

— Tourism —  
**KINGSTON**

# *A YEAR IN REVIEW*

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2023



**SODIN**



# MISSION

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

# VISION

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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 ACKNOWLEDGMENT

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**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.







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# A MESSAGE TO OUR PARTNERS

As always, many of our successes this year have been the result of intense work and planning that happened in previous years. In 2023, we realized the rewards of all the work done by our staff and partners in 2022 and earlier. This work included connecting with community groups, submitting event hosting bids, and in setting the stage for the return of sporting events, conferences, travel trade, and other important visitor markets. Kingstonlicious, a program that began in 2021 as a means to support the struggling restaurant community during pandemic lockdowns, returned for its third year in 2023 as a well-established culinary festival and a key shoulder-season offering for visitors and residents. We supported Kingston's creative industries through the work of our Film & Media and Music staff throughout the year, as well as through the launch of our Creative Kingston Walking Tours.

In 2023, our staff spent months preparing for the total solar eclipse of 2024, realizing the immense effect on local tourism this once-in-a-lifetime event would have. Throughout the year, our team did what we do best: we rallied the community, identified obstacles and opportunities,

identified safety requirements, created stellar marketing assets, and encouraged and promoted a myriad of community events and resources, from museums to hotels, to welcome visitors to witness the 2024 eclipse.

This industry – and our community – have gone through immense turmoil and economic uncertainty due to the pandemic, and we've made great strides towards recovery. We still have some way to go, but we have put the work in and we have the right formula for success. Partnership and planning, knowing our markets and potential markets, and seizing opportunities as they arise, these were our winning tactics in 2023 and into 2024.



Megan Knott  
Chief Executive Officer





# Staff

## OPERATIONS



**Megan Knott**

Chief Executive Officer



**Brittney Veley**

Operations and Human Resources Manager

## VISITOR SERVICES



**André Soucy**

Director of Visitor Services and Customer Experience

**Victoria Brassard-Monahan**

Tourism Ambassador Team Lead

## SALES



**Ted Robinson**

Business Events Specialist



**Noëlle Piché**

Travel and Tourism Development Specialist



**Emma Lambert**

Manager, Sport Partnerships, Wellness, and Culture



**Ella Wang**

International Travel Trade Coordinator



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## MARKETING AND COMMUNICATIONS



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**Alison Migneault**  
Chief Marketing Officer



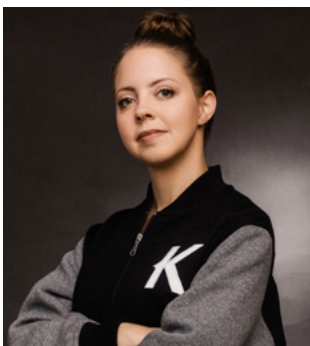
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**Andrea Gunn**  
Editor, Strategic  
Communications



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**Derek Rowcliffe**  
Senior Graphic Designer



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**Ashley Bradshaw**  
Destination  
Development Manager



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**Emily Carlson**  
Website Coordinator



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**Moira Demorest**  
Music Officer

## FILM & MEDIA



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**Donnie MacIntyre**  
Film Commissioner



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**Joanne Loton**  
Film and Media Officer



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**Matthew Ing**  
Film and Media Specialist



# *INDUSTRY & COMMUNITY INVOLVEMENT*

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## *INTERNAL COMMITTEES/ WORKING GROUPS*

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### **Solar Eclipse Working Group**

Ashley Bradshaw, Noëlle Piché, André Soucy, Alison Migneault

### **Attractions Committee**

Ashley Bradshaw, Alison Migneault, André Soucy

### **Creative Committee for Digital and Visual Communicators**

Derek Rowcliffe

### **Cruise Committee**

Noëlle Piché

### **Destination Marketing Committee**

Alison Migneault, Ashley Bradshaw, Andrea Gunn, Emily Carlson

### **Sales Committee**

Ted Robinson, Noëlle Piché, André Soucy



inspire

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## *EXTERNAL BOARDS & COMMITTEES*

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### **Moira Demorest**

- // Homegrown Live Music Festival Board
- // Kingston School of Art Board
- // St. Lawrence College Music & Digital Media Program Advisory Committee (Chair)
- // Limestone Music Celebration Organizing Committee
- // Creative Industries Working Group
- // Cantabile Choirs Strategic Plan Steering Committee

### **Megan Knott**

- // Downtown Kingston BIA (Advisor)
- // Kingston Accommodation Partners (Advisor)
- // Kingston Economic Development Corporation Board (Ex officio)
- // RTO 9 Board

### **Alison Migneault**

- // Kingston Canadian Film Festival Board
- // Creative Industries Working Group

### **Ted Robinson**

- // Meeting Planners International Ottawa Chapter: Education Committee
- // Professional Convention Management Association Canada East Chapter: Community Engagement and Inclusion Committee
- // Trellis HIV & Community Care Board (Chair)

### **Andrea Gunn**

- // Murney Tower Museum Collections Committee

### **Ashley Bradshaw**

- // Community Advisory Committee for the Bellevue House Renewal Project

### **Donnie MacIntyre**

- // Cinema Society of Kingston
- // Creative Industries Working Group

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# INTEGRATED DESTINATION STRATEGY

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**The vision for Kingston's Integrated Destination Strategy (IDS) is to foster a collaborative environment where industry stakeholders work together to sustainably grow tourism as an economic driver for Kingston.**

Building on four years of progress in advancing the recommendations of the 2018 IDS while taking into consideration the effects of the COVID-19 pandemic on the tourism sector, a review of the IDS was completed in 2022 to set the direction for Kingston's destination development for the next five years. The renewed IDS was approved by the board of directors of Tourism Kingston and Kingston Accommodation Partners, as well as Kingston City Council.

**The IDS includes 25 initiatives falling within five pillars:**

- // Social enterprise culture
- // Tourism experience
- // Tourism revenue
- // Longer-term developmental wins
- // Long-term sport and wellness initiatives

**Read the IDS online:**

*[visitkingston.ca/IDS](https://visitkingston.ca/IDS)*





## 2023 IDS PROJECTS

### Tourism experience

- // New packages and itineraries supported leisure and travel trade markets
- // Kingstonlicious supported culinary tourism
- // New product developed:  
Creative Kingston Walking Tours

### Long-term sport and wellness initiatives

- // Finalized Kingston Sport Tourism Venue Inventory & Assessment Study

### Tourism revenue

- // Developed and implemented strategic, year-round marketing campaigns
- // Supported shoulder- and low-season visitation through paid media investment
- // Made progress on sustainable tourism development plan

### Social enterprise culture

- // Implemented new destination insights dashboard

### Longer-term developmental wins

- // Created case for support for film production studio
- // Created case for support for a deep-water dock
- // Conference centre project moved to RFI stage



# TRAVEL TRADE

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- // Hosted seven FAM tours, including a cruise FAM tour in partnership with Great Lake Shore Excursions, and Destination Ontario FAM tours
- // Represented Kingston at the American Bus Association, Rendez-vous Canada, Ontario Motor Coach Association Marketplace, Cruise Symposium, and Markham sales missions
- // Became members of Travefy and created over 12 new itineraries for operators
- // Showcased Kingston in Group Tour magazine, RVC, and Jonview Tariff

## INTERNATIONAL TRAVEL TRADE

- // Connected with DMOs and operators from North America and Mainland China
- // Participated in Destination Canada webinars to promote Kingston
- // Organized Markham sales mission
- // WeChat subscribers 2,693
- // Weibo subscribers 1,498
- // Launched a paid WeChat campaign aligned with fall & winter marketing campaigns and gained 30% more impressions

# BY THE NUMBERS

1,225

cruise passengers

498

partner referrals

90

operator leads

78

buses booked



## 2023 results

Travel Trade	2023 goal	Q1	Q2	Q3	Q4	2023 result	% goal actual
Number of traces	600	146	178	202	165	691	115%
Definite leads	60	9	54	21	7	91	152%
Referrals	350	142	235	84	37	498	142%
Cruise passengers	800	385	0	560	280	1,225	153%
Number of buses booked	50	5	52	18	3	78	156%

Traces – contact with clients and prospects

Definite leads – booked business

Referrals – information on local partners sent to clients

**Estimated 2023 economic impact of Travel Trade: \$3,184,973**



# SPORT & WELLNESS

- // Hosted two major U SPORTS events: Women's Soccer National Championships and Canada Life Vanier Cup
- // Hosted 35 invitational tournaments, including RELM Sports events, five baseball tournaments, Canadian Scrabble Classic, and Fencing Canada – Canada Cup
- // Supported or led nine successful event bids, including for the 2024 Boccia Championships of the Ontario Cerebral Palsy Sports Association
- // Welcomed multi-community cycling events, including the Rideau Lakes Cycling Tour and the Great Waterfront Trail Adventure
- // Attended Indigenous Masters Games in Ottawa; connected with Indigenous Sport & Wellness Ontario to discuss future events and collaboration opportunities
- // Submitted a successful nomination to Sport Tourism Canada's PRESTIGE Awards for Clive Morgan, Volunteer of the Year
- // Finalized Kingston Sport Tourism Venue Inventory & Assessment Study

# YOU

# BY THE NUMBERS

**11**

bids submitted

**9**

bids won

**121**

events hosted

**43,474**

event attendees

**13,834**

contracted room nights

# 2023 results

Sport and Wellness Tourism	2023 goal	Q1	Q2	Q3	Q4	2023 result	% goal actual
Number of traces	2,000	716	324	300	300	1,640	82%
Number of bids prospected	50	18	27	10	3	58	116%
Number of bids submitted	8	2	4	2	3	11	138%
Number of bids won	4	0	4	2	3	9	225%
Room nights	20,000	4,768	6,016	1,450	1,600	13,834	69%
Event attendees	38,000	9,112	10,162	21,000	3,200	43,474	114%

Traces – contact with clients and prospects

Bids prospected = potential events

Bid submitted include both led and supported bids. Not all bids require a formal bid proposal.

**Estimated 2023 economic impact of Sport and Wellness: \$15,287,350**

# hosted events

- // Kingston Ice Wolves Cup
  - // Taylor Hall Invitational Classic
  - // Kingston Ringette Association Tournament
  - // Strathcona Cup
  - // Dodgeball Ontario Provincials
  - // Canadian Keyforge National Championships
  - // Climb Canada Pan Am Training Camp
  - // Fall Bash: Greater Kingston AAA Hockey
  - // Hockey Helps the Homeless tournament
  - // Skate Ontario's Synchro Series
  - // Nexxice Synchro Training Camp
- ...plus 110 more.



# BUSINESS EVENTS

- // Worked with partners to help move the Kingston Conference Centre development project forward
- // Hosted Canada's 2SLGBTQI+ Chamber of Commerce for its first-ever conference outside Toronto
- // Won our bid to host the Canadian Society of Association Executives 2024 Summer Summit Conference
- // Represented our city and promoted Kingston as a premier business events destination at key industry gatherings in Ottawa, Toronto, Montreal, Mississauga, and St. John's
- // Helped Kingston and all our partners enjoy one of our best years ever for meetings and conferences in the city

## TED ROBINSON

### Business Events Specialist

Nominated for Supplier of the Year at Meeting Planners International (Ottawa Chapter) Prix Prestige Awards, for the second year in a row.





# BY THE NUMBERS

**36**

events hosted

**12,005**

contracted room nights

**40**

definite leads

# 2023 results

Business Events	2023 goal	Q1	Q2	Q3	Q4	2023 result	% goal actual
Number of traces	800	263	210	280	310	1063	133%
Tentative leads	35	9	6	12	8	35	100%
Definite leads	40	15	5	11	9	40	100%
Contracted room nights	10,000	3,900	3,105	988	4,012	12,005	120%

Traces – contact with clients and prospects

Tentative lead – prospect converts to a business opportunity for partners to respond to

Definite lead – booked business

**Estimated 2023 economic impact of Business Events: \$3,433,000**

# hosted events

Hosted 36 major events in 2023, welcoming organizations such as

- // Tourism Industry Association of Ontario (IMPACT Sustainability)
  - // Ontario Technical Investigators Association
  - // Retired Women Teachers of Ontario
  - // Ontario Association of Chiefs of Police
  - // Canada's 2SLGBTQI+ Chamber of Commerce
  - // Canadian College & University Food Service Association
  - // METRO Ontario
  - // Conseil Economique et Social d'Ottawa-Carleton
  - // National Joint Council
  - // Welch LLP
  - // Travel & Tourism Research Association
  - // Empire Life
  - // Camping in Ontario
- ...and 23 more.



# FILM & MEDIA

- // Hosted 36 location tours with studios and producers from across North America, including reps from Netflix, History Channel, Hallmark Channel, Paramount, and CBC
- // Expanded the online Kingston Production Directory, adding local accommodations
- // Welcomed Joanne Loton to Film & Media team
- // Supported local/Canadian productions: 22 productions filmed entirely or significantly in Kingston
- // Joined Playback Locations Showcase, with Kingston profiles in Playback magazine and TIFF, American Film Market event publications

## WORKFORCE DEVELOPMENT

- // Hosted six professional development workshops in collaboration with partners RTO 9, Directors Guild of Canada, Kingston Canadian Film Festival (KCFF)
- // Launched the 18MM program with KCFF: classroom and on-set training for high school students
- // Local production *Kill Victoria* provided on-set mentorship for 15 Kingston residents

## INDUSTRY OUTREACH

- // Prime Time (hosted by the Canadian Media Producers Association)
- // Realscreen
- // TIFF
- // American Film Market

oreat



# BY THE NUMBERS

22

productions

3

Tier 1 productions  
(over one week)

14

local productions  
(within 100 km)

36

scout tours

800

workshop/event participants



## 2023 results

Film and Media	2023 goal	Q1	Q2	Q3	Q4	2023 result	% goal actual
<b>Productions</b>							
Tier 1 (over one week)	3	1	1	1	0	3	100%
Tier 2 (overnight to one week)	10	0	2	2	8	12	120%
Tier 3 (single day)	10	0	0	3	4	7	70%
Local productions (within 100 km)	13	1	2	2	9	14	108%
Non-local productions (>100 km travel)	10	0	1	4	3	8	80%
<b>Workshops/events</b>							
Events	10	2	1	1	9	13	130%
Participants	1,000	400	10	50	340	800	80%
<b>Scout tours</b>							
Tours	60	0	10	19	7	36	60%
Participants	500	0	76	152	32	260	52%

Estimated economic impact of film productions: \$1,075,000



# MUSIC

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- // Launch of the Musiikki Merch Market
- // 2023 Slight Music Video Program
- // 2023 Kingston roadshows
- // Launch of Bandwidth: free monthly panels and workshops
- // YGKeys: Pride Piano at Visitor Information Centre
- // Kingston shortlisted for Music City of the Year (Canadian Live Music Industry Awards)
- // Community collaboration:
  - Kingston Music Strategy
  - SLC Music & Digital Media Program
  - Limestone Music Celebration



# BY THE NUMBERS

6

Kingston facilitated roadshows

26

workshops

1,450

workshop attendees

22

sponsored music events

8,250

event attendees



## 2023 results

Music	2023 goal	Q1	Q2	Q3	Q4	2023 result	% goal actual
<b>Live events</b>							
Kingston facilitated roadshows	5	2	1	2	1	6	120%
Artists/bands impacted	20	7	3	4	2	16	80%
Workshops/professional development events	6	3	17	2	4	26	433%
Attendees at workshops/events	600	300	750	150	250	1,450	242%
<b>Sponsored events</b>							
Sponsored music events	20	11	7	2	2	22	110%
Attendees, sponsored events	10,000	2,175	5,475	300	300	8,250	83%
Artists/bands impacted	500	100	165	25	18	308	62%

Estimated economic impact of sponsored music events: \$109,102



# VISITOR SERVICES

- // Focus on sustainability
  - New water refill station
  - Local, non-alcoholic drinks for sale
  - Merch by local makers for sale
  - VIC received Bronze certification by GreenStep
- // New phone-charging station
- // Expanded retail space with new merch and clothing options
- // Provided multilingual visitor services
- // Community outreach – information booths
  - Queen's Move-in Day & Homecoming
  - Vanier Cup game
  - U SPORTS Women's Soccer Championships
  - Friends for Life bike rally

# OXV1



# BY THE NUMBERS

## 43 K

visitors served

## \$86 K

in retail sales

## \$157 K

in total sales



# 2023 results

Visitor Services	2023 goal	Q1	Q2	Q3	Q4	2023 result	% goal actual
<b>Visitors</b>							
Number of interactions	80,000	1,290	14,245	23,334	4,557	43,426	54%
<b>Sales</b>							
Retail	\$50,800	\$6,082	\$21,292	\$41,171	\$18,077	\$86,622	171%
Commissions – attraction tickets	\$35,000	\$0	\$9,790	\$29,583	\$5,143	\$44,516	127%
Enhanced profile – brochure racking	\$23,300	\$13,100	\$11,900	\$1,350	\$400	\$26,750	115%
<b>Total sales</b>	<b>\$70,000</b>	<b>\$19,182</b>	<b>\$42,982</b>	<b>\$72,104</b>	<b>\$23,620</b>	<b>\$157,888</b>	<b>226%</b>



# MARKETING & COMMUNICATIONS

- // Year-round campaigns promoted Kingston as a four-season destination, focusing media spend on shoulder and low seasons
- // Wedding campaign continued to support COVID-19 recovery
- // Partnered with Destination Ontario for winter, fall, and USA campaigns
- // Proactively pitched Kingston stories to media, hosted journalists and influencers, and attended International Media Marketplace and TMAC media tradeshows
- // Secured coverage with Breakfast Television, Toronto Sun, CPAC-TV, The Globe and Mail, National Post, and Narcity
- // Reels & TikTok strategy: 2.9 M plays, 2.5 M impressions
- // Secured \$527,857 in grant funding, supporting multiple projects including website events calendar redesign and creation of nine walking tours exploring Kingston's film, literary, and music scenes
- // Created Visitor Guide, Kingston maps, cruising brochure, dining guides, Indigenous history of Kingston publications
- // Supported environmental design across the city: Visitor Information Centre wraps for walking tours, solar bike stations, CORK trailer, Queen's ARC brochure wall, hotel elevator wraps

# SCOOV



# BY THE NUMBERS

## 2.3 M

website pageviews

## 276 K

partner referrals

## 94 M

advertising impressions

## 33 M

social media impressions

## 716 M

earned media impressions



# 2023 results

Marketing and Communications	2023 goal	Q1	Q2	Q3	Q4	2023 result	% goal actual
Website sessions	1.25 M	357,539	505,482	531,903	297,003	1.7 M	135%
Website pageviews	1.8 M	489,287	677,766	750,621	413,897	2.3 M	128%
Referrals to partners (web + phone)	215,000	36,673	46,307	115,560	78,238	276,778	129%
Advertising impressions	75 M	26 M	12 M	32 M	24, M	94 M	125%
Social media link clicks	375,000	147,284	96,877	82,760	59,334	386,255	103%
Social media engagements	800,000	304,789	306,387	180,544	118,365	910,085	114%
Social media impressions	46.5 M	11.2 M	9.6 M	8.2 M	4.6 M	33.6 M	72%
Total followers	120,000	111,218	113,397	116,713	119,469	119,469	99.5%
Proactive earned media stories	110	12	9	24	39	84	76%
Total media stories	400	123	299	369	374	1,165	291%
Total earned media impressions	450 M	281.5 M	61.9 M	249.7 M	123.1 M	716.2 M	159%



# PARTNERSHIPS & PACKAGING

- // Presented Kingstonlicious, a prix fixe culinary program, January to March with 28 restaurants and six signature events
- // Enhanced culinary partnerships with 17 hotels offering 23 Kingstonlicious Dine on Us packages and seven hotel partners offering Kingston Food Tour packages; both included a \$100 Visa gift card
- // Developed partnerships with Stoked Sauna Co., GLOW Skincare Co., and Refinery Spa + Social House; connected eight hotels offering 10 wellness packages
- // Continued our work with St. Lawrence Parks Commission to curate overnight packages for both Kingston Pen and Fort Henry with six hotels offering 11 packages
- // Enhanced community partnerships with Queen's University, Frontenac Counties, and co-led Katarokwi Indigenous Art and Food Market with support of events, activations, and hotel packages
- // Launched a "Shop on Us" incentive program ahead of winter holidays with \$100 Visa gift card + voucher for use at the Visitor Information Centre with 15 hotel packages

# Autumn



# BY THE NUMBERS

## 38

See + Do packages

## 34

Eat + Drink packages

## 10

Rest + Relax packages

## 12

Family packages

## 27 K

partner referrals



# 2023 results

Packaging	2023 goal	Q1	Q2	Q3	Q4	2023 result	% goal actual
See + Do packages	40	5	16	2	15	38	95%
Eat + Drink packages	40	25	8	1	0	34	85%
Rest + Relax packages	15	4	4	0	2	10	67%
Family packages	15	5	2	4	1	12	80%
Package referrals to partners	22,500	6,892	5,962	6,785	8,171	27,810	124%
Minimum room nights **	600	406	40	55	130	631	105%

\*\* Tourism Kingston supported or created packages

# SUSTAINABILITY

## OUR PLEDGE

Tourism Kingston strives to incorporate sustainability in all its operations. Our actions and initiatives are guided by our GreenStep Sustainable Tourism certification, the UN Sustainable Development goals, and the City of Kingston's climate leadership plan.

### 2023 activities (continuing from 2022)

- // Engaged GreenStep Solutions on a sustainable tourism assessment and to develop an action plan for the organization and destination
- // Visitor Information Centre bronze certification
- // Visitor Information Centre action plan implemented
- // Destination certification process started
- // Destination silver diagnosis
- // Destination action plan implemented







# *EQUITY, DIVERSITY, INCLUSION & INDIGENEITY*

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## **2023 ACTIVITIES**

Supported the return of the Katarokwi Indigenous Art and Food Market, Sundays in Springer Market Square June through October

Presented "Call to Action 83: What Does Reconciliation Taste Like?" as part of Kingstonlicious, pairing Indigenous chefs with Kingston chefs for a culinary exploration and celebration

Worked with Kanyen'kehà:ka artist Liv Rondeau to design a pin celebrating local Indigenous history, now for sale through the Visitor Information Centre

Partnered with Kingston Pride, providing sponsorship support and donating a portion of proceeds from the sale of Kingston Pride merch at the Visitor Information Centre

Developed a Pride Kingston pin for the Visitor Information Centre and installed Pride banners on the back patio

Hosted Drag in the Park in support of Trellis and the Friends for Life bike rally

Continued to make progress against our CGLCC audit and assessment recommendations to provide an inclusive, safe, and supportive environment for staff and champion 2SLGBTQI+ friendly policies across the industry



**Rainbow  
Registered**  
**Arc-en-ciel  
Officiel**





### **BUILDING AN INCLUSIVE BRAND**

The Kingston brand thrives by featuring inclusive content, photography, and videography. Our campaigns show the joy of travel and experiencing Kingston.

We routinely engage residents through casting calls and communicate our inclusive, welcoming community through stories.

In 2023, we invested in seasonal photography and videography, as well as production of our brand campaign. We also hosted diverse influencers and supported inclusive Kingston events.

# awards

WINNER



**ONTARIO TOURISM  
AWARDS OF EXCELLENCE**

Tourism Marketing Campaign Over \$50 K -  
Closer Campaign with Alphabet® Creative

WINNER



**EDAC MARKETING  
CANADA AWARD**

Digital Marketing & Social Media

WINNER



**EDCO AWARD OF  
EXCELLENCE**

Tourist Attraction & Tourism Product  
Development - Kingstonlicious

**GOLD**

**Summit Creative  
Award**

Diversity, Equity &  
Inclusion Marketing

**SILVER**

**Summit Marketing  
Effectiveness Award**

Social Media Marketing

**BRONZE**

**Summit Creative  
Award**

Public Relations Program  
with Tartanbond

**SUSTAINABILITY  
CHAMPION**

**Downtown Kingston  
CORE Awards**

**André Soucy,**  
Visitor Information Centre



# 2023 ECONOMIC IMPACT OF TOURISM

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## BY THE NUMBERS

**\$544 M**

economic impact

**1.88 M<sup>\*</sup>**

total visitors

**1.7 M**

leisure visitors

**159 K**

business visitors

**628 K**

room nights

\* "Total visitors" includes "other" in addition to business and leisure. Sources: Str, AirDNA, Statcan, Conference Board of Canada, Twenty31, TREIM, and others.

**2023 Tourism Kingston audited financial statement**

*visitkingston.ca/about-tourism-kingston*



## *2023 BOARD OF DIRECTORS*

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**Jeff Downie**

Chair

**Heather Ford**

Vice Chair

**Wayne Buller**

Secretary/Treasurer

**Stephen Burnett**

Past Chair

**Councillor**

**Vincent Cinanni**

**Scott Follwell**

**Matt Fry**

**Lucy Liu**

**Jan MacDonald**

**Chris Marz**

**Mayor**

**Bryan Paterson**

**Councillor**

**Gregory Ridge**

**Ryan Rowe**

**Sivani Vinayaga**

**Lanie Hurdle**

Ex officio

**Donna Gillespie**

Ex officio

**Krista LeClair**

Ex officio



*Thank you to our partners,  
agencies, suppliers, and visitors  
for a successful year.*



# Kingston

— Tourism —  
**KINGSTON**

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