

Instructions (only for interviewer)

1. Please have the firm sign the Informed Consent Agreement before initiating the survey.
2. Please ask each question exactly as worded. This is so that the answers can be compared. If you ask a follow-up question that isn't covered in the official survey, you can take some paper notes on the response.
3. Please inform the firm about ground rules: the information collected will be kept strictly confidential and only reported in an aggregate way and they can skip any question they do not feel comfortable answering throughout the survey.
4. Please note that depending on the answers from the firm, not all questions on the paper survey will be required. The survey link will skip some questions automatically depending on the answers so you do not have to worry about skipping questions.
5. DO NOT hit backspace on your browser - if you need to go to the previous questions to modify the response, please use the Previous and Next question buttons at the bottom of the survey page.

1. Please enter the business code for this survey. Please ensure the number is entered accurately to match your paper files.

2. What is your position in the company?

- Owner  Manager
- Partner  Assistant Manager
- Other (please specify)

3. Which of the following best describes the nature of your business?

- Accommodation  Retail
- Food and Beverage  Transportation
- Recreation and Entertainment (\*includes Attractions)  Travel Services
- Other (please describe main products and services)

4. How long has the business been in operation?

- Less than 1 year
- 1 to 4 years
- 5 to 10 years
- More than 10 years
- Don't know

5. How long have the current owners owned the business?

- Less than 1 year
- 1 to 4 years
- 5 to 10 years
- More than 10 years
- Don't know

6. How is the business registered?

- Corporation
- Government-owned
- Not-for-profit
- Partnership
- Sole proprietor
- Don't know

7. Approximately what percentage of your business is attributable to tourism?

Percentage of business  
attributable to tourism

0 100

8. Are you open for business all year round, i. e., 12 months a year?

- Yes
- No

9. If NO, what months of the year are you open for business?

- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November
- December

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10. What days of the week are you open for business?

- |                                    |                                   |
|------------------------------------|-----------------------------------|
| <input type="checkbox"/> Monday    | <input type="checkbox"/> Friday   |
| <input type="checkbox"/> Tuesday   | <input type="checkbox"/> Saturday |
| <input type="checkbox"/> Wednesday | <input type="checkbox"/> Sunday   |
| <input type="checkbox"/> Thursday  |                                   |

11. What are your hours of operation each day? Enter opening and closing time for each day, for example, 9 am to 9 pm or leave blank for days you are closed.

Monday	<input type="text"/>
Tuesday	<input type="text"/>
Wednesday	<input type="text"/>
Thursday	<input type="text"/>
Friday	<input type="text"/>
Saturday	<input type="text"/>
Sunday	<input type="text"/>

12. Approximately how many of your visitors are local, that is, live within a travel distance of 1.5 hours? Please express as a percentage.

Percentage of visitors that  
are local (within 1.5 hours  
drive time)

0 100

13. Where do the majority of your **non-local** visitors come from? (Those who live more than 1.5 hours drive time away.)

- Alberta
- Domestic (other provinces/territories in Canada)
- International
- Don't know

14. Do you collect postal codes from your visitors?

- Yes
- No

15. PRIZM is a free program, offered by Alberta Economic Development, Trade and Tourism, which takes postal codes from your business and groups them into visitor types. This can help your business further understand your visitors. Would you be interested in obtaining more information about PRIZM?

- Yes
- No

16. A marketing plan details the necessary actions to achieve one or more marketing objectives. Does your business have a current marketing plan?

Yes

No

17. Do you receive market information, e.g., Alberta Market Monitor and/or trend information, about your industry?

Yes

No

18. How do you identify your customers' needs?

Comment cards

Marketing publications

Complaints

Sales calls

Customer surveys

Trade publications

Focus groups

Don't know

Informal comments/feedback

Not applicable

19. Competitive analysis is an assessment of the strengths and weaknesses of current and potential competitors. Do you conduct a regular competitive analysis?

Yes

No

20. Competitive advantage is your strengths relative to your competition. What is the competitive advantage of your business?

Branding

Location

Customer service

Product variety

Efficiency

Don't know

Other (please specify)

21. Do you need to expand, decrease or maintain your business offerings?

- Decrease
- Expand
- Maintain
- Don't know

22. A brand strategy creates a solid brand identity for your company which will differentiate you from the competition. Do you have a brand strategy?

- Yes
- No

23. How do you set the price for your products and/or services?

- Above market
- Below market
- At market
- Margin
- Don't know
- Not applicable

24. Do you have a wholesale price?

- Yes
- No
- Don't know

25. How do you promote your products and/or services?

- Business cards
- Email
- Flyers
- Newspaper/Community paper ads
- Radio ads
- Sponsorship
- Other (please specify)
- Trade shows
- Website
- Word-of-mouth
- Social Media
- Not applicable

26. Which industry marketing/trade show events do you attend?

- CanadaWest
- Rendezvous Canada
- Travel Alberta Industry Conference
- None
- Other (please specify)

27. A receptive tour operator is a local tour company that specializes in local tourism experiences and manages products and services for incoming visitors booked through international tour operators. Do you work with receptive tour operators?

- Yes
- No
- Don't know

28. Identify the areas you currently face major operational challenges in from the list below:

- |   |  |
|---|--|
| <input type="checkbox"/> Inventory management       | <input type="checkbox"/> Production                |
| <input type="checkbox"/> Purchasing                 | <input type="checkbox"/> Plant layout efficiencies |
| <input type="checkbox"/> Workplace health           | <input type="checkbox"/> Equipment inefficiencies  |
| <input type="checkbox"/> Overtime                   | <input type="checkbox"/> Energy use                |
| <input type="checkbox"/> Research/Development       | <input type="checkbox"/> Branch sales office       |
| <input type="checkbox"/> Technological improvements | <input type="checkbox"/> Franchise issues          |
| <input type="checkbox"/> Computer software          | <input type="checkbox"/> Marketing                 |
| <input type="checkbox"/> Website development        | <input type="checkbox"/> Risk management           |
| <input type="checkbox"/> Electronic commerce        | <input type="checkbox"/> None                      |
| <input type="checkbox"/> Transportation             |  |
| <input type="checkbox"/> Other (please specify)     |  |

29. Does your business own or lease the facility?

- Own
- Lease
- Not applicable

30. Do you anticipate any problems renewing the lease?

- Yes
- No

31. Which, if any, limitations exist with your current facility?

- |   |  |
|---|--|
| <input type="checkbox"/> Size                   | <input type="checkbox"/> Inadequate services/amenities   |
| <input type="checkbox"/> Inadequate utilities   | <input type="checkbox"/> Parking                         |
| <input type="checkbox"/> Energy consumption     | <input type="checkbox"/> Taxation                        |
| <input type="checkbox"/> Geographic location    | <input type="checkbox"/> Inadequate land for development |
| <input type="checkbox"/> Building condition     | <input type="checkbox"/> None                            |
| <input type="checkbox"/> Other (please specify) |  |

32. Is your business experiencing any location issues or barriers that impact productivity and/or competitiveness?

- |   |   |
|---|---|
| <input type="checkbox"/> Zoning regulations     | <input type="checkbox"/> Signage  |
| <input type="checkbox"/> Municipal permits      | <input type="checkbox"/> Promotion of the municipality as a tourism destination |
| <input type="checkbox"/> Water/sewer capacity   | <input type="checkbox"/> Access to suppliers                                    |
| <input type="checkbox"/> Property taxation      | <input type="checkbox"/> Availability of warehousing                            |
| <input type="checkbox"/> Road quality or access | <input type="checkbox"/> Waste disposal   |
| <input type="checkbox"/> Transportation costs   | <input type="checkbox"/> None   |
| <input type="checkbox"/> Quality of life        |   |
| <input type="checkbox"/> Other (please specify) |   |



33. Which of the following financial reports do you use to assist in making business decisions? Check all that apply.

- Balance sheet  Income statement  
 Cash flow  None  
 Other (please specify)

34. Do you conduct regular financial planning for your business?

- Yes  
 No  
 Don't know

35. Do you receive professional financial advice regarding your business?

- Yes  
 No  
 Don't know

36. Do you currently face challenges with any of the following? Check all that apply.

- Determining working capital position  Collecting receivables  
 Managing cash flow  Securing short-term line of credit  
 Liquidity  Securing long-term line of credit  
 Other (please specify)

37. In 2019, how many paid employees did you have in each of the following categories? Enter a number in each applicable category.

Full time	<input type="text"/>
Part time	<input type="text"/>
Contract	<input type="text"/>
Family members	<input type="text"/>
Working owners	<input type="text"/>

38. Seasonal employees are hired for busy period and usually laid off once the busy period is over. In 2019, how many seasonal employees did you have in the following categories?

Full time

Part time

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39. What were your average biweekly payroll costs (excluding owners' salaries) during the last winter season (October 2018 - April 2019)?

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40. In 2019, what were your average biweekly payroll costs (excluding owners' salaries) for the summer months (May - September)?

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41. In 2020, do you expect to increase, maintain or reduce the number of full time and part time employees (permanent and seasonal) you have on your payroll?

	Increase	Maintain	Reduce	N/A
Number of permanent full time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Number of permanent part time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Number of seasonal full time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Number of seasonal part time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

42. How many vacant positions are there at your business at this time?

- None
- One
- Two
- Other (please specify)
- Three
- Not applicable

43. How do you recruit new employees?

- Newspaper/Community newspaper ad
- Employment agency
- Local college/school
- Internet
- Other (please specify)
- Personal/business networks
- Word-of-mouth
- Not applicable

44. Overall, does your business have difficulty retaining employees?

- Yes
- No
- Not applicable

45. For which positions?

Front line

Management

Supervisory

Other (please specify)

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46. How are employee, supervisory and management training needs determined in your business?

Mandatory requirements

Performance reviews

Employee requests

Don't know

Management decisions

Not applicable

Other (please specify)

47. Do you, your employees or management staff require training?

Yes

No

Not applicable

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48. In what areas is training needed? Check all that apply.

- |   |   |
|---|---|
| <input type="checkbox"/> Cash handling          | <input type="checkbox"/> Merchandising and displays |
| <input type="checkbox"/> Communication          | <input type="checkbox"/> Safety and security        |
| <input type="checkbox"/> Customer service       | <input type="checkbox"/> Supervisory skills         |
| <input type="checkbox"/> Visitor Friendliness   | <input type="checkbox"/> Food and beverage handling |
| <input type="checkbox"/> Marketing              |   |
| <input type="checkbox"/> Other (please specify) |   |

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49. What are the best formats for most training in your business? Check all that apply.

- |  |  |
|--|--|
| <input type="checkbox"/> In-house training by supervisor or in-house trainer | <input type="checkbox"/> Online training     |
| <input type="checkbox"/> In-house training by an outside trainer             | <input type="checkbox"/> Self-directed study |
| <input type="checkbox"/> Off-site training in local community                | <input type="checkbox"/> Not applicable      |
| <input type="checkbox"/> Off-site training in nearest major centre           |  |
| <input type="checkbox"/> Other (please specify)                              |  |

50. In your business, do you currently have:

	Yes	No	Not applicable
Job descriptions for all positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An employee policy manual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An employee incentive program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

51. What is the average annual revenue of your business?

- |  |  |
|--|--|
| <input type="radio"/> Less than \$100,000    | <input type="radio"/> \$500,000 to \$999,999     |
| <input type="radio"/> \$100,000 to \$249,999 | <input type="radio"/> \$1 million to \$5 million |
| <input type="radio"/> \$250,000 to \$499,999 | <input type="radio"/> More than \$5 million      |

52. What are your sales projections for the current fiscal year as compared to last year?

- Higher  Don't know  
 About the same  Not applicable  
 Lower

53. During the past 3 years, what has been your total gross dollar sales trend?

- Increasing  Don't know  
 Decreasing  Not applicable  
 About the same

54. In 2019, did the following business factors increase, stay the same or decrease?

	Increase	Stay the same	Decrease	Don't know	Not applicable
Number of visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales - total revenues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Profits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

55. If you answered **increase** to any of the above, please identify possible reasons for the increase(s) from the list below:

- Better business practices  
 Improved economy  
 Higher prices/fees  
 Increased awareness of business  
 Marketing activities  
 More visitors  
 More events  
 New/improved products and services  
 Good weather  
 Not applicable  
 Other (please specify)

56. If you answered **decrease** to any of the above, please identify possible reasons for the decrease(s) from the list below:

- More competition
- Construction
- Poor economy
- Fewer visitors
- Forest fires
- Increased costs/taxes
- Depressed oil and gas industry
- High price of gas
- Poor weather
- Not applicable
- Other (please specify)

57. Based on your knowledge to date and observed trends in your business, do you expect the following business factors to increase, stay the same or decrease in 2020?

	Increase	Stay the same	Decrease	Don't know	Not applicable
Number of visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales - total revenues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

58. If you answered **increase** to any of the above, please identify reasons you expect the increase(s) from the list below:

- Better business practices
- Improved economy
- Higher prices/fees
- Increased awareness of business
- Marketing activities
- More visitors
- More events
- New/improved products and services
- Good weather
- Not applicable
- Other (please specify)

59. If you answered **decrease** to any of the above, please identify reasons you expect the decrease(s) from the list below:

- More competition
- Construction
- Poor economy
- Fewer visitors
- Forest fires
- Increased costs/taxes
- Depressed oil and gas industry
- High price of gas
- Poor weather
- Not applicable
- Other (please specify)



60. A business plan is a formal statement of a set of business goals, the reasons why they are believed attainable, and the plan for reaching those goals. Does your business have a current business plan that is used to guide operations?

- Yes
- No
- Don't know

61. A succession plan includes the process of: (a) identifying and preparing employees to fill key positions within an organization before the positions are vacant and/or (b) planning for transfer of ownership. Does your business have a succession plan for:

	Yes	No	Don't know	Not applicable
Employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ownership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

62. Are you planning to expand your business in 2020 or 2021?

- Yes
- No

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63. What will your expansion lead to?

- An increase in workforce
- An increase in floor space
- Additional product lines
- Additional services for customers
- Other (please specify)
- Additional investment in equipment and technology
- Importing goods and services to Canada
- Exporting goods and services

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64. Are you planning to downsize, close or sell your business in 2020 or 2021?

- Yes
- No

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65. If you are downsizing, closing or selling, which of the following are influencing your decision at this time?

- Changing market conditions
- Declining population
- Lack of support from local/provincial/federal organizations
- Retirement
- High property taxes
- Another business opportunity
- Other (please specify)

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66. Do you plan to continue operating your business at its current state and capacity?

- Yes
- No

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67. Which of the following reasons are influencing your decision?

- Business is at capacity and does not require an expansion     Current economic climate
- Inadequate financial return on improvements/investments     Increased costs
- Seasonality of business
- Other (please specify)

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68. Are you planning to relocate your business in 2020 or 2021?

- Yes
- No

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69. If you are relocating the business, are you considering moving away from your current town or moving within your current town?

- Moving away from current town
- Moving within current town

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70. Are you interested in pursuing opportunities or addressing challenges in collaboration with other businesses in any of the following areas?

	Yes	No	Not applicable
Cooperative marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product or service distribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint staff training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Group purchasing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equipment sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

71. Which of the following do you consider an advantage or disadvantage to doing business?

	Advantage	Disadvantage	No difference	Not applicable
Cooperative marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product or service distribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint staff training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Group purchasing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equipment sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

72. Did you experience any of the following barriers to opening your business? Check all that apply.

- Lack of serviced land
- Resistance from local business
- Lack of proactive business recruitment
- Availability of properly zoned and designated land
- Slow approval process
- Levies on expansion
- High taxes
- Other (please specify)
- Inadequate labour supply
- Inadequate transportation
- Availability of space for rent or lease
- Cost of land or rent
- Market size
- Volatile economy

73. Are there any services that would be beneficial to you or your employees living in the community in addition to what is already here?

- Dining
- Entertainment
- Professional services
- Retail services
- Other (please specify)
- Financial services
- Housing availability
- Recreation

74. In your opinion what services are needed to enhance the visitor experience in the area? Check all that apply.

- Accommodation
- Dining
- Entertainment
- Other (please specify)
- Attractions
- Recreation
- Tourism Information

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**On a scale of 1 to 10, where 1 is "completely disagree" and 10 is "completely agree", please rate how much you agree with the following statements:**

75. Your community supports tourism businesses.

Completely disagree Completely agree N/A



76. It is easy to find, recruit and retain good quality staff.

Completely disagree Completely agree N/A



77. I would like to work with our local government to create promotional pieces for our town.

Completely disagree

Completely agree

N/A

☆ ☆ ☆ ☆ ☆ ☆ ☆ ☆ ☆ ☆ ○

78. Do you have any additional comments to add?

[Empty text box for additional comments]

Thank you for participating in this interview.