

# **A Study of the Bear River Heritage Area**

**Bear River Heritage Area Visitor Survey**

**Qualitative Analysis of the Endorsed Businesses and Artisans  
of the Bear River Heritage Area**



**Steven W. Burr, Ph.D., Principal Investigator**

**Tyler A. Baird, Graduate Research Assistant**

**Kevin W. Bennett, Graduate Research Assistant**

**Institute for Outdoor Recreation and Tourism**

**Utah State University**

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Through statewide collaboration and cooperation, IORT will be a source for the creation, communication, and transfer of knowledge on resource-based recreation and tourism issues affecting social, economic, and environmental systems, in order to assist Utah's citizens in making decisions that enhance both community and resource sustainability.

Steven W. Burr, Ph.D.

Director, Institute for Outdoor Recreation and Tourism

Department of Environment and Society  
Quinney College of Natural Resources  
Utah State University

5220 Old Main Hill  
Logan, Utah 84322-5220  
(435) 797-7094

E-mail: [steve.burr@usu.edu](mailto:steve.burr@usu.edu)

**Table of Contents**

	Page
EXECUTIVE SUMMARY.....	v
A STUDY OF THE BEAR RIVER HERITAGE AREA	
Introduction.....	1
Purpose of the Bear River Heritage Area Study.....	2
Study 1: Bear River Heritage Area Visitor Survey.....	3
Study 2: Qualitative Analysis of the Endorsed Businesses and Artisans of the Bear River Heritage Area.....	3
Study 3: The Economic Impact of Bear River Heritage Area Tourism.....	4
The Bear River Heritage Area.....	5
Designation and Location.....	5
Mission and Purpose.....	5
STUDY 1: BEAR RIVER HERITAGE AREA VISITOR SURVEY	
Descriptive Results.....	8
Baseline Data and Demographics.....	8
General Visitor Satisfaction with the BRHA Experience.....	17
Importance-Performance Analyses.....	19
Importance-Performance Analysis Results.....	20
Management Implications.....	35
Summary of Recommended Management Prescriptions.....	38
STUDY 2: QUALITATIVE ANALYSIS OF THE ENDORSED BUSINESSES AND ARTISANS OF THE BEAR RIVER HERITAGE AREA	
Overview.....	39
BRHA Heritage Business and Council Members Sample Descriptive Statistics.....	39
Business Knowledge, Affiliation and Relationship with the BRHA.....	43
Endorsed Business Familiarity with the BHRA Purpose and Goals.....	45
BRHA Endorsement of Heritage Businesses.....	46
Communication.....	50
Business Self-Identity With Regards to Heritage and the BRHA.....	52
Benefits and Value from BRHA Affiliation.....	55
Primary Value of BRHA Endorsement To Heritage Business Owners.....	59
BRHA Advertising and Endorsed Business Customer Base.....	61
Endorsed Business Willingness to Pay.....	66
Summary of Principle Study Findings.....	73

	Page
Heritage Business Benefits from the BRHA Endorsement.....	73
The Relationship Between the BRHA and Endorsed Heritage Businesses.....	74
Heritage Businesses' Willingness to Pay an Endorsement Fee.....	77
Study-Based Recommendations for the Bear River Heritage Area.....	79
BRHA Endorsed Business Advertising and Local Advertising.....	80
Relationship and Communication with the Endorsed Businesses.....	83
Benefits Provided to the BRHA Endorsed Businesses and Supporters.....	85
Collection of Membership Donations and Endorsement Fees.....	87
The BRHA Website.....	89
References and Bibliography.....	92
APPENDICES.....	93
APPENDIX A: DIRECTIONS FOR VISITOR SURVEY ADMINISTRATION.....	94
APPENDIX B: VISITOR INTERCEPT SURVEY INSTRUMENT.....	96
APPENDIX C: MAIL SURVEY INSTRUMENT.....	99
APPENDIX D: OPEN ENDED VISITOR SURVEY COMMENTS.....	109
APPENDIX E: HERITAGE BUSINESS/ARTISAN INTERVIEW INSTRUMENT.....	118

## List of Tables

	Page
Table 1-1: <i>Intercept survey locations</i> .....	9
Table 1-2: <i>Respondent age (years)</i> .....	9
Table 1-3: <i>Respondent group size</i> .....	10
Table 1-4: <i>Respondent group type</i> .....	10
Table 1-5: <i>Respondent education level</i> .....	10
Table 1-6: <i>Respondent annual household income</i> .....	10
Table 1-7: <i>How did you hear about the BRHA?</i> .....	12
Table 1-8: <i>Information source for trip to BRHA sites</i> .....	12
Table 1-9: <i>Number of visits made specifically to heritage sites (past 12 months)</i> .....	13
Table 1-10: <i>Number of hours spent researching information prior to visit</i> .....	13
Table 1-11: <i>Type of research completed</i> .....	14
Table 1-12: <i>Respondent self-ratings of previous knowledge of sites visited</i> .....	15
Table 1-13: <i>Importance-Satisfaction attribute key</i> .....	21
Table 1-14: <i>Attribute quadrant locations for analyses of all respondents</i> .....	33
Table 1-15: <i>Attribute quadrant locations for analyses of respondents traveling &lt;120 Miles</i> ...	34
Table 1-16: <i>Attribute quadrant locations for analyses of respondents traveling ≥120 Miles</i> ...	34
Table 2-1: <i>Types of businesses represented in study sample</i> .....	40
Table 2-2: <i>Businesses interviewed by BRHA region</i> .....	41
Table 2-3: <i>Number of years the business has been established</i> .....	42
Table 2-4: <i>Number of individuals who work at the business</i> .....	42
Table 2-5: <i>How the business found out about the BRHA</i> .....	43
Table 2-6: <i>Number of years the business has been endorsed</i> .....	46
Table 2-7: <i>Reasons for heritage business owners saying yes to BRHA endorsement</i> .....	48
Table 2-8: <i>How often the BRHA communicates with the heritage businesses</i> .....	50
Table 2-9: <i>Reasons mentioned for how the heritage businesses can benefit the BRHA</i> .....	52
Table 2-10: <i>Why the business considers itself to be a heritage business</i> .....	53
Table 2-11: <i>Whether or not the businesses feel they contribute to the success of the BRHA</i> ....	54
Table 2-12: <i>Perceived ways the endorsed businesses benefit the BRHA</i> .....	55
Table 2-13: <i>Perceived benefit from endorsement (all response categories)</i> .....	56
Table 2-14: <i>Perceived benefit from endorsement (simplified response categories)</i> .....	57
Table 2-15: <i>Types of benefits received from business affiliation with the BRHA</i> .....	58
Table 2-16: <i>Primary value of BRHA endorsement to heritage business owners</i> .....	59
Table 2-17: <i>Dependence of the business on tourism for product sales</i> .....	61
Table 2-18: <i>If BRHA advertising has brought new customers to the business</i> .....	64
Table 2-19: <i>Best method of advertising mentioned by the business owner/manager</i> .....	66
Table 2-20: <i>Willingness by businesses to pay a \$20 yearly endorsement fee (all categories)</i> ...	67
Table 2-21: <i>Willingness by businesses to pay a \$20 yearly endorsement fee (condensed)</i> .....	67
Table 2-22: <i>Businesses' expectations from the BRHA if they paid a yearly endorsement fee</i> ...	69

## List of Figures

	Page
<i>Figure 1:</i> Bear River Heritage Area (Regions and Counties).....	6
<i>Figure 1-1:</i> Intercept survey respondents' states of origin.....	11
<i>Figure 1-2:</i> Primary destination for today's visit.....	15
<i>Figure 1-3:</i> Primary purpose of visit.....	16
<i>Figure 1-4:</i> Lodging types for overnight stays.....	17
<i>Figure 1-5:</i> Importance-Performance analysis matrix.....	20
<i>Figure 1-6:</i> Importance-Satisfaction information attribute matrix with grand means.....	22
<i>Figure 1-7:</i> Importance-Satisfaction attraction attribute matrix with grand means.....	23
<i>Figure 1-8:</i> Importance-Satisfaction service attribute matrix with grand means.....	24
<i>Figure 1-9:</i> Importance-Satisfaction information attribute matrix for <120 mile segment.....	26
<i>Figure 1-10:</i> Importance-Satisfaction attraction attribute matrix for <120 mile segment.....	27
<i>Figure 1-11:</i> Importance-Satisfaction service attribute matrix for <120 mile segment.....	28
<i>Figure 1-12:</i> Importance-Satisfaction information attribute matrix for $\geq 120$ mile segment.....	29
<i>Figure 1-13:</i> Importance-Satisfaction attraction attribute matrix for $\geq 120$ mile segment.....	30
<i>Figure 1-14:</i> Importance-Satisfaction service attribute matrix for $\geq 120$ mile segment.....	31
<i>Figure 2-1:</i> Dependence of the business on tourism for product sales.....	63
<i>Figure 2-2:</i> Maximum amount businesses would currently pay for BRHA endorsement in dollars.....	72

## **A STUDY OF THE BEAR RIVER HERITAGE AREA**

### **EXECUTIVE SUMMARY**

This Study of the Bear River Heritage Area (BRHA) involves three separate but related studies: 1) Bear River Heritage Area Visitor Survey; 2) Qualitative Analysis of the Endorsed Businesses and Artisans of the Bear River Heritage Area; and 3) The Economic Impact of Bear River Heritage Area Tourism, reported in a separate report.

**Bear River Heritage Area Visitor Survey** was designed to gain a better understanding of visitors to the many sites and attractions within the BRHA, generating baseline data of this visitation. This was accomplished by acquiring data collected through a visitor intercept survey, conducted at a variety of sites and attractions throughout the BRHA, and a mail survey of those visitors agreeing to participate further in the study once their trip had been completed. Data generated and analyzed included: a) demographic data; b) tourism visitation and activity data; and c) visitor perceptions of importance and satisfaction with information, attraction, and service attributes. Based on this study, recommendations are made to the BRHA Council that will hopefully be useful in future planning and implementation of future initiatives.

With respect to demographics, visitors to the BRHA were evenly split between males and females, ranged in age from 18 to 88 years old with an average of 49 years old, traveled in groups sizes of from one to 100 with a median group size of three visitors, were typically in a group of families and friends, were highly educated with 34% of respondents having Bachelor's degrees and 35% having Graduate/Professional degrees, had household incomes of over \$50,000/year, and with respect to race/ethnicity were overwhelmingly white (95.7%). Visitors came from all over the U.S. and the world, but almost 53% of the visitors were from Utah and 13% were from Idaho. Almost 74% of the visitors resided outside the seven-county region of the BRHA. Very few of these visitors (only 17%) were actually familiar with the term Bear River

Heritage Area, and of those familiar, 37% gained their knowledge from living in the area or hearing about it from family and friends, and almost 25% were familiar because of a visitor center/museum or brochure/guidebook. The primary purpose of the visit was for sightseeing (56%) and outdoor recreation (22%), and 38% of visitors stayed one or more nights in the BRHA in vacation homes/cabins (27.7%), hotels/motels (21.7%), and camping (20.6%). High levels of satisfaction were expressed by visitors for their overall BRHA experience, the quality of attractions and services, and the friendliness and helpfulness of service workers. For more detailed analysis, 22 attributes associated with the visitor experience were identified related to information, attractions, and services, and respondents were asked to rate both the level of their perceived importance and satisfaction for each one. An Importance-Performance Analysis was then conducted in order to highlight certain attributes rated as very important but perhaps not performing as well for visitors with respect to their satisfaction, and thus perhaps deserving of more attention by BRHA management, and owners/managers of attractions and services.

Based on this study, six recommended management prescriptions are identified that will hopefully be useful in future planning and implementation of future initiatives:

- Work to increase BRHA name recognition and visitor awareness of heritage sites.
- Increase cooperation and cross referrals between heritage offerings; facilitate more interconnectivity between and among heritage sites and visitor services.
- Take advantage of location and cater to those passing through the area (i.e., Salt Lake City and the Wasatch Front and Back, and the destinations of Grand Teton and Yellowstone National Parks).
- Promote a full package and range of activity types for all visitor interests (cultural-heritage tourists, agricultural tourists, and nature tourists).

- Improve upon weaker performing attributes, especially Information about attractions and activities, Directional road signs, and Native American historic sites.
- Promote high performing destination and service attractions as area strengths.

### **Qualitative Analysis of the Endorsed Businesses and Artisans of the Bear River**

**Heritage Area** was designed as exploratory research to examine the role of endorsed or affiliated heritage businesses and artisans in the heritage area, and especially their relationship with the BRHA. Qualitative data was collected by interviewing 40 heritage business owners/managers as key informants, who were distributed across the four regions of the BRHA and represented a variety of different heritage businesses. Specifically examined were: a) the identity, motivations, and perceived values of the heritage business owners/managers with respect to their relationship with the BRHA; b) the presence and types of perceived benefits and costs that come from the heritage businesses-BRHA relationship; and c) a willingness-to-pay an endorsement/affiliation fee by the endorsed heritage businesses, as a possible revenue generator for the BRHA, along with heritage businesses' perceived benefits and costs, and expressed expectations of the BRHA, should such a fee be implemented. Based on this study, recommendations are made to the BRHA Council that will hopefully be useful in strengthening relationships with heritage businesses, future planning, and implementation of future initiatives.

Endorsed heritage businesses and artisans are well-established in the BRHA with a mean of 25 years and a median of 14 years of operation, but are generally small business operations; a little over a third are single person operations (35.1%) and a little over two-thirds had a workforce of five or less people. Advertising by far is the main reason given for these heritage business owners/managers agreeing to be endorsed by the BRHA, yet a significant percentage of respondents also count heritage preservation, protection, and promotion as valid for being

affiliated by the BRHA. Eighty percent of respondents self-identified their business as being a heritage business for varied reasons, and 61.2% perceived some type of benefit received because of the BRHA affiliation, with advertising bringing people to their business being mentioned most frequently (67.5%). Although the majority of these heritage businesses (53.9%) depend very little or none on tourists for product sales, owners/managers recognize both a financial and heritage value in their BRHA affiliation. A large majority of heritage business owners/managers (83.7%) expressed their willingness to pay an annual BRHA endorsement fee, at varying levels, if this were to be implemented, but also expressed expectations they would have for their return on investment, with the majority mentioning financial and advertising related returns.

Based on this study, 18 recommendations are made in the areas of Advertising, Relationship/Communication, and Endorsement/Affiliation/Membership that will hopefully be useful in strengthening relationships with heritage businesses, future planning, and implementation of future initiatives.

Advertising:

- Re-examine and revise advertising policies and methods relating to endorsed businesses and the BRHA promotional materials.
- Allow businesses and groups to purchase advertising space in the BRHA promotional materials, or perhaps develop a separate but related advertising piece for BRHA endorsed heritage businesses.
- Develop advertising methods that take into account the differing types of endorsed businesses with different advertising needs.
- Calculate and provide interested parties with the circulation figures for the BRHA promotional materials.

- Take steps to increase the circulation of BRHA materials.
- Promote BRHA advertising potential to interested businesses and other parties.
- Develop local and regional advertising venues and methods, in addition to out-of-state promotional and advertising efforts.
- Build greater awareness of the BRHA through local and regional advertising.

Relationship/Communication:

- Communicate the mission, purpose, and goals of the BRHA more effectively to the endorsed businesses.
- Strengthen the relationship by maintaining effective and frequent communication with the endorsed businesses.
- Increase mail correspondence with the businesses.
- Create and distribute an email newsletter, informing the businesses of the BRHA's purposes, goals, and activities, as well as fostering a sense of community and involved participation among the businesses.

Endorsement/Affiliation/Membership:

- Officially define and articulate the benefits of endorsement, affiliation, and membership with the BRHA.
- Advertise and promote these benefits to local groups, businesses, and individuals, all of whom could be affiliated with the BRHA.
- Institute a membership fee for any group or individual interested in supporting local heritage and the mission of the BRHA.
- Institute an endorsement fee for businesses entities and perhaps other organized groups interested in a business/advertising relationship with the BRHA.

- Develop a tiered fee system to avoid placing undue burden on certain businesses/organizations and infringing on the curatorial purposes of the BRHA.
- Develop promotional/brand materials (e.g., bumper stickers, window stickers, signs, etc.) to be distributed to member groups, businesses, and individuals.

**The Economic Impact of Bear River Heritage Area Tourism** is a separate analysis and report completed by the Center for Society, Economy, and the Environment at Utah State University (Jakus, Burr, Baird, & Silva, 2013), and is based on BRHA visitor expenditure data collected as part of the mail survey for the Bear River Heritage Area Visitor Survey. The purpose is to gain an initial understanding of the economic impact of the BRHA with respect to spending by visitors as tourists. Visitors reported their expenditures in eight categories corresponding to economic sectors identified by the North American Industrial Classification System (NAICS). The economic impact analysis is composed of three types of economic effects: direct effects, indirect effects, and induced effects (multiplier or “ripple” effects). The analysis for the study uses RIMS II multipliers supplied by the U.S. Bureau of Economic Analysis (BEA), and output, income, employment, and value-added multipliers are designed for the seven-county BRHA region.

Based on reported expenditures by visitors from outside the BRHA region, the mean total expenditure per person was estimated to be \$68.30 whereas the median per person expenditure was \$37.50. Estimating the BRHA attracted just over 1.1 million visitors from outside the region in 2012, aggregate expenditures within the region are estimated to range from \$41.5 million (median) to \$75.5 million (mean). The total value of economic output associated with expenditures by visitors from outside the BRHA region is between \$39 million and \$72 million, translating to an effective multiplier of 1.45, which is reasonable for a relatively small economic region. Out-of-region visitor expenditures generate between \$11.5 million and \$21 million in income accruing to businesses located within the BHRA, and

provide support for somewhere between 500 and 900 full- and part-time employees. Total value-added is estimated to range between \$22.8 million and \$41.6 million.

The data, analyses, and reports from these three studies will hopefully be useful and relevant for the BRHA Council, and other interested organizations and individuals, to: 1) gain a more complete picture of current visitors to the BRHA and information to better serve these heritage tourists; 2) better understand heritage businesses and artisans, their role in the BRHA, and to strengthen these relationships; and 3) realize the importance of the BRHA with respect to visitor spending and economic impact in the region.

## **A STUDY OF THE BEAR RIVER HERITAGE AREA**

### **Introduction**

Tourism has proved many times over to be one of the most powerful economic, social, cultural, ecological and political forces in the world today. (Timothy & Boyd, 2006, p. 1)

Heritage tourism, also commonly referred to as cultural-heritage tourism, is one of the fastest growing sectors of the tourism market (Kerstetter, Confer, & Graefe, 2001). The National Trust for Historic Preservation defines heritage tourism as “Travelling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present; it includes cultural, historic, and natural resources” (National Trust for Historic Preservation, n.d.). Heritage tourism can be considered a very popular subset of tourism in which the tourist seeks out a connection with the local culture and heritage as this relates to heritage or history. Learning about and experiencing the past are very important components of the heritage tourist’s experience. This makes heritage tourism quite different the typical vacation-destination type tourism. For example, instead of visiting a popular beach side resort, a heritage tourist may be interested in visiting historic structures, cultural sites, memorials and battlefields, museums, heritage festivals, heritage businesses, and landscapes with unique heritage connections. This type of tourism enables tourists to experience the “real America” (USDC & PCAH, 2005, p. 5).

One of the most recent trends in heritage tourism is the establishment of heritage areas that are comprised of unique assortments of natural, cultural, and heritage attractions and activities specific to a region. There is a diverse collection of heritage sites and areas with many different levels of classification. Classification ranges from informal collectives of heritage sites without legal bindings, to districts with local designations (e.g., community historic districts), to areas with state designations (e.g., State Heritage Areas), to areas with federal recognition (e.g., U.S. National Heritage Areas), and finally sites with multinational/international recognition (e.g.,

UNESCO World Heritage Sites). This diversity in type of heritage areas offers many varied opportunities to cultural heritage tourists, and also enables local communities and regions to preserve and protect heritage, and promote community economic development.

Within the last couple of decades, more research has focused on heritage tourism, in order to better understand heritage tourists, their demographics as a tourism market segment, their motivations and interests, and their visitor expenditures. Research has also focused on the role heritage areas play in heritage tourism, especially related to local economic impact that comes from visitor spending. However, more research is still needed to gain a better understanding of the multiple facets of heritage tourism, especially related to its impact on the overall tourism economy, which amassed a total economic output of \$1.37 trillion in 2011 in the United States (Zemanek, 2012). This research focuses on the Bear River Heritage Area (BRHA) in northern Utah and southeastern Idaho, and as such, can be considered a case study of this specific heritage area.

### **Purpose of the Bear River Heritage Area Study**

There are three separate but related components of this Bear River Heritage Area Study: 1) Bear River Heritage Area Visitor Survey; 2) Qualitative Analysis of the Endorsed Bear River Heritage Area Businesses and Artisans; and 3) The Economic Impact of Bear River Heritage Area Tourism. The specific purposes of each study are described below.

### **Study 1: Bear River Heritage Area Visitor Survey**

The Bear River Heritage Area Visitor Survey was designed to gain a better understanding of visitors to the many sites and attractions within the BRHA, generating baseline data of this visitation. This was accomplished by acquiring data collected through a visitor intercept survey,

conducted at a variety of sites and attractions throughout the BRHA, and a mail survey of those visitors agreeing to participate further in the study once their trip had been completed. Data generated and analyzed included: a) demographic data; b) tourism visitation and activity data; and c) visitor perceptions of importance and satisfaction with information, attraction, and service attributes. Based on this study, recommendations are made to the BRHA Council that will hopefully be useful in future planning and implementation of future initiatives.

## **Study 2: Qualitative Analysis of the Endorsed Bear River Heritage Area Businesses and Artisans**

The Qualitative Analysis of the Endorsed Bear River Heritage Area Businesses and Artisans was designed as exploratory research to examine the role of endorsed or affiliated heritage businesses and artisans in the heritage area, and especially their relationship with the BRHA. Qualitative data was collected by interviewing 40 heritage business owners/managers as key informants, who were distributed across the four regions of the BRHA and represented a variety of different heritage businesses. Specifically examined were: a) the identity, motivations, and perceived values of the heritage business owners/managers with respect to their relationship with the BRHA; b) the presence and types of perceived benefits and costs that come from the heritage businesses-BRHA relationship; and c) a willingness-to-pay an endorsement/affiliation fee by the endorsed heritage businesses, as a possible revenue generator for the BRHA, along with heritage businesses' perceived benefits and costs, and expressed expectations of the BRHA, should such a fee be implemented. Based on this study, recommendations are made to the BRHA Council that will hopefully be useful in strengthening relationships with heritage businesses, future planning, and implementation of future initiatives.

### **Study 3: The Economic Impact of Bear River Heritage Area Tourism**

The Economic Impact of Bear River Heritage Area Tourism is a separate analysis and report completed by the Center for Society, Economy, and the Environment at Utah State University (Jakus, Burr, Baird, & Silva, 2013), and is based on BRHA visitor expenditure data collected as part of the mail survey for the Bear River Heritage Area Visitor Survey. The purpose is to gain an initial understanding of the economic impact of the BRHA with respect to spending by visitors as tourists. Visitors reported their expenditures in eight categories corresponding to economic sectors identified by the North American Industrial Classification System (NAICS). The economic impact analysis is composed of three types of economic effects: direct effects, indirect effects, and induced effects (multiplier or “ripple” effects). The analysis for the study uses RIMS II multipliers supplied by the U.S. Bureau of Economic Analysis (BEA), and output, income, employment, and value-added multipliers are designed for the seven-county BRHA region.

The data, analyses, and reports from these three studies will hopefully be useful and relevant for the BRHA Council, and other interested organizations and individuals, to: 1) gain a more complete picture of current visitors to the BRHA and information to better serve these heritage tourists; 2) better understand heritage businesses and artisans, their role in the BRHA, and to strengthen these relationships; and 3) realize the importance of the BRHA with respect to visitor spending and economic impact in the region.

## **The Bear River Heritage Area**

### **Designation and Location**

The Bear River Heritage Area (BRHA) is currently recognized as a State Heritage Area by both Utah and Idaho. It covers seven counties, three in northern Utah (Box Elder, Cache, and Rich Counties) and four southeastern Idaho (Bear Lake, Caribou, Franklin, and Oneida Counties) (Figure 1) and consists of a consortium of heritage sites, attractions, and businesses with historic ties to the region. Flagship sites include the National Park Service's Golden Spike National Historic Site, the National Oregon-California Trail Center, Bear Lake, and the American West Heritage Center, but there are also many other sites and attractions representing the unique heritage of the region. The BRHA website states:

The Bear River Heritage Area straddles the Idaho-Utah border where the Great Basin and the Rocky Mountains meet. It is home to the Northwestern Band of the Shoshone Nation, a strong agricultural economy, history-laced landscape, and abundant natural beauty.

### **Mission and Purpose**

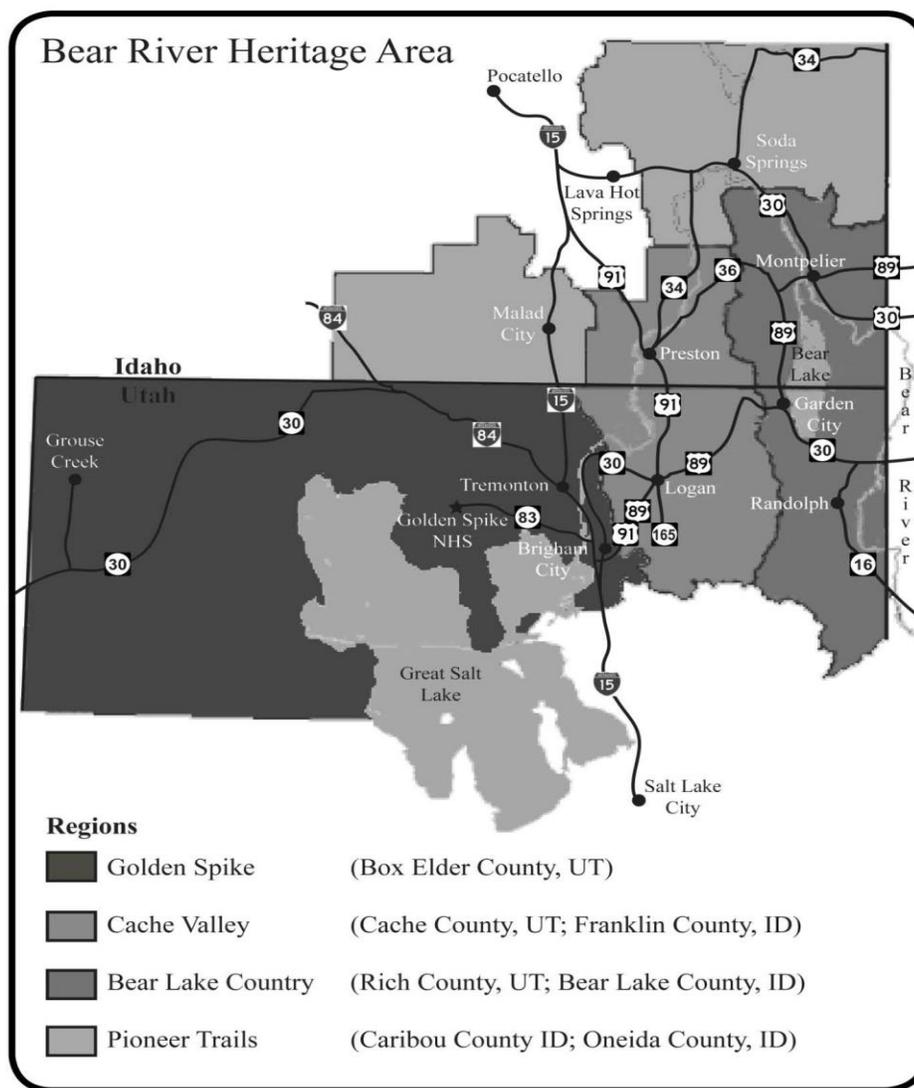
The history and resources of the BRHA are perhaps most succinctly expressed by the phrase used in promotion of the area, "Blessed by water, worked by hand." Following is the vision guiding the BRHA:

The Bear River Heritage Area is a place where people enjoy distinctive cultural groups and contrasting landscapes, and experience stories and consequences of the expanding American West; where responsible stewardship sustains the pastoral and natural landscapes, historic land uses, cultural sites, traditions, skills and knowledge, which contribute to a viable regional economy. (BRHA website)

The BRHA was initially formed in 2000, and formally created in 2006 through an inter-local agreement signed by many governmental, tourism business, arts, and education

organizations in the seven-county region. The mission of the BRHA Council provides a set of unified goals that tie the separate entities of the area together:

The mission of the Bear River Heritage Area Council is to work together to identify, preserve, and enhance our natural, cultural, and economic heritage and to stabilize and expand upon the economic opportunities associated with our heritage. (BRHA website)



**Figure 1: Bear River Heritage Area (Regions and Counties)**

The BRHA Council has also been working for a number of years to gain federal designation as a National Heritage Area. The four purposes of the BRHA (BRHA website), as laid out in the proposed National Heritage Area legislation, include:

- 1) Foster a close working relationship with all levels of government, the private sector, residents, business interests, and local communities in the States of Idaho and Utah;
- 2) Empower communities in the States of Idaho and Utah to exercise stewardship of their heritage while strengthening future economic opportunities;
- 3) Interpret, develop, and encourage stewardship of the historical, cultural, and recreational resources within the Heritage Area, and the natural and scenic features of which they are a part; and
- 4) Expand, foster, and develop heritage businesses and products relating to the cultural heritage of the Heritage Area.

## **STUDY 1: BEAR RIVER HERITAGE AREA VISITOR SURVEY**

### **Descriptive Results**

Data collected for this study were drawn from a sample of 728 BRHA visitors at one of 25 intercept survey locations (Table 1-1) between May 28th and October 30th, 2012. When accounting for group size, the intercept survey represented a total of 4,500 individuals. Of the 728 intercept survey respondents, a sample of 305 (42 %) was obtained for a mail survey, which included individuals who indicated further willingness to participate during the intercept survey. Mail surveys were sent to all 305 respondents, and four (1.3%) were returned undeliverable. Of the remaining 301 surveys, 187 were returned for a mail survey response rate of 62.1 percent.

### **Baseline Data and Demographics**

The intercept survey sample represented an equal number of males and females. Respondent age (Table 1-2) ranged from 18 to 88 years with an average age of 49 years. Group size (Table 1-3) ranged from lone individuals to groups of 100 with a median of 3 individuals per group. Table 1-4 shows the majority of groups consisted of families or families and friends (81.8%). The mail survey sample was highly educated (Table 1-5) with 33.9 percent of respondents having a Bachelor's degree and an additional 34.9 percent with a Graduate or Professional degree. The respondents also indicated a high level of average income (Table 1-6), represented by 61.4 percent who had annual household incomes over \$50,000. Lastly, while individuals were represented from across the country (Figure 1-1), there was not a diversity of racial or ethnic groups, with whites making up 95.7 percent of the sample and all other group

divisions constituting less than or equal to 1.6 percent. These baseline and demographic results are similar to results from other studies in heritage areas around the United States.

**Table 1-1**  
***Intercept survey locations***

Region	Location	Method of contact	Number of respondents	Percentage of sample
Golden Spike	Spiral Jetty	Researcher	76	10.4
	Brigham City Museum	Researcher	13	1.8
	UT I-15 Welcome Center	Site Staff	5	0.7
Cache Valley	American West Heritage Center	Researcher	70	9.6
	Riverside Trail	Researcher	38	5.2
	Franklin Relic Hall	Site Staff	26	3.6
	Cutler Marsh	Researcher	12	1.6
	Cache DUP Museum	Researcher	8	1.1
	Bear River Massacre Site	Researcher	4	0.5
	Cox Honeyland	Site Staff	2	0.3
Bear Lake Country	Bear Lake Overlook	Both	89	12.2
	Limber Pine Trail	Researcher	58	8.0
	Minnetonka Cave	Researcher	56	7.7
	Laketown Rest Area	Researcher	45	6.2
	Oregon-California Trail Center	Site Staff	30	4.1
	Paris Museum	Site Staff	7	1.0
Pioneer Trails	Soda Springs Geyser	Researcher	79	10.9
	Welsh Heritage Festival	Researcher	41	5.6
	Chesterfield Townsite	Researcher	37	5.1
	Hooper Spring	Researcher	15	2.1
	Oneida Pioneer Museum	Researcher	5	0.7
	Cherry Creek Visitor Center	Site Staff	4	0.5
	Sheep Rock	Researcher	4	0.5
	Niter Ice Cave	Researcher	2	0.3
	Last Chance Canal	Researcher	2	0.3

**Table 1-2**  
***Respondent age (years)<sup>1</sup>***

	Age
Range <sup>2</sup>	18-88
Mean	49
Median	50

<sup>1</sup>Intercept survey responses

<sup>2</sup>Age minimum was set at 18 for participation

**Table 1-3**  
***Respondent group size<sup>1</sup>***

	Number of people
Range	1-100
Mean	6
Median	3

<sup>1</sup>Intercept survey responses

**Table 1-4**  
***Respondent group type<sup>1</sup>***

Group type	Number of respondents	Percentage of respondents
Family	542	74.5
Family & Friends	53	7.3
Self	50	6.9
Friends	46	6.2
Tour Group	37	5.1
Total	728	100.0

<sup>1</sup>Intercept survey responses

**Table 1-5**  
***Respondent education level<sup>1</sup>***

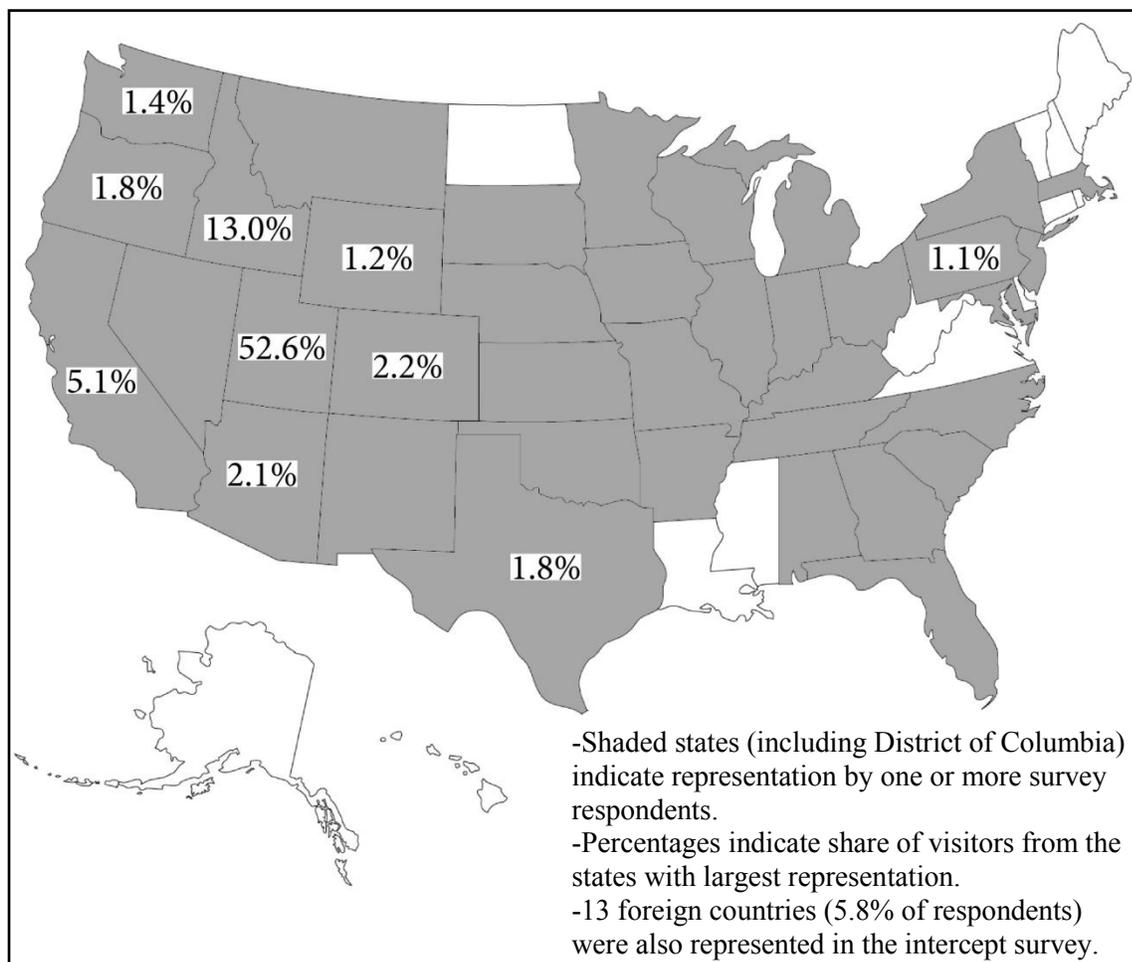
Education Level	Number of respondents	Percentage of respondents
Graduate or Professional Degree	65	34.9
Bachelor's Degree	63	33.9
Technical or Vocational Degree	26	14.0
Some College/No Degree	29	15.6
High School Diploma	2	1.1
Have not finished High School	1	0.5
Total	186	100.0

<sup>1</sup>Mail survey responses

**Table 1-6**  
***Respondent annual household income<sup>1</sup>***

Income Category (US Dollars)	Number of respondents	Percentage of respondents
\$150,000 or over	11	6.0
\$100,000 - \$149,999	29	15.9
\$75,000 - \$99,999	29	15.9
\$50,000 - \$74,999	43	23.6
\$25,000 - \$49,999	34	18.7
Under \$25,000	8	4.4
Chose not to answer	28	15.3
Total	182	100.0

<sup>1</sup>Mail survey responses



**Figure 1-1: Intercept survey respondents' states of origin**

The intercept survey began with an inquiry of whether the respondent was familiar with the term *Bear River Heritage Area*. Of the 728 respondents answering this question, 602 (82.7%) indicated they were not familiar with the term, meaning just over 17% of visitors (n = 126) were familiar with the term or name *Bear River Heritage Area*. Furthermore, slightly over 37% of those who were familiar with the term gained their knowledge from living within the area or hearing about it from family and friends, and almost 25% were familiar because of a visitor center/museum or brochure/guidebook (Table 1-7).

**Table 1-7**  
***How did you hear about the BRHA?***<sup>1</sup>

Answer	Number	Percentage (%)
Live/Raised In Area	31	24.6
Family/Friends	16	12.7
Visitor Center/Museum	15	11.9
Brochures/Guidebooks	12	9.5
Newspaper	8	6.3
School	6	4.8
Read About It	4	3.2
Internet	3	2.3
Other	13	10.3
Unsure	18	14.3
Total	126	100

<sup>1</sup>Intercept survey responses

Additionally, when asked their information source for their trips in the BRHA visitors stated they gained information from multiple sources (Table 1-8), with slightly over 88% stating their information sources were from a previous trip, family/friends, Internet, and driving by/road signs.

**Table 1-8**  
***Information source for trip to BRHA sites***<sup>1</sup>

Source	Number of respondents	Percentage of respondents
Previous Trip	263	36.1
Family/Friends	180	24.7
Internet	112	15.4
Driving By/Road Signs	87	12.0
Maps/Brochures	66	9.1
Visitor Center	50	6.9
Guidebook	36	4.9
Magazine/Newspaper	25	3.4
Other Source	26	3.4

<sup>1</sup>Intercept survey responses; multiple responses allowed

Respondents were also asked if they had made any trips in the past year to visit heritage sites/attractions. Overall, 71.8% indicated visiting at least one heritage site during the past year. Those respondents were then asked how many trips they had made specifically to visit heritage sites in the past year. Results from this question are presented in Table 1-9. Of note, almost 55%

of respondents made from one to four trips to heritage sites in the past year, with an additional 16.8% making five or more trips. A more specific total for number of heritage site visits was requested in the mail survey and yielded similar results, indicating a large majority (over 70%) of visitors to the BRHA enjoy visiting multiple heritage sites and attractions throughout the year.

**Table 1-9**  
***Number of visits made specifically to heritage sites (past 12 months)<sup>1</sup>***

Number of trips	Number of respondents	Percentage of respondents
None	209	28.7
1-2	284	39.0
3-4	113	15.5
5 or more	122	16.8
Total	728	100.0

<sup>1</sup>Intercept survey responses

Of these previous trips to heritage sites, respondents were asked how many trips were made to destinations in the BRHA in the past year. Although 23.6% indicating making no trips to BRHA destinations in the past year, probably indicating first-time visitors, 63% indicated making one or two trips, 6.9% indicated three or four trips, and 6.5% indicated five or more trips. So overall, 76.4% of respondents had been repeat visitors to the BRHA within the past year.

Respondents were also asked if they had spent any time researching information for their visit to the BRHA. Results are presented in Table 1-10.

**Table 1-10**  
***Number of hours spent researching information prior to visit<sup>1</sup>***

Number of hours	Number of respondents	Percentage of respondents
None	483	66.3
<1	158	21.7
1-2	54	7.4
3-4	14	1.9
5 or more	19	2.6
Total	728	100.0

<sup>1</sup>Intercept survey responses

Although two-thirds of respondents indicated spending no time researching information prior to their visit to the BRHA, one-third indicated they had, spending between less than one hour to five or more hours. Anecdotally, many of these respondents were highly knowledgeable about certain aspects of the heritage of the BRHA and had invested considerable time in researching their interests.

When asked specifically what type of research they completed, slightly over 59% indicated they found information on the Internet, with another 13.6% indicating they had read brochures/guidebooks, and the remaining 27% indicating other sources of information (Table 1-11). These results have marketing implications for the BRHA and demonstrate the importance of the BRHA website, brochures, and guidebooks.

**Table 1-11**  
***Type of research completed<sup>1</sup>***

Type of Research	Number	Percentage (%)
Found Information on Internet	118	59.3
Read Brochures/Guidebooks	27	13.6
Mapped Route	16	8.0
Researched Family History	7	3.5
Internet and Brochure/Guidebooks	19	9.5
Internet and Mapped Route	4	2.0
Talked to Family/Friends	3	1.5
Other	5	2.5
Total	199	100

<sup>1</sup>Intercept survey responses

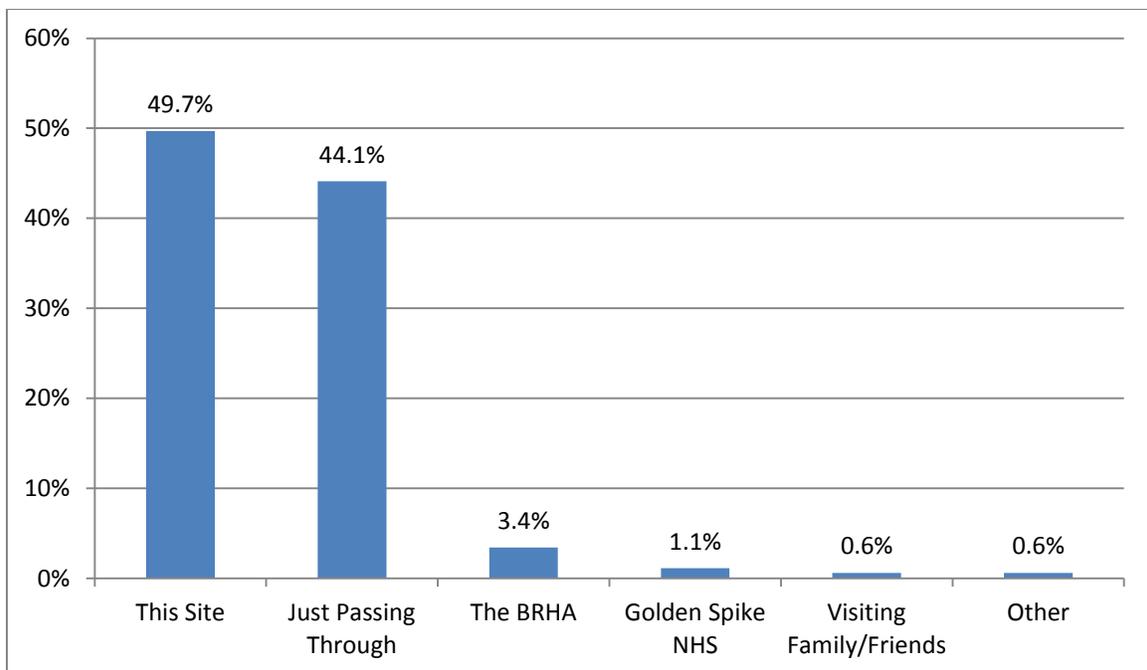
In the mail survey respondents were asked to self-rate their previous knowledge of the BRHA sites they visited. Contrary to the general lack of knowledge of BRHA nomenclature, 124 respondents (64.8%) indicated they had some previous knowledge of the time period, events, or features represented at the sites they visited. Furthermore, 44.5% indicated a somewhat high or high level of previous knowledge. Results are presented in Table 1-12.

**Table 1-12**  
**Respondent self-ratings of previous knowledge of sites visited<sup>1</sup>**

Level of knowledge	Number of respondents	Percentage of respondents
None	61	35.3
Low	2	1.2
Somewhat Low	8	4.6
Neither High nor Low	25	14.5
Somewhat High	56	32.4
High	21	12.1
Total	173	100.0

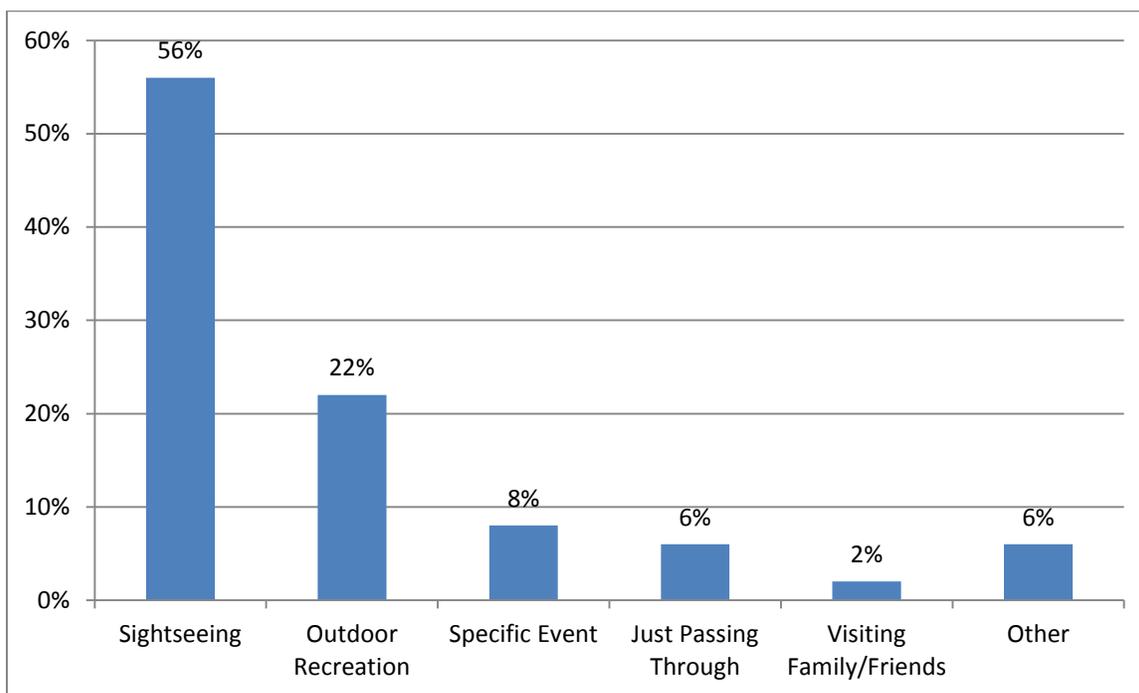
<sup>1</sup>Mail survey responses

During the intercept survey, when respondents were asked, “What is your primary destination today?” almost 50% indicated their primary destination was the site, attraction, or event at which the intercept survey was being conducted (Figure 1-2). Significantly, slightly over 44% of the respondents stated they were just passing through and decided to stop. Only 3.4% indicated their primary destination was the BRHA. It is obvious that many BRHA sites, attractions, and event can be considered “stand-alone” destinations for visitors, but there is also significant visitation from “pass-through” travelers.



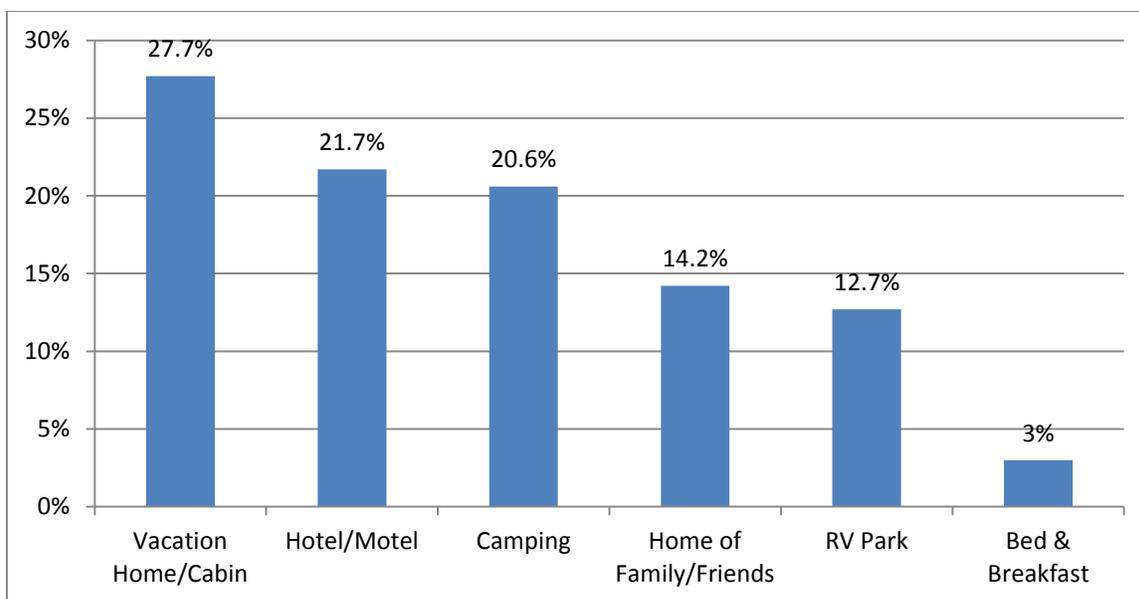
**Figure 1-2: Primary destination for today's visit**

When asked, “What is the primary purpose of your visit today?” 56% of respondents indicated they were sightseeing, followed by 22% who were engaged in outdoor recreation (Figure 1-3). Eight percent were attending a specific event, 6% were just passing through, 2% were visiting family and or friends, and 6% had a variety of more specific purposes for their visit.



**Figure 1-3: Primary purpose of visit**

Respondents were asked if they had stayed or planned to stay overnight in the BRHA on their trip. About 38% indicated they had stayed or were intending to stay overnight. The number of nights ranged from a one night stay to a 135 night stay, with a mean stay of 3.5 nights and a median of two nights. These respondents were then asked to indicate the type of lodging they used or planned to use. As presented in Figure 1-4, almost 28% of these respondents stayed in a vacation home/cabin, followed by almost 22% staying in a hotel/motel and almost 21% camping. About 14% stayed with family/friends, and only 3% lodged at bed & breakfasts.



**Figure 1-4: Lodging types for overnight stays**

### **General Visitor Satisfaction with the BRHA Experience**

A series of general satisfaction questions were included on the first two pages of the mail survey. When rating general satisfaction, some areas of dissatisfaction may be counterbalanced by higher satisfaction in other areas and results should be interpreted accordingly. Nonetheless, general satisfaction ratings are useful when examining satisfaction of the overall tourist experience and are presented here. All satisfaction questions used the five point Likert scale where 1=Dissatisfied, 2=Somewhat Dissatisfied, 3=Neutral, 4=Somewhat Satisfied, 5=Satisfied.

The first measure of satisfaction asked respondents to rate their general satisfaction with their visit to the BRHA. Results from this question indicate a high overall satisfaction with a mean rating of 4.79, indicating high levels of satisfaction (only six respondents (3.2 %) indicated a level of satisfaction at or below the neutral rating).

The next two measures asked respondents how satisfied or dissatisfied they were in general, with first, the quality of attractions and associated services provided, and second, the friendliness and helpfulness of service workers in the BRHA. Satisfaction ratings for both of

these questions were also very high with means of 4.66 and 4.68 respectively. Once again very few respondents rated satisfaction at or below a neutral level represented by eight (4.5%) and 17 (9.4%) respectively.

The last of the general satisfaction questions asked those who indicated they had driven a Scenic Byway or visited a National Historic Trail for their ratings of satisfaction with their experience. The mean rating for Scenic Byways was 4.81 and the mean rating for National Historic Trails was 4.64, again indicating high levels of satisfaction with these experiences. Once again, only a handful of respondents rated their satisfaction below the somewhat satisfied level and none rated satisfaction below the neutral level.

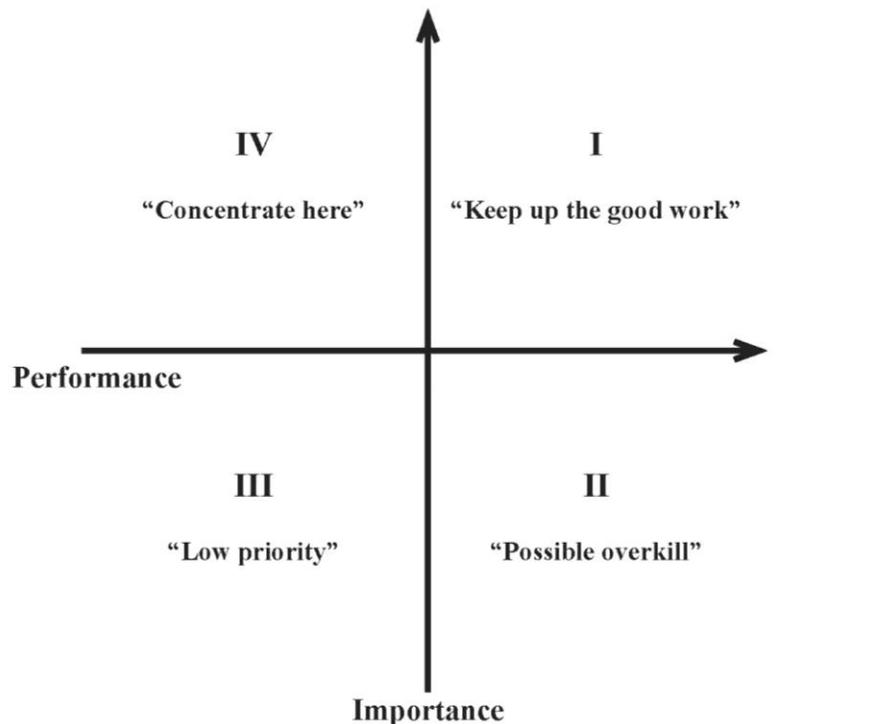
## Importance-Performance Analyses

Two sets of survey questions in the mail survey, one asking respondents to indicate their perceived importance of certain attributes related to their visitor experience and one asking respondents to indicate their perceived performance or satisfaction with the same attributes, were used for this portion of the study. Twenty-two attributes associated with the general visitor experience were rated by survey respondents, for Importance of each utilizing a scale of 1 = Unimportant, 2 = Somewhat Unimportant, 3 = Neutral, 4 = Somewhat Important, and 5 = Important, and for Performance/Satisfaction of each utilizing a scale of 1 = Dissatisfied, 2 = Somewhat Dissatisfied, 3 = Neutral, 4 = Somewhat Satisfied, and 5 = Satisfied. An Importance-Performance Analysis (IPA) was then performed on the data.

The results of an IPA are graphically represented when these two measures (importance and performance/satisfaction) are combined in a two-dimensional grid or matrix (Figure 1-5). The vertical axis of the grid contains measures of importance and the horizontal axis displays measures of performance/satisfaction. The resulting grid contains four quadrants with different management considerations for the attributes that fall within the different quadrant bounds. Quadrant I, “Keep up the good work,” contains items rated with high levels of both importance and performance; Quadrant II, “Possible overkill,” contains items of low importance but high performance; Quadrant III, “Low priority,” contains items with low levels of both importance and performance; and finally, Quadrant IV, “Concentrate here,” contains items rated with high importance but low performance.

Quadrant I identifies those attributes of the BRHA most likely to draw in visitors, as again, these are items rated with high levels of both importance and performance. Attributes falling in this quadrant comprise the strong suit of BRHA management and should be maintained

at current levels. In contrast, Quadrant IV presents items rated with high levels of importance and but low levels of performance, and identifies areas where the biggest gains can be achieved. Management should target attributes falling within this quadrant as areas for potential improvement.



**Figure 1-5: Importance-Performance analysis matrix**

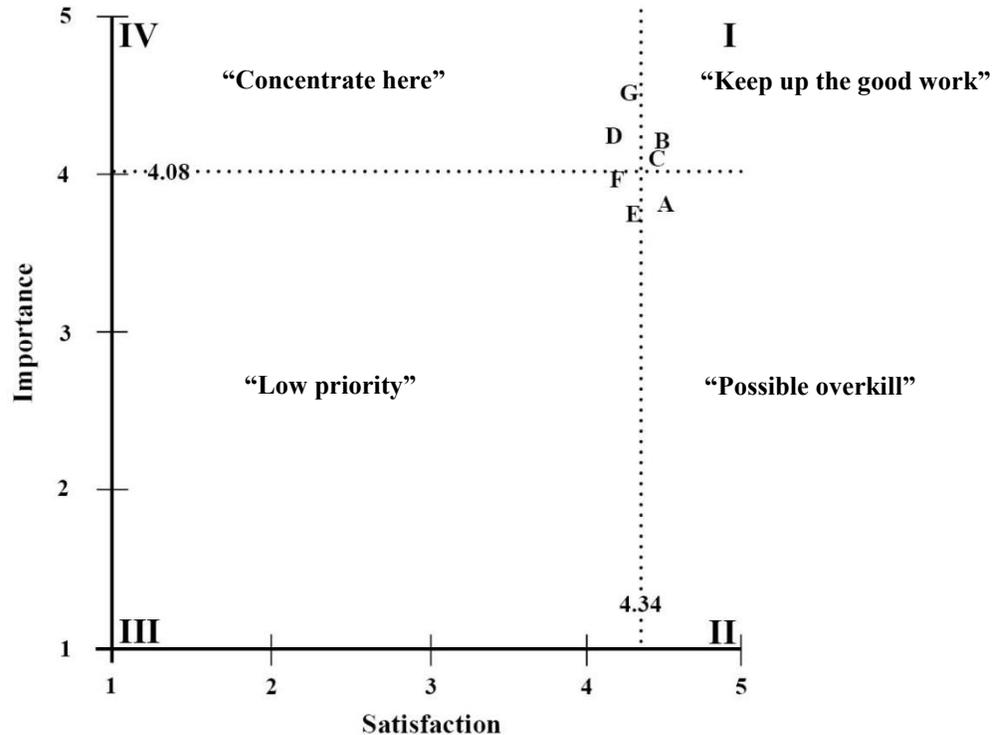
### **Importance-Performance Analysis Results**

Results for the 22 attribute importance and performance questions are presented in the following IPA matrices. All IPA matrices can be interpreted using the attribute key (Table 1-13). Also of note in the attribute key is the division of attributes into three general categories utilized in the IPA matrices: 1) Information Attributes; 2) Attraction Attributes; and 3) Service Attributes.

**Table 1-13**  
***Importance-Satisfaction attribute key***

Attribute and Category	Attribute Label
Information Attributes	
Brochures	A
Maps	B
Educational displays	C
Information available about attractions	D
Information available about events	E
History of BRHA	F
Directional road signs	G
Attraction Attributes	
Pioneer historic sites	H
Native American historic sites	I
Agricultural (farm/ranch) sites	J
Scenic byways	K
Wildlife	L
Natural scenery/landscape	M
Service Attributes	
Restaurants	N
Lodging (hotels/motels/bed & breakfast)	O
Campgrounds	P
Grocery and convenience stores	Q
Sporting goods/outdoor equipment stores	R
Souvenir stores/gift shops	S
Guide and outfitting services	T
Transportation (shuttle/taxi services)	U
Gas/service stations	V

The matrices were set up using the grand means scores of the three attribute categories to determine placement of the axes. This approach allows for the data to determine the grand means upon which the axes are drawn, and it also allows for a closer comparison of attributes with similar qualities. The following results (Figures 1-6, 1-7, and 1-8) indicate the quadrant positions for each of the categories with the axes set at the within category grand means.



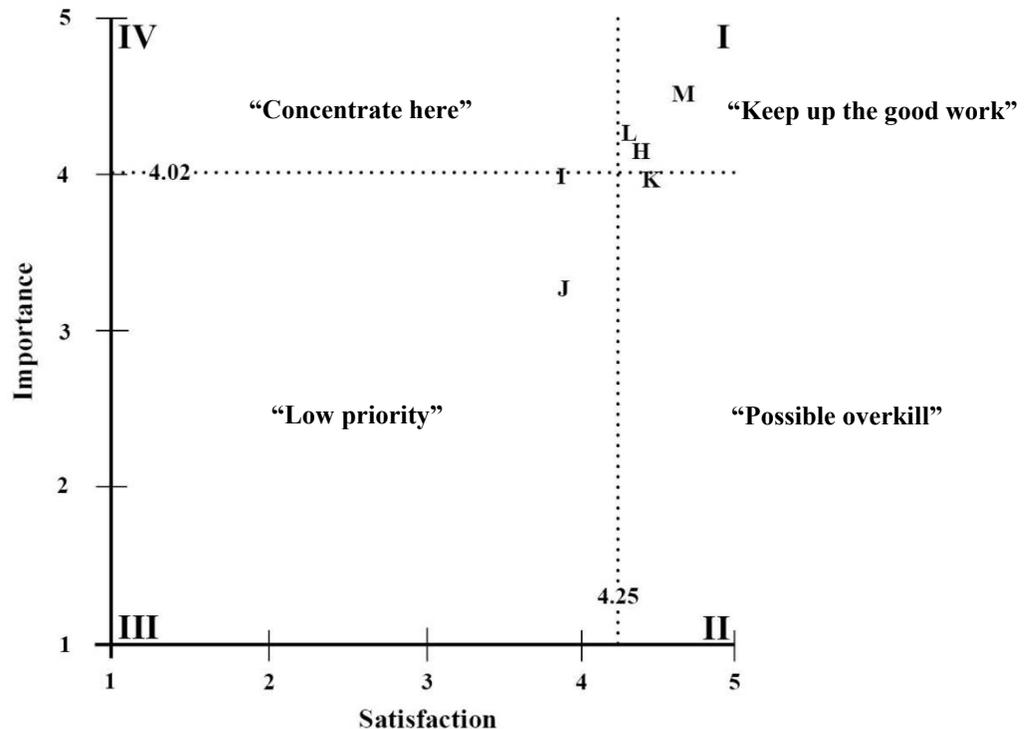
**Figure 1-6: Importance-Satisfaction information attribute matrix with grand means**

Importance Grand Mean = 4.08 on 5-point scale

Satisfaction Grand Mean = 4.34 on 5-point scale

In interpreting this Information Attribute Matrix (Figure 1-6), it is evident visitors rated the importance of Maps (B) and Educational Displays (C) as very high and were also very satisfied with these as both these items fall in Quadrant I, hence “Keep up the good work” for management. Information available about attractions (D) and Directional road signs (G) fall in Quadrant IV, representing high importance to visitors but with somewhat lesser satisfaction (although these items are still very close to the grand means axis lines), and hence “Concentrate here” sends the message that more energy and resources could be devoted to these two items in order to improve visitor satisfaction. The other three items, Brochures (A), Information available about events (E), and History of BRHA (F), although still relatively important and with relatively high levels of satisfaction (and again falling close to the grand means axis lines) represent

“Possible overkill” and “Low priority” and hence do not really need any management attention at this time.

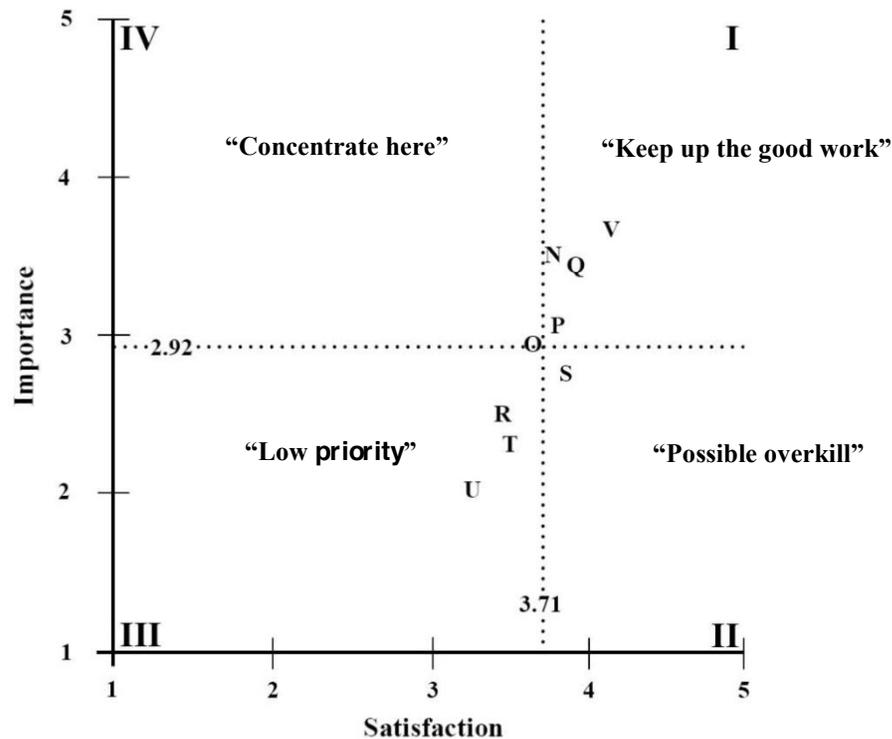


**Figure 1-7: Importance-Satisfaction attraction attribute matrix with grand means**

Importance Grand Mean = 4.02 on 5-point scale  
Satisfaction Grand Mean = 4.25 on 5-point scale

With the Attraction Attributes (Figure 1-7), visitors rated Pioneer historic sites (H), Wildlife (L), and Natural scenery/landscape as highly important with high satisfaction (Quadrant I). Native American historic sites (I) falls on the grand means axis line between Quadrant III and IV, and although still of high importance there is somewhat less visitor satisfaction, and hence, perhaps BRHA management could devote some attention to improving this aspect of the visitor experience. Of somewhat lesser importance is Agricultural (farm/ranch) sites (J) but there is still a relatively high satisfaction level (Quadrant III), and so this aspect of the visitor experience is “low priority” for management. Scenic byways (K) falls on the grand means axis line between

Quadrant I and II, but demonstrated are still high levels of importance and satisfaction, and hence, this aspect seems to be more “Keep up the good work.”



**Figure 1-8: Importance-Satisfaction service attribute matrix with grand means**

Importance Grand Mean = 2.92 on 5-point scale

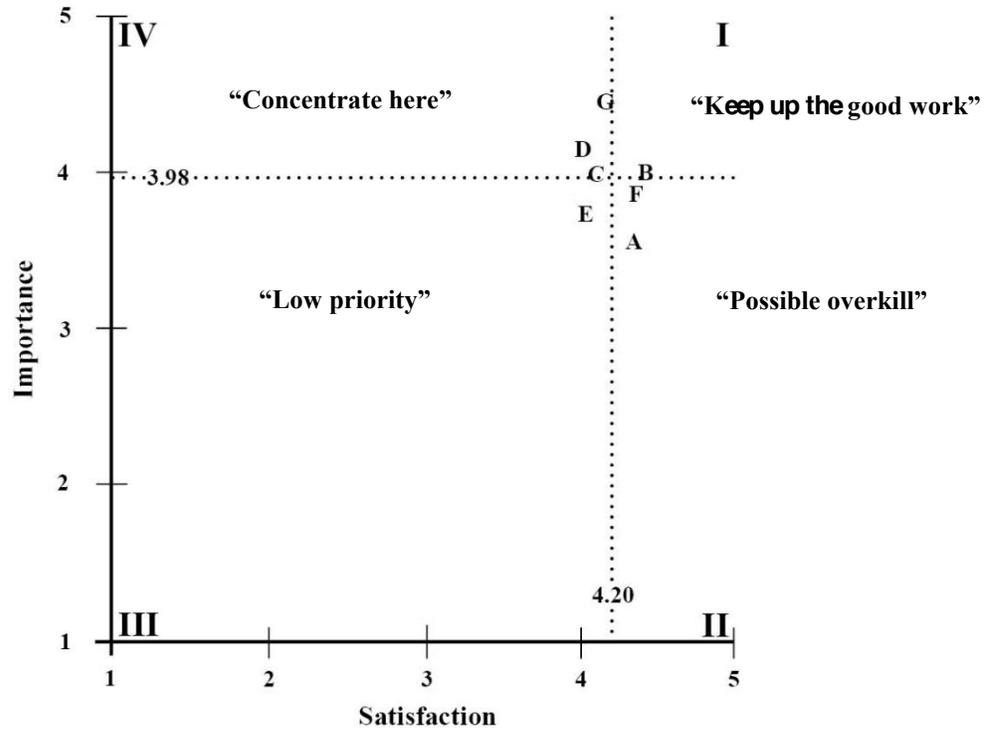
Satisfaction Grand Mean = 3.71 on 5-point scale

With the Service Attributes (Figure 1-8), it is evident the grand means axis lines are generally lower with respect to importance and satisfaction than the two previous matrices, with Importance close to 3 = Neutral and Satisfaction close to 4 = Somewhat Satisfied. However, higher levels of importance and satisfaction are evident for Restaurants (N), Campgrounds (P), Grocery and convenience stores (Q), and Gas/service stations (V), and Souvenir stores/gift shops (S), although with a somewhat lower importance but still with a relatively high level of satisfaction. Lodging (hotels/motels/bed & breakfast) (O) is somewhat more important but with a

lesser level of satisfaction, falling on the grand means axis line between Quadrants III and IV. Sporting goods/outdoor equipment stores (R), Guide and outfitting services (T), and Transportation (U) are of lesser importance (below 3 = Neutral) but above 3 = Neutral for Satisfaction and consequently are of “Low priority.” Generally these data indicate that Service Attributes associated with the BRHA visitor experience are all in good shape.

An additional round of IPA matrices was generated by segmenting the respondent population. Figures 1-9, 1-10, and 1-11 display results for respondents who traveled less than 120 miles to their destination in the BRHA, and Figures 1-12, 1-13, and 1-14 display results for those traveling 120 miles or more. This 120-mile demarcation suggests segmenting respondents according to those who are residents with the BRHA (< 120 miles) and those who reside outside of the BRHA region ( $\geq$  120 miles). These segments were placed on matrices again using the three category division of attributes with axes placed on the segment grand means for each category.

Eight attributes, Educational displays (C), History of the BRHA (F), Directional road signs (G), Native American historic sites (I), Scenic byways (K), Wildlife (L), Lodging (O), and Campgrounds (P), had quadrant locations that varied between the ratings of the two segments and group as a whole. Management considerations and actions should be made cautiously for these attributes, especially true for Educational displays (C) and Lodging (O), that fell into three separate quadrants depending on the analysis.

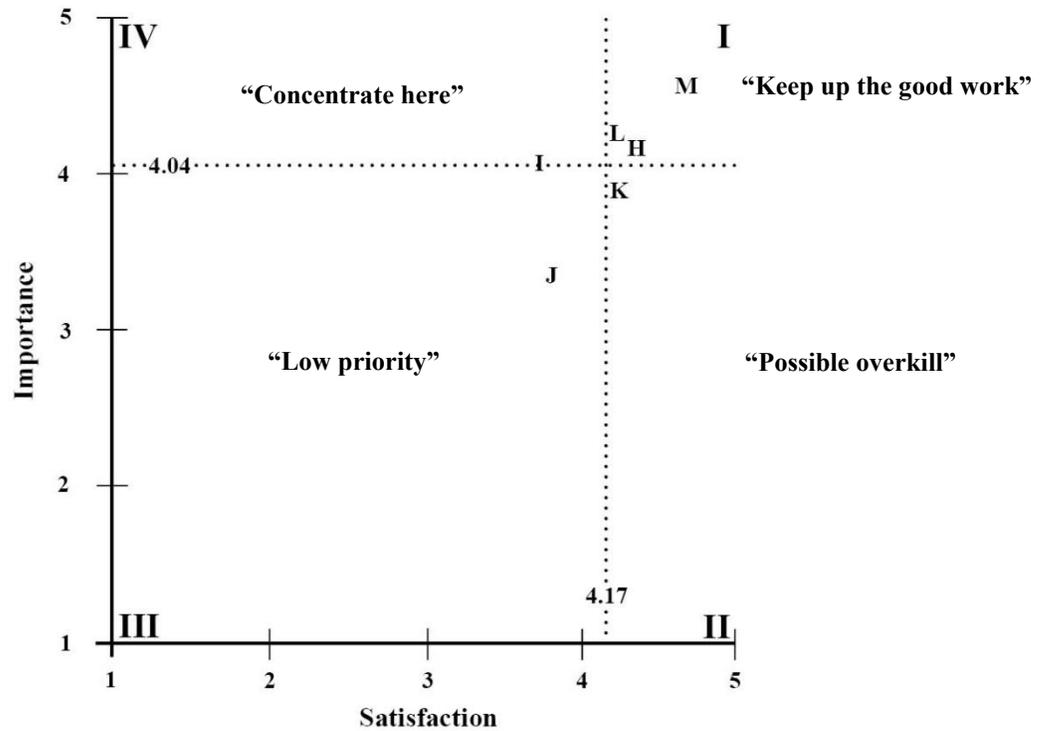


**Figure 1-9: Importance-Satisfaction information attribute matrix for <120 mile segment**

Importance Grand Mean = 3.98 on 5-point scale

Satisfaction Grand Mean = 4.20 on 5-point scale

Notice above (Figure 1-9), for respondents residing within 120 miles of their BRHA destination, Educational Displays (C), Information about attractions (D), and Directional road signs (G) could deserve some BRHA management attention, as these fall in Quadrant IV, “Concentrate here.”

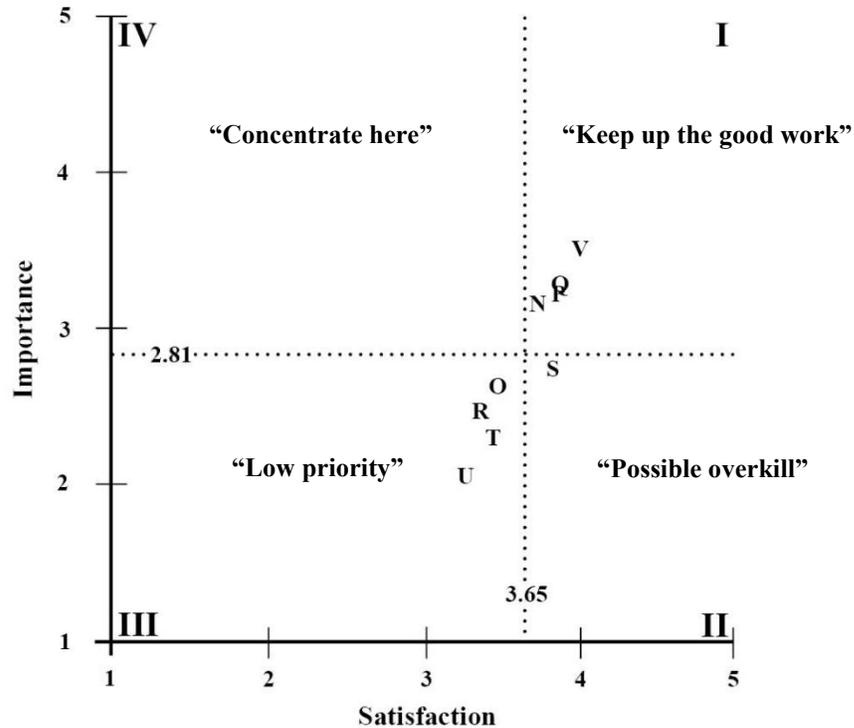


**Figure 1-10: Importance-Satisfaction attraction attribute matrix for <120 mile segment**

Importance Grand Mean = 4.04 on 5-point scale

Satisfaction Grand Mean = 4.17 on 5-point scale

Notice above (Figure 1-10), for respondents residing within 120 miles of their BRHA destination, Native American historic sites (I) could deserve some BRHA management attention, as this falls on the grand means axis line between Quadrant III and IV, very close to “Concentrate here.”

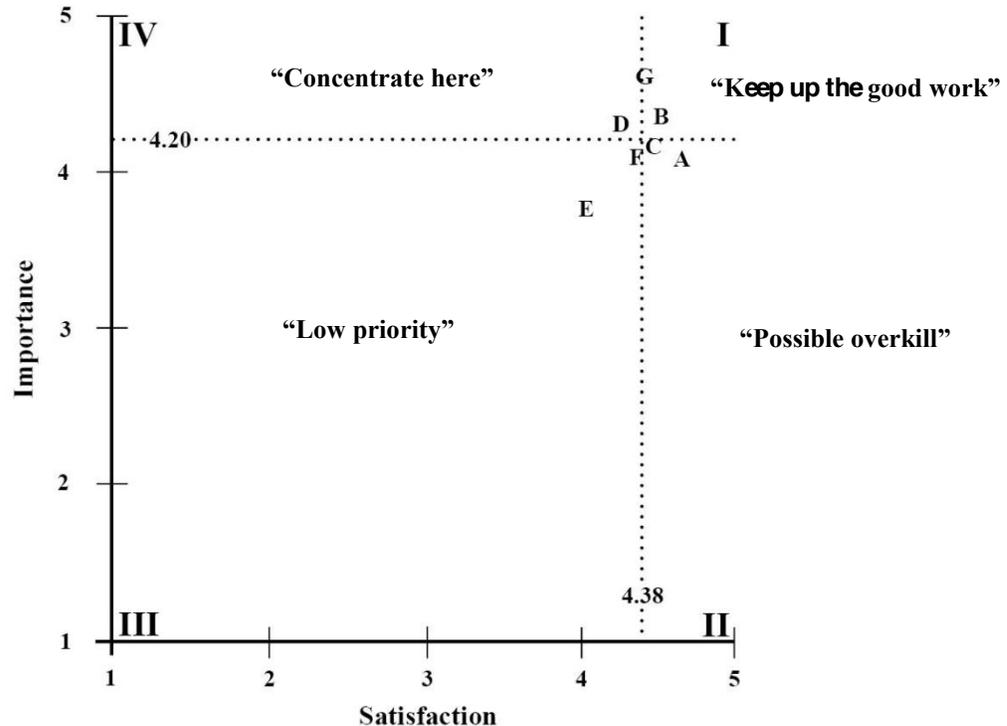


**Figure 1-11: Importance-Satisfaction service attribute matrix for <120 mile segment**

Importance Grand Mean = 3.65 on 5-point scale

Satisfaction Grand Mean = 2.81 on 5-point scale

Notice above (Figure 1-11), for respondents residing within 120 miles of their BRHA destination, there is a lesser level of importance placed on these attributes (below 3 = Neutral), yet satisfaction is above 3 = Neutral. Expressed is “Keep up the good work” with Restaurants (N), Campgrounds (P), Grocery and convenience stores (Q), and Gas/service stations (V). There are no attributes that require “Concentrate here” displayed.

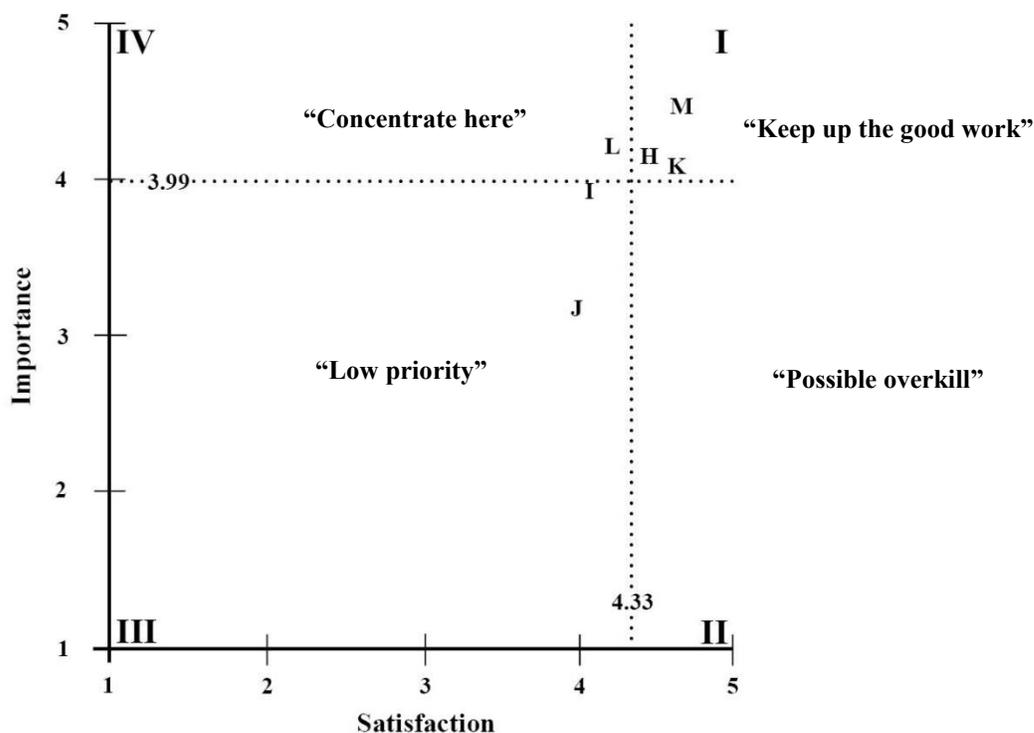


**Figure 1-12: Importance-Satisfaction information attribute matrix for  $\geq 120$  mile segment**

Importance Grand Mean = 4.20 on 5-point scale

Satisfaction Grand Mean = 4.38 on 5-point scale

Notice above (Figure 1-12), for respondents residing 120 miles or more from their BRHA destination, representing visitors from outside the BRHA region, there are generally higher levels of importance placed on these Information Attributes (above 4 = Somewhat Important), yet satisfaction is generally above 4 = Somewhat Satisfied. Expressed is “Keep up the good work” with Maps (B), and Directional road signs (G), and Brochures (A), Educational displays (C), and History of BRHA (F) are all very close to Quadrant I, “Keep up the good work.” Information available about attractions (D), falling into Quadrant IV, “Concentrate here,” is perhaps the only attribute that could use some increased attention. Of “Low priority” is Information available about events (E), yet is still of relatively high importance with high satisfaction expressed.



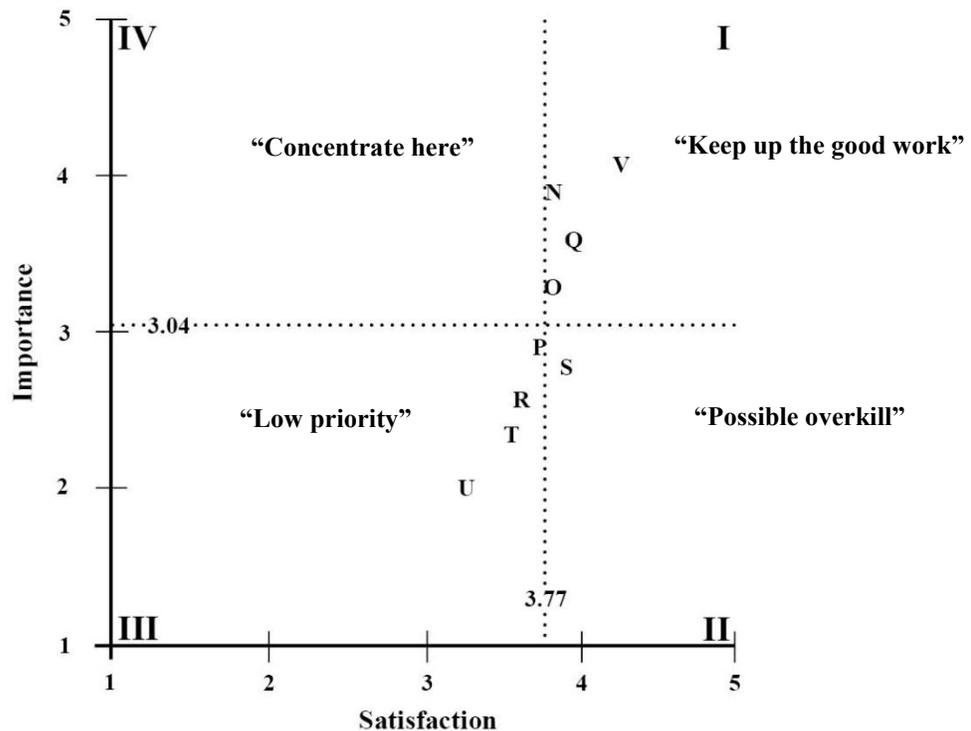
**Figure 1-13: Importance-Satisfaction attraction attribute matrix for  $\geq 120$  mile segment**

Importance Grand Mean = 3.99 on 5-point scale

Satisfaction Grand Mean = 4.33 on 5-point scale

Notice above (Figure 1-13), for respondents residing 120 miles or more from their BRHA destination, representing visitors from outside the BRHA region, there are again generally higher levels of importance placed on these Attraction Attributes (almost 4 = Somewhat Important), and satisfaction is generally above 4 = Somewhat Satisfied. Expressed is “Keep up the good work” with Pioneer historic sites (H), and Scenic byways (K), and Natural scenery/landscape (M). Notice Wildlife (L) as falling in Quadrant IV, “Concentrate here,” and perhaps deserving of some BRHA management attention as this attribute is of high importance to visitors from outside the BRHA region and has a somewhat lower level of satisfaction, as is Native American historic sites (I), which falls very close to Quadrant IV, close to the grand means axis line. Also evident

is Agricultural (farm/ranch) (J) with lesser importance yet a relatively high level of importance (4 = Somewhat Important).



**Figure 1-14: Importance-Satisfaction service attribute matrix for  $\geq 120$  mile segment**

Importance Grand Mean = 3.04 on 5-point scale

Satisfaction Grand Mean = 3.77 on 5-point scale

With respect to Service Attributes (Figure 1-14) for visitors from outside the BRHA region, generally expressed is a lower level of importance, but still relatively high levels of satisfaction (close to 4 = Somewhat Satisfied). Expressed is “Keep up the good work” with Restaurants (N), and Lodging (O), Grocery and convenience stores (Q), and Gas/service stations (V). Of lesser importance but still expressed satisfaction above 3 = Neutral are Campgrounds (P), Sporting goods/outdoor equipment stores (R), Guide and outfitting services (T), and Transportation (U), with “Possible overkill” of Souvenir stores/gift shops (S).

In summary, Tables 1-14, 1-15, and 1-16 provide a breakdown of the quadrants each attribute falls into for each of the analyses. Table 1-14 synthesizes the results from Figures 1-6, 1-7, and 1-8, which represent ratings from the respondents as a whole. Table 1-15 corresponds with Figures 1-9, 1-10, and 1-11 and shows the results for ratings by visitors traveling less than 120 miles to the heritage site at which they were contacted. Lastly, Table 1-16 corresponds with Figures 1-12, 1-13, and 1-14 and shows the results from visitors traveling 120 miles or more to the site at which they were contacted. Tables 1-14, 1-15, and 1-16 illustrate that an attribute may fall into different quadrants depending on how the data is analyzed. Therefore, this study is useful when prescribing management considerations and actions, but it can only serve as a guide. Special care should be taken when making management prescriptions for the attributes located near an axis in the analyses previously represented (Figures 1-6 through 1-14). It is also important to remember this study only represents a portion of the visitors at a portion of BRHA sites. While the results were obtained from visitors in all of the BRHA regions, some sites and areas may perform better than the average on certain attributes and below average on other attributes. It is important to consider how managerial knowledge of sites coincides with the IPA results before any major management changes are implemented.

**Table 1-14**  
***Attribute quadrant locations for analyses of all respondents***

Quadrant	Attribute
Quadrant I “Keep up the good work”	Maps Educational Displays Pioneer historic sites Natural scenery/landscape Restaurants Campgrounds Grocery and convenience stores Gas/service stations
Quadrant II “Possible overkill”	Brochures Scenic byways Wildlife Souvenir stores/gift shops
Quadrant III “Low priority”	Information available about events History of BRHA Native American historic sites Agricultural (farm/ranch) sites Sporting goods/outdoor equipment stores Guide and outfitting services Transportation (shuttle/taxi services)
Quadrant IV “Concentrate here”	Information available about attractions Directional road signs Lodging (hotels/motels/bed & breakfast)

**Table 1-15**  
**Attribute quadrant locations for analyses**  
**of respondents traveling <120 miles**

Quadrant	Attribute
Quadrant I “Keep up the good work”	Maps
	Pioneer historic sites
	Natural scenery/landscape
	Restaurants
	Campgrounds
	Grocery/convenience stores
Quadrant II “Possible overkill”	Gas/service stations
	Brochures
	History of BRHA
	Scenic byways
	Wildlife
Quadrant III “Low priority”	Souvenir stores/gift shops
	Information about events
	Agricultural (farm/ranch) sites
	Lodging (hotels/motels/B&B)
	Sporting/outdoor equipment
	Guide and outfitting services
Quadrant IV “Concentrate here”	Transportation (shuttle/taxi)
	Educational Displays
	Information about attractions
	Directional road signs
	Native American historic sites

**Table 1-16**  
**Attribute quadrant locations for analyses**  
**of respondents traveling ≥120 miles**

Quadrant	Attribute
Quadrant I “Keep up the good work”	Maps
	Directional road signs
	Pioneer historic sites
	Scenic byways
	Natural scenery/landscape
	Restaurants
	Lodging (hotels/motels/B&B)
	Grocery/convenience stores
Quadrant II “Possible overkill”	Gas/service stations
	Brochures
	Educational Displays
	Souvenir stores/gift shops
Quadrant III “Low priority”	Information about events
	History of BRHA
	Native American historic sites
	Agricultural (farm/ranch) sites
	Campgrounds
	Sporting/outdoor equipment
Quadrant IV “Concentrate here”	Guide and outfitting services
	Transportation (shuttle/taxi)
	Information about attractions
	Wildlife

## **Management Implications**

This study provides a wealth of information for BRHA leadership and site managers. In the most basic sense, the study provides valuable baseline demographic information about visitors at sites in the BRHA. As the first study completed in the heritage area, the data collected will benefit any future studies the BRHA decides to undertake by providing a benchmark upon which to measure future data.

Quite possibly the most pressing issue for leadership identified through this research is increasing recognition of the BRHA as an entity. As a relatively young organization the BRHA is still in the phase of establishing its brand and base of visitors. Some heritage sites affiliated with the area have strong name recognition at the local level (e.g., American West Heritage Center) and national level (e.g., Golden Spike NHS), while visitors overall still have low levels of awareness of the BRHA as an entity. This is a major challenge that needs to be addressed first and foremost. Data from the intercept survey showed only 17.3% of those surveyed were familiar with the title Bear River Heritage Area and many of those who had heard of the BRHA had only heard of it only in passing. Furthermore, some of those working at sites affiliated with the BRHA were unsure of the details of what actually constituted the BRHA when they were contacted for help with this study. In order to advance the bid for designation as a National Heritage Area, branding, visitor awareness, and recognition need to be given priority. One possible route to take is reaching out to current visitors at BRHA sites and educating them about the experience opportunities available in the BRHA, as over 60% of visitors obtained their information for their trip during a previous trip or from family and friends who had previously visited the area.

The location of the BRHA between high population centers along the Wasatch Front and the tourism hotspots of Grand Teton and Yellowstone National Parks provides a unique opportunity for the BRHA to be an intermediate destination. This was evident in the results of an intercept survey question where 40% of respondents indicated they were just passing through the area and decided to stop at a BRHA site. Some of the visitors commented during the course of the intercept survey or wrote a comment on the mail survey (Appendix D) that they had no idea what the area had to offer before making a side trip as part of their larger itinerary. This highlights the opportunity for independent or “stand-alone” sites and destinations to promote the greater network of BRHA offerings while referring visitors to neighboring sites that might also be of interest, and it is important for BRHA management to facilitate greater interconnectivity throughout the BRHA.

When viewing the basic demographics of survey respondents a couple of results stand out. First, the sample was highly educated with 68.8% of residents possessing a Bachelor’s degree or higher. Second, the respondents were largely affluent with 61.4% bringing in an annual household income of \$50,000 or more. These findings present a couple of potential pathways for moving forward. The BRHA can either play to its strengths by increasing and marketing opportunities potentially desirable for individuals with higher levels of education and affluence, and/or bolster outreach efforts and ensure a variety of low cost accessible opportunities are available directed toward currently underrepresented groups.

In regards to the IPA, the BRHA seems to be performing well on most of the attributes included in the survey. The series of IPA techniques employed in this study highlight some of the possible areas for improvement depending on management objectives. Area leadership should find it encouraging that visitors’ mean satisfaction with their trip to the area was rated

very high. However, there is still room for improvement and the results indicate the following attributes deserve the most attention moving forward: Information about attractions, Directional road signs, and Native American historic sites. Other areas potentially deserving management attention and resources include: Educational displays, Information about events, Agricultural sites, Lodging, and Campgrounds. Conversely, Brochures and Souvenir/gift shops consistently fell into Quadrant II, “Possible overkill,” suggesting these may not need any more attention or perhaps are currently being given too much attention.

It should also be understood that even for the attributes shown to fall into Quadrant I, “Keep up the good work,” it would not be a good idea to abandon current efforts at these altogether. Instead, these attributes represent strengths with the potential to be promoted as key attractions and visitor services. Results from this study indicate BRHA strengths include: Maps of the area, Pioneer historic site attractions, Wildlife, Natural scenery/landscape, Restaurants, Grocery/convenience stores, and Gas/service stations. Hence, there is potential for the BRHA to market, advertise, and promote these specific attractions and services currently performing well.

In summary, BRHA strengths and possible areas for improvement were identified by the sample of survey respondents. The results provide insight into some aspects of the BRHA and broadly highlight the areas where energy and investment might pay the biggest dividends. Nevertheless, this research serves best when viewed as a baseline study, and follow-up studies are recommended as the BRHA continues to gain traction and forge stronger connections between the heritage offerings and heritage tourists. A recommended place to start is with marketing the BRHA as a destination by increasing familiarity with the name of the area and its offerings that were rated highly on both importance and performance.

**Summary of Recommended Management Prescriptions:**

- Work to increase BRHA name recognition and visitor awareness of heritage sites.
- Increase cooperation and cross referrals between heritage offerings; facilitate more interconnectivity between and among heritage sites and visitor services.
- Take advantage of location and cater to those passing through the area (i.e., Salt Lake City and the Wasatch Front and Back, and the destinations of Grand Teton and Yellowstone National Parks).
- Promote a full package and range of activity types for all visitor interests (cultural-heritage tourists, agricultural tourists, and nature tourists).
- Improve upon weaker performing attributes, especially Information about attractions and activities, Directional road signs, and Native American historic sites.
- Promote high performing destination and service attractions as area strengths.

**STUDY 2:  
QUALITATIVE ANALYSIS OF THE ENDORSED BUSINESSES AND ARTISANS  
OF THE BEAR RIVER HERITAGE AREA**

**Study Overview**

In recent years, heritage areas have become an increasingly popular way to promote heritage preservation, tourism, and economic development. In addition to encompassing heritage sites, places and events, many heritage areas are affiliated with privately owned businesses and artisans who are connected to the region's heritage through their products or services. These so called "heritage businesses" can enliven and enrich the area's cultural heritage while striving to make a profit and/or keep heritage arts and crafts alive.

This study gathered qualitative data about the heritage businesses and artisans of the Bear River Heritage Area (BRHA), located in the Bear River watershed of northern Utah and southeastern Idaho. The study also gathered demographic data about the businesses and owners/managers, investigated the presence and types of benefits the businesses perceived as coming from the BRHA affiliation, the relationship between the endorsed businesses and the BRHA, the effectiveness of the BRHA's advertising efforts, and the willingness by the heritage businesses and artisans to financially contribute to the BRHA in the future.

**BRHA Heritage Business and Council Members Sample Descriptive Statistics**

In all, forty key informant business owners or long time managers participated in the study and were interviewed, representing forty different businesses. In addition, five members of the BRHA Council were interviewed as key informants, most of whom were directors of county destination marketing organizations, to gain an understanding of council representatives' views of heritage businesses. Interviews were conducted at the respondent's place of business or by phone. Of the forty heritage business key informants, eighteen representatives were interviewed

in person (45%) and twenty-two were interviewed by phone (55%). The interviews were conducted between February 22, 2013, and April 24, 2013. The final sampling of business representatives was diverse, with one or more interviews conducted with key informants representing many different types of businesses, as displayed in Table 2-1.

**Table 2-1**  
***Types of businesses represented in study sample<sup>1</sup>***

<b>Business type by product</b>	
Saddle maker	Deli
Antiques	Restaurant
Fly fishing supplies	Cheese maker
Soap maker	Bed and breakfast
Honey producer	Recreation outfitter
Custom woodcarving	Guest ranch
Garlic grower	Wildlife artist
Convenience store	Drug store
Pottery	Beef and lamb producer
Cowboy poetry	Apple products
Berry grower	Custom firearm manufacturer
Livestock auction	Cowboy boot manufacturer
Fabric/quilting	Landscape painter
Hot springs	Farm
Historical farm	Playhouse theater
Horse harness maker	

<sup>1</sup>*Some categories represent multiple businesses.*

The key informants of these businesses interviewed were located throughout the BRHA region. The original study sample involved selection of ten businesses from each region to participate in the study, however, the final sample included one extra business from the Cache Valley region and one less from the Pioneer Trails region, as presented in Table 2-2.

**Table 2-2**  
***Businesses interviewed by BRHA region***

<b>Region</b>	<b>Number of businesses</b>	<b>Percentage</b>
Bear Lake Country	10	25.0
Golden Spike	10	25.0
Cache Valley	11	27.5
Pioneer Trails	9	22.5
<b>Total</b>	<b>40</b>	<b>100</b>

Because the sample selection was purposive, no attempt was made to achieve representation based on county population. According to the 2010 Census, the seven counties of the BRHA have a combined population of 194,916 people (U.S. Census Bureau, 2011). The population however is not spread evenly, with Cache County, Utah, accounting for 57.7% of that total. To sample based on county population would have created a large representation for Cache County, and a smaller sample representation for the other six counties. Using a population representational method, Rich County, Utah, for example, would have received .46 of an interview. This obviously would have resulted in unreliable data being obtained. The sampling method chosen more accurately reflects the heritage businesses throughout the BRHA as a whole.

The heritage business key informants were asked how many years they had been established as a business and this ranged from 1–129 years of establishment (n = 38) with a mean years of establishment of 25.1 years. However, this is somewhat deceiving, as the average is raised by generational farms and several other businesses that have been in existence for over 100 years (Table 2-3). In this case, it is helpful to look at the median number of years established, which is 14 years.

**Table 2-3**  
***Number of years that the business has been established<sup>1</sup>***

<b>Years</b>	<b>Number of businesses</b>	<b>Percentage</b>
1-5	3	7.8
6-10	8	20.8
11-15	12	31.2
16-20	4	10.4
20-30	4	10.4
31-60	4	10.4
Over 100	3	7.8

<sup>1</sup>*n=38; percentages rounded; may not total to 100%*

By and large, these heritage businesses are small, operated by one or several people. Over a third of the heritage businesses were one-person operations, with 35.1% (n=13) of respondents reporting they were the only person working the business. The business workforce in the sample ranged between one and twenty-five workers, with 89.1% of the businesses having a workforce of ten or less. Over two thirds (67.5 %) of the businesses had a workforce of five or less. To include the employee numbers reported by seasonal businesses in the analysis, if summer and winter employee totals were given, these two numbers were averaged for a year round figure. Results are displayed in Table 2-4:

**Table 2-4**  
***Number of individuals who work at the business<sup>1</sup>***

<b>Number of workers</b>	<b>Number of businesses</b>	<b>Percentage</b>
1	13	35.1
2-5	12	32.4
6-10	8	21.6
11-20	2	2.5
20-25	3	8.1

<sup>1</sup>*n=37; percentages rounded; may not total to 100%*

## **Business Knowledge, Affiliation and Relationship with the BRHA**

The following question was asked of the heritage business key informants: “*How did you find out about the Bear River Heritage Area?*”

This question was designed to examine how the businesses first came into contact with or found out about the BRHA. The majority of the respondents (65%; n=26) reported that a BRHA representative approached them either at their business, by phone, or at an event asking them if they would like to be affiliated and endorsed with the BRHA. Six of the respondents (15%) reported they became aware of the BRHA through a tourism, business, or government contact. Two respondents (5%) became aware of the BRHA through a prior relationship with an individual in or close to the BRHA organization. One individual became aware of the BRHA through collaboration on the BRHA historic barns project. Four (10%) of the respondents said they were not familiar with the BRHA and that the researcher was the reason for finding out about the BRHA. Lastly, two respondents (5%) did not remember how they found out about the BRHA. Overall responses are presented in Table 2-5.

**Table 2-5**  
***How the business found out about the BRHA<sup>1</sup>***

<b>Reasons mentioned by respondent</b>	<b>Number of mentions</b>	<b>Percentage</b>
Approached by BRHA representative	26	65.0
Through tourism/business/government contact	6	15.0
Found out from researcher	4	10.0
Could not remember how they came into contact	2	5.0
Prior relationship	2	5.0
BRHA historic barns publication	1	2.5

<sup>1</sup>n=40; multiple responses allowed for each informant; may not total to 100%

The key informants who found out about the BRHA from the researcher were actually more common than they appear. Although there are only four businesses in this category, there is actually a high rate of businesses that are current, endorsed businesses as listed in the BRHA

roster that did not know they were endorsed or affiliated with the BRHA. During the sample selection phase, the number of businesses that did not know they were endorsed was tracked as they were contacted by the researcher. Most of these businesses that did not know they were endorsed were weeded out during the screening phase so that the sample could provide better quality data about the BRHA and endorsed business relationship, benefits of endorsement, etc. Of the 57 businesses that were contacted in person or by phone and asked about their knowledge of their BRHA endorsement as potential participants in this study, 21 businesses (37%) were unaware their particular business was endorsed by the BRHA. There were instances in which the business ownership changed hands or a proprietor passed away, but these only accounted for a few cases. Many of these business owners said they had no recollection of the BRHA or being involved with them before. Some of those then added they were involved in so many things that the BRHA endorsement may have happened in the past but they just could not remember it. Several of the key informants who were chosen to participate in the study who had not known about their BRHA endorsement expressed the following: “I mean, I’d had the business four years and I’ve never heard of you guys.” When asked about the business’s endorsement, one respondent said, “I don’t know. Did they endorse us?” One BRHA Council representative seemed to confirm this by saying, “...I mean, half the businesses that are listed and endorsed, I’m not even convinced that they know they are...”

There were many more comments such as these heard throughout the sampling and interview process. This made it somewhat harder to find qualified participants for the study, however it is important information for the BRHA. It demonstrates a lack of clear communication with the businesses at the time of endorsement and continuing communication since then about the endorsement itself, the benefits of being endorsed and the mission of the

BRHA. It also suggests that even if a particular business was aware of their endorsement at the beginning when they signed the paperwork, it has been of such little effect to the businesses that it was not remembered or reminded to these business owners.

Another emergent finding is that no key informant reported they sought out the BRHA to become a member. In retrospect, this comes as no surprise because in the beginning years the BRHA actively sought out participants for the fledgling organization at places such as community events, historic farms, etc. One BRHA Council representative expressed:

...when the heritage area first really started rolling along, some of us had gone to the businesses to talk with them about being part of the program and things like that, but that's been several years and a lot of things change hands and there's different managers or people just even forget that they're even a part of the heritage area anymore. So, I'm sure when you call some of the endorsed businesses they're gonna scratch their heads, I'm sure.

### **Endorsed Business Familiarity with the BRHA Purpose and Goals**

No study question was included in the semi-structured interview instrument about the endorsed businesses' knowledge of the BRHA and its purpose and goals, as it was assumed key informants would be knowledgeable about this. However, a general lack of knowledge was quite evident throughout the interviews and consequently became an important topic for analysis. Very few of the key informants seemed to have a solid grasp on the purpose and activities of the BRHA. Most businesses expressed a lack of understanding of the basic tenets and goals of the BRHA during the interviews. One key informant summed up this idea by saying,

...somehow that organization has always been kind of vague in my mind. I'm not really sure what the point is. I've seen their, oh, little magazine with different, the different businesses in it and it looks interesting but I'm not really sure, I don't know if it does any good or not!

Of the 40 businesses that participated in the study, 18 (45%) explicitly expressed to the researcher they felt unfamiliar with the BRHA and its mission, purpose, and goals. That number

is likely higher, as other interviewees seemed to implicitly express the same sentiment. These businesses chosen to participate remembered their past interaction with the BRHA and perhaps knew a little bit about the BRHA, but it became clear that very few of those understood well the BRHA and what it is trying to achieve.

### **BRHA Endorsement of Heritage Businesses**

The following question was asked of the heritage business key informants: “*How long has your business been endorsed by the Bear River Heritage Area?*”

Each business owner or manager was asked how long his or her business had been endorsed by the BRHA. Answers were given in years (Table 2-6). Over half of the businesses (52.0%; n=20) had been endorsed between six to ten years. Seven businesses (18.2%) were endorsed five years or less. Four businesses have been endorsed from eleven to fourteen years (10.4%) and eight businesses (20.8%) did not know how long they had been endorsed. This question was asked to gauge the length of affiliation and be able to classify the businesses according to the number of years they have been endorsed by the BRHA.

**Table 2-6**  
***Number of years the business has been endorsed<sup>1</sup>***

<b>Years</b>	<b>Number of businesses</b>	<b>Percentage</b>
1-5	7	18.2
6-10	20	52.0
11-14	4	10.4
Don't know	8	20.8

<sup>1</sup>n=39; percentages rounded; may not total to 100%.

In many cases, the answer seemed to be a guess or a recollection, with very few key informants being able to provide the exact number of years. However, the fact that no business reported being endorsed for more than 14 years lines up the responses with expectations, since

the first organizational efforts for the BRHA began in the year 2000 (Lisa Duskin-Goede, personal communication, May 1, 2013).

The following question was asked of the heritage business key informants: “*What reasons did you have for becoming a part of the Bear River Heritage Area by getting endorsed?*”

After being asked how they found out about the BRHA, business key informants were asked why they decided to participate by getting endorsed with the heritage area. This was an important question because it explored the value the business owners saw in accepting or beginning an affiliation with the BRHA and what they felt they could receive by becoming endorsed. Answers were very diverse and tended to reflect mainly the business goals and personal values of the respondent (Table 2-7). By far, the largest reason for the businesses becoming endorsed was “Exposure and advertising for the business,” with 60.9% (n=21) of the respondents mentioning that as a factor in their decision. No other response was close to that, with the next highest reason being “Interest in promoting heritage” (14.5%). The large number of response categories reflects diversity in the expectations of the endorsed businesses with respect to what the BRHA can do for their business. This also reflects a large diversity in their knowledge of the BRHA and what it does.

**Table 2-7**  
***Reasons for heritage business owners saying yes to BRHA endorsement<sup>1</sup>***

<b>Reasons mentioned</b>	<b>Number of respondents</b>	<b>Percentage</b>
Exposure/Advertising	21	60.9
Interest in promoting heritage	5	14.5
Good fit with heritage theme and heritage area	4	11.6
To carry on area legacy	3	8.7
Love of history	2	5.8
Practices a historic trade	2	5.8
Because they were approached by the BRHA	2	5.8
Historic building	2	5.8
Interest in promoting area economic development	2	5.8
To feel connected/know what was going on	1	2.9
To support the BRHA	1	2.9
Seemed like a good thing to do	1	2.9
To receive BRHA support and help	1	2.9
Because there was no cost	1	2.9
To be a part of the community	1	2.9
To participate in BRHA workshops	1	2.9
Because the BRHA representative was persuasive	1	2.9
Don't know	1	2.9

<sup>1</sup>*n=34; multiple responses allowed; may not total to 100%*

Advertising and exposure were found to be by far the main reason for business participation with the BRHA. This shows many businesses valued their affiliation at the time of endorsement with the BRHA mainly for the potential financial effects it may have on their businesses.

While coded as separate categories to preserve the nuances of the responses, there are six categories that can all be viewed as reasons for endorsement that are related to heritage. When these reasons mentioned are grouped together, the importance of heritage as a factor in the business's affiliation grows substantially. Grouping the response categories: "Interest in promoting heritage," "Good fit with heritage theme and heritage area," "To carry on area legacy," "Love of history," "Practices a historic trade," and "Historic building," we see that 52.2% of the respondents mentioned heritage in some way as a factor in their decision to become

endorsed with the BRHA. This reflects the importance of heritage to many of the business owners and can rightfully be considered a significant theme among the key informants. Many of the key informants were very interested and involved in heritage in their business and in their personal lives. Many saw the value of heritage as it pertained to their business and their relationship with the BRHA.

Although only one respondent explicitly shared that a reason for her joining was that it did not cost anything financially, other businesses expressed the same sentiment through context or implicitly in other parts of the interview. This was another dominant theme that surfaced, which reflected a “why not?” attitude among businesses as to their reasons for their affiliation. One business owner said: “...it didn’t cost anything to sign up so there’s no skin off my back to be involved with it.” Another said: “We’re not paying anything so it’s not, I don’t know that we’ve gotten any benefit from it really, but it also hasn’t cost us anything.” Some mentioned the idea that any exposure is good exposure, such as one respondent who said, “When you’re opening a new business, anything you can do to bring business is important and that was just an opportunity, so I thought I would take it.” These quotes express an idea that was recurrent throughout the interview process that the costs to the relationship were so low there was no reason *not* to be affiliated with the BRHA when they were approached and told that they would receive free advertising for their business.

## Communication

The following question was asked of the heritage business key informants: “*How often does the Bear River Heritage Area communicate with you through email, phone calls, letters, visits, etc.?*”

As another facet in understanding the relationship between the BRHA and the heritage businesses, business owners interviewed were asked about how often there was communication from the BRHA. The assumption behind this question is that frequent communication between the BRHA and the endorsed business may indicate a closer, more involved relationship. Although it was preferred the answers to the question be in calendar increments (months, years, etc.), many businesses could not quantify the amount of communication in that way, saying things like “almost never” or “occasionally”.

These results provide some idea as to the frequency of communication between the BRHA and the heritage business key informants (Table 2-8). This question was added later in the study and therefore there are 13 missing responses, with a usable sample of 27 respondents.

**Table 2-8**  
***How often the BRHA communicates with the heritage businesses<sup>1</sup>***

<b>Response</b>	<b>Number of businesses</b>	<b>Percentage</b>
No communication	11	40.7
Infrequent communication (once every few years, several times since the beginning)	11	40.7
Frequent communication (monthly, yearly, several times a year)	5	18.5

<sup>1</sup>n=27

Most of the businesses (81.4%; n=22) had infrequent or no communication with the BRHA. Many businesses spoke of the lack of communication in the interviews. One key informant said:

The one time that they did contact me, and asked if I wanted to be a part of it, I have not received any information, any update on what they are doing, anything, so it is, kind of obvious that I'm not going to know anything of what they are doing because I have not received any information that I'm aware of...if they are doing things, they're not telling people or they're not getting it out.

Many suggested they would like to see more communication from the heritage area, especially if they were to begin to pay an endorsement fee. One person said, "I would think at least a bi-annual contact every six months, How's it going for you? What are you benefitted from by being in there? You know, I haven't heard from anybody since." Another respondent said, "A bit more communication would be handy. You know, why they exist, what they're trying to do and how I may or may not fit." In general, it appears that communication between many endorsed businesses and the BRHA has been infrequent and not particularly meaningful to many of the endorsed business owners.

**Question:** *Do you feel that it's important for the Bear River Heritage Area to have endorsed businesses as a part of them?*

The intention of this question was to understand better the heritage business perspective on the relationship between the BRHA and the endorsed heritage businesses, and the importance of heritage businesses to the heritage area. Unfortunately, it was found that many respondents misunderstood the question, with only 60% (n=24) of the sample with useable answers. Of those, nine respondents (37.5%) said they did not know. This left fourteen respondents (35%) who indicated it is important for the BRHA to have endorsed businesses as a part of their organization, and one respondent (2.5%) indicating it was not important for the BRHA to have endorsed businesses. This misunderstood question and low usable data rate mean it is questionable to place too much importance on the descriptive statistics. However, some value is found in the answers provided by respondents as to their reasoning for their response.

The follow-up question asked how the BRHA benefits from having endorsed businesses. The same issue was at play with a high level of respondent misunderstanding, which gave us 28 missing or non-applicable responses. However, several key informants offered their reasons why they feel it is important for the BRHA to have endorsed businesses. Examples are presented in Table 2-9

**Table 2-9**

***Reasons mentioned for how the heritage businesses can benefit the BRHA***

**Response**

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The businesses help draw people to the area.  
 The businesses can do advertising for the BRHA.  
 The BRHA gets further with the synergy, teamwork, mutual association from the businesses.  
 The BRHA wouldn't survive without the business.  
 The BRHA and the businesses promote each other and stimulate each other's success.  
 The businesses add to the diversity of the heritage area's offerings.  
 The BRHA benefits by having groups tied together.  
 The BRHA benefits by people visiting the businesses.

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**Business Self-Identity With Regards to Heritage and the BRHA**

**Question:** *Do you consider your business to be a "heritage business"?*

The definition of what may be a heritage business is vague and consequently there is not a suitable academic definition of heritage business. In this study, the BRHA's definition of what constitutes a heritage business has been utilized with some minor modifications. This question examines the business owners' perceptions of what constitutes a "heritage business" and whether or not their business is a heritage business. The respondents were not given an exact definition in the question. However, if the respondent asked for a clarification, the following prompt was used as developed for this study: old time products, historical business, keeping tradition alive, handed down, handmade, local products, special place in the community, etc. Some of these prompts came from the BRHA endorsement standards that define what constitute a heritage business in

its organization. Others were responses from key informants deemed appropriate in the context of this study. Most key informants did not ask for a prompt, but rather offered their own opinion.

Thirty-two of the key informants (80%; n=30) answered in the affirmative, classifying their businesses as a “heritage business” according to their own definition of the term or the researcher’s prompts if they requested it. Three key informants (7.5%) did not consider their business to be a heritage business, and the remaining five respondents (12.5%) said that they did not know whether their business was a heritage business or not.

A follow up question was used after finding out if the business perceived itself to be a heritage business, with respondents who answered affirmatively, being asked why they felt that way, in order to find out their rationale for this view. Reasons given for why their business is a heritage business were varied. Table 2-10 summarizes the responses given.

**Table 2-10**

***Why the business considers itself to be a heritage business<sup>1</sup>***

<b>Reasons mentioned</b>	<b>Number of respondents</b>	<b>Percentage</b>
Business located in historic building	9	29.7
Maintaining/keeping tradition or art alive	7	23.1
Generational business (family)	5	16.5
Practices a heritage art or craft	4	13.2
Business established for many years	4	13.2
The business’s place in community	3	9.9
Rustic theme	2	6.6
Business has a heritage theme	2	6.6
Produces quality products	2	6.6
Strong relation to personal heritage	2	6.6
Handmade products	2	6.6
Lifestyle	1	3.3
Improving the land	1	3.3
Community education/outreach mission	1	3.3

<sup>1</sup>n=30; multiple responses allowed; may not total to 100%

About a third of the respondents (29.7%) cited their business was located in a historic building, which for them was enough to consider their business a heritage business. Another very important theme was the key informant felt his or her business was maintaining a tradition or lifestyle through their products. Combining the response categories: “Maintaining/keeping tradition or art alive,” “Practices a heritage art or craft,” “Produces quality products,” and “Handmade products,” 49.5% of the respondents consider their products or art to be the reason for their self-perception of heritage related to their business.

**Question:** *Do you feel that your business may contribute in some way to the success of the Bear River Heritage Area overall?*

The business key informants were asked whether or not they feel that their own business contributed to the overall success of the BRHA. Table 2-11 summarizes the different response categories identified.

**Table 2-11**

***Whether or not the businesses feel they contribute to the success of the BRHA<sup>1</sup>***

<b>Response</b>	<b>Number of respondents</b>	<b>Percentage</b>
Yes	8	25.8
Tentative yes (I think so/perhaps a little)	9	29.0
Can't think of any way they contribute	8	25.8
“I hope so” (Positive but unsure)	3	9.7
Don't know	3	9.7

<sup>1</sup>n=31

The majority of the respondents (52.8%) felt that their particular business had or could have contributed, in at least a very small way, to the success of the BRHA. The follow up question was “In what ways?” and was asked to key informants who indicated their business did contribute to the success of the BRHA. They were asked to mention all the ways they felt their business contributed to the success of the heritage area, as summarized in Table 2-12.

**Table 2-12**  
***Perceived ways the endorsed businesses benefit the BRHA<sup>1</sup>***

<b>Benefit</b>	<b>Number of respondents</b>	<b>Percentage</b>
Business showcases area heritage and legacy	6	31.8
Business adds to area business diversity	4	21.1
Business brings more publicity to BRHA	2	10.5
Advertises other heritage area sites/businesses	2	10.5
Business brings people to the area	2	10.5
Does heritage demonstrations (outreach)	1	5.3
Business sells BRHA barn books	1	5.3
Contributed artwork to BRHA for website	1	5.3
Business is an educational tool	1	5.3
Business reflects well on the BRHA	1	5.3
Business contributes to the area economically	1	5.3

<sup>1</sup>*n=19.*

### **Benefits and Value from BRHA Affiliation**

Key informants were asked, “*In your opinion, does your business benefit from being endorsed by the Bear River Heritage Area?*”

This question was designed to investigate whether or not the business key informants perceive themselves as benefitting in any way from their endorsement with the heritage area. Responses were varied but were categorized into several common, recurrent themes. To avoid removing the nuances present in the responses, data was coded into as many response categories as necessary, as presented in Table 2-13.

**Table 2-13**  
***Perceived benefit from endorsement (all response categories)<sup>1</sup>***

<b>Response</b>	<b>Number of responses</b>	<b>Percentage</b>
I think so (tentative affirmation)	10	25.6
None currently perceived (but may exist)	10	25.6
Yes	9	23.1
I don't think so	4	10.3
Don't know	3	7.7
Have benefitted very little	2	5.1
At first but not currently	1	2.6
<b>Total</b>	<b>39</b>	<b>100</b>

<sup>1</sup>n=39

While informative as to the nuances of the responses given, the information above does little to answer the question in a useable way. To analyze the data in a different way, responses were clustered according to response type, positive or negative. Positive responses are those indicating the business key informant perceives receiving a benefit(s) from the BRHA endorsement, however small, in the past or currently. The positive responses included in this category include: "I think so," "Yes," "Have benefitted very little," and "At first but not currently." Negative responses are included in another category and indicate the key informants either feel they do not currently benefit and/or have not in the past benefited in any quantifiable way from their BRHA endorsement, or that they simply cannot pinpoint any instance of benefit. The response categories included are: "None currently perceived (but may exist)," and "I don't think so." According to this grouping, 61.2% (n=22) of the business key informants reported they had benefitted at some point or were currently benefitting in some way from their BRHA endorsement. A smaller percentage, 38.9%, reported they had not received benefits from their BRHA endorsement (Table 2-14).

**Table 2-14**  
***Perceived benefit from endorsement (simplified response categories)<sup>1</sup>***

<b>Response type</b>	<b>Number of businesses</b>	<b>Percentage</b>
<b><i>Positive – Have received benefits</i></b>		
Yes	9	25.0
I think so	10	27.8
Have benefitted very little	2	5.6
At first but not currently	1	2.8
<b>Positive Total</b>	<b>22</b>	<b>61.2</b>
<b><i>Negative – Have not received benefits</i></b>		
None currently perceived (but may exist)	10	27.8
I don't think so	4	11.1
<b>Negative Total</b>	<b>14</b>	<b>38.9</b>
<b>Grand Total</b>	<b>36</b>	<b>100</b>

<sup>1</sup>*n=36; percentages rounded; may not total to 100%*

An important point to mention is that many of the key informants who reported having no benefit from the BRHA endorsement were not definitive in their response. Many felt it was possible they had benefitted but were unable to remember an exact circumstance or time when they had. This was expressed in comments such as, “I can't say I see evidence of any direct relationship with it, but it's probably one of those where its influence is maybe felt but not seen.” When asked about whether or not their business benefits from its BRHA endorsement, another key informant said, “That's a really good question. Not in particular, but I didn't know I was looking for benefits either, so, there may have been benefits there I didn't see.” In other words, even many of those who reported no benefits from their endorsement were optimistic their endorsement possibly could have brought them benefits but were unable quantify or define them when asked. However, this also suggests the benefits of the BRHA endorsement may be insignificant for many businesses, if they cannot readily perceive them when asked, even after years of being endorsed.

After being asked whether or not their business benefits from its endorsement with the BRHA, the respondents who felt that their business does benefit were given a follow-up question asking them about the specific types of benefits they received from their affiliation with the BRHA, specifically their endorsement. The results are compelling and speak to the values of the heritage business owners and the value of the BRHA endorsement, with the benefits that a heritage area can bring to its affiliates (Table 2-15).

**Table 2-15**  
***Types of benefits received from business affiliation with the BRHA<sup>1</sup>***

<b>Type of benefit</b>	<b>Number of respondents</b>	<b>Percentage</b>
Advertising/bringing people to the business	15	67.5
Help with keeping heritage and traditions alive	3	13.5
Creating a tourist draw	3	13.5
Partnership/agreement in values and goals	3	13.5
Able to be a part of heritage	2	9.0
Agritourism development	2	9.0
Small business and artisan support	1	4.5
BRHA printed materials (pamphlets and guidebook)	1	4.5
Business event promotion through BRHA	1	4.5
Assistance with grants	1	4.5
Knowing what's going on (being connected)	1	4.5
Networking opportunities with other businesses	1	4.5
Increasing business credibility	1	4.5
Assistance in outreach and education	1	4.5
Establishing/improving community relationships	1	4.5

<sup>1</sup>*n=22; multiple responses allowed; may not total to 100%.*

By far the biggest perceived benefit of endorsement by the BRHA is advertising/bringing people to the business, with 67.5% of the respondents mentioning this benefit. No other response category was close to this with the next closest being “Help with keeping heritage and traditions alive,” “Creating a tourist draw,” and “Partnership/agreement in values and goals” all being mentioned by three individuals each (13.5%). The value of this data lies in the diversity of perceived benefits, with different benefits being perceived by different businesses, and each

business being essentially unique in what it receives from its endorsement. However, the lack of conformity on many of the answers suggests most of the benefits are not all that important to the businesses as a whole, except for Advertising/bringing people to the business. None of the businesses reported they relied on the BRHA for any significant portion of their business or sales. In most cases, the benefits received by the businesses from their endorsement were viewed as “extra” or “bonus” benefits to their business that would be welcome if they came, but not missed if they did not.

### **Primary Value of BRHA Endorsement To Heritage Business Owners**

During the analysis, each key informant was characterized by the researcher regarding the most dominant type of value they perceived from their endorsement with the BRHA. These new value categorizations were: “Mainly heritage,” “Mainly financial,” or “Both financial and heritage.” It was found more than half of the respondents (56.4%; n=22) viewed the value of their affiliation mainly in financial terms, with 20.5% seeing both financial and heritage value from their affiliation, and only 17.9% valuing their affiliation mostly for the heritage aspect (Table 2-16).

**Table 2-16**  
***Primary value of BRHA endorsement to heritage business owners<sup>1</sup>***

<b>Value found in BRHA affiliation</b>	<b>Number of respondents</b>	<b>Percent</b>
Mainly financial	22	56.4
Both financial and heritage	8	20.5
Mainly heritage	7	17.9
Community involvement	1	2.6
Both heritage and community involvement	1	2.6

<sup>1</sup>n=39

Most of the businesses view their affiliation with the BRHA in terms of how it can benefit them financially. Examples of the financial value of the affiliation came up regularly, and mostly when discussing the BRHA's advertising effectiveness and the proposed endorsement fee. Some heritage business key informants made the following comments:

"If I'm not getting anybody referred here then that's just a waste of my money."

"Well, I'd maybe try it [proposed endorsement fee] for a year and see if it did anything and after that I don't know if I'd commit to it if I didn't feel like it had any effect."

"For me, basically you know I might get a customer, I might sell a postcard, I might sell a drink, whatever."

"Twenty dollars [proposed endorsement fee] would be worth it, if you could get any business out of it."

However, there are many endorsed businesses that see value related to heritage that comes from their affiliation with the BRHA. An example of the heritage value found in the heritage area is exemplified in this quote from one respondent:

Yeah, I think it's, you know, I don't know if it's me personally but I think it's really the whole concept of the heritage thing is to keep some of things in front of people. I mean, you get, we've reached a point where a lot of people are so far removed from what actually makes the country tick, your agriculture, where your beef comes from, how things were done. I think it's definitely worth it for that...that's the biggest thing I see out of it, is just keeping some of this alive. Keeps the heritage of what made this country, once you lose that you've lost everything.

Another respondent said: "That's the main thing...we trying to keep working with the ranch, we try to keep the farm going. That's very much I think that the best part is to know we try, we still keep working...to us it's more about that."

Characterizing the value the heritage businesses find from their endorsement is important. This distinction has implications on many facets of the BRHA's mission, operations and future plans, specifically the institution of an endorsement fee. It is likely the businesses that see more financial value will be more concerned with return on investment for their payment, and view the

BRHA as simply another advertising venue. On the other hand, those who view the value of affiliation in heritage terms may be more likely to pay to support the cause of the BRHA and be less concerned with advertising. Both of these groups exist within the heritage businesses of the BRHA. Understanding this will be important for the BRHA as they make decisions about advertising, business endorsement, and allocation of resources.

### **BRHA Advertising and Endorsed Business Customer Base**

**Question:** *How dependent is your business on tourism? (e.g., non-local visitors to the area)*

Because of the broad, exploratory nature of the study, the customer base of each business was not able to be investigated in a detailed way. Every business surveyed is different, having a slightly different clientele and outlet for products and services. To understand more about the business itself, as well as to understand the marketing and advertising implications for the BRHA, key informants were asked to estimate the percentage of business sales to tourists, and this was then used to create a scale (Table 2-17). It should be recognized this was not a comprehensive examination of product sales to tourists, nor were many specifications given.

**Table 2-17**  
***Dependence of the business on tourism for product sales<sup>1</sup>***

<b>Level of dependence</b>	<b>Number of respondents</b>	<b>Percentage</b>
Completely	1	2.6
Almost fully	4	10.3
Significantly	9	23.1
Moderately	4	10.3
Very little	17	43.6
None	4	10.3
<b>Total</b>	<b>39</b>	<b>100</b>

<sup>1</sup>*n*=39

Overall, with respect to level of dependence, the majority of the key informants of the endorsed businesses interviewed reported they were dependent very little to none on tourism for product sales (categories “Very little” and “None” combine to account for over half of the businesses at 53.9%; n=21). Some heritage craftsmen, for example saddle makers and harness makers, as well as some agricultural businesses, find it hard to sell their products to tourists because of the nature of their products. One key informant pointed out, “Not that many tourists have a way to cook frozen meat so, yeah, it’s not a big deal for us.” One livestock producer just laughed when asked how much he depends on tourism to sell cows. Others find tourism to be an unstable market or simply have not found a way into the tourist market.

On the other side, some business report they depend very much on tourism (categories “Completely,” “Almost fully,” “Significantly,” and “Moderately” combine to account for over 43% of the businesses (n=18), with a little over 10% (n=4) stating “None”). Some businesses that are natural tourist destinations, such as hot springs or guest ranches, as well as some restaurants and craftsmen, reported they would not survive without tourism. One business owner said, “As far as locals, surviving on local business, people who live here, non-existent. Very few times in the years I’ve been here does a local come and purchase something.” An excerpt from an interview with the owner of a small store illustrates the point:

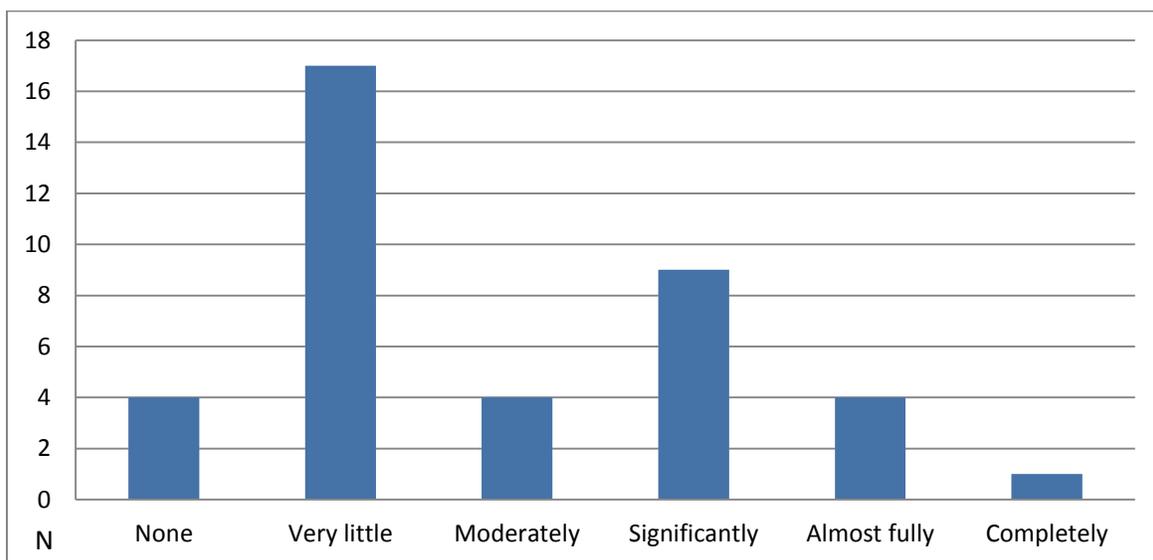
Researcher: “How dependent is your store on tourism?”

Respondent: “100 percent dependent.”

Researcher: “Yeah, because it’s a seasonal?”

Respondent: “It is seasonal true. That is, and out of my business, even the locals usually only come when they’re bringing friends and family.”

Many businesses surveyed depended very little on tourism to sell their products, while others were very dependent. This seemed to be influenced by the location of the business, its product type, main clientele, and other factors. Figure 2-1 illustrates a multi-peaked distribution, with higher groupings of businesses falling into the less dependent and more dependent groupings.



**Figure 2-1: Dependence of the business on tourism for product sales**

**Question:** *One of the benefits that endorsed businesses receive is free advertising in the heritage area's pamphlets and magazines. Have you seen any positive results that you can trace to the heritage area's advertising efforts?*

Over two-thirds of business key informants (67.5%; n=15) reported that advertising and bringing people to the business was a benefit of being endorsed with the BRHA (see Table 2-15). To investigate this further and to learn more about the effectiveness of the BRHA's advertising, the key informants were asked whether or not the BRHA advertising had brought anyone to the business. As presented in Table 2-18, 38.5% (n=15) felt BRHA advertising had brought people

to their business, while 61.5% could not identify an instance in which someone had come to their business from the BRHA advertising.

**Table 2-18**  
***If BRHA advertising has brought new customers to the business<sup>1</sup>***

<b>Response</b>	<b>Number of respondents</b>	<b>Percentage</b>
Yes – Advertising has brought new customers	15	38.5
No - Can't identify instance in which someone came from BRHA advertising	24	61.5
<b>Total</b>	<b>39</b>	<b>100</b>

<sup>1</sup>n=39.

A significant majority of the key informants (61.5%) reported they could not identify an instance in which a customer came to their business because of BRHA's advertising. A follow up question was asked: "Can you give a guess of how many new customers per year you have received because of the heritage area's advertising?" For many respondents the answer coincided with their answer to the previous question, "None." Eighty percent reported they get less than one new customer per year because of the BRHA's advertising. This number represents those who reported never having a new customer because of the BRHA advertising (61.5%) as well as those who could count only a few customers in all their years of being in business, which when divided by the number of years in business resulted in a fractional per year customer count.

However, several businesses that seem to be profiting greatly from the BRHA's advertising reported 20, 75, and even 200 new customers per year. One business reported success in selling product to seasonal tourists from Arizona who spend time in Logan, Utah, during the summer. They felt this had snowballed and the relationship developed continued to reap benefits

in sales by word-of-mouth advertising. The other two highly successful businesses could not quantify why they felt the advertising was so successful for them. These results should be viewed as preliminary results and warrant further investigation. However, the results show a large percentage of the business key informants sampled do not feel they are receiving new customers from the BRHA advertising. The reasons for this were not investigated directly by the study. However, through context, several important themes surfaced that were related to successful advertising for the businesses. These are advertising type (word of mouth, radio, billboard, etc.) product type, and business location. It should come as no surprise that each business, by its nature, finds certain types of advertising to be more or less effective than others. An example of this is a certain restaurant located by a freeway, whose owner speculated she probably survives only due to the billboard space she rents. This is contrasted with many businesses, such as saddle makers, who report they work solely from word-of-mouth and they do not do any advertising as it would be a waste of money. Each BRHA endorsed business produces a product, which by its nature may depend more or less on advertising. Contrast a hot springs, which is served well by traditional advertising, with a harness maker who may get little to nothing from traditional advertising. Some business key informants, such as one owning a store in Bear Lake, reported they had tried advertising themselves in the past but found it to be ineffective and felt that getting people driving to stop by is the most effective form of advertising. Others, due to their location, felt they could profit much more from more focused, effective advertising. During the data analysis, when a key informant business owner mentioned his/her most effective form of advertising, this was recorded. While only representing fourteen businesses, Table 2-19 presents the diversity of the types of advertising methods reported to be most effective by the businesses and how many times they were mentioned as such.

**Table 2-19**  
***Best method of advertising mentioned by the business owner/manager***<sup>1</sup>

<b>Advertising method</b>	<b>Number of mentions</b>
Word of mouth	8
People driving by the business and stopping	2
Freeway billboard	1
Targeted out-of-area advertising (East and West coasts)	1
Reputation	1
Spillover from other local attractions	1
Internet	1

<sup>1</sup>n=14

While not comprehensive, this table's value lies in showing the diversity of advertising methods depended on by just fourteen of the endorsed businesses interviewed. This diversity suggests if only one type of advertising is employed by the BRHA, this may be ineffective for the businesses who rely on other types of advertising and who are not able to profit from it.

### **Endorsed Business Willingness to Pay**

**Question:** *If the Bear River Heritage Area were to start charging a yearly fee of 20 dollars, would you pay to continue to be a BRHA endorsed business?*

When key informants were asked if their particular business would be willing to pay an annual fee to continue to be endorsed by the BRHA, several different answers were given. These can be generally categorized into affirmative, negative, and conditional responses (Table 2-20). Many businesses were willing to pay, while others were only willing to pay if they received something in return. Others indicated they would not pay at all, although some of these responses also seemed to reflect a conditional tone, as though they might change their mind if it could be demonstrated it was worthwhile to pay. The category "Yes" is comprised of those who said they would pay for their endorsement without mentioning conditions, which differs from the "Conditional yes" category, which indicated they would pay now but must get results to continue

in the future. The “Conditional no” category includes those who indicated they would not pay currently but would pay in the future if it could be demonstrated they were receiving benefits from their endorsement.

**Table 2-20**  
***Willingness by businesses to pay a \$20 yearly endorsement fee***  
***(all categories)<sup>1</sup>***

<b>Answer</b>	<b>Number of respondents</b>	<b>Percentage</b>
Yes	21	52.5
Conditional yes	5	12.5
No	6	15.0
Conditional no	5	12.5
Don't know	3	7.5

<sup>1</sup>n=40

To aid in understanding these data, Table 2-21 presents a condensed version of the results, with the “Yes,” “Conditional Yes” and “Conditional No” categories all being combined to give a figure on how many key informants expressed some level of support for *the idea* of paying a fee to the BRHA for endorsement, so long as they feel comfortable with the conditions. This shows the vast majority of the businesses are not opposed to the idea of paying the BRHA for their endorsement and the benefits they receive, with 83.7% (n=31) willing to pay as opposed to 16.2% (n=6) not willing to pay at all.

**Table 2-21**  
***Willingness by businesses to pay a \$20 yearly endorsement fee***  
***(condensed)<sup>1</sup>***

<b>Answer</b>	<b>Number of respondents</b>	<b>Percentage</b>
Yes	31	83.7
No	6	16.3
<b>Total</b>	<b>37</b>	<b>100.0</b>

<sup>1</sup>n=37

**Question:** *If, for example, you paid a \$20 dollar fee every year for your endorsement, what would you expect in return from the heritage area?*

This was an open-ended question exploring what, if anything, business owners would expect in return if they were to pay a yearly endorsement fee to the BRHA. The wording of this question was hypothetical, so it included those who had answered from the previous question they were unwilling to pay. This includes those whose payment of a fee is conditional and those who would pay regardless of return. There were many different answers provided by the key informants (Table 2-22).

The largest response category for what the business key informants would expect in return if they paid an endorsement fee was the BRHA advertising, with 32.4% of respondents (n=12) mentioning this. About a quarter (24.3%) indicated they were fine with what they were receiving currently and would expect nothing more. This seemed to run concurrently with an idea of “giving back” to the BRHA, either to support its mission or to at least help offset printing and other costs. Another 24.3% mentioned they would like to see some return on investment for their endorsement fee. Four individuals mentioned they would like to receive more attention from the BRHA if they starting paying. The remaining answers were often suggestions, and though not mentioned by any significant number of people, show the diversity in business expectations for the BRHA and its relationship with heritage businesses.

**Table 2-22**  
***Businesses' expectations from the BRHA if they paid a yearly endorsement fee<sup>1</sup>***

<b>Response</b>	<b>Number of mentions</b>	<b>Percentage</b>
Being listed in BRHA advertising (guidebook, brochures, etc.)	12	32.4
Nothing different than currently receiving	9	24.3
A Return on Investment (ROI) on money paid to the BRHA	9	24.3
More attention from the BRHA	4	10.8
Keep the business info current in the BRHA publications	2	5.4
<u>Website links between BRHA and business websites</u>	<u>2</u>	<u>5.4</u>
To receive a copy/copies of the BRHA guidebook	1	2.7
Information on events or opportunities to sell product	1	2.7
To receive BRHA pamphlets and promotional materials	1	2.7
For the BRHA to hold more events in their area	1	2.7
BRHA to facilitate TV promotion of the business or area	1	2.7
A BRHA map that can be framed and hung at the business for customers to view	1	2.7
Social media promotion of the business	1	2.7
Listing of heritage events on the BRHA website	1	2.7
BRHA assistance in finding product outlets	1	2.7
BRHA assistance in outreach/education about business	1	2.7
BRHA assistance in community relations	1	2.7
BRHA assistance in environmental stewardship	1	2.7
Didn't know	1	2.7

<sup>1</sup>n=37; multiple responses allowed; percentage may not total to 100%

As the interviews progressed, it became apparent there were basically several different viewpoints among the key informants about the purpose of the BRHA and what should be expected from a relationship or interaction. Of particular interest are the implicit statements about the purpose of the BRHA, which are inherent in the answers and tone of the key informants during the interviews. Many responses seemed to suggest a classification by the key informants of the BRHA as either an advertising venue or a charitable cause. This ties in strongly with the findings discussed earlier in which respondents were classified for their motivation in

their affiliation with the heritage area, this being mainly financial or heritage related. There were many whose answers reflected their perception of the BRHA as an advertising venue. This is evident in those responses indicating the payment of an endorsement fee was conditional upon what the business received from it. While this was not a question included in the semi-structured survey instrument, respondents were grouped together based on themes evident in the interviews. Of the 40 key informant business owners/managers, 15 (37.5%) indicated they would need to have a Return on Investment (ROI) as a condition of paying an endorsement fee. In this context, this meant if they were to pay money for their endorsement, they must receive benefits they could identify were coming as a direct result of their expenditure, be that customer visits and sales, new customers and sales, word-of-mouth advertising, etc. When asked what they would expect if they paid an endorsement fee, key informants used phrases like:

“I would expect to see some high profile return on investment on advertising.”

“I would be more than happy to pay the \$20 if I see the \$20 back in people coming to visit.”

“If I could see that I was getting benefits that make it worth more than that, I would pay.”

“Well I would surely hope it would bring me more customers.”

“I think it would be pretty easy for me to, I could give up 20 dollars if I could track that I was getting visits.”

The other key viewpoint that came out from this question was the BRHA was regarded as a good cause that should be supported. This was reflected in their answers to the same question:

“Oh, I’d probably pay the \$20 just to say that I’m part of their association.”

“I don’t know if it’ll help us, but for 20 bucks that’s chunk change. So if it’s going to help your organization, and you can continue to do positive things for the area, that’s the least I can do. I’d be happy to do that.”

“Whatever I kick in I don’t expect to get back.”

“You know, the idea of paying \$20 a year I would gladly do. I know stuff in business and government things are getting tighter... I’d have no problem with paying.”

“I like being part of something like that.”

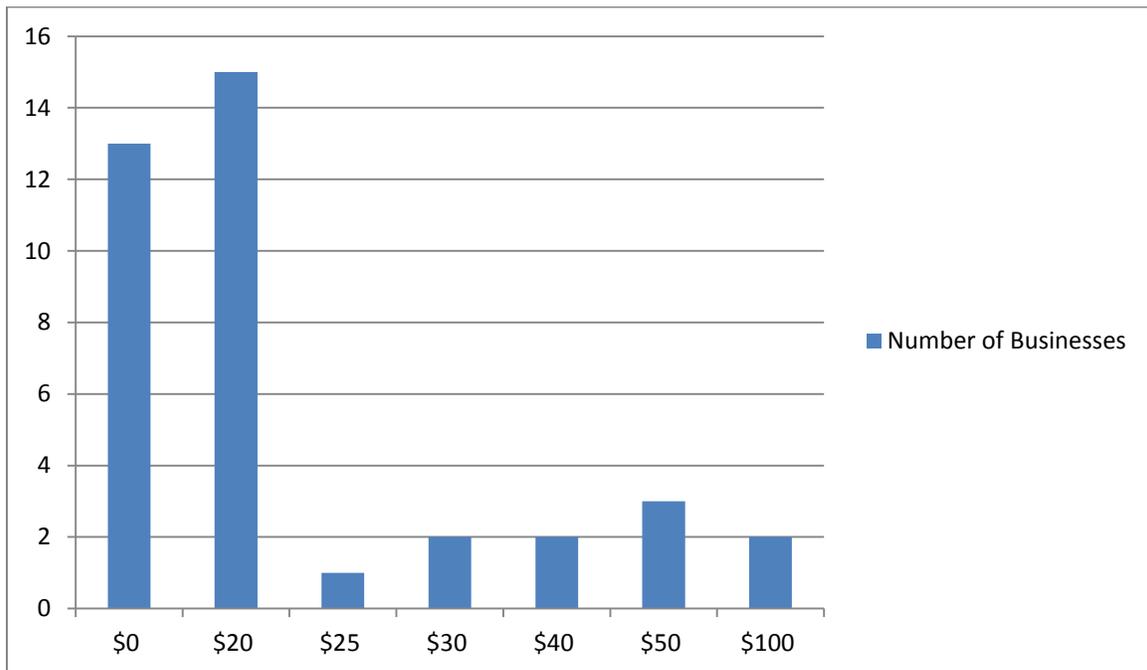
These two views of the BRHA, advertising venue or good cause, were very dominant in the responses from the key informants. While it is no surprise both views should exist, understanding this is essential to the BRHA in determining whether or not to institute an endorsement fee, determining who would be most likely to support the endorsement fee and what would be provided in return.

As an overall characterization, the key informants generally seemed comfortable with the idea of paying an endorsement fee and many would pay right now, regardless of returns, depending on the amount. Others would expect to see return on any money spent, but are still willing to pay.

**Question:** *What would be the most you would feel comfortable paying per year for your endorsement, based on what you are currently getting from the BRHA?*

This question is meant to investigate how much the businesses would pay for their endorsement, based on the benefits they are currently receiving. Up to this point, heritage business endorsement by the BRHA has been free. This has allowed many business owners the opportunity to essentially “test drive” the BRHA endorsement for several years. They are aware of what they have or have not been receiving by being endorsed and affiliated with the BRHA. This question essentially has key informants put a dollar value on the perceived benefits they are receiving from the BRHA. As presented in Figure 2-2, over a third of key informants (34.2%; n=13) indicated they would not pay for their endorsement with the benefits as they stand now. Fifteen respondents (39.5%) indicated they were fine with paying twenty dollars per year to the

BRHA. Ten key informants (26.4%) gave totals over twenty dollars, ranging from \$25-\$100. Overall, almost two-thirds (65.9%) of the key informants indicated they would pay more than zero dollars for their endorsement. It should be noted that 7.5% of the respondents classified in the “Would not pay” group indicated this was conditional and they would pay if there were demonstrated benefits from their affiliation.



**Figure 2-2: Maximum amount businesses would currently pay for BRHA endorsement in dollars**

Judging from key informant statements and reactions during the interview process, it is possible there was some suggestion bias present in this question. However, these data are an excellent starting point for the BRHA to inquire further about the appropriate amount for an endorsement fee, should one be instituted. Many respondents seemed to think \$20 per year was a very reasonable, if not a slightly low amount, based on perceived potential benefits received.

## SUMMARY OF PRINCIPLE STUDY FINDINGS

### Heritage Business Benefits from the BRHA Endorsement

As a method for assessing the presence of benefits to BRHA endorsed businesses, the study relied on the business owners' and/or managers', as key informants, characterization and perception of what they were or were not receiving as a result of their endorsement. According to these key informants, the majority of the heritage businesses are receiving benefits as a result of their endorsement with the BRHA. A significant majority, 61.2% (n=22) of the key informants reported they are currently receiving or have received benefits in the past as a result of their endorsement. Another 27.8% reported they could not identify any benefits coming to their business as a result of their BRHA endorsement, but believe it is possible benefits exist they have overlooked. Combining these percentages, 89% of the heritage businesses owners/managers surveyed believe *it is possible* for the BRHA endorsement to bring benefits to their business, whether or not they are currently receiving these. This is a large percentage and indicates a consensus among these key informants on the hypothetical existence of benefits to heritage businesses from the BRHA endorsement. Examples of these benefits as reported by the key informants include: advertising/bringing people to the business; help with keeping heritage and traditions alive; creating a tourist draw; partnership/agreement in values and goals; help with agritourism development; small business and artisan support; BRHA printed materials (brochures, guidebook, itineraries); assistance with grants; networking opportunities with other businesses; and increasing business credibility; and others (see Table 2-15).

As additional evidence of the receipt of benefits from BRHA endorsement, the BRHA Council representatives who were interviewed also expressed a consensus that the businesses receive benefits as a result of their BRHA endorsement. Examples of the benefits mentioned by

the BRHA Council representatives with respect to BRHA endorsement include advertising/business promotion done for the businesses; business pride and/or legitimacy that come from meeting endorsement standards; increased business self-confidence; assistance in keeping heritage trades/arts/crafts alive; the benefits of association; booth space provided at events; helping the businesses network with other businesses; and others.

While the key informant business owners/managers are mostly united about the hypothetical presence of endorsement and affiliation benefits, their characterizations of the success of the BRHA in providing these benefits appears to be significantly less optimistic. These have been discussed previously, and indicate heritage businesses benefit significantly less than the owners/managers supposed they would or desire to. However, many of these individuals expressed that the relationship could become more beneficial to them, if some changes were made in their own business, the BRHA, or both.

### **The Relationship Between the BRHA and Endorsed Heritage Businesses**

The relationship between the BRHA and the endorsed businesses was by far the largest emergent theme in this study. While expected to be a large component of the study from the beginning, information about the relationship, explicit and implicit, seemed to permeate all the different areas of inquiry, tying everything together. A great deal of useful information about the relationship was volunteered or came out even in unrelated questions during the interview process. Many of the questions in the semi-structured survey instrument were aimed at catching different angles of the relationship, and together these paint a picture of the relationship between the BRHA and the endorsed heritage businesses.

One BRHA Council representative characterized the strength of the relationship saying, “Is the relationship working? Whether it is or not I’m not, I’ve never been actually certain.”

Another representative said, “So, the problem is that, the model is broken kind of. It’s just not functioning well, period.” One heritage business owner characterized the strength of the relationship saying, “It [being endorsed] doesn’t hurt!” This quote expressed an idea that was recurrent throughout the interviews, that the costs to the relationship were so low there was no reason *not* to be affiliated with the BRHA when the businesses were approached and told they would receive free advertising and promotion for their business.

The relationship between the BRHA and the endorsed heritage businesses seems to be a relationship in which the costs are low on both sides. The businesses currently do not pay an endorsement or membership fee, and the only cost to owners/managers is the time and effort required to complete the application to be endorsed as a BRHA heritage business, which is quite minimal. On the other hand, the BRHA does incur costs for marketing and development of promotional materials, publishing, maintenance of the BRHA website, and others associated costs, some of which is covered by solicited grants and contributions. This appears to also be a low benefit relationship. Only 23.1% of the endorsed businesses surveyed (n=9) expressed in a non-tentative manner they were benefitting from their endorsement with the BRHA. The most important benefit the key informants mentioned as coming from their affiliation was the BRHA advertising. When asked about how effective this advertising was for their business, 61.5% of respondents could not recall any instance in which BRHA advertising had brought anyone to their business. This suggests the BRHA advertising is largely ineffective in bringing new customers to these businesses. Only three of the 40 heritage business key informants reported having any significant number customers a year (more than 20) resulting from the BRHA advertising. An interesting note is very few of the business owners seemed concerned about this, the implicit reason being they had paid nothing and therefore did not necessarily expect anything

in return. Any gains were a bonus to their business but could not be reasonably expected out of a “no cost” relationship. Many heritage business owners/managers expressed if the costs increased, through the implementation of a BRHA endorsement fee, then the benefits needed to increase as well.

Most of the businesses had a very limited knowledge of BRHA mission, purpose, and goals overall, especially as these pertain to the heritage businesses. There was a great deal of uncertainty among the key informants in response to even the simplest questions about the BRHA and its relationship with the heritage businesses. It seemed many of the respondents had to think hard to remember the BRHA, and how they came into contact with it or how they had interacted with it in the past. This made the research more challenging, and suggested the relationship was somewhat limited.

A large majority of the heritage business owners/managers (81.4%; n=22) expressed they had infrequent or no communication with the BRHA. This is not necessarily surprising as the BRHA Council representatives who were interviewed expressed that contact had been more limited and that many businesses owners/managers would likely not know of their BRHA endorsement. Some of the BRHA Council representatives characterized this as somewhat of a failure in many cases to cultivate or develop the relationship in the way that was intended or that they would like to see. In many cases, endorsed business owners/managers expressed disappointment about how the relationship and benefits had turned out, expressing higher expectations from when they first became affiliated with the BRHA, and subsequent lowering of expectations when it became apparent how little the relationship would impact or benefit their business. However, there was some optimism expressed by the key informants that the BRHA endorsement could be more beneficial to them if they got more involved with the BRHA, or if

the BRHA made some changes, such as increasing its communication with the heritage businesses.

### **Heritage Businesses' Willingness to Pay An Endorsement Fee**

Information gained from the willingness-to-pay section of the key informant survey is significant about how the BRHA is viewed in the endorsed heritage business owners/managers' eyes. For almost all of the respondents, the BRHA was characterized as either an organization promoting a good cause or an advertising venue. Implications abound for both viewpoints. Those key informants who suggested they view the BRHA as an organization promoting a good cause (e.g., heritage promotion, community relations, historic preservation, economic development, etc.) also suggested they might pay an endorsement or membership fee out of a desire to support the efforts of the BRHA as an organization. Some business owners/managers, especially those working in historic trades, arts, and crafts, felt the need to support an organization that promoted their personal values and the values that affect their business. Some businesses were too small of an operation to afford advertising, some did not want more advertising because they had plenty of work already, and some simply wanted to contribute to the community or the good effort. Other business owners/managers who viewed the BRHA mainly as an advertising venue were more concerned with the traditional aspects of advertising, that is, receiving a ROI on money spent to advertise their business. Some of these businesses were not involved with heritage nearly as much as others, or were not as concerned with the heritage aspect of the BRHA. These businesses may be less willing to support an endorsement fee unless it brings significant and identifiable returns. How the business owners/managers view the BRHA and its purposes seemed to be intertwined with the information gained in the willingness-to-pay section of the study.

As could be expected, heritage business owners/managers gave a diversity of responses to the willingness-to-pay questions that ranged from decidedly against to decidedly for the BRHA's endorsement fee proposal. Over half (52.5%; n=21) were supportive of the fee proposal as based on their current benefits, as this group of business owners/managers is comfortable with the idea of paying a fee right now for the value they find in their BRHA endorsement as it currently stands. Another 12.5% (n=5) indicated they would pay now if asked to do so. However, they would expect some sort of return from the BRHA for money they spend, usually in the form of new customers and sales as a result of BRHA advertising. Another 12.5% (n=5) said they would not pay currently if asked to do so, but may reconsider if they could be convinced it would be a worthwhile investment. The last group of 15% (n=6) said they would not pay an endorsement fee if one was instituted and gave no indication they would reconsider. Overall, this indicates a support for the idea of instituting an endorsement fee, with many business owners indicating they would not mind contributing to the BRHA for current returns or as an investment into future returns. Very evident throughout the interview process was the amount of the BRHA fee proposal at \$20. It appeared many business owners/managers, when asked if they would pay \$20 a year to continue to be endorsed, viewed this as a support fee rather than an investment because of the low proposed amount. As an example, one key informant called \$20 "chunk change," and many business owners/managers said they could easily afford \$20 per year. The inferred message was that of supporting a good cause. This may influence the results by confusing those who could pay \$20 yearly with those who might support an endorsement fee in the long term. However, the dollar amount question was designed to address this, asking the respondents what the highest amount they would be willing to pay for their endorsement yearly as the benefits currently stand. This was informative, with 65.8% (n=25) of the respondents

being willing to pay an endorsement fee from \$20-\$100 as their benefits currently stand, and another 7.9% willing to pay if they could identify direct benefits as a result of their endorsement fee. Over one-quarter of the respondents (26.3%; n=13) indicated any dollar amount over zero would be too high for an endorsement fee. The fact the majority of the respondents (65.8%) gave a value of twenty dollars or less suggests that, to them, the monetary value of a BRHA endorsement does not exceed twenty dollars for the benefits received by their businesses.

Data collected from the interviews with the endorsed heritage business owners/managers suggest a BRHA endorsement fee may be supported in the business community. The dollar amount of the fee, the returns, as well as the way in which the fee is implemented, will all have an impact on the acceptance and the success of a fee program, should the BRHA decide to institute one. By beginning to charge an endorsement fee, the BRHA would restructure the relationship between themselves and the endorsed businesses, causing many businesses to engage in a cost/benefit analysis with regards to the relationship. This would change the dynamics of the relationship and would create the need for adaptation on both sides.

## **STUDY-BASED RECOMMENDATIONS FOR THE BEAR RIVER HERITAGE AREA**

There are a significant number of implications arising from this study of the heritage businesses and artisans in the Bear River Heritage Area, and associated suggestions and recommendations for BRHA management. The data gathered and opinions shared by key informants suggest a great diversity in how BRHA endorsed heritage businesses view the purposes of the BRHA, as well as its effectiveness. The study findings suggest there may be much that can be gained from strengthening the relationship between the BRHA and endorsed heritage businesses. Many key informant business owners/managers spoke of wanting to be more

involved with the heritage area and receiving more benefits and returns from their affiliation. Several BRHA Council representatives spoke of wanting to increase the effectiveness of their organization with regards to the heritage businesses. It seems this relationship can be strengthened, and the BRHA can be more effective in its interactions with the heritage businesses as well as providing more benefits.

In accordance with the data gathered and suggestions furnished by the endorsed heritage business owners/managers during the study, the following recommendations are made for the BRHA. The results of the study indicate some changes can be made in the way in which the BRHA operates with regards to the heritage businesses, which may bring greater success to both the BRHA's efforts and the heritage businesses in the BRHA.

### **BRHA Endorsed Business Advertising and Local Advertising**

The key informant business owners/managers report overall, that the BRHA's current advertising methods have not been particularly effective in bringing new customers to the endorsed businesses. This suggests advertising methods need to be improved, especially if the BRHA desires to further its relationship with the endorsed businesses and increase its effectiveness in promoting heritage and the heritage businesses. To do this, a re-evaluation should take place with regards to the methods, venues, and types of advertising making up the current BRHA advertising model. The current model seems to be more curatorial in nature and designed to cater mainly to visiting tourists. This is evident in the BRHA's promotional materials, which consist of brochures and pamphlets, guidebooks, the BRHA website, and tour itineraries. The BRHA promotional materials do not contain any type of paid advertising and are written in more of a guidebook format. Though many business owners report these materials are

well done, many commented on the fact they are not able to purchase space or publish their own developed content, logos, or other advertising.

Many business owners showed interest in purchasing advertising space in the BRHA materials, with the expectation of being able to provide their own content. One recommendation is for the BRHA to allow endorsed businesses to purchase space in the BRHA promotional materials. This would allow the BRHA to raise revenue, as well as allowing the businesses to advertise themselves in the manner in which they desire. If effective, this may allow the BRHA and the heritage businesses to develop a stronger business relationship and make the BRHA materials more effective in advertising potential with respect to supporting the endorsed heritage businesses. The degree and way in which this is done can still be controlled by the BRHA, which ultimately controls the content and development of its own materials. If this recommendation were pursued, the BRHA would need to provide the businesses with a circulation figure of the BRHA materials, as well as other information necessary for the businesses to make decisions regarding their level of involvement. It would also be necessary for the BRHA to take steps to increase the circulation of the BRHA materials and to promote the advertising potential therein via published materials, the BRHA website, and other venues.

Another significant theme of the research, as pertaining to the BRHA advertising method, is the BRHA's advertising market. As discussed previously in this report, among heritage tourists visiting heritage sites within the BRHA boundaries, 82.7% reported they were not familiar with the term Bear River Heritage Area. Additionally, the findings of this study suggest many heritage businesses do not profit greatly from tourist visitation to the BRHA. Many of these heritage business owners/managers, either explicitly or implicitly, suggest they would benefit more from local advertising, often times due to the nature of their business or product. In

this context, local advertising is advertising that is done within the boundaries of the BRHA and in nearby metropolitan areas in northern Utah and southeastern Idaho. An increase in local advertising could profit many of the endorsed businesses, as well as increase the profile and visibility of the BRHA within its own region. This does not mean that the BRHA must discontinue out-of-state advertising. Bringing in tourism dollars is an essential and productive purpose of the BRHA. However, out-of-state advertising venues should not be the sole advertising venues for the BRHA. Increasing local advertising may be done in different ways, such as continuing the BRHA's successful Facebook page, as well as developing different forms of local media advertising, including venues such as local or regional television stations, local radio stations, newspapers, signs (billboards, local business signs or hangtags, bumper stickers, business signs or stickers), and others. Building local advertising will profit many endorsed businesses and build the local and regional awareness of the BRHA, a winning solution for both entities.

Based on this study, it is recommended the BRHA:

- Re-examine and revise advertising policies and methods relating to endorsed businesses and the BRHA promotional materials.
- Allow businesses and groups to purchase advertising space in the BRHA promotional materials, or perhaps develop a separate but related advertising piece for BRHA endorsed heritage businesses.
- Develop advertising methods that take into account the differing types of endorsed businesses with different advertising needs.
- Calculate and provide interested parties with the circulation figures for the BRHA promotional materials.

- Take steps to increase the circulation of BRHA materials.
- Promote BRHA advertising potential to interested businesses and other parties.
- Develop local and regional advertising venues and methods, in addition to out-of-state promotional and advertising efforts.
- Build greater awareness of the BRHA through local and regional advertising.

### **Relationship and Communication with the Endorsed Businesses**

The majority of the endorsed key informant business owners/managers interviewed reported they had little communication with the BRHA. This seemed to suggest the relationship was not all that important, and some business owners/managers expressed frustration with this. A lack of communication also left some business owners disappointed, as they had hoped for a closer, more productive relationship with the BRHA when they became endorsed. There is very little sense of community among the businesses, and many businesses seemed isolated from each other and the BRHA. This is not likely what the BRHA and the businesses had in mind in the beginning. It is clear there are many opportunities and growth potential for both the businesses and the BRHA, as well as the community and the overall heritage preservation cause. From the researchers' perspective, it is also quite clear this lack of communication has left the BRHA's mission, purpose, goals, and motives unclear in the minds of many business owners/managers, and this seems to hamper the BRHA's progress in establishing a stronger relationship with the businesses and promoting mutual benefit. It seems strange for an organization such as the BRHA whose main mission is outreach to be so vague in its own affiliates' minds. It must be recognized the BRHA has made efforts, especially at first, to communicate with the endorsed businesses. A few business report they have good communication with the BRHA. However, overall, the

continuation of these efforts to communicate has fallen short for many businesses, which are disconnected with the BRHA organization.

During the study, it also became clear the BRHA seemed to treat and conceptualize all the different businesses in the same way. The key informants interviewed in this study represent a large diversity of business types, products, and values with different motivations and needs. For example, many businesses are interested mainly in the financial value of the endorsement, while others are invested more in the heritage value. Both groups have different motivations and need to be understood and treated accordingly. It is important for the BRHA to understand the breadth and diversity of the endorsed businesses and consider this in planning and allocation of resources with respect to the heritage businesses.

It is recommended the BRHA increase its level of communication with the BRHA endorsed businesses. Communicating more frequently and on a deeper level with the businesses will strengthen the relationship, promote mutual understanding, and will be strategically beneficial to the BRHA. An important step to take is to communicate more effectively the BRHA's mission, purpose, and goals to the endorsed heritage businesses. This will require the BRHA to go back and establish lines of communication with many endorsed heritage businesses on its roster, many of which in this study expressed a complete lack of understanding about the BRHA and ties to it. Other businesses are more informed and will require less follow up communication. With limited resources, it is obviously not viable for the BRHA to regularly visit all of the endorsed heritage businesses. However, simple things such as increased mail correspondence or an email newsletter will certainly help. Regular contact is necessary to maintain the viability of the relationship between any partners, and is essential to the BRHA, especially if it intends to institute an endorsement fee system. Many key informants expressed

they would be more willing partners and financial contributors if they had good communication with the BRHA. This is an opportunity for the BRHA to “sell” what it does and to increase business involvement, sense of community, and participation, and work toward future federal designation as a National Heritage Area with its consequent recognition and support.

Based on this study, it is recommended the BRHA:

- Communicate the mission, purpose, and goals of the BRHA more effectively to the endorsed businesses.
- Strengthen the relationship by maintaining effective and frequent communication with the endorsed businesses.
- Increase mail correspondence with the businesses.
- Create and distribute an email newsletter, informing the businesses of the BRHA’s purposes, goals, and activities, as well as fostering a sense of community and involved participation among the businesses.

### **Benefits Provided to the BRHA Endorsed Businesses and Supporters**

There are many National and State Heritage Areas throughout the United States, and many of these have developed methods for receiving support from their local communities through a membership system. For instance, many heritage areas sell memberships or collect fees from local groups, businesses, and individuals, in essence, selling the opportunity for these entities to support heritage area efforts and be official affiliates or supporters. This membership system raises funds for the heritage area and increases its profile as an organization. An organization or individual may desire membership with the local heritage area for many different reasons. For example, an individual or business may desire to support local heritage, be more connected with the community, or find an outlet for heritage products. Whatever the reason,

there are many who desire to be affiliated with heritage areas. An informal review of the National Heritage Area websites found many of the heritage areas were offering types of membership, varying with each heritage area, and advertising opportunities. Membership benefits provided include: being officially or publicly identified as members or supporters; discounts at area businesses or heritage area stores; heritage area stickers, plaques or hangtags; free or reduced admissions to events within the heritage area; free advertising; voting rights in heritage area governing bodies; tours of area attractions; free or reduced price tickets; heritage area newsletter; heritage area updates; member-only events; and others. These benefits are the selling points and benefits for membership with the heritage area. The heritage area benefits from increased revenue, the fostering of relationships and community ties, as well as indirect advertising done by these groups and individuals for the heritage area by means of bumper stickers, hangtags, window signs, newspaper articles, etc.

It is recommended the BRHA formally define the benefits of endorsement, affiliation, and membership in order to use these benefits as selling points to communicate the advantages of affiliation with the BRHA. These benefits can be promoted in the BRHA's promotional materials and website.

Based on this study, it is recommended the BRHA:

- Officially define and articulate the benefits of endorsement, affiliation, and membership with the BRHA.
- Advertise and promote these benefits to local groups, businesses, and individuals, all of whom could be affiliated with the BRHA.

### **Collection of Membership Donations and Endorsement Fees**

Due to the low reported recognition and awareness of the BRHA as an organization, as reported previously, and the reported willingness by the businesses to contribute to the BRHA financially, it is recommended the BRHA institute some sort of a paid membership system. This may be in the form of paid memberships sold to community groups, businesses, and individuals who are interested in supporting heritage and the mission of the BRHA. This would be aimed more at those community groups and individuals who desire to support the BRHA as a good cause, rather than a business or advertising relationship. This could follow a tiered model, with differing levels of membership and associated benefits depending on the level of support. This allows the community to support the BRHA mission and efforts, and become more involved in local and regional heritage preservation and promotion. At a minimum, BRHA promotional materials, such as bumper stickers and window signs, should be given out to anyone who becomes a member of the BRHA, in addition to the other benefits offered by the BRHA. The advantage of this proposal is threefold: 1) raising funds for the BRHA; 2) developing community support; and 3) raising the BRHA's local and regional profile. Non-membership donations and grants to support the BRHA's efforts in the community should also be solicited where appropriate.

Concurrently, the BRHA should develop some sort of an endorsement fee system for the endorsed heritage businesses and any group that desires to engage with the BRHA in a business or advertising relationship. Many endorsed businesses view the BRHA as an advertising venue and a potential way to market product or promote their business. This aligns well with the purposes of the BRHA, which seeks to promote these heritage businesses and products for its larger role in preserving and promoting heritage, and local/regional economic development. The overall reported willingness by the businesses to pay an endorsement fee, as well as the

businesses desires to advertise and benefit their businesses through the BRHA, suggests this is an untapped, potential source of revenue for the BRHA, as well as a way to promote the endorsed heritage businesses. The primary value of the business endorsement would be advertising. It was found the endorsed businesses have diverse and differing needs regarding advertising and their relationship with the BRHA. This can also be based on a tiered system, based on the advertising level and fee amount the business desires. Some would desire lower profile, local, or targeted advertising. Other businesses would be interested in higher profile, higher return advertising and would consequently pay more for this. Some businesses may opt to become members-only to support the BRHA and its efforts, and not be interested in advertising. The diverse needs and wishes of the businesses can be taken into account with differing levels of involvement and associated benefits. Creating an endorsement fee will benefit the BRHA by helping it fulfill its mission to promote and benefit the endorsed heritage businesses. Implementation of this recommendation would necessitate improvement in the advertising system of the BRHA. A general finding of this study was businesses are willing to pay for the benefits they receive, but if the BRHA began to charge an endorsement fee, businesses would expect increased advertising and better return on investment. Development efforts would need to focus on determining the most effective advertising for the different business types and products, as well as advertising venues.

Of note with this recommendation is the curatorial mission of the BRHA. There are the many historic site organizations and heritage groups that may not be in a position to pay a membership or endorsement fee. However, it would still not be necessary for the BRHA to charge every organization or group. The BRHA can promote the area's heritage as a whole and these heritage groups, while still collecting money from private businesses either to support its

efforts or to sell advertising. This would require the development of criteria, tiered membership and endorsement systems, and determining which groups the BRHA would or would not charge for their affiliation, how much would be charged, and how these would be promoted and advertised in the BRHA materials.

Advertising done through community memberships and more formal advertising done for the endorsed heritage businesses both serve to raise the profile of the BRHA locally, regionally, nationally, and internationally. The membership and endorsement fee proposal will help the BRHA to cover its costs, continue its operation, and increase its viability and presence as an organization in the communities, the counties, and the BRHA region overall.

Based on this study, it is recommended the BRHA:

- Institute a membership fee for any group or individual interested in supporting local heritage and the mission of the BRHA.
- Institute an endorsement fee for businesses entities and perhaps other organized groups interested in a business/advertising relationship with the BRHA.
- Develop a tiered fee system to avoid placing undue burden on certain businesses/organizations and infringing on the curatorial purposes of the BRHA.
- Develop promotional/brand materials (e.g., bumper stickers, window stickers, signs, etc.) to be distributed to member groups, businesses, and individuals.

### **The BRHA Website**

It is well understood technology and the importance of the Internet are increasing in our society. Although not specifically a part of this study, as a way to advertise and fulfill its purposes, the BRHA needs to make its on-line presence more effective. Accordingly, the BRHA

should redesign its website in order to make it more useable, attractive, and effective. While specific data on BRHA website effectiveness were not collected, it was mentioned several times during the interview process. Several key informants were confused about how to navigate the website and where to find their business. Due to the way in which it is organized, it seems to be sometimes difficult to find or access necessary information. This of course can create doubt in a business owner's mind as to how any potential customer can find their businesses on the website and the effectiveness of any advertising therein. Any redesign of the website should emphasize increased accessibility and navigability by potential visitors, customers, and heritage enthusiasts, as well as emphasizing increased business advertising, both through accessibility and suggestions to website users.

Additionally, several heritage business owners/managers indicated a desire to link their own website with the BRHA website and to be able to provide advertising content in relation to their business. This would be an easy way to increase the profile of the BRHA and create additional advertising opportunities for heritage businesses.

It is hard to overemphasize the importance of the BRHA's online presence in fulfilling its purposes and goals. A vibrant, interesting, well designed website, coupled with measures taken to increase traffic to the website, will assist the BRHA in promoting the endorsed heritage businesses, and in turn raise awareness of the BRHA as an organization devoted to fulfilling its mission, purpose, and goals.

It is recommended the BRHA:

- Redesign the BRHA website focusing on usability, attractiveness, navigability, effectiveness, and advertisement opportunities.

- Allow endorsed businesses and other organizations to link their websites with the BRHA website to promote networking and advertising.

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## APPENDICES

**APPENDIX A:**  
**DIRECTIONS FOR VISITOR SURVEY ADMINISTRATION**

## Bear River Heritage Area Visitor Survey Instructions

To: Bear River Heritage Area Business Owners, Managers, Employees, & Volunteers

For your information, the purpose of this survey is to gain a better understanding of visitors to businesses and attractions in the Bear River Heritage Area (BRHA). Specifically, we are interested in visitors from outside the area: what draws them here; whether the BRHA is their primary destination or are they merely passing through; their characteristics; their spending patterns and related economic impact due to tourism; and other items of interest to the BRHA with respect to visitors. In order to gather this information, we have designed a short visitor survey to be given out to visitors at your BRHA businesses and attractions.

Completed visitor surveys should be collected and stored, and will be picked up periodically by researchers from Utah State University's Institute for Outdoor Recreation and Tourism (IORT). As a BRHA business or attraction, this effort will require your assistance with encouraging visitors to participate in the survey. The benefits of this effort will be the collection of baseline data on BRHA visitors, information we have never had. A final report of the findings will be prepared and distributed to all BRHA members. This information may be critical to our effort to achieve federal designation of the Bear River Heritage Area. Please assist us with this effort!

- Visitor surveys and the Bear River Heritage Area display should be placed on the front counter of your business and/or attraction, if appropriate.
- Each visitor should be briefly informed about the visitor survey and asked if she/he would be willing to take a few moments to fill it out and return it to you.

Sample Visitor Survey Instructions: *The Bear River Heritage Area is conducting a survey of visitors to BRHA businesses and attractions. Would you please take a few moments to fill out our survey?*

- Be sure to point out the visitor survey to each of your visitors. This may need to be very brief during your busy times, but it is important every visitor has an opportunity to complete a visitor survey.
- If visitors do not want to complete a survey, it's ok.
- If a visitor asks about the BRHA, the nature of the visitor survey, who is behind the survey, or whether or not they want to fill out a survey, refer them to the accompanying BRHA display, which should be placed next to the visitor survey.
- When the survey is returned, please make sure the visitor has filled in the date and time on the top right corner of the survey form.
- The survey should be returned by the visitor with the contact information portion detached from the rest of the form. These two pieces of the survey should be stored in separate envelopes until they are picked up by one of the researchers.

If you have any questions, please feel free to contact:

Dr. Steve Burr, IORT Director; (435) 797-7094; [steve.burr@usu.edu](mailto:steve.burr@usu.edu);  
 Doug Reiter, IORT Research Associate; (435) 797-2502; [dougreiter@gmail.com](mailto:dougreiter@gmail.com); or  
 Tyler Baird, Graduate Research Assistant; (435) 797-1009; [ty.a.baird@aggiemail.usu.edu](mailto:ty.a.baird@aggiemail.usu.edu).

In advance, thank you for your assistance.

**APPENDIX B:**  
**VISITOR INTERCEPT SURVEY INSTRUMENT**

		<b>Bear River Heritage Area</b>	Your Current Location _____ _____
<b>Visitor Survey</b>			Date ___/___/12 Time _____

The Bear River Heritage Area Council is conducting a survey of visitors to Bear River Heritage Area attractions and businesses. As a visitor, please take a few moments to fill out this brief questionnaire and leave it with the cashier, receptionist, or other staff. Thank you!

Are you familiar with the term "Bear River Heritage Area" in promotion of this region?  Yes  No  
*If Yes, where did you first hear about the "Bear River Heritage Area?"*

\_\_\_\_\_

Where did you get information about the Bear River Heritage Area for this particular trip?

(Please mark all that apply)

- |  |   |
|--|---|
| <input type="checkbox"/> Family/Friends        | <input type="checkbox"/> Guidebook                    |
| <input type="checkbox"/> Driving By/Road Signs | <input type="checkbox"/> Internet                     |
| <input type="checkbox"/> Maps/Brochures        | <input type="checkbox"/> Visitor Center               |
| <input type="checkbox"/> Magazine              | <input type="checkbox"/> Previous Trip/Experience     |
| <input type="checkbox"/> Newspaper             | <input type="checkbox"/> Other—Please describe: _____ |

Including yourself, how many people are in your group today? \_\_\_\_\_

Which of the following best describes your group makeup? (Please mark only one.)

- Family/Spouse/Significant Other
- Friends
- Family and Friends
- Tour Group (organized tour, school or church group, etc.)
- Self
- Other—Please describe: \_\_\_\_\_

What is your primary destination today? (Please mark only one.)

- This site/attraction/business
- The Bear River Heritage Area, generally
- Visiting family and/or friends
- Just passing through
- Other—Please describe: \_\_\_\_\_

What is the primary purpose of your visit today? (Please mark only one)

- Sightseeing
- Visiting family and/or friends
- Shopping
- Outdoor recreation (hiking/camping/hunting/fishing/etc.)
- Just passing through
- A specific event (Please identify) \_\_\_\_\_
- Other—Please describe: \_\_\_\_\_

Next Page >>>

**Did you, or will you, stay overnight within the Bear River Heritage Area (See map if unsure)?**  Yes  No

*If Yes*, how many nights did you/will you stay? \_\_\_\_\_

*If Yes*, where did you stay? (Please mark all that apply)

- Friends and/or family
- Hotel or motel
- Bed and breakfast
- RV park (recreational vehicle/camper)
- Camping
- Vacation home/cabin
- Other—Please describe: \_\_\_\_\_

**Have you made any trips in the past year to visit heritage sites/attractions?**  Yes  No

*If yes*, how many trips were made specifically to visit heritage sites/attractions/businesses?

- None
- 1-2
- 3-4
- 5 or more

*If yes*, how many of them were to destinations in the Bear River Heritage Area (See map if unsure)?

- None
- 1-2
- 3-4
- 5 or more

**Did you spend any time researching information for this visit to the Bear River Heritage Area?**  Yes  No

*If yes*, how many hours?

- < 1
- 1-2
- 3-4
- 5 or more

*If yes*, what did you do specifically (planned a route, browsed heritage site websites, etc.)? \_\_\_\_\_

\_\_\_\_\_

**Your Residential Zip Code (or Country Postal Code if outside the U.S.):** \_\_\_\_\_

**Age:** \_\_\_\_\_

**Sex:**  M  F

**Thank you again for your assistance!**

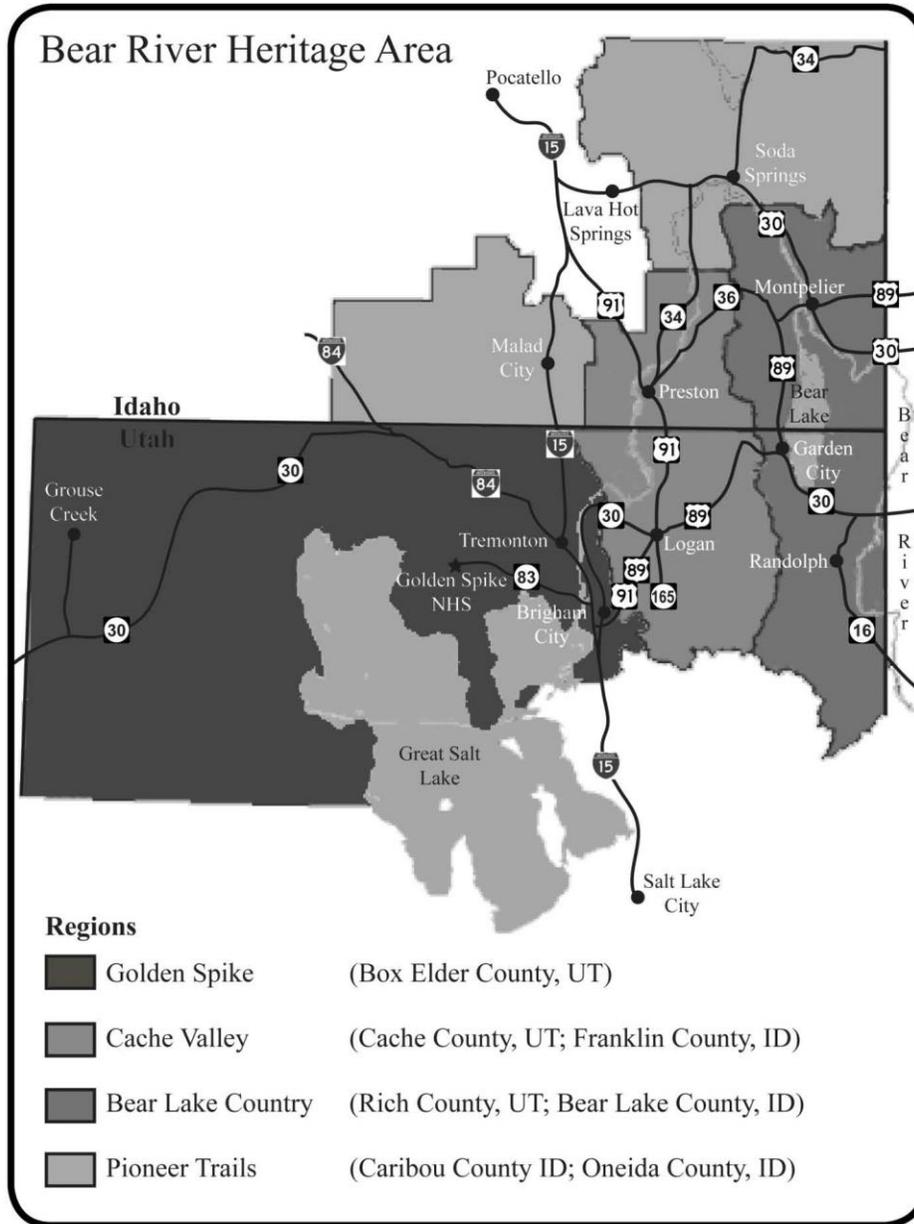


**APPENDIX C:  
MAIL SURVEY INSTRUMENT**

# Bear River Heritage Area

## Visitor Mail Survey







Greetings! You recently completed a short survey at an attraction, business, or visitor center in the Bear River Heritage Area of Utah and Idaho. The Bear River Heritage Area Council in conjunction with Utah State University is conducting this survey to learn more about visitors and assess the economic impacts of tourism and visitation to the Bear River Heritage Area. The Bear River Heritage Area is officially recognized by the states of Utah and Idaho for its distinctive historical and scenic features, and is seeking federal designation as a *National Heritage Area*.

This survey will take about 10 to 15 minutes to complete. Any information you give is strictly confidential. When you are finished, simply tape or staple this survey shut and put it in your mailbox—no postage is necessary.

**\*All completed and mailed surveys will be entered into a drawing for a special heritage gift.**

Please answer the following questions only for the Bear River Heritage Area trip on which you completed the short survey and gave your contact information. If you are unfamiliar with the boundaries of the Bear River Heritage Area, please refer to the map on the inside cover of this survey when answering the questions. Thank you very much for your help!

ID No. \_\_\_\_\_

**Visitor Experience**

1. In general, **how satisfied** or **dissatisfied** were you with your visit to the Bear River Heritage Area?

5 Satisfied      4 Somewhat Satisfied      3 Neutral      2 Somewhat Dissatisfied      1 Dissatisfied

2. Do you reside in the Bear River Heritage Area? (See map on inside cover of survey if unsure)  
 Yes    No

2a. *If no*, please skip to question # 3 below.  
*If yes*, how long have you resided in the area? \_\_\_\_\_ years

3. While on your trip, did you visit any relatives or close friends who reside in the Bear River Heritage Area?  
 Yes    No

**Lodging**

4. During your visit, did you stay overnight **away from home** in the Bear River Heritage Area?  
 Yes    No

4a. *If no*, please skip to question # 5 below.  
*If yes*, where did you stay and for how long? [**You may choose more than one answer**]

<b><u># of nights</u></b>	<b><u>Where</u></b>
___ nights: Stayed in a <b>hotel/motel</b> within the Bear River Heritage Area.	_____
___ nights: Stayed in a <b>bed and breakfast</b> in the Bear River Heritage Area.	_____
___ nights: Stayed in a <b>RV or camper</b> within the Bear River Heritage Area.	_____
___ nights: <b>Camped</b> within the Bear River Heritage Area.	_____
___ nights: Stayed in a <b>private home</b> within the Bear River Heritage Area.	_____
___ nights: Other _____	_____

**Importance/Satisfaction**

5. In general, **how satisfied** or **dissatisfied** were you with the quality of attractions and associated services provided in the Bear River Heritage Area during your visit?

5                      4                      3                      2                      1  
Satisfied          Somewhat Satisfied          Neutral          Somewhat Dissatisfied          Dissatisfied

- 5a. If you were at all dissatisfied (marked a 1 or 2), in what ways were you dissatisfied?

---



---

6. In general, **how satisfied** or **dissatisfied** were you with the friendliness and helpfulness of service workers in the Bear River Heritage Area during your trip?

5                      4                      3                      2                      1  
Satisfied          Somewhat Satisfied          Neutral          Somewhat Dissatisfied          Dissatisfied

- 6a. If you were at all dissatisfied (marked a 1 or 2), in what ways were you dissatisfied?

---



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7. Did you drive any Scenic Byways during your visit?

Yes    No      *If yes, which Scenic Byways?* \_\_\_\_\_

- 7a. *If no*, please skip to question # 8 below.

*If yes*, in general, **how satisfied** or **dissatisfied** were you with your Scenic Byways touring experience?

5                      4                      3                      2                      1  
Satisfied          Somewhat Satisfied          Neutral          Somewhat Dissatisfied          Dissatisfied

8. Did you visit any National Historic Trails during your visit?

Yes    No      *If yes, which National Historic Trails?* \_\_\_\_\_

- 8a. *If no*, please skip to question # 9 below.

*If yes*, in general, **how satisfied** or **dissatisfied** were you with your National Historic Trails touring experience?

5                      4                      3                      2                      1  
Satisfied          Somewhat Satisfied          Neutral          Somewhat Dissatisfied          Dissatisfied

4

9. In general, **how important** or **unimportant** to you were each of the following items when visiting the Bear River Heritage Area? [Please circle your response]

	Important	Somewhat Important	Neutral	Somewhat Unimportant	Unimportant
Brochures	5	4	3	2	1
Maps	5	4	3	2	1
Educational displays	5	4	3	2	1
Information availability about <u>attractions</u>	5	4	3	2	1
Information availability about <u>events</u>	5	4	3	2	1
History of the Bear River Heritage Area	5	4	3	2	1
Pioneer historic sites	5	4	3	2	1
Native American historic sites	5	4	3	2	1
Wildlife	5	4	3	2	1
Natural scenery/landscape	5	4	3	2	1
Agricultural (farm/ranch) attractions	5	4	3	2	1
Scenic Byways	5	4	3	2	1
Directional signs on roads	5	4	3	2	1
Restaurants	5	4	3	2	1
Lodging (hotels/motels/bed & breakfast)	5	4	3	2	1
Campgrounds	5	4	3	2	1
Grocery stores and convenience stores	5	4	3	2	1
Sporting goods/outdoor equipment stores	5	4	3	2	1
Souvenir stores/gift shops	5	4	3	2	1
Guide and outfitting services	5	4	3	2	1
Transportation (shuttle and taxi services)	5	4	3	2	1
Gas/service stations	5	4	3	2	1

10. Please rate **how satisfied** or **dissatisfied** you were with the following items during your visit to the Bear River Heritage Area. [Please circle your response or check "n/a" (not applicable) for those items you did not use/visit on your trip]

	n/a	Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Dissatisfied
Brochures	<input type="checkbox"/>	5	4	3	2	1
Maps	<input type="checkbox"/>	5	4	3	2	1
Educational displays	<input type="checkbox"/>	5	4	3	2	1
Information availability about <u>attractions</u>	<input type="checkbox"/>	5	4	3	2	1
Information availability about <u>events</u>	<input type="checkbox"/>	5	4	3	2	1
History of the Bear River Heritage Area	<input type="checkbox"/>	5	4	3	2	1
Pioneer historic sites	<input type="checkbox"/>	5	4	3	2	1
Native American historic sites	<input type="checkbox"/>	5	4	3	2	1
Wildlife	<input type="checkbox"/>	5	4	3	2	1
Natural scenery/landscape	<input type="checkbox"/>	5	4	3	2	1
Agricultural (farm/ranch) attractions	<input type="checkbox"/>	5	4	3	2	1
Scenic Byways	<input type="checkbox"/>	5	4	3	2	1
Directional signs on roads	<input type="checkbox"/>	5	4	3	2	1
Restaurants	<input type="checkbox"/>	5	4	3	2	1
Lodging (hotels/motels/bed & breakfast)	<input type="checkbox"/>	5	4	3	2	1
Campgrounds	<input type="checkbox"/>	5	4	3	2	1
Grocery stores and convenience stores	<input type="checkbox"/>	5	4	3	2	1
Sporting goods/outdoor equipment stores	<input type="checkbox"/>	5	4	3	2	1
Souvenir stores/gift shops	<input type="checkbox"/>	5	4	3	2	1
Guide and outfitting services	<input type="checkbox"/>	5	4	3	2	1
Transportation (shuttle and taxi services)	<input type="checkbox"/>	5	4	3	2	1
Gas/service stations	<input type="checkbox"/>	5	4	3	2	1

**Expenditures**

11. We are interested in **your group's expenditures** during your trip to the Bear River Heritage Area. For each visitor service listed below, please **enter your best estimate of your group's total expenditure** made within the seven counties of the Bear River Heritage Area. If you didn't spend any money on a particular visitor service, please indicate so by entering a zero (0). Please, **only** indicate your group's total expenditures **within the Bear River Heritage Area**. If you are unfamiliar with the boundaries of the Bear River Heritage Area, please see the map on the inside cover of this survey.

Lodging in hotels, motels, or bed/breakfasts	\$ _____
Lodging in cabin or home rentals, or public or private campgrounds	\$ _____
Gasoline, food and beverages purchased at gasoline stations and/or convenience stores	\$ _____
Food and beverages purchased at grocery stores	\$ _____
Food and beverages purchased at restaurants or fast food outlets	\$ _____
Rental fees and supplies (including rental cars, RVs, trailers, boats, and fishing and hunting supplies)	\$ _____
Other retail goods such as souvenirs (e.g., t-shirts, mugs, postcards)	\$ _____
Other (please describe): _____	\$ _____
Other (please describe): _____	\$ _____

11a. These expenditures were for how many people (including yourself)? \_\_\_\_\_ people

**Heritage Tourism**

12. Have you visited any other state or nationally designated heritage areas?

- Yes    No    Don't Know

12a. *If no or don't know*, please skip to question # 13 below.

*If yes*, what areas have you visited? \_\_\_\_\_  
 \_\_\_\_\_

13. What is the total number of trips you have made to heritage sites in the past 12 months (including sites outside of the Bear River Heritage Area)? \_\_\_\_\_ trips

14. Which of the following regions of the Bear River Heritage Area did you stop in during your trip? If you are unfamiliar with the regions of the Bear River Heritage Area, please see the map on the inside cover of this survey. **[Mark all that apply]**

- |   |  |
|---|--|
| <input type="checkbox"/> Golden Spike Region      | <input type="checkbox"/> Cache Valley Region   |
| <input type="checkbox"/> Bear Lake Country Region | <input type="checkbox"/> Pioneer Trails Region |

15. What type of Bear River Heritage Area sites did you visit during your trip?

[Mark all that apply]

- |  |   |
|--|---|
| <input type="checkbox"/> Birding Areas               | <input type="checkbox"/> Native American Historic Sites |
| <input type="checkbox"/> Bird/Wildlife Refuges       | <input type="checkbox"/> Pioneer Historic Sites         |
| <input type="checkbox"/> Historic Trails             | <input type="checkbox"/> Railroad Historic Sites        |
| <input type="checkbox"/> Hot Springs                 | <input type="checkbox"/> Ranches/Agricultural Sites     |
| <input type="checkbox"/> Information/Visitor Centers | <input type="checkbox"/> Scenic Byways                  |
| <input type="checkbox"/> Mormon Historic Sites       | <input type="checkbox"/> State Parks                    |
| <input type="checkbox"/> National Forests            | <input type="checkbox"/> Other _____                    |

16. Including this visit, how many days have you devoted to visiting the following types of heritage sites in the Bear River Heritage Area in the past 12 months (count trips of less than 24 hours as one day)?

**# of Days**

- \_\_\_\_\_ days: Birding Areas
- \_\_\_\_\_ days: Bird/Wildlife Refuges
- \_\_\_\_\_ days: Historic Trails
- \_\_\_\_\_ days: Hot Springs
- \_\_\_\_\_ days: Information/Visitor Centers
- \_\_\_\_\_ days: Mormon Historic Sites
- \_\_\_\_\_ days: National Forests

**# of Days**

- \_\_\_\_\_ days: Native American Historic Sites
- \_\_\_\_\_ days: Pioneer Historic Sites
- \_\_\_\_\_ days: Railroad Historic Sites
- \_\_\_\_\_ days: Ranches/Agricultural Sites
- \_\_\_\_\_ days: Scenic Byways
- \_\_\_\_\_ days: State Parks
- \_\_\_\_\_ days: Other \_\_\_\_\_

17. Did you have any previous knowledge of the time period/events/features represented at the sites you visited?

- Yes  No

17a. *If no*, please skip to question # 18 below.

*If yes*, How would you rate your previous knowledge of the time period/events/features represented at the site or sites you visited?

- |      |               |                     |              |     |
|------|---------------|---------------------|--------------|-----|
| 5    | 4             | 3                   | 2            | 1   |
| High | Somewhat High | Neither High or Low | Somewhat Low | Low |

18. Are you a member of any organizations/groups with ties to the sites and attractions you visited on this trip (birding groups, byway touring groups, religious groups, etc.)?

- Yes  No

18a. *If no*, please skip to question # 19 below.

*If yes*, in what organizations/groups are you a member? \_\_\_\_\_

19. Do you subscribe to any heritage related magazines (*American Heritage, Early American Life, Preservation, etc.*)?

- Yes  No

19a. *If no*, please skip to question # 20 below.

*If yes*, to what magazines do you subscribe? \_\_\_\_\_

### **Demographics**

20. What is the highest level of education you have completed?

- |  |  |
|--|--|
| <input type="checkbox"/> Have not finished high school | <input type="checkbox"/> Technical, vocational, or 2-year degree |
| <input type="checkbox"/> High school diploma           | <input type="checkbox"/> Bachelor's degree                       |
| <input type="checkbox"/> Some college, but no degree   | <input type="checkbox"/> Graduate or professional degree         |

21. With which racial or ethnic groups do you most closely identify? **[Mark all that apply]**

- |  |   |
|--|---|
| <input type="checkbox"/> American Indian/Alaska Native | <input type="checkbox"/> Native Hawaiian/Pacific Islander |
| <input type="checkbox"/> Asian                         | <input type="checkbox"/> White/Anglo/Caucasian            |
| <input type="checkbox"/> Black/African American        | <input type="checkbox"/> Other _____                      |
| <input type="checkbox"/> Hispanic/Latino               | <input type="checkbox"/> Choose not to answer             |

22. How many children under the age of 18 currently live in your home? \_\_\_\_\_ children

23. What is your current employment status?

- |   |  |
|---|--|
| <input type="checkbox"/> Working full time    | <input type="checkbox"/> Retired             |
| <input type="checkbox"/> Working part time    | <input type="checkbox"/> Homemaker           |
| <input type="checkbox"/> Currently unemployed | <input type="checkbox"/> Never been employed |
| <input type="checkbox"/> Student              | <input type="checkbox"/> Other _____         |

24. The Bear River Heritage Area is interested in providing tourism opportunities for individuals of all income levels. What was your total household income, before taxes, in 2011?

- |  |  |
|--|--|
| <input type="checkbox"/> Under \$25,000      | <input type="checkbox"/> \$100,000 - \$149,999 |
| <input type="checkbox"/> \$25,000 - \$49,999 | <input type="checkbox"/> \$150,000 or over     |
| <input type="checkbox"/> \$50,000 - \$74,999 | <input type="checkbox"/> Don't Know            |
| <input type="checkbox"/> \$75,000 - \$99,999 | <input type="checkbox"/> Choose not to answer  |

25. What was the "highlight" of your trip to the Bear River Heritage Area?

\_\_\_\_\_

\_\_\_\_\_

## APPENDIX D

### OPEN ENDED VISITOR SURVEY COMMENTS

- Spiral Jetty could have more improvements (signage, paths, etc.)
- We went to the American West Heritage Center during the fall festival – we took our kids through a maze that was formed with haybales. It was completely black and disgustingly dusty. Kids were running into us from the other direction because nobody could see.
- Overpriced camping
- We were looking for a beach. The open areas seemed to be rocks.
- I was not aware the geyser was on a timer. Next visit I will be prepared.
- Soda Springs geyser needs some kind of overhang to protect from the sun and more benches.
- Brochures and websites made attractions seem bigger/better/more time consuming/more to do. Feel the opposite was true.
- The Welsh Festival was very small and most of the “vendors” had nothing to do with a Welsh Festival.
- West of I-15 there are no services – gas and restaurants particularly – for visitors. After we visited Golden Spike and Spiral Jetty, we were starving and had to drive all the way to Brigham City to find a decent restaurant and gas services. The areas we visited are somewhat remote. Signage is scarce and maps are non-existent. We were fortunate to be interviewed for this survey in order to learn anything about Spiral Jetty. It’s a beautiful spot, but there’s nothing available to know what it is and its history if no one is there to explain. So much more is needed. It’s a great spot for a lodge or restaurant, a destination point at the north end of the Great Salt Lake. It’s a fabulous vista of the lake that I had never seen before and we all

know – because the lake is so low to the surrounding land – that vistas of the lake to most travelers are too scant and don't reveal its overall majesty and grandeur!

- I wouldn't change a thing, I love going to the Spiral Jetty as a chance to get away. I enjoy its secluded and remote location because it creates a sense of adventure and allows the individual to really appreciate both the art and nature. Very tranquil and relaxing!
- Might want to define what a heritage area includes. Is this including National Parks?
- More information and maps about the archeological sites on the north shore of Salt Lake would be appreciated.
- We spent more time than we thought visiting the sites. We should have brought a picnic lunch and been more prepared. We had a lovely time! This was a great survey. Hope you find out some valuable information.
- Need better signage to Spiral Jetty. If I had not seen a video about it in the Modern Art Museum in Chicago, I wouldn't have known about it. Also need a pit toilet there.
- Only found out about the Spiral Jetty in a book on exhibit at Golden Spike visitor center, Pure Serenity.
- I feel like there may be a lot more to visit and we just don't know about it. We'd love to visit other interesting sites important to Utah or National history!
- Love GSNHS!
- This is a wonderful area full of many scenic and interesting places.
- The ladies working in the Franklin tourist bureau were very helpful and knowledgeable. The display was educational and well placed.
- We attended a family reunion in Franklin, Idaho, that included over 100 people. My husband's cousins got together and thought it would be great to spend a day in the town their

grandparents and great grandparents lived. This was the first reunion we have had in Franklin, Idaho. My husband's ancestors were some of the first settlers in Franklin. One of the reasons for having the reunion in Franklin was because the relic hall is located in Franklin. Everyone was interested in learning more about their ancestors and sharing it with our children. We brought in a chart showing the ancestors we knew who lived in Franklin. The tour guide at the museum was able to show us many pictures and personal items belonging to these ancestors. For many of us this was the first time we had seen pictures and heard stories about their lives. It was an incredible experience. We were so impressed of the vast information that was stored in that museum. They have many histories of my husband's relatives that we had never seen before. It was an amazing experience for the whole group. We learned so much. Our tour guide was extremely knowledgeable about the area and the history of Franklin. It is a place we would like to continue to go back to and learn more. Thank you for providing us with such a great place to learn about our ancestors.

- At the time of the initial survey, we were just there to go boating. So not much of a heritage tour. Although we went to Hyrum Dam the next weekend and loved it. My family volunteers at the American West Heritage Center and we enjoy that. I love this area and the heritage it has.
- Not enough campgrounds on HWY 30 north of Montpelier nor on HWY 34. They may be there but we were not aware of them. We stopped in Garden City for raspberry shakes! We enjoyed the geyser in Soda Springs, Enders Hotel Museum, and restaurant there. A real gem! The Oregon-California Trail Center was very nice, but not as big as the Oregon Trail Interpretative Center near Baker City, OR, or the California Interpretative Center near Elko, NV. The Bear River Massacre Site was interesting. We didn't know about it until we drove

by and decided to stop. Nice overlook and interpretative signs there. A nice surprise! The signage at Sheep Rock was not good. We enjoyed Red Rock Pass Geologic Monument. We hope to spend more time in the future touring the Bear River Area. Our short visit didn't do justice to all that is here. Thanks to everyone for preserving what is here.

- Would like to see better cataloging and provenance and preservation of Daughters of the Utah Pioneers (DUP) items. Would like to see more space for DUP (I know it was smaller before and volunteers and limited budget). Would like to see campgrounds better upkeep and history markers at different points in campgrounds (more I have seen some). Would like to see more community PR/advertising of historical sites via media.
- American West Heritage Center has poor website.
- I love how the American West Heritage Center is adding events each year, providing opportunities for families to have fun, educational activities. Thank you for the included brochure/map. Even as a lifelong resident of Cache Valley, there are many sites I didn't know about.
- By filling out this survey, it made me aware of how many things we have in our own backyard to visit and enjoy. My husband and I love to cruise and have been on 28 cruises. Next summer, we are going to spend more time enjoying what is very close to home. We have lived in the Logan area for 33 years. We enjoy Logan Canyon and have visited the Golden Spike once. We have a lot of catching up to do.
- My family was visiting for the first time and really enjoyed ourselves. We will for sure be back and have already recommended the sites we visited to many friends and family. Thanks for a great time!

- Over the years we have visited more sites – just not in the past 12 months – also hope to visit more sites as children get a little older. Information at the Forest Service information center was very helpful. Internet searches for campgrounds or camping in Utah returned minimal and fairly unhelpful results. All that came up for Tremonton area were Crystal Hot Springs and Belmont Springs. More on the Byways, camping options, etc., would have been helpful. Since moving to Kaysville three years ago I have been frustrated by how difficult it is to find information online about historical sites, events, hiking trails and camping option in the region.
- My friend planned the trip because he grew up in Logan, I enjoyed the trip because I didn't plan it – I was just along for the ride. Beautiful area – well-kept campground, educational signs along the hike were great for my nine year old boys and the beauty was worth the drive – and the speeding ticket! We hope to return again next summer.
- Logan Canyon, Bear Lake, and Cache Valley are favorite places for our family to visit! Love the area for so many reasons!
- It would be nice if the campground signs specified which side of the road the campground was on. Some of the big signs were on the opposite side of the road and are confusing to people who don't know the area. Also I was disappointed that the visitors center [USFS Logan Ranger District] just as you leave Logan was closed on a Saturday when I would think you would have more people going up the canyon.
- We are regular users of these areas being outdoor enthusiasts and Logan, Utah, residents. I would guess, conservatively, I spend some time each week in the Bear River or Wellsville Ranges.
- Use trails and sites to educate visitors. Thank you for all you do!

- We visit Bear Lake every year and have ancestors that settled in Cache Valley. It is meaningful to me to have historical sites preserved for me and my family to enjoy and learn about the history of the area.
- Beautiful area with friendly people and important history preserved and protected. We shall make it a point to return and recommend that others visit the area.
- The people who live and work there (stores, etc.) were very friendly and helpful.
- We were often told of places to see ruts from Oregon Trail, but never found them. Loved the interpretative center. Lunched in small café in downtown Montpelier, good food. Stumbled on both café and interpretative center. Beautiful area. Tried getting to Hell's Canyon, but switchback defeated us, though did get into that recreation area.
- We will be back when we can spend some time to explore further.
- Everyone was very friendly. Survey is great. More information on old cheese factory, people that settled the area and where they came from. Hot Springs very rundown.
- The young man who administered the survey was engaging, pleasant, and knowledgeable.
- Travelled cross country and made an unscheduled trip to Bear Lake – Yellowstone National Park was too far out of the way and we drove through Lava Hot Springs.
- The reason we went that way was to avoid the interstate. You see unexpected things avoiding the interstate, and that lake and what we learned talking to the student researcher were worth the trip.
- Couldn't find Golden Spike NHS, drove for an hour looking. We vacation annually in Park City. Our neighbor at home is from Logan and recommended the visit to Bear Lake. We will visit Bear Lake on all future trips and plan to stay a few days near the lake. The young men taking the survey were very helpful and nice!

- Love the Bear Lake area. We have eight children and enjoy boating and playing at the lake and hiking in the mountains. Our time share was equipped with a kitchen. We planned to shop in Garden City at grocery store and then cook most meals at condo. Grocery store lacked selection and prices were much much higher than regular prices. I expected them to be a little high and was willing to pay a little more. However lack of selection and prices forced us to have a family member coming later in the week bring \$275 worth of groceries from out of town. With all the private home rentals and condos and camping – many people must have the same needs. It would be great to have better grocery stores and keep this revenue in town.
- Aggie ice cream store is a must stop.
- We chose the Bear Lake area in which to hold our 50<sup>th</sup> wedding anniversary family party. We were pleased with the whole four-day experience. The Bear Trapper Restaurant owner, the Lake Breeze Lodge manager, both in Garden City, were extra accommodating. Even the emergency doctor in Montpelier, Idaho, at 2 a.m. one morning was fantastic. We'll be back again to see more!
- Fortunately, we are able to come out to this area about once a year (for the past five years or so). We enjoy everything about the area – the scenic beauty, the rich culture, the people, and the historical treasures. As our kids grow older we plan on coming out many more times to enjoy a broader range of outdoor activities and historical events.
- Need more trails like the Limber Pine Trail as scenic overlook above Bear Lake.
- Before visiting there I imagined that a trail went along the lake boundary around the whole lake that we could bike and run on. I am not sure why I had that impression but I did from reading online. At Bear Lake we could not locate a grocery store.

- Limber Pine Trail in Logan Canyon could use new signs (educational) along the trail. They're pretty weathered looking.
- Very friendly motel staff and locals in Soda Springs. Thanks for sending the brochure of the area. I was a first time visitor traveling from CT-CA on my way to Boise and Bend. I hope my wife and I can return to the area to visit Soda Springs and the Native American sites and hot springs. Would love to see Bear Lake up close. We'll hang on to the brochure.
- The geyser at Soda Springs was interesting but the area surrounding the attraction was a little run down. The Byway was beautiful and we love it both by car and motorcycle.
- The area is gorgeous and I plan to return at some point and further explore the lake itself. I enjoyed talking to the two young men that day. They were both knowledgeable and enthusiastic about their endeavors. Thanks to both of you, from this retired old lady.
- I appreciate the Mormon history of the Bear River area and the people are very friendly.
- We followed the Oregon Trail from Independence, Missouri, as far west as Pocatello. Then we headed to Yellowstone.
- Thanks for your hard work directed at improving the learning/travel experience in this area. Previously visited (2009) the birding area in the western BRHA and enjoyed greatly.
- It would be nice to go back sometime and look around more now that we know what is there.
- The person interviewing was very professional and a pleasure.
- We enjoyed the visit and information the interviewer from USU shared with us. It made it the best part of our week and vacation. Thanks so much!
- We had a pleasant visit to the Welsh Festival and will probably go again next year.
- Enjoy visiting with the young man who was pleasant and informed me about the Bear River Heritage. I enjoyed my visit at the Malad Welsh Festival and the Pioneer Homes and

museum there. Now I am aware of the Bear River Heritage Area I will take advantage of places to visit there. Thank you!

- We took our Cub Scout pack to visit Eli Anderson's Wagon Exhibit west of Tremonton, Utah. He has one of the most extensive collections of wagons in the U.S. They were well displayed and very informative and interesting. This is a resource that needs to be expanded and made more available to the public!
- The Chesterfield townsite is a nice piece of history to have out here. The kids ask to go to the log store all the time. I think it is wonderful to keep this piece of history alive for future generations!
- The guides at Chesterfield townsite were very informative and enthusiastic in their historical explanations of the area.
- Very personal hands on tours of restored buildings in Chesterfield, Idaho.
- Live in Pocatello and spend a couple of weeks hunting and camping in area. I can always easily find brochures. I like Logan, Bear Lake, Lava, Soda, Brigham – all nice tourist tours.

**APPENDIX E**

**HERITAGE BUSINESS/ARTISAN INTERVIEW INSTRUMENT**

## **Heritage Business/Artisan Interview Instrument**

### ***Personal Introduction and Study Introduction***

- I'm from Utah State University doing a study for the Bear River Heritage Area Council.
- The BRHA is looking for your feedback and suggestions. They want to know how effective their advertising has been and about your relationship with them.
- I'm a third party, so you can answer honestly and say whatever you'd like and it won't hurt my feelings.
- Your identity will remain strictly confidential and your responses will be anonymous.
- The interview should take no more than 10-20 minutes.
- If the meaning of any question is unclear, or if you have any questions for me, feel free to ask at any time.
- If there is a question that you do not feel comfortable answering, let me know and we can skip it.
- If at any time you desire to end the interview, you may do so.
- May I start the interview now?

Ask and have the respondent verbalize answers to the following:

Date:

Interviewee Name:

Business/Artisan Name:

Type of business:

Number of years business has been established:

Number of employees:

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### **Foundation Questions**

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#### **1. The business or artisan's identity and connection to heritage.**

- a. How long has your business been endorsed by the Bear River Heritage Area?

- b. How did you find out about the BRHA?
- c. What reasons did you have for becoming a part of the BRHA by getting endorsed?  
If response is “Approached by the heritage area”, ask, Why did you say yes?
- d. Who completed the endorsement paperwork?
- e. How often does the Bear River Heritage Area communicate with you through email, phone calls, letters, visits, etc.?
- f. Do you consider your business to be a “*Heritage Business?*”  
(*Old time, historical, keeping tradition alive, handmade, local products, special place in community, etc.*)  
Why or why not?
- g. How dependent is your business on tourism (non-local, visitors to the area)?  
Please explain why

### **Benefits and Value of BRHA Affiliation**

#### **2. Benefits from BRHA affiliation and endorsement.**

- a. In your opinion, does your business benefit from being endorsed by the Heritage Area?  
Yes – Go to next question  
No – Skip to question C  
Don’t know – Please explain why  
Currently No but subject to change – Please explain why as well as how your heritage area affiliation be more beneficial to your business
- b. What are all the different benefits have you seen from your affiliation with the heritage area?  
(*Prompt – advertising, personal benefits, tourism, education, etc.*)  
Follow up - Are there any others?
- c. One of the benefits that endorsed businesses receive is free advertising in the Heritage Area’s pamphlets and magazines. Have you seen any positive results that you can trace to the Heritage Area’s advertising efforts?  
(*Prompt – Have you gotten new customers or advertising leads because of the BRHA’s advertising?*)  
Yes – Go to next question    No – Skip to question 3  
Don’t know – Please explain why

- d. Can you give a rough guess of how many new customers per year you have received because of the heritage area's advertising?

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**Exchange Relationship**

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**3. Exchange relationship between BRHA and endorsed businesses**

- a. Do you feel that, in general, the Bear River Heritage Area is better off because it has endorsed businesses such as yourself as a part of them?  
 Yes – Why? (*prompt – diversity, tourism draw, experience*)  
 No – Why not?  
 Don't know – skip to next question
- b. Do you feel that your business contributes in some way to the success of the Heritage Area?  
 Yes – It what ways?  
 No – skip to next question  
 Don't know – skip to next question

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**Membership Fee Proposal**

*As you may know, the Bear River Heritage is considering a new fee for endorsed businesses, which would probably be approximately \$20 per year.*

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**4. Willingness by business to financially contribute to the BRHA**

- a. If the Bear River Heritage Area were to start charging a yearly fee of \$20, would you pay to continue to be a BRHA endorsed business?  
 Yes, No, Conditional – Why?  
 Don't know – skip to next question
- b. If, for example, you paid a \$20 fee every year for your endorsement, what would you expect in return from the Heritage Area?
- c. What would be the maximum amount you would feel comfortable paying per year for your endorsement, based on what you are currently receiving from them?
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### **Final Questions**

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#### **5. Anything else?**

- a. Do you have any other thoughts that we didn't mention, or suggestions for the Bear River Heritage Area?

#### **Neutral affirmative responses**

“That’s good information”

“That’s what they want to know”

“That’s good. They want to know how you feel”

“Ok. Good to know.”

#### **Research Questions of Interest to Keep in Mind During the Interview:**

Research Question 1: Are the heritage businesses receiving some type of benefit(s) for their affiliation with the BRHA?

Research Question 2: Do the BRHA and its affiliated heritage businesses perceive themselves to be engaged in a positive exchange relationship?

Research Question 3: Are the heritage businesses willing to financially contribute to the BRHA in some way for their affiliation?

The three previous research questions are the main topics of inquiry; however several other topics will be examined as well:

- Heritage business self-identity
- Reasons and motivations for affiliation with the BRHA
- Level of value derived from affiliation

- Types of benefits received by the heritage business for their affiliation with the BRHA
- Benefits received by the BRHA for its affiliation with the member heritage businesses