

# we are kingston!

Kingston's voice for Business since 1841

January 2026 • Year 2 #5



CELEBRATING  
**185**  
YEARS

**Influence • Connect • Support**

# KINGSTON BUSINESS AWARDS 2026

NOMINATIONS ARE  
NOW OPEN FOR 2026.

**SUBMIT YOUR**  
**NOMINATION!**

SAVE THE DATE!  
**AWARDS**  
**CEREMONY**  
MAY 21, 2026

# CEO's Message: Advocacy, Impact, and Community

As we reflect on the past year, I am proud of the progress the Greater Kingston Chamber of Commerce has made through strong advocacy, meaningful partnerships, and the collective commitment of our business community.

Advocacy remained a cornerstone of our work in 2025. In collaboration with our partners, we continued to advance the priorities that matter most to our members and to the broader Kingston region. The perspectives and experiences shared by our members strengthened our voice on key issues, including regional economic growth, workforce challenges, and long-term business sustainability.

2025 was a particularly successful year for the Chamber. We hosted more than 60 events designed to connect, inform, and engage our membership. These included roundtables and discussions with elected officials, creating space for open dialogue and ensuring business perspectives were heard. Equally important were the opportunities for peer-to-peer learning, moments where members could share challenges, exchange ideas, and learn from one another in meaningful ways.

None of these achievements would have been possible without the unwavering support of our members. Your investment through membership, event sponsorship, attendance, and, most importantly, your willingness to share your knowledge and lived experience is what gives the Chamber its strength and relevance. You are the reason we are able to do this work.

## STAFF



**Karen Cross**

Chief Executive Officer



**Vitor Brumatti**

Manager of Communications, PR & Member Experience



I would also like to recognize the incredible dedication of the Chamber team. Vitor Brumatti, Alejandra Bouza, and Zermaan Khan continue to demonstrate professionalism, creativity, and a deep commitment to serving our members. Their determination and collaborative spirit ensure that we can deliver the level of support our business community deserves.

Finally, I want to extend my sincere thanks to our Board of Directors. Their guidance, leadership, and strategic direction were invaluable as we completed the first year of our strategic plan. Their commitment to strong governance and long-term vision continues to position the Chamber for success.

As we move forward, we remain focused on working alongside our partners and members to advance the needs of our community. Thank you for your continued trust, engagement, and support. Together, we are building a stronger, more connected business community.

## KAREN CROSS

Editor & CEO



**Zermaan Khan**

Business Development & Member Success



**Alejandra Bouza**

Membership & Events Coordinator

# a message from the Board Chair



Welcome to a very special edition of "We Are Kingston!" – special because this is the year in which the Greater Kingston Chamber of Commerce turns 185 years old! Indeed, each reader here who is a member of the Kingston Chamber of Commerce is a valued part of a business support organization that predates confederation (as well as any other Chamber of Commerce in Ontario).

As our nation's first capital, history is engrained in Kingston's identity, and we at the Chamber are deeply proud to have been a convenor, connector, facilitator, and advocate for generations of local businesses.

Our milestone anniversary is a moment to celebrate our roots, but also to envision what future success looks like for our local and regional business community. We might picture a healthy Kingston that is a provincial leader in healthcare delivery and life sciences research; an accessible Kingston that is connected to vital transportation and utility infrastructure; or a sustainable Kingston that models diverse housing stock while containing urban impacts on our natural heritage.

These are not just aspirations. Perhaps unsurprisingly, all these examples for Kingston's future are directly related to the current work being undertaken by your local Chamber as we pursue every opportunity to advocate on critical economic topics such as the planned hospital development, ongoing physician recruitment initiatives, opportunities to drive high-speed rail closer to Kingston, and the City's official plan amendments. Our efforts are driven by a steadfast commitment to Kingston businesses and a belief that, to quote the late British-American journalist Christopher Hitchens, "there is some feasible, lovelier future that can be brought nearer by exertions in the present".

If you share in this drive to support your local and regional economy, please connect with us to be an integral part of the Kingston Chamber's next chapter!

## **KENT WILLIAMS**

2025-2026 Board Chair  
Lawyer, Cunningham Swan, Carty,  
Little & Bonham LLP

# BOARD OF DIRECTORS



**Kent Williams**  
[Chair]

Lawyer, Cunningham Swan, Carty, Little & Bonham LLP



**Brian Hope**  
[First Vice Chair]

Regional Director of Sales, Diamond Hotels Management Inc.



**Gray Hughes**  
[Treasurer]

Technical Business Advisor, Weehooey Inc.



**Bittu George**  
[Secretary]

President, Friends of the Penitentiary Museum



**Sunita Gupta**  
[Past Chair]

Equity, Diversity and Inclusion (EDI) Consultant, Co-Founder, I2C Immigration Consulting



**Rob Adams**  
[Board Member]

Chief Executive Officer, YMCA of Eastern Ontario



**Carey Bidtnes**  
[Board Member]

Founder and Principal of Bidtnes & Associates Ltd



**Hughena Brennan**  
[Board Member]

CEO, Veritasa Law Office Professional Corporation



**Graham Coe**  
[Board Member]

Managing Partner, Cityflats Asset Management Inc.



**Sahiza Hossenboccus**  
[Board Member]

President & CFO, SnapCab Canada



**Andy Larin**  
[Board Member]

CEO and CTO, allCare I.T.



**Jose Ribau**  
[Board Member]

Founder & CEO, R5 Innovations

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**Chambers Plan** includes all employee benefits you expect from health to disability and dental to critical illness. But additionally, your employees gain access to Teladoc Medical Experts, and you get access to resources and telephone advice for HR, legal, and financial decisions.

For more information, or to request a quote, please visit [ChamberPlan.ca](http://ChamberPlan.ca).



# Memory, Heritage, and the Business of Place:

## *Why Kingston Is Canada's Museum Capital?*

The City of Kingston is many things: an educational hub; a health care and innovation centre; and a tourism destination with a stunning waterfront and vibrant festivals. Among the many elements that make Kingston Kingston, there is one defining feature that remains less widely recognized — yet stands as one of its greatest superpowers: Kingston is Canada's museum capital, with the highest number of museums per capita in the country.

This distinction reveals something essential about the city: Kingston's identity is built on a simple but powerful truth — this city remembers. Its limestone walls, its waterfront, and its remarkably dense network of more than 24 museums and historic sites make Kingston a place that uses heritage to build community, fuel economic vitality, and shape a shared sense of pride. That cultural richness is not only a point of identity. It is a significant economic asset that drives partnership, business development, and civic pride.

Kingston's rich museum and heritage sector, of which I am a proud member, does far more than preserve artifacts.

Our museums function as social infrastructure, economic engines, educational anchors, and places where belonging is built. Their economic impact is undeniable: heritage and cultural tourism bring visitors who stay longer, spend more, and actively seek out authentic experiences rooted in Kingston's story. Without Kingston's museums, the opportunities for meaningful engagement—for both tourists and locals—would shrink, along with the economic benefits. When visitors come to Kingston, where do they go? They go to our museums and heritage sites. And in the shoulder and off-seasons, where do locals turn for connection and engagement? They visit these same museums, which host year-round events and programs that animate neighbourhoods and create the people-centred environment that businesses depend on.

Perhaps the most transformative impact of Kingston's museum ecosystem is social. Museums help build healthier, more resilient communities. They foster curiosity in children, spark shared experiences for families, and create networks that strengthen social cohesion.



Take the Museum of Health Care, for example, which engages over 6,000 youth each year with Canada's health care story and Kingston's role in it, while also fostering their health literacy. When people feel connected to where they live, they participate more fully. When young people feel proud of their city and see themselves in its story, they are more likely to grow into the next generation of community builders and leaders. Belonging isn't just an abstract feeling; it is a powerful form of social capital.

At a time when cities across Canada are searching for ways to strengthen community identity and economic resilience, Kingston offers a compelling example. Here, heritage is a living engine of creativity, entrepreneurship, and pride — and our museums are where that engine is constantly in motion. They translate memory into meaningful experiences, economic opportunity, and a deeper sense of belonging. That is what truly makes Kingston Canada's museum capital: a city where museums don't simply preserve the past, but actively shape the future of our community, our economy, and our shared story.

I invite you to experience this for yourself: visit Kingston's museums, partner with them, bring your family and colleagues, and join us in celebrating — and investing in — the city's greatest superpower: harnessing memory as an economic and social asset to shape our shared future.



**Dr. Simge Erdogan-O'Connor**  
*Museum Director, Canadian Museum of Health Care*

# Marketing That Matters:

## *Building Real Connections in a Noisy World*

Over the past several years in Kingston, I've had the opportunity to work across a wide range of industries and roles - from working with large corporations, to helping launch an advanced leadership program at Queen's University, serving as the President of the Rotary Club, building my own startup, supporting the launch of an AI company, and working with a rapidly growing local digital marketing organization. Each experience has been different and rewarding. But when I reflect on them through the lens of marketing, one truth consistently stands out: storytelling and authenticity matter more than ever today.

Today's marketing landscape is crowded and overwhelming. Social media and AI-powered tools have created a constant stream of content, much of it rushed, misaligned, or inauthentic. Many businesses feel pressure to "put something out there," yet they aren't sure what to say or how it will work. Too often, they expect one post or ad to deliver results, can blur the lines between organic and paid efforts, or mimic competitors instead of expressing who they truly are.

The result is a flood of generic content that fails to connect with the audience it's meant to reach. When results don't appear quickly, marketing budgets are often the first thing cut despite marketing being more important than ever. The issue isn't whether to invest, but how to do it effectively.

Effective marketing today goes beyond clicks, impressions, and other vanity metrics. While these indicators have their place, they don't tell the full story. What truly matters is whether content resonates, builds trust, and leads to meaningful action because without sales, there is no business. Through working with mentors, particularly Dave Rossborough at Lightbody Marketing, I've gained insight into a more modern way of thinking about marketing. Customers don't move in straight lines. They explore, compare, hesitate, and return before deciding. Marketing that works meets people where they are, earns trust over time, and makes decisions easier - not harder.



This is where authenticity becomes critical. Many brands believe everything must be perfect before launching, which leads to over-analysis and delayed action. In today's environment, speed often matters more than perfection, and variety matters more than relying on a single message. A company's mission, values, and DNA should show up clearly and consistently across its messaging - not borrowed from others. When brands chase polished imitations instead of expressing who they are, audiences sense the disconnect. Being real, rather than performative, builds stronger connections.

Creativity and consistency must also work together. Creativity captures attention; consistency builds familiarity and trust. One without the other falls short. Marketing isn't one-size-fits-all, and it's never about a single campaign. Differentiation comes from repeatedly showing up with ideas that reflect what makes a business unique.

Ultimately, storytelling binds everything together. Marketing that matters doesn't just interrupt - it invites.

It speaks to both the heart and the mind, building relationships rather than chasing short-term clicks. When businesses tell their story with authenticity, creativity, and consistency, they attract not just visitors, but loyal customers. Marketing isn't just an expense; it's the narrative thread that can define a business's success in this new era.



**Matt Hawksley,**  
*Head of Operations, Lightbody Marketing Inc.*

# Events as Economic Engines:

## *How Gathering People Sparks Growth and Opportunity*

In a world increasingly shaped by emails and virtual meetings, the simple act of gathering in person has taken on renewed meaning. From community celebrations, professional meetings and large-scale conferences, events remain powerful engines for connection, creativity, and economic growth. More than just dates on a calendar, events bring people together, activate local businesses, and foster a shared sense of purpose.

At Events & Management Plus Inc. (EM+), a Kingston-founded and Kingston-based company, we work with volunteer-based and not-for-profit associations across Canada and internationally, providing professional association management and conference planning services. Many of the organizations we support host annual national conferences that rotate between host cities and are led by dedicated volunteers deeply committed to their industries and communities. Our role is to support them in bringing people together in meaningful and impactful ways.

Our teams support these conferences and meetings from beginning to end, creating spaces where professionals can learn, collaborate, and advance their fields. While conferences have always played an important role in professional development, today they offer something even more essential: human connection. Face-to-face conversations, spontaneous networking, and shared experiences build trust and understanding in ways that screens simply cannot replicate.

Beyond the meeting rooms, events and conferences invite exploration. When hundreds of delegates travel to a host city, they engage with far more than a program agenda. They stay in local hotels, dine in restaurants, visit attractions, shop downtown, and discover the history and culture that make a city unique. For many attendees, a conference may be their first introduction to a city. For a host city like Kingston, this creates a meaningful tourism boost and opens the door to repeat visits, future events, and long-term economic opportunity.



The economic ripple effect of events is significant. Conferences support a wide network of local partners, including venues, caterers, audiovisual teams, transportation providers, printers, entertainers, and hospitality staff. Each event creates immediate economic activity while also contributing to long-term visibility for the city as a destination for business, tourism, and innovation. A positive event experience can influence future travel decisions, business investment, and word-of-mouth promotion well beyond the event itself.

But the impact of events isn't measured only in dollars. They also spark creativity and collaboration. Conferences bring diverse perspectives into one space, encouraging the exchange of ideas and the development of new solutions to shared challenges.

EM+ manages several annual conferences that bring delegates from across the country to host cities, giving attendees the opportunity to experience host cities while learning and networking. In Kingston, this means discovering the city's waterfront, restaurants, local businesses, and rich history.

These experiences help build lasting connections between visitors and the city.

As we look ahead, the value of coming together in person has never been clearer. Events remind us that economic, professional, and social growth happens when people connect, strengthening communities in the process.



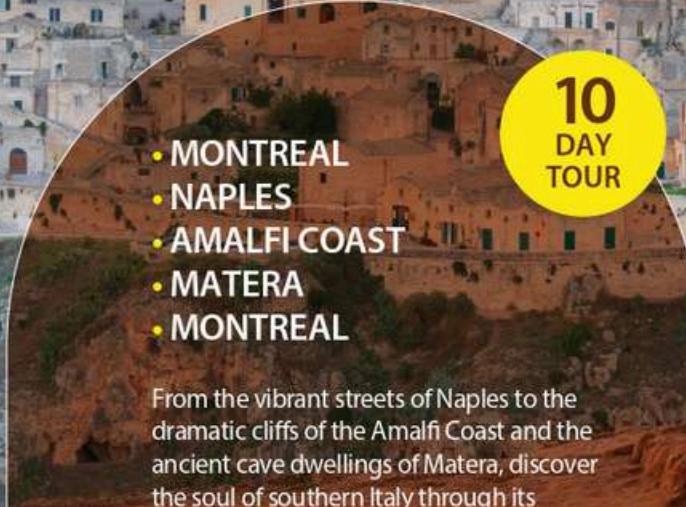
**Megan Howes, CAE CMP**  
*Vice President, Events & Management Plus Inc.*

# Explore South of Italy

with The Greater Kingston Chamber of Commerce



**SOLD  
OUT!**



- MONTREAL
- NAPLES
- AMALFI COAST
- MATERA
- MONTREAL



10  
DAY  
TOUR

From the vibrant streets of Naples to the dramatic cliffs of the Amalfi Coast and the ancient cave dwellings of Matera, discover the soul of southern Italy through its history, scenery, and unforgettable flavors.

SEPTEMBER 25, 2026

TOUR PRICES BASED ON 20 full paying guests:

Montreal (YUL)

Single Supp.

**CS\$5459**

**CS\$1429**

**Karen Cross, CEO**

The Greater Kingston Chamber of Commerce  
P: 613-583-4453 | E: [info@kingstonchamber.ca](mailto:info@kingstonchamber.ca)  
[www.kingstonchamber.ca](http://www.kingstonchamber.ca)

For info & bookings contact

**Nataliya Maksymova**  
P: 604-279-8794 ext. 828  
E: [nataliya@indus.travel](mailto:nataliya@indus.travel)



## TOUR SUMMARY:

Experience the very best of Southern Italy on this 9-day journey through Naples, the Amalfi Coast, and Matera. Begin in Naples, a city bursting with history, art, and vibrant street life, then step back in time at the ancient ruins of Pompeii, perfectly preserved beneath the shadow of Mount Vesuvius. Travel along the breathtaking Amalfi Coast, stopping at picturesque cliffside villages such as Positano, Amalfi, and Ravello, where tranquil gardens, stunning villas, and panoramic views await. Enjoy a scenic boat tour along the coastline, take a leisurely hike through fragrant lemon groves, and immerse yourself in local culture with guided tastings at a Limoncello factory and a traditional mozzarella workshop. Discover the extraordinary UNESCO-listed cave dwellings of Matera, with their unique history and charm, before returning to Naples for your final night in Southern Italy. Throughout the tour, travel in comfort with private transfers, benefit from the insights of expert English-speaking guides, and enjoy immersive, hands-on experiences including a pizza-making class, cultural excursions, and scenic coastal exploration. This journey combines history, cuisine, natural beauty, and local traditions for an unforgettable Southern Italy adventure.



### TOUR LODGING INFO:

8 Nights hotel accommodation on double occupancy basis  
+ 1 Night onboard the flight

CITIES	NIGHTS	SUPERIOR HOTELS
Naples	2 Nights	Hotel Culture Centre Storico 4* or similar
Salerno	4 Nights	Hotel Lloyd's Baia 4* or similar
Matera	1 Night	Hotel Pianalle 4* or similar
Naples	1 Night	Hotel Palazzo Salgar 4* or similar

### TOUR HIGHLIGHTS:

- Explore the vibrant streets and historic squares of Naples, discovering its unique blend of art, history, and folklore
- Step back in time at the ancient ruins of Pompeii, remarkably preserved since the eruption of Mount Vesuvius
- Enjoy an authentic pizza-making experience overlooking the iconic Mount Vesuvius
- Drive along the scenic Amalfi Coast, with breathtaking coastal views and colorful cliffside villages
- Embark on a boat tour of Positano and Amalfi, admiring hidden coves and seaside charm
- Visit the hilltop town of Ravello, including the stunning Villa Cimbrone and its Terrace of Infinity
- Hike the Sentiero dei Limoni (Path of the Lemons) in Minori, surrounded by fragrant lemon groves
- Discover Matera's Sassi, the fascinating UNESCO-listed cave dwellings and ancient underground cisterns
- Taste traditional Italian delights at Limoncello and mozzarella factories, experiencing local culinary heritage

### TOUR PACKAGE INCLUDES:

- International roundtrip airfare from Montreal to Naples (direct flights on Air Canada)
- 8 night's Accommodation on a double occupancy basis at listed superior hotels
- Daily Buffet breakfast
- Group Arrival and departure airport transfers in Naples
- Transportation in AC deluxe motor coach
- Services of English-Speaking Tour Escort
- Guided tours in Naples, Pompei, Ravello, Matera
- Sightseeing as per Itinerary
- Pizza Making class with dinner in Pompei
- Limoncello Factory tour with Tasting
- Boat tour of the Amalfi Coast
- Sentiero dei Limoni hike with the guide
- Mozzarella Factory visit with tasting
- Entrance included:
  - o Villa Cimbrone
  - o Casa Grotta & Palombaro Lungo
- All Air taxes and fuel surcharges
- All local applicable taxes, except city tax
- Bus transportation from Kingston to Montreal and back

### TOUR PACKAGE DOES NOT INCLUDE:

- Items of personal nature, tips, and gratuities
- City tax if applicable
- Visa fees if applicable
- Travel Insurance
- Baggage fees may apply and vary by carrier
- All items not mentioned as included



## TOUR ITINERARY:

### DAY 1: 25 SEP MONTREAL - NAPLES

Please arrive in time at Montreal Airport to check in and board your international flight to Naples. Enjoy in-flight meals and services. Overnight Onboard Flight

### DAY 2: 26 SEP NAPLES ARRIVAL (-/-)

Welcome to Italy! Upon arrival at Naples International Airport, you'll be warmly welcomed by your local tour assistant and transferred by private coach to your hotel in the heart of the city. In the afternoon, embark on a 2-hour guided walking tour of Naples, where you'll wander through its lively streets, historic squares, and colorful neighborhoods. Immerse yourself in the city's rich tapestry of art, history, and local folklore, guided by an English-speaking expert with personal headsets for an enhanced experience.

Overnight in Naples.

### DAY 3: 27 SEP ANCIENT POMPEII (B/-/D)

Travel by private coach to the legendary archaeological site of Pompeii, where history comes alive amid remarkably preserved ruins. Enjoy a 2-hour guided tour with entrance tickets, headsets, and the insights of an expert local guide as you explore the streets, villas, and frescoed houses of this ancient city. Afterward, indulge in a hands-on pizza-making class at a local restaurant with views of Mount Vesuvius. Learn the secrets of crafting Italy's most famous dish, then savor your own creation during a delicious dinner.

Overnight in Naples.



### DAY 4: 28 SEP NAPLES - SALERNO (B/-/)

Depart Naples and travel along the stunning Amalfi Coast, one of the world's most scenic coastal drives, with dramatic cliffs, turquoise waters, and charming seaside villages. En route, stop at a traditional Limoncello factory for a guided tour and tasting, discovering the centuries-old craftsmanship behind this sweet, fragrant Italian liqueur. Continue to your hotel in Salerno, a lively coastal city and the gateway to the Amalfi Coast, where cobblestone streets, historic buildings, and seaside charm await.

Overnight in Salerno.

### DAY 5: 29 SEP AMALFI COAST (B/-/)

This morning, transfer to the port for a scenic boat tour along the Amalfi Coast, one of Italy's most iconic coastlines. Visit the picturesque villages of Positano, with its pastel-colored cliffside houses, and Amalfi, known for its historic cathedral and bustling piazzas. Glide past hidden coves, grottos, and shimmering waters while your guide shares stories of local history, legends, and coastal life. Return to Salerno in the late afternoon to relax or explore the city's charming streets.

Overnight in Salerno.

### DAY 6: 30 SEP RAVELLO (B/-/)

Today, enjoy a half-day excursion to the hilltop town of Ravello, famous for its tranquil gardens, artistic heritage, and panoramic views of the coastline. Explore Villa Cimbrone, renowned for its elegant architecture and the Terrace of Infinity, offering one of the most spectacular viewpoints on the Amalfi Coast. Return to Salerno and spend the afternoon at leisure, enjoying local cafes, shops, or a stroll along the seaside promenade.

Overnight in Salerno.

### DAY 7: 01 OCT MINORI (B/-/)

Travel a short distance to Minori, a charming coastal village known for its rich history and lemon cultivation. Embark on a half-day guided hike along the Sentiero dei Limoni (Path of the Lemons), walking through terraced groves with panoramic views of the coastline and learning about the region's citrus-growing traditions. In the afternoon, enjoy a self-guided visit to the Roman Maritime Villa, a site showcasing ancient Roman architecture and mosaic floors (free entrance). Return to Salerno in the evening.

Overnight in Salerno.



**DAY 08: 02 OCT MATERA****(B/-/-)**

Depart Salerno and journey inland toward Matera, one of Italy's most extraordinary UNESCO World Heritage Sites. Famous for its Sassi cave dwellings, ancient churches, and labyrinthine streets, Matera is a city like no other. Along the way, stop at a local mozzarella factory for a guided visit and tasting of freshly made cheese, experiencing the region's culinary traditions. Arrive in Matera and settle into your hotel, ready to explore the city the following day.

Overnight in Matera.

**DAY 9: 03 OCT MATERA'S SASSI****(B/-/-)**

Explore the historic Sassi di Matera, the city's ancient cave dwellings carved into limestone cliffs. During a 2-hour guided tour, visit Casa Grotta, a traditional cave home, and Palombaro Lungo, an underground cistern once used for collecting water. Your English-speaking guide with headsets will provide fascinating insights into the city's unique history, architecture, and culture. In the afternoon, return by private coach to Naples for your final night in Southern Italy.

Overnight in Naples.

**DAY 10: 04 OCT NAPLES - MONTREAL****(B/-/-)**

After breakfast, a private coach will transfer you to Naples International Airport for your departure flight.

Bid farewell to Southern Italy, taking home unforgettable memories of ancient ruins, fragrant lemon groves, charming coastal villages, and extraordinary historical treasures.

**END OF SERVICES**

# The Sound Advantage:

## *Why Audio Still Captivates Local Audiences*

As a business owner in Kingston, you know the importance of connecting with your community — and that's exactly where local audio shines. From radio to podcasts and live streaming, audio remains one of the most personal, engaging, and effective ways to reach people in real time. Unlike national networks or algorithms on social media, local radio and podcasts are created by people who live here, care about this community, and understand what matters to your customers.

Audio is more than entertainment — it's companionship. Listeners bring your message into their daily lives: commuting to work, running errands, or even sitting in your storefront. They're not just hearing words; their brains are creating the experience themselves.

Describe a product, an event, or a promotion, and your audience imagines it in their own lives. That kind of engagement builds trust faster than visuals alone ever could.

For businesses, that means your advertising doesn't just reach people — it resonates. Well-written, local audio content can make your customers see themselves choosing your services, attending your event, or supporting your business. Listeners respond to calls to action because your station has spent decades building credibility, trust, and real-time relevance in Kingston. Whether it's a local blood donor clinic, a kids' hockey fundraiser, or a live music event, our audience participates because they feel connected.



Audio is also easy to access and impossible to ignore. Listeners can stream your message on the go — in their cars, on their phones, or through smart devices at home. And with local experts producing the content, your business is promoted by people who know the community, know the timing, and know what will grab attention.

Looking ahead, the future of audio is only getting stronger. AI and digital streaming enhance efficiency, but the human touch — local hosts, morning shows, and storytellers — is irreplaceable. Your message is delivered by voices people trust, voices that have their finger on the pulse of Kingston. That combination of credibility, creativity, and connection is why audio continues to outperform other mediums for engaging audiences.

If you're looking to reach more people, build loyalty, and make your message stick, local audio is not just an option — it's your advantage. In a world full of noise, Kingston's trusted voices make sure your business is heard.



***Jon Pole,  
President and Cofounder of MBC Media***

# Community Involvement through the Generations

*at James Reid Funeral Home*

'James Reid Funeral Home's professional and dedicated staff provides compassionate service that helps families heal. Led by the James Reid family since 1854, we are part of the Kingston community.'

For us as a funeral home, being part of the Kingston community means we care for our neighbours when a death occurs. It means that they trust us to do this intimate work. This in turn means that we know our community on a deep level and hold a valued role in their lives.

How did we become part of the Kingston community, and how do we keep our community connection?

In my great-great grandparents' generation in the mid to late 1800s at our original storefront at 252 Princess Street, community included trading with lumber yards for building coffins, employing men who mucked out stalls for the horses, and running a family of 12 children living off manual work in the basement of a converted tavern.

In the first half of the 1900s, the youngest of those children, my great-grandfather Fred Reid, walked from his home on Clergy to church at St. James on Union and to "the store" on Princess, chatting with everyone, while his wife Ethel volunteered with the V.O.N. Their son James W. Reid served in the army, raced sports cars, and socialized as an ever-more respectable business owner as the funeral home expanded to Counter St in 1973.



In the last fifty years, my father Jim F. Reid joined Jaycees, Rotary, and the Masonic Lodge to name a few community organizations he has enjoyed spending many evenings at. Personal pursuits such as singing in choirs, raising sheep, and working out at the YMCA have led to many other connections. Serving as the Honourary Colonel of 21 Electronic Warfare Division over 13 years brought him rewarding experiences in the military community.

We are a quarter of a century into the 2000s and as I co-manage with Dad, community participation is changing. Global Kingston video ads, blog & Facebook posts, and our monthly Examined Life events connect us to our community through story-telling, sharing about what we know. However, organic community-building continues for me through coaching kids' sports, serving on Boards, attending church, and chatting while walking Milo the Comfort Dog.

The core of the relationship of businesses to community is its circular interconnectedness. Through my and my family's involvement in Kingston and area, people have come to know and trust us. Through the funeral home we have come to know our community as we care for them. We are all connected.



**Sarah Reid**  
**Co-Manager, James Reid Funeral Home**

# Good things happen when you share great connections!

Know someone who should be part of The Chamber?  
**Invite them to join!**

Each new member strengthens our local business network and creates more opportunities for everyone, including you.

Refer a member and enjoy a **free week of advertising** on our website and in our newsletters.

**It's simple: Refer. Reward. Repeat.**



CELEBRATING  
**185**  
YEARS

 [info@kingstonchamber.ca](mailto:info@kingstonchamber.ca)  
 613-548-4453

# THIS IS US



## Influence

- 1 Access to all three levels of government
- 2 Your voice in action—advocating for a thriving business community



## Connect

- 3 Offer 60+ unique engagement opportunities annually
- 4 Increase your brand visibility

## Support

- 5 Provide relevant business resources and tools
- 6 Contribute to building the unique local economy

*Working for Kingston businesses since 1841*

# Influence

## MIN. NINA TANGRI ROUNDTABLE

On November 27, Kingston Chamber members met with the Honourable Nina Tangri, Associate Minister for Small Business, to discuss key priorities and the evolving needs of Kingston's business community. The meeting reinforced the value of direct engagement with provincial leaders to ensure Kingston's voice is represented at Queen's Park.



## BUSINESS CONFIDENCE SURVEY - OCC

Business Confidence Survey

**BE THE VOICE OF BUSINESS IN ONTARIO**

Take Our 10-minute Survey  
Deadline Extended: December 3, 2025

Presenting partner: BrucePower  
Research partners: BMO, Leger

10 YEAR ANNIVERSARY

Ontario Chamber of Commerce

Through the Greater Kingston Chamber of Commerce, local businesses have a direct connection to all three levels of government. As part of its advocacy efforts, GKCC promoted the Ontario Chamber of Commerce's Business Confidence Survey to ensure Kingston's business community had the opportunity to share its perspectives. Broad participation strengthens regional representation and helps inform policy priorities at the provincial level.

# MPP ROUNDTABLE



On November 10, 2025, the Greater Kingston Chamber of Commerce hosted the final session of a three-part roundtable series with Ted Hsu, MPP for Kingston and the Islands. Chamber leadership and members from Kingston's restaurant and hospitality sector participated in a productive discussion on key challenges, sector priorities, and opportunities to work with the provincial government to support recovery, growth, and long-term sustainability. The Chamber looks forward to continuing its collaboration with MPP Hsu in 2026 to advance the interests of Kingston's business community. We thank him for his continued engagement and support.



## MP ROUNDTABLE

On November 12, 2025, the Greater Kingston Chamber of Commerce hosted a roundtable with the Honourable Mark Gerretsen, MP for Kingston and the Islands, bringing local business leaders together to discuss how the Federal Budget aligns with Kingston's economic priorities and opportunities.

The discussion reinforced the Chamber's role in connecting members with decision-makers and ensuring local perspectives help inform federal policy. We thank MP Gerretsen for his ongoing engagement and look forward to continuing this collaboration in 2026 and beyond to support growth, innovation, and prosperity in Kingston.



# PARTNERSHIP IN ACTION



In December 2025, Greater Kingston Chamber of Commerce CEO Karen Cross joined Marijo Cuerrier (Downtown Kingston), Krista LeClair (Kingston Accommodation Partners), and Megan Knott (Tourism Kingston) on Hill Day in Ottawa to advocate with Members of Parliament and their staff on issues impacting Kingston's business community. The priorities of the Kingston delegation included improved passenger rail service, critical infrastructure needs such as a permanent LaSalle Causeway bridge, and the future of the Kingston Penitentiary site. This engagement reinforced the Chamber's commitment to advancing regional priorities at the federal level.

## HILL DAY - CCC

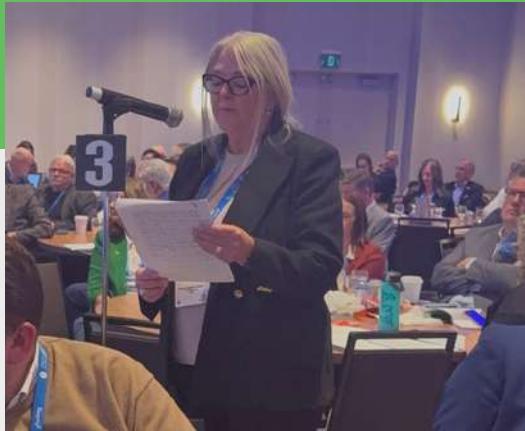
Also in December, Greater Kingston Chamber of Commerce CEO Karen Cross and Zermaan Khan, Business Development and Member Success Champion, participated in Hill Day, hosted by the Canadian Chamber of Commerce. During the event, the Chamber team met with federal ministers and officials to advocate for priorities important to Kingston's business community.



# CANADIAN CHAMBER OF COMMERCE CONFERENCE



In October, 2025, the Greater Kingston Chamber of Commerce team attended the Canadian Chamber of Commerce AGM and Convention in Mississauga. The Chamber engaged with chamber leaders from across the country and advocated for the needs of Kingston's business community, advancing policy priorities through submitted resolutions that support member success and continued economic growth.



## CONFERENCE CENTRE

On November 18, 2025, Zermaan Khan, Business Development and Member Success Champion at the Greater Kingston Chamber of Commerce, attended a City Council meeting alongside community partners to express support for the development of a downtown conference centre. The Chamber's participation reinforced its commitment to initiatives that strengthen Kingston's economy and support business growth.



# Champions of Our Business Community:

## Members Who have already Renewed for 2026



1idea Design + Media Inc.



3 Peaks CPA Professional Corporation



Repute Home & Healthcare



90 Degree Media



Aaben Windows & Doors



Academy of Learning Career College



Active Orthopedic Solutions



ADVANCE ENDOSCOPY  
& SPECIALIST CENTRE

Advance Endoscopy and  
Specialist Center Kingston



Alex McCoy Plumbing &  
Heating Ltd.



Algonquin and Lakeshore  
Catholic District School  
Board



All BBQ Canada



All Safety Consulting



allCare IT



Allegra Marketing Print Mail  
- Kingston



Alliance Security &  
Communications



Aspira Royale Place  
Retirement Living



ACFOMI



Athletico  
Sports Physiotherapy and Wellness



Atlas K9



Aviva Medical

B&B Pharmacy and Street  
Health Pharmacy



BaldwinStudio



Bartlett Communication  
Solutions



Bel-Con Design-Builders Ltd.



Belfor Property Restoration



Best Version Media



BGM Metalworks



Bidtnes & Associates:  
Human Resources Solutions  
and Workplace  
Investigations

# Champion Members



Bin There Dump That



Bitcrumbs Inc.



Boarding Pass Travel



Boat Warehouse



Braebury Properties



Brown's Marina Ltd



Buller Crichton Environmental Inc.



Cadorette Lauzon Management Corporation



Calian



Callidus Engineering



Cantabile Choirs



CaraCo Development Corporation



Cataraqui Centre



Cataraqui Cabinets Ltd.



Cataraqui Golf & Country Club



Cataraqi Region Conservation Authority



Centre Wellness

CFB Kingston-Base Commander



Citslinc International Inc.



City Flats Asset Management Inc.



City of Kingston, Administration



Clayton Flooring Inc.



Clean Comfort Home Improvements



Clear Site Contract Cleaning



Clience



Cloud Metric



CMD CPA Professional Corporation



Community Living Kingston and District



Cooke's Old World Shop Ltd.



Daltco Electric & Supply



de La Fontaine Doors & Trim Inc.



Donald Gordon Conference Centre



Double Tree By Hilton Kingston

Dr. Fenton Weston



Drapeau Automatic Sprinkler Corp



Drivisa Corp



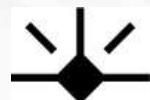
East Side Tractor and Turf



Echelon Wellness



ECM / Kingston Heat Pumps



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# Champion Members



Eikon Device Inc.



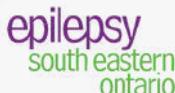
Emotional Intelligence Consulting Inc



Encore Canada



Environmental Contracting Services Inc.



Epilepsy South Eastern Ontario



Eskerod Signs



Events & Management Plus Inc.



Evertemp Inc.

**Exclusive Cooling Ltd.**  
Exclusive Cooling Ltd.



Extend-A-Family Kingston



Fancy That Group



First Route Driving School



Focus Personal Fitness Studio



Fort Glass Incorporated



Francophone Immigration Support Network of East Ontario



Friends of the Penitentiary Museum - Amis du Musée Pénitentiaire



Frontenac Appraisal Services



Frontenac Club



Frost the Mover



Fryway



GEAR SIX Entertainment Inc.



Global Exhaust Manufacturing



GO Courier



Go Oil Kingston



Gordon F. Tompkins Funeral Home - Township & Central Chapels



Great Lakes Museum



Green Acres Inn



Groovytown Dog Lodge



Handy Fairies



Health in Focus Sports Injury & Rehab



hear right canada  
Quality Hearing Care for Less

Hear Right Canada

HICKEY & HICKEY |  
BARRISTERS AND SOLICITORS

Hickey and Hickey

Higrcorp Inc.



Holiday Inn Kingston Waterfront



Hrdimensions Human Capital Consultants

Hrdimensions Human Capital Consultants



informanos Analytics & Artificial Intelligence



J.L. Richards & Associates, Limited



Jackie Hall Photography



Jani-King of Eastern Ontario



Jay Patry Enterprises LLC

# Champion Members



JBC Pushing Digital  
Boundaries



Jessup Food & Heritage  
Limited



Keller Williams Inspire  
Realty Brokerage



Kinarm



Kingsdale Chateau



Kingston Accommodation  
Partners (KAP)



Kingston and Area Real  
Estate Association (KAREA)



Kingston Community Credit  
Union Ltd.



Kingston Construction  
Association



Kingston Creative Reuse



Kingston Dementia  
Homecare Services Inc.



**KINGSTON**  
—Economic Development—  
Kingston Economic  
Development Corporation



Kingston Health Sciences  
Centre



Kingston Hyundai



Kingston Integrated  
Healthcare Inc.



Kingston Literacy & Skills



Kingston Military Family  
Resource Centre



Kingston Mills Veterinary  
Hospital



Kingston Spray Foam  
Insulation

Kingston Transmission  
Services Inc.



Kingston Windows & Doors



Kingston Yacht Club



K-TOWN Physiotherapy



L&A Financial



Ladder HR Solutions Inc.



Landmark Cinemas  
Kingston



The Pool Company™

Latham Pool Products



Launch Lab



Level Up Marketing



LHC Heritage Planning &  
Archaeology



Literacy Link Eastern  
Ontario



Llynlea Fine Homes &  
Brookland Fine Homes

Loyalist Collection Services

M&A Evolution



M. Cudd Infrastructure Inc.



M. LOSEE &  
ASSOCIATES

M. Losee & Associates



Malcolm Smith Eats Inc.



Malette Electric Ltd

we are kingston!



Mascon Restorations



mb prototyping Ltd.



MBC Media Kingston



McCoy Bus Service & Getaways



MicroAge



Micromega Corporation



MNP LLP



Move Authentically Physiotherapy



Museum of Health Care at Kingston



Nova Denture Clinic & Implant Solutions

## NOVEL IDEA

Novel Idea Bookstore



Novelis Inc.



Olivea



Ongwanada

Ongwanada



Ontario Medical Association

Ontario Medical Association District 7



Oosterhof Electrical Services



Paul Davis Kingston



Pinchin Ltd.



Popular Pizza



PPF Group - Park Place Financial



Profile Kingston



Providence Care



Queen's University, Advancement



R5 Innovations



Wealth Management

RBC Dominion Securities



RBC Royal Bank, Area Office



Reid Properties



Relic Creative Studio



Resolve Counselling



Richard H. Kizell Insurance Agency Ltd.



Robert Designs Inc.



Rockwell Commercial



Aspira Rosewood Retirement Living



Royal Kingston Curling Club



Rutherford Contracting Ltd



SafeStep Building Treatments Inc.

SC Bookkeeping



Sean May CFP®, CIM®, FCSI®



Seniors Association Kingston Region



Serco Canada Inc.

# Champion Members



ServiceMaster of Kingston



Sexual Assault Centre  
Kingston Inc.



Signal Operations Inc.



Skycap Financial



Something Special  
Children's Centre



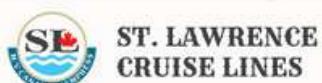
Southern Frontenac  
Community Services



Spearhead Brewing  
Company



SPINCO Kingston



St. Lawrence Cruise Lines



Student Association of St.  
Lawrence College

Stump, L.J. & Associates Inc.

suzanne fast design

Suzanne Fast Design



Tahini's Franchising  
Corporation

TEMPLEMAN

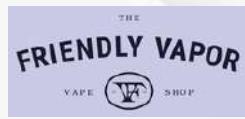
Templeman LLP



The Boulevard Group



The Food Sharing Project



The Friendly Vapor



The Kingston Brewing  
Company



The VOWSTEAD AGENCY

The Vowstead Wedding &  
Event Agency



ThinkOn



Titan Cleaning Professionals



TourTrax Inc

Inspiring Connections

Tracy Riley, M.A.,  
Psychologist; Inspiring  
Connections



Tri Health Clinic



Tulips and Maple the Art of  
Catering Inc.



United Way of KFL&A



UNIVERSITY CLUB

Event and  
Conference Venue

University Club Event and  
Conference Venue



Upper Canada Office  
Systems



Utilities Kingston



V. Marques Construction



Van Herpt Volvo Cars  
Kingston



Venture Growth Co



VERITASA LAW  
Experience You Can Trust

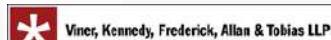
Veritasa Law Office  
Professional Corporation



VIA Rail Canada Inc.



Victory Ground Ventures



Viner, Kennedy, Frederick,  
Allan & Tobias LLP,  
Barristers & Solicitors



Whitley Newman Insurance  
and Financial Services



Wilkens Health & Safety  
Solutions



YieldPoint - Epiroc



Eastern Ontario

YMCA of Eastern Ontario,  
Kingston YMCA



Yupi.ca

Zakos Enterprise

we are kingston!

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# Advocating for Kingston's Business Community in 2025

## The Chamber's Statement on City Council Decisions (September–November 2025).

Between September and November 2025, Kingston City Council considered 11 discussions related to issues of importance to Kingston's business community, including housing supply, land use planning, infrastructure, licensing, and major economic development projects. Collectively, these discussions reflect Council's ongoing role in shaping the conditions for investment, workforce growth, and long-term economic resilience in Kingston.

To support transparency for our members, the Chamber continues to apply a simple classification system when reviewing Council decisions. Measures that clearly support business growth and economic competitiveness are identified in **green**. Items with mixed or uncertain impacts, or those requiring further monitoring, are noted in **yellow**. Decisions that conflict with business priorities or risk undermining Kingston's economic environment are identified as **red**.

During this reporting period, the Chamber notes that all 11 Council discussions align with the green category, reflecting outcomes that broadly support Kingston companies and the local economy. Several decisions advanced housing and affordability, including approvals that accelerate supportive housing delivery and enable residential development through zoning and land disposition actions.

Council also addressed urban development and infrastructure priorities, such as maintaining regional transportation connectivity through VIA Rail and setting strategic directions for key waterfront and civic assets. These discussions are important for supporting workforce mobility, tourism, and future investment opportunities.

From an economic development perspective, Council considered measures that improve the business operating environment, including streamlined licensing and approvals and updates to the Business Licensing By-Law. The Chamber also recognizes the significance of continued progress on major projects, such as the Conference Centre RFP, which has the potential to strengthen Kingston's position as a destination for conferences, tourism, and mixed-use development.

Taken together, the September to November decisions demonstrate a constructive period of policymaking that reflects the interests of Kingston businesses while balancing community needs and long-term planning objectives. The Chamber acknowledges Council's efforts to advance policies that support growth, certainty, and competitiveness.

As the voice of Kingston's business community, the Chamber will continue to monitor City Council discussions, engage with decision-makers, and advocate for policies that ensure Kingston remains a strong place to do business, invest, and grow.

## The business issues most discussed and voted on by the City Council from September to November 2025



## Breakdown of topics discussed by the City Council from September to November 2025

### Urban Development & Infrastructure

- **Surplus / disposition of portion of Lower Union** (September 2, 2025)
  - Council declared land surplus to advance redevelopment and future sale.
- **Zoning By-Law amendment: 33 Compton Street** (October 7, 2025) – Zoning amendment approved to enable proposed private development.
- **Maintain / enhance VIA Rail services** (October 7, 2025) – Council urged VIA Rail to maintain and expand Kingston service.

- **Supportive housing acquisitions (delegated authority for conditional offers)** (September 2, 2025) – Authority delegated to accelerate purchase of supportive housing.
- **Supportive housing purchases + non-standard procurement for renovations** (October 21, 2025) – Two supportive housing purchases approved with faster renovations.
- **Supportive housing property purchase (1 property)** (November 4, 2025)
  - Council approved purchase of one additional supportive housing property.

## Economic Development & Workforce

- **Streamlined licensing & approval processes (business enabling)** (November 4, 2025) – Staff directed to improve licensing and approval coordination.
- **Business Licensing By-Law amendments (new by-law + penalties + fixed sites)** (November 18, 2025) – New Business Licensing By-Law and updated fees approved.
- **Conference Centre update (RFP process and next steps)** (November 18, 2025) – Council received update on conference centre RFP and next steps.

## Sustainable Growth & Environmental Policy

- **Real estate policy update (acquisition/disposition framework)** (September 2, 2025) – Updated framework adopted for City land acquisition and sale.

## Governance & Strategic Planning

- **Memorial Centre, Centre 70 & Portsmouth Olympic Harbour – Future Visioning & Redevelopment** (September 2, 2025) – Strategic directions approved for future redevelopment of key assets.

# Voting records between September and November 2025 on business issues

	In Favour	Against	Absent
 <b>MAYOR BRYAN PATERSON</b> Mayor	10	0	0
 <b>COUNCILLOR GARY OOSTERHOF</b> District 1, Countryside	9	0	1
 <b>COUNCILLOR PAUL CHAVES</b> District 2, Loyalist-Cataraqui	10	0	0
 <b>COUNCILLOR LISA OSANIC</b> District 3, Collins-Bayridge	4	0	6
 <b>COUNCILLOR WENDY STEPHEN</b> District 4, Lakeside	10	0	0
 <b>COUNCILLOR DON AMOS</b> District 5, Portsmouth	10	0	0
 <b>COUNCILLOR JIMMY HASSAN</b> District 6, Trillium	9	0	1
 <b>COUNCILLOR BRANDON TOZZO</b> District 7, Kingscourt-Rideau	10	0	0
 <b>COUNCILLOR JEFF MCLAREN</b> District 8, Meadowbrook-Strathcona	10	0	0
 <b>COUNCILLOR VINCENT CINANNI</b> District 9, Williamsville	10	0	0
 <b>COUNCILLOR CONNY GLENN</b> District 10, Sydenham	9	0	1
 <b>COUNCILLOR GREGORY RIDGE</b> District 11, King's Town	8	0	2
 <b>COUNCILLOR RYAN BOEHME</b> District 12, Pittsburgh	10	0	0

There are 10 recorded votes in this reporting period because one Council item did not require a decision. The Conference Centre update presented on November 18, 2025, was an information report on the RFP process and next steps, and therefore did not proceed to a vote.

# Connect



Oct. 22nd,  
2025



Nov. 13th,  
2025

**COMMUNITY  
VOICES**



connect

Monthly



## COFFEE & CONNECTIONS with the Chamber



Chamber  
on tap



Monthly



Dec. 4th,  
2025

Annual  
Holiday Social



we are kingston!

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# CELEBRATING THE BUSINESSES POWERING OUR 2026 PROGRAMMING!

THANK YOU FOR YOUR CONTINUED SUPPORT AND COMMITMENT  
TO STRENGTHENING KINGSTON'S BUSINESS COMMUNITY.



TEMPLEMAN



# Partnership Opportunities

## 2026

A programming with unique opportunities to promote your brand!

Expand your network and achieve your business goals for 2026.

Highlight your business to the entire Kingston community

## READY TO START GROWING?

Become a Greater Kingston Chamber of Commerce partner today.

**Contact our team!**



613-484-3334



info@kingstonchamber.ca



[www.kingstonchamber.ca](http://www.kingstonchamber.ca)

# Grand Openings

10 years of business & New Boutique Private Studio



**Personal  
Training  
Kingston**

📍 1315 Centennial Drive, Unit 6, Kingston, ON  
🌐 <https://personaltrainingkingston.ca/>  
📞 (343) 364-5087

Open House ACFOMI'S West Office



📍 1300 Bath Road, Kingston, ON  
🌐 <https://www.acfomi.ca/>  
📞 (613) 546-7863

# New Members

October, November & December 2025

**Advance Endoscopy and Specialist Center Kingston**  
[www.advanceendoscopy.com/kingston](http://www.advanceendoscopy.com/kingston)  
(613) 389-7400

**Big Mack Graphics**  
[mackenziedunford.design](http://mackenziedunford.design)  
(343) 364-1856

**Clear Site Contract Cleaning**  
[clearsitecc.com](http://clearsitecc.com)  
(343) 333-9046

**Encore Canada**  
[www.encoreglobal.com](http://www.encoreglobal.com)  
(613) 894-9257

**Frontenac Appraisal Services**  
[www.frontenacappraisalservices.ca](http://www.frontenacappraisalservices.ca)  
(613) 530-5533

**GEARSIX Entertainment Inc.**  
[www.musiikkicafe.com](http://www.musiikkicafe.com)  
(613) 329-0794

**HAS-Motion Inc.**  
[www.has-motion.ca](http://www.has-motion.ca)  
(343) 333-2505

**HOTTUB HEAVEN**  
[www.hottubheavenkingston.ca](http://www.hottubheavenkingston.ca)  
(613) 849-8816

**Iman Cyber Shield Ltd.**  
[imancybershield.ca](http://imancybershield.ca)  
+989378080019

**Innovators Alliance**  
[www.innovators.org/about-us](http://www.innovators.org/about-us)  
(416) 951-7915

**Level Up Marketing**  
[golevelup.ca](http://golevelup.ca)  
(613) 305-1684

**Little Friday**  
[littlefriday.ca](http://littlefriday.ca)  
(613) 530-5761

**Modern Niagara**  
[modernniagara.com](http://modernniagara.com)  
(613) 591-7505

**Nova Denture Clinic & Implant Solutions**  
[www.nova-dentures.com](http://www.nova-dentures.com)  
(613) 777-7747

**Omnihubafrica**  
[omnihubafrica.com](http://omnihubafrica.com)  
(437) 268-2185

**Popular Pizza**  
[www.popularpizzakingston.ca](http://www.popularpizzakingston.ca)  
(613) 389-1333

**RBC Dominion Securities**  
[www.BrownleeWealth.com](http://www.BrownleeWealth.com)  
(613) 549-3497

**Relic Creative Studio**  
[relicthestudio.com](http://relicthestudio.com)  
(613) 888-3823

**Rutherford Contracting Ltd**  
[www.ruthcon.ca](http://www.ruthcon.ca)  
(613) 483-0209

**Ryandale Transitional Housing**  
[ryandale.ca](http://ryandale.ca)  
(343) 333-8289

**Summit NeuroCare**  
[www.summitneurocare.ca](http://www.summitneurocare.ca)  
(613) 817-4330

**The Food Sharing Project**  
[www.foodsharingproject.org](http://www.foodsharingproject.org)  
(613) 530-3514

**ThinkOn**  
[ThinkOn.com](http://ThinkOn.com)  
(844) 888-4465

**Yes We Can Kingston Co-operative Inc.**  
(613) 549-5096

**YieldPoint - Epiroc**  
[www.yieldpoint.com](http://www.yieldpoint.com)  
(613) 217-4532

# Expand Your Brand's Reach

Capture the attention of Kingston's most influential audience and expand your impact across businesses and consumers.

Digital Channel	Key Metrics
 <b>Website</b>	79K+ page views • 23k users • 223,800+ event views
 <b>LinkedIn</b>	94K+ impressions • 2,360 reactions
 <b>Facebook</b>	160,800 views • 2,100 interactions • 808 link clicks
 <b>Instagram</b>	59K views • 16K reach • 1,200 interactions • 51 link clicks
 <b>Newsletter</b>	2K+ subscribers • 41% open rate

**Contact  
our team!**

 613-548-4453  
 [info@kingstonchamber.ca](mailto:info@kingstonchamber.ca)  
 [www.kingstonchamber.ca](http://www.kingstonchamber.ca)