



We're ready to **Build** ...

... we're ready to **Bounce!**



*“Success is how high you bounce
when you hit bottom”*

George S. Patton.

With summer 2009 industry reports noting that businesses and associations had curtailed off-site meetings and conferences, leisure business from the U.S.A. virtually gone, and occupancy rates as low as or lower than post-SARS and 9/11, many tourism partners felt the harsh jolt of what seemed like hitting bottom.

In any economic climate, there are those that suffer and those that benefit. While the overall industry felt the crunch of the recession, many Kingston businesses realized increases this past year over 2008. 2010 indicators are now forecasting that spending and consumer confidence will gain ground and begin its upward ascent.

There are many antidotes swirling around as to what one should do about marketing in a bad economy. What continues to resonate in most trusted and reliable sources is the risk of reducing the adspend which can trigger long-term residual effects including loss of income, long-term damage to businesses, and putting the brand at risk. Tourism Kingston is committed to maintaining our advertising buy with its dedicated focus in order to not jeopardize Kingston’s image and positioning within the marketplace.

As we optimistically set our sights towards the New Year and a new economy, marketing leaders are pointing out that consumers are more aware of price points and will be looking for the value-add first when shopping for travel. With travel behavior continually changing with emerging trends and technologies on the web, Tourism Kingston will continue to develop innovative on-line and social media strategies to engage the consumer in rich media content and interactive exchanges.

Beyond the up and coming developments in destination marketing, we will also take inventory of Kingston’s product offerings. Community partners are working together to create new products and programs for Kingston in order to further leverage our unique place in the marketplace and to stay competitive and sustainable.

We’re ready to build – we’re ready to bounce.



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 main reasons for a thriving economy in Kingston.

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.



FOCAL POINTS

Leisure Marketing	6
Meetings & Conferences	12
Sport Tourism	16
Travel Trade	20

CORPORATE PRIORITY. Tourism Kingston, a division of the Kingston Economic Development Corporation (KEDCO), 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 as 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.

Part of the overall corporate goal is to develop a visit, live and do business strategy that highlights the quality of life that can be found in Kingston. Through the attraction and retention of tourism product, it allows residents to enjoy services and attractions that the permanent population base could not support on its own. By working in partnership with our Business Development division at KEDCO, we believe we can achieve these goals for the betterment of the community.

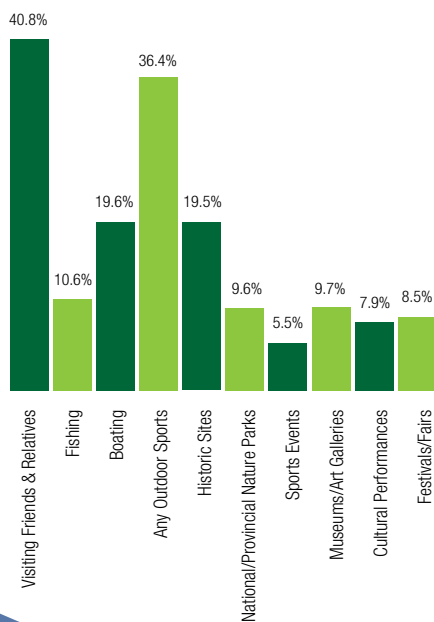


2010 MARKETING OBJECTIVES

The 2010 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 marketing and development 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 a strong and supportive partnership with the Kingston Accommodation Partners (KAP), the Destination Marketing Fee (DMF), to leverage seasonal advertising campaigns, product development, and market research.
- Further enhance the visitor website – 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, Ecological, and other natural 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 2007, almost 2.5 million visitors went to Frontenac County. Of these visitors, approximately 1.2 million stayed in the area for one or more nights and the balance, 1.2 million made a same day visit to Frontenac County.
- The top 10 activities among overnight visitors were Visiting Friends and Relatives (40.8%), Any Outdoor Sport (36.4%), Boating (19.6%), Historic Sites (19.5%), Fishing (10.6%), Museums and Art Galleries (9.7%), National/Provincial Nature Parks (9.6%), Festivals/Fairs (8.5%), Cultural Performances (7.9%) and Sports Events (5.5%).
- Same-day and overnight visitors spent \$333,338,000 in Frontenac County on tourism related expenditures/categories including lodging, food, and beverages, transportation, entertainment and retail during 2007.
- The \$333,338,000 million in spending within Frontenac County generated \$262,525,000 in direct, indirect and induced spending to gross domestic product (GDP), is \$163,030,000 of labor income and salaries and 4,678 representing full-time, part-time and seasonal jobs. Total taxes generated as a result of visitor spending in Frontenac County reached \$144,085,000 including \$8,511,000 in municipal taxes that accrue to Frontenac County.

[Source: Statistics Canada]



THE OUTLOOK – Challenges

- › High degree of uncertainty remains about Ontario's economic outlook.
- › Strong Canadian dollar pushing Canadian travelers outside the country.
- › Personal disposable income will begin to slowly recover in 2010 with impact on tourism spending.
- › New provincial RTO (Regional Tourism Organization) structure and its clarification of role and responsibility.
- › HST legislation within the hospitality sector and introduction of new increases to consumer.

THE OUTLOOK - Opportunities

- › Evidence that the consumers will remain “close to home” is still apparent when making travel decisions.
- › Increased supply of rooms will open new doors to larger conferences and group events.
- › Increase of intra-provincial visits projected.
- › Increased awareness as a visitor destination through a partnered DMF effort.



Leisure Market Rationale. The 2010 sales and marketing plan for the Leisure program is a coordinated effort with the Kingston Accommodation Partners (DMF) with integration of budget and planning which compliments the shared interests in the consumer market. 2010 marks five years of partnership efforts to leverage shared resources to attract the consumer market to Kingston.

The consumer/leisure market is one which yields significant spending over the entire calendar year. Statistics indicate that over 80% 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 choose Kingston as a destination of choice and spend money while in the City.

The Leisure Marketing Program will once again target the GTA and Ottawa markets with an introduction of Montreal. 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 as best described and identified through OTMP’s (Ontario Tourism Marketing Partnership) 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, visitor guide offers 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 more suited to our primary visitor.

ONTARIO

Primary Target

ADVENTURERS - 45-64 years/42% university education/ Language – English and French/Avg.HHI - \$121,848 – 54% above average/big interest in culture and arts, spas and wineries/well-to-do travelers love to explore Ontario especially in Summer and Fall/fond of print media – daily newspapers and magazines that cover business, fashion, technology and news/Above average Internet users, with high-speed cable and DSL access, at home and school/tend not to worry about the pricing of packages or a trip, but will pay for value – will be discerning about getting a value.

Secondary Target

- › Within the GTA, an ethnic-based campaign will be launched to the Asian, South Asian communities.



ONTARIO	ADVENTURERS
Size (#, % Ont. HHds)	779,349 (15.57%)
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, Mssg, 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	
	18.84% (110)
PHONE INQUIRIES	
	17.99% (105)

QUÉBEC	ADVENTURERS
Size (#, % Ont. HHds)	423,486 (12.6%)
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	
	17.53% (129)
PHONE INQUIRIES	
	17.18% (126)



Online Initiatives

- **SOCIAL NETWORKS/PLATFORMS** – 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. The Kingston Accommodation Partners (KAP) has also created the “I Love Kingston” blog as well as a photo contesting initiative to generate more traffic and new visuals of Kingston.
- **RICH MEDIA/WEBISODES** – to build on the Kingston Uncovered series of webisodes, Tourism Kingston will work with its web consultants to effectively present a new sequence of segments for 2010.
- **TRAVEL MEDIA PRESS RELEASES/ARCHIVES** – Hosting travel writers is an inexpensive method to showcase Kingston to the destination storytellers. Kingston has been recipient to several writers with inclusions 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 – San Francisco, CA 2010
- Go Media – Toronto, ON 2010
- **MOBILE MARKETING PROGRAM/MOBI SITES** – To keep up with current trends, Tourism Kingston will research and propose a mobile marketing program that will provide consumers with quick and easy to access visitor information on their hand-held devices. Programs are typically supported through a mobile site which is an online portal for offers, discounts, packaging, area maps, hotels and restaurant selections and much more.
- **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, consumers will have multiple choices at the click of a mouse. We will research and propose a solution that best fits our destination and our product inventory.



Kingston Uncovered 2009
Webisode at
www.kingstoncanada.com





STRATEGY IN ACTION

- › Mobilize and execute the 2010 summer/fall/winter campaigns to target the GTA, Ottawa and Montreal markets focused on upscale Adventurers. 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. Exposure through multiple travel and media outlets including the 2010 Winter Olympic Games in Vancouver.
- › We will support the K-Rock Center, Grand Theatre, Springer Market Square and other cultural venues where entertainment, sport and art engage the consumer and provide a reason to stay.
- › Explore and research a new online reservation system, a mobile marketing program and packaging opportunities; making information readily available for the consumer; making travel planning easy and buying more convenient.
- › We will facilitate early delivery of the 2010 Official Visitor Guide to Kingston (Jan.2010) to over 800 travel outlets including the GTA and Ottawa Hotel and Corporations program 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 delayed information on provincial and national statistics. 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 Canadian Sport Alliance has 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 – Figured 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).
- › Websites visits will be tracked monthly and reported.
- › Media contesting response levels through DMF and Tourism Kingston partner program.



STRATEGY IN ACTION

- › Provide and ensure that visitor information is readily available and up to date.
- › Hire qualified, energetic and enthusiastic personnel with a multi-lingual background.
- › Conduct and analyze visitor surveys to gauge visitor satisfaction.
- › Coordinate volunteer Tourism Ambassador Program.
- › Provide fee-for-service ticket sales to primary attractions.
- › Showcase Kingston memorabilia and other souvenir keepsakes.

Visitor Services

The 2010 Sales and Marketing plan for Visitor Services is based on the philosophy of ensuring that each visitor is welcomed and well-informed. Ensuring that visitors to Kingston are able to access information and support during their travels is an essential component of the visitor experience – one that can translate to an increased length of stay.

The Tourism Kingston Visitor Information Centre is open 363 days of the year with an additional site open during the peak tourism season. A highly energetic and enthusiastic team of travel advisors with multi-lingual skills create a warm and hospitable atmosphere in each centre.

Partnership Packages

Become a Tourism Kingston Partner in one of two ways.

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.

or directly through Tourism Kingston:

LIMESTONE PACKAGE \$350

- › Enhanced Web Listing
- › Brochure Racking at the Visitor Centre

HERITAGE PACKAGE \$625

- › LEEDS Program
- › Direct Dial Line at the Visitor Centre
- › Revolving Web Banner on www.kingstoncanada.com

FIRST CAPITAL PACKAGE \$1625

- › LEEDS Program
- › Direct Dial Line at the Visitor Centre
- › Revolving Web Banner on www.kingstoncanada.com
- › Scroll board signage on Ontario Street (park side)

SIR JOHN A. MACDONALD \$2625

- › LEEDS Program
- › Scroll board signage at VIA Rail
- › Direct Dial Line at the Visitor Centre
- › Revolving Web Banner on www.kingstoncanada.com
- › Scroll board signage on Ontario Street (street side)

A LA CARTE OPTIONS

- › Scroll board signage at Kingston Airport - \$750
- › Revolving Web Banner - \$200
- › LEEDS Program - \$200

Partnership Services

The 2010 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 our and supporting our partners, the individual business are equipped to serve and care for our visitors.

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 in developing existing product clusters which need further enhancement as part of a Tourism Development portfolio, including but not limited to, Culinary, Cultural, Ecology, and other organic sectors which need additional structure.

Identifying other segments in the tourism attraction offering is a means to further broaden the visitor experience. Activity which includes 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.