

**KINGSTON**

↳ Accommodation Partners ↳

# 2025 ANNUAL PLAN

**KINGSTON ACCOMMODATION PARTNERS**

Support





# TABLE OF CONTENTS

Mission	3	Integrated Destination Strategy	5
Vision	3	Priority Efforts	5
Guiding Principles	3	2025 Budget	12
KAP Staff	3	Sustainable Tourism	13
KAP Board Members	4	Membership Benefits	14
Advocacy Committee	4	Economic Impact of Tourism	15

## WELCOME / BOOZHOO TEKWANONWERA:TONS

Kingston is located on the traditional lands of the Anishinaabe, Haudenosaunee Confederacy, and Huron-Wendat First Nations. In Anishinaabemowin, this space is called “Gaadanokwii,” which is interpreted to mean “a great meeting place.” In Huron-Wendat it is known as “Ken’tarókwen” and in Mohawk it is known as “Ka’tarohkwi;” both are interpreted to mean “a place where there is clay.” Clay in this context refers to the location of ancestral roots.

Kingston Accommodation Partners acknowledges the everlasting presence of other Indigenous nations, the Métis, Inuit, and other First Nations that now share this landscape with us. We are grateful to reside in and remain visitors to this territory, while acknowledging our shared responsibility to honour this space by walking gently and respectfully upon the land and preserving and purifying the surrounding waters.

*Credit: Georgina Riel*



# *MISSION*

Kingston Accommodation Partners' mission is to be Kingston's leading voice of advocacy for tourism and the accommodation sector. We collaborate with tourism stakeholders to attract and welcome visitors, with a concentration on overnight stays.

# *VISION*

Kingston Accommodation Partners' vision is to build recognition of Kingston as an outstanding four-season tourism destination.

# *GUIDING PRINCIPLES*

- 1* / Facilitate stakeholder engagement on current and relevant advocacy issues in an effort to elevate Kingston as a premier tourism destination and ensure favourable public policy.
- 2* / Focus resources on initiatives that can deliver measurable results in keeping with the organization's mission and vision.
- 3* / Build and support a collaborative network of industry stakeholders.
- 4* / Ensure Kingston Accommodation Partners (KAP) is recognized as a destination stakeholder, integral to Kingston's development and prosperity.

# *KINGSTON ACCOMMODATION PARTNERS STAFF*

**Krista LeClair** (she/her)

EXECUTIVE DIRECTOR

613.893.7576

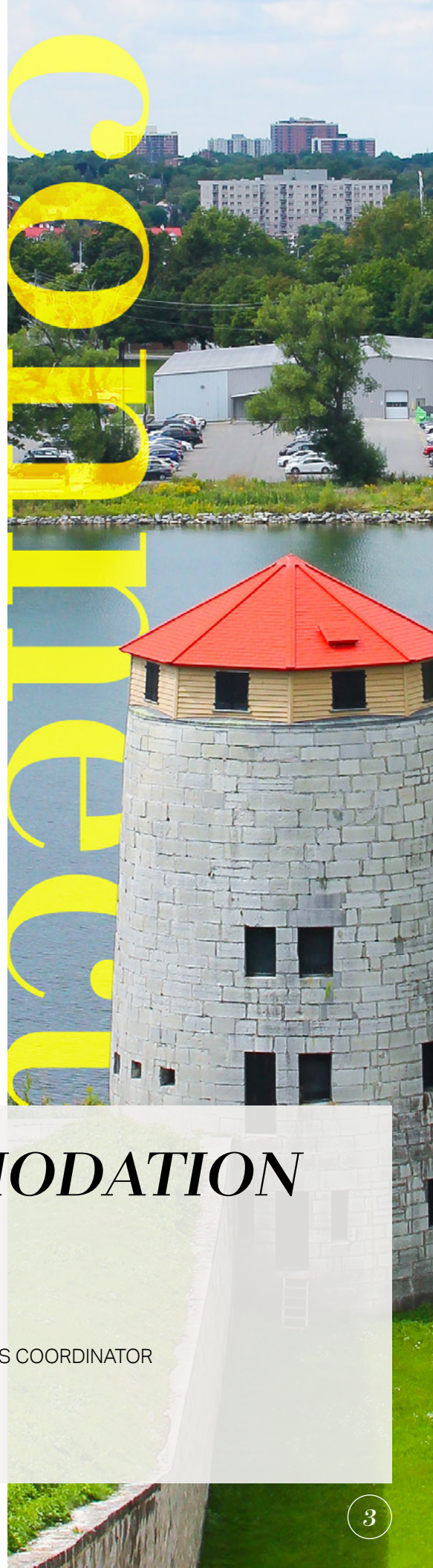
krista@visitkingston.ca

**Colleen Walas** (she/her)

OPERATIONS AND MEMBER SERVICES COORDINATOR

613.893.7576

colleen@visitkingston.ca





# 2025 BOARD OF DIRECTORS

## **Ryan Rowe**

Director (Chair)

Residence Inn by Marriott  
Kingston Water's Edge

## **Matthew Fry**

Director (Past Chair)

Courtyard by Marriott  
Kingston

## **Scott Follwell**

Director (Treasurer)

Holiday Inn Express &  
Suites Kingston

Comfort Suites, and Quality  
Inn and Conference Centre

## **Heather Ford**

Director (Secretary)

Green Acres Inn

## **John Owen**

Director

Best Western Fireside Inn

## **Michael Springer**

Director

Delta Hotels by Marriott  
Kingston Waterfront

## **Lucy Liu**

Director

The Rosemount Inn

## **Jai Bhatti**

Director

Hampton Inn  
by Hilton Kingston

## **Janet Chapman**

Director

Comfort Inn  
Highway 401

## **Liv Halliday**

Director

The Smith Hotel

The Belvedere Hotel

## **Raj Patel**

Director

Super 8, Ramada,  
Seven Oaks

## **Peter Karkoulis**

Director

Strata Hotel

## **Erin Finucan**

Director

Holiday Inn Kingston  
Waterfront

# ADVOCACY COMMITTEE

The Advocacy Committee provides advice to the Board on advocacy efforts and initiatives that could be taken up by Kingston Accommodation Partners.

## **Matthew Fry**

Regional GM

Easton's Group

## **Lucy Liu**

Owner

The Rosemount Inn

## **Ryan Rowe**

General Manager

Residence Inn by Marriott

Kingston Water's Edge

## **Stephanie Quick**

General Manager

Delta Hotels by Marriott Kingston Waterfront

## **Niran Abeysinghe**

General Manager

Hampton Inn by Hilton Kingston

## **Srinivas Srirangam**

General Manager

Kingston Market Square Hotel

## **Holly Wilson**

Manager of Intergovernmental Relations

City of Kingston

## **Peter Karkoulis**

Director

Strata Hotel

# LIAISONS

## **Megan Knott**

Advisor

Tourism Kingston

## **Rob Tamblyn**

Advisor

Kingston EcDev

## **Marijo Cuerrier**

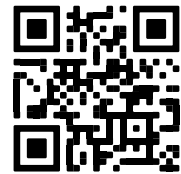
Advisor

Downtown Kingston BIA





# *INTEGRATED DESTINATION STRATEGY:*



## **Co-created an integrated destination strategy for Kingston, 2022-2027**

KAP's Priority Efforts are aligned, whenever possible, with the strategic initiatives prioritized in the IDS.

A third iteration of the Integrated Destination Strategy is currently in progress and will be complete in spring 2025.

# *KEY PRIORITIES FOR KAP IN 2025*

Advocacy on behalf of our members is a primary focus for KAP, helping to bring legislative changes to challenges in the industry and position our community, industry, and sector for growth. Through membership on committees and Boards and ongoing dialogue and delegations, we engage with all four levels of government and partner associations.

Our areas of focus include:

## **1 / Continue to communicate tourism plans with community and key tourism stakeholders (IDS initiative 2)**

// Continue execution of a local tourism stakeholder communication plan so that residents within the city of Kingston understand the IDS and the impact the strategy will have in strengthening our community. Work with Tartanbond on enhancing this campaign.

// Communicate the importance and value of tourism to all levels of government and the

community through initiatives such as Tourism Week, Global Meetings Industry Day, and Business Events Day

## **2 / Continue to work with the tourism industry to expand voluntary levy beyond accommodations (IDS Initiative 5)**

// In collaboration with ORHMA, continue to support the implementation of a Kingston restaurant and/or attractions association to support tourism levy expansion and other advocacy.



- // Mobilize tourism stakeholders to support voluntary tourism levy expansion study recommendations.
- // Build community awareness through communication and transparency of Kingston's levy to assist in broader community support for an expansion.

**3 / Address immediate labour bottlenecks (IDS Initiative 8)**

- // Continuing work with federal and provincial partners on addressing workforce challenges including HAC, TIAC, ORHMA, TIAO.

**4 / Enhance culinary tourism in Kingston (IDS Initiative 11)**

- // Support the creation of a Kingston restaurant association through ORHMA and include more partners able to support culinary and agri-tourism in Kingston.

**5 / Continue to support a conference centre development (IDS Initiative 19)**

- // Continue to communicate the business case for a facility.

- // Support the Conference Centre Working Group efforts in developing a public-private plan to develop the facility with federal, provincial, local government, and private sector investment.

- // Support KAP members in the development of a city-wide conference centre sales strategy by organizing a strategy and sales workshop early in 2025.

**6 / Support access to public amenities (IDS Initiative 22)**

- // Work with the public sector to identify a list of public amenity projects and create prioritization assessment to determine those most likely to have greater returns in alignment with the triple bottom line approach.
- // Work with partners to support development of the business case for identified public amenity investments, advocate for, and implement infrastructure projects.





## **7 / Activate and access the waterfront (IDS Initiative 23)**

- // Support the Confederation Basin Promenade and associated projects.
- // Determine gaps in water-based and waterfront experiences and assets that could support tourism and the community better.
- // Develop long-term recommendations to key stakeholders and owners of these assets to transition to best alternate uses in support of Kingston's visitor economy.

## **8 / Implement a sport and wellness tourism strategy (IDS Initiative 25)**

- // Support the revitalization and clustering of sporting facilities across Kingston and in neighboring municipalities to achieve an increase in tournaments and sporting events, ultimately increasing visitation and revenues—particularly during shoulder and winter months.

## **9 / Sector Cost Reduction**

- // Continue to work with partners across Canada to bring KAP member voices and priorities forward:
  - > TIAO Policy Advisory Committee
  - > HAC Stakeholder Working Group
  - > ORHMA Government Relations Committee Co-Chair
  - > ORHMA Board of Directors
  - > MMBC GR Committee
  - > Work with partners to address inter-provincial trade barriers and tariff threats

## **10 / Municipal Accommodation Tax**

- // Continue to work with members to successfully remit MAT and re-distribute to the Development Fund and Tourism Kingston to support tourism marketing efforts, sales, and product development.



### **11 / Fair rules for the short-term rental sector**

- // Continue working with municipal, provincial, and federal partners to ensure fair rules for short-term rental sector.
- // Continue advocating for stronger STR rules at the municipal level, encourage the launch of a CRA education campaign on new rules around income tax deductions and expenses for STRs, and encourage the rollout of T4 slips for STR owners to claim their income.

### **12 / Member Training**

- // Continue to work with Kingston Police, Victim Services, and the OPP to support human trafficking prevention.
- // Continue to offer training sessions on Labour, Industry Best Practices, etc.
- // Offer training sessions on new city-wide ORHMA membership, Feast-On and GreenKey certifications.
- // Work with ORHMA on Ontario's Anti-Human Trafficking Strategy and the Accommodation Sector Registration of Guests Act.

### **13 / Transportation, housing, and safe public spaces**

- // Continue to work with provincial and municipal partners on addressing the needs in our community to create a safe, vibrant tourism destination, safe public spaces for all, and address the correlation between transportation, housing, and labour shortages.
- // Continue to advocate to allow mixed-use, hotel/rental residential developments, where residential units occupy less than 70% of the total floor space, into the CMHC Mortgage Insurance program
- // Advocate for making stand-alone staff accommodations for hotels eligible for the rental housing GST refund, and allowing a higher Capital Cost Allowance rate for staff housing and enabling the use of those losses to offset income in the main hotel property.





#### **14 / Roll out HAC and AHLA Green Key program to partners**

// Properties receive an eco-rating through a rigorous assessment and audit process that measures hotel performance in a number of key areas including energy and water conservation, land use, hazardous and solid waste management, air quality and more. The program and resources offered by Green Key Global leverage an organization's sustainability initiatives across properties and brands to increase occupancy, provide cost savings, and reduce its carbon footprint – as well as align with corporate social responsibility (CSR) activities.

#### **15 / Representing KAP Members in the following ways:**

// Actively advocating at the municipal level on behalf of KAP members through delegations at City Council and City committees

##### **Boards of Directors:**

RTO9 Board of Directors (Regional Tourism Organization 9)

ORHMA Board of Directors (Ontario Restaurant Hotel Motel Association)

MMBC Board of Directors (Meetings Mean Business Canada)

#### **16 / Position Kingston as a key cruise tourism hub (IDS Initiative 24)**

// In partnership with Great Lake Cruise Association, TIAO, and TIAC, advocate with provincial and federal governments around the need to reform lock and pilot fees.

#### **17 / Fraudulent Hotel Bookings**

// Continue to advocate with provincial and federal government to address fraud in the immigration system by:

- › Only allowing pre-paid hotel bookings
- › Holding immigration consultants involved in fraudulent bookings to account
- › Setting up a reporting mechanism at IRCC for hoteliers





## 18 / Competitiveness

- // Continue to work with all levels of government to encourage investment in tourism through:
  - > Continued support of the international tourism marketing through Destination Canada, including the expansion of the International Convention Attraction Fund (ICAF) program for another \$50M DO funding
  - > Boosting investment in critical tourism infrastructure, such as conference spaces and transportation
- // Create a competitive investment climate for tourism products, including hotels, by:
  - > Adjusting capital cost allowance rules to allow 100% write off in year one
  - > Modify changes to the capital gains tax

## 19 / Prepare for possible provincial and federal elections in 2025

- // Continue to meet with politicians running in provincial or federal elections in 2025, with a focus on advocating and educating on tourism priorities
- // Explore working with a KAP dedicated lobbyist

## 20 / Amplifying Kingston's Voice

- // Continue to work with Provincial and Federal partners on annual submissions to government showcasing needs for industry and sector support, including the Fall Economic Statement and Provincial and Federal Government Budgets.





**Committees:**

TIAO Advocacy Committee (Tourism Industry Association of Ontario)

ORHMA Government Advocacy Committee (Ontario Restaurant Hotel Motel Association)

HAC Policy Advisory Committee (Hotel Association of Canada)

TIAC Membership Advisory Committee (Tourism Industry Association of Canada)

MMBC Government Relations Committee- Chair (Meetings Mean Business Canada)

**Working Groups:**

TIAO MAT (Municipal Accommodation Tax) Working Group (Tourism Industry Association of Ontario)

DBIA Accommodations Working Group (Downtown Business Improvement Area)



# BUDGET

2025

---

## Revenue

DMF	\$	60,000.00
MAT	\$	4,330,000.00
<b>Total Income</b>	<b>\$</b>	<b>4,390,000.00</b>

## Expenses:

35% Development Fund	\$	1,515,500.00
Operations	\$	321,080.00
Professional Services	\$	152,500.00
KAP Member Services	\$	39,000.00
Tourism Kingston	\$	1,750,000.00
Public Relations	\$	108,000.00
Product Development	\$	220,000.00
Slush Puppie Place	\$	257,000.00
Reserves	\$	15,000.00

---

<b>Total Expenses</b>	<b>\$</b>	<b>4,378,080.00</b>
-----------------------	-----------	---------------------

---

<b>Surplus (Expense)</b>	<b>\$</b>	<b>11,920.00</b>
--------------------------	-----------	------------------

---





# SUSTAINABLE TOURISM 2030

*We are dedicated to continuing to support our members in receiving Green Key designations and we continue to work with our partners at Tourism Kingston who are leading the GreenStep initiative for the community with a Silver designation.*

- // Provide resources for properties to complete the GreenKey certification and increase the number of properties in Kingston that participate (currently 9 KAP properties are GreenKey certified).
- // Support our members in providing BIPOC products to guests.
- // Our members are creating efficiencies around turndown or housekeeping services (stay-over rooms cleaned upon request only)
- // Increase participation from the 11 partners currently involved in the Lionhearts Food Reclamation and Redistribution program
- // Connect accommodation partners with Refilleries
- // Educate accommodation partners on opportunities for energy-efficient lighting and temperature systems
- // Explore a furniture reclamation program in Kingston for renovating properties



# MEMBERSHIP BENEFITS

We advocate for Kingston's diverse tourism industry with a particular focus on the accommodation sector. As a KAP member your benefits include:

- // Access to partner resources, research, and data
- // Timely updates on new legislation and existing legislation under review
- // Representation at key annual lobby events:
  - Rural Ontario Municipal Association (ROMA)- January 2025
  - Association of Municipalities of Ontario (AMO)- August 2025
  - Tourism Day at Queen's Park with TIAO- September 2025
  - Parliament Hill Lobby Days with MMBC- October 2025
  - Parliament Hill Lobby Days with HAC- November 2025
- // A voice that contributes to influencing favourable public policy and decision making by government at the municipal, provincial and federal levels of government
- // Access to a collaborative network of businesses, partners and allies that support the tourism industry
- // A united industry voice
- // Proactive and collaborative advocacy on high-profile issues
- // Actively advocating at the municipal level on behalf of KAP members through delegations at City Council and City committees (11 unique delegations were led by KAP in 2024).
- // KAP supports our partners as they navigate third-party sport accommodation booking platforms that support the creation of a thriving sport tourism environment in Kingston
- // Access to a city-wide ORHMA membership, discounted TIAO membership rates, and increased advocacy/support through a Greenshoots partnership with TIAO

# CERTIFICATIONS





# KINGSTON ECONOMIC IMPACT (2023)

## Tourism



**\$544**  
million  
economic impact



**628,300**  
room nights  
(hotels & sharing economy)

**49%**  
day  
visitors

**52%**  
overnight  
visitors



**1.88**  
million visitors  
welcomed to Kingston

Sources: Statistics Canada, STR, AirDNA, RTO9

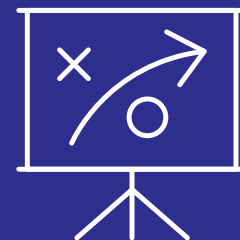
## Funds are invested to grow Kingston tourism through:



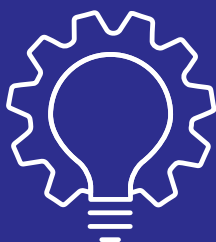
Destination  
marketing



Major event  
attraction



Strategic  
initiatives



Product  
development



Advocacy - municipal  
provincial & federal



Sales

# KINGSTON

◁ *Accommodation Partners* ▷

## **Kingston Accommodation Partners**

177 Wellington St, Suite 200

Kingston, Ontario K7L 3E3

[kingstonaccommodationpartners.ca](http://kingstonaccommodationpartners.ca)

613-893-7576