




2022 - 2024+ Strategic Plan Brief





Southwest Ontario Tourism Corporation proudly operates on the traditional unceded territories of the Anishnaabeg/Anishinabek, Haudenosaunee (Iroquois), Huron-Wendat/Huron-Wendat, Attawandaron (Neutral), Lenape, Ojibway/Chippewa, and Wendat Indigenous Peoples. This territory is covered by the Upper Canada Treaties.

We recognize and deeply appreciate the First Nations' historical connection to and stewardship of this place. We also recognize the contributions of Métis, Inuit, and other Indigenous peoples have made, both in shaping and strengthening these communities, our province, and our country. We are grateful for the opportunity to live and work here and we thank all the generations of people who have taken care of this land.

Learning to be a better ally is important to Ontario's Southwest, which is reflected throughout this strategic plan and operational plan. Board and staff recognize we thrive when we are inclusive and appreciate the opportunities to come together through tourism.



FOREWARD

Ontario's Southwest (OSW) is a Regional Tourism Organization, funded by the provincial Ministry of Heritage, Sport, Tourism and Culture Industries and governed by an independent Board of Directors. OSW works collaboratively with tourism stakeholders to increase revenue, profit, & employment, and champion tourism as a vital economic driver.

The last few years have been unlike any that the tourism industry has ever witnessed, and it became evident that tourism was never going to be the same. To continue to support tourism supply and attract visitors, working with Twenty31 Consulting Inc., OSW developed a new strategic plan to identify priorities for the organization ensuring it remains relevant and competitive. While some work outlined in the plan builds upon existing OSW efforts, one of its most important roles is to continue to unify communities, operators, partners, enablers, and all other tourism stakeholders to achieve strategically aligned objectives.

The plan identifies priorities for OSW while considering the need for a potentially shifting environment, ensuring Ontario's Southwest remains sustainable, relevant and competitive as a travel destination.



METHODOLOGY

DISCOVERY

Extensive stakeholder outreach and consultations, paired with global, national and local research, guided the development of a situational analysis to identify the current challenges and opportunities for tourism in OSW.

PRIORITIZATION

Data, insights, challenges and opportunities were assessed and prioritized, building the organization's strategic guiding principles, vision, mission, objectives and pillars.

ACTION

The final strategic plan was informed by situational analysis, opportunities and challenges identified by stakeholders, and with guidance from the Board of Directors.



GUIDING PRINCIPLES



- 1** We preserve our environment and places while balancing the needs of our local communities and businesses, and their many unique identities
- 2** We thrive when we are inclusive, diverse and equitable
- 3** We unite the entire tourism industry and its supporters through open communication, collaboration, and partnerships
- 4** We make deliberate decisions that are rooted in evidence and we remain adaptable to change by constantly keeping a pulse on the situational context
- 5** We are innovative and bold, moving with intention and confidence, going where we may not have been willing to go before



VISION

Ontario's Southwest is a year-round destination offering highly sought experiences for visitors and residents

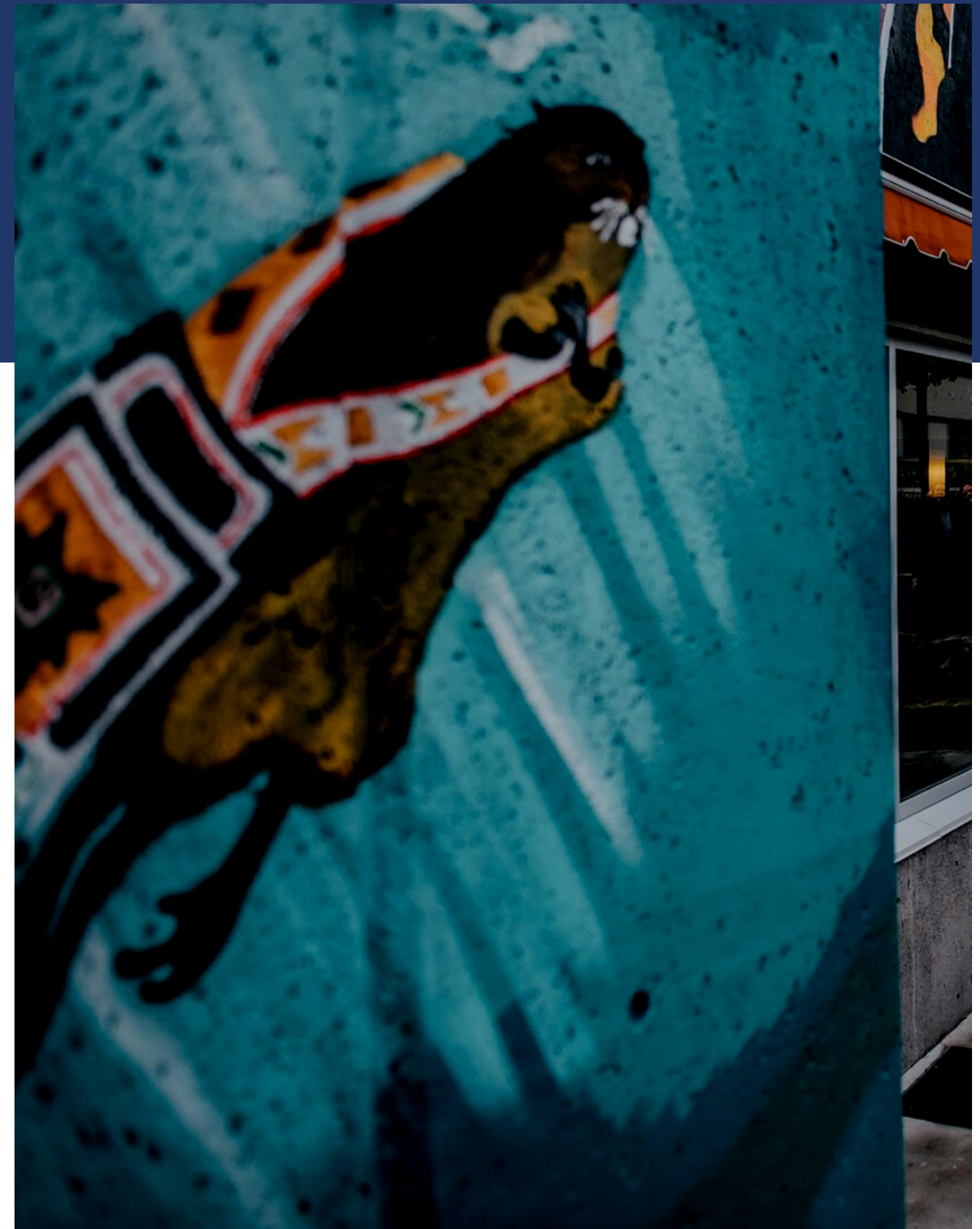


MISSION

**Creating a vibrant and inclusive
tourism sector that balances the
needs of our visitors, tourism
partners, communities, and
environment**

OBJECTIVES

1. Accelerate resident, community, and tourism operator economic wealth and well-being sustainably
2. Enable the development of responsible and desired tourism products and experiences
3. Provide more opportunities for (new) operator development through funding and support programs and learning experiences
4. Foster increased communications, collaborations, and partnerships
5. Drive awareness and entice visitation
6. Solidify position as a unifying tourism leader



OSW PILLARS



TOURISM LEADERSHIP

Establish OSW as a regional
tourism leader



TOURISM SUPPLY SUPPORT

Optimize 2022 tourism
potential & set up supply for
2022+



TOURISM DEMAND

ATTRACTION

Increase visitation over next
three years



For more information on initiatives or how to work with OSW, please visit www.swotc.ca

