

– Tourism –
KINGSTON

SETTING DIRECTION

2027 annual plan – **shaping what's next**

WHAT DRIVES US FORWARD.

ROOTED IN PURPOSE

Mission

Tourism Kingston's mission is to promote Kingston, Ontario as a uniquely historic and hip destination to explore year-round.

ALWAYS LOOKING AHEAD

Vision

Tourism Kingston's vision is to excel in creating, promoting, and growing opportunities for Kingston, Ontario to be a premier destination for individuals, groups, and businesses; to leverage tourism as a key driver of a healthy economy of Kingston; and to champion Kingston as a destination for local, regional, national, and international tourism.

A man wearing a top hat with a feather and a plaid shirt is singing enthusiastically into a microphone. The image is partially obscured by large white text at the bottom.

FOREVER CURIOUS

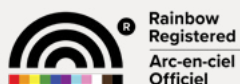
WELCOME / BOOZHOO / TEKWANONWERA:TONS TO KINGSTON / KA'TAROH:KWI / KEN'TARÓKWEN / CATARACOU

Kingston remains on the ancestral homelands of the Huron-Wendat, Anishinaabe, and Haudenosaunee Confederacy.

Tourism Kingston acknowledges the everlasting presence of these Nations and other First Nations, Métis, and Inuit who share this landscape today. We are grateful to reside in and remain visitors to this territory, while acknowledging our responsibility to honour the land, water, and skies with gentle respect and purifying preservation.

See the History of Katarokwi

visitkingston.ca/land-acknowledgement



Tourism Kingston has received Rainbow Registered certification from the CGLCC, Canada's 2SLGBTQI+ Chamber of Commerce. This certification shows our proven commitment to providing a welcoming and accepting experience to 2SLGBTQI+ visitors and residents.



Tourism Kingston is DMAP accredited by Destinations International, recognizing excellence in destination management and industry best practices.



The Visitor Information Centre has received Gold certification from GreenStep Canada, acknowledging our sustainable measures in place and in progress.



Kingston is Sustainable Tourism Silver certified, acknowledging our measures in place and in progress as a destination.



Operations

Megan Knott

Chief Executive Officer

Brittney Veley

Director, Operations

Claire Matthews

Operations and Sales
Coordinator

Sales

Alex Elliott

Managing Director,
Sales



Sona Taylor

Business Events Specialist

Rob Lendrum

Manager, Sport
Communications

Evan Fraser

Sport Tourism Specialist

Megan Wheeler

Travel Trade Specialist



Ella Wang

International Travel
Trade Coordinator



Visitor Services

Hailey Hynes

Visitor Services Specialist,
Visitor Information Centre



Film and Media

Joanne Loton

Film Commissioner

Tyler Platt

Manager, Film and
Media Strategy

Music

Moira Demorest

Music Officer

Ryleigh Stringer

Marketing and
Communications
Coordinator,
Creative Industries



Marketing and Communications

Ashley Bradshaw

Director, Destination
Development & Media

Derek Rowcliffe

Creative Director

Lexy Lamoureux

Director, Digital and
Content Strategy

Elaine Purnama

Manager, Marketing
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Nathan Graham

Supervisor, Visitor Services,
Visitor Information Centre



Kiana Bromley

Content Specialist

INTEGRATED DESTINATION STRATEGY

Kingston's Integrated Destination Strategy is a guide for Tourism Kingston, Kingston Accommodation Partners, and the City of Kingston to provide strategic direction to support both a vibrant tourism industry and local life in Kingston. When possible, each unit's tactics are aligned with initiatives of the Integrated Destination Strategy (IDS) in order to demonstrate our work toward our long-term goals.

Guiding principles of the IDS:

1. Place residents at the heart of tourism.

Tourism in Kingston must be developed for, with, and by the local community. Residents are not only hosts but primary beneficiaries of tourism. Enhancing quality of life, fostering inclusion, and listening to local perspectives are foundational to all tourism decisions.

2. Enable strategic, inclusive, and sustainable growth.

Tourism infrastructure and experience development must serve both visitors and locals, prioritizing sustainability, accessibility, and long-term resilience. Infrastructure investments should reflect community values and support future growth.

3. Celebrate and empower Kingston's creative and cultural identity.

Support Kingston's creative industries and cultural heritage as essential components of both tourism and community vitality. Build an enabling environment where arts, music, film, and history are valued, nurtured, and economically viable and help to position Kingston as a creative community.



Learn more about Kingston's Integrated Destination Strategy:

—> visitkingston.ca/about

STRATEGIES

Tourism Kingston also works towards several sector-specific goals that complement the IDS.

These include:

- | | |
|--|---|
| // Kingston City Council strategic priorities | // GreenStep Sustainability Certification |
| // Kingston Culinary Strategy (updated 2025) | // Sport Tourism Strategic Framework |
| // CGLCC Destination Audit | // Kingston Music Strategy |
| // Kingston Sport Tourism Venue Inventory and Assessment | // Forward Motion: TIAO tourism strategy |
| | // DMAP |

STRATEGIC PARTNERSHIPS

Industry

- // Attractions Ontario
- // American Bus Association
- // Canadian Live Music Association
- // Canadian Society of Association Executives
- // Canadian Society of Professional Event Planners
- // City Nation Place
- // Culinary Tourism Alliance
- // Destination Canada
- // Destination Ontario
- // Destinations International
- // Destinations International (Canadian Destinations Leadership Council)
- // Golf in Ontario
- // Great Lakes Cruise Association
- // GreenStep
- // Indigenous Tourism Ontario (ITO)
- // Interactive Ontario
- // Jonview
- // Meetings Mean Business Canada
- // Meeting Professionals International: Ottawa Chapter (MPI)
- // Ontario Creates
- // Ontario Motor Coach Association (OMCA)
- // Parks Canada (PC)

- // Professional Convention Management Association (PMCA)
- // Regional Tourism Organization 9 (RTO9)
- // St. Lawrence Parks Commission (SLPC)
- // Sport Tourism Canada (STC)
- // Student and Youth Travel Association (SYTA)
- // Tourism Industry Association of Canada (TIAC)
- // Tourism Industry Association of Ontario (TIAO)
- // Travel Media Association of Canada (TMAC)

Local

- // City of Kingston
- // Downtown Kingston BIA
- // Frontenac County
- // Greater Kingston Chamber of Commerce
- // Kingston Culinary Association (KCA)
- // Kingston Accommodation Partners (KAP)
- // Kingston & Area Association of Museums, Art Galleries and Historic Sites (KAM)
- // Kingston Canadian Film Festival (KCFF)
- // Kingston Economic Development Corporation (EcDev)
- // Queen's University
- // St. Lawrence College (SLC)
- // Sustainable Kingston

MUSIC AND QUARTERLY TEAM COMMITTEES

- // Music Advisory Committee

- // Partner Connect

REPORTING

Hubspot CRM Software

- // Continue to automate workflows and integrations with other platforms to improve efficiency and accuracy in reporting metrics.
- // Integrate built-in reporting dashboards, analytics, and performance tracking into the Destination Insights Dashboard.

Reel-Scout CRM software

- // Continue to track and monitor productions, projects, and relationship management for the creative industries to enhance reporting of sector growth and economic impact.
- // Work with Ontario Creates to centralize the Kingston and region's location and production library to enhance Kingston's visibility.
- // Promote the production directory to local crew and talent in Kingston and the region to build a sustainable workforce for film production in the region.

Destination Insights Dashboard

- // Create a public-facing insight dashboard on the visitkingston.ca website.
- // Provide visitor insight reports to stakeholders and sectors to demonstrate the value of tourism, our efforts, and key industry trends.
- // Continue to track visitor sentiment, STR, AirDNA, and Near mobile data as well as economic impact.

Earned media reporting

- // Melt Water

discoo

NOTABLE EVENTS

2027 OHL Priority Selection – Kingston

- // Host the second in-person OHL draft bringing in OHL executives, families, and athletes and showcase Kingston's ability to host major hockey events.

Travel Media Association of Canada Conference – Kingston

- // Work with regional partners on Pre- and Post-FAM tours.
- // Showcase the Kingston culinary scene through the dine around programming.
- // Host up to 250 delegates.
- // Leverage the conference for future travel writers and earned media.

Student and Youth Travel Association Annual Conference – Ottawa

- // Create Pre- and Post-FAM Tours.
- // Leverage Kingston's educational institutions, historic attractions, and musical history to showcase Kingston as a premier destination for student travel.

City of Music Conference

- // Showcase Kingston as a music city.
- // Bringing together industry and community through meaningful connections.

Canadian Senior Men's and Women's Curling Champ.

- // Showcase Kingston as a premier sport event destination.

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TRAVEL TRADE



2027 PLAN

1. Build Kingston's trade-ready product portfolio

- // Strengthen existing trade-ready partners while helping emerging Kingston businesses become market-ready.
- // Address gaps in group rates, capacity, booking terms, accessibility, transportation and seasonal availability.
- // Introduce new products through operator training, product showcases, FAMs, and direct sales activity.
- // Leverage domestic and international market research, visitor trends, and operator feedback to shape compelling and competitive tourism products and itineraries.

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2. Increase distribution of Kingston packages and itineraries

- // Establish a dedicated travel trade resource centre containing itineraries, products, partner contacts, transportation information, and sales assets.
- // Use Travefy and CrowdRiff to provide downloadable itineraries and ready-to-use photography, video and marketing assets.
- // Track operator engagement with Kingston itineraries, product information, training, and sales assets.
- // Provide multilingual trade materials based on market demand and sales opportunities.

3. Position Kingston as the Southeastern Ontario hub for Great Lakes/St. Lawrence cruises

- // Actively prospect cruise lines, itinerary planners, and excursion companies sailing in the Great Lakes and the St. Lawrence to stop in Kingston.
- // Continued advocacy with GLCA, TIAO, and regional partners related to cruise regulations in Ontario/Canada.
- // Coordinate targeted cruise media outreach with Destination Ontario around new shore experiences, cruise calls and regional cruise stories.
- // Promote pre- and post-cruise rail connections between Toronto/Montreal and Kingston.
- // Promote GLCA's galley supplies resource to encourage ships to source food and beverage offerings while in port.
- // Enhance visitor experiences through curated shore excursions and distinctive onboard, dockside and evening programming.
- // Pilot a trackable return-to-Kingston offer or campaign for cruise passengers through cruise line, shore excursion, and post-trip communications.

4. Increase demand for Kingston in international markets

- // Position Kingston within Ontario and Eastern Canada itineraries through Destination Canada, Destination Ontario, RTOs, and regional partners.
- // Develop market-relevant digital sales materials and itineraries that demonstrate Kingston's role within a broader Ontario journey.
- // Work strategically with regional partners to strengthen Southeastern Ontario itineraries and increase overnight visitation.

- // Participate in international trade events such as Rendezvous Canada, CITAP+, and related sales missions presented by Destination Canada and Destination Ontario.
- // Prioritize Germany, U.K., France, U.S., China, Japan, Taiwan, and South Korea.

5. Strengthen demand for Kingston in the educational travel market

- // Maintain active memberships with Student Youth Travel Association (SYTA) to stay informed about trends, booking patterns, and growth opportunities.
- // Collaborate with Ottawa Tourism to host a qualified educational travel FAM connected to the 2027 SYTA conference in Ottawa.
- // Work strategically with regional partners to position Kingston within multi-destination educational itineraries.
- // Develop multi-day educational itineraries with curriculum-linked learning outcomes, group rates, capacity, and booking information.
- // Explore off-season educational tours, campus programming, and overnight opportunities with Queen's University and other partners.
- // Pursue targeted cooperative marketing with qualified educational and group travel channels, including Attractions Ontario and relevant student travel publications.

6. Support the travel-by-rail and air sector

- // Continue partnerships with VIA Rail and Air Canada–Landline to incorporate rail and connecting transportation into trade and media FAMs and packaged itineraries.
- // Develop rail-connected itineraries linking Kingston with Toronto, Ottawa and Montreal.
- // Identify transportation barriers affecting groups and international visitors, and work with partners to improve last-mile connections.

7. Support Kingston tour bus strategy

- // Continue collecting motorcoach data from hotels, attractions, and Visitor Information staff to strengthen future market analysis.
- // Improve data collection by distinguishing day trips, overnight groups, passengers, operators, seasonality, and repeat business.
- // Identify recurring day-trip operators and promote itinerary options designed to convert day visits into overnight stays.
- // Maintain OMCA membership and use its marketplace, networking, and educational opportunities to grow priority operator accounts.

MEASUREMENTS

The value of travel trade will be measured and reported through these key performance indicators:

1. Secure 50 new or expanded Kingston motorcoach stops.
2. Provide 600 referrals to local partners
3. Secure 8,000 room nights
4. Generate \$4,700,000 in economic impact

culture

Sales events and speaking opportunities

April	Rendez-vous Canada	Calgary
May	Sail Away Symposium	Toronto
June	CNE Cruise Symposium	Boston
August	OMCA/CITAP Golf Tournament	TBD
August	Student Youth Travel Association Conference	Ottawa
November	Ontario Motor Coach Association Marketplace	TBD
November	Destination Ontario Sales Mission	TBD
December	CITAP	Vancouver



SPORT



2027 PLAN

1. Promote Kingston as an established sport host city

- // Collaborate with local sport organizations to bid on event hosting opportunities.
- // Provide letters of support or co-apply for funding when applicable.
- // Maintain the Kingston Sport Facilities Guide as a database of the current sport venue inventory, accessible by events rights-holders at any time and to be used as a tool in prospect meetings and pitches.
- // Develop and circulate evergreen print and digital assets that promote Kingston's sport hosting capabilities.
- // Actively engage with sport organizations, athletes, and sport influencers on social media to showcase Kingston.



2. Support sport event hosting efforts with dedicated funding for organizations

- // Support organizations and events that align with key Tourism Kingston priorities, informed by IDS pillars and the Kingston Sport Tourism Strategic Framework.
- // Communicate results of applications with sport organizations in a timely manner and provide feedback to support future applications.
- // Evaluate proposed investments based on incremental visitation, room-night generation, economic impact, shoulder/off-peak demand, event legacy, community value, accessibility, sustainability, and partner contributions.

3. Establish Kingston as a preferred destination for OFSAA/EOSSAA sport hosting

- // Develop a multi-year OFSAA/EOSSAA event-attraction pipeline based on Kingston's strongest facility assets, accommodation capacity, event timing, and community hosting capacity.
- // Prioritize current OFSAA hosting opportunities including football (AAA/AA/A) and volleyball, while identifying future championship opportunities suited to Kingston.
- // Build stronger working relationships with Kingston-area high schools, English, French, and Catholic school boards, teacher-coaches, OFSAA/EOSSAA and facility partners to identify local host champions and future bids.
- // Provide teacher-coaches and schools with a one-window hosting service including bid support, facility coordination, hotel room blocks, grant/funding information, visitor information, marketing support, and event logistics.
- // Develop reusable high-school championship hosting tools and templates that reduce the administrative burden on teacher-coaches and make repeat hosting easier.
- // Use Tourism Kingston's visitor-facing channels to encourage athletes, families, and spectators attending school championships to explore Kingston's dining, attractions, waterfront, and cultural experiences.
- // Measure OFSAA/EOSSAA opportunities identified, bids submitted, championships secured, attendees, room nights, economic impact, and repeat-hosting opportunities.

4. Establish a strong Kingston presence at the 2027 Sport Events Congress

- // Secure a speaking opportunity.
- // Evaluate sponsorship or activation opportunities based on their ability to create access to priority rights-holders and qualified business opportunities.
- // Activate the Kingston brand with memorable messaging and trade show collateral.
- // Grow relationships with national and provincial sport organizations and generate business leads for future events.

- // Develop a pre-show account plan identifying priority national and provincial sport organizations, rights-holders and hosting opportunities.

5. Support key sport priorities for the Kingston community

- // Advocate for investment in sport infrastructure from the private sector and all levels of government.
- // Leverage the Kingston Sport Facilities Guide, the Kingston Sport Tourism Strategic Framework, and the Kingston Sport Venue Inventory and Assessment to demonstrate areas of greatest need for investment or attention.
- // Engage provincial and national sport partners to provide expert advice or support for local projects that would advance sport in Kingston.
- // Use Destinations International's Sport Event Economic Impact Calculator to report on the economic impact of prospective and confirmed sport events and communicate results to partners and the community.
- // Participate in community sport meetings, City Council meetings, City of Kingston community consultation sessions, reviews of municipal facility allocation policies, and tournament planning sessions as opportunities arise.
- // Identify and promote grant opportunities or investment that could benefit Kingston visitors and residents and improve our event hosting capacity.
- // Maintain regular communications with Ontario's Ministry of Sport.
- // Maintain evidence of hosting opportunities that Kingston cannot pursue because of facility, scheduling or capacity limitations to help inform longer-term destination and infrastructure planning.

6. Continue to develop Esport in Kingston

- // Measure current Esport interest and activity in the Kingston community.
- // Schedule the 2027 event during the academic school year to help drive ticket sales.
- // Schedule around other major fighting-game/Esport tournaments so the Kingston event doesn't compete for the same players and audience, giving Kingston a stronger competitive edge.
- // Build relationships with regional and national event producers and investors to promote Kingston.
- // Develop a competitive bid package and marketing materials positioning Kingston as an Esport-ready host city with strong internet infrastructure, accessible venues, and unique visitor experiences.
- // Use 2027 pilot results to determine the appropriate scale of 2027 Esport investment and activity.
- // Track and report on economic and community impact of Esport events to strengthen future bids and encourage long-term investment.

7. Prospect sport business events, training camps, clinics and sport-adjacent opportunities

- // Identify and promote sport businesses and events in Kingston.
- // Collaborate with the Business Events Specialist and other Tourism Kingston colleagues to prospect sport business events, conferences, and trade shows.
- // Prospect sport organization AGMs, annual meetings, coaching/officiating clinics, seminars, conferences, and training camps that can generate incremental visitation.
- // Identify recreational, training and sport-adjacent opportunities where there is a defined visitor, room-night or economic-impact opportunity for Kingston.

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MEASUREMENTS

The value of sport and wellness will be measured and reported through these key performance indicators:

1. Support 120 events.
2. Attract 90,000 attendees.
3. Book 90,000 room nights.
4. Generate \$42,500,000 in economic impact.

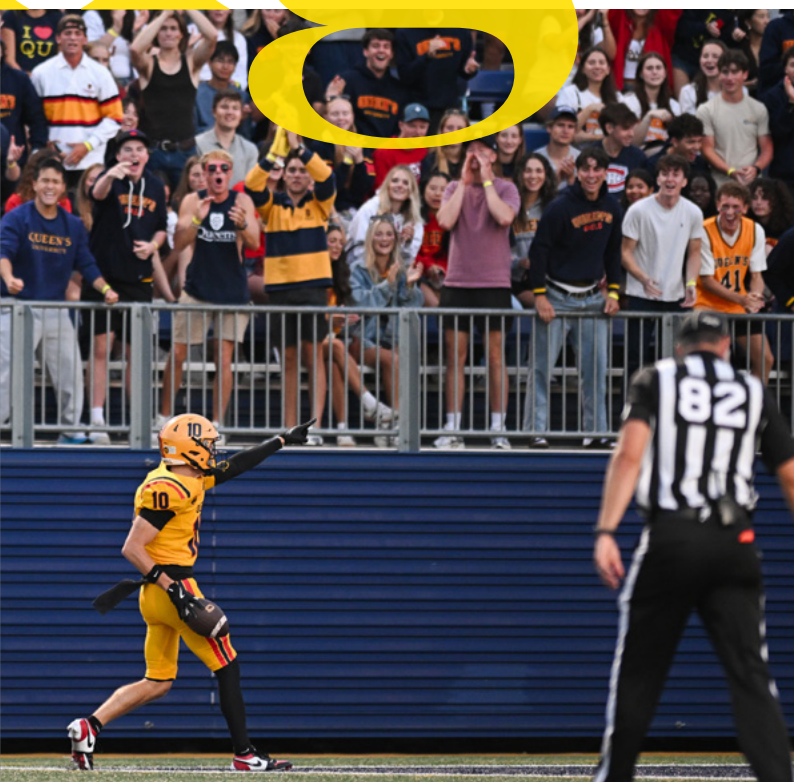
Sales events and speaking opportunities

March

Sport Events Congress

Halifax

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BUSINESS EVENTS



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2027 PLAN

1. Continue to position and promote Kingston as a premier destination for business events and conferences in all seasons, and particularly in traditionally low-demand times of year

- // Continue to define and prioritize key target markets:
 - Smaller and medium-size associations across Canada;
 - Provincial and Federal government ministries, agencies, and crown corporations;
 - The health sciences and education sectors;
 - Legal, financial, and consulting corporate sectors, especially Toronto- and Montreal- based organizations, with particular focus on executive retreats and board meetings.
- // Intensify collaboration with Tourism Kingston colleagues to identify and bid on sector-specific meetings and events (e.g. music, film, travel trade, sport, and marketing industry groups and associations).
- // Pursue events industry meetings and conferences.
 - Use past successes (CSAE 2024, CANSPEP 2025) to attract key industry events such as the Canadian Association of Exposition Management annual conference and Meeting Planners International's "theEVENT".
- // Position Slush Puppie Place as an accessible downtown venue for conference trade shows and one component of attracting larger business events.
- // Incorporate Kingston's year-round competitive price advantage (relative to nearby competitors Ottawa, Toronto, and Montreal) in sales outreach messaging and activity.
- // Continue to support accommodation and venue partners in their business events sales activities.



2. Enhance and expand the Business Events section of the website

- // Ensure the site functions as the primary online tool for meeting planners and event organizers considering Kingston.
 - Ensure a streamlined “Submit an RFP” function for planners features prominently.
 - Enhance and expand the list of resources for event organizers, including local speakers, musicians, service providers, pre-planned activities, and turnkey experiences.
- // Showcase success stories from past meetings and conferences to highlight our ability to create one-of-a-kind business event experiences.
- // Incorporate detailed information on all transportation options for getting to Kingston, including conference discount links for Air Canada/Landline and VIA Rail Canada.

3. Build on the success of 2027’s Business Events familiarization (FAM) event

- // Host Kingston Business Events in the fall of 2027, targeting meeting planners in Toronto, Ottawa, and Montreal.

4. Incorporate the Mobile Legacy Space Program and Downie Wenjack Fund partnership in all conference and trade show events

- // Work with industry association partners (MPI, CanSPEP, CSAE, PCMA, CMEE) to bring the Mobile Legacy Space to all major industry conferences as part of Kingston’s participation.
- // Leverage the Program effectively and respectfully to bring new conference activity to Kingston.
- // Be the leader in the meetings and events industry in helping further reconciliation between Indigenous and non-Indigenous Canadians

authentic

5. Promote Kingston sustainability initiatives to event organizers and local partners

- // Kingston Food Recovery & Redistribution Program (partnership with Lionhearts Inc.).
- // Lower-impact travel to Kingston through rail and air/motorcoach routes.
- // On-site sustainable initiatives (e.g. reusable lanyards, digital programs, low-impact activities).
- // Build out resources to help event planners and organizers create low-carbon/no-carbon conferences.
- // Work closely with hotel partners to ensure Tourism Kingston's sustainability and community support initiatives are available and details included in their independent bids.

6. Enhance formal transportation partnerships for business events

- // Ensure all planners bringing events to Kingston have access to Air Canada/Landline and VIA Rail Canada conference discount programs.
- // Work with VIA Rail to secure stronger conference rate discount for Kingston events.
- // Promote the City of Kingston delegate transit pass.
- // Work with local transportation providers to offer best-in-class in-city options for off-site events.

7. Expand partnerships with institutional event planning teams

- // Work with St. Lawrence College to secure the return of past conferences hosted there, and on how to utilize newly available on-campus spaces for business events activity.
- // Work with Queen's University Event Services and Donald Gordon Centre staff to develop a comprehensive list of on-campus meeting planners.
- // Help Queen's University staff to create proposals to host major city-wide academic conferences.

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8. Establish regular meetings with accommodation and venue partners to share information confidentially and enhance event-specific collaboration

- // Establish a mutually-agreed-upon calendar of individual meetings with hotel and venue partners working extensively in the business events sector to find appropriate ways for Tourism Kingston to add value to all business events booked directly by partners and to enhance the visitor experience for all business event attendees.

9. Continue to demonstrate the value of business events

- // Work confidentially with accommodation and venue partners to share information related to all business events hosted in Kingston, including numbers of attendees, guest room bookings, economic impact etc. and then utilize this information to inform future planning and sales outreach activity.
- // Track correlation between industry partnerships and trade shows to new products, confirmed bookings, and increased visitation.
 - Utilize data sources including Destinations International Event Impact Calculator and the Destination Insights Dashboard to capture and analyze broader impact.
 - Utilize HubSpot for up-to-date contact lists, referrals, partner engagement, and sales pipeline, recording bids won and lost to hone future bids and retain institutional knowledge.

MEASUREMENTS

The value of business events will be measured and reported through these key performance indicators:

- 1.** Support 65 business events.
- 2.** Book 15,000 room nights.
- 3.** Generate \$6,000,000 estimated economic impact

Sales events and speaking opportunities

February	Ottawa Meet Week	Ottawa
April	CSAE Western Summit	Regina
June	CanSPEP National Conference	Montréal
July	CSAE Summer Summit	Ottawa
August	Canadian Meetings & Events Expo	Toronto
September	MPI's theEVENT	TBA
October	CSAE National Conference	Hamilton
November	PCMA Canadian Innovation Conference	St. Johns



VISITOR SERVICES



2027 PLAN

1. Grow the Visitor Information Centre as an inclusive one-stop visitor hub

IDS Alignment: Residents at the heart of tourism; Inclusive and accessible growth Tactics

- // Support the promotion of neighbourhood, seasonal, and thematic experiences through collaboration with internal teams and community partners.
- // Collect and share visitor and resident insights to support destination development, visitor experience improvements, and organizational decision-making.
- // Promote tourism experiences and initiatives that encourage resident participation and connection to the destination.
- // Continue delivering exceptional visitor services while supporting ticket sales, partner promotion, and destination awareness.



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2. Showcase Kingston through culture, retail, and visitor experiences

IDS Alignment: Celebrate Kingston's creative and cultural identity

- // Position the Visitor Information Centre as a welcoming showcase for Kingston's culture, creativity, neighbourhoods, and local experiences.
- // Expand Kingston-branded merchandise and opportunities to feature local makers, artists, and businesses.
- // Enhance retail displays, storytelling, and digital content to improve visitor engagement and product discovery.
- // Host exhibits, activations, pop-ups, and partnerships that celebrate Kingston's creative and cultural
- // Explore opportunities for patio programming, local performances, open mic showcases, maker demonstrations, and community activations that enhance the visitor experience.
- // Support opportunities for museums, attractions, artists, and cultural organizations to connect directly with visitors through the Visitor Information Centre.

3. Advance sustainable visitor experiences

IDS Alignment: Strategic, inclusive, and sustainable growth

- // Continue progressing through GreenStep Tourism standards and recommended actions.
- // Expand digital-first visitor resources and reduce reliance on printed materials where appropriate.
- // Integrate sustainability messaging into visitor interactions, retail offerings, displays, and visitor resources.
- // Increase the availability of locally sourced, environmentally responsible, and community-focused retail products.
- // Support partnerships and initiatives that promote environmental stewardship and sustainable tourism.

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MEASUREMENTS

1. Conduct 100,000+ guest interactions.
2. Generate \$30,000 in ticket sales for partners.
3. Generate \$85,000 in revenue from merchandise.
4. Generate \$30,000 in brochure racking for Visitor Information Centre.
5. Conduct 1000 bus surveys (March-Oct)
6. Host four events (exhibits, activations, pop-ups, and partnerships).



FILM & MEDIA



2027 PLAN

I. Attract studio productions

- // Follow up with leads made at industry events to pitch Kingston locations and amenities to producers.
- // Promote locations suited to big-budget studio productions to increase the number and types of productions in Kingston.
- // Continue to collaborate with Ontario Creates to ensure Kingston is included in outreach efforts to national and international production communities.
- // Start to research partnerships with unions for crew training opportunities and GAP placements.



2. Attract and support independent productions

- // Continue to build relationships with independent feature producers for production in Kingston.
- // Grow use of local crew, talent, and support services on non-unionized productions.

3. Support the animation studio

- // Through workshops, communications, and at industry events.

4. Grow key community partnerships

- // Review scripts and content proposals at partner locations to ensure alignment with institutional protocols and restrictions.
 - Work with Queen's University to implement new on-campus guidelines and permit process.
- // Continue partnership with the Kingston Canadian Film Festival.
 - Collaborate on workshops and industry events possibly expanding into a Creative Industries Summit for multiple days throughout the festival – dependent on Telefilm funding.
 - Coordinate an industry FAM tour during the festival for producers and location managers.
 - Implement second year of the Kingston Script to Screen program based on last year's success. The winner will attend Prime Time to connect with network executives. Expand on partnership with CMPA and PrimeTime to obtain free passes through sponsorship opportunities or Banff World Media Festival.
- // Continue our collaborations with ReelOut Queer Film Festival and the Cinema Society of Kingston.
- // Continue to add to and promote the Kingston Production Directory and Locations database

5. Continue to develop and hold workshops that reflect the needs and demands of the regional industry

- // Create workshops that address workforce gaps and increase skills.

6. Increase revenue sources for operational costs and projects

- // Secure funding for new Producer Accelerator workshop series.
- // Implement rate card for use of city-owned property for productions. Increase film office fee for productions at the Kingston Penitentiary.
 - Negotiate fees based on budget and scale of each production.
- // Collect "rush fees" for last-minute permit requests.
- // Seek partnerships and funding where available, in partnership with the Marketing and Communications team.

7. Integrate sustainability into production activity

- // Ensure all team members have completed the updated Climate & Sustainable Production training program.
- // Where possible, work with productions to be more sustainable.
 - Promote the electrical tie-in program, food redistribution, and waste reduction and recycling opportunities on set.
 - Promote the Ontario Green Screen Sustainable Production Initiative.

8. Collaborate with the Music Office on quarterly Makers Meetups

- // Introduce guest speakers and special programming.

9. Work closely with the City of Kingston, Creative Industries and Innovation leads to undergo an eco-system audit of the needs of our creative industries

- // Including infrastructure needs, crew training initiatives, equipment rental needs, incentives and enhanced partnerships in the region.

MEASUREMENTS

The value of film and media will be measured and reported through these key performance indicators:

1. Attract 15 local productions and 17 non-local productions.
2. Conduct 20 workshops.
3. Generate \$5,500,000 in economic impact.
4. Secure 1,000 room nights from film productions.

Sales events and speaking opportunities

January

June

September

Prime Time

Banff World Media Festival

TIFF

Ottawa

Banff

Toronto

MUSIC



2027 PLAN

1. **Grow music tourism**

- // Further work to connect all Tourism Kingston portfolios to the music community.
- // Launch targeted music tourism campaigns, featuring artist-curated playlists, local guides, and themed itineraries.
- // Align with broader tourism goals through Visit Kingston, Kingstonlicious, film and sports tourism, and the business events portfolio.
- // Create integrated ticket and experience packages and promote through dedicated music microsites and partner platforms.



2. Strengthen music-friendly infrastructure in Kingston

- // Continue to coordinate the Kingston Music Advisory Committee, supporting policy development, music-sector advocacy, and local industry trends.

3. Expand support for emerging artists

- // Continue Kingston roadshows to help local artists expand their fanbase and promote the Kingston music scene to other regions.
- // Provide consultation support including access to music business resources.
- // Deepen access to touring mentorships, professional consultation, and business development services.
- // Increase visibility through community partnerships.
- // Continue Musicians of Kingston profile series.

4. Create professional development and networking opportunities for local artists

- // Work with community partners to deliver an annual music industry conference in Kingston.
- // Continue to organize Bandwidth, Makers Meetup, and Youth Open Mic events.
 - Create new workshops and panels through the Bandwidth program, partnering with local collaborators and industry leaders to build capacity within the community.
- // Leverage community venues to host events and workshops, with an emphasis on all-ages-friendly spaces.
- // Continue collaboration with the Kingston Arts Council to promote grant funding opportunities.
- // Collaborate with partners to expand the reach of artists-in-residence programs for both musicians and music industry workers.

5. Build resources for musicians & venues

- // Expand the Music Office directory to promote local talent, venues, and music industry services.
[Production directory is film centric at this time, so music resources have been organically building on our resource page which is linked on the music office site]
- // Enhance online resource on visitkingston.ca
 - Include information for musicians including fair wages, best practices, SOCAN registration, business licenses, links to promoters, studios, and other services.

6. Support activation of musical spaces

- // Promote Slush Puppie Place as a venue for musical events and conferences.
- // Assist local organizers and groups to access unique Kingston spaces.
 - Explore venues for sound recording opportunities, residencies, rehearsals, all-ages concerts, and pop-up showcases.
 - Develop new programming opportunities that promote local musicians and access to music in neighbourhoods across Kingston.
 - Leverage outdoor and city-owned public spaces for performance opportunities with a focus on locations outside the downtown core.
- // Continue to promote available rehearsal spaces for musicians and explore additional spaces.
- // Explore new opportunities for “In the key of Kingston” painted pianos in public spaces.
- // Prioritize live performance opportunities:
 - at the Kingston Grand Theatre and other municipal venues and events.
 - at local sport events.

7. Support local promoters, organizers, festivals, and venues

- // Continue to foster partnerships with the Kingston Canadian Film Festival, Spring Reverb, Skeleton Park Arts Festival, HomeGrown Music Festival, Harmonaire, The Kick & Push Festival, and music-adjacent arts groups.
- // Strengthen support for local festival and venue growth.
 - Explore initiatives for music-aligned businesses.
 - Offer tools on accessibility, grant writing, and production.

8. Explore sustainable destination goals for the Kingston music ecosystem

- // Develop resources on hosting sustainable music events.
- // Explore sustainability models from UNESCO Cities of Music.
- // Partner with Music Declares Emergency to pilot environmental benchmarks for music events

9. Measure sector impact and music strategy progress

- // Continue reporting on economic impact of sponsored music events.
- // Work with community partners to track impact on visitor economy of Tourism Kingston-supported events including Bandwidth, Slaughter Music Video Program/KCFF, Spring Reverb.
 - Establish artist and audience surveys as needed to track visitor origin, spend, etc.
- // Benchmark local progress against national and international best practices.

10. Support creative industries' growth through key educational partners

- // Continue to deliver and grow in-school programs (e.g., Amplify artist visits) at the elementary and secondary level.
- // Build out collaboration opportunities with Queen's around campus events, festivals, and research initiatives.
- // Explore educational partnerships for venue access, music creation, and rehearsals.

11. Enhance policy and planning Integration

- // Collaborate with City staff on bylaw updates*, especially around noise, licensing, and creative use of space.
- // Advocate for creative space development in planning processes.
- // Engage in city-wide strategies related to youth engagement, equity, reconciliation, and climate adaptation through a music lens.
- // Review bylaws and standards for the music industry with planning department staff.

MEASUREMENTS

The value of the music office will be measured and reported through these key performance indicators:

1. Organize nine Kingston roadshows.
2. Conduct 30 professional development events for musicians*
3. Sponsor 15 music events.
4. Generate \$345,000 in economic impact through sponsored events.

Events and speaking opportunities

June	International Indigenous Music Summit	Toronto
June	Music Cities Conference	Kingston
September	POP Montréal	Montréal
October	Capital Music Week	Ottawa
October	Folk Music Ontario Conference	TBD
November	City of Music Conference	London

***The City's review of the Noise By-Law has been deferred to 2027. We will participate in discussions and engagement as the process moves forward.



MARKETING & COMMUNICATIONS

The Marketing and Communications portfolio is responsible for developing and implementing strategic campaigns to generate leisure tourism to Kingston, as well as supporting sales activities and ensuring the Kingston brand is cohesively applied across all of Tourism Kingston's portfolios.



WHAT WE ARE HERE TO DO

- // Connect travellers and residents with Kingston.
- // Drive sales for local businesses, supporting the growth of Kingston's tourism sector.
- // Leverage incentives, funding opportunities, partnerships, special events, and strategic campaigns and initiatives to extend marketing reach.
- // Support the sales sectors with targeted communications strategies and tactics that reach their unique audiences.
- // Communicate the value and impact of tourism.

2027 PLAN

- 1. Champion, steward, and amplify the Kingston brand across campaigns, initiatives, programming, and partnerships**



2. Continue to refine strategic year-round marketing and communications to target leisure markets and audiences detailed in the Appendix "Marketing and Communications: Guiding principles, markets, strategies, and tactics"

- // Lead with year-round brand-building campaigns.
- // Present an inspiring and cohesive image of Kingston through communications across our paid, earned, and owned channels.
- // Strengthen local voices and representation across campaigns and content.
- // Develop tactical annual plans for paid, earned, owned, and search marketing.

3. Strengthen the work of the sales sectors

- // Create commanding trade show presence and associated campaigns that lead with the Kingston brand.
- // Create compelling, professionally-designed and edited Kingston-branded bid documents to attract group events to Kingston.
- // Develop sector-specific event communications including Kingston-branded trade show collateral, pre-event mailers, welcome messaging at local hotels, press releases, stories, industry-facing channels, and photography as needed.
- // Provide visitor insights about specific events and locations through the Destination Insights dashboard.

4. Continue supporting Visitor Services

- // Promote events, retail offerings, and partner ticket sales at the VIC.
- // Create environmental assets, signage, and designs for retail products.
- // Develop Kingston-branded printed and digital collateral for the VIC.

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5. Continue supporting Film & Media and Music Office

- // Support sector-specific communications, including emails, press releases, stories, trade show collateral, website updates, event bids, funding proposals, and photography as needed.
- // Share stories about Kingston's creative community.

6. Continue to foster beneficial relationships with partner businesses and organizations

- // Create and promote stories including local tourism partners.
- // In partnership with Kingston Accommodation Partners, provide collateral to accommodation partners including rack cards, branded digital signage, and event promotion.
- // Partner with key industry organizations including RTO 9, Destination Ontario, Culinary Tourism Alliance, and Destination Canada on projects of mutual benefit.

7. Integrate sustainability into marketing and communications

- // Highlight sustainable initiatives within Tourism Kingston portfolios and with partner organizations.
 - Promote key programs for partners: Green Key, Rainbow Registered, Feast On, Lionhearts Food Recovery & Redistribution, and Ontario By Bike.
- // Produce print materials sustainably through continued monitoring of demand and sustainable production methods.

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8. Continue to enhance visitkingston.ca

- // Continue to leverage visitkingston.ca as the content hub and landing page for marketing campaigns, presenting a compelling image of Kingston as a four-season destination and connecting visitors with partners.
- // Curate a comprehensive content calendar using identified content pillars that supports new timely and evergreen content across websites in English, French, and Chinese.
- // Collaborate with sales sectors to ensure accurate and engaging content on the sector pages: business events, sport & wellness, travel trade, music, film & media, and visitor services.
- // Continue to develop the CrowdRiff library with updated photography and videography of Kingston.
- // Continue to work with our search agency of record to optimize the website to improve organic search traffic and AI generative search integration.

9. Implement special projects

- // Grow research and audience development.
 - Continue to evolve the Destination Insights Dashboard with visitor and resident sentiment data collection; sales sector data following Hubspot transition; and visitor survey dashboard.
 - Continue to share visitor insights with Tourism Kingston staff and board, Kingston Accommodation Partners, and industry partners to inform strategies and plans.
 - Implement partner/public-facing data dashboard on the visitkingston.ca website.
- // Build on work to prioritize equity, diversity, inclusion, and indigeneity.
 - Continue to capture and prioritize Kingston imagery that is inclusive, celebrating the diversity in our community.
 - Enhance strategy to connect with 2SLGBTQI+ market; develop marketing programs that profile Kingston's Rainbow Registered businesses and queer experiences.
 - Share evergreen and timely information about Kingston in English, French, and Chinese.

10. Support investment attraction

- // Support tourism investment attraction through compelling communications strategies.
- // Through the business events campaign and other tactics, support investment in a conference centre and long-lead business event attraction.

PARTNERSHIPS & MEDIA RELATIONS

1. Develop high-impact destination experiences and packages

- // Develop and enhance bookable, market-ready visitor experiences that support overnight visitation, shoulder-season demand, and Kingston's destination positioning.
- // Use major events, media FAMs, visitor feedback, and partner pilots to test new visitor experiences and identify opportunities for ongoing consumer or trade sale.
- // Continue to align packages to marketing and communications campaigns and programming, leveraging incentive or promotional funds available to maximize reach and uptake.
- // Develop multi-day visitor itineraries aligned to content pillars, bundling complementary experiences, activities, and accommodation.
- // Foster strategic collaborations to develop visitor opportunities that drive economic impact and align with priorities such as sustainability, 2SLGBTQI+, creative industries, and higher education communities to strengthen Kingston's reputation as a golf destination.

2. Advance priority destination development opportunities

- // Use research, visitor insights, partner intelligence, and IDS priorities to identify and move strategic opportunities from concept to implementation.
- // Identify destination gaps and barriers affecting visitor experience, overnight visitation, seasonality, and tourism growth, and develop recommendations for Tourism Kingston's role.
- // Develop business cases, opportunity briefs, or recommended paths forward for priority destination-development files requiring municipal, industry, or community collaboration.
- // Convene appropriate partners around high-potential opportunities and move initiatives toward defined decisions, pilots, investment, or implementation.

3. Maximize the destination value of major events

- // Develop destination-leverage plans that generate visitor spending, earned media, partner participation, product development, and long-term legacy.
- // Identify opportunities to extend major-event impact beyond event dates through visitor experiences, packages, storytelling, media activity, and partner activations.
- // Work across Tourism Kingston's portfolios to ensure priority events support broader destination-development and visitor-economy objectives.

- // Measure and communicate the destination impact and legacy opportunities generated by priority events.

4. Grow Kingston's profile through earned media

- // Lead an organization-wide earned media strategy aligned with Tourism Kingston's priority sectors, audiences, destination stories, major events, product development, and organizational priorities.
- // Build and maintain a segmented media program across Tourism Kingston's priority sectors, including leisure, travel trade, business events, culinary, creative industries, and major events.
- // Develop an annual editorial and pitching plan aligned with organizational priorities, product launches, campaigns, events, itineraries, and sales opportunities.
- // Host media press trips and individual FAMs throughout the year, aligned with priority sectors, stories, audiences, and opportunities to position Kingston as a year-round destination.
- // Continue to grow co-hosting media opportunities to support promotion of regions in Southeastern Ontario.
 - Host media in multiple RTO 9 regions on extended visits.
 - Partner with Destination Ontario to include Kingston within pan-Ontario itineraries.
- // Leverage earned media coverage as third-party content to support Tourism Kingston's marketing, sales, partner, and destination-development efforts.
- // Continue to use Travefy to deliver visually engaging and functional, mobile-friendly itineraries for media and industry partners.
- // Position Tourism Kingston and Kingston's visitor economy as industry leaders through strategic speaking opportunities at conferences, events, panels, and podcasts.
- // Represent Kingston at priority media marketplaces, industry conferences, and trade events to build destination awareness and relationships with target leisure, trade, and sector-specific media.

5. Strengthen industry collaboration and visitor-economy leadership

- // Convene partners around shared opportunities and barriers, support destination decision-making, and communicate the economic and community value of tourism.
- // Leverage strategic relationships with Destination Ontario, Destination Canada, RTO 9, VIA Rail, TMAC, and other tourism organizations to advance Kingston's earned media, destination development, and visitor-economy priorities.
- // Continue to support Kingston Restaurant Association through the Kingston culinary strategy.
 - Seek opportunities to align with Culinary Tourism Alliance's Culinary & Agritourism Action Plan.

MEASUREMENTS

- 1. Continue to build value and resonance in the Kingston brand.
- 2. Engage prospective visitors across their path to purchase.
- 3. Connect visitors to Kingston operators to close the sale.
- 4. Utilize the Destination Insights Dashboard for data analysis (occupancy; visitor survey; visitor insights; economic impact).

Website sessions: 1.3M	Social media engagements: 1M
Website pageviews: 1.4M	Total followers: 170,000
Referrals to partners: 200K	Proactive high-value stories: 230
Advertising impressions: 80M	Total media stories: 750
Social media link clicks: 380K	Total earned media impressions: 2.1B

Sales events and speaking opportunities

June	Travel Media Association of Canada Conference and Media Marketplace	Kingston
April	Rendez-vous Canada	Calgary
November	DesignThinkers	Toronto

KINGSTON
IS A YOUTHFUL
VIBRANT CITY
THAT NEVER STOPS
SURPRISING



– *Tourism* –
KINGSTON