



Sustainable
Tourism

SUSTAINABILITY STRATEGY REPORT

Prepared for:



EXECUTIVE SUMMARY

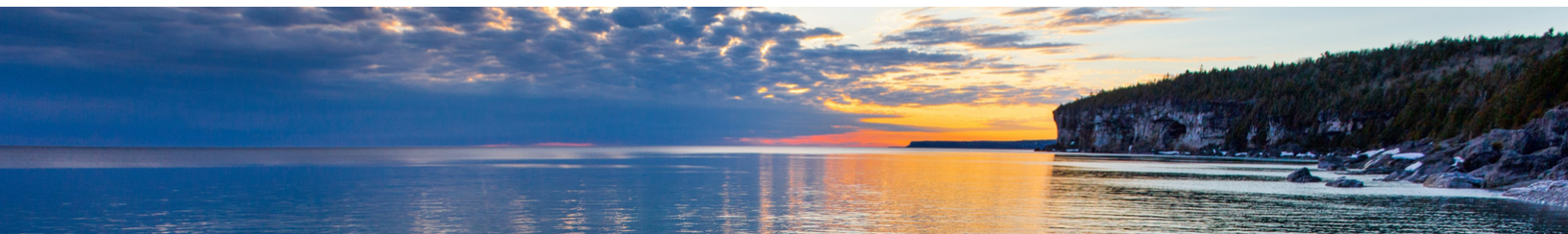
Southwest Ontario Tourism Corporation is a provincially mandated Regional Tourism Organization for Southwestern Ontario, also known as Ontario's Southwest ("OSW"). The organization aims to create a vibrant and inclusive tourism sector that balances the needs of visitors, tourism, partners, communities, and environment.

In 2022, OSW embarked on taking their sustainability efforts to the next level, through the formation of a sustainability team and the development of a sustainability strategy in partnership with GreenStep Solutions. The aim was to focus on areas of action within the organization's span of control, and in a way that would enable a credible and compelling story to be shared. Another goal was to align these efforts with existing sustainability initiatives identified in the *OSW 2022-24 Strategic Plan* and *Southwest Ontario Tourism Corporation Business Plan 2022-23*.

To get started, baseline data was measured through the comprehensive GreenStep Sustainable Tourism assessment, a carbon footprint assessment, and a strategic document review through the Destination Diagnosis process.

Using the results and recommendations of these assessments as a baseline, the sustainability team was then led through three strategy sessions, facilitated by GreenStep. These sessions supported OSW to gain a more comprehensive understanding of key sustainability principles and terms, to review the results of the baseline measurement, to set goals and targets, and ultimately to create an action plan that would advance the sustainability efforts for the region.

This report summarizes OSW's journey through the process of developing a sustainability strategy, and the resulting outcomes and sustainability action plan.



Executive Summary	2
Table of Contents	3
Sustainable Tourism 2030 Pledge	4
The Journey	5
Awareness: Building a Common Language	7
Definitions and Framework for Sustainability	7
<i>Global Sustainable Tourism Council</i>	8
Definitions and Frameworks for Net Zero Carbon	9
Definitions and Frameworks for Zero Waste	11
Baseline Measurement	12
Destination Diagnosis	12
<i>Sustainable Tourism Score Assessment</i>	13
<i>Strategic Document Review</i>	15
Carbon Footprint Measurement	15
<i>Carbon Footprint Summary</i>	16
Sustainability Goals, Targets & Action Plan	17
Goal Area 1: Sustainability Management System & Ecosystem	17
Goal Area 2: Business, Resident & Visitor Engagement, Education, and Appreciation	19
Goal Area 3: Land Use and Infrastructure Planning	20
Next Steps	21
Appendices	22
Appendix A: OSW Sustainability Action Plan Tracker	22
Appendix B: Destination Diagnosis Additional Figures	22
<i>Interpretation of the Comparative Analysis</i>	23
Appendix C: Carbon Footprint Report	26

OSW'S SUSTAINABLE TOURISM 2030 PLEDGE

Ontario's Southwest has signed the [Sustainable Tourism 2030 Pledge](#), to demonstrate our commitment to improving the sustainability performance of the region between now and 2030. As a Regional Tourism Organization, the team believes we have a responsibility to maximize the economic, social, and environmental benefits of tourism within southwestern Ontario for everyone including the workforce, visitors, the environment, and host communities.

We commit to measuring and improving our sustainability performance in the following ways:

- Pursuing destination certification with Canadian-based provider GreenStep Sustainable Tourism, who will verify our current sustainability performance against globally recognized standards
- Create a Destination Sustainability Team, to ensure multiple perspectives are considered and support the execution of sustainability initiatives
- Participate in a carbon audit to determine a baseline and develop a Carbon Impact Report to improve the organization's carbon footprint
- Development of a Sustainability Strategy Report to identify areas for improvement and set strategic goals for long term improvement



Sustainable
Tourism 2030

THE JOURNEY

The sustainability strategy development process included four key steps, following GreenStep's Sustainability Framework, which is designed to encourage a cycle of continuous improvement:

1. Building a Common Language
2. Baseline Measurement
3. Creating a Compelling Vision & Goals
4. Action Plan Development



Between February 6, 2023 and April 11, 2023, three strategy sessions were facilitated with OSW's sustainability team which represented the following stakeholders: OSW staff and management, regional businesses and agencies, representatives from cultural attractions, not for profit organizations, and municipal representatives. The diverse backgrounds and perspectives supported a cross-pollination of ideas and collaboration.

In the initial strategy session, GreenStep and OSW staff established a common language around sustainability to ensure a solid understanding of sustainability and the strategy development process. In this session, GreenStep and the OSW staff reviewed the completed baseline measurements which served as the foundation for improvement and were used as a guide in the later sessions.

The second strategy session reviewed the key terms and baseline data from the first session, and then the sustainability team was guided through a visioning process that led to the development of a set of sustainability goals focused on the areas of Sustainability Management System & Ecosystem; Business, Resident & Visitor Engagement, Education, and Appreciation; and Land Use and Infrastructure Planning.

In the third session, the action plan goals were refined and an extensive list of actions was created outlining potential pathways to achieve the goals and targets identified. In the final session, actions and targets were reviewed and refined. See [Appendix A: OSW Sustainability Action Plan Tracker](#) to view the comprehensive action plan.



AWARENESS: BUILDING A COMMON LANGUAGE

Definitions and Framework for Sustainability

Since the Brundtland Commission report in 1987, where sustainable development was defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs,” a wide variety of terms have been used to describe sustainability in business. Specifically for those operating within the tourism and hospitality sectors, such as OSW, these sustainability terms focus on creating an industry better for people, the economy, and the environment. Relevant sustainability terms to the tourism industry include:

Ecotourism is a type of sustainable tourism product that brings guests into relatively undisturbed or wild areas in order to experience nature. It is typically low impact, for example sailing, hiking, kayaking, foraging, etc. and often promotes principles of natural conservation and sometimes local culture.

Regenerative Tourism is a way of developing tourism, either at the destination or product level - and it looks at ways that travelers can leave things better than they found them, creating a net-positive impact, and often requires a place-based approach that considers the unique circumstances and opportunities of the host-community.

Circular Economy is defined as a purposefully designed “socio-economic system inspired by natural systems, regenerative of human and natural capital that works long term for all stakeholders.”

Sustainable Tourism is defined as tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.

“Sustainable Tourism” encompasses all of the definitions above, and all of these types of tourism are essential to achieving sustainability. The term and concept of “Sustainable Tourism” was born at the first World Conference on Sustainable Tourism in 1995, where The World Charter for Sustainable Tourism was originally adopted.

At the 2015 World Summit on Sustainable Tourism (ST+20), there was a refresh of the terms and objectives of the initial declaration.

It was stated that:

“Twenty years later, the question is no longer if sustainable tourism is a viable solution but rather, just how far can we take it to realize tourism’s full potential to bring benefits to local communities, support green growth and economies, foster innovation, safeguard cultural and natural heritage, and protect the environment.”

Global Sustainable Tourism Council

One of the organizations that has created a sustainability framework specific to the tourism and hospitality sector is the Global Sustainable Tourism Council (GSTC). The GSTC develops and manages the GSTC Criteria, which provides global standards for sustainable travel and tourism.

The GSTC criteria offer a common language about sustainability in tourism, and are aligned with the UN Sustainable Development Goals. They are arranged in four pillars:

- Sustainable management
- Socioeconomic impacts
- Cultural impacts
- Environmental impacts

OSW used GreenStep’s Sustainable Tourism standard, which is based upon these criteria, as part of the baseline measurement process that is detailed further in this report.

Definitions and Frameworks for Net Zero Carbon

When measuring the carbon footprint of a business or organization, based upon the Greenhouse Gas Protocol, three categories of emissions must be considered:

Scope 1: Direct Emissions from sources owned or controlled by the company

Scope 2: Indirect Emissions from the offsite generation of electricity, steam, heat or cooling purchased for consumption by the company

Scope 3: Indirect Emissions that are a consequence of the operations of the reporting company, but occur at sources owned or controlled by another company

As the world seeks to significantly reduce greenhouse gases over the coming decades, several organizations have launched campaigns that share best practices and outline pathways to achieving net zero emissions by 2030. One of the leading organizations is the Science Based Reduction Targets Initiative (SBTi).

“Science-based targets provide a clearly-defined pathway for companies to reduce greenhouse gas (GHG) emissions, helping prevent the worst impacts of climate change and future-proof business growth.”

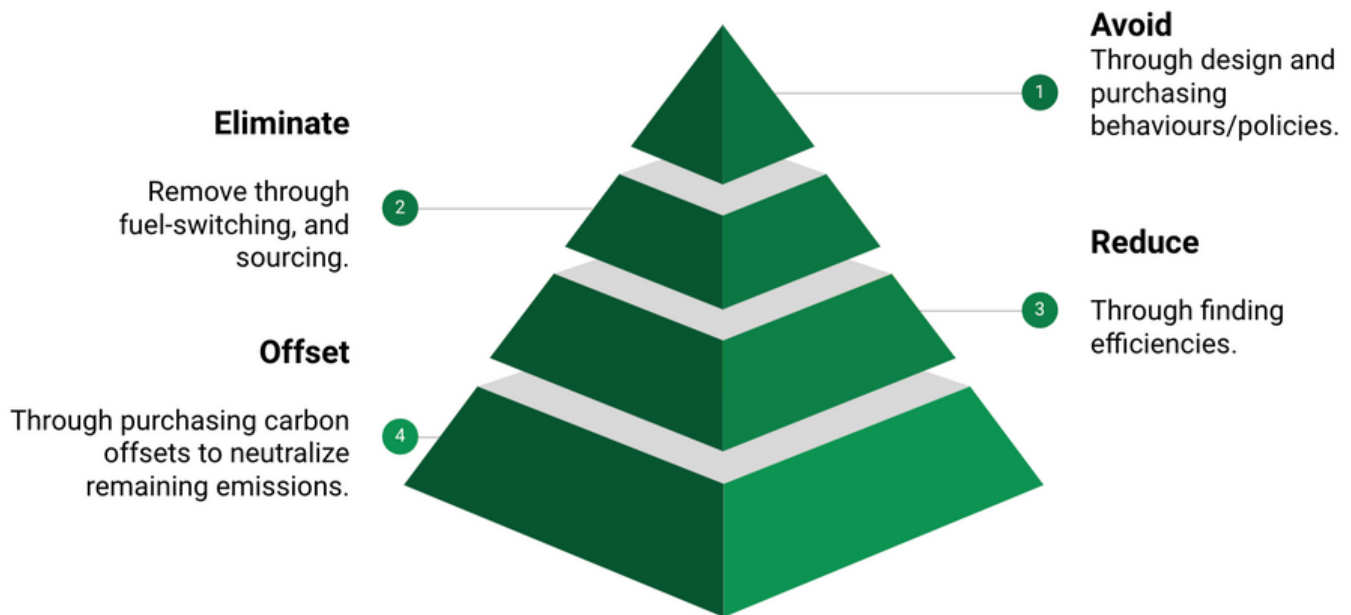
SBTi’s outlined pathway to Net Zero includes achieving the following goals:

- Focus on rapid, deep emission cuts: Cut Scope 1, 2, and 3 emissions by 90-95%
- Set near and long-term targets: Plan to halve real emissions by 2030, and close to zero by 2050, neutralizing those that are not possible to eliminate.
- No net-zero claims until long-term targets are met: Only when a science-based target (SBT) is achieved.
- Go beyond the value chain: Go further by making investments outside their SBT to mitigate climate change elsewhere, in addition to deep emission cuts.

When considering how to achieve net zero, the carbon mitigation hierarchy shown in Figure 1 is useful to help prioritize efforts:

- Avoid emissions through design and purchasing behaviours/policies
- Eliminate emissions through fuel-switching, and sourcing
- Reduce emissions through finding operational efficiencies
- Offset emissions through purchasing carbon offsets to neutralize remaining emissions

Figure 1: Carbon Mitigation Hierarchy



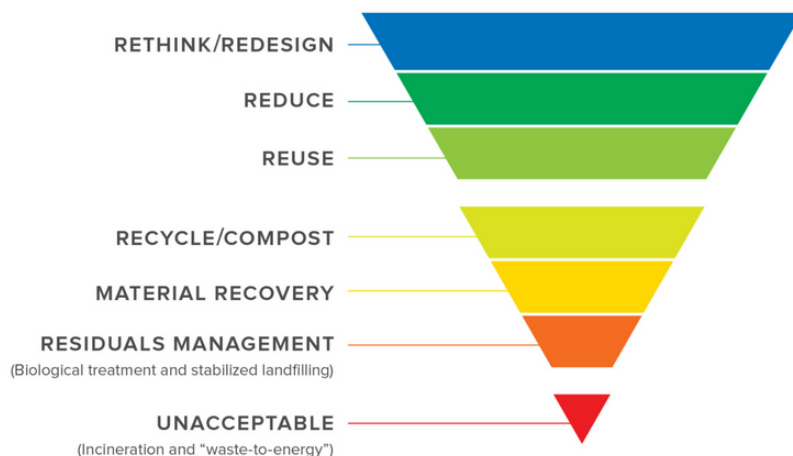
Definitions and Frameworks for Zero Waste

The International Zero Waste Alliance defines zero waste as follows: *“The conservation of all resources by means of responsible production, consumption, reuse, and recovery of products, packaging, and materials without burning and with no discharges to land, water, or air that threaten the environment or human health.”*

The Zero Waste Hierarchy encourages decision-makers to consider the following when seeking to achieve zero waste:

1. **Rethink/Redesign** — *What has led us to our present linear use of materials and thus, what needs to evolve to move towards a closed loop model? How do we re-design systems to avoid needless and/or wasteful consumption?*
2. **Reduce** — *What supports the use of less material and less toxic material?*
3. **Reuse** — *What supports the better use of those products we already have in ways that retain the value, usefulness and function?*
4. **Recycle/Compost** — *How do we ensure materials are put back in the materials cycle?*
5. **Material Recovery** — *What was salvaged from mixed waste?*
6. **Residuals Management** — *What is still left and why? What do we need to take out of the system that should not have been circulated in the first place? How do we manage what is left in a flexible manner that continues to encourage movement toward Zero Waste?*
7. **Unacceptable/Regulation** — *What systems and policies encourage wasting and should not occur?*

Figure 2: Zero Waste Hierarchy



BASELINE MEASUREMENT

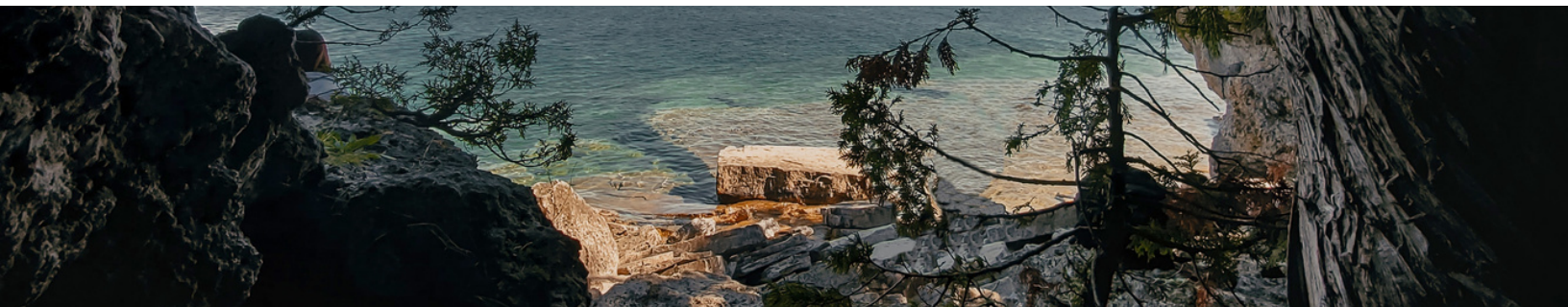
To help understand the current sustainability performance of OSW, considering all of the sustainability frameworks outlined above, a comprehensive series of baseline measurements were completed through the following assessments:

1. Destination Diagnosis
 - a. Sustainable Tourism Score assessment
 - b. Strategic Document Review
2. Carbon Footprint Measurement

The results of these assessments are summarized below and detailed in the appendices.

Destination Diagnosis

Destination Diagnosis is a service offered by GreenStep Solutions to analyze a destination in a holistic manner that determines who the major stakeholders are, what aspects of sustainability are already being implemented, and where there is room for improvement based on current destination performance. The diagnosis process aligns closely with GreenStep's Sustainable Tourism Framework and provides valuable insight into performance assessment and baseline measurement. The first step of the diagnosis process was for OSW to take the Destination Sustainable Tourism Score assessment.



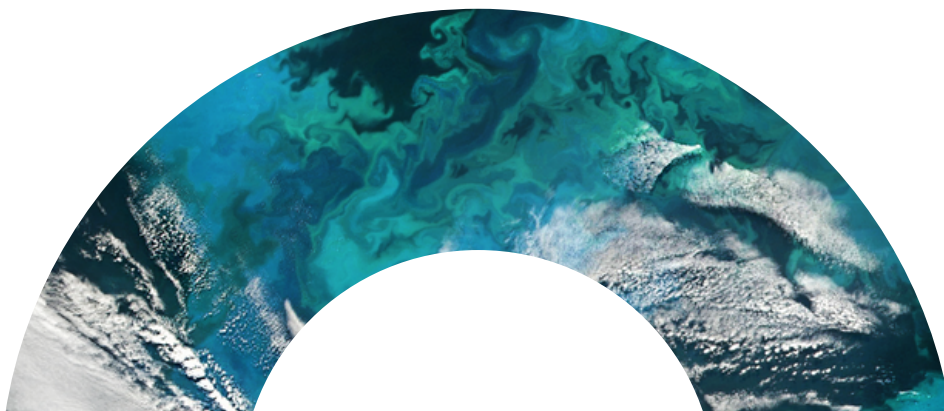
Sustainable Tourism Score Assessment

The [GreenStep Sustainable Tourism Score assessment](#) is an online tool designed for tourism entities to assess their sustainability performance. The Global Sustainable Tourism Council-Recognized assessment criteria includes 117 questions that examine sustainability performance for each of the four sustainable tourism pillars: management, social and economic, natural and cultural, and environmental. The results from OSW's assessment served as a guide to identify where the destination is performing well and where there are opportunities for improvement.

OSW completed their sustainability assessment achieving Bronze Certification with a score of 42%. OSW's highest area of performance were both Social & Economic Impacts and Natural & Cultural Interactions, subsequently followed by Management, and lastly Environmental Impacts. A detailed breakdown of OSW's sustainability scorecard is provided on Page 14 of this report. These results informed the development of the [OSW Sustainability Action Plan](#). By implementing the plan created during the workshops, OSW can realize a significant improvement to their sustainability performance and sustainable tourism score.

In addition to gaining insight into OSW's sustainability performance, the completion of the Sustainable Tourism Assessment fulfilled one of two requirements to become a signatory of the [Sustainable Tourism 2030 Pledge](#). The Sustainable Tourism 2030 Pledge is a global movement to leverage the power of the tourism industry to create positive change. The purpose of the pledge is to support tourism communities in fostering a culture of sustainability as well as to help tourism stakeholders measure their own impact.

The second requirement of the pledge is for signatories to make a public commitment to improve their sustainability score by 2030. OSW's [public commitment](#) helps to create accountability and transparency while also combating greenwashing and greenhushing.



GRADING

Your Grading:		BRONZE	Platinum: 90 - 100 % Gold: 75 - 89 % Silver: 55 - 74 % Bronze: 35 - 54 %	Your Score:	42%
Section	Measure	Points Scored	Points Available	%	
Management		39	84	47%	
A.	Sustainability Management System	6	15	37%	
B.	Risk, Crisis, and Emergency Management	8	10	83%	
C.	Land Use Planning and Infrastructure Management	10	18	55%	
D.	Business and Resident Engagement	5	10	46%	
E.	Visitor Engagement	5	17	27%	
F.	Marketing and Communications	6	14	46%	
Social & Economic Impacts		33	65	51%	
G.	Social Wellbeing	10	10	96%	
H.	Impacts of Tourism on Residents	0	8	4%	
I.	Local Employment and Labour Rights	4	9	41%	
J.	Economic Impacts	14	24	58%	
K.	Supporting Local and Sustainable Businesses	3	8	42%	
L.	Accessibility	2	6	38%	
Natural & Cultural Interactions		16	31	51%	
M.	Cultural Heritage	7	13	55%	
N.	Local Environment, Biodiversity, and Wildlife	9	18	48%	
Environmental Impacts		22	81	27%	
O.	Energy	3	15	17%	
P.	Water Conservation	3	17	19%	
Q.	Solid Waste	8	18	45%	
R.	Wastewater	4	13	32%	
S.	Emissions and Pollution	4	18	24%	
TOTAL		110	261	42%	

Strategic Document Review

As a part of the Destination Diagnosis, GreenStep reviewed strategic documents and destination goals and objectives to understand the current state of OSW, and to identify gaps where sustainability performance can be improved using the Strategic Alignment Matrix. The Strategic Alignment Matrix is a tool where assessment questions, assessment points earned, and strategic priorities can be filtered and sorted to identify trends and goal areas.

Strategic documents including *Ontario's Southwest 2022-2024 + Strategic Plan Brief and Southwest Ontario Tourism Corporation Business Plan 2022-23* were reviewed alongside responses to the Sustainable Tourism Score assessment. In this review, current baseline data points were compared against destination strategy goals and action items. By inputting this data into the Strategic Alignment Matrix, GreenStep and OSW were able to filter responses to view data in a variety of ways, including strategic alignment with documented goals, gaps and overlaps, among others.

The results of strategic alignment revealed specific sustainability goals and areas of action which were presented in the second strategy session. These identified priorities were then integrated into the action plan in subsequent strategy sessions. See [Appendix B: Destination Diagnosis Additional Figures](#) for a visualization of the outcome of the strategic document review.

Carbon Footprint Measurement

A carbon footprint is the measurement of the amount of greenhouse gases released into the atmosphere by a specific activity – in this case, through an organization's operations. A carbon assessment was performed for OSW (the organization, not the destination) using the GHG Protocol's Corporate Accounting and Reporting Standard.

The assessment results and process, including determining Scope 1, Scope 2, and Scope 3 emissions, are summarized below and a full carbon footprint report with recommendations for reducing emissions and purchasing carbon offsets can be found in Appendix C.



Carbon Footprint Summary

OSW's 2021 carbon footprint amounted to 99.96 tCO₂e. All emissions are derived from Scope 3 sources, particularly from purchased goods and services.

The table below (Table 1) shows the breakdown of emissions by Scope. Since Scope 3 forms the entirety of OSW's footprint, the emissions for Scope 3 sources are further broken down in Table 2.

Table 1: Overall Carbon Emissions

Scope	tCO ₂ e	% of total
Scope 1	0	0%
Scope 2	0	0%
Scope 3	99.96	100%
TOTAL	99.96	100%

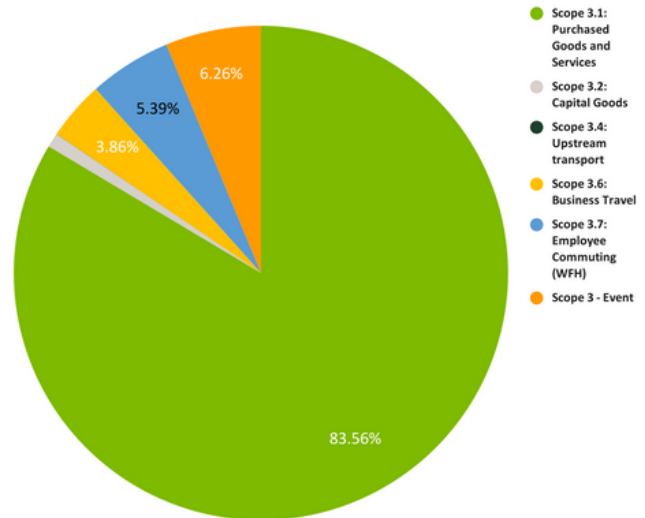


Table 2: Scope 3 Emissions by Category

Scope 3 Category	tCO ₂ e	% of total
Scope 3.1: Purchased goods and services	83.52	83.56%
Scope 3.2: Capital Goods	0.92	0.92%
Scope 3.4: Upstream transport	0.01	0.01%
Scope 3.6: Business travel	3.86	3.86%
Scope 3.7: Employee commuting	5.39	5.39%
Scope 3: Event	6.26	6.26%
TOTAL	99.96	100%

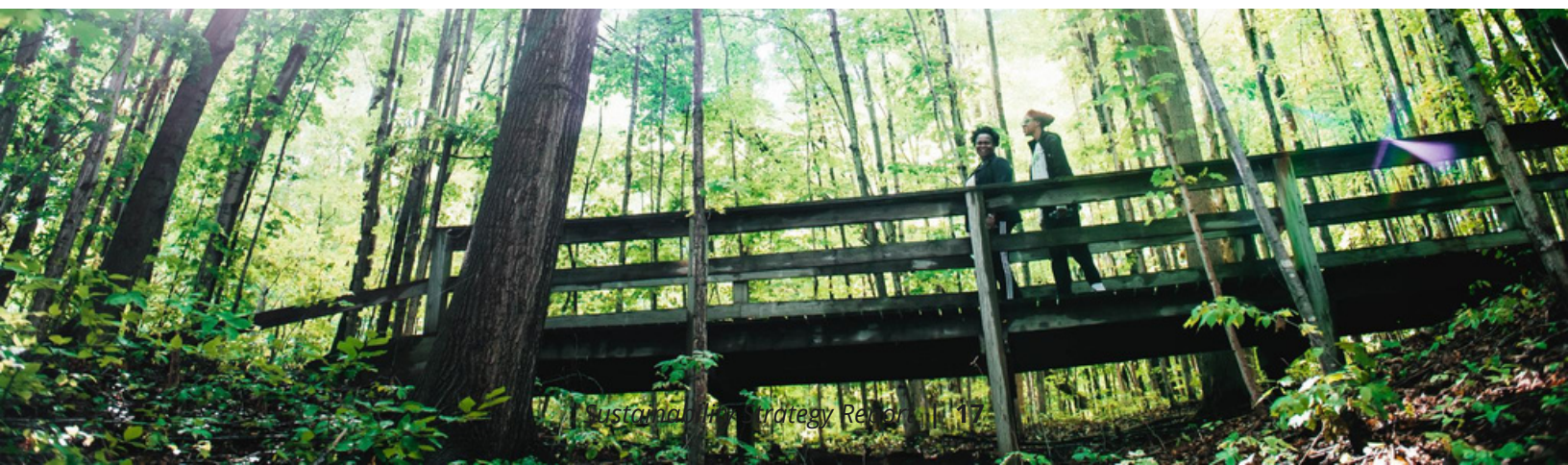
SUSTAINABILITY GOALS, TARGETS & ACTION PLAN

This action plan is built upon the results of OSW's baseline assessments and is an outcome of the three sustainability strategy sessions. Goal areas were chosen based on the areas that were recognized as most significant at the time of the strategy sessions and may change in the future as targets and actions are accomplished. Each goal area has two to three targets and a list of actions that will improve the region's sustainability performance in a specific, measurable, attainable, relevant and timebound way.

Goal Area 1: Sustainability Management System & Ecosystem

Targets:

- 100% of our partners (ex. signed MOUs and financial recipients) know our region's sustainability values by 2025
- Reduce the carbon footprint generated internally by the OSW organization by 25% by 2026 with the goal to reduce the carbon footprint by at least 50% by 2030
- Incrementally develop and nurture 30 new mutual relationships across a diverse range of tourism and non-tourism stakeholders by 2025 (ex. Ministry and other government employees, City Councils, entrepreneurs, organizations, etc.)



Actions:

- Tell the story of our leadership and sustainability journey, at organizational events, through marketing channels, and internally to the OSW team
- Celebrate projects and wins for the region in a manner that combats greenwashing and inspires other tourism organizations to avoid green hushing
- Encourage stakeholders within the destination to promote Ontario's Southwest Responsible Travel Pledge to visitors
- Regularly monitor and review responses to the community feedback survey; a survey available on the OSW Industry website that will provide all stakeholders with an opportunity to voice their opinion about the impacts of tourism
- Research who the experts are in various community development areas (ex. housing, childcare, etc.) and develop relationships
- Engage in regular community planning and Ministry engagement meetings to ensure that tourism is considered in all decisions and strategic planning
- Develop a survey to collect and monitor feedback from the community about sustainability that is always available on the OSW industry website
- Host annual community engagement sessions starting in 2024 that welcomes discussion and feedback from organizations and local residents internal and external to the tourism industry



Goal Area 2: Business, Resident & Visitor Engagement, Education, and Appreciation

Targets:

- 50 businesses participating in third-party sustainability certifications by 2025 (ex. Feast On, B Corp, LEED, Certified Living Wage, Rainbow Registered, Rick Hansen Foundation, Sustainable Tourism Certifications, etc.)
- Develop and nurture 50 meaningful, mutual relationships with tourism businesses and organizations by 2025
- 75% of surveyed residents are satisfied with tourism in our destination primarily using the community feedback survey and annual engagement survey sent to visitors
- 1000 visitors have signed the Travel Pledge by 2024

Actions:

- Identify specific programs or initiatives that businesses could participate in, such as living wage programs, certifications, etc.
- Incentivize operators to improve their sustainability performance through the Ontario's Southwest Partnership Program
- Promote sustainably certified businesses, activities and events through the [OSW industry website](#) and/or other public channels
- Research grant and funding opportunities to advance sustainability efforts across the region, and communicate funding application opportunities to the industry when applicable
- Continue work to understand what draws visitors to Ontario's Southwest region to encourage responsible and sustainable visitor behavior, as well as the best approaches to sharing tourism assets with visitors, while protecting them.
- Hire or contract a dedicated person with expertise in sustainability to engage, educate, and support tourism organizations in taking action towards improving their performance
- Create and distribute a survey for tourism businesses, to better understand areas for OSW to offer support, as well as identify leaders within the local communities where OSW operates
- Review the Ontario's Southwest marketing and communications for the region, to ensure that content accurately portraying the destination's offerings and experiences
- Add a feedback form to the consumer website so visitors and local residents can voice their opinion about sustainability and the impacts of tourism
- Identify opportunities to contact blog writers, influencers and media before they arrive to encourage an accurate portrayal of the region and manage visitor flow. In addition, encouraging the inclusion of a sustainability component to their media contracts.

Goal Area 3: Land Use and Infrastructure Planning

Targets:

- Active involvement in developing 5 new amenities, publicly available to residents and visitors by 2027 (ex. new public washroom facility, a water refill station, new cycling/walking trails or parks, new public transit route, EV Charging infrastructure, etc.)
- Results from the annual OSW survey show that 50% of surveyed visitors and residents use climate friendly transportation to, from, and within the destination by 2028 (ex. EV vehicles, cycling, walking, carpooling, etc.)

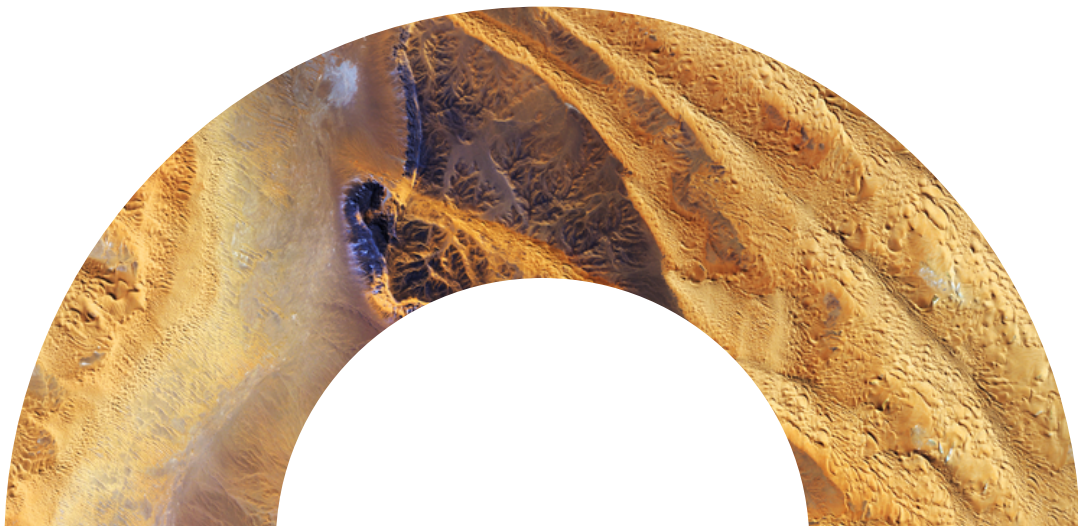
Actions:

- Encourage visitors to bring reusable water bottles, and promote refill locations/stations
- Advocate for development of active transportation networks
- Identify and work with innovation experts to solve environmental challenges within the destination (ex. cost of compostable cutlery/materials at events, cleaning up our waterways, etc.)
- Develop a webpage on the OSW consumer website and other visitor facing communications to share various active transportation methods
- Determine where public washrooms are within the region, and add this information into travel itineraries
- Develop itineraries for visitors based on active transportation networks and include this information in travel itineraries and blog posts
- Share information with municipal planners on visitor flows and popular corridors to advocate and influence the build of new public washroom facilities (ex. geofencing or tools like [Zartico](#))
- Work with VIA Rail to explore opportunities to transform or repurpose less populated / vacant areas into tourist attractions
- Advocate for changes to regulation that can bring in alternative modes of transportation that require less infrastructure development (ex. Uber)

NEXT STEPS

GreenStep recommends that OSW undertake the following steps to continually improve, create the impact the destination has set out to achieve, and to enable annual measurement of results.

- Maintain the sustainability team established for the development of the Sustainability Strategy. Meet bi-annually and use the [Action Plan Tracker](#) to monitor progress on achieving action items.
- Integrate key actions, targets, and goals into other regular meetings including those with DMOs and the Board of Directors
- Each quarter report on progress towards the targets identified for each goal
- Measure carbon footprint, and track energy, water and waste data annually
- Do a self-check on the [Sustainable Tourism Score](#) annually to measure performance
- Work with your team to develop a condensed/summarized OSW quarterly or annual sustainability report or infographic that includes:
 - The results from this report and/or the sustainability assessments
 - Year over year comparisons
 - Summary of achievements and challenges for the reporting period, and any future plans that may affect performance
 - A summary of goals and key performance indicators



APPENDICES

Appendix A: OSW Sustainability Action Plan

For more information on OSW's responsible tourism initiatives and updates on progress made in the OSW Sustainability Action Plan, visit the OSW Responsible Tourism webpage at <https://www.swotc.ca/responsible-tourism-1>.

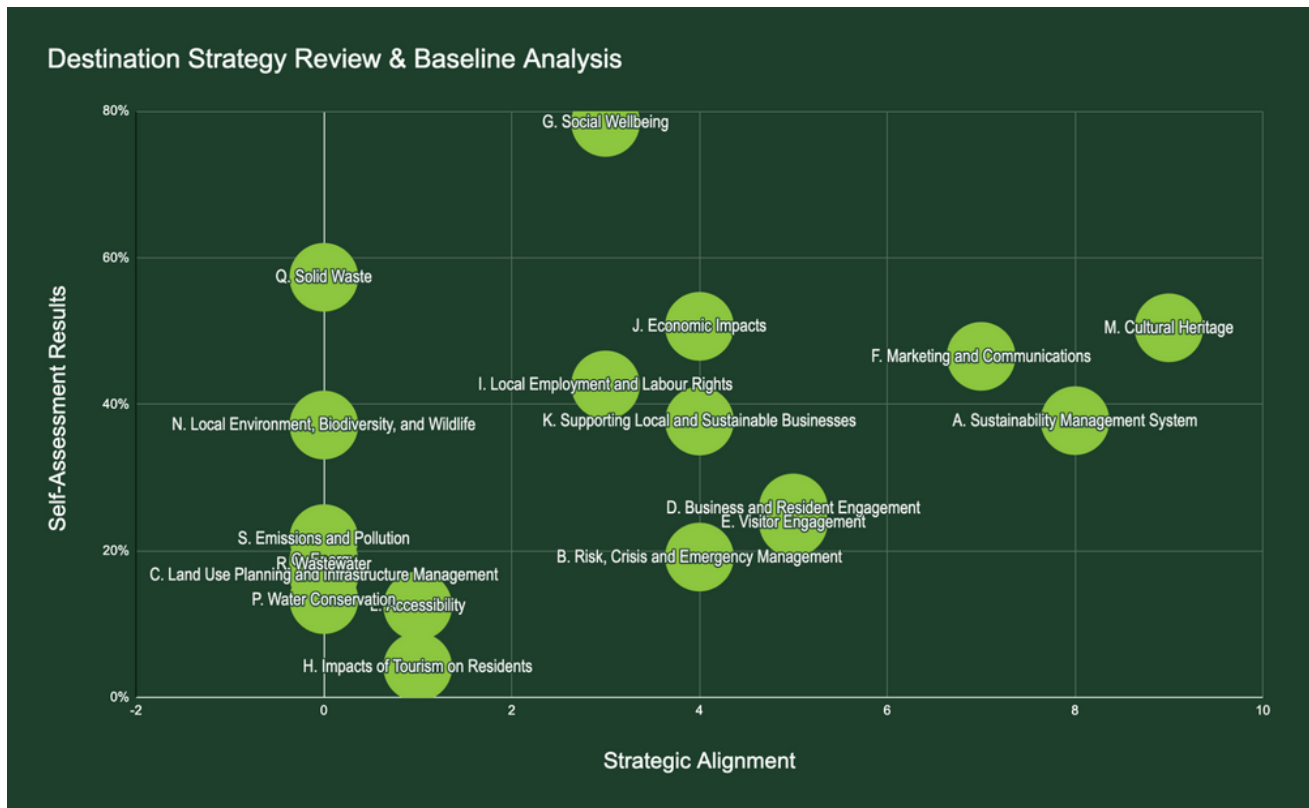
Appendix B: Destination Diagnosis Additional Figures

Once the sustainable tourism score assessment and strategic document review were completed, the results of each baseline measurement were cross-referenced. Both baseline measurements use the GSTC-Recognized Destination Sustainability criteria which served as the point of reference for comparison. Where the [Sustainable Tourism Score assessment](#) is a snapshot of current performance, the [Strategic Document Review](#) examines the aspirations and objectives of a destination.

Plotting the data from each baseline measurement into a combined figure provides insight into areas of strength as well as high-priority opportunities for improvement. In the following figure, results from the strategic document review are plotted along the x-axis labelled "Strategic Alignment", and the results of the Sustainable Tourism Score assessment are plotted along the y-axis labelled "Self-Assessment Results".

Interpretation of the Comparative Analysis

Figure B1: Destination Diagnosis Comparative Analysis



In the bubble chart above, the results of the comparative analysis of the strategic document review and self-assessment results are presented. Several notable findings were identified from this comparison that guided the development of the sustainability action plan.

One of the trends visible in **Figure B1** is the correlation between strategic alignment and sustainability performance. Typically, the more a sustainability-related initiative was mentioned in the strategic documents, the stronger OSW's sustainability performance in the corresponding criteria area. **Table B1** presents a detailed breakdown of performance and strategic alignment for the criteria areas with the highest alignment.

Table B1: Criteria Areas with Highest Alignment & Higher Performance

Subcategories (stronger strategic alignment)	Strategic Alignment	Assessment Score
Cultural Heritage	9	50%
Sustainability Management System	8	38%
Marketing and Communications	7	47%
Business and Resident Engagement	5	26%
Visitor Engagement	5	24%

Areas of lower performance and high strategic alignment, including Business and Resident Engagement, Visitor Engagement, and Sustainability Management System were identified as key areas of improvement and ultimately became goal areas for the sustainability action plan. These areas were selected as priorities for both their strategic alignment as well as OSW's ability to make improvements in the near-term. When brainstorming actions, OSW also looked to areas of varied alignment, but high performance (**Table B2**) to better understand their ability to create destination-wide sustainable change as an organization.

Table B2: Criteria Areas with Varied Alignment & Highest Performance

Subcategories (stronger performance and varied strategic alignment)	Strategic Alignment	Assessment Score
Social Wellbeing	3	78%
Economic Impact	4	51%
Local Employment and Labour Rights	3	43%
Solid Waste	0	57%

While not identified in the strategic document review as higher priority, the importance of sustainability performance in areas such as social wellbeing, economic development, and solid waste were revealed in the Sustainable Tourism Score assessment and reinforced in the action planning strategy sessions. Although none of the criteria areas from **Table B2** were included as action plan goal areas, the committee’s passion for these areas of sustainability was incorporated into the plan with specific opportunities for continued improvement.

Table B3: Criteria Areas with Low Alignment & Lower Performance

Subcategories (varied strategic alignment and performance)	Strategic Alignment	Assessment Score
Supporting Local and Sustainable Businesses	4	38%
Risk, Crisis and Emergency Management	4	19%
Accessibility	1	13%
Impacts of Tourism on Residents	1	4%
Local Environment, Biodiversity and Wildlife	0	37%
Emissions and Pollutions	0	22%
Energy	0	19%
Waste Water	0	18%
Land Use Planning and Infrastructure Management	0	17%

Lastly, despite Land Use and Infrastructure Planning having low strategic alignment, it was identified as an important area of opportunity by the sustainability team. Throughout both the visioning and action planning exercises, ideas for partnerships, strategies for baseline measurements, and opportunities for advocacy were identified. While many of the actions in this area were identified as long-term, several initiatives are ongoing and are anticipated to continue or be completed by 2025.



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Corporation