

OPERATING & SALES PLAN

2016



VISION

We envision Kingston as an innovative city where private and public enterprises thrive, individuals and entrepreneurs grow, and a diversity of people want to visit, live, work and do business.

MANDATE

Tourism Kingston works in a coordinated effort to make the city a premier, four-season experience with a goal of increased visitation and visitor-related spending.

CORPORATE VALUES & PRINCIPLES

Tourism Kingston, a division of the Kingston Economic Development Corporation, is committed to:

- Openness, transparency and accountability for the use of all public funds.
- Highest standards of professional conduct.
- Respect for client confidentiality.
- Organizational excellence through efficient and effective operating procedures.
- Strong commitment to the best practices of corporate governance.



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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Donna Gillespie, Chief Executive Officer

Tourism Kingston is a division of the Kingston Economic Development Corporation (KEDCO). The tourism sector is an essential and growing part of our economy that accounts for close to 7,500 jobs and an estimated \$840 million in annual visitor economic impact. As an export based sector, tourism brings new money into the city from outside and is a major employer offering entry level to senior professional career opportunities. Tourism adds to and builds on Kingston's amazing quality of life and is an attractor of people who may become Kingston's future entrepreneurs, employees and residents.

As the Destination Marketing Organization (DMO), Tourism Kingston has an amazing product to sell - Kingston! Work is underway within the industry to develop and implement an Integrated Tourism Marketing Strategy, as prioritized by City Council. We are working closely with our tourism partners and are committed to a go-to-market strategy with "one voice". One loud voice which will celebrate Kingston's unique and authentic product offerings. We firmly

believe that Kingston is a top Ontario destination and we will continue to advance all efforts to attract greater visitation and subsequent visitor spending.

2016 promises to be a year of change which we will embrace and use to better position the DMO to meet its mandate to ensure Kingston is a year-round visitor destination. With the appointment of a new Director of Tourism Marketing & Development, we are looking forward to innovative and creative advances in our programming. In addition to our identified strategic priorities and tactical plans, we are committed to:

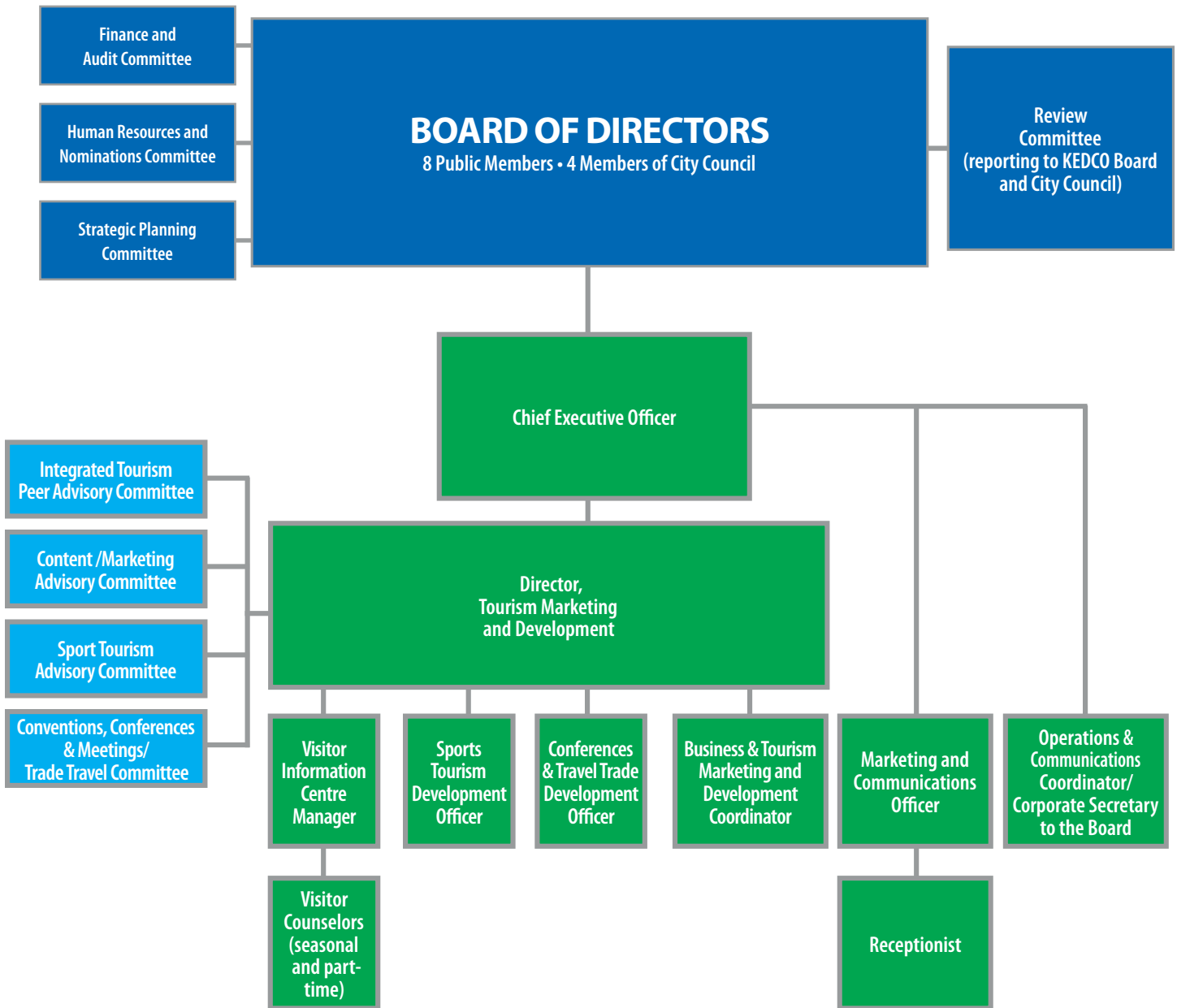
- **Strengthening our partnerships and relationships with tourism stakeholders.**
- **Launching the new Kingston brand across all tourism markets.**
- **Ensuring an integrated tourism peer advisory committee is in place.**
- **Developing new business plans to advance visitor services and experiences.**
- **Aligning our activities with Council's strategic priorities.**

We're excited about the road ahead and the enthusiastic and energetic initiatives in place for tourism.

A handwritten signature in black ink that reads "Donna Gillespie". The signature is written in a cursive, flowing style.

Donna Gillespie
Chief Executive Officer (Interim)
Kingston Economic Development Corporation

TOURISM KINGSTON ORGANIZATIONAL CHART

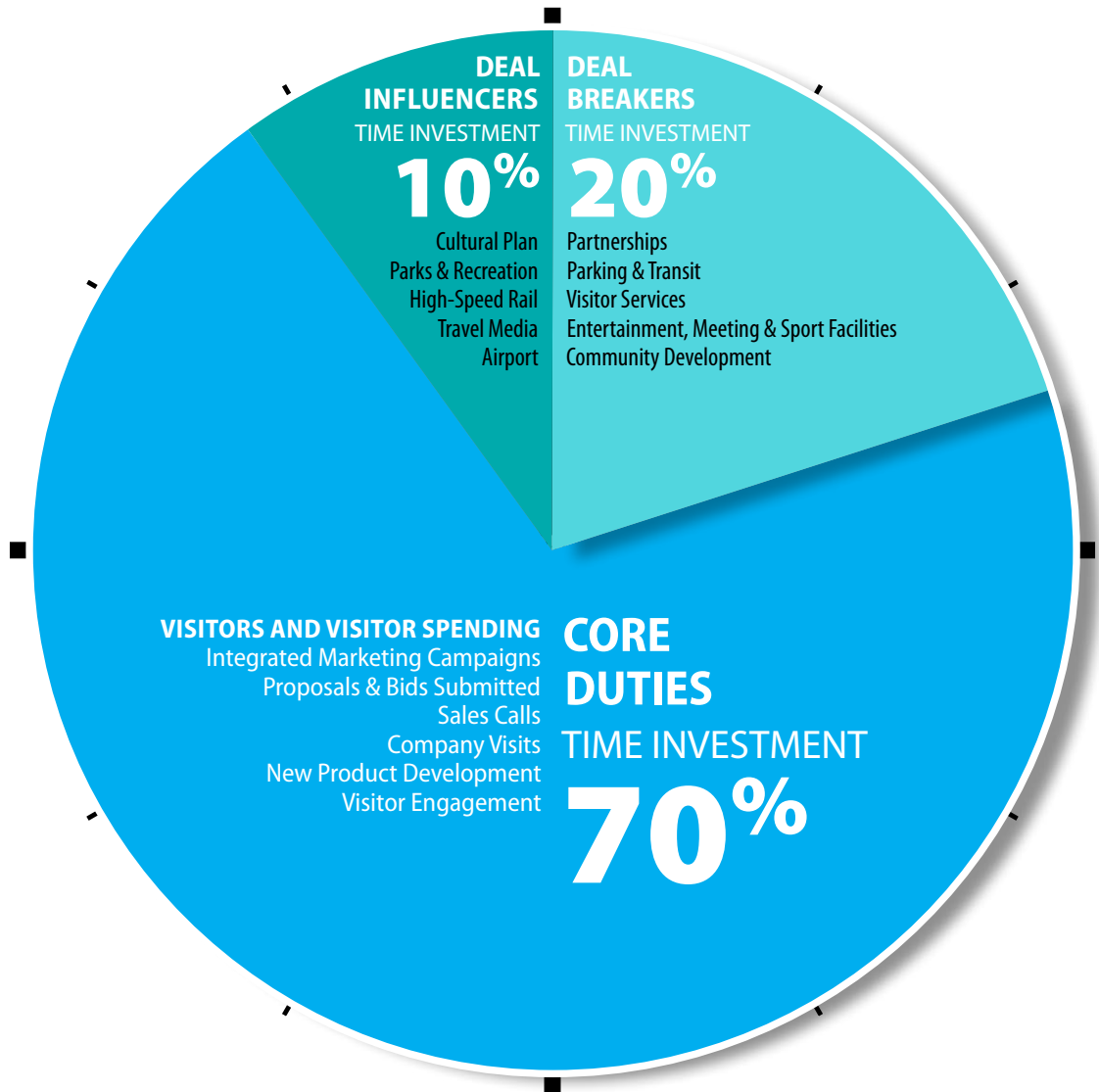


ALIGNMENT WITH COUNCIL PRIORITIES

Council Strategic Priorities	Role of Tourism Kingston
Create a Smart Economy	<ul style="list-style-type: none"> • Tourism is a people attractor – visitors are potential entrepreneurs, residents and a future workforce. • Tourism Kingston actively supports the emergence and growth of artistic and cultural business opportunities. • Tourism Kingston is a key partner in executing an integrated tourism marketing strategy.
Invest in Infrastructure	<ul style="list-style-type: none"> • Tourism Kingston supports the expansion and increased service capacity of the Kingston Airport. The Kingston Airport is important in the future growth of Conventions, Conferences & Meetings travel as well as competitiveness to host Sport Tourism events.
Plan a Livable City	<ul style="list-style-type: none"> • Kingston’s heritage, cultural and artistic assets are authentic and unique attractors for visitors. Tourism Kingston works closely with community groups to promote these assets.
Green the City	<ul style="list-style-type: none"> • Tourism Kingston has identified niche leisure market opportunities such as Cycling Tourism and Outdoor Adventure Tourism which leverage increased opportunities from expansion of Kingston’s trail system. • A walkable, people friendly city with green spaces is an asset in the attraction of visitors to Kingston.
Advance a Vibrant Waterfront	<ul style="list-style-type: none"> • The future of the former Kingston Penitentiary is of utmost interest to Tourism Kingston and represents the largest potential tourism opportunity in the province. • A vibrant waterfront offers opportunity for additional visitation by cruise ships and niche leisure activities such as Fishing Tourism.
Foster Open Government	<ul style="list-style-type: none"> • Tourism Kingston’s Ambassador Program and Tourism Awareness Week activities engage the community and increase awareness of Kingston’s unique assets. • Building a culture of customer service excellence is essential for encouraging additional stays or repeat visitation.



RESOURCE ALLOCATION



The primary goal of tourism marketing and development is to drive visitors and visitor spending that leads to jobs and investment for the city of Kingston. Identifying the synergies between our activities and those of our industry partners allows us to best support local tourism businesses and visitors to achieve this goal. We continue to refine our efforts each year to balance activities that both directly and indirectly achieve our goals.



2016 TOURISM OPERATING BUDGET

	CORPORATE	TOURISM MARKETING & DEVELOPMENT	VISITOR INFORMATION CENTRE	TOTAL BUDGET
REVENUES				
Municipal Funding	\$113,586	\$975,213	\$108,561	\$1,197,360
Other Revenues				\$220,000
Retail and Commission Sales			\$100,000	
Advertising Sales			\$20,000	
Partnership Program		\$25,000		
Project Investment		\$50,000		
Government Grants - wage subsidy			\$5,000	
Corporate Income - interest; fee for service	\$20,000			
TOTAL REVENUES	\$133,586	\$1,050,213	\$233,561	\$1,417,360
EXPENDITURES				
Wages & Benefits	\$89,284	\$449,051	\$153,561	\$691,896
Overhead	\$44,302	\$132,906	\$70,000	\$247,208
Project Budgets				\$478,256
Niche Leisure		\$225,756		
Sport Tourism		\$125,000		
Conventions, Conferences & Meetings		\$82,500		
Travel Trade		\$12,000		
Partnership Services		\$23,000		
Visitor Services			\$10,000	
TOTAL EXPENDITURES	\$133,586	\$1,050,213	\$233,561	\$1,417,360

* pending City of Kingston Council approval

TOURISM ECONOMIC INDICATORS

Tourism Kingston monitors a variety of economic indicators to gauge tourism activity in Kingston including:

TOTAL VISITS

LENGTH OF STAY (PERSON VISITS)

MAIN PURPOSE OF TRIP (PERSON VISITS)

Pleasure
Visiting friends & relatives (VFR)
Business
Personal

ORIGIN OF TRIP (PERSON VISITS)

Total Canada
Total USA
Total overseas

ACCOMMODATION TYPE (PERSON VISITS)

Roofed commercial
Camping/RV facilities
Private homes/cottages
Other accommodation type

NUMBER OF NIGHTS

Total nights
Average nights of total visits
Average nights of overnight visits

ACTIVITIES PARTICIPATED (PERSON VISITS)

Festivals/fairs
Cultural performances
Museums/art galleries
Sports events
Theme parks
National/provincial nature parks
Historic sites
Outdoor/sports activity

GENDER OF PERSON VISITS

EDUCATION LEVEL OF PERSON VISITS

Less than high school graduation certificate
High school graduation certificate only
Some post-secondary certificate or diploma
University degree (Bachelor's, Master's or PhD)

HOUSEHOLD INCOME OF PERSON VISITS

Less than \$50,000
\$50,000 to less than \$75,000
\$75,000 to less than \$100,000
\$100,000 and over

VISITOR SPENDING IN REGION

Transportation
Accommodation
Food & beverage
Recreation/entertainment
Retail/other

VISITOR SPENDING ECONOMIC IMPACT INDICATORS

GROSS DOMESTIC PRODUCT

Direct
Indirect
Induced
Total

LABOUR INCOME

Direct
Indirect
Induced
Total

NUMBER OF JOBS

Direct
Indirect
Induced
Total

TAXES

Direct
Indirect
Induced
Total
Federal
Provincial
Local

ACCOMMODATION INDICATORS

Hotel occupancy rates
Average daily rate
Revenue per available room



TOURISM KINGSTON PERFORMANCE MEASURES

We are currently refining our key performance activities for 2016.

WEBSITE

- Total visits
- Unique visitors
- Top traffic source
- Bounce rate
- Average time on site
- Page views
- % New visits

MOBI APP

- Downloads
- Apple
- Blackberry
- Active users

SOCIAL MEDIA - FACEBOOK

- New likes in quarter (subs)
- Unique visitors to page
- Top age demographic
- Monthly active users
- Post views
- Post feedback

SOCIAL MEDIA - TWITTER

- # of tweets
- # of followers

NEWSLETTERS

- Issues distributed
- Subscribers
- New subscribes
- Unsubscribes
- Open rate average
- Click rate average

SPORT TOURISM

- Sales calls
- Opportunities
- Opportunity room nights
- Bids submitted
- Bids won
- Definite bookings
- Definite room nights
- Economic impact

TRAVEL TRADE

- Sales calls
- Tour bus passengers
- Cruise ship passengers

CONVENTIONS, CONFERENCES & MEETINGS

- Sales calls
- Opportunities
- Opportunity room nights
- Bids submitted/supported
- Bids won
- Definite bookings
- Definite room nights
- Economic impact

PARTNERSHIP SERVICES

- Company visits
- Total members & associates

VISITOR INFORMATION CENTRE

- Visitor turnstile count
- Retail sales
- Visitor experience
- Ticket sales

DEFINITIONS

SALES CALLS

Sales Calls are a pre-arranged meeting between a Tourism Kingston staff person and a customer or prospect to promote Kingston as a premier destination to sport organizations, event right holders, qualified tour operators, and meeting planners.

COMPANY VISITS

A company visit is when a Tourism Kingston staff person undertakes an on-site meeting with a local tourism organization. During the company visit, discussion topics include: opportunities and challenges, Tourism Kingston's Partnership Program, and areas where support could be delivered including labour market assistance and business support.

ECONOMIC IMPACT

Tourism Kingston employs economic assessment models such as STEAM and TREIM to benchmark direct, indirect and induced impact of sport events and conventions, conferences and meetings.

OPPORTUNITIES

An opportunity is defined as a qualified lead which has a real potential to create economic impact in the tourism sector. Opportunities may be in the pipeline for an undetermined amount of time, due to the nature and complexities of the specific deal.

TOURISM MARKETING & DEVELOPMENT

To develop and enhance the tourism sector by positioning Kingston as the authentically local, edgy, and creative destination it is at its core.

Tourism Kingston, a division of KEDCO, undertakes tourism marketing and development initiatives to ensure that Kingston is the go-to choice for visitors around the world. As the Destination Marketing Organization for the city, we support our stakeholders in developing the products and services that attract visitors, ensuring longer stays and more spending.

Tourism marketing and development activities attract visitors to the city, but also serve to attract businesses and potential residents by positioning Kingston as a great place to live and work.

The tourism sector is a vital economic driver in Kingston, accounting for close to 7,500 jobs and an estimated \$840 million in visitor economic impact. Kingston is authentic, beautifully situated, creative, and the perfect mix of new and old. We are a naturally attractive destination and our tourism marketing activities will be directed at promoting this in the areas of Niche Leisure, Travel Trade, Conventions, Conferences & Meetings, and Sport Tourism.

ATTRACTION PRIORITIES

- Re-align tourism brand to meet market demands.
- Attract tourism investment opportunities to further develop year-round product offerings.
- Maintain relationships with tourism industry developers.
- Market available real estate opportunities for tourism development.
- Research and identify gaps in existing tourism market/product.
- Advance film industry opportunities.

GROWTH & RETENTION PRIORITIES

- Continue to work with Correctional Service of Canada (CSC) to monitor future opportunities for Kingston Penitentiary.
- Maintain and further develop relationships with tourism partners.
- Utilize KEDCO's services including small business and labour market support to grow and strengthen tourism business.
- Monitor and support the expansion of the Kingston Airport.
- Support waterfront development.

TOURISM MARKETING & DEVELOPMENT

ATTRACTION

GROWTH & RETENTION

HIGH PRIORITY GROWTH SECTORS

SPORT TOURISM
CONVENTIONS, CONFERENCES & MEETINGS
TRAVEL TRADE
NICHE LEISURE TRAVEL

BUSINESS SUPPORT SERVICES

PARTNERSHIP SERVICES, VISITOR INFORMATION,
ADVERTISING PROGRAMS, TRAVEL MEDIA

LABOUR MARKET DEVELOPMENT

FRONT LINE AWARDS PROGRAM
CUSTOMER SERVICE SUPPORT

PROGRAM BUDGET: \$478,256



HIGH PRIORITY GROWTH SECTORS

NICHE LEISURE TRAVEL

Now, more than ever, is the time to grow and capitalize on Kingston's niche leisure tourism. With millennial and millennial-minded travelers seeking authentic travel experiences, we have the potential to benefit from a unique audience hungry for the diverse experiences Kingston has to offer.

MARKET OVERVIEW

Millennial and millennial-minded leisure travelers exist in the feeder markets we currently target: GTA, Ottawa and Quebec. By launching unique media choices directed at these audiences, Kingston will develop its reputation as a Top 4 Ontario destination, and create a visitor experience that provides the traveler with more to do, and entices them to stay longer. In partnership with Kingston Accommodation Partners (KAP), St. Lawrence Parks Commission and other tourism partners, Tourism Kingston will identify opportunities within the Ontario Tourism Marketing Partnership's (OTMPC) partner program by investing in targeted print and web media buys.

ATTRACTION PRIORITIES

- Establish compelling, high quality experiences for visitors that build on Kingston's world class capabilities and capture greater share of provincial visitation.
- Increase awareness of Kingston as a Top 4 Ontario destination with rich and varied tourism vacation experiences.
- Grow visitor numbers and length of stay per visit.
- Work with local, regional, provincial and federal partners to identify high growth opportunities and markets.

GROWTH & RETENTION PRIORITIES

- Work with local stakeholders on integrated tourism plans and initiatives in order to understand the consumer better and target messaging.
- Support the development, growth and restoration/expansion of tourism products and programs of benefit to visitors to Kingston and encourage longer overnight stays.
- Enhance and expand tourism industry co-operative marketing programs to leverage signature events, programs and partner revenue.
- Increase tourism spend in Kingston among visiting family and friends (VFRs) by increasing locals' awareness of what there is to see and do in Kingston.

STRATEGIES

- Unify Kingston's brand and messaging to target audiences.
- Establish compelling, high quality experiences for visitors, and increase awareness of its rich and varied visitor experiences.
- Grow visitor numbers from key regional markets by meeting the customer where they book, and curating the experiences they look for.
- Support the development, growth, restoration and expansion of tourism products and programs that make Kingston enticing and unique.
- Attract and leverage signature events and programs that elevate Kingston as an authentically hip destination.
- Work with municipality and local stakeholders to develop high quality market research and data.
- Get locals excited about what there is to see and do in Kingston in order to increase spend among visiting family & friends.
- Deliver on the destination's brand promise by creating a culture of destination ambassadors.

PROJECT BUDGET: \$225,756

HIGH PRIORITY GROWTH SECTORS

NICHE LEISURE TRAVEL

TACTICS

- Create and deliver web, mobile and social media plan ensuring Tourism Kingston delivers a consistent marketing strategy in association with Kingston Accommodation Partners.
- Invest in growth and expansion of existing tourism products and work to identify new product opportunities which augment existing product offerings. Work with Kingston Accommodation Partners and The Great Waterway to ensure local tourism industry maintains highest level of investment possible.
- Act as a conduit to municipal, provincial federal or private sector funding as part of the economic development strategy.
- Evolve traditional advertising campaigns to content marketing, owned media, and collaborative platforms.
- Collaborate with a content/marketing advisory committee to establish, share and communicate the destination's brand promise.

PRIMARY TARGET MARKETS

- Millennial psychographic within GTA, Ottawa, and Quebec
- Sub-segments: fishing, cycling, motorcycle, culinary, and cultural
- Northern New York consumer markets
- Visiting friends & family

ACTIVITIES

WEB BASED MARKETING

Website & Mobile

In partnership with the Kingston Accommodation Partners, Tourism Kingston will develop a collaborative marketing strategy that offers one brand of "Kingston" to the consumer.

Social Media, Media-Relations and Web-based Marketing

In 2016, Tourism Kingston will look toward new media opportunities, stepping away from print-based advertising where appropriate, and focusing instead on new platforms and content-based initiatives.



HIGH PRIORITY GROWTH SECTORS

SPORT TOURISM

Kingston is a natural choice for sport tourism, building on waterfront access, infrastructure, proximity to two large urban markets, and hospitality and cultural assets that attract premier provincial, national, and international sports events.

MARKET OVERVIEW

Tourism Kingston is recognized by the Canadian Sport Tourism Alliance as a leader and innovator in sport tourism. Building on a banner year in 2015 that saw an economic impact of \$25 million dollars from thirty-eight events, we are well positioned to attract new sports events in 2016. Tourism Kingston will build on its success of prospecting new sales opportunities, while providing significant funding to ensure we have the competitive advantage in site selection.

ATTRACTION PRIORITIES

- Position Kingston as the premier host of sport events in Ontario/Canada.
- Oversee a proactive and strategic bidding and evaluation framework to attract provincial, national and international events to Kingston to maximize return on investment.
- Integrated sales management process to target multi-level associations and event rights holders.

GROWTH & RETENTION PRIORITIES

- Encourage the development and restoration of new competition facilities which also benefit local sport at the grassroots level.
- Generate incremental hotel room nights and economic activity on an annual basis through assisting local sport organizations to grow and retain current annual sport events.
- Instill a high level of professionalism and accountability in the evaluation, investment and bidding process to support local sport organizations and the municipality in hosting events.

STRATEGIES

- Attract sports events and build recreation opportunities where local infrastructure, investment and organizational capacity are best suited to generate a return on investment.
- Develop a pipeline of leads within private sector, provincial, national, multi-sport, and international sport organizations.
- Work in partnership with the public and private sector to ensure that sport infrastructure development and improvement align with local sport organization needs and future growth.
- Support local sport organizations to grow and retain current annual sport events.
- Collaborate with local stakeholders to develop marketing and funding initiatives that align with market needs.

PROGRAM BUDGET: \$125,000





HIGH PRIORITY GROWTH SECTORS

SPORT TOURISM

TACTICS

- Allocate incentive funding to sport event organizers to attract and retain new and existing events.
- Identify and complete bids based on “Best-Fit” criterion to identify those events best suited to the local infrastructure, investment and organizational capacity.
- Prospect and generate new leads through sales calls, familiarization tours, and industry conferences including the Canadian Sport Tourism Alliance’s annual Sport Event Congress.
- Provide full-service direct support to the event rights holders and coordinate with major stakeholders locally to ensure the successful operation of events.
- Secure sector feedback and intelligence through the development of the Sport Tourism Advisory Committee.
- Create and implement a familiarization tour hosting policy in conjunction with Kingston Accommodation Partners.
- Develop new sales opportunities for future events at Richardson Stadium at Queen’s University.

PRIMARY TARGET MARKETS

- Local, provincial, national, international and multi-sport organizations
- Event rights holders
- Sport event attendees

ACTIVITIES

SALES CALLS

Tourism Kingston will continue to focus on sales calls to sport organizations and event right holders. An active schedule of sales calls to Local Sports Organization in Kingston and the surrounding region will be undertaken. Follow-up meetings with provincial, national and international event right holders will also be undertaken to ensure Kingston is actively involved in future hosting opportunities.

INCENTIVE FUNDING

Tourism Kingston allocates incentive funding available to sport event organizers to attract and retain new and existing events to gain a competitive advantage within the industry. Tourism Kingston and the Kingston Accommodation Partners will form a central sponsor pool of funds to promote sporting events for 2016, including a fund for any future blockbuster sporting event and event bids.

BRANDING & COLLATERAL

Align collateral and sport tourism marketing to go to market with one brand of ‘Kingston’ to the consumer.



HIGH PRIORITY GROWTH SECTORS

CONVENTIONS, CONFERENCES & MEETINGS

The contemporary meeting planner is looking for more than just a meeting room – they look for an experience. Kingston has everything a successful event requires: unique and memorable venue options, natural and cultural attractions, vibrant culinary experiences, and industry experts that make the process seamless. With the spin-off impact of attracting delegates back to the city for leisure travel, we have the potential to attract significant growth in this sector.

MARKET OVERVIEW

Conventions, conferences and meetings are a major strength and economic driver in Kingston. But as the face of leisure travel changes, so too does the face of conference and convention travel, blending a combination of business and leisure. By marketing our cultural and culinary assets and providing meeting planners with the tools and expertise they require we are poised to strengthen our competitive advantage within this market blending a combination of business and pleasure.

ATTRACTION PRIORITIES

- Position Kingston as the premier destination in Ontario for small to mid-sized meetings and conferences.
- Build a digital suite of online tools that will make Kingston an easy and convenient choice for event planners.
- Convert business travelers into pleasure travelers through the development of a strong pre and post 'extended' stay strategy.

GROWTH & RETENTION PRIORITIES

- Support local conference facilities to increase competitiveness by offering incentive funding and value added services to attract new conferences with an end result of new economic impact and increased hotel room nights.
- Work with local facilities to develop multi-site offerings for conferences of over 300 delegates allowing Kingston to bid on upper-tier events.
- Increase awareness of Kingston as a meeting and conference destination to local conference planners and residents.
- Support new facility developments that increase competitiveness and economic impact.

STRATEGIES

- Increase economic spending in collaboration with local hotel and venue partners through the attraction of regional, provincial, national and international meetings and conference opportunities.
- Deliver on the destination's brand promise by providing core services to meeting/conference planners and local hotel sales directors. Prioritize the meetings and conference sales process in partnership with local hotel and venue partners.
- Develop and convert qualified leads through a pro-active direct sales program.
- Attract business/leisure travelers through an integrated marketing strategy.
- Better align with industry partners to measure and deliver market needs.

PROGRAM BUDGET: \$82,500

HIGH PRIORITY GROWTH SECTORS

CONVENTIONS, CONFERENCES & MEETINGS

TACTICS

- Complete sales calls with qualified local, provincial, national, and international meeting planners, organizations and associations to develop relationships.
- Complete sales missions to qualified markets in partnership with Kingston Accommodation Partners, the Great Waterway, and OTMPC.
- Establish a benchmark for lead turnaround, familiarization tours, and RFP responses that reflects the integrated marketing strategy and “one voice” for Kingston, and converts qualified leads for local partners.
- Provide full-service direct support to meeting/conference planners, and coordinate with stakeholders locally to ensure operation of successful events.
- Develop an online suite of tools that make Kingston an easy, convenient and attractive choice for event planners.
- Work with the new Conventions, Conference, and Meetings advisory committee to understand and respond to industry needs, and to develop a collaborative strategy to go to market with one brand of ‘Kingston’ to the consumer.

PRIMARY TARGET MARKETS

- Regional, provincial, national, and international events ranging from a small group meeting to 600 delegates in the convention or conference market.
- Ontario, Quebec, and New York convention, conference, and meeting planners.
- Local business and local industry leaders.

ACTIVITIES

INCENTIVE FUNDING

Tourism Kingston will increase event attraction funding from \$15,000 in 2015 to \$31,500 in 2016 to secure new convention, conference and meeting opportunities in Kingston to gain a competitive advantage within the industry.

BRANDING & COLLATERAL

Align collateral and planner resources to deliver on market needs, and to go to market with one brand of ‘Kingston’ to the consumer.



HIGH PRIORITY GROWTH SECTORS

TRAVEL TRADE

Kingston's geographic position between two large urban markets, as well as its cultural, heritage, culinary and natural assets, makes it an attractive stopping-point on long-haul tours. As with leisure travel, the travel trade sector offers the advantage of bringing visitors to Kingston in off-seasons.

MARKET OVERVIEW

The Travel Trade sector comprises group touring, via coach or other means such as cruise ships. Tourism Kingston's Travel Trade strategy targets both domestic and foreign markets and emphasizes the city's unique assets.

While Kingston is a regular stop for organized tours, the sector poses challenges. Research shows that Kingston is unique in its attraction of the well-educated traveler, distinguished by a desire for upscale amenities and services and the freedom to set their own itinerary – priorities that do not generally lend themselves to group travel. Local businesses are also challenged by the travel trade industry's emphasis on lowest possible rates – a competitive advantage of smaller communities (e.g. Gananoque) that Kingston's higher-priced hotels and attractions cannot match. In particular, the foreign tour trade has indicated that Kingston lacks a critical mass of attractions to justify an overnight stay by large tour groups.

Kingston continues to attract the foreign independent traveler (FIT) and group travel markets. Our recognition as a UNESCO World Heritage destination, as well as new products in culinary, heritage and cultural tourism all add to making Kingston a preferred destination.

ATTRACTION PRIORITIES

- Drive visitation from international markets that deliver higher spending visitors to Kingston.
- Maximize the awareness and purchase of travel experiences.
- Increase sales by differentiating Kingston through the identification of 10-25 unique/signature experiences and events.

GROWTH & RETENTION PRIORITIES

- Support a unified tourism brand that differentiates Kingston through all trade materials and initiatives.
- Generate incremental hotel room nights and economic activity on an annual basis through assisting signature attractions to grow and retain outbound visitation from key markets.
- Encourage new product development and infrastructure improvements to support longer-stay visitation from tour bus operators.
- Encourage development of cruise ship opportunities.

PROJECT BUDGET: \$12,000

HIGH PRIORITY GROWTH SECTORS

TRAVEL TRADE

STRATEGIES

- Develop a key account strategy that targets the higher spending visitor to Kingston and attracts new travel trade opportunities.
- Increase awareness and sales by differentiating Kingston through the identification of 10-25 unique/signature experiences and events.
- Support a unified tourism brand that differentiates Kingston through all trade materials and initiatives
- Encourage new product development and infrastructure improvements to support longer-stay visitation from tour bus operators and cruise ships.

TACTICS

- Identify and attend tradeshow, familiarization tours, and sales missions that develop the right business for the destination.
- Partner with the Great Lakes Cruising Coalition and The Great Waterway to explore opportunities to attract additional visitors to Kingston as a cruise ship destination.
- Align collateral and planner resources to deliver on market needs, and to go to market with one brand of 'Kingston' to the consumer.
- Work with partners to explore a mooring wall to assist with the arrival of cruise ships.

PRIMARY TARGET MARKETS

- Ontario & Canada Group Tour in both student and adult markets.
- International (inbound) from Asia, Germany, Italy, Brazil, France, India, Australia and Korea.
- Motorcoach and cruise ship tour operators.

ACTIVITIES

CRUISE SHIP OPPORTUNITIES

Research opportunities and develop a sales strategy to attract cruise ship operators, in collaboration with local partners.



PARTNERSHIP SERVICES

OVERVIEW

The primary goal of Partnership Services is the creation of a supportive environment for local tourism businesses. All businesses within the city of Kingston that serve or support the tourism sector are considered Tourism Kingston partners and benefit from networking opportunities, industry communications, and marketing assistance. The support Tourism Kingston offers its partners enables local businesses to better serve visitors and strengthen Kingston's reputation as a welcoming destination. Tourism Kingston also works closely with tourism partners on marketing campaigns, special events, and lead generation activities that market Kingston's core assets to decision makers in the group travel and event management industries.

PRIMARY TARGET MARKETS

- Businesses within the city of Kingston that serve or support the tourism sector

ACTIVITIES

MARKETING PARTNERSHIP OPPORTUNITIES

The 2016 Official Visitor Guide to Kingston: Published in partnership with Kingston Publications, *The 2016 Official Visitor Guide to Kingston* is Tourism Kingston's primary print collateral. Each year 100,000 print copies are distributed to over 800 locations throughout Canada and 150 locations in the United States. An online digital version is provided on the kingstoncanada.com website.

COOPERATIVE ADVERTISING

Work with partners to understand current strengths and weaknesses within existing marketing programs and develop cooperative advertising solution that meets the needs of the market.

LEAD GENERATION

Revisit existing lead-generation program, and identify opportunities to ensure lead conversion for partners in all market segments.

TRAVEL MEDIA

Align travel media opportunities to market one brand of 'Kingston' to the consumer, utilizing effective and measurable platforms.

COMPANY VISITS

Tourism Kingston will undertake on-site meetings with local tourism organizations to discuss business and sector challenges and opportunities and areas where support could be delivered. Company Visits provide an opportunity for Tourism Kingston staff to promote the products and services offered not only under Tourism Kingston but also to promote business services including labour market support and business development.

KINGSTON CROWNS

Enhance the Tourism Kingston Crown Awards Ceremony, the second annual awards honouring destination ambassadors within the tourism service industry in order to increase the city's reputation as a great place to live and work. The Crown awards celebrates exceptional customer service in the tourism industry

NETWORKING EVENTS

In 2016 Tourism Kingston will continue to offer networking events for partners, creating place-based activities that support partners and attractions, while developing a culture of destination ambassadors.

TACTICS

- Elevate Tourism Awareness Week with partners to increase tourism awareness among Kingston residents and local partners.
- Enhance the Ambassador Program to better align with visitor needs, and to align with Tourism Kingston's Integrated Marketing program.
- Develop tools that meet the customer where they are, delivering easy access to the city's experiences thereby promoting sales and referral opportunities.

PROJECT BUDGET: \$23,000

VISITOR INFORMATION CENTRE

OVERVIEW

The Visitor Information Centre (VIC), located across from Kingston City Hall at 209 Ontario Street is open 362 days a year and provides visitors with the services, information and support they need to extend and optimize their stay.

The frontline staff at the VIC are curators of visitor experience, offering individually-tailored information about Kingston attractions, events and businesses. The goal of the VIC is to ensure that visitors have the tools they need to enjoy the best possible experience, with the intention of encouraging longer visits, repeat travel, and positive referrals. The VIC also generates vital tourism statistics and visitor and market information.

PRIMARY TARGET MARKETS

- Visitors to the city of Kingston
- Kingston residents
- Visiting friends and relatives

ACTIVITIES

AMBASSADOR PROGRAM

The VIC team oversees Tourism Kingston's Ambassador Program. The purpose of the program is to improve visitor experience through the attentiveness and knowledge of passionate local volunteers. The program also increases awareness of the VIC and its services amongst the residents of Kingston.

TOURISM AWARENESS WEEK

The Visitor Information Centre will organize 2016 Tourism Awareness Week activities. Tourism Kingston will host activities in conjunction with the Ontario Tourism Marketing Partnership Corporation's (OTMPC) Tourism Awareness Week, a province-wide awareness week that highlights the economic and social value of tourism. Tourism Kingston will target the events towards Kingston residents and businesses to promote the city's many activities and attractions.

TACTICS

- Develop a business plan to realign the VIC's direction with market and partner needs.
- Conduct and analyze visitor surveys to gauge visitor satisfaction.
- Continue to increase and showcase unique Kingston-related merchandise.
- Conduct analyses of retail efficiency and inventory management using the new Point-of-Sale (POS) system.
- Develop opportunities for online sales.
- Actively promote Tourism Awareness Week with partners.
- Increase and enhance the Ambassador Program through targeted marketing.
- Engage in Company Visits to raise awareness of Tourism Kingston initiatives as well as to remain informed on partner activities that enhance visitor experiences.
- Conduct familiarization tours with tourism partners to stay up-to-date on partner initiatives relevant to visitors.
- Continuously monitor and update the event calendar on the Tourism Kingston website.
- Ensure one stop shopping for visitors by augmenting sales and information opportunities.

PROJECT BUDGET: \$10,000



INTEGRATED TOURISM MARKETING STRATEGY

OVERVIEW

Tourism Kingston, Kingston Accommodation Partners and industry members have been developing a go-to-market plan that identifies areas of spending overlap, where collaboration would strengthen the presence and provide better return on investment and increase overnight visitation.

PRIORITIES

- Align tourism marketing and attraction strategies of Kingston's tourism organizations
- Refocus marketing and advertising expenditures in a meaningful way
- Provide better return on investment and increase overnight visitation and spend
- Unify Kingston brand and messaging to target audiences

STRATEGIES

Industry, Tourism Kingston & KAP leadership working collaboratively on:

- Direction
- Content
- Marketing
- Sales Promotion

In order to create:

- ✓ ONE website
- ✓ ONE social media presence
- ✓ ONE newsletter
- ✓ ONE brand
- ✓ ONE Product Development Fund and ONE Sport Development Fund
- ✓ ONE strategy for M&C and Travel Trade growth
- ✓ Build and strengthen KAP advantages and Tourism Kingston partnerships

TOURISM ROLES

Tourism Kingston = Destination Marketing Organization (The DMO)

At the core of tourism for major destinations is the DMO or Destination Marketing Organization. Its' role is to operate on behalf of the industry and visitor, both internal and external, representing and marketing the destination. It is the leader in setting overall strategy that focuses the efforts of various partners like hotels, attractions, restaurants, associations, the cultural community and so on under a unified banner or brand.

Kingston Accommodation Partners = Destination Marketing Program (DMP)

Destination Marketing Programs are voluntary industry-led initiatives that have existed in several destinations at different points in time since 2004. Destination Marketing Fees and Voluntary Marketing Fees are terms used interchangeably to describe an amount charged by providers of transient accommodation in a destination, for the purpose of supporting tourism marketing and development. Participating accommodations and attractions voluntarily remit fees to their industry association for marketing activities promoting their city.

The Great Waterway = Regional Tourism Organization (RTO)

In 2013, the Province of Ontario established 13 tourism regions, each with a strong Regional Tourism Organization. Each Regional Tourism Organization is an independent, industry-led not-for-profit and each provides leadership and coordination to support competitive and sustainable tourism regions.

Ontario Tourism Marketing Partnership Corporation (OTMPC)

The Ontario Tourism Marketing Partnership Corporation is an agency of the Government of Ontario with a vision to position Ontario as a preferred global destination. OTMPC's mission is to generate increased visitation by Ontario, Canadian and international tourists, enhance tourism expenditures in Ontario, and contribute to provincial economic prosperity through impactful marketing and results oriented investment partnerships. Launched in 1999, the OTMPC, together with its industry partners, develops and delivers exciting, integrated marketing programs in Ontario and eleven countries around the world. OTMPC provides a range of services for the industry including advertising opportunities, consumer information services, travel trade promotions, partnership investments, media promotion, strategic planning, marketing research and research-driven programs.

APPENDICES

TOURISM BUDGET EXPENDITURES BREAKDOWN

TOURISM WAGES AND BENEFITS	
Wages	541,575
OMERS contributions	54,066
Extended health benefits	42,492
Payroll taxes	43,763
Professional development	10,000
TOTAL WAGES AND BENEFITS	\$691,896

CORPORATE OVERHEAD	
Administrative Overhead	
Office supplies	4,211
Fees, subscription, memberships	1,684
Cellular phones	10,511
Computers and IT services	31,582
Travel	1,474
Insurance services	3,158
Meetings expenses	2,105
Partnerships and sponsorships	1,053
Services and rents	52,637
Special events	842
Professional services (i.e.. financial, legal)	17,686
Furniture and equipment	2,105
Interest and service charge	4,198
TOTAL ADMINISTRATION	\$133,246

Board & Committees	
Board development & events	842
Travel	421
Meetings expenses	2,948
Public relations/engagement	590
Corporate events	1,263
Review Committee	8,422
TOTAL BOARD AND COMMITTEES	\$14,486

Marketing Communications	
Fees, subscription, memberships	1,684
Advertising & promotions	12,001
Ad design	4,211
Travel	421
Meetings expenses	842
Partnerships and sponsorships	421
Special events	842
Contracted services	1,684
TOTAL MARKETING	\$22,106

Human Resources	
Legal services	4,211
Health & safety training	632
Contracted services	1,263
Recruitment and retention	1,264
TOTAL HUMAN RESOURCES	\$7,370
TOTAL CORPORATE OVERHEAD	\$177,208

VISITOR INFORMATION CENTRE	
VIC Overhead	
Office supplies	4,000
Promotions	10,000
Phone & fax	4,000
Courier	2,000
Services and rents	39,200
Special events	1,000
Professional services	9,100
Furniture and equipment	500
Interest and service charges	200
TOTAL VIC OVERHEAD	\$70,000

TOURISM PROJECTS	
Niche Leisure Travel	
Fees, subscriptions, memberships	3,400
Advertising & promotions	185,356
Partnerships & sponsorships	9,500
Special programs	14,000
Professional services	13,500
TOTAL NICHE LEISURE TRAVEL	\$225,756

Sport Tourism	
Fees, subscriptions, memberships	1,400
Advertising & promotions	30,000
Meetings expenses	5,000
Partnerships & sponsorships	80,600
Special programs	8,000
TOTAL SPORT TOURISM	\$125,000

Conventions, Conferences & Meetings	
Fees, subscriptions, memberships	13,100
Advertising & promotions	18,900
Meetings expenses	5,000
Partnerships & sponsorships	31,500
Special programs	16,000
TOTAL C,C & M	\$82,500

Travel Trade	
Fees, subscriptions, memberships	1,050
Advertising & promotions	1,750
Special programs	9,200
TOTAL TRAVEL TRADE	\$12,000

Partnership Services	
Corporate events	18,000
Special programs	5,000
TOTAL PARTNERSHIP SERVICES	\$23,000

Visitor Services	
Special programs	10,000
TOTAL VISITOR SERVICES	\$10,000
TOTAL PROJECT BUDGETS	\$478,256

* Corporate overhead expenses are apportioned to division.





Tourism
KINGSTON

A Division of the Kingston Economic Development Corporation

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