

T O U R I S M
KINGSTON
 A Division of the Kingston Economic Development Corporation

**Sport Tourism
 2009-2012
 IMPLEMENTATION PLAN**

Fall 2008



Sailing Photo Credit: Geoff Webster



Photo: Courtesy of Soccer Canada

INDEX	Page
Introduction and Executive Summary	2
Defining Sport Tourism	5
Vision and Objectives	6
Assessment of Sport Tourism in Kingston	7
Organizational Roles to support sport tourism	13
Implementation Strategies	15
Sport Tourism Workplan and Timelines	18
Measures of Success and Resources	21
Appendices:	
- Event Classification Matrix	23
- Event Categories and Bid Process	25
- Survey: Potential of Sport Tourism Events	26
- Kingston's Sport Event Résumé	28
- Sport Organization Information	31
- Sport Facilities Inventory	34
- Accommodations and Kingston Services	41
- Acknowledgements	49

Introduction and Executive Summary

It has been estimated that more than 200,000 sport events occur annually in Canada.¹ They involve millions of athletes, coaches, officials, volunteers and spectators. Beyond their role in local, provincial, national and international sports, their economic impact is enormous -- in the billions of dollars earned, jobs created and taxes generated.

Economics:

Sport tourism events attract participants, their families, friends and fans who spend money on travel, accommodation, food, drink and retail purchases. There are direct revenues from event-related activities (admissions, sponsorships, concessions and licences), indirect expenditures on other activities in the community, and the multiplier effect as the money circulates around the local economy.

These sport tourism activities are sustained by investments in event hosting and sometimes bidding efforts or capital construction. Substantial commitments of volunteer time and expertise are also part of the effort.

Legacies:

The legacy of sport tourism initiatives can involve both “hard” infrastructure (such as the Olympic sailing facilities, for example, or other new recently constructed indoor or outdoor sport venues) and also “soft” legacies -- inspiration for our own athletes, development of our youth, improved local volunteer skills and experience, and stronger organizations, market profile and community image.

Partners:

Sport tourism also involves many partners -- from the sport and tourism sectors, the Destination Marketing Organization for tourism (in this case, Tourism Kingston), the hospitality industry and Kingston Accommodation Partners, the City of Kingston, departments involved in Parks, Recreation and Culture, sport organizations and councils such as Sport Kingston, plus our universities, colleges, schools, Canadian Forces Base, media, individual businesses, and business associations such as Downtown Kingston BIA and the Chamber of Commerce.

Action:

This document presents a plan for action by Tourism Kingston and its partners over the next three years.

¹ (Reference: see Sport in Canada - Everybody's Business)

Situation Analysis: (for more details, see page 7)

- Kingston has many sport tourism strengths, including a strategic geographic location, attractiveness as a community, good sport facilities, hotel and hospitality infrastructure, a critical mass of expertise and a number of strong existing events.
- It has the critical mass necessary to take effective action on many identified and potential sport tourism opportunities.
- There is a need to provide more coordination, facilitation and support for sport tourism development -- with clear roles for Tourism Kingston, the Sport Tourism Advisory Committee, and the many partnering organizations involved in sport tourism.

Strategy and Action Summary (see page 15):

- **OUTREACH:** to local sport, tourism and infrastructure partners to promote sport tourism.
- **PROFILE:** Undertake activities to put sports tourism “on the radar” of political and community leaders, sponsors, media, and sport event organizers.
- **PLANNING:** Information, tools, resources and networking contacts needed to facilitate and support sport tourism event development.
- **EVENT DEVELOPMENT:** Serving as a facilitator/resource to event organizing committees and as a catalyst to enhance the broader conditions for success.

Organizational Roles:

Sport tourism involves many partners in many roles (see page 13), including event organizing committees that play the lead role in delivering events and the residents of the community as a whole. Five groups have been highlighted with particular roles proposed for each:

- Tourism Kingston - catalyst and resource
- Sport Tourism Advisory Committee - champions and mentors
- Business/Tourism Partners (hospitality, accommodation, retail, services, media etc.)
- Sport Infrastructure Partners (City, universities, colleges, schools, CFB, private facilities)
- Sport Organizations (Sport Kingston and individual groups and associations)
- Host Organizing Committees (lead & manage all aspects of the event)

Measures of Success:

- Increased Overall Economic Benefits
- Tangible Improvements in Awareness and Support of Sport Tourism
- Increased Capacity and Soft Legacies in the Community

Summary of Workplan, Budget and Resources:

(Details can be found starting on page 18.)

- **Outreach:** Assessment visits with individual sport organizations; outreach to tourism partners and potential corporate supporters; clarification of local organizational roles; action to develop community and political support; and surveys of regional and higher-level sport organizations.
- **Communication and Profile:** Activities to explain what sport tourism is, who the players are and why/how to get involved; development of an information package for sport organizations; a local marketing campaign to promote the benefits of sport tourism; information sessions with local sport organizations; and familiarization tours and showcases of Kingston facilities for site selectors and sport organizations.
- **Planning:** Developing an inventory of sport tourism assets and assessing their sport tourism potential; planning sessions with sport event leaders; policy development to guide the investment of seed money; implementation of electronic and database tools; sport tourism position descriptions; and an ongoing catalogue of successes
- **Event Development:** Determining interest in hosting events, evaluating opportunities and developing mini-action plans for top priorities; making the case for increased financial resources; and supporting volunteers, mentoring sport tourism organizations, and assisting cooperative local efforts.

Notes:

- On page 20, a detailed 2009-2012 timeline for these various activities is provided.
- Currently, resources to support the sport tourism program are provided primarily by the City of Kingston, Tourism Kingston, the Kingston Accommodation Partners (KAP), community volunteers and local sport tourism host organizations.
- The 2007-2008 budgets for sport tourism, not including staff salaries or expenses, totalled \$ 92,000. These funds are expended primarily on hosting fees, advertising, sales and communication activities.

Defining Sport Tourism

The Two Faces of Sport Tourism

The sport tourism experience has the potential to benefit Kingston and its guests in equal measure. For this reason, it is important to consider both parties when developing a definition of sport tourism.

From the host community perspective, *sport tourism* can be defined as:

The development and marketing of sporting events to gain economic and community benefit.

From the guest perspective, *sport tourism* can be defined as:

Travel for the purpose of participating in or viewing a sporting event.

A “sporting event” may include any athletic event in any of these categories:

- Team-based or individual-based
- Single-sport or multi-sport
- Competitive or non-competitive
- Elite/invitational or open to all
- Sport-oriented meetings, conferences, training events and workshops

Tourism Kingston’s Sport Tourism Mission Statement

A mission statement describes an organization’s purpose or reason for existing.

For Kingston Sport Tourism, it is:

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.

Vision and Objectives for Sport Tourism in Kingston

Focus:

By definition, as a sport tourism group, we are focused on the **development and marketing of sporting events to gain economic and community benefit.**

Benefits:

The **economic benefit** flows from the expenditures made in the community by visiting athletes, their friends and families, and by the spectators who watch them. These direct expenditures, which occur at sport tourism events, restaurants, hotels, entertainment venues, attractions and retail outlets in turn create jobs, generate taxes, fund infrastructure and add to the general economic viability of the Kingston area. There is also an economic impact from external grants, sponsorships and funding attracted to the community, as well as in-kind contributions.

Sport Tourism indirectly attracts visitors for other travel purposes and promotes the city's profile and reputation as a travel destination, a great place to study, or an ideal community in which to live. Sport tourism events offer great opportunities to showcase the city for business recruitment and site selection prospects.

These economic impacts are complemented by various **community benefits**, including a better quality of life, a stronger sport community, and the legacy of sport tourism events -- from new or upgraded equipment and facilities to the "soft" legacies of improved volunteer capacity, expertise and motivation, improved marketing profile/reputation, expanded contacts and enhanced sustainability.

Role:

Our role is to serve as a **catalyst and resource** to sport tourism initiatives of various types and help manage Kingston's overall sport tourism brand. Typical activities include:

- Support for Development (planning, bid proposals, sponsorships, information)
- Coordination (maintaining network contacts, providing guidance on logistics/bookings)
- Marketing Support (audience development, event promotion, database management)
- Brand Leadership (spearheading the brand development agenda, tracking performance)

Tourism Kingston should avoid getting into a "control" role. Its emphasis should be on a facilitation and service role. It is understood that the overall Sport Tourism effort requires engagement and effort from many partners, each with their own particular priorities and perception of "what's in it for me" benefits. To realize its full potential, Sport Tourism initiatives must be "win-win" propositions -- ventures that have economic benefits beyond narrow sport concerns, but are also not strictly commercial in interest.

An Assessment of Sport Tourism in Kingston

The host-community definition of sport tourism specifies that it should benefit the host city both economically and in community terms. In order to maximize the economic benefits, successful sport-tourism initiatives should present opportunities for economic spin-off in these areas:

- Accommodations
- Restaurants
- Shopping
- Attractions
- Local sports groups/organizations hosting sport tourism events (e.g. extra revenue)

In order to have impact at the community level, successful sport-tourism initiatives should:

- Include as much of the community as possible
- Leave a legacy that has a continuing benefit to the community after the event

Situation Analysis:

Profile

- Some groups are not yet ready to host sport tourism events -- they need encouragement and support.
- Kingston already has dozens of existing championships, but they are being organized in isolation from Tourism Kingston and the Sport Tourism Advisory Committee.
- Some currently successful events have opportunities to grow (in size or by connecting more effectively with other programs and activities).
- There are also opportunities to create and/or bid new events.

Needs and Opportunities

- Tourism Kingston needs to develop a sport tourism assessment strategy to support existing events to help them become sustainable and grow. This includes regional events. Sport tourism assessment visits to encourage active participation are also needed with accommodation partners.
- There should be no need for event organizers to reinvent the wheel -- they should be provided with access to planning details and event management templates, toolkits and other information on how to develop their concept into a successful event.
- In setting boundaries and focus, there may be a fine line involving distinctions between sport tourism and other types of events and festivals (for example, sheepdog trials or cheerleading) which, in terms of action, must be determined on a case-by-case basis.
- To sustain support, it will be necessary to find a balance between local uses and various types of tournaments and other large events brought in from outside.

Roles and Coordination:

- Tourism Kingston should avoid getting into a “control” role. Its emphasis should be on a facilitation and service role. For success in that role, it will be necessary to deal with “protection of turf” issues among various organizations and jurisdictions.
- The Sport Tourism Advisory Committee has an important role as a champion for the sport tourism agenda and mentor to event organizers and others who further those objectives.
- All local people potentially can and do play a role as sport tourism “ambassadors”.

Marketing and Communications:

- Tourism Kingston is the marketing and development organization for tourism and therefore sport tourism.
- Marketing resources include more than just budgets -- they include knowledge, contacts, and knowing where to go. Marketing strategies should avoid multiple messages and make use of expertise in graphics/visual images.
- Creative and interesting ways must be used to interest people in the economic impact and community benefits of sport tourism. “What this event/sport tourism means to you is...” must be part of the public awareness message.
- Familiarization tours (for site selectors or media) can play an important role in marketing Kingston as a sport tourism destination, and there could be an active role for members of the advisory group.

Survey Results

Tourism Kingston and the Sport Tourism Advisory Committee have conducted a number of surveys over the past two years to ascertain what interested individuals and organizations think about various sport tourism issues. Some highlights:

- Location: Many respondents noted that Kingston’s desirable, central location in proximity to Toronto, Ottawa, Montreal and Northern New York State favourably positions Kingston to capitalize on sport tourism opportunities.
- Infrastructure: Several respondents cited infrastructure strengths including the building of new facilities such as the K-ROCK Centre, Invista Centre (multi-plex), new athletic facilities at Queen’s, RMC and St. Lawrence College, the repurposing of older facilities, beautification efforts, existing high profile events, and strong companion venues such as Springer Market Square, Grand Theatre and an upgraded waterfront.

- **Capacity:** Many of the respondents agreed that Kingston has the sport facilities, accommodations and volunteer base to host high-level competitions in some sports, particularly sailing and hockey.
- **Training Facilities:** Comments seemed to indicate that respondents were generally pleased with Kingston's training facilities, although a few mentioned that some sports have better facilities than others – particularly hockey and sailing. Respondents noted the facilities at Queen's University, Royal Military College and St. Lawrence College greatly augment the overall quality of training facilities in Kingston.
- **Outdoor Facilities:** While most respondents agreed that Kingston has high-quality sailing, golf and BMX facilities, a number felt that soccer pitches, baseball diamonds and track and field facilities are below par. One noted a lack of amenities at outdoor venues, such as proper bathrooms and changing facilities.
- **Accommodations:** Most respondents agreed that Kingston's hotels have adequate capacity and are well located to allow visitors to experience the city at its best. Some pointed out that few hotels have adequate banquet facilities to accommodate a major event with several thousands in attendance, although others saw this as an opportunity to spread events out over several locations, allowing visitors to see more of the city.
- **Awareness:** Most respondents felt that the general public lacks a clear understanding of the sport tourism concept. A few pointed out that the biggest gap lies in understanding the positive economic implications that a successful sport tourism initiative can have on the community.
- **Image and Profile:** Several respondents commented that Kingston's image is strong with respect to some events -- particularly sailing and hockey -- but weak for other events. Still others remarked that Kingston simply is not known as a sporting destination.
- **Media Support:** Respondents were polarized on this issue, with comments ranging from "I believe that the majority of the local media ... do a very good job of covering minor sport" to "some media outlets seem not to care." Several respondents described local media coverage as "selective" and "inconsistent", adding that some outlets devote the bulk of their coverage to hockey and baseball and ignore other sports.
- **Corporate Support:** Survey respondents noted that improving corporate support should be a priority, but it requires a business plan to articulate a value proposition to potential corporate sponsors. One respondent pointed out that when companies generously support sport events, it is often "because of personal connections or a lucky ask." Many large corporations have guidelines that clearly specify they will sponsor events only if they have marketing opportunities in the immediate community.
- **Political Support:** While some respondents are happy with the level of support, as evidenced by recent spending on new facilities, others believe most members of City Council do not see value in investing in sport tourism or lack an understanding of the long-term impact.

Summary of Ratings on Sport Tourism Strengths:

1. Our community needs to develop sport events because they will...

<u>Importance of Key Issues</u>	<u>Avg. Rating</u>
Build stronger local economies and create new jobs.....	1.44
Build a better quality of life.....	1.62
Help keep community sport strong.....	1.67
Contribute to a greater sense of 'community'	1.69
Contribute to urban regeneration and justify new facilities.....	1.74
Help make our community a fitter, more healthy place.....	1.81
Make it possible for our athletes to reach their potential.....	1.85
Cultivate a greater sense of local, regional and provincial character	2.21
Challenge and assist other non-profit sectors	2.42

Note: Five-point scale was [1] Very Important through [4] Not and [5] No Opinion.

2. How would you rate Kingston's [feature] as a strength in relationship to sport tourism?

<u>Feature</u>	<u>Avg. Rating</u>
Geographic location	1.64
Attractiveness	1.73
Climate	2.18
Hotels/facilities locations	2.27
Ability to host high level competitions	2.31
Transportation Access	2.56
Local Media Support	2.61
University/College facilities	2.69
Accommodation room inventory	2.75
Facilities	2.78
Training facilities	2.81
Facility costs	2.81
Secondary School Facilities	2.82
Image	2.82
Accommodation rates	2.88
Political Support	3.00
Corporate Support	3.06
Outdoor Sport Facilities	3.06

Note: Five-point scale was [1] Very Strong through [5] Very Weak.

3. Key issues that need to be addressed over the next five or ten years: How important would you say each of the noted issues is to the development of sport tourism in Kingston?

<u>Importance of Key Issues</u>	<u>Avg.Rating</u>
More corporate sponsorship.....	1.27
A stronger sport buy-in	1.63
Accessing marketing funds.....	1.67
Stronger provincial support.....	1.67
Increased event management skills and processes	1.67
Increasing public awareness.....	1.69
Volunteer training and development.....	1.69
Better understanding of the industry knowledge	1.80
More political attention	2.03
Using technology.....	2.13
Increasing collaboration with other communities	2.33

Note: Five-point scale was [1] Very Important through [4] Not and [5] No Opinion.

Stakeholders:

Event organizing committees wishing to stage sporting events capable of attracting visitors to Kingston will require the cooperation of a broad spectrum of individuals and organizations:

On the host city side, organizers will need to court:

- Volunteers
- Sponsors
- Infrastructure partners (City, college, universities, schools, rec facilities and so on)
- Media (local, regional and national)

On the participant/guest side, organizers will need to court:

- Teams
- Leagues and their governing bodies
- Spectators
- Competition Officials (e.g. judges, referees, timekeepers)

Since each target group is likely to have its own reasons for responding to what the sport tourism event has to offer, a distinct marketing/communications strategy will be required for each group.

General Service Requirements:

Positioning Kingston as a premier sport-tourism destination requires that a number of services be easily available to both hosting organizations and participants/guests.

On the host side, available services could include:

- Support for groups developing bid proposals
- Help with sport tourism event planning
- Online menus/tools to provide information about events, local facilities, amenities etc.
- Help procuring sponsors
- Site inspections
- Marketing to develop attendance and participation
- Promotion of specific events
- Booking non-sport venues such as reception halls
- Booking supplementary services such as entertainment, catering and so on
- Tracking performance and measuring results/impacts

On the guest side, available services could include providing:

- Information about accommodations
- Assistance with transportation (both to and around Kingston)
- Visitor information

Action on Key Strengths and Issues:

Categories of Action/Effort:

To achieve the benefits of sport tourism, effort will be required in a number of different areas by Tourism Kingston, Kingston Accommodation Partners, Tourism Kingston’s Sport Tourism Advisory Committee, sport organizations, event organizing committees, corporate sponsors, infrastructure partners, volunteers and community residents.

Two broad categories of action -- Event Development and Capacity Building -- are proposed:

- EVENT DEVELOPMENT:**
- [] Making the Most of Existing Events
 - [] New Event Assessment, Selection and Bidding
 - [] Enhancing Community Programming
- Note: See appendix for Event Classification Matrix tool*
- CAPACITY BUILDING:**
- [] Organizational/Sector Development and Investment
 - [] Marketing and Event Promotion
 - [] Building the Volunteer Workforce
 - [] Enhancing the System -- Soft and Hard Infrastructure

Organizational Roles to Support Sport Tourism in Kingston

Clarifying Roles

- Every major event could have/should have involvement from all partners. (For example, even if an event is not in the downtown, a coupon booklet could draw participants there.)
- Tourism Kingston should play a catalyst/project developer role and should be a resource for coordination, expertise, contacts, information and planning support.
- There is a need for an advisory forum -- the Sport Tourism Advisory Committee -- where sport tourism leaders and infrastructure partners (City, universities, college, schools etc.) can gather to share ideas, coordinate individual action and provide feedback to Tourism Kingston.
- Certain councils and associations can play a key role as intermediaries between the sport tourism initiative and their numerous individual members. Examples include the Greater Kingston Chamber of Commerce, Downtown Kingston BIA, Kingston Accommodation Partners (KAP), Sport Kingston, and various provincial, national and international (PSO/NSO/ISO) sport organizations.
- Event organizing committees would be expected to take the initiative with respect to leadership and action in developing and managing individual sport tourism events, with support from the other stakeholders noted above.

Event Clients / Provincial, National and International Sport Agencies		
Kingston-based Event Organizers - Lead Role in Delivering Events		
Tourism Kingston/Sport Tourism - Catalyst and Resource		
Sport Tourism Advisory Committee, Champions & Mentors		
Business/Tourism Partners	Sport Infrastructure Partners	Sport Organizations
<ul style="list-style-type: none"> ▪ Accommodation ▪ Hospitality ▪ Retailers ▪ Service Industry ▪ Transportation ▪ Media ▪ Tourism Marketing 	<ul style="list-style-type: none"> ▪ City of Kingston ▪ Universities ▪ Colleges ▪ Schools ▪ CFB Kingston ▪ Private sport facilities (e.g. golf courses, curling clubs) 	<ul style="list-style-type: none"> ▪ Sport Kingston ▪ Individual sport groups ▪ Competitive sports ▪ Community/recreational sport groups ▪ Workshop leaders for skill development
Residents of Greater Kingston as a Community		

Role for Tourism Kingston

- Support for Development (planning, bid proposals, sponsorship contacts, information)
- Coordination (maintaining network contacts, helping with logistics and bookings)
- Marketing Support (audience development, event promotion, database management)
- Brand Leadership (spearheading the brand development agenda, tracking performance)

Tourism Kingston's Sport Tourism Advisory Committee Role

- Function as an advisory board of sport tourism leaders and infrastructure partners.
- Act as ambassadors to build support for the Kingston Sport Tourism vision/mission, strategies and action plans.
- Play an advisory role to help Tourism Kingston guide sport tourism and assist with budget and marketing plan development.
- Share information and coordinate their individual actions in support of initiatives.
- Provide expertise as mentors to different event organizing committees (perhaps even sitting on those committees) and serving as a sounding board for people with ideas for new or expanded events.

Business and Tourism Partners (Tourism Kingston/KAP/Chamber/Downtown Kingston BIA)

- Champion the sport tourism agenda with members, and speak to business/tourism opportunities, concerns and interests within sport tourism forums.
- Demonstrate buy-in that shows Sport Tourism should be taken seriously.
- Participate/provide liaison to members for specific sport tourism bids and event organizing.
- Help develop member-based initiatives (e.g. developing a VIP Shopping Discount Card) to integrate sport tourism events with other sectors.

Sport Infrastructure Partners (City, universities, colleges, schools, companies, transit etc.)

- Champion the sport tourism agenda within their own organizations/institutions, and speak to their interests as partners within sport tourism forums.
- Demonstrate buy-in that shows Sport Tourism should be taken seriously.
- Participate in specific sport tourism bids and event organizing.
- Help integrate their own sports and recreation activities with sport tourism initiatives.

Sport Groups and Organizations (Sport Kingston/Individual community sport organizations)

- Champion the sport tourism agenda with members, and speak to sport/community interests within sport tourism forums.
- Demonstrate buy-in that shows Sport Tourism should be taken seriously.
- Provide links to/liaison with members for specific sport tourism bids and event organizing.
- Help develop member-based initiatives (e.g. event organizing training/workshops) to integrate sports with other sectors and organizations.

General Implementation Strategies for Sport Tourism 2009-2012

1. **OUTREACH:** Engage local sport, tourism and infrastructure partners to promote the sport tourism agenda and build strong working relationships to implement it.
2. **PROFILE:** Undertake activities to put sports tourism “on the radar” of political and community leaders, sponsors, media, and regional, provincial, national and international sport event organizers and agencies.
3. **PLANNING:** Bring together the information, tools, resources and networking contacts needed to facilitate and support sport tourism event development.
4. **EVENT DEVELOPMENT:** Identify and facilitate priority opportunities for sport tourism event development, both through serving as a facilitator and resource to event organizing committees and also as a catalyst to enhance the broader conditions for success (community support, facility development, access to sponsors, broad marketing and audience development support, investment etc).

Notes on Implementation Activities

Local Media Support for Sport Tourism

- Tourism Kingston must take the initiative to provide local media with leads and stories, especially people/human interest stories.
- Each media outlet or channel has its own preferences, priorities and format (magazines are different from newspapers, which in turn are different from radio and television). All have potential value in promoting sport tourism.

Political Support for Sport Tourism

- The benefits of sport tourism need to be promoted in ways that will get it on the “political agenda” and encourage councillors to become champions. This effort might be supported by Council updates or a Sport Tourism newsletter.
- Councillors and others should be engaged and take part in sport tourism experiences. They should also be informed of/invited to sport tourism events in their own wards.
- Since the City owns, controls or otherwise makes decisions on many key sport tourism issues (e.g. street closures, licences and approvals), good relations on both the political and operating levels are desirable.
- Several councillors sit on KEDCO’s board as members or alternates and might be the first ones to be engaged in support of the sport tourism agenda.
- Action plans for sport tourism should be coordinated with the City’s emerging Master Plan for Parks and Recreation.

Corporate Support for Sport Tourism

- It is important to approach corporate support at different levels -- from large national corporate headquarters/offices to small “mom and pop” shops. Timing of the approach in relation to budget decisions is important. Individual organizations have many connections to individual sponsors. An inventory of presenting and other sponsors should be developed.
- Tourism Kingston should undertake an outreach activity to canvas potential corporate supporters and build ongoing relationships:
 - What are they looking for in terms of demo, image and positioning?
 - Pre-canvass for sponsorship interest
 - Promote opportunities and the value of sport tourism sponsorship
 - Develop standard sponsorship packages/templates as starting points for discussion
 - Establish and develop relationships to the point where Tourism Kingston can provide members of an event organizing committee with an entrée to potential sponsors.
 - Establish a system to follow-up with and thank corporate sponsors.

Transportation Access

- Limited airport access to support provincial, national or international events is a handicap when seeking to attract these high-profile sport tourism attractions and an effort should be made to ensure the responsible authorities are both aware of this consideration and also appreciate the impact of future plans for air services on sport tourism.

Facilities

- We need to recognize and promote how good Kingston's facilities actually are.
- We need a comprehensive, up-to-date inventory of public and private facilities.
- All of the new facilities (K-Rock Centre, Invista Centre etc.) are now on board and can/should be promoted.
- At the moment, given current commitments to community users, there are limited opportunities to stage sport tourism events/tournaments in the Invista or K-Rock Centres.
- All three post-secondary institutions have made commitments to support sport tourism.

Supporting and growing existing events

For the purposes of this plan, the following events are considered to be proven events and should be priorities for support from Tourism Kingston over the next three years:

- Sailing
- Volleyball
- Basketball
- Hockey
- Triathlon
- Cross-country
- Cycling/BMX
- Touch football
- Curling
- Fishing

Growing/attracting new events

Aside from other opportunities that may emerge, events with development potential that should be priorities for Sport Tourism support (in no particular order) include:

- Dragon Boat Races
- Soccer
- Ball Hockey
- Lacrosse
- Running
- Cheerleading

Tourism Kingston's Sport Tourism Manager will need to meet with representatives from each priority area to identify what Tourism Kingston can do to support any of their efforts to develop sport tourism events.

It is also important to assess event potential over the long-term, beyond the tenure of those passionate organizers currently in leadership positions.

Sport Tourism Workplan

OUTREACH:

- [] **Outreach to sport organizations:** Undertake assessment visits with individual sport organizations to improve buy-in and clarify the role of Tourism Kingston as an advocate, not a competitor. Make contact with local sport organizations to discover their interest in the sport tourism movement and possible involvement.
- [] **Build support:** Develop more community and political support for sport tourism. Build support for sport tourism among members of Council and the City's senior management. Develop and implement communication strategy for community and politicians.
- [] Confirm/validate the various roles of organizations involved in sport tourism in Kingston.
- [] Reach out to more tourism partners more effectively to engage them in sport tourism.
- [] Survey regional, provincial, national and international sport organizations.
- [] Undertake an outreach activity (as detailed on page 16) to canvas potential corporate supporters and build ongoing relationships.

COMMUNICATION and PROFILE:

- [] **Explain sport tourism:** Use promotion to build community support for sport tourism. Improve communication with the community, informing residents and stakeholders about what sport tourism is, who the players are, and why/how to get involved. Identify Tourism Kingston's Sport Tourism Advisory Committee as one that sees "the big picture." Clearly explain Tourism Kingston's role in facilitating the development of sport tourism initiatives.
- [] **Collateral:** Develop an information package for local sport organizations and one for PSOs, NSOs and ISOs.
- [] Undertake a local marketing/media campaign to promote the benefits of sport tourism.
- [] Reach out systematically to provincial, national and international sport organizations.
- [] Undertake an active communications plan and organize information sessions with local sport organizations.
- [] Identify opportunities for familiarization tours for site selectors and sport organizations.
- [] Showcase Kingston's location and facilities.

PLANNING:

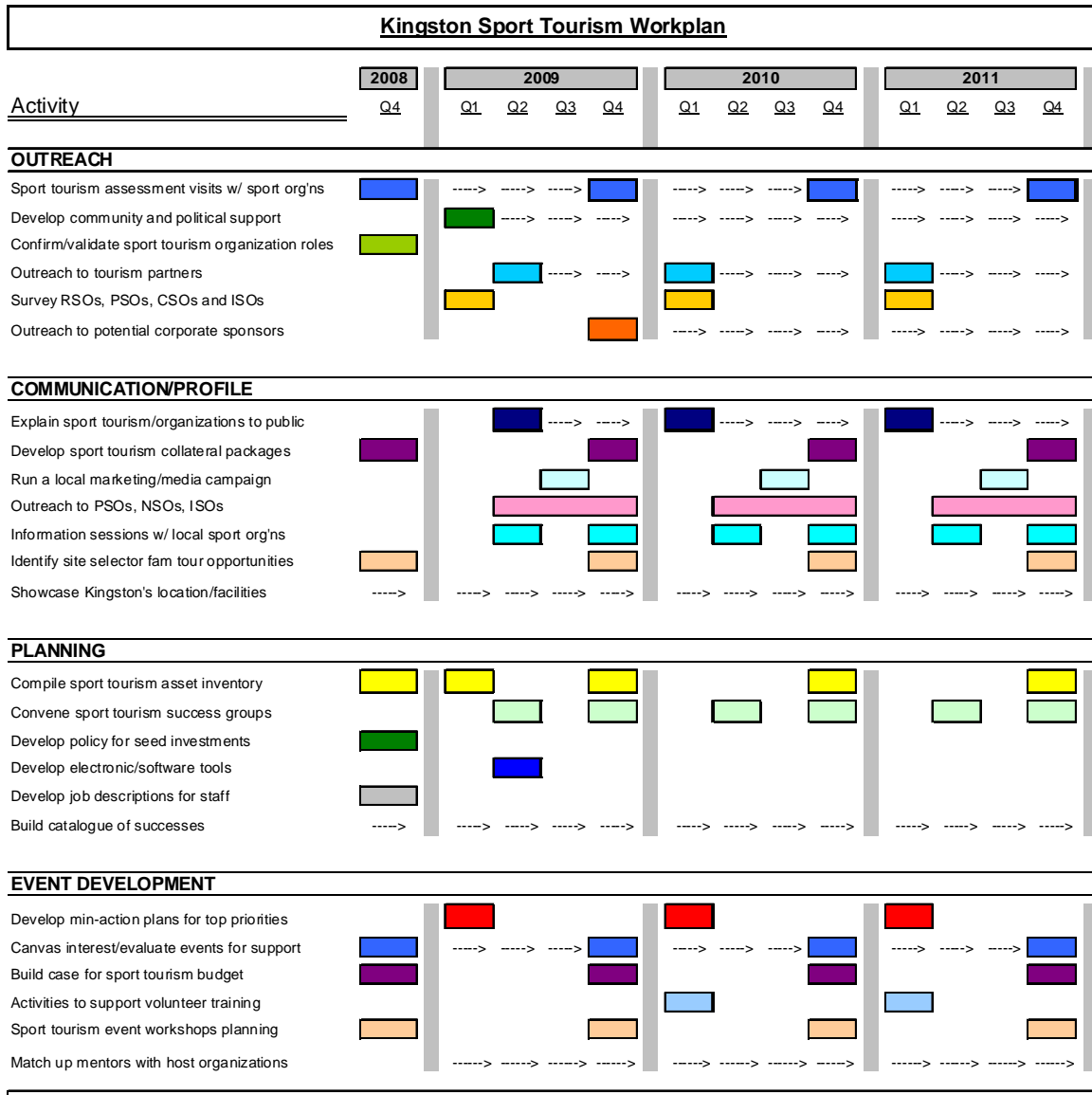
- [] **Profile Assets:** Assess the inventory of sport tourism assets, venues and infrastructure to determine their quality and capacity limits for use at various levels of sport tourism events.
- [] **Learn from Successes:** Bring together the successful groups -- the sport event leaders -- for planning discussions.
- [] **Seed Money Policy:** Develop a policy to guide investment in sport tourism develop (fair, consistent, focused on objectives, cost-benefit assessment, used only for seed money/development etc.)
- [] **Electronic/Software/Database Tools:** Acquire/share web-based project management and event management software. Obtain registration software and share it with the event organizers. Develop an online Access database to manage volunteers, skilled resources and venues, maintain an inventory of strong events, and enable organizers to shop for facilities. Develop and provide access to a template for organizing events. Develop and maintain a calendar overview of all events/congresses. Develop an “Events Available” list for sport organizations and other interested parties. Make an inventory of corporate sponsors who have already endorsed big events.
- [] Develop a job description for staff, including a student intern to support marketing activities or work on the database of sport tourism facilities.
- [] Build a catalogue of successes.

EVENT DEVELOPMENT:

- [] Develop mini-action plans for all “top ten” priority sports.
- [] Canvas interest on hosting events/bidding. Evaluate and pick high-priority events for support.
- [] Build the case for increasing the sport tourism budget to achieve identified strategic goals.
- [] Take steps to improve volunteer training and development.
- [] Support local sport tourism organizations that present planning workshops.
- [] Match up mentors.

Timelines 2009-2012:

This Gantt chart illustrates the timelines for various activities described in the workplan.



Measures of Success/Metrics:

The success of any action 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:

Increased Overall Economic Benefits:

- Growth in estimated overall economic impact (by event or overall)
- Number of heads in beds attributed to sport tourism initiatives

Tangible Improvements in Awareness and Support of Sport Tourism:

- Media coverage, phone enquiries, leads and other measures of external profile
- Number of volunteers involved in sport tourism events
- Level of attendance at sport tourism events by City Council and community members
- Sport tourism budget increases (Tourism Kingston, KAP, host organizations)

Increased Capacity and Soft Legacies in the Community

- Development of local athletes and sport tourism facilities
- Increased strength and capability of local sport organizations and businesses
- Proven and increasing levels of sponsorship revenues
- Various measures of community development

Resources:

Financial and human resources are needed to support implementation of the sport tourism agenda. Budget is required for such items as :

- Bid production, printing, presentation, travel and admin support
- Promotional collateral, website, banners, multimedia, public relations
- Sport Tourism projects (planning, outreach/retention, economic impact analysis)
- Sponsorships and Awards
- Sector meetings and events
- Canadian Sport Tourism Alliance -- marketing and membership

Resources available to meet those requirements include Tourism Kingston staff (one Sport Tourism Manager); volunteers from the Sport Tourism Advisory Committee and host organizations; dedicated financial resources provided through KEDCO by the City of Kingston; collaborations with and financial contributions from the Kingston Accommodation Partners (KAP); and facilities owned and managed by local universities, colleges, schools and other institutions or businesses.

Project-oriented or bid-dependent government funding may also be available from Ontario Trillium Foundation, Canadian Sport Hosting Grants, Ontario Amateur Sport/International Sport Hosting, Ontario Tourism Marketing Partnership funding, and/or Celebrate Ontario funding.

Current and Projected Sport Tourism Budgets

Over the next three years, local organizations involved in sport tourism aim to significantly increase the level of dedicated financial, volunteer and community support. It is expected that growth in resources will follow naturally from future accomplishments and benefits to be realized through the activities outlined in this workplan.

Since some contributions are not known at this time, or are in negotiation, the chart below provides a starting point for future planning -- the current year's budget.

Budget Line Item	2008	2009-2012
SPORT TOURISM REVENUES (various sources)	\$ 92,000	
TOTAL REVENUE	\$ 92,000	To Be Confirmed
SPORT TOURISM EXPENSES*		
Hosting Fees	\$ 53,000	
Event Meeting	\$ 1,100	
Advertising / Communication	\$ 21,321	
Sponsorship/Membership	\$ 4,379	
Website	\$ 5,000	
Conferences	\$ 2,700	
Sales Blitzes	\$ 3,500	
TOTAL EXPENSES	\$ 92,000	To Be Confirmed

* In addition to the expenditures identified in the budget above, one full-time staff member from Tourism Kingston is dedicated to sport tourism activities. Along with support from numerous volunteers, it is anticipated that student interns may also be available to help from time to time.

APPENDICES

1. Sport Tourism Event Classification Matrix

Matrix Objective

To evaluate current and future sporting and recreational events in the City of Kingston in order to align sport tourism resources with top priorities.

Building of Sport (Total Potential – 30 points) Stakeholders include: City, local sport organizations, Sport Kingston	
Quantitative / 15 points	Qualitative / 15 points
Resources injected into local sport organization(s): <ul style="list-style-type: none"> • Size of budget / investment / capital cost • Sponsor revenue – other financial support from local business • Grants committed/not committed (name granting organization) 	Legacy <ul style="list-style-type: none"> • Hard legacy - investment in facilities upgrades, investment in new facilities, investment in lasting event hosting equipment • Soft legacy - building bid development process, event hosting capacity, building volunteer base, building volunteer skills, building sport specific skills Resources/Partners <ul style="list-style-type: none"> • Request for support of resources from KEDCO • Does the event align with Sport Development? • Does the event have the support of the local sport association? • Is there potential for future growth Exposure for Sport Tourism Locally <ul style="list-style-type: none"> • Local Media coverage

Building of Community (Total Potential – 70 points) Stakeholders: City of Kingston, Tourism Kingston, KAP, Chamber, BIA, local businesses	
Quantitative / 45 points	Qualitative / 25 points
<p>Economic Impact using STEAM</p> <ul style="list-style-type: none"> • Projected accommodation reservations and bookings • Number of participants – closer than 80kms / farther than 80kms • Number of days in city • Number of visitors - closer than 80kms / farther than 80kms • Number of days in city 	<p>Timing of Event</p> <ul style="list-style-type: none"> • Event occurs in shoulder seasons, or when there are no other major events in the City, when capacity is greater? <p>Exposure for Sport Tourism outside the City</p> <ul style="list-style-type: none"> • Regional/National Media coverage, development of relationships with media • Improve the Image to other Sport Organizations looking to hold future events in the City • International participants/attendees <p>Facility Usage</p> <ul style="list-style-type: none"> • Will the event use existing facilities or invest in improvement of existing facilities? <p>Consistent with Kingston Brand and Council Priorities</p> <ul style="list-style-type: none"> • Culturally enriching, environmentally conscious, water-based, historic, military, educational, hockey, youth-focused, community backing, accessibility, or cultural – bilingual, multicultural

Additional Discussion Points: Consideration should also be given to ...

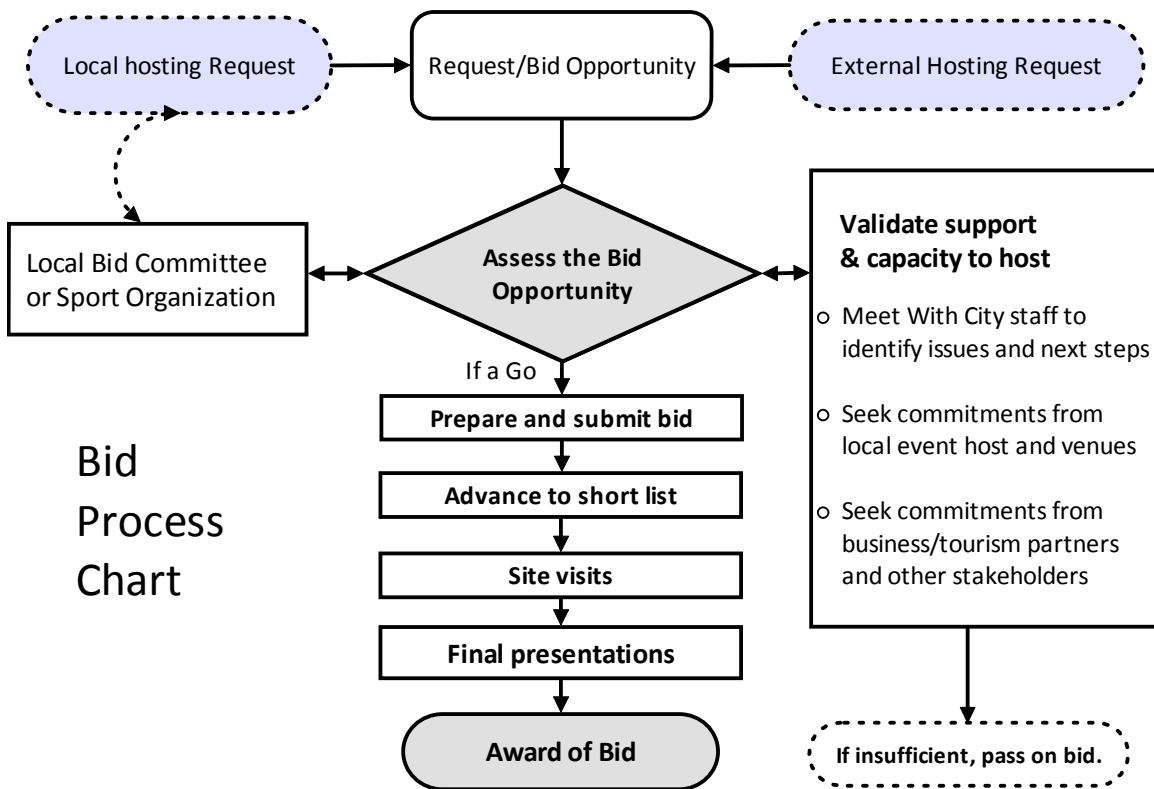
- Both short-term and long-term effects
- Comparison with inventory of current events in Kingston.
- Maximizing impact of sport tourism resources: money, time, facilities & people.
- What unique value an event adds to Kingston.
- What we can do better than any other community.
- Comparison to both current and potential future events.

2. Event Categories:

Sport tourism involves a wide range of potential events, and it is useful to have a general framework of categories for discussion of strategy and tactics. The following list has been adapted from Tourism Hamilton’s 2004 Sport Tourism Action Plan. Some examples of local Kingston events have been included to illustrate the categories.

- Level 1 - Major International Events - Multi or Single Sport (e.g. Olympics)
- Level 2 - Small International Events (e.g. Barclay, Volvo Youth World Sailing)
- Level 3 - National/Provincial events (e.g. Ontario Cup, Seniors Games, Kids for Kids)
- Level 4 - Intra-provincial and Open Events (e.g. K-Town Triathlon)
- Level 5 - Local events (where less than half of the event participants stay overnight)

3. The Bid Process



4. Survey Scores -- Potential of Sport Tourism Sectors/Events

The table below, and continuing on the following page, presents the results of a survey conducted by Tourism Kingston to collect feedback on priority events with sport tourism potential. A total of 25 respondents completed the SurveyMonkey questionnaire.

Kingston's Sport Tourism - Survey #1 (sample size: 25 responses)			
What sports or events should Kingston focus on to host in the future?			
55 Answer Options		Response Percent	Response Count
Sailing		96.0%	24
Windsurfing		92.0%	23
Triathlon		88.0%	22
Hockey		76.0%	19
Ontario Games		76.0%	19
Basketball		72.0%	18
Rugby		68.0%	17
Ontario Paralympic Games		68.0%	17
BMX Racing		64.0%	16
Scuba Diving		64.0%	16
Soccer		64.0%	16
Curling		60.0%	15
Special Olympics		60.0%	15
Volleyball		60.0%	15
Memorial Cup		60.0%	15
Canada Games		60.0%	15
Cycling		56.0%	14
Running		56.0%	14
Sledge Hockey		56.0%	14
Dance		52.0%	13
Dragon Boat Racing		52.0%	13
Rowing		52.0%	13
Fencing		48.0%	12
Football		48.0%	12
Ultimate Frisbee		48.0%	12

Continued ...			
Ball Hockey		44.0%	11
Gymnastics		44.0%	11
Lacrosse		44.0%	11
Ringette		44.0%	11
Skating		44.0%	11
Sport Officials		44.0%	11
Wheelchair Basketball		44.0%	11
Martial Arts		40.0%	10
Cheerleading		36.0%	9
Track & Field		36.0%	9
Walking		36.0%	9
Baseball		32.0%	8
Canoeing & Kayaking		32.0%	8
Trampoline & Tumbling		32.0%	8
Badminton		28.0%	7
Darts		28.0%	7
Hiking		24.0%	6
Archery		20.0%	5
Boxing		20.0%	5
Lawn Bowling		20.0%	5
Aquatics		16.0%	4
Bowling		16.0%	4
Climbing		16.0%	4
Cricket		16.0%	4
Table Tennis		16.0%	4
Equestrian		12.0%	3
Shuffleboard		12.0%	3
Skydiving		12.0%	3
Target Shooting		12.0%	3
Tennis		12.0%	3
Sample: 25 responses			

5. Kingston's Annual Sport Event Highlights

Kingston currently plays host to a broad range of sporting events. These events include annual events, which recur at approximately the same time each year; and special events, which occur irregularly, infrequently or as isolated events.

Ambassador Cup Soccer Tournament

Held each July, the Ambassador Cup is open to all carded competitive soccer players in North America. In recent years, the tournament has attracted over 200 teams.

Canada DanceSport

Canada DanceSport is an international Standard and Latin dance competition sanctioned by the International DanceSport Federation (IDSF). It qualifies as an IDSF Open World Ranking Tournament and this year included 10-dance, Open Latin, Open Standard and Open Senior I Standard events.

Coaching the Coaches Conference

Launched in 2007, this annual conference provides clinics, training, tips and insight to high school basketball, volleyball, track & field and field hockey coaches. The 2008 conference focused primarily on basketball.

CORK

Established in 1969 to bring international sailing events to Kingston, CORK found its identity in the years leading up to the 1976 Summer Olympic Games. Today CORK is one of Canada's most eagerly-anticipated annual regattas, featuring events for adults and youth.

FebFest

Originally designed as a showcase for upcoming renovations to Kingston's historic Springer Market Square, Feb Fest is now firmly entrenched as Kingston's premier outdoor winter festival, drawing tens of thousands to the now-renovated Market Square.

Guardsmen Classic Girls Basketball Tournament

Staged jointly by the L&A Guardsmen and Royal Military College, this annual tournament brings girls' high school basketball teams from across the province to Kingston.

K-Town Triathlon

Since 1983, the K-Town Triathlon has been enticing world-class athletes – including several Olympians-- to return to Kingston year after year to compete in Eastern Ontario's most challenging triathlon course.

Kids for Kids Hockey Tournament

The Thompson Vogelzang Insurance Kids for Kids Hockey Tournament attracts Novice, Atom, Pee Wee, Bantam and Midget hockey players from across Ontario to Kingston, and in the process raises money for child-related charities.

Kingston Dragon Boat Festival

Held every spring on the Cataraqui River, the Kingston Dragon Boat Festival celebrates athleticism and Chinese culture while raising money for local charities.

Kingston/1000 Islands Poker Run

North America's fastest power boats race around Kingston's waterfront each summer, in a bid to collect the best poker hand.

RMC Invitational Fencing Tournament

North America's single largest fencing tournament has been calling Kingston home since 1970, attracting over 50 teams each year from across Canada, the U.S. and Europe.

Sheep Dog Trials

Over 8,000 spectators from across North America flock to Kingston's Grass Creek Park for three days each August to watch champion herders compete.

Special Events

2010 World University Cross Country Championship
 2009 DanceSport World Championship
 2009 IIHF World Junior Hockey Championship Pre-Competition Camp
 2009 BMX Canadian Nationals
 2008 Ontario Hockey Association AGM
 2008 Barclays Churchill Cup
 2008 Kingston Bike Festival
 2007 Scott Fire Fighter Challenge
 2007 UCI Olympic Qualifier BMX Race
 2007 OFSAA Girls AAA Volleyball Championship
 2007 Ontario Cup U15 Boys Basketball Championship
 2007 Volvo World Youth Sailing Championship
 2007 U20 Men's Pre- World Cup Soccer Friendly Canada vs. United States
 2006 U20 Men's Soccer Friendly Canada vs. United States
 2006 OFSAA Boy's AAA Soccer Championship
 2006 OFSAA Boy's AAA Volleyball Championship
 2006 T2 U17 Girls Ontario Championship
 2006 Boys U20 Ontario Volleyball Championship
 2005 East West Senior AAA All-Star Hockey Game
 2005 CFT National Classic
 2004 Women's World Soccer Match Canada vs. Australia
 2004 Canadian National Taekwondo Championships
 2003 Men's World Soccer Match Canada vs. Belize
 2003 National Fencing Championships
 2002 Actifest Ontario Senior Games

Key Sport Tourism Organizations in Kingston:

- Tourism Kingston / A Division of KEDCO
- City of Kingston
- Kingston Accommodation Partners
- Downtown Kingston!
- Sport Kingston
- Media
- Queen’s University
- RMC
- St. Lawrence College
- Limestone District School Board
- Algonquin and Lakeshore Catholic District School Board
- Chamber of Commerce
- Volunteer Kingston

Potential sports or events Kingston could potentially focus on to host in the future:

- | | | |
|-----------------------|-----------------|-------------------------|
| ○ Aquatics | ○ Fencing | ○ Special Olympics |
| ○ Archery | ○ Football | ○ Sport Officials |
| ○ Badminton | ○ Gymnastics | ○ Table Tennis |
| ○ Ball Hockey | ○ Hiking | ○ Target Shooting |
| ○ Baseball | ○ Hockey | ○ Tennis |
| ○ Basketball | ○ Lacrosse | ○ Track & Field |
| ○ BMX Racing | ○ Lawn Bowling | ○ Trampoline & Tumbling |
| ○ Bowling | ○ Martial Arts | ○ Triathlon |
| ○ Boxing | ○ Ringette | ○ Ultimate Frisbee |
| ○ Canoeing & Kayaking | ○ Rowing | ○ Volleyball |
| ○ Cheerleading | ○ Rugby | ○ Walking |
| ○ Climbing | ○ Running | ○ Wheelchair |
| ○ Cricket | ○ Sailing | ○ Basketball |
| ○ Curling | ○ Scuba Diving | ○ Windsurfing |
| ○ Cycling | ○ Shuffleboard | ○ Memorial Cup |
| ○ Dance | ○ Skating | ○ Ontario Games |
| ○ Darts | ○ Skydiving | ○ Ontario |
| ○ Dragon Boat Racing | ○ Sledge Hockey | ○ Paralympics Games |
| ○ Equestrian | ○ Soccer | ○ Canada Games |

6. Kingston Sports Organization Info

The following list of sports organizations is subject to change and some organizations involved in sports or sport tourism in the Kingston area may have inadvertently been omitted. It is an evolving list that will be updated periodically during implementation of this action plan.

1. 30 Acre Ranch
2. Able Sail Kingston
3. Academy of Martial Arts
4. Canada Dance Sport
5. Canada. Department of National Defence, Royal Military College of Canada Athletics Department
6. Canadian Pony Club, St. Lawrence/Ottawa Valley Region, Kingston & Region Pony Club
7. Canadian Ski Patrol Services, Frontenac Zone
8. Canadian United Kingdom Dance Club
9. Canadian Yachting Association
10. Cataraqui Canoe Club of Kingston
11. Cataraqui Clippers Soccer Club
12. Central Frontenac Soccer Club
13. Christian Hockey Camps International, Kingston Area Summer Camps
14. Church Athletic League
15. City Basketball League
16. Cloverdale Judo Club
17. Collins Bay Yacht Club
18. CORK/Sail Kingston
19. Delafontaine Doors Hockey League
20. Exceptional People's Olympiad
21. Fort Henry Gymnastics Club
22. Fort Henry Heights Skating Club
23. Frontenac County Harriers Track Club
24. Frontenac Rifle and Pistol Club Ltd.
25. Garrison Five Pin Bowlers Association
26. Good Time Baseball League
27. Greater Kingston Softball Association
28. Greater Kingston Girls Hockey Association, Ice Wolves
29. Greater Kingston Hockey Association
30. Greater Kingston Senior Soccer Association
31. Greater Kingston Ten-Pin Bowling Association
32. Hawaiian and Tahitian Dancing
33. Hockey Headstart 2000
34. K & P (Kingston & Pembroke) Snow Trails Association
35. K-Town Triathlon, Inc

36. Karate Kids
37. Kids for Kids Hockey Tournament
38. Kings Town Trekkers Volkssport Club
39. Kingsdive Limited
40. Kingston 8 Ball League
41. Kingston Aeros Trampoline Club
42. Kingston and District Hockey Referees Association
43. Kingston and District Rod and Gun Club
44. Kingston and District Touch Football League
45. Kingston Archery Club
46. Kingston Ballroom Dancers
47. Kingston Baseball Association
48. Kingston Bicycling Advisory Committee
49. Kingston Blind Curlers
50. Kingston Blue Marlin Swim Club
51. Kingston BMX Association
52. Kingston Boardsailing Association, Kingston Windsurfing
53. Kingston Cavaliers
54. Kingston Community Fencing Club
55. Kingston District Trap, Skeet and Sporting Clays Club
56. Kingston Dragon Boat Festival
57. Kingston Frontenacs Hockey Club
58. Kingston Gymnastics Club
59. Kingston Hockey League
60. Kingston Impact Basketball Club
61. Kingston Ki Society - Aikido Club
62. Kingston Knights Sledge Hockey
63. Kingston Lacrosse Association
64. Kingston Ladies' Fastball League
65. Kingston Lawn Bowling Club
66. Kingston Leftovers Hockey Club
67. Kingston Loyalist Farms Ponies Baseball Club
68. Kingston Masters Aquatics Club
69. Kingston Men's Fastball League
70. Kingston Minor Ball Hockey League
71. Kingston Area Minor Hockey Association
72. Kingston Mixed Lob Ball League
73. Kingston MultiSport
74. Kingston Power and Sail Squadron
75. Kingston Ringette Association
76. Kingston Road Runners Association
77. Kingston Rowing Club
78. Kingston Rugby
79. Kingston Senior Men's Baseball League
80. Kingston Sharks Swim Club
81. Kingston Skating Club
82. Kingston Sport and Social Club

83. Kingston Striders Speed Skating Club
84. Kingston Synchronized Skating Teams
85. Kingston Synchronized Swim Club
86. Kingston Table Tennis Club
87. Kingston Taekwondo Inc.
88. Kingston Taekwondo School
89. Kingston Tennis Club
90. Kingston Thunder Baseball Association
91. Kingston Township Softball Association Umpires
92. Kingston United Soccer Club
93. Kingston Velo Club
94. Kingston Voyageurs Hockey Club
95. Kingston Women's Soccer Club
96. Kingston Yacht Club
97. Kingston Youth Boxing Club
98. Kingston Youth Dart League
99. Kingston/Napanee Track and Field Club
100. Knights of Columbus Basketball League
101. Lavender Hill Stables
102. Limestone Badminton Club
103. Limestone District Grenadiers Football Club, Ontario Varsity Football League
104. Limestone Dive Centre
105. Limestone Square Dance Club
106. Martial Arts Planet
107. Ontario Senior Games Area 1, District 10
108. Ontario Soccer Referees Association, Kingston Branch
109. Ontario Special Olympics, Kingston Chapter
110. Pegasus Athletic Club
111. Pegasus Volleyball Club
112. Porto Soccer Association
113. Public Service Hockey League
114. Queen's University Athletics Department
115. Rideau Trail Association, Kingston Club
116. Royal Kingston Curling Club
117. Sail for Gold
118. St Lawrence College, Kingston Campus, Athletics Department
119. St Margaret's United Church Shuffleboard Club
120. School of Tai Chi & Esoteric Arts
121. Seabrooke Stables
122. SMA Karate
123. Sport Kingston
124. Taoist Tai Chi Society of Canada, Kingston Branch
125. Ti-Cycle Racing
126. Trillium Gymnastics Club
127. West Kingston Skating Club
128. YMCA, Kingston

7. Sport Facilities Inventory (draft)

The following inventory needs to be updated, and will be updated in the fourth quarter of 2008 as part of the 2009-2012 Sport Tourism Implementation Plan.

- (3) Aquatic Centres: Pools 3 - 25m
- (1) Archery Range -- 20-yard indoor range
- (15) Gymnasiums: Badminton, Basketball, Cheerleading, Fencing, Martial Arts, Volleyball, Table tennis.
- (1) Ball/Inline Hockey: NHL size outdoor rink
- (26) Ball Diamonds: Baseball, Softball, Fastball
- (1) BMX Track
- (2) Skate Parks
- (3) Bowling Facilities: 56 lanes of 10 pin bowling/ 10 lanes of 5 pin bowling
- (3) Curling Rinks: 16 sheets of ice
- (6) Dance Studios
- (2) Equestrian Centers
- (52) Field: (1) Cricket / (51) Soccer
 - 21 Full Fields
 - 11 Mid Fields
 - 19 Mini Fields
- (5) Gymnastics Centres
- (10) Arena Ice Pads: Hockey, Ringette, Skating, Sledge Hockey, Broomball
 - 5- Smaller than NHL
 - 4- NHL Size
 - 1- Olympic Size
- (1) Lawn Bowling Facilities
- (1) Rowing Facilities
- (2) Sailing Club
- (2) Gun Range Skeet shooting
- (12) Courts: 12 - Tennis, Racquetball, Handball
- (2) Track & Field Complex: Queen's; RMC 200m indoor track

(9) Sport Complexes:

Queen's

- (3) Gymnasiums
- (2) Dance Studios
- (2) Fully equipped Weight rooms
- (1) Combative room (Matted walls and floors)
- (4) American Squash Courts
- (4) English Squash Courts
- (2) Racquetball Courts
- Richardson Stadium
 - 400m track
 - Football/Soccer field
 - Canteen
 - Washrooms
 - Change rooms
 - Media box
 - Digital scoreboard
 - Seating capacity 3,800
 - Track and field amenities

RMC

- (2) Pools: 25m pool with 8 lanes; 10m pool
- Spin Class room with over 50 bikes
- Anderson field house
 - 200m indoor track
 - 4 basketball courts
 - 6 badminton nets
 - 6 volleyball nets
 - 2 indoor soccer courts
 - 4 tennis courts
- (1) Weight room
- (1) Cardio room
- (6) Squash Courts
- (4) Full Soccer fields

St. Lawrence College

- Fitness Centre
 - (1) Cardio/Weight room
 - (2) International Squash Courts
 - (1) Aerobics Studio
- (1) Soccer Field
- (1) Touch Football Field
- (1) Gymnasium

YMCA

- Wright Crescent Facility
 - 18 metre, 4 lane heated indoor swimming pool, with easy access stairs and handicapped pool lift
 - 6,000 sq. ft. fitness centre fully equipped with modern cardiovascular and strength training equipment
 - Dr. Gordon Taylor "Fit For Life" Centre - home of cardiovascular rehabilitation and "Women Only" workout times
 - 2 squash courts
 - 2 gymnasiums for basketball, volleyball, badminton and other recreational sports
 - 1,500 sq. ft. aerobics studio
 - Modern men's, women's, and family change rooms, complete with private change cubicles
 - Dry heat saunas and private shower areas
 - Full-service café
 - Free parking

W.J. Henderson Recreation Centre

- Arena: 200 ft X 85 ft ice surface; 5 dressing rooms; glass enclosed viewing area; seating for 1000; pro shop; canteen
- Pool: 25 metre X 5 lanes; slide; Tarzan rope
- Meeting Room: one meeting room on the lower level, seating capacity 30; upper hallway can be partitioned off, capacity 35.
- Ball Diamonds

Willie Pratt Sportsfield, Amherstview

- 2 lighted ball diamonds available for tournaments and league play.
- Flush toilets, water fountain.

Woodbine Sports Complex

- (4) Full Soccer fields
- (1) Mini Soccer Field
- (5) Ball Diamonds - One lighted diamond
- BMX dirt racing track
- Change rooms
- Full Washroom facilities
- Canteen

Cataraqui Community Centre

- Cataraqui Ice Pad: NHL Size Ice pad
 - (7) Dressing rooms with showers
- Cloverdale Hall 250 person Capacity
- Kinsmen Ice Pad: Olympic Size Ice Pad
 - (6) Dressing rooms with Showers
- Sunnyside Hall 250 person Capacity
- Meeting rooms
- Cloverdale Softball Diamonds:
 - (4) Lighted Ball Diamonds
- Pro Shop
- Canteen

Portsmouth Olympic Harbour (POH)

- Harbour facility built to host the 1976 Olympic Sailing Competition.
- Harbour facilities for on water and on land storage of boats, launch facilities including four ramps and one crane, indoor meeting rooms, Shower and washroom facilities. Accessible launching dock with two hoists, accessible washrooms
- Ideal registration location, with ample parking ,direct access to 401, and a large foyer with counters.

New Facilities

Invista Centre (Opened Spring 2008)

Ice Surfaces

- Ambassador Hotel Rink
 - Size 85'x200'
 - Dressing Rooms 6
 - Seating 750 (Seats)
 - Referee Rooms 1

- Whig Standard Rink
 - Size 85'x200'
 - Dressing Rooms 6
 - Seating 300 (Bench)
 - Referee Rooms 1

- Swish Maintenance Rink
 - Size 85'x200'
 - Dressing Rooms 6
 - Seating 300 (Bench)
 - Referee Rooms 1

- RONA Rink
 - Size 85'x200'
 - Dressing Rooms 6
 - Seating 300 (Bench)
 - Referee Rooms 1

Meeting Rooms

- Meeting Room A
 - Size: Accommodates approximately 75-98 people
 - Note: Lower level - view of Ambassador Rink

- Meeting Room B
 - Size: Accommodates approximately 75-98 people
 - Note: Lower level - view of Ambassador Rink

- Meeting Room A&B
 - Size: Accommodates approximately 150-196 people.
 - Note: Lower level - view of Ambassador Rink

- Meeting Room C (RONA Hall)
 - Size: Accommodates approximately 100 people.
 - Note: Lower level - adjacent to RONA Rink. RONA Rink & RONA Room Recommended for skating parties.
- Meeting Room D
 - Size: Accommodates approximately 60 people.
 - Note: Upper level - overlooks Ambassador and Whig Standard Rink - Reception area adjacent.
- Meeting Room E
 - Size: Accommodates approximately 60 people.
 - Note: Upper level - overlooks Ambassador and Whig Standard Rink.
- Fitness Area
 - Size: Accommodates approximately 270 people.
 - Note: Upper Level - overlooks RONA Rink.
- Other Features
 - Mini rink.
 - Upper viewing gallery.
 - Fully accessible.
 - First Aid Rooms.
 - Pro Shop — Pro Graphics Sports.
 - Three sound rooms with state-of-the-art sound systems.
 - Brown's Fine Foods concession
 - Bicycle Room.
 - Satellite/Wireless.

New Facilities

K-ROCK Centre (Opened February 2008)

- Ice Surface 80'x200'
- 4 Team Dressing Rooms
- 2 Official's Dressing Room
- First Aid Room
- 4 Groups Suites, each with a capacity of 25 people
- Full service Media Centre including integrated broadcast facilities
- Full-service in-house catering, full-service restaurant and group suites
- State-of-the-art in-house entertainment system including 10mm LED video scoreboard
- Online and in-person computerized ticket sales supported by an internationally known ticket service provider
- In-house event management, event marketing, group ticket sales and event staff
- Wireless and hard-wired internet capabilities
- Seating Capacity
- Hockey
 - 5,600
- Concert
 - 1,800 – 5,200
 - 2,700 – 5,600
 - 3,600 – 6,600
 - Center Stage – 6,700
 - Concert Theater – 1,500 – 3,200
 - Concert Club – 1,500
- Banquet
 - 1,000
- 6 Multi-Purpose Rooms

8. Accommodations List: 4,457 rooms

The following inventory is subject to change and needs to be updated -- and will be updated in the fourth quarter of 2008 as part of the 2009-2012 Sport Tourism Kingston Implementation Plan.

- Year round accommodation, Total Rooms: 2184;
- Seasonal Residence accommodation, Total Rooms: 2273

Ambassador Conference Resort

Tel: (613) 548 - 3605
1550 Princess St., Kingston, ON, K7M 9E3
Total Rooms 251
Single rooms 83
Double 168
Suites 2
Meeting rooms 21

Bay-side Motel

Tel: 613-634-7400
4024 Bath Road, Kingston, ON K7M 4Y4
Rooms: 19
Single: 10
Double: 6
Suites: 3
Meeting Rooms: 0

Best Western Fireside Inn

Tel: 613-549-2211
1217 Princess St., Kingston, ON K7M 3E1
Total Rooms: 77
Single: 22
Double: 37
Suites: 13
Meeting Rooms: 3

Comfort Inn 401

Tel: (613) 546 - 9500
55 Warne Cres., Kingston, ON, K7K 6Z5
Total Rooms 103
Single rooms 42
Double 61

Comfort Inn by Journey's End

Tel: (613) 549 - 5550
1454 Princess St., Kingston, ON, K7M 3E5
Total Rooms 59
Single rooms 33
Double 26
Suites
Meeting rooms

Confederation Place Hotel

Tel: (613) 549 - 6300
237 Ontario St., Kingston, ON, K7L 2Z4
Total Rooms 94
Single rooms 30
Double 64
Suites 2
Meeting rooms 7

Conway's Inn

Tel: 613-546-4285
1155 Princess St., Kingston, ON K7M 3E1
Total Rooms: 56
Single: 41
Double: 15
Suites: 0
Meeting Rooms: 0

Days Inn Kingston Hotel & Convention Centre

Tel: (613) 546 - 3661
33 Benson St., Kingston, ON, K7K 5W2
Total Rooms 162
Single rooms 67
Double 95
Suites
Meeting rooms 10

Embassy Motel

Tel: 613-546-4271
2404 Princess St., W, Kingston, ON K7M 3G4
Total Rooms: 27
Singles: 12
Doubles: 14
Suites: 1
Meeting Rooms: 0

Executive Inn and Suites

Tel: (613) 549 - 1620
794 Hwy #2, EAST Ave., Kingston, ON, K7L 4V1
Total Rooms 42
Single rooms 4
Double 17
Suites 21
Meeting rooms

First Canada Inns

Tel: (613) 541 - 1111
1 First Canada Crt., Kingston, ON, K7K 6W2
Total Rooms 79
Single rooms 29
Double 43
Suites 3
Meeting rooms 1

Four Points by Sheraton Hotel & Suites Kingston

Tel: (613) 544 - 4434
285 King St. E., Kingston, ON, K7L 3B1
Total Rooms 171
Single rooms 95
Double 77
Suites 47
Meeting rooms 12

Green Acres Inn

Tel: 613-546-1796
2480 Princess St., Kingston, ON K7M 3G4
Total Rooms: 31
Single: 11
Double: 16
Suites: 4
Meeting Rooms: 14

Highland Motel

Tel: (613) 546 - 3121
725 15 Hwy., Kingston, ON, K7L 5H6
Total Rooms 44
Single rooms 15
Double 27
Suites 2
Meeting rooms

Hilltop Motel

Tel: (613) 542-3846

2287 Princess St., Kingston, ON K7M 3G1

Rooms: 18

Single: 8

Double: 8

Suites: 0

Meeting Rooms: 0

Holiday Inn Kingston Waterfront

Tel: (613) 549 - 8400

2 Princess St., Kingston, ON, K7L 1A2

Total Rooms 197

Single rooms 67

Double 130

Suites 2

Meeting rooms 8

Hotel Belvedere

Tel: 613-548-1565

141 King St. E, Kingston, ON K7L 2Z9

Total Rooms: 20

Single: 18

Double:

Suites: 2

Meeting Rooms: 1

Kingston Motel East

Tel: 613-546-6674

1488 Hwy 15, Kingston, ON K7L 5M6

Total Rooms: 25

Single: 9

Double: 16

Suites: 0

Meeting Rooms: 0

Kingston Motel West

Tel: 613-547-7979

2467 Princess St., Kingston, ON K7M 3G1

Total Rooms: 35

Single: 8

Doubles: 27

Suites: 0

Meeting Rooms: 0

Kozy Inn

Tel: (613) 542 - 7346
2464 Princess St., Kingston, ON, K7M 3G4
Total Rooms 28
Single rooms 12
Double 12
Suites 4
Meeting rooms

Lord Nelson Motel

Tel: 613-542-2883
1664 Hwy 15, Kingston, ON K7L 5H6
Total Rooms: 21
Singles: 3
Doubles: 18
Suites: 0
Meeting Rooms: 0

Peachtree Inn

Tel: (613) 546 - 4411
1187 Princess St., Kingston, ON, K7M 3E1
Total Rooms 76
Single rooms 6
Double 66
Suites 2
Meeting rooms 2

Radisson Hotel Kingston Harbourfront

Tel: (613) 549 - 8100
1 Johnson St., Kingston, ON, K7L 5H7
Total Rooms 126
Single rooms 62
Double 56
Suites 8
Meeting rooms 7

Rest Inn

Tel: (613) 546 - 6616
686 Princess St., Kingston, ON, K7L 1E7
Total Rooms 72
Single rooms 20
Double 52
Suites
Meeting rooms

Seven Oakes Motel

Tel: (613) 546 - 3655
2331 Princess St. W., Kingston, ON, K7M 3G1
Total Rooms 44
Single rooms 21
Double 19
Suites 4
Meeting rooms

Super 8 Motel

Tel: (613) 542 - 7395
720 Princess St., Kingston, ON, K7L 1G2
Total Rooms 51
Single rooms 22
Double 22
Suites 5
Meeting rooms

Thriftlodge

Tel: (613) 547 - 7979
2467 Princess St., Kingston, ON, K7M 3G1
Total Rooms 32
Single rooms 6
Double 26
Suites
Meeting rooms

Travelodge Hotel

Tel: (613) 546 - 4233
2360 Princess St., Kingston, ON, K7M 3G4
Total Rooms 102
Single rooms 30
Double 65
Suites 7
Meeting rooms 3

The Queen's Inn

Tel: 613-546-0429
125 Brock St., Kingston, ON K7L 1S1
Total Rooms: 17
Single: 12
Double: 5
Suites: 0
Meeting Rooms: 0

Welcome Traveler Motel

Tel: (613) 389 - 2928
 3100 Princess St. W., Kingston, ON, K7L 4V2
 Total Rooms 25
 Single rooms 10
 Double 10
 Suites 5
 Meeting rooms

Queen’s Event Services

Tel: (613) 533-2223
 Victoria Hall, 75 Bader Lane, Kingston, ON, K7L 3N8

Queen's University Residences

Total Rooms: 1820
 Single rooms (non air-conditioned): 1175
 Double rooms (non air-conditioned): 370
 2-bedroom units (premium air-conditioned): 275
 Meeting rooms: 80 +

Donald Gordon conference Centre

Total Rooms: 80
 Meeting Rooms: 14

St. Lawrence College, Kingston Campus

23 Country Club Dr., Kinston, ON, K7M 9A4
 Tel: (613) 544-6600 ext 4989
 Total Rooms: 453
 Meeting rooms: 50+

Kingston area info

- Climate: Average Winter Temperature -8c (17F) / Average in Summer +24c (75F)
- Geography: Elevation 93m above sea level / Square km 1,906.82 km²
- City Population 117,207 (Statistics Canada 2007)

Train Station

- The VIA station on Counter Street, opened in 1974, is one of VIA's most active, serving an average of 295,000 passengers per year. Kingston is served by 20 trains per day, with connections to Southwestern Ontario, Western Canada and the Maritimes.
 - Via Rail 1(888)842-7245
 - Ottawa Approximately 2hr
 - Montreal Approximately 2.5-3hrs
 - Toronto Approximately 2-2.5 hrs

Airport

- Kingston's municipally owned airport offers five daily scheduled flights on Air Canada Jazz from Kingston to Toronto Approximately 1hr flight. Air Canada Jazz 1(888)247-2262

Transportation Services

- Coach Services
 - McCoy Bus Services (613) 384-0012
 - Franklin Coach & Tours (613) 548-1790
 - Coach Canada (613) 544-3047
 - Ontario Coach Way (613) 544-8162
- Taxi
 - Amey's Taxi (613) 546-1111
 - Modern Taxi (613) 546-2222
 - Kingston & Amherst Taxi Co. (613) 384-7000 or (613) 542-3333
- Limousines
 - Anthony's Limousine Service (613) 376-6690
 - Executrans (613) 384-8412
 - McCoy-Tower Limousine Service (613) 384-5466
 - Ontario Coach Way (613) 544-8162
- Kingston Public Transit
 - Kingston Transit operates 7 days a week with 14 routes servicing the urban area of the city.
- Automobile Rental
 - Avis Rent A Car (613) 531-3311
 - Avis Rent A Car Norman Rogers Airport (613) 389-2228
 - Budget Car Truck Rental (613) 546-3231
 - Discount Car and Truck Rental (613) 384-6002
 - Enterprise Rent A Car (613) 547-0755
 - Hertz (613) 531-3260
 - National Car and Truck Rental (613) 546-2228
 - Thrifty Car Rental (613) 384-9670

Acknowledgements

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Sport Tourism Advisory Group

Executive Committee:

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Neil Shorthouse	K-ROCK Center
Jason Mullen	Holliday Inn Kingston
Marianne Davis	CORK
Brad Greenwood	Queen's University Athletic Department
Paul Pennel	St. Lawrence College
Gary Kelly	Tourism Kingston

Advisory Group Members:

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Ed Smith	City Council
Mark Fluhrer	City Parks, Recreation & Culture
Linda Whitfield	Sport Kingston
Guy Dube	RMC
Michele Langlois	Kingston DBIA
Bob Scott	Greater Kingston Chamber of commerce
Grant Bradley	St. Lawrence College
Hugh Mackenzie	Kingston Accommodations Partners & 1000 Island Boat Cruises
Rob Druce	Athletic Director Kingston School Boards
Chris Empey	City of Kingston
Ross Cameron	Sport Kingston
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Others who participated in the Sport Tourism Action Plan Sessions:

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Bill Swan	Kingston Accommodation Partners & Owner/Operator, First Canada Inn
Michael Springer	Springer Group

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