

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 for Kingston; and to champion Kingston as a destination for local, regional, national, and international tourism.

WELCOME / BOOZHOO TEKWANONWERA:TONS

Kingston is located on the traditional lands of the Huron-Wendat and the Mississauga of the Ojibways. To the local Indigenous Peoples, this place has long been known as Katarokwi, meaning "a place where there is clay." In Anishinaabemowin, it is "Gaadanokwii." In Mohawk, it is "Ken'tarókwen."

Kingston/Katarokwi acknowledges the everlasting presence of other Indigenous nations, the Métis, Inuit, and other First Nations. We are grateful to reside in and visit this territory and acknowledge that each of us has a responsibility to honour these lands by walking gently and respectfully upon them and enjoying the immense beauty of the natural landscape.



**Rainbow
Registered**

TABLE OF CONTENTS

Tourism Kingston Staff	5
Travel Trade	6
Sport & Wellness	9
Business Events	12
Visitor Services	16
Marketing & Communications	20
Supporting Indigenous Tourism	28
Kingston Film and Media Commission	30

KINGSTON



TOURISM KINGSTON STAFF

ADMINISTRATIVE

Megan Knott

EXECUTIVE DIRECTOR

1.613.453.4603

megan@tourismkingston.com

Brooke Porco

OPERATIONS COORDINATOR

1.613.530.6682

brookep@tourismkingston.com

MARKETING AND COMMUNICATIONS

Alison Migneault

DIRECTOR OF MARKETING &
COMMUNICATIONS

1.613.484.2387

alison@tourismkingston.com

Andrea Gunn

SENIOR COMMUNICATIONS WRITER

1.613.305.2873

andrea@tourismkingston.com

Lexy Correa

DIGITAL MARKETING &
COMMUNICATIONS COORDINATOR

1.613.530.6638

lexy@tourismkingston.com

Ella Wang

INTERNATIONAL TRAVEL
TRADE COORDINATOR

ella@tourismkingston.com

SALES

Allyson Tonelli

DIRECTOR OF SALES

1.613.484.1863

allyson@tourismkingston.com

Ted Robinson

BUSINESS EVENTS SPECIALIST

613-532-3495

ted@tourismkingston.com

VISITOR INFORMATION CENTRE

Chris Whyman

VISITOR INFORMATION CENTRE MANAGER

1.613.888.3637

chris@tourismkingston.com

David Anderson

VISITOR INFORMATION CENTRE

TECHNOLOGY SPECIALIST

1.613.530.6639

dave@tourismkingston.com

KINGSTON FILM AND MEDIA COMMISSION

Alex Jansen

FILM COMMISSIONER

1.416.886.5234

alex@tourismkingston.com

Emese Kiraly

FILM PRODUCTION COORDINATOR

1.613.530.6637

emese@tourismkingston.com

Simone Rodrigue

FILM OFFICE ADMINISTRATIVE ASSISTANT

416-995-9455

simone@tourismkingston.com



2022 Travel Trade Annual Plan

The Travel Trade industry, specifically large group travel, will continue to be impacted by the COVID-19 pandemic into 2022. The industry has pivoted to regional, domestic travel with a focus on FITs (fully independent travellers) and small groups, and is preparing for the return of large group and international travel. This annual plan focuses on continuing long-term strategic priorities while assisting operators and partners to adjust their offerings to the FIT and small group markets. Strategies in this plan have been informed by the Integrated Destination Strategy (IDS), market research, and feedback from key operators. The Travel Trade Specialist will focus on both airport and cruise infrastructure throughout 2022 in order to attract new connectivity methods into our city.

2022 Plan

1/ Increase brand awareness and intensify the travel trade market with a focus on FIT and small-group travel, followed by motor coach business from diversified Ontario and Quebec tour operators as recovery progresses

- // Participate in and promote overnight stops in Kingston through Destination Ontario sales missions
- // Attend virtually or in person: Rendezvous Canada (RVC), Bienvenue Quebec (BVQ), Seatrade and the Ontario Motor Coach Association (OMCA), promoting Kingston itineraries and partners

2/ Product development

- // Use market research and feedback from operators to inform product development to ensure products and experiences in market are competitive
- // Leverage incentive funding for group business

Destination packaging

3/ // Develop seasonal and evergreen destination packages including accommodations, attractions, and dining offers that focus on the FIT and leisure market, increasing overnight stays in lower-traffic seasons

Regional partnerships

4/ // Continue to develop partnerships with Prince Edward County and its operators focused on itineraries for the FIT and group markets, developing products that leverage the demand for the County such as wine and culinary tours

// Leverage partnerships with other destinations, to create multi-destination itineraries for the FIT and group markets

5 | Itineraries

- // Develop and promote itineraries geared to FIT and group markets, segmented by demographics and season
- // Focus on multilingual itineraries and itineraries geared to leisure travel segments

6 | Host prospective clients and influencers from primary markets to improve the outreach and targeting of key operators

- // Host familiarization (FAM) tours
- // Create pre and/or post opportunities for tradeshow to provide authentic activities and participation in-market when destinations allow

7 | Position Kingston as a key cruise tourism hub and target the emerging Great Lakes cruising industry for more stops in Kingston, utilizing the deep-water dock

- // Prospect the emerging Great Lakes cruising industry by approaching cruise lines and excursion companies and creating cruise ship excursion-specific itineraries
- // Utilize the coal dock in partnership with Doornekamp Construction as a temporary deep-water dock location

Increase demand for Kingston in the international markets

8 |

- // Maintain current, and develop new, connections with international operators in key markets to ensure demand throughout the recovery period
- // Focus on key markets such as UK, Germany, and the United States

9 | Sales calls

- // Connect with key travel trade clients frequently, separate from tradeshow and sales missions, to ensure that clients feel engaged and informed about all offerings in Kingston
- // Push leads to partners using Simpleview

10 | Expand Kingston's educational travel sector

- // Focus on growing the education sector in all seasons through regional public schools, private schools, and student tour operators
- // Collaborate with partners to offer education-specific experiences at their site
- // Develop university experiences with Queen's University and its Enrichment Studies Unit

11 | Partner engagement

- // Engage travel trade partners by hosting quarterly sector committee meetings to focus on growth markets, to better measure the impact of sales efforts, and to offer support where possible
- // Contribute content to the industry newsletter to communicate up-to-date information regarding the travel trade industry
- // Represent Tourism Kingston in the community by being an active participant on boards/committees

12 | Attraction Commutes

- // Continue to lead a bus strategy in partnership with the City of Kingston that will have a better parking system for partners and the City
- // Aim to transition current traffic to full-day or overnight stays

13 / Establish Kingston Airport as a key regional airport with increased traffic

- // Represent Tourism Kingston on the Kingston Airport Advisory Committee, leveraging business development opportunities and partnerships to increase air traffic
- // Attract and retain regional carriers with connections to international carriers to increase connectivity through the Kingston Airport

Professional Development Activities

(virtual or in-person)

March	Destination Ontario Sales Mission
April	Seatrade
April / June	Tourism Kingston-hosted familiarization (FAM) tours
May	Rendez-Vous Canada (RVC)
August	Student and Youth Travel Association Conference
October	Bienvenue Quebec (BVQ)
November	Ontario Motor Coach Association (OMCA)
December	Canadian Inbound Tourism Association Asia Pacific (CITAP)





2022 Sport & Wellness Annual Plan

Sport and wellness tourism continues to make a significant contribution to the Canadian economy. According to the most recent data (2019) compiled on behalf of the Canadian Sport Tourism Alliance (CSTA) using Statistics Canada data, Canada continues to benefit from the high value of sport tourism with a total expenditure of \$7.4 billion.

2022 Plan

- 1/ Continue to foster relationships with local sport organizations in this recovery phase to expand tournaments, develop new sport products such as esports (gaming), and increase bidding capacity
 - // Host bi-annual local sport organization townhalls to understand infrastructure + rates required to host future events
- 2/ Foster relationships with wellness companies to expand product offerings and create wellness experiences and itineraries
 - // Work with hotels and partners to create wellness-driven packages and support wellness events
- 3/ Meet and collaborate with the Sport + Wellness Tourism Advisory Committee on upcoming opportunities every quarter
- 4/ Partner with surrounding communities to increase regional hosting capacity
- 5/ Source grants from private and public sectors to offset bidding and staging costs of sport and wellness events
- 6/ Contribute content to the industry newsletter to communicate up-to-date information regarding how sports support Kingston's tourism economy
- 7/ Use Simpleview to turn leads into definite bookings. Encourage sport organizations to utilize Tourism Kingston's RFP process via Simpleview to book directly with hotels.
- 8/ Utilize the Sport Tourism Framework provided by Floor 13 to work in tandem with the City in developing sport tourism

9 / Attract sport conferences, training events, and annual general meetings to Kingston, using similar bidding tactics and working with the Business Events Specialist to help service these conferences/meetings

11 / Continue membership with Sport Tourism Canada to proactively build our business in the sport tourism industry through networking, business-to-business, and educational opportunities

10 / Represent Tourism Kingston in the community by being an active participant on boards/committees



Professional Development Activities

(virtual or in-person)

March 22 - 24	Sport Tourism Sport Events Congress	Edmonton
TBD	Wellness Tourism Association Conference	TBD
November	Sport Tourism Forum	Ottawa

Major Sport Events

U Sports National Women's Basketball Championships	March
U Sports National Men's Volleyball Championships	March
Canadian Women's Individual Chess Championships	April
2022 OMHA Championship weekends	April
U17/U19 Girls Ontario Basketball Cup	May
2022 Youth Climbing Provincial Championships*	May
2022 Canadian National Pickleball Championships	June
2022 Laser North American Championships	July
2022 Sail Canada National Championships	November
2022 FISA World Tour	September
Karate Canada Summit*	September
9RunRun	September
2022 World Broomball Championships	October
U Sports Women's National Soccer Championships	November
2022 Eastern Blind Hockey Championships*	November

*not yet awarded

Tentative Annual Events Supported by Tourism Kingston

1000 Islands Open
 C420 International Regatta/Canadian Championships
 Cork Fall Regatta
 Cork International Optimist Regatta
 Cork Olympic Classes Regatta
 Gaels Cup (Girls/Boys)
 Kids for Kids Hockey Tournament
 Kingston Kids Triathlon
 Kingston United First Capital Tournament
 Laser Canadian Championships

RELM 3-on-3 March Break Tournament
 RELM Adult Hockey Classic
 RELM Girls Hockey Challenge
 RELM High School Hockey Showcase
 RELM Original Hockey Hall of Fame Tournament
 RELM Prospects Elite Boys Showcase
 RELM Youth Boys Hockey Challenge
 Taylor Hall Ball Hockey Tournament
 Taylor Hall Cup Classic

(subject to change due to covid)

business event

2022 Business Events Annual Plan

As recovery continues, event planners across Canada have shifted to utilizing digital platforms in order to host inperson/hybrid and virtual events. The introduction of vaccine passport, rapid testing, and/or increased safety measures have been implemented and we are beginning to see events return.

2022 Plan

- 1 | Target local tire-traffic markets of Toronto, Ottawa, and Montreal to provide a central meeting place to host their regional meetings
 - // Utilize planner networks of MPI and CSAE
 - // Conduct virtual and in-person sales calls based on planner sentiments
 - // Post industry news and updates on social
 - // Attend industry events/tradeshows/virtual meetings
- 2 | Develop and promote signature corporate experiences for small, medium, and large events
 - // Develop evergreen packages for corporate event and meeting planners in a centralized location with seasonal pricing to drive demand in need periods
 - // Include Tourism Kingston conference services, overnight stays, event space rentals, group activities, and/or transportation in packages
- 3 | Create example event itineraries based on client testimonials and/or partner capabilities to be used for sales and marketing purposes
- 3 | Business events website development
 - // Build out planner resources
 - // Introduce blog content about meetings and events in Kingston
 - // Provide central location for corporate packages
- 4 | Create and collect digital assets for virtual site tours and marketing purposes utilizing Threshold 360
 - // Assist partners with enhancing hybrid technology in meeting spaces
- 5 | Champion the conference feasibility study commissioned in partnership with Kingston Accommodation Partners detailing the opportunities for new conferences with a 1,000-person conference centre

events

6 / Create more engagement with city activities from booked events by offering Tourism Kingston "value-adds" to local partners hosting qualified gatherings

// Utilize incentive dollars

// Tourism Kingston welcome booth for registration/event check-in

// Itinerary planning services and activity sourcing

7 / // Targeted campaigns to engage attendees of meetings and conferences with off-campus Kingston activities

8 / Increase brand awareness by attending industry events

// 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)

// In-person Kingston-hosted familiarization tours for qualified leads

9 / Host quarterly Business Events Committee meetings





Professional Development Activities

(virtual or in-person)

March	CSAE Trillium Winter Summit	TBD
April 4 – 6	Ottawa-based Tete-A-Tete tradeshow & Destination Direct	Ottawa
April 28 – 30	The EVENT MPI	Toronto
June / July	Canadian Society of Association Executives Summer Summit	TBD
August	Canada's Meetings & Events Expo	TBD



visito

visitor



VISITOR SERVICES

2022 Visitor Information Centre Annual Plan

In 2022, the Visitor Information Centre operations will adapt as needed to adhere to public health guidelines. Within those parameters, we will continue to maintain our role as a frontline provider to both visitors and residents, tailoring our services to meet demand. Visitor Services staff will continue to promote local activities, events, attractions, and businesses to enrich and extend visitor stays to Kingston.

2022 Plan

Continue and enhance our work in four key areas:

- 1 | Information: Provide excellent customer service to visitors to provide timely, personalized information on local tourism, events, attractions (in person, by phone, by chatbot, by email)
 - // Work with tourism partners to ensure their visitor information is readily available and up-to-date
 - // offer brochures and maps in collaboration with the Marketing & Communications team
 - // Ensure summer staff participate in FAM tours with tourism partners in order to obtain and communicate information to enhance the customer service experience for visitors
 - // Track visitor trends and data to support other Tourism Kingston programming and marketing
- 2 | Retail sales: Promote the sale of our unique and proprietary line of clothing and gift items
 - // Explore new opportunities for in-demand or seasonal clothing and gift items
- 3 | Commission sales: Sell attraction tickets to visitors from our tourism partners
- 4 | Partnership program: Update brochure racking and digital advertising sales to promote tourism partners
 - // Grow the partnership program with expanded satellite brochure racking at the Visitor Information Centre, Portsmouth Olympic Harbour, Kingston Airport, the Kingston Pen, and the INVISTA Centre
 - // Package digital advertising options in the Visitor Information Centre to maximize promotion of tourism partners, events, and activities

New for 2022

Move ahead with plans to improve the back patio of the Visitor Information Centre

- // Create a dedicated space for visitors to enjoy live music and other lakeside programming
- // Expand food takeout from local restaurants to this patio during the summer



Marketing &

2022 Marketing & Communications Annual Plan

Guiding Principles:

- // The status of the travel sector in 2022 is unknown but improving over the previous 18 months
- // Destination marketing remains critically important, even if COVID-19 restrictions are in place
- // Destination marketing plays a central role in supporting local businesses
- // Leisure travel will recover faster than business travel
- // Domestic markets will provide the greatest prospects; the Visiting Friends and Relatives (VFR) market will be crucial
- // Support and execute against the Integrated Destination Strategy

Objectives:

- 1 | Connect travellers and residents with Kingston
- 2 | Mitigate the economic impact of the COVID-19 crisis in our community
- 3 | Support local businesses during this unprecedented time
- 4 | Leverage incentives, staycation credit, funding opportunities, and strategic campaigns and initiatives to boost recovery
- 5 | Support the sales sectors: develop targeted communications strategies and tactics
- 6 | Communicate the value and impact of tourism to the Kingston community
- 7 | Support domestic travel

Primary

Toronto, Ottawa, Montreal, South Eastern Ontario

Secondary

Kingston, New York State

// Though our paid marketing will focus on these targets, we will continue to create touchpoints with other markets through our newsletters, website, sales sector communication support, and organic social media, including Chinese social media channels – WeChat and Weibo – to maintain relationships and keep Kingston top of mind.



Traveller Targets:

The following targets support the Integrated Destination Strategy's focus on Up-and-Coming Explorers, Youthful Socializers, and Knowledge Seekers, prioritizing segments with behavioural traits that suggest they may travel in the near future.



CONNECTED EXPLORERS



Connected Explorers are young couples under 40, both with and without children. They are a confident, youthful, optimistic group. They have a deep-seated need to travel and expose themselves to many new experiences. Travel for them is about expanding their horizons, and they are looking for a fully packed schedule of activities. They use technology at all phases of a trip including researching, booking, planning, and especially when sharing their travel experiences once back home.



PAMPERED RELAXER



Pampered Relaxers, as their name suggests, see a vacation as a chance to indulge in total relaxation and pampering. They want an ultimate spa and resort experience that lets them unwind, recharge, and reconnect with friends. This group is composed mainly of couples with an above-average income and travel budget. They want to make the most of their getaway by enjoying the finer things in life as well as some youthful, carefree fun.

Knowledge Seekers are couples in or nearing retirement, age 55+, with a higher income.

They are entering a new phase of life as empty nesters with the time and money to go enjoy themselves, and travel is a part of this new lifestyle. They are looking to understand the places they visit by getting exposure to local customs. Trips usually last eight days as they want to fully appreciate where they are and explore all aspects of history, art, and culture. Travel for them is about expanding and stimulating the mind.

KNOWLEDGE SEEKERS



MELLOW VACATIONERS



Many of these travellers are couples above the age of 40 vacationing without children (with a skew towards the 55+ age bracket). They are fairly quiet, low-energy people looking for a home away from home where they can relax and find tranquility. Travelling is often a chance to visit family or friends. They are natural homebodies and when on vacation they want to enjoy some simple R&R. Travel for them isn't found through a particular activity or passion, but rather simply getting away from it all.

Strategic Approach:

BRAND BUILDING

KEEP KINGSTON TOP OF MIND. THE PEOPLE ARE THE PLACE.

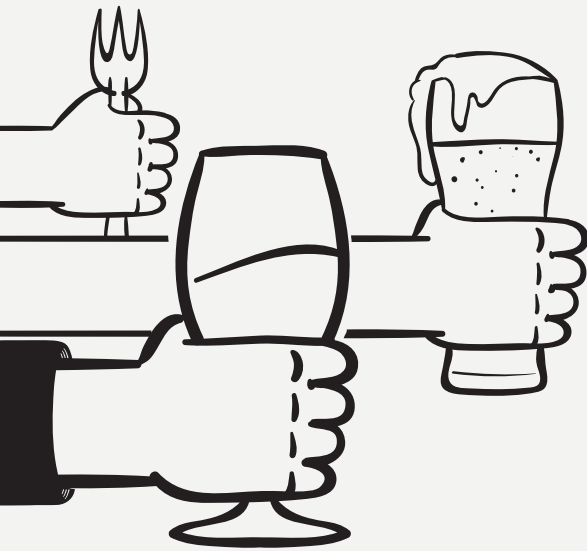
Brand-building campaigns supported by rich storytelling will continue to lead in 2022, with direct calls to action and promotional offers layered into targeted campaigns. We will continue to enhance the Kingston brand through paid, earned, and owned opportunities, leveraging proven tactics to increase awareness of Kingston as a four-season tourism destination for travellers.

- // Bring our brand stories into people's homes
- // Amplify the good
- // Leverage positive social capital
- // Human-interest stories are timeless
- // More content now than ever



Brand Positioning

<p>authentically hip</p> <p>A destination that celebrates artisans</p> <p>Travellers do what locals do</p> <p>We don't do 'touristy'</p> <p>The home for impassioned curators & creators</p>	<p>culturally vibrant</p> <p>A smart, affluent population that embraces creativity</p> <p>We celebrate 'different'</p> <p>Our history and architecture are the textural backdrop for modern arts</p>	<p>constantly evolving</p> <p>A young city full of new ideas</p> <p>An incubator community and innovation hub</p> <p>We always look for new ways to attract and engage visitors</p> <p>At the forefront of the creative and culinary arts</p>
--	--	---



WHY KINGSTON

- // We are a 300-year-old city filled with innovators and creators. The maker movement thrives here – be true to that.
- // Our culinary and arts scene compares to cities 10 times our size. Our population is affluent and educated, and our experiences are tailored to the educated traveller.
- // Historic location plus vibrant creative energy means surprise and delight around every corner.

Kingston boasts four Rembrandt paintings, two film festivals, and one vibrant downtown shopping scene. Home to Ontario's oldest public market and Canada's hippest live music scene, Kingston is a walkable city, where hidden alleyways contain antique markets and restaurant patios. With dozens of museums and historic sites, and dozens more unique shopping and dining experiences, Kingston offers you something old and something new around every corner.



Content Strategy

Our fundamental content strategy is to tell authentic stories of Kingston. We tell the stories of the person behind the business, the history behind the historical site, the inspiration behind the artistic work. In this way, we engage our audiences, whether they have lived here all their lives or are just discovering Kingston, to explore our community. Examples of the content strategy in action include maker profiles, insider itineraries, monthly 25 things to do in Kingston, and contesting that requests input on favourite Kingston events, meals, memories, or natural resources.

Our content strategy also includes creating thoughtful and inclusive visual assets: our team is continuing to update photography to promote the community. Regular casting calls for local participants in photo shoots enable us to include real Kingstonians in our marketing while showcasing the diversity of our community.

Media Strategy

To keep marketing efforts nimble, the 2022 approach will continue to lead with digital tactics. Campaigns and media plans will be informed by the latest research data, trends, and COVID-19 restrictions and guidelines.

Key campaign themes will include culinary, breweries, and Kingstonlicious; winter illumination; “where old meets new;” Kingston weddings; 25 Things to Do; and live music.

Paid

- // Social
- // Video
- // Search, display, remarketing
- // Native
- // Influencers
- // Regional media
(sponsored content)

Owned

- // Website and microsites
- // Newsletters
- // Organic social
- // Visitor information channels –
webchat, email, phone
- // Visitor Guide and
supporting collateral
- // Tradeshows and events
(virtual or in-person)
- // Social
- // SEO

Earned

- // Social
- // Proactive pitching and
earned media

Owned Digital Strategy

With our brand positioning, pillars, and traveller targets in mind, we will inspire our audience to keep Kingston top of mind and encourage them to visit. We will focus on fostering partnerships with Kingston businesses and organizations through giveaways and highlighted posts. Our channels thrive by featuring user-generated content from the #VisitKingston hashtag and new photography assets.

We continue to grow our consumer and industry newsletters through attractive incentives: encouraging subscribers to share testimonials in exchange for contest entries. Our newsletters will reflect in-market campaigns by distributing blog content, packages, and highlighted experiences, segmentation, and persona development to refine campaign targeting.

Total Audience (September 2021)

#visitkingston, @VisitKingstonCA

62,923

Facebook

15,977

Instagram

7,807

Twitter

1,279

LinkedIn

279

YouTube

222

Pinterest

1,376

Weibo

1,798

WeChat

5,059

Consumer Newsletter

332

Industry Newsletter

Content Pillars



Makers: Telling authentic stories and shining a light on Kingston's creative community



Food & Drink: Promoting Kingston's dynamic culinary scene



Arts & Culture: Featuring Kingston's unique arts and culture scene, museums, historic sites, galleries, festivals, and events (online and in-person)



Wellness & Leisure: Experiences anchored by health-focused and active exploration, including cycling, hiking, yoga and fitness, spas, and pampering



Weddings: Promoting Kingston as the perfect backdrop for a destination wedding close to home



Sectors: Athletes of Kingston, unique venues, targeted itineraries, educational tours, film productions

visitkingston.ca

Tourism Kingston manages and maintains visitkingston.ca, a popular website that sees more than 1,000,000 pageviews annually. visitkingston.ca includes three language websites – English, French, and Mandarin – and four microsites, providing comprehensive information about Kingston as a destination.

ALTERNATIVE-LANGUAGE WEBSITES:

FRENCH – comprehensive French-language site that includes 25 Things to Do content, timely articles, and evergreen content primarily targeted to the Quebec market. With the support of the Francophone Community Grants Program, visitkingston.ca will be enhanced with a focus on content, accessibility, and SEO, including the creation of new French-language stories.

visitekingston.ca

CHINESE – a dedicated landing page for content presented in Mandarin, which includes timely and evergreen stories relevant to Chinese Canadians and their visiting friends and relatives. This website will be enhanced in 2022 to prepare for recovery of international markets through travel trade and VFR.

visitkingston.ca/cn

MICROSITES:

MAKERS OF KINGSTON – a website dedicated to the creative scene in Kingston, featuring profiles of local makers, artists, and culinary creators. The site primarily features evergreen content.

visitkingston.ca/makers

MUSIC – a website focused on Kingston’s live music scene, providing event listings, Kingston playlists, and stories about musicians and bands.

visitkingston.ca/music

CULINARY – a website presented in partnership with Frontenac County profiling the farm-to-table connection of the neighbouring regions through story and video content.

visitkingston.ca/culinary

WEDDINGS – a microsite that positions Kingston as a close-to-home destination wedding location, offered as a pay-to-play partnership with local attractions, accommodations, and wedding-service providers. A free listing is available to all partners.

weddingsinkingston.ca

2022 Plan

- 1** / Leverage visitkingston.ca as the content hub and landing page for Visit Kingston marketing campaigns, presenting a compelling image of Kingston as a destination, and connecting residents and visitors with partners
- 2** / Work with search agency and agency of record to identify and implement back-end improvements to strengthen organic search traffic
- 3** / Develop a comprehensive content calendar, using identified content pillars, that supports new timely and evergreen content across all websites and microsites
- 4** / Develop content translation strategy to ensure timely updates to French and Chinese websites

- 5 | Launch weddings 2022 campaign, raising profile for Kingston as a wedding destination and driving traffic to weddingsinkingston.ca and partner websites
- 6 | Identify opportunities to promote return of live music in Kingston as COVID-19 restrictions lift
- 7 | Continue to develop Photo Share image library with updated photography and videography

Special Projects

Research & Audience Development

- // Audience segmentation and persona development to refine campaign targeting for recovery. Review and refine Kingston dashboard data, including Str, AirDNA, visitor survey, and industry research and insights from Conference Board of Canada and other sources
- // Enhance strategy to connect with LGBTQ+ market; develop experiences, packages, and collateral based on CGLCC and Rainbow Registered recommendations
- // Continue to grow and encourage interactions in our industry and consumer newsletters. Gather testimonials using incentives that increase open and clickthrough rates

Product Development

- // Working with sales team, continue to build complementary marketing partnerships with nearby regions, i.e., Frontenac County and Prince Edward County
- // Enhance culinary microsite with additional regional stories

Asset Development

- // Continue to augment Kingston imagery, using an inclusive approach mapped to strategies, identified gaps, and current trends

Partnerships

- // Continued partnership with Kingston Association of Museums, Galleries and Historic Sites
- // Continue strategic sponsorships that align with Integrated Destination Strategy.
- // Work in partnership with Kingston Economic Development and the City of Kingston to refine brand guidelines and expand partner usage

Profile & Promotion

- // Explore innovative ways to host giveaways on our social media channels that increase engagement and positive sentiment with the brand
- // Employ promotional offers (e.g., VISA gift cards, inclusions) to drive partner referrals

Strategic Partnerships

- // City of Kingston
- // Destination Canada
- // Destination Ontario
- // Downtown Kingston
- // Greater Kingston Chamber of Commerce
- // Kingston Accommodation Partners
- // Kingston Association of Museums, Galleries and Historic Sites
- // Kingston Economic Development Corporation
- // Kingston, Frontenac, Lennox & Addington Public Health
- // RTO 9

Destination Marketing Committee: advisory group that provides strategic advice and oversight for destination marketing efforts

Measurements

- // Continue to build value and resonance in the Kingston brand (impressions)
- // Engage prospective visitors across their path to purchase (engagement; clickthrough rate; website sessions and pageviews)
- // Connect visitors to Kingston operators to close the sale (operator referrals)
- // Utilize Kingston dashboard for data analysis (occupancy; visitor survey; economic impact)

Partnership and Professional Development Activities *(virtual or in-person)*

- | | |
|----------|---|
| TBD | City Nation Place Americas Conference |
| October | Tourism Industry Association of Ontario Tourism Summit |
| November | Tourism Industry Association of Canada Tourism Congress |





Supporting Indigenous Tourism

In 2022, we will continue our work to support and promote Indigenous tourism by highlighting both the Indigenous history of this region and the opportunities to experience contemporary Indigenous art, cuisine, culture, and more.

Tourism Kingston is a member of Indigenous Tourism Ontario, Canada which focuses on uniting communities, Indigenous organizations, and industry leaders to support the growth of Indigenous tourism in Ontario.

CULTURALLY AUTHENTIC EXPERIENCE

“A tourism product, service, and/or experience that offers a visitor a cultural experience in a manner that is appropriate, respectful, and true to the Indigenous culture being portrayed.”

- Indigenous Tourism Ontario

2022 Plan

1/ Build on 2021 Indigenous Cultural Programming series

// Featuring live music from local performers as well as a vendor market, the goal of this series is to showcase the work of a variety of Indigenous musicians, craftspeople, and artisans in our community to both residents and visitors. The pilot project in 2021 was such a success that repeat programming is being explored for 2022.

2/ Expand opportunities to showcase Indigenous artists in our community, through public art pieces

// In 2021, we licensed the artwork of a local Indigenous art team to display on the Visitor Information Centre building, starting on Sept. 30, the National Day for Truth and Reconciliation, and continuing into the fall.

// For 2022, plans are underway for additional public art pieces to support representation from Indigenous members of our community.

3/ Continue to work with Indigenous members of our community and professionals, such as Georgina Riel Consulting, to support culturally authentic experiences

// Expand online content to provide both historical context and contemporary information about the community of Kingston/ Katarokwi, its peoples, resources, experiences, and cultures

// Provide opportunities for Tourism Kingston staff and partners to learn, explore, and engage in Indigenous history and contemporary issues

// Provide new opportunities for learning, exploration, and engagement for visitors and residents



stair



SUSTAINABLE TOURISM 2030

PLEDGE WITH US

TIAO has requested all partners work together become the most sustainable provincial tourism destination in Canada and take the Sustainable Tourism 2030 Pledge.

The Sustainable Tourism 2030 Pledge is a commitment to improve the sustainability performance of your tourism business or destination between now and 2030.

Launched in June 2021, the Sustainable Tourism 2030 Pledge is a global movement of individuals, businesses, and organizations within the tourism and hospitality industry that believe tourism has a tremendous opportunity to become a force for good and change the world. We believe that improving the social, cultural, environmental, and economic performance of our industry in support of the UN Sustainable Development Goals and UN 2030 Agenda for Sustainable Development is not a trend or a cause, but is essential to the long-term health and well-being of this important sector of the global economy. The Sustainable Tourism 2030 Pledge is built upon the GreenStep Sustainable Tourism criteria, which is aligned with, and in the case of the business criteria, has achieved "Recognized" status within, the Global Sustainable Tourism Council.

*Tourism has a tremendous
opportunity to become a force
for good and change the world.*

let's change
the world
through
tourism

KINGSTON FILM AND MEDIA COMMISSION



Film and television production in Ontario and Canada is at an all-time high. In 2019 the province hosted 343 major film and television productions with more than \$2.16 billion spent and over 44,500 jobs created. Following COVID-19 shutdown, the province returned to record levels of production as of fall 2020. The industry is anchored around the City of Toronto, which has brought online more than 2,000,000 square feet of new studio space over the past two years yet still struggles to meet growing 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 while the provincial government is targeting a \$5 billion annual industry by 2025.

The Kingston Film Office (now the Kingston Film and Media Commission) was officially launched in 2018 in the wake of the feature film *Crimson Peak* (2015) and the CBC/Netflix television series *Alias Grace* (2017). Up until this point very little was done to actively promote Kingston for film and media production and there were few, if any, established systems, structures, or organized resources to actively market and support production in the area.

2022 Kingston Film and Media Commission Annual Plan

The Kingston Film and Media Commission will attract and support major film and media production within the greater Kingston area.

2022 will see a strong rebound from COVID-19, increased production volume overall and the start of end-to-end production locally, the establishment of a strong local cast and crew base, and progress towards both the creation of possible studio space and the development of a proposed South Eastern Ontario Production Accelerator Fund with strategic partners extending to Ottawa.

The team will also explore possible expansion into broader screen-based production, including interactive digital media and video games.

2022 Plan

- 1 | Attract three to four major Tier 1 productions
 - // Target major international production and leverage the expanded Kingston Airport
- 2 | Increase access to key locations and strengthen revenue model: Kingston Penitentiary, Springer Market Square, Rockwood Asylum
 - // Revisit and expand on the trial agreement with the City of Kingston, Correction Services Canada, and the St. Lawrence Parks Commission for increased access to the Kingston Penitentiary
- 3 | Expand locations portfolio to include surrounding areas
 - // Pursue access to the former Rockwood Asylum with the City of Kingston and Ontario government
 - // Revisit the pricing structure for key facility rentals to continue movement towards self-sufficiency
 - // Expand locations, suppliers, resources, and outreach to commutable surrounding areas with no formal film policy or active representation in partnership with RTO 9
 - // Secure formal partnerships and pursue funding opportunities with surrounding municipalities

- 4 / Form a South Eastern Ontario Film Office Association and lobby for regional funding
 - // Continue official working group of Film Offices from Belleville to Ottawa, towards common interests such as union representation, funding opportunities, and heightened incentives. Lobby for a game-changing new South Eastern Ontario Production Accelerator Fund (SEOPAF) modelled after the Northern Ontario Heritage Fund. Explore expanding the current incentive program to include local labour spend.
 - // Upon developing the local crew base and/or creating an SEOPAF, explore expanding the current incentive program that covers 50% of travel and accommodations expenses to further include 50% of local labour spend up to a cap, to encourage more hiring of local talent
 - // Consult with KEDCO, Queen's University, and St. Lawrence College to explore new funding opportunities
- 5 / Develop the local production community: expand and refine production training program and workshops
 - // Refine and expand the pilot practicum program developed with the Queen's University Department of Film & Media to potentially include St. Lawrence College, Lehurst College, LCVI, Holy Cross Catholic Secondary School, and Correction Services Canada's Offender Release Program. Reimagine program for online delivery. Explore relevant new funding opportunities.
 - // This practicum program expands upon the regular monthly workshops offered by the Kingston Film and Media Commission from September to April, helping to develop a local crew base and strengthen the production community
 - // Explore a strategic partnership with TIFF Industry or TIFF Higher Learning
 - // Develop advanced professional development workshops specifically for local production companies
- 6 / Continue to revisit and simplify permitting processes
 - // Expanded trial of annual permits for established local production companies
 - // Reduced permit requirements for minor productions below a threshold (per NYC precedent)
 - // Updated drone requirements pending Transport Canada changes
- 7 / Develop and host specialized scout tours
 - // Offer location tours in person or virtually for targeted subsections of the production industry, such as factual/lifestyle including food or travel shows. Increase international industry outreach, highlighting expanded Kingston airport
- 8 / Leverage key international industry events
 - // Attend and promote Kingston at key industry events in person or virtually, including the Toronto International Film Festival, the American Film Market (Los Angeles), Locations Manager Guild Awards (Los Angeles) and the Prime Time Conference (Ottawa)
- 9 / Actively pursue production studio interest and partners
 - // Based on production volume and growth, target and pursue partners and/or investors for a potential production studio or soundstage in consultation with KEDCO, Queen's University, and St. Lawrence College
- 10 / Expand portfolio to include broader creative industries
 - // Pending the outcome of the City of Kingston's ongoing Creative Industries Study, work with the City and KEDCO to expand the portfolio to support broader creative industries including interactive digital media; videogames are now a larger industry than film, television, and music combined

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
- // Location shooting and entry for promotion in provincial locations library
- // City of Kingston film permitting
- // Monthly community workshops (September to April)
- // Formal community training exercises and/or professional development programs
- // Community pitch opportunities (Telefilm Talent Fund, Cogeco, Bell Fibe TV1)





Tourism Kingston
366 King St. E Suite #460
Kingston, Ontario K7K 6Y3

KINGSTON

visitkingston.ca