

ANNUAL PLAN

explore

A young girl with blonde hair, wearing a light blue, sleeveless, flowing dress and sandals, is running joyfully on a wooden walkway. She is positioned in the center of the frame, running towards the viewer. The walkway is flanked by dark metal railings and leads through a large, arched stone doorway. The background is a massive, grey stone wall with a textured, blocky appearance. The girl's hair is blowing in the wind, creating a sense of motion and energy. The word "explore" is written in a large, vibrant green, cursive font across the lower half of the image, partially overlapping the girl and the walkway.



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*Few Canadian cities
—large or small—have
the soul, the influence,
and the sense of place
of Kingston.*

— Canada's Best Small Cities Report, Resonance

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 acknowledgment

—> visitkingston.ca/about

Watch land acknowledgment 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 Bronze certification from GreenStep Canada, acknowledging our sustainable measures in place and in progress.



Inclusive



TOURISM KINGSTON STAFF

OPERATIONS



Megan Knott

Chief Executive Officer



Brittney Veley

Operations and
Human Resources
Manager

SALES



Ted Robinson

Business Events
Specialist



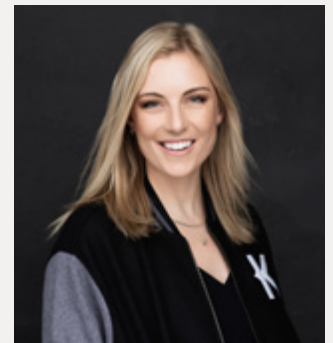
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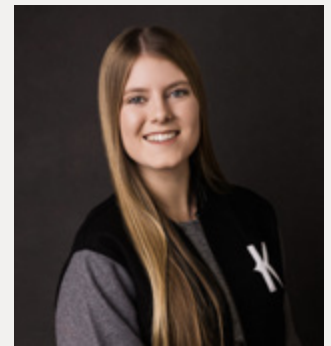
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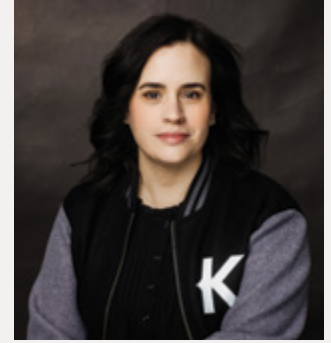
Film & Media Officer



Matthew Ing

Film and Media Specialist

MARKETING AND COMMUNICATIONS



Alexandra Allain

Supervisor of Visitor
Services

Alison Migneault

Chief Marketing Officer



INTEGRATED DESTINATION STRATEGY

When possible, each unit's tactics are aligned with initiatives of the Integrated Destination Strategy (IDS) for 2023–2027, in order to demonstrate our work toward our long-term goals.

Guiding principles of the IDS:

- 1** / We focus on the betterment of Kingston residents through tourism, balancing economic objectives with social and environmental priorities.
- 2** / We collaborate across all tourism stakeholders – residents, tourism industry members, local/regional government, and key institutions and industries in Kingston to leverage tourism opportunities.
- 3** / We align with major city government and other public and private sector initiatives that reflect the tourism potential including leveraging creative industries, environmental initiatives, and similar priorities.
- 4** / We celebrate the diversity of our destination by striving to ensure all players in our tourism ecosystem are represented and included.
- 5** / We root our decisions in evidence and measure results of our actions enabling us to take calculated risks while also being accountable and responsible to our stakeholders.

Learn more about Kingston's Integrated Destination Strategy:

—>> visitkingston.ca/IDS

STRATEGIES

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

These include:

- // Kingston City Council strategic priorities
- // Growing Food Tourism in Kingston (CTA Culinary Strategy)
- // CGLCC Destination Audit
- // Kingston Sport Tourism Venue Inventory and Assessment
- // Destination Sustainability Diagnosis
- // Sport Tourism Strategic Framework
- // Kingston Music Strategy
- // Creative Industries Strategy

STRATEGIC PARTNERSHIPS

Industry

- // American Bus Association
- // Bus Carriers Federation
- // Canadian Live Music Association
- // Canadian Society of Association Executives
- // Canadian Society of Professional Event Planners
- // Cruise Lines International Association
- // Culinary Tourism Alliance
- // Destination Canada
- // Destination Ontario
- // Destinations International
- // Destinations International (Canadian Destinations Leadership Council)
- // Great Lakes Cruise Association
- // GreenStep
- // Indigenous Tourism Association of Canada
- // Indigenous Tourism Ontario
- // Interactive Ontario
- // Jonview
- // Meetings Mean Business Canada
- // Meeting Professionals International: Ottawa Chapter
- // Ontario Creates
- // Ontario Motor Coach Association (OMCA)
- // Parks Canada

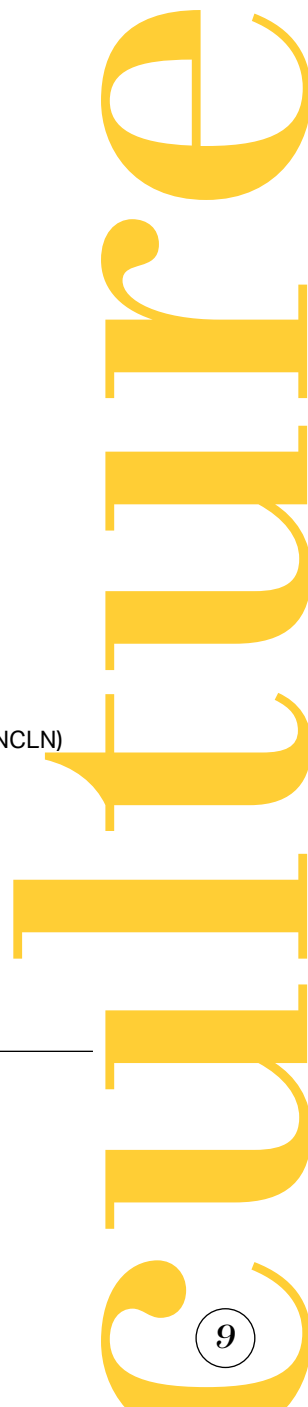
- // Professional Convention Management Association (PMCA)
- // RTO 9
- // St. Lawrence Parks Commission (SLPC)
- // Sport Tourism Canada
- // Student and Youth Travel Association
- // Tourism Industry Association of Canada (TIAC)
- // Tourism Industry Association of Ontario (TIAO)

Local

- // City of Kingston
- // Downtown Kingston BIA
- // Frontenac County
- // Greater Kingston Chamber of Commerce
- // Kingston Accommodation Partners
- // Kingston Association of Museums, Galleries and Historic Sites (KAM)
- // Kingston Canadian Film Festival
- // Kingston Economic Development Corporation
- // Kingston Native Centre and Language Nest (KNCLN)
- // Kingston Pride
- // Queen's University
- // St. Lawrence College (SLC)
- // Sustainable Kingston

COMMITTEES

- // Airport Advisory Committee
- // Attractions Committee
- // Creative Industries Committee
- // Cruise Committee
- // Destination Marketing Committee
- // Digital and Visual Communications Committee
- // Hospitality & Tourism Program Advisory Committee (SLC)
- // Music Committee
- // RTO Destination Committee
- // Sales Committee (Business Events, Sport and Wellness, and Travel Trade)
- // Short-Term Rental Committee





SUSTAINABLE TOURISM

In 2024, Tourism Kingston will continue to act on its commitment to the Sustainable Tourism 2030 Pledge to improve responsible and sustainable tourism practices within the operations of Tourism Kingston and Kingston as a tourism destination. By completing the GreenStep Sustainable Tourism Certification for the destination of Kingston, collaborating with partners, and creating a sustainable tourism strategy, Tourism Kingston aims to accelerate sustainable tourism efforts in Kingston.

Definitions

Sustainable tourism: tourism that takes full account of its current and future economic, social, and environmental impacts, addressing the needs of visitors, industry, the environment, and host communities. (United Nations Environment Program & UN World Tourism Organization)

Sustainable Tourism 2030 Pledge: initiative created by GreenStep Solutions and TIAC to encourage tourism businesses and destinations across Canada and globally to commit to measuring and improving their sustainability performance each year between now and 2030.

GreenStep Sustainable Tourism Certification: certification offered to tourism businesses and destinations who have completed the Global Sustainable Tourism Council (GSTC) recognized assessment and action plan to measure and improve their sustainability performance. Tourism Kingston has undergone certification for the Visitor Information Centre as a business and for Kingston as a destination.

2024 plan

- 1 / Create a distinct sustainable tourism strategy using the GreenStep Sustainable Tourism Certification assessment and destination action plan** IDS 13
 - // Complete the GreenStep Sustainable Tourism Certification for Kingston as a destination to understand key action areas related to sustainability.
 - // Align sustainable tourism strategy with GSTC standards, the UN Sustainable Development Goals, and the City of Kingston's climate leadership plan.
 - // Select key performance indicators related to the sustainability action plan to help measure progress towards RTO 9's sustainability vision.

- 2 / Establish an internal sustainability management system to integrate the sustainable tourism strategy principles into Tourism Kingston's overall operations, decision-making processes, and destination management practices** IDS 13
 - // Monitor and continually improve sustainable tourism practices in all business sectors.
 - // Monitor our environmental impact and recognize carbon reduction opportunities.

- 3 / Support partners and operators in improving their sustainability performance** IDS 13
 - // Connect with sustainability leaders and experts, such as Sustainable Kingston and the City of Kingston, to understand the region's sustainability vision and what support can be offered to local tourism businesses to reduce their environmental impact.
 - // Promote sustainable tourism news, developments, and resources on relevant newsletters, microsites, and social media channels for partners.
 - // Incorporate sustainability planning and tracking within the Attractions, Destination Marketing, and Sales committees, and at the Visitor Information Centre.

- 4 / Engage visitors in sustainability education**
 - // Create sustainability and cultural heritage training plan for Visitor Information Centre staff, to ensure they can engage visitors in conversations regarding sustainability.
 - // Provide a carbon footprint calculator for visitors to assess their environmental impact of travelling to Kingston.
 - // Collaborate with businesses and operators to incorporate environmental education and interpretation into the visitor experience.
 - // Share sustainable businesses, experiences, packages, and vendors on the website and social media channels.



TRAVEL TRADE

This plan continues our long-term strategic priorities while assisting operators and partners to adjust their offerings for the FIT and group travel markets. Strategies in this plan have been informed by the IDS, market research, and feedback from key operators and the Sales Committee. Travel Trade will also focus on the bus, train, and cruise infrastructure throughout 2024 to attract more product development and visitors to Kingston.

Definitions

Destination Insights Dashboard: software developed by Rove Marketing and customized for Tourism Kingston to track Str, AirDNA, Near mobile, economic impact, and other local data.

FAM tours: Familiarization tours of the city and its amenities, organized for industry groups including tour operators and media

FIT: Fully independent traveller

Receptive tour operator: a travel professional who arranges group tours for other (often international) tour operators

Simpleview: content management system created specifically for the tourism industry to track leads, referrals, sales, and data insights

Travefy: software that creates customized quotes and itineraries for the travel trade sector

TREIM: Tourism Regional Economic Impact Model, an online tool from the Government of Ontario that calculates the economic impact of group travel, business, and sport events

2024 plan

1 | **Travel trade and group tour market** IDS 9

- // Grow relationships with a focus on tour operators from Ontario, Quebec, and the U.S.
- // Partner with Destination Ontario to promote overnight stops in Kingston through sales missions, FAM tours, and a variety of ready-made itineraries.
- // Connect with key markets and receptive tour operators to market Kingston as a destination by attending the American Bus Association Marketplace (ABA), Rendez-vous Canada (RVC), Student and Youth Travel Association (SYTA), and the Ontario Motor Coach Association Marketplace (OMCA), and Canada Showcase Europe.
- // Capitalize on changing trends in the travel trade sector through participation in webinar series by membership partners.

2 | **Product development** IDS 10

- // Focus on developing year-round destination experiences, including tour packages, and implementing customized itineraries (utilizing Travefy software) as a new offering for tour operators.
- // Compile market research and feedback from operators to inform product development to ensure competitive products and experiences in market.
- // Continue to utilize Simpleview partner referrals as a method of engagement between Kingston offerings and our prospective tour operators.
- // Develop sustainable itineraries for tour operators.

3 | **Destination packaging and itineraries** IDS 9

- // Utilize Travefy to create functional itineraries that can be shared with tour operators and partners.
- // Develop and promote itineraries geared to FIT and group markets, segmented by demographics and seasons.
- // Focus on multilingual itineraries and itineraries geared towards target markets of students, young adults, and those over 55 years old.
- // Work with the Destination Development Manager to identify seasonal and evergreen opportunities including accommodations, attractions, and dining offers that focus on group, FIT, and leisure market.
- // Increase overnight stays in lower-traffic seasons by creating shoulder-season itineraries.
- // Promote group travel that encourages visitors to make sustainable travel decisions (in collaboration with the Marketing team).

4 | **Partnerships** IDS 9, 10

- // Collaborate with RTO 9 in the development of regional itineraries (through applications like Travefy) and FAM tours that connect Kingston with its neighbouring destinations.
- // Continue partnerships with neighbouring destinations such as Ottawa and the Thousand Islands to create multi-destination itineraries for FIT and group markets.

- 5 | Host prospective domestic and international clients from primary markets** IDS 16
- // Host a minimum of seven familiarization (FAM) tours for motorcoach, cruise, and rail clients.
 - // Invite representatives from emerging markets and new connections from spring trade shows to a fall FAM tour.
- 6 | Position Kingston as a key cruise tourism hub** IDS 24
- // Prospect cruise lines and excursion companies; create cruise ship excursion-specific itineraries.
 - // Align with RTO 9 and their regional cruise plan.
 - // Provide information and outreach on the sustainable actions taken by the Great Lakes cruising industry.
 - // Chair the Cruise Committee.
 - // Support development of a deep water dock for Kingston.
 - Continue to work with cruise ship operators to gauge interest and availability to add Kingston as a future port of call.
- 7 | Increase demand for Kingston in the international markets** IDS 16
- // Maintain current and develop new connections with international operators in key markets (Europe, China, and the United States).
 - // Focus on emerging travel trends, including the increase in visitors from Germany, the U.K., and Australia.
 - // Reconnect with international tour operators in the Markham region through sales missions and sales calls in the shoulder season.
- 8 | Expand Kingston's educational travel sector** IDS 21
- // Focus on growing the educational travel sector year-round through regional public schools, private schools, and student tour operators by sharing educational opportunities and museum information with neighbouring school boards.
 - // Explore membership in the Student and Youth Travel Association to build relationships within this sector, and attend SYTA events once educational itineraries have been developed.
 - // Collaborate with local partners such as KAM and SLPC to offer education-specific experiences at their sites, as well as developing the museum hop itinerary.
- 9 | Measure and report on the economic impact of the travel trade sector to Kingston**
- // Utilize tools such as TREIM, Destinations International's Event Impact Calculator, and the Destination Insights Dashboard.
 - // Work with partners including OMCA and SYTA to leverage group travel trends and buying patterns.
- 10 | Increase revenue through the Enhanced Profile Program**
- // Expand the number of tourism partners joining Tourism Kingston at 2024 trade shows.
- 11 | Partner committee meetings** IDS 2
- // Engage travel trade partners by hosting quarterly sales committee meetings to focus specifically on growth markets, to better measure the collective efforts of the Sales team, and to offer support where possible.

- // Keep partners on the Sales Committee updated with relevant information.
- // Continue to co-lead the Solar Eclipse Working Group to coordinate and promote the efforts of the City of Kingston and community partners for this major event.
- // Collaborate effectively with partners to attend trade shows and engage in cooperative follow-up processes with tour operators.

12 | Support the travel-by-rail sector

- // Partner with VIA Rail to create new travel-by-rail packages.
- // Continue to collaborate with and assist tour operators focusing on train travel, such as Fresh Tracks and Landsby, in the development of all-inclusive train packages that feature Kingston.
- // Develop pre- and post-cruise rail opportunities by connecting turn-port destinations such as Montreal with add-on stops in Kingston via rail.

13 | Busing

- // Continue to lead the bus strategy in partnership with the City of Kingston, both to offer a better parking system and to transition current traffic to full-day or overnight stays.
- // Educate tour operators, guides, and drivers of the current tour bus parking areas available.
- // Expand the Bus Incentive Program to include new offerings and incentives for drivers and guides.
- // Coordinate annual collection of bus data from partner hotels and attractions to create master list of buses for future research and demographic insights.

14 | Indigenous tourism development

- // Work with Indigenous Tourism Ontario and KNCLN to update and maintain the list of verified Indigenous experiences available in Kingston and area.
- // Expand the Indigenous experiences section on the website.
- // Work with KNCLN and SLC to develop an Indigenous Tourism Entrepreneur micro-credential course.

Sales and professional development events

January 13 – 16

American Bus Association Marketplace

Nashville

February 2 – 5

Student and Youth Travel Association

New York City

April

Spring Sales Mission

Markham

May 14 – 17

Rendez-vous Canada

Edmonton

November

Canada Showcase Europe

London, England

November 4 – 6

Ontario Motor Coach Association Marketplace

Windsor



INTERNATIONAL TRAVEL TRADE

The International Travel Trade Coordinator continues to work closely with the Travel Trade and Marketing portfolios to grow the important Asia-Pacific tour market to Kingston and to connect with Chinese visitors both from across Canada and internationally.

Definitions

VFR: Visiting Friends and Relatives

Weibo: A Chinese microblogging platform.

WeChat: A Chinese text messaging, broadcasting, and social media app

2024 plan

1/ Continue targeted outreach IDS 18

- // Connect with tour operators at Rendez-vous Canada (RVC).
- // Follow up with connections made at RVC and with leads provided by travel trade colleagues.
- // Conduct sales calls with tour operators in the GTA.
- // Partner with Destination Ontario and Destination Canada staff on sales missions.
- // Connect with local accommodations to provide rates for international travel groups.
- // Conduct familiarization tours.

2/ **Expand communication opportunities** IDS 9, 16

- // Increase number of subscribers to Chinese newsletter by 20 per cent in 2024.
- // Expand the Chinese website with new content monthly.
- // Continue collaboration with the Marketing team to identify stories of interest to the Asian-Pacific market.
- // Monitor international travel trends and restrictions and adjust messaging accordingly.
- // Refresh content for international audience to highlight unique features of Kingston, such as its UNESCO World Heritage Site designations.
- // Continue to support communications through Weibo and WeChat.

3/ **Support the domestic VFR market** IDS 9, 16

- // Work with local organizations such as the Queen's Chinese Student and Scholar Association and the Chinese Canadian Association of Kingston and District.



Sales and professional development events

April

May 14 – 17

November 4 – 6

Spring Sales Mission

Rendez-vous Canada

OMCA Marketplace

Markham

Edmonton

Windsor



Market

SPORT & WELLNESS

Sport and wellness tourism is key to a robust visitor economy in Kingston. This portfolio also has the opportunities to grow new partnerships in 2024, from attracting events in shoulder seasons to supporting new wellness events.

Definitions

- **Wellness Tourism:** Travel associated with the pursuit of maintaining or enhancing one's health or well-being
- **Major Sport Event:** A sport tourism event that is considered one of the following: national prestige, international prestige, supported by data worth \$1M+ in economic impact, and/or consumes 1,000+ room nights
- **ISF:** International Sport Federation, also known as an events-rights holder
- **NSO:** National Sport Organization, also known as an events-rights holder
- **PSO:** Provincial Sport Organization, also known as an events-rights holder
- **MSO:** Multi-Sport Organization, also known as an events-rights holder
- **LSO:** Local Sport Organizations
- **Formal Bid:** An application to host a sport or wellness event in response for a call for bids; this document includes details on venues, accommodations, amenities, marketing, etc. for the proposed event
- **STEAM:** Sport Tourism Economic Assessment Model, economic impact software developed by Sport Tourism Canada

2024 plan

- 1 | Develop and enhance shoulder and winter tourism sport and wellness products** IDS 10
 - // Work with and support local organizations to support events and tournaments.
 - // Prospect new sport and wellness events.

- 2 | Expand local capacity to attract tournaments and new products**
 - // Work with LSOs, PSOs, NSOs, and MSOs to expand tournament hosting opportunities.
 - // Develop new and niche sport products such as disc golf.
 - // Host in-person semi-annual townhalls for local sport organizations to share information and support their goals.
 - // Submit five formal bids for provincial or national events in collaboration with the Marketing team, as required.
 - // Connect with the Sport & Wellness Tourism Committee (part of the Sales Committee) quarterly and share opportunities as they arise year-round.
 - // Promote the online sport volunteer portal and available volunteer opportunities at local high schools.

- 3 | Prospect wellness tourism** IDS 9
 - // Continue to foster relationships with local organizations and wellness companies to expand product offerings and create wellness experiences and itineraries.
 - // Create wellness-driven packages and support wellness events in collaboration with the Destination Development Manager, hotels, and partners.

- 4 | Connect with local and regional Indigenous communities to assist them with future bid possibilities** IDS 10
 - // Investigate feasibility for hosting events such as Little NHL and National Aboriginal Hockey Championships.
 - // Identify potential athletes to nominate for Aboriginal Sport Circle's Tom Longboat Award.

- 5 | Identify grants from private and public sectors to offset bidding and staging costs of sport and wellness events**
 - // Advise LSOs of grant opportunities that can support their activities.
 - // Support development of funding applications to provincial and national funders for large event bids for events in Kingston and the region.

- 6 | Prioritize incentive funding for sport organizations that engage in sustainability and community efforts in Kingston** IDS 13

- 7/ **Showcase the contribution of sport to Kingston's tourism economy**
 - // Raise the profile of local athletes, coaches, and volunteers through story pitches and award nominations, in collaboration with the Marketing team.
- 8/ **Act on key strategy documents developed to support Kingston's sport tourism capacity** IDS 25
 - // Work with community partners to execute the goals and recommendations of the Sport Tourism Framework (2021) and the Kingston Sport Tourism Venue Inventory & Assessment (2023).
- 9/ **Prospect sport-adjacent events to Kingston, such as training events, officials' clinics, and banquets, in collaboration with Business Events**
- 10/ **Leverage membership with Sport Tourism Canada to proactively build our business in the sport tourism industry through networking, business-to-business, and educational opportunities**
- 11/ **Represent Tourism Kingston in the local sporting community by being an active participant on boards/committees, such as the Kids for Kids Hockey Tournament**
- 12/ **Collaborate with local educational institutions to enhance their sporting events** IDS 21
 - // Explore creation of campus "sport villages" for specific events.
- 13/ **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.
 - // Continue to work with third-party bookings to create a seamless booking process for both hotels and LSOs.

en



Measure and report on the economic impact of sport and wellness events in Kingston

// Utilize tools such as TREIM, STEAM, Destinations International's Event Impact Calculator, and the Destinations Insights Dashboard.

14 |

Increase revenue through the Enhanced Profile Program

// Promote the opportunity for partners to join Tourism Kingston at the 2024 Sport Events Congress.

15 |

Sales and professional development events

March

Sport Events Congress

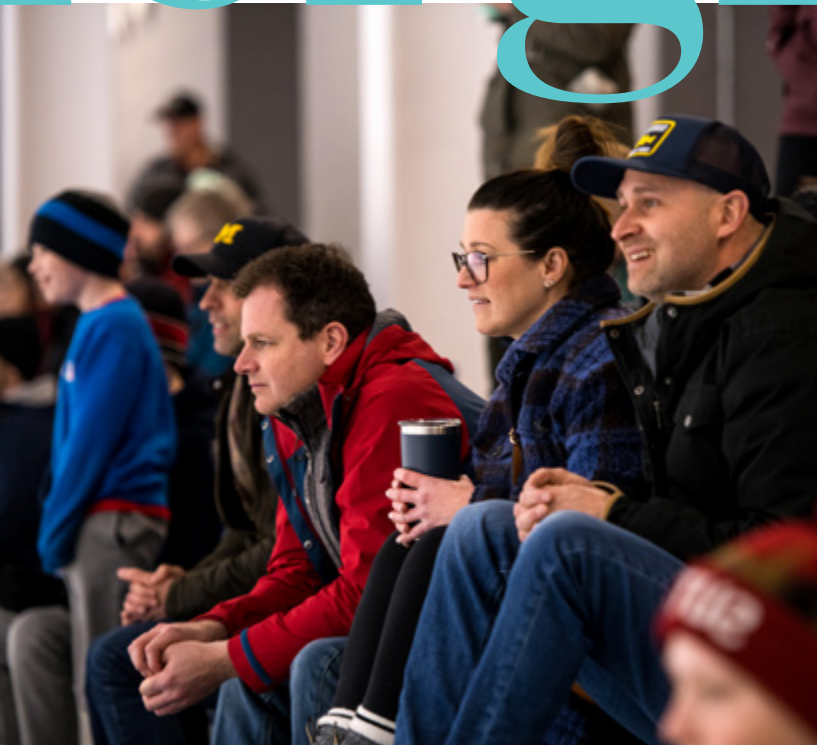
Winnipeg

October

Spo Ho Xperience

Ottawa

energizing



Major sport and wellness events

U SPORTS Men's Volleyball National Championships
2024 Canadian Little League Champs
2024 North American Orienteering Championships
U SPORTS Vanier Cup
International Police Hockey Tournament

March 2024
August 2024
August 2024
November 2024
February 2024

Annual events supported by Tourism Kingston (tentative)

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 United First Capital Tournament
Laser Canadian Championships

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





BUSINESS EVENTS

The 2024 Business Events plan builds on the foundational work done in the last two years to establish Kingston as a premier destination for business events and meetings. This plan expands Tourism Kingston's outreach through new targeted sales initiatives and incorporates strategic priorities related to sustainable tourism and new market development.

2024 plan

- 1/ Continue building support for development of a purpose-built, medium-sized conference centre facility in downtown Kingston** IDS 2, 19
- 2/ Establish the Business Events Digital Venue Catalogue developed in 2023 as the primary frontline tool for use with meeting planners and event hosts considering Kingston as a destination**
- 3/ Build on the success of the Kingston Showcase Boat Cruise in June 2023 by hosting similar showcase events in 2024**
 - // Create a master template for hosting similar showcase events for key conferences and conventions taking place in Kingston.*
- 4/ Develop itineraries to promote to meeting planners and event hosts for meetings in the winter months** IDS 10
- 5/ Conduct spring and fall sales missions to Toronto, Montreal, and Ottawa**
 - // Make formal presentations to meeting planner companies working in the corporate, association, and government sectors.*

6/ Create plans targeting specific business events sectors that lend themselves to heightened engagement with appropriate local partners IDS 15

// Examples include:

- the medical association sector (working with Queen's Faculty of Health Sciences and local Ministry of Health and Long-Term Care staff),
- the arts and cultural associations sector (working with Kingston Association of Museums, Art Galleries, and Historic Sites), and
- the municipal government associations sector (working with staff at the City of Kingston).

7/ Prioritize sustainability in business event planning IDS 13

// Require applications to Business Events Incentive Fund to detail sustainability initiatives included in their conference planning.

// Request a sustainability plan overview from all meeting planners and event hosts with whom we work and encourage them to adopt practices compatible with hosting meetings and conferences with small environmental footprints.

- Create a "Sustainability Register" from these action items that can be used in Tourism Kingston's overall sustainability development plan.

// Engage with Destination Canada and leverage their focus on the business events sector.

8/ Increase revenue through the Enhanced Profile Program

// Promote opportunities for tourism partners to join Tourism Kingston at 2024 trade shows.

9/ Measure and report on the economic impact of the business events in Kingston

// Utilize tools such as TREIM, Destinations International's Event Impact Calculator, and the Destinations Insights Dashboard.

// Work with Marketing and Communications and their public relations agency to communicate the impact of business events.



Sales and professional development events

| | | |
|------------------|--|-----------------|
| February 5 – 6 | Destination Direct | Ottawa |
| February 7 | CSAE's Tete-a-Tete | Ottawa |
| April | Spring Sales Mission | Ottawa/Montreal |
| June | CGLCC Global Business Summit | TBD |
| June 25 – 28 | CanSPEP National Conference | Victoria |
| July 10 – 12 | CSAE Summer Summit | Kingston |
| August 13 – 14 | Canadian Meetings & Events Expo | Toronto |
| October | Fall Sales Mission | Toronto |
| November 17 – 19 | PCMA Canada East Innovation Conference | TBD |

Business events booked for 2024

| | |
|-------------------|---|
| February 2 – 4 | Canadian Undergraduate Conference on Health Care |
| April 18 – 20 | Shriners Northeast Executive Meetings |
| May 1 – 4 | Ontario Association for Mathematics Education |
| May 27 – 30 | Boys and Girls Clubs of Canada (BGC) National Conference |
| June 2 – 4 | Feed Ontario |
| June 20 – 23 | World Vespa Days |
| July 2 – 5 | Canadian Critical Care Society Simulation Conference |
| July 9 – 13 | Canadian Society of Association Executives Trillium Summer Summit |
| September 19 – 21 | Shriners Northeast Fall Field Days |
| October 28 – 30 | Municipal Information Systems Association |
| November 8 – 10 | Tarot Lenormand Bi-Annual Conference |

VISITOR SERVICES

In 2024, the Visitor Services team will continue to provide multilingual frontline and digital services to both visitors and residents, and to work with tourism partners to promote their offerings and events. The team will also implement 2023 sustainability goals, from educational initiatives to tracking our carbon and waste footprint.

2024 plan

1 | **Develop a strong and diverse seasonal staff team**

- // Recruit multilingual and international students.
- // Partner with Destination Ontario on Roaming Ambassador positions
- // Offer training:
 - Include cultural heritage, sustainability initiatives, and online resources in training.
 - Immerse staff in experiencing local attractions as part of their onboarding.

2 | **Increase retail offerings at the Visitor Information Centre (VIC)**

- // Add new offerings from local makers, including Indigenous artists.
- // Utilize local designers/printers when feasible and promote local/sustainable products for sale.
- // Expand clothing and merchandise offerings.
 - Add clothing for special events, including Canada Day and Solar Eclipse 2024.
 - Improve distribution of merchandise to hotels.
 - Increase online sales and grow offsite sales at events.
- // Implement a trial "No merch cut" policy on merchandise from local musicians, in alignment with the Kingston Music Strategy.
- // Collaborate with colleagues to create on VIC coupons for groups, special occasions.

3 | **Increase attraction ticket sales**

- // Meet ticket sale revenue goal.
- // Explore best options for ticket sales that appeal to "spur-of-the-moment" visitor purchasing decisions.
- // Target specific ticket sales (that require advance booking) to residents and visitors staying more than one day (with Marketing/Partnerships).
- // Explore feasibility of selling "last-minute" ticket deals for arts and sport events.

4 | Promote the benefits of the Enhanced Profile Program to tourism partners

- // Develop premium options to add value for partners.
- // Track the demand for printed brochures and communicate with community partners monthly.
- // Encourage the use of QR codes/online information to partners as an alternative to print brochures.

5 | Improve visitor data collection

- // Implement new ways of capturing data inside the VIC.
- // Utilize visitor data to help shape programming inside the VIC.
 - Share visitor data insights with Marketing colleagues to help shape marketing materials.
- // Install door counters.

6 | Implement sustainability in Visitor Services planning and services IDS 13

- // Implement short-term items on sustainability action plan:
 - Create a staff Green Team to lead sustainability initiatives.
 - Promote the VIC as a GreenStep Canada-certified location.
 - Track VIC's promotion of local cultural events, contributions to cultural conservation initiatives, and partnerships with heritage, Indigenous, and community culture organizations.
 - Develop tracking mechanism for the VIC's carbon and waste footprint, in collaboration with Utilities Kingston and City of Kingston.
- // Review TK printed marketing materials to ensure supply meets reasonable demand (to avoid overprinting).
 - Adapt monthly print supply orders for items such as 25 things to do rack cards according to seasonal trends.
- // Engage visitors with sustainability education:
 - Promote sustainable events, activities, and initiatives to visitors online.
 - Host live events with conservation/environmental education partners.
 - Create messaging/resources on "low-impact" ways of experiencing Kingston as a visitor.

7 | Community outreach

- // Continue to represent Tourism Kingston at community events.
- // Continue to support community partners, including Kingston Pride, Joe's MILL, Kingston Animal Rescue.
- // Work with other business sectors on activating mobile kiosks for community events.
- // Work with Queen's University and St. Lawrence College to add on-campus kiosks.
- // Work with VIA Rail to add a kiosk at the Kingston station.
- // Continue collaboration with Marketing/Partnerships to promote packages and to include new makers and products.

8 | Measure and report on the economic impact of Visitor Services in Kingston

- // Utilize tools such as the Destination Insights Dashboard.



MARKETING & COMMUNICATIONS

Guiding principles:

- // The status of the travel sector has improved but is not yet recovered.
- // Destination marketing is critically important, supporting local businesses and building profile for Kingston, 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 markets continue to drive most leisure tourism to Kingston; New York State (U.S.) drive markets hold great potential.
- // Kingston is an anchor for the RTO 9 region, with higher familiarity and appeal than other destinations in the region.
- // The Integrated Destination Strategy guides all programs.

Objectives:

- 1/ Connect travellers and residents with Kingston.
- 2/ Drive sales for local businesses, supporting the continued recovery of Kingston's tourism industry.
- 3/ Leverage incentives, funding opportunities, and strategic campaigns and initiatives to extend 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.

Primary

Toronto, Ottawa, Montreal

Secondary

New York State drive markets

Though our marketing and communication efforts 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 build profile for Kingston.

Audience profile

The Kingston brand was in part developed to uncover the city’s appeal to a millennially aligned traveller – showcasing authentic cultural experiences and “off the beaten track” places to discover. These lesser-known destinations and experiences have grown in popularity post-pandemic as travellers are keen to enjoy a more local, laid-back vibe and connecting with locals. Kingston is well positioned to deliver on this experience through our craft breweries, farmers’ markets, live music venues, local food, museums, and local shops.

Traveller targets

ONTARIO TRAVELLERS



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.

QUEBEC TRAVELLERS



Primary audiences from Quebec are couples, friend groups, and families. They choose frequent 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.

This audience is aligned with our domestic traveller targets: young couples are a priority. Ontario is seen as welcoming and down to earth, providing relaxing, leisurely trips that require less planning and offer great scenery and food experiences. 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.

U.S. TRAVELLERS



INTERNATIONAL TRAVELLERS



These are our highest-yield travellers: they stay longer and spend more. Visitors are primarily affluent couples. France, Germany, and the U.K. are the lead international markets. 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.

Strategic approach

IDS 7, 15, 16, 17

BRAND BUILDING

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

Brand-building campaigns supported by rich storytelling continue to lead our campaigns, with direct calls to action and promotional offers layered into targeted campaigns. In 2024, we will continue to execute our multi-year brand campaign launched in spring 2023.

We will also enhance 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.

// Bring our brand stories into people's homes

// Leverage positive social capital

// Amplify the good

// Human-interest stories are timeless

Brand positioning

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

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

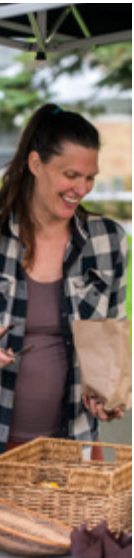
We're a smart, engaged population that embraces creativity. We celebrate "different." Our history and architecture are the textural backdrop for modern arts.

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.

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 25 things to do, Kingstonlicious, sales bids and RFPs, publications such as the visitor guide, 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 such as the 2024 solar eclipse and a visual refresh of visitkingston.ca.



OUR PHOTOGRAPHY SHOULD FEEL REAL AND SPONTANEOUS – A MOMENT CAPTURED IN TIME.



Our channels thrive by featuring diverse and inclusive user-generated content from the #VisitKingston hashtag and new photography assets, captured against 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.

inspiration

Content strategy

IDS 15, 16, 17

We will expand on our 2023 content strategy, increasing our collection of stories and visuals that tell the authentic stories of Kingston. Content in 2024 will reflect strategic priorities including sustainability, EDII, 2SLGBTQI+, and accessibility strategies. We will continue to ensure that messaging about initiatives articulates the community priority/IDS pillar that each one reflects.

We will also continue to support the Sales team through co-creation of competitive bid documents for business and sport events.

Throughout 2024, we will assess current and new publications to ensure that they adhere to sustainability best practices (e.g., creating digital assets in addition to/instead of print materials for specific audiences.)



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

ed

| <i>Paid</i> | <i>Owned</i> | <i>Earned</i> |
|---|--|--|
| <ul style="list-style-type: none">// Social// Video// Search, display, remarketing// Native// Influencers// Online Travel Agencies// Regional media (<i>sponsored content</i>)// Radio | <ul style="list-style-type: none">// 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 | <ul style="list-style-type: none">// Social// Proactive pitching and earned media |

Owned media strategy

With our brand positioning, pillars, and traveller targets in mind, we will inspire our audiences to keep Kingston top of mind as a place to visit. We will align organic social media posts and newsletters with planned campaigns, packages, and our monthly blog content calendars. We will focus on fostering positive partnerships with Kingston businesses and tourism partners such as Destination Canada, Destination Ontario, and RTO 9 through consistent social media tags and ongoing content submissions. We will support the Sales sectors through organic posts on our industry-facing channels: LinkedIn, Weibo, and WeChat.

Working collaboratively with our search agency of record, Search Warrant, we will optimize website pages, track and implement keywords, and fix broken links on an ongoing basis to improve search engine optimization on visitkingston.ca.

Earned media strategy

We will continue to execute against our three-year earned media road map to enhance Kingston’s visitor economy. Working with our earned media agency of record, Tartanbond, we will promote key assets and infrastructure across all seasons to attract visitors – 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 raise awareness and build reputation for Kingston as a four-season destination with strengths in heritage, outdoor adventure, wellness and relaxation, culinary, arts and culture, and events.

Paid media strategy

Our paid media strategy in 2024 will extend our brand campaign launched in 2023, reaching our target audiences through a mix of channels and executions, 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 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.

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

TOTAL AUDIENCE

116,603

December 2023
- #visitkingston, @VisitKingstonCA

66,612
Facebook

2,736
LinkedIn

9,823
Consumer Newsletter

1,476
Weibo

22,981
Instagram

2,772
TikTok

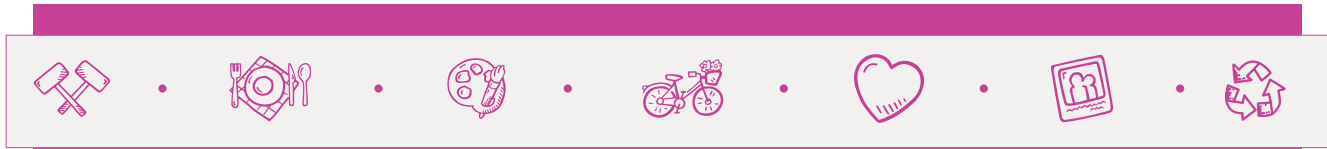
414
Industry Newsletter

2,653
WeChat

8,864
X (formerly Twitter)

491
YouTube

Content pillars



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

Food & Drink: Promoting Kingston's dynamic culinary scene and farm-to-table experiences

Arts & Culture: Featuring Kingston's creative industries, unique arts and culture scene, music, museums, historic sites, galleries, festivals, and events

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

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

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

Sustainability: Highlighting the opportunities, programs, and local natural resources that align with the Sustainable Tourism Pledge 2030

visitkingston.ca

IDS 15, 16, 17

Tourism Kingston manages and maintains visitkingston.ca, a popular website that sees more than 1.8 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. We continue to build out visitekingston.ca with original French content as well as monthly translations of new English stories.

visitekingston.ca

如诗如画金斯顿 is a comprehensive Chinese-language site that includes 25 things to do content, 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.

visitkingstoncn.ca

immer

2024 website plan

IDS 4, 7, 9, 10, 11, 15, 16, 17

- 1/ Leverage visitkingston.ca as the content hub and landing page for Visit Kingston marketing campaigns, presenting a compelling image of Kingston as a four-season destination and connecting visitors with partners.
- 2/ Undertake a review and refresh of the English homepage and top-level pages as well as the Events Calendar to enhance the user experience. Decommission dated microsites and pages to streamline website.
- 3/ Curate a comprehensive content calendar, using identified content pillars, that supports new timely and evergreen content across websites and microsites and in English, French, and Mandarin.
- 4/ Continue to develop the Photo Share image library with updated photography and videography.

Special projects

IDS 3, 7, 9, 10, 11, 15, 16, 17, 20

1/ RESEARCH AND AUDIENCE DEVELOPMENT

- // The Destination Insights Dashboard, implemented in 2023, provides us with data from Str (hotel occupancy), AirDNA (short-term rentals), Near mobile (visitor insights), and Canadian and U.S. visitor demographic information. Data is added on a weekly basis.
- // Enhance strategy to connect with 2SLGBTQI+ market; develop experiences, packages, and collateral based on CGLCC and Rainbow Registered recommendations.
- // Share research insights across Tourism Kingston portfolios to help inform decisions on new programs and events.

2/ PRODUCT DEVELOPMENT

- // Supporting the culinary tourism strategy and shoulder- and low-season tourism, further develop Kingstonlicious offerings and partner on key culinary programs, such as Open Farm Days.
- // Support product development and programming around the solar eclipse in 2024; lead branding and marketing of the event to drive shoulder-season visitation.



3 / PARTNERSHIPS

- // Continue working in partnership with Kingston Association of Museums, Galleries and Historic Sites, partnering on marketing and promotional opportunities.
- // Work in partnership with Queen's University to welcome students, alumni, family, and friends to Kingston.
- // Continue strategic sponsorships that align with the Integrated Destination Strategy and have the potential to drive overnight stays in the shoulder and low seasons.
- // Continue to develop strong partnerships using the Destination Marketing Committee, Attractions Committee, and Digital and Visual Communications Committee to share strategies and engage partners.

4 / EQUITY, DIVERSITY, INCLUSION, AND INDIGENEITY

- // Continue to augment Kingston imagery, using an inclusive approach that supports strategies and identified gaps.
- // Feature diverse voices through our influencer and media hosting program.
- // Share evergreen and timely information about Kingston in English, French, and Mandarin.

5 / 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.
- // Collaborate with the Sales team to develop tradeshow and event experiences that lead with the Kingston brand.
- // Celebrate tourism's impact and the importance of the industry to our community.
- // Support Kingston Economic Development and the City of Kingston in attracting investment in the city's tourism industry, using our channels to raise awareness and influence potential investors.

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; package sales).
- // Utilize the Destination Insights Dashboard for data analysis (occupancy; visitor survey; economic impact).



PARTNERSHIPS

The 2024 partnership strategy builds on visitors' experience to add value and expand programming with an emphasis on shoulder- and low-season visitation. It also connects partners within the travel sectors and the community-at-large to elevate voices across sectors. This plan has been informed by the IDS, feedback from partners and key stakeholders, and the Attractions Committee. We will diversify packages to reach day travellers and residents while growing overnight stay packages with a focus on quality through layered value-added experiences. New and expanded programming will continue to provide reason and value for visitors with an emphasis on shoulder- and low-season travel. Strategic partnerships will be forged and fostered with key partners and stakeholders within the travel sectors and the Kingston community.

2024 plan

IDS 4, 9, 10, 11, 13, 17, 21

1 | Create destination packaging

- // Continue to curate overnight stay seasonal and evergreen packaging including accommodations, attractions, dining, and experiences that focus on established visitor segments to increase visitation in shoulder and low seasons.
- // Develop day-trip seasonal and evergreen packaging including attractions, dining, and experiences that focus on established visitor segments.
- // Develop residents' seasonal and evergreen packaging through special offers that allow them to experience the destination and turn residents into tourism advocates.

- // Create new regional packages that begin and end in Kingston (hub-and-spoke model) that include activities in Frontenac, Prince Edward, and Leeds & Grenville counties, and broadly within the RTO 9 region.
 - Explore group transit opportunities with partners.
- // Grow new packages supporting Wellness, Travel Trade, and Music portfolios.
- // Create new packages targeting specific demographics including 2SLGBTQI+, Indigenous, and higher education communities.

2 | **Grow destination partnerships**

- // Grow partnerships that support EDII and amplify the diversity in Kingston.
 - Work with stakeholders like the City of Kingston to support festivals and events such as the Intercultural Festival.
 - Collaborate with Sales portfolios to connect Indigenous community partners to in-destination inclusions aligned with meeting agendas.
 - Explore group transit opportunities with partners.
 - Collaborate with businesses or events that are certified as Rainbow Registered and others within the community to support ally-driven partnerships and packages.
- // Create new partnerships that support sustainability and regenerative travel, aligning with voluntourism (volunteer tourism) packages or inclusions.
 - Work with community groups to support local initiatives such as tree planting, water clean-up, or food security programs.
 - Work together with Sales portfolios to offer in-destination inclusions to meeting agendas.
- // Grow partnerships with higher education facilities such as Queen's University and St. Lawrence College.
 - Partner with key departments within the university and college with distinct executions around key events such as Move In, Open House, Homecoming, and Convocation.
 - Partner with key departments within the university and key community stakeholders to curate, develop, and deploy cultural educational packages with a focus on multi-night travel in low and shoulder season.

3 | **Destination activations**

- // Develop engaging multi-month visitor activations to drive visitation.
 - Implement two seasonal activations targeting the low and shoulder seasons with a multi-month activation, connecting area activities and accommodations with a cohesive theme.
 - Align with content pillars food and drink, sport and wellness, or arts and culture.
- // Partner with local businesses and organizations to grow and amplify multi-month activations.

4 | **Destination communication**

- // Effectively promote packages to both visitors and partners.
- // Streamline room-night package production method to effectively track package sales from partners.
 - Track and measure economic impact of packages and incentives.

- // Develop quarterly incentive promotions with partners who participate in packaging.
 - Create high-performance incentives through gifts such as gift cards, event tickets, or recognition-based communications.
- // Continue to create itineraries featuring seasonal and evergreen content and packages.
- // Link itineraries to active packages.

5 | **Build a recognition program to support the tourism sector in Kingston**

- // Partner with Kingston Accommodation Partners and higher education partners to develop an interactive training tool to train and certify frontline hospitality employees as destination ambassadors.
 - Partner with hotels to include a training tool in on-boarding procedures.
 - Use this training tool to support Tourism Awareness Week programming, enhancing visitor services.

6 | **Grow partner engagement**

- // Actively seek out partnership opportunities with local businesses and organizations.
- // Grow communication strategy to partners for both seasonal and evergreen packaging opportunities.
- // Continue to expand Tourism Kingston-led programs to enhance and drive new partnership engagement, foster community participation, and curate day and overnight packages.
 - Lead Kingstonlicious partnership outreach with a focus on the prix fixe component – winter program.
 - Lead Open Farm Days programming – fall program.

7 | **Grow partnership with Visitor Services**

- // Continue to share package details with the Visitor Services team to amplify programming and offer additional talking points for public-facing staff.
- // Continue to align package inclusions with a pickup point at the Visitor Information Centre.
- // Collaborate with Visitor Services to include new makers and products within the Visitor Information Centre through the lens of EDII.
- // Continue to work with Visitor Services to sell tickets on behalf of vendors, both attraction and accommodation, for current packages.

8 | **Partner committee meetings**

- // Lead quarterly Attractions Committee meetings to focus on high-level operational plans for attractions, learn about new or modified experiences, and share Tourism Kingston portfolios as related to Sales, Partnerships, Visitor Services, and sustainability.
- // Consistently send relevant information and meeting minutes to partners within Kingston Accommodation Partners membership.
- // Continue to co-lead the Solar Eclipse Working Group and facilitate meetings to coordinate the City of Kingston, partners, and Tourism Kingston.
- // Represent Tourism Kingston in the community and actively on committees.

Partnership and professional development activities (marketing & communications team)

| | | |
|------------------|---|------------|
| February 26 – 28 | International Indigenous Tourism Conference | Ottawa |
| June 12 – 16 | Travel Media Association of Canada Conference | St. John's |
| July | Taste of Place Summit | Toronto |
| October 22 – 23 | TIAO Ontario Tourism Summit | Ontario |
| November | DesignThinkers | Toronto |
| November | TIAC Tourism Congress | Ottawa |

2024 special projects (cross-portfolio)

SOLAR ECLIPSE: APRIL 8

Kingston will be one of the best viewing locations for the 2024 solar eclipse. Tourism Kingston is working with partners to build and promote community activities before, during, and after this once-in-a-lifetime event.

TOURISM AWARENESS WEEK: APRIL 21–27

Tourism Kingston will work with community partners to highlight the importance of tourism to the community, acknowledge front-line tourism staff, provide professional development opportunities for sector partners, and promote the economic impact of all portfolios. Media buys, including radio and print, will be utilized to raise the profile of tourism in Kingston.





FILM AND MEDIA

The Kingston Film and Media 2024 plan will grow end-to-end productions in Kingston, attract larger productions, focus on training of local filmmakers and crew, and promote sustainability in the local industry.

Definitions

- **Tier 1 production:** Seven or more days
- **Tier 2 production:** Overnight to one week
- **Tier 3 production:** Single day
- **End-to-end production:** A production that takes place start to finish in Kingston.

2024 plan

1/ Establish a continuous pipeline of end-to-end productions, creating steady work opportunities for local crew

- // Continue to build relationships with producers of low budget (\$2M to \$5M) films for end-to-end productions in Kingston, using local crew and talent.
- // Focus on close relationship with production company Chesler-Perlmutter.
 - Produce six to 10 end-to-end productions per year with Chesler-Perlmutter.
 - Use this partnership model as template for relationships with other producers.

- // Build on professional relationship with Branded To Film to support additional end-to-end productions.
- // Strategically deploy incentive funds to support smaller productions that can film entirely in Kingston and are willing to recruit local crew and talent wherever possible.
- // Establish partnerships that can replenish incentive funds.
 - Progress towards the goal of creating a self-sustaining model that allows the incentive fund pool to be replenished and reinvested on an ongoing basis.

2 | Attract new large studio productions IDS 14

- // Leverage the online database of locations, crew, talent, and vendors launched in 2023 to demonstrate the range of venues and services Kingston has to offer productions of all sizes.
- // Promote locations beyond Kingston Penitentiary that are ideal for big-budget studio productions (Fort Henry, City Hall, Springer Market Square, historic downtown) to increase pipeline and diversify the style and genres of productions we welcome to Kingston.
- // Create a network of local experts (real estate brokers, municipal GIS staff, landlords) for location identification.
- // Create a strategy, led by the Film & Media Officer, to identify, track, and proactively pursue studio productions and attract their attention to Kingston.
- // Report quarterly on tracking, leads, and successful partnerships.

3 | Become an active participant in the Ontario Green Screen (OGS) sustainable production initiative IDS 13

- // Ensure all members of the Kingston Film and Media team have successfully completed the OGS Climate & Sustainable Production training program.
- // Partner with the OGS training team to offer the sustainable production training program in person locally to the Kingston production community.
- // Develop a “green production best practices” document to be distributed to all productions that film in Kingston.
- // Use the carbon calculator recommended by Canadian Broadcasting Corporation to measure the carbon footprint of Kingston-based productions whenever possible.

4 | Roll out a new workshop training series

- // Launch a workshop training series focusing on various vital roles within the production industry, including Production Assistants, Production Accountants, lighting department, gaffers, and Camera Operators.
- // Partner with Reel Canada, a non-profit organization whose mandate is to train and develop young and upcoming film crew.
- // Partner with organizations such as BIPOC TV & Film, Women In Film & Television, ImagiNATIVE, and ReelOUT to develop inclusive workshops that address specific barriers to entry and growth in the industry.
- // Host at least one workshop per month throughout the year at the Broom Factory.

5 | Work collaboratively with community partners to strengthen local production skillsets, resources, partnerships, and opportunities IDS 21

- // Work with Queen’s University to formalize on-campus production guidelines and permit process.
 - Provide guidance as needed as Queen's implements a new position for a campus film officer to facilitate productions on site.

- // Provide content screening support services for Queen's University, Correctional Services Canada, and the Great Lakes Museum, including reviewing scripts and content proposals, to ensure all productions meet content requirements and restrictions implemented by these institutions.
- // Strengthen the partnership with Kingston Canadian Film Festival (KCFF) to introduce an increased series of industry events during KCFF and throughout 2024, providing Kingston residents the opportunity to network with and hear from established industry executives and creatives.
- // Work with local partners to roll out a monthly local industry meetup where members of the community can share their work, discuss issues and concerns, share news and updates, and find new ways to collaborate.
- // Expand activities and share expertise as the film office for South Eastern Ontario, supported by RTO 9.
 - Support efforts to create film permitting process and bylaws in neighbouring communities.

6/ **Work toward purpose-built studio production facilities** IDS 4

- // Collaborate with partners at the City of Kingston and in the private sector to develop business and a finance plan for studio space in Kingston.
- // Consult with union and guild representatives and experienced crew leadership to ensure all industry requirements and standards are met with regard to available washroom facilities, office space, ceiling heights, etc.
- // Maintain an up-to-date list of other facilities suitable for temporary studio space (warehouses, former retail locations, etc.) to serve as makeshift studios as we work toward purpose-built facilities.

7/ **Continue to expand the creative industries in Kingston** IDS 4

- // Lay the groundwork to attract animation work to Kingston.
 - Work with Queen's University as it launches the new animation program to ensure local work opportunities exist as students begin to graduate from the program.
 - Leverage regional tax credits and drivable access to large populations to encourage existing animation studios in Toronto, Montreal, and Ottawa to establish satellite studios in Kingston.
 - Support creative industries programs and new initiatives such as micro-credentials at St. Lawrence College.



// Attract eSports and other interactive media productions.

- Collaborate with game developers, eSports agencies, and sponsors to establish a Kingston-based tournament.
- Leverage Kingston's central location with drivable access to 14.5 million people to draw attention of gaming and corporate sponsorship communities.
- Exploit popularity of online streaming of eSports tournaments to establish a reputation as a digital and interactive media hub.

8 / Increase revenue sources for operational costs and projects

// Increase revenue from the rental of municipal property by film and television productions.

// Increase revenue from film permits and workshops.

// Support operational costs and both existing and new projects through successful applications to the Canada Media Fund and other sources.

9 / Measure and report on the economic impact of film and media production in Kingston

// Utilize tools from Reel-Scout and the Destination Insights Dashboard to measure the economic impact of each production in Kingston.

10 / Continue to leverage key industry events to promote Kingston as a premier global production hub

// Attend key industry events: Toronto International Film Festival, American Film Market, Location Managers Guild Awards, Prime Time Conference, Realscreen Market, Esports Travel Summit.

// Secure sponsorship opportunities at key industry events to better promote Kingston as a destination of choice.

// Encourage stakeholder and community collaboration and participation at key industry events.

Professional development and sales opportunities

January 31 – February 2

May 29 – 31

August

September

Fall

CMPA Prime Time Conference

Esports Travel Summit

Location Managers Guild Awards

Toronto International Film Festival

American Film Market

Ottawa

Raleigh

Santa Monica

Toronto

Santa Monica



MUSIC

The 2024 plan is to support the Kingston music ecosystem through specific actions, including artist development and support. The plan will be updated as needed to align with the City of Kingston's Music Strategy. Key goals include:

- To develop, support, and showcase local talent;
- To enhance local and regional positioning and branding of the city and its music sector;
- To support a dynamic and innovative music business economy;
- To promote collaboration and build partnerships;
- To integrate music into other portfolios as appropriate (at business events, program launches, etc.).

2024 plan

1/ Strengthen music-friendly infrastructure IDS 4

- // Establish and oversee a Kingston Music Working Group dedicated to sector growth, education, and music development. This advisory collective will be composed of working professionals of the Kingston music industry and key partners.
- // Lay the groundwork for an application for Kingston to be a UNESCO City of Music.

- 2 / Expand outreach and talent investment by assisting emerging artists with professional tour support** IDS 4, 9, 10
- // Continue the expansion of a Kingston Roadshow to help local artists take their show on the road to expand their fanbase and promote the Kingston music scene to other regions.
 - // Improve access to performance and economic opportunities, ensuring Kingston artists are “export-ready” within the national music industry.
- 3 / Create professional development and networking opportunities for local artists** IDS 4, 10, 12
- // Continue to develop and facilitate workshops and panels under the Bandwidth program, led by industry experts, providing financially accessible professional development for local artists to make music a viable career.
 - // Leverage community assets like the Broom Factory, The Spire, etc., to host events and performances.
 - // Include students, emerging artists, and early-career-stage artists in outreach.
 - // Continue to adapt Bandwidth as needs persist, expanding to explore ongoing residency opportunities on a provincial level.
- 4 / Promote resources for musicians, venues, and the greater community** IDS 4
- // Utilize the Kingston Production Directory on the Reel-Scout platform to promote local talent, venues, and music industry services.
 - // Share information for musicians including fair wages, best practices, SOCAN registration, business licenses, links to promoters, studios, and other services.
 - // Share information for venues including fair wages, potential funding for equipment, safety and responsibility, and how to be “live-music ready.”
 - // Develop resources on hosting sustainable music events and festivals, including measuring an event’s carbon footprint, through collaboration with partners such as Ontario Creates and Music Declares Emergency.
- 5 / Support activation and development of spaces for musical experiences** IDS 4, 10, 14
- // Assist local organizers and groups to access unique Kingston spaces for projects, including sound recording opportunities, artist recording residencies, all-ages concerts, and pop-up showcases.
 - // Support access to community assets such as the Broom Factory, The Spire, City Hall, alleys, local record shops, rooftop/open-air spaces, and outdoor waterfront spaces.
 - // Program and promote events that drive visitors and residents to experience live music while enjoying Kingston’s waterfront.
 - // Promote available rehearsal spaces for musicians and explore additional spaces in the community.
- 6 / Provide support for local promoters, organizers, festivals, and venues** IDS 4, 10, 13
- // Work with these partners to increase opportunities for more local artists.
 - // Facilitate the development of venue standards to further support professional presentation standards.
 - // Working with Marketing and Communications, provide promotional support through Visit Kingston channels.

- // Continue to foster supportive partnerships with KCFF, Spring Reverb, Skeleton Park Arts Festival, and music-adjacent arts groups.
- // Work to connect business events, sport events, etc. with local musicians as needed.
- // Seek opportunities for local artists to open up for national acts on professional touring stages (Kingston Grand Theatre, Isabel Bader Centre for the Performing Arts).
- // Encourage partners to sign the Music Declares Emergency pledge to recognize the environmental impact of the music industry and to act to make music in Kingston more sustainable and regenerative.

7/ Increase connections and visibility in the community to support Creative Industries growth IDS 4, 10, 21

- // Provide consultation and programming assistance for Queen’s University (Homecoming, Vanier Cup), St. Lawrence College (Music and Digital Media program), and local secondary and elementary schools (workshop programming).
- // Explore options to partner on other concerts and larger sector growth initiatives.

8/ Develop and activate music-related tourism packages IDS 9,10, 11

- // Collaborate with Destination Development Manager to create packages such as concert ticket pairings, dinners, inclusion of musician’s favourite local eateries, and artist-selected playlists and itineraries.
- // Nurture the grounds for a connected industry that fosters collaboration, provides opportunity for audience development, and encourages tourist visits.
- // Collaborate with the Marketing team to increase visibility of Kingston music sector through stories highlighting artists, events, and venues.

9/ Measure and report on the economic impact of the music industry to the community

- // Utilize tools such as TREIM, the Destination Insights Dashboard, and Reel-Scout to demonstrate the economic impact of music events in Kingston.

Professional development and promotional events

| | | |
|------------|---------------------------------|------------|
| March 2024 | London City of Music Conference | London, ON |
| Fall 2024 | POP Montreal | Montreal |

BUDGET

| Revenue | | 2024 Draft |
|---|-----------|------------------|
| Municipal Funding | \$ | 1,587,918 |
| Municipal Other- Cultural Services SLA | \$ | 150,000 |
| Other Revenue | | |
| KAP Contribution | \$ | 1,600,000 |
| KAP - Office Contribution | \$ | 28,000 |
| MAT 65% - STR | \$ | 60,000 |
| MAT 35% - Film and Media | \$ | 350,000 |
| Experience Ontario 2023 | \$ | 26,142 |
| Francophone Community Grant | \$ | 22,980 |
| VIC Sales & Commissions | | |
| Resale | \$ | 65,000 |
| Ticket sales & other revenue | \$ | 28,500 |
| Brochure racking | \$ | 26,300 |
| Film Revenue | \$ | 70,000 |
| Music Strategy Initiatives | \$ | 50,000 |
| Business Events Revenue | \$ | 5,500 |
| Travel Trade Revenue | \$ | 2,550 |
| Sport and Wellness | \$ | 2,000 |
| Marketing Revenue | \$ | 75,000 |
| Packaging and Partnership Revenue | \$ | 40,000 |
| Grant Revenue | \$ | 249,382 |
| Total Revenue | \$ | 4,439,272 |
| Expenditures | | |
| Wages & Benefits | \$ | 1,789,000 |
| Other Administrative Expenses | \$ | 250,000 |
| Reserve | \$ | 50,000 |
| Annual Software | \$ | 64,000 |
| Project Expenses | | |
| Marketing Digital Content Media Relations | \$ | 1,650,000 |
| Packaging and Partnerships | \$ | 40,000 |
| Experience Ontario 2023 | \$ | 26,142 |
| Francophone Community Grant | \$ | 22,980 |
| Business Events | \$ | 78,000 |
| Travel Trade | \$ | 72,000 |
| Sport and Wellness | \$ | 105,150 |
| Film | \$ | 112,000 |
| Music | \$ | 50,000 |
| Visitor Services | \$ | 130,000 |
| Total Expenditures | \$ | 4,439,272 |
| Surplus/(Deficit) | | - |



– *Tourism* –
KINGSTON

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