

2026

ANNUAL PLAN





Mission

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

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.

Land acknowledgement

Welcome/Boozhoo/Tekwanonwera:tons to Kingston/Ka'taroh:kwi/Ken'tarókwen/Cataracoui

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.

Hear land acknowledgement

→ visitkingston.ca/about

Watch land acknowledgement video

→ *History of Katarokwi*

Certifications



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.



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.



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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
- // CGLCC Destination Audit
- // Culinary Tourism Alliance Action Plan
- // Kingston Culinary Strategy (updated 2025)
- // Kingston Sport Tourism Venue Inventory and Assessment
- // GreenStep Sustainability Certification
- // Sport Tourism Strategic Framework
- // Kingston Music Strategy
- // Forward Motion: TIAO tourism strategy

Strategic partnerships

Industry

- // Attractions Ontario
- // American Bus Association
- // Canadian Media Fund
- // Canadian Live Music Association
- // Canadian Society of Association Executives
- // Canadian Society of Professional Event Planners
- // City Nation Place
- // Cruise Lines International Association
- // Culinary Tourism Alliance
- // Destination Canada
- // Destination Ontario
- // Destinations International
- // Destinations International (Canadian Destinations Leadership Council)
- // Festivals and Events Ontario
- // Golf in Ontario
- // Great Lakes Cruise Association
- // GreenStep
- // Indigenous Tourism Association of Canada
- // Indigenous Tourism Ontario
- // Interactive Ontario
- // Meetings Mean Business Canada
- // Meeting Professionals International: Ottawa Chapter
- // Ontario Creates

- // Ontario Motor Coach Association (OMCA)
- // Parks Canada
- // Professional Convention Management Association (PMCA)
- // RTO 9 Southeastern Ontario
- // St. Lawrence Parks Commission (SLPC)
- // Sport Tourism Canada
- // 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 Accommodation Partners
- // Kingston & Area Association of Museums, Art Galleries and Historic Sites (KAM)
- // Kingston Canadian Film Festival
- // Kingston Economic Development Corporation
- // Queen's University
- // St. Lawrence College (SLC)
- // Sustainable Kingston

Tourism Kingston committees

- // Attractions Committee
- // Creative Committee (Digital and Visual Communications)
- // Destination Marketing Committee
- // Music Advisory Committee
- // Sales Committee (Business Events, Sport and Wellness, and Travel Trade)

Culture

Infrastructure

Film studio

- // Support the studio's development through targeted advocacy, business case promotion, and strategic positioning in provincial and federal conversations.
- // Embed the studio into Kingston's tourism and creative industries ecosystem, exploring synergies with educational institutions and festivals.
- // Promote the studio's economic and tourism benefits through business and media channels.

Animation studio

- // Position Kingston as an emerging hub for digital content production, while reinforcing the city's creative brand.
- // Build awareness in key markets to diversify production-related activity in Kingston.
- // Further the development opportunities with Queen's, St. Lawrence College, and digital arts programs to feed into relevant industries.

Deep-water dock

- // Continue to monitor docking capacity, future needs, and feasibility of a deep-water dock.
- // Enhance Kingston's waterfront infrastructure and improve community access to Kingston's unique shoreline.
- // Explore waterfront activations to strengthen visitor readiness, and work with local partners to extend activity into shoulder seasons.

Conference centre

- // Support the conference centre development through business case promotion, city-wide strategic positioning, and targeted advocacy.
- // Continue to work with local partners to develop city-wide best practices and processes in preparation of the conference centre development
- // Build a pipeline of business focusing on local and provincial markets by highlighting the surrounding assets.

Innov

Reporting

HubSpot CRM system

- // Automate workflows between sales and marketing processes to improve efficiency and accuracy in reporting metrics.
- // Improve data-driven decision making and stakeholder reporting by utilizing the built-in reporting dashboards, analytics, and performance tracking.
- // Integrate with existing project management tools to centralize data tracking and minimize operational costs.

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

- // Prioritize visitor data collection to capture and communicate visitor numbers, demographics, and origins.
- // 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.

zative

Notable events

Sport Events Congress

- // Have a strong Kingston presence to make an impact in connecting with national and provincial sport organizations.
- // Secure a speaking opportunity or hosted panel discussion.
- // Leverage the Ontario host location to increase the number of Kingston partners in attendance.

FIFA

- // Leverage Ontario's role in hosting 2026 FIFA World Cup Soccer matches to encourage visits to Kingston as an extension of FIFA fans' travel to Toronto.
- // Partner with Destination Ontario, FlixBus, VIA Rail, on the creation of packages to support travel and extended stays in Eastern Ontario.
- // Partner with Kingston businesses and the Downtown Kingston on fan activations and viewing experiences for residents and visitors.
- // Collaborate with regional partners like Ottawa Tourism on promotion and packages to target the travel trade market.

Rendez-vous Canada

- // Work with Destination Ontario on pre- and post-event media FAM tours alongside RTO 9 and Ottawa Tourism.
- // Create a working group to organize both the FAMs and trade show logistics.
 - Engage local partners on curated pre- and post-FAM itineraries.
 - Create a strong Kingston presence at the trade show and encourage attraction and accommodation partners to attend.

The Tragically Hip: 10th anniversary of the final concert

- // Create a micro campaign about the history of the band and Kingston-based opportunities to honour them, encouraging visitation.
- // Support the marketing and promotion of the musical playing in Kingston in fall 2026.
- // Work with community on activations the week leading up to and night of the anniversary of the last concert in Kingston including animating the downtown, providing space for fans to reflect.
- // Highlight the Creative Kingston Walking Tours, which share the stories of live music in Kingston including The Hip.
- // Support partners in the promotion of curated experiences related to The Tragically Hip, such as exhibits and performances.

TRADE AND MEDIA

Business

2026 plan

1. Advance product development.

- // Encourage the development of market-ready experiences by Kingston partners and promote these to prospective tour operators.
- // Leverage current market research, visitor trends, and operator feedback to shape compelling and competitive tourism products and itineraries.
- // Collaborate with colleagues to conduct targeted site visits, identifying seasonal and evergreen opportunities tailored to group, fully independent traveller (FIT), and leisure markets.

2. Promote destination tour packaging and itineraries.

- // Create quarterly newsletters in English and Mandarin highlighting key selling points for tour operators.
- // Utilize Travefy itinerary software to deliver visually engaging and functional, mobile-friendly itineraries for tour operators, education-focused planners, and industry partners.
- // Target growth in off-peak overnight stays (November to April) by bundling experiences.



- // Integrate sustainability criteria into itinerary development.
 - Promote experiences that highlight walkability, local suppliers, culinary, and regenerative tourism principles.

4. Position Kingston as a hub for Great Lakes cruises.

- // Actively prospect new cruise lines, itinerary planners, and excursion companies.
 - Co-host FAM tours for prospects with the Great Lakes Cruise Association.
 - Generate leads for new business at CNE Cruise Symposium.
 - Work with operators to secure Kingston's inclusion in future itineraries.
 - Promote extended stays through pre- and post-cruise packages and encourage future visits by passengers.



- // Promote GLCA's galley supplies resource to encourage ships to source local food and beverage offerings while in port.
- // Continue to advocate for the development of a deep-water dock in Kingston.
 - Support through updated surveys and business case as needed.
- // Enhance visitor experience through curated shore excursions and unique onboard and dockside programming.

5. Increase demand for Kingston in international markets.

- // Promote Kingston as part of broader Canada and Ontario itineraries through collaborations with Destination Canada and Destination Ontario.
- // Participate in international trade events such as Showcase Canada.
- // Maintain strong relationships with existing international tour operators while actively pursuing new business opportunities in priority markets.
- // Strategically target high-potential markets aligned with Destination Canada such as France, the U.K., Italy, Germany, Belgium, Australia, South Korea, Japan, Latin America, and the U.S.
- 🍃 // Align sales strategies with travel trends, including immersive cultural tourism, small group travel, Indigenous tourism, and sustainable travel experiences.

6. Increase demand for Kingston in the educational travel market.

- // Maintain active membership with Student & Youth Travel Association (SYTA) to stay informed about trends, booking patterns, and growth opportunities in the educational travel space.
- // Work with educational tour operators and experiential learning programs to develop itineraries and increase year-round visitation from regional and national student groups.
- // Share updated museum programming, curriculum-linked experiences, and itinerary options with school boards and travel planners.
- // Continue to collaborate with key partners such as KAM, SLPC, KAP, Music office, and Parks Canada.
- 🍃 // Introduce new content and packages aligned with curriculum themes such as history, civics, environmental science, and sustainability.



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

- // Continue partnerships with VIA Rail and Air Canada/Landline to incorporate train or bus travel in FAM tours and consumer itineraries, particularly from corridor markets like Montreal, Ottawa, and Toronto.
- // Develop pre- and post-cruise rail connections between major turn-port cities and Kingston, creating seamless, sustainable travel options.

8. Support Kingston tour bus strategy.

- // Continue to co-lead the city-wide tour bus strategy with the City of Kingston.
-  - Further sustainability efforts by educating operators, drivers, and guides about designated parking locations and local idling bylaws.
- // Continue semi-annual collection of bus data from hotels and attractions to build a robust database for future demographic analysis, market segmentation, and targeted outreach.
- // Continue to co-lead initiatives that connect Kingston with neighbouring communities.

Measurements

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

1. Book 130 buses.
2. Book 1,400 cruise passengers.
3. Provide 500 referrals to local partners.
4. Generate \$4,600,000 in economic impact.

Sales events and speaking opportunities

May	Rendez-vous Canada	Toronto
June	CNE Cruise Symposium	Saguenay
August	SYTA Conference	Pittsburgh
October	Bienvenue	Quebec
November	Ontario Motor Coach Association Marketplace	Toronto
November	Showcase Canada	Europe

SPORT & WELLNESS

City Series



2026 plan

1. Promote Kingston as a sport host city.

- // Hold regular meetings with national and provincial sport organizations to build relationships and keep Kingston top of mind.
- // Collaborate with local sport organizations to bid on event hosting opportunities.
-  // Submit strong bid packages that highlight Kingston's offerings including venues, hospitality, attractions, and commitments to EDII and sustainability.
- // Support and promote major events like the 2026 OHL Draft.
- // Promote information on potential funding for organizations to host events.
 - 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.
- // Maintain a published list of key Tourism Kingston sport event priorities to ensure transparency and clarity for applicants.
- // Formalize partnership agreements with sport event organizers.
 - Utilize a post-event report form to measure return on investment, alignment with key priorities, and future fit.

3. Grow the local sport community's capacity to host events.

- // Meet regularly with local sport organizations to encourage sport event hosting and to offer support with:
 - event logistics by joining an event's organizing committee,
 - securing hotel room blocks,
 - funding via Tourism Kingston sport hosting fund or grant application support,
 - development of event marketing materials and sponsorship packages,
 - resources for visiting teams and athletes, and
 - volunteer recruitment.
- // Identify opportunities to bid on provincial, national, and international championships in partnership with local sport organizations.
- // Identify opportunities to support local sport organizations in hosting coaching and officiating development clinics.
-  // Offer administrative and logical support to teacher-coaches in pursuit of hosting OFSAA Championships.
- // Promote sustainable resources (water refill stations, transit) for sport events.

4. Establish a strong Kingston presence at the 2026 Sport Events Congress.

- // Secure a speaking opportunity.
- // Sponsor a hosted event or panel discussion.
- // Leverage the Ontario location to increase the number of Kingston tourism partners in attendance.
- // 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.



- // Promote Kingston's sustainability efforts in hosting events.

5. Expand communication channels.

- // Utilize all channels (website, newsletter, Instagram) to promote and celebrate Kingston sport.
- // Grow the sport distribution list of coaches, volunteers, parents, athletes, and fans through event attendee engagement, contests, and community outreach.
- // Build partnerships with local media.
- // Continue the Athletes of Kingston story series.
- // Showcase sport's contribution to Kingston's tourism economy through stories and award nominations.
- // Work with sport organizations to access existing photography or videography assets for shared purposes.



6. Continue to foster relationships with partners.

- // Work with Queen's University, St. Lawrence College, and the Royal Military College athletic departments and sport coaches.
 - Identify and bid on hosting opportunities for collegiate sport championships, conferences, and training camps.
 - Proactively prospect and book third-party sport events led by local, provincial, or national sport organizations.
- // Build relationships with local English, French, and Catholic school boards to advocate for investment in sport, event hosting, and to identify and leverage channels for increasing Visit Kingston – Sport following and distribution lists.
- // Continue building relationships with Kingston area high schools to support bids to host OFSAA and EOSSAA Championships.

7. Build and execute a Kingston Esport strategy.

- // Measure current Esport interest and activity in the Kingston community.
- // Build local partnerships with venues, gaming community, tech businesses, and post-secondary schools.
- // Build relationships with regional and national event producers and investors to promote Kingston.
- // Develop a competitive bid package and marketing materials that position Kingston as an Esport-ready host city with strong internet infrastructure, accessible venues, and unique visitor experiences.
- // Attract pilot events in 2026 to test logistics, grow local awareness, and demonstrate Kingston's capabilities to national and international organizers.
- // Track and report on economic and community impact of Esport events to strengthen future bids and encourage long-term investment in this emerging sector.

8. Prospect wellness and leisure activities and sport business events.

- // Identify and promote wellness businesses and events in Kingston.
- // Collaborate with Tourism Kingston colleagues to prospect and bid on sport business events, conferences, and trade shows.
- // Promote Kingston as a destination for wellness, recreational, leisure retreats, and training events.
- // Highlight wellness and leisure activities in bids, event marketing materials, and attendee pre-mailers to extend stays and drive visitor spend.

vibrant

// Grow partnership with Golf in Ontario.

- Support and promote partnerships and packages.
- Add new partners to strengthen Kingston's reputation as a golf destination.

9. Demonstrate the value of sport tourism.

// Track correlation between industry partnerships, FAM tours, 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 sport and wellness will be measured and reported through these key performance indicators:

1. Support 105 events.
2. Attract 87,000 attendees.
3. Book 60,000 room nights.
4. Generate \$42,500,000 in economic impact.

Sales events and speaking opportunities

March

Sport Events Congress

Mississauga



BUSINESS EVENTS

Community

2026 plan

1. Continue to promote Kingston as a year-round destination for business events and conferences.

// Continue to prioritize target markets:

- small-to-medium size associations (Ontario and Canada),
- federal government,
- health sciences,
- public and private organizations in Ontario and Quebec.
- Collaborate with Tourism Kingston colleagues to identify and bid on sector-specific meetings and events (music, travel trade, sport & wellness).

// Use past successes (CSAE 2024, CanSPEP 2025) to attract key industry events such as Meeting Planners International's The Event.

- Position Slush Puppie Place as an accessible downtown venue for conference trade shows and one component of attracting larger business events.
- Bundle properties for conferences with new conference rates.



- Support hotel partners on their independent bids with information on sustainability, local and regional resources, and data, as needed.

// Utilize the CVENT platform to stay informed on current RFPs.

2. Build a sales pipeline for future conference centre.

// Incorporate the conference centre in the business events campaign.

// Pursue a target list built from existing lost business data.

// Collaborate with local partners on integrating the conference centre into long-term sales strategies and attracting city-wide events.

3. Enhance the business events section of the website.

// Use this site as the primary online tool for meeting planners and event organizers considering Kingston.

- Include a "Submit an RFP" function for planners.
- Expand the list of resources for event organizers, including local speakers, musicians, service providers, pre-planned activities, and turnkey experiences.

// Create a "past events" page to showcase success stories.

5. **Generate new revenue and maximize Kingston presence at key national events.**

- // Maximize participation by partners at key trade shows and networking events to generate leads and business for them.
- // Continue to work with RTO 9 and regional partners to create a strong Southeastern Ontario presence at strategic national trade shows, such as Canadian Meetings & Events Expo.
- // Work with partners on hosting city wide events utilizing created tools.

6. **Promote Kingston sustainability initiatives to event organizers:**

- // Lionhearts Food Reclamation & Redistribution Program,
- // Lower-impact travel to Kingston through rail and air/motorcoach routes,
- // On-site sustainable initiatives (reusable lanyards, digital programs, low-impact activities).

7. **Enhance formal transportation partnerships for business events.**

- // Incorporate new Air Canada Landline service in proposals and outreach.

// **Work with VIA Rail to secure stronger conference rate options for Kingston events.**

- // Implement established partnerships consistently with appropriate conference planners.
- // Highlight transportation partnerships in sales and marketing activities.

8. **Expand partnerships with institutional event planning teams.**

- // Assist St. Lawrence College with outreach to secure the return of past academic conferences.
- // Work with Queen's University and RMC to create proposals to host major city-wide academic conferences.

9. **Demonstrate the value of business events.**

- // 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 RFP's, 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 60 business events.
- 2. Book 10,000 room nights.
- 3. Generate \$5,200,000 in economic impact.

Sales events and speaking opportunities

February	Ottawa Meet Week	Ottawa
April	CSAE Western Summit	Winnipeg
June	CanSPEP National Conference	Regina
July	CSAE Summer Summit	London
August	CMEE & Travelling FAM Breakfast	Toronto
September	MPI's The Event	TBA
October	CSAE National Conference	St. John's
November	Travelling FAM dinner	Montreal
November	PCMA Canadian Innovation Conference	TBA



VISITOR SERVICES



WELCOME
TO
KINGSTON

2026 plan

1. Grow retail offerings to reflect the Kingston brand.

- // Refresh branded merchandise to feature local neighbourhoods, iconic landmarks, and Kingston themes.
- // Expand locations for merchandise sales (hotels, events).
- // Promote local maker offerings at the Visitor Information Centre (VIC) and add new makers as needed.
- // Institute regular "Meet the Maker" demonstrations and talks.

2. Grow the Visitor Information Centre as a one-stop shop for visitors.

- // Continue to prioritize ticket sales for community partners.
- // Collect data and insights on visitor origin and interests
- // Promote itineraries (seasonal, family-friendly, etc.) created by other portfolios (Travel Trade, Marketing and Communications) to visitors.
- // Institute pop-ups at the VIC by local museums and attractions.

3. Integrate sustainability into the visitor experience.

- // Track and report on key sustainability indicators (number of print pieces distributed, local products sold, low-impact travel referrals).
- // Promote sustainable visitor choices.
- // Host seasonal pop-ups at the VIC with local environmental and conservation organizations.

4. Support Tourism Kingston sales sectors.

- // Provide on-site support for events.
- // Supply Kingston-branded merchandise for sales activities.

Measurements

The value of visitor services will be measured and reported through these key performance indicators:

1. Conduct 147,000 guest interactions.
2. Generate \$28,500 in ticket sales for partners.
3. Generate \$83,500 in revenue from merchandise.
4. Generate \$28,500 in brochure racking for the Visitor Information Centre.

FILM & MEDIA



2026 plan

1. Attract premium big-budget 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.
- // Work with hotel partners on annual film-friendly rates for productions.

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 development of an animation studio and a film studio.

- // Partner with local colleges, universities, and training programs to create a flow of skilled artists and production staff; host portfolio reviews, workshops, or job fairs tailored to animation.
- // Provide information on available tax credits, federal/provincial programs, and funding windows (e.g., Telefilm, Canada Media Fund); offer mentorship on business planning, scaling, and co-production opportunities.
- // Highlight the new studios in newsletters, media campaigns, and regional showcases; advocate for animation as part of the local screen-based sector; and position the studios as creative assets to attract outside productions.



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 with production companies and producers that have filmed or will film in Kingston.
 - Coordinate an industry FAM tour during the festival for producers and location managers.
 - Launch a "Pitch Your Project" competition with the winner attending the Canadian Media Producer's Association Prime Time event to connect with network executives.
- // Expand collaborations with ReelOut Queer Film Festival, Prince Edward County Film Festival, the Cinema Society of Kingston, and Soldiers in Film.

5. Expand the workshop series.

- // Create workshops that address workforce gaps and increase skills.
- // Local workshops: Run monthly or in clusters (3 to 4 per semester) to steadily build the entry-level pipeline.
- // Regional workshops: Position as anchor events (2 or 3 per year), possibly in partnership with guilds (DGC, ACTRA, IATSE) or animation schools.
- // Potential thematic tracks:
 - Entry to industry (set roles, PA, locations)
 - Technical skills (camera, sound, editing, animation)
 - Professional development (AD, producers, sustainability, safety, diversity)

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.
 - 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. Supporting sustainable productions

- // 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.

8. Amplify connection and visibility.

- // Expand the Kingston Production Directory to promote local talent, venues, and industry services.
- // Enhance online resource list on visitkingston.ca.
 - Include information on wages, best practices, production, SOCAN registration, business licenses, promoters, studios, accessibility and grant writing.

Measurements

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

1. Attract 20 local productions and 20 non-local productions.
2. Conduct 15 workshops.
3. Generate \$5,000,000 in economic impact.
4. Increase cast, crew, and locations listings in the Productions Directory by 20 per cent.

Sales events and speaking opportunities

January	Prime Time	Ottawa
June	Banff World Media Festival	Banff
September	TIFF	Toronto



MUSIC

CELEBRATE



2026 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.
- // Create integrated ticket and experience packages and promote through Tourism Kingston and partner platforms.
- // Promote Slush Puppie Place as a venue for musical events and conferences.
- // Work with community partners to track impact on visitor economy of Tourism Kingston-supported community events.
 - Establish artist and audience surveys to track visitor origin and spend.
- // Participate in music programming and planning related to the tenth anniversary of The Tragically Hip's final concert in Kingston.
- // Promote Kingston as a destination for student and youth educational tours.

2. Implement Kingston Music Strategy Pillar 1: Cultivate spaces and places.

- // Assist local artists and organizers to access unique Kingston spaces.
 - Explore venues for sound recording opportunities, residencies, rehearsals, all-ages concerts, and pop-up showcases.
 - Identify two new locations for rehearsal space.
 - Leverage outdoor public spaces for performance opportunities.
 - Curate four outdoor performances at the Visitor Information Centre.



- // Prioritize live performance opportunities at sport events and conferences.

3. Implement Kingston Music Strategy Pillar 2: Empower and invest in talent.

- // Support the development of a City Council-approved policy to pay musicians fair wages at all City of Kingston events.
 - Launch a campaign to promote fair wages across the local sector.
- // Organize nine Kingston roadshows to showcase local artists.
 - Provide access to music business resources and networks.
- // Deliver 10 professional development events as part of Spring Reverb.
- // Continue to organize Bandwidth, Makers Meetup, Youth Open Mic, and Slight Music Video Program.
- // Collaborate with the City of Kingston, Isabel Bader Centre for the Performing Arts, and CFRC Radio to expand the reach of their artists-in-residence programs.
- // Continue to foster existing partnerships and sponsor local music as part of existing festivals, where possible, including HomeGrown Music Festival, FOLDA, Kingston Canadian Film Festival, Spring Reverb, Skeleton Park Arts Festival, and The Kick & Push Festival.
- // Sponsor two new programming opportunities to provide paid work opportunities to local musicians and create access for residents to music in underserved neighbourhoods.
- // Strengthen support for local festival and venue growth through partnership with Kingston Arts Council.
 - Offer professional development opportunities and resources for festival organizers.
- // Create two musicians-in-schools opportunities, working with local promoters to connect musicians to elementary and secondary schools.

4. Implement Kingston Music Strategy Pillar 3: Amplify connection and visibility.

- // Continue to coordinate the Kingston Music Advisory Committee, supporting policy development, music sector advocacy, and local industry trends.
- // Expand the Kingston Production Directory to promote local music talent, venues, and music industry services.
- // Enhance online resource list on visitkingston.ca.
 - Include information on wages, best practices, production, SOCAN registration, business licenses, promoters, studios, accessibility and grant writing.
- // Continue the Musicians of Kingston profile series.
- // Continue collaboration with the Kingston Arts Council to promote grant funding opportunities.
- // Build collaboration opportunities with Queen's University and St. Lawrence College around campus events, festivals, and research initiatives.
- // Identify two new locations for music poster boards in key locations.
- // Continue to collaborate with CFRC and Kingston Live on the promotion and organization of Release Radar initiative.

5. Implement Kingston Music Strategy Pillar 4: Bolster City leadership.

- // Participate in the City's Noise By-Law review to ensure the inclusion of music-friendly policies.
- // Participate in the Special Events Policy review to support more live music opportunities across Kingston.
- // Review tour bus and musician parking access needs at venues.
 - Provide recommendations on designated load-in zones and/or loading passes.
- // Benchmark local progress against national and international best practices.
-  // Engage in municipal strategies related to youth engagement, equity, reconciliation, and climate adaptation through a music lens.
 - Partner with groups including Kingston Immigration Partnership, Kingston Literacy & Skills, Centre Culturel Frontenac, and Youth Imagine the Future.
- // 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 35 professional development events for musicians.
3. Sponsor 15 music events, including two new events, providing \$10,000 in funding directly to local musicians for performances.
4. Generate \$345,000 in economic impact through sponsored events.

Events and speaking opportunities

May	Capital Music Week	Ottawa
June	Departure Festival	Toronto
June	International Indigenous Music Summit	Toronto
August	SYTA Conference	Pittsburgh
September	POP Montreal	Montreal
November	City of Music Conference	London

MARKETING & COMMUNICATIONS



WILLSON

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 and brand partners.

Objectives

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

2026 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.

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.
- // Share stories about Kingston's athletes, entrepreneurs, and local businesses.

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.

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.
- // Develop a professionally produced promotional video for music in Kingston.
- // 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 *Fresh* magazine, 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.

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 Photo Share image 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.
- // Grow key partnerships.
 - Support strategic sponsorships that align with the Integrated Destination Strategy and have the potential to drive overnight stays in the shoulder and low seasons.
 - Nurture productive partnerships through the Destination Marketing Committee, Attractions Committee, and Creative Communications Committee, sharing strategies that engage partners and ensure their needs are represented.
 - Working with partners like Destination Ontario, leverage opportunities to attract new visitors around marquee events in Ontario, such as FIFA World Cup and 10-year anniversary of The Tragically Hip's final concert.
- // Build on work to prioritize equity, diversity, inclusion, and indigeneity.
 - Continue to capture and prioritize Kingston imagery that is inclusive, celebrating the diversity our community.
 - Enhance strategy to connect with 2SLGBTQI+ market; develop marketing programs that profile Kingston's Rainbow Registered businesses and queer experiences.
 - Grow the insiders program to feature more diverse local voices and content across our digital platforms.
 - Share evergreen and timely information about Kingston in English, French, and Chinese.

10. Continue year-round profile and promotion.

- // Continue to champion the Kingston brand, identify and leverage opportunities for placemaking and brand adoption, and communicate the value and importance of the brand to partners.
- // Enhance placemaking and pageantry around Kingstonlicious.
- // Celebrate tourism's impact and the importance of the industry, position residents as the beneficiaries and activators of tourism.
- // Share timely, relevant, engaging, and persuasive information with key internal audiences.

Marketing: partnerships & media relations

1. Develop high-impact destination experiences and packages.

- // Curate stay-in-Kingston seasonal and evergreen packaging to increase visitation in shoulder and low seasons, and extend length of stay in low-demand periods.
- // Continue to align packages to marketing and communications campaigns and programming, leveraging incentive or promotional funds where available to maximize reach and uptake.
- // Develop multi-day visitor itineraries aligned to content pillars, bundling complementary experiences, activities, and accommodations.
- // Deepen collaboration with RTO 9 and regional partners to build regional itineraries and packages that begin and end in Kingston (hub-and-spoke model), featuring signature regional experiences.
-  // 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.
- // Collaborate with Kingston Accommodation Partners to track package sales from partners to measure success and support economic impact calculations.

2. Enhance and grow key local and regional partnerships.

- // Evolve Kingstonlicious programming.
 - Support new partners to the program.
 - Work with partners to support new product development.
 - Collaborate with the Music Officer to add live music components to events.
 - Continue to work with Culinary Tourism Alliance to support signature event programming and grow attendance.
- // Collaborate with Rainbow Registered businesses and organizations.
- // Strengthen partnership with Attractions Ontario and Festivals & Events Ontario.
 - Promote Kingston as a year-round destination through media hosting, earned media opportunities, contesting, and other marketing tactics.
- // Collaborate with KAM to support and promote co-branded partnership initiatives and package offerings.

3. Raise the profile of Kingston through earned media.

- // Collaborate with our agency of record on earned media efforts, including proactive media pitching, influencer/media hosting, and managing the associated budget.

fresh

- // Host travel media press trips or individual media FAMs throughout the year 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.
- // Continue to use Travefy to deliver visually engaging and functional, mobile-friendly itineraries for media and industry partners.
- // Continue to position Tourism Kingston as an industry leader to secure speaking opportunities at key conferences, events, or podcasts.
- // Represent Kingston at media marketplaces like TMAC and RVC and trade shows to build awareness about Kingston and develop relationships with target leisure and trade media.



- // Continue to pitch Kingston as a sustainable tourism destination for earned media.

4. Leverage partnerships to generate revenue and drive further economic impact.

- // Lead the coordination of the weddings campaign, collaborating with accommodation and venue partners on a multi-month campaign.

5. Strengthen strategic partnerships with key provincial and national organizations.

- // Maintain strong partnership with Destination Ontario through content submission, hosting, trade show engagement, and media FAMs.
- // Foster partnership with Destination Canada through hosting, trade show engagement like RVC, and media FAMs to support travel trade markets.
- // Continue to support Kingston culinary strategy.
 - Seek opportunities to align with Culinary Tourism Alliance's Culinary & Agritourism Action Plan.



- // Continue to partner with VIA Rail to support sustainable transportation for media hosting.

6. Establish a strong Kingston presence at the 2026 Travel Media Association of Canada Marketplace.

- // Sponsor a hosted event; secure a speaking opportunity or panel discussion.
- // Encourage attendance and collaboration from Kingston and regional partners.
- // Activate the Kingston brand with memorable messaging, trade show collateral, and activations.
- // Build and strengthen relationships with national and provincial media to secure earned media coverage.

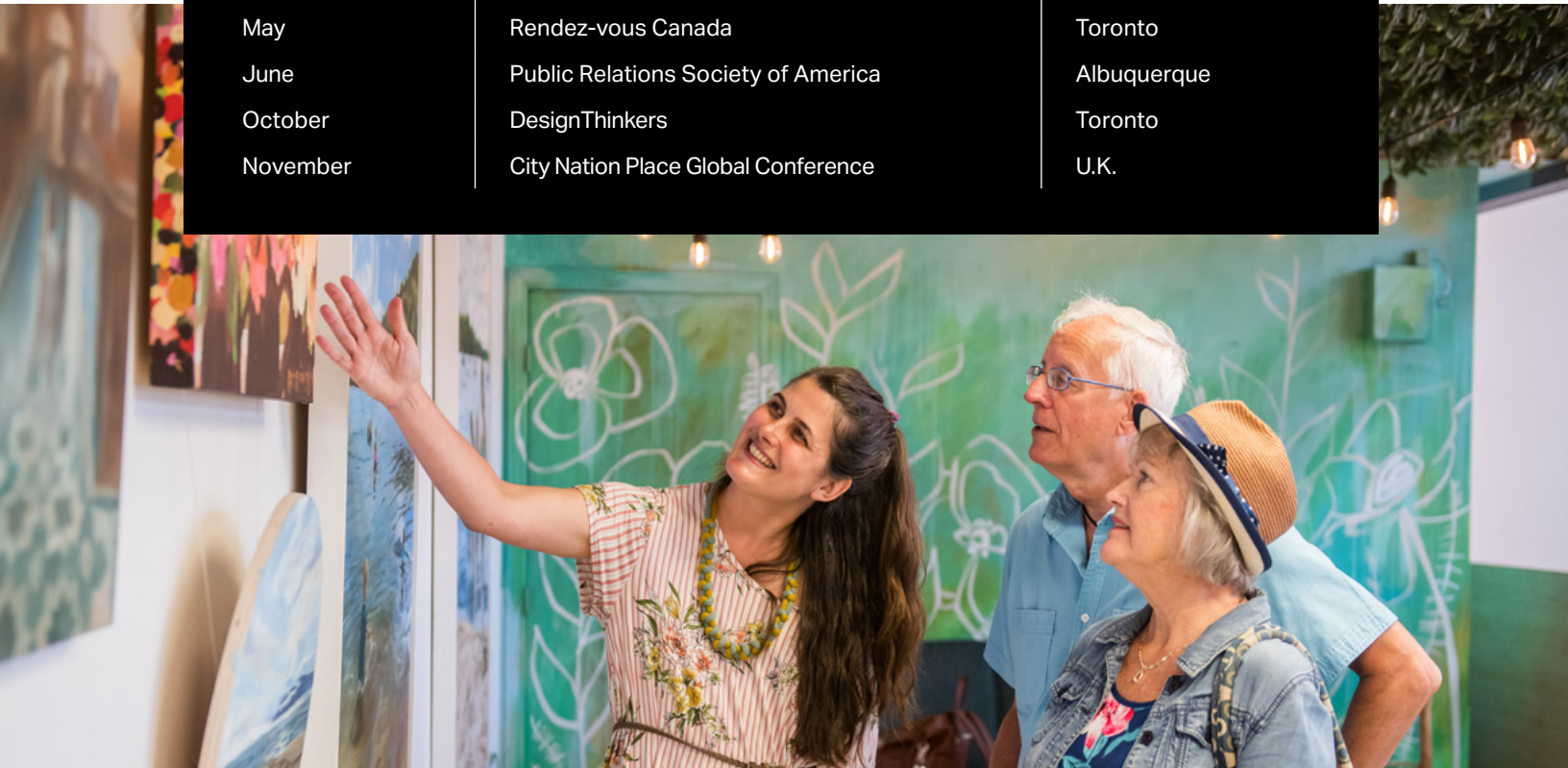
Measurements

The value of marketing and communications, leisure tourism, and the overall tourism economy will be measured and reported through these key performance indicators:

- 1. Continue to build value and resonance in the Kingston brand.
 - // 175,000,000 advertising impressions
- 2. Engage prospective visitors across their path to purchase.
 - // 2,155,000 social media engagement
 - // 2,710,000 website sessions
 - // 3,310,000 pageviews
- 3. Connect visitors to Kingston operators to close the sale.
 - // 375,000 referrals (web & phone)
 - // 46,269 referrals to accommodations (packages)
 - // 900 minimum room nights (package sales)
- 4. Utilize the Destination Insights Dashboard for data analysis (occupancy; visitor survey; visitor insights; visitor sentiment; economic impact).

Sales events and speaking opportunities

April	Travel Media Association of Canada Conference and Media Marketplace	Richmond
April	City Nation Place Americas Conference	Vancouver
May	Rendez-vous Canada	Toronto
June	Public Relations Society of America	Albuquerque
October	DesignThinkers	Toronto
November	City Nation Place Global Conference	U.K.



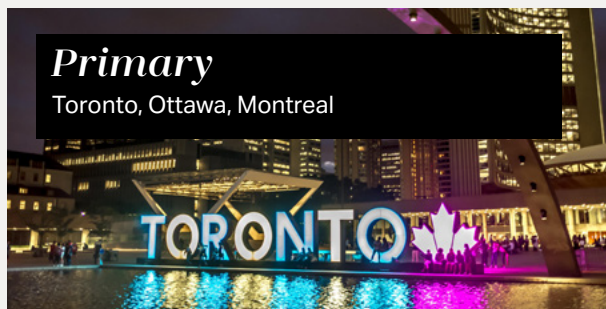
MARKETING AND COMMUNICATIONS:

GUIDING PRINCIPLES, MARKETS, STRATEGIES, AND TACTICS

Guiding principles

- // Destination marketing is critically important, supporting local businesses and building profile for Kingston and with impact beyond the tourism sector
- // Leisure travel has recovered faster than business and group travel, which are crucial sectors for shoulder- and low-season tourism.
- // Domestic drive markets continue to drive most leisure tourism to Kingston; New York State (U.S.) drive markets saw growth in 2025 and have further potential.
- // Kingston is an anchor for the RTO 9 region, with higher familiarity and appeal than other destinations in the region.
- // Strategic partnerships can amplify brand awareness.
- // The Integrated Destination Strategy guides all programs.

Markets



Though our leisure marketing and communication efforts will continue focus on these markets, we will continue to create touchpoints with other markets through our newsletters, website, sales sector communication and trade show support, targeted paid opportunities, and organic social media, including Chinese social media channels – WeChat and Weibo – to maintain relationships and build profile for Kingston in international markets.

Audience profile

The Kingston brand was in part developed to uncover the city's appeal to travellers who value authentic cultural experiences and "off the beaten track" places. These lesser-known destinations and experiences have grown in popularity as travellers are keen to enjoy a community-focused, laid-back vibe and connecting with locals. Our target travellers value slow, intentional engagement with the communities they visit, choosing businesses and experiences that reflect their values: sustainability, inclusion, and local food and drink.

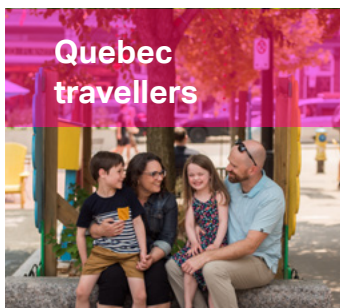
Kingston's value proposition includes craft breweries, farmers' markets, live music, local food, museums and historic sites, and local shops set against both heritage architecture and natural beauty. The city's history and location, where Lake Ontario, the St. Lawrence River, and the Cataraqui River (Rideau Canal) meet, make it an exciting destination for travellers seeking educational and outdoor adventure experiences.

Traveller targets

Canadian travellers across all destinations rank food & drink, exploring nature, festivals & events, arts & culture, and water-based activities highly. U.S. travellers interested in visiting Canada prioritize Canadian cultural experiences and historic sites, nature and outdoors, and culinary. Kingston's strength in these areas, combined with strategic marketing communications to elevate the city's profile, is an opportunity to grow local, provincial, national, and international visitation.



Millennial couples (travelling without kids) are by far the largest segment, followed by younger families (South Asian families are a top multicultural consumer group), and empty nesters. Ontario is seen as good for short getaways (one to three nights), with charming small towns and "hidden gems." We are an easy place to visit – it's relaxing. A primary marketing opportunity will be for couples on long weekend trips. Walking/hiking, nature, culinary, and arts & culture continue to be the main activities for Ontario travellers.



Primary audiences from Quebec are couples, friend groups, and families. They choose trips to Ontario because it is close to home and easy to plan. The main types of travel are family vacations with lots of kids' activities, sightseeing, nature, and touring.

U.S. travellers



This audience is aligned with our domestic traveller targets: young, educated couples are a priority. While U.S.-Canada relations have been strained, Kingston saw increased spending from U.S. travellers in 2025. Kingston and the Thousand Islands have the greatest familiarity in the RTO 9 region, which can be leveraged for a hub-and-spoke model of longer stays. The main types of trips from New York State are romantic getaways, nature, and shopping.

International travellers



These are our highest-yield travellers: they stay longer and spend more. Visitors are primarily affluent couples, often engaged with travel operators (FIT and group). France, Germany, and the U.K. are the lead international markets, aligning with Destination Ontario targets. These travellers often have a personal connection to Canada and Ontario and are looking to learn and grow as part of their travel experience. Travel from China continues to be slow to resume, but the domestic Visiting Friends and Relatives market has potential.

Kingston & region



Residents shop, dine, explore, and participate in special programs such as Kingstonlicious, contributing to Kingston's tourism economy, especially during shoulder and winter season. Kingstonians also host visiting friends and relatives, making them important local ambassadors. While overnight, out-of-town guests remain high-value travellers and our primary target, Kingstonians will be considered as part of our targeting and tactics.

Strategic approach

Brand building

THE PEOPLE ARE THE PLACE.

Brand-building campaigns supported by rich storytelling continue to lead, with direct calls to action and promotional offers layered into targeted campaigns. Seasonal content presented through authentic, inclusive, and engaging storytelling will connect visitors with Kingston experiences and businesses, helping our tourism partners close the sale.

We will continue to steward the Kingston brand through paid, earned, and owned opportunities, leveraging a multi-media and multi-channel approach to build awareness of Kingston as a four-season destination.

Brand positioning

KINGSTON IS A YOUTHFUL, VIBRANT CITY THAT NEVER STOPS SURPRISING.

It's where ingenuity and creativity are celebrated, creators and entrepreneurs thrive, and new ideas are born every day.

authentically
hip

We're a destination that celebrates artisans – the home for impassioned curators and creators. Travellers do what locals do – we don't do "touristy."

culturally
vibrant

We're a smart, engaged population that embraces creativity. We celebrate "different." Our history and architecture are the textural backdrop for modern arts.

constantly
evolving

We're an old city full of new ideas – an incubator community and innovation hub at the forefront of the creative and culinary arts. We always look for new ways to attract and engage visitors and residents.

Visual and creative strategy

Building equity as a destination is best achieved through a unified brand voice and simplified brand identity.

Tourism Kingston will continue to steward the Kingston brand across a range of initiatives, products, and collateral, as well as provide guidance to brand partners. Our in-house designer will support strategic campaigns such as Kingstonlicious menus and programs, sales bids and RFPs, publications, as well as environmental design in public spaces across the city. Our creative and marketing agency of record, Alphabet Creative, will lead creative and production for our paid marketing campaigns, as well as special projects.

Our photography should feel real and spontaneous –



Our channels thrive by featuring diverse and inclusive imagery, aligned with our strategic priorities and content pillars. The guiding principle in all imagery is to show the joy of travelling and experiencing Kingston. Shots are authentic and celebrate the diversity of our community. We routinely engage the local community through casting calls throughout the year, scheduling photography and videography to capture new experiences in the city by season.

Content strategy

We will continue crafting and sharing content that tells the authentic stories of Kingston – the people and the place. We will celebrate the good of our community. We will give space and amplify the voices of Kingstonians: shop owners, athletes, artists, and all who make Kingston vibrant.

🌱 Content in 2026 will reflect strategic priorities including sustainability, 2SLGBTQI+, sales sectors, creative industries, inclusion, and accessibility. New content will be developed with search engine optimization and AI generative search in mind, creating stories that support strong rankings on Google and inform AI content, connecting Kingston with potential consumers.

We will also continue to support the Sales team through co-creation of competitive bid documents, trade show and event material, and other collateral developed with these unique audiences in mind.

We will continue to share stories about our local food & drink experiences through *Fresh*, our culinary magazine, to build profile for Kingston as a foodie destination.

We will articulate the value and impact of tourism through stories, reports, and stakeholder communications.



***OUR TONE IS CONFIDENT AND CASUAL –
WE ARE COMFORTABLE IN OUR OWN SKIN.***

Media strategy

Paid	Owned	Earned
// Social	// Website and microsites	// Social
// Video	// Newsletters	// Proactive pitching and earned media
// Search, display, remarketing	// Organic social	// Media hosting
// Native	// Visitor information channels –, email, phone	// Media trade shows
// Influencers	// Visitor Guide and supporting collateral	// AI generative search
// Online Travel Agencies	// Trade shows and events (virtual or in-person)	
// Regional media (sponsored content)	// Social	
// Radio	// SEO	

Owned media strategy

With our brand positioning, pillars, and traveller targets in mind, we will inspire our audiences to visit Kingston and book extended stays. We align organic social media and newsletter content, as well as earned media to our paid campaigns, packages, and blog content, ensuring an integrated, cohesive approach.

Following a full website design and migration in 2024–25, we will work collaboratively with our search agency of record to continue to optimize website pages, track and implement keywords, and fix broken links on an ongoing basis to improve search engine optimization and bolster AI search engine integration.

We will continue to foster beneficial relationships with Kingston businesses and tourism partners such as Destination Ontario, Destination Canada, Culinary Tourism Alliance, and RTO 9 through content collaborations, and we will support the sales sectors through organic posts on our industry-facing channels: LinkedIn, Weibo, and WeChat, and content on their sector webpages.

Working with our agency of record, we will enhance the Kingston Insiders program, integrating it across platforms and programs; elevating diverse, local voices; showcasing Kingston through new storytelling approaches; leveraging emerging digital trends; and growing audience engagement.

Earned media strategy

Working with our earned media agency of record we will promote key assets, infrastructure, and new products across all seasons to attract visitors and build profile for Kingston, leveraging tourism's potential to positively influence resident quality of life, community partners, and the environment.

Aligning with our paid and owned media strategies and supporting the IDS, we will proactively pitch to secure media coverage, host influencers and journalists, and continue to build reputation for Kingston as a four-season destination with strengths in heritage, water-based and outdoor adventure, wellness and relaxation, culinary, arts & culture, and festivals and events. We will also secure opportunities to raise profile for Kingston and Tourism Kingston through conference presentations and panels, and other public relations and industry relations opportunities.

Paid media strategy

Our paid media strategy will connect with our target audiences through a mix of media and tactics, including digital, print, search, and out-of-home, to build awareness of Kingston as a getaway destination; drive leads to operators; and create awareness for things to do in Kingston year-round.

Top-level communications focused on brand awareness will be supported by direct response and retargeting tactics to drive traffic to visitkingston.ca and referrals to partners. We will extend reach by partnering on Destination Ontario campaigns, which provide additional paid media budget for both domestic and U.S. campaigns.

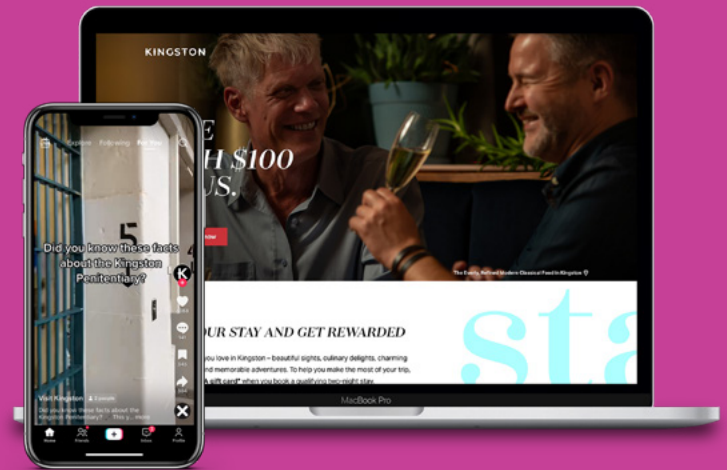
In 2026, we will build on the success of the "Our city is your city" campaign, which was launched in 2025 and positions Kingston as the quintessential Canadian vacation destination, highlighting our strengths in historic sites, museums, arts & culture, and culinary. We will continue to promote packages and incentives through our campaigns, supporting low-demand periods.

Campaigns will include our brand campaign (year-round, updated seasonally); 25 things to do (monthly); Kingstonlicious (winter); weddings (spring to fall); and business events (spring to fall). For select campaigns, we will offer paid partnership opportunities for local tourism businesses.

We will continue to use our Destination Insights Dashboard and other analytics to analyze the success of our programs; identify and assess new opportunities and audiences; and measure and track qualitative and quantitative results.

Marketing channels

visitkingston.ca	Pinterest
visitekingston.ca	YouTube
visitkingstoncn.ca	Consumer newsletter
Facebook	Industry newsletter
Instagram	Weibo
LinkedIn	WeChat
TikTok	Google



Content pillars

Things to do

Supporting trip planning and itinerary building through our monthly 25 things to do lists and event calendar, showcasing all there is to see and do in Kingston

Food & drink

Promoting Kingston's dynamic culinary scene and farm-to-table experiences

Arts & culture

Featuring Kingston's creative industries, unique arts & culture scene, film, music, and festivals

History & museums

Showcasing the city's heritage through our historic sites, museums, galleries, and other educational experiences

Cruises & tours

Connecting visitors with curated, guided experiences that explore Kingston's natural and built assets

Wellness & relaxation

Experiences anchored by health-focused activities such as yoga, fitness, spas, and pampering

Outdoor & adventure

Active exploration including cycling, hiking, swimming, fishing, scuba diving, and other outdoor activities

Shopping

Profiling locally owned shops and businesses that make Kingston vibrant and unique

Family fun

Activities, events, and dining options that highlight Kingston's youthful side

Weddings

Promoting Kingston as the perfect backdrop of a destination wedding close to home

Sustainability

Encouraging mindful travel and showcasing Kingston's businesses with sustainable practices

Sectors

Business Events, Travel Trade, Film and Media, Music, Sport & Wellness, Visitor Services

Internal & stakeholder communications

Equally important to external marketing and communications, strategic internal and stakeholder communications ensure we share timely, relevant, accurate, engaging, and persuasive information with key internal audiences, which include tourism partners, Tourism Kingston and Kingston Accommodation Partners boards, Kingston City Council, local agency and municipal partners, funders, media, and residents.

In 2026, we will continue to proactively build reputation and profile for Kingston as a destination; secure support for the updated Integrated Destination Strategy and its priorities; advocate for our local tourism sector; and strengthen local understanding of the importance of tourism. This work will include sharing Tourism Kingston and broader industry success stories; advocacy and crisis communications; bids and funding proposals; quarterly and annual stakeholder reporting; and economic impact and related reporting.

visitkingston.ca

Tourism Kingston manages and maintains visitkingston.ca, a popular website that sees more than 3.5 million pageviews annually. visitkingston.ca includes three language websites – English, French, and Mandarin, providing comprehensive information about Kingston as a destination.

Alternative-language websites:

visitekingston.ca is a comprehensive French-language site that includes 25 things to do content, timely articles, and evergreen content primarily targeted to Francophone visitors. Following the website relaunch in 2025, which saw substantially more content added in French, we will continue to add new stories and content to this site regularly.

visitekingston.ca

如诗如画金斯顿 is a Chinese-language site that includes 25 things to do lists, timely articles, and evergreen content, targeting both domestic Chinese and inbound markets. The development of original content is mapped to planned campaigns and English articles, including our popular monthly 25 things to do lists. visitkingstoncn.ca.

visitkingstoncn.ca

authentic

– *Tourism* –

KINGSTON