

Town of Collingwood

Tourism Master Plan Implementation:

Town of Collingwood

Strategic Initiative B1.1 - Tourism Asset
Inventory and Market Readiness Report



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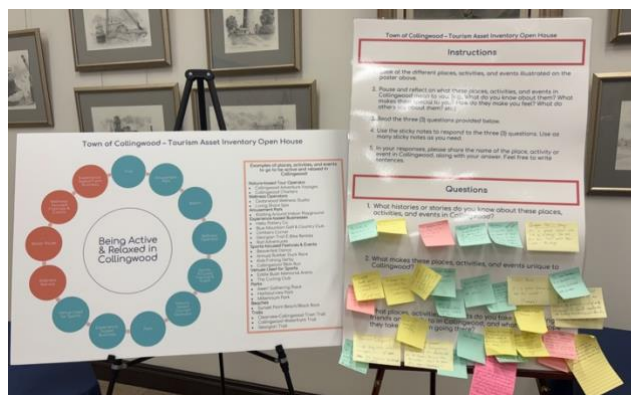
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For more than 15,000 years, the First Nations walked upon, and cared for, the lands we now call home. Anishinaabek, Haudenosaunee, Ojibwe, and many others who were families, friends, and communities, the way we are today. The Town of Collingwood acknowledges the Lake Simcoe-Nottawasaga Treaty of 1818 and the relationship it establishes with the original inhabitants of Turtle Island. We acknowledge the reality of our shared history, and the current contributions of Indigenous people within our community. We seek to continue empowering expressions of pride amongst all of the diverse stakeholders in this area. We seek to do better, and to continue to recognize, learn, and grow, in friendship and community, Nation-to-Nation.

This Tourism Asset Inventory and Market Readiness Report is the result of both primary and secondary research. We thank the residents, business owners and operators, organizational representatives, tourism partners, and the Mayor and Councillors, who participated in the Tourism Asset Inventory Open House and the Tourism Business Survey. This research would not have come together without your input and feedback. We would also like to thank the internal project team, including Summer Valentine - Director of Planning, Building and Economic Development, Prerna Sharma - Manager of Economic Development, and Leah O'Donnell - Economic Development Coordinator.

Finally, thanks are due to the Province of Ontario and Regional Tourism Organization 7: BruceGreySimcoe (RTO7) for their funding contributions to this project, noting that the views included in this document do not reflect those of RTO7 or the Province.



Project Overview

Goal and Objectives

In June 2025, the Town of Collingwood engaged Bannikin to support with the implementation of the Tourism Master Plan, with one of the key initiatives being “B.1.1 – Create and maintain an inventory of tangible and intangible local and regional tourism assets.”

From the onset, Bannikin, along with Town staff, developed an implementation goal for this initiative/action:

To have a clear understanding of Collingwood's local tourism asset make-up and its associated community values or value proposition, as well as have clarity on opportunities for tourism product investment and tourism marketing.

To achieve the goal through initiative implementation, the following five (5) objectives were identified:

1. Develop a tourism asset inventory list that provides key information about tourism assets.
2. Gather insights on the market readiness and accessibility level of tourism assets.
3. Gather input and perspectives from community members on existing tourism assets, as well as the values they associate with these assets or their value propositions.
4. Develop a tourism asset ecosystem map to visually illustrate the makeup of tourism assets.
5. Increase clarity on current tourism asset gaps, tourism product development investment opportunities, and tourism marketing opportunities.

ABOUT THIS REPORT

This report is divided into three main sections as follows:

- **Part 1: Tourism Asset Inventory**, which highlights the make-up of tourism assets, and includes input and perspectives from community members on tourism assets in Collingwood.
- **Part 2: Tourism Asset Market Readiness**, which provides a summary of insights around the market-readiness of visitor-facing tourism businesses in Collingwood.
- **Part 3: Recommendations and Considerations**, which outlines overall insights of the research and what these could mean for the continued implementation of the Tourism Master Plan.

Part 1: Tourism Asset Inventory

Introduction

Four (4) main research methods were used in the inventorying process.¹ These included conducting a review of background documents and resources, tourism asset research and data population, two (2) in-person community open houses, and supplementary research.

A tourism asset ecosystem map was then developed. It visually illustrates the make-up of tourism assets in Collingwood, along with associated values shared by community members.

For more details on the methodology, please see the report's Appendix A.

Tourism Asset Framework

To develop the Tourism Asset Inventory, a framework was developed, informed by insights gathered from the background document review.

- A tourism asset is defined as an individual visitor-facing business, attraction, festival/event, or infrastructure that is managed, operated, or marketed as a unique asset for tourism purposes.
- This means tourism products, which are things that depend on multiple assets, such as an itinerary, branded route/trail (e.g., apple pie trail), or tourism experiences, are not included.

The tourism asset inventory is a snapshot of Collingwood's existing assets at a set moment to inform tourism product development investment and tourism marketing opportunities.

Asset Categories, Sub-categories, and Types

The tourism asset framework identifies the eight (8) categories, 54 sub-categories, and 33 types of tourism assets used to organize the Tourism Asset Inventory. The eight (8) categories include accommodations, culture and entertainment, food and beverage, infrastructure and services, meetings and conventions, nature-based, sports, and wellness.

Overall, this categorization structure was developed and informed by the North American Industry Classification System (NAICS) for Tourism, identified and developed by the Tourism Industry Association of Canada (TIAC). See Appendix B for the full list of tourism asset categories, sub-categories, and types.

¹ To have a clear understanding of Collingwood's tourism asset make-up and its associated community values, a Research and Engagement Plan was developed that outlined the research methods used along with the lines of inquiry; data sources; data collection methods; tools/materials; communication channels and required communications; and outcomes.

Asset Information

In addition to identifying the categories, sub-categories, and types of tourism assets used for the Tourism Asset Inventory, the tourism asset framework also identifies the type of information that could be collected for each tourism asset. General information collected for all tourism assets includes the asset name, address, website, contact, description, social media, and general notes.

Additionally, when easily available, tourism products or tourism experiences offered by a tourism asset were noted. Asset-specific information collected for festivals and events or accommodations includes festival/event date, festival/event size, accommodation size, and accommodation rating.

Finally, specific types of infrastructure present at tourism assets were included, when possible, such as EV charging stations, trails, boat launches, public washrooms, cycling infrastructure, and accessibility information. See Appendix C for the full list of tourism asset information included in the inventory.

Community Values

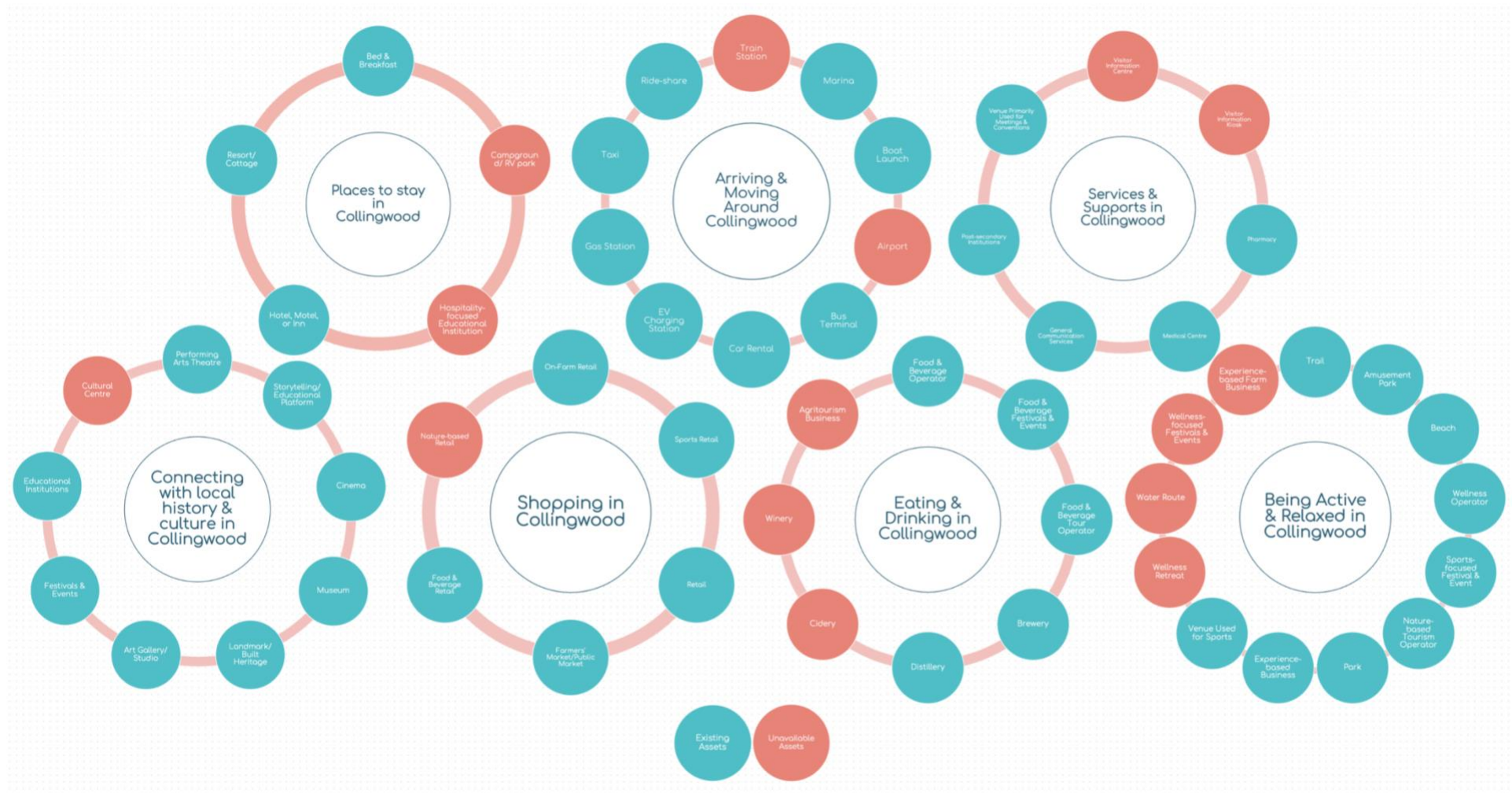
To better understand intangible components and/or community values of the tourism assets, the eight (8) forms of capital framework developed by Ethan C. Roland and Gregory Landua at AppleSeed Permaculture was used and adapted to the tourism context.

Importantly, the eight (8) forms of capital expand on the traditional idea of capital beyond just financial wealth. The framework identifies eight distinct types of capital that individuals, organizations, communities and/or destinations can cultivate to create resilient and holistic prosperity.

The eight (8) forms of capital include social capital, material capital, financial capital, living capital, intellectual capital, experiential (or human) capital, spiritual capital, and cultural capital. See Appendix D for the full descriptions of each capital.

Tourism Asset Landscape

Below is a visual summary illustrating the tourism asset landscape in the Town of Collingwood, followed by intangible community values (i.e., community highlights and marketing angles) shared by residents and tourism industry members in Collingwood.



Community Highlights and Marketing Angles

Shopping

- "great customer service"
- "...historic buildings"
- "retail mix"
- "located in downtown close together"
- "farmers' market has evolved into a first-class event"
- "craft boutique"
- "It's never just a farmers market, but always an invitation to explore more"
- "Women's fashion retail with unique styles and a wide-range selection"
- "the farmers market is so well organized, it's such a unique and well-done space!"
- "history of family businesses"
- "...shops are family/locally owned, which make shopping more personal and special"

Eating & Drinking

- "[located in] famous historical buildings"
- "and venues for local visual and performing arts"
- "breweries...all have awesome stories... [connected to the place]"
- "restaurants and cafes...function as community gathering and social spaces"
- "family traditions"
- "almost all are readily accessible via the trail system by bike"
- "we are a brewery town and we have a couple of distilleries"
- "we have amazing business owners in Collingwood...their faces should be a focus"
- "trails by the water...calm, peaceful"
- "variety of food and drink"
- "Live music on the water"
- "...A lot of local food we should be proud of"
- "...Independent small businesses..."

Local History & Culture

- "shipbuilding history"
- "Unique art identity"
- "railway history"
- "family and pet-friendly"
- "Tremont House history"
- "sense of community and pride"
- "Some of the largest ships on the Great Lakes were built in Collingwood"
- "Indigenous heritage"
- "Pride is a vibrant and fun community"
- "historic downtown charm"
- "Side Launch Days connected to shipbuilding history"
- "small town touch"
- "grassroots arts and cultural vibrancy"
- "small artistic endeavours and unique experiences"
- "original music events and local productions"
- "library and museum as cultural anchors"

Being Active & Relaxed

- "you can get around all of Collingwood via trails"
- "Black Rock is a great place to swim"
- "harbour is accessible and protected body of water"
- "four-season recreation and wellness cluster"
- "padding in the harbour - swans, views from the water, can't be beat..."
- "Georgian Trail offers beautiful view"
- "harbour is best for kayaking and SUP"
- "Sunset Point is a great place to see the water"

Tourism Asset Makeup

Below is an overall analysis of the tourism asset inventory, as well as a more detailed analysis for each tourism asset category. Additionally, key takeaways have been provided at the end.

Overall Asset Make-up

A total of 358 tourism assets were identified in the Town of Collingwood, with the following breakdown:

- The majority are within Culture and Entertainment (n=101, 28%),
- Food and Beverage (n=92, 26%),
- Nature-based (n=67, 19%) assets.
- Other tourism assets include Infrastructure (n=52, 14%), Sports (n=33, 9%), Accommodation (n=14, 4%), Wellness (n=4, 1%), and Meetings and Conventions (n=1, 0%). *See the graph below.*

Overall, there is an opportunity for Collingwood's identity as a destination to grow as a culture and entertainment, food and beverage, and nature-based asset hub. Additionally, there is an opportunity for the destination to grow its offerings around sports tourism, wellness tourism, and water-based tourism.

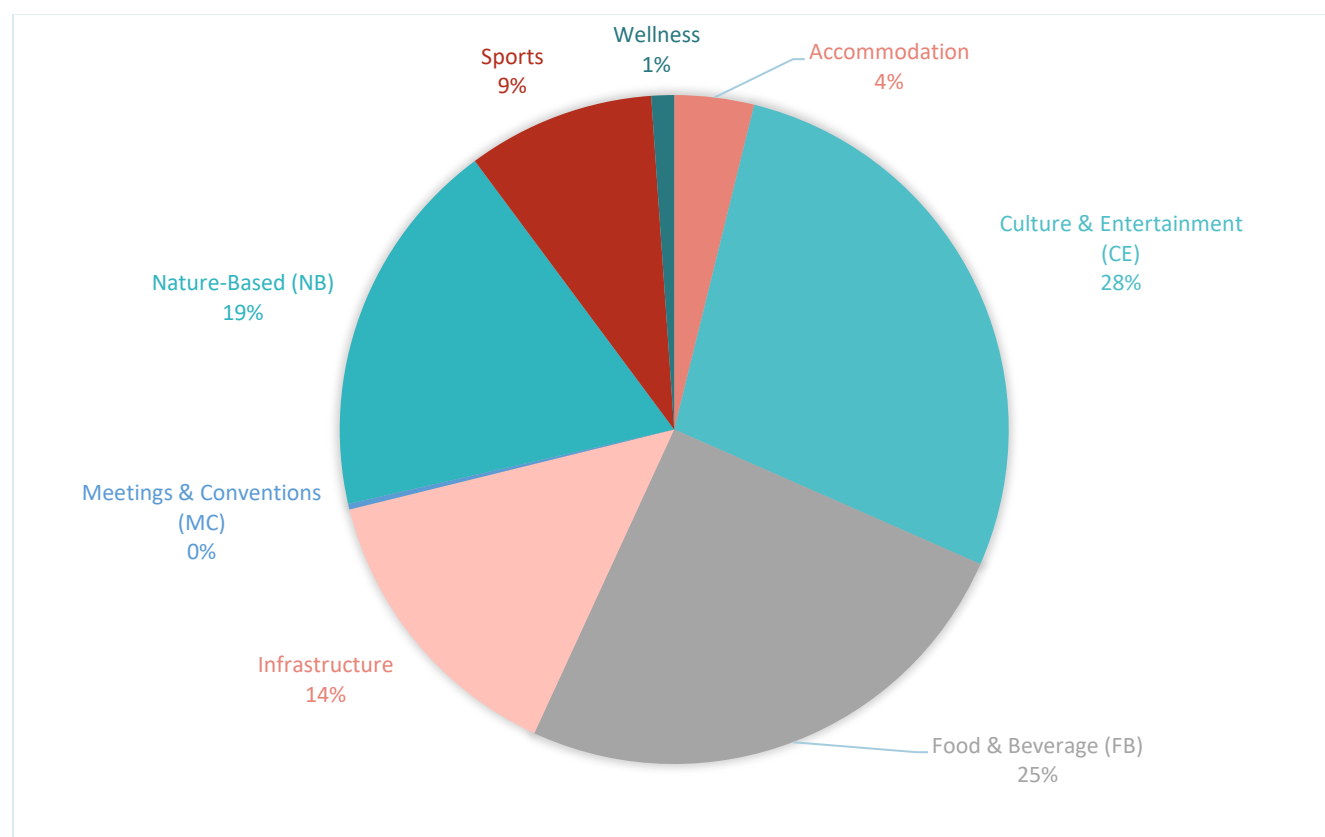


Figure 1: Tourism Asset Type Overview

Culture and Entertainment

Of the 101 culture and entertainment tourism assets in the Town of Collingwood, the majority were retail shops (n=41, 40%), such as clothing, jewelry, art supplies, books, etc., culture and entertainment-focused festivals and events (n=20, 20%), such as music festivals, art crawls, pride events, etc., and venues primarily used for cultural displays (n=18, 18%), such as museums, art galleries, etc. An important gap identified is the limited number of tour operators focused on culture and entertainment.

Key Opportunities:

1. Continue to brand Collingwood as a regional hub with a variety of businesses, especially retail stores.
2. Leverage the many existing festivals and events and support their development to become visitor ready.
3. Leverage the many venues primarily used for cultural displays to continue to develop arts-based tourism products and experiences, as well as grow Collingwood's destination identity as an arts and culture hub.
4. Attract and encourage the development of guided cultural tours in Collingwood.

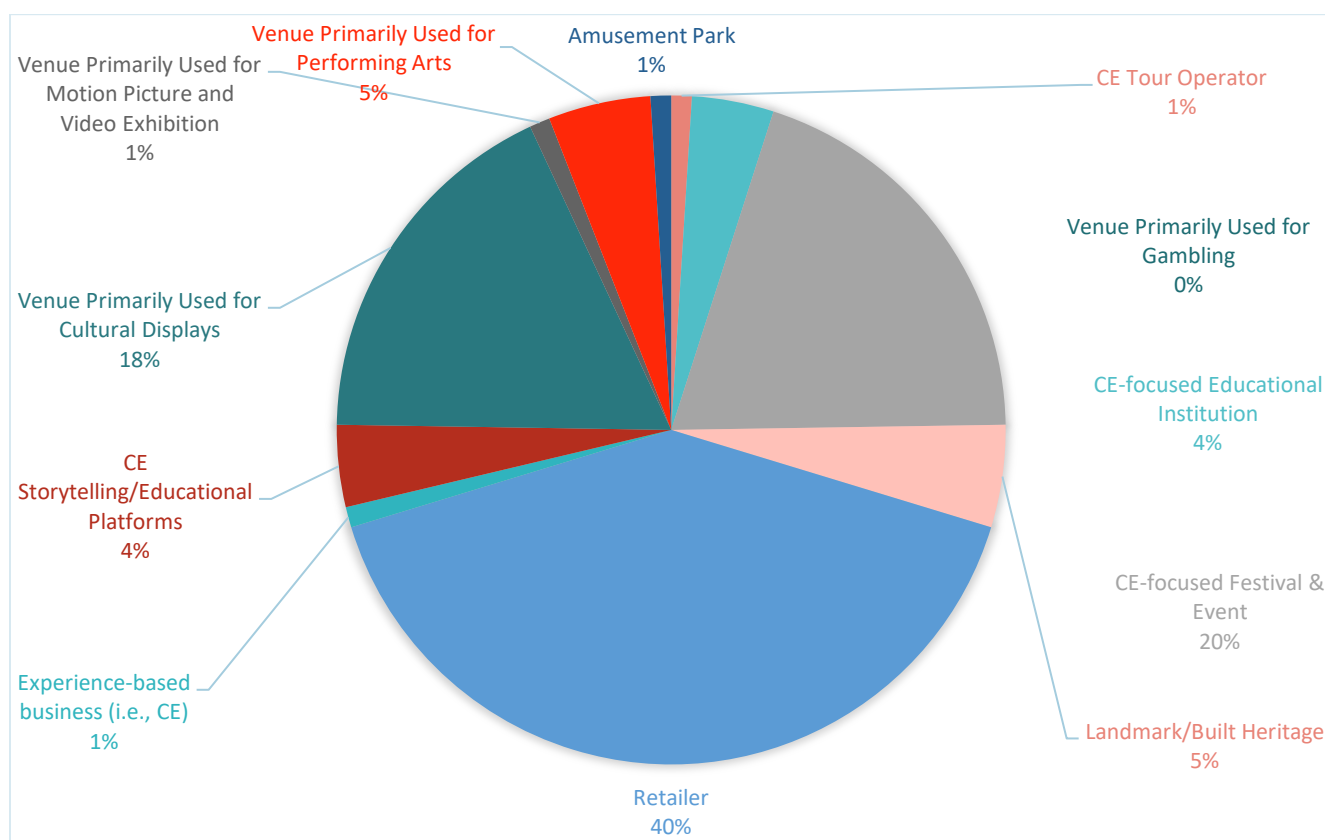


Figure 2: Culture and Entertainment Breakdown.

Food and Beverage

Of the 92 food and beverage tourism assets in the Town of Collingwood, the majority were food and beverage operators (n=60, 65%), such as restaurants, cafes, bars, etc., food and beverage retailers (n=16, 18%), such as grocery stores, specialty food stores, etc., and beverage producers (n=9, 10%), such as distilleries, breweries, etc. *See the graph below.*

Key Opportunities:

1. Further build Collingwood's brand as a food and beverage destination with a variety of food and beverage establishments, including a significant cluster of beverage producers.
2. Develop itineraries focused on making it easy for a visitor to plan their trip around the various food and beverage options. Importantly, considerations should be made on how to integrate food and beverage options with other non-food and beverage-related activities.
3. Work with Tourism Simcoe County on their "Made in Simcoe" brand to elevate local products.
4. Collaborate with neighbouring municipalities that focus on agritourism assets, such as Clearview Township and The Town of The Blue Mountains, as this is a significant gap in Collingwood's offerings as an urban destination.

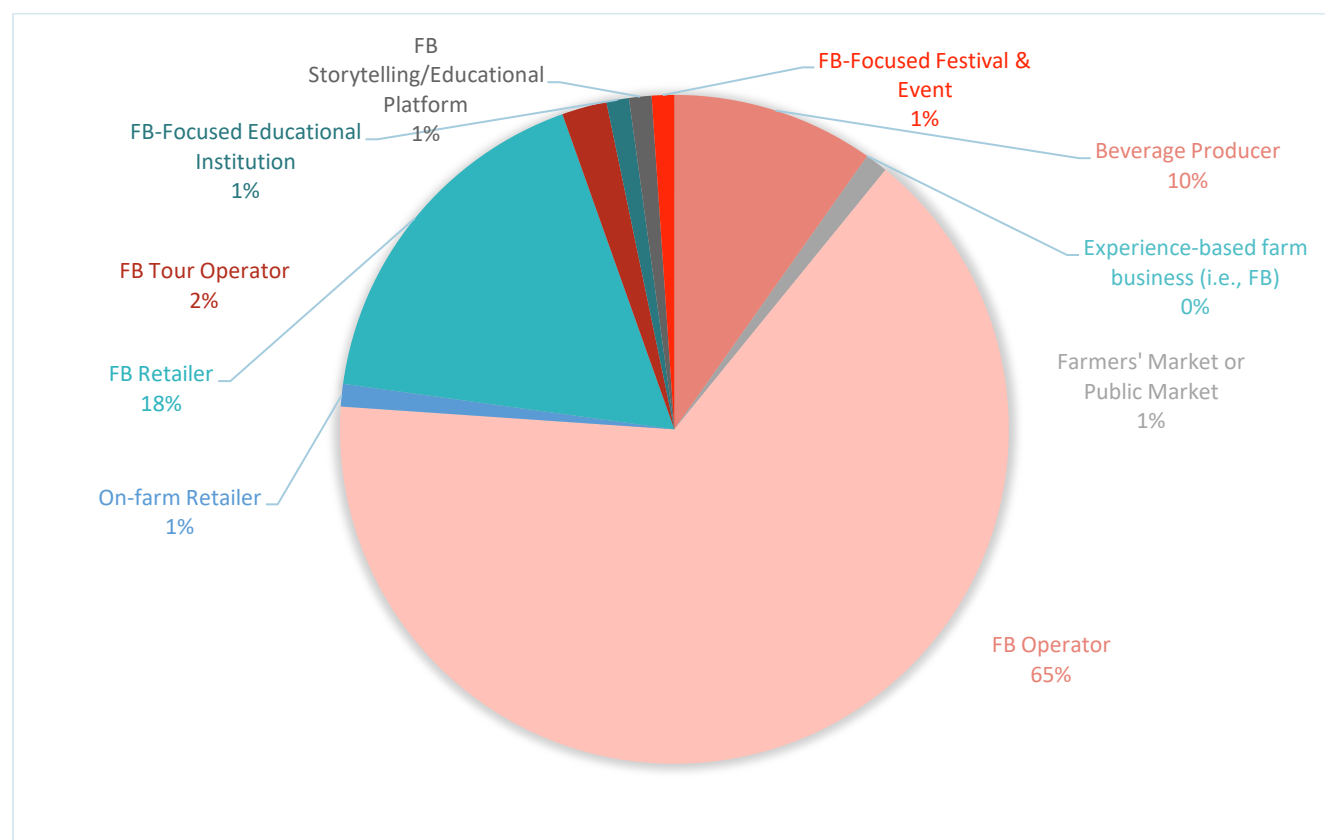


Figure 3: Food and Beverage Breakdown.

Nature-based

Of the 67 nature-based tourism assets in the Town of Collingwood, the majority were municipal parks (n=33, 49%), and trails (n=29, 43%). *See the graph below.*

Key Opportunities:

1. Continue to leverage existing trails and develop tourism products that encourage visitors to move around Collingwood and the surrounding region using the trails. However, there is a need to ensure trails are well-maintained with adequate wayfinding and interpretive signage along the routes.
2. Brand trail loops and routes, and market these as top activities to do in Collingwood.
3. Support initiatives that are working to improve visitors' engagement and interaction with Georgian Bay, especially those that focus on small cruises/charter boats, paddling along the shores, and swimming/wading in the water. This is an important differentiator in relation to the offerings of the Blue Mountain Village.

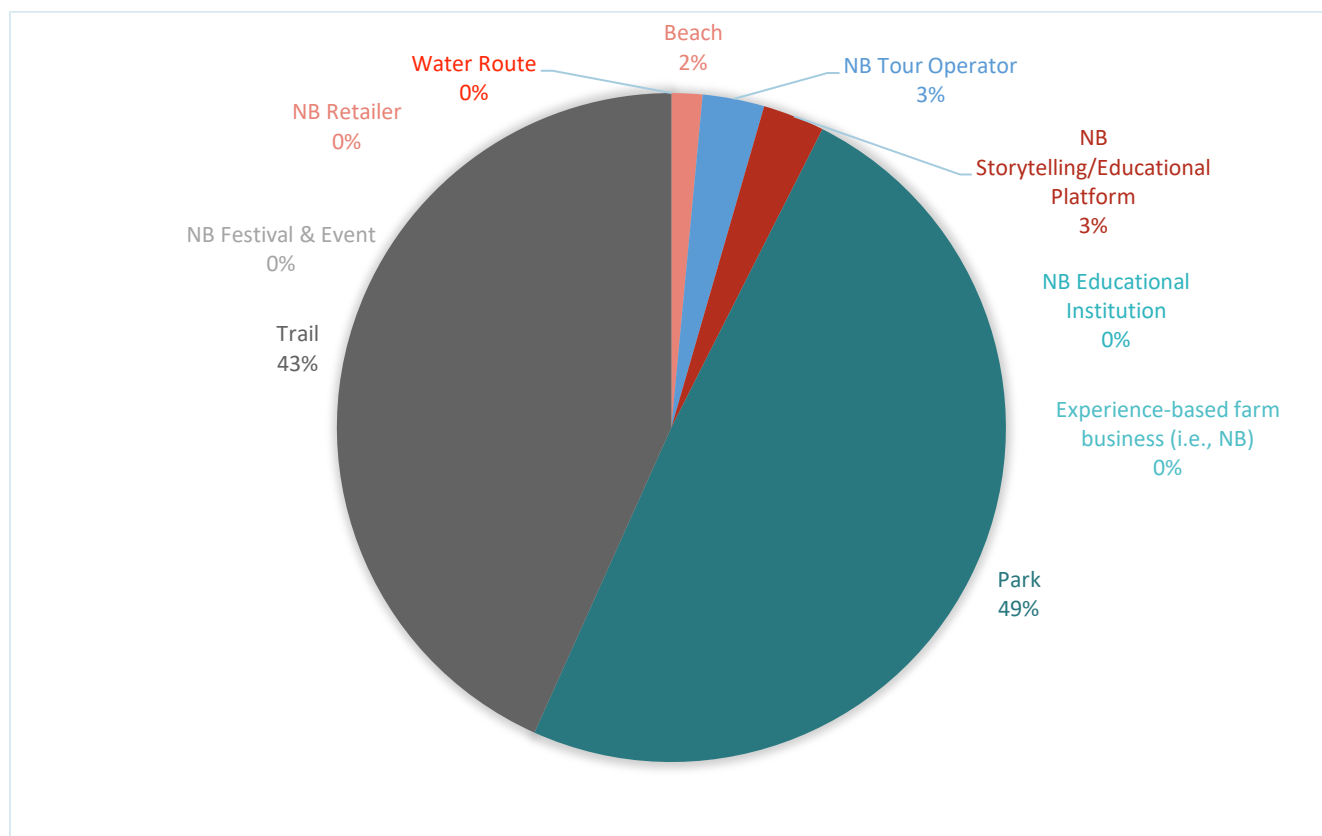


Figure 4: Nature-based Breakdown.

Infrastructure

Of the 52 infrastructure tourism assets in the Town of Collingwood, the majority were transportation (n=31, 59%), such as car rentals, ride-shares, taxis, bus terminal, marina, boat launch, gas stations, EV charging stations, etc., health and safety (n=14, 31%), such as pharmacies, medical centres, etc., and general communications services (n=5, 11%), such as local radio, magazine, community website, etc. *See the graph below.*

Two key gaps identified are the limited methods of arriving at Collingwood from other major urban centres without the use of a personal vehicle, and a lack of a space focused on welcoming visitors (e.g., visitor information centre).

Key Opportunities:

1. Create a visitor welcome space(s) that connect to other assets represented across the Town (e.g., parks, waterfront).
2. Advocate and plan for additional transportation options to come to Collingwood from major urban centres like the Greater Toronto-Hamilton Area, Kitchener-Waterloo, Guelph, etc.

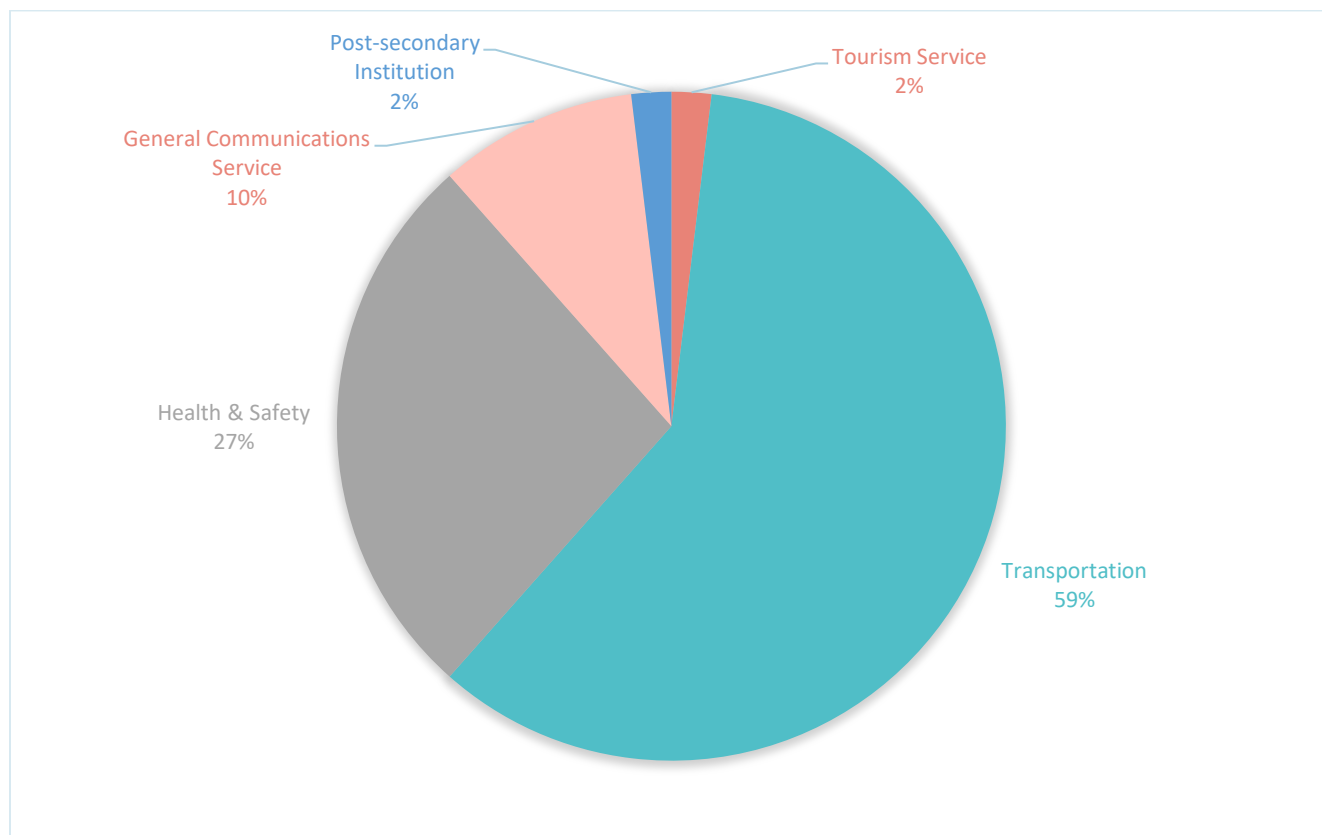


Figure 5: Infrastructure Breakdown.

Sports

Of the 33 sports tourism assets in the Town of Collingwood, the majority were sports-focused festivals and events (n=13, 40%) such as dance, races, tournaments, derbies, runs, etc., experience-based businesses in sports (n=9, 27%) such as golf courses, cycling tours, climbing, etc., sports retailers (n=6, 18%), and venues primarily used for sports and recreation (n=5, 15%) such as arenas and recreation centres. *See the graph below.*

Key Opportunities:

1. Grow this tourism sector by leveraging the many existing assets, particularly the sports-focused festival and events. This may mean supporting existing festival and event organizers to ensure they are visitor-ready and have a visitor lens when planning festivals and events.
2. Actively focus on attracting regional sporting events and competitions, especially those that are cycling-focused.
3. Support the development of tourism products that focus on sporting experiences.

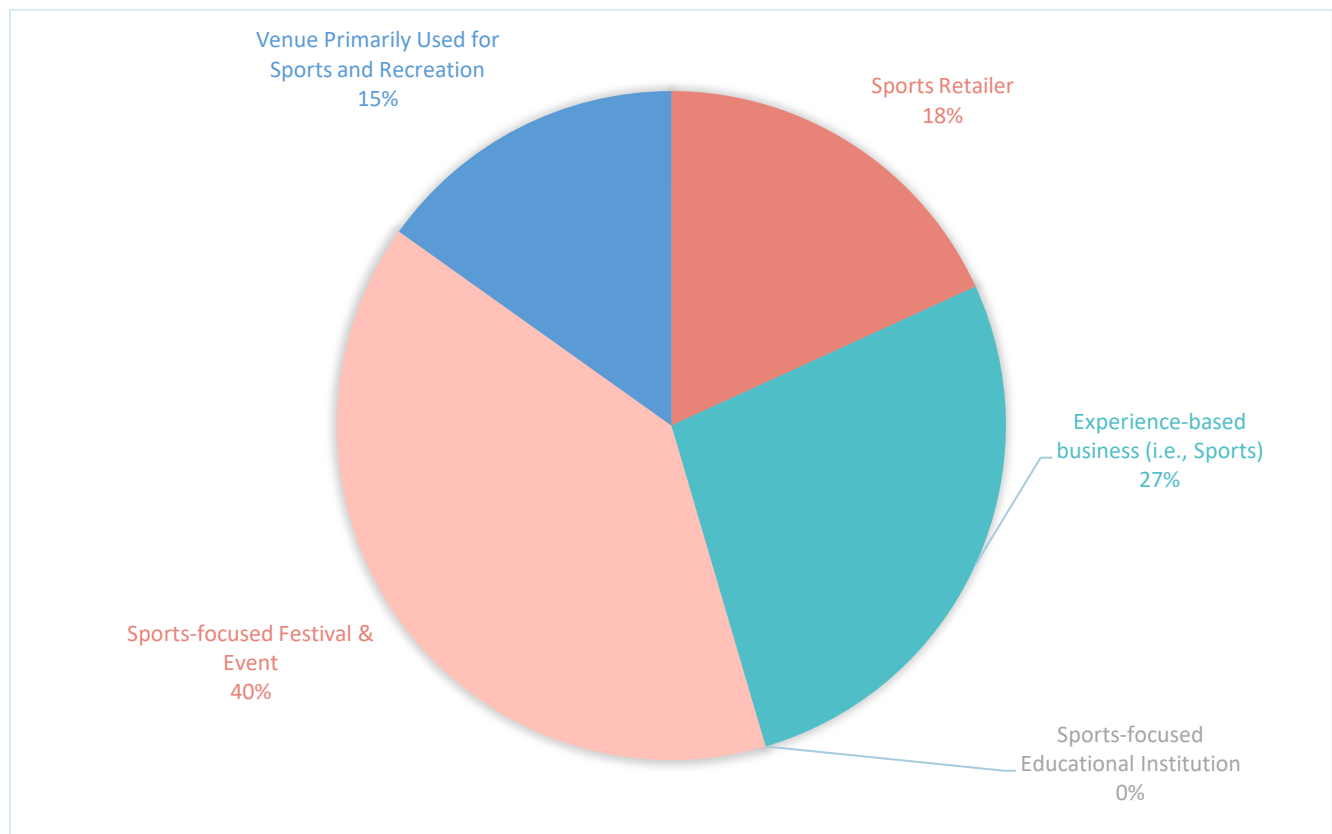


Figure 6: Sports Breakdown.

Accommodations

Of the 14 accommodation tourism assets in the Town of Collingwood, the majority were hotels, motels, and inns (n=11, 79%), bed and breakfasts (n=2, 14%), and resorts/cottages (n=1, 7%). *See the graph below.*

It's important to note that the neighbouring municipality of the Town of The Blue Mountains is home to a significantly larger number of accommodations and accommodation types. As a result, it will be very important for accommodation providers in the Town of Collingwood to distinguish their offering from those offered in The Blue Mountains.

Key Opportunities:

1. Develop tourism packages that offer something different from the mountain resort-focused accommodations (e.g., historic downtown feel, art galleries/studios, shipping history, high-quality food and beverage, waterfront views, etc.).
2. Accommodation providers can partner with tourism assets in other surrounding municipalities, such as Clearview Township, where there may be fewer accommodations.

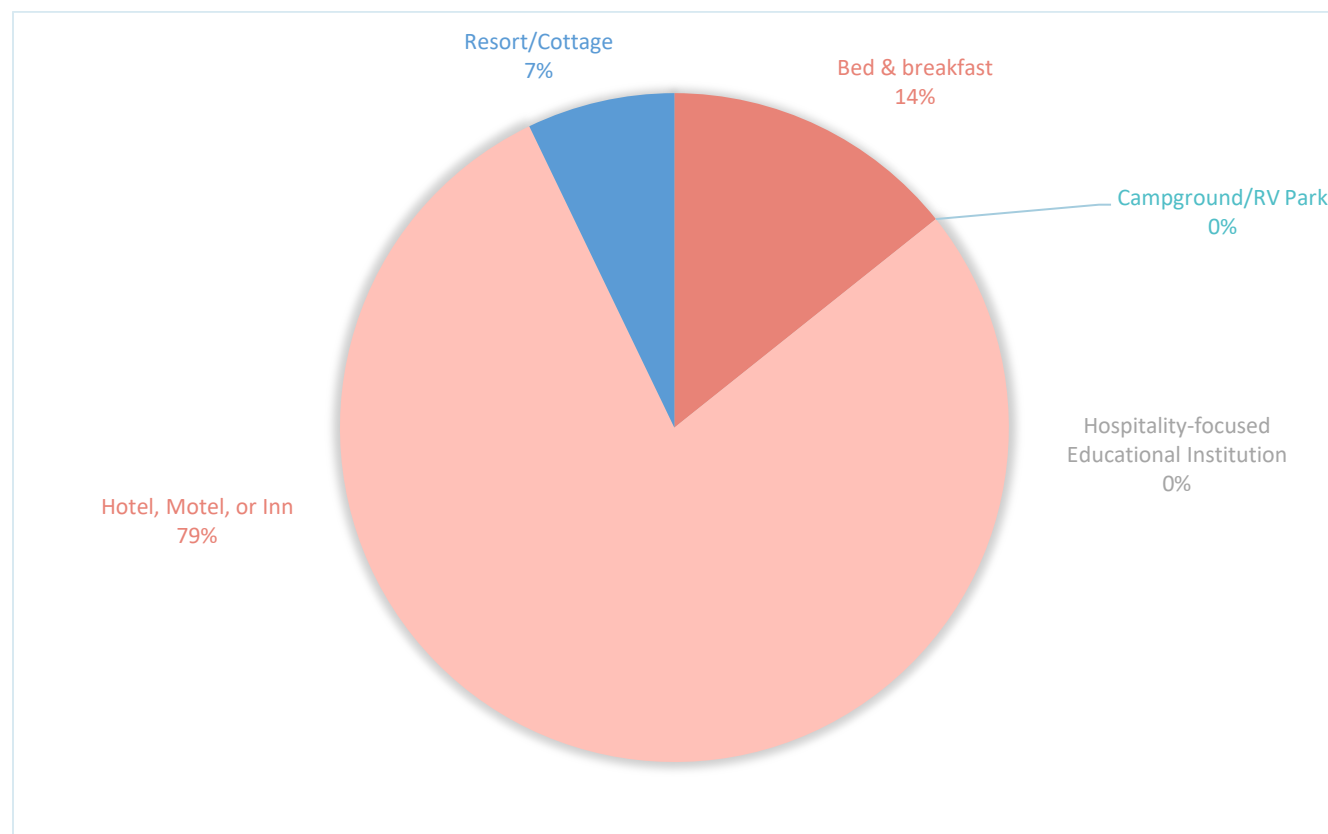


Figure 7: Accommodations Breakdown.

Wellness

The four (4) wellness tourism assets identified in the Town of Collingwood were wellness operators (n=4, 100%), which include spas and wellness studios. *See the graph below.*

Key Opportunities:

1. Despite there being very few wellness tourism assets, there may be an opportunity to grow this tourism sector in a close relationship with neighbouring municipalities like The Town of The Blue Mountains, which has many well-established wellness assets.
2. Explore wellness-focused activations to connect with and enrich other types of festivals and events (e.g., culture and entertainment, nature-based, sports-based, etc.).

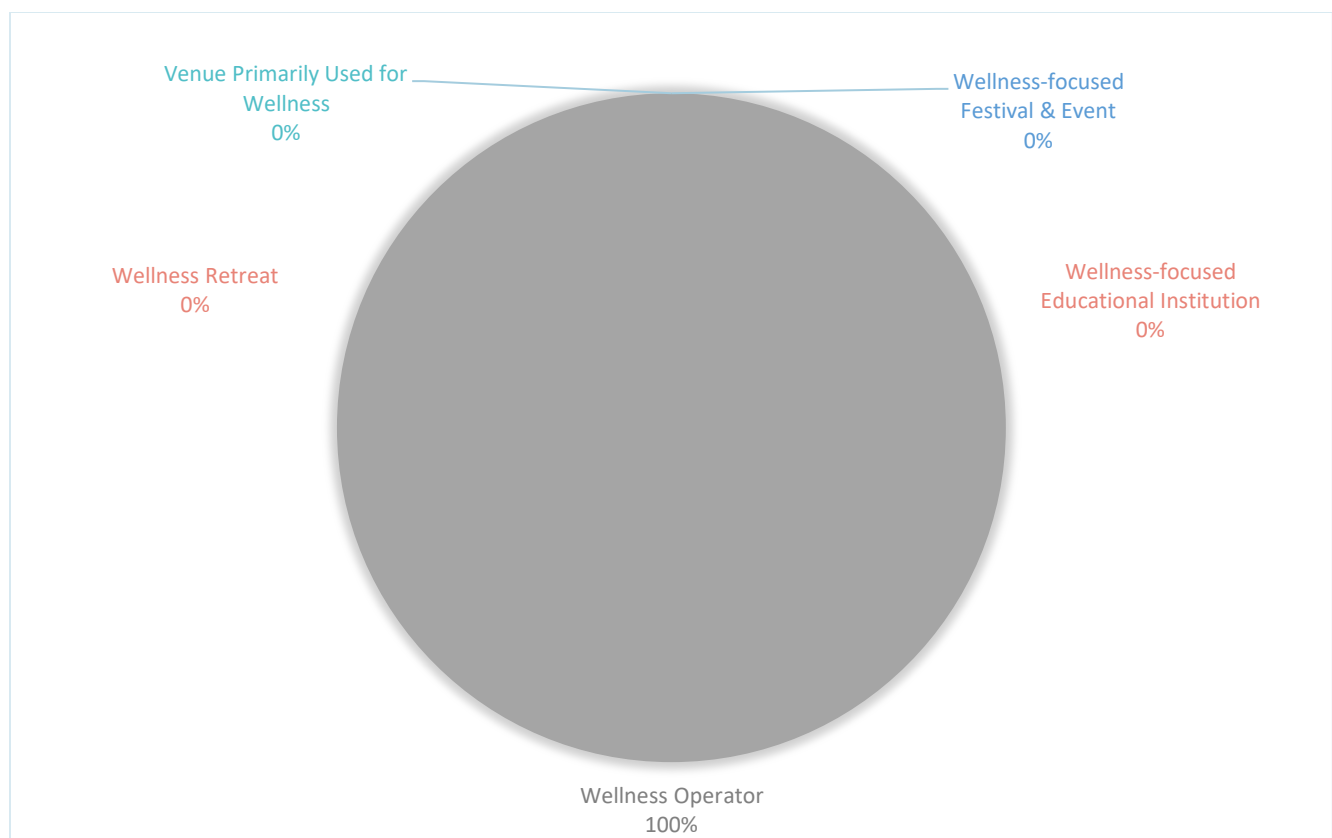


Figure 8: Wellness Breakdown.

Meetings and Conventions Assets

It is important to note that despite only one (1) tourism asset being identified as part of meetings and conventions, there are likely many other spaces in Collingwood that can be used to host meetings and conventions. However, for the purpose of developing this tourism asset inventory, assets were organized by their main use (e.g., a hotel that also has an events hall would be categorized as a hotel, motel, inn).

Key Opportunities:

1. Work with neighbouring municipalities like The Town of The Blue Mountains on larger meetings and conventions that may require resources and infrastructure available in Collingwood.
2. Focus on attracting smaller meetings and/or business retreats to distinguish Collingwood from The Blue Mountains, which may attract larger business retreats.

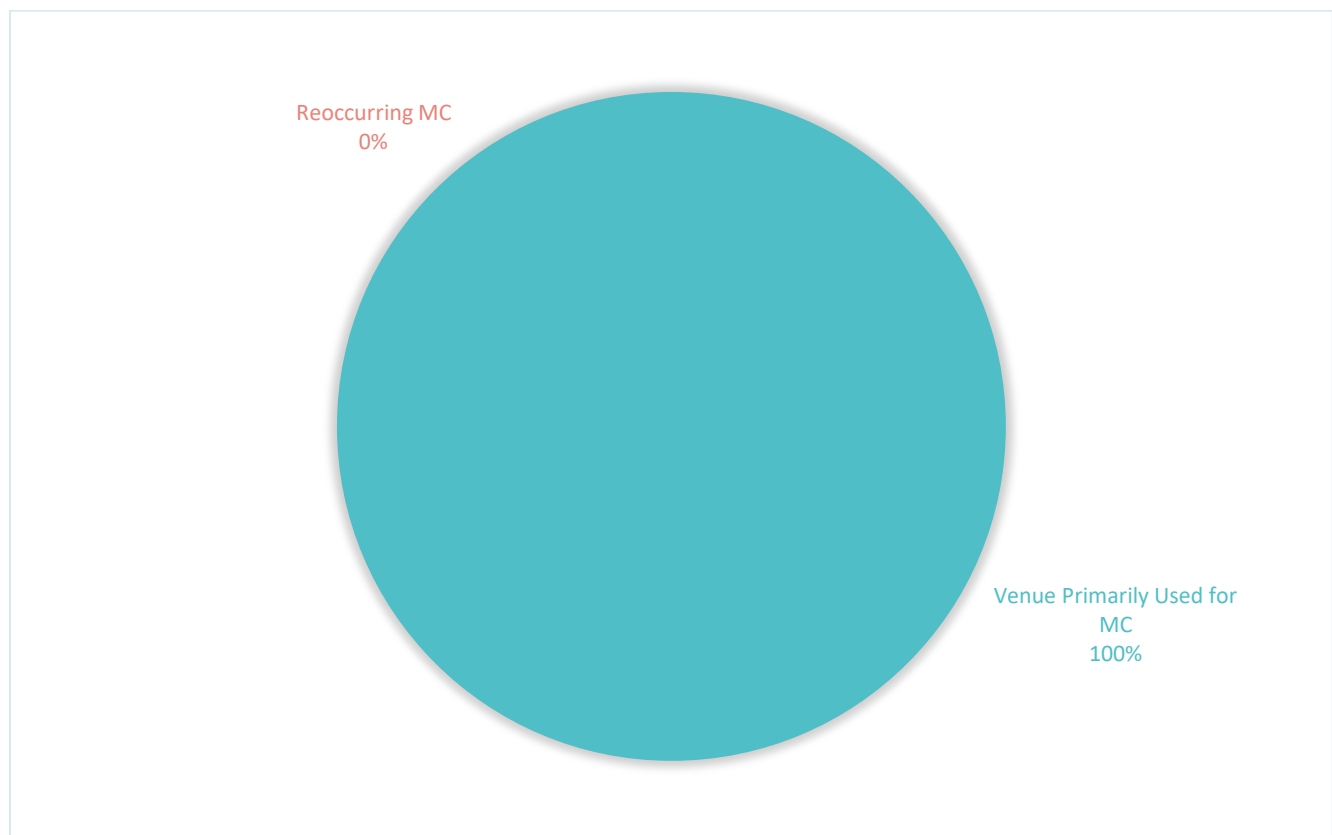


Figure 9: Meetings and Conventions Breakdown.

Key Takeaways

Across the asset-category analysis, the following came out as key learnings:

- There is a strong variety of tourism assets in the Town of Collingwood.
- Most tourism assets fall within Culture and Entertainment, Food and Beverage, and Nature-based categories.
- There are many tourism assets that can be used to connect visitors to local history and culture, eat and drink, be active and relaxed, and shop in the Town of Collingwood.
- Potential gaps in tourism assets include those related to Meetings and Conventions, and Wellness.
- As an urban destination, the Town of Collingwood has limited agricultural-based tourism assets, which often act as the base for agritourism offers.
- There is a limited number of educational institutions connected to tourism in the Town of Collingwood.
- Findings reinforced that a key visitor service and support that is missing in the Town of Collingwood is a visitor information centre and/or visitor information kiosks.

Part 2: Tourism Asset Market Readiness

Methodology

To gather insights on the market readiness and accessibility level of tourism assets in the Town of Collingwood, two (2) main research methods were used in the process: conducting a Business Survey and a Business Website Review. For more information on the Market Readiness Methodology, please see Appendix E, as well as Appendix F and G for the detailed results and market readiness criteria.

State of Market Readiness Summary

The below presents the insights pulled from the market readiness scan of the full representative selection of visitor-facing businesses along the main categories of business readiness identified. Due to the sample size, insights and learnings have been generated on the collection of scanned businesses to inform future areas of dedicated support. As such, business-type specific insights have not been generated. Additionally, key insights pulled from the analysis of the Business Survey responses have been layered in to enrich the scan findings and provide valuable details.

Business website

Almost all businesses have a website, and all have a social media presence. Both of those that did not have a website used Facebook pages as their primary platform for information. As such, this category is a clear strength:

- Website: 23 Yes, 2 No
- Social Media: 25 Yes, 0 No

Based on the business survey responses, the top three most important customer-facing communications channels used by businesses are 1) website, 2) Instagram, and 3) Google Maps. The two that ranked lowest are VRBO and Airbnb. Referrals from customers, other websites or partnerships with DMOs were also mentioned by 3 of the 6 respondents who provided further detail in the survey.

Contact and accessibility information

Although all businesses provide contact details, most (n=17) do not provide information about accessibility (e.g., accessible entrance, parking spots, etc.) and those that do provide minimal information like “curbside pick-up”.

The above was mirrored in the business survey responses, where the most common responses were either providing “no accessibility information” or highlighting accessible parking. Several other accessibility features were mentioned by three respondents: accessible washroom; accessible or alternative entrance; accessibility informed customer service; digital menu; elevator, ramp, or handrail; service animal friendly.

Operating hours and seasonality

Similarly, to contact information, nearly all (n=24) scanned businesses provide operating hours and seasonal availability. Noting that most of the businesses are open year-round.

Detail from the [business survey](#) paints a clearer picture:

- **January through April:** Across the 13 responses provided, broad hours are maintained, with the least availability during evenings across all weekdays. Additionally, November through to March has one business that is closed for the season.
- **May through October:** Across the 13 responses provided, most respondents are open across weekday afternoons (12pm until 6pm). Businesses are least likely to be open on Sunday and Saturday evenings (6pm to 12:00am). This is the period that has the most availability across all responses.
- **November and December:** Most businesses maintain broad hours even in November and December, and businesses are least likely to be open on Sunday and Saturday evenings. This is the time that has least availability across all responses.

Available tourism products and experiences

While about half (n=14) promote tourism products (e.g., packages, itineraries, events, etc.), very few describe actual experiences (e.g., bookable workshops, tours, etc.) or reference other local businesses.

- Tourism products: 14 Yes, 11 No
- Tourism experience: 5 Yes, 20 No
- Mention or promote other businesses in destination: 8 Yes, 17 No

Purchasing and booking methods

Most of the business list their retail product or service/experience prices and related policies online (n=22).

Similarly, nearly all the businesses provide some sort of booking or purchase avenue through their online channels:

- YES - direct website booking page, n=13
- YES - third-party booking page, n=7
- NO - but phone booking provided, n=5

As such, only a handful of businesses still lack clear online booking or pricing transparency. This reflects the results of the [survey responses](#) where most businesses surveyed offer some form of online booking, with direct website booking being the most common (n=10 of 15).

Transportation Information

Almost all businesses (n=24) provide transportation or arrival information (e.g., address, map, etc.).

Promotions and collaborations

While self-promotion is common, formal collaborations or co-promotions are rare. Cross-promotion and information on collaborations was more common over social media posts (i.e., Instagram) while only a few included this information on their website. * This points to missed opportunities for cross-marketing and destination-building.

- Self-promotion: 24 Yes, 1 No
- Collaborations: 10 Yes, 15 No

*It is worth noting that all the accommodations scanned cross-promoted other businesses through “what to do” or “partner” pages. Additionally, a couple had shared packages with experiential businesses in Collingwood.

In the business survey, when asked about the other businesses, organizations, or groups that their business highlights, promotes, or celebrates on their main communication channel, a total of 11 respondents provided answers. Although answers did not point to shared approaches, businesses noted they cross-promote complimentary products or services offered by other businesses. For example, a flower shop that promotes photography services. Partnerships with accommodations were also highlighted by two respondents.

Certification affiliations

Information about certifications and specialized trainings is almost entirely absent, with only three businesses including some sort of information about their affiliations (e.g., Sustainable Tourism Pledge 2030 (n=2), first aid certification for staff (n=1)). This was the biggest gap in the scan.

From the business survey, two respondents indicated they are a “Bicycle-friendly Business (Ontario by Bike)” and one who highlights “GreenStep Certified (GreenStep)”. However, one of these was also included in the online scan and the “Bicycle Friendly” certification was not apparent in their online channels.

Takeaways

Overall, most businesses meet the basics (website, social media, contact info, hours, pricing), but readiness varies widely with a few being near-perfect, while two businesses scored very low.

Key Strengths

1. **High digital footprint:** 23 of 25 businesses have a website and all have social media.
2. **Basic information is well-covered:** Hours, seasons, contact details, and pricing are widely published.
3. **Direct booking capability:** 20 of 25 offer online booking (direct or third-party) while the others allow phone booking or inquiry.
4. **Direct promotion to customers:** 24 of 25 actively promote their services (the one that was marked as “no” does not have an operating website).

5. **Availability and promotion of tourism products** (e.g., packages, itineraries, events, etc.): 14 businesses highlight products like seasonal events or packages, with several providing detailed subpages for these via their main online channels.
6. **Accommodations that are cross-promoting and positioning the destination:** Across the website scan and the business survey accommodation providers were noted for clearly cross-promoting and collaborating with other businesses in Collingwood.

Key Weaknesses

1. **Lack of accessibility information:** 17 of 25 businesses do not mention accessibility considerations.
2. **Lack or under-promotion of specific experiences:** Only 5 businesses explicitly market “tourism experiences.”
3. **Destination positioning and collaboration:** Only 10 mention partnerships and fewer cross-promote other businesses. As noted earlier, accommodations are particularly strong in this area.
4. **Lack of information about, or uptake of certifications:** Only 3 businesses highlight certifications or sustainability pledges.
5. **Lack of business availability across evenings during the summer season:** Based on the business survey responses, businesses are least likely to be open on Sunday and Saturday evenings (6pm to 12:00am).

Part 3: Recommendations and Considerations

The section below provides recommendations and considerations for tourism product development investment, tourism marketing opportunities, and tourism asset inventory maintenance and updating. Importantly, these recommendations and considerations should be considered in relation to other research and insights gathered from other tourism initiatives identified in the Town of Collingwood's Tourism Master Plan.

Tourism Product Development Investment

Insight	Recommendation(s)	TMP Initiative Connection
There is a significant number of festivals and events in Collingwood, primarily related to culture and entertainment and sports-focussed, as well as a recognition of the value and uniqueness of the Collingwood Downtown Farmers' Market that have the potential to be visitor-facing.	• Ensure festival and event organizers are included in tourism-related conversations, including supports and initiatives for tourism product development. • In alignment with Initiative B2.3, explore the feasibility of evolving festivals and events, especially the Downtown Collingwood Farmers' Market, and those related to culture and entertainment and sports-focused, into visitor-facing events.	• Initiative B2.1 - Identify and assess tourism product development opportunities, including collaboration opportunities • Initiative B2.4 - Collaborate with others to deliver tourism-specific training and supports to industry • Initiative B2.3 - Explore the feasibility of evolving select community events into visitor-facing events
There is a significant number of venues primarily used for cultural displays, such as a museum, and art galleries in Collingwood, as well as multiple storytelling/education platforms that showcase unique information about Collingwood.	• Develop guided art walks/tours, workshops, etc. that showcase the unique cluster of art and cultural spaces, as well as built heritage in the destination. • Work with the Collingwood Museum to support the development of interactive tourism products, etc. • Work with venues primarily used for cultural displays, as well as leverage the storytelling/education platforms to support the development of public space activations and beautifications that celebrate the local culture and history of the destination.	• Initiative B2.1 - Identify and assess tourism product development opportunities, including collaboration opportunities • Initiative B3.5 - Engage community organizations and business clusters to develop public space activations and beautification

There is a limited number of tour operators in Collingwood, including those focused on culture and entertainment, food and beverage, and nature based.	• Work with key partners to do business attraction and expansion efforts to encourage entrepreneurs and existing businesses to offer guided tours that showcase the destination.	• Initiative B2.1 - Identify and assess tourism product development opportunities, including collaboration opportunities
There is a significant number of food and beverage assets, especially in the downtown core.	• Integrate local food and beverage options to parks and trails related tourism products, sports-related events/festivals, etc. Examples include picnic at the park program, designed trail routes with food and beverage stops along the way, etc. • Expand the Collingwood Craft Beverage Tour to include food establishments.	• Initiative B2.1 - Identify and assess tourism product development opportunities, including collaboration opportunities
There is a significant number of municipal parks and trails throughout the destination, including two (2) parks with dedicated dog areas.	• Ensure trails are well-connected throughout the destination, as well as with regional trails connecting with neighbouring municipalities like the Town of The Blue Mountains, Clearview Township, and the Town of Wasaga Beach. • Identify specific trails that create a loop in the destination and/or connect to existing regionally branded trails (e.g., Georgian Trail, etc.) to create branded signature trail experiences. • Activate local parks and trails such as QR codes with local music, public art installations, etc.	• Initiative B2.1 - Identify and assess tourism product development opportunities, including collaboration opportunities • Initiative B3.2 - Conduct analysis of visitor movement habits and needs to facilitate multi-modal movement across Collingwood and the broader region • Initiative B3.5 - Engage community organizations and business clusters to develop public space activations and beautification
A top tourism asset for Collingwood, and differentiator from the Town of The Blue Mountains, especially the Blue Mountain Village and Clearview Township, is having a downtown adjacent to Georgian Bay.	• Develop tourism products that increase opportunities for visitors to engage and interact with Georgian Bay, especially near the downtown core. Examples include paddling rentals, swimming/wading locations, boat cruises, etc. • Work with key partners for business attraction and expansion efforts to encourage	• Initiative B2.1 - Identify and assess tourism product development opportunities, including collaboration opportunities

	entrepreneurs and existing businesses to offer water-based experiences.	
There are limited methods for a visitor to arrive in Collingwood, as well as move around Collingwood and the broader region without a personal vehicle.	Insight reinforces existing Tourism Master Plan initiative B3.3 and B3.2.	- Initiative B3.3 - Research and explore alternative transportation solutions for visitors to Collingwood - Initiative B3.2 - Conduct analysis of visitor movement habits and needs to facilitate multi-modal movement across Collingwood and the broader region
There is a lack of spaces focused on welcoming visitors, such as a visitor information centre and/or visitor information kiosk(s).	Insight reinforces existing Tourism Master Plan initiative C2.3	Initiative C2.3 - Pilot a Visitor Information Kiosks program while exploring the need for and feasibility of a permanent Visitor Information Centre
There is a cluster of sports-related assets in Collingwood, such as sports retailers, sports-related experience-based businesses, sports-related festivals/events, and venues primarily used for sports and recreation.	- Attract regional sporting events and competitions, especially around cycling - Increase the visitor lens of existing sports-focused festivals and events	Initiative B2.1 - Identify and assess tourism product development opportunities, including collaboration opportunities
There are very few tourism assets related to meetings and conventions, wellness, and agritourism.	- Work with neighbouring destinations like The Town of The Blue Mountains on meetings and conventions and wellness tourism activities, since they have a stronger asset cluster related to these two areas. Examples include advocating for the inclusion of related businesses and assets to activities and events led by The Blue Mountains. - Work with neighbouring destinations like the Town of The Blue Mountains and Clearview Township to connect visitors to agritourism assets as they have a larger number of assets.	- Initiative B2.1 - Identify and assess tourism product development opportunities, including collaboration opportunities - Initiative A1.5 - Formalize strategic partnerships with tourism organizations and suppliers that can help to implement the TMP

Tourism Marketing

Insight	Recommendation(s)	TMP Initiative Connection
The top types of tourism assets in Collingwood are culture and entertainment, food and beverage, and nature-based assets.	Position the destination as a cultural, food, and outdoors regional hub along Georgian Bay.	Initiative C1.1 - Undertake a destination brand refresh process, including the development of new visual identity collateral and guidelines
Intangible community values identified by Collingwood residents and industry members included shipbuilding and railway history, presence of arts and cultural heritage, including Indigenous heritage.	- Leverage Simcoe County's "Made in Simcoe" program to celebrate and tell the story of locally made and produced products in the destination. - Improve destination storytelling around Collingwood's shipbuilding and railroad history, and arts and cultural heritage, including Indigenous heritage through different methods like interpretive signage, guided/self-guided tours, campaigns, exhibits, etc.	Initiative C1.2 - Develop and implement a values-based destination marketing plan that balances the business (i.e., economy) of tourism with the needs of the community and the environment
Intangible community values identified by Collingwood residents and industry members included local music and art, family friendliness, pet-friendliness, historic downtown charm, family-owned local businesses, accessible by bike, excellent customer service, and several beverage producers.	Highlight the presence of Collingwood's local music scene, local art scene, family and pet-friendly assets, historic downtown charm, unique locally owned businesses, customer service, bike accessibility, and beverage producing hub, in marketing materials.	- Initiative B2.4 - Collaborate with others to deliver tourism-specific training and supports to industry - Initiative C1.2 - Develop and implement a values-based destination marketing plan that balances the business (i.e., economy) of tourism with the needs of the community and the environment - Initiative C2.1 - Develop a consumer-facing website that is focused on Collingwood in relation to the broader region - Initiative C2.2 - Produce a four-season visitor guide and map that is available in both digital and print versions

The tourism asset landscape was organized into seven (7) themes, being active and/or relaxed, learning about the local history and culture, eating and drinking, shopping, places to stay, providing information about arriving and moving around, and services and supports in the destination.	• Develop marketing materials with themes like being active and/or relaxed, learning about the local history and culture, eating and drinking, shopping, and places to stay in the destination. • Provide information about multimodal ways to arrive and move around the destination, and services and supports in the destination.	• Initiative C1.2 - Develop and implement a values-based destination marketing plan that balances the business (i.e., economy) of tourism with the needs of the community and the environment • Initiative C2.1 - Develop a consumer-facing website that is focused on Collingwood in relation to the broader region • Initiative C2.2 - Produce a four-season visitor guide and map that is available in both digital and print versions
There are multiple local communication services in Collingwood, such as local radio stations, On the Bay Magazine, Collingwood Today, website, Discover Collingwood Application, etc.	• Leverage local communication channels for tourism marketing and promotion.	• Initiative C1.2 - Develop and implement a values-based destination marketing plan that balances the business (i.e., economy) of tourism with the needs of the community and the environment

Market Readiness

Insight	Recommendation(s)	TMP Initiative Connection
Only 5 businesses explicitly market “tourism experiences.”	Provide tourism experience development and product packaging workshops and/or tools for visitor-facing tourism businesses.	Initiative B2.4 - Collaborate with others to deliver tourism-specific training and supports to industry
Only 10 businesses mention partnerships and fewer cross-promote other businesses.	Facilitate visitor-facing business networking and collaboration sessions to encourage joint promotions.	- Initiative B2.4 - Collaborate with others to deliver tourism-specific training and supports to industry - Initiative B2.5 - Host an annual industry networking event to foster collaboration
17 of 25 businesses do not mention accessibility considerations. - Only 3 businesses highlight certifications or sustainability pledges.	- Support visitor-facing tourism businesses with improving their level of accessibility, including communicating accessibility information (e.g., coaching, checklist, best practices, etc.) - Explore partnerships with organizations that focus on accessibility to support visitor-facing tourism businesses (e.g., AccessNow, etc.)	- B2.4 - Collaborate with others to deliver tourism-specific training and supports to industry - Initiative B3.1 - Develop and share a best practices toolkit for businesses seeking to be more accessible
Only 3 businesses highlight certifications or sustainability pledges.	Support visitor-facing tourism businesses with leveraging existing certifications and sustainability programs to increase their recognition as unique tourism businesses. Examples include Ontario By Bike, FeastON, etc.	B2.4 - Collaborate with others to deliver tourism-specific training and supports to industry
20 of 25 offer online booking (direct or third-party) while the others allow phone booking or inquiry.	Continue to strengthen digital readiness and upkeep. Examples include providing best practices for online booking, pricing transparency, and accessibility accommodations and information, as well as offering digital readiness clinics to provide direct support.	B2.4 - Collaborate with others to deliver tourism-specific training and supports to industry

Tourism Asset Inventory Maintenance and Update

Insight	Recommendation(s)	TMP Initiative Connection
This tourism asset inventory has significant information relevant to the tourism sector in Collingwood.	- Leverage the tourism asset inventory to improve communications with visitor-facing tourism businesses - Leverage the tourism asset inventory to inform the development of marketing materials (e.g., visitor guides, itineraries, destination websites, etc.) - Dedicate resources to review and update the tourism asset inventory on a regular basis (e.g., yearly, bi-yearly). Examples include hiring summer students to do this work, or dedicated staff time throughout the year.	- Initiative A3.1 - Create and maintain a contact database of tourism stakeholders within and outside of Collingwood - Initiative C2.1 - Develop a consumer-facing website that is focused on Collingwood in relation to the broader region - Initiative C2.2 - Produce a four-season visitor guide and map that is available in both digital and print versions

Appendices

The following provides more specific details, descriptions, and templates used to develop Collingwood's tourism asset inventory and conduct a review the market-readiness of visitor-facing tourism businesses.

- A. Asset Inventory Detailed Methodology
- B. Tourism Asset Categories and Types Descriptions
- C. Tourism Asset Information Template
- D. Community Values Table and Description (8 Forms of Capital)
- E. Market Readiness Detailed Methodology
- F. Results of Market Readiness Criteria Scan
- G. Market Readiness Criteria
- H. Visitor-facing Business Survey Questionnaire
- I. Tourism Asset Market Readiness Information Template
- J. Tourism Asset Landscape, Community Highlights and Marketing Angles Visualization

A. Asset Inventory Detailed Methodology

The table below outlines the research methods used and provides additional information on how they were approached, as well as the outcomes associated with them.

Tourism Asset Inventory Research Methods and Details	
Background document review	Approximately nine (9) documents and resources were reviewed to confirm any opportunities to align the structure of the Tourism Asset Inventory as well as the type of information collected for the tourism assets with other relevant lists at the Town of Collingwood and other key partners (e.g., tourism ecosystem actor contact list, economic development business list, etc.). These documents included those produced by the Town of Collingwood, Downtown Collingwood BIA, Blue Mountain Foundation for the Arts, and Simcoe County. These documents included the Town's Tourism Master Plan, trail network-related materials, and cultural and arts-based documents. The questions asked throughout this research included the following: • What existing documents, lists, and maps related to tourism are available? • What kind of information do existing lists/maps include, and how is it featured and updated?
Tourism asset research and data population	Approximately 25 websites were reviewed to support the preliminary completion of the Tourism Asset Inventory by identifying tourism assets in Collingwood and collecting key information about each tourism assets. Specifically, a Tourism Asset Inventory Framework was developed to identify the structure and type of information to collect about each tourism asset identified. The websites reviewed included the Collingwood Museum, Collingwood Public Library, Downtown Collingwood BIA, Collingwood Chamber of Commerce, Tourism Simcoe County, Blue Mountains Foundation for the Arts, Collingwood Art Crawl, My Collingwood, Regional Tourism Organization 7: Bruce, Grey, Simcoe, MyCollingwood, AccessNow, and the Town of Collingwood's webpages on parks and facilities, active transportation, StoryWalk and geocaching, Awen' and Reconciliation, community and public events, trees and natural areas, heritage conservation, heritage property interactive map, public art, Poet Laureate, and ambassador busking program. The question asked throughout this research was "What tourism assets can be identified through the review of background resources and online reviews of organizational and business websites?" Important to note is that the Tourism Asset Inventory was developed based on available information collected from online platforms and tourism partners. Where possible, all tourism asset information was included in the inventory

Tourism asset inventory open house	A total of 27 people attended both Tourism Asset Inventory Open Houses held on Tuesday, November 4 and Wednesday, November 5 (2-hour sessions). Specifically, a Tourism Asset Inventory Open House Plan was developed to provide draft communications, and open house logistics and activities. A total of 87 contributions were provided throughout the four (4) main stations, and of the 27 people who attended, nine (9) were tourism business owners/operators with the rest being residents of Collingwood. The four (4) main stations at the open house focused on sharing and gathering insights on the associated values community members have towards places, activities, and events (i.e., assets) to: • Go shopping in Collingwood • Go eat and drink in Collingwood • Be active and/or relaxed in Collingwood • Connect with the local history and culture of Collingwood The three (3) questions asked at each station included the following: • What histories or stories do you know about these places, activities, and events in Collingwood? • What makes these places, activities, and events unique to Collingwood? • What places, activities, or events do you take your visiting friends and family to in Collingwood, and what do you hope they take away from going there?
Supplementary Research	To fill gaps identified through the preliminary review of the Tourism Asset Inventory, supplementary secondary research was conducted using online websites, including but not limited to Google Maps, TripAdvisor, etc. The question asked throughout this research was "What other tourism assets should be added to the preliminary Tourism asset Inventory?"

B. Tourism Asset Categories and Types Descriptions

Below are the categories, sub-categories, and types used for the Tourism Asset Inventory, as well as how these forms of categorization are all related to each other.

For this tourism asset inventory, a tourism asset is defined as an individual visitor-facing business, attraction, festival/event, or infrastructure that is managed, operated, or marketed as a unique asset for tourism purposes. This means tourism products, which are things that depend on multiple assets, such as an itinerary, branded route/trail (e.g., apple pie trail), or tourism experiences, are not included.

Note: The North American Industry Classification System (NAICS) identified by the Tourism Industry Association of Canada (TIAC) for tourism was added to the corresponding category. NAICS is the standard used by federal statistical agencies to classify business establishments to collect, analyze, and publish statistical data related to the North American business economy.

Category (i.e., Primary label to categorize the asset)	Sub-Category (i.e., secondary label to categorize the asset)	Type (i.e., specific labels to categorize the asset, if information is available)	(For Context) North American Industry Classification System (NAICS) for Tourism by TIAC
Accommodations	• Bed and breakfast • Campground/RV park • Hospitality-focused educational institution • Hotel, motel, inn • Resort/cottage Note: STRs are not included		• Traveller accommodation [7211] • Recreational vehicle (RV) parks and recreational camps [7212]
Culture and Entertainment (CE)	• CE tour operator • CE-focused educational institution • CE-focused festival and event • Landmark/Built Heritage • Retailer (excluding major retail chains) • Experience-based business (i.e., CE) • CE storytelling/ educational platforms • Venue primarily used for cultural display • Venue primarily used for motion picture and video exhibition • Venue primarily used for performing arts • Amusement park • Venue primarily used for gambling	Venue primarily used for cultural display: • Cultural centre • Museum • Art gallery/ studio	• Motion picture and video industries [5121] • Performing arts companies [7111] • Independent artists, writers and performers [7115] • Heritage institutions [7121] • Amusement parks and arcades [7131] • Gambling industries [7132] • Other amusement and recreation industries [7139]

Food and Beverage (FB)	• Beverage producer • Experience-based farm business (i.e., FB) • Farmers' market or public market • FB operator • On-farm retailer • FB retailer • FB tour operator • FB-focused educational institution • FB storytelling/ educational platform • FB-focused festival and event	Beverage producer: • Winery • Cidery • Brewery • Distillery • Non-alcoholic beverage	• Drinking places (alcoholic beverages) [7224] • Full-service restaurants and limited-service eating places [7225]
Infrastructure and Services	• Tourism service • Transportation • Health and safety • General communications services • Post-secondary institution	Tourism service: • Visitor information centre • Visitor information kiosk Transportation: • Train station • Marina • Boat launch • Airport • Bus terminal • (e)-Bike rental • Car rental • EV charging station • Gas station • Taxi • Ride-share Health and safety: • Pharmacy • Medical centre	• Scheduled air transportation [4811] • Non-scheduled air transportation [4812] • Rail transportation [4821] • Deep sea, coastal and Great Lakes water transportation [4831] • Inland water transportation [4832] • Urban transit systems [4851] • Interurban and rural bus transportation [4852] • Taxi and limousine service [4853] • School and employee bus transportation [4854] • Charter bus industry [4855] • Other transit and ground passenger transportation [4859] • Scenic and sightseeing transportation, land [4871] • Scenic and sightseeing transportation, water [4872] • Scenic and sightseeing transportation, other [4879] • Travel arrangement and reservation services [5615]

Meetings and Conventions	• Reoccurring meeting and conventions • Venue primarily used for meetings and conventions		
Nature-based (NB)	• Beach • Experience-based farm business (i.e., NB) • NB festival and event • NB retailer • NB tour operator • NB educational institution • NB storytelling/ educational platform • Park • Trail • Water Route	Park: • National • Provincial • Conservation Area • Land trust or nature reserve • Municipal	
Sports	• Sports retailer • Experience-based business (i.e., Sports) • Sports-focused educational institution • Sports-focused festival and event • Venue primarily used for sports and recreation	Venue primarily used for sports and recreation: • Arena • Recreation Centre • Sports field • Swimming Pool	• Spectator sports [7112]
Wellness	• Wellness retreat • Venues primarily used for wellness • Wellness operator • Wellness-focused educational institution • Wellness-focused festival and event	Wellness operator: • Spa	

C. Tourism Asset Information Template

The following identifies the type of information collected for each tourism asset in the Excel document; however, not all this information was available for each tourism asset.

Information	Description
Number	Identify the asset's unique number
Category	Identify the asset's corresponding primary label (e.g., Culture and Entertainment)
Sub-Category	Identify the asset's corresponding secondary label (e.g., Venue primarily used for cultural displays)
Type	Identify the asset's corresponding type labels (e.g., Museum or Art Gallery)
Asset Name	Provide the name of the asset (e.g., Collingwood Museum)
Address, Postal Code, Community, Municipality	Provide the full address of the physical asset's location (e.g., 45 St Paul St, Collingwood, ON L9Y 3P1)
Website	Provide a website affiliated with the asset (e.g., https://www.collingwood.ca/arts-culture-heritage/museum)
Description	Provide a few sentences describing the asset.
Social Media	Identify if the asset has social media accounts affiliated with the asset (i.e., Yes, No, Unsure)
Social Media Insights	If relevant, identify the type of social media accounts affiliated with the asset (i.e., Facebook, X, Instagram, TikTok, YouTube)
Notes	Provide any additional information about the asset that may be important to note for future considerations of tourism product development investments, associated community values, or tourism marketing opportunities.
Festival/Event Date	If relevant to the asset, identify the date(s) of the festival/event.
Festival/Event Size	If relevant to the asset, identify the size of the festival/event using the Town of Collingwood's criteria: - Small = Less than 100 attendees - Medium = 100 to 250 attendees - Large = 250+ attendees
Tourism Product	If relevant to the asset, identify if it offers a tourism product (i.e., Yes, No, Unsure) Note: a tourism product is a branded itinerary or route that is not guided or a grouping of experiences such as the Apple Pie Trail.
Tourism Product Insights	If relevant to the asset, identify any relevant information about the tourism product(s) (e.g., name(s), type, operating dates/times, etc.)
Tourism Experience	If relevant to the asset, identify if it offers a tourism experience (i.e., Yes, No, Unsure) Note: a tourism experience is a guided/facilitated tour, walk/hike, workshop, etc.
Tourism Experience Insights	If relevant to the asset, identify any relevant information about the tourism experiences (e.g., name(s), type, operating dates/times, etc.)
Accommodation Size	If relevant to the asset (i.e., accommodation), identify if it is a small accommodation (10 or under rooms), medium accommodation (11-25 rooms), large accommodation (26 or more rooms).
Accommodation Rating	If relevant to the asset (i.e., accommodation), identify the accommodation rating (i.e., 1 star, 2-star, 3-star, 4 stars, or 5 star).
EV Charging Station	If relevant to the asset, identify if there are EV charging stations available (i.e., Yes, No, Unsure)

EV Charging Station Insights	If relevant to the asset, identify any relevant information about the EV charging station (e.g., type, etc.)
Trail	If relevant to the asset, identify if there are trails available (i.e., Yes, No, Unsure)
Trail Insights	If relevant to the asset, identify any relevant information about the trails (e.g., name, amenities, permitted activities, gradient, kilometres, etc.)
Boat Launch	If relevant to the asset, identify if there are boat launches available (i.e., Yes, No, Unsure)
Boat Launch Insights	If relevant to the asset, identify any relevant information about the boat launch (e.g., public vs. private, user fees, etc.)
Public Washroom	If relevant to the asset, identify if there are public washrooms available (i.e., Yes, No, Unsure)
Public Washroom Insights	If relevant to the asset, identify any relevant information about the washrooms (e.g., permanent vs. temporary, days/hours of operation, etc.)
Cycling Infrastructure	If relevant to the asset, identify if there are cycling infrastructure available (i.e., Yes, No, Unsure)
Cycling Infrastructure Insights	If relevant to the asset, identify any relevant information about cycling infrastructure (e.g., availability of repair station, bike parking, etc.)
Accessibility	If relevant to the asset, identify any relevant information about accessibility (e.g., infrastructure, services, etc.)

D. Community Values Table and Description (8 Forms of Capital)

The following identifies the eight forms of capital adopted from Ethan C. Roland of AppleSeed Permaculture that were used to organize/structure community input on the values from the Tourism Asset Inventory Open House.

Capital	Context in Tourism
Social Capital	• Social capital includes the relationships between ecosystem actors in a destination as well as others outside the destination, such as visitors to the destination and strategic partners • Social capital also includes relationships established, fostered, and grown through regular and ongoing communications, or formalized agreements • A destination that has many businesses that maintain large customer bases, tourism attractions that have been operating for many decades, and destination marketing/management organizations that have multiple relationships with other organizations, has strong social capital
Material Capital	• Material capital includes all the tangible and built places where tourism is experienced, such as a tourism information centre, local business, landmark/built heritage, etc. • Material capital also includes the materials used to deliver the visitor experience, such as signage, public transportation, points of sale, digital kiosks, water-filling stations, public furniture, etc. • A destination that has a breadth of tangible assets designed and developed with the intention of meeting visitor needs, such as attractions, businesses, and public infrastructure, has strong material capital
Financial Capital	• Financial capital includes any money or other financial mediums (e.g., gift certificates, vouchers, etc.) that are exchanged through tourism, and fund tourism development, management, and marketing • Financial capital also includes funds generated for tourism through tools such as tax, grants, and sponsorships, etc. • A destination that sees a positive economic impact from visits, direct and indirect, and can invest in tourism, is considered to have strong financial capital
Living Capital	• Living capital includes the lands, waters, and living things where tourism is experienced, such as parks, beaches, nature reserves, conservation areas, etc. • Living capital also include things that produce or provide physical nourishment for visitors such as gardens, foraging/hunting lands, fishing locations, farms/stables, wildlife, etc. • A destination that situates itself within a broader ecosystem, and creates ways for visitors to appreciate and experience the lands, waterways, and living things, that bring it to life, including its people, has strong living capital
Intellectual Capital	• Intellectual capital includes the data and insights, including market intelligence and resident sentiment, to make informed decisions about tourism and other tourism-adjacent matters as well as the ideas that spark tourism developments • Intellectual capital also includes the tourism products/experiences, programs, and collateral, such as brands and related value propositions, needed to position a destination positively in the marketplace • A destination that has a clear understanding of tourism ecosystem, landscape, and markets, has strong intellectual capital
Experiential (or Human) Capital	• Experiential (or human) capital includes the lived experience of peoples, organizations, and institutions that have knowledge about tourism and other tourism-adjacent matters • Experiential (or human) capital is also the application of intimate knowledge and experience through dedicated projects and initiatives, which in turn produce additional experiential capital

	A destination that leverages its social, intellectual, and human capital to initiate and implement tourism projects and initiatives, has and will continue to accumulate strong experiential capital
Spiritual Capital	- Spiritual capital includes pursuing outcomes and/or supporting initiatives that are not directly associated with the accumulation of financial capital but have a significant impact on the place. In other words, using tourism to respond to the needs of others, such as attainable housing, accessible infrastructure, environmental conservation/ stewardship, reconciliation, community building, social inclusion, pride of place/ cultural vibrancy, etc. - Spiritual capital also involves setting strategic direction (e.g., mission, vision, guiding principles, etc.) that is holistic and reflects a desire to use tourism to drive positive impact into the communities where it takes place - A destination that has cultivated a strong pride in place and inspires its ecosystem actors with a vision they all see themselves a part of bringing to fruition has strong spiritual capital
Cultural Capital	- Cultural capital is the accumulation of local art/artists, theatre performances/actors, songs/song writers, festivals/events, and stories a visitor experiences in a place that reflects a community of people - Cultural capital also includes the presence of cultural centres, museums, art galleries, performing art spaces, movie theatres, festivals/events, public art/murals, interpretive signage, local food and beverage, etc. - A destination that has multiple attractions, businesses, and infrastructure that offers multiple active and passive methods of learning about the community, has strong cultural capital

E. Market Readiness Detailed Methodology

The table below outlines these research methods and provides additional information on how they were approached, as well as the outcomes associated with them.

Tourism Asset Market Readiness Research Methods and Details	
Market Readiness Criteria	Bannikin undertook a scan and review of available market readiness criteria and approaches before designing and developing a custom set of criteria that adhered to best practices. The results of this scan, including summary of key resources identified can be found in Appendix F . The resulting criteria developed for the process is included in Appendix G .
Business Survey	The Business survey was open from Wednesday, October 15 to Sunday, November 9, and received a total 15 eligible responses. Eligible responses were classified as visitor-facing businesses located and operating in Collingwood. The lines of inquiry focused on the following areas: • Business offerings and communications • Business times of operation • Business information The following are the survey respondents based on the <u>category</u> of tourism assets used across the inventorying process: • Accommodation = 6 • Culture and Entertainment = 3 • Food and Beverage = 2 • Nature-based = 2 • Sports = 1 Since the survey did not receive a significant number of responses spread out across the different categories, the learnings are being used to complement and enhance the learnings from the website scan. See Appendix H for the survey questionnaire.
Business Website Review	A business website review was conducted on a select number of visitor-facing businesses in Collingwood. Of the 166 businesses identified in the Tourism Asset Inventory, 25 businesses were selected for review. These businesses included the 15 businesses that completed the business survey, as well as an additional 10 randomly selected businesses based on the make-up of visitor-facing businesses in the tourism asset inventory. Importantly, the 15 businesses that completed the business survey were included to compare their responses to the findings of the business website review. The following is the make-up of businesses reviewed based on the category of tourism assets used across the inventorying process: • Food and Beverage = 10 • Culture and Entertainment = 8 • Accommodation = 3 • Sports = 2

	• Nature-based = 1 • Wellness = 1 The nine (9) main areas of focus for the business website review included the following: • Available contact information • Business website • Accessibility information • Operating hours and seasonality • Available tourism products and experiences • Purchasing and booking methods • Transportation information • Promotions and collaborations • Certification affiliations The overarching question asked throughout the business website review was “How market-ready are tourism assets in Collingwood?” To answer this question, 14 specific questions (criteria) were used for the business website review. <u>See Appendix I for the full list of questions.</u> Each business was scored along the 14 criteria where the researcher spent maximum 10 minutes scanning the businesses online channels to simulate the limited amount of time that a potential visitor may spend on a specific businesses’ website or social media. Additionally, the researcher filled out the criteria findings along a “yes” and “no” basis to ensure clarity of results.
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F. Results of Market Readiness Criteria Scan

Resource & Description	Market Readiness Standards
RTO7- T3 Accelerator Program:	<u>Criteria for participation:</u> • Business operating in the Tourism Industry in Bruce, Grey or Simcoe Counties • Business has been in operation for at least one year • Is willing to share financial information if required (professional or in-house statements) • Signs a participant agreement to participate • Is able to pay the \$200 application fee (currently deferred to support businesses) • Can commit to attending coaching sessions and will work toward implementing action items identified during the coaching process • Owner and key decision makers need to attend the coaching sessions
RTO7 – Experience Implementation Program	Sustainability • Do they have a green policy or initiative to try and reduce waste? • Do you educate visitors on how to visit the region responsibly? • Do you have a risk management policy? • Do you conduct visitor surveys that are used to help improve the experience for future offerings? Seasonality • Do you operate year-round, and/or during the week? (i.e., during low visitor times) Tourism products and experiences • Do you currently offer a tourism product or experience? Marketing/Communications • Do you have a regularly updated website/social media page(s), phone number, and email address? • Do you showcase your local DMO, BruceGreySimcoe, and Destination Ontario's logos on your digital and print materials? • Do you have a link to the local DMO, BruceGreySimcoe, and Destination Ontario on your platforms? • Do you have an operator listing on BruceGreySimcoe.com and DestinationOntario.com? • Do you encourage visitors to return or extend their stay? • Do you cross-promote other businesses or collaborate with other businesses on collective marketing efforts? Legal

	• Are you legally registered to operate in Ontario? • Do you have all your required operating permits? (federal, provincial, municipal, etc.) Possible Market Readiness Definitions • Anything that is marketed and sold/can be purchased (e.g., business, park with paid entrance) • Anything that provides a service to a visitor (e.g., museum)
Destination BC – Market Ready Standards (2018): Defines market readiness as the ability to market year-round, accept reservations, and meet service expectations. Includes Visitor Ready, Market Ready, and Export Ready tiers. Resource includes a self-assessment checklist.	<u>Visitor-ready:</u> 1) Maintain good standing of all applicable business licenses, insurance, and legislative requirements. 2) Maintain a staffed business location with a set schedule of operating hours. 3) Provide a contact telephone number or email contact year-round. If closed for season, provide automated response through voicemail and or email. 4) Have branded on-site signage. <u>Market-ready:</u> 1) Provide a published pricing policy. 2) Have a published consumer billing, payment, and cancellation policy. 3) Have marketing materials such as brochure, rack card or website. 4) Have site-based parking in close proximity. 5) During operating season, maintain a 24–48-hour response time; or less, to inquiries and a 24-hour response time to reservation/booking requests. 6) Be prepared to communicate and accept reservations by telephone, fax and/or e-mail and provide same day confirmation of booking arrangements. 7) Have high resolution images and video footage for promotional and training purposes. 8) Have frontline staff who are trained in customer service (such as WorldHost® or equivalent customer training program). 8) Be an active stakeholder or eligible to become a stakeholder of your local tourism association.
Indigenous Tourism Association of Canada – Market Readiness Checklist (nd): Defines market readiness for Indigenous tourism businesses with standards for cultural integrity, safety, marketing, and operations. Resource is a self-assessment checklist.	<u>Business-ready</u> criteria must all be met. Additional criteria to regular visitor-ready criteria includes: 1) Cultural content developed in collaboration with & sanctioned by Indigenous people. 2) Visitors are informed/educated on the accepted behaviour while on site/in community. 3) Cultural protocols are respected. 4) Business has hiring policies & procedures that promote inclusion & diversity. 10) Business has an Emergency Action Plan. 11) Business hosts familiarization (FAM) tours. Additional business criteria (at least 13 of 22 must be confirmed) includes: 1) Business creates opportunities for community members. 6) Product or service has been successfully test-marketed. 7) Business can accommodate individuals with disabilities. 11) Tourism product/service offered has a positive impact on the Indigenous community Accessibility NOTE: Business provides accurate & current information on availability of accessible facilities
TIAC – READI™ Programs (2022): National-level programs including Export READI™, Digital Tourism READI™, and Culinary READI™	<u>Market-READI:</u> Any business with the appropriate licenses, insurance and other necessary credentials can be considered market ready. That business is live and operating, ready to sell to any consumers that find it. <u>Export-READI:</u> Requires a more advanced level of preparedness to actively seek out and accommodate travel trade. Those businesses can market via the travel trade distribution system.

with self-assessments and training, with a focus on “export READI” assessment to work with travel trade. Playbook is a review guide for whole program.	
Newfoundland & Labrador – Tourism Market Readiness Guidelines (nd): Supports NL tourism businesses understand and assess their level of readiness to receive visitors from around the world. Includes detailed lists of market and export ready standards.	Tourism Assurance Plan: set of minimum standards to elevate overall quality of tourism services and attractions. Minimum standards to be met to participate in provincial marketing programs, etc. Includes: 1) ability to get messages from customers by phone, email, and online (website, Facebook business page); accept credit or debit card payment (e-Transfers acceptable); and respond to inquiries daily. 2) Maintain valid licences, permits, and all other regulatory requirements to operate. 3) Maintain current and sufficient levels of liability insurance. Proof of insurance to be provided upon request. 4) Deliver actual experiences or services being promoted and/or offered to the public. 5) Remain in good standing with TAP's complaints protocol.
Revolutionary New Jersey – Measuring business readiness (2020): Defines readiness levels with detailed criteria for small tourism businesses and attractions. Resource includes a self-assessment checklist.	<u>Visitor-ready:</u> has all its licenses, permits and insurance in place in order to operate legally. It should affirm criteria in points 1-6 to be considered visitor ready. <u>Market-ready:</u> actively markets to potential visitors; communicates with potential visitors year-round and is ready to accept advanced reservations. It meets all the criteria in points 1-6. <u>Export-ready:</u> market to and through travel trade distribution sales channels. Owners/operators understand and are willing to offer commission or net rate pricing, agree to travel trade bookings and have a defined cancellation policy

G. Market Readiness Criteria

Category	Questions	Yes	No
Business website	Website: Does the business have a website?		
	Social Media Page: Does the business have social media pages?		
Accessibility Information	Does the business provide information about accessibility facilitation or considerations via its website or primary channel (e.g., accessible entrance, parking spots, etc.)?		
Operating hours and seasonality	Hours of operation: Does the business communicate its hours of operation?		
	Seasons/periods of operation: Does the business communicate its seasons/periods of operation (e.g., during the week, year, etc.)?		
Available tourism products and experiences: Does the tourism business offer and promote specific tourism offerings?	Tourism products		
	Tourism experience		
	Other businesses in destination		
Purchasing & booking methods	Does the business publish its prices and consumer booking, payment, and cancellation policies?		
	Does the website include online avenues to purchase goods or service?		
Transportation Information	Does the business provide key information and/or navigation tips to arrive at their location?		
Promotions and collaborations	Does the business promote its services and offerings directly to customers?		
	Does the business provide information on collaborations with other businesses, organizations, or groups?		
Certification affiliations	"Does the business carry and promote any certifications or specialized training? (e.g., Ontario By Bike: Bicycle Friendly Business Certified, Culinary Tourism Alliance: FeastOn Certified, CGLCC: Rainbow Registered, GreenStep, etc.) "		

H. Visitor-facing Business Survey Questionnaire

The following is the visitor-facing tourism business survey questionnaire used to gather direct input on market readiness from relevant businesses in Collingwood. The questionnaire inquiries about the business' offerings and communication channels, times of operation, and general business information.

Business Offerings and Communications

1. Please select the answer that best describes you. (Mandatory)
 - I represent a visitor-facing tourism business located in Collingwood
 - I represent a business located in Collingwood, but it is not a visitor-facing tourism business
 - I do not represent a business located in Collingwood (This answer would make the respondent skip to the end of the survey)
 - Other. Please specify.
2. What is the name of your business? (Mandatory)
3. What is your business's primary service/offering? (Mandatory)
 - Accommodation
 - Culture and Entertainment
 - Food and Beverage
 - Transportation Service
 - Meetings and Events
 - Nature-based
 - Sports-related
 - Wellness-related
 - Other. Please specify.
4. Using 1-8, with 1 being "most important" and 8 being "least important," rank your business's customer-facing communication channels. Note: Your most important channel refers to the channel where you most engage with customers, including making sales.
 - Website
 - Facebook
 - Instagram
 - TripAdvisor
 - Airbnb
 - VRBO
 - Bookings
 - Other. Please specify.
5. If your business has other customer-facing communication channels that are important, please list them below.

For the following questions, please answer while thinking about your business's main customer-facing communication channel.

6. What are the tourism products, services, or experiences your business offers? (e.g., tour, workshops, food service, rentals, etc.)
7. Does your business provide prices for the tourism products, services, or experiences offered on the main communication channel?

- Yes
 - No
 - Other. Please specify.
8. Does your business have an online booking/purchasing option on the main communication channel? Select all that apply.
- Yes, direct website booking page
 - Yes, third-party booking page
 - No, but provide a phone booking option
 - No, and no information is provided on the main communication channel
 - Other. Please specify.
9. If relevant, does your business have a cancellation policy section on the main communication channel?
- Yes
 - No
 - Other. Please specify.
10. What information do you provide customers about accessibility and accessible access to your business on your main communication channel? Select all that apply.
- Accessible parking
 - Accessible washroom
 - Accessible entrance or alternative entrance
 - ASL interpreter/staff
 - Automatic door
 - Accessibility-informed customer service
 - Digital menu (e.g., on the business's website, PDF, etc.)
 - Large print materials (e.g., menus, signage, price tags, etc.)
 - Braille materials (e.g., menus, signage, price tags, etc.)
 - Available elevator, ramp, handrails, lowered counters, etc.
 - Scent-free space
 - Quiet area/zone
 - Service animal friendly
 - Spacious location (e.g., wide hallways, spaces for large turning radiuses, etc.)
 - Other. Please specify.
 - None
11. Select all the statements that apply to your business's main communication channel.
- I provide information on how to get to my business by car.
 - I provide information on how to get to my business by bike.
 - I provide information on how to get to my business by public transit.
 - I do not provide information on how to get to my business.
 - Other. Please specify.
12. What other businesses, organizations, or groups does your business promote, highlight, or celebrate on its main communication channel?

Business Times of Operation

13. What months of the year is your business open to the public? Select all that apply.
- All year
 - January
 - February

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

14. Generally, on what days of the week are you open between May and October?
Choose "Yes" for all that apply.

	Morning 6:00am to 12:00pm (noon)	Afternoon 12:01pm to 6:00pm	Evening 6:01pm to 12:00am (midnight)
Not open between May and October			
Sunday			
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Saturday			

15. Generally, on what days of the week is your business open between November and December? Choose "Yes" for all that apply.

	Morning 6:00am to 12:00pm (noon)	Afternoon 12:01pm to 6:00pm	Evening 6:01pm to 12:00am (midnight)
Not open between November and December			

Sunday			
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Saturday			

16. Generally, on what days of the week is your business open between January and April? Choose "Yes" for all that apply.

	Morning 6:00am to 12:00pm (noon)	Afternoon 12:01pm to 6:00pm	Evening 6:01pm to 12:00am (midnight)
Not open between January and April			
Sunday			
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Saturday			

Business Information

17. Does your business highlight certifications or specialized training? Select all that apply.

- Bicycle-friendly Business (Ontario by Bike)
- FeastOn Certified (Culinary Tourism Alliance)
- Rainbow Registered (CGLCC)
- GreenStep Certified (GreenStep)
- Other. Please specify
- None



18. What contact information does your business provide to customers on its main communication channel(s)? Select all that apply.

- Phone number
- Email
- Physical address
- Other. Please specify
- None

Thank You

Thank you once again for taking the time to complete the Tourism Business Survey. Is there anything else you would like to share?

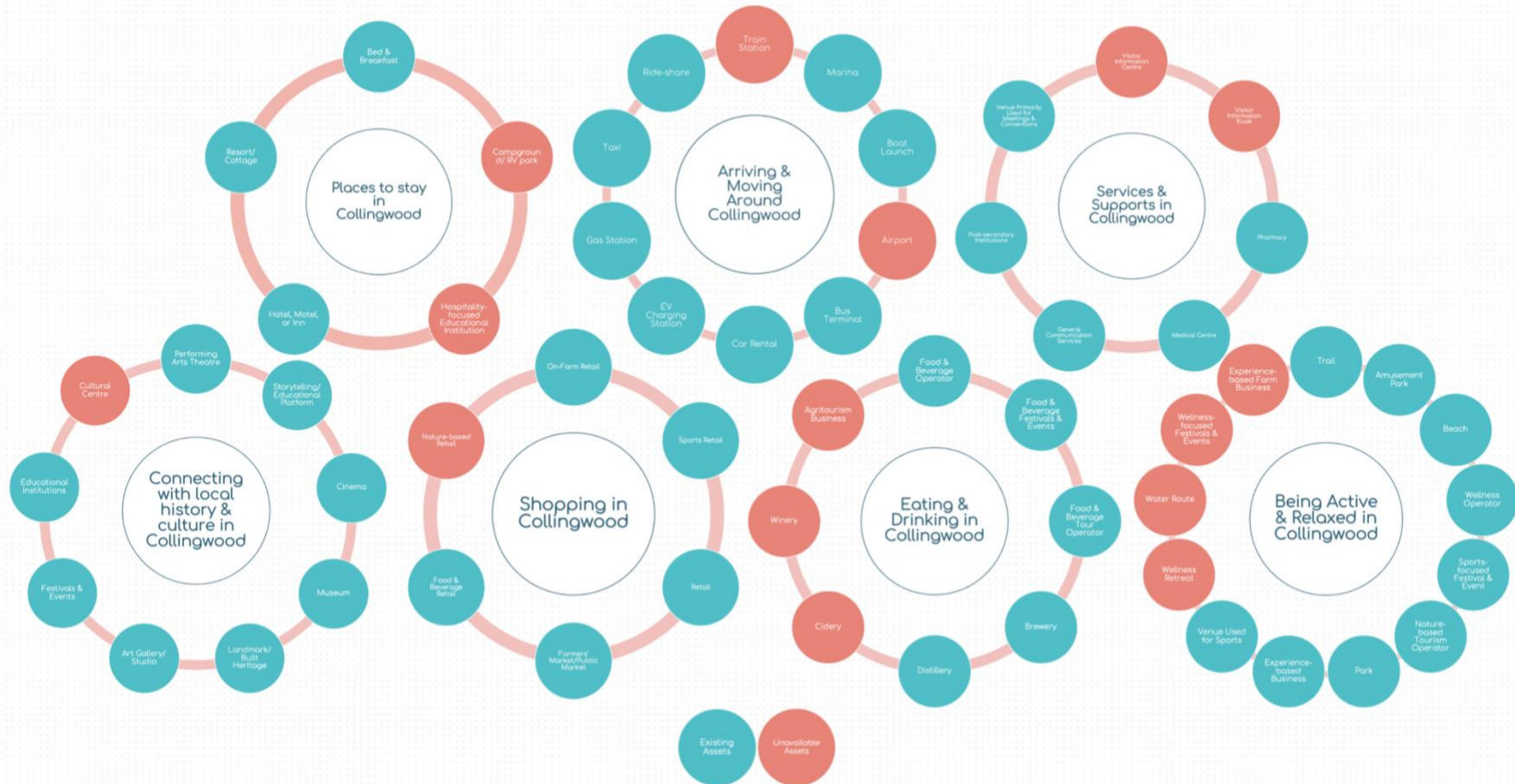
I. Tourism Asset Market Readiness Information Template

The following section identifies the type of information collected for a select percentage of visitor-facing tourism businesses, as available, in Collingwood.

Information	Description
Business name	Provide the name of the business.
Available contact information	Does the business provide contact information via its website or primary channel? • Phone number (YES/NO) • Email (YES/NO) • Address (YES/NO) • Other (Specify)
Business website	Does the business have a website? (YES/NO) Does the business have social media pages? (YES/NO)
Accessibility information	Does the business provide information about accessibility facilitation or considerations via its website or primary channel (e.g., accessible entrance, parking spots, etc.)? (YES/NO)
Operating hours and seasonality	Does the business communicate its hours of operation? (YES/NO) Does the business communicate its seasons/periods of operation (e.g., during the week, year, etc.)? (YES/NO)
Available tourism products and experiences	Does the tourism business offer and promote specific tourism offerings? • Tourism products (YES + link /NO) • Tourism experience (YES + link /NO) • Other businesses in destination (YES + link /NO)
Purchasing and booking methods	Does the business publish its prices and consumer booking, payment, and cancellation policies? (YES/NO) Does the website include online avenues to purchase goods or service? (YES, direct website booking page; YES, third-party booking page; NO, but phone booking provided; NO, and no information provided)
Transportation information	Does the business provide key information and/or navigation tips to arrive at their location? (YES/NO)
Promotions and collaborations	Does the business promote its services and offerings directly to customers? (YES/NO) Does the business provide information on collaborations with other businesses, organizations, or groups? (YES/NO)
Certification Affiliations	Does the business carry and promote any certifications or specialized training? (e.g., Ontario By Bike: Bicycle Friendly Business Certified, Culinary Tourism Alliance: FeastOn Certified, CGLCC: Rainbow Registered, GreenStep, etc.) (YES/NO + link)

J. Tourism Asset Landscape, Community Highlights and Marketing Angles Visualization

Town of Collingwood's Tourism Asset Landscape



Community Highlights and Marketing Angles

Local History & Culture

"shipbuilding history"	"Unique art identity"
"railway history"	"family and pet-friendly"
"Tremont House history"	"sense of community and pride"
"Some of the largest ships on the Great Lakes were built in Collingwood"	"Indigenous heritage"
"Pride is a vibrant and fun community"	"historic downtown charm"
"Side Launch Days connected to shipbuilding history"	"small town touch"
"grassroots arts and cultural vibrancy"	"small artistic endeavours and unique experiences"
"original music events and local productions"	"library and museum as cultural anchors"

Shopping

"great customer service"	"...historic buildings"
"retail mix"	"located in downtown close together"
"farmers' market has evolved into a first-class event"	"craft boutique"
"It's never just a farmers market, but always an invitation to explore more"	"Women's fashion retail with unique styles and a wide-range selection"
"the farmers market is so well organized, it's such a unique and well-done space"	"history of family businesses"
"...shops are family/locally owned, which make shopping more personal and special"	

Eating & Drinking

"[located in] famous historical buildings"	"and venues for local visual and performing arts"
"breweries...all have awesome stories...[connected to the place]"	"restaurants and cafes...function as community gathering and social spaces"
"family traditions"	"almost all are readily accessible via the trail system by bike"
"we are a brewery town and we have a couple of distilleries"	"we have amazing business owners in Collingwood...their faces should be a focus"
"trails by the water...calm, peaceful"	"variety of food and drink"
"Live music on the water"	"...A lot of local food we should be proud of"
	"...Independent small businesses..."

Being Active & Relaxed

"you can get around all of Collingwood via trails"	"Black Rock is a great place to swim"
"harbour is accessible and protected body of water"	"four-season recreation and wellness cluster"
"padding in the harbour - swans, views from the water, can't be beat..."	"Georgian Trail offers beautiful view"
"harbour is best for kayaking and SUP"	"Sunset Point is a great place to see the water"

