

*A Tool-kit for Building a Scenic Byway Economic
Impact Study*

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For



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DESIGNING AN ECONOMIC IMPACT STUDY OF YOUR SCENIC BYWAY

This tool-kit serves as a self-guided assessment of the study you plan to conduct and the data resources necessary. Should you choose to collect visitor-spending information through a survey process, the last section of this tool-kit contains two alternative survey designs – a traveler survey and a business survey. Each of these surveys is designed around a minimal, but essential set of questions and are augmented with some supplementary survey modules. These will be explained in more detail at the end of this guide.

There are three main parts to this tool-kit: (1) understanding the objective of your study, (2) understanding your data needs & limitations, and (3) taking inventory of your possible data resources.

Once you complete these three steps, there is an excel worksheet [the *ECIMEstimate* model] for you to complete for your scenic byway study. This worksheet is preceded by some useful “pointers” on how to fill-in key elements of the worksheet (section 4 below), and concludes with guidance on the correct interpretation of your study estimates (section 6 below).

1. Clarify the Objective of the Study

Place a “✓” if the goal of your study is to describe the.....

[A] _____ Incremental economic benefit of designating a **new** scenic byway (*This is a forward-looking study that compares anticipated future levels of road use & visitor spending, with and without scenic byway designation.*)

[B] _____ Incremental economic benefit of a road already designated (*This is a backward-looking study that compares present road use & visitor spending to past levels occurring without byway designation.*)

[C] _____ Current Contribution of Tourism activity to the Region (*No comparison needed*)

[D] _____ Scenic Byway contribution as part of the region’s overall tourism (*No comparison needed*)

[E] _____ Benefits associated with additional scenic byway promotion
Relevant Comparison for this study: compare the additional promotion cost per new visit recruited to the measured benefit associated with more visitor spending.

Note: Only cases [A] and [B] define *economic impact studies* of byway designation.
Cases [C] → [E] define the *economic contribution/significance* of tourism or a scenic byway.

2. Defining your Knowledge Base & Data Needs

The following chart lists the key data concepts you will need to assemble for the scenic byway economic impact study. The data will describe road activity levels with and without byway designation. Remember – if you chose scenario [B] in **section 1** above, then current data is reflective of the interval with designation, and specific historical data will correspond to the non-designated interval.

Try to *fill-in* the **Chart** below regarding either (i) what you already know, and/or (ii) how you think you can obtain it. For aspects you don't already know, indicate how you will obtain the information using the following:

- 1 – existing data 2 – will collect new data 3 – will source to an expert and
4 – rely on a benchmark of experience elsewhere*

For any data aspect you cannot address, we will provide suggestions for possible data resources in the next section.

Chart 1: Creating Your Inventory of Key Data Concepts for the Study

| SCENIC BYWAY DATA CONCEPT | Designation Interval | |
|---|----------------------|---------|
| | With | Without |
| (a.) Annual Trips (#) | | |
| (b.) % Leisure trips | | |
| (c.) % Non-resident of leisure trips | | |
| (d.) % First visit for (c) | | |
| (e.) Ratio of daytrip-to - overnight trip for (c) | | |
| (f.) Average Group Spending per trip | | |
| (g.) % Spent in Area of (f) | | |
| (h.) % Spent for Meals of (g) | | |
| (i.) % Spent for Retail of (g) | | |
| (j.) % Spent for Amusement & Recreation of (g) | | |
| (k.) % Spent for Lodging of (g) | | |

Note: If your study has an emphasis of [C], [D] or [E] as described in Section 1, then You can disregard the column labeled “Without” when filling in the above chart.

3. Possible Resources for your Data Gaps

While all the concepts listed in Chart 1 can be obtained through a properly designed and implemented survey, your study resources may preclude primary data collection as such. However, there may be useful information that is geographically relevant, from recent tourism or transportation studies. The following **Chart** suggests possible agency resources for you to consider in locating data that can help you along with your byway economic impact study. Much of this information should be viewed as a “proxy” for the scenic byway data and may require some careful adjustment before entering the calculation of economic impact.

Chart 2: Identifying the Data Sources

| SCENIC BYWAY DATA CONCEPT | POSSIBLE RESOURCES |
|---|--|
| (a.) Annual Trips (#) | State Dept. of Transportation (SDOT): Up-to-date & historical traffic counts for scenic route, larger corridor area or county from recent traffic study or planning process. State Tourism Office (STO): Visitor counts for key destinations. |
| (b.) % Leisure trips | SDOT, STO or AAA |
| (c.) % Non-resident of leisure trips | Nearby Attraction: attendance records Local Lodging Industry Group: guest records |
| (d.) % First visit for (c) | Visitor Information Centers, Chamber of Commerce |
| (e.) Ratio of daytrip-to - overnight trip for (c) | Local Lodging Industry Group: guest records Nearby Attractions: multiple-day visit data |
| (f.) Average Group Spending per trip | STO: Statewide or regional averages for general tourism University Dept. of Parks & Recreation/Tourism Studies (UNIV): Statewide or regional averages for general tourism |
| (g.) % Spent in Area of (f) & budget allocation | STO: Statewide or regional average spending profile UNIV: Statewide or regional average spending profile <i>Area Businesses/Merchants:</i> sales data |

4. Advice Before Completing the “ECIMEstimate” Worksheet Model

Working from Survey Data:

Whether collected from your own survey process – or – borrowed from another relevant study survey, keep the following in mind:

- *The survey instrument and its questions do not have to be complicated, but the questions must be precisely defined to assure the data collected is what you need*
- *Consider how the survey time interval (e.g. peak season) affects your extrapolation of the survey results to an annual basis – if the latter is desired*
- *Understand that sample size, sample composition, response rate, and sample weighting are all very important to how representative the survey results are of the ‘universe’ of travelers to the scenic byway*

Regarding Total Trips:

Good data on trip origin and purpose are especially illusive for scenic routes located adjacent to or within a metro area.

- *Scenic routes located near metro areas are likely to have other factors contributing to annual trip (traffic) growth that must be taken into account.*

Defining “Non-Resident”:

Resident generated trips and spending along the scenic byway are typically assumed to represent a **net zero** impact due to the offset of these dollars from other businesses in the community. In order to get an appropriate estimate of the visitor spending on/around the scenic route, you must identify which trips introduce new dollars to the region.

- *Depending on the desired emphasis of the economic impact study, “non-resident” travel to the region can indicate a trip originating from outside the scenic byway county(ies), or even more broadly, from outside the state.*

Defining “New” Visits:

Return visits or repeat trips along a newly designated scenic route typically will not generate an economic impact different from that occurring prior to designation. You need to identify “first-time” visits since *designation* to identify *net, new* dollars to the region.

- *The mix of new trips may include business travel, personal travel or leisure travel. You will typically want to focus on the new, leisure trips.*

Establishing the “Reason for the trip”:

Depending on the location of the scenic byway, there may be multiple purposes for travel along the route. Just because the scenic byway may not be the first reason for a visit to the region, does not exclude some portion of the *trip spending* from being associated with the scenic byway. Likewise, it would be incorrect to attribute 100 percent of the trip spending to the scenic byway when other attractions and even other regions are part of the traveler’s itinerary.

- *For the new, non-resident, leisure trips along the scenic byway, establish whether the scenic byway is the primary or sole destination for the trip. This helps attribute credit to – or- apportion (and create a weighting) the trip spending.*

Handling Trip Spending:

If you borrow a ‘benchmark’ to proxy group spending per trip – such as visitor spending- make sure you understand several critical aspects and adjust for:

- *Data collected in a different unit of measure, e.g. group spending per day or spending per person per day.*
- *Data collected for a different year*
- *Differences in the definition of “visitor” – where they originate from, visitor demographics (retired, upwardly mobile, family with children etc...)*
- *The portion of trip spending that the travel party spent in the relevant scenic byway area under study. If collecting this information by survey then consider using a map for respondents to get a clear idea of the relevant geography associated with the survey questions and have them mark where their planned major expenditures will occur.*

Handling Categories of Spending:

The detail of what byway visitors spend their money on is important in understanding not only ‘how much’ local income (and jobs and value-added) is directly created in your community but also which businesses benefit. Trip spending in the local area can be broken down minimally into categories such as *Gas, Meals, Lodging, Other Retail, and Amusement/Recreation*. Often this type of *visitor spending profile* may be available from one of the agency resources listed in Chart 2 above. Keep in mind the following:

- *A visitor spending profile from another study may require some adjustment to the mix of daytrip –to–overnight trips for your scenic route. You may want to also consider additional types of visitor segments*
- *Converting the visitor’s dollar spent on any retail categories into jobs, income, value-added and local production first requires knowledge of the “retail margin” which describes the extent of local content in the purchase.*

Regarding Multipliers:

First decide if calculating the ‘multiplier impacts’ of the visitor spending categories is ‘justified’ for your setting. A good ‘rule of thumb’ to use is to consider the base of visitor-related businesses in your area and assess whether they have idle resources to accommodate new visits. Also think about the types of businesses that supply these visitor-related sectors and see if they are present in your area. If there are ‘no’ idle resources (high occupancy rates, shortage of eating & drinking establishments), and suppliers ‘do exist’ within the region, then correct application of multipliers is warranted. You do not want to be in a situation of reporting job creation beyond the direct jobs associated with the visitor spending if for example key suppliers are currently missing from your region’s economy and byway designation is unlikely to induce the sudden location of one.

- *Use a set of multipliers that are specific to your region – state-level multipliers are not appropriate in most cases. These can be purchased from a number of sources or may be available from one of your state-level agencies for economic development or tourism.*
- *Use “tourism spending multipliers” only with your estimate of visitor spending.*
- *If calculating category specific ‘multiplier impacts’ (e.g. retail, hotels etc..) for Total Sales, be sure to first adjust the initial visitor spending estimate by category for the local content only. This results in direct sales for the specific category.*

5. Analyze your Byway Data with ECIMEstimate.xls

6. Understanding what the Analysis Tells You

[1]. The economic impact estimated by this methodology does not include

- Economic benefits arising from changes in property values (quality of life attributes)
- Economic development potential due to scenic byway as a catalyst for growth
- Fiscal impacts

[2]. The estimated economic impact of the designated scenic byway can be called the ‘net’ economic impact for the region under study (be it county or larger area) in so far as

- Resident visitors have deliberately been excluded from the data
- Byway trips that substitute for trips elsewhere in the region have been omitted
- Other sources for trip growth (local population growth, tourism trends) have been *controlled for*

[3]. The multiplier impacts will only be as good as

- The regional multiplier data (used to compute the *spillover effects* on other businesses in the economy)
- The measurement of the direct visitor spending attributable to scenic byway
- The knowledge regarding ‘*margins*’ for key retail sectors
- The logic/appropriateness for calculating the multiplier impacts

[4]. Reliance on primary data for all or part of a study, will raise issues concerning survey questions, the sampling methodology (potential for *bias*), the sample size, and the response rate.

Survey Instruments for Economic Impact Research on Scenic Byways

I. Introduction

In this section, we present two survey instruments that could be used or adapted to conduct primary research into the economic impact of Scenic Byways. One instrument is for travelers and the other is for business owners and managers. Each survey is made up of a core set of questions—the minimal set—which measures variables that are essential to most research purposes. This part stands on its own, and could be administered as it is. It is designed so that it could be used prior to a route’s designation as a Scenic Byway, for the purpose of before-and-after research into economic impacts.

Additionally there are supplemental survey modules for other kinds of questions that might be important, depending on the circumstances of a particular locale. These modules could be added to the standard package as needed.

The assumption built into each instrument is that a definite geographic area has been designated as the region targeted for economic effects. The literature generally supports a thirty-mile radius around the route as economically relevant, although there are many circumstances where the region would be drawn more or less broadly.

II. Traveler Research

The minimal set of questions is designed to gather two key pieces of information: the number of byway tourists in a region and a rate of spending.¹ The supplemental modules add other information. One investigates travelers' awareness that a route is designated a Scenic Byway. Another asks about preferences with respect to travel. A third asks about satisfaction with the Scenic Byway, and a fourth supplements expenditure data with information about planned activities in the targeted region.

For travelers, a map of the region—with the targeted region outlined, shaded, or otherwise indicated—should be supplied with the instrument. Verbal descriptions of the area are helpful but not adequate in themselves. Phrases such as “within thirty miles of the present location,” will introduce unknown biases concerning respondents' knowledge of the area, sense of distance, etc. Ideally the scale of the map should be large enough to include one or two points of reference that are familiar to the general public, so respondents can orient themselves.

Depending upon the implementation design, an initial screening for people residing outside the targeted region could be made by the person intercepting potential respondents. As an alternative, a screening question has been included in the minimal set.

A brief comment about expenditure categories is needed. The number of categories used could be increased to suit the circumstances. The respondent's recall and patience should not be taxed so greatly, however, that the quality of data is degraded or respondents reject the task altogether. Moreover, care should be taken to keep the expenditure categories completely distinct from one another. The likelihood that a sample of travelers will interpret the categories in different ways increases as the distinctions that are drawn become finer.

One strategy for increasing the recall of expenses is to precede the expense question with one about activities the respondent will engage in during his or her stay in the targeted region. This information may be important in itself; however, it also helps respondents recall expenses they have had. That is the primary intent of the module labeled “Activities.”

Other than placing the Activities module ahead of the costs question, there is no special order the questions should have, other than what is dictated by common sense. Research shows that the first question of a survey is quite important to the survey's success. The lead question of the minimal set conforms to the properties of a good first question, and should probably be left where it is.

¹ Throughout the discussion, the term “byway tourist” refers to a category of travelers who arrive from outside the targeted region and are attracted to the route by knowledge of the scenery or of any other characteristics that constitute the basis for Scenic Byway designation.

A. Introductory Text

Although the content of the instrument's introductory text will need to be tailored to a particular set of circumstances, a few general remarks can be made. The text should be as brief as possible, but contain the following:

- The name of the sponsor of the study.
- A statement that the respondent is important to the study. For example, "Because we are able to survey only a fraction of travelers, your response is very important. Your views will represent many other travelers like yourself."
- The approximate length of time required to finish the survey.
- A statement of confidentiality, including an explanation of any tracking numbers that appear on the survey.
- A general statement of how the surveys will be used.

B. The Minimal Set

1. What is the purpose of your travel today? (Check all that apply)

- Sightseeing or touring
- Traveling to or from a vacation destination
- Traveling to or from a visit with friends or relatives
- Business (personal or work-related)
- Other (please specify) _____

2. What is the zip code where you receive your mail? _____

3. Do you reside within the region indicated on the accompanying map? (Check the appropriate box)

- Yes →
- No

| |
|--|
| Please return the survey. We are doing research on visitors to our area. Thank you very much for your time. |
|--|

4. Estimating to the nearest half day, for how many days do you expect to be in the region indicated on the accompanying map? _____

5. If you will be in the region for less than 24 hours, for about how many hours will you be in the region? _____

6. On this trip, for how many days will you be away from your home? _____

7. How many people, including yourself, are traveling with you in your vehicle? _____

8. Including yourself, how many people traveling with you in your vehicle are under age 18? _____

9. Which of the following best describes your own reasons for traveling on this route? Is it...? (Check all that apply.)

- fastest
- most direct
- safest

- most interesting
- most scenic
- chance/error/wrong turn
- other _____

10. Did you choose to travel on this route within the past 24 hours or was the choice made before that? (Check the appropriate box)

- chose route within the past 24 hours
- chose route prior to the past 24 hours

11. Using the table below, please tell us how much you've spent on this trip during the time you've been in the region indicated on the map. Fill in the dollar amount for each category of spending. Put "0" for categories where you have spent nothing.

| Spending Category | Amount Spent |
|------------------------------------|---------------------|
| Food and Drink | |
| Restaurants & Bars..... | \$ _____ |
| Groceries..... | \$ _____ |
| Transportation | |
| Gasoline and Oil..... | \$ _____ |
| Auto Repairs..... | \$ _____ |
| Airfare, Rail, Taxi, or Car Rental | \$ _____ |
| Lodging | |
| Motels, Hotels, Cabins, etc..... | \$ _____ |
| Campground Fees..... | \$ _____ |
| Other Expenses | |
| Tour, Exhibit, or Park Fees..... | \$ _____ |
| Other Entertainment Fees..... | \$ _____ |
| Recreational Equipment Rental... | \$ _____ |
| Recreational Equipment Purchase | \$ _____ |
| Clothing Purchase..... | \$ _____ |
| Art/Crafts/Souvenirs Purchase..... | \$ _____ |
| Other Goods Purchase..... | \$ _____ |
| Other Services Purchase..... | \$ _____ |

B. Scenic Byway Awareness

1. Before today, were you aware that this route is designated as a Scenic Byway? (Check the appropriate box)

- Yes
- No

If you knew about this Scenic Byway before today, where did you learn about it? (Check all that apply)

- Friends or relatives
- Printed tourism brochure
- The internet
- Auto club information
- Travel report in a newspaper or magazine
- Travel report on television
- Map
- Other (Please specify) _____

We'd like to know how well the name of this Scenic Byway is known to travelers. Without assistance, can you identify the name of this Scenic Byway from the following list? Please check the name that you think is the correct name of this Scenic Byway.

- plausible name 1
- plausible name 2
- real name
- plausible name 4
- don't know

We'd like to know how well the symbol of this Scenic Byway is known to travelers. Without assistance, can you identify the symbol of this Scenic Byway from the following set? Please circle the symbol you think is the correct symbol of this Scenic Byway.

| | | | |
|--------|--------|--------|--------|
| Logo 1 | Logo 2 | Logo 3 | Logo 4 |
|--------|--------|--------|--------|

Go to Question 2

C. Travel Preferences

For the following statements please indicate whether you agree or disagree with each statement by circling a number on the scale next to it. For instance, circle “1” if you strongly disagree with the statement, circle “7” if you strongly agree with the statement, and so on.

| | <u>Strongly</u> <u>Disagree</u> | | | | | | | <u>Strongly</u> <u>Agree</u> |
|---|--|---|---|---|---|---|---|---|
| 1. I go out of my way to travel on scenic routes..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 2. Before I travel I gather information about the area I will be traveling through | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 3. When I travel I often stop at historical sites and museums along the route..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 4. Even on vacation I stick to a careful budget..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 5. The most important thing when I travel is reaching my destination as quickly and efficiently as possible..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 6. I like commercial billboards because they provide information about services along the route..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 7. When I travel I like to stop along the way to shop for crafts and souvenirs..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 8. I'm usually in too much of a hurry to stop for historical markers and scenic turn-outs..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 9. Seeing our country is one of the best ways a person can use their money..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 10. When I travel I like to take my time and learn about the people and places along the route..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 11. I prefer the predictability of the national hotel and motel chains over small, independent accommodations | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 12. If an interesting opportunity arises I will change my travel plans on the spur of the moment..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 13. For me to enjoy driving I need a natural scenic corridor that is free of commercial activity..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 14. On vacation I usually spend more money than I had planned..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 15. I prefer trying small, locally owned restaurants over eating in the national restaurant chains..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |

D. Satisfaction

Please indicate how satisfied you are with the Scenic Byway by circling the appropriate number next to each statement. . For instance, circle “1” if you are completely dissatisfied, circle “7” if you are completely satisfied, and so on.

How satisfied are you with the...?

| | <i>Completely Dissatisfied</i> | | | | | | <i>Completely Satisfied</i> |
|--|---|---|---|---|---|---|--|
| 1. Scenery..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Condition of the road surface..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Width of the road surface..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Number of rest facilities..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. Services provided at rest facilities..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Number of scenic turnouts..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. Cleanliness of the roadway and shoulders..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

6. Overall, how satisfied are you with your travel experiences on this Scenic Byway? (Check the appropriate box)

- Completely satisfied*
- Mostly satisfied*
- Somewhat satisfied*
- Neither satisfied nor dissatisfied*
- Somewhat dissatisfied*
- Mostly dissatisfied*
- Completely dissatisfied*

7. Would you recommend to a friend or relative traveling on this Scenic Byway? (Check the appropriate box)

- Highly recommend*
- Recommend but with some reservations*
- Would not recommend*

8. If you have reservations or would not recommend this Scenic Byway to friends or relatives, please state you reasons.

E. Activities

1. During your entire stay in the region designated on the map, which of the following activities will the members of your party do? Include everyone who is traveling in the same vehicle as you, including yourself.

Please check all activities that will be done by your party during your stay in the region.

- | | | |
|---|--|---|
| <input type="checkbox"/> camping | <input type="checkbox"/> water skiing | <input type="checkbox"/> dining in restaurants |
| <input type="checkbox"/> hiking/walking | <input type="checkbox"/> swimming | <input type="checkbox"/> gambling |
| <input type="checkbox"/> nature watching | <input type="checkbox"/> bicycling | <input type="checkbox"/> visiting historic sites |
| <input type="checkbox"/> hunting | <input type="checkbox"/> horse riding | <input type="checkbox"/> visiting museums & exhibits |
| <input type="checkbox"/> fishing | <input type="checkbox"/> snow skiing | <input type="checkbox"/> shopping for art, souvenirs, antiques, crafts, etc. |
| <input type="checkbox"/> boating (all types) | <input type="checkbox"/> snow mobiling | |
| <input type="checkbox"/> Other (Please specify) _____ | | |

III. Business Research

This survey is for administering to business owners and managers within the targeted economic region. The minimal set is intended to gather information on the level of byway tourist spending. A separate module is for gathering information about business capacity. A third module is for gathering attitudes about the Scenic Byway.

The most effective use of this survey would be in conjunction with a traveler survey. It is not recommended that it be used to estimate the actual number of byway tourists, unless a before-and-after design is used. Even then, business-generated estimates of the percentage of byway tourists, if there are other forms of tourism in the region, would be subject to unknown and probably large error.

A. The Minimal Set

1. Which of the following best describes the primary business activity of this business? (Check all that apply)
 - Food or Beverage Service
 - Groceries or Convenience
 - Gas & Oil
 - Auto Repair
 - Other Transportation Services
 - Lodging
 - Entertainment (movies, exhibits, etc.)
 - Art, Crafts or Souvenirs
 - Rental
 - Other Retail (Please specify) _____
 - Other Services (Please specify) _____
2. For how many years has this business been in operation under its present ownership?
_____ Length of operation, in years.
3. Which of the following titles best describes your position at this business? (Check the appropriate box)
 - Owner
 - Manager
 - Owner/Manager
 - Other (Please specify) _____
4. Which of the following terms best describes the organizational structure of this business? (Check the appropriate box)
 - Sole Proprietorship
 - Partnership
 - Corporation
 - Other (Please specify) _____
5. What are the total annual retail sales at this business? _____
6. Which is the busiest month of the year for retail sales at this business? _____
7. Which is the slowest month of the year for retail sales at this business? _____
8. Approximately **what percentage** of your retail sales comes in each quarter of the year?
_____ % June, July & August

_____ % September, October & November

_____ % December, January & February

_____ % March, April & May

9. Approximately **what percentage** of your retail sales in each quarter **comes from tourism**?

_____ % June, July & August

_____ % September, October & November

_____ % December, January & February

_____ % March, April & May

B. Business Capacity

1. How many people do you currently employ? _____
2. Is there a busy season, during which your business hires extra employees? (Check the appropriate box)

- Yes
- No

How many people did your business employ during the most recent busy season? _____

How many people did your business employ during the most recent off season? _____

3. During your **busiest month** of the past 12 months, approximately how many customers did you serve? _____
4. During your busiest month of the past 12 months, what is the **maximum number of customers you could have served** with the labor and capital resources you had on hand at that time? _____
5. Which of the following statements best represents the trend of your business over the past 12 months? (Check the appropriate box)
 - Growing
 - Steady
 - Declining
6. Do you have plans to expand your business over the next 12 months? (Check the appropriate box)

- Yes
- No

If you plan to expand in the next 12 months, which of the following will you do? (Check all that apply.)

- Hire more employees. How many? _____
- Expand square footage at the current location.
- Open stores at new location(s). How many? _____

C. Attitudes about the Scenic Byway

For the following statements please indicate whether you agree or disagree with each statement by circling a number on the scale next to it. For instance, circle “1” if you strongly disagree with the statement, circle “7” if you strongly agree with the statement, and so on.

| | <u>Strongly Disagree</u> | | | | | | <u>Strongly Agree</u> |
|---|-------------------------------------|---|---|---|---|---|----------------------------------|
| 1. Over the past year the Scenic Byway has created additional sales for my business..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Over the next five years the Scenic Byway will have little impact on my sales..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Over the next five years the Scenic Byway will be important to the economic health of the community..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. My business would benefit from additional promotion of the Scenic Byway..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. Visitors attracted to the Scenic Byway will make my community too crowded..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Additional visitors bring additional environmental problems to this community..... | 1 | 2 | 3 | 4 | 5 | 6 | 7 |