



Tourism Master Plan Draft Strategy Framework

Pillar of Progress: A. Management

Strategy A1: Establish a governance structure and set the operational foundation for tourism

Description: To grow tourism sustainably, clarity around which organizations are managing various aspects of tourism is needed. This ensures that the Town of Collingwood has defined roles and responsibilities related to tourism that do not overlap inefficiently with those of other organizations. It also ensures that the Town has the capacity to identify whether or not a given action falls within or beyond its remit along with how and when to collaborate with partner organizations. With a well-defined governance structure and operating model for tourism, there is oversight and transparency over tourism management including around budget investments (e.g. spending MAT revenues). It also makes it possible to accurately track the implementation of the TMP and identify alignments between tourism development and other town activities.

Initiatives

Initiative
A1.1 Confirm roles, responsibilities, and decision-making processes for tourism management, development, and marketing
A1.2 Develop a TMP implementation tracker and process for monitoring progress
A1.3 Establish a mechanism for TOC to gather input, insight, and feedback on TMP implementation matters from key stakeholders
A1.4 Create a financially sustainable revenue model for implementing the TMP
A1.5 Formalize strategic partnerships with tourism organizations that can help to implement the TMP
A1.6 Ensure that the tourism perspective informs relevant Town plans, policies, and projects

Strategy A2: Develop a system for monitoring and evaluating the impact of tourism in Collingwood

Description: To manage tourism responsibly, establishing a measurement system and baseline of tourism sustainability to measure against over time allows policymakers to monitor the performance of tourism and make data-informed decisions around necessary changes. Findings from this monitoring and evaluation exercise should be shared regularly with key stakeholders, including industry, residents, partner organizations, etc. to ensure the information can be leveraged to inform strategic decision-making and actions in tourism management, marketing, and beyond.

Initiatives

Initiative
A2.1 - Develop a framework for monitoring and evaluating the sustainability of tourism in Collingwood
A2.2 - Monitor, evaluate, and report back on tourism sustainability on a regular basis
A2.3 - Identify and implement short-term actions for improving the sustainability of tourism in Collingwood

Strategy A3: Communicate to stakeholders on a regular and ongoing basis

Description: To ensure that information and updates about tourism are available to a wide variety of stakeholders, the Town of Collingwood will need up-to-date contact information for key stakeholders, and a communications plan tailored to their needs. When stakeholders are aware of the tourism developments and the ways these contribute to their community, they will be better be able to support tourism growth, whether that is business owners bringing on additional staff when events come to town or residents knowing where to take their visiting friends and relatives. Similarly, when stakeholders are able to share their news, information, and updates through dedicated channels, the Town of Collingwood will be better positioned to respond.

Initiatives

Initiative
A3.1 - Create and maintain a contact database of tourism stakeholders within and outside of Collingwood
A3.2 - Develop and implement a communications plan for sharing TMP- and tourism-related updates with stakeholders

Pillar of Progress: B. Development

Strategy B1: Gather the information needed to make informed decisions about tourism development

Description: It is important for tourism development in Collingwood to be driven by data and innovative. This requires an accurate and shared understanding of what Collingwood has to offer as a destination and how this offering aligns, or not, with demands from existing and high-potential visitor target markets. Such information and insights allow for gaps and opportunities to be identified. Tourism research undertaken by organizations across Canada and internationally is another important source of data and learning that the Town of Collingwood can benefit from while avoiding the duplication of research efforts.

Initiatives

Initiative
B1.1 Create and maintain an inventory of tangible and intangible local and regional tourism assets
B1.2 Identify gaps in market intelligence and conduct or commission research to fill these gaps
B1.3 Stay on top of relevant tourism research, including attending select tourism conferences

Strategy B2: Co-develop and enhance tourism product

Description: To set Collingwood apart as a destination, high-quality place-based tourism product is essential. For the Town of Collingwood, this means working collaboratively with others to improve the destination's existing assets and develop new ones. It is important to conduct and use market research to identify new tourism business and investment opportunities, and then develop a plan to attract investors accordingly. At the same time, it's possible that some existing community assets can be transformed into visitor-facing assets, especially events. Finally, a big part of improving tourism product means supporting tourism businesses to better meet the needs of visitors and promoting collaboration amongst industry.

Initiatives

Initiative
B2.1 Conduct a scan for tourism product development opportunities, including collaboration opportunities
B2.2 Drive investment into strategic tourism product opportunities
B2.3 Explore the feasibility of evolving select community events into visitor-facing events
B2.4 Collaborate with others to deliver tourism-specific training and supports to industry
B2.5 Host an annual industry networking event to foster collaboration

Strategy B3: Increase access to and enjoyment of tourism experiences

Description: There is an opportunity to attract more visitors to and improve their experience of Collingwood and region by working to ensure that they are able to travel to, in, and around the region effortlessly and tourism assets are accessible to them. To start, it is important to know how accessible the current visitor experience is and to work with businesses and other key stakeholders to identify areas for improvement. Knowing how visitors get to and move around Collingwood and the broader region can help to identify ways in which to facilitate the use of multiple modes of transportation across the visitor journey. With this information and collective action, Collingwood can become a place where visitors can get to, move around comfortably while easily enjoying the destination. To further the enjoyment of Collingwood by residents and visitors alike, there is also an opportunity to leverage the people power of community organizations towards activating public spaces.

Initiatives

Initiative
B3.1 Conduct a review of tourism asset accessibility and develop a best practices checklist for businesses seeking to be more accessible
B3.2 Conduct analysis of visitor movement habits and needs to facilitate multi-modal movement across Collingwood and the broader region
B3.3 Research and implement alternative transportation solutions for visitors to Collingwood
B3.4 Pilot a pedestrian street program
B3.5 Engage community organizations to develop public space activations and beautification

Pillar of Progress: C. Marketing

Strategy C1 - Establish a clear tourism brand identity and destination position for Collingwood

Description: To ensure that Collingwood stands out amongst competitor destinations and attracts high-potential target markets, there is an opportunity to reimagine Collingwood's brand identity and destination position, while also recognizing its strong connections to the South Georgian Bay Region.

Initiatives

Initiative
C1.1 Undertake a destination brand refresh process, including the development of new visual identity collateral and guidelines
C1.2 Develop and implement a values-based destination marketing plan that balances the business of tourism with the needs of community and the environment

Strategy C2 - Ensure that visitors have the information needed to make decisions across their journey

Description: To plan trips that meet (and exceed) expectations, actual and prospective visitors need access to compelling, detailed, reliable, up-to-date, and easy-to-access multi-platform information across their journey. This includes the dreaming, planning, booking, experiencing, and reminiscing stages of their trip. It is strategic when sharing information with visitors to consider destination priorities related to sustainable tourism development. For example, promoting visitation in the shoulder seasons and encouraging low-carbon transportation options.

Initiatives

Initiative
C2.1 Develop a consumer-facing website that is focused on Collingwood but in relation to the broader region
C2.2 Produce a four-season visitor guide and map that is available in both digital and print versions
C2.3 Pilot a Visitor Information Kiosks program while exploring the need for and feasibility of a permanent Visitor Information Centre
C2.4 Equip businesses with the information they need to provide meaningful recommendations to visitors on what to do in Collingwood

Strategy C3 - Ensure that visitor expectations are being set, met, and exceeded

Description: To encourage repeat visitation, referrals, and positive reputation development, Collingwood can take steps to increase the likelihood that visitor expectations are not only met but exceeded. Quality assurance along with honest and accurate marketing efforts are two parallel pieces of this process. It is important to review how key stakeholders communicate about Collingwood, but this needs to be paired with setting standards of excellence at a destination level and sharing feedback with operators around areas for improvement at the business-level.

Initiatives

Initiative
C3.1 Implement a quality assurance program that includes conducting experience assessments and providing operators with feedback
C3.2 Conduct a marketing audit and annual review