



**City of Kingston  
Report to Council  
Report Number 25-227**

---

**To:** Mayor and Members of Council  
**From:** Lanie Hurdle, Chief Administrative Officer  
**Resource Staff:** None  
**Date of Meeting:** October 21, 2025  
**Subject:** Tourism Kingston – Service Level Agreement Renewal

---

**Council Strategic Plan Alignment:**

Theme: Regulatory & compliance

Goal: See above

**Executive Summary:**

The current Service Level Agreement (SLA) between the City of Kingston and Tourism Kingston, entered into in 2021 ([Report Number 21-006](#)), will end on December 31, 2025. The purpose of this report is to seek Council's approval on the new and updated draft SLA attached as Exhibit A. The Tourism Kingston Board has reviewed and endorsed the new SLA, pending Council's approval.

Tourism Kingston works cooperatively and collaboratively with the City to achieve mutual goals and objectives that envision Kingston as a premier, four-season experience with a goal of increased visitation and visitor-related spending. The objectives and directions are guided by the City's Strategic Plan and the Integrated Destination Strategy and must meet the needs of the Kingston community now and into the future.

The SLA outlines the key objectives and direction for Tourism Kingston and addresses such matters as transparency, reporting and accountability, performance measurement and financial operations. The new draft SLA has been updated to include Tourism Kingston's key deliverables and work of the Film Office as well as collaboration with the City (Arts & Culture Services) to advance the implementation of the Kingston Music Strategy, and key performance indicators to be reported on through Council quarterly reports.

October 21, 2025

Page 2 of 5

**Recommendation:**

**That** the draft Service Level Agreement for the separate arm's length corporation, Tourism Kingston, attached as Exhibit A to Report Number 25-227, be approved and that the Agreement be executed on or before December 31, 2025, in order to achieve an effective date of January 1, 2026.



October 21, 2025

Page 4 of 5

**Options/Discussion:**

Tourism Kingston acts as the Destination Marketing Organization (DMO) for the benefit of the City of Kingston. The tourism sector is a vital economic driver for the City of Kingston. Kingston's tourism marketing and development success will be contingent on attracting new tourism investment opportunities, retaining and growing existing tourism businesses, promoting high priority growth sectors of the tourism market, supporting entrepreneurship and new company development, and researching and identifying gaps in the existing tourism market.

Tourism Kingston works cooperatively and collaboratively with the City, other levels of government, partner organizations and other tourism stakeholders in developing the products and services that will attract visitors, ensure longer stays and increase spending. The objectives and directions are guided by the City's Strategic Plan and the Integrated Destination Strategy and must meet the needs of the Kingston community now and into the future.

The current Service Level Agreement (SLA) between the City of Kingston and Tourism Kingston, entered into in 2021 ([Report Number 21-006](#)), will end on December 31, 2025. The SLA outlines the key objectives and direction for Tourism Kingston and addresses such matters as transparency, reporting and accountability, performance measurement and financial operations.

The new draft SLA, attached as Exhibit A, reflects a new 5 year term from January 1, 2026 to December 31, 2030 and has been updated to include Tourism Kingston's key deliverables and work of the Film Office as well as collaboration with the City (Arts & Culture Services) to advance the implementation of the Kingston Music Strategy, and key performance indicators to be reported on through Council quarterly reports.

The Tourism Kingston Board has reviewed and endorsed the new SLA, pending Council's approval.

Tourism Kingston will continue to provide quarterly and annual reports to Council as outlined in Section 2 of the SLA (Transparency, Reporting and Accountability). The annual plan submitted at the same time as the yearly budget will include applicable metrics that will be measured and tracked throughout the year. Tourism Kingston will develop a strategic plan (or updated Integrated Destination Strategy) every five (5) years to align with the priorities of City Council. Development or update of the Integrated Destination Strategy shall include a full program of public consultation.

**Financial Considerations**

Section 4 of the Service Level Agreement relates to financial operations and provides clear parameters on funding to Tourism Kingston to undertake its core activities.

**Contacts:**

Lanie Hurdle, Chief Administrative Officer, 613-546-4291 extension 1245

October 21, 2025

Page 5 of 5

**Other City of Kingston Staff Consulted:**

Danika Lochhead, Director, Arts & Culture Services

**Exhibits Attached:**

Exhibit A - Draft Tourism Kingston Service Level Agreement

**THIS AGREEMENT** made in triplicate this       day of       , 2025.

**BETWEEN:**

**THE CORPORATION OF THE CITY OF KINGSTON**

Hereinafter referred to as the “City”

- and -

**TOURISM KINGSTON**

**DRAFT SERVICE LEVEL AGREEMENT**

***WHEREAS** in 2016 Council of the City of Kingston approved the creation of Tourism Kingston as a stand alone corporation providing economic development support to the tourism industry within the City; and*

***WHEREAS**, since then, the City and Tourism Kingston have managed their relationship through a formal Service Level Agreement*

***WHEREAS** the parties wish to renew that relationship through an updated Service Level Agreement,*

***THEREFORE** the parties agree to terms as follows:*

**NOW THEREFORE** the parties hereto agree as follows:

**1.1 Tourism Objectives and Directions:**

The City and Tourism Kingston shall work cooperatively and collaboratively to achieve mutual goals and objectives that envision Kingston as a premier, four-season experience with a goal of increased visitation and visitor-related spending. The objectives and directions will be guided by the City’s and Tourism Kingston’s Strategic Plans and must meet the needs of the Kingston community now and into the future.

**1.2 Key tourism objectives and directions include:**

- i) Implementing and updating the Integrated Destination Strategy that is consistent with Council’s strategic priorities and that will make Kingston a premier, four-season experience with increased overnight visitation and visitor-related spending;
- ii) Leading and implementing the work of the Film Office, with key deliverables to be identified in this agreement and reported on through the Council quarterly reports;
- iii) Work collaboratively with the City (Arts & Culture Services) and oversee the

Kingston Music Advisory Committee to develop an annual work plan, that advances the implementation of the Kingston Music Strategy recommendations, and key performance indicators, through Council quarterly reports, to support and grow the music sector and support musicians, create economic development opportunities for the music ecosystem, and raise awareness of Kingston as a music city;

- iv) Maintaining the Kingston brand across all tourism markets and external City, and agency communications;
- v) Strengthening partnerships and relationships with local and regional tourism stakeholders and other levels of government;
- vi) Developing annual business plans to advance visitation;
- vii) Facilitating the growth and expansion of existing tourism companies;
- viii) Supporting artistic and cultural business opportunities and promoting the City's cultural heritage resources;
- ix) Researching and identifying gaps in the existing tourism market / product;
- x) Identifying and supporting opportunities to enhance the tourism potential for the City;
- xi) Building a culture of customer service excellence; and
- xii) Implementing performance measures to track progress towards established goals and reporting results through Council quarterly reports.

## **2.1 Transparency, Reporting and Accountability**

**2.2** Tourism Kingston and its Board of Directors will be responsible for fulfilling the mission for which it is incorporated. Tourism Kingston will be accountable to the Council of the City of Kingston in the performance of the activities and services provided in accordance with the provisions of this Agreement and/or as determined in the approved annual operating budget.

**2.3** Tourism Kingston shall operate as the Destination Management Organization (DMO) for the City of Kingston.

**2.4** Tourism Kingston shall communicate with the City as follows:

- a) Annually, by way of the draft budget, and Tourism Kingston's annual business Plan as updated to reflect the priorities of City Council;
- b) Annually, by way of the Audited Financial Report as required by Clause 4.6 of this Agreement;
- c) Quarterly, by way of Activity Reports to demonstrate the progress of Tourism Kingston in achieving its Strategic Plan and the impact of Tourism Kingston's actions and programs on the key performance measures of tourism. The Quarterly Reports shall form the basis of an Annual Year in Review Report to

Council. All Activity Reports shall be publicly accessible;

- d) Once every five (5) years by way of a new or updated five (5) year Integrated Destination Strategy which shall be developed to align with the priorities of City Council. Development or update of the Integrated Destination Strategy shall include a full program of public consultation prior to adoption of the Strategy by Tourism Kingston and submission to City Council. If requested by the City, a meeting of City Council and the full Board of Directors of Tourism Kingston will be arranged as part of the Integrated Destination Strategy review process. The Integrated Destination Strategy shall be publicly accessible; and
- e) By attending meetings of City Council or providing written communication to Council as may be requested from time to time by the City.

**2.5** Tourism Kingston shall maintain its Transparency and Accountability Plan (Policy and Practice), which was previously established, which reflects the eight (8) key areas espoused by Transparency International: Ethics; Public Complaints; Leadership; Performance; Human Resources; Budgeting; Procurement; and Audit Results.

**2.6** Tourism Kingston shall continue to support sector-specific advisory committees to allow it to fulfill its mandate as contemplated herein. (Sales, Attractions, Music, Marketing, Digital Visual Communications). A seat on each committee will be held for City staff from corresponding business units.

### **3.1 Performance Measurement**

**3.1(a)** Separate performance metrics are prepared for each of the core tourism activities outlined in this Agreement. The performance metrics shall be specific, measurable, achievable, relevant and time-based. Tourism Kingston will include these performance metrics in the Council quarterly reports and may be updated as required during the 5 year term of the agreement.

**3.1(b)** In each year of this Agreement, the proposed performance metrics shall be submitted to Council with the draft budget, and annual business plan.

### **4.1 Financial Operations**

**4.2** Tourism Kingston shall have a fiscal year end of December 31<sup>st</sup>.

**4.3** For the term of this Agreement, the City agrees to provide funding to Tourism Kingston to undertake the core tourism activities as set out in this Agreement. Tourism Kingston shall submit an annual budget request to City Council for approval. Tourism Kingston may request from the City additional funds to carry out specific programs or projects on behalf of the City. The City may also request Tourism Kingston to undertake specific projects or programs on behalf of the City and provide additional funding for said specific programs (funding for additional projects hereinafter called "Additional Funding"). The Additional Funding shall not be considered part of the base funding for the purpose of calculating the minimum budget increase for the following year. The specific projects or programs and Additional Funding shall be the subject to City Council approval.

- 4.4** Tourism Kingston shall actively seek private project funding to obtain grants, contributions, and assets from sources other than the City in furtherance of its objectives.
- 4.5** The Tourism Kingston finances shall be audited on an annual basis and the Auditor shall provide a Management Letter, commenting on the management of the Tourism Kingston finances, to the Tourism Kingston Board. The Auditor will also provide a summary of any audit difference that may have been noted during the audit.
- 4.6** The Tourism Kingston Board shall prepare a detailed Annual Financial Report which shall be submitted to the City. The Financial Report shall include the Auditor's Management Letter and summary of audit differences. The Annual Financial Report shall be publicly accessible.
- 4.7** The Tourism Kingston Board shall ensure that the Chair and members of the Finance and Audit Committee receive skills development training in financial management.
- 4.8** Budget line items associated with specific projects shall be tied directly to the performance measures for those projects in accordance with Appendix A.

**5.1 Term and Termination:**

- 5.2** This Agreement shall have a term of five (5) years, commencing on January 1, 2026 and being fully complete on December 31, 2030. The agreement shall be renewed for one year term unless the City through its contract administrator provides written notice to Tourism Kingston that it does not wish to renew the Agreement, such notice to be given prior to 90 days before the conclusion of the original term or a renewal term.
- 5.3** (a) This Agreement may be terminated by either party prior to the expiration of the Agreement upon at least six (6) months written notice to the other party. Termination does not require notice of any breach of the terms and conditions of the Agreement or of any other cause.  
  
(b) In the event of a termination notice being given by either party in accordance with this section, during through the six (6) month notice period:
  - (i) Tourism Kingston shall continue to undertake the tourism activities as approved on a yearly basis through the budget process; and
  - (ii) the City shall continue to provide funding to undertake the tourism activities to the extent that costs have been reasonably and properly incurred.  
(c) Funding thereafter or for other activities including transition or winding up expenses costs shall not be provided by the City. The parties agree to work cooperatively during any transition or winding up process which may arise during the term of this Agreement.

Dated at the City of Kingston, this day of , 2025.

**SIGNED, SEALED AND DELIVERED**  
In the presence of:

**THE CORPORATION OF THE  
CITY OF KINGSTON**

---

**Bryan Paterson, Mayor**

---

**Janet Jaynes, City Clerk**

**TOURISM KINGSTON**

---

**PJ Lee, Chair**

---

**Megan Knott, Chief Executive Director**

## APPENDIX A

### TOURISM KINGSTON'S CORE ACTIVITIES / METRICS

#### Visitor Services

##### Visitors

- Number of interactions

##### Partner support

- Tickets sold for partners

##### Revenue

- Enhanced Profile Program
- Merchandise

#### Marketing and Communications

- Website sessions
- Website pageviews
- Referrals to partners (web + phone)
- Advertising impressions
- Social media link clicks
- Social media engagements
- Social media impressions
- Total followers
- Proactive high-value earned media stories
- Total media stories
- Total earned media impressions

#### Sport and Wellness

- Tentative leads
- Definite leads
- Events supported
- Event attendees
- Room night
- Estimates economic impact

#### Travel Trade

- Traces
- Definite leads
- Referrals to partners
- Cruise passengers
- Number of buses booked
- Estimated economic impact

## **Business Events**

- Traces
- Tentative leads
- Definite leads
- Contracted room nights
- Estimated economic impact

## **Film & Media**

### **Productions**

- Tier 1 (over one week)
- Tier 2 (overnight to one week)
- Tier 3 (single day)
- Local productions (within 100 km)
- Non-local productions (>100 km travel)
- Estimated economic impact

### **Workshops/events**

- Events
- Participants

### **Locations Tours**

- Tours

### **Location/production Directory**

- Location listings
- Vendor/crew listings
- Vendor/crew/talent hires on productions

## **Music**

### **Live Events**

- Kingston facilitated roadshows
- Artists/bands impacted
- Workshops/professional development events
- Attendees at workshops/events

### **Sponsored Events**

- Sponsored music events
- Attendees, sponsored events
- Artists/bands impacted
- Estimated economic impact of sponsored events

### **Kingston Production Directory**

- Music listings