

we are kingston!

Kingston's voice for Business since 1841

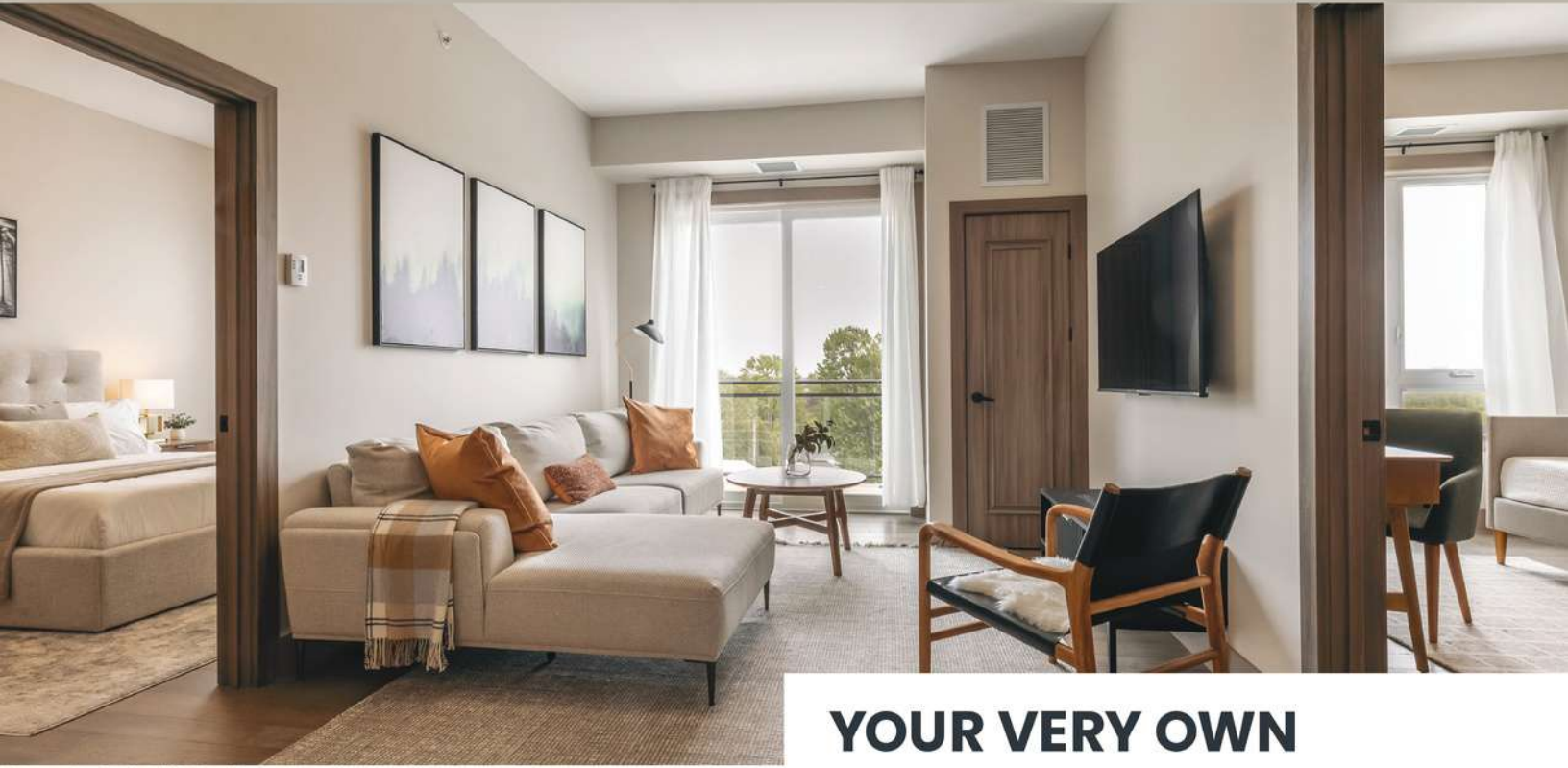


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A Year of Growth, Connection, and Advocacy for Kingston's Business Community

As we continue to move through another dynamic year, the Kingston business community continues to grow, evolve, and inspire. The Greater Kingston Chamber of Commerce is proud to celebrate the addition of over 80 new members to our network so far this year, a powerful reflection of the confidence and optimism driving local business. Each new member brings fresh perspectives, innovative ideas, and a shared commitment to strengthening our region's economic vitality.

Connection and collaboration remain at the heart of what we do. So far this year, the Chamber has hosted more than 50 events, creating meaningful opportunities for professional development, networking, and business growth. From insightful panel discussions and training sessions to our signature gatherings like Chamber on Tap, these events continue to provide valuable platforms for members to learn, share, and thrive together.

Our advocacy efforts have also gained significant momentum. Through strong partnerships with Kingston Accommodation Partners, Tourism Kingston, Downtown Kingston BIA, and Kingston Economic Development Corporation, we've been working diligently to address key local issues, including the ongoing challenges surrounding the LaSalle Causeway and VIA Rail service. These initiatives highlight the collective power of Kingston's business and community organizations in driving solutions that matter.

This year also marked a milestone in our advocacy work at the national level, the Chamber brought forward its first-ever resolution to the floor of the Canadian Chamber of Commerce, where it received strong support and was voted in by chambers across the country.



As we approach 2026, we're excited to mark a truly special milestone, 185 years of supporting Kingston's business community as the oldest Chamber in Ontario! This is more than a celebration of longevity, it's a celebration of people, partnerships, and progress.

Throughout the year, we'll be sharing the stories of our members, the entrepreneurs, changemakers, and community builders who make Kingston what it is today. If you'd like to be featured, we'd love to hear from you!

Coming right on the heels of Small Business Week, we're also excited to announce that the 2026 Kingston Business Awards nomination portal is now open! It's your chance to help us celebrate local excellence and recognize those who go above and beyond.

Together, these accomplishments reflect a community that's vibrant, engaged, and future-focused. Thank you to all our members, our Board of Directors and partners for your continued trust, collaboration, and belief in the power of working together to build a stronger Kingston.

KAREN CROSS
Editor & CEO

STAFF



Karen Cross
Chief Executive Officer



Vitor Brumatti
Manager of
Communications, PR &
Member Experience



Zermaan Khan
Business Development
& Member Success



Alejandra Bouza
Membership & Events
Coordinator

a message from the Board Chair



Welcome to this edition of “We Are Kingston!”, the Greater Kingston Chamber of Commerce’s quarterly digital magazine.

For those of you who are checking out “We Are Kingston!” for the first time, this publication presents content by Chamber Members on topics of interest for our entire community. This is just one way in which we work to develop and fortify useful connections across Kingston businesses; connections that serve a real purpose and help you advance your business goals.

The Greater Kingston Chamber of Commerce strives to create the space and opportunity for our Members to connect in productive ways (and to give a gentle nudge now-and-then towards a potential new partner or ally). To succeed at this, the Chamber depends on the engagement and alignment of our Members.

So, I wanted to focus my remarks here, in Small Business Month, as a message of thanks to all of you, our Members, for your support and commitment to the Chamber’s mission. We appreciate you!

Our hope within the Chamber team is that all of you feel part of a strong and resilient local economy, and also feel recognized for the integral role that you play in that economy. The investment that each of you make in your services, products, and teams is inspiring. By pursuing excellence individually, you all help Kingston stand out as excellent.

You also invest in us – the Chamber – as Members, sponsors, attendees, and contributors. Our continuing commitment to you is to work tirelessly to advance and sustain our community as a top-tier place to do business; where connections are easily made and purposeful, where local policies foster investment and growth, and where small business owners and workers feel appreciated.

Thank you! (we maybe don’t say it enough, so here’s one more for the road – thank you!)

KENT WILLIAMS

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

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Lawyer, Cunningham
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Andy Larin
[Board Member]

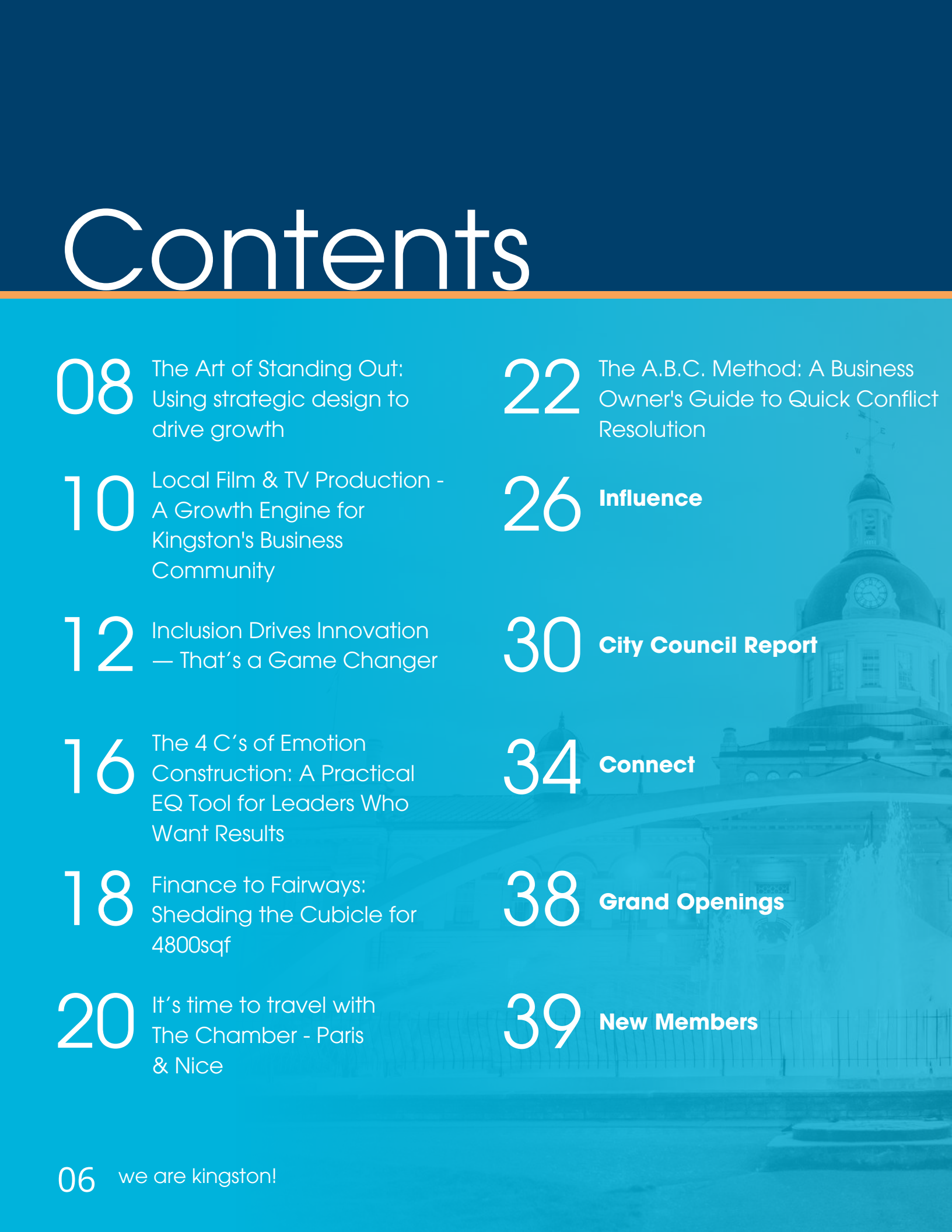
CEO and CTO,
allCare I.T.



Jose Ribau
[Board Member]

Founder & CEO, R5
Innovations

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GKCC PRESENTS

2025 Holiday *Gift Guide*

**The best guide for the holiday
season is here!**

Explore The Chamber's 2025 Holiday Gift Guide and discover the top deals from Kingston's largest business community — just in time for the most festive time of the year.

🎁 Shop local, support businesses, and make this holiday season unforgettable.

Ready to find the perfect gift? Click now and start exploring!



The Art of Standing Out:

Using strategic design to drive growth

2025 marks the 20th anniversary of our business, BmDodo Strategic Design. Over the past two decades, we've seen first-hand that the organizations that thrive are not always the biggest or the loudest. They are the ones that know how to stand out. Time and again, one factor has proven decisive: using design as a strategic tool to manage a brand and position a business for success.

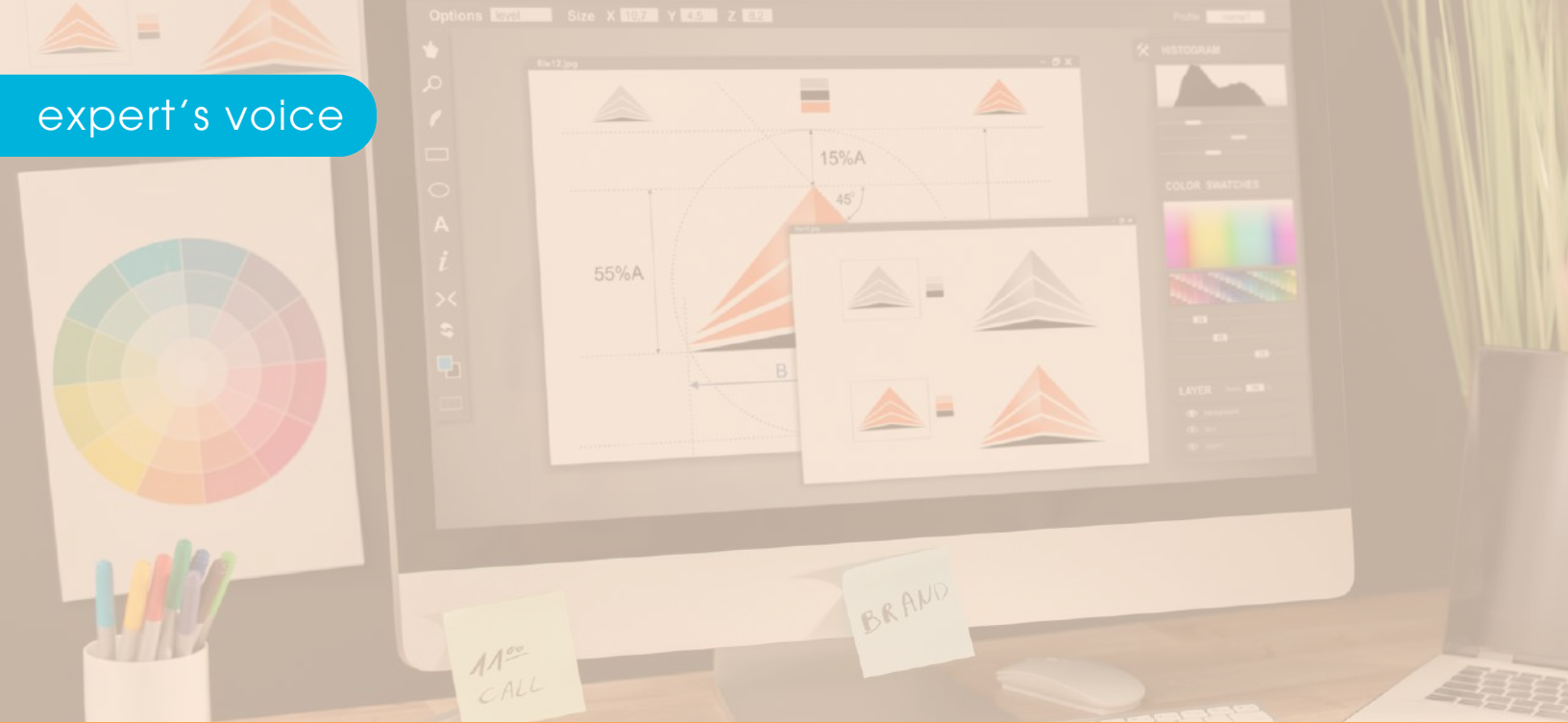
Marty Neumeier captures this well in *The Brand Gap*: **"A brand is not a logo. A brand is not a corporate identity system. It's a person's gut feeling about a product, service, or company. Because it depends on others for its existence, it must become a guarantee of trustworthy behavior."**

Your brand lives in the perceptions of your clients and stakeholders. Design is the tool that helps align those perceptions with your true value and how your business makes people feel. It differentiates you from the competition, corrects misperceptions when needed, and reinforces trust. In practice, design shapes how people perceive your business, how they engage with your story, and the impressions they carry forward.

In this way, design becomes the edge that helps organizations stand out in crowded markets, build lasting loyalty, and drive sustainable growth.

In this article, we reflect on the lessons learned from our 20-year journey and share two case studies that demonstrate how design strategy has helped organizations, from businesses to non-profits, clarify their brand, position themselves with confidence, and achieve measurable results.

ESG Solutions was a Kingston-based manufacturer of micro-seismic monitoring systems. The company had the brain power to outperform its larger competitors, but prospective customers often perceived it as a small player in the marketplace. In 2007, we rebranded ESG to help it stand out and to showcase its leadership in the micro-seismic monitoring space. The results were immediate. Revenues grew significantly after the rollout of the new brand identity. Recruiting staff and convincing them to relocate to Kingston became easier.



Most importantly, the question about ESG's size disappeared. In 2014, ESG Solutions was acquired by UK-based company Spectris Plc. and again in 2021 by Deep Imaging forming one of the world's foremost subsurface diagnostics companies.

AdapCS was a team of software developers who spent six years creating an IT solution for the healthcare industry. Their clinically driven program was designed to improve patient flow and reduce wait times in hospitals, a leading issue in healthcare systems worldwide. While their software was advanced and backed by healthcare expertise, their marketing and communications strategies were not producing the desired growth. In 2009, we were hired to reposition their brand. The company was renamed Novari Health, rebranded, and supported with a systematic approach to communications that positioned them for success. Growth accelerated rapidly, and in July 2025 Novari was acquired by VitalHub Corp.

Design plays a pivotal role in our lives. It influences the products we buy, the information we consume, the food we choose to eat, the clothes we wear, and the cars we drive. When applied thoughtfully and strategically, design can have a profound impact on any business, organization, and the community at large.



**Brian Dodo, Principal,
BmDodo Strategic Design**

Local Film & TV Production

A Growth Engine for Kingston's Business Community

In 2024, Ontario's film and television industry contributed \$2.6 billion to the provincial economy and created more than 34,000 jobs. Nearly \$1 billion of that came from domestic productions — the independent films and series that define our national voice.

Although I made my first short film in Kingston back in 1999, there was no local film industry at the time — so like many others, I had to leave. I moved to Toronto, where I spent the next 20+ years learning the craft, working on everything from indie films to domestic series. But as the Greater Toronto–Hamilton Area became increasingly unaffordable, it became clear that independent producers like myself were being priced out of the very cities where we once got our start.

That realization — combined with a deep desire to build something lasting here at home — brought me back to Kingston in 2020. In 2022, with the support of local stakeholders, we launched Branded to Film (B2F) to prove that mid-sized cities like Kingston can do more than just support film production — they can anchor it. That belief now underpins the "[Hyperlocal Ontario Action Plan](#)" (HOAP), a newly published business intelligence paper I authored with support from Ontario Creates, Kingston Economic Development Corporation, Tourism Kingston Film & Media, Frontenac Business Solutions, and the Upper Canada Equity Fund.

The thesis is simple: If we want to future-proof Ontario's screen sector, we need to decentralize from the GTHA and invest locally in what we call Big Little Cities (BLCs) — places like Kingston that are affordable, accessible, rich in location diversity, and full of untapped talent.

But here's what might surprise you: this isn't just good for filmmakers — it's good for local business.

At B2F, we've produced two feature films in Kingston — *Den Mother Crimson* and *Doom Boogie* — hiring 60% local on the first picture and 87% on the second, collaborating with local musicians, and spending hundreds of thousands directly with Kingston businesses: hotels, caterers, restaurants, equipment vendors, carpenters, electricians, and more. We've even had local farms, funeral homes, and breweries featured on screen.

Our approach isn't about parachuting in productions from the GTHA. It's about embedding them in the local economy — and growing the industry here from the ground up. We've partnered with Tourism Kingston Film Office, St. Lawrence College and independent trades to ensure that our crew is trained locally and that young people don't have to leave Kingston to build careers in film and television.

This isn't just a creative vision — it's a business strategy. And now we're scaling it.

We're currently in the final stages of financing a 62,000-square-foot purpose-built soundstage complex in Kingston's east end. This studio will include workshops, offices, post-production facilities and production space that will be a first for South Eastern Ontario. To date, over 80% of our capital has come from Kingston-based investors, entrepreneurs, and cultural leaders. We're proud of that — and we want to keep it that way.

This is a once-in-a-generation infrastructure play — one that positions Kingston not just as a filming location, but as a production headquarters for Ontario's growing domestic sector.

We're not just building a soundstage — we're building a sustainable creative industry. One that helps our economy diversify, keeps our kids from moving away to chase jobs, and shines a national spotlight on Kingston's unique cultural strengths.

To the Chamber community: we're ready to collaborate, partner, and grow together. Whether you're in construction, hospitality, logistics, tech, finance, food, or retail — this industry touches everything.

Let's keep it hyperlocal and transform Kingston a place where stories — and careers — are made!

- Read the full HOAP report => https://lnkd.in/gVrd_cnx
- Contact us to learn more about opportunities with B2F Studios=> jjoly@brandedtofilm.com



J. Joly, CEO/Co-Founder, Branded to Film

Inclusion Drives Innovation

That's a Game Changer

At SnapCab, we believe inclusion isn't just a nice gesture — it's the engine of productivity. Canada is home to people from many different ethnicities, religions, educational paths, and work experiences. There is no single background that guarantees success. Instead, success comes from the collective strength of diverse perspectives.

We like to think of ourselves as a "Human Business." Just as the heart and lungs work together to circulate oxygen through the body, our company thrives when people have an opportunity to circulate their ideas. Each person brings something unique, and together, we create something greater than the sum of our parts. I coined a term "co-essential" to describe how I view our workforce.

What keeps us united and focused? Our shared DNA — not biological, but cultural.

At SnapCab, our company culture DNA is built on three core values:

- Be Kind
- Be Authentic
- Be Useful

Caring comes first. We strive to be kind and thoughtful towards each other and to our customers. We understand that people do not thrive at work unless they feel cared for. Authenticity comes in a few flavours – it can mean being honest about your weaknesses or when you need help on a project, for example. It can also mean being transparent with our customers about an unexpected delay of backordered materials.

Being useful is key to our motivation, our decision-making process, and our job satisfaction. The managers follow a model of servant leadership and together we all improve our products to serve the people who order them. We hire contributors who are caring, open, and want to help further our dual missions of having a great work atmosphere and continually adding value for our customers.

These values appeal to people of various backgrounds and belief systems. They keep everybody focused on the target of creating value through innovating new products and services in both our custom privacy pods and elevator interior offerings.

Inclusion isn't just about representation. It's about unlocking creativity, driving innovation, and building a business that's truly human. Over the past few years, I've captured my philosophy and business principles in a book called "A Human Business", which will be published by Forbes Books. I invite you to join me in applying this model. You are also welcome to tour our Kingston facility and see for yourself.

A Human Business Book – SnapCab



Glenn Bostock
SnapCab Founder and CEO



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CEREMONY**
MAY 21, 2026

The 4 C's of Emotion Construction:

A Practical EQ Tool for Leaders Who Want Results

Most professionals were never taught how emotions actually work, yet we're expected to lead, communicate, and make high-stakes decisions under pressure every day.

The truth is: **emotions aren't automatic reactions. They're constructed.**

According to [Dr. Lisa Feldman Barrett's Theory of Constructed Emotion](#), your brain builds emotions using four components: body cues, learned concepts, situational context, and a final conclusion, a "best guess" about what you're feeling. As a Certified Emotional Intelligence Consultant, I've taken this powerful neuroscience and translated it into something **simple, practical, and instantly usable in the workplace**:

The 4 C's of Emotion Construction.

This framework helps professionals manage emotions proactively and show up as emotionally intelligent leaders when it matters most.

Why It Matters in Business

Understanding how emotions are constructed isn't just a personal growth exercise — it's a business advantage. When leaders and teams can regulate emotions, communicate clearly, and respond intentionally, it directly impacts your organization's most valuable assets:

- **Staff Retention**

Emotionally intelligent workplaces reduce tension, prevent burnout, and improve psychological safety, key factors in keeping top talent long-term.

- **Sales and Customer Loyalty**

Emotionally attuned teams navigate customer needs more effectively, read between the lines, and build trust faster, creating loyal, returning clients.

- **Profitability**

Miscommunication, unresolved conflict, and poor morale are silent profit killers. EQ boosts team alignment, decision-making, and performance, which all fuel revenue growth.

Emotional Intelligence



What are the 4 C's?

1. **Cues:** Spot the body's early warning signs (like tension or a racing heart). *Result:* Less reactivity, more composure under pressure.
2. **Concepts:** Accurately label your emotions using a broader emotional vocabulary. *Result:* Better decision-making and clearer communication.
3. **Context:** Evaluate the situation before jumping to conclusions. *Result:* Fewer assumptions, improved empathy and trust.
4. **Conclusion:** Reflect on the story you're telling yourself — and revise it if needed. *Result:* Empowered leadership that isn't driven by outdated emotional habits.

Over time, this emotional clarity enhances leadership presence, strengthens team dynamics, accelerates conflict resolution, and expands influence, not through control, but through connection.

It's not about suppressing emotion, it's about **leading through it with skill.**

And the best part? The **4 C's system is easy to learn and easy to apply**, whether you're in a boardroom, on a sales call, or navigating team conflict.

To learn more about Professional Emotional Intelligence visit www.emotionalintelligenceconsultinginc.com



Jade Bodzasy, Emotional Intelligence Consultant
| **Emotional Intelligence Consulting Inc.**

Finance to Fairways:

Shedding the Cubicle for 4800sqf

For more than a decade, my days were defined by spreadsheets, quarterly targets, and the familiar hum of the office cubicle. Finance gave me structure, stability, and experience—but it also left me restless. I craved a project that blended my passion for sports, community, and hospitality. That spark grew into a bold leap: leaving the corporate grind to open a 4,800-square-foot space dedicated to golf, social connection, and good times.

That's how Norm's Golf & Social was born.

The name is a tribute to my grandfather, Norm, who patiently listened as I droned on about my dream of starting a golf simulator business. He passed away in September 2022, but his encouragement and belief in me remain a guiding force.

Exactly one year later, in September 2023, I made the leap and left the bank. By September 2024, we had our business license in hand and a clear vision for what Norm's could become.

Our mission was simple: take the best parts of the golf course—the competition, camaraderie, and celebration—and make them accessible year-round, indoors, and without the barriers that often keep people away from the game. Today, our venue offers four state-of-the-art simulator bays, league play, events, and a menu crafted to fuel both serious swings and casual hangouts.

The transition from finance to fairways wasn't without its challenges. Building a business from scratch meant learning new skills in marketing, operations, and hospitality—areas far removed from my days of analyzing balance sheets.



But it also taught me that many lessons from finance still applied: knowing your numbers, managing risk, and investing in people.

Most importantly, this journey has been about community. From hosting local leagues and corporate outings to welcoming families and friends for casual nights out, Norm's is more than just a place to play golf—it's a gathering spot. We've seen birthdays celebrated, engagement proposals, business deals made, and even first-time golfers discovering a love for the game.

Stepping away from the cubicle wasn't easy, but walking into Norm's each day reminds me why it was worth it. It's proof that sometimes the best investment isn't in markets—it's in yourself, your passions, and the people around you.



Rich Wall, Norm's Golf & Social

It's Time To Travel

With  **The Chamber**
Greater Kingston Chamber of Commerce

Paris & Nice 2025

Travel Made Easy with the Chamber

Traveling with the Chamber is the perfect way to step away from your business and truly unwind. We take care of every detail — from planning the itinerary to coordinating the logistics — so you can simply relax, connect, and enjoy the journey.



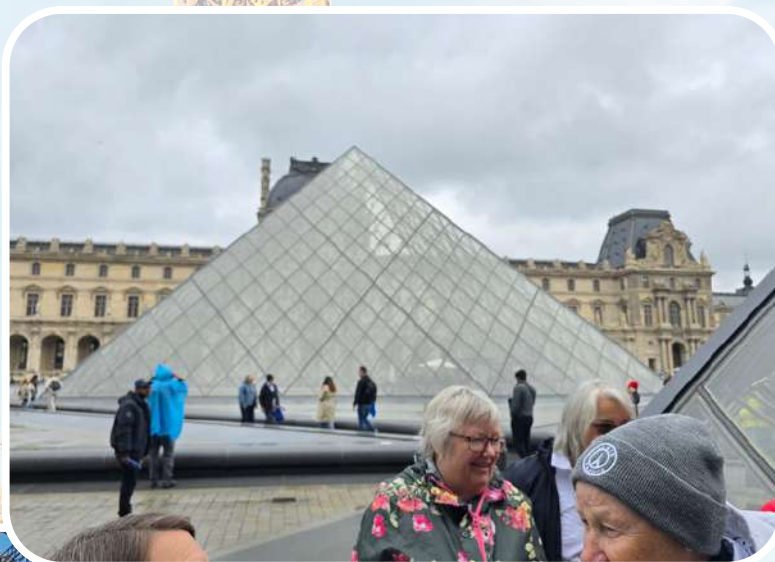
With the Chamber, travel is more than just sightseeing. It's about immersing yourself in each destination through a thoughtfully planned experience that showcases the very best of every place. Along the way, you'll share laughter, build meaningful connections, and create memories that last a lifetime — all without the stress of planning.

So, leave the details to us, and get ready to enjoy travel made effortless.

It's Time To Travel

With  **The Chamber**
Greater Kingston Chamber of Commerce

Paris & Nice 2025



The A.B.C. Method:

A Business Owner's Guide to Quick Conflict Resolution

Why putting out fires early beats calling the fire department later.

Picture this: It is Monday morning, your coffee has gone cold, and Sarah from accounting is having a heated "discussion" with Mike from sales about client priorities. Again. Sound familiar? Welcome to the wonderful world of business ownership, where conflicts pop up faster than notifications on your phone.

Here is the thing most SMB owners learn the hard way: ignoring workplace conflicts is like ignoring that weird noise your car makes. Sure, it might go away on its own, but more likely, you will end up stranded on the highway of productivity with a blown engine of team morale.

The Real Cost of Conflict Procrastination

Unresolved workplace conflicts can reduce team productivity by up to 25%. For a business operating on tight margins, that is not just a statistic—that is your profit margin walking out the door wearing your competitor's business card.

But here is the good news: addressing conflicts early does not require a PhD in psychology or a meditation retreat in Tibet. It just requires a simple, memorable approach that you can implement faster than you can say "quarterly review."

Introducing the A.B.C. Method

Based on the comprehensive Seven Levels framework from conflict resolution research, the A.B.C. Method condenses complex theory into three actionable steps:

A - Anchor Safety & Acknowledge Emotions

Think of this as creating a "conflict-safe zone." Just like you would not perform surgery in a coffee shop, you cannot resolve conflicts in hostile territory.

What this looks like:

- Move to neutral ground (not someone's office where they feel cornered).
- Set simple ground rules: "We are here to solve this, not to win."
- Acknowledge emotions without judgment: "I can see you are frustrated about this deadline issue."

Remember, emotions are not the enemy of good business decisions—they are data pointing to real problems that need fixing.

B - Build Connection & Understanding

This is where the magic happens. Instead of jumping straight to solutions, take time to rebuild the human connection between conflicting parties.

Key actions:

- Honour each person's dignity and core concerns.
- Focus on rebuilding trust: "Help me understand your perspective."
- Shift from positions ("I want this!") to underlying needs ("I need to feel heard").

Think of yourself as a translator helping two people who speak different "languages" of priority and concern.

C - Create Solutions with Collective Wisdom

Now comes the problem-solving phase. Instead of imposing solutions from above, tap into the collective intelligence of your team.

How to do this:

- Ask: "What would a win-win solution look like here?"
- Connect potential solutions to your company's bigger mission and values.

- Encourage creative thinking: "What haven't we considered yet?"
- Document agreements clearly and create follow-up accountability.

The best solutions often come from the people closest to the problem. Your role is to facilitate their wisdom, not replace it.

Why This Works for Small Businesses

The A.B.C. Method is designed for the realities of small business life - it is...

- **Fast:** Most conflicts can be addressed in 30-60 minutes.
- **Memorable:** Three letters are easier to remember than complex frameworks.
- **Scalable:** This works for two-person disputes or team-wide tensions.
- **Preventive:** Teams trained in this approach catch conflicts earlier.

The Prevention Advantage

Smart SMB owners get ahead of the game by building A.B.C. into their company culture. Train your team leads in the basics. Make "Anchor, Build, Create" part of your management vocabulary.

When conflicts get addressed at the "A" stage (safety and emotions), they rarely escalate to expensive, time-consuming battles. It is like having a good immune system—problems get handled before they become crises.

Your 24/7 Conflict Resolution Partner

Of course, conflicts do not always happen during business hours or when you are feeling your most diplomatic. For those moments when you need quick, expert guidance, consider the AI Conflict Guide (<https://aiconflictguide.com>). Based on the same Seven Levels framework that inspired our A.B.C. Method, it is like having a conflict resolution consultant in your pocket, available 24/7 to help you navigate tricky workplace situations with confidence.

The Bottom Line

Conflict resolution is not about becoming a workplace therapist—it is about protecting your most valuable business asset: your team's ability to work together effectively. The A.B.C. Method gives you a practical, memorable framework for turning workplace friction into team strength.

Every conflict resolved quickly and fairly is money saved, relationships preserved, and culture strengthened. In the world of business, that is not just good management—it is a competitive advantage.

So the next time Sarah and Mike start their "discussion," you will know exactly what to do: Anchor, Build, Create. Your future self (and your profit margins) will thank you.

Namaste, my Friend 🙏



***Ian Renaud, NAMASTE
International LTD***

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

OFIFC'S 56TH AGM

On July 19, Chamber CEO Karen Cross had the honour of delivering Opening Remarks at OFIFC's 56th AGM. "Thank you, President Armand Jourdain, Executive Director Sean Longboat for the honour of attending your event. I left with even more insights into what meaningful partnership, reconciliation, and community-building can truly look like. Because this wasn't just about business — it's about relationships. It's about creating spaces where listening comes before speaking, where learning comes before leading." — Karen Cross. We're proud to represent Kingston's business community in conversations that strengthen connections and foster meaningful partnerships.



CHINA'S TARIFFS ON CANADIAN CANOLA

PUBLICATIONS

China's Canola Tariffs Concern All Canadians

A letter from the President and CEO of the Canadian Chamber of Commerce, Candace Laing, to all Canadian farmers, farm families, producers, growers, grain handlers, exporters, processors, and food and feed manufacturers

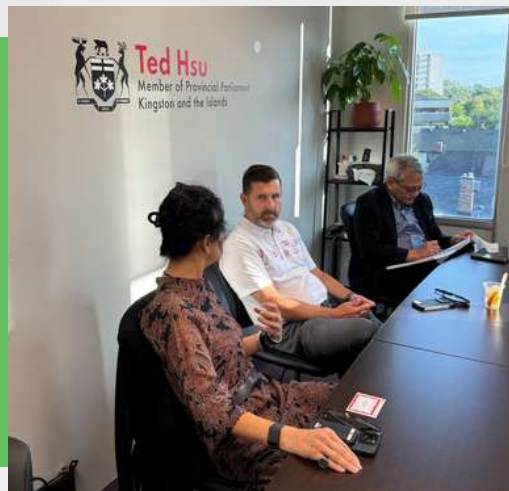
The Greater Kingston Chamber of Commerce has joined 54 Chambers of Commerce, industry associations, federations, and businesses in signing a joint letter, published by the Canadian Chamber of Commerce, voicing concerns over China's tariffs on Canadian canola. Agriculture and agribusiness are pillars of Canada's economy—contributing 7% to GDP in 2024, supporting 2.3 million jobs across the supply chain, and representing more than 10% of Canada's goods exports. We stand united in calling for economic stability, resilience, and long-term prosperity for Canadians.

MPP ROUNDTABLES



The Greater Kingston Chamber of Commerce was pleased to host two roundtables with MPP for Kingston and the Islands, Ted Hsu. Representing the Chamber were Board Chair Kent Williams, CEO Karen Cross, Business Development Zerman Khan, and members from sectors such as retail, healthcare, and hospitality. These valuable discussions allowed our members to highlight the challenges and priorities facing Kingston's business community, while also exploring opportunities to work with the provincial government to foster growth and strengthen the city's economic future.

Roundtable on September 10 with the Retail sector, featuring members Jennifer Boutillier (Giant Tiger), Christine Ray-Bratt (Chris James), Ron Masotti (Allegra Marketing), and Brad French (Alliance Security).



Roundtable on September 24 with the Healthcare sector, featuring members Bernard Fitzgerald (B&B Pharmacy), Mike Campbell (Hülpr Inc), Dr. Jenn Bossio (Tri Health Clinic), and Mark Murphy (Kingston Oxygen Home Health Care Centre).



TRANSPORT



Advocating for Reliable Rail Service in Southeastern Ontario – In August 2025, Greater Kingston Chamber of Commerce CEO Karen Cross, Board Chair Kent Williams, and Business Development Officer Zermaan Khan engaged on a call hosted by the Ontario Chamber of Commerce’s Infrastructure Policy Council. Members of Alto, the High Speed Rail group, were also in attendance to present details on the plan, which does not include Kingston. Karen, Kent and Zermaan voiced concerns and advocated for reliable, efficient rail service for Southeastern Ontario — a critical investment in our region’s connectivity, economy, and future growth. Improved rail infrastructure means better access for businesses, residents, and visitors, helping strengthen Kingston’s role as a hub for commerce and community.

TRANSPORT

New partnership between Air Canada and The Landline Company – On July 29, our Chamber team—Zermaan Khan (Business Development & Member Success Champion) and Alejandra Bouza (Membership & Events Coordinator)—attended the official announcement of a new partnership between Air Canada and The Landline Company.



POP-UP LOCATION



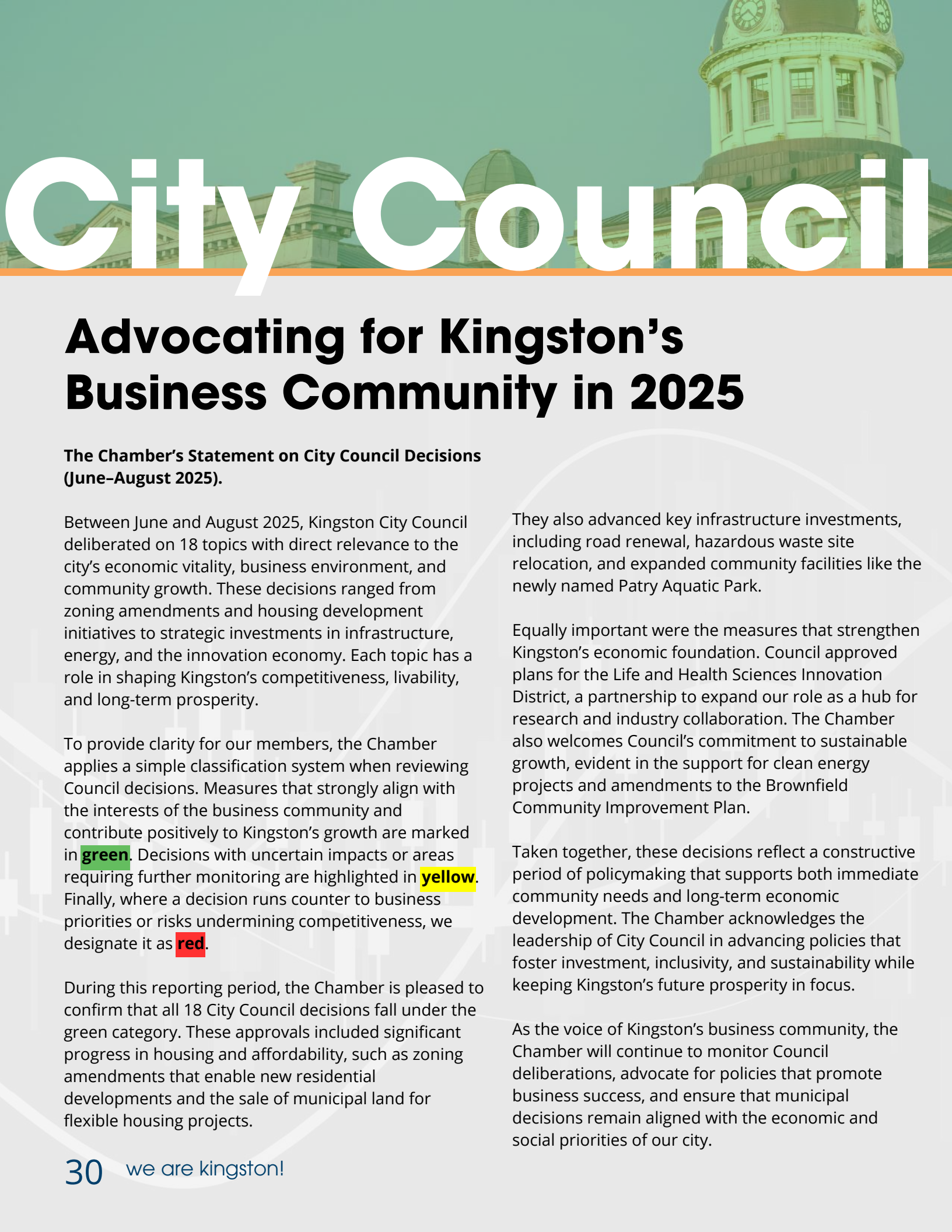
Connecting with our Business Community – We're excited to share that the Chamber is now operating a pop-up location! Weekly, Zermaan Khan, Business Development & Member Success, will be available at Fractal Workspace Midtown (945 Princess Street) to meet with members, spark new connections, and explore opportunities for growth, collaboration, and networking. By staying connected in new and creative ways, we're opening doors for businesses to thrive, partnerships to flourish, and our community to grow even stronger together.



INTERCULTURAL ARTS FESTIVAL

On September 21, the Greater Kingston Chamber of Commerce was proud to take part in the Intercultural Arts Festival — a vibrant day of cultural celebration and community engagement. This event created valuable opportunities to connect with residents, showcase our members, and reinforce how the Chamber supports, influences, and elevates Kingston's business community.





City Council

Advocating for Kingston's Business Community in 2025

The Chamber's Statement on City Council Decisions (June–August 2025).

Between June and August 2025, Kingston City Council deliberated on 18 topics with direct relevance to the city's economic vitality, business environment, and community growth. These decisions ranged from zoning amendments and housing development initiatives to strategic investments in infrastructure, energy, and the innovation economy. Each topic has a role in shaping Kingston's competitiveness, livability, and long-term prosperity.

To provide clarity for our members, the Chamber applies a simple classification system when reviewing Council decisions. Measures that strongly align with the interests of the business community and contribute positively to Kingston's growth are marked in **green**. Decisions with uncertain impacts or areas requiring further monitoring are highlighted in **yellow**. Finally, where a decision runs counter to business priorities or risks undermining competitiveness, we designate it as **red**.

During this reporting period, the Chamber is pleased to confirm that all 18 City Council decisions fall under the green category. These approvals included significant progress in housing and affordability, such as zoning amendments that enable new residential developments and the sale of municipal land for flexible housing projects.

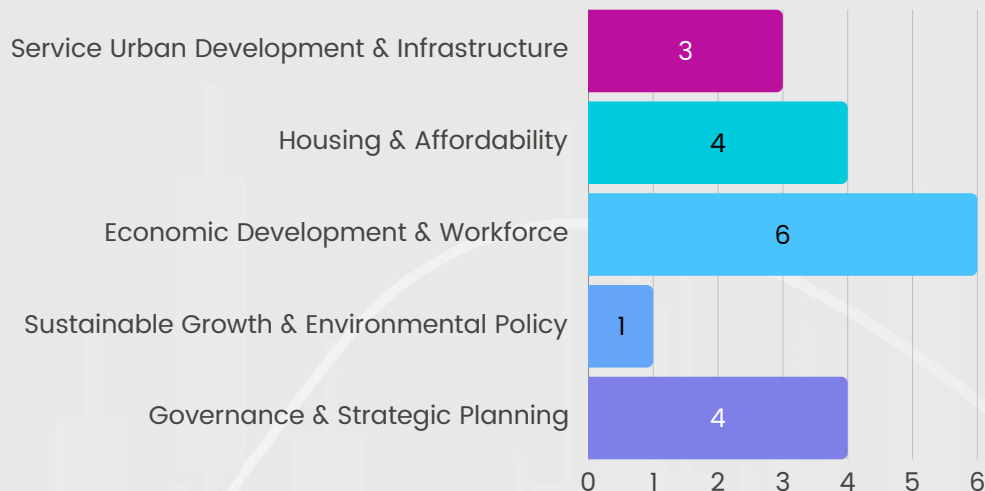
They also advanced key infrastructure investments, including road renewal, hazardous waste site relocation, and expanded community facilities like the newly named Patry Aquatic Park.

Equally important were the measures that strengthen Kingston's economic foundation. Council approved plans for the Life and Health Sciences Innovation District, a partnership to expand our role as a hub for research and industry collaboration. The Chamber also welcomes Council's commitment to sustainable growth, evident in the support for clean energy projects and amendments to the Brownfield Community Improvement Plan.

Taken together, these decisions reflect a constructive period of policymaking that supports both immediate community needs and long-term economic development. The Chamber acknowledges the leadership of City Council in advancing policies that foster investment, inclusivity, and sustainability while keeping Kingston's future prosperity in focus.

As the voice of Kingston's business community, the Chamber will continue to monitor Council deliberations, advocate for policies that promote business success, and ensure that municipal decisions remain aligned with the economic and social priorities of our city.

The business issues most discussed and voted on by the City Council from June to August 2025



Breakdown of topics discussed by the City Council from June to August 2025

Urban Development & Infrastructure

- **Municipal Servicing Allocation Policy & Zoning By-Law Amendment** – Approved updated servicing and zoning rules to guide equitable water and sewage capacity allocation.
- **Traffic Control Policies – Roundabout Evaluation** – Directed staff to review roundabouts versus traffic lights for safety, cost, and flow.
- **Naming Rights & Investment** – Patry Aquatic Park – Approved \$3M aquatic facilities project with naming rights partnership.

Housing & Affordability

- **Zoning By-Law Amendment – 1575 Westbrook Road** – Rezoned land to enable new multi-residential housing.
- **Housing & Homelessness Advisory Committee – 2025 Work Plan** – Endorsed plan to expand affordable housing and reduce homelessness.
- **Zoning By-Law Amendment – 1442 Garrett Road** – Approved zoning changes to support residential expansion.
- **Disposition of 900 Division Street** – Authorized sale of city land for housing development with flexible housing types.

Economic Development & Workforce

- **Zoning By-Law Amendment – 735 Innovation Drive** – Rezoned property for commercial and sport redevelopment.
- **Amendments – Brownfield Community Improvement Plan** – Updated incentives to stimulate remediation and redevelopment of underused lands.
- **Animation Studio – Municipal Capital Facility Agreement** – Approved tax-exempt lease and support package to boost Kingston’s creative economy.
- **Kingston Life & Health Sciences Innovation District** – Funded master plan for a new hub in health sciences and innovation.
- **Community Investment Fund 2025 – Grants** – Approved \$190K in grants to local non-profits and service providers.
- **Kingston Partners in Mission Foodbank – Funding Support** – Granted \$250K and a \$1.5M loan to support relocation and expansion.

Sustainable Growth & Environmental Policy

- **Municipal Blanket Support for Energy Projects (IESO)** – Passed resolution to support future solar, storage, and biofuel projects.

Governance & Strategic Planning

- **Delegation of Authority By-Law – Repeal & Replace** – Streamlined municipal decision-making and clarified administrative responsibilities.
- **IIDEA Strategy & Action Plan Adoption** – Adopted a framework for equity, diversity, inclusion, and accessibility in city services.
- **Kingston Heritage Fund – 2025–2026 Administration Plan** – Approved funding program for heritage and cultural organizations.
- **Capital Budget Status Report (as of June 30, 2025)** – Adjusted budget with major allocations for roads, housing, solar energy, and waste management.

Voting records between June and August 2025 on business issues



MAYOR BRYAN PATERSON
Mayor



COUNCILLOR GARY OOSTERHOF
District 1, Countryside



COUNCILLOR PAUL CHAVES
District 2, Loyalist-Cataraqui



COUNCILLOR LISA OSANIC
District 3, Collins-Bayridge



COUNCILLOR WENDY STEPHEN
District 4, Lakeside



COUNCILLOR DON AMOS
District 5, Portsmouth



COUNCILLOR JIMMY HASSAN
District 6, Trillium



COUNCILLOR BRANDON TOZZO
District 7, Kingscourt-Rideau



COUNCILLOR JEFF MCLAREN
District 8, Meadowbrook
-Strathcona



COUNCILLOR VINCENT CINANNI
District 9, Williamsville



COUNCILLOR CONNY GLENN
District 10, Sydenham



COUNCILLOR GREGORY RIDGE
District 11, King's Town



COUNCILLOR RYAN BOEHME
District 12, Pittsburgh

In Favour

Against

Absent

15	0	3
18	1	0
16	0	3
15	1	3
18	1	0
18	0	1
19	0	0
19	0	0
18	1	0
19	0	0
18	1	0
18	1	0
17	1	1

Connect



CHAMBER
GOLF CLASSIC

Sep. 8th,
2025



Sep. 18th,
2025

**MAYOR'S
BREAKFAST**



connect



Monthly

COFFEE & CONNECTIONS
with the Chamber



**Chamber
on tap**



Monthly



we are kingston!

35

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The Chamber
Greater Kingston Chamber of Commerce

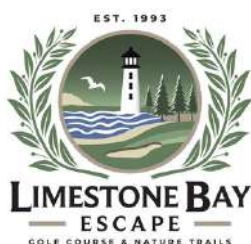
Grand Openings



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🌐 <https://www.echelonwellness.ca/>
☎ (613) 329-4117



📍 47 Wellington Street, Kingston, ON
🌐 <https://faculty47.com/>



📍 1028 Nine Mile Pt Road Simcoe Island, ON
🌐 <https://www.limestonebay.ca/>
☎ (613) 328-1731



📍 285 King Street, Kingston, ON
🌐 <https://www.marriott.com/>
☎ (613) 544-4434



New Members

July, August & September 2025

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www.altaquero.ca
(753) 380-3357

AMS Business Advisors LTD.

(613) 893-4515

Aviva Medical

www.avivamed.ca
(613) 985-2593

Bitcrumbs Inc.

www.bitcrumbs.ca
(343) 303-0499

Boarding Pass Travel

www.boardingpasstravel.ca
(613) 766-2683

Centre Wellness

centrewellness.ca
(613) 929-9798

DM Property Maintenance

www.dmpropertymaintenance.ca
(613) 483-2242

Echelon Wellness

www.echelonwellness.ca
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Emotional Intelligence Consulting Inc

www.emotionalintelligenceconsultinginc.com
(613) 449-0889

Jackie Hall Photography

www.jackiehallphoto.com
(613) 453-2699

Launch Lab

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(343) 276-0023

Let's Shine Cleaning Solutions

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(613) 449-4767

Limestone Bay Escape

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(613) 328-1731

Loyalist Concierge Co.

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NAMASTE International LTD

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Sean May CFP®, CIM®, FCSI®

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Southern Frontenac Community Service

www.sfcsc.ca
(613) 376-6477

Stone Worx Masonry Inc.

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The Story Store

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(647) 393-8896

The Vowstead Wedding & Event Agency

www.thevowsteadagency.ca
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Travel Only

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*Minimum 3 people for guaranteed coverage in Quebec.

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Newsletter
subscribers

17,000+

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website annually



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