



**KINGSTON**

— Accommodation Partners —

# 2026 ANNUAL PLAN

KINGSTON ACCOMMODATION PARTNERS



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## 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’tarókwén” 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)  
MANAGER, OPERATIONS  
AND MEMBER SERVICES  
613.893.7576  
colleen@visitkingston.ca



# 2026 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



**Michael Springer**

Director

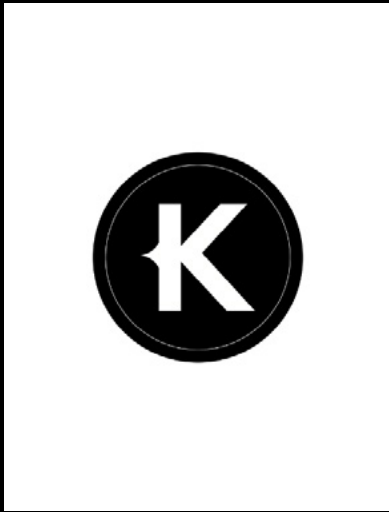
Delta Hotels by Marriott  
Kingston Waterfront



**Lucy Liu**

Director

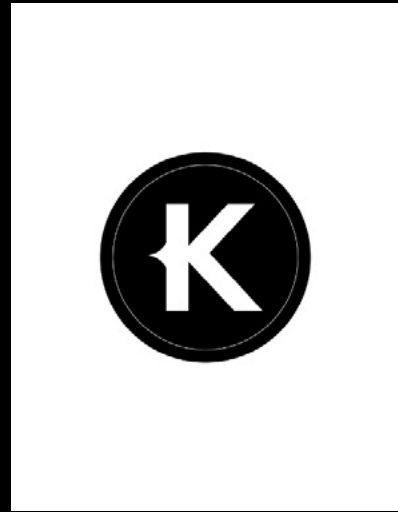
The Rosemount Inn



**Jai Bhatti**  
Director  
Hampton Inn  
by Hilton Kingston



**Janet Chapman**  
Director  
Comfort Inn  
Highway 401



**Raj Patel**  
Director  
Super 8, Ramada,  
Seven Oaks



**Peter Karkoulis**  
Director  
Strata Hotel



**Erin Finucan**  
Director  
Holiday Inn Kingston  
Waterfront



**Gabriella Martins**  
Acting General Manager,  
The Smith Hotel and  
The Belvedere Hotel

# LIAISONS



**Megan Knott**  
Advisor  
Tourism Kingston



**Marijo Cuerrier**  
Advisor  
Downtown Kingston BIA



**Rob Tamblyn**  
Advisor  
Kingston EcDev

## 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

**Holly Wilson**

Manager of Intergovernmental Relations  
City of Kingston

**Peter Karkoulis**

Director  
Strata Hotel

**Sudip Duttagupta**

General Manager, DoubleTree/Home2  
Suites  
by Hilton (1550 Princess St, Kingston  
ON)





# INTEGRATED DESTINATION STRATEGY:



Kingston's Integrated Destination Strategy is a guide for Tourism Kingston, Kingston Accommodation Partners, and the City of Kingston to provide strategic direction to support both a vibrant tourism industry and local life in Kingston. When possible, each unit's tactics are aligned with initiatives of the Integrated Destination Strategy (IDS) in order to demonstrate our work toward our long-term goals.

Guiding principles of the IDS:

## **1. Place residents at the heart of tourism.**

Tourism in Kingston must be developed for, with, and by the local community. Residents are not only hosts but primary beneficiaries of tourism. Enhancing quality of life, fostering inclusion, and listening to local perspectives are foundational to all tourism decisions.

## **2. Enable strategic, inclusive, and sustainable growth.**

Tourism infrastructure and experience development must serve both visitors and locals, prioritizing

sustainability, accessibility, and long-term resilience. Infrastructure investments should reflect community values and support future growth.

## **3. Celebrate and empower Kingston's creative and cultural identity.**

Support Kingston's creative industries and cultural heritage as essential components of both tourism and community vitality. Build an enabling environment where arts, music, film, and history are valued, nurtured, and economically viable and help to position Kingston as a creative community.

# KEY PRIORITIES FOR KAP IN 2026

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 / Develop a tourism engagement and communication strategy with residents and community leaders" (IDS Initiative 1)**

- // 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.

- // 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 / Support the creation of a Kingston restaurant association (IDS Initiative 14)**

- // Convene a working group of restaurateurs to co-design the association's structure, purpose, and governance.



- // Establish the association under Kingston Accommodation Partners with start-up funding from the Development Fund.
- // Identify staff resources to support the long-term sustainability of a Kingston restaurant association (under Kingston Accommodation Partners)
- // Launch a membership campaign and host industry networking events to onboard partners
- // Create shared marketing initiatives (e.g., culinary trails, dining maps, seasonal promotions) in collaboration with Tourism Kingston
- // Develop an advocacy platform to represent restaurant needs in city-wide initiatives, workforce development, and regulatory issues

### **3 / Advocate for improved transportation access for visitors (IDS Initiative 6)**

- // In collaboration with Crestview, execute federal advocacy plan related to the LaSalle Causeway and Via Rail/ALTO files to improve transportation access for visitors.

### **4 / Unblock and protect Kingston Penitentiary to active year-long programming (IDS Initiative 13)**

- // In collaboration with Crestview, advocate to the federal government for a long-term lease for Kingston Pen.
- // Develop a long-term governance and operational plan for the site under a designated cultural entity

### **5 / Advocate for better provincial funding for external match programs (IDS Initiative 15)**

- // Develop an advocacy plan aligned with provincial tourism and economic priorities.
- // Coordinate with partner cities and DMOs to collectively lobby for reforms to match-funding criteria.





- // Build a funding readiness case library to streamline applications.
- // Communicate the impact of underutilized opportunities to provincial representatives

## **6 / Invest in a strategy to elevate Kingston within the tourism industry (IDS Initiative 17)**

- // Conduct a positioning audit to understand Kingston's current brand perception across key markets.
- // Leverage Kingston's track record as a small destination with a strong brand and Innovative practices within the tourism industry.
- // Build a Kingston presence on key tourism industry boards, campaigns, and speaking opportunities

## **7 / Advance waterfront infrastructure (IDS Initiative 8)**

- // 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 / Prioritize improvements for sport and event facilities (IDS Initiative 5)**

- // 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.
- // Support a detailed asset audit of priority sports and event venues, including seasonal demand and repair status
- // Conduct a detailed analysis of ice surface usage across sports and event activities, including capacity, seasonal demand, and future infrastructure needs





## 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.
- // Work with KAP partners to launch new digital remittance tool for MAT tax in 2026

## 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:

Tourism Industry of Canada (TIAC) Board of Directors and Tourism Industry Association of Ontario (TIAO) Board of Directors

ORHMA Board of Directors (Ontario Restaurant Hotel Motel Association)

MMBC Board of Directors (Meetings Mean Business Canada)





Participate in the following federal and provincial advocacy days: Hotel Association of Canada (HAC) Hill Days, TIAC Hill Days, Kingston Hill Days (in collaboration with Crestview Strategy), TIAO Queen's Park, ORHMA Queen's Park Day

#### **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 local municipal election in 2026**

// Meet with all candidates running for the City of Kingston municipal election in 2026, with a focus on advocating and educating on tourism priorities





## 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.
- // Continue working with Crestview Strategies on annual federal advocacy plan and consider implementing a provincial advocacy plan to support priority provincial filesy

### **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 and Communications Committee- Co-Chair (Meetings Mean Business Canada)

Tourism Skills Net Ontario- Southeastern Ontario Committee Member

### **Working Groups:**

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

DBIA Accommodations Working Group (Downtown Business Improvement Area)

# BUDGET

2026

## Revenue

DMF - Queen's and SLC	\$ 60,000.00
MAT	\$ 4,600,000.00
Grants	
<b>Total Income</b>	<b>\$ 4,660,000.00</b>

## Expenses:

35% City of Kingston	\$ 1,610,000.00
Staff & Admin	\$ 356,942.00
Professional Services	\$ 256,200.00
KAP Member Services	\$ 30,500.00
Tourism Kingston	\$ 2,000,000.00
Public Relations	\$ 40,500.00
Product Development	\$ 75,000.00
Slush Puppie Place	\$ 257,000.00
Reserves	\$ 15,000.00

<b>Total Expenses</b>	<b>\$ 4,641,142.00</b>
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<b>Surplus</b>	<b>\$ 18,858.00</b>
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# 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 2026
  - Association of Municipalities of Ontario (AMO)- August 2026
  - Tourism Day at Queen's Park with TIAO- December 2026
  - Parliament Hill Lobby Days with MMBC and TIAC - December 2026
  - Parliament Hill Lobby Days with HAC- December 2026
  - ORHMA Queen's Park Day - December 2026
  - Kingston Hill Day - 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





## *KAP STRATEGIC PARTNERSHIPS*

- // GreenStep Sustainability Certification
- // Sport Tourism Strategic Framework
- // Kingston Music Strategy
- // Forward Motion: TIAO tourism strategy
- // Advocacy Committee
- // Community Advisory Committee
- // Meetings Mean Business Canada
- // RTO 9 Southeastern Ontario
- // St. Lawrence Parks Commission (SLPC)
- // Sport Tourism Canada
- // Tourism Industry Association of Canada (TIAC)
- // Tourism Industry Association of Ontario (TIAO)
- // City of Kingston
- // Downtown Kingston BIA
- // Greater Kingston Chamber of Commerce
- // Tourism Kingston
- // Kingston & Area Association of Museums, Art Galleries and Historic Sites (KAM)
- // Kingston Economic Development Corporation
- // Queen's University
- // St. Lawrence College (SLC)

## *CERTIFICATIONS*





# KINGSTON ECONOMIC IMPACT (2024)

## > Tourism



**\$775**  
million  
economic impact



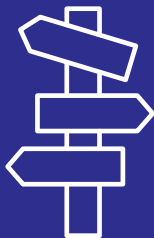
**681,260**  
room nights  
(hotels & sharing economy)  
**53%** day  
visitors **47%** overnight  
visitors



**2.6**  
million visitors  
welcomed to Kingston

Sources: Statistics Canada, STR, AirDNA, RTO9

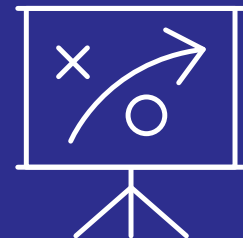
## > Funds are invested to grow Kingston tourism through:



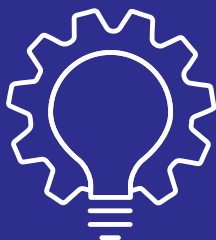
Destination  
marketing



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