homelessness away from downtown/schools

I don't think Cranbrook can lure more tourism until it places greater value on the things tourists value: uniqueness, cultural and heritage assets that tell the story of the place, aesthetic interest, immersive experience (through walkability, events, connection to identity, etc), compelling events. I've lived in a lot of places and honestly, downtown cranbrook is one of the least interesting downtowns I've ever seen. Heritage assets are neglected of overlooked, Joseph Creek is practically ignored/paved over, when it

could be a green path through the heart of the city. It would be great if tourism officials could fight hard to keep the bulk of the former municipal campground as green space.

Need youth Center- games / arcade. Nothing for families and kids to do. Mall could be expanded, more stores, more shopping.

I would greatly prefer investment in actual industry. Infrastructure has improved over the last few years, but we still can't support simple traffic flow through town on long weekends. Imagine if cranbrook was an actual destination. Improve the visual appeal of "The Strip". More landscaping in general; in particular landscape or fill in the vacant lots that are present.

We need more attractions, cranbrook should be more than just a 'basecamp' where people stay overnight then leave any spend money in other areas.

The city needs to build its recreation marketing and services. We have lots of experiences but each club/organization/society is very "pillared". There should be 1-2 people with a position that is a one-stop-shop to find out about activities/clubs/sports etc, available in the city. Some cities have a Recreation and Sport Council that has information and contacts about all recreational/sport contacts and activities. The clubs, societies, etc. need to work more together and the city recreation group could maintain the database that people can go to. For instance, an events/calendar page that holds info and contacts for all sports, golf tournaments, bike races, cultural celebrations, hockey tournaments, swim meets, school and college volleyball tournaments etc. on one page, etc. that includes how we can volunteer for. Organizations need to be collaborative.

Striving to make Cranbrook a more culturally vibrant and walkable(sidewalks) place will naturally attract tourist.

Recreation (nn-motorized, non-competitive) seems to be an attraction, but visitors seeking those activities also need support. Accommodation or camping, easy access to services. Good information to guide me to trailheads and parking lots.

Revitalize the strip. It is incredibly ugly. The signs are unappealing.

Improvement of the connectivity of bike and walking paths between our major attractions, sport facilities and the downtown core would better support family recreation in the city. A dedicated conference and community centre in the community is long overdue.

As it is today most of the places to eat are about 2 star level. Cranbrook show priorize improving the eating experience by giving awards to cooks, chiefs, facilities. Presently the quality has dropped with a false excuse of the Covid. The real reason is most facilities are only interested in taking profits and not investing into quality. City Council should spend on developing the best in the world food experience

The City should UPGRADE & MAINTAIN the Baker Park RV facilities as there are very few cities with RV parking within walking distance of the downtown core. The City should look into an agreement with all the service clubs in the city to co-operate in the management of said park.

There is nothing to keep as Tourist here we are a food and fuel stop and its been that way since we moved to this town. At one time from the corner of BAKER ST. at THE RBC to the Super 8 at the end of the strip the was 58 eating establishments and 9 gas stations. What do we have to keep the tourist here, Fort Steel and the Train Musium

Provide stats on what tourism is worth to Cranbrook residents. If negligible, focus on recreation infrastructure, increase trail networks for mountain biking and hiking, and build community center for residents.

Study Kimberley for ideas.

I believe that Cranbrook would benefit from having a more beautiful downtown, such as cleaning up and painting the older buildings that are run down. Also with more local shops, restaurants, cafes.

Cranbrook Tourism is so much better in the past 5 years. we have a great healthy and unique place. Clean up our Highway 3 street appeal. Feature Idlewild and the Peace Pole in addition to the Railway Musem (rename it back and promote this unique place). Gran Fondo and more healthy sustainable opportunities for locals and visitors. Focus on our environment.

Fix repair and invest in the old Cranbrook central camp ground.... Shame to see it sit empty and unused...

No

How things look matters. It says something about our level of pride in our community and how welcoming we are. At present, the entrances to Cranbrook and every single inch of the drive from one end to the other communicates that we don't really care about our community or about having people visit.

green up the strip between McDonald's and Down town. There is no green at all. its an eyesore.

Unhappy residents share their unhappiness with tourists

cranbrook has little to offer except shopping and services.

Better cycle connections to the Northstar rail trail (proper cycle lanes on McPhee that is trimmed to two lanes plus center turn lane and/or rail trail extension on former Tembec property). Maintenance of minimal service campsites for cyclists at Baker Park. Pedestrianising Baker St; Taking a leadership position to climate friendly lifestyle shifts (solar, active transport, high efficiency housing, etc.)

The downtown area is very unappealing. The RV park should have been ran by people who focused on tourism. One end of cranbrook starts with a used mobile home dealer and the other end is run down buildings. It's a terrible first impression and embarrassing. Businesses are scattered all over the place so no exciting hub to walk around and browse.

We moved to Cranbrook 2 years ago and the thing I miss most from where we came from is more cultural events and more variety and quality of restaurants. It is common thought that if you want good food you drive to Kimberley for it. Reviving our downtown area, making it pedestrian only, and encouraging unique restaurants and shops in that area would help. Giving more opportunity for cultural events would attract a broader range of people.

Put the Tourist info back at the Chamber Office at the north end of the strip. Moving it was one of the worst things that has been done in years. I can't imagine towing a trailer or driving a motorhome and trying to figure out where to park. The original location and the Elizabeth Lake make sense, get people as they enter town not half way through it.

My family moved here, because of the mountains and I think it would be a great idea to make the trail heads more accessible. Mount Fisher is a popular, beautiful hike and you can't get to the trailhead unless you own a truck. That's very limiting. In Fernie, trails are much more accessible, well marked and often have benches along the way. We could do better here.

Big events like winter blitz, farmers markets, maybe a summer downtown, like blitsville but market vendors, stores open, patios in the street snd concerts would be cool, and we should go back to that idea during covid where resturaunts vould have huge outdoor patios, that was super cool and super appealing

Cranbrook needs to build a bike park. More sporting events, needs a sportsplex with multiple venues in one stop shop: tennis, basketball, soccer, hockey, gym, pool, etc. Take a look at Kamloops Bike Park; Juniper Ridge.KRBA bike riding program for kids etc. Cranbrook is limited in almost all sports for kids. league play etc. the more league play we have the more teams from out of town will travel here to play. Need better hotels. Downtown needs to be revitalized For god sakes get some water slides or an outdoor pool

Our downtown is completely inaccessible for disability and strollers, with many businesses having steps to enter their building and no disability push buttons on the doors. Any tourism we boost should be accompanied by an equivalent planting of trees to offset the carbon footprint we encourage with increased tourism. The most unique quality of our town is our love of Mother Earth, community, and family, and that should be celebrated over tourism any day. By improving our bus systems, including round trip to airport and Ktunaxa territory, St Eugenes, etc, we could improve our accessibility to residents and tourists alike. A new route could also stop by the bottle depot and food bank and drop residents off at a connection to downtown.

Look what Fernie has achieved. The film industry would be a great benefit to Cranbrook. And a walk around only Downtown area. With new shops and bistro style cafes. But it must be Policed. I personally do not walk around the Downtown area after dark. Hate being harassed for money. Or having to worry about being in the wrong area.

Build a short term RV park with sani-dump at Elizabeth Lake far away from the bird and wildlife values, maybe along the highway up by the motel. Cranbrook Tourism could be responsible for leasing it out.

Outdoor pool similar to the one in Kalispell

Tourism should be connected to either the historical rail building or the sport facilities.

More green space to show pride in our city. More parks for residents with young children. The RV park downtown should be improved and maintained to promote buying downtown.

Embrace the concept of Town and Country planning rather than just zoning and provide incentives for residents and businesses to make their properties attractive. Looking around Cranbrook its a bit of a dump in many places (scrapyards surrounding buildings)! Mountain biking is the skiing of the climate change era. Need to support development of this ever increasing sport. BUT need to ensure we have available multi use (ie motorized with non motorized in some controlled fashion and dedicated non motorized. Think Moab Utah

We need a full-service campground at Moyer Park. We need a recreation fieldhouse to support a tournament or 2 every weekend (like the Okotoks, High River Fieldhouse).

Need to overcome the Cran-HOLE reputation. Let's face it - the strip is ugly and the City does-has done little to clean it up. Cranbrook totally ran by "old boys club" - current Mayor included. My pet peeve and example is Hockley family operation of South Sky Recycling. This well positioned-multi-generational "old boy" business spews garbage all over the Industrial Park and

throughout Cranbook on a daily basis. Those of us in the Industrial Park pay the highest taxes in Cranbrook and receive the lowest possible service levels and the City allows their "friends" at South Sky to treat the entire Industrial Park as a garbage dump... I've often our city described as an eyesore especially considering the surrounding area is so breathtaking. We definitely need to create a deeper sense of pride amongst many of the businesses in our city ensuring their properties look clean and not run down. The city itself seems more like a launching pad to the areas around us and less of a destination in itself.

Maintain the city and keep it immaculate. We have to attract people to come to our city and we won't do it if our city looks subpar. Some places that come to mind that could be done are the flower beds on Baker Street. I'm aware that they're supposed to look natural, but they're not kept up well if at all. Or at least they don't look like they are. They're full of weeds and over growth, the bark is old and gets scattered onto the sidewalks and the greenery is just not enough. Pops of colour from some flowers would be really nice and attractive. And keeping up with it. The area in front of Gerick Sports and the one beside Cranbrook Vet are other areas that come to mind that need an overhaul. Dandelions galore, and again with the bark and lack of flowers. Freshening these spaces up with some flowers, spraying the weeds, and proper upkeep would be nice. Another area, our rec plex. The grass is full of dandelions and again, the shrubs and the bark. Not a very pretty or welcoming look to come there especially for out of town folks, looks rundown and if the outside looks that way, it won't attract people to want to go in. The chain link fence by the water slide with the over growth of weeds is also an eye sore. Put up a fence high enough to cover what's behind it. It looks cheap and like no one seems to care. Lastly the grasses along 14th avenue, again with the low maintenance thing, they just look like weeds. I feel it would be better off laying down landscape paper and some nice rocks. I don't feel the "natural" look is all that they cracked it out to be. I would love for more local restaurants to open as well as local shops or boutiques, especially along Baker Street. The area around of Cranbrook is gorgeous and has endless possibilities for sport and recreation, it would be nice if the city itself matched the beauty of our surroundings. I am proud to call Cranbrook my home as I was born and raised here, however the as stated above, I do believe the city itself could use a lot more work to make it more appealing to tourists. Having incentives for businesses to keep their buildings looking clean and maintained would be nice (but would it work?)... I have always thought when driving into Cranbrook from the North end that it sure isn't the most welcoming of sights. You have the (ponds) that have a gross smell at times, then you have a mobile home business on the right and Sandor Rentals and other buildings and such on the left. The RV park with the huge awful homemade looking red sign and the old (from what I remember) Chinese food restaurant building that's also an eye sore. Denham Ford and Kootenay Granite are nice businesses to have as you drive in, but even the Super 8 Hotel needs some work with their landscaping and curb appeal. Empty buildings and empty lots that are not maintained as you travel down the strip, as well as other businesses that just don't seem to care to look nice for the locals or for those who pass through. And the meridians full of weeds or broken cement or stones, I don't know if that's a city thing because it's the highway but even putting a small effort into fixing that and taking care of that would look nicer. I understand there's a cost to everything but I personally feel if the city itself was nicer looking, it would attract more people to want to check it out. I think some notes should be taken from places like Nelson or even across the boarder in Coeur d'Alene and Spokane. They have beautiful parks and downtown areas that are always bustling with people. I understand flowers are expensive too. Perhaps if an issue, the city can provide the planters throughout the downtown core and wherever else are needed and invite the community to "adopt a planter" and they can purchase the flowers for the planters. Perhaps Top Crop could be the supplier and people make these purchases there (keeping it local) and then the city picks up the flowers and plants them. Then maybe some recognition with little tags could be put in the flower beds saying "so and so" donated these flowers or something of the like. I think making Cranbrook more inviting and beautifying will help attract people. Often times people say "it's a hole" or "a dump" which truly is sad to hear. It does need some TLC though. Hopefully in the future Cranbrook will be a sought out place to visit and live more so than it even is now!

I would say the main driver of tourism is first impressions. Anyone coming into Cranbrook from the East, get a very poor impression of Cranbrook. Number one, the unsightly and often smelly sewage lagoons. And then coming in from north, east, or west, the unsightly mess of weeds and lack of maintenance in the green areas on both sides of highway 3. And many of the businesses do not look after the aesthetics of their properties. A tourist venturing off the main route sees the same thing. Basically not an attractive place, other than the mountain views. The City shut down Baker RV Park, and it is just an eyesore that the City should be ashamed of. It is not maintained, and is one gigantic dandelion patch. The surrounding neighbours should sue the City for weed seed contamination.

Beautifying the city and making sure visitors know there is more than just a dirty highway running through town. We need to get people into the core

Most of the choices where we had to select the top three are all pertinent and it was hard to pick only 3, but I did my best. I would love to see more development around our lakes like "lake walks" where we can walk around the lake and also some more development of permanent recreational set ups like Eagle's Nest at Moyie. The beach at Jim Smith Lake desperately needs some grooming and something needs to be done to those dangerous gopher holes. We need more celebrations and festivals. I would like to see more festivals that are not weather dependent as well, to really attract folks in year round. Perhaps more events can be held in Western Financial Place and during winter. I love our Summer Sounds, Music in the Park and it seems well attended. It would be fun to have more music festivals like an "Elvis Festival" or something. Also, a big attraction for families is needed like a

really cool water park with an outdoor pool. We had one several years ago, but it was pretty lame. I know Costco is often talked about but if we had one, it would really attract shoppers in from the Elk Valley, Creston Valley and Columbia Valley. We definitely need better partnership between our "mall" (Tamarack Centre) and the Cranbrook business development folks. There are empty spots in the mall and then many non-shopping type businesses like THREE telephone/cable type providers, a respiratory business, an optical business. These businesses are important but not interesting for many for regular shopping needs. Perhaps a wing could be added to the mall to house these personal type of businesses and real shopping opportunities can be encouraged to come. Business Development may have to look at how to work with the mall on this. I understand rents are high in the mall, but I feel lower rents with full stores would make sense. I think we are well covered with live entertainment thanks to our Key City Theatre and Cranbrook Community Theatre. There is a variety of entertainment that I believe suit most folks. I am very excited for the old but renovated Armond Theatre opens as a multi-venue and also what the bowling alley currently under renovation will offer. I also feel that the entrance to Cranbrook from the west could be improved. There are a lot of dumpy looking buildings that need to either be fixed up or to go. The city might consider offering tax breaks for some of the businesses like Finning to move their operation up to industrial park. Speaking of a park, Cranbrook is in dire need of more parks with walking trails, playground equipment and gardens.

I do believe tourism would benefit Cranbrook as a whole, but don't forget about the residents as well. There's already zero housing or rentals, and the downtown parking situation isn't great. As long as we look at both sides of tourism I think it would be great for our community.

Hopefully Cranbrook planners and leaders will use this opportunity to understand and incorporate the fundamental shifts in how cities work relative massive changes coming due to climate change and the requirement to shift from the car/truck pave over everything culture of this town. Are you looking at including sufficient charging stations for electric vehicles in your plan for example? As you plan for 10 years, are you aware of the massive shifts in climate underway that will impact every aspect of town layout, function, and infrastructure as you lay this tourist notion on top of it?

Costco

I also feel that an increase of shopping and amenities would help the tourism industry grow.

A bigger better mall. More indoor activities for family's and couples.

Let people know who come here about trails and history of the area

More attention should be paid to the area's history and arts/culture. The downtown is a real problem. I live here and I don't think it's a draw for me, so tourists probably don't either. Downtown Kimberley, Creston and Fernie are all more attractive and funky than downtown Cranbrook. More walkability and cycling paths. Definitely more events that are unique to Cranbrook. I know it's supposed to be a big deal in town but I don't find Sam Steele Days that interesting. The parade is fun, though.

Build a free parking lot beside the choice!

More restaurants other than fast food.

Please be proactive and excited about improving. Look to places like Creston, where everything done in the last few years has greatly improved the beauty along the main road through the city, (first impressions are everything to making a place attractive) many run down buildings are being beautified, sold and improved. Family friendly additions such as the whole hillside at their rec centre being made into a skateboard/bike park, playground, tennis & basketball and pickleball and sand box and playhouse etc, makes a huge difference in the vibe of the town. It feels like the town cares about its people. Seeing improvements come, even if slowly, would increase the residents morale and enthusiasm about this place.

tourism is not a smart economy to be pursuing given that climate change requires major reductions of consumption/fossil fuel use.

I live here and I want to be able to enjoy living here by being able to go to the lakes and enjoy the scenery without having to fight tourists. Trying to attract more tourists is very short sighted. Become known for something else - something unique and sustainable. Something that makes residents lives better. Something that makes the community stronger and healthier.

I believe the main strip should be cleaned up. No more signs blocking the mountains

Absolutely worst roads for a community of its size in western Canada, if not western North America. Long term strategy of how get over-under around-through railway crossings MUST BE ADDRESSED. Embarrassing to have friends come here to visit! Burnt out building on the strip and 6St - WTF - does little to correct the "Ugliest Strip in Canada" newsarticle?? Very blue collar town located in what used to be the highest per capita income assistance (welfare recipients in BC) tends to see TOO many against anyone (NAFA - 'nother fing Albertan often heard) who visits or hasn't lived here for 50 years. If I don't know you I don't need to

know you attitude still previlant with many - including business owners. With resource industries in serious decline, residents need to become more dynamic in recognizing change is necessary to survive; if not, as Mr. Simon sings "Nothing but the dead and dying back in my little town". Like the Cranbrook Ice - most people won't stay!

Better restaurants and shopping downtown would help immensely. The downtown revitalization that started on 10 Ave was fantastic but quickly stopped with current administration. Make Cranbrook quaint!

N/A

The crime, drug problems and those "claiming" to be homeless all need to be addressed before any real positive improvements can be made. The area around McDonald's and the Travel Lodge are an embarrassment to our City. I wonder how many of those hanging around there are actually from Cranbrook.

the skies around cranbrook (though not IN cranbrook, of course) are a world class rarity: they have almost no light pollution and many clear nights per year. make star-gazing tours a possibility; flying people in to our international airport, and offering related tours and related cultural (ktunaxa) experiences starting from their hotels; rent them camping equipment or guides with telescopes or cameras. provide logistical support from local camera shops. take great photos and advertise internationally. there are lots of people who travel far to see the northern lights.

More dining (small batch ice cream, fresh Kootenay foods, etc) and pleasant nightlife (less seedy bars) more microbreweries, funky shops, coffee houses and boutiques. More farm to table experiences all centred around a pedestrian walking experience. More outdoor live music including a folk festival.

Housing on highway - incentive to clean up properties for first impression of town Tear down derelict buildings

Create a Visitor Tourist physical road signage route directing easiest way into the town with Attractions noted on signage as you drive and the route to the Downtown. If Im a tourist I drive through stop for fuel and continue because their is no indication to downtown or any attractions' Create a City "Youtube" channel with Cranbrook Drive showing diferanet attractions and listing current sporting events and Resteraunts and Hotels and features.

Restaurants and bars aside the operating business hours are barely passable. Almost every business could do with extended hours. More hours would make the postions more desirable to workers as well as increasing the availability of internal revenue. Cranbrook is too expensive for part time box store jobs. And there is no reason/nowhere to spend money for 16 hours a day - bad for tourism.

To make our visitor's more comfortable when in Cranbrook to have less druggies and homeless roaming around Cranbrook. I've seen over the years that I've been living lots more Alberta plates which is good for our Tourism and to build a strong economy. The residents in Cranbrook need to be more respectful towards the tourist and everyone needs to get along no mater what kind of plate you have on your vehicle. Cranbrook was a beautiful city before the increase in vehicle trafic , drug use and homelessness. There's should be bypass road for all the trafic going through Cranbrook it would relive the congestion.

The province needs to pull their weight with enhancing nearby amenities like Jim Smith and Moyie lake beaches.

public transportation to and from the airport and just in cranbrook in general is extremely lacking. we could definitely benefit from more ride share options or increased routes on the bus system that offer destinations to places like fort steele, increased capacity to kimberley and increased routes within the city, even if that means extended bus hours further past 5pm.

Move the shit lagoons Get the Trailor camp grounds going

Look at the Predator Ridge community in Vernon

I feel the Cranbrook Airport is a big piece of the puzzle that could unluck a lot of potential. Having an international airport could really support tourism. Connections between East Kootenay cities, and accessibility of the outdoors is also a big factor limiting how well people can take advatgage of what Cranbrook has to offer.

The main highway through town should be the focus of beautification efforts since that's a lot of people's first impression of Cranbrook. Landscaping with indigenous trees, shrubs and wildflowers would give people driving through a more welcoming and memorable experience. The downtown revitalization plan that's in the works is a good start towards making the community more tourism-friendly, as those are the businesses that make Cranbrook unique.

Cranbrook is known as a highway town; most visitors I've talked to think of 'the strip' before anything else. Emphasis must be made on the downtown area, parks (like Idlewild and Moyer) and beautiful residential areas like the historical homes close to downtown or Gold Creek etc.

More/better community playgrounds. Surprisingly few for a community of this size.

Do you have any other general thoughts/ideas to contribute to Cranbrook's Tourism Master Plan or specific ideas for tourism investments/improvements to be made in our visitor experience? Please share your comments below.

Everyone I've ever talked to that comes to Cranbrook for the first time is turned off immediately by how ugly both ends of the strip are. It's embarrassing.

Cranbrook feels unsafe to people especially around downtown and the knight's hall needs to go! Safety needs to be established before tourism is concentrated on. This includes the deer and other wildlife now being more of a problem.

#### Modernize and reopen our city RV Park!

The highway corridor creates a very poor first impression. What people see driving into and through Cranbrook is unsightly powerlines, semi's, and run down businesses. It says "rough" and industrial, not "come stay". Solutions are underground utilities, landscaping, and business facade standards. Additionally, thought should be given to the zoning along the highway corridor; industrial businesses along the highway adds to the "rough" aesthetic.

Cranbrook needs to improve its curb appeal. Local businesses should be open on the weekends. We need to attract more retail/entertainment businesses to the area. There needs to be more of a nightlife. Cranbrook has come a way but it's just in its infancy when it comes to tourism.

Make the strip More appealing and less about fast food, make downtown more vibrant; put a slide down the Cranbrook ski hill, water slides back, more things to do.

I really like the idea of a pedestrian mall downtown with adequate free parking on the perimeter of the pedestrian zone. Maybe close off the streets between 1st St S and Baker St from 8th Ave S to 12th Ave S.

Clean up the homeless problem; don't just focus on flowers by RBC- people don't know that section of town exists. Make the "main strip" looks appealing, people drive by and see that Cranbrook looks "dirty" and industrial like. Nobody sees the other areas I had all these thoughts when I moved here (not by choice- hubby work)

Have more businesses and attractions in the downtown area. Most people just drive the strip and that's not appealing for a longer stay. The strip is dirty and only filled with fast food chains. It almost feels like this is a drive through arm pit of a town. It needs a nicer appearance: repair the potholes, have the near street businesses clean their curbs, hang flower pots/plant more vegetation. Make sure every season has a special event going on with local bands.

Cranbrook needs to find its identity

More connectivity with the airport and the lack of non-personal vehicle options for traveling to and from Cranbrook (ie buses/trains) and the comfort of traveling within the city by active transport (ie walking/biking).

Lack of available rv or trailer parking prevents tourist from pulling off the highway. If parking cannot be provided downtown then there needs to be designated rv parking alongside a walking path to downtown. Otherwise tourists will continue to park at the mall or Walmart, stock up and leave without going downtown.

#### None

I believe we have to find a way to get the COTR more involved in the Tourism Master Plan, not just the institution itself, but the students as well. Cranbrook should find a way to better connect it's attractions, such as Fort Steele, Idlewild, St. Eugene, etc.

Play to our strengths. We have a much better shoulder season than any of our neighbouring communities for mountain biking, disc golf, farmers markets and other activities. We are also close to many accessible lakes that could use some facility / recreational improvements like docs, picnic areas, swimming rafts.

I do see Cranbrook as Tourist destination. Our downtown core is not vibrant or walkable, we have limited restaurants (outside of fast food), limited parks and the city campground was closed. In my opinion Cranbrook seems to have worked hard against tourism.

The homeless issue is becoming a problem. The amount of pan handling and people approaching you asking for money gas drastically increased in the past 5 years.

Downtown, as is, is a waste of space. The buildings are in dire need of facelifts, and the run down buildings that basically serve as drug dens should be demolished and rebuilt to provide good housing for people who will spend time and money at downtown businesses.

Try to emulate what Kelowna did thirty years ago. That city used to be known for the "newly wed and the nearly dead." Thy developed, developed and developed. They built new subdivisions and they built lots of big box retail stores. Kelowna is #1 in BC right now and that's what Cranbrook needs to be doing as well. Follow and learn from Kelowna.

I hope that businesses would close down much later especially the mall and restaurants. Also, I hope our mall would have more interesting shops. And more festivals and events that can bring in people for both tourists and residents to enjoy.

We came up with a slogan for you. Are you ready? Cranbrook: Everything & Nothing It lets people know of the abundance and variety of activities we have, plus also tells of our laid back and relaxed feel, (and who doesn't love that?) Let me know if you like it.

Downtown camping would be a benefit, so a downtown campground would be a great idea.

The drive through Cranbrook is very unappealing.

Iocals don't want tourists, it's a double edge sword tho for our livelihoods in many cases. The South end of town is the worst, there is no sense in dumping money into downtown betterment if you roll into town and we'll everything between Elizabeth Lake lodge and the Prestiege is horrid, then you still gotta make it to Dennys at least before we look like a real city. Downtown is an afterthought you bypass to get to the restaurants and hotels. It's not a destination and to waste money to make it a tourist destination doesn't make sense. Would be better to spend the money on marketing to actually educate tourists on WHAT Cranbrook has to offer. Downtown offers little more than a few good places to eat and shop. Honestly, tourists come for more of the outdoor activities than they do our downtown. It's sports teams, business people, golfers, families passing through etc. not people wanting to hang out downtown are sense.

I have recently seen Cranbrook promoted as a "base camp" for exploring our area and I believe that approach to be bang on. Cranbrook doesn't yet have enough significant attractions (e.g. trendy downtown, nearby ski resort) to cause visitors to choose Cranbrook as a destination, but the city does have the infrastructure to support visits elsewhere in the area. On an encouraging note, I do see downtown Cranbrook becoming more trendy in recent years thanks to the Fire Hall, Hyde Out, Armond Theatre development, Studio/Stage Door improvements, etc.

Get visiting friends and relatives to extend stays. Focus on the fun family friendly aspects of the city. A tour of the trees of Cranbrook. Utilize the college better. Come up with a better slogan that reflects the community.

Support the development of new campgrounds closer to the city. Support business on the strip and baker street with renovations to improve curb appeal. Support new business start-ups with tourist appeal (waive first year taxes for example).

The plan needs to have a focus on reconciliation; environmental sustainability; a sense of community; and the economic importance of cultural events.

Support of the History Center.

The City Council must step forward and lead by example, i.e. policy changes and enforcement to eliminate derelict buildings, unsightly premises. The city must significantly improve its landscaping throughout the city. The city must designate funding to support these improvements. events,

I think a vibrant downtown core is central to improving a tourist's visit to Cranbrook. Recent changes and additions to downtown are a step in the right direction.

There is a need for much stronger leadership and active support from the City, Chamber etc...

no

The area needs better signage and standard signage on the Strip. It's an eye sore.

Keep the whole of Baker Park for use as a shared green space and Camping area. It is a beautiful gem in our City and a perfect location for a continued RV and camping area. Visitors who stay there will have easy access to explore Cranbrook and all it has to offer. They will be more likely to do that than if they are staying at Jim Smith or Moyie Provincial Park. Not all visitors stay in Hotels/Motels and Covid has proven how important it is to accommodate alternative options.

Green belts/spaces are poorly maintained as is our infrastructure ie.roads and other public works, this makes Cranbrook an eye soar for visitors. Our Forest Service Roads are so bad that it makes it nearly impossible for visitors to access the back country safely.

First impression of Cranbrook is the Strip! Landscaping has really improved in recent years but I believe it needs to continue to be a priority. Remove power lines next?

Incease and support local breweries, bring in a night club or festival event that hosts talented D.j's local from B.C and Alberta. Get a better tail network for mountian biking I.e better climb trails, better markings of trails, make technical bike trails and increase the black network of the mountian bike trails. Make better flow with walk/bike lanes in and around town so tourists can navigate the town better. A huge upgrade to the downtown core of Cranbrook is very much needed - attractive stores to shop in, healthy food options to eat at and purchase, creating a village square where pedestrians can walk and hang out safely. Having bike racks is safe spots that when tourist are in a restaurant or store they can visual their bike to make sure it doesn't get stolen, place a few car charging stations in the downtown area so when people are charging they will walk DT and perhaps buy items. Also don't forget with increase tourism means more people I'm town and those people will be needing to access health care either by

emergency services or walk in clinic. Please, please, please thing about this and how this plan can help support those needs because right now health care here is barely able to supports its local residents. When the surrounding areas like Fernie for example has a sporting even that brings in tourism there the hospital here being the "Regional" hospital gets the overflow of injury people that need more involved care. Supporting a walk -in clinic for locals a tourist to access will aid a well rounded experience in Cranbrook.

More sign support for our various trailheads and on our trails. An electronic sign like the one in Kimberley to showcase local events and activities. Relocate the memorial that is in the center of our Rotary park. It is not appreciated at its current location. It really divides the crowds who come to see the entertainment on the bandstand.

#### Campground, there is a need.

I would be useful to have a downtown theme in order to attract tourist's to the area. I.E. What Revelstoke has done with the rail theme.....downtown core is very inviting and overall more attractive than Cranbrook which has a larger population.

When arriving into Cranbrook, the entrances are not inviting. Somehow all parties should find a way to clean up. Also, many homes and businesses don't reflect a lot of pride in their property. This effort requires individual businesses, homeowners and government agencies to invest some time, imagination and effort to "clean up" because "company is coming"

The strip is an eye sore

Terrible smell coming into cranbrook

we need to be more than a service town (stop for food & gas before driving to next stop). need LESS fast food places on the strip - there's no need to go to downtown Cranbrook for food.

Master plan for developing a complete tourism experience in Cranbrook.

Focus on other areas besides downtown and Baker St! Look at "the strip" it's dirty, unwelcoming. It does nothing to entice people into Cranbrook. Get a Costco, you will attract people from all over the Kootenay's and beyond, to stop and shop. These people will also shop other stores in our area. They may even decide to make a weekend of it!

If you haven't already gathered from my responses to this survey, I am not a fan of this city. I have lived here for 7 years now and I look forward to the day I move to a more desired location. However, despite my dislike of this city, the abysmal lack of planning for the future, the management, the ugly 'strip', the many unused, decaying, empty buildings, the lack of a mature tree bylaw and so many other issues, I do believe this city has POTENTIAL - hence filling out this survey. Ideally, I hope to not still be living in Cranbrook 5 years from now, but I would like to see more emphasis on arts and culture here. Too much emphasis on outdoor recreation and not enough emphasis on other types of recreation and people who are not outdoor-oriented.

An outdoor waterpark!!!!!Cranbrook needs an attraction for families to come to the city and to stay, and a large waterpark would be the answer.

Cranbrook could have so much to offer I think many visitors and the town miss out by letting too many people pass through town to their final destination. Cranbrook could and should be their final destination. It is time to start mining the people not just our landscapes Also the Kimberley Tourism billboard at the junction of highway 93 and 95A I believe it is. Reads; "goods times (pointed at Kimberley) everything else (pointed at Cranbrook)" This billboard should be torn town. I believe it portrays Cranbrook negatively and frankly should offend every member of the Cranbrook community. Since the day I moved here I wondered how a town could let such a billboard be in existence. Tourism? Cranbrook misses the mark, big time.

The City needs to reopen the campground down town.

Only that "key city" needs serious reconsideration as our brand. "BC's Sunshine City" is just so much more inviting, and no other community in BC can defend that title (nobody matches our annual hours of sunlight). There may even be a better brand, but for god's sake Key City is doing SOOO little for us as a primary branding label.

By developing a strong vibrant tourism sector local residents lives will be better off. Tourists spend thousands of dollars to travel and visit other cities, & countries when those cities provide an attractive city, i.e. parks, gardens, fountains pedestrian walkways, vibrant restaurants with numerous cultural, arts and recreational options. With the development of these features the local economy will receive a positive upswing and local residents will live in beautiful community.

Invest in our City Campground, it's with in walking distance to downtown. With better signage, it could be very easy for travelers to get to the park.

most people can't afford hotel/motel for a long stay. many people travel with tents/trailers they need somewhere to stay thats walking distance around town. I know 2 families not coming to cranbrook because city camping closed.

city campground

I think that a big mistake was made when the campground on 14th was shut down. It drew people to downtown. Now, with nothing to attract visitors, they go elsewhere and don't look back. The downtown core could really use some revitalization. Focusing on community beautification is an important step. The Strip is many people's first impression of Cranbrook, and a majority of it is, quite frankly, ugly. Making it an attractive space for its entire length with an aesthetic appeal designed to funnel people into the downtown core would be a huge improvement.

The City needs an identity to help promote community pride and encourage visitors to stop and explore what we have.

#### I have some approved ideas

Entering from the north end is smelly (sewage lagoons) and ugly with unkempt businesses (trailer storage/parts strewn around the premises, weeds). No pedestrian access along the strip, making it dangerous in several places. Not welcoming for cyclists. The highway lacks mature trees, offering shade and temperature reduction for pedestrians/cyclists. Updated notification boards at each entrance to announce events going on or upcoming in Cranbrook. I just learned that there were 220 people registered for the Canadian Orienteering Championships for 3 days, plus 2 days for the junior training camp. Apparently, they were in the area for 9 days in total, competing before coming here. How many people knew that? How prepared was Cranbrook to welcome them? Is there active coordination with sporting and cultural organizations to do a better job of promoting these events.

This city needs to do a major cleanup of all it's area. There needs to be a realistic Parks program. The city is unattractive and it's only asset is the surrounding natural beauty. Cranbrook needs a major clean up program.

Disabled Tourism in North America is at least a 15 Billion Dollar industry and not once did I did not see anything in your survey to indicate you have given disabled tourism a single thought. If you make Cranbrook, surrounding communities and region disabled friendly you open a brand new market niche opportunity.

Clean up the drug problem! Way to may homeless people wondering around fix that problem and people will enjoy being out and about more!

Yeah building another shopping mall and get rid of all the homeless camps? Garuntee you see cranbrooks revenue and population sky rocket

We travel all over and our destination is all about good ebike riding. Cranbrook lacks in this. No downtown access for bikes. Its even difficult to find a place to lock your bike up. And good luck riding on baker with everyone backing out 😳

Very important to allow we the residents to have, and direct, input into how Cranbrook grows and changes. We are the taxpayers footing the bill and we are the ones who keep Cranbrook relevant! Thank you

I believe the city should look into having all the service clubs work together & partner with the city to invest the time & money to bring the Baker Park R V Sites up to specifications required to operate the park under the management of the service clubs, as is the case in Cochrane Alberta. I believe it would be a great draw for tourists to be able to stay within walking distance of downtown & the recreation facilities such as pool, soccer dome etc.

1) We have to address the homeless situation as well as the increase in crime/thefts in our city. In the last five years I have seen a five fold increase in the numbers of homeless on our streets. 2) Some areas of this town could use a "spruce-up" campaign to show some pride in their neighbourhoods

More activities related to sports, more events and money spent towards holidays (canada day, New Years etc.) more outdoor related attractions (motocross tracks, bmx tracks etc.

Cranbrook is widely mocked for "the strip" i.e. the highway through the city. Burying the utility lines along the strip would improve the look a lot. Also more trees.

More support for small businesses in downtown core, create a fun vibe in downtown core. Music and cool places for people to spend time. Invest in interpretive signage of the history of the area (good and bad). Bring other commercial businesses in that will attract visitors

We need to sort the homeless / drug addict / crime problem throughout the town. The first thing tourists see are down and outs sleeping on the floor outside MacDonalds. Not a good thing to see to make people want to stay any longer than necessary.

Need to clean up issues with crime, addicts and homelessness away from downtown/schools

I don't think Cranbrook can lure more tourism until it places greater value on the things tourists value: uniqueness, cultural and heritage assets that tell the story of the place, aesthetic interest, immersive experience (through walkability, events, connection to identity, etc), compelling events. I've lived in a lot of places and honestly, downtown cranbrook is one of the least interesting downtowns I've ever seen. Heritage assets are neglected of overlooked, Joseph Creek is practically ignored/paved over, when it could be a green path through the heart of the city. It would be great if tourism officials could fight hard to keep the bulk of the former municipal campground as green space.

Need youth Center- games / arcade. Nothing for families and kids to do. Mall could be expanded, more stores, more shopping.

I would greatly prefer investment in actual industry. Infrastructure has improved over the last few years, but we still can't support simple traffic flow through town on long weekends. Imagine if cranbrook was an actual destination.

Improve the visual appeal of "The Strip". More landscaping in general; in particular landscape or fill in the vacant lots that are present.

We need more attractions, cranbrook should be more than just a 'basecamp' where people stay overnight then leave any spend money in other areas.

The city needs to build its recreation marketing and services. We have lots of experiences but each club/organization/society is very "pillared". There should be 1-2 people with a position that is a one-stop-shop to find out about activities/clubs/sports etc, available in the city. Some cities have a Recreation and Sport Council that has information and contacts about all recreational/sport contacts and activities. The clubs, societies, etc. need to work more together and the city recreation group could maintain the database that people can go to. For instance, an events/calendar page that holds info and contacts for all sports, golf tournaments, bike races, cultural celebrations, hockey tournaments, swim meets, school and college volleyball tournaments etc. on one page, etc. that includes how we can volunteer for. Organizations need to be collaborative.

Striving to make Cranbrook a more culturally vibrant and walkable(sidewalks) place will naturally attract tourist.

Recreation (nn-motorized, non-competitive) seems to be an attraction, but visitors seeking those activities also need support. Accommodation or camping, easy access to services. Good information to guide me to trailheads and parking lots.

Revitalize the strip. It is incredibly ugly. The signs are unappealing.

Improvement of the connectivity of bike and walking paths between our major attractions, sport facilities and the downtown core would better support family recreation in the city. A dedicated conference and community centre in the community is long overdue.

As it is today most of the places to eat are about 2 star level. Cranbrook show priorize improving the eating experience by giving awards to cooks, chiefs, facilities. Presently the quality has dropped with a false excuse of the Covid. The real reason is most facilities are only interested in taking profits and not investing into quality. City Council should spend on developing the best in the world food experience

The City should UPGRADE & MAINTAIN the Baker Park RV facilities as there are very few cities with RV parking within walking distance of the downtown core. The City should look into an agreement with all the service clubs in the city to co-operate in the management of said park.

There is nothing to keep as Tourist here we are a food and fuel stop and its been that way since we moved to this town. At one time from the corner of BAKER ST. at THE RBC to the Super 8 at the end of the strip the was 58 eating establishments and 9 gas stations. What do we have to keep the tourist here, Fort Steel and the Train Musium

Provide stats on what tourism is worth to Cranbrook residents. If negligible, focus on recreation infrastructure, increase trail networks for mountain biking and hiking, and build community center for residents.

Study Kimberley for ideas.

I believe that Cranbrook would benefit from having a more beautiful downtown, such as cleaning up and painting the older buildings that are run down. Also with more local shops, restaurants, cafes.

Cranbrook Tourism is so much better in the past 5 years. we have a great healthy and unique place. Clean up our Highway 3 street appeal. Feature Idlewild and the Peace Pole in addition to the Railway Musem (rename it back and promote this unique place). Gran Fondo and more healthy sustainable opportunities for locals and visitors. Focus on our environment.

Fix repair and invest in the old Cranbrook central camp ground.... Shame to see it sit empty and unused...

No

How things look matters. It says something about our level of pride in our community and how welcoming we are. At present, the entrances to Cranbrook and every single inch of the drive from one end to the other communicates that we don't really care about our community or about having people visit.

green up the strip between McDonald's and Down town. There is no green at all. its an eyesore.

Unhappy residents share their unhappiness with tourists

cranbrook has little to offer except shopping and services.

Better cycle connections to the Northstar rail trail (proper cycle lanes on McPhee that is trimmed to two lanes plus center turn lane and/or rail trail extension on former Tembec property). Maintenance of minimal service campsites for cyclists at Baker Park.

Pedestrianising Baker St; Taking a leadership position to climate friendly lifestyle shifts (solar, active transport, high efficiency housing, etc.)

The downtown area is very unappealing. The RV park should have been ran by people who focused on tourism. One end of cranbrook starts with a used mobile home dealer and the other end is run down buildings. It's a terrible first impression and embarrassing. Businesses are scattered all over the place so no exciting hub to walk around and browse.

We moved to Cranbrook 2 years ago and the thing I miss most from where we came from is more cultural events and more variety and quality of restaurants. It is common thought that if you want good food you drive to Kimberley for it. Reviving our downtown area, making it pedestrian only, and encouraging unique restaurants and shops in that area would help. Giving more opportunity for cultural events would attract a broader range of people.

Put the Tourist info back at the Chamber Office at the north end of the strip. Moving it was one of the worst things that has been done in years. I can't imagine towing a trailer or driving a motorhome and trying to figure out where to park. The original location and the Elizabeth Lake make sense, get people as they enter town not half way through it.

My family moved here, because of the mountains and I think it would be a great idea to make the trail heads more accessible. Mount Fisher is a popular, beautiful hike and you can't get to the trailhead unless you own a truck. That's very limiting. In Fernie, trails are much more accessible, well marked and often have benches along the way. We could do better here.

Big events like winter blitz, farmers markets, maybe a summer downtown, like blitsville but market vendors, stores open, patios in the street snd concerts would be cool, and we should go back to that idea during covid where resturaunts vould have huge outdoor patios, that was super cool and super appealing

Cranbrook needs to build a bike park. More sporting events, needs a sportsplex with multiple venues in one stop shop: tennis, basketball, soccer, hockey, gym, pool, etc. Take a look at Kamloops Bike Park; Juniper Ridge.KRBA bike riding program for kids etc. Cranbrook is limited in almost all sports for kids. league play etc. the more league play we have the more teams from out of town will travel here to play. Need better hotels. Downtown needs to be revitalized For god sakes get some water slides or an outdoor pool

Our downtown is completely inaccessible for disability and strollers, with many businesses having steps to enter their building and no disability push buttons on the doors. Any tourism we boost should be accompanied by an equivalent planting of trees to offset the carbon footprint we encourage with increased tourism. The most unique quality of our town is our love of Mother Earth, community, and family, and that should be celebrated over tourism any day. By improving our bus systems, including round trip to airport and Ktunaxa territory, St Eugenes, etc, we could improve our accessibility to residents and tourists alike. A new route could also stop by the bottle depot and food bank and drop residents off at a connection to downtown.

Look what Fernie has achieved. The film industry would be a great benefit to Cranbrook. And a walk around only Downtown area. With new shops and bistro style cafes. But it must be Policed. I personally do not walk around the Downtown area after dark. Hate being harassed for money. Or having to worry about being in the wrong area.

Build a short term RV park with sani-dump at Elizabeth Lake far away from the bird and wildlife values, maybe along the highway up by the motel. Cranbrook Tourism could be responsible for leasing it out.

Outdoor pool similar to the one in Kalispell

Tourism should be connected to either the historical rail building or the sport facilities.

More green space to show pride in our city. More parks for residents with young children. The RV park downtown should be improved and maintained to promote buying downtown.

Embrace the concept of Town and Country planning rather than just zoning and provide incentives for residents and businesses to make their properties attractive. Looking around Cranbrook its a bit of a dump in many places (scrapyards surrounding buildings)! Mountain biking is the skiing of the climate change era. Need to support development of this ever increasing sport. BUT need to ensure we have available multi use (ie motorized with non motorized in some controlled fashion and dedicated non motorized. Think Moab Utah

We need a full-service campground at Moyer Park. We need a recreation fieldhouse to support a tournament or 2 every weekend (like the Okotoks, High River Fieldhouse).

Need to overcome the Cran-HOLE reputation. Let's face it - the strip is ugly and the City does-has done little to clean it up. Cranbrook totally ran by "old boys club" - current Mayor included. My pet peeve and example is Hockley family operation of South Sky Recycling. This well positioned-multi-generational "old boy" business spews garbage all over the Industrial Park and throughout Cranbook on a daily basis. Those of us in the Industrial Park pay the highest taxes in Cranbrook and receive the lowest possible service levels and the City allows their "friends" at South Sky to treat the entire Industrial Park as a garbage dump... I've often our city described as an eyesore especially considering the surrounding area is so breathtaking. We definitely need to create a deeper sense of pride amongst many of the businesses in our city ensuring their properties look clean and not run down. The city itself seems more like a launching pad to the areas around us and less of a destination in itself.

Maintain the city and keep it immaculate. We have to attract people to come to our city and we won't do it if our city looks subpar. Some places that come to mind that could be done are the flower beds on Baker Street. I'm aware that they're supposed to look natural, but they're not kept up well if at all. Or at least they don't look like they are. They're full of weeds and over growth, the bark is old and gets scattered onto the sidewalks and the greenery is just not enough. Pops of colour from some flowers would be really nice and attractive. And keeping up with it. The area in front of Gerick Sports and the one beside Cranbrook Vet are other areas that come to mind that need an overhaul. Dandelions galore, and again with the bark and lack of flowers. Freshening these spaces up with some flowers, spraying the weeds, and proper upkeep would be nice. Another area, our rec plex. The grass is full of dandelions and again, the shrubs and the bark. Not a very pretty or welcoming look to come there especially for out of town folks, looks rundown and if the outside looks that way, it won't attract people to want to go in. The chain link fence by the water slide with the over growth of weeds is also an eye sore. Put up a fence high enough to cover what's behind it. It looks cheap and like no one seems to care. Lastly the grasses along 14th avenue, again with the low maintenance thing, they just look like weeds. I feel it would be better off laying down landscape paper and some nice rocks. I don't feel the "natural" look is all that they cracked it out to be. I would love for more local restaurants to open as well as local shops or boutiques, especially along Baker Street. The area around of Cranbrook is gorgeous and has endless possibilities for sport and recreation, it would be nice if the city itself matched the beauty of our surroundings. I am proud to call Cranbrook my home as I was born and raised here, however the as stated above, I do believe the city itself could use a lot more work to make it more appealing to tourists. Having incentives for businesses to keep their buildings looking clean and maintained would be nice (but would it work?)... I have always thought when driving into Cranbrook from the North end that it sure isn't the most welcoming of sights. You have the (ponds) that have a gross smell at times, then you have a mobile home business on the right and Sandor Rentals and other buildings and such on the left. The RV park with the huge awful homemade looking red sign and the old (from what I remember) Chinese food restaurant building that's also an eye sore. Denham Ford and Kootenay Granite are nice businesses to have as you drive in, but even the Super 8 Hotel needs some work with their landscaping and curb appeal. Empty buildings and empty lots that are not maintained as you travel down the strip, as well as other businesses that just don't seem to care to look nice for the locals or for those who pass through. And the meridians full of weeds or broken cement or stones, I don't know if that's a city thing because it's the highway but even putting a small effort into fixing that and taking care of that would look nicer. I understand there's a cost to everything but I personally feel if the city itself was nicer looking, it would attract more people to want to check it out. I think some notes should be taken from places like Nelson or even across the boarder in Coeur d'Alene and Spokane. They have beautiful parks and downtown areas that are always bustling with people. I understand flowers are expensive too. Perhaps if an issue, the city can provide the planters throughout the downtown core and wherever else are needed and invite the community to "adopt a planter" and they can purchase the flowers for the planters. Perhaps Top Crop could be the supplier and people make these purchases there (keeping it local) and then the city picks up the flowers and plants them. Then maybe some recognition with little tags could be put in the flower beds saying "so and so" donated these flowers or something of the like. I think making Cranbrook more inviting and beautifying will help attract people. Often times people say "it's a hole" or "a dump" which truly is sad to hear. It does need some TLC though. Hopefully in the future Cranbrook will be a sought out place to visit and live more so than it even is now!

I would say the main driver of tourism is first impressions. Anyone coming into Cranbrook from the East, get a very poor impression of Cranbrook. Number one, the unsightly and often smelly sewage lagoons. And then coming in from north, east, or west, the unsightly mess of weeds and lack of maintenance in the green areas on both sides of highway 3. And many of the businesses do not look after the aesthetics of their properties. A tourist venturing off the main route sees the same thing. Basically not an attractive place, other than the mountain views. The City shut down Baker RV Park, and it is just an eyesore that the City should be ashamed of. It is not maintained, and is one gigantic dandelion patch. The surrounding neighbours should sue the City for weed seed contamination.

Beautifying the city and making sure visitors know there is more than just a dirty highway running through town. We need to get people into the core

Most of the choices where we had to select the top three are all pertinent and it was hard to pick only 3, but I did my best. I would love to see more development around our lakes like "lake walks" where we can walk around the lake and also some more development of permanent recreational set ups like Eagle's Nest at Moyie. The beach at Jim Smith Lake desperately needs some grooming and something needs to be done to those dangerous gopher holes. We need more celebrations and festivals. I would like to see more festivals that are not weather dependent as well, to really attract folks in year round. Perhaps more events can be held in Western Financial Place and during winter. I love our Summer Sounds, Music in the Park and it seems well attended. It would be fun to have more music festivals like an "Elvis Festival" or something. Also, a big attraction for families is needed like a really cool water park with an outdoor pool. We had one several years ago, but it was pretty lame. I know Costco is often talked about but if we had one, it would really attract shoppers in from the Elk Valley, Creston Valley and Columbia Valley. We definitely need better partnership between our "mall" (Tamarack Centre) and the Cranbrook business development folks. There are empty spots in the mall and then many non-shopping type businesses like THREE telephone/cable type providers, a respiratory business, an optical business. These businesses are important but not interesting for many for regular shopping needs. Perhaps a wing

could be added to the mall to house these personal type of businesses and real shopping opportunities can be encouraged to come. Business Development may have to look at how to work with the mall on this. I understand rents are high in the mall, but I feel lower rents with full stores would make sense. I think we are well covered with live entertainment thanks to our Key City Theatre and Cranbrook Community Theatre. There is a variety of entertainment that I believe suit most folks. I am very excited for the old but renovated Armond Theatre opens as a multi-venue and also what the bowling alley currently under renovation will offer. I also feel that the entrance to Cranbrook from the west could be improved. There are a lot of dumpy looking buildings that need to either be fixed up or to go. The city might consider offering tax breaks for some of the businesses like Finning to move their operation up to industrial park. Speaking of a park, Cranbrook is in dire need of more parks with walking trails, playground equipment and gardens.

I do believe tourism would benefit Cranbrook as a whole, but don't forget about the residents as well. There's already zero housing or rentals, and the downtown parking situation isn't great. As long as we look at both sides of tourism I think it would be great for our community.

Hopefully Cranbrook planners and leaders will use this opportunity to understand and incorporate the fundamental shifts in how cities work relative massive changes coming due to climate change and the requirement to shift from the car/truck pave over everything culture of this town. Are you looking at including sufficient charging stations for electric vehicles in your plan for example? As you plan for 10 years, are you aware of the massive shifts in climate underway that will impact every aspect of town layout, function, and infrastructure as you lay this tourist notion on top of it?

Costco

I also feel that an increase of shopping and amenities would help the tourism industry grow.

A bigger better mall. More indoor activities for family's and couples.

Let people know who come here about trails and history of the area

More attention should be paid to the area's history and arts/culture. The downtown is a real problem. I live here and I don't think it's a draw for me, so tourists probably don't either. Downtown Kimberley, Creston and Fernie are all more attractive and funky than downtown Cranbrook. More walkability and cycling paths. Definitely more events that are unique to Cranbrook. I know it's supposed to be a big deal in town but I don't find Sam Steele Days that interesting. The parade is fun, though.

Build a free parking lot beside the choice!

More restaurants other than fast food.

Please be proactive and excited about improving. Look to places like Creston, where everything done in the last few years has greatly improved the beauty along the main road through the city, (first impressions are everything to making a place attractive) many run down buildings are being beautified, sold and improved. Family friendly additions such as the whole hillside at their rec centre being made into a skateboard/bike park, playground, tennis & basketball and pickleball and sand box and playhouse etc, makes a huge difference in the vibe of the town. It feels like the town cares about its people. Seeing improvements come, even if slowly, would increase the residents morale and enthusiasm about this place.

tourism is not a smart economy to be pursuing given that climate change requires major reductions of consumption/fossil fuel use.

I live here and I want to be able to enjoy living here by being able to go to the lakes and enjoy the scenery without having to fight tourists. Trying to attract more tourists is very short sighted. Become known for something else - something unique and sustainable. Something that makes residents lives better. Something that makes the community stronger and healthier.

I believe the main strip should be cleaned up. No more signs blocking the mountains

Absolutely worst roads for a community of its size in western Canada, if not western North America. Long term strategy of how get over-under around-through railway crossings MUST BE ADDRESSED. Embarrassing to have friends come here to visit! Burnt out building on the strip and 6St - WTF - does little to correct the "Ugliest Strip in Canada" newsarticle?? Very blue collar town located in what used to be the highest per capita income assistance (welfare recipients in BC) tends to see TOO many against anyone (NAFA - 'nother fing Albertan often heard) who visits or hasn't lived here for 50 years. If I don't know you I don't need to know you attitude still previlant with many - including business owners. With resource industries in serious decline, residents need to become more dynamic in recognizing change is necessary to survive; if not, as Mr. Simon sings "Nothing but the dead and dying back in my little town". Like the Cranbrook Ice - most people won't stay!

Better restaurants and shopping downtown would help immensely. The downtown revitalization that started on 10 Ave was fantastic but quickly stopped with current administration. Make Cranbrook quaint!

#### N/A

The crime, drug problems and those "claiming" to be homeless all need to be addressed before any real positive improvements can be made. The area around McDonald's and the Travel Lodge are an embarrassment to our City. I wonder how many of those hanging around there are actually from Cranbrook.

the skies around cranbrook (though not IN cranbrook, of course) are a world class rarity: they have almost no light pollution and many clear nights per year. make star-gazing tours a possibility; flying people in to our international airport, and offering related tours and related cultural (ktunaxa) experiences starting from their hotels; rent them camping equipment or guides with telescopes or cameras. provide logistical support from local camera shops. take great photos and advertise internationally. there are lots of people who travel far to see the northern lights.

More dining (small batch ice cream, fresh Kootenay foods, etc) and pleasant nightlife (less seedy bars) more microbreweries, funky shops, coffee houses and boutiques. More farm to table experiences all centred around a pedestrian walking experience. More outdoor live music including a folk festival.

Housing on highway - incentive to clean up properties for first impression of town Tear down derelict buildings

Create a Visitor Tourist physical road signage route directing easiest way into the town with Attractions noted on signage as you drive and the route to the Downtown. If Im a tourist I drive through stop for fuel and continue because their is no indication to downtown or any attractions' Create a City "Youtube" channel with Cranbrook Drive showing diferanet attractions and listing current sporting events and Resteraunts and Hotels and features.

Restaurants and bars aside the operating business hours are barely passable. Almost every business could do with extended hours. More hours would make the postions more desirable to workers as well as increasing the availability of internal revenue. Cranbrook is too expensive for part time box store jobs. And there is no reason/nowhere to spend money for 16 hours a day - bad for tourism.

To make our visitor's more comfortable when in Cranbrook to have less druggies and homeless roaming around Cranbrook. I've seen over the years that I've been living lots more Alberta plates which is good for our Tourism and to build a strong economy. The residents in Cranbrook need to be more respectful towards the tourist and everyone needs to get along no mater what kind of plate you have on your vehicle. Cranbrook was a beautiful city before the increase in vehicle trafic , drug use and homelessness. There's should be bypass road for all the trafic going through Cranbrook it would relive the congestion.

The province needs to pull their weight with enhancing nearby amenities like Jim Smith and Moyie lake beaches.

public transportation to and from the airport and just in cranbrook in general is extremely lacking. we could definitely benefit from more ride share options or increased routes on the bus system that offer destinations to places like fort steele, increased capacity to kimberley and increased routes within the city, even if that means extended bus hours further past 5pm.

Move the shit lagoons Get the Trailor camp grounds going

Look at the Predator Ridge community in Vernon

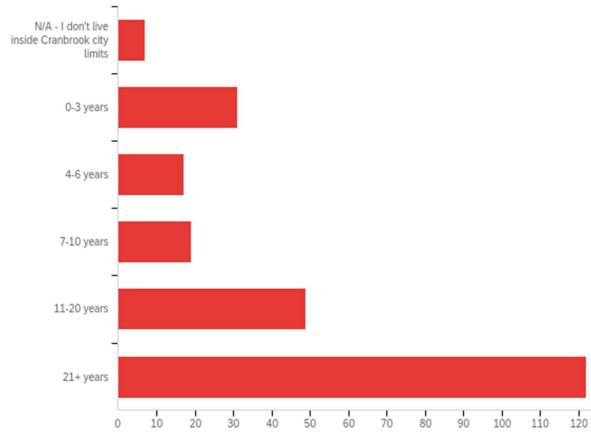
I feel the Cranbrook Airport is a big piece of the puzzle that could unluck a lot of potential. Having an international airport could really support tourism. Connections between East Kootenay cities, and accessibility of the outdoors is also a big factor limiting how well people can take advatgage of what Cranbrook has to offer.

The main highway through town should be the focus of beautification efforts since that's a lot of people's first impression of Cranbrook. Landscaping with indigenous trees, shrubs and wildflowers would give people driving through a more welcoming and memorable experience. The downtown revitalization plan that's in the works is a good start towards making the community more tourism-friendly, as those are the businesses that make Cranbrook unique.

Cranbrook is known as a highway town; most visitors I've talked to think of 'the strip' before anything else. Emphasis must be made on the downtown area, parks (like Idlewild and Moyer) and beautiful residential areas like the historical homes close to downtown or Gold Creek etc.

More/better community playgrounds. Surprisingly few for a community of this size.

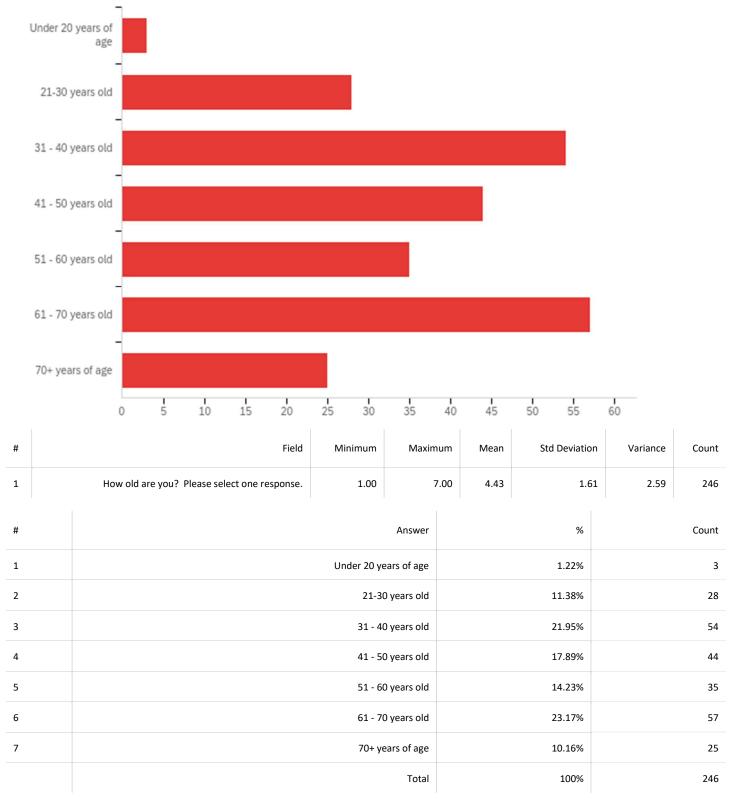
130



Q16 - How long have you been a resident of Cranbrook? Please select one response.

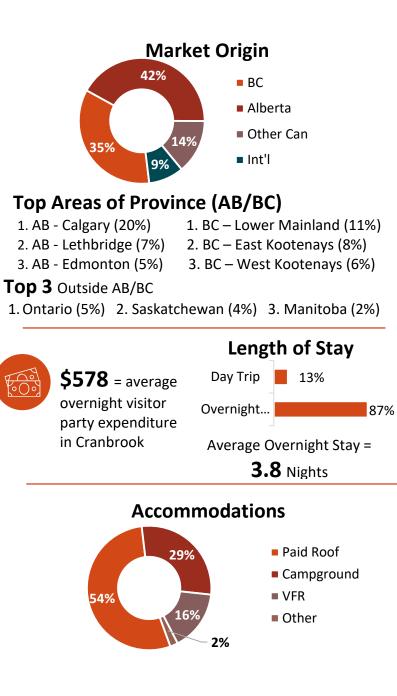
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How long have you been a resident of Cranbrook? Please select one response.	1.00	6.00	4.79	1.55	2.40	245
#			Answe	r	%		Count
1	N/A - I don't liv	e inside Cranb	rook city limit	s	2.86%		7
2			31				
3			4-6 year	s	6.94%		17
4			7-10 year	s	7.76%		19
5			11-20 year	s	20.00%		49
6			21+ year	s	49.80%		122
			Tota	1	100%		245

Q17 - How old are you? Please select one response.



Appendix C – Visitor Intercept Survey





# Visitors



- **2.6** people in each visitor party 26% travelled with children (< 18)
- **23%** were between ages of 19-34
- **44%** were between ages of 35-54
- 33% were 55 or older
- 52% had HH income of \$100,000+

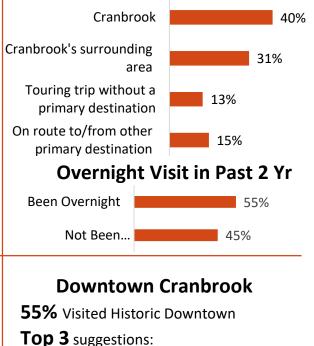
## **Top 5** Activities in Cranbrook

- (in addition to reasons for visiting)
- 1. Beaches, lakes and rivers (40%)
- 2. Hiking (36%)
- 3. Visiting friends/ relatives (36%)
- 4. City/town sightseeing (34%)
- 5. Visiting Provincial Parks (30%)

## **Top 5** Reasons for Visiting Cranbrook

- 1. Visiting Friends and Relatives (20%)
- 2. Break from Driving/Convenient Place to Stop (13%)
- 3. Camping (10%)
- 4. Golf (8%)
- 5. Visit Fort Steele (8%)

## **Primary Destination**



- 1. Street Festival/Event
- 2. More Unique Shops
- 3. More Dining Options

## **Experience Evaluation**

84% are Somewhat/Very Satisfied with **Overall Cranbrook Experience** 

Net Promoter Score (NPS): **16.3** 

**37%** rated likelihood to return to Cranbrook for overnight leisure trip in next 2 years as '9' or '10-Extremely Likely'. 138

	Day Visitors	Overnight Visitors	Total Visitors
Market Origin			
BC	51%	33%	35%
Alberta	25%	45%	42%
Other Canada	16%	14%	14%
USA	7%	5%	5%
Overseas	2%	4%	4%
Gender			
Female/Woman/Feminine	56%	45%	47%
Male/Man/Masculine	40%	54%	52%
Non-Binary, Gender Fluid, and/or Two-Spirit	2%	1%	1%
Length of Stay			
Average Nights in Cranbrook		3.8	3.8
Type of Trip			
Percent Choosing Cranbrook as Primary Destination	12%	43%	36%
Percent Choosing Cranbrook's Surrounding Area as Primary	42%	30%	28%
Destination	4270	30%	20/0
Stayed Overnight in Cranbrook in Past 2 Years	47%	55%	55%
Average Travel Party Size	2.5	2.6	2.6
Visitor Party Expenditures While in Cranbrook	\$186	\$578	\$480
Accommodation	•		
Hotel		35%	35%
Other Paid-Roof Accommodations		19%	19%
Camping		29%	29%
With Friends/Relatives		16%	16%
Experience Evaluation			
Overall Satisfied with Experience in Cranbrook <sup>1</sup>	59%	94%	84%
High Likelihood of Overnight stay in Cranbrook in next 2 Years <sup>1</sup>		37%	37%
High Likelihood of Recommending Cranbrook	31%	39%	37%
NPS	-6.8	26.1	16.3

% that are significantly different from each other are noted in red (significantly lower) and corresponding blue (significantly higher).

## Introduction

The City of Cranbrook, Cranbrook Tourism, the Cranbrook Chamber of Commerce and the Ktunaxa Nation Council, partnered to develop a Tourism Master Plan in 2022. Cadence Strategies was been retained for this project. The project has four main components:

- 1. Tourism Master Plan;
- 2. Visitor Services Strategy;
- 3. Ktunaxa Visitor Centre; and,
- 4. Data Collection.

The Data Collection component includes this Visitor Study which will inform the Tourism Master Plan component as well as the Visitor Services Strategy. Align Consulting Group is Cadence Strategies' subcontractor for the Visitor Study component.

The purpose of the Cranbrook Visitor Study was to gain a more complete understanding of visitors' perceptions of and experience in Cranbrook. Based on this, the main objectives of the Visitor Study component are to:

- ✓ Gain a complete understanding of visitor characteristics, including market origin and demographics;
- Develop a comprehensive understanding of trip characteristics, including length of stay, paid accommodation use, activity participation, tourist site visitation, trip planning characteristics including social media use;
- Identify areas for improvement; and,
- ✓ Assess visitor satisfaction levels (Net Promoter Score, NPS<sup>®</sup>).

Align Consulting Group provided guidance on study design, survey development, interviewer training, onsite data collection sampling plan, onsite data collection software, administration of online follow up surveys, analysis and reporting. Cranbrook Tourism staff were used to conduct the onsite intercept surveys and overall were very successful. The challenge was that the original number of hours for the project was not achievable given higher than expected demand for visitor services. This was a challenge that many DMOs faced this summer with unpredictable demand as we emerge from the pandemic as well as the challenges due to availability of talent to fill vacant positions. Despite these challenges, the Cranbrook Tourism team was able to complete a healthy number of intercept survey. The follow up survey did not have a robust sample at only 53 completes; however, some questions were supplemented by data obtained from Kootenay Rockies Visitor Study. The study design is described in the next section.

Because the sample plan could not be adhered to for reasons noted above, the resulting data may not be representative of the visitors as a whole. That said, interviewing did occur for many days distributed throughout the week and months and in various locations. There were very high refusal rates which also contributes to likelihood of a non-response bias.

## 2.0. Methodology

## 2.1. Data Collection

In summer 2022, two methods were implemented to collect information from Cranbrook visitors.

## Method 1 (On-Site and Online Follow Up Surveys) employed a

two-stage, multi-location, in-person, on-site survey with an online follow up survey. Cranbrook Tourism's Visitor Services staff doubled as researchers on select days and locations. They conducted interviews 62 days between June 9 and September 10, 2022. The on-site interview was 5-7 minutes long and finished with a request to participate in an additional online follow-up survey via email.

**Method 2** was a data sharing initiative between Kootenay Rockies and Cranbrook Tourism. Kootenay Rockies was conducting a Visitor Study for the region and in exchange for Cranbrook sharing data for a few agreed upon questions and including several KRT questions in the follow up, KRT asked several Cranbrook-specific questions to those travellers who indicated they visited Cranbrook while in the Kootenay Rockies. These questions were asked on KRT's follow up survey.

To encourage responses, a substantial incentive where fully completed responses to the follow up entered a draw for one (1) of three (3) pre-paid gift cards valued \$250 each. The questionnaires were designed by Align Consulting Group and Cranbrook Tourism. For the most part, the questions were the same between both data collection methods. See Appendix A for the full on-site and followup questionnaires.

## 2022 Cranbrook Visitor Methodology

## Method 1

## A. On-Site Visitor Survey (416 completed)

- In-person, on-site surveys
- At various locations including the airport, major events, and hotels.
- Collected basic trip and traveller information.
- At conclusion of survey, recruited visitors to complete more detailed online follow up survey (via email).

# B. Online Follow Up Survey (53 completed)

- Online survey sent via email collected in on-site visitor survey.
- More detailed trip characteristics, use of visitor information services, and perceptions of Cranbrook and experience evaluation.
- Respondents were entered into a draw for one (1) of three (3) pre-paid gift cards valued at \$250 each.

## Method 2

## KRT Data Sharing (45 completed which are the equivalent of follow up responses)

- KRT conducted a Visitor Study with a Phase 1 Intercept, Phase 2 Follow Up format.
- Several Intercept questions overlapped (including market origin, trip length, travel party and demographics). In addition, anyone who noted they spent time on their trip in Cranbrook were asked several Cranbrook-specific questions including length of stay, trip purpose, overall satisfaction, suggestions to enhance Cranbrook experience, Net Promoter question, spend, and demographics).

For method 1, a total of 1,043 people were approached to participate in the on-site survey. Of those, 548 people (53%) agreed to participate, 92 were screened out because they were locals, not spending any leisure time in Cranbrook, or had already completed the survey. A total of 192 visitors agreed to complete the online, follow-up survey. One invitation email followed by up to two reminder emails were sent over several weeks to those people who had not started or completed the survey. A total of 53 visitors completed the follow up online survey for a response rate of 28%. For the purposes of this report, the KRT added an additional 45 partial (i.e. the Cranbrook questions and overlapping questions) full (i.e. intercept and follow up) responses for a total of 98.

	Cranbrook Tourism Onsite Effort
People Approached	1,043
Refused	495 (47%)
Agreed to Survey	548 (53%)
Screened Out/Not in Study Population	92 (9%)
Partials/Drop Off	40 (4%)
Completed the On-Site Survey	416 (40%)
Agreed to Follow-Up	192 (18%)
Completed Follow-Up	53 (5%)
Response Rate to Follow-Up	28%

It should be noted that the sample sizes for the intercept and follow up are not consistent with distribution of day visitors compared to overnight visitors. The decision to include day visitors was made in August therefore the data capture is limited. The following table provides the full sample sizes, not excluding any Don't Know or Prefer Not to Answer responses, by Intercept question/Follow-up question and type of visitor. Please also keep in mind that of the 98 Follow up completes, 45 only completed a subset of questions as they came from the Kootenay Rockies survey.

	Day Visitors	Overnight Visitors	All Visitors
Intercept Questions	61	400	461
Follow up Questions	29	69	98

## 2.2. Data Analysis

Data from both methods were downloaded, merged together and coded<sup>8</sup>. Cranbrook visitors were described using simple frequencies and averages from the interview and follow-up survey data. Other data analysis details include:

- Data from methods were combined and are summarized in the following pages.
- Occasionally, top box analysis was used where the top two responses were summarized to understand meaningful differences between groups (e.g. visitors that responded with '4s' or '5s' on a 5-point satisfaction scale).
- For questions that were asked in both the on-site and follow-up surveys (i.e. length of stay and expenditures), the follow-up survey data replaced the on-site data if available. This is done because the follow-up information is deemed to be more accurate as their trip is complete and therefore able to respond more accurately.
- Both surveys collected expenditures for each travel party (and not per visitor) but average party size was divided into total travel party expenditures to equal per person expenditures. Further, average length of stay in Cranbrook was used to calculate expenditures on a per-person, per-day basis.
- To avoid the influence of outliers in expenditures, travel party and length of stay calculations, the top and bottom 2.5% of responses were trimmed.
- Open-ended (textual) responses were grouped into categories and summarized with percentages.
- Postal codes and Zip Codes were collected for visitors from North America.
- Sample size warnings were provided as footnotes when response categories had less than 30 responses.

In addition, data were summarized by Day Visitors versus Overnight Visitors. Differences were identified by statistical tests.

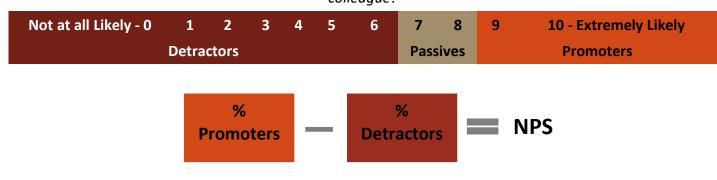
<sup>&</sup>lt;sup>8</sup> Coded means open-ended responses were categorized into meaningful groups.

## 2.2.1. Net Promoter Score

Growing customer service/experience expectations, changing tourism markets, and increasing worldwide competition have led to substantial shifts in the tourism marketplace over the past decade. The delivery of outstanding visitor experiences is critical to achieve higher revenues via increased spending, longer stays, repeat visits and visitors' positive word of mouth recommendations.

One goal of Destination British Columbia's (DBC) 2020-2023 corporate strategy<sup>9</sup> is for British Columbia to become the most highly recommended destination in North America. The Net Promoter Score<sup>®</sup> (NPS<sup>®</sup>)<sup>10</sup> measures the intention to recommend a travel destination and is also an indicator of overall satisfaction with the travel experience.

NPS is measured by asking one question (likelihood of recommending Cranbrook as a travel destination) on the follow-up questionnaire. The question results are used to categorize visitors into one of three groups – promoters (very/extremely likely to recommend), passives (may or may not recommend) and detractors (not likely to recommend). Overall, the percent of detractors is subtracted from the percent of promoters to equal the NPS (see below). See Appendix B for NPS results from other organizations.

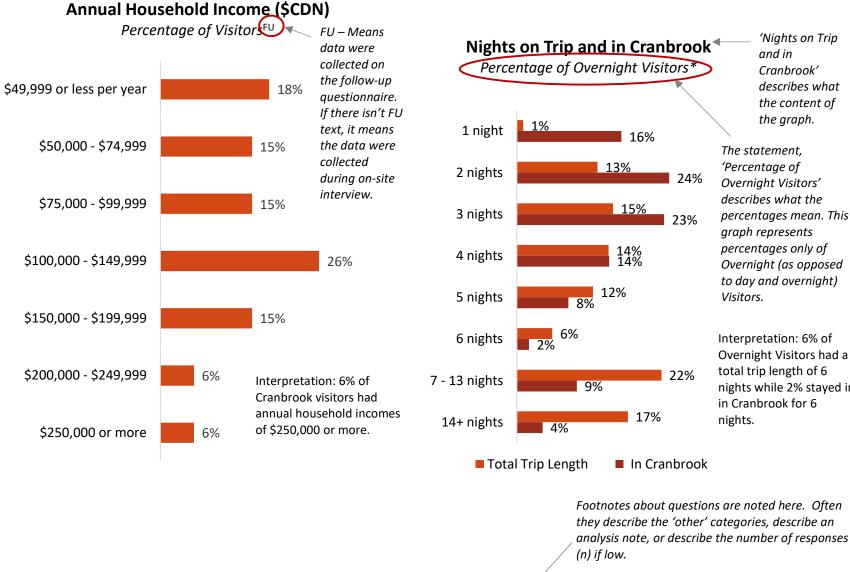


How likely are you to recommend Cranbrook as a travel destination to a friend, family member or colleague?

<sup>10</sup> Net Promoter, NPS and the NPS-related emoticons are registered service marks, and Net Promoter Score and Net Promoter System are service marks, of Bain & Company, Inc., Satmetrix Systems, Inc. and Fred Reichheld.

<sup>&</sup>lt;sup>9</sup> https://www.destinationbc.ca/content/uploads/2021/03/CorporateStrategy2020-2023\_March2021\_Update-March-9.pdf

### 2.3. Tips for Reading Results



1. Visitors could respond with more than one response therefore the percentages add up to more than 100%.

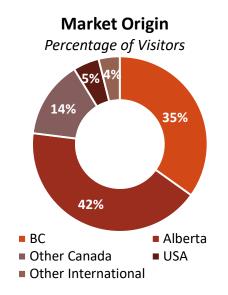
'Nights on Trip and in Cranbrook' describes what the content of the graph.

The statement, 'Percentage of **Overnight Visitors'** describes what the percentages mean. This graph represents percentages only of Overnight (as opposed to day and overnight) Visitors.

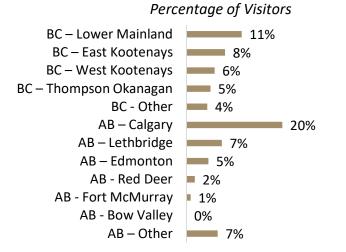
Interpretation: 6% of Overnight Visitors had a total trip length of 6 nights while 2% stayed in in Cranbrook for 6 nights.

### 3.0. Results

### 3.1. Visitor Characteristics



**Origin of BC/AB Visitors** 

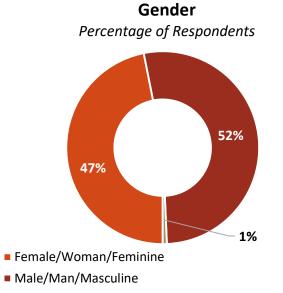


**Origin of Visitors from Other Canada** and USA (Top 5)

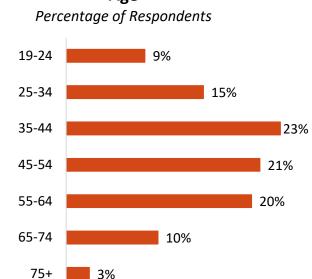


Market Origin	Day Visitors	Overnight Visitors	All Visitors
BC	51%	33%	35%
Alberta	25%	45%	42%
Other Canada	16%	14%	14%
USA	7%	5%	5%
Other International	2%	4%	4%

% that are significantly different from each other are noted in red (significantly lower) and corresponding blue (significantly higher).

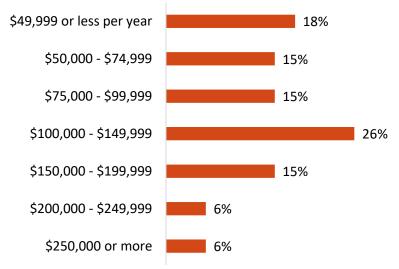


Non-Binary, Gender Fluid, and/or Two-Spirit



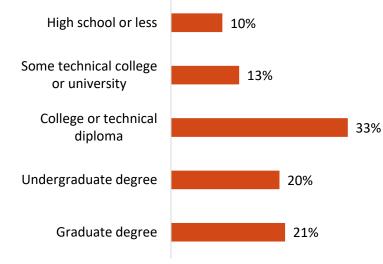
## Annual Household Income (\$CDN)

Percentage of Visitors<sup>FU</sup>



# **Highest Education**

Percentage of Visitors<sup>FU</sup>



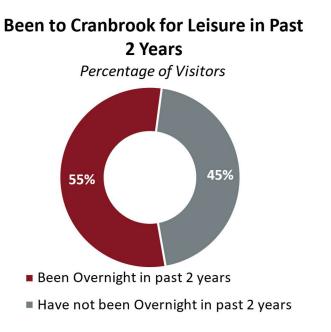
# Age

Age	Day Visitors	<b>Overnight Visitors</b>	All Visitors
19-24 years	19%	7%	9%
25-34 years	19%	14%	15%
35-44 years	23%	23%	23%
45-54 years	14%	22%	21%
55-64 years	14%	21%	20%
65-74 years	8%	10%	10%
75 years or older	4%	2%	2%
Prefer Not to Answer	0%	1%	0%

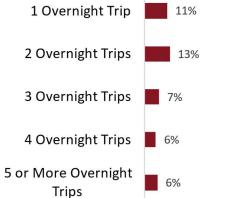
% that are significantly different from each other are noted in red (significantly lower) and corresponding blue (significantly higher).

### 3.2. Trip Characteristics

#### 3.2.1. Previous Visitation

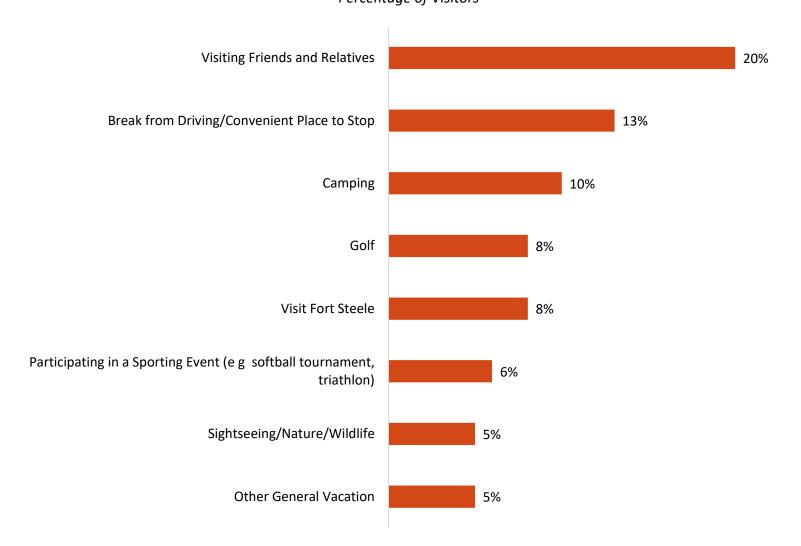


# Overnight Trips to Cranbrook in Past 2 Yr No Overnight Trips in Past 2 Years 1 Overnight Trip



#### 150

#### 3.2.2. Travel Motivations and Activities



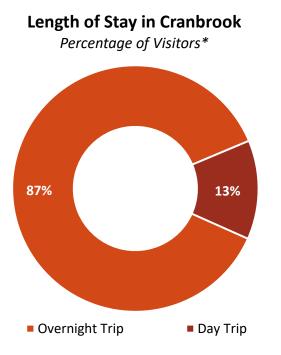
## **Primary Motivation to Visit Cranbrook** (reasons with 5% or more) Percentage of Visitors<sup>FU</sup>





(those with 10% of more)

#### 3.2.3. Length of Stay

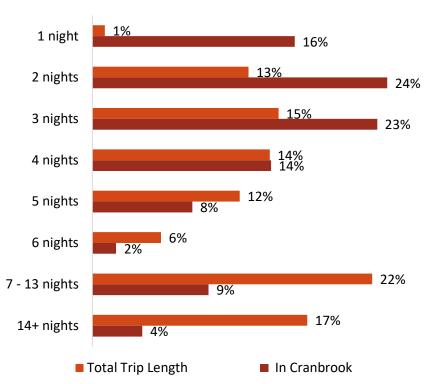


Average Number of Nights Away from Home: **8.12** 

Average Number of Nights in Cranbrook:

3.79

Percent of Trip Length (in nights) spent in Cranbrook (on average): **47%** 



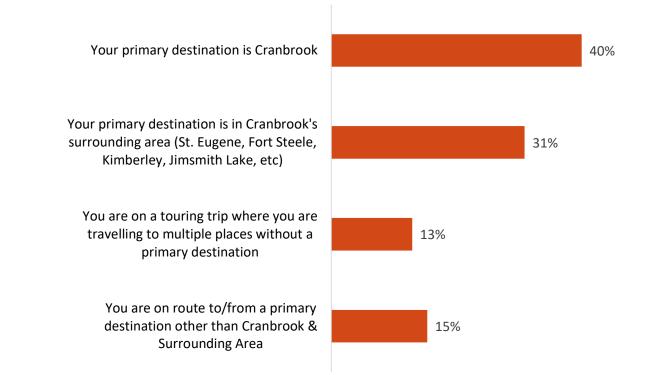
# Nights on Trip and in Cranbrook

Percentage of Overnight Visitors

#### 3.2.4. Primary Destination

# **Primary Destination**

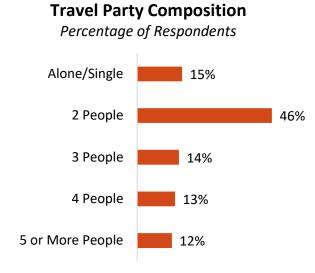
Percentage of Visitors



Primary Destination	Day Visitors	Overnight Visitors	All Visitors
Your primary destination is Cranbrook	12%	43%	36%
Your primary destination is in Cranbrook's surrounding area (St Eugene, Fort Steele, Kimberley, Jim Smith Lake, etc)	42%	30%	28%
You are on a touring trip where you are travelling to multiple places without a primary destination	3%	14%	12%
You are on route to/from a primary destination other than Cranbrook & Surrounding Area	42%	13%	14%
Prefer not to answer	0%	1%	0%

% that are significantly different from each other are noted in red (significantly lower) and corresponding blue (significantly higher).

### 3.2.5. Travel Party Composition



Average Travel Party Size: **2.6 people** (2.13 adults, 0.48 children under 18)

Percent of Travel Parties with Children Under 18: **28%** 

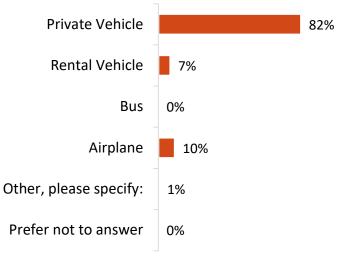


#### 3.2.6. Accommodations and Transportation

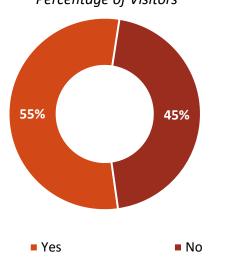


# **Transportation to Cranbrook**

Percentage of Visitors

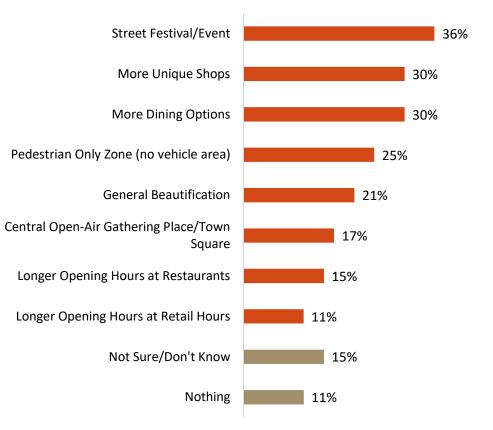


# Spent Time in the Downtown City Centre Area of Cranbrook Percentage of Visitors<sup>FU</sup>



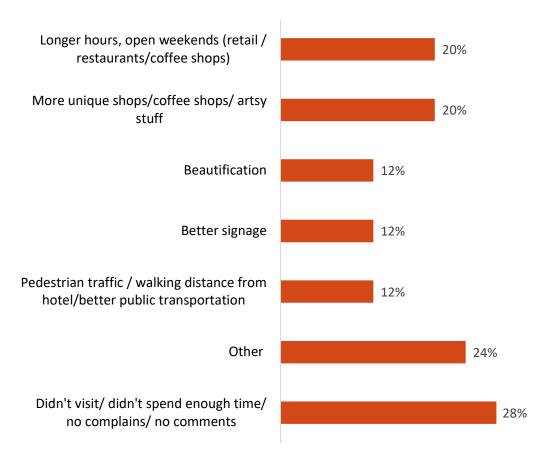
# Improve Likelihood of Spending Time in Downtown City Centre

(those with 10% of more) Percentage of Visitors<sup>FU</sup>



### Suggested Improvements to Downtown<sup>1</sup>

Percentage of Visitors who Provided a ResponseFU



#### 3.3. Expenditures

	Expenditures in Cranbrook (Averages) <sup>1</sup>					
	Visito	r Party	Per Person			
	Trip Expenditures	Daily Expenditure <sup>2</sup>	Trip Expenditures <sup>3</sup>	Daily Expenditure <sup>4</sup>		
Day Visitors	\$186	\$186	\$75	\$75		
Overnight Visitors	\$578	\$221 \$24	\$245	\$91		
Overnight - Paid Roofed <sup>5</sup> \$726		\$347	\$296	\$137		
Overnight – Camping <sup>6</sup>	\$555	\$161	\$255	\$68		
Overnight – VFR <sup>7</sup>	\$467	\$112	\$160	\$39		
Overall	\$480	\$212	\$203	\$87		

1. The expenditures presented were collected on the on-site interview with follow-up overwriting the on-site data if applicable.

2. Visitor Party Daily Expenditures = Visitor Party Trip Expenditures/Night in Cranbrook (Day Visitor=1). Small sample size, n=21, use caution when interpreting.

3. Per Person per Trip Expenditures = Visitor Party Trip Expenditures/ People in Travel Party.

4. Per Person Daily Expenditures = Per Person per Trip Expenditures/People in Travel Party.

5. Very small sample sizes, n=19, use caution when interpreting.

6. Very small sample sizes, n=15, use caution when interpreting.

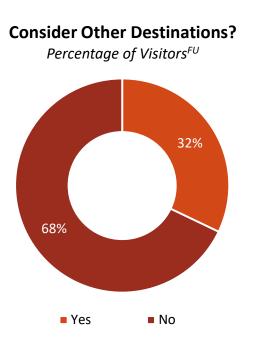
7. VFR = Visiting (staying with) Friends and Family. Small sample sizes, n=14, use caution when interpreting.

	Expenditures in Cranbrook – Averages in Each Category <sup>1</sup>								
Paid Accom.	Trans- portation	Gas	Food and Beverage	Grocery Shopping	Shop- ping	Attrac- tions	Outdoor Rec.	Other Entert.	Other Exp.
22%	1%	13%	26%	13%	9%	7%	5%	2%	2%
\$128	\$8	\$73	\$153	\$73	\$50	\$40	\$27	\$13	\$14
	Accom.	Accom. portation	Accom.portation22%1%13%	PaidTrans- portationGasFood and Beverage22%1%13%26%	Paid Accom.Trans- portationGas BeverageFood and BeverageGrocery Shopping22%1%13%26%13%	Paid Accom.Trans- portationGas Gas BeverageFood and BeverageGrocery ShoppingShop- 	Paid Accom.Trans- portationGas Gas Hood and BeverageGrocery ShoppingShop- pingAttrac- tions22%1%13%26%13%9%7%	Paid Accom.Trans- portationGas Gas BeverageFood and BeverageGrocery ShoppingShop- pingAttrac- tionsOutdoor Rec.22%1%13%26%13%9%7%5%	Paid Accom.Trans- portationGas SolutionFood and BeverageGrocery ShoppingShop- pingAttrac- tionsOutdoor Rec.Other Entert.22%1%13%26%13%9%7%5%2%

The percent of expenditures presented in each category are collected in the follow-up online survey. The average overall expenditures for Overnight visitors (either from onsite or follow up) were multiplied by the average percentage in each expenditures category to equal the average dollars spent for each category.

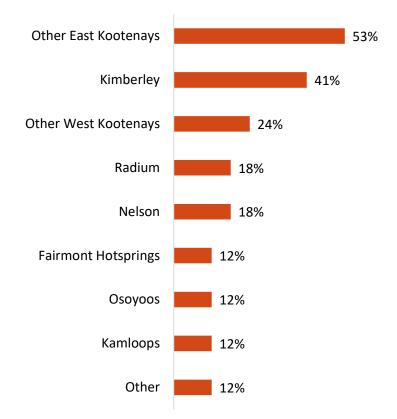
### 3.4. Decision Making and Perceptions

3.4.1. Consideration of Other Destinations



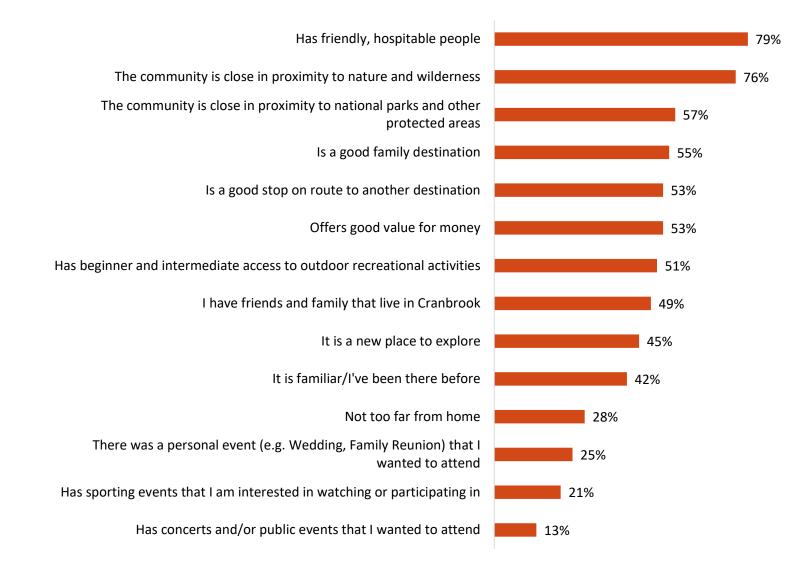
# Other Destinations Considered<sup>1</sup>

Percentage of Visitors that Considered Other Destination <sup>FU</sup>



# How Important Was Each Factor In Deciding To Visit Cranbrook?

Percentage of Visitors Rating Top-Box (4 or 5 - Extremely Important) FU



#### 3.4.3. Perceptions – Highlights

# Cranbrook Highlights<sup>1</sup>

Percentage of Visitors<sup>FU</sup>



1. 39 visitors provided 90 highlights of their time in Cranbrook and area. These were coded into categories as noted in the graph. Each visitor could provide multiple highlights therefore total adds to more than 100%.

#### 3.4.3. Perceptions – Shortcomings

#### Restaurants/cafes/food (not enough, limited 30% options during weekends, lack of family owned) Facilities/services (lack of: public washrooms, public 25% transportation, police presence, wayfinding) Downtown area (not interesting/attractive, run 20% down) Location (not easily accesible, spread out, long 15% walk) Not enough to do/ more activities/no information 15% on events or festivals Short retail hours of operation 10% Scenery (lakes, trails, provincial parks, waterfalls, 5% mountains, hot springs, wildlife) Other 30%

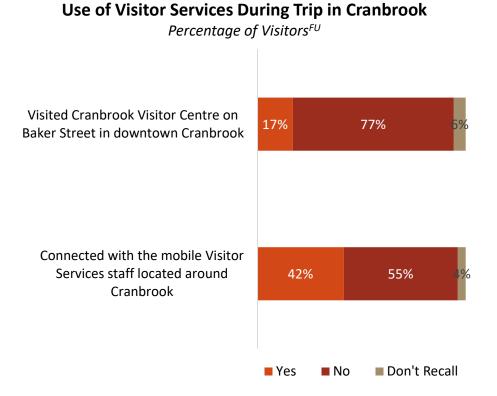
1. 20 visitors provided 30 shortcomings of their time in Cranbrook and area. These were coded into categories as noted in the graph. Each visitor could provide multiple highlights therefore total adds to more than 100%. Due to the small sample size, please use caution when interpreting the results.

# **Cranbrook Shortcomings<sup>1</sup>**

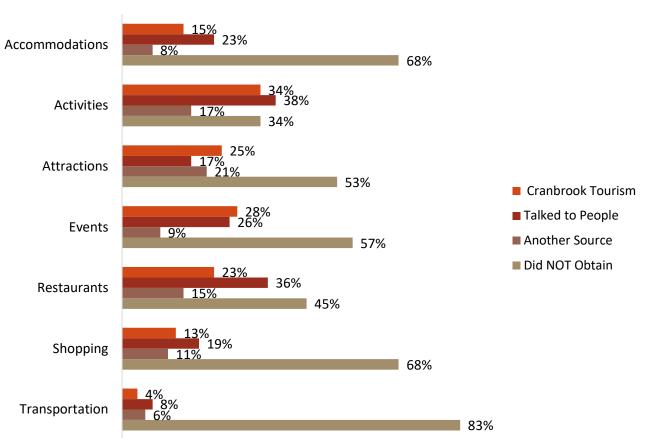
Percentage of Visitors<sup>FU</sup>

### 3.5. Visitor Information Services

#### 3.5.1. Usage of Tourism Cranbrook's Services



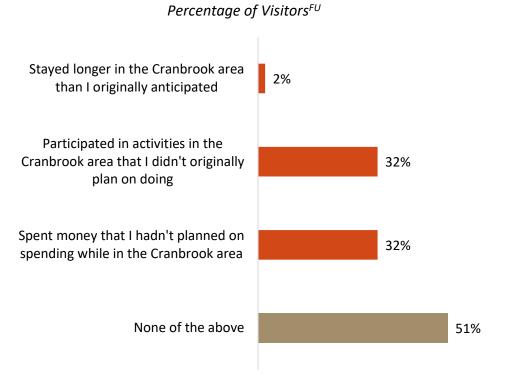
#### 3.5.2. In-Destination Information Sources



# In-Destination Source of Information by Topic<sup>1</sup>

Percentage of Visitors<sup>FU</sup>

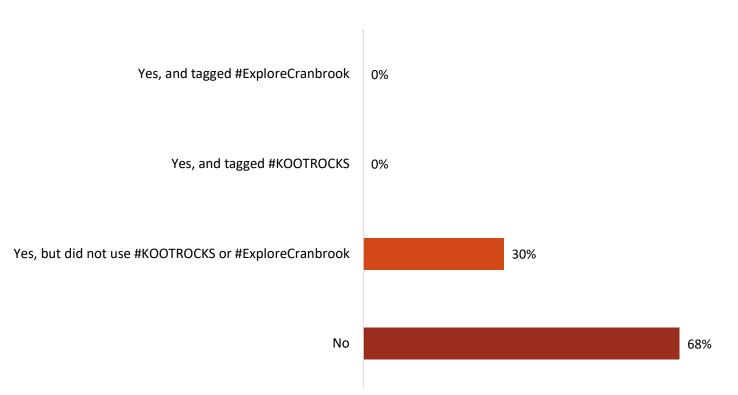
#### 3.5.3. Impact of Experience and In-Destination Information



# Influence of Experience and Information on Trip<sup>1</sup>

1. Visitors could respond with more than one response therefore the percentages add up to more than 100%.

#### 3.5.4. Social Media Sharing



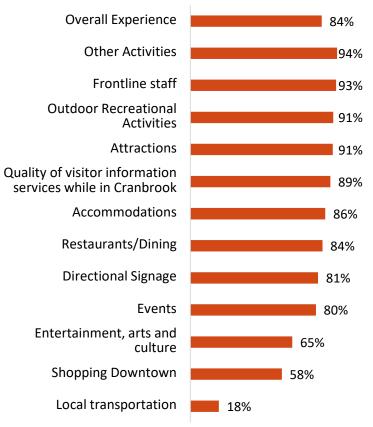
# Use of Hashtags and Sharing About Cranbrook on Social Media<sup>1</sup>

Percentage of Visitors<sup>FU</sup>

1. Visitors could respond with more than one response therefore the percentages add up to more than 100%.

# Experience of Each Component while in Cranbrook<sup>FU</sup>

Top Box Responses - Percentage of Visitors Responding 4 or 5



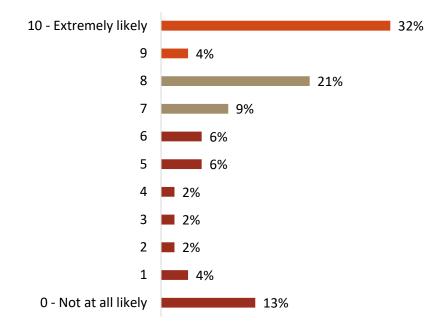
### *3.6. Evaluation of Cranbrook Tourism Experiences*

### 3.6.1. Tourism Experience by Components

	Average Rating on 5-	
Component	Point Scale	Count
Overall Experience	4.45	98
Other Activities	4.61	31
Frontline staff	4.69	42
Outdoor Recreational Activities	4.60	45
Attractions	4.34	32
Quality of visitor information services while in Cranbrook	4.57	37
Accommodations	4.51	43
Restaurants/Dining	4.24	38
Directional Signage	4.21	43
Events	4.28	25
Entertainment, arts and culture	3.80	20
Shopping Downtown	3.42	24
Local transportation	2.91	11

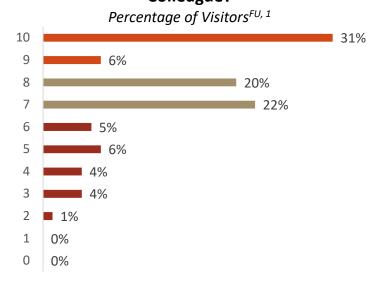
# Likelihood to Return to Cranbrook in Next 2 Years for Overnight Leisure

Percentage of Visitors<sup>FU</sup>



### 3.6.3. Net Promoter Score (NPS)

How Would You Rate Your Likelihood To Recommend Cranbrook As A Travel Destination To Friends/Family Or A Colleague?

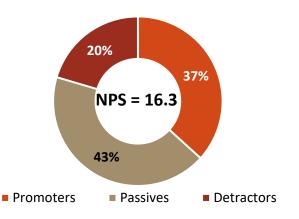


Scale: 0 = Not Likely At All and 10 = Extremely Likely

	Day Visitors	Overnight Visitors
NPS Segment		
Promoters	31%	39%
Passives	31%	48%
Detractors	38%	13%
NPS Score	-6.8	26.1

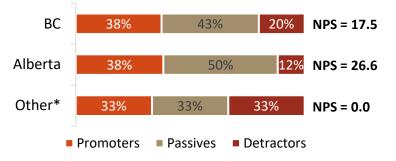
# **Cranbrook's Overall Net Promoter Score**

Percentage of Visitors<sup>FU, 1</sup>



# Net Promoter Score (NPS) by Market

Percentage of Visitors<sup>FU</sup>



\* Caution: Small sample size, n=24, please use caution when interpreting.

	What about your trip to Cranbrook led to your {NPS RATING} out of 10 (Extremely Likely) response?
	a convenient place to pit stop on a road trip. Fort Steele is great to do every now and then. We have a number of projects in the area so i come there to stay n i visit those projects.
othe	er than a nice selection of motels / big box stores / and fast food joints, just can't think of anything to recommend
It w	as just a passing through place
The	gals at College of the Rockies bookstore staff!
Goo	d stopover but a little off the beaten track
Bea	utiful location, on route to other beautiful places
Enjo	yed catching my first bass.
Fam	ily visits and other local attractions
Goo	d golfing in the surrounding area
It w	as calm, not too busy with lakes around. Good to do tourism and relax at the same time.
It's d	close to many outdoor activities
dece	e small town where folks are friendly. Great place to stop over and explore small town BC. The multi-use side lanes were helpful for children. The brewery wa ent. We enjoyed the Farmer's Market and the playground and splash park rall pretty happy with trip and its affordability
	rt hours of operation
We cam	live an hour from Cranbrook; go there for medical appointments, have gone to concerts. We like going to Fort Steele every couple years. We occasionally p in Moyie Provincial Park. Occasionally we go to Kimberley for special events. Cranbrook is on the way to visit family in Alberta. Shopping is ok. e to a lot of fun activities such as waterfalls and hot springs
GOC	DD PARKS==='S GOOD CITY.
Grea	at at as golf destination
lt is hike pers grea	hard to find where to hike without trail markers on the roads. More ideas on things to do as one tries to beat the summer/mid-day heat would be great. The s and bike paths are beautiful. Fort Steele is a great see. There are many other nearby towns to explore. The tourism guide I spoke with was extremely onable, friendly, and knowledgeable (he was the one who signed me up for this survey). I came to visit my fiancée family and ended up hiking lots. It was a it visit.
	to do with kids!
Mar	ket, People, Trails
Ove	rall general experience
The	road conditions on urban streets is horrible

Was looking for more locally promoted shops and restaurants

We enjoyed our trip. A moderately priced vacation in BC. Surroundings were beautiful. Kimberly Mine, Fort Steele, and Cranbrook History Centre were great attractions. The History Centre could have had more to it. Overall, a solid experience. The front line service workers were pleasant. Accommodation group were good. Best experience in town was picking up some groceries at the local Save-On - Great people!

I used to live in Cranbrook & love the town, Natural beauty

Annual participation in wad lake triathlon is a game tradition

Beautiful area

Close to town Price to camp Central located to other areas Jimsmith is a great campground Will be back

Cranbrook Ed, Don Cherry's Sports Grill, great local breweries, outstanding golf courses, and great people

Friendly people, easy to navigate around the city, multiple options of activities

Great place to golf and bike and visit family.

Great to visit my friend and have her introduce me to the outdoor activities and fairs/markets & museums.

had a great time

I love everything there at the ppl and how easy to get around the town

It was a beautiful, lovely, safe, friendly, area with lots of things to do

It was a great weekend all around

Loved the outdoor activities.

There was nothing to complain about the Cranbrook area, everything seemed perfect to us

very clean town

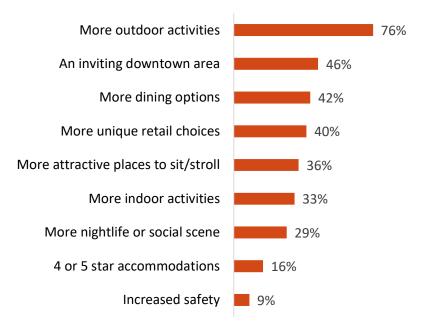
Very nice area. Good golf courses.

We really enjoy golfing and shopping

Well-kept camp site. Sani-flush available. good shopping area.

# Increase Likelihood to Spend More Time in City of Cranbrook<sup>1</sup>

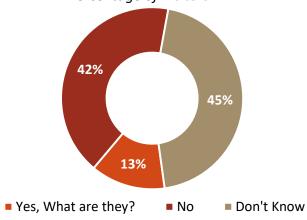
Percentage of Visitors



1. Visitors could respond with more than one response therefore the percentages add up to more than 100%.

# Are There Any New Or Expanded Products, Services Or Experiences That Would Enhance Your Visi?

Percentage of Visitors<sup>FU</sup>



New Product, Services, Experiences – Suggestions <sup>1</sup>
Always looking for more mtn bike paths/trails
Dog friendly places
Don't remember any rest stop / picnic table / comfort station anywhere along main drag
Firehall Restaurant
It just needs more 'vibe'. Get funky!
Larger, more spacious Walmart
Loved the amenities at the Wycliffe park and the cycle path towards Wardner
More camping options. The KOA has a monopoly! And we likely won't be back there unless this changes
More dining options, especially on Sunday and Monday
Museum hours. Twice we have visited on Sunday only to find it closed
Places to rent equipment (kayaks, stand up paddle boards, long boards, etc.)
Power and water at sites at Jim Smith
Some more information services. Took us a minute to get our bearings without much internet access.

Appendices

Appendix A. Questionnaires Appendix B. Other NPS Results

ppendix A. Questionnaires	
1. Onsite Survey	
nterviewer:	
1. Date:	
2. Location:	

- My name is \${INTERVIEWER} and I'm conducting a survey with visitors to the area. May I ask you some questions behalf of Cranbrook Tourism? IF NEEDED: The survey will take approximately 3-5 minutes. IF NEEDED: Overnight to area includes Cranbrook and immediate surrounding area including Kimberley St. Eugene and campgrounds outside of Cranbrook.
  - a. Yes
  - b. No Resident of Cranbrook area | CLARIFY RESIDENT OF CRANBROOK, RECORD GENDER, THANK & TERMINATE
  - c. No Not a tourist general |CLARIFY RESIDENT OF? OR PURPOSE?, RECORD GENDER, THANK & TERMINATE
  - d. No Day Visitor We would still like to ask you a few questions.
  - e. Other | RECORD GENDER, THANK & TERMINATE

**IF Q1=B,C,D,E SHOW TERMINATE MESSAGE "**Thank you for agreeing; however, we are looking to speak with overnight leisure visitors. Have a great day!"

#### 1a. Are you visiting for the day or are you staying overnight in the Cranbrook area?

[IF NEEDED: Cranbrook area includes Kimberley, St. Eugene, Fort Steele, Surrounding Provincial Parks, etc.]

- a. Visiting for the day
- b. Staying overnight in the Cranbrook area

NOT SURE YET [treat as day visitor]

### 1b. ASK IF Q1a=b, Where are you staying overnight?

- a. Cranbrook
- b. Kimberley
- c. St. Eugene Mission
- d. Fort Steele
- e. Other
- f. None Not Staying Overnight in Cranbrook Area [CLEANING NOTE: CHANGE Q1a=a]
- 2. Have you or anyone in your travel party already been approached to complete a survey by Cranbrook Tourism on this trip? By travel party, we mean the people who are sharing expenses during the trip.\*
  - a. No
  - b. Yes | RECORD GENDER, THANK & TERMINATE.

c. Don't Know/Not Sure

### 3. What is the primary purpose of this trip to Cranbrook? Is it for... [READ]

- a. Leisure (IF NEEDED: Vacation)
- b. Visiting friends and family
- c. Business travel or attending a conference
- d. A seasonal visitor staying for 30 days or more (including vacation property/secondary residence owners)
- e. Other (education, medical or other reasons) | RECORD GENDER, THANK & TERMINATE.

### 4. ASK IF BUSINESS TRAVELLER, Did you spend any leisure time in Cranbrook during this business trip?

- a. Yes
- b. No | RECORD GENDER, THANK & TERMINATE.
- c. Don't Know/Refused | RECORD GENDER, THANK & TERMINATE.

### 5. Where do you live?

IF NEEDED: Defined as your usual place of residence....choose one

- a. BC
- b. Alberta
- c. Other Canada
- d. USA
- e. Overseas

#### 6. IF Q5=BC OR AB, what area or community would that be?

- a. BC East Kootenays (i.e. Fernie, Golden, Invermere, Kimberley)
- b. BC West Kootenays (i.e. Castlegar, Nakusp, Nelson, Revelstoke, Trail)
- c. BC Thompson Okanagan (i.e. Kamloops, Kelowna, Penticton, Osoyoos, Vernon)
- d. BC Lower Mainland (i.e. Vancouver, North Vancouver, West Vancouver, Burnaby, Richmond, Surrey, Coquitlam, Abbotsford, Chilliwack)
- e. BC Other: Write In \_\_\_\_\_\*
- f. AB Calgary
- g. AB Edmonton
- h. AB Red Deer
- i. AB Bow Valley
- j. AB Fort McMurray
- k. AB Lethbridge
- I. AB Other, please specify: \_\_\_\_\_\*
- m. PREFER NOT TO ANSWER

#### 7. IF Q5=Other Canada, What province do you live in?

- a. Ontario
- b. Quebec

- c. Manitoba
- d. Saskatchewan
- e. Nova Scotia
- f. New Brunswick
- g. Newfoundland
- h. PEI
- i. Yukon
- j. NWT
- k. Nunavut
- I. PREFER NOT TO ANSWER

### 8. IF Q5 = USA, What State do you live in?

- a. USA Washington
- b. USA California
- c. USA Oregon
- d. USA Idaho
- e. USA New York
- f. USA Texas
- g. USA Florida
- h. USA Illinois
- i. USA Colorado
- j. USA Arizona
- k. USA Michigan
- l. USA Other: Write In:\_\_\_\_\_
- m. PREFER NOT TO ANSWER
- **9.** ASK IF Q5=BC, AB or Other Canada, What is your postal code? *Please note, providing a full postal code helps us better understand our visitors.*

[i.e. V5N0M2, alpha-numeric, no spaces] a. PREFER NOT TO ANSWER

**10.** ASK IF Q5=USA, What is your zip code? Please note, providing a 5-digit zip code helps us better

understand our visitors.

[i.e. 90210, 5-digit numeric zip code] a. PREFER NOT TO ANSWER

11. Including yourself, how many people were in your travel party on this trip? How many were children under 18 and how many were adults? (Travel party includes individuals who have the same itinerary and/or shared expenses.) Please enter the number in each category. If none, please enter '0'.

a. \_\_\_\_\_ Adult(s) + \_\_\_\_\_ Child(ren) (under 18) = \_\_\_\_\_ Total

### 12. How many nights are you away from home on this trip?

*Fill in the number of nights, the answer should be a numeric value. The value should be less than 365.* Nights \_\_\_\_\_\_ [RECORDE NUMBER, VALID = 0 THRU 364]

### 13. ASK IF Q1a=Staying overnight, And how many of those nights are you in the Cranbrook area?

Fill in the number of nights, the answer should be a numeric value. The value should be less than or equal to answer in Q9.

[IF NEEDED: Cranbrook area includes Kimberley, St. Eugene, Fort Steele, Surrounding Provincial Parks, etc]

Nights: \_\_\_\_\_ [RECORD NUMBER, NUMBER <= Q13]

#### 14. How would you describe the trip that you are on?

- a. Your primary destination is Cranbrook
- b. Your primary destination is in Cranbrook's surrounding area (St. Eugene, Fort Steele, Kimberley, Jimsmith Lake, etc)
- c. You are on route to/from a primary destination other than Cranbrook & Surrounding Area
- d. You are on a touring trip where you are travelling to multiple places without a primary destination
- e. Prefer not to answer

### 15. ASK IF Q1a=Staying overnight, Which of the following best describes your primary (most often used) type of accommodation on this trip while in the Cranbrook area, if any? [IF NEEDED, PROBE: Would that be...[READ]]

- a. Luxury Hotel / Resort / Retreat
- b. Hotel
- c. Motel
- d. B&B / Guest House
- e. Vacation Rental / Airbnb / VRBO / Other 'Sharing Economy' Accommodation
- f. Campground / RV Park
- g. Friends and/or Family
- h. Second residence in Kootenay Rockies
- i. Dorm at College
- j. Other, please specify: \_\_\_\_\_
- k. Prefer not to answer

#### 16. How did you get to Cranbrook on this trip?

- a. Private Vehicle
- b. Rental Vehicle
- c. Bus
- d. Airplane
- e. Other (please specify: .....)
- f. Prefer not to answer

# 17. How many times, if any, have you been to Cranbrook before this trip for an overnight trip in the past two years?

- a. None haven't been overnight in past two years
- b. # Overnight trips \_
- c. Don't Know/Recall

Q18. IF DAY VISITOR: Thinking about food, activities, shopping and transportation, approximately how much will your travel party spend on this trip, in the Cranbrook area? IF OVERNIGHT VISITOR: Thinking about accommodation, food, activities, shopping and transportation, approximately how much will your travel party spend on this trip, in the Cranbrook area?

Fill in the dollar value for the whole travel party. An estimate is fine.

- o Expenditures: \_
- o Don't Know
- o Prefer Not To Answer

Q19. What, if anything, would make you more likely to spend time or spend more time in the City of Cranbrook? [READ – CHECK ALL THAT APPLY]

- □ 4 or 5 star accommodations
- □ More outdoor activities
- □ More nightlife or social scene
- More indoor activities
- □ More unique retail choices
- □ More attractive places to sit/stroll
- An inviting downtown area
- □ More dining options
- □ Increased safety

#### Lastly, just a few questions for statistical purposes...

#### 20. In which of the following age categories are you? Are you...

- Choose one response.
- a. 19-24 years
- b. 25-34 years
- c. 35-44 years
- d. 45-54 years
- e. 55-64 years
- f. 65-74 years
- g. 75 years or older
- h. Prefer not to answer

#### 21. What gender do you identify as? Please select one response.

- a. Female/Woman/Feminine
- b. Male/Man/Masculine

- c. Non-Binary, Gender Fluid, and/or Two-Spirit
- d. My gender identity is not listed, please specify \_\_\_\_\_
- e. Prefer not to answer / don't know
- 22. Thank you for your time today your participation is very much appreciated. As a follow-up to this interview, we would like to contact you in a few weeks after you get home to ask a bit more about your trip. This would involve being contacted via email and completing a short online survey. All personal contact information will be kept <u>completely confidential</u>. Your email will NOT be shared and will only used for this one study. By completing the follow up questionnaire, you will be eligible for a draw to win one of three pre-paid gift cards valued at \$250 each [IF NEEDED: they are pre-paid Visa Gift Cards in Canadian dollars and accepted worldwide]. Would you be willing to participate?
- 1. Yes
- 2. No go to THANKS & CLOSE
- 23. What email should we use for that purpose?

\_\_\_\_\_@\_\_\_\_\_.

That concludes our interview. Thank you again for taking the time to speak with me today. Have a wonderful day and enjoy your time in Cranbrook.

#### A2. Follow Up Survey

Section 1. About your trip...

If you have travelled to Cranbrook more than once this year, please think about the trip during which you were asked to participate in this survey, while in the Cranbrook.

## Q1. On that trip, you anticipated staying in Cranbrook for [insert # of nights]. Is that how long you stayed in the Cranbrook?

- 1. Yes
- 2. No
- 3. Don't know/don't recall
- 4. Prefer not to answer

#### Q2.IF Q1=NO, How many nights did you stay in Cranbrook?

\_\_\_ [NUMERIC, VALID = 0-100]

- 1. Don't know/don't recall
- 2. Prefer not to answer

# Q3. How important were each of the following factors in deciding to visit Cranbrook versus another location?

Please select one response for every row.\*

	1 - Not Important At All	2	3	4	5 - Extremely Important	99 Don't Know
Is a good stop on route to another destination	0	0	0	0	0	0
Not too far from home	0	0	0	0	0	0
It is familiar/I've been there before	0	0	0	0	0	0
Has sporting events that I am interested in watching or participating in	0	0	0	0	0	0
Has beginner and intermediate access to outdoor recreational activities	0	0	0	0	0	0
Is a good family destination	0	0	0	0	0	0
The community is close in proximity to nature and wilderness	0	0	0	0	0	0
The community is close in proximity to national parks and other protected areas	0	0	0	0	0	0
Has friendly, hospitable people	0	0	0	0	0	0
Has concerts and/or public events that I wanted to attend	0	0	0	0	0	0
There was a personal event (e.g. Wedding, Family Reunion) that I wanted to attend	0	0	0	0	0	0
It is a new place to explore	0	0	0	0	0	0
Offers good value for money	0	0	0	0	0	0
I have friends and family that live in Cranbrook	0	0	0	0	0	0

## Q4. When planning your trip, did you and/or your travel party consider staying in/visiting destinations other than Cranbrook?

- o Yes
- o No
- Don't Know

Q5. ASK IF Q4=YES, What other destinations did you/your travel party consider? Please list up to three. If you

don't know please type 'None'.\*

1.\_\_\_\_\_ 2.\_\_\_\_\_ 3.

# Q6. **[SHOW IF INTERCEPT Q14 ANSWERED PRIMARY DESTINATION NOT CRANBROOK]** You noted in the first survey that your primary destination was not Cranbrook. Where was your primary destination?

- 1. Other Area within Kootenay Rockies (e.g. Revelstoke, Golden, Invermere, Kimberley, Fernie, Nelson, Castlegar, Trail)
- 2. Vancouver, Coast & Mountains (e.g. Vancouver, Richmond, Whistler, Sunshine Coast, Fraser Valley)
- 3. Vancouver Island, other than Victoria, Tofino/Ucluelet or the Gulf Islands (e.g. Victoria, Tofino / Ucluelet, Gulf Islands, Nanaimo, Port Hardy)
- 4. Thompson Okanagan (e.g. Kamloops, Kelowna, Penticton, Shuswap, Merritt, Valemount, Oliver, Osoyoos)
- 5. Cariboo Chilcotin Coast (e.g. Williams Lake, Barkerville, 100 Mile House, Bella Coola)
- 6. Northern BC (e.g. Prince George, Smithers, Terrace, Peace/Alaska Hwy, Dawson Creek)
- 7. Alberta
- 8. Another location in Canada (other than British Columbia or Alberta)
- 9. USA
- 10. Other (Please specify: \_\_\_\_\_)
- 11. Don't know/don't recall
- 12. Prefer not to answer

Q7. What was your primary reason for visiting Cranbrook? Choose one. Primary reason is what motivated your trip or what you will spend the most time doing while in Cranbrook.

- a. Golf
- b. Mountain Biking
- c. Road Biking
- d. Recreational Biking (e.g. trail biking)
- e. Camping
- f. Hiking
- g. Fishing
- h. ATVing/Dirt biking
- i. Water-Based Activities (e.g. canoeing, boating)
- j. Visiting National or Provincial Park(s)
- k. Attending a Concert / Festival
- I. Attending a Play/Musical
- m. Attending a Private Event (e.g. Wedding)
- n. Participating in a Sporting Event (e.g. softball tournament, triathlon)
- o. Visit St. Eugene Mission
- p. Visit Fort Steele

- q. Visiting Friends and Relatives
- r. Sightseeing/Nature/Wildlife
- s. Other General Vacation
- t. Break from Driving/Convenient Place to Stop
- u. Business/Corporate Meeting or Event
- v. Other Reason (please specify:\_\_\_\_\_)

**Q8. What activities did you and/or your travel party participate in while in Cranbrook?** *Please select all that apply.* 

- a. Mountain Biking
- b. Road Biking
- c. Other Recreational Biking (e.g. trail biking)
- d. Camping
- e. Fishing
- f. Hiking
- g. Golfing
- h. ATVing/Dirt Biking
- i. Kayaking / Canoeing / Paddle Boarding
- j. Horseback Riding
- k. Playing sports
- I. Watching live sports
- m. Wildlife viewing
- n. Visiting Waterfalls
- o. Visiting Municipal Parks
- p. Visiting National Parks
- q. Visiting Provincial Parks
- r. Ktunaxa Interpretive Centre at St. Eugene Mission
- s. Other Indigenous (First Nations) experiences

- t. Fort Steele
- u. Cranbrook Historic Centre
- v. Other Museums / Art Galleries
- w. Concerts
- x. Plays/Musicals
- y. Festivals, Fairs or Events
- z. Farmers Markets
- aa. Breweries /Brewpubs
- bb. Sampling local cuisine / culinary experiences
- cc. Visiting friends / relatives
- dd. Beaches, lakes and rivers
- ee. City / town sightseeing
- ff. Nightlife and casinos
- gg. Shopping downtown
- hh. Shopping other
- Other, please specify:
   \_\_\_\_\_[ANCHOR ABOVE NONE OF THE ABOVE]
- jj. None of the above [EXCLUSIVE ANCHOR]

### **Q9.** Did you share any of your experiences from Cranbrook on social media? *Please select all the apply.*

- 1. Yes, and tagged #ExploreCranbrook
- 2. Yes, and tagged #KOOTROCKS
- 3. Yes, but did not use #KOOTROCKS or #ExploreCranbrook [EXCLUSIVE]
- 4. No [EXCLUSIVE]
- 5. Don't Know/Recall [EXCLUSIVE]
- 6. Prefer not to answer [EXCLUSIVE]

### Section 2. Information and Planning...

We are interested in learning how you researched and planned your trip, both before leaving home and during your trip. Information from this series of questions will help Cranbrook Tourism better understand how they can provide visitors with the information they need, when they need it.

Q10. ASK IF NOT RECUITED AT VC, Did you go to the Cranbrook Visitor Centre on Baker Street in downtown?

- a. Yes
- b. No
- c. Don't Recall

Q11. Did you connect with the mobile Visitor Services staff located around Cranbrook?

- o Yes
- **No**
- Don't Recall

Q12. Thinking about the following information topics, please indicate if you obtained information on this topic from a Cranbrook Tourism, talking to people, and/or another source in Cranbrook (e.g. online or from somewhere else in Cranbrook) or if you did not obtain information on this topic while in Cranbrook.

For each topic, please select where you obtained information (at a Visitor Centres in Cranbrook or another source in Cranbrook) while in Cranbrook or if you did not obtain this information in destination. Please note, it is okay to select both the Visitor Centre and another source for any topic.\*

	Obtained	Talked to	Obtained	Did NOT Obtain
	Information from	People in	Information from	Information While
	Cranbrook Tourism	Cranbrook	Another Source	in Cranbrook
	(Visitor Centre, Mobile Visitor Counsellors, Website)	(locals, other travellers)	While in Cranbrook	
Accommodations				
Events				
Activities				
Attractions				
Restaurants/Dining				
Shopping				
Transportation				

Q13. Based on your experience and/or information you received while in Cranbrook on this trip, did you do any of the following?

- □ Stayed longer in Cranbrook than I originally anticipated
- □ Participated in activities in Cranbrook that I didn't originally plan on doing
- □ Spent money that I hadn't planned on spending while in Cranbrook
- □ None of the above

### Section 3. Experience...

We would like to better understand your overall experience in Cranbrook and how we may improve. Q14. Did you spend any time in the downtown city centre area of Cranbrook? The downtown city centre area surrounds the four blocks of Baker St between 8<sup>th</sup> Ave South and 12<sup>th</sup> Ave South. For reference, the general area is noted in the map below. *Please select one response.*\*



- o Yes
- **No**
- Don't Know

## Q15. What would make you more likely to spend time/spend more time in the downtown city centre area of Cranbrook? *Please select all that apply.* \*

- More Unique Shops
- More Dining Options
- □ Longer Opening Hours at Retail Hours
- □ Longer Opening Hours at Restaurants
- □ Street Festival/Event
- □ Central Open-Air Gathering Place/Town Square
- □ Pedestrian Only Zone (no vehicle area)
- □ More Parking for cars/trucks/SUVs
- □ More Parking for RVs/Campers
- □ Increased Safety
- □ General Beautification
- □ More Accommodations Nearby

# Q16. If you could improve one thing about the downtown city centre area, what would that be? *Please be as specific as possible.*

### Q17. Overall, how satisfied are you with your trip while in Cranbrook?

- 1 Very dissatisfied
- 2 Somewhat dissatisfied
- 3 Neither satisfied nor dissatisfied
- 4 Somewhat satisfied
- 5 Very satisfied
- Prefer not to answer [EXCLUSIVE]

## Q18. How satisfied are you with each of the following aspects of your trip while in Cranbrook?

Please select one response per row.

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				2022 Ci	unbi 00k 30	innier visito	Jurvey
	1 – Very dissatisfied	2 – Somewhat	3 – Neither Satisfied Nor	4 – Somewhat	5 – Very satisfied	98. Not applicable	99. Prefer
		dissatisfied	Dissatisfied	satisfied			not to
							answer
Accommodations	0	0	0	0	0	0	0
Events	0	0	0	0	0	0	0
Outdoor Recreational	0	0	0	0	0	0	0
Activities							
Other Activities	0	0	0	0	0	0	0
Attractions	0	0	0	0	0	0	0
Restaurants/Dining	0	0	0	0	0	0	0
Entertainment, arts and	0	0	0	0	0	0	0
culture	•		Ŭ	- C	Ŭ	- C	Ŭ
Local transportation	0	0	0	0	0	0	0
Shopping Downtown	0	0	0	0	0	0	0
Quality of visitor							
information services while	0	0	0	0	0	0	0
in Cranbrook							
Frontline staff	0	0	0	0	0	0	0
Directional Signage	0	0	0	0	0	0	0

#### Q19. What highlights, if any, did Cranbrook have as a travel destination?

- Please list up to three highlights.
  1.\_\_\_\_\_
  2.\_\_\_\_
  3.\_\_\_\_
  98. No highlights
- 99. Prefer not to answer

#### Q20. What shortcomings, if any, did Cranbrook have as a travel destination?

Please list up to three shortcomings.

- 1.\_\_\_\_\_ 2.\_\_\_\_ 3.\_\_\_\_\_ 98. No shortcomings 99. Prefer not to answer
- Q21. Are there other any new or expanded products, services or experiences that would have enhanced your visit to Cranbrook? *Please select one response.*\*
  - Yes, What are they? \_\_\_\_\_
  - O No
  - O Don't Know
- Q22. On a scale of 0 to 10 where 0 is 'Not Likely at All' and 10 is 'Extremely likely', how would you rate your likelihood to recommend Cranbrook as a travel destination or a place to visit to friends, family or colleagues?
  - $\circ$  0 Not at all likely
  - o 1
  - o 2
  - o **3**

- o 4
- o 5
- o 6
- o 7
- o **8**
- o 9
- 10 Extremely likely
- o 99 Prefer not to answer

Q23. What about your trip to Cranbrook led to your {{ Q22 }} out of 10 (Extremely Likely) response? Please be as specific as possible.

Q24. How likely do you think you are to take an overnight leisure trip Cranbrook in the <u>next two years</u>? *Please select one response.* 

0 0 - Not at all likely
0 1
0 2
0 3
0 4
0 5
0 6
0 7
0 8
0 9
0 10 - Extremely likely
0 99 - Prefer not to answer

## Section 4. Expenditures: It is very important to understand the economic impact travellers have on their destination. This short section asks about your travel party's expenditures while in Cranbrook.

### Q25. In Canadian dollars, what were your travel party's total expenditures while in Cranbrook?

Please include all purchases, taxes and tips while in Cranbrook. Include car rentals <u>only if</u> rented in Cranbrook. Exclude any flights to/from Cranbrook. If you pre-paid any items prior to leaving on your trip (e.g. accommodation, tours, etc.), please include these in your estimate. An estimate is fine.

- Canadian Dollars: \$: \_\_\_\_\_\_
- $\circ$  Don't Know
- Prefer Not to Answer

# Q26. Approximately what percentage of your party's total expenditures while in Cranbrook were attributed to the following categories?

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*Please enter the appropriate proportions below, excluding long-haul flights outside of British Columbia. Please insert '0' for those categories you did not spend any money in. The sum of your answers should equal 100%.*\*

	Accommodation (hotels, motels, lodge, camping/RV fees, etc.)
	Transportation
	_ (vehicle rental in Cranbrook, auto repairs done in Cranbrook, taxi, bus, etc.)
	Gas (purchased in Cranbrook)
	Food and Beverage (dining, drinking including taxes and tips)
	Grocery Shopping
	Shopping (clothing, art, gifts, books, etc.)
	Attractions and Tours (admission, shows, tours, etc.)
	Outdoor Recreation (park pass, nature guide, etc.)
	Other Entertainment and Activities (concerts, theatre, casino, spa, etc.)
	Other Expenditures
100%	Total

### Section 5. Travel in Kootenay Rockies

KR1. <u>Other than Cranbrook</u>, which cities/communities or areas in the Kootenay Rockies, if any, did you visit (stop for tourism purposes) in while on this trip? *Please select all that apply.* 

[INSERT	MAP	AS	REFERENCE]

- West Kootenays
  - 1. Castlegar
  - 2. Rossland
  - 3. Trail
  - 4. Salmo
  - 5. Nelson
  - 6. New Denver
  - 7. Nakusp
  - 8. Revelstoke
  - 9. Other area(s) of the West Kootenays

- 11. Fernie
- 12. Sparwood
- 13. Kimberley
- 14. Fort Steele
- 15. Invermere
- 16. Fairmont Hot Springs
- 17. Radium Hot Springs
- 18. Golden
- 19. Other area(s) of the East Kootenays

#### None of the above

East Kootenays

10. Creston

### [IF NO OTHER KR LOCATIONS SELECTED, SKIP TO SECTION 6/Q28]

The next few questions focus on your experience while in the Kootenay Rockies region, including but not limited to your time in Cranbrook. Please consider your experience in the region in its entirety when answering the following questions.

KR2. Including time in the Cranbrook area, how many nights in total were you in Kootenay Rockies region?

Fill in the number of nights, the answer should be a numeric value.

Nights: \_\_\_\_\_ [RECORD NUMBER, NUMBER >= Q1/Q2]

a. Don't know

## KR3. And what activities did you/or your travel party actually participate in within the Kootenay Rockies tourism region? This includes all areas you visited within the region. *Please select all that apply.*

a. Mountain Biking

b. Road Biking

- c. Camping
- d. Fishing
- e. Hiking
- f. Golfing
- g. Indigenous (First Nations) experiences
- h. Visiting Hot Springs
- i. Visiting National parks
- j. Visiting Provincial parks
- k. Breweries
- I. Distilleries
- m. Wineries
- n. Cideries / Meadery
- o. Boating
- p. Swimming
- q. Kayaking / Canoeing / Paddle Boarding
- r. Whitewater Rafting
- s. Horseback Riding
- t. Aerial Tours
- u. Farmers Markets
- v. Sampling local cuisine / culinary experiences

- w. Wildlife viewing
- x. Visiting friends / relatives
- y. Museums / Art Galleries
- z. Concerts
- aa. Plays/Musicals
- bb. Festivals, Fairs or Events
- cc. Watching live sports
- dd. Beaches, lakes and rivers
- ee. City / town sightseeing
- ff. Nightlife and casinos
- gg. Playing sports
- hh. Shopping
- ii. Spa
- jj. Hot Springs
- kk. Other, please specify: \_\_\_\_\_[ANCHOR ABOVE NONE OF THE ABOVE]
- II. None of the above [EXCLUSIVE ANCHOR]

#### KR4. Overall, how satisfied are you with your trip to/in Kootenay Rockies region?

- 1 Very dissatisfied
- 2 Somewhat dissatisfied
- 3 Neither satisfied nor dissatisfied
- 4 Somewhat satisfied
- 5 Very satisfied
- Prefer not to answer [EXCLUSIVE]

KR5. On a scale of 0 to 10 where 0 is 'Not Likely at All' and 10 is 'Extremely likely', how would you rate your likelihood to recommend the Kootenay Rockies region as a travel destination or a place to visit to friends, family or colleagues?

- 0 0 Not at all likely
- **0** 1
- o 2
- 03
- o 4
- **o** 5
- **0** 6

- 0 7
- 08
- **o** 9
- 0 10 Extremely likely
- 0 99 Prefer not to answer

KR6. What about your trip to the Kootenay Rockies led to your {{ KR5 }} out of 10 (Extremely Likely) response?



KR7. How likely are to take an overnight leisure trip in/to Kootenay Rockies tourism region in the <u>next two years</u>? *Please select one response.* 

KR8. Thinking about accommodation, food, activities, shopping and transportation, approximately how much do did your travel party spending on this trip, while in Kootenay Rockies region?

*Fill in the dollar value for the whole travel party. Please <u>exclude</u> <i>transportation to/from Kootenay Rockies region.* 

\_\_\_\_\_[DOLLAR NUMERIC]

1. Don't know

2. Prefer not to answer

Section 6. And finally, just a few questions for statistical purposes...

#### Q27. What is the highest level of education you have completed? Please select one response.

- a. Less than high school
- b. High school
- c. Some technical college or university
- d. College or technical diploma
- e. Undergraduate degree
- f. Graduate degree
- g. Other, please specify: \_\_\_\_\_
- h. Prefer not to say

## Q28. Before taxes, what is your approximate annual household income in Canadian dollars? *Please select one response.*

- a. \$49,999 or less per year
- b. \$50,000 \$74,999
- c. \$75,000 \$99,999
- d. \$100,000 \$149,999
- e. \$150,000 \$199,999
- f. \$200,000 \$249,999
- g. \$250,000 or more
- h. Prefer not to say

Thank you for your time. Your feedback is helpful and appreciated.

Q29. You are eligible to be entered into a draw for a draw to win one (1) of three (3) pre-paid gift cards valued at \$250 each. These are pre-paid Visa Gift Cards in Canadian dollars and accepted worldwide. We will need your first name, telephone number and/or email address. This information will be kept confidential and used only to administer the draw. Would you like to be entered into the draw?

- 1. Yes
- 2. No

**IF YES,** Please provide the following:

Name:

Email: \_\_\_\_\_\_@\_\_\_\_\_. \_\_\_\_\_

That completes the survey. Thank you!



### Other NPS Results

Other published NPSs for tourism destinations include:

- British Columbia's NPS was 59.5 in 2017.<sup>11</sup> Destination British Columbia tracks NPS annually and targets an improvement of 0.5 points per year and saw a slight increase from 2016 NPS = 58.3, but declined from 2015 NPS = 63.3 and 2014 NPS = 68 (2014). Destination British Columbia notes this may be due to a survey design effect. Since 2017, NPS score reporting is based on relative scores in specified markets therefore actual score is not detailed in annual service plans. It should be noted that post-pandemic, benchmarks are being re-established as well.
- Destination Canada's Global Tourism Watch studies measures the NPS for Canada through surveys of long-haul travellers in key markets around the world. Since the Pandemic, all NPS data is normalized and presented only as relative graphs therefore individual scores are not published. The most recent scores reported is 2018. In 2018, Canada's NPS varies by market, including: Mexico (2018 NPS = 61), India (2018 NPS = 39), Germany (2018 NPS = 22), China (2018 NPS = 20), the United Kingdom (2018 NPS = 20), Australia (2018 NPS = 23), France (2018 NPS = 28), the United States (2018 NPS = 17), South Korea (2018 NPS = -3) and Japan (2018 NPS = -20). The latest domestic NPS for Canadian residents was in 2017 which had a score of 35. <sup>12</sup>
- New Zealand's Visitor Experience Monitor tracked the NPS for international visitors in 2018. Overall New Zealand has an NPS of 86. In 2018, New Zealand's NPS by market were: Unites States (NPS = 86), the UK (NPS = 88), Australia (NPS 80), Germany (NPS = 70), China (NPS = 69) and Japan (NPS = 60).<sup>13</sup>
- Tourism Golden conducted a Visitor Study in the summer of 2019 as part of an ongoing annual project.
   Their NPS measured 51.3 which was up from 31.8 in 2017.<sup>14</sup>
- Destination Greater Victoria conducted a year-round Visitor Study in 2018/19 which measured the annual NPS as 78 while the summer NPS was 74.<sup>15</sup>
- Tourism Kelowna measured Kelowna's NPS in 2018 and 2016. The total over three seasons was 2018 NPS = 65 and results varied by season (spring NPS = 78, summer NPS = 56 and fall NPS = 65). In 2016, the overall result was 2016 NPS = 65, results varied by season (spring NPS = 72, summer NPS = 53 and fall NPS = 67)<sup>16</sup>

- https://www.tourismnewzealand.com/media/3423/visitor-experience-infographic-april-2018.pdf <sup>14</sup> Tourism Golden, retrieved from: https://www.tourismgolden.com/sites/default/files/2019-
- Golden%20Summer%20Visitors%202019%20FINAL.pdf

<sup>&</sup>lt;sup>11</sup> Measured short-haul markets only. https://www.destinationbc.ca/content/uploads/2018/11/2017-18-DBC-ASPR\_FINAL.pdf

<sup>&</sup>lt;sup>12</sup> Destination Canada 2018. Global Tourism Watch Reports. https://www.destinationcanada.com/en/global-tourism-watch

<sup>&</sup>lt;sup>13</sup> Tourism New Zealand Insight Team. 2018. Visitor Experience Monitor 2017 Infographic.

<sup>&</sup>lt;sup>15</sup> Destination Greater Victoria, retrieved from: https://www.tourismvictoria.com/sites/default/files/dgv\_2019\_visitor\_survey\_report\_final.pdf

<sup>&</sup>lt;sup>16</sup> https://assets.simpleviewinc.com/simpleview/image/upload/v1/clients/kelowna/2018\_Visitor\_Intercept\_Survey\_\_39864534-92ba-4880-9de4b8000a1476cf.pdf

- Tourism Nanaimo has measured Nanaimo's NPS in peak season of 2017, 2016 and 2015. 2017 NPS = 16, 2016 NPS = 30, 2016 NPS = 41.<sup>17</sup>
  - Steamboat Springs, Colorado<sup>18</sup> has measured NPS since 2010 (2010 NPS = 75, 2014 NPS = 67).
  - Bend, Oregon measured NPS over a five year period.<sup>19</sup> In winter 2016/17 Bend achieved a NPS = 78, while summer 2016 NPS = 82 and winter 2015/16 NPS = 80. These scores were higher than past summer visitor research (NPS 2013 = 79, NPS 2012 = 75, NPS 2009 = 65 and NPS 2008 = 58).
  - NPS was measured for Australian destinations in 2006 with scores ranging from -55 (Adelaide) to 80 (Broome).<sup>20</sup>

Past research has shown that NPS in the tourism industry can vary by<sup>21</sup>:

- Market of origin (this could be a result of actual experience differences or interpretation of response scales),
- Repeat vs. first time visitors,
- Household composition (households with children, households without children, empty nesters),
- Community length of stay (day vs. overnight visitors),
- Primary trip purpose (business vs. leisure trips),
- Destination characteristics (factors) that drive destination selection, and
- Seasonal visits, probably related to primary trip activity (e.g. ski/winter vs. summer).

<sup>&</sup>lt;sup>17</sup> The Sociable Scientists for Tourism Nanaimo. 2016. https://www.tourismnanaimo.com/wp-content/uploads/2017/06/VES15-Nanaimo-Profile-FINAL-Nov22.pdf

<sup>&</sup>lt;sup>18</sup> Mount, I. (2014). A Whole Town in Colorado Pushes to Improve its Customer Service. New York Times.

http://www.nytimes.com/2014/10/16/business/smallbusiness/a-whole-town-tries-to-improve-its-customer-service-how-could-we-be-a-70.html?\_r=0

<sup>&</sup>lt;sup>19</sup> RRC Associates Inc. 2016. Bend Area Winter Visitor Survey—Final Results 2016/17. Prepared for Visit Bend. https://www.visitbend.com/wp-content/uploads/2018/03/Bend-Winter-16-17-Visitor-Survey-FINAL.pdf

<sup>&</sup>lt;sup>20</sup> Ritson, Mark (2006). Net Promoter Scores Australia 2006. Melbourne Business School.

<sup>&</sup>lt;sup>21</sup> This list has been compiled from a variety of sources including results from the Bend, Oregon study, the Destination Canada's Global Tourism Watch studies, New Zealand's Visitor Experience Monitor, Destination BC and other confidential sources.

## Appendix D – Ktunaxa Artists Coop

#### Case Studies & Transferrable Lessons

To understand the viability of an Indigenous Artisan Cooperative for Ktunaxa artists and artisans, research was conducted into current successful working models including traditional artist cooperatives and more recent developments in artist representation/rights and licensing fees.

#### The Traditional Model

Artists have been working cooperatively for many decades combining their resources to collaboratively staff and manage a gallery space that showcases their works to the public while allowing them to retain the majority of revenues associated with the sale of their work. The concept was conceived to address challenges that artists faced in either getting accepted into successful galleries and/or being required to pay what they felt to be an excessive commission to gallery owners on every sale.

https://www.artistsnetwork.com/art-business/start-co-op/



The Sage Brush Gallery in Taos, New Mexico

This year marks the 10th anniversary of the Sage Brush Gallery in Taos, New Mexico, a co-op operated by 10 artists. Because there are 10 of them, each artist "sits" with the gallery about three times a month. Twenty-five percent of the proceeds of each sale goes to the gallery's coffer, with the artist keeping the other 75 percent.

Once a month, they rotate all the artists' work, moving the paintings around the gallery space so that each artist's work occupies a different space in the gallery. In the middle of the gallery, there's a space for the "Featured Artist," so that every 10 months, each of the artists gets an opportunity to show more work.

The gallery is eclectic, showing a variety of different approaches to art, but according to Lynn McLain, one of the artists, it works! Once a month, all the artists converge in a business meeting to discuss challenges and successes. They are in a lively shopping center in Taos, so there are always people milling about.

## What's Important in Planning and Starting a Co-Op Gallery?

- 1. Make sure the **site is accessible to the public**. The Sage Brush Gallery is situated in a well-known shopping center. A well-frequented street or mall will provide ready access to tourists and potential collectors (and you won't have to spend money on advertising). A place, for instance, near a good urban hotel is ideal.
- 2. Try to assemble a group of artists whose collective work displays **different styles**, **different modes of expression**, **different media**.
- 3. Create a **schedule that works for everybody**. Be fair. Rotate shows. Each artist could show work for three weeks, for instance. Plan at least **one group show per year** featuring all the gallery artists.
- 4. It's a good practice to have **one work by each gallery artist constantly on display** in the gallery. All the artists should have portfolios available.
- 5. Realize that a "cooperative" means that **everyone has to work**; the labor has to be distributed equally. Someone needs to be at the gallery at all times to greet people; someone has to take care of paperwork and keep the books; someone has to install work; someone must act as a registrar recording inventory; someone has to clean up; plan openings, etc.
- 6. To attract more foot traffic, **stage themed shows**, **especially around the holidays**. A show of small works is perfect, for example, since people will be looking for gifts.
- 7. Stage at least one open house every year.
- 8. Become a good member of the community. **Partner with nearby businesses**; a restaurant or bar can provide wine and treats in return for a prominent sign advertising the business, for example.

## A Case Study – Boomalli Coop in Australia

The Boomalli artists coop in New South Wales (NSW), Australia has adopted both the traditional cooperative model in their physical gallery as well as offering some excellent insights into digital opportunities to promote participating artists. More specifically, Boomalli undertakes the following activities on behalf of its 53 member artists:

- Physical curated exhibitions featuring member artists in combination with a Matterport digital gallery tour and on-line catalogue to support distance purchasing
- Partnerships to showcase their member artists work such as the Reconciliation Wall at the NSW Legislature, again with a catalogue to support sales of the works displayed there.
- Another example of innovative partnership is their display wall called 'Heart' at the TLC Centre, a medical facility that provided space for the display all works displayed are for sale
- They also have partnerships with key suppliers to artists such as a paper company to provide reduced cost materials to their members
- On-line gallery of artworks for sale
- Gallery retail shop of smaller value items both physical and on-line for sales of prints, clothing items, key chains etc. that mass produce artist designs
- Additional services include connecting corporate clients with Aboriginal artists for commissions, negotiation of licensing agreements on behalf of member artists
- Workshops, gallery rentals, tours and artists talks are all arranged through the coop and contribute to their revenue streams

#### *The Boomalli Model* https://www.boomali.com

Boomalli Aboriginal Artists Co-operative was established in 1987 and continues to survive over thirty years later. Boomalli was founded by ten artists who were striving for recognition from the mainstream art society. They challenged preconceptions around urban-based Aboriginal Artists and created a unique space for themselves within the art world.

The Co-operative's existence and continued longevity has been an enabler for hundreds of Aboriginal Artists. The ripple effect of their art has been profound, with many past members and present members having enduring and successful careers.

Boomalli Aboriginal Artists Co-operative's primary goal is to promote Aboriginal Artists whose language groups exist within the NSW state boundaries. The Co-op supports, promotes, educates and protects copyright for its members. Boomalli strives to improve access for Aboriginal Artists from both regional and metropolitan NSW. Boomalli has a current membership base of 53 Artists. Approximately a third are emerging Artists and over half of the membership consists of regional Artists.

Boomalli aims to assist NSW Aboriginal Artists to develop a divergent and professional skill set by providing them with first-hand experience. The installation, promotion and delivery of artwork to the Co-operative is a fundamental foundation for the success not only of the individual Artists, but for the Co-operative as a whole. Boomalli Aboriginal Artists Co-operative is committed to supporting New South Wales Aboriginal Artists through increased income streams.

Boomalli assists its regional members and their families to gain parity of equity through participating in exhibitions at the Co-operative that would not be possible if Boomalli did not exist.

Boomalli has a main gallery for major exhibitions and smaller front room galleries, which are used by Boomalli's Artist members to mount and curate their own solo exhibitions.

Other programs offered by Boomalli include:

- **Tours and Artist Talks** Guided tours with Artists for universities, schools and community groups for a fee (by appointment only).
- **Workshops** Organize and facilitate artist workshops for groups of all ages at the gallery space or client premises.
- **Corporate Art** Assistance with the selection of artworks for corporate spaces.
- **Gallery Rentals** -Large gallery space filled with stunning artworks that make the perfect setting for a corporate event or function.

#### **Canadian Examples**

#### West Baffin Eskimo Cooperative

Established in 1959, West Baffin Eskimo Cooperative has enjoyed an international reputation for the exquisite prints, drawings and carvings created by its Inuit artist members. In addition to operation of the Kinngait Studios at the Kenojuak Cultural Centre in Kinngait, the cooperative maintains a Toronto marketing division office, Dorset Fine Arts, which is responsible for interfacing with galleries, museums, cultural professionals, Inuit art enthusiasts and the art market globally. The role of West Baffin Eskimo Cooperative has significantly expanded to include communications, promotion, advocacy, government relations and special projects as related to the Inuit art of Kinngait. Governed by an all-Inuit Board of Directors, the organization also maintains a local retail grocery/hardware store, a restaurant, rental properties and various utility contracts. As a community owned organization, practically all Kinngait adults are shareholders, profits are distributed back to the community in the form of annual dividends.

## Pass the Feather

https://www.passthefeather.org

There is one national Indigenous artists' coop that incorporates an on-line store 'Indigen-Artsy' that features Indigenous women artists. The website offers an easy option for on-line sales that does not require the artist to set up their own e-commerce website. To qualify to participate and be listed as an artist selling works, membership in the Indigenous Arts Collective of Canada is required. Membership is only available to those of Indigenous ancestry, thereby ensuring that art works promoted on Indigen'Artsy are authentic.

#### A Side Note:

While the play on words of Indigen'Artsy vs. Etsy is memorable, consumer brand awareness of sites like Etsy is exponentially higher. Unfortunately, sites such as Etsy do not actively monitor nor provide reliable filters related to authenticity. Consequently, a seeming 'Indigenous' piece of artwork purchased on Etsy could easily be a mass-produced foreign replica for which an Indigenous artist receives no benefit. Or equally problematic, it would appear that many Etsy sellers are not the artists themselves but rather resellers of products that are potentially unlicensed with no assurance that the original artist, if indeed they are Indigenous, is being fairly compensated. A search on Etsy for Indigenous artists yields over 1000 results but a scan of the search findings indicated that a vast majority of listings were resellers, not artists themselves.

Etsy (indiger	nous artists					×	Q	) Sign in
Valentine's Day Gifts	Jewellery & Accessories	Clothing & Shoes	Home & Living	Wedding & Party	Toys & Entertainment	Art & Collectib	les	Craft Supplies
	F	ind somethin	g memorabl	e, join a comr	nunity doing goo	od.		

Indigenous artists (1,000+ relevant results, with Ads (2))

## IndigenArtsy.com





## IndigenARTSY is exclusively for authentic Indigenous artists.



Vendors have full responsibility to buyers. Shipping, returns and communication are between you and your customers.



IndigenARTSY by IACC is a third party host for your store.



Vendors must sell their own work. Work must be hand made or designed by you. You must be Indigenous to have an IndigenARTSY store.

## How to be an IndigenARTSY vendor

To become an IndigenARTSY vendor, you must carry artist membership with the Indigenous Arts Collective of Canada.

Not sure if you are a member? Search HERE.

## Membership is Free - Why become a member?

We are a Candian Not-for-profit Organization run BY Indigenous women FOR Indigenous women. We are volunteer run and work only to empower Indigenous women through arts and culture. For more information about the IACC, click HERE.

### Regional Context - Artists Coops in the BC

#### There are many cooperative art galleries in British Columbia (see list below sourced from

<u>https://artistsincanada.com/british-columbia/galleries/cooperative-27/2/</u>), however none could be found currently operating in the Ktunaxa homelands:

#### Cooperative Galleries in British Columbia

Alternator Centre For Contemporary Art Kelowna BC Cooperative, Studio The Alternator Centre for Contemporary Art is a non-profit organization dedicated to the development of our creative community. Since 1989, the Alternator has shown the work of emerging Canadian arti. more...

Arts Off Main Gallery Voncouver BC Commercial, Cooperative Arts Off Main is an artist-run gallery in Vancouver's vibrant Main Street neighbourhood. We sell well-priced contemporary fine art created by local artists. Come browse our selection of original acr. more...

Artspeak Vancouver BC Cooperative Artists Cooperative more...

#### Blackberry Gift Shop Port Moody BC Cooperative

Local artists cooperative located inside the Port Moody Arts Centre. Original and unique artworks in a variety of media, including painting, photography, glass, jewellery,intarsia, wood sculpture, st. more...

#### Collective Works Gallery Victoria BC Cooperative

An artist run gallery with the purpose of creating a contemporary, professional venue dedicated to promoting art and culture in our community. more...

#### Courtyard Gallery Enderby BC Cooperative

Courtyard Gallery is a NEW co-operative with over 20 local artists, in the City of Enderby, nestled between Salmon Arm and Vernon, British Columbia. This non-profit gallery hosts local exhibitions and. more...

Dodge Cove Arts Guild Dodge Cove, Digby Island BC Commercial, Cooperative 2 AIC artists here

We're a small group of artists working together in this tiny island community. We produce paintings, silver and gold jewellery on a full time basis and are open for business all the time. more...

#### Dundarave Print Workshop and Gallery Voncouver BC Commercial,

Cooperative

Federation of Canadian Artists Vancouver BC Commercial, Cooperative, Virtual

#### 19 AIC artists here

The Federation of Canadian Artists is a registered charity founded in 1941 by professional Canadian working artists including Group of Seven luminaries Lawren Harris, Arthur Lismer, and A.Y. Jackson. \_\_\_\_ more...

#### GALLERY 1965 Vancouver BC Cooperative, Public, Studio

GALLERY 1965 is a non-profit, artist-run space. We will be providing unique programming for 2016. In association with Vancouver Art & Leisure. more...

#### Gallery 321 Vancouver BC Cooperative, Studio

We are an artist live/work building on the industrial waterfront in East Vancouver. We run 2 galleries in our building. Gallery 321 on the main floor features solo artists and the Underground Gallery ... more...

Gallery Gachet Voncouver BC Cooperative

more...

Grunt Gallery Vancouver BC Cooperative Artist-run Gallery. Contemporary Vancouver Artists. more...

Helen Pitt Gallery Vancouver BC Cooperative Artist-run gallery for contemporary and experimental art. more...

#### Inclaynations Pottery Chemoinus BC Cooperative

A showcase of handmade pottery by Canadian artists Paul Rozman and Lori Lautermilch. Gifts of distinction including: dinnerware, vases, hand painted platters and more. We also offer wedding registry, ... more...

#### Skinkuc Treasures & Interpretive Centre

#### Jane Wishart Gallery Port Moody BC Cooperative, Public

Jane Wishart Art Gallery features local artists selling acrylic and oil paintings. Mural artists are also available for wall murals for your home or office space. Paintings can be shipped internationa...

#### Kamloops Courthouse Gallery Kamloops BC Cooperative 2 AIC artists here

Cooperative gallery of local artists and artists featuring clay, glass, weaving, felting, painting, sculpture, pottery, ceramics, fabric art, ink drawings, pencil crayon, knitting, art exhibits, Chris... more...

#### Northern BC Arts and Crafts Prince Rupert BC Commercial, Cooperative, Virtual

#### 1 AIC artist here

Online store featuring handcrafted jeweiny,metal work,candle holders,oil & acrylic paintings, sculptures, wall art, sea shells, bead work, tin can art, drawing, more...

#### Open Space Victoria BC Cooperative

OPEN SPACE Arts Society is a non-profit Artist-run Centre in Victoria, BC which promotes contemporary art practices, public discourse and critical analysis around all presentations. The work presents ... more...

#### Oxygen Art Centre Nelson BC Cooperative

An artist run centre in the arts-inclined town of Nelson BC that offers educational programming for the community as well as exhibitions, residencies, art sales, and other cultural events. more...

#### Painter8 Arts Society Vancouver BC Cooperative, Studio

Visual arts society based in Vancouver. PAINTER8 began as a communication platform in 2013 for the artists involved in it to escape the isolation of their studios. Each artist of PAINTER8 brings for\_\_\_\_\_\_

#### Red Tree Gallery Pender Island BC Cooperative

Variety of paintings, glasswork, original hand pulled prints, fabric art, jewellry, photography, open 7 days a week more...

#### Studio 730 Vancouver BC Cooperative

Studio 730 is a place for creative people to gather, work, and discuss ideas. It has been the site for book launches, art openings, lectures, cocktail parties, performances, and film screenings. Photo. more...

The Chown River Gallery Masset BC Aboriginal, Cooperative, Public Fine Arts & Crafts from the magical Island of Haida Gwail. Both world renowned award winning artists and up and coming local talents share this unique space. Fine craftsmanship showcase painters, po. more...

The fifty fifty arts collective Victoria BC Cooperative, Public Operated by a small group of volunteer members that work to provide an exhibition space at little or no cost to emerging and/or experimental artists. more...

#### TOSH10 Qualicum Beach BC Cooperative

TOSH10 is comprised of an eclectic group of artists. The studio provides these ten artists with an opportunity to share various points of view and approaches to painting. TOSH10 is both a working stud. more...

TOSH10 Studio & Gallery Qualicum Beach BC Cooperative Located in The Old School House Arts Centre in Qualicum Beach, BC. Ten women artists, all members of the Federation of Canadian Artists. An eclectic mix, from realistic to abstract, in acrylic, oil,... more...

WestWind Gallery Gibsons BC Commercial, Cooperative

Westwind Gallery is known for Creative Artwork - Come see the Full Gallery at WestWindGallery.net! more...

#### Wood Co-Op Vancouver BC Cooperative

The Wood Co-Op Gallery on Granville Island, offers fine wood working with a focus on contemporary design. more... Skinkuc Treasures is currently the only retail presence Ktunaxa artists have in Cranbrook. They are located in the Tamarack Centre at 1500 Cranbrook Street North. An additional presence for Ktunaxa artists in the form of an Artists Coop/Maker Space is not intended to compete with Skinkuc Treasures but rather provide more opportunity for more Ktunaxa artists to make and sell their art and artisanal products by providing the space and tools as well as marketing support for those artists wishing to move from hobby to business.





Skinkuc Treasures

#### Financial Feasibility of an Artists' Cooperative

To assess the financial feasibility of a Ktunaxa Artists' Cooperative (on the assumption that a successful engagement with artists has occurred and there is a level of interest and commitment from 10-12 artists), it is possible to create a financial model of operations. Commercial real estate in high traffic areas of downtown Cranbrook was reviewed to understand rental cost for a strategic location.

A rental listing for 37 9<sup>th</sup> Avenue S was found. For \$2,000/month, it is possible to rent 1,600 square feet of prime location retail space.

ome / BC / Greater Cranbrook / Cr	ranbrook	37 9TH A	VENUE S		
TRA					
\$15 \$15/squ 37 9TH AVENUE S Cranbrook South, Brit MLS* Number: 2467423				Favourite	Cindy Faiers Cindy Faiers Cindy Faiers Email Book showing
+	al'a	bhí	Ŧ		Book showing
Highlights	Neighbourhood	Statistics	Calculators		
	lease in the downtown core. Over 1600 more information. (27342546)	square feet of undeveloped s	pace, with the option to split into two	o units.	Can toolway Healty Royal LePage East Kootenay Realty #25-10th Avenue South Cranbrook, British Columbia V1C2M9 C 250-426-8211 D 250-426-6270 C Office Website
Property Type	Title	Land Size	Time on REALTOR.ca		
Dther	Leasehold	Unknown	45 days		Dean Beck

To be financially viable, the following cost model was considered: Monthly Expenses:

Staff Time	Volunteered by Artists
Rent	\$2,000
Insurance	\$1,000
Utilities	\$ 600
Office/Admin	\$ 800
	\$4,400

To cover \$4,400 of monthly costs, assuming that each artist contributed 25% of their sales proceeds to the cooperative, it would be necessary to generate \$17,600 in retail sales monthly. At an average retail price of \$70, this would be sales of 250 items over 30 days or approximately 8 sales per day. Given the seasonality of visitation to Cranbrook, it is likely that this sales volume would be achievable during the summer months and with local promotion also in December (Christmas sales), however it might prove challenging to achieve this sales volume consistently throughout the calendar year. It would be necessary to form strong and lasting relationships and loyalty with local resident shoppers in the region to maintain sales volumes through these slower tourism periods. Alternatively, a seasonal opening of 3-4 months could be considered, however commercial leased space will be difficult to find on these terms and the annual start-up/shut-down would require significant coordination and effort from the artists themselves.

Further, while marketing investments would support these sales numbers, they would also contribute to the costs of operation. Ideally if one or more of the participating artists were savvy digital marketers, rather than volunteering their time to staff the gallery, these artists would contribute by managing social media channels regularly with new content, promotions and announcements.

Given the likelihood of some financial challenges to operating a cooperative, it is prudent to also consider some new models that are emerging to support retail sales by artists and artisans.

## Emerging Models for Artists/Artisans Nations Creations http://nationscreations.hoolahoop.net/home



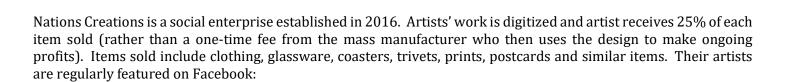
## ABOUT NATIONS CREATIONS

Nations Creations is an exciting Social Enterprise that began in October 2016 at Stó:lō Nation's Vedder Road site. Thanks to a Partnership-Based Labour Market Training Project funded by the Ministry of Social Development and Social Innovation, this project supported workers interested in training in sophisticated, computer-based light manufacturing and also supports indigenous artists.

The project involved training eligible workers on reserve to make multi-use of First Nations art designs by creating t-shirts, mugs and other collectible items featuring the work of local artists. Local artists will receive a royalty for each item sold with their design, and the remainder of the proceeds will return to the social enterprise to employ more workers in the manufacturing and sales.

All products are distributed from and manufactured at Nations Creations in Chilliwack, BC, Canada.

Participating artists will receive a royalty for each item sold with their design, and the remainder of the proceeds will return to the social enterprise to employ more workers in manufacturing and sales.



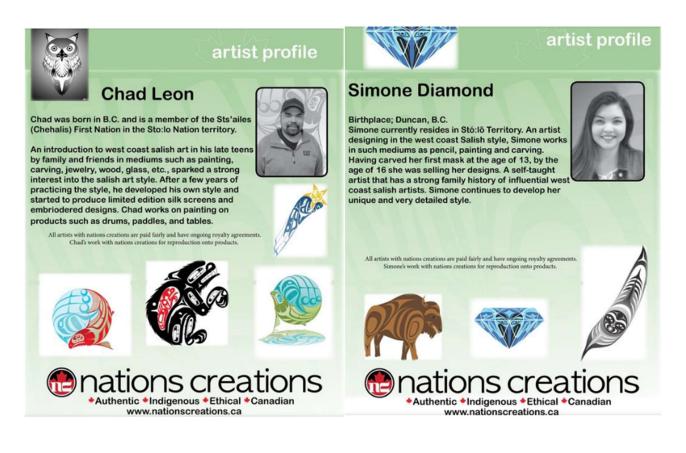
Nations Creations is a

Certified BUY SOCIAL CANADA verified social

enterprise.

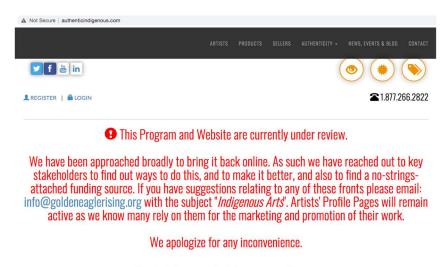
Vist Buy Social

Website



Authentic Aboriginal by Indigenous Tourism BC https://www.authenticaboriginal.com

This program was established several years ago by Aboriginal Tourism British Columbia, now known as Indigenous Tourism British Columbia. The original intent was to create an authenticity certification that would be used extensively and would educate the buying public on whether their purchases were truly authentic and whether the artist had been fairly compensated. The program continues to have support from artists and artisans however the detailed roll out and application of the concepts proved challenging and hence the program is currently under review. The website continues to list 194 Indigenous artists and almost 600 pieces of artwork.

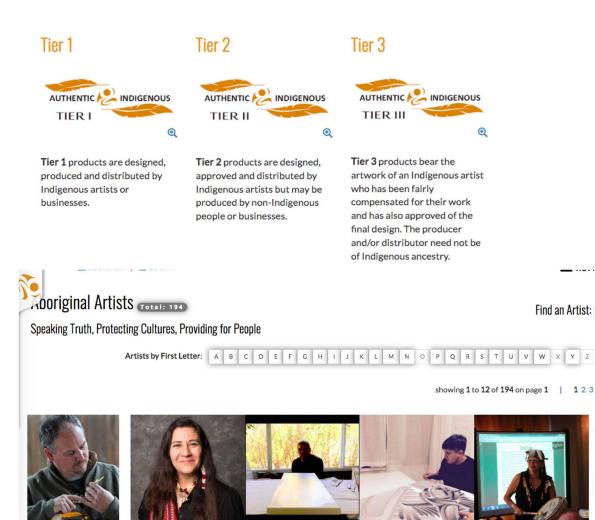


Authentic Indigenous Arts Resurgence Campaign

Promoting and Supporting Authentic Indigenous Artworks in the Marketplace

## Authenticity Tags | Authentic Indigenous

Authentic Indigenous products will be easy to spot as they will bear the Authentic Indigenous tag or label. Artists, sellers and producers are working together to include Authentic Indigenous tags and labels with all products that correspond with the three tier system we've developed.



showing 1 to 12 of 596 on page



### Lessons and Opportunities for a Ktunaxa Artists' Cooperative

The cooperative business model has proven an effective means for artists to showcase their work in a cost-effective manner. As noted above, if a Ktunaxa artists' cooperative venture were to proceed, its success would be predicated on having a visible location in a high traffic area as well as a group of artists with diverse and complimentary talents/media who are willing to work collaboratively together to share a staffing schedule and contribute a % of the proceeds of their sales to the ongoing operation of the cooperative venture.

In addition to a physical location, the case study of Boomalli in South Western Australia demonstrates the opportunity, once a physical location is achieved, to also offer virtual gallery tours and opportunities for retail sales. Boomalli also demonstrates the opportunity for a cooperative to be more than just a gallery but to also provide services to artists such as negotiation of royalty agreements and to be the liaison between artists and clients looking to secure Indigenous art pieces or graphic design skills. Boomalli also has masterfully created partnerships where their artists' works are displayed in prominent public locations and all pieces are available for sale.

Whether works are displayed in a cooperative gallery or via virtual means, there is a growing market interest in authenticity assurance. A Ktunaxa Authentic brand is worthy of further consideration, potentially under the provincial Authentic Indigenous umbrella once that program has been revitalized, would provide assurances to buyers of the authenticity of the artwork and would also create room for pricing premiums for artists participating in this Ktunaxa Authentic branding.

Ktunaxa artists can also be supported in exploration and potential participation in programs such as those offered through Nations Creations where their designs are mass produced on a variety of lower price point products and the artist receives a royalty from every product sale.