

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](#).

Example of Satisfaction Survey.
Must be completed annually
+ submitted with the
Annual Plan.

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!

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"/>
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!