MRDT Stakeholder & Survey Guidebook

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Align Consulting Group created this guidebook with Destination British Columbia

PENDER ISLAND | Reuben Krabbe

1.0 Background

CRANBROOK
Kari Medig

The Municipal and Regional District Tax (MRDT) was introduced in 1987 within the Provincial Sales Tax Act to provide funding for local tourism marketing, programs, and eligible projects.[1]

The MRDT is applied to sales of short-term accommodation provided in participating areas of British Columbia on behalf of municipalities, regional districts, and other eligible entities.[2] It is jointly administered by the BC Ministry of Finance, the BC Ministry of Tourism, Arts and Culture, and Destination British Columbia (Destination BC).

The MRDT program requirements aim to promote accountability, transparency, and a framework for effective use of funds. There are four MRDT principles:

1. Effective tourism marketing, programs and projects.
2. Effective local-level stakeholder support, and inter-community collaboration.
3. Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics.
4. Fiscal prudence and accountability.

[1] The MRDT was previously called the Additional Hotel Room Tax (AHRT).

[2] Eligible entities are defined as the municipality, regional district or eligible entity that receives the revenue from the tax in a designated accommodation area.

Evidence of stakeholder satisfaction, community collaboration, and coordination with provincial marketing activities must be submitted annually to Destination BC.

A 2015 update of the Provincial Sales Tax Act increased the maximum tax rate on the purchase of accommodation from two percent to three percent. The MRDT program requirements state that designated recipients[3] that choose to implement a three percent tax rate are subject to enhanced strategic planning requirements, performance measurements, financial accountability, tactical planning, and reporting. This means that in terms of stakeholder satisfaction, the designated recipient of communities that collect three percent MRDT must conduct an annual stakeholder survey. The annual stakeholder survey should assess the level of:

1. Awareness of tourism marketing activities in the designated accommodation area.
2. Satisfaction with the use of MRDT funds.

The MRDT program requirements also state that the designated recipient must also seek Destination BC's feedback on the methodology, defining the survey questions, and survey audience prior to issuing the survey.

Further, a 2018 update of the Provincial Sales Tax Act made two changes to the MRDT. First, it expanded the eligible uses of MRDT revenue to include affordable housing initiatives. Second, online accommodation platforms (OAPs) located outside of BC were enabled to collect provincial sales tax and MRDT on relevant purchases. Subsequently, the MRDT program requirements were clarified to state that:

1. MRDT revenues from OAPs can be used for affordable housing initiatives.

2. General MRDT revenues cannot be used for affordable housing initiatives unless the designated recipient can demonstrate support of tourism stakeholders and accommodation providers.

The purpose of this guidebook is to provide practical assistance and advice to MRDT designated recipients that need to conduct an annual stakeholder survey. The guidebook also provides sample stakeholder survey questions that meet the MRDT program requirements for stakeholder satisfaction and demonstrating support for use of general MRDT revenues for affordable housing.

The guidebook is organized around the following stakeholder survey implementation steps:

2.0 SURVEY PLANNING	3.0 SURVEY IMPLEMENTATION	4.0 ANALYSIS	5.0 REPORTING
• Recommended methodology • Use internal resources or external research professionals? • Timing • Defining Tourism Stakeholders	• Building an email distribution list • Anti-Spam Legislation • Online survey software • Developing questions • Question types/topics • Wording and flow	• Response rates and response distribution • Preparing for analysis • Summarizing data and interpreting results	• Reporting contents • Presenting results • Documenting methods

[3] Designated recipients are defined as the municipality, regional district or eligible entity that receives the revenue from the tax in a designated accommodation area.

[4] General MRDT revenues refer to those not collected by OAPs.

2.0 Stakeholder Survey Planning

VANCOUVER
Grant Harder

Careful project planning takes considerable time and effort but results in optimal project outcomes. During the initial stages of project planning, consider the methodology, resources used to conduct the survey, the timing of survey implementation, and the definition of tourism stakeholder.

2.1 **Recommended Methodology**

An online survey distributed via email is the recommended methodology for stakeholder surveys due to the low cost, speed, and level of control over survey distribution. If there is a low initial response to the survey, follow up emails and phone calls may be necessary to encourage stakeholder survey responses.

2.2 **Using Internal Resources versus External Research Professionals**

First, consider if the stakeholder consultation will be conducted with existing staffing resources, or if it will be contracted to a research professional. This decision depends on budget, availability of internal resources, and existing relationships with stakeholders.

Stakeholder Survey Resource Requirements

	Internal Resources	External Research Professional
Resources Needed	• Online survey software • Staff time to build the stakeholder survey list, questionnaire development, and conduct survey administration, data analysis, and reporting • Staff resources for communication of survey results	• Funds needed to contract research professional • Staff time needed to develop RFP and contract with research professional, build a stakeholder list, assist with questionnaire development, review analysis ,and reporting deliverables • Staff resources for communication of survey results
Advantages	• Reduced costs • Complete control over project timing, administration, and analysis	• Reduced perception of bias when evaluating organizational performance: Stakeholders may be more willing to share honest opinions if they know an independent, unbiased research professional is summarizing the survey data. • Less internal staff time required • Advanced research skills and expertise
Disadvantages	• Perception of bias when evaluating one's own organizational performance • More staff time required • Possibility of absence of research expertise	• More advanced time required to secure services of research professional • Cost of hiring research professional • It will take internal resources to develop stakeholder list and provide direction to contracted research professional
Time Required	• High (40–80 hours) over 8–10 weeks	• Low (10–15 hours) over 8–10 weeks
Comparative Cost	$	$$$

Recognizing that designated recipients do not always have the budget to hire research professionals, this guidebook was developed for those who want to conduct the stakeholder survey using internal resources. If research professionals are hired, this guidebook can assist in determining the terms of reference for a contract, or to help write a request for proposals (RFP), and develop survey questions.

Listings of possible research professionals are available at various sources.

• Contact the Destination BC Research & Analytics team for a list of recommended research professionals. Email: TourismResearch@destinationbc.ca.

• The Canadian Research Insights Council (CRIC) directory of marketing research professionals, available here.

• Your local college or university's tourism or business program.

2.3   Survey Timing

If conducting the survey with internal resources, the designated recipient should plan about eight to ten weeks from project start to finish. This process includes project planning, survey implementation, analysis, and reporting. When considering timing of the annual stakeholder survey, it is essential to consider that:

- Designated recipients must submit an annual report with stakeholder survey results by May 31st of each year. The survey should ask questions about the previous calendar years' tactical plan activities and these results should be included in the MRDT Annual Performance Report.

- To achieve a good response, avoid conducting the stakeholder survey during peak tourism season (summer, or in some cases, winter). It is recommended that most designated recipients initiate stakeholder surveys in the fall/winter/early spring of each year.

TIP

The MRDT program requirements state Destination BC must review a brief project plan before survey distribution. Account for at least three weeks for Destination BC to review and provide a response.

See Section 3.5 of this guidebook for more information.

2.4   Defining Tourism Stakeholders

Tourism stakeholders are organizations, businesses, or associations that benefit from, or are impacted by, tourism in a designated accommodation area.

The MRDT program requirements list examples of tourism industry stakeholders as:[5]

- Accommodation providers.
- Attractions, sightseeing, activities, and other primary tourism businesses.
- Restaurants, retail, and other tourism-related businesses.
- Regional and local tourism associations.
- Product sector organizations.
- Parks and recreation organizations.
- Visitor centres.
- Other government agencies and organizations that have programs and services that relate to tourism.

It is possible to send the online survey to all stakeholders (a census) or a sample (or portion) of stakeholders. For most designated recipients, it is recommended that the survey is sent to all stakeholders.[6] The inclusion of all stakeholders ensures everyone impacted by the designated recipient's decision making has an opportunity to provide feedback and satisfaction scores which increases the accountability and transparency of the use of MRDT funds.

LAC LA HACHE
Michael Bednar

[5] The designated accommodation area is a specific geographic area of the province in which the tax will be applied on behalf of a designated recipient. It may be a whole municipality, but not a portion of a municipality, a whole regional district, or a portion of the regional district, and a combination of municipalities and portions of regional districts.

[6] An exception would be for large communities where there are hundreds of similar businesses (e.g. restaurants or retail stores in larger BC communities (e.g. Vancouver, Richmond or Victoria). A sample survey should be sent to a representative group of the stakeholder population and will determine characteristics of the entire population. A representative group of the stakeholder population means that a random selection of stakeholders within groups of similar businesses are selected to receive the survey. Similarity can be based on business type, business size, and/or location.

3.0 Stakeholder Survey Implementation

PRINCE RUPERT
6ix Sigma

3.1 Building an Email Distribution List

Typically, building the stakeholder survey email distribution list is one of the most time intensive tasks of survey implementation. The content of the email distribution list should match with tourism stakeholders summarized in Section 2.4. A good list to start with is the Accommodation Directory Form that was built for the MRDT program application. If this list is used, to be complete it is necessary to:

- Add an email address for each accommodation provider.

- Ensure all accommodation providers are included.

- Add stakeholders who are not accommodation providers but meet the definition of a stakeholder outlined in (e.g. activity providers, attractions, restaurants, retail).

Spreadsheet programs (like MS Excel or Google Sheets) are recommended to build the email distribution list. The online survey platform that you use will determine the file format of the stakeholder email distribution list. There are a number of important points to keep in mind:

- Each stakeholder should only be listed once in the email distribution list.
- Each stakeholder should occupy a row and each piece of contact information should occupy a column.

TIP

MS Excel has a remove duplicate function under the data menu. Run this function to ensure there aren't email list duplicates.

HOPE
Hubert Kang

- Minimally, include the recipient's first and last name, their organization, and email address. Phone numbers are also beneficial in case there are survey issues or if follow-up is necessary.
- It is also beneficial to add a column for stakeholder group. For example, classify stakeholders by their primary business type (e.g. accommodation providers, attraction or activity, an association, government or community group, or another kind of organization). Assigning each stakeholder to a group will reduce the number of survey questions, enable detailed response tracking, and allow any detailed analysis that you had in mind.
- Include one person per organization (or government department) in the stakeholder survey list. Typically, it is the most senior-level professional or the professional that knows the designated recipient organization the best.
- Ensure the email distribution list includes all stakeholders, not just accommodation providers or those who typically support the designated recipient programs and activities.
- See Appendix A for a sample email distribution list.

3.2   Canadian Anti-Spam Legislation

On July 1, 2014, the new Canadian Anti-Spam Legislation (CASL)[7] came into effect to help protect Canadians from receiving unwanted electronic messages while ensuring that businesses can continue to compete in the global marketplace. This legislation directly impacts any commercial electronic messages (CEM). Legitimate email invitations for research purposes are not considered CEMs and therefore do not fall under CASL. Further, email invitations inviting respondents to participate in survey research that do not include solicitation (the offer to purchase something) are not affected by CASL.

Initially, it was unclear if CASL applies to research-related emails that offer an incentive for survey responses. In 2016, the Canadian Radio-television and Telecommunications Commission (CRTC) pronounced that incentives are a legitimate practice in research. It also confirmed that incentives are permissible if the sole purpose is to encourage participation in a specific survey.[8]

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[7]   More information on CASL from the Government of Canada is available here.

[8]   More information on CASL from the Canadian Research Insight Council is available here.

3.3. Choosing an Online Survey Platform

There are numerous online tools that can be used for stakeholder surveys. The Business Development Bank of Canada has compiled a list of online survey platforms that vary in price from free to several thousand dollars per year.[9] The cost is dependent on the available features:

- Style and type of survey questions that you can ask.
- Ease of programming.
- Analysis features.
- Formats of data that can be exported to match with your planned analysis tool.
- Cost per response (the cost of some software tools is based on the number of responses per year).
- Client support features.
- Survey customization, including the survey branding, adding logos, and personalizing URLs.
- Where the data is stored. Online survey platforms that store data on servers in the United States are subject to US Patriot Act[10] policies. This means that if the United States government has reason to do so, it has the ability to obtain access to data collected by community stakeholder surveys. Some local governments have a strong preference to have data storage facilities located in Canada. Therefore, it is worthwhile to check if this is a requirement in your local situation. Be aware that this requirement may add expense to the software budget.

3.4 Developing Survey Questions

3.4.1 Topics

The stakeholder survey questions will be tailored to each situation and will include both required topics and other topics of interest to designated recipients. The MRDT program guidelines state that the stakeholder survey must:

- Assess the level of awareness of tourism marketing activities in the designated accommodation area.
- Assess the level of satisfaction with the use of MRDT funds.

Also, if designated recipients want to allocate general MRDT revenues towards affordable housing, support from tourism stakeholders and accommodation providers must be provided. Results from the stakeholder survey is one way to demonstrate this support.
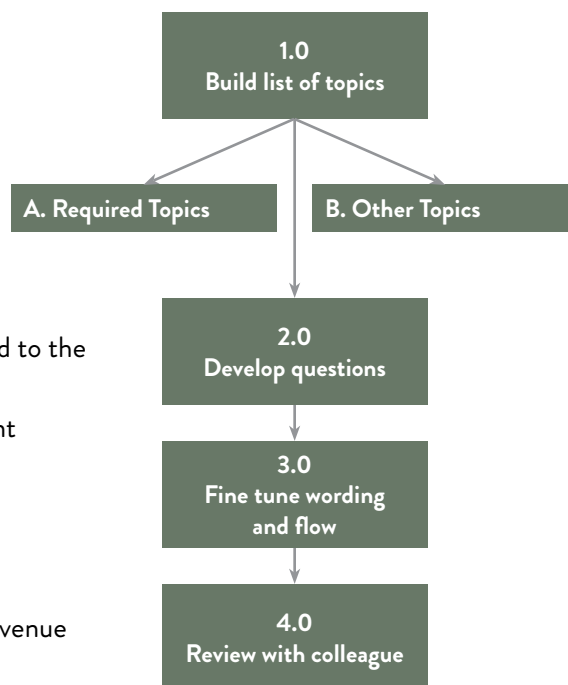
[9] List of online survey platforms available here.

[10] A summary of the US Patriot Act is available here.

VICTORIA | Jordan Dyck

To maximize insight gained from the stakeholder survey, designated recipients should consider asking questions that could assist in tourism destination planning, program development, management, and evaluation. Other topics that may be of value to designated recipients are:

- Familiarity with the designated recipient organization.
- Organizational performance, including concepts such as effective communication and collaboration, leadership, using funds effectively.
- Overall satisfaction with organization.
- Evaluation of current business activities (which could be linked to the objectives outlined in the five-year strategic business plan).
- Preferences for future marketing and destination development business activities.
- Characteristics of stakeholder businesses/associations (e.g. revenues, years in business, number of employees).
- Past and expected future business performance.
- Preferences for Online Accommodation Platforms (OAP) revenue collection and spending.
- Other community specific questions that would be helpful in delivering tourism programs.

Survey Question Development

1.0 Build list of topics

A. Required Topics   **B. Other Topics**

2.0 Develop questions

3.0 Fine tune wording and flow

4.0 Review with colleague

TIP

The online survey platform used will determine the format of survey questions that are available. It will be worthwhile to check into formatting limitations before developing specific questions.

3.4.2   Question Types, Wording and Flow[11]

A great body of research has been conducted that investigates survey wording, flow, and formatting that encourages unambiguous questions and good response rates. In general, surveys are composed of closed and open-ended questions. Typically, most survey questions will be closed with a few open ended questions that collect opinions or follow up on a closed question. Wording of survey best practices are:

- Ask about one concept at a time.
- Develop short and concise questions so they are easily and quickly understood.
- Provide clear, concise instructions (if needed).
- Respect the respondent's time by not asking unnecessary questions.
- Use neutrally worded questions to reduce bias or leading respondents to answer in a way they may not have on their own.
- Use a consistent set of response categories and/or scales throughout each question and the survey.

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[11]   *Adapted from Destination British Columbia (2018). Tourism Business Essentials: Research Guide for Tourism Operators. The Essential Guide on How to Conduct Survey Research.*

- Include "Don't Know," "None," "Other" as response options, as appropriate. Also, use the appropriate symbols in the response space, for example if a request for dollar amount or percent, insert $ or %.
- Always have a colleague review survey questions to ensure they are easily understood, clear, and concise.

Consider the following to create a survey with a consistent, logical flow:

- Create groups of questions that are organized by topic.
- Within each topic, organize questions from general to specific.
- In most online survey platforms, it is possible to use skip programming which allows some questions to be skipped by certain respondents. This is valuable tool to save respondents time but needs to be accurately programmed and tested before using. For example, tourism business characteristics questions (e.g. revenue growth) are not relevant to stakeholders that work in government or non-profit organizations, so skip programming could be used to ensure those stakeholders aren't asked those questions. See question 12, in sample stakeholder survey in Appendix B for an example.
- Place the most important questions near the beginning, without disrupting flow.
- Include business characteristics questions near the end.
- Conclude the survey with a space where stakeholders can provide other comments about the MRDT use or the designated recipient's organization.

CLOSED-ENDED QUESTIONS

e.g. Taking everything into account, on a scale of 1 to 5, how would you rate the overall performance of [Designated Recipient]?
Scale Response: 1- Poor and 5- Excellent

Stakeholders are asked to choose from a list of predetermined responses and/or scales/intervals (i.e. ranking or satisfaction ratings).

These types of questions will typically make up the bulk of your quantitative survey and won't be too time-consuming to compile and analyze. These types of questions are also easy to compare year over year.

Open-ended-QUESTIONS

e.g. What could [Designated Recipient] do to improve your performance rating? Type in textual response.

This allows stakeholders to express themselves more openly and in greater detail, using their own words.

As each individual response must be read, these questions require someone to analyze the data, break it down into independent fragments, and devise a coding system to analyze the responses. This type of question provides an opportunity to collect qualitative data that is rich and detailed but, takes significantly more time to analyze.

See Appendix B for a sample stakeholder survey.

TERRACE | @calsnape

3.5   Review by Destination BC

The MRDT program requirements state that the designated recipient must seek Destination BC's feedback on the methodology, survey questions, and audience prior to survey distribution. A brief project plan that summarizes these details should be submitted to Destination BC at least three weeks prior to the planned survey distribution date.

✉   Please contact Destination BC with your brief project plan via email: mrdt@destinationbc.ca.

NARAMATA BENCH | Hubert Kang

3.6   Survey Distribution and Administration

3.6.1   Preparing to Distribute by Email

A few key steps are required before the survey can be distributed.

1. Plan when to distribute your survey. This includes when you send the first survey invitation as well as reminder emails.

    •   Research on the best time to send a survey is not conclusive but the general rule is to send the survey invitation when people have time to read and respond to the survey. Usually this is in the mid-morning and early in the work week (Monday, Tuesday, or Wednesdays).[12]

    •   One online survey platform found that most (75%+) of survey responses will be submitted within the first 24 hours and the remaining responses will be submitted within a week to 10 days.[13] Therefore, the deadline to complete the survey should be 10 days to two weeks after the initial email. Usually stakeholder surveys have a Friday afternoon deadline.

    •   Two or three email reminders should be scheduled for those stakeholders that have not yet fully completed the survey. Exploration into the effectiveness of survey reminders determined that an increase of about three percent in the response rate can be expected for each reminder. Although, four or more reminders are not effective and can cause stakeholder frustration.[14]

    •   Most online survey platforms ensure that reminders are only sent to those who have not yet fully completed the survey. This means that partial survey respondents will receive an email reminder. The first email reminder should be sent 48–72 hours after the initial email invitation. The last email reminder should be sent two days before the survey due date.

BOWRON LAKE PROVINCIAL PARK
Robin O'Neill

[12]   Based on a review of five studies about the best time to send survey, available here.

[13]   Research conducted by Survey Monkey available here.

[14]   Research conducted by Survey Monkey available here.

STONE MOUNTAIN PROVINCIAL PARK | Andrew Strain

2. Develop the email survey invitation message that accompanies the online survey. The email invitation should contain language that is friendly, clear, professional, and not too complex. The invitation should include the following information:

    • A concise email subject line that describes the survey.
    • The purpose of the survey, or why the recipient is getting this email/letter. This should include a brief explanation of the MRDT program.
    • The sponsor of the survey (in this case it is the designated recipient) and who is conducting the survey (if there is a hired research professional). Describe the designated recipient (i.e. municipality, regional district or eligible entity). Also, identify the contracted agency (if applicable—such as a destination marketing organization [DMO]). For example, The City of Prince George is the designated recipient who contracts with Tourism Prince George to administer the MRDT Program.
    • The length of time (in minutes) it takes to complete the survey.
    • The deadline.
    • Assurance of confidentiality and anonymity of responses.
    • A link to the survey (available from the online survey software).
    • Online survey navigation features.
    • Who to contact if there are questions or software problems.

    Similar, slightly altered messaging can be used when sending out reminder emails. An example of a stakeholder survey introductory email is found in Appendix B.

TIP

Most online survey programs have comprehensive help departments that provide suggestions for question formatting, survey flow, and programming.

3. Program the questions into the online survey platform.

    -   Some online survey platforms will import a questionnaire from popular word processing programs. If not, it will be necessary to copy and paste or re-type your draft survey. Ensure any necessary skip patterns are accurately programmed into the online survey. Always double check that skip patterns are working correctly.
    -   Design the appearance of the survey to assist with the flow of questions and instructions and, as much as possible, make it interesting and pleasant to complete. Remember to use colours that are easy to read and include designated recipient organizational branding.
    -   Pay close attention to the survey authentication and security settings available in the online survey platform. For optimal control on who responds, stakeholders should only be able to access the survey from the email invitation and complete the survey once. Also, ensure there is a clearly labelled "unsubscribe" button available to the respondent, which is standard for most online survey platforms.
    -   Ensure the survey programming is suitable for both mobile devices and desktop computers.
    -   Test the survey to ensure accurate programming and to understand how long it could take a stakeholder to complete the survey.

4. Import the email distribution list into the online survey software platform (see Section 3.1) and send the email invitation.

3.6.2   Administration

After the email survey invitation has been sent, it is important to:

- Monitor the number of responses received. When the number of responses starts to decline, it is time to send a reminder email. If the due date is approaching and the response is low (< 25% of valid emails sent) and the reminders have been sent, it will be necessary to make reminder phone calls to prompt stakeholders to complete the survey.
- Monitor the email bounce/mail return rates to ensure there are no substantial errors in stakeholder contact information. It will be necessary to correct and re-send the survey invitation email to incorrect email addresses.
- To reduce bounce rates, be aware that some online survey platforms will screen out generic emails (e.g. info@) or emails related to specific email addresses (e.g. @hotmail.com). If this is the case, it will be necessary to collect an alternate email from these stakeholders.
- Promptly respond to any stakeholder questions or requests.
- If survey programming errors become apparent, ensure they are fixed as soon as possible.

TIP

The response rate of online email survey usually varies between

30% and 70%.

If there is a very low response rate (< 25%), further action to increase the response rate is recommended. This can include more reminder emails or phone calls.

MALCOLM ISLAND | Shayd Johnson

4.0 Analyzing Survey Responses

NELSON | Nathan Martin

The first step of data analysis is to evaluate the survey results by calculating response rates and understanding response distribution. Next, it is necessary to prepare data for analysis. Finally, it is time to summarize and interpret the results. Thorough documentation of each step will ensure that similar methods can be used in subsequent years and enable accurate year-over-year analysis.

4.1. **Response Rates and Survey Response Distribution**

It is valuable to understand how the data collected represents the stakeholder population by reviewing the survey response distribution and calculating response rates. To understand if your stakeholder survey responses represent all stakeholders, it is worthwhile to summarize these statistics by stakeholder type (i.e. accommodation, activity/attraction, transportation providers, etc.). This step will support the MRDT program guidelines that request a summary of stakeholders who have responded to the survey.

First, review the survey responses to delete substantially incomplete or duplicate survey responses. Then, to calculate the survey response rate, divide the total number of responses (those who responded to the survey) by the total number asked to complete the survey (those who received the survey). To understand the response distribution, review the number of responses received and response rates by stakeholder type. See the example on the next page.

If the number of survey responses does not match the general distribution of responses expected, it should be acknowledged as a limitation in the results summary or the data must be adjusted/weighted.[15]

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15   *Data weighting is the process of adjusting the sample responses to known population values. Data weighting can be complex and is most easily completed with statistical analysis software (e.g. SPSS). For these reasons, it is recommended to seek input from the Destination BC Research, Planning and Evaluation team or a research professional if data weighting is required.*

Response Rate Calculation Example

Response Rate Calculation
In the table below, column D (total = 81) is divided by column B (total = 161), equaling column F (81/161 = 50%).

Result
The table below shows an overall response rate of 50%. Response rates by stakeholder group are also calculated to range between 40% and 55%. The distribution of survey responses by stakeholder group (column E) is similar to the overall population distribution (column C). In other words, 58% of survey responses were from accommodation properties while they comprise 55% of stakeholders. Also, except for activity/attractions, the response rates hovered around 50%.

Interpretation
The analysis indicated that this survey yielded results that are generally representative of the tourism stakeholder population studied.

Stakeholder Group (Column A)	Stakeholder Population		Survey Responses		
	Number (B)	Percent of Total (C)	Number (D)	Percent of Total (E)	Response Rate (F)
Accommodation	88	54%	47	58%	53%
Activity/Attraction	30	19%	12	15%	40%
F&B/Retail/Service	32	20%	16	20%	50%
Community Partners	11	7%	6	7%	55%
TOTAL	**161**	**100%**	**81**	**100%**	**50%**

NORTHERN VANCOUVER ISLAND | Steven Fines

4.2 Preparing Data for Analysis

The next steps for analysis are data cleaning and coding. Data cleaning means reviewing each row of responses to ensure they are sensible; there are no errors or false information. Data is checked for consistency in responses, missing, and outlier responses.

For closed-ended questions, "don't know" responses are noted and removed from forthcoming analysis. Open-ended (textual) question responses are coded into similar categorical groups. Coding is the process of assigning a numeric value to the textual responses that represents key response themes. Once each open-ended response is assigned a numeric value, the frequency of comments in that category can be summarized.

4.3 Summarizing Data and Interpreting Results

Complex statistical analysis is not needed. The most common measures used to summarize survey responses are percentage(s), mean, median, and mode. Top box scores and year-over-year percent change calculations are also a frequently used analysis tool for closed-ended, scaled questions (see examples below).

When summarizing stakeholder survey data, it's important to keep in mind:
- Comparing responses by stakeholder type (e.g. accommodation vs. attraction/activity providers) may be insightful. Stakeholder type should be pre-determined on the email distribution list or asked as a question on the survey.
- Ensure the confidentiality of stakeholder responses is protected. Do not report results or details that could reveal a stakeholder's identity.
  - A minimum of 5–10 responses should be in each analysis group. If groups have fewer responses, it will be necessary to combine responses in multiple groups.
  - Ensure open-ended comments do not include a person's or business names or other identifying features. Slight editing of open-ended responses can ensure confidentiality.
- Calculation of standard error and confidence interval estimates are only applicable if a sample of stakeholders was used. Since most designated recipients will be conducting a census of their stakeholders, such measures are not applicable.
- Include the survey question and the number of responses per question (see chart below).

Top Box

[Current Year] Overall Performance of [Designated Recipient]

5- Excellent	44%
4- Very Good	31%
3- Good	19%
2- Fair	6%
1- Poor	0%

75% Top Box

Average = 4.2
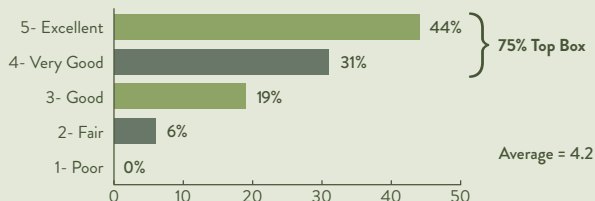
Question: Taking everything into account, how would you rate the overall performance [Designated Recipient]? n = 80. One "don't know" response was removed from analysis.

Year-Over-Year Percent Change

$$\text{Year-Over-Year Growth (\%)} = \frac{(\text{Current Year} - \text{Previous Year})}{\text{Previous Year}}$$

Example: There was a 75% top box score for overall performance in [Current Year]. The [Previous Year], saw a 68% top box score for overall performance. How much did top box scores grow in [Current Year] compared to [Previous Year]?

$$= \frac{75\% - 68\%}{68\%} = 10\%$$

Interpretation: [Current Year] saw 10% growth in top box scores for overall performance compared to [Previous Year].

5.0 Reporting & Communication

CHILLIWACK | Hubert Kang

Complete and thorough project reporting will ensure success and allow accurate reporting over time.

- Ensure study findings are easily understood along with any key findings that are impactful.
- Ensure there is enough documentation for easy replication in subsequent years.
- The report provides enough evidence that the MRDT program requirement for a stakeholder survey has occurred.

Most summary reports include the following sections:

- Executive summary with report highlights.
- Introduction and background including study objectives.
- Brief overview of research methodology.
- Results presented with written text, tables, and graphs.
- Key findings, limitations, and recommendations.
- Appendices
    o   Detailed methods (detailed survey timing with dates, data cleaning, and analysis procedures).
    o   Survey questionnaire.

To enhance collaboration and accountability, the stakeholder survey findings report should be easily available to the stakeholder population and needs to be submitted with the MRDT annual performance report by May 31st of each year.

6.0 Meeting MRDT Program Requirements

The following table summarizes stakeholder survey implementation tasks, including a summary of the MRDT program requirements.

Stakeholder Survey Task	MRDT Program Requirement	Section Link
Survey Planning		
• Determine survey timing	• Results will be available by May 31 (of the subsequent year) to Destination BC and stakeholders within the approved accommodation area	2.3
• Generate a clear definition of stakeholders	• Definition should include all stakeholders (not only MRDT collectors)	2.4
Survey Implementation		
• Develop email distribution list	• Email distribution list should match stakeholder definition	3.1
• Choose an online survey platform	N/A	3.3
• Develop survey questions	• Required topics include measuring awareness of marketing activities and level of satisfaction with the use of MRDT funds	3.4, Appendix B
• Generate a brief project plan for Destination BC	• Destination BC reviews project plan before survey distribution	3.5
• Plan survey distribution and administration	N/A	3.6
• Send survey and track the number of survey completions to ensure adequate response. If low response, send additional reminders or make phone calls to stakeholders who have not responded	N/A	3.6.2
Analysis of Survey Responses		
• Summarize responses and response rate	• A summary of the response number and response rate by stakeholder type	4.1
• Summarize question responses with tables, charts, and graphs	N/A	4.2, 4.3
Reporting and Communication		
• Ensure thorough documentation (including methodology so survey can be easily repeated).	• The final report should include a copy of the questions asked and a summary of responses by stakeholder type	5.0
• Interpret results to meet program requirements and be sure to highlight findings for marketing activity level of awareness and satisfaction with the use of MRDT funds	• Assess the level of awareness of marketing activities and satisfaction with the use of MRDT funds	5.0
• Incorporate results into MRDT annual performance report	• Stakeholder survey results are required in annual performance report due May 31 of subsequent year	5.0
• Communicate findings to stakeholders	N/A	5.0

Appendices

Appendix A. Sample Email Distribution List

First Name	Last Name	Email	Business Name	Stakeholder Group
John	Black	john@zyzcamping.ca	XYZ Campground	Accommodation
Henry	White	HWhite@KLMhotel.com	KLM Hotel	Accommodation
Lucy	Diamond	Lucy@Diamond.com	Diamond Rafting	Activity
Cont.				

REVELSTOKE | Blake Jorgenson

Stakeholder Sub-Group	MRDT Collector? Y or N	Town	Phone Number
Campground	N	XYZ	778-421-3232
Hotel	Y	KLM	604-420-6434
White Water Rafting	N	Whitewater	250-851-6282

Response Rate Calculation Example

Response Rate Calculation
In the table below, column D (total = 81) is divided by column B
(total = 161), equaling column F (81/161 = 50%).

Result
The table below shows an overall response rate of 50%. Response rates by
stakeholder group are also calculated and ranged between 40% and 65%.
The distribution of survey responses by stakeholder group (column E) is
similar to the overall population distribution (column C). In other words,
58% of survey responses were from accommodation properties while
they comprise 55% of stakeholders. Also, except for activity/attractions,
the response rates hovered around 50%.

Appendix B. Sample Stakeholder Survey

SUMMARY OF QUESTION RATIONALE

The following section includes a sample email message, introduction to the stakeholder
survey, and sample stakeholder survey questions. The sample stakeholder survey includes
questions that collect responses that meet MRDT program requirements as well as
questions about other topics that are not required by program guidelines.

First, the table below summarizes questions and if they collect responses that are a MRDT
program requirement (marked YES) or not (marked NO). Please note, exact replication
of the sample stakeholder survey questions is not required. If used, this question format
would satisfy MRDT program requirements. Also, for easy benchmarking by [Designated
Recipient X] where possible questions are aligned with Destination BC stakeholder survey
questions. Results of Destination BC's stakeholder survey are available here.

BIG BAR FERRY | Michael Bednar

Question Number	Question Topic	MRDT Program Requirement	Rationale
1	Organization Familiarity	No	Helps to understand who is familiar with [Designated Recipient X].
2	Awareness of Marketing Activities	Yes	Measurement of awareness of marketing activities is required
3	Satisfaction with Strategic Objectives	No	This question should align with strategies in the 5-year strategic business planning document
4	[Designated Recipient X] Performance on Conducting Business	No	This question includes a scale question about spending MRDT funds effectively.
5	Overall satisfaction with [Designated Recipient X] the use of MRDT funds	Yes	Assesses overall satisfaction with the use of MRDT funds. If not 'very satisfied' ask why not?
6	Overall Performance of [Designated Recipient X]	No	Assess overall performance of [Designated Recipient X]. If not 'very satisfied' ask why not?
7	Barriers to Growth	No	Identifies key barriers to tourism growth
8	Tourism Product Potential to Grow	No	Could help with future program planning and product development
9	Tactical Marketing Activity Priorities	No	Could help with marketing program planning
10	Other Tourism Initiative Priorities	No	Could help with industry, product, destination development, and other program planning
11	Use of MRDT revenue for Affordable Housing	Yes, if using MRDT revenue for affordable housing	If using general MRDT revenues for affordable housing, [Designated Recipient X] must demonstrate stakeholder support.
Business Characteristics			
12	Stakeholder Type	No	The stakeholder type response may be used in analysis of other questions (if not already known from the email distribution list).
13	Years in Business	No	
14	Number of Employees	No	
15	Client Market Origin	No	None of the business characteristics are required, but may be helpful with marketing, product and destination development program planning.
16	Seasonal Revenue	No	
17	Revenue Growth	No	
18	Own Business 5-Year Growth Optimism	No	
19	[Community X] 5-Year Tourism Industry Growth Optimism	No	
20	Other Comments	No	Always helpful to provide stakeholders with an opportunity to provide overall comments.

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EMAIL SUBJECT LINE: Invitation to Complete Tourism [Designated Recipient X]'s [Current Year] Stakeholder Survey

Dear Tourism Stakeholder,

[Designated Recipient X] would like to invite you to complete the [Current Year] Stakeholder Survey. The primary objectives of the survey are to gather your opinions about the performance of [Designated Recipient X], to capture your ideas about the future directions of tourism in [Community X], and to identify your organization's perspectives regarding tourism.

   Participation in this survey will help to ensure future services offered by [Designated Recipient X] meet the needs of [Community X]'s tourism industry. Your input is vital to the success of [Designated Recipient X]. All responses are anonymous and will be reported in aggregate only.

[Designated Recipient X] obtains [insert appropriate percent] of its funding from the provincial Municipal and Regional District Tax (MRDT). [If applicable also identify the contracted agency, such as a destination marketing organization]. The MRDT is applied to sales of short-term accommodation provided in participating areas of British Columbia on behalf of municipalities, regional districts, and other eligible entities. The MRDT program principles state that funds can be used for tourism marketing, programs, and projects that meet the four criteria:
1.   Effective tourism marketing, programs, and projects.
2.   Effective stakeholder support and community collaboration.
3.   Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics.
4.   Fiscal prudence and accountability.

Please review the [Designated Recipient X] Annual Report [insert link] to refresh your memory about [Designated Recipient X]'s recent activities and performance.

We anticipate that the survey will take 10 to 15 minutes to complete. Please complete and submit the survey by [insert date]. To start the survey, please click on the following link.

INSERT SURVEY LINK

If you have questions or comments about this survey, please contact: [Appropriate contact]
Thank you very much for your valuable input!

For further information about [Designated Recipient X], please see:
Corporate [Designated Recipient X]: Insert Link
Consumer [Designated Recipient X]: Insert Link

INTRODUCTION PAGE

Thank you for participating in the (insert year) [Designated Recipient X] Stakeholder Survey. Participation in this survey will help to ensure future services offered by [Designated Recipient X] meet the needs of [Community X]'s tourism industry.

All responses are anonymous and will be reported in aggregate only.

<Insert survey directions>

START OF SURVEY

First, a few questions about the [Designated Recipient X] and the Municipal and Regional District Tax (MRDT) funding they receive on behalf of [Community X].

1. Overall, how familiar is your organization with the services and programs offered by [Designated Recipient X]? Please rate on a scale of 1 -Not familiar at all and 5 -Very familiar.

	1 Not Familiar at All	2 Not Very Familiar	3 Somewhat Familiar	4 Familiar	5 Very Familiar	6 Don't Know
Familiarity with [Designated Recipient X]	O	O	O	O	O	O

2. On a scale of 1-5, where 1- Not at all aware and 5 - Extremely aware, how aware are you of the following ___ [insert #] marketing activities that [Designated Recipient X] implemented in 20__?

Current Marketing Activities	1 Not Aware at All	2 Slightly Aware	3 Somewhat Aware	4 Aware	5 Very Aware	6 Don't Know
Marketing Activity 1	O	O	O	O	O	O
Marketing Activity 2	O	O	O	O	O	O
Marketing Activity 3	O	O	O	O	O	O
Cont'd...	O	O	O	O	O	O

3. In [Designated Recipient X] five-year strategic business plan, there were [insert number, e.g. 7] strategies that directly impact the tourism industry. In (insert year), how satisfied are you with [Designated Recipient X]'s development, implementation, and delivery of these strategies? Please rate each on a scale where 1 - Very dissatisfied and 5 - Very satisfied.

Strategic Objectives	1 Very Dissatisfied	2 Dissatisfied	3 Neither Dissatisfied or Satisfied	4 Satisfied	5 Very Satisfied	6 Don't Know
Strategy 1	O	O	O	O	O	O
Strategy 2	O	O	O	O	O	O
Strategy 3	O	O	O	O	O	O
Cont'd...	O	O	O	O	O	O

4. [Designated Recipient X] strives to collaborate and be an inclusive, industry-driven organization. How do you rate [Designated Recipient X]'s performance on the following ways of conducting business? Please rate each on a scale where 1 - Poor and 5 - Excellent.

Strategic Objectives	1 Very Dissatisfied	2 Dissatisfied	3 Neither Dissatisfied or Satisfied	4 Satisfied	5 Very Satisfied	6 Don't Know
Has employees that are respectful	O	O	O	O	O	O
Collaborates and consults with the tourism industry on key decisions	O	O	O	O	O	O
Addresses my questions and/or concerns in an effective and timely manner	O	O	O	O	O	O
Is transparent about its performance	O	O	O	O	O	O
Has employees who are knowledgeable about market changes and issues impacting tourism	O	O	O	O	O	O
Provides leadership and direction to the [Community X} tourism industry	O	O	O	O	O	O
Informs the tourism industry of its corporate strategy and future direction	O	O	O	O	O	O
Is focused on markets that align with the needs of the BC tourism industry	O	O	O	O	O	O
Spends MRDT funds effectively and responsibly	O	O	O	O	O	O
Understands my business/organizational needs	O	O	O	O	O	O
Provides marketing programs that grow tourism revenues in [Community X}	O	O	O	O	O	O

5. Overall, how would you rate your satisfaction with [Designated Recipient X] use of MRDT funds? Please rate each on a scale where 1 - Very Dissatisfied and 5 -Very satisfied.

	1 Very Dissatisfied	2 Dissatisfied	3 Neither Dissatisfied or Satisfied	4 Satisfied	5 Very Satisfied	6 Don't Know
Use of MRDT funds	O	O	O	O	O	O

5a. If Q5 <5, What could [Designated Recipient X] do to improve your satisfaction? Fill in your response.

6. Taking everything into account, how satisfied are you with the overall performance of [Designated Recipient X]? Please rate each on a scale where 1 -Very Dissatisfied and 5 -Very satisfied.

	1 Very Dissatisfied	2 Dissatisfied	3 Neither Dissatisfied or Satisfied	4 Satisfied	5 Very Satisfied	6 Don't Know
Overall performance of [Designated Recipient X]	O	O	O	O	O	O

6a. If Q6<5, What could [Designated Recipient X] do to improve your satisfaction? Fill in your response.

MOVING FORWARD – Now, please think about the future of tourism in [Community X].

7. In your opinion, what are the top barriers to growth of the tourism industry in [Community X]? Fill in up to three barriers.

8. How much potential to grow do you think each of the following tourism products and/or experiences (e.g. heritage, culinary, mountain biking, downtown shopping) have in [Designated Recipient X]? Please rate each of the follow program areas on a 1–5 scale, where 1 - Low potential and 5 - Strong growth potential.

	1 Low Potential to Grow	2	3 Some Potential	4	5 Strong Growth Potential	6 Don't Know
Relevant Tourism Product 1	O	O	O	O	O	O
Relevant Tourism Product 2	O	O	O	O	O	O
Relevant Tourism Product 3	O	O	O	O	O	O
Relevant Tourism Product 4	O	O	O	O	O	O
Relevant Tourism Product 5	O	O	O	O	O	O
Relevant Tourism Product Cont'd...	O	O	O	O	O	O

8a. Are there other (than those listed above) products and/or tourism experiences you think will have a strong potential to grow in [Community X]? Fill in your response.

9. The primary mandate of [Designated Recipient X] is to market and promote [Community X] to visitors. To do so, Tourism [Designated Recipient X] considers a wide range of tactical marketing and promotional activities. In your opinion, in the future, how much of a priority should [Designated Recipient X] place on each of the following marketing activities? Please rate each of the following marketing and promotion activities on a 1–5 scale, where 1 - Not a priority and 5 - Essential.

Marketing	1 Not a Priority	2 Low Priority	3 Medium Priority	4 High Priority	5 Essential	6 Don't Know
Current and/or Future Activity 1	O	O	O	O	O	O
Current and/or Future Activity 2	O	O	O	O	O	O
Current and/or Future Activity 3	O	O	O	O	O	O
Current and/or Future Activity 4	O	O	O	O	O	O
Current and/or Future Activity 5	O	O	O	O	O	O
Current and/or Future Activity Cont'd...	O	O	O	O	O	O

10. Destination marketing organizations take on a wide range of activities outside of marketing and promotion to help grow tourism in communities. As described earlier, this survey will be used to assist in [Designated Recipient X]'s strategic planning. In your opinion, how much of a priority should [Designated Recipient X] place on each of the following program areas? Please rate each of the following program areas on a 1–5 scale, where 1 - Not a priority and 5 - Essential

Strategic Objectives	1 Not a Priority	2 Low Priority	3 Medium Priority	4 High Priority	5 Essential	6 Don't Know
A. Supporting tourism product development (i.e. providing research, tourism insights, and/or by identifying opportunities)	O	O	O	O	O	O
B. Industry development (i.e. working with industry to develop skills and capacity that ensure outstanding tourism experiences)	O	O	O	O	O	O
C. Trip planning (i.e. ensuring visitors have the information they need while planning their trip to [Community X])	O	O	O	O	O	O
D. Visitor services (i.e. ensuring visitors have the information they need while in [Community X])	O	O	O	O	O	O

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E. Transportation (i.e. communicating tourism perspectives to transportation managers to ensure smooth flow of people to/within [Community X])	O	O	O	O	O	O
F. Community relations (i.e. working with the community in [Community X] on behalf of the tourism industry)	O	O	O	O	O	O
G. Marketing research and industry performance tracking (i.e. accurately measuring industry and [Designated Recipient X] performance)	O	O	O	O	O	O
H. Community planning (i.e. ensuring [Designated Recipient X] plans for tourism while moving forward)	O	O	O	O	O	O
I. Destination management (e.g. managing the MRDT, working with provincial, regional, and community organizations to advance tourism)	O	O	O	O	O	O
J. Communication about the value of the tourism industry to the broader [Community X] community	O	O	O	O	O	O

11. How much do you agree with the following statement about the use of [Community X] MRDT funds for affordable housing initiatives? Please rate each of the following program areas on a 1 -5 scale, where 1 - Strongly Disagree and 5 - Strongly Agree.

	1 Strongly Disagree	2 Somewhat Disagree	3 Neither Agree or Disagree	4 Somewhat Agree	5 Strongly Agree	6 Don't Know
A. Overall, I support the use of [Community X] MRDT revenues for affordable housing initiatives.	O	O	O	O	O	O
B. I support using [Community X] MRDT revenues for [Project A]	O	O	O	O	O	O
C. I support using [Community X] MRDT revenues for [Project B]	O	O	O	O	O	O
D. I support using [Community X] MRDT revenues for [Project C]	O	O	O	O	O	O

11a. Do you have any comments about using MRDT revenues to support affordable housing? Fill in your response.

ABOUT YOUR TOURISM ORGANIZATION/BUSINESS

Answers that you provide in this section will help to build additional insights about tourism in [Designated Recipient X]. Individual responses will not be seen by Tourism [Designated Recipient X] or be reported in a way that could identify individual businesses.

12. How would you describe your business/organization?

   O   A business or other organization that provides products or services directly to tourists (e.g. hotel, restaurant, tour, outdoor activities)

   O   A government organization (federal, provincial, regional, or local) <SKIP to QUESTION 19>

   O   An organization, association, business, or agency that supports tourism but does not provide services directly to tourists (e.g. a community organization, a support business, or another destination marketing organization) <SKIP to QUESTION 19>

   O   Other, please specify _____ <SKIP to QUESTION 19>

   O   Unsure/don't know <SKIP to QUESTION 19>

13. How many years has your organization been involved in the tourism industry? Fill in the number of years in the tourism industry. If you don't know or this question is not applicable to you, then click one of those responses below.

   ___   year(s)

   O   Don't Know

   O   Not Applicable

14. How many employees does your organization or branch employ during your peak season? Please include both full-time and part-time employees, and include the owner/operator. Select one response.

   O   1 to 4

   O   5 to 9

   O   10 to 19

   O   20 to 34

   O   35 to 100

   O   More than 100

14. How many employees does your organization or branch employ during your peak season? Please include both full-time and part-time employees, and include the owner/operator. Select one response.

   ○ 1 to 4

   ○ 5 to 9

   ○ 10 to 19

   ○ 20 to 34

   ○ 35 to 100

   ○ More than 100

   ○ Unsure / Don't Know

15. Thinking about tourists in 20__, about what percentage of tourists come from the following markets? Please fill in the percentage of all tourists that come from each market. An approximation is fine. The sum of all markets should equal 100%. Please type in '0' if you don't have tourists from a particular market. If you don't know, or this question is not applicable to you, click one of those responses below.

MARKETS	%
Alberta	
British Columbia	
Rest of Canada (outside BC & AB)	
USA	
Overseas - Europe	
Overseas - Australia/New Zealand	
Overseas - Other	
Don't' Know	
Not Applicable	

16. Thinking about tourism revenue in 20__, about what percentage is generated in each season? Please fill in the percentage of all tourists that come from each season. An approximation is fine. The sum of all seasons should equal 100%. If you don't know, or this question is not applicable to you, click one of those responses below.

MARKETS	%
Winter (December –February)	
Spring (March–May)	
Summer (June–August)	
Fall (September–November)	
Don't Know	
Not Applicable	

17. Over the past 5 years, how has the tourism revenue of your business changed? Select one response.

    O   Increased, by what percentage? _____ [20__ over 20__]

    O   Decreased, by what percentage? _____ [20__ over 20__]

    O   Not Changed

    O   Don't Know

    O   Not Applicable

18. Over the next five years, how optimistic are you that your business revenues will grow? Please rate on a scale of 1 - Not Optimistic at All and 5 - Very Optimistic.

	1 Not Optimistic at All	2 Not Very Optimistic	3 Somewhat Optimistic	4 Optimistic	5 Very Optimistic	6 Don't Know	7 Not Applicable
Business Revenue Growth	O	O	O	O	O	O	O

19. Over the next five years, how optimistic are you that the tourism industry in [Community X] will grow? Please rate on a scale of 1 - Not optimistic at all and 5 - Very optimistic.

	1 Not Optimistic at All	2 Not Very Optimistic	3 Somewhat Optimistic	4 Optimistic	5 Very Optimistic	6 Don't Know	7 Not Applicable
Tourism Industry Growth	O	O	O	O	O	O	O

20. Are there any other comments you would like to share about [Designated Recipient X] or tourism in [Community X]?

Thank you for participating!

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