

Municipal and Regional District Tax Program Stakeholder Survey Guidebook

October 2017

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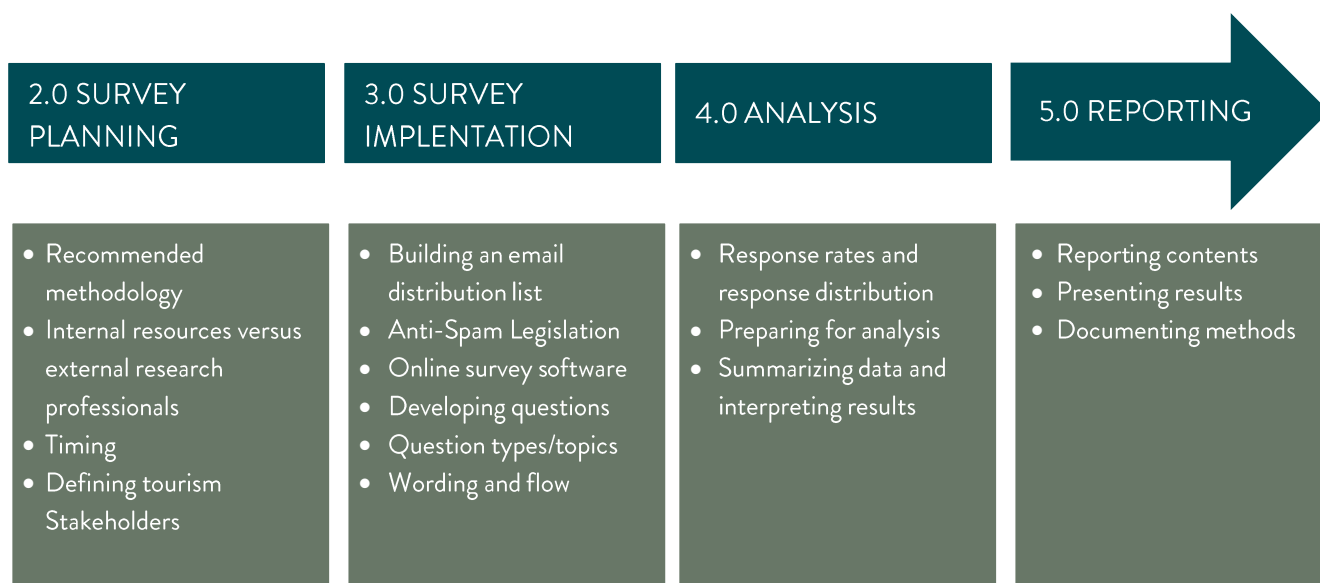
1.0. Background

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 projects. 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. It is jointly administered by the Minister of Finance; the Ministry of Tourism, Arts and Culture; and Destination British Columbia (Destination BC).

In 2015, the Provincial Sales Tax Act and the MRDT program requirements were amended to increase the maximum tax rate on the purchase of accommodation from 2% to 3%. The updated program requirements promote greater accountability and transparency, and provide a framework for more effective use of MRDT funds. The new program requirements state that designated recipients¹ that choose to implement a 3% tax rate are subject to enhanced strategic, performance, financial, tactical planning, and reporting. Evidence of stakeholder satisfaction, community collaboration, and coordination with provincial marketing activities must be submitted annually to Destination BC. In terms of stakeholder satisfaction, the designated recipient must conduct an annual stakeholder survey that will:

1. Assess the level of awareness of tourism marketing activities in the community (region).
2. Assess the level of satisfaction with the use of MRDT funds.

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. 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 is organized around the following stakeholder survey implementation steps.



¹ *Designated recipients* are defined as municipalities, regional districts or other eligible entities that are authorized to use MRDT revenue for tourism marketing, programs, and projects as outlined in five-year strategic business plans.

2.0. Stakeholder Survey Planning

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

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, phone calls may be necessary to encourage stakeholders.

2.2. Internal Resources versus External Research Professionals

First of all, 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.

SURVEY RESOURCE REQUIREMENTS

| | Internal Resources | External Research Professional |
|-------------------------|---|--|
| Resources needed | <ul style="list-style-type: none">• Online survey software• Staff time to build the stakeholder survey list, develop a questionnaire, and conduct survey administration, data analysis and reporting• Staff resources for communication of survey results | <ul style="list-style-type: none">• Funds needed to contract research professional• Staff time needed to develop RFP and contract with research professional, build a stakeholder list and review analysis and reporting• Staff resources for communication of survey results |
| Advantages | <ul style="list-style-type: none">• Reduced cost• Complete control over project timing, administration and analysis. | <ul style="list-style-type: none">• 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 skill and expertise |
| Disadvantages | <ul style="list-style-type: none">• Perception of bias when evaluating one's own organizational performance• More staff time required• Possibility of absence of research expertise | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• High (40-80 hours) over 8-10 weeks | <ul style="list-style-type: none">• 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 written for those who want to conduct the stakeholder survey with in-house 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.

Browse listings of possible research professionals :

- Contact the Destination BC Research, Planning and Evaluation team for a list of recommended research professionals. Email: tourismresearch@destinationbc.ca.
- View the Market Research Industry Association's (MRIA) directory of marketing research professionals at <http://mria-arim.ca/directories>.
- Contact 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 10 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 April 30 of each year. The survey should ask questions about the previous calendar year 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.

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:²

- Accommodation providers that collect the MRDT
- 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

TIP

Typically, incentives are not offered for stakeholder surveys. This means the Canadian Anti-Spam Legislation (CASL) does not apply.

TIP

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

² 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 is possible to send the online survey to *all* stakeholders (a census) or a *sample* (or portion) of stakeholders. For most BC-designated recipients, it is recommended that the survey is sent to *all* stakeholders.³ 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.

3.0. Stakeholder Survey Implementation

3.1. Building an Email Distribution List

Typically, building the 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, only stakeholders outside of the accommodation sector will have to be added to the email distribution list.

Spreadsheet programs like MS Excel or Google Sheets are recommended to build the email distribution list. The online survey platform used will determine the file format of the stakeholder email distribution list. Please 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.
- 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 type. For example classify stakeholders by their primary business type (e.g. accommodation providers, with perhaps a sub-category for MRDT collectors, attraction or activity, an association, government or community group or other kind of organization). Assigning each stakeholder to a group will reduce the number of survey questions, and enable detailed response tracking and subsequent analysis.
- 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 properties or those who typically support the designated recipient programs and activities.
- See [Appendix A](#) for a sample email distribution list.

TIP

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

³ 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 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.

3.2. Canadian Anti-Spam Legislation

On July 1, 2014, the new Canadian Anti-Spam Legislation (CASL)⁴ 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. An exception is if there is an incentive offered for completion of a survey response. Currently, it is not clear if CASL applies to research-related emails that offer an incentive for survey responses.⁵

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.⁶ Cost is dependent on available features, including:

- style and type of survey questions that you can ask
- ease of programming
- analysis features
- formats data 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 are stored, online survey platforms that stores data on servers in the United States are subject to *US Patriot Act*⁷ policies. This means the government of the United States can obtain access to data collected by community surveys (if they have a reason to do so). Some local governments have a strong preference for having data storage facilities in Canada. Be aware that this requirement may add expense to the software budget.

⁴ For more information on CASL from the Government of Canada see: <http://fightspam.gc.ca/eic/site/030.nsf/eng/home>

⁵ For further information on CASL from the MRIA see: <https://mria-arim.ca/advocacy/casl>

⁶ <http://www.bdc.ca/EN/articles-tools/technology/free-low-cost-applications/Pages/online-survey-tools-free-low-cost-options.aspx>

⁷ The US Patriot Act is summarized here: <http://www.justice.gov/archive/ll/highlights.htm>

3.4. Developing the Survey Questions

3.4.1. Topics

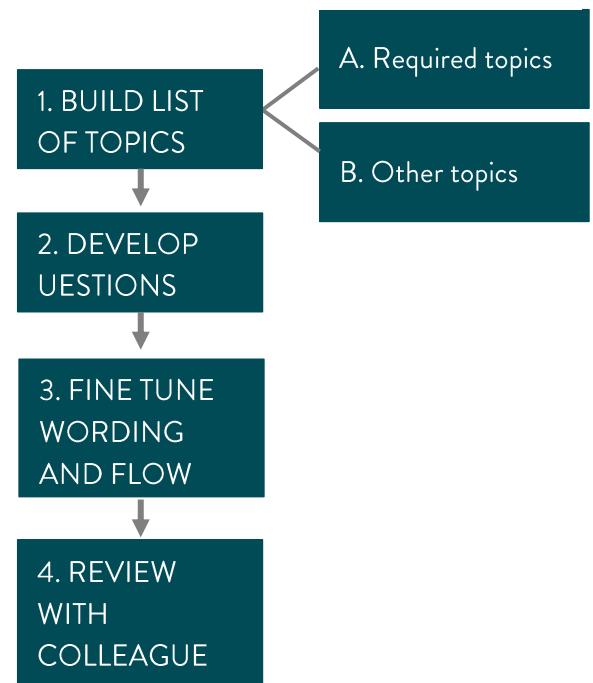
The stakeholder survey questions will be tailored to each situation and will include both **required** topics and **other topics of interest** to designated recipients. The MRDT program guidelines state that the stakeholder survey must:

- Assess the level of awareness of tourism marketing activities in the community (region).
- Assess the level of satisfaction with the use of MRDT funds.

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, etc.
- Overall satisfaction with organization
- Evaluation of current business activities (which could be linked to the objectives outlined in 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
- Other community-specific questions that would be helpful in delivering tourism programs

SURVEY QUESTION DEVELOPMENT



3.4.2. Question Types, Wording and Flow⁸

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

Best practices on wording survey questions:

- Ask about one concept at a time.

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.

⁸ Adapted from Destination British Columbia (2015). [Tourism Business Essentials: Research Guide for Tourism Operators. The Essential Guide on How to Conduct Survey Research.](#)

- 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 questions you already know the answers for.
- 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.
- 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.

To ensure a logical flow, consider the following:

- Place the most important questions near the beginning, without disrupting flow.
- Within each of the topics, organize questions from general to specific and group according to topic.
- In most online survey platforms, it is possible to use skip programming which allows some questions to be skipped by certain respondents. This is a 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.
- Include business characteristics questions near the end.
- Conclude with a space where stakeholders can provide other comments about the MRDT or designated recipients organization.

See [Appendix B](#) for a sample stakeholder survey.

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.

3.5. Survey Distribution and Administration

3.5.1. Preparing to Distribute

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

1. **Plan when to distribute your survey.** 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 mornings and early in the work week (Monday, Tuesday, or Wednesdays). The survey deadline should be about three weeks after the initial email and is usually on a Friday or Sunday. Also, important to plan are two to three emails reminding stakeholders to complete the survey. Usually the first few email reminders are spread throughout the survey period and the last reminder is sent two days before the survey due date.
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, including:
 - 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 who the designated recipient is: 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 online survey software)
- Online survey navigation features
- Who to contact if there are questions or 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](#).

3. Program questions into the online survey platform.

- Some online survey platforms will import a questionnaire from popular word processing programs. Otherwise, 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.
- 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 colors 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 labeled "unsubscribe" button available to the respondent, which is standard for most online survey platforms.
- Test the survey to ensure accurate programming and to understand how long it could take a stakeholder to complete the survey.

TIP

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

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

3.5.2. 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 two weeks prior to survey distribution.

3.5.3. Administration

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

- Monitor the number of responses received and send reminders to non-respondents. When the number of responses starts to decline, it is time to send a reminder email. In most cases, a stakeholder survey will have two to three email reminders. If the response is low (< 25% of valid emails sent), the reminders have been sent, and the due date is approaching, it may be necessary to make phone calls to prompt stakeholders to complete the survey.

- Monitor the email bounce/mail return rates to ensure there are not any substantial errors in stakeholder contact information. It will be necessary to correct and re-send the survey invitation email to incorrect email addresses.
- Promptly respond to any stakeholder questions or requests.
- If survey programming errors become apparent, ensure they are fixed as soon as possible.

4.0. Analyzing Survey Responses

The first step of data analysis is to evaluate the survey results by calculating response rates and understanding response distribution. Next, it will be 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 well data collected represents the stakeholder population by reviewing the survey response distribution and calculating response rates. It is also worthwhile to summarize these statistics by stakeholder type (i.e. accommodation or activity/attraction providers etc.). This analysis will support the MRDT program guidelines, which request a summary of stakeholders that have responded to the survey.

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 stakeholder 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 below.

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.⁹

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.

⁹ 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), equalling 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 compose 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.

RESPONSE RATES (SAMPLE DATA)

| 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% |

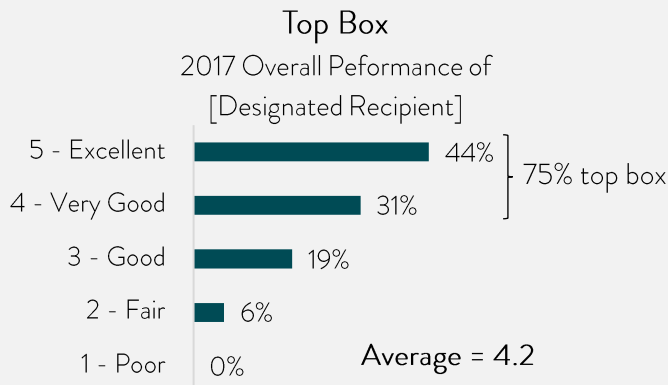
4.2. Preparing Data for Analysis

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 (text) question responses are coded. 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.

Top Box and Year over Year Calculation Examples



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 2017; in 2016, there was a 68% top box score for overall performance. How much did top box scores grow in 2017?

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

$$= 10\%$$

Interpretation: 2017 saw 10% growth in top box scores for overall performance compared to 2016.

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 tools 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 example above).

5.0. Reporting and Communication

Thorough project reporting will ensure:

- Study findings are properly understood and there is a summary of key findings.
- There is enough documentation for easy replication in subsequent years.
- There is evidence of consultation with stakeholders as outlined in the MRDT program requirements.

Most summary reports have 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
 - Detailed methods (detailed survey timing with dates, data cleaning, and analysis procedures)
 - Survey

To enhance collaboration and accountability, the stakeholder survey findings report should be easily available to the stakeholder population, and need to be submitted with the MRDT annual performance report.

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 |
|--|--|--|
| Survey Planning <ul style="list-style-type: none"> Determine survey timing. Generate a clear definition of stakeholders. | <ul style="list-style-type: none"> Results will be available by April 30 (of the subsequent year). Definition should include all stakeholders (not only MRDT collectors). | 2.3 2.4 |
| Survey Implementation <ul style="list-style-type: none"> Develop email distribution list. Choose an online survey platform. Develop survey questions. Plan survey distribution and administration. Generate a brief project plan for Destination BC. 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. | <ul style="list-style-type: none"> Email distribution list should match stakeholder definition Required topics include measuring awareness of marketing activities and level of satisfaction with the use of MRDT funds Destination BC reviews project plan before distribution | 3.1 3.3 3.3.1 , Appendix B 3.5.1 3.5.2 3.5.3 |
| Analysis <ul style="list-style-type: none"> Summarize responses and response rate. Summarize question responses with tables, charts and graphs. | <ul style="list-style-type: none"> A summary of the responses number and response rate by stakeholder type | 4.1 4.2 , 4.3 |
| Reporting and Communication <ul style="list-style-type: none"> Ensure thorough documentation (including methodology so survey can be easily repeated). Ensure and assessment of results Incorporate results into MRDT annual performance report. Communicate findings to stakeholders. | <ul style="list-style-type: none"> The final report should include a copy of the questions asked and a summary of responses by stakeholder type. Assess the level of awareness of marketing activities and satisfaction of the use of MRDT funds. Stakeholder survey results are required in annual performance report due April 30 of subsequent year. | 5.0 5.0 5.0 5.0 |

Appendices

Appendix A. Sample Email Distribution List

SAMPLE EMAIL DISTRIBUTION LIST

| MRDT | | | | | | | | |
|------------|-----------|---------------------|-----------------|-------------------|-----------------------|-------------------|------------|--------------|
| First Name | Last Name | Email | Business Name | Stakeholder Group | Stakeholder Sub-Group | Collector? Y or N | Town | Phone Number |
| John | Black | john@zyzcamping.ca | XYZ Campground | Accommodation | Campground | N | XYZ | 778-421-3232 |
| Henry | White | HWhite@KLMhotel.com | KLM Hotel | Accommodation | Hotel | Y | KLM | 604-420-6434 |
| Lucy | Diamond | Lucy@Diamond.com | Diamond Rafting | Activity | White Water Rafting | N | Whitewater | 250-851-6282 |
| Cont. | | | | | | | | |

Appendix B. Sample Stakeholder Survey

SUMMARY OF QUESTION RATIONALE

This appendix includes a sample email message, introduction to the stakeholder survey and sample stakeholder survey questions. The sample stakeholder survey includes questions that collect content that are MRDT program requirements as well as questions that include content about other topics that are not required by program guidelines.

The table below identifies questions that collect content that are program requirements (marked YES). 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](#).

QUESTIONNAIRE CONTENT, MRDT PROGRAM REQUIREMENTS AND RATIONALE

| Question Topic | Question Number | MRDT Program Requirement | Rationale |
|--|-----------------|--------------------------|--|
| Organization Familiarity | 1 | No | Aligns with Destination BC organizational familiarity |
| Awareness of Marketing Activities | 2 | Yes | Measurement of awareness of marketing activities is required. |
| Satisfaction with Strategic Objectives | 3 | No | This question should align with strategies in the 5-year business strategic planning document |
| Organizational Performance | 4 | No | Aligns with Destination BC organizational performance question. This question includes a scale question about spending MRDT funds effectively. |
| MRDT Performance | 5 | Yes | Satisfaction with MRDT |
| Overall Performance of designated recipient | 5 | No | Helps to assess overall performance |
| Barriers to Growth | 6 | No | Identifies key barriers to tourism growth |
| Tourism Product Potential to Grow | 7 | No | Could help with future program planning and product development |
| Other Tourism Products Potential | 8 | No | Could help with future program planning |
| Tactical Marketing Activity Priorities | 9 | No | Could help with future program planning |
| Other Activity Priorities | 10 | No | Could help with future program planning |
| Business Characteristics - Type | 11 | No | The stakeholder type response may be used in stakeholder type analysis (if needed). |
| Business Characteristics - Years in Business | 12 | No | |
| Business Characteristics - Number of Employees | 13 | No | None of the business characteristics are required, but know this may help with industry development planning. |
| Business Characteristics - Client Market Origin | 14 | No | |
| Business Characteristics - Seasonal Revenue | 17 | No | The years in business and number of employee question responses align with Destination BC stakeholder survey responses. |
| Business Characteristics - Revenue Growth | 18 | No | |
| Business Characteristics - Business Growth Optimism | 19 | No | |
| Business Characteristics - Tourism Industry Optimism | 20 | No | |

SAMPLE EMAIL MESSAGING

Email subject line: Invitation to Complete Tourism [Designated Recipient X]’s Stakeholder Survey

Dear Tourism Stakeholder,

[Designated Recipient X] would like to invite you to complete the 20__ *[Designated Recipient X] 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.

[Designated Recipient X] obtains [insert appropriate percent] of its funding from the provincial Municipal and Regional District Tax (MRDT). [Describe who the designated recipient is: municipality, regional district or eligible entity. Also identify the contracted agency (if applicable – such as a destination marketing organization). For example, the City of Prince George is the designated recipient who contracts with Tourism Prince George to administer the MRDT Program.] 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 and was formerly known as the additional hotel room tax (AHRT). The MRDT program principles state that funds can be used for tourism marketing, programs, and projects and meet the following criteria:

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

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

Participation in this survey will help to ensure future services offered by [Designated Recipient X] meet the needs of [Designated Recipient 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].

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. If the link below doesn’t work, please copy it and paste it directly to your web browser’s address bar.

INSERT SURVEY LINK

If you have questions or comments about this survey please contact:

Thank you very much for your valuable input!

SAMPLE SURVEY

INTRODUCTION PAGE

Thank you for participating in the 20__ *[Designated Recipient X]* Stakeholder Survey. The purpose of this survey is to assess your organization's level of satisfaction with the services provided by *[Designated Recipient X]* and to assess how the organization can be more effective in the future.

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

<Insert survey directions>

For further information about *[Designated Recipient X]*, please see:

Corporate *[Designated Recipient X]*: Insert Link

Consumer *[Designated Recipient X]*: Insert Link

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 | Don't know |
|--|---------------------------|----------------------------|-----------------------------|-----------------------|-----------------------|-----------------------|
| Familiarity with <i>[Designated Recipient X]</i> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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 | Don't know |
|---------------------------------|------------------------|--------------------------|--------------------------|-----------------------|-----------------------|-----------------------|
| Marketing Activity 1 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Marketing Activity 2 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Marketing Activity 3 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cont..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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 20__, 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 | Don’t know |
|----------------------|-------------------------|-----------------------|--|-----------------------|-----------------------|-----------------------|
| Strategy 1 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Strategy 2 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Strategy 3 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cont..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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.*

| [Designated Recipient X] Performance | 1 -Poor | 2 -Fair | 3 -Good | 4 – Very good | 5 - Excellent | Don’t know |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Has employees that are respectful | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Collaborates and consults with the tourism industry on key decisions | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Addresses my questions and/or concerns in an effective and timely manner | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Is transparent about its performance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Has employees who are knowledgeable about market changes and issues impacting tourism | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Provides leadership and direction to the [Community X] tourism industry | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Informs the tourism industry of its corporate strategy and future direction | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Is focused on markets that align with the needs of the BC tourism industry | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Spends MRDT funds effectively and responsibly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Understands my business/organizational needs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Provides marketing programs that grow tourism revenues in [Community X] | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|

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 | Don't know |
|-------------------|-------------------------|-----------------------|--|-----------------------|-----------------------|-----------------------|
| Use of MRDT funds | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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 | Don't know |
|--|-------------------------|-----------------------|--|-----------------------|-----------------------|-----------------------|
| Overall Performance of [Designated Recipient X] | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

5a. If <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.*

A. _____

B. _____

C. _____

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 | Don't know |
|-------------------------------|--------------------------------|-----------------------|-----------------------|-----------------------|--------------------------------------|-----------------------|
| A. Relevant Tourism Product 1 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| | 1 –Low potential to grow | 2 | 3 –Some potential | 4 | 5 – Strong growth potential | Don't know |
|-----------------------------------|--------------------------------|-----------------------|-----------------------|-----------------------|--------------------------------------|-----------------------|
| B. Relevant Tourism Product 2 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| C. Relevant Tourism Product 3 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| D. Relevant Tourism Product 5 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| E. Relevant Tourism Product cont. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

9. 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.*

10. 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 | Don't know |
|-------------------------------------|-----------------------|-----------------------|---------------------------|-----------------------|-----------------------|-----------------------|
| A. Current and/or Future Activity 1 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| B. Current and/or Future Activity 2 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| C. Current and/or Future Activity 3 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| D. Current and/or Future Activity 4 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| E. Current and/or Future Activity 5 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| F. Cont.... | | | | | | |

11. 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.*

| | 1 – Not a priority | 2 – Low priority | 3 – Medium priority | 4 – High priority | 5 – Essential | Don’t know |
|---|-----------------------|-----------------------|---------------------------|-----------------------|-----------------------|-----------------------|
| A. Supporting tourism product development (i.e. providing research, tourism insights and/or by identifying opportunities) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| B. Industry development (i.e. working with industry to develop skills and capacity that ensure outstanding tourism experiences) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| C. Trip planning (i.e. ensuring visitors have the information they need while planning their trip to [Community X]) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| D. Visitor services (i.e. ensuring visitors have the information they need while in [Designated Recipient X]) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| E. Transportation (i.e. communicating tourism perspectives to transportation managers to ensure smooth flow of people to/within [Designated Recipient X]) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| F. Community relations (i.e. working with the community in [Designated Recipient X] on behalf of the tourism industry) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| G. Marketing research and industry performance tracking (i.e. accurately measuring industry and [Designated Recipient X] performance) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| H. Community planning (i.e. ensuring [Designated Recipient X] plans for tourism while moving forward) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I. Destination management (e.g. managing the MRDT, working with provincial, regional, and community organizations to advance tourism) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| J. Communication about the value of the tourism industry to the broader [Community X] community | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Now a little bit 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?

- ☐ A business or other organization that provides products or services directly to tourists (e.g. hotel, restaurant, tour, outdoor activities)
- ☐ A government organization (federal, provincial, regional, or local) <SKIP to QUESTION 20>
- ☐ 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 20>
- ☐ Other, please specify _____ <SKIP to QUESTION 20>
- ☐ Unsure/don't know <SKIP to QUESTION 20>

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)
- ☐ Don't Know
 - ☐ 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.*

- ☐ 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 tourist clients 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 clients from a particular market. If you don't know, or this question is not applicable to you, click one of those responses below.

| | |
|---|-------|
| Alberta | _____ |
| BC | _____ |
| Rest of Canada (outside BC and Alberta) | _____ |
| 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 approximate is fine. The sum of all season should equal 100%. If you don't know, or this question is not applicable to you, click one of those responses below.

- Winter (December, January, February) _____
- Spring (March, April, May) _____
- Summer (June, July, August) _____
- Fall (September, October, November) _____
- ☐ Don't know
- ☐ Not applicable

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

- ☐ Increased, by what percentage? _____ [20__ over 20__]
- ☐ Decreased, by what percentage? _____ [20__ over 20__]
- ☐ Not Changed
- ☐ Don't Know
- ☐ 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 | Don't know | Not applicable |
|----------------------------|---------------------------------|-------------------------------|-------------------------------|-----------------------|------------------------|-----------------------|-----------------------|
| Business Revenue Growth | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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 | Don't know | Not applicable |
|----------------------------|---------------------------------|-------------------------------|-------------------------------|-----------------------|------------------------|-----------------------|-----------------------|
| Tourism Industry Growth | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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

Thank you for participating!