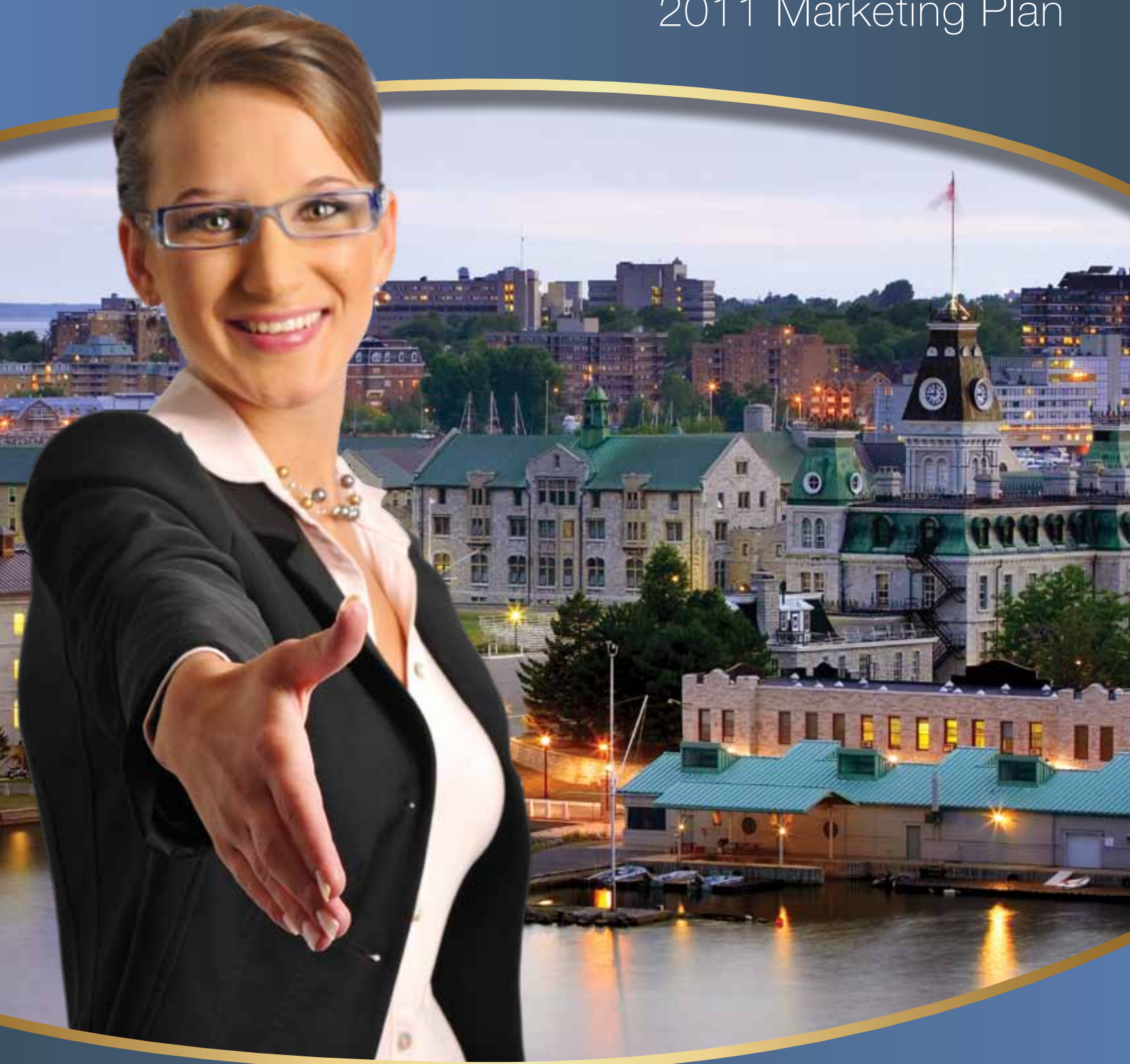


# 2011 Marketing Plan



From our Team to yours ...  
Thank you!

*Tourism*  
**KINGSTON**  
A Division of the Kingston Economic Development Corporation



An introduction to a marketing plan should come with an appreciation to all of our industry stakeholders for the day to day commitment they have to their business and to their City. Why, we wouldn't be able to showcase this outstanding destination without the tireless efforts of owner/operators, attractions, artisans, municipal operations, innkeepers, taxi drivers, students, walking tour guides, bands, trolley drivers, farmers, chefs, and all of you who make it happen. From our team to yours – Thank you!

Tourism Kingston will launch an online reservation system in 2011. Our particular system is built on a Microsoft SQL server foundation; the reservation system features a very fast, stable reservation environment capable of handling large volumes of end users performing complex and varied reservation queries. With an exhaustive list of features, the Meridian Reservation Engine offers its users tremendous flexibility to display rack room rates, extended stay pricing, pre-configured packages, and dynamic packaging capability while maintaining high visitor conversion ratios.

A recent study completed in December 2010 through IBC Retail Insights surveyed 1500 European respondents about online travel booking and other purchases. 47% of those respondents said they had used the internet to make bookings. Popular travel specialists have indicated that all of these new trends are positive for travel; taking the stress away from heading out on vacation.

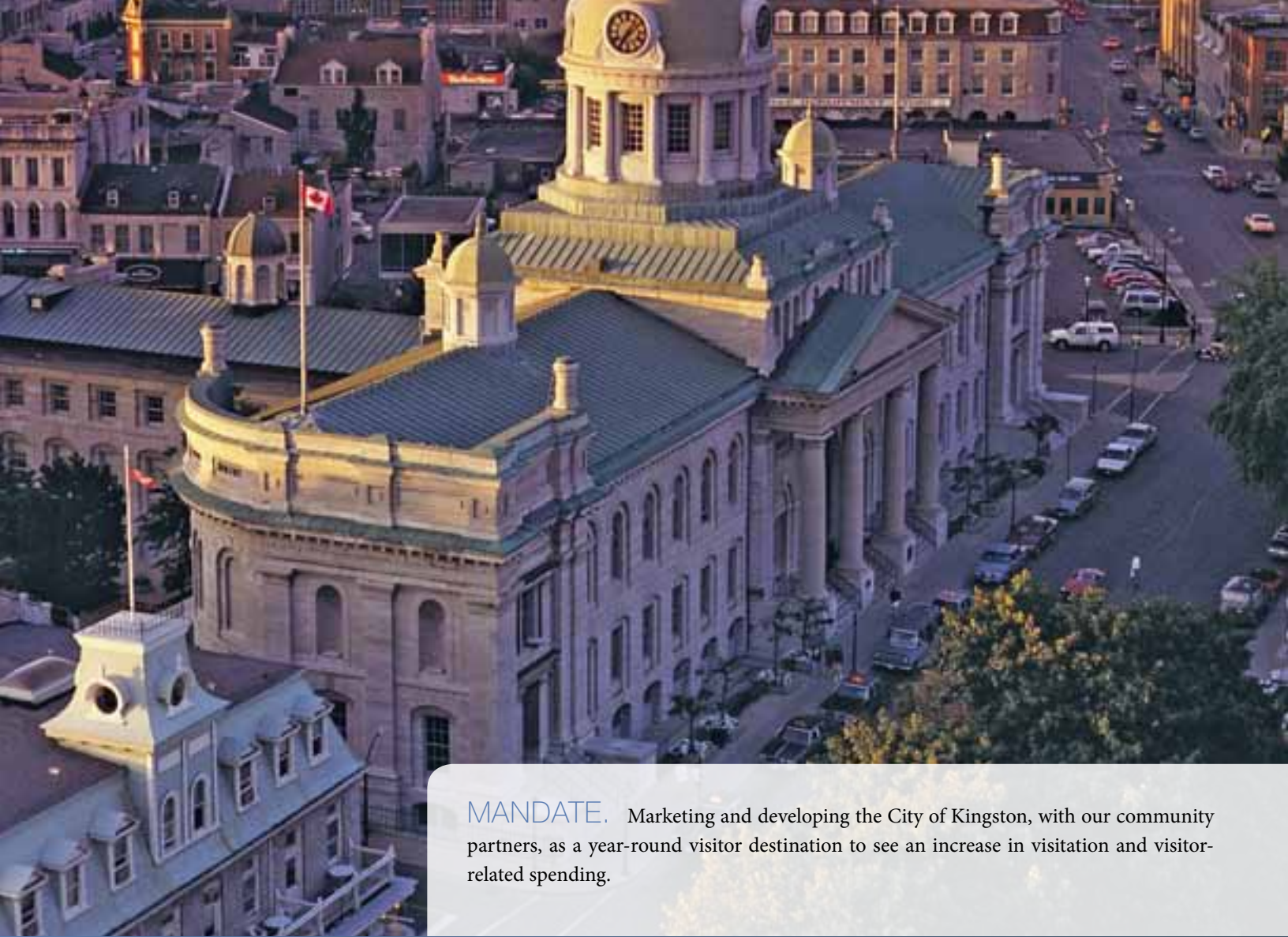
Packaging the Kingston experience is one of the highlights of the system. The opportunity to extend the visitor's stay by showcasing multiple products has tremendous economic benefits. We will work towards a focused ad campaign that drives our visitors to this reservation system making a getaway to Kingston an easy decision.

Wishing all of our industry partners and friends a thriving 2011.

A handwritten signature in black ink, appearing to read 'Rob Carnegie'.

Rob Carnegie  
Director, Tourism Kingston

Photo: Svetlana Rytchkova, all rights reserved



**MANDATE.** Marketing and developing the City of Kingston, with our community partners, as a year-round visitor destination to see an increase in visitation and visitor-related spending.

**MISSION.** Tourism Kingston works proactively with its base of industry partners by offering marketing opportunities, sales support, and visitor services in a coordinated effort to make the City a premier, four-season experience. Our ultimate goal is to see visitor spending be one of the key drivers behind a thriving economy in Kingston.



## FOCAL POINTS

Leisure Marketing	6
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Meetings & Conferences	17
Sport Tourism	20

**CORPORATE PRIORITY.** Tourism Kingston, a division of the Kingston Economic Development Corporation, undertakes tourism marketing and development initiatives to ensure that Kingston remains a destination of choice for visitors from all over the world. Tourism marketing and development activities are a key attractor of people and also serve a cross-over function of introducing businesses and potential residents to the city in both professional and leisure capacities. Tourism marketing activities will be directed towards promoting the competitive advantages the city holds in areas of Leisure, Travel Trade, Meetings & Conferences and Sport Tourism. Tourism development activities include growth and retention initiatives to support Kingston's tourism sector and advance lead generation towards the attraction of potential new products or services to augment Kingston's core tourism assets and support year-round visitor services.

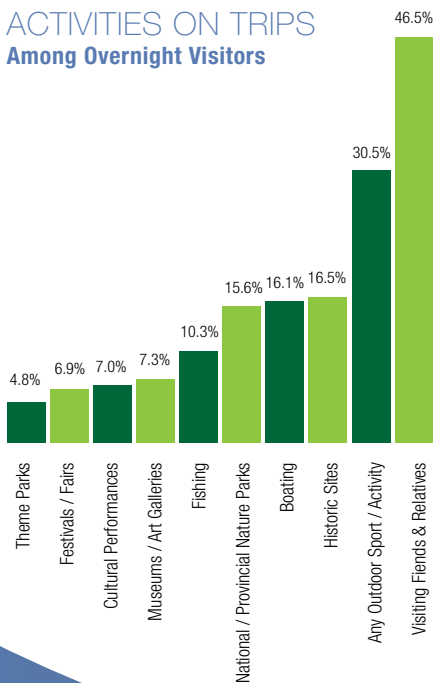


## 2011 MARKETING OBJECTIVES

The 2011 marketing plan is motivated by the following core objectives:

- Strengthen the Kingston brand as a visitor destination in all market segments; leveraging the UNESCO World Heritage brand and current product offering in the City.
- Develop and deliver sales and marketing strategies within niche sectors including sport tourism, meetings and conferences, travel trade and travel media to further maximize Kingston's opportunities in these markets.
- Continue in a strong and supportive partnership with the Kingston Accommodation Partners (DMF) to leverage seasonal advertising campaigns, product development, and market research.
- Work towards building a strong and supportive partnership with the Regional Tourism Organization developing results-driven, product investment development and marketing initiatives.
- Further enhance the visitor website – [www.kingstoncanada.com](http://www.kingstoncanada.com) - as a captivating and information-based resource for visitor online traffic.
- Build upon existing product clusters which need further enhancement and support as part of a Tourism Development portfolio, including but not limited to, Culinary, Cultural, Ecology, and other developing sectors which need additional structure.
- Identify tourism attraction and investment opportunities that would compliment the product offering that currently exists in Kingston; work with City staff to bolster facility planning to capture visitor traffic and increased spending.

### ACTIVITIES ON TRIPS Among Overnight Visitors



## KINGSTONOMICS

- In 2008, almost 2.2 million visitors went to Frontenac County. Of these visitors, approximately 1.1 million stayed in the area for one or more nights and the balance, 1.1 million made a same day visit to Frontenac County.
- The top 10 activities among overnight visitors were Visiting Friends and Relatives (46.46%), Any Outdoor Sport (30.49%), Historic Sites (16.53%), Boating (16.16%), National/Provincial Nature Parks (15.61%), Fishing (10.28%), Cultural Performances (7.99%), Museums and Art Galleries (7.25%), Festivals/ Fairs (6.88%) and Theme Parks (4.78%).
- Same-day and overnight visitors spent \$260,859,000 in Frontenac County on tourism related expenditures/categories including lodging, food, and beverages, transportation, entertainment and retail during 2008.

[Source: Statistics Canada]



## THE OUTLOOK – Challenges

- › Global recession has drastically changed the economic and travel landscape
- › High Canadian dollar pushing Canadian travelers outside the country
- › Canadian Tourism Commission exiting the U.S. marketplace
- › Traditional distribution channels have been disrupted
- › Same day travel will remain the norm with personal income down
- › HST legislation within the hospitality sector and introduction of new increases to consumer

## THE OUTLOOK - Opportunities

- › Introduction of the new Regional Tourism Organization to leverage ad buys and positioning in the province through Ontario Tourism
- › Emerging Quebec market and Ontario Tourism's presence
- › Evidence that the consumers will remain “close to home” is still apparent when making travel decisions
- › Increase supply of rooms will open new doors to larger conferences and group events
- › Leverage Ontario Tourism's new VFR tactics for Kingston market
- › Promise of new product offerings to increase length of stay in destination
- › Cultural and Heritage studies to further support vital visitor markets

[Source: Ontario Tourism]



**Leisure Market Rationale.** The 2011 sales and marketing plan for the Leisure program is a coordinated effort with the Kingston Accommodation Partners Inc. (DMF) with integration of budget and planning and compliments the shared interests in the consumer market. 2011 marks six years of partnership to leverage shared resources to attract the consumer market to Kingston.

# Leisure

MARKETING

The consumer/leisure market is one which yields significant visitor spending over the entire calendar year. Statistics indicate that over 60% of tourism-related receipts in Ontario are intra-provincial. Two of the feeder markets that Kingston has benefited from are the Greater Toronto Area (GTA) and Ottawa. By launching seasonal advertising campaigns into these areas, Kingston is kept “top of mind” in the travel decision-making process of our target audiences. By appealing to our target audience interests and habits, visitors select Kingston as their destination of choice and spend money while in the City.

The Leisure Marketing Program will once again target the GTA, Ottawa and Montreal markets. Accounting for approximately 3% of Ontario’s visitation, industry feedback is pointing out that Montreal’s Francophone and Anglophone markets have been steady with spikes of visitation at certain times of the year. Quebec is the second largest domestic market after Ontario. Kingston will again focus on the Adventurer and Connaisseur Quebecois as best described and identified through Ontario Tourism’s target segment profiles. Careful examination of these segments and their media preferences will be undertaken as part of the channel execution.

## Core Objectives

- › Implement seasonal advertising campaigns through multiple channels to highlight all that is unique and captivating about the City
- › Position Kingston as an easy “getaway” through packaging opportunities and value-add incentives without forsaking the emotional connection that Kingston can make with its target audience
- › Enhance Kingston’s online presence through innovative and advanced programs which will appeal to the target market and how visitors make their decisions

**Demographics & Motivators.** Knowing your customer is crucial. Interests, habits, behaviors, and intentions all provide a diagnosis on how to best deliver the product (the solution). Statistics Canada, focus groups, visitor surveys and industry feedback all provide a strong basis for those who count Kingston as part of their travel decisions. With further information defined by the Ontario Tourism Marketing Partnership, marketing efforts can be better suited to our primary visitor.

# ONTARIO

## Primary Target

The ADVENTURER SEGMENT has increased in size. Its presence has expanded in the suburbs and now includes more families of all ages, especially families with kids of all ages. While still having a strong interest in cultural and historical attractions and enjoyment of the outdoors, this segment shows more interest than before in theme parks and couples getaway weekends.

[Source: Prizm, Statistics Canada/EnviroNics Analytics]

## Online Initiatives

- › **Social Networks/Mobile Web Applications** – build on social networks to engage communities within our target segment with our brand interests and activities. Using platforms including Facebook, Twitter, YouTube, Flickr, and blogs as prime examples.

ONTARIO	ADVENTURERS
<b>Size (#, % Ont. HHds)</b>	<b>779,349 (15.57%)</b>
DEMOGRAPHIC SUMMARY	
Lifestage	Established family with teens
Social Status	Upper Middle Class / Affluent
Ethnicity	Moderate Chinese Presence
Urbanity	Live in / near major cities
Top Markets	Ottawa, Toronto, Mississauga, Markham
TAMS TRAVEL BEHAVIOUR - Past 2 years (% of Sample, Index)	
Visited Ontario	18.55% (108)
Northern Ontario	18.07% (98)
Southern Ontario	20.36% (110)
Avg. # of Trips to Ontario	3.72 (112)
Many Reasons to visit Ontario	19.16% (112)
BBM TRAVEL BEHAVIOUR - Past 3 years	
Visited Toronto	18.13% (92)
Visited Ottawa	22.41% (114)
Visited Niagara Falls	20.54% (104)
Visited Cottage Country	23.17% (118)
Visited Other Ontario	19.76% (101)
WHO THEY TRAVEL WITH	
with Kids 15 and under	
with Kids 16 and over	
As a Couple	
With Friends	
Just Me	
WEB INQUIRIES	
	<b>18.84% (110)</b>
PHONE INQUIRIES	
	<b>17.99% (105)</b>

QUÉBEC	ADVENTURERS
<b>Size (#, % Ont. HHds)</b>	<b>423,486 (12.6%)</b>
DEMOGRAPHIC SUMMARY	
Lifestage	mid-aged family with young children
Social Status	upper middle class
Ethnicity	above Avg. / mixed visible minorities
Urbanity	urban/suburban areas of Que. cities
Top Markets	Montréal, Gatineau, Québec
TAMS TRAVEL BEHAVIOUR - Past 2 years (% of Sample, Index)	
Visited Ontario	3.26% (93)
Northern Ontario	1.58% (45)
Southern Ontario	3.45% (98)
Avg. # of Trips to Ontario	2.31 (75)
Many Reasons to visit Ontario	3.05% (87)
BBM TRAVEL BEHAVIOUR - Past 3 years	
Visited Toronto	16.42% (108)
Visited Ottawa	17.57% (116)
Visited Niagara Falls	16.85% (111)
Visited Other Ontario	13.79% (91)
WHO THEY TRAVEL WITH	
with Kids 15 and under	
with Kids 16 and over	
As a Couple	
With Friends	
Just Me	
WEB INQUIRIES	
	<b>17.53% (129)</b>
PHONE INQUIRIES	
	<b>17.18% (126)</b>



- › **Travel Media Press Releases/Archives** - Hosting travel writers is an inexpensive means of showcasing Kingston to the destination storytellers. Kingston has hosted many writers with articles included in global publications, daily newspapers, blogs, magazines and web editorial. We will continue to have a strong presence within the travel media marketplace to showcase Kingston's new and most trumpeted product offerings.

Marketplace representation will include:

- › Canada Media Marketplace  
April 5-8, 2011 - New York City, NY
- › TMAC – March 12, 2011 – Ottawa, ON
- › **Mobile Web Applications Program** – Tourism Kingston will launch a mobile marketing program that will provide consumers with quick and easy mobile web applications on their hand-held devices. Apps are typically supported through a third-party developer which offer, discounts, packaging, area maps, hotels, restaurant selections and much more.  
  
Applications will be created for the iPhone, iPod Touch and Blackberry devices.
- › **Online Reservation System** – Providing multiple sources for consumers to buy travel will help Tourism Kingston adhere to a Best Practices model of interactive exchanges. By hosting an online reservation system at [www.kingstoncanada.com](http://www.kingstoncanada.com), consumers will have multiple choices at the click of a mouse. Although, a contract was signed in 2010, the new system will launch March 2011 through Meridian Online Reservation Systems.

## STRATEGY IN ACTION

- › Mobilize and execute the 2011 summer/fall/winter campaigns to target the GTA, Ottawa and Montreal markets focused on two consumer segments – Adventurers and Connoisseurs Quebecois. Females remain the intended recipient of the message with assumptions that plans are made on behalf of a friend, spouse or family.
- › Beyond the seasonal campaigns, we will continue to build equity in the Kingston brand by maintaining our presence in the targeted marketplace keeping Kingston top of mind and selling the destination as a four-season experience.
- › Maintain the UNESCO World Heritage brand as part of Kingston's unique contribution as Ontario's only designated site with continued exposure through multiple travel and media outlets.
- › We will ensure the K-Rock Centre, Grand Theatre, Springer Market Square, Fort Henry National Historic Site, 1000 Islands cruising and other cultural activities remain a focal point where entertainment, sport, history and culture engage the consumer and provide a reason to stay.



- › We will facilitate early delivery of the 2011 Official Visitor Guide to Kingston (Jan.2011) to over 1,000 travel outlets including the GTA and Ottawa Hotel and Corporations programs in an effort to highlight the four-season offering.
- › We will carry out our seasonal campaigns with a diverse mix of channels including transit, radio, television, outdoor, magazines, web and daily newspapers.

#### MEASUREMENT

Calculating the return on investment through marketing programs has always been a challenge in Kingston because of limited indicators. The following mechanisms have been adopted as part of a macro-assessment of visitation and spending in the City:

- › Success in the industry is evaluated on the overall economic impact of events as well as through visitor spending. Economic Assessment Models provided through the Ministry of Tourism and Culture and the Canadian Sport Alliance have been useful to provide estimations.
- › Statistics Canada – Travel Survey of Residents of Canada (TSRC)/ International Travel Survey (ITS) and Tourism Regional Economic Impact Model (TREIM)
- › Average Daily Rate – Figure derived by dividing the actual daily room revenue by the total number of rooms
- › Visitor Information Centres – visitor inquiries and traffic count
- › Campaign ROI will be measured through a partner tracking report (DMF)
- › Website visits and related analytics will be tracked monthly and reported

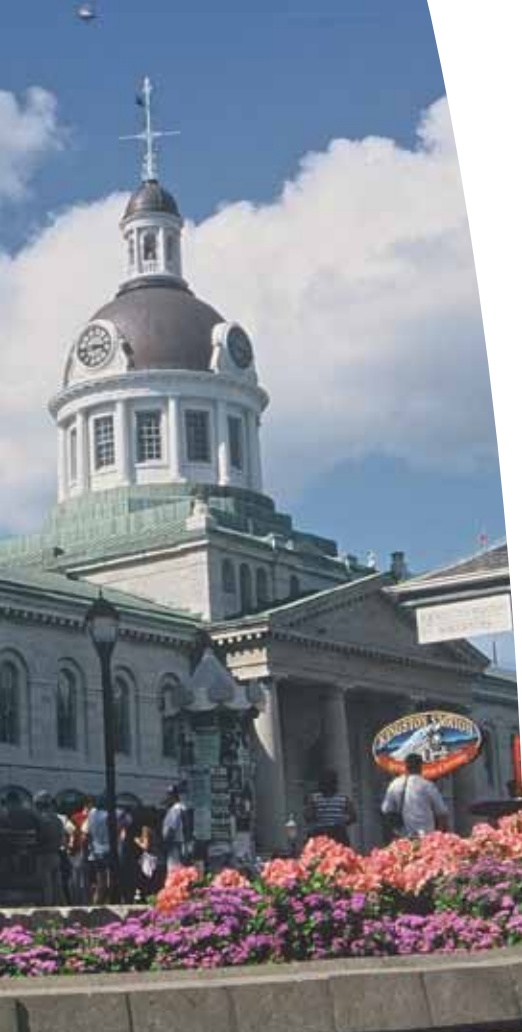


### RTO 9 - Regional Tourism Organizations

The vision for Region 9 is that of a collective of tourism industry stakeholders. Region 9 positions itself to achieve the highest percentage of growth of tourism visitation, revenues and investment amongst Ontario's tourism regions by developing results-driven, product investment development and marketing initiatives.

The mandate of the Region 9 RTO is to establish and operate a not-for-profit corporation that will coordinate the diverse interests of the tourism industry within Region 9 in order to build and support a competitive tourism region through strategic planning and marketing, product development, investment attraction and workforce development. The organization will function in partnership with established and recognized tourism organizations, municipalities and entities within the region to move forward in the spirit of cooperation and collaboration.

RTO 9, a scenic region stretching along Lake Ontario serving Prince Edward County, Hastings County, Lennox & Addington, Frontenac County, the United Counties of Leeds & Grenville and the United Counties of Stormont, Dundas and Glengarry, will work in concert with the Ontario Ministry of Tourism & Culture to provide collaborative direction to the region's tourism marketing, investment and workforce development efforts.



The inaugural Board of Directors were selected by a governance nominations committee. Thirteen board members were chosen for their tourism and professional knowledge, experience, and skills to ensure the industry-led organization will be well equipped to represent the interests of the region's tourism sectors and stakeholders. Each board member will serve one year after which an election will take place among the regional membership.

In the first few months of development, RTO 9 was successful in launching a fall advertising campaign focused on the Montreal and Ottawa markets. An integrated marketing campaign that featured over 60 billboards in Ottawa and Western Montreal including one digital board, 6 different 30-second commercials on CTV, 6 different Live on Location segments with Ottawa's A Channel and 6 amazing Getaway Contests on CTV. This was the first initiative in which the entire region joined together to combine resources and creativity in an advertising campaign.

Under the Board, two standing committees will be formed as a way of providing input to the operational plan of the organization. Product Development and Marketing will be the two foundational objectives of RTO 9 which will address the mandate and support job creation and investment.

## Visitor Services

The 2011 Sales & Marketing Plan for Visitor Services is to ensure that each visitor is welcomed and is well-informed. To accomplish this, we will ensure that all visitors are offered access to information and support; making certain that their experience in Kingston is fondly memorable. These efforts will lead to an increased length of stay, a return visit and the generation of viral marketing.

The Kingston Visitor Information Centre is open 363 days a year to service the growing number of visitors to our community, as well as provide the opportunity for local citizens to gather information and purchase Kingston souvenirs for visiting family and friends. A highly energetic, upbeat and enthusiastic, multi-lingual team of travel advisors create a warm and hospitable atmosphere.

### STRATEGIC DIRECTION

In 2011 Visitor Services for Tourism Kingston will:

- Continue to enhance our services for our visitors which will make it easy for them to acquire information on area attractions, accommodation, dining and all aspects of what Kingston has to offer. Information technology stations will be upgraded and we will create new visual aids in the Visitor Centre to help direct our visitors.
- Work with Partner Services to make sure we provide the most help and assistance to our partners; keeping them informed of upcoming initiatives and events.
- Increase and enhance the "Welcome to Kingston" Ambassador program by soliciting and encouraging area residents to become an Ambassador for Kingston. Our goal is to be proactive and increase the visibility of Tourism Kingston through Visitor Services.





- › Support special events and projects to enhance the charisma and draw of the city of Kingston, while developing new relationships with our Tourism partners.
- › Increase the “Local Kingston” branded merchandise for our visitors and citizens to purchase.

#### STRATEGY IN ACTION

- › In an effort to institute more services for our visitors, we will upgrade our present computer workstations allowing our visitors better access to information on local accommodations, area attractions/events, make travel and dining arrangements and more. The self guided mp3 tours of Kingston will be upgraded to a more user-friendly system.
- › To provide the most help and assistance to our partners; keeping them informed and up to date on visitors and their needs. We will continue to use the email blasts with information for partner updates on upcoming events to relay to their clientele.
- › We will continue an integrated advertising campaign with local media sponsors to create interest for people to enlist in our Tourism Ambassador Program. Area schools will be contacted to entice enthusiastic and knowledgeable students to become Ambassadors to gain the 40 hours of community service needed to graduate.
- › Festivals, events, and celebrations all add to the appeal and lure of a destination. We will support these programs through our Ambassador program to provide a warm and helpful welcome to delegates and visitors to the City.

### Partnership Services

The 2011 Partnership Services plan has been developed to enhance customer service from Tourism Kingston to its partnership base. The following program has been created to deliver the support aspects through the partnership program, network opportunities, industry communications, and marketing assistance.

Local tourism-based businesses are the foundation of Kingston’s success in the tourism sector. Tourism Kingston’s relationships with existing businesses ensure that marketing campaigns, special events and advance lead generation activities reflect Kingston’s core assets and profile the diverse business mix of tourism operators. Strong partnerships within the industry also act as a development and attraction tool for new tourism product as Kingston is recognized as a supportive business community for the tourism sector.

By serving and supporting our partners, the individual businesses will be equipped to serve and care for our visitors.

## Advertising Packages

Partnership with Tourism Kingston is FREE for tourism businesses in Kingston and include:

- Enhanced Web Listing on Kingston's official tourism website: [www.kingstoncanada.com](http://www.kingstoncanada.com)
- Includes logo, 3 images, description, hours of operation, mapping feature, web & email link
- Opportunity to be featured on Tourism Kingston's online reservation system (additional fees apply)
- Subscription to monthly e-newsletter
- Invitations to Tourism Kingston events

### 2010 OFFICIAL VISITOR GUIDE

By purchasing ad space in the Visitor Guide, you receive the Tourism Kingston Limestone Package as an added bonus! For advertising rates and availability, please call Kingston Publications at 613-549-8442.

#### LIMESTONE PACKAGE \$350

- › Inclusion in Mobile Web Applications
- › Brochure Racking at Visitor Centre

#### HERITAGE PACKAGE \$615

- › Leads Program
- › Direct Dial Line at the Visitor Centre
- › Revolving logo on [www.kingstoncanada.com](http://www.kingstoncanada.com)

#### FIRST CAPITAL PACKAGE \$1715

- › Leads Program
- › Direct Dial Line at the Visitor Centre
- › Revolving logo on [www.kingstoncanada.com](http://www.kingstoncanada.com)
- › Scroll board signage on Ontario Street (park side)

#### SIR JOHN A. MACDONALD \$2815

- › Leads Program
- › Scroll board signage at VIA Rail
- › Direct Dial Line at the Visitor Centre
- › Revolving logo on [www.kingstoncanada.com](http://www.kingstoncanada.com)
- › Scroll board signage on Ontario Street (street side)

#### A LA CARTE OPTIONS

- › Revolving logo on [www.kingstoncanada.com](http://www.kingstoncanada.com) - \$205
- › Leads Program - \$205

### STRATEGY IN ACTION

- › We will provide partners with local marketing opportunities and packages appropriate to various budgets and needs
- › Develop healthy communication with partners through a monthly newsletter, regular industry updates, quarterly Mix n' Mingles and company visits
- › Visit partners to identify and address issues/challenges and ensure Tourism Kingston services and resources meet partner needs
- › Provide added-value for partners wherever possible through familiarization tours, media exposure, access to business development services and new programs to help partners better serve our visitors

## Product Enhancement

**OBJECTIVE** – To liaise with community partners to enhance existing product clusters and develop new tourism product to build upon the existing Tourism Development portfolio. The current Tourism Development portfolio draws from such sectors including, but not limited to, Culinary; Culture and Heritage; and Ecology.

Identifying other segments in the tourism attraction offering is a means to further broaden the visitor experience. Activities which include the performing arts, historical tours, culinary fairs, or outdoor excursions all build upon the interests of our target market. By showcasing these offerings as part of the visitor stay, Kingston will stand to benefit as consumers will find more to do and stay in the City for a longer period of time.

### STRATEGY IN ACTION

- › Provide marketing support to community organizations
- › Work with community players to build structure for new product or programming initiatives
- › Act as a conduit to municipal, provincial, federal or private sector funding as part of the economic development strategy



Kingston continues to shine as Ontario's only World Heritage Destination for group travel and the foreign independent traveler. Eastern Ontario is well positioned and continues to offer good value for dollars invested. New products in culinary, heritage, and cultural tourism are of significant interest to the modern traveler. As we have seen a decline in key markets such as the USA and an increased interest from the Asian market, we will be refocusing our strategy to attract new visitation to Kingston from these emerging markets.

## Travel Trade

### Mission Statement

Developing year-round Group Tour and Foreign Independent Traveler (FIT) business for Kingston with a specific focus on bolstering the conventional shoulder seasons.

### Core Objectives

#### FAMILIARIZATION TOURS

Approximately thirty four Tour Operators were hosted in April 2010 at our annual Travel Trade FAM tour. An active itinerary including visits to key attractions and museums, dining, shopping and accommodation at various hotels, helps keep Kingston top-of-mind for Tour Operators planning group travel itineraries.

As a result of attending Media Tradeshows, we hosted twenty seven familiarization tours and have appeared on several countries' top-rated television stations.



## ONLINE SUPPORT

We will continue to update and promote visitation to the [www.kingstoncanada.com](http://www.kingstoncanada.com) website as this is proving to be the starting point for many FIT and Group Tour travelers.

## TRADE SHOW REPRESENTATION

Attendance at key tradeshows is vital to the health and sustainability of group tour business in Kingston. The tradeshow approach can be based on Priority, Presence, and Practicality.

**PRIORITY** - We will be strategic about selecting tradeshows that provide the greatest return.

**PRESENCE** - Tradeshow floors can often be over-crowded with many booths going unnoticed and without making an impact. We will be certain to position ourselves where Kingston will receive excellent exposure.

**PRACTICALITY** – Even though larger centers such as Ottawa, Toronto, and Montreal can offer more product, Kingston is geographically positioned to benefit from connecting tours that span the Eastern portion of the province. We will work with tour operators as well as other DMOs to provide sensible and convenient itineraries which would compliment existing tours and add a new experience.

## Primary Target Markets

### Ontario & Canada

- › Group Tour in both student & adult markets
- › These two markets offset the high season for both accommodation properties and seasonal attractions

## CHALLENGES AND OPPORTUNITIES

- › UNESCO World Heritage Site designation (within Kingston and region) remains a strong and unique brand as Ontario's only recipient
- › Currency exchange rates may place limits on length of stay and spending while visiting
- › Ontario continues to offer a safe travel environment and good value for money being spent
- › Reports of long haul travel within Canada (inter-provincial) will still be low due to lack of disposable income
- › Increased sales missions to tour operators in larger city centres in both the spring and fall



## International (Inbound)

- › Asia, Germany, Italy, Brazil, India and Australia are key target markets
- › Food, wine and other special interests are being combined with personal passions and hobbies
- › The baby boomer (Zoomers) market, with time and money to travel, continues to grow. They demand high quality, personalized experiences with more soft adventure and culture.

## CHALLENGES AND OPPORTUNITIES

- › Tour Operators will face major challenges in the coming year with a more critical audience that is educated about their destination plans.
- › Increasing visitation from China due to Canada's Approved Destination Status (ADS) with China will prompt the international market to spike. In anticipation of this trend, we are looking to create advertising directed to Shanghai and Beijing.
- › Travel writers from around the world have enjoyed Kingston's history, attractions and culture. We have been featured in twelve publications this year as a result of the attendance at key media shows.
- › International markets view Canada as the land of natural beauty, and are looking for an overall experience highlighting Canada's scenery, safety, nature, historic sites, accommodations and friendliness .
- › Product packaging for long haul trips will include partnering with the RTO. Packages should include quality accommodation and dining options.

## STRATEGY IN ACTION

- › We will have strong representation at key marketplaces for both domestic and international tour operators. Trade shows that Tourism Kingston will be attending on the partners' behalf include:
  - Ontario Motor Coach Association (provincial)
  - Rendezvous Canada Marketplace (international)
- › Sell new products and partnerships to domestic tour operators
- › Provide support services to Travel Trade partners who facilitate group tours
- › Encourage partners to provide current Group and FIT rates for faster follow up and distribution



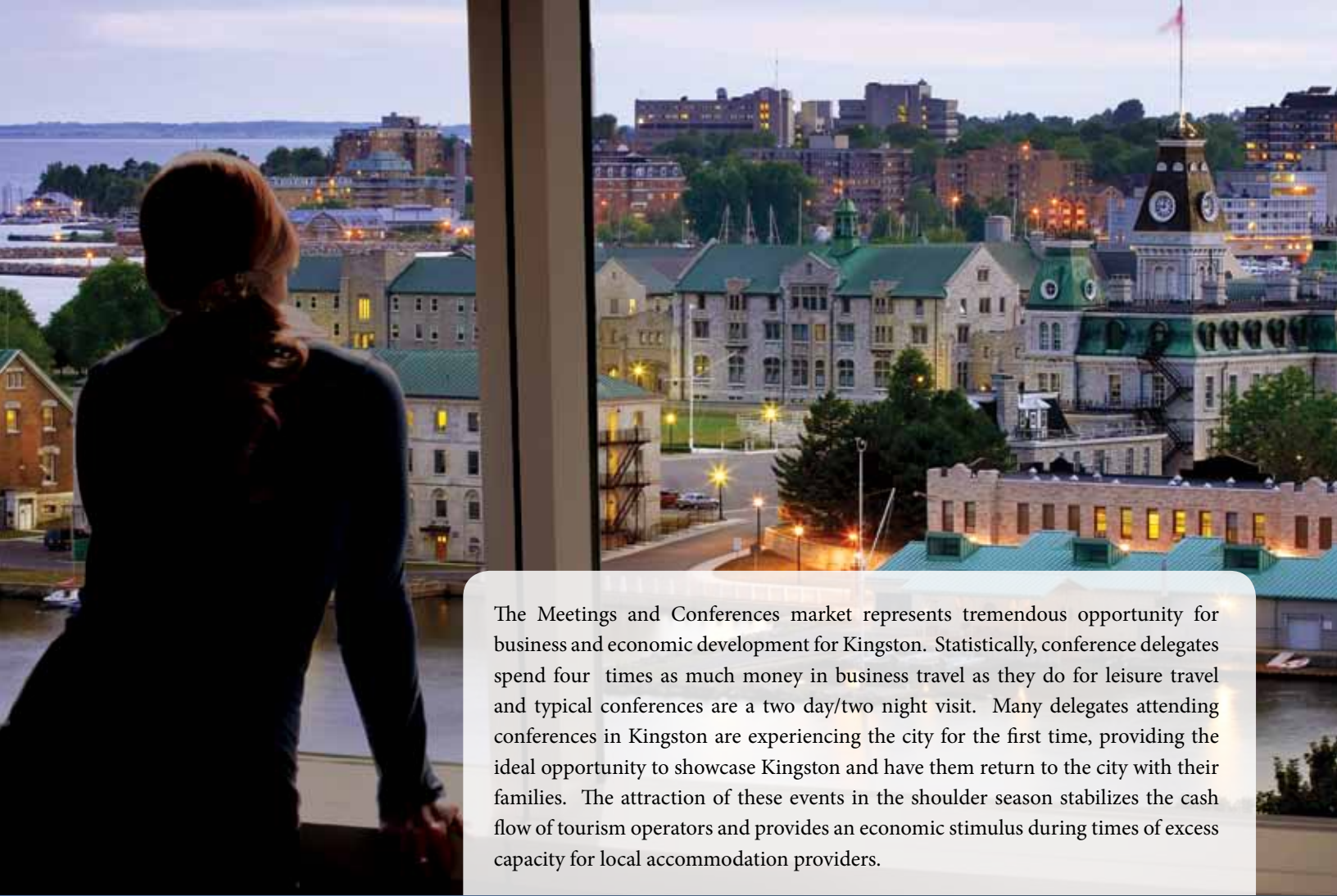
## Communications

- › We will ensure our partnership receives updates on activities from Tourism Kingston in relationship to Travel Trade initiatives
- › A continued relationship with other DMOs in promotion of the new RTO; highlighting unique and distinct getaways that broaden the visitor experience
- › Continue to strengthen our relationship with the Canadian Tourism Commission and the Ontario Tourism Marketing Partnership in their marketing strategies in key markets around the world
- › Ongoing updates and enhancements to [www.kingstoncanada.com](http://www.kingstoncanada.com) to ensure that tour operators are receiving accurate information
- › USB sticks will provide both operators and industry partners' multi-media and print collateral on Kingston attractions, dining, museums and galleries, spas, shopping and much more. These pieces are distributed along with the current Visitor Guide at every tradeshow and are included in all media kits for both leisure and travel trade

## Measurement

The success of any plan must be judged by certain criteria -- by general or qualitative measures of success and/or specific quantitative metrics. Within the Travel Trade market, the main criteria of success have been identified as:

- › Partnership evaluation of success levels and individual revenue reporting in accommodation and food & beverage sectors with relation to Travel Trade activity
- › Continuous follow up with leads obtained at trade shows



The Meetings and Conferences market represents tremendous opportunity for business and economic development for Kingston. Statistically, conference delegates spend four times as much money in business travel as they do for leisure travel and typical conferences are a two day/two night visit. Many delegates attending conferences in Kingston are experiencing the city for the first time, providing the ideal opportunity to showcase Kingston and have them return to the city with their families. The attraction of these events in the shoulder season stabilizes the cash flow of tourism operators and provides an economic stimulus during times of excess capacity for local accommodation providers.

# Meetings+ Conferences

## Sales Initiatives

Past efforts by the Meetings and Conferences Committee involving extensive sales presentations to local associations, societies, government and corporate planners will continue throughout 2011. This sales initiative will encourage meeting planners to plan and implement conferences in Kingston.

## Mission Statement

To market Kingston as the conference destination of choice in Ontario while providing both tangible and intangible support for industry partners who depend on Tourism Kingston for new business.

Tourism Kingston's Meetings and Conferences micro site [www.meetinkingston.ca](http://www.meetinkingston.ca) offers planners a valuable resource highlighting Tourism Kingston's support services, incentives and venues.

We will place a new focus on sales calls to the Ottawa region to prompt and secure new conference business. With new accommodation partners, the use of the K-Rock Centre along with the possible use of tradeshow space at the former Northern Telecom property, Kingston has new opportunities to secure conferences which historically we have been unable to accommodate. We will be working with City Officials to attain Kingston conference facilities to accommodate a minimum of 1,500 delegates. This initiative will be ongoing throughout 2011.

The Meetings & Conferences committee has delivered sizeable results with limited resources. With the assistance and financial support from the Kingston Accommodation Partners, the M&C campaign was implemented to strengthen



Kingston's position as a conference/meeting destination of choice. Media choices were carefully selected in target markets to ensure a successful campaign.

Kingston will once again attend Incentive Works in 2011. With close to 5000 invited guests, Incentive Works proves to be the premier marketplace for one-stop-shopping for purchasers of incentive travel and selection of future conference sites.

In 2011 we will be attending the Ottawa and Montreal Silver Shows, with requests from the corporate market for Kingston as a resort type setting for retreats and smaller conferences.

Tourism Kingston will be attending the CSAE/Tête-à-Tête tradeshow in Ottawa. This presents the opportunity to meet with association executives and establish relationships to better ensure the opportunity of larger association bids.

### CHALLENGES, OPPORTUNITIES

- › Increased room capacity for conference and event planning
- › Face to face meetings still play a critical role in conducting business
- › Corporate travel policies still prioritize their employees' safety as a number one factor when selecting conference destinations which gives Kingston an advantage over other metropolitan areas
- › Smaller budgets, shorter lead times, and passport requirements all pose threats to the sector
- › Anticipated growth for travel budgets is an average of 4.5% each year
- › Kingston's new facility base may stimulate more interest in the market providing planners more extra-curricular activities for delegates

### CORE OBJECTIVES

- › Maximizing our core assets to yield the greatest return on conference activity in Kingston
- › Provide invaluable service and support to conference partners through new business leads
- › Support and solicit new facility development

### STRATEGY IN ACTION

- › Execute a compelling message to make Kingston a conference destination of choice
- › Deliver new leads to industry partners through DMO sales initiatives
- › Lead and support site and familiarization tours throughout the City as part of our role to respond and assist on behalf of the partnership
- › Attend key tradeshows on behalf of the partnership to continue branding Kingston as the conference destination of choice
- › Continue to work with the Kingston Accommodation Partners Inc. to pool resources for meetings and conference campaigns



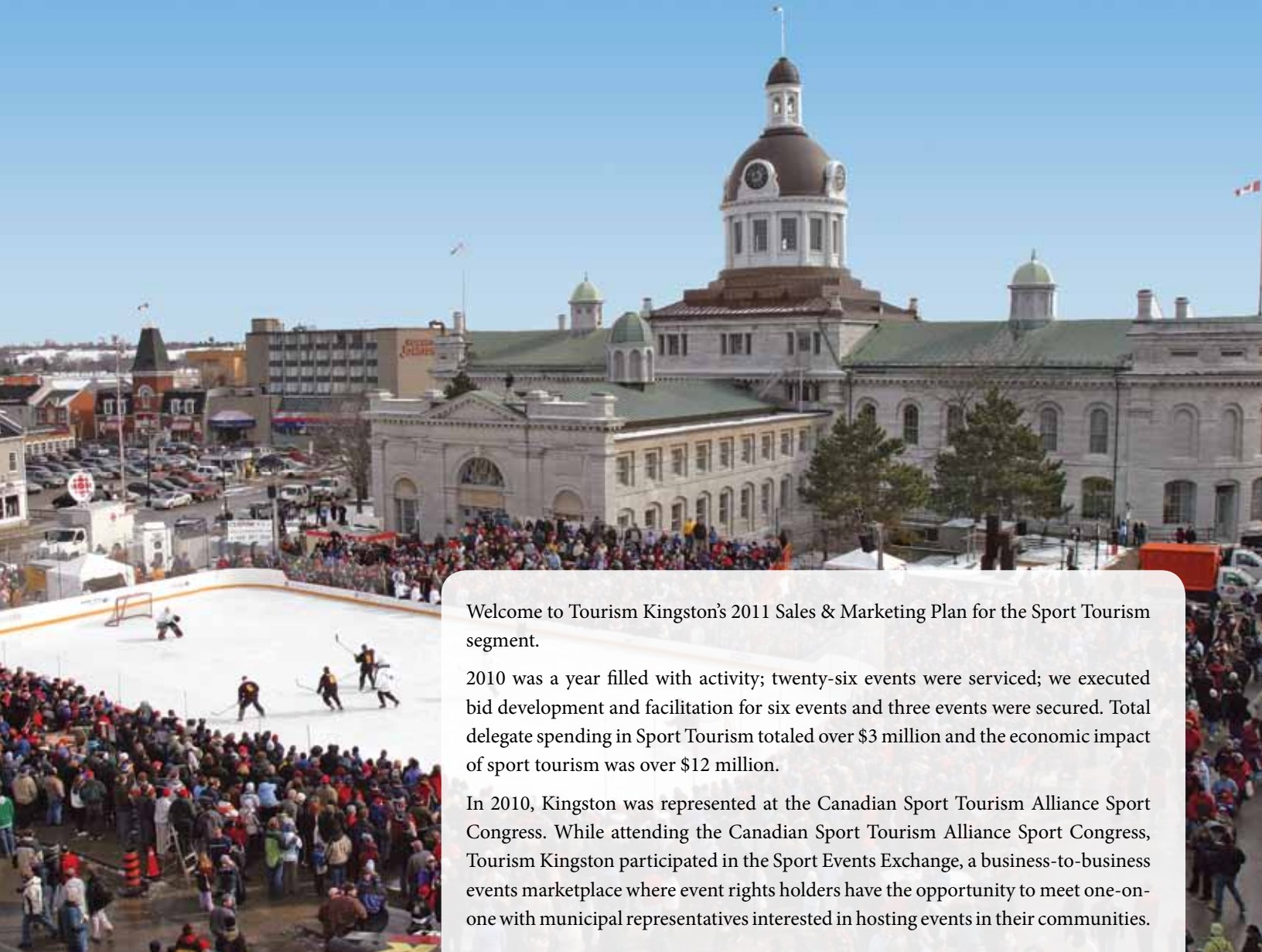
## Target Markets

Kingston will target Government, Associations and Corporate markets at all levels. The distinct range of meeting planners in the marketplace leads to very different service requirements. They range from seasoned professionals to young, inexperienced individuals who require more time and attention throughout the planning process.

## Measurement

The success of any plan must be judged by certain criteria -- by general or qualitative measures of success and/or specific quantitative metrics. For the Meetings & Conference Market, the main criteria of success have been identified as:

- › Growth in estimated overall economic impact – direct spending (by conference or overall)
- › Number of heads in beds attributed to conferences
- › Increased media coverage for Kingston
- › Increased strength and capability of local associations, corporate and government support
- › Increased community pride – local Ambassadors
- › Number of sales leads
- › Number of new conference/tradeshows facilities
- › New square footage added for conference/tradeshows
- › Increased capacity (delegates)
- › Increased number of conferences and tradshaws taking place at the K-Rock Centre
- › Increased hits/unique visitors etc. per Google Analytics from [www.meetinkingston.ca](http://www.meetinkingston.ca) and/or equivalent sites



Welcome to Tourism Kingston's 2011 Sales & Marketing Plan for the Sport Tourism segment.

2010 was a year filled with activity; twenty-six events were serviced; we executed bid development and facilitation for six events and three events were secured. Total delegate spending in Sport Tourism totaled over \$3 million and the economic impact of sport tourism was over \$12 million.

In 2010, Kingston was represented at the Canadian Sport Tourism Alliance Sport Congress. While attending the Canadian Sport Tourism Alliance Sport Congress, Tourism Kingston participated in the Sport Events Exchange, a business-to-business events marketplace where event rights holders have the opportunity to meet one-on-one with municipal representatives interested in hosting events in their communities.

# Sport Tourism

## Mission Statement

To help the local community of sport, tourism and business organizations establish Kingston as a sport tourism and recreation destination of choice by serving as a catalyst and support for the creation, promotion and delivery of rewarding sport and recreational experiences for visitors, participants, partners and residents.

## Strategic Direction

- › Service sport tourism events while developing new and enhancing existing relationships with targeted Local Organizing Committees (LOCs), Local Sport Organizations (LSOs), Provincial Sport Organizations (PSOs), National Sport Organizations (NSOs), Multi-Sport Organizations (MSOs) and International Sport Federations (ISFs).
- › Increase and build upon the existing local support for sport tourism
- › Assess event hosting opportunities and develop post event analysis to assist with targeting future opportunities for Kingston



Home / Sport Tourism



## Web Development

The Internet has become a gateway for information and planning for the sport event organizer and the event rights holder. Visitor websites must remain competitive with current and sophisticated capabilities offered to the user. With a greater understanding of our sport tourism target markets, we must meet the needs of our target market. With this in mind, the following modifications will be proposed and presented:

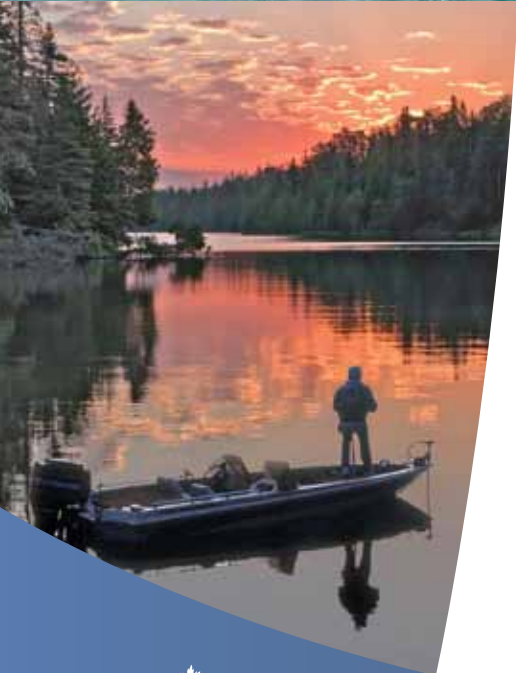
- › Using social networking sites to promote Kingston as a Sport Tourism destination
- › Enhance the existing sport tourism section of the Tourism Kingston website

## Demographics & Motivators

Through Statistics Canada research and industry feedback, we have a better understanding of who our target market is in the sport tourism segment of the tourism industry. The primary target consists of several types of sport organizations as they decide what communities will host their events. The secondary target market is developed from those who participate in the events or spectators who travel to see events.

## Primary Target

- › **LOCAL SPORT ORGANIZATION (LSO)** - These organizations deal with sport on the local level and might include a municipal league (normally these are team sports such as hockey and softball), a community centre based organization, private clubs or teams. In all cases, the role of this organization is to provide structured coaching, officiating, training and competition for athletes.
- › **PROVINCIAL SPORT ORGANIZATION (PSO)** - Provincial Sport Organizations are responsible for the regulation of all areas and levels of their sport within the province and for the governance of the province-wide development of the sport. They are the provincial voice on behalf of its members.
- › **NATIONAL SPORT ORGANIZATION (NSO)** - A National Sport Organization (sometimes referred to as a National Sport Federation – NSF) is the national governing body for a given sport in Canada. NSO members are the Provincial Sport Organizations and high performance athletes in their program (national teams).



- **INTERNATIONAL SPORT FEDERATION** (ISF or IF) - International Sport Federations are the international regulatory body for each sport. Some ISFs cover all sports under the same banner, such as the International Skating Federation for all of skating rather than just one sport (speed skating or figure skating). As an athlete your interaction with your ISF will usually be through an appointed technical official at an International Competition.
- **MULTI-SPORT ORGANIZATION** (MSO) - A Multi-Sport Organization is responsible for many different sports and while not responsible for the governance of the sports, MSOs usually oversee the implementation of athlete support (such as the Canadian Sport Centres) or a multi-games event. Examples of multi-sport organizations include the Canadian Olympic Committee, the Canada Games Council and the International Paralympic Committee.

## Secondary Target

- **THOSE WHO ATTEND AMATEUR TOURNAMENTS WHILE ON TRIPS** - 18-54 years/31.4% University educated/Avg.HHI - \$80,625/ primarily shorter-haul, domestic travelers. Avid sports enthusiasts frequently attend other sporting events festivals, concerts and live theatre while traveling. They are highly active in outdoor activities and especially team sports, exercising and jogging and sports and games. They tend to take family vacations and look for destinations that offer lots to see and do for both adults and children and an opportunity to enjoy and nurture family relationships. Below-average users of the Internet to plan and book travel. This group can be effectively reached through all types of sports media (e.g., professional sports magazines, television sports, all-sports radio and sports websites).
- **THOSE WHO PLAY TEAM SPORTS WHILE ON TRIPS** - 18-54 years/28.6% University Educated/Avg. HHI \$80,189/ participate in physically challenging outdoor activities, visit theme parks and exhibits, attend musical concerts, festivals and attractions and attend comedy festivals and clubs. They look for vacation destinations that have lots of things to see and do for both adults and children. Relative to the other outdoor activity types, Team Sport Players are below-average users of the Internet to plan and book travel. This segment can be most effectively targeted through sports-related media and popular music radio stations.
- **THOSE WHO ATTEND NATIONAL AND INTERNATIONAL SPORTING EVENTS WHILE ON TRIPS** - 45-65 plus/32.4% University Educated/Avg. HHI \$74,337/ frequently participate in sporting activities both as spectators and as participants attend live art performances and participate in fitness activities. They prefer vacations that are physically challenging and provide opportunities to socialize with their family and friends. Below-average user of the Internet to plan and book travel and are avid consumers of travel media and may also be effectively targeted through sports media and country music radio stations.



## STRATEGY IN ACTION

- › Undertake sport tourism assessment visits with LSOs and LOCs to improve buy-in and clarify the role of Tourism Kingston and other sport tourism partners
- › Provide servicing to sport events and assist with promotion and marketing
- › Identify and match up mentors to help local sport organizations and event organizers with event planning
- › Continue our membership with the Canadian Sport Tourism Alliance
- › Attend CSTA Sport Congress and the Canadian Sport Leadership Conference in 2011
- › Carry out pre-qualified sales calls with PSOs, MSOs, NSOs, ISFs and other event rights holders
- › Enhance the sport tourism information kit to promote Kingston as a sport tourism event destination of choice for PSOs, MSOs, NSOs, ISFs and other event rights holders
- › Identify opportunities for familiarization tours for site selectors, sport organizations and other event rights holders
- › Develop and implement communication strategy for the community. That will improve communication with the community, informing residents and stakeholders about sport tourism



## Measurement

The success of any plan must be judged by certain criteria -- by general or qualitative measures of success and/or specific quantitative metrics. For sport tourism, the main criteria of success have been identified as:

- › Growth in estimated overall economic impact (by event or overall)
- › Number of heads in beds attributed to sport tourism initiatives
- › Increased media coverage for Kingston
- › Increased strength and capability of local sport organizations and businesses
- › Increase in trained volunteers
- › Increased community pride
- › Increase in number of sports events by level (Regional, Provincial, National and International)
- › Increase in number of bids