If the Covid-19 spread is contained in Canada a soft rebound of economic activity over the second half of the year is a likely scenario.”

- Conference Board of Canada
MISSION

Tourism Kingston’s mission is to be the best-in-class, four season tourism destination.

VISION

Tourism Kingston’s vision is to generate increased overnight visitation that outpaces provincial industry results, by working closely with our community partners and executing against Tourism Kingston’s strategic sales plan in the following sales pillars; Film, Meetings & Conferences, Travel Trade, Sport and Wellness, and Destination Marketing, all fully supported by the Visitor Information Centre.
Phase Descriptions

PHASE 1 — PEAK PANDEMIC
Characterized as peak COVID-19, with travel restrictions and social distancing policies in place. This is an opportunity to support partners and clients, maintain relationships, and create all resources necessary for the recovery period.

PHASE 2 — REDUCED RESTRICTIONS
Characterized as COVID-19 plateau, when health and government authorities declare the rate of growth in cases is declining, and there are reports of frequent patient recovery. At this stage, traveler confidence is beginning to improve and there is a reduction in restrictions. This is an opportunity to increase sales activity and assist partners with their recovery.

PHASE 3 — FULL RECOVERY
Characterized as full recovery, when health and government authorities declare that the pandemic is contained, and timelines are established for completely lifting travel and gathering restrictions. This is the time to activate in-person sales missions and move to a strong sales message.
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2020 Travel Trade Recovery Plan

On consultation of TIAC, TIAO, Destinations International, Destination Canada, and stakeholders from the industry, we firmly believe that travel trade in Kingston will return to pre-COVID-19 levels within 12-18 months, which dictates the recovery plan for the remainder of 2020. We will focus on maintaining strong relationships with travel agents, operators, receptives, and wholesalers to offer support and then focus on sales and FAM opportunities when the market allows. The sales focus will leverage the Canadian domestic motor coach and tire-traffic markets, incentivizing overnight and longer stays, while building traveler confidence in the international markets with new itineraries and offerings.

Phase 1
PEAK PANDEMIC

1/ Engage with partners and stakeholders within the Kingston destination by hosting regular virtual meetings and calls
   // Engage with travel trade partners regularly, offering support and working together to ensure there is a collective recovery effort once restrictions are lifted
   // Assess where Tourism Kingston can be of assistance, through combined marketing efforts, sales missions, product development, and incentive funding
   // Support stakeholders by ensuring their relationships with key clients are maintained during periods of layoff
   // Create combined virtual familiarization tours with Kingston stakeholders to be ready for phase 2

2/ Review all existing collateral and itinerary planning resources
   // Update the travel trade sector landing webpage on VisitKingston.ca to be used as a resource for both stakeholders and clients
   // Ensure all existing collateral is updated and refined, and that necessary collateral is created to be market-ready
   // Develop and promote multilingual itineraries geared towards FiT and group markets, segmented by demographics and seasons as per the Integrated Destination Strategy. Work with the International Tourism Coordinator to ensure these itineraries also work for the Chinese market, and ensure key collateral and resources are available in French
1. Engage with partners and stakeholders within the Kingston destination by hosting regular virtual meetings and calls
   // Engage with travel trade partners regularly, focusing on a cohesive change from a “stay home” message to “start planning” instead as the market shifts
   // Assess where Tourism Kingston can be of assistance, through combined marketing efforts, sales missions, product development, and incentive funding

2. Increase brand awareness and intensify the travel trade market with a focus on motor coach business from Ontario and Quebec as it relates to the group tour bus sector and diversified tour operators
   // Schedule webinar ‘sales calls’ and virtual FAMs with operators to increase demand for Kingston, and knowledge on the destination, ensuring it is top of mind for clients
   // Prospect new clients with a stronger “start planning” message
   // Leverage incentive funding and new itineraries to encourage bookings

3. Product development
   Continue working with stakeholders and destination partners to build and promote attractive packages that maintain rate integrity, using incentive funding to encourage operators to book overnight stays or volume trips

4. Itineraries
   // Promote new itineraries to all markets, working with the International Tourism Coordinator to promote through Weibo and WeChat accounts, and ensuring their availability in French online
   // Utilize virtual FAMs, working closely with stakeholders, to promote new itineraries and packages

5. Position Kingston as a key cruise tourism hub and target the emerging Great Lakes cruising industry for more stops in Kingston as per the IDS
   With Seatrade postponed until 2021 and cruising restrictions in place in Canada this year, continue to work closely with the Great Lakes Cruising Coalition to build relationships with cruise companies who are developing Great Lakes itineraries

Phase 2
REDUCED RESTRICTIONS

4. Product development
   // Create a product development roadmap to ensure operators are market-ready for when travel resumes
   // Work with tour operators and clients to define price points and package inclusions that attract overnight stays
   // Coordinate with stakeholders and destination partners to create attractive packages that maintain rate integrity

5. Leverage the YGK Airport to increase FIT visitation to Kingston
   // Work with FlyGTA to establish relationships with partners in Kingston, offering excursions through FlyGTA and their flights into Kingston
   // Leverage FlyGTA’s travel trade website Visit-Canada.ca to promote itineraries and destination packages
   // Collaborate with Air Canada to ensure current routes are maintained and expanded upon with packaging options
   // Assist the YGK Airport with the recovery through participating in the Airport Advisory Committee
   // Assist in the completion of a business case study focused on the airport with the Smith School of Business and the Kingston Economic Development Corporation
   // Update and maintain a Visit Kingston-branded airport pitch deck to attract future business.
Phase 3
FULL RECOVERY

1/ Increase brand awareness and intensify the travel trade market with a focus on motor coach business from Ontario and Quebec as it relates to the group tour bus sector and diversified tour operators
   // Participate and promote overnight stops in Kingston through Destination Ontario Sales missions in Q3 and Q4
   // Activate sales missions in Toronto, Ottawa, Montreal, and Quebec City after social distancing restrictions are lifted
   // Offer opportunities to sector partners to attend sales missions alongside Tourism Kingston to have a significant destination presence
   // Attend Bienvenue Quebec (BVQ)
     • Provide five qualified leads to sector partners
   // Attend Ontario Motor Coach Association, including an in-market event showcasing Kingston, keeping it top of mind. Utilize OMCA as the anchor event for sales in the fall
     • Provide five qualified leads to sector partners
   // Leverage incentive funding to encourage operators to come to Kingston in Q3 and Q4 of 2020 and into 2021

2/ Itineraries
   // Promote new itineraries to all markets, working with the International Tourism Coordinator to promote through Weibo and WeChat accounts, and ensuring their availability in French online

3/ Host prospective clients and influencers from primary markets to improve the outreach and targeting of sales and marketing efforts
   // Host in-person familiarization (FAM) tours throughout September, October, and November for motor coach markets
   // Leverage partnerships for participation in FAM tours to increase their exposure and selling potential

4/ Position Kingston as a key cruise tourism hub and target the emerging Great Lakes cruising industry for more stops in Kingston as per the IDS
   // Prospect all cruise operations within the Great Lakes with a focus on 2021 and 2022 itinerary development including ports and excursions in Kingston

5/ Leverage the YGK Airport to increase FIT visitation to Kingston
   // Work closely with FlyGTA and Visit-Canada.ca to promote excursions and destination packages through their website
   // Collaborate with Air Canada to ensure current routes are maintained and expanded upon with packaging options
   // Assist the YGK Airport with the recovery through participating in the Airport Advisory Committee
Expand on the China and Asian markets, intensifying inbound travel and building traveler confidence

// Activate sales missions into Vancouver alongside the International Tourism Coordinator, focusing on the inbound Chinese markets for 2021
// International Tourism Coordinator to continue to provide monthly updates to the Chinese landing page through VisitKingston.ca

Communication

// Connect with key travel trade clients regularly to build traveller confidence in Kingston as a destination and leverage the incentive funding to encourage trips to Kingston
// Offer numerous training opportunities to clients in French and English

Education

// Focus on growing the education sector through the newly created education program and itineraries that demonstrates a cohesive destination sell to the educational operators, creating demand for Kingston and converting to overnight traffic
// Use incentive funding to build confidence for educators and clients in the destination

Partner committee meetings

// Continue to engage the sector partners by hosting committee meetings to focus on the growth markets, work collectively on recovery plans, and to measure the results of the efforts of the destination

Busing

// The DMO will continue to lead the bus strategy in partnership with the City of Kingston to have a better parking system for partners and the City, through collecting data in Honk, and utilizing additional spaces throughout the downtown, working towards transitioning traffic to longer stays

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**2020 Travel Plan**

<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>February</td>
<td>Destination Ontario Sales Mission (Cancelled)</td>
</tr>
<tr>
<td>April</td>
<td>Seatrade Cruise Global (Cancelled)</td>
</tr>
<tr>
<td>May</td>
<td>Rendez-Vous Canada (Cancelled)</td>
</tr>
<tr>
<td>May</td>
<td>Rendez-Vous Canada (Cancelled)</td>
</tr>
<tr>
<td>September</td>
<td>Tourism Kingston sales mission</td>
</tr>
<tr>
<td>October</td>
<td>Bienvenue Quebec</td>
</tr>
<tr>
<td>October</td>
<td>Tourism Kingston sales mission</td>
</tr>
<tr>
<td>November</td>
<td>Ontario Motor Coach Association (OMCA)</td>
</tr>
<tr>
<td>November</td>
<td>In-market event for OMCA</td>
</tr>
<tr>
<td>November</td>
<td>Tourism Kingston sales mission</td>
</tr>
<tr>
<td>December</td>
<td>Canadian Inbound Tours Asia-Pacific (potentially replaced with individual sales missions in Vancouver)</td>
</tr>
</tbody>
</table>
2020 Kingston Sport Tourism Recovery Plan

Q1 in 2020 started out with Kingston successfully hosting the 2020 Tim Hortons Brier. An economic impact study was completed and there was an $11.4 million overall economic activity in the Province of Ontario and a total of 8,900 out-of-town visitors to Kingston. Directly after the Brier, it became more and more evident that COVID-19 would change the course of our entire year and our focus. With almost all the sporting events booked for 2020 either cancelled or postponed, it is important for Tourism Kingston to not only support the sport tourism portfolio, but also make sure to include the ever-growing sector of wellness tourism. Wellness tourism will be an integral part of the regrowth of the sport and wellness portfolio. Marketing efforts will focus on tire traffic, smaller groups, and domestic travel.

DEFINITIONS

Wellness Tourism: “A specific division of the global tourism industry defined by the common goal of marketing natural assets and activities primarily focused on serving the wellness-minded traveller and those who want to be” - Wellness Tourism Association

Major Sport Event: A sport and wellness event that is considered one of the following: national prestige, international prestige, supported by data worth $1M+ in economic impact, and/or consumes 1000+ room nights.

ISF: International Sport Federation, also known as an events-right holder

NSO: National Sport Organization, also known as an events-right holder

PSO: Provincial Sport Organization, also known as an events-right holder
Support local sport organizations and facility partners to postpone tournaments from Q1/Q2 to Q3/Q4 (or 2021/2022 where necessary); minimize number of event cancellations

Continue to foster relationships with sport organizations to grow tournaments and develop new sport products. Foster relationships with parks, business operators, and third-party wellness companies to expand product offerings and create wellness experiences and itineraries (i.e., Frontenac Provincial Park, Shanti Yoga Retreat, The Groove Festival, Unity Spa, Wanderlust, Eat Pray Move)

Collaborate with Sport Tourism Advisory Committee to review targeted sport and wellness tourism recovery plan for Q3/Q4

Prospect rights-holders from CSTA SEC through host virtual site tours to attract sport events and business meetings

Maintain an asset inventory of facilities and conference space through continual improvement of the Sport & Wellness Tourism Guide (collaborate with Meetings and Conferences Specialist)

Work with Marketing and Communications Department to create digital campaigns focused on wellness travel inspiration (i.e., Instagram) and build photography library to include natural assets that will assist in building domestic and international marketing campaigns

Utilize sport tourism video when reaching out to local and provincial sport organizations as an uplifting tool

Represent Tourism Kingston in the community by being an active participant on boards/committees such as Kids for Kids, CORK. We will become a member of Wellness Tourism Association and attend WTA annual meetings to network with industry experts and become more educated in the wellness sector

Work with Meeting and Conference Specialist to prospect sport conferences to Kingston using similar event bidding tactics

Utilize and update Simpleview CRM on consistent basis to manage prospects and revenue targets

Work with partners and committee members to review incentive funds and the ways in which this fund can support local, provincial, and national sport organizations post COVID-19

Start to plan sales missions in Ottawa, Toronto, and Montreal to meet with rights-holders face to face as a result of lost networking opportunities from CSTA SEC

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Work with Kingston accommodations to develop “healthy hotel” concept for business/leisure travelers (i.e., essential oil sleep kit, fitness programs)

Continue to work towards a unique race that will entice runners from across the country (i.e., 9RUNRUN in Kingston Penitentiary)

Continually monitor and adjust our 2020 goals and push towards booking events to increase room nights
Partner with Destination Canada to create Canadian Signature Experiences (CES) – a collection of once-in-a-lifetime travel experiences only found in Canada

Source existing and new grants from private and public sectors to offset bidding and staging costs of sporting events. Communicate any new grants to local partners to assist with business plans post COVID-19

Encourage sport organizations to utilize Tourism Kingston’s RFP process via Simpleview to book directly with hotels

Develop critical paths for one-off and annual events to deliver excellent customer service

Travel to Ottawa, Toronto, and Montreal to meet with rights-holders face to face

Work with Meeting and Conference Specialist and bid for sport conferences/AGMs

Annual Events Supported by Tourism Kingston

RELM High School Hockey Showcase (cancelled)
Kingston Pickleball Cup (postponed - August)
HockeyFest (cancelled)
Kids for Kids Hockey Tournament (cancelled)
9RUNRUN – September 26, 2020
## 2020 Travel Plan

<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>March</td>
<td>CSTA Sport Event Congress</td>
<td>Cancelled</td>
</tr>
<tr>
<td>May</td>
<td>WTA Annual Meeting - Dominican Republic</td>
<td>Postponed TBC</td>
</tr>
<tr>
<td>October</td>
<td>CSTA Sport Event Forum</td>
<td></td>
</tr>
<tr>
<td>December</td>
<td>Regional PanAm Sport Accord</td>
<td>TBC</td>
</tr>
</tbody>
</table>

## Secured 2020 Major Sports Events

<table>
<thead>
<tr>
<th>Event</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tim Hortons Brier</td>
<td>Occurred</td>
</tr>
<tr>
<td>Canadian Women’s Individual Chess Championships</td>
<td>Cancelled</td>
</tr>
<tr>
<td>Trampoline &amp; Tumbling Cup</td>
<td>Cancelled/Postponed</td>
</tr>
<tr>
<td>Special Olympics Ontario High School Championships</td>
<td>Postponed</td>
</tr>
<tr>
<td>Futsal National Championships</td>
<td>Cancelled</td>
</tr>
<tr>
<td>Athletics Ontario Provincial Cross Country Championships</td>
<td></td>
</tr>
<tr>
<td>Kingston and the Islands Regional Bridge Tournament</td>
<td>Cancelled</td>
</tr>
</tbody>
</table>
2020 Meetings & Conferences Recovery Plan

Tourism Kingston is working closely with the City of Kingston, community partners, and other industry experts (CSAE, MPI, MMB) to actively monitor COVID-19 and the impact it will have on our destination and the meetings and conferences segment. Kingston will have to maintain our ability to adjust and adapt as the situation develops. The focus at Tourism Kingston will be to strengthen relationships with industry experts, association executives, and event planners. Sales efforts will target Canadian domestic conferences, meetings from Ontario and Quebec business, as well as transient corporate clients with a focus on bringing Q3 and Q4 business to Kingston.

Phase 1
PEAK PANDEMIC

1 | Engage with partners that serve the meetings and conferences industry by hosting regular digital meetings and calls
   // The DMO will engage with meetings and conferences partners by hosting quarterly sector meetings to plan collective sales efforts when travel restrictions are removed
   // Connect with conference partners about their recovery actions and aid where we can
   // Cross referencing with partners about tradeshows and sales missions to ensure minimal duplication of dollars and effort across the team of Kingston partners

2 | Review existing materials and create new and improved planner resources
   // Discuss how 2020 incentive funding can be used to bring in last-minute Q3 and Q4 events from our tire-traffic markets (Greater Toronto Area, Ottawa, and Montreal)
   // Provide the museums and heritage sectors with support to improve market readiness and the use of their unique venues
   // Meetings sector landing webpage on VisitKingston.ca updated and optimization to increase usability as a resource for planning events in Kingston
Phase 2
REduced RESTRICTIONS

1/ Prepare and promote Kingston as a host for a city-wide event in 2021, utilizing two or more overnight properties as well as conference facilities
   // Educate and promote multi-use properties in Kingston for large conferences by attending market-specific events (see travel plans below)
   // Promote and educate planners and local tourism partners about utilizing the Leon’s Centre for events, business meetings, and conferences with 900+ attendees
   // Create city-wide maps and other digital tools as references for out-of-town planners for multi-property conferences
   // Promote and collaborate with planners and local tourism partners about the revitalization of the airport and expanded runway

2/ Targeted campaigns
   // Queen’s University targeted campaign to capture events in Simpleview and book locations off campus (events delayed to later in the year when students are present)

3/ Increase brand awareness as it relates to meetings and conferences through the network of national memberships
   // Phone calls and digital meetings with key stakeholders in the meetings and conferences industry to start conversations about how event planners are preparing for the removal of gathering and travel restrictions
   // Volunteer to assist in any industry events when they are planned
   // Schedule in-person meetings for Q3 and Q4

3/ Business travel
   • Increase ease of access for conference attendees in preparation for removal of travel restrictions to newly renovated airport
   • Create targeted marketing and sales activities to capture business travellers using VIA Rail and FlyGTA (potentially) for business and/or small meetings as these will be the first corporate travel to recover

3/ Social media strategy to target meeting planners on LinkedIn, Twitter, and Facebook to ensure that Kingston ranks high in search results
   // Develop relationship with planners that have brought events to Kingston and create testimonials as to why Kingston is the best place to host a meeting
   // Highlight Kingston’s ability to host large, medium, and small conferences on social through meetings and conferences content creation
Phase 3
FULL RECOVERY

1. Increase brand awareness by attending industry events through our national memberships and in person meetings
   // Utilize volunteer opportunities and interaction with potential clients through annual memberships, networking events, and galas
   • Canadian Society of Association Executives (CSAE)
   • Meeting Planners International (MPI)
   // Utilize the above memberships and associations to gain access to the correct contact to incentivize their group to come to Kingston
   // Tourism Kingston-led partner attended sales missions in Q3 and Q4
   // Weekly in-person sales call in our target market to intensify business events
   // Kingston-hosted familiarization tours for qualified leads

2. Encourage the use of Tourism Kingston’s incentive fund to book business
   // Use incentive fund to attract new, cancelled, or rescheduled business meetings
   // Deploy Incentive fund dollars to book repeat business

3. Intensify the business events market to generate business for stakeholders in all four seasons with a focus on need periods (November to February)

Organize four Tourism Kingston-led sales missions for local partners to our primary markets of Toronto, Ottawa, Montreal, and Quebec City in the Q3 and Q4

2020 Travel Plan

<table>
<thead>
<tr>
<th>Month</th>
<th>Event Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>January / February</td>
<td>Attended Ottawa-based Tete-a-Tete tradeshow</td>
</tr>
<tr>
<td>February</td>
<td>Attended Canadian Society of Association Executives (CSAE) Winter</td>
</tr>
<tr>
<td>July</td>
<td>Canadian Society of Association Executives Summer Summit (cancellation TBD)</td>
</tr>
<tr>
<td>August</td>
<td>Attend Toronto-based Canadian Meetings and Events Expo (cancellation TBD)</td>
</tr>
<tr>
<td>September</td>
<td>Tourism Kingston sales missions (tire-traffic markets)</td>
</tr>
<tr>
<td>October</td>
<td>Executive Travel Corporate Planner Luncheon Series (budget permitting)</td>
</tr>
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2020 Kingston Film Office Recovery Plan

Film is expected to be one of the first sectors to rebound strongly following COVID-19. Prior to the current situation, the Kingston Film Office was in late stage negotiations on two major multi-month productions for summer and fall that are now under shutdown but expected to resume operation along with a backlog of production across the province.

Film and television production in Ontario and Canada is at an all-time high. Ontario’s film and TV industry contributed a record-breaking $2.16B to Ontario’s economy in 2019, an increase of more than 14.5% over 2018 with 343 film and television productions, creating 44,540 high-value full-time equivalent direct and spin-off jobs for Ontarians. Within our province, the industry remains anchored around the City of Toronto, which struggles to meet current demand. Supported by an additional regional bonus tax credit awarded to production outside the greater Toronto area, production has begun spilling over to communities across Ontario.

**Phase 1**

**PEAK PANDEMIC**

1. **Consult with major industry organizations regularly**
   - Participate in the Canadian Film & Television Commissions taskforce and Eastern Ontario working group. Monitor industry announcements. Speak regularly with all production partners.

2. **Adjust ongoing and upcoming production schedules**
   - Work with studios and productions to adapt as necessary and ensure a high likelihood of rescheduling postponed productions.

3. **Implement online delivery of workshops and events**
   - Consult with Queen’s University towards online delivery of workshops. Work with the Kingston Canadian Film Festival to transition cancelled programming online, and support Visit Kingston’s Together at Home campaign with local content including the Kingston Music Video Showcase.

Between January and March 2020, the Kingston Film Office actively supported 15 local production companies on the creation of new music videos involving more than 200 members of the community. These were meant to premiere at the cancelled 20th anniversary Kingston Canadian Film Festival before a live concert with Bedouin Soundclash and more than 500 attendees. This entire event has since been moved online.
4 | **Research and identify possible sound stage or studio locations**

Prepare feasible quick-turnaround warehouse options to present to industry in the event of studio space shortages in Toronto due to production backlogs.

5 | **Revisit film policy & simplify permitting processes**

While facing decreased production activity, prepare and propose City of Kingston Film Policy changes to lessen administration and simplify permitting processes, potentially to include:

6 | **Use staff vacation time now to be ready for a quick ramp-up when production resumes**

---

**Phase 2**

**REDUCED RESTRICTIONS**

1 | **Increase access to key locations and strengthen revenue model**

*Kingston Penitentiary and Springer Market Square*

// Expand on the pilot agreement with the City of Kingston, Correction Services Canada, and the St. Lawrence Parks Commission for increased access to Kingston Penitentiary

// Revisit the pilot agreement with the City of Kingston, Kingston Public Market, First Capital Committee and area businesses for potential increased access to Springer Market Square

// Explore possible access to the former Rockwood Asylum with Infrastructure Ontario

// Refine pricing structure for key facility rentals to continue movement towards self-sufficiency

2 | **Expand locations portfolio to include surrounding areas**

Expand locations, suppliers, resources, and outreach to commutable surrounding areas with no formal film policy or active representation, potentially including Wolfe Island, Napanee, Gananoque, Frontenac County, and Lennox and Addington. Consult with RTO9.

3 | **Develop practicum training program and workshops**

In April, the Film Office wrapped a pilot practicum course with Queen’s University Film & Media Department wherein 20 upper-year students each completed 100 hours of production training through a combination of workshops, training exercises, and placements with local production companies and on-set experiences. Feedback from participants was unanimously positive, and nearly a half dozen students found paid work through this program.

This practicum program expands upon the monthly community workshops being offered by the Film Office from September to April, helping to develop a local crew base and strengthen the production community. We hope to further develop this program to include additional partners such as Holy Cross Catholic Secondary School, LCVI, St. Lawrence College, and Correctional Service Canada.

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Phase 3
FULL RECOVERY

1/ Service two major Tier 1 productions
Resume hosting major production. Leverage the incentive fund and expanded YGK Airport.

2/ Host specialized scout tours
Create targeted group location tours for subsections of the production industry, such as factual/lifestyle including food or travel shows. Increase international industry outreach, highlighting expanded airport.

3/ Present and participate at key international industry events (pending cancellations)
Attend and promote Kingston at key industry events including the Toronto International Film Festival, the American Film Market (LA), LMGI Awards (LA), the Prime Time Conference (Ottawa), and others.

Annually recurring key activities

- Production incentive development, promotion, and administration
  (currently 50% of travel/accommodations to a cap, including increased utilization of airport)
- Group location tours for industry (fall 2021 - pending COVID-19 situation)
- Location shooting and entry for provincial locations library
- City of Kingston film permitting
- Monthly community workshops (September to April - potentially moving online as necessary)
- Formal community training exercises and/or professional development programs (fall)
- Community pitch opportunities (Telefilm Talent Fund, Cogeco, Bell Fibe TV1)
- Monthly newsletter with community profiles

DC Comic’s Titans (Netflix), 2019
• Production incentive development, promotion, and administration (currently 50% of travel/accommodations to a cap, including increased utilization of airport)
• Group location tours for industry (fall 2021 - pending COVID-19 situation)
• Location shooting and entry for provincial locations library
• City of Kingston film permitting
• Monthly community workshops (September to April - potentially moving online as necessary)
• Formal community training exercises and/or professional development programs (fall)
• Community pitch opportunities (Television Talent Fund, Cogeco, Bell Fibe TV1)
• Monthly newsletter with community profiles

Alias Grace (Netflix), 2016
2020 Tourism Kingston Visitor Information Centre Recovery Plan

Visitor Services ensures that visitors are welcomed and well informed with regard to Kingston’s tourism offerings. Working with tourism partners, we aim to continue to improve the visitor experience and recoup a portion of operating costs through the sale of attraction/event tickets in addition to partner brochure racking. We welcome almost 200,000 visitors through the door each year and we hope this trend will continue once travel restrictions are lifted.

Phase 1
PEAK PANDEMIC

1 / Construction of the new Visitor Information Centre will begin early spring and hopes to be completed by later summer. This renovation will allow for a more customer-centric approach to support our guests.

2 / Tourism Awareness Week will be virtual this year. The format will be a town hall led by the recovery strategy for 2020. In addition, highlighting all the segments within Tourism Kingston again on a virtual platform.

Phase 2
REDUCED RESTRICTIONS

1 / Relaunch Front line today: a daily newsletter to all tourism frontline workers to know key information to pass along to guests

2 / Launch the chatbot: a virtual visitor service tool to support those coming to Kingston or help guide them once they have arrived.
Phase 3
REDUCED RESTRICTIONS

1/ Reopen the Visitor Information Centre to customers; adhering to provincial and local safety guidelines.

2/ Relaunch the Partnership Program for 2021; including satellite racking at various tourism touchpoints in the City of Kingston.

3/ Work cohesively with the Tourism Kingston marketing team to create a visitor guide that will be adapted to the current travel market at the end of 2020.
2020 Marketing & Communications Recovery Plan

The Visit Kingston brand positions the city as constantly evolving, culturally vibrant, and authentically hip. Pre-COVID-19, the 2020 content strategy focused on makers of Kingston, live music, culinary, culture, weddings, wellness and leisure, events and festivals, sightseeing, and active outdoor exploration.

The COVID-19 pandemic dramatically shifted destination marketing. Visit Kingston responded quickly, making appropriate changes to our marketing, including going dark with paid advertising for a period and re-emerging with content focused on community-building, empathy, support for our tourism partners, and that keeps the Kingston brand top of mind.

Objectives

- Mitigate the economic impact of the crisis right now
- Support the tourism community during this unprecedented time
- Help travellers connect to Kingston and continue to share brand-building messages about our place and our people
- Build a recovery plan now and be ready

Target Audience

Align target audience with Integrated Destination Strategy audience recommendations

Up and Coming Explorers • Knowledge Seekers • Youthful Socializers

Primary target markets - leisure

Kingston is well positioned to capitalize on large populations looking to travel within a short drive. All recovery marketing will be focused on domestic tire traffic.
Instead of encouraging travellers to book a trip right now, our goal is to keep Kingston top of mind for future recovery.
Social Media Strategy

Tourism Kingston has 78,500+ followers across six platforms and achieves 29,000,000 organic social impressions per year (2019). Timely, relevant, and engaging communication is important to our audiences:

- local residents in Kingston searching for events and activities
- non-locals planning a trip to Kingston – Ottawa, Toronto, and Montreal
- sector-specific stakeholders – local sport organizations, meetings/conference venues, local film and media community and accommodations
- industry partners – accommodations, RTO 9, St. Lawrence Parks Commission, Kingston Destination Group, Queen’s University, event organizers, Kingston Association of Museums, Art Galleries and Historic Sites, and attractions

Cultivate an engaged community across our social media platforms and website
Encourage open lines of communication with business sectors and tourism partners
Support attractions that lack resources for digital marketing and promotions
Amplify initiatives and events though the Visit Kingston channels
Ensure information regarding tourism grants and deadlines are communicated through our industry social media channels

Capture and track earned media.
Working with business sectors and stakeholders, communicate the progress of the Integrated Destination Strategy on appropriate platforms.
Integrate the Fresh Made Daily brand into key stakeholder marketing plans and communications.
Launch and coordinate training opportunities for Kingston’s tourism industry.
## Special Projects

1. Audience segmentation and persona development to support recovery campaigns
2. Continued rollout and enhancement of Kingston dashboard survey
3. Refined reporting metrics. Connect marketing analytics to stays, shopping, and local economy to tell the full story, including the sector’s resilience and recovery.
4. Partnership with Kingston Association of Museums, Galleries and Historic Sites to support market readiness.
5. Enhanced Kingston imagery

## Communications Strategy

Continue to evolve consumer and industry newsletter: refine content; assess value propositions; engage partners; personalize; earn new subscribers; French-language content.

## Always On – When Recovery Allows

### Research Campaign
- Focused use of airport, VIA and On Route statistics to guide Kingston’s sales and marketing plans
- Continue to focus on the use of Kingston dashboard to provide insights about who is visiting Kingston to enhance targeting

### Hotel and Attraction Packages
- Have a dedicated always-on package landing page with social promotion
- Build one-, two-, three-night stays
- Build discount / tier packages
- Focus on need periods i.e., Sunday to Wednesday for hotels and attractions