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## AGENDA

In-person meeting on **Tuesday, March 5, 2024 at 12:00 p.m.**

Holiday Inn Express & Suites (100 Howland Drive)

Zoom link: <https://us02web.zoom.us/j/84773441143?pwd=Z09KNUdvL0RYZVBtc1kycEhlU3V0Zz09&from=addon>

**NOTE: This will be a working lunch – food will be provided.**

**Please let us know asap if you have any food allergies or sensitivities.**

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	Page #
<b>1) Welcome and Agenda Approval</b> <i>Motion: To accept the agenda as presented.</i>	
<b>2) Declaration of Conflict of Interest</b>	
<b>3) Approval of Meeting Minutes</b> <i>Motion: To accept the minutes from the February 13, 2024 meeting as presented.</i>	3-8
<b>4) Presentations (15 min each)</b>	
a) Ironman 70.3 Muskoka - Nick Stoehr	9-18
b) Downtown Huntsville BIA - Morgan Richter	19-34
<b>5) Financial update – Andrew Buwalda (10 min)</b>	35-36
<b>6) Previous business – Jeff Suddaby (15 min)</b>	
a) Knights of Columbus funding (\$5,000 ask) <i>Motion: To provide the Knights of Columbus \$5,000 for its annual hockey tournament.</i>	
b) HfA funding (for discussion) - 2024/25 - \$50,000 ask	
c) Huntsville Lake of Bays Chamber of Commerce funding (for discussion) - 2024/2025 - \$75,000 ask, plus \$174,065 for refrigerated rink (from reserve) - Visitor services - \$20,000 ask	
<b>7) TPA update - solicitor feedback – Kelly Haywood (5 min)</b> See Word document emailed separately	
<b>8) Revised bylaws for ONCA compliance – Dawn Huddlestone (5 min)</b>	37-54



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|--|--------------|
| <b>9) 2024/25 draft budget review – Andrew Buwalda (20 min)</b>  | <b>55-56</b> |
| <b>10) Sponsorship review – Kelly Haywood (10 min)</b>   | <b>57-61</b> |
| a) Sponsorship formula   |              |
| b) Intake periods  |              |
| c) Funding application   |              |
| <i><b>Motion:</b> To approve the funding application and intake periods as presented.</i>                            |              |
| <b>11) ED report – Kelly Haywood (15 min)</b>  |              |
| a) Business plan   | <b>62-79</b> |
| b) Delegation proposals (BreakThru Dance)  |              |
| c) Presentation on behalf of YMCA Simcoe Muskoka job fair (\$5,000 ask)  | <b>80-84</b> |
| d) Eclipse update (EOI/Deerhurst update), activity centre  | <b>85-89</b> |
| e) Logo review (branded items)   |              |
| <b>12) HLOBARA election process – Jeff Suddaby (10 min)</b>  |              |
| <b>13) Closed session</b>  |              |
| <b>14) Next meetings and adjournment</b>   |              |
| a) Next meetings:  |              |
| Tuesday, March 26 at 2:30 p.m., HfA Studio (58 Main St E – entrance off Dara Howell Way across from River Mill Park) |              |
| Tuesday, April 16 at 2:30 p.m., Huntsville Curling Club (6 Veterans Way, 2 <sup>nd</sup> floor lounge)               |              |
| Tuesday, May 7, 2024 at 2:30 p.m., Muskoka Grand Luxury Lodge (84 Swallowdale Rd)                                    |              |
| b) Adjournment   |              |
| <i><b>Motion:</b> To adjourn the meeting</i>   |              |



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## MINUTES

In-person meeting at Huntsville Public Library, and online via Zoom  
February 13, 2024, 2:30 p.m.

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**Present:** Jeff Suddaby, Scott Morrison, Andrew Buwalda, Chirag Patel, Steve Campbell, Steve Carr, Marisa Kapourelakos (arrived at 4:52 during ED report)  
**Regrets:** none  
**Staff:** Kelly Haywood, Dawn Huddlestone  
**Guests:** Lauren MacDermid and Lisa Spolnik, Town of Huntsville; Halley Clover and Torin Suddaby, Chamber; Scott Acton and Janet Hazelwood, Chamber (Zoom)

### 1. Welcome and agenda approval

The meeting was called to order at 2:31 p.m.

#### 1.1. Agenda approval

**Motion:** To approve the agenda as presented.

Moved by: Steve Carr

Seconded by: Chirag Patel

**CARRIED**

**2. Declaration of conflict of interest** – Jeff Suddaby noted that one of the presenters, Torin Suddaby from the Chamber, is his son; Steve Campbell noted that one of the presenters, Huntsville Festival of the Arts, is his tenant.

### 3. Approval of meeting minutes

**Motion:** To accept the minutes from the January 30, 2024 meeting as presented.

Moved by: Steve Carr

Seconded by: Chirag Patel

**CARRIED**

### 4. Presentations

#### 4.1. Huntsville Festival of the Arts

HfA ED Dan Watson provided an overview of where HMATA funds have been spent in the past and how requested funds (\$50,000) would be spent in 2024. A summer line-up announcement is coming April 9 – HMATA Board members are invited to attend. Watch for details.

**Discussion:** Could HMATA take on some of the marketing effort, in conjunction with Muskoka Tourism, and reduce the total funding ask as a result? (Dan: HfA is open to collaboration and cross-marketing, but wouldn't want to leave all of the marketing to partners as they are ultimately responsible for the success of their events.)



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## MINUTES

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### 4.2. Huntsville Lake of Bays Chamber of Commerce

*ED note: Due to the change in HMATA's fiscal year, the Chamber didn't receive its full allocation of funding within HMATA's 2023/24 budget (\$10,000 remains).*

#### a. Events

Torin Suddaby presented a funding request for the Muskoka Maple Festival for 2024 for \$18,000, plus a request for support for 2024/25 events/initiatives totalling \$75,000 (Campfire Sessions \$22,000, SnowFest/Winter Entertainment Series \$20,000, Maple Festival \$18,000, equipment rental program \$15,000) with the possibility that \$7,300 will be returned to HMATA if the Chamber secures an Experience Ontario grant for the Campfire Sessions. There was an additional ask for a refrigerated rink for \$174,065, \$154,065 of which would be returned if the Chamber secures an Ontario Trillium grant.

**Discussion:** What marketing is included? (Each event has its own website and hotels receive rack cards and posters.) Is the Town in support of the refrigerated rink, and does it require additional infrastructure like power? (The Town has provided a letter of support for the grant, and additional hydro will likely not be required.) Who would operate it? (Chamber staff.) Annual installation/maintenance cost? (Approx. \$2,500.)

#### b. Visitor services

Halley Clover presented a proposal for providing visitor services. The Chamber currently receives \$32,000 from the Town of Huntsville to operate a visitor information centre at the Algonquin Theatre and a self-serve tourism information booth at 3 Guys and a Stove. Propose enhanced visitor service options, including curated visitor welcome packages for attendees at large events, a roaming Explore Huntsville kiosk staffed with tourism ambassadors for big events (up to 26 events, 12 of which would be in the summer), Explore Huntsville passport on the Chamber's existing app, FAM tour support, collaborate on community events calendar with HMATA and other partners like the BIA, dedicated tourism inquiry phone line and AI-supported online chat. Ask: \$20,000.

### 5. Huntsville Brand

Lauren MacDermid and Lisa Spolnik from the Town of Huntsville provided an overview of the Huntsville community brand and guidelines for its use.

**Discussion:** HMATA will be primary user, but will also be available to other partners/organizations to use in conjunction with their own brands if appropriate. Partners could provide content (e.g. event



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images) that could be branded for marketing use. An database of approved, branded images/videos for all tourism partners to access would be useful.

### 6. Sponsorship formula review

The ED presented an updated sponsorship formula for use when assessing funding applications, including funding bands to calculate what percentage of estimated event/project revenue would be used to determine the maximum amount of funding an organization would be eligible for (with final determination at the Board's discretion).

**Discussion:** Should environmental considerations be weighted heavily, even if the event drives tourism? (Need to ensure funding aligns with HMATA's brand and environmental position. They won't necessarily be turned away, but it may affect how much funding they are eligible for.) Need to make a decision on a funding cap.

**ACTION ITEMS:** ED and Treasurer to further refine the formula and funding bands based on Board feedback. Staff to develop an environmental policy for Board's consideration.

### 7. Previous business

#### 7.1. Huntsville Curling Club accessibility funding

**Motion:** *To provide the Huntsville Curling Club with one-time funding of \$5,000 for capital improvements related to accessibility.*

Moved by: Scott Morrison

Seconded by: Chirag Patel

**CARRIED**

**ACTION ITEM:** Staff to notify HCC that they are welcome to request funding for future individual events.

#### 7.2. Municipal ice covering

ED met with Town staff regarding floor covering for the Don Lough Arena. The flooring would be suitable for trade shows, concerts (although the venue isn't ideal for this due to sound challenges), and low-impact events like the robotics competition presented previously. It would not be suitable for sporting events. There are also costs that would be incurred by users, such as a \$7,000 install/removal fee and \$5,000 to remove the glass from the boards.

**Discussion:** It is difficult to determine return on investment because there is little precedence to draw on from other municipalities. Capital grants are a possibility if there is enough of a use case for it.



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**Motion:** To provide \$230,000 to the Town of Huntsville to purchase ice covering for the Don Lough Arena.

Moved by: Scott Morrison

Seconded by: Andrew Buwalda

**DEFEATED**

**ACTION ITEM:** Staff to notify Town that HMATA would be open to collaborating on grant opportunities for this initiative.

### 7.3. Affirmation of e-vote for winter marketing campaign

**Motion:** To affirm the Board's unanimous electronic decision to allocate \$12,000 for a winter marketing campaign.

Moved by: Steve Carr

Seconded by: Andrew Buwalda

**CARRIED**

## 8. TPA update

The ED met with municipal staff to review the final changes to the TPA.

**Discussion:** The clause prohibiting in-kind donations from the Town for organizations that have received funding from HMATA will stand, but in special instances HMATA or applicants could still approach council re: an exception. Recommend advocating to change this on the next TPA.

**ACTION ITEMS:**

-Dissolution of HMATA needs to be incorporated into the agreement. What happens to HMATA's funds if the organization ceases to exist? ED proposed that funds be returned to the municipality with the caveat that they be used for tourism-related activities. This may need to be revisited in the future if HMATA begins revenue-generating activities – would those funds still go to the municipality?

-Staff to arrange TPA review by HMATA's legal counsel.

## 9. ED report

### 9.1. Delegation proposals – Knights of Columbus, YMCA job fair

-Knights of Columbus have requested \$5,000 for their annual tournament (28 teams, 350 players)

-YMCA of Simcoe Muskoka has requested \$5,000 for its annual job fair (tentatively scheduled for April 4, 2024). ED to present on their behalf at the next meeting.



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## MINUTES

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-**ACTION ITEM:** ED to present options for branded items at next meeting.

### 9.2. ROMP – Rural Ontario Medical Program

-ROMP has asked for HMATA/accommodators to donate rooms for medical students. This could be an item included in a HMATA newsletter to stakeholders and/or a direct email to accommodators. The Town can contribute some funds, but not the full amount.

### 9.3. ED update – presented for information only

Brief discussion re: website refresh. Content from huntsvilleadventures.ca will move to explorehuntsville.ca but references to Lake of Bays and Muskoka Lakes accommodators/tourism operators will need to be removed.

### 9.4. Draft funding application

**ACTION ITEM:** Board members are asked to review this prior to the next meeting and provide comment, if any.

## 10. Funding request for Muskoka Maple Festival 2024

Ask: \$18,000. Due to the change in HMATA's fiscal year, the Chamber is still owed \$10,000. That will be deducted from the ask for this event.

**Motion:** To provide \$8,000 to the Huntsville Lake of Bays Chamber of Commerce for the 2024 Muskoka Maple Festival.

Moved by: Andrew Buwalda

Seconded by: Steve Carr

**CARRIED**

## 11. Closed session

**Motion:** To enter closed session at 5:14 p.m.

Moved by:

Seconded by:

**CARRIED**

**Discussion:** Draft budget and staffing.

**Motion:** To leave closed session at 5:59 p.m.

Moved by: Steve Carr

Seconded by: Steve Campbell

**CARRIED**



## MINUTES

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### 12. Next meetings and adjournment

#### 12.1. Next meetings:

- Tuesday, March 5 at 2:30 p.m., Holiday Inn Express & Suites (100 Howland Way)
- Tuesday, March 26 at 2:30 p.m., HfA Studio (58 Main St E – entrance off Dara Howell Way across from River Mill Park)
- Tuesday, April 16 at 2:30 p.m., Huntsville Curling Club (6 Veterans Way, 2<sup>nd</sup> floor lounge)

#### 12.2. Adjournment

***Motion:*** To adjourn the meeting at 5:59 p.m.

Moved by: Marisa Kapourelakos

**CARRIED**



The logo for the Ironman 70.3 Muskoka Canada triathlon. It features the word "IRONMAN" in a bold, white, sans-serif font with a registered trademark symbol. The letter "M" is a solid orange color, and a solid orange circle is positioned above it. Below "IRONMAN" is "70.3" in a large, bold, orange font. To the right of "70.3" is "MUSKOKA" in a white, handwritten-style font with a registered trademark symbol, and "CANADA" in a white, sans-serif font below it. To the right of the text is a stylized orange logo of a moose head with antlers.

**IRONMAN**<sup>®</sup>  
**70.3**<sup>®</sup> MUSKOKA  
CANADA

Sunday July 7<sup>th</sup>, 2024

# HISTORY OF THE IRONMAN 70.3 MUSKOKA

- IRONMAN 70.3 Muskoka is the only IRONMAN-branded event in Ontario and one of five IRONMAN-branded events in Canada others
  - Mont Tremblant, Penticton, Calgary, and Victoria
- Trisport Events Licenses the IRONMAN brand and produces the event.
- First Year of the event was 2008 at Deerhurst Resort
- The event was held at Deerhurst until 2016
- The event was held in September until 2015. It was moved to July for the full IRONMAN hosted in August 2015.
- 2017 the event was moved downtown with the objective to help drive athletes and their families to downtown.
- Trisport also owns and produces 7 other triathlons and marathon in Ontario

## WHAT WE ARE PROPOSING:

- \$30,000 assistance from HMATA to help offset the cost of the licensing fee that Trisport pays to IRONMAN as well as the Town of Huntsville Rental costs of the Canada Summit Centre, parking areas and parks. We also pay for the staffing of the Fire Hall on race day.

# IRONMAN SELLS OUT!!

- 2008 (Sept) – 1350 athletes
- 2009 (Sept) – 1335 athletes
- 2010 (Sept) – 860 athletes
- 2011 (Sept) – 874 athletes
- 2012 (Sept) – 937 athletes
- 2013 (Sept) – 1329 athletes
- 2014 (Sept) – 1072 athletes
- 2015 (July) – 1460 athletes – FULL IRONMAN Year, many athletes did both races.
- 2016 (July) – 1292 athletes
- 2017 (July) at CSC – 1553 athletes
- 2018 (July) at CSC – 1700 Athletes
- 2019 (July) AT CSC - 1750 Athletes
- 2020 – 1800 Athletes Registered - Event Cancelled due to COVID restrictions
- 2021 – 950 Athletes – Limited Capacity due to COVID restrictions and social distancing
- 2022 - Sellout of 1800 athletes
- 2023 – Sellout of 1800 athletes
- 2024 – over 1200 athletes already registered

# BENEFITS OF THE EVENT IN JULY

- Guaranteed weekend of 1800 athletes and 3000+ spectators – Rain or Shine
  - 75% of athletes brought 1 or more Supporter, 50% brought 2 or more supporters
- Athletes MUST check in the day before the race which encourages them to stay overnight.
- A summer race promotes athletes to bring families and friends. They stay on Avg. 3.4 nights in July. 75% of athletes stay 2+ nights. Kids are not in school, so families can Travel and stay longer.
- Athletes have time to train and come up to Huntsville prior to the race. More economic impact, compared to an Early June date.
- September Race Date was declining in registrations due to time of year for family travel
- Accommodations are booked 6-8 months prior to the event
- Fits into IRONMANs global schedule. Not competing with nearby June events like Mont Tremblant, Michigan and Western New York
- Fits into TriSport's Ontario triathlon Schedule. Athletes use the STS to train for Muskoka.
- Registration has sold out since the July date was introduced

# ATHLETE DEMOGRAPHICS (2023)

- **Men (70%) and Women (30%)**
- **Largest Age Groups Age 40-49**
- **Avg. Household Income of 200,000 - \$250,000**
- **94% of athletes come from 50km away or more**
- **76% of athletes from Ontario, 10% from Quebec, 10% coming from surrounding provinces and US states.**
- **75% of athletes travelled 200+ KM to the event.**
- **60% of the athletes are New to the Muskoka Event**
- **Athletes representing 21 countries which include USA, Mexico, Brazil, Australia, UK, France and many more.**



# ATHLETE INFORMATION

- 76% of athletes stayed within 0-5miles of the Canada Summit Centre
- 93% of athletes stayed with 6-10miles of the Canada Summit Centre
- 80% of athletes either stayed in a Hotel or a Rental Cottage
- 95% Host City Satisfaction Approval score

# COMMUNITY GIVEBACK/SPENDING

- Trisport donates approx. \$12,000+ to community groups in exchange for volunteering at the event over the course of weekend. Charities and teams include TriMuskoka, Kiwanis, Local sports teams/clubs, High School Clothes fund and many others.
- Trisport spends over \$50,000 in the community to produce the event. Which includes hotels, restaurants, caterer's, portable toilets, equipment and truck rentals etc.



# PHOTOS





# PHOTOS



**BIA HMATA  
CONTRIBUTIONS**

On behalf of the BIA Board of Directors and the merchants of Downtown Huntsville, we thank the HMATA Board of Directors for their annual contribution to the BIA in 2020 - 2023.



The mandate of the Downtown Huntsville BIA is to serve its members who want a vibrant, accessible and safe commercial, shopping and entertainment climate in downtown Huntsville, with a wide variety of offerings. It supports the members and their customers by improving the area and helping to create a reason to come downtown.

Downtown Huntsville BIA dates from 1979 and has history of cooperation with other groups for the good of all Huntsville!





Downtown Huntsville is a charming and a significant tourist destination - now more than ever downtown cores need to be proactive and protected!



- **2020:** \$10K Streetscape Support, \$5K COVID Business Support, \$5K Skating Rink Support
- **2021:** \$20K Diggin Downtown Voucher Program, \$20K Holiday Market
- **2022:** \$9K Halloween Bash, \$15k Ice Sculpture Festival, \$5K Snow Village, \$6K Winter Lighting, \$15K Holiday Market







## 2023 HMATA Funds

- \$8k – Lighting
- \$6k - Girlfriends Getaway Weekend
- \$18k - 2-day Holiday Market
- \$18k - Ice Sculptures

[Girlfriends Getaway 2023 Reel](#)







2024 in  
Downtown  
Huntsville

# STRATEGIC PLANNING



# Calendar Year 2024

## Revenue:

\$142,427 - Levy  
\$2,000 - Business Partnership Advertising  
\$18,000 – Sponsorships & Promotions  
\$6,000 Strategic Plan Grant  
\$50,000 - HMATA Contribution  
\$10,000 - Downtown Dollar Revenue  
  
=\$228,427

## Expenses:

\$78,000 - Administration  
\$29,000 - Advertising  
\$10,000 - Downtown Dollars  
\$74,000 - Events and Promotions (Summer Market, Holiday Market, GGW, Ongoing Street Activation, Lighting etc.)  
\$11,500 - Office Administration (Lease, Office Supplies, Copy Expenses, Phone/Internet, Board Expenses, Audit etc.)  
\$5,000 - Contribution to Others  
\$15,000 Strategic Plan  
  
= \$222,500

## 2024 \$50,000 Request

- \$4K Kent Park Garden Party
- \$10K Girlfriends Getaway
  - \$21K Holiday Market
- \$15K Winter Sponsored Evenings

We are excited to create new programming in downtown Huntsville and we thank you for assisting in the launch and continuation of several initiatives in downtown.

# Kent Park Garden Party \$4,000

**OFF SHOOT of the Huntsville Art Crawl- In partnership with Huntsville Festival of the Arts**

The Huntsville ART CRAWL is a free self guided art tour in and around downtown Huntsville, Muskoka. Throughout the month of June, visitors will create their own free art crawl experience by touring local businesses, galleries & studios which feature exhibits, demos & interactive experiences by local artists. At the end of the month, in River Mill Park there will be an open-air market featuring local artists and live painting!



**You contribution of \$4,000 will be spent on a night garden party, after the open-air market, in Kent Park with live music and/or movie, food trucks and cocktails/mocktails!**



# Girlfriends Getaway Weekend - \$10,000

Beautiful downtown Huntsville is where it all started. Now in its 18th year, Girlfriends' Getaway Weekend is a fun-filled weekend of entertainment, shopping and pampering!

## Where Your Contribution Will Be Spent:

\$3K – Expansion and marketing of shuttle service with several hoteliers

\$2K – Live music on the street

\$5K – Large floral photo op display + an interactive build your own bouquet





# 4<sup>th</sup> Annual Muskoka Market: Huntsville Holiday Edition

## \$21,000

This two-day event brings local shopping and holiday cheer to Downtown Huntsville at the end of November! Santa will be joining us; we will be decorating the streets in holiday cheer and have warming outdoor fire pits. Carolers and dancers, as well as an organized shopping experience for kids. You can expect giveaways, a holiday train and so much more!

### Where Your Contribution Will Be Spent:

\$7K – Enhanced Entertainment and Activation (The Grinch, 2-day holiday train, a picturesque / photo op Main Street)

\$8K – Evening Activation (Licensed street with mulled wine and a concert)

\$3K – Additional Paid Labour

\$3K - Photography & Videography



**OFF SHOOT of the Snow Village,  
Skating Rink & Snow Fest -  
\$15,000**

**Where Your Contribution Will Be Spent:**

Business sponsored evenings at the skating rink & snow village --- mulled wine, local music and delicious food







**Motion:** to approve \$50,000 to the Huntsville BIA with a presentation outlining where HMATA funds were spent.

**QUESTIONS OR COMMENTS**

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**FORECAST - HUNTSVILLE MUNICIPAL ACCOMMODATION TAX ASSOCIATION**

**Actual to January 31, 2024**

<b>REVENUE</b>	<b>June Actual</b>	<b>July Actual</b>	<b>August Actual</b>	<b>September Actual</b>	<b>October Actual</b>	<b>November Actual</b>	<b>December Actual</b>	<b>January Actual</b>	<b>February Forecast</b>	<b>March Forecast</b>	<b>April Forecast</b>	<b>May Forecast</b>	<b>Total</b>	<b>Budget</b>	<b>Actual 22/23</b>	<b>Actual 21/22</b>
Projected MAT for 2023/2024	167,197	-	-	163,255	-	225,043	-	-	-	328,810	-	-	<b>884,304</b>	<b>950,000</b>	982,559	905,769
Grants & Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	<b>150,000</b>	-	-
Short Term Investment Interest	1,651	2,539	2,785	2,650	2,723	1,958	1,899	2,037	1,890	1,890	1,890	1,890	<b>25,802</b>	<b>10,200</b>	2,047	-
Projected Reserve - Strategic Initiatives (10% of Pr	(16,720)	-	-	(16,325)	-	(22,504)	-	-	-	(32,881)	-	-	<b>(88,430)</b>	<b>(95,000)</b>	-	-
<b>TOTAL REVENUE</b>	<b>152,128</b>	<b>2,539</b>	<b>2,785</b>	<b>149,579</b>	<b>2,723</b>	<b>204,497</b>	<b>1,899</b>	<b>2,037</b>	<b>1,890</b>	<b>297,819</b>	<b>1,890</b>	<b>1,890</b>	<b>821,675</b>	<b>1,015,200</b>	984,606	905,769
<b>OVERHEAD EXPENSES</b>																
<i>Operating:</i>																
Bank Fees	4	17	2	1	1	-	-	-	10	10	10	10	<b>65</b>	<b>120</b>	68	9
Consultants ( Strat, Conflict of Interest & Governan	-	-	-	-	-	-	-	-	-	-	-	-	-	<b>15,000</b>	-	-
Insurance	-	-	-	-	-	-	-	1,363	-	-	-	-	<b>1,363</b>	<b>1,350</b>	1,292	1,234
Meetings & Conferences	568	-	-	5,437	1,746	-	-	-	-	-	3,000	-	<b>10,750</b>	<b>15,000</b>	1,126	-
Overhead (Office Supplies, Advertising, Telephone	-	-	447	670	483	-	2,727	120	1,000	1,000	1,000	1,000	<b>8,447</b>	<b>12,000</b>	-	-
Professional Fees - Accounting & Legal	(9,973)	-	13,560	-	-	-	2,023	9,040	-	-	2,000	5,000	<b>21,650</b>	<b>20,000</b>	7,452	2,500
Directors Meetings & Professional Develop.	-	-	-	-	172	-	-	484	119	500	150	650	<b>2,075</b>	<b>13,600</b>	-	-
Payroll- Wages & Benefits	-	-	-	-	-	-	5,859	7,711	9,076	16,058	16,568	16,568	<b>71,840</b>	<b>140,500</b>	-	-
Chamber Admin (July-Dec)	14,125	-	-	14,125	-	-	-	-	-	-	-	-	<b>28,250</b>	<b>28,250</b>	56,500	56,500
Administration & Bookkeeping (Jan - May)	-	-	-	-	-	-	-	742	742	1,000	1,000	1,000	<b>4,484</b>	<b>15,000</b>	-	-
<b>Subtotal Operating Expenses</b>	<b>4,723</b>	<b>17</b>	<b>14,009</b>	<b>20,233</b>	<b>2,402</b>	-	<b>10,610</b>	<b>19,460</b>	<b>10,947</b>	<b>18,568</b>	<b>23,728</b>	<b>24,228</b>	<b>148,925</b>	<b>260,820</b>	66,439	60,243
<i>Marketing:</i>																
Digital Marketing	-	-	-	-	-	-	-	-	-	-	7,500	7,500	<b>15,000</b>	<b>92,500</b>	-	-
Market Research	-	-	-	-	-	-	-	-	-	-	-	15,000	<b>15,000</b>	<b>15,000</b>	24,165	7,475
Grant & Funding Expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-	<b>150,000</b>	-	-
Website Content	-	-	-	-	-	-	-	-	-	-	10,000	-	<b>10,000</b>	<b>20,000</b>	-	-
2024 - Winter Marketing Campaign	-	-	-	-	-	-	-	-	12,000	-	-	-	<b>12,000</b>	-	-	-
2023 - MTMA	-	-	-	25,000	-	-	-	-	25,000	-	-	-	<b>50,000</b>	-	-	-
2023/24 Voucher Campaign	25	5,200	2,050	1,951	-	-	-	-	-	-	-	-	<b>9,226</b>	<b>75,000</b>	31,024	49,202
<b>Subtotal Marketing Expenses</b>	<b>25</b>	<b>5,200</b>	<b>2,050</b>	<b>26,951</b>	-	-	-	-	<b>37,000</b>	-	<b>17,500</b>	<b>22,500</b>	<b>111,226</b>	<b>352,500</b>	55,189	56,677
<b>Total Overhead Expense</b>	<b>4,748</b>	<b>5,217</b>	<b>16,059</b>	<b>47,184</b>	<b>2,402</b>	-	<b>10,610</b>	<b>19,460</b>	<b>47,947</b>	<b>18,568</b>	<b>41,228</b>	<b>46,728</b>	<b>260,151</b>	<b>613,320</b>	121,627	116,920
<b>Net Available for Disbursement</b>	<b>147,379</b>	<b>(2,678)</b>	<b>(13,274)</b>	<b>102,395</b>	<b>321</b>	<b>204,497</b>	<b>(8,711)</b>	<b>(17,423)</b>	<b>(46,057)</b>	<b>279,251</b>	<b>(39,338)</b>	<b>(44,838)</b>	<b>561,525</b>	<b>401,880</b>	401,880	-

	June	July	August	September	October	November	December	January	February	March	April	May	Total	Budget	Actual 22/23	Actual 21/22
<b>FUNDS AVAILABLE FOR DISBURSEMENT</b>																
<u>Annual Partnerships</u>																
Chamber (Maple, Beer, Oktoberfest, GGW)	-	-	-	-	-	-	-	-	18,000	-	-	-	18,000	60,000	50,000	100,000
BIA Annual Partnership (To Be Confirmed Events, Murals, etc)	-	-	-	-	50,000	-	-	-	-	-	-	-	50,000	65,000	-	-
HFA Annual Partnership	-	-	-	-	-	-	-	-	-	-	-	-	-	40,000	80,000	-
<b>Subtotal Annual Partnerships</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>68,000</b>	<b>165,000</b>	<b>130,000</b>	<b>100,000</b>
<u>Community Tourism Sponsorships</u>																
2023 - Campfire Sessions	25,000	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000	-	-
2023 - CAMA Conference	11,900	-	-	-	-	-	-	-	-	-	-	-	11,900	11,900	-	-
2023 - Hoya Robotics	-	-	-	7,200	-	-	-	-	-	1,800	-	-	9,000	9,000	-	-
2023 - HLOB Mural - Marketing	15,000	-	-	-	-	-	-	-	-	-	-	-	15,000	15,000	-	-
2023 - HLOB Mural - Revitalization	-	-	-	25,000	-	-	-	15,000	-	-	-	-	40,000	-	-	-
2024 - HLOB River Mill Skating Rink	-	-	-	-	-	-	-	15,000	-	-	-	-	15,000	-	-	-
2024 - Limberettes	-	-	-	-	-	-	-	20,000	-	-	-	-	20,000	-	-	-
2024 - Huntsville Curling Club	-	-	-	-	-	-	-	-	5,000	-	-	-	5,000	-	-	-
Avail for Disbursement - New Product Development	-	-	-	-	-	-	-	-	-	9,100	10,000	5,000	24,100	104,100	628,053	81,500
<b>Subtotal Community Tourism Sponsorships</b>	<b>51,900</b>	<b>-</b>	<b>-</b>	<b>32,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>5,000</b>	<b>10,900</b>	<b>10,000</b>	<b>5,000</b>	<b>165,000</b>	<b>165,000</b>	<b>628,053</b>	<b>81,500</b>
<u>Charities &amp; Not for Profits</u>																
Local Charity (i.e. Hospital Foundation/ Environme	-	-	-	-	-	-	50,000	-	-	-	-	-	50,000	50,000	11,000	10,321
<b>Subtotal Charities &amp; Not for Profits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>11,000</b>	<b>10,321</b>
<b>Total Disbursements</b>	<b>51,900</b>	<b>-</b>	<b>-</b>	<b>32,200</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>23,000</b>	<b>10,900</b>	<b>10,000</b>	<b>5,000</b>	<b>283,000</b>	<b>380,000</b>	<b>769,053</b>	<b>191,821</b>
<b>Total Overhead Expenses + Disbursement Funds</b>	<b>56,648</b>	<b>5,217</b>	<b>16,059</b>	<b>79,384</b>	<b>52,402</b>	<b>-</b>	<b>60,610</b>	<b>69,460</b>	<b>70,947</b>	<b>29,468</b>	<b>51,228</b>	<b>51,728</b>	<b>543,151</b>	<b>993,320</b>	<b>890,681</b>	<b>308,741</b>
<b>Net Revenue &amp; Overhead+ Disbursement</b>	<b>95,479</b>	<b>(2,678)</b>	<b>(13,274)</b>	<b>70,195</b>	<b>(49,679)</b>	<b>204,497</b>	<b>(58,711)</b>	<b>(67,423)</b>	<b>(69,057)</b>	<b>268,351</b>	<b>(49,338)</b>	<b>(49,838)</b>	<b>278,525</b>	<b>21,880</b>	<b>93,925</b>	<b>597,029</b>
<b>+Infusion Strat Rsrve / (XFR to Strat Rsrve)</b>	<b>(95,479)</b>	<b>2,678</b>	<b>13,274</b>	<b>(70,195)</b>	<b>49,679</b>	<b>(204,497)</b>	<b>58,711</b>	<b>67,423</b>	<b>69,057</b>	<b>(268,351)</b>	<b>49,338</b>	<b>49,838</b>	<b>(278,525)</b>	<b>(21,880)</b>	<b>(93,925)</b>	<b>(597,029)</b>
<b>2023/2024 OPERATING BUDGET SURPLUS/DEFICIT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Cash Flow</b>																
Surplus Cash	910,137	-	-	-	-	-	-	-	-	-	-	-	910,137	-	-	-
10% of 2024 MAT to Strategic Initiatives	16,720	-	-	16,325	-	22,504	-	-	-	32,881	-	-	88,430	-	-	-
Projected Reserve - Payroll	-	-	-	-	-	-	-	-	-	(150,000)	-	-	(150,000)	-	-	-
Surplus Cash Infusion to balance CY Operating Bdg	95,479	(2,678)	(13,274)	70,195	(49,679)	204,497	(58,711)	(67,423)	(69,057)	268,351	(49,338)	(49,838)	278,525	-	-	-
Eclipse - Season 3	-	-	(200,000)	-	-	-	-	-	-	-	-	-	(200,000)	-	-	-
<b>Subtotal Surplus Cash</b>	<b>1,022,336</b>	<b>(2,678)</b>	<b>(213,274)</b>	<b>86,521</b>	<b>(49,679)</b>	<b>227,001</b>	<b>(58,711)</b>	<b>(67,423)</b>	<b>(69,057)</b>	<b>151,232</b>	<b>(49,338)</b>	<b>(49,838)</b>	<b>927,092</b>	<b>-</b>	<b>-</b>	<b>-</b>

Funds Available for Disbursement	Actual	Budget	Available
Annual Partnerships	150,000	165,000	15,000
Community Tourism Sponsorships	140,900	165,000	24,100
Charities & Not for Profits	50,000	50,000	-
<b>TOTAL</b>	<b>340,900</b>	<b>380,000</b>	<b>39,100</b>



**Staff report**  
**Bylaw updates for ONCA compliance**

The Ontario Not-for-Profit Corporations Act (ONCA) came into force on October 19, 2021. Non-profits have until October 19, 2024 to bring themselves into compliance with the new legislation.

HMATA staff have been working with Miller Law Group to update the Association's bylaws to ensure the organization is in compliance by the deadline.

Highlights of the changes are noted below:

- Proxies are not permitted for directors. Designated alternates are welcome to attend meetings and may participate in discussion at the discretion of the Chair, but do not have voting privileges.
- Our solicitor recommends that the Secretary/Treasurer role be split into two positions (Secretary and Treasurer).
- Directors, as representatives of their respective organizations, comprise the entire membership of HMATA. For the purposes of AGMs and other meetings of members, individual members of HLOBARA, the Chamber, the BIA, and Town Council may attend and participate in discussion, but voting privileges are restricted to their appointed representatives (i.e. HMATA's directors).
- Quorum and voting at all HMATA meetings will require a majority plus one.
- The legislation requires that electronic votes (in HMATA's case, those cast via email) not be visible to members of the corporation. When an e-vote occurs, responses must be submitted to staff only who will notify the Board of the outcome.
- Committees of the Board must include at least one director. Any committee members who are not directors will have an advisory role only.

The bylaws will be motioned for approval at a future meeting.

## BY-LAW NO.1

A by-law relating generally  
to the conduct of the affairs of the

Huntsville Municipal Accommodation  
Tax Association  
(the “Corporation”)

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**BE IT ENACTED** as a by-law of the Corporation as follows:

## **1 INTERPRETATION**

- a) In the interpretation of this by-law, words in the singular include the plural and vice-versa, words in one gender include all genders, and “person” includes an individual, body corporate, partnership, trust, and unincorporated organization.
- b) Other than as specified above, words and expressions defined in the Act have the same meanings when used in these by-laws.

## **2 EXECUTION OF DOCUMENTS**

- a) Deeds, transfers, assignments, contracts, obligations, and other instruments in writing requiring execution by the Corporation may be signed by the Chair (who shall also be the President) or the Vice-Chair (who shall also be the Vice-President) of the Board of Directors and one other Officer. All contracts, documents, and instruments in writing so signed shall be binding upon the Corporation without any further authorization or formality.
- b) The Directors may give the Corporation's power of attorney to any registered dealer in securities for the purposes of the transferring of and dealing with any stocks, bonds, and other securities of the Corporation. The seal of the Corporation when required may be affixed to contracts, documents, and instruments in writing signed as aforesaid or by any Officer or Officers appointed by ordinary resolution of the Board of Directors.
- c) The Board of Directors may by ordinary resolution authorize any Officer or agent to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.

## **3 FINANCIAL YEAR**

The financial year-end of the Corporation shall be May 31.

## **4 BANKING ARRANGEMENTS**

The banking business of the Corporation shall be transacted at such bank, trust company, or other firm or corporation carrying on a banking business in Canada as the Board of Directors may designate, appoint, or authorize from time to time by ordinary resolution. The banking business or any part of it shall be transacted by an Officer or Officers of the Corporation and/or other persons as the Board of Directors may by ordinary resolution from time to time designate, direct, or authorize.

## **5 BORROWING POWERS**

The Board of Directors shall have the authority to:



- a) borrow money on the credit of the Corporation;
- b) issue, reissue, sell, pledge, or hypothecate debt obligations of the Corporation;
- c) give a guarantee on behalf of the Corporation; and
- d) mortgage, hypothecate, pledge, or otherwise create a security interest in all or any property of the Corporation, owned or subsequently acquired, to secure any debt obligation of the Corporation.

## **6 MEMBERSHIP**

The Members of the Corporation shall consist of the following organizations (or such organizations' successor(s)):

- a) The Corporation of the Town of Huntsville;
- b) The Downtown Huntsville Business Improvement Association;
- c) The Huntsville/Lake of Bays Chamber of Commerce; and
- d) The Huntsville/Lake of Bays Accommodation and Restaurant Association.

Along with such other Members as may apply for and be accepted as Members by ordinary resolution of the Board or in such other manner as may be required by the policies of the Corporation.

Each Member shall have the following votes on each question arising at any special or general meeting of the Members:

- a) The Corporation of the Town of Huntsville – one vote;
- b) The Downtown Huntsville Business Improvement Association – one vote;
- c) The Huntsville/Lake of Bays Chamber of Commerce – one vote;
- d) The Huntsville/Lake of Bays Accommodation and Restaurant Association – four votes.

Each Member shall promptly be informed by the Secretary of his admission as a Member.

## **7 RIGHTS OF A MEMBER**

- a) Except as otherwise provided in this by-law, Members of the Corporation have the right to:
  - i. receive notice of and attend all duly constituted meetings of the Membership;
  - ii. participate in discussion of matters properly before the Membership of the Corporation;
  - iii. vote on matters properly before the Membership;
  - iv. Appoint and nominate individual(s) meeting the criteria for Directors to stand for election to the Board; and
  - v. vote in elections to determine the Directors of the Board.

## **8 DISCIPLINE OF MEMBERS**

- a) The Board shall have authority to suspend or expel any Member from the Corporation for any one or more of the following grounds:
  - i. violating any provision of the articles, by-laws, or written policies of the

Corporation;

- ii. carrying out any conduct which may be detrimental to the Corporation as determined by the Board in its sole discretion; or
  - iii. for any other reason that the Board in its sole and absolute discretion considers to be reasonable, having regard to the purpose of the Corporation.
- b) In the event that the Board determines, by special resolution, that a Member should be expelled or suspended from Membership in the Corporation, the Chair, or such other Officer as may be designated by the Board, shall provide twenty (20) days' notice of suspension or expulsion to the Member and shall provide reasons for the proposed suspension or expulsion. The Member may make written submissions to the Chair, or such other Officer as may be designated by the Board, in response to the notice received within such twenty (20) day period. In the event that no written submissions are received by the Chair, the Chair, or such other Officer as may be designated by the Board, may proceed to notify the Member that they are suspended or expelled from Membership in the Corporation. If written submissions are received in accordance with this section, the Board will consider such submissions in arriving at a final decision, by special resolution, and shall notify the Member concerning such final decision within a further twenty (20) days from the date of receipt of the submissions. The Board's decision shall be final and binding on the Member, without any further right of appeal.

## **9 TERMINATION OF MEMBERSHIP**

- a) A membership in the Corporation is terminated when:
- i. a Member ceases to meet the criteria for their class of membership;
  - ii. the Member dies or resigns;
  - iii. the Member is expelled or their membership is otherwise terminated by special resolution of the Board or by any other article or by-law of the Corporation;
  - iv. the Corporation is liquidated and dissolved under the Act; or
  - v. The Member is liquidated or dissolved under the Act.

## **10 EFFECT OF TERMINATION OF MEMBERSHIP**

Subject to the articles, upon any termination of membership, the rights of the individual Member, including any rights in the property of the Corporation, automatically cease to exist.

## **11 MEMBERSHIP TRANSFERABILITY**

A membership may only be transferred to the Corporation. A special resolution of the Members is required to make any amendment to add, change, or delete this section of the by-laws.

## **12 NOTICE OF MEMBERS MEETING**

- a) Notice of the time and place of any Meeting of the Members shall be given to each Member entitled to vote at the Meeting by telephone, electronic mail, regular mail, courier, personal delivery, or other method of communication to each Member entitled to vote at the meeting, not less than thirty (30) days before the day on which the meeting is to be held.
- b) A special resolution of the Members is required to make any amendment to the by-laws of the Corporation to change the manner of giving notice to Members entitled to vote at a Meeting of the Members.

## **13 MEMBERS CALLING A MEETING OF THE MEMBERS**

The Board of Directors shall call a Special Meeting of the Members on written requisition of Members carrying not less than ten percent (10%) of the voting rights. If the Directors do not call a meeting within twenty-one (21) days of receiving the requisition, any Member who signed the requisition may call the meeting.

## **14 PLACE OF MEETING OF THE MEMBERS**

Subject to compliance with the Act, a Meeting of the Members may be held at any place within the geographic area to which the Corporation provides services as determined by the Board, or, if all of the Members entitled to vote at such meeting so agree, outside that geographic area, but within the Province of Ontario.

## **15 PERSONS ENTITLED TO BE PRESENT AT MEETING OF THE MEMBERS**

The only persons entitled to be present at a Meeting of the Members shall be those entitled to vote at the Meeting, the Directors of the Corporation, the public accountant of the Corporation, and such other persons who are entitled or required under any provision of the Act, articles or by-laws of the Corporation to be present at the meeting. Any other person may be admitted only on the invitation of the Chair of the Meeting or by ordinary resolution of the Members.

## **16 CHAIR OF MEETING OF THE MEMBERS**

The Chair of a Meeting of the Members shall be the Chair of the Board. Should the Chair not be present at the Meeting of the Members, the Vice-Chair of the Board shall be the

Chair of that meeting. Should both the Chair and Vice-Chair be absent, the Members who are present and entitled to vote at a Meeting of the Members shall choose any Member entitled to vote to act as Chair of that meeting.

#### **17 QUORUM AT MEETING OF THE MEMBERS**

A quorum at any Meeting of the Members (unless a greater number of Members are required to be present by the Act) shall be a majority of the Members entitled to vote at the Meeting, plus one. If a quorum is present at the opening of a Meeting of the Members, the Members present may proceed with the business of the meeting even if a quorum is not present throughout the Meeting.

#### **18 VOTES TO GOVERN AT MEETING OF THE MEMBERS**

At any Meeting of the Members every question shall, unless otherwise provided by the articles or by-laws or by the Act, be determined by a majority of the votes, plus one, cast on the questions. In case of an equality of votes either on a show of hands or on a ballot, the Chair of the meeting in addition to an original vote shall have a second or casting vote.

#### **19 PARTICIPATION BY ELECTRONIC MEANS AT A MEETING OF THE MEMBERS**

If the Corporation's policies and practices make available a telephonic, electronic, or other communication facility that permits all participants to communicate adequately with each other during a Meeting of the Members, any person entitled to attend such Meeting may participate in the Meeting by means of such telephonic, electronic, or other communication facility in the manner provided by the Act. A person participating in a meeting by such means is deemed to be present at the meeting. Notwithstanding any other provision of this by-law, any Member participating in a Meeting of the Members pursuant to this section who is entitled to vote at that meeting may vote, in accordance with the Act, by means of any telephonic communication or other electronic facility that the Corporation has made available for that purpose. Voting may occur by telephonic or electronic means provided that the votes may be verified as having been made by Members entitled to vote, and the Members of the corporation are not able to identify how each Member voted.

#### **20 NUMBER AND COMPOSITION OF BOARD OF DIRECTORS**

- a) The affairs of the Corporation shall be managed by a Board of Directors composed of a fixed number of seven (7) individuals acting as Directors (“the Board”). The number of Directors on the Board may be altered by a special resolution of the Members, or if a special resolution of the Members empowers the Directors to determine the number, by an ordinary resolution of the Board.
- b) The Board shall be comprised of Directors elected by certain groups (hereinafter “ex-officio” Directors). The Board shall include at all times the following ex-officio



Directors:

- i. One (1) individual elected by the Corporation of the Town of Huntsville's Town Council, or its legal successor, who is also otherwise eligible to act as a Director of the Corporation;
- ii. Four (4) individuals who are elected by the Huntsville/Lake of Bays Accommodation and Restaurant Association, or its legal successor, who each represent a business operating within the geographic boundaries of Huntsville and who are all otherwise eligible to serve as a Director of the Corporation;
- iii. One (1) individual elected by the Huntsville Lake of Bays Chamber of Commerce, or its legal successor, who represents a business operating within the geographic boundaries of Huntsville and who is also otherwise eligible to serve as a Director of the Corporation;
- iv. One (1) individual elected by the Downtown Huntsville Business Improvement Association, or its legal successor, who is also otherwise eligible to serve as a Director of the Corporation.

## **21 QUALIFICATIONS OF DIRECTORS**

- a) Unless as a result of illness, leave of absence, or extenuating circumstances as determined at the absolute discretion of the Board, no Director who has failed to attend three (3) of the meetings of the Board in the preceding year is eligible for re-election without a special resolution of the Board.
- b) If a person who is not a Member is appointed by the Board to be a Director, or is appointed to the Board as an ex-officio Director, they may qualify to hold the position of Director by becoming a Member within ten (10) days after the date of their appointment. They must meet the criteria to become a Member.

## **22 TERM OF OFFICE OF DIRECTORS**

A Director shall be elected to hold office for a term expiring not later than the close of a two (2) year period following his or her election.

## **23 ELECTION OF DIRECTORS**

- a) Excepting ex-officio Directors, Directors (if any) shall be elected by the Members of the Corporation at the Annual General Meeting of the Members, or at a Special Meeting of the Members called for such purpose.
- b) At each Annual General Meeting or Special Meeting called for the purpose of electing new Directors (if any), the Members shall elect a sufficient number of Directors to replace those whose terms of office have expired. Should the number of Directors, for whatever reason, drop below seven (7) at any given time the Board may

by ordinary resolution appoint individual(s) to the Board in order to return the number of Directors to seven (7). Such appointed individuals are appointed for the duration of time between their appointment by the Board and the next Annual General Meeting of the Members, at which point the Members shall by ordinary resolution affirm the election of the individual, or elect another individual to hold the office for the remainder of the unexpired term of the Director position.

- c) Should an ex-officio Director cease to be a Member of the Board of Directors, the Member's group as noted in 21(b) may appoint an individual to replace them, in accordance with the by-laws.

## **24 CALLING OF MEETINGS OF BOARD OF DIRECTORS**

Meetings of the Board may be called by the Chair of the Board, the Vice-Chair of the Board, or any two (2) Directors at any time.

## **25 NOTICE OF MEETING OF BOARD OF DIRECTORS**

Notice of the time and place for the holding of a Meeting of the Board shall be given in the manner provided in the section on giving notice of Meeting of Directors of this by-law to every Director of the Corporation not less than seven (7) days before the time when the Meeting is to be held. Notice of a Meeting shall not be necessary if all of the Directors are present, and no one objects to the holding of the Meeting, or if those absent have waived notice of or have otherwise signified their consent to the holding of such Meeting. Notice of an adjourned Meeting is not required if the time and place of the adjourned Meeting is announced at the original Meeting. Unless the by-law otherwise provides, no notice of Meeting need specify the purpose or the business to be transacted at the Meeting.

## **26 REGULAR MEETINGS OF THE BOARD OF DIRECTORS**

The Board may by ordinary resolution appoint a day or days in any month or months for regular Meetings of the Board at a place and hour to be named. A copy of any resolution of the Board fixing the place and time of such regular Meetings of the Board shall be sent to each Director forthwith after being passed, but no other notice shall be required for any such regular Meeting unless otherwise required by the Act.

## **27 VOTES TO GOVERN AT MEETINGS OF THE BOARD OF DIRECTORS**

- a) At all meetings of the Board, a quorum of Directors shall be required to be present in order to call the meeting to order. A quorum, for the purposes of a meeting of the Board, shall consist of a majority of the Directors plus one. Additionally, in order for quorum to be established, there must be at least two (2) ex-officio Directors who

were elected/appointed by either the Town of Huntsville's Town Council, the Huntsville Lake of Bays Chamber of Commerce, or the Downtown Huntsville Business Improvement Association, and two (2) ex-officio Directors who were elected/appointed by The Huntsville/Lake of Bays Accommodation and Restaurant Association.

- b) At all meetings of the Board, every question shall be decided by a majority vote, plus one, of the Directors present. In case of an equality of votes, the chair of the meeting in addition to an original vote shall have a second or casting vote.
- c) A Director may vote in person, or, if all of the Directors of the Corporation consent, a Director may participate in a meeting of the Board or of a committee of Directors by telephonic or electronic means that permits all participants to communicate adequately with each other during the meeting. A Director participating by such means is deemed to be present at that meeting.
- d) Any Director may call for a recorded vote on any question and the meeting secretary will then poll the Directors and record their vote in the minutes.
- e) All votes at such meeting shall be taken by ballot if so demanded by any Director present, but if no demand be made, the vote shall be taken in the usual way by assent or dissent. A declaration by the chair of the meeting that a resolution has been carried and an entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.

## **28 COMMITTEES OF THE BOARD OF DIRECTORS**

- a) The Board may from time to time by ordinary resolution appoint any committee or other advisory body, as it deems necessary or appropriate for such purposes and, subject to the Act, with such powers as the Board shall see fit. Any such committee may formulate its own rules of procedure, subject to such regulations or directions as the Board may from time to time make. Any committee may be dissolved by an ordinary resolution of the Board. Any committee member may be removed by ordinary resolution of the Board.
- b) Any Committee shall have at least one member who is a Director of the Corporation. Committees may include individuals who are not Members of the Corporation, but said members shall have only an advisory role.

## **29 REMOVAL OF DIRECTORS FROM OFFICE**

- a) A Director may be removed from office before the expiry of their term if any of the following circumstances exist:
  - i. If the Director has missed three (3) Board meetings in any twelve (12) month period, except as a result of illness, leave of absence, or extenuating circumstances which shall be determined at the sole discretion of the Board,

they are deemed to have resigned from the Board;

- ii. If, by notice in writing, the Director resigns their position as Director and such resignation, if not effective immediately, becomes effective in accordance with its terms;
- iii. If the Director ceases to be a Member of the Corporation;
- iv. If a Director ceases to meet any of the qualifications to act as Director or dies; or
- v. By ordinary resolution passed at a Special Meeting of the Members

### **30 CONFIDENTIALITY**

Directors of the Corporation shall respect the confidentiality of matters brought before the Board, keeping in mind that an unauthorized statement could adversely affect the interests of the organization.

### **31 DIRECTOR'S CONFLICT OF INTEREST**

- a) Conflict of interest occurs when a Director participates in discussion or decision-making about a matter which may directly or indirectly lead to advantage or profit for that Director, or an individual or entity related to the Director, regardless of the size of the contribution towards the advantage or profit.
- b) Any possible conflict of interest on the part of a Director shall be disclosed to the Board at the beginning of the meeting at which the matter is to be discussed, or prior to any conversation about the matter for which a Director has a conflict of Interest. When any such action becomes a matter of Board action, such Director shall not vote or use personal influence in the matter, and shall not be counted in the quorum for these decisions at a meeting at which Board action is taken on the interest. The minutes of all actions taken on such matters shall clearly reflect that these requirements have been met.
- c) The Director need not miss the entire meeting where there will likely be other issues on the agenda but must remove themselves during discussion on the issue that involves a conflict of interest. The minutes should note when the Director left and returned to the meeting.

### **32 APPOINTMENT OF OFFICERS**

The Board may designate the offices of the Corporation, appoint Officers on an annual or more frequent basis, specify their duties and, subject to the Act, delegate to such Officers the power to manage the affairs of the Corporation. A Director may be appointed to any office of the Corporation. An Officer may, but need not be, a Director unless these by-laws otherwise provide. Two or more offices may be held by the same person.

### **33 DESCRIPTION OF OFFICES**



- a) Unless otherwise specified by the Board (which may, subject to the Act, modify, restrict, or supplement such duties and powers), the offices of the Corporation, if designated and if Officers are appointed, shall have the following duties and powers associated with their positions:
- i. **Chair of the Board:** The Chair of the Board, if one is to be appointed, shall be a Director. The Chair, if any, shall, when present, preside at all meetings of the Board of Directors and of the Members as Chair of the meeting. The Chair shall have such other duties and powers as the Board may specify.
  - ii. **Vice-Chair of the Board:** The Vice-Chair of the Board, if any is to be appointed, shall be a Director. If the Chair of the Board is absent or is unable or refuses to act, a Vice-Chair of the Board, if any, shall, when present, preside at all meetings of the Board of Directors and of the Members. A Vice-Chair shall have such other duties and powers as the Board may specify.
  - iii. **Secretary:** The Secretary shall attend and be the secretary of all meetings of the Board, Members, and committees of the Board. The Secretary shall enter or cause to be entered in the Corporation's minute book, minutes of all proceedings at such meetings; and shall maintain a roll of the names and addresses of the Members. The Secretary shall give, or cause to be given, as and when instructed, notices to Members, Directors, the public accountant, and Members of committees; the Secretary shall be the custodian of all books, papers, records, documents and other instruments belonging to the Corporation and shall ensure that all reports are prepared and filed as required by law or requested by the Board. The Secretary shall also have all such powers and duties as the Board may specify from time to time.
  - iv. **Treasurer:** The Treasurer works collaboratively with the Chair and senior management, if any, to support the Board in achieving its fiduciary responsibilities. The Treasurer shall have the custody of the funds and securities of the Corporation and shall keep full and accurate accounts of all assets, liabilities, receipts, and disbursements of the Corporation in the books belonging to the Corporation and shall deposit all monies, securities, and other valuable effects in the name and to the credit of the Corporation in such chartered bank or trust company, or, in the case of securities, in such registered dealer in securities as may be designated by the Board from time to time. The Treasurer shall disburse the funds of the Corporation as may be directed by proper authority taking proper vouchers for such disbursements, and shall render to the Chair and directors at the regular meeting of the Board, or whenever they may require it, an accounting of all the transactions and a statement of the financial position, of the Corporation. The Treasurer shall also perform such other duties as may from time to time be directed by the Board. The Treasurer shall also present to the Members at the annual meeting as part of the annual report, the financial statement of the Corporation approved by the Board together with the report of the auditor or of the person who

has conducted the review engagement, as the case may be.

- b) The powers and duties of all other Officers of the Corporation shall be such as the terms of their engagement call for or the Board or Chair requires of them. The Board may from time to time and subject to the Act, vary, add to or limit the powers and duties of any Officer.

#### **34 VACANCY IN OFFICE**

- a) In the absence of a written agreement to the contrary, the Board may remove, whether for cause or without cause, any Officer of the Corporation. Unless so removed, an Officer shall hold office until the earlier of:
- i. the Officer's successor being appointed;
  - ii. the Officer's resignation;
  - iii. such Officer ceasing to be a Director (if a necessary qualification of appointment); or
  - iv. such Officer's death.
- b) If the office of any Officer of the Corporation shall be or become vacant, the Directors may, by ordinary resolution, appoint a person to fill such vacancy.

#### **35 METHOD OF GIVING ANY NOTICE**

- a) Any notice (which term includes any communication or document) to be given (which term includes sent, delivered, or served) pursuant to the Act, the articles, the by-laws, or otherwise to a Member, Director, Officer, or Member of a committee of the Board or to the public accountant shall be sufficiently given:
- i. if delivered personally to the person to whom it is to be given or if delivered to such person's address as shown in the records of the Corporation or in the case of notice to a Director to the latest address as shown in the last notice that was sent by the Corporation in accordance with the Act;
  - ii. if mailed to such person at such person's recorded address by prepaid ordinary or air mail;
  - iii. if sent to such person by telephonic, electronic or other communication facility at such person's recorded address for that purpose; or
  - iv. if provided in the form of an electronic document.
- b) A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid; a notice so mailed shall be deemed to have been given when deposited in a post office or public letter box; and a notice so sent by any means of transmitted or recorded communication shall be deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch. The Secretary may change or cause to be changed the

recorded address of any Member, Director, Officer, public accountant, or Member of a committee of the Board in accordance with any information believed by the Secretary to be reliable. The declaration by the Secretary that notice has been given pursuant to this by-law shall be sufficient and conclusive evidence of the giving of such notice. The signature of any Director or Officer of the Corporation to any notice or other document to be given by the Corporation may be written, stamped, type-written, or printed, or partly written, stamped, type-written, or printed.

### **36 LIMITATION OF DIRECTORS AND OFFICERS LIABILITY**

No Director or Officer of the Corporation shall be liable for the acts, neglects, or defaults of any other Director or Officer or employee, or for joining in any other act for conformity, or for any loss, damage, or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by order of the Board for or on behalf of the organization, or for the insufficiency or deficiency of any security in or upon which any of the monies of the organization shall be invested, or for any loss or damage arising from the bankruptcy, insolvency, or tortious act of any person with whom any of the monies, securities, or effects of the organization shall be deposited, or for any loss occasioned by an error of judgment or oversight on his or her part, or for any other loss, damage, or misfortune which shall happen in the execution of the duties of office or in relation thereto unless the same shall happen through his or her own willful neglect or default, provided the Director acted honestly and in good faith with a view to the best interests of the Corporation, and, if the matter is a criminal or administrative proceeding that is enforced by a monetary penalty, the individual had reasonable grounds for believing that his or her conduct was lawful.

### **37 INDEMNITY**

- a) Every Director and Officer of the Corporation and his or her heirs, executors, administrators, and estate, respectively, shall from time to time and at all times be indemnified and saved harmless out of the funds of the Corporation from and against:
  - i. All costs, charges, and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by the individual in respect of any civil, criminal, administrative, investigative, or other action or proceeding in which the individual is involved because of that association with the Corporation, commenced or prosecuted against him for or in respect of any act, deed, matter or thing whatsoever made, done in good faith or permitted in good faith by him in or about the execution of the duties of office; and
  - ii. All other costs, charges and expenses that he sustains or incurs in, about, or in relation to, the affairs of the Corporation except such costs, charges or expenses as are occasioned by his own willful neglect or default.

### **38 INVALIDITY OF ANY PROVISIONS OF THIS BY-LAW**

The invalidity or unenforceability of any provision of this by-law shall not affect the validity or enforceability of the remaining provisions of this by-law.

### **39 OMISSIONS AND ERRORS**

The accidental omission to give any notice to any Member, Director, Officer, member of a committee of the Board, or public accountant, or the non-receipt of any notice by any such person where the Corporation has provided notice in accordance with the by-laws or any error in any notice not affecting its substance shall not invalidate any action taken at any meeting to which the notice pertained or otherwise founded on such notice.

### **40 MEDIATION AND ARBITRATION**

Disputes or controversies among Members, Directors, Officers, members of a committee of the Board, or volunteers of the Corporation shall, as much as possible, be resolved in accordance with mediation and/or arbitration as provided in the section on dispute resolution mechanism of this by-law.

### **41 DISPUTE RESOLUTION MECHANISM**

- a) In the event that a dispute or controversy among Members, Directors, Officers, members of a committee of the Board, volunteers of the Corporation arising out of or related to the articles or by-laws, or out of any aspect of the operations of the Corporation is not resolved in private meetings between the parties then without prejudice to or in any other way derogating from the rights of the Members, Directors, Officers, members of a committee of the Board, employees or volunteers of the Corporation as set out in the articles, by-laws or the Act, and as an alternative to such person instituting a law suit or legal action, such dispute or controversy shall be settled by a process of dispute resolution as follows:
  - i. The dispute or controversy shall first be submitted to a panel of mediators whereby the one party appoints one mediator, the other party (or, if applicable, the Board of Directors) appoints one mediator, and the two mediators so appointed jointly appoint a third mediator. The three mediators will then meet with the parties in question in an attempt to mediate a resolution between the parties.
  - ii. The number of mediators may be reduced from three (3) to one (1) or two (2) upon agreement of the parties.
  - iii. If the parties are not successful in resolving the dispute through mediation, then the parties agree that the dispute shall be settled by arbitration before a single arbitrator, who shall not be any one of the mediators referred to above, in accordance with the provincial or territorial legislation governing domestic



arbitrations in force in the province or territory where the registered office of the Corporation is situated or as otherwise agreed upon by the parties to the dispute. The parties shall agree that all proceedings relating to arbitration shall be kept confidential and there shall be no disclosure of any kind. The decision of the arbitrator shall be final and binding and shall not be subject to appeal on a question of fact, law or mixed fact and law.

- b) All costs of the mediators appointed in accordance with this section shall be borne equally by the parties to the dispute or the controversy. All costs of the arbitrators appointed in accordance with this section shall be borne by such parties as may be determined by the arbitrators.

#### **42 BY-LAWS AND EFFECTIVE DATE**

- a) Subject to the articles, the Board of Directors may, by ordinary resolution, make, amend, or repeal any by-laws that regulate the activities or affairs of the Corporation. Any such by-law, amendment or repeal shall be effective from the date of the resolution of Directors until the next Meeting of the Members where it may be confirmed, rejected or amended by the Members by ordinary resolution. If the by-law, amendment or repeal is confirmed or confirmed as amended by the Members it remains effective in the form in which it was confirmed. The by-law, amendment or repeal ceases to have effect if it is not submitted to the Members at the next Meeting of the Members or if it is rejected by the Members.
- b) This section does not apply to a by-law that requires a special resolution of the Members according to the Act because such by-law amendments or repeals are only effective when confirmed by Members.

#### **43 DEFINITIONS**

In this by-law and all other by-laws of the Corporation, unless the context otherwise requires:

- a) **“Act”** means the Not-for-Profit Corporations Act, 2010, S.O. 2010, c. 15, including the regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time;
- b) **“Articles”** means the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement or revival of the Corporation;
- c) **“Board”** means the Board of Directors of the Corporation;
- d) **“by-law”** means this by-law and any other by-law of the Corporation as amended and which are, from time to time, in force and effect;
- e) **“Director”** means any member of the Board;
- f) **“employee”** means an individual employed by the Corporation for wages or salary on a full, part-time or one-time basis;
- g) **“Meeting of the Members”** includes an annual Meeting of the Members or a Special Meeting of the Members for which all classes of Members are sent notice;

- h) **“Officer”** means any Director who holds an Officer's position on the Board detailed in section 38 of this by-law;
- i) **“ordinary resolution”** means a resolution passed by a majority of not less than 50% plus one (1) of the votes cast on that resolution at the meeting at which the vote occurs;
- j) **“Special Meeting of the Members”** is a Meeting of the Members called for a specific purpose and includes a meeting of any class or classes of Members;
- k) **“special resolution”** means a resolution passed by a majority of not less than two-thirds (2/3) of the votes cast on that resolution at the meeting at which the vote occurs.

	2023-2024 Actual/Fcst	2023-2024 Budget	2024-25 Budget	2022-2023 Actual	2021-2022 Actual
<b>REVENUE</b>					
Projected MAT for 2023/2024	900,494	950,000	900,000	982,559	905,769
Short Term Investment Interest	25,655	10,200	35,000	2,047	
Projected Reserve - Strategic Initiatives	(89,549)	(95,000)	(90,000)		
<b>TOTAL REVENUE</b>	<b>836,600</b>	<b>1,015,200</b>	<b>845,000</b>	<b>984,606</b>	<b>905,769</b>

**OVERHEAD EXPENSES**

<i>Operating:</i>					
Bank Fees	65	120	100	68	9
Insurance	1,363	1,350	2,400	1,292	1,234
Professional Development & Conferences	10,750	15,000	15,000	1,126	
Overhead (Office Supplies, Advertising, Telephone, Dues)	9,447	12,000	14,686		
Professional & Bookkeeping Fees - Audit & Legal	24,362	20,000	20,000	7,452	2,500
Director & Executive Meetings	3,656	13,600	2,400		
Payroll - Wages & Benefits	74,830	140,500	225,000		
Chamber Admin (July-Dec)	28,250	28,250	-	56,500	56,500
<b>Subtotal Operating Expenses</b>	<b>152,723</b>	<b>230,820</b>	<b>279,486</b>	<b>66,439</b>	<b>60,243</b>
<i>Marketing Initiatives:</i>					
Digital Marketing Buys (Awareness)	24,500	92,500			
Website/Social Media Content (photo, video & blog)					
Association/Corporate Marketing					
<i>Familiarization Tours and Host Local Marketplace</i>					
<i>Tradeshaw Booth Registrations (2)</i>					
<i>Marketing Exp.</i>					
<i>Incentives (Stay an Extra Day &amp; Vouchers)</i>					
Market Research	-	15,000		24,165	7,475
2023 - MTMA Partnership (Winter & Spring Leisure Campaigns)	50,000	-			
2023/24 Voucher Campaign	9,226	75,000		31,024	49,202
<b>Subtotal Marketing &amp; Development Expenses</b>	<b>83,726</b>	<b>352,500</b>	<b>335,000</b>	<b>55,189</b>	<b>56,677</b>
<b>Total Overhead &amp; Marketing Expense</b>	<b>256,449</b>	<b>613,320</b>	<b>614,486</b>	<b>121,627</b>	<b>116,920</b>
<b>Net Available for Disbursement</b>	<b>580,151</b>	<b>401,880</b>	<b>230,514</b>	<b>401,880</b>	<b>-</b>

**FUNDS AVAILABLE FOR DISBURSEMENT**

<i>Annual Partnerships</i>					
Chamber (Maple, Beer, Campfire & SnowFest)	75,000	60,000		50,000	100,000
BIA Annual Partnership (To Be Confirmed Events, etc)	50,000	65,000		-	
HFA Annual Partnership	40,000	40,000		80,000	
<b>Subtotal Annual Partnerships</b>	<b>165,000</b>	<b>165,000</b>	<b>120,000</b>	<b>130,000</b>	<b>100,000</b>
<i>Community Tourism Sponsorships</i>					
2023 - Campfire Sessions	25,000	25,000			
2023 - CAMA Conference	11,900	11,900			
2023 - Hoya Robotics	9,000	9,000			
2023 - HLOB Mural - Marketing	15,000	15,000			
2023 - HLOB Mural - Revitalization	25,000				
2023 - HLOB Skating Rink Enhancement	15,000				
2023 - Limberettes	20,000				
Avail for Disbursement - Community Tourism	44,100	104,100	80,514	628,053	81,500
<b>Subtotal Community Tourism Sponsorships</b>	<b>165,000</b>	<b>165,000</b>	<b>80,514</b>	<b>628,053</b>	<b>81,500</b>
<i>Charities &amp; Not for Profits</i>					
Local Charity (i.e. Hospital Foundation/ Environment/Affordable H	50,000	50,000	30,000	11,000	10,321
<b>Subtotal Charities &amp; Not for Profits</b>	<b>50,000</b>	<b>50,000</b>	<b>30,000</b>	<b>11,000</b>	<b>10,321</b>

	2023-2024 Actual/Fcst	2023-2024 Budget	2024-25 Budget	2022-2023 Actual	2021-2022 Actual
<b>Total Disbursements</b>	<b>380,000</b>	<b>380,000</b>	<b>230,514</b>	769,053	191,821
	-				
<b>Total Overhead Expenses + Disbursement Funds</b>	<b>636,449</b>	<b>993,320</b>	<b>845,000</b>	890,681	308,741
<b>Net Revenue &amp; Overhead+ Disbursement</b>	<b>200,151</b>	<b>21,880</b>	<b>0</b>	93,925	597,029
<b>+Infusion Strat Rsrve / (XFR to Strat Rsrve)</b>	<b>(200,151)</b>	<b>(21,880)</b>	<b>(0)</b>	(93,925)	(597,029)
<b>2023/2024 OPERATING BUDGET SURPLUS/DEFICIT</b>	<b>-</b>	<b>-</b>	<b>-</b>	-	-

**Cash Flow**

Surplus Cash	910,137		849,837		
10% of 2024 MAT to Strategic Initiatives	89,549		90,000		
Projected Reserve - Payroll	(150,000)				
Surplus Cash Infusion to balance CY Operating Bdgt	200,151		0		
Annual Eclipse	(200,000)				
<b>Subtotal Surplus Cash</b>	<b>849,837</b>		<b>939,837</b>	-	-

# Visit Huntsville

## Funding Support Grid

<b>Organization:</b>	Deerhurst	< manual entry
<b>Date of Presentation:</b>	3/2/2024	< manual entry
<b>Dollar Value Ask:</b>	\$30,000	< manual entry

# Estimated Room Nights	650	< manual entry	
ADR	\$ 150	< static #	Q. Do we leave as a "static #", have a sec
<b>Estimated Room Revenue</b>	<b>\$ 97,500</b>	< calculated	

# Estimated Participants	1,000	< manual entry	
Daytime Spend	\$ 125	< static #	Q. Do we leave as a "static #", have a sec
<b>Estimated Ancillary Spend</b>	<b>\$ 125,000</b>	< calculated	

**Subtotal Anticipated Revenue**      **\$ 222,500**      < calculated

<b>BAND SELECTION</b>	Band 2	< select from list
<b>CATEGORY SELECTION</b>	501-750 RN	< select from list
<b>PERCENTAGE FUNDING</b>	4%	< calculated

<b>Subtotal Funding Calculation</b>	<b>\$ 8,900</b>	< calculated
<b>Exceeds \$20k Cap?</b>	No	< calculated

**Total Funding Calculation**      **\$ 8,900**      < calculated

### Appendix 1 - Bands

	100-500 RN	501-750 RN	751+ RN
<b>Band 3</b>	2%	3%	4%
<b>Band 2</b>	3%	4%	5%
<b>Band 1</b>	4%	5%	6%

<b>Band 3</b>	<i>Need criteria</i>
<b>Band 2</b>	<i>Need criteria</i>
<b>Band 1</b>	<i>Need criteria</i>





## HMATA Funding Application

### Intake periods

HMATA has two application intake periods annually:

- June 1-November 30 (all applications will be reviewed in December)
- December 1-May 31 (all applications will be reviewed in June)

Note that regardless of when you submit your application, it will not be reviewed until after that intake period has closed. After review, applications for events/initiatives that meet HMATA's criteria for funding will be invited to present to HMATA's Board. The Board will make a decision within one month of your presentation.

### Organization information

Organization name:

- a. Legal name
- b. Operating name

Address:

Website:

Contact name, title, phone number, email:

What is your role with the organization? (staff, volunteer, owner, or I am requesting funds for myself)

How is your organization classified? (charity, non-profit, for-profit, unregistered)

### Project information and objectives

Project name:

Project category:

- New event hosting
- Returning event hosting



- Event bid submission
- Marketing
- New tourism product development
- Existing tourism product enhancement
- Enhancement of visitor experiences

Project description:

Project start date:

Project end date:

Project location:

Project goals and objectives:

What permits and/or approvals are necessary for this project? Please provide the status of each.

### **Assessment and performance measures**

What are the goals and objectives of your project? (Could include: ticket sales, number of visitors, room nights, website traffic, newsletter subscriptions, etc.)

How does your project support the [strategic mission and vision](#) of the Huntsville Municipal Accommodation Tax Association?

Provide a description of how your proposed project...

...is collaborative

...is creative

...is progressive

...is inclusive

...focuses on our natural environment

Estimated number of event attendees from outside Muskoka:

Estimated number of local (Muskoka) event attendees:

What impact will this project have on the Huntsville community? (Could include awareness, economic growth, job creation, innovation, enhancement of visitor experience, etc.)



How will this project help develop or promote tourism in Huntsville?

How will you measure the success of your project?

What is your capacity to develop and deliver this project?

Outline your contingency/cancellation plan. (**Note:** Should there be substantial deviation from the project as outlined in this application, you may be required to return all or part of any funding received from HMATA.)

### **Economic benefits**

How will funding from the Huntsville Municipal Accommodation Tax Association result in overnight stays in Huntsville at accommodations which collect the MAT?

Estimated number of overnight stays (number of rooms per night):

How will you measure actual overnight stays for your project?

What other economic spillover will your project have?

Who are your partner organizations for this project? (Could include hotels, restaurants, tourism operators, etc.)

Optional for events: Include a Tourism Regional Economic Impact Model (TREIM) report to accompany your submission.

### **Communications/marketing plan**

How will you attract out-of-town participants/visitors to your event?

What marketing/promotional tactics will you use?

When and how will you share your project stories with HMATA?

### **Project budget and funding**

Please upload your project budget.



What other sources of funding or in-kind donations have you secured for your project? (Include federal, provincial, and regional/municipal grants or subsidies; private sponsorships or donations; and in-kind donations.)

What is your organization's financial contribution to this project?

What amount are you requesting from HMATA? (Refer to funding bands – TBD)

What will HMATA funds be used for?

**Note:** Should HMATA funding be approved, you will be required to:

- Provide proof of commercial general liability insurance of \$5M+ that names HMATA as an insured party.
- Recognize HMATA's support in media releases and with logo visibility at the event and on your website.

### **Certification**

I am authorized to sign on behalf of this organization. I certify that the information contained in this application and all supporting documentation is accurate and complete. I agree to provide any additional information that may be reasonably required for the purposes of assessing this application and administering funding. I also agree to submit a final report, as outlined in the application guidelines (TBD), upon completion of this project. I acknowledge that if any of this information is misrepresented, this application shall be deemed to be withdrawn.

Signature of authorized representative:

Date:

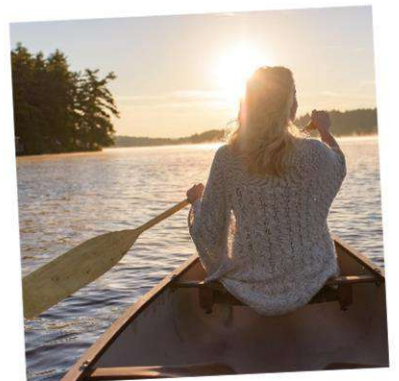
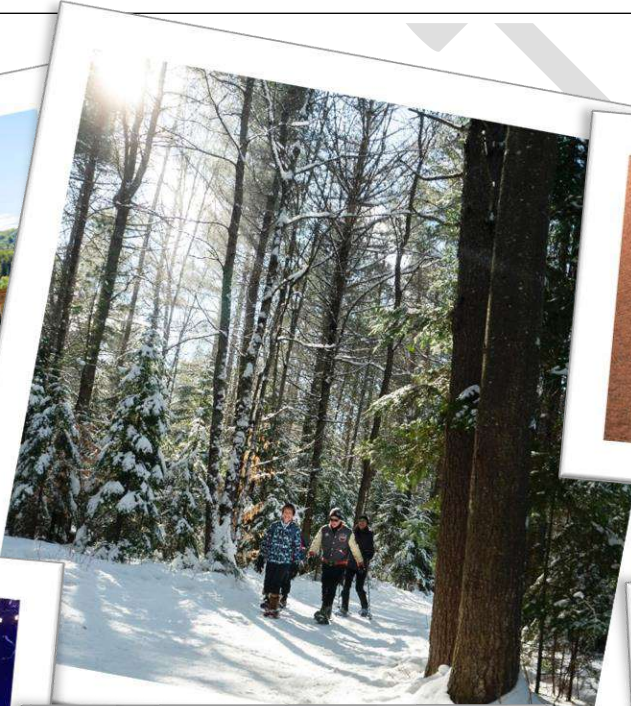
# Huntsville

MUSKOKA • CANADA

Huntsville Municipal Accommodation Tax Association's

*Explore Huntsville*

2024/2025 Tourism Business & Operations Plan



Prepared by:

**EXPLORE HUNTSVILLE**

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Approved on: March 26, 2024

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# ~ Introduction ~

Welcome to the exploration of Huntsville's burgeoning tourism potential!

We respectfully acknowledge that we are on the traditional territory of the Anishinaabeg, specifically the Chippewa, Ojibwa and Potawatomi peoples, under the terms of the Robinson-Huron Treaty #61 of 1850, and the Williams Treaties of 1923.

Nestled amidst serene landscapes and steeped in rich cultural heritage, Huntsville offers a unique getaway experience for travellers seeking to immerse themselves in the beauty of rural life. As the global tourism industry continues to evolve, there's a growing recognition of the allure and authenticity that small rural communities like ours can offer, especially during the shoulder seasons when the traditional tourist hotspots might experience lulls.

This business plan endeavours to harness the untapped potential of Huntsville, presenting an opportunity for sustainable tourism development that not only benefits visitors but also enriches the lives of our residents. By leveraging our community's natural assets, cultural heritage, and the warmth of our hospitality, we aim to create memorable experiences that draw travellers seeking cultural experiences, authenticity, tranquillity, and a deeper connection with nature.

Throughout this plan, we will delve into the unique attributes of Huntsville, identify target markets, outline strategies to attract visitors during midweek and shoulder seasons and propose initiatives for community engagement and sustainable development. By fostering partnerships, embracing innovation, and preserving our local identity, we aspire to establish Huntsville as a must-visit destination year-round, contributing to the economic vitality and vibrancy of our community.

Join us on this exciting journey as we pave the way for a thriving tourism industry that celebrates the charm and character of Huntsville, Muskoka beckoning travellers to discover the hidden treasures of our rural paradise.

## - Background -

On November 23, 2017, the Province of Ontario issued the Transient Accommodation Regulation 435/17, which came into force on December 1, 2017 and provides the necessary provisions for municipalities across Ontario to implement a Municipal Accommodation Tax (MAT).

On October 29th, 2018, Huntsville Town Council passed By-Law 2018-131, approving the implementation of a four percent (4%) mandatory MAT applicable on all short-term accommodations under 30 days.

The MAT came into effect on April 1, 2019, and applies to all accommodations sold for a continuous period of less than 30 days in a hotel, motel, lodge, inn, or bed and breakfast.

The Huntsville Municipal Accommodation Tax Association (HMATA) was incorporated in 2019 and the inaugural board meeting was on April 9<sup>th</sup>, 2019.

In March of 2024, the Town of Huntsville entered into an agreement with the MAT board to develop and operate the official Destination Marketing and Management Organization which was branded by the board as Explore Huntsville.

### **Use of Revenue Generated Through the Program**

The tax will generate funding to promote and develop tourism within Huntsville. Sixty-two of the net revenues will be directed toward a newly established Non-Share Capital Corporation whose sole focus will be the enhancement and promotion of tourism in Huntsville. This organization will direct funds towards tourism promotion and development with a focus on attracting more visitors to Huntsville through sports and cultural events, new product developments, and enhanced attractions and outdoor activities.

The other thirty-eight percent of the net revenues will be retained by the Town of Huntsville, earmarked for projects and initiatives that promote and support tourism and economic development efforts that benefit residents and visitors.

### **Mission, Vision & Values**

#### *Vision:*

We will become Ontario's most visited year-round destination made possible by our engaged community and tourism industry.

#### *Mission:*

Our mission is to inspire year-round sustainable growth of Huntsville's visitor economy, by working with our local and regional partners to motivate visitors to enjoy our unique brand of community hospitality and Muskoka experiences.

#### *Values:*

Being collaborative, being creative, being progressive, being inclusive, and respecting our natural environment.

## ~ Key Activities ~

**Explore Huntsville**, is the official destination marketing and management organization (DMMO) for the Town of Huntsville.

The Business Plan consists of the following strategic focus areas:

**Destination Development** refers to the strategic planning and implementation of our initiatives aimed at enhancing the overall appeal and competitiveness of Huntsville as a tourist destination. This involves collaborative research for the improvement of infrastructure, amenities, attractions, and services to attract visitors and stimulate economic growth while preserving Huntsville's natural and cultural resources:

- *Infrastructure Improvement:* Research transportation issues and needs, and improve accessibility and connectivity within Huntsville.
- *Attractions Enhancement:* Develop and enhance tourist attractions, landmarks, and points of interest to offer diverse and compelling experiences for visitors. This will include "Eclipse Walk With Light" and "The Group of Seven Mural Gallery". Additional products will be investigated.
- *Visitor Services Enhancement:* Improving visitor services and amenities, such as information centers, signage, and safety measures, to ensure a seamless and enjoyable experience for tourists while preserving Huntsville's integrity and sustainability.
- *Marketing and Promotion:* Developing Huntsville's branding and marketing campaigns with Muskoka Tourism to raise awareness and attract tourists to the destination. This will involve collaborating with tourism stakeholders, and media outlets to showcase Huntsville's unique attractions and experiences to potential visitors.
- *Community Engagement:* Engaging with local stakeholders, including residents, businesses, government agencies, and indigenous communities, to ensure their active participation and support in Huntsville's development efforts. This will involve consultation, collaboration, and capacity-building initiatives to foster a sense of ownership and pride in Huntsville. This will include the development and continuation of partnerships with the Chamber of Commerce, the Downtown BIA and the Huntsville Festival of the Arts. Additionally, fostering and attracting strong, relevant Community Sponsorships.

By implementing these destination development activities, our tourism businesses can contribute to the sustainable growth and prosperity of Huntsville while enhancing the overall visitor experience and creating positive economic and social impacts.

### **Meetings, Conventions, and Incentive Travel Strategy**

At the heart of our tourism business plan lies a commitment to diversifying our offerings and capturing a broader spectrum of the travel market. To this end, we are dedicated to developing a comprehensive strategy aimed at cultivating a robust presence in the meetings, conventions, and incentive (MCI) travel sector. This strategic focus area represents a significant opportunity for growth and revenue generation, as MCI travellers

often seek destination options that offer both business facilities and unique leisure experiences. Our plan for developing a more robust MCI strategy encompasses several key components:

- *Market Analysis and Target Segmentation:* We will conduct a thorough analysis of the MCI travel market, identifying key segments, trends, and preferences among corporate clients, meeting planners, and incentive travel organizers. Through this analysis, we will identify target markets and tailor our offerings to meet their specific needs and preferences.
- *Venue Inventory:* Recognizing the importance of promoting world-class infrastructure in attracting MCI travellers, we will develop a comprehensive inventory of meeting spaces in Huntsville.
- *Strategic Partnerships and Industry Collaborations:* We will forge strategic partnerships with local businesses, hotels, event planners, and industry associations to create comprehensive MCI packages that combine meeting facilities with leisure activities, cultural experiences, and entertainment options. By leveraging these partnerships, we can offer unique value propositions that differentiate our destination and attract MCI travellers seeking unforgettable experiences.
- *Marketing and Promotion Campaigns:* We will launch targeted marketing and promotion campaigns aimed at raising awareness of our destination as a premier MCI travel destination. This may include participating in industry trade shows and events, hosting familiarization trips for MCI planners, and leveraging digital marketing channels to reach corporate decision-makers and influencers.
- *Customized Services and Incentive Programs:* Recognizing the importance of personalized service and incentives in the MCI travel sector, we will offer customized packages and incentives to attract and retain corporate clients and meeting planners. This may include discounted rates, exclusive perks, and tailored experiences designed to exceed the expectations of MCI participants and drive repeat business.

By implementing this comprehensive MCI travel strategy, we aim to position Huntsville as a leading choice for meetings, conventions, and incentive travel, driving economic growth, job creation, and community development while showcasing the unique attractions and experiences that make Huntsville truly exceptional.

**Destination Awareness** is a crucial aspect of our tourism business plan, as it directly influences the success of our marketing efforts and the overall attractiveness of the destination we promote. Our strategy for destination awareness involves leveraging our partnership with Muskoka Tourism to enhance a multi-channel approach that combines traditional marketing tactics with innovative digital strategies to reach and engage our target audience effectively. Through compelling storytelling, captivating visuals, and immersive experiences, we aim to raise awareness about the unique cultural heritage, natural beauty, and diverse attractions of our destinations, positioning them as must-visit destinations for travellers seeking authentic and memorable experiences. By fostering greater awareness and understanding of Huntsville, we seek to inspire curiosity, evoke emotions, and ultimately drive visitation, contributing to the sustainable growth and development of the tourism industry in our regions.

**Destination Management** involves the ongoing coordination, administration, and oversight of activities and resources in Huntsville to ensure its sustainable development and successful operation. This includes collaborating with local stakeholders, such as government agencies, businesses, community groups, and



residents, to address issues related to tourism planning, marketing, regulation, and environmental conservation.

**Destination Enhancement** encompasses efforts to improve the quality, diversity, and authenticity of visitor experiences in Huntsville. This will involve introducing new tourism products and services, implementing destination branding and marketing campaigns, and fostering cultural and environmental stewardship to create memorable and sustainable tourism experiences for visitors.

**Market Segmentation and Targeting:** Identifying key market segments and developing tailored marketing strategies to attract and retain different types of travellers, such as adventure seekers, cultural enthusiasts, or luxury travellers.

**Sustainability and Responsible Tourism Practices:** Integrating sustainable and responsible tourism practices throughout the business operations, including minimizing environmental impact, supporting local communities, and promoting cultural sensitivity.

**Partnerships and Collaborations:** Establishing strategic partnerships with other businesses, local governments, tourism boards, and community organizations to leverage resources, share expertise, and create mutually beneficial initiatives.

**Advance Destination Research:** i) Create high-value collaboration opportunities with Huntsville stakeholders to develop destination data management and analytic capabilities. The purpose of this is to establish baseline metrics to be able to consistently measure and evaluate the outcomes and outputs of strategies and activities and guide future planning. ii) Continue to analyze the Municipal Accommodation Tax remittance data to monitor the performance and status of the accommodations industry, and available revenue to fund tactics of the Business Plan. iii) Obtain real-time sentiment research to understand target markets and adapt to the changing attitudes towards Huntsville and travel to this area overall.

### **Community Wellness**

Community wellness is a core pillar of our business philosophy and strategic vision. We recognize the profound impact that tourism can have on the well-being of local communities, and we are committed to fostering positive social outcomes in Huntsville. Our approach to community wellness is multifaceted, encompassing initiatives aimed at promoting physical health, mental well-being, social cohesion, and cultural preservation.

Through collaborative partnerships with local organizations, healthcare providers, and community leaders, we aim to implement a range of initiatives that directly contribute to the overall wellness of the communities we serve. This includes supporting access to physical and mental healthcare services, promoting sustainable living practices, and facilitating opportunities for cultural exchange and economic empowerment. By investing in community wellness, we not only enhance the quality of life for residents but also create a more enriching and authentic experience for our visitors, fostering stronger connections and a deeper sense of belonging for all stakeholders involved.

# ~ Governance ~

In the realm of tourism, effective governance serves as the cornerstone of success, ensuring transparency, accountability, and adherence to established processes. At the heart of this governance structure lies the Board of Directors, a dedicated body entrusted with the strategic oversight and direction of our tourism initiatives. As we embark on this journey to enhance and promote Huntsville, it is imperative to underscore the paramount importance of transparency and reliance on process within the governance framework.

The Board of Directors stands as a beacon of integrity and stewardship, committed to upholding the highest standards of governance practices. With a diverse blend of expertise and perspectives, our Board is poised to navigate the complexities of the tourism landscape, fostering collaboration, innovation, and sustainable growth. Embracing transparency, our Board operates with openness and clarity, ensuring that stakeholders are kept informed and engaged every step of the way.

Central to our governance philosophy is a steadfast reliance on process. By establishing clear procedures, protocols, and decision-making frameworks, we cultivate an environment of trust and consistency, where actions are guided by sound principles and best practices. Through robust governance mechanisms, we strive to instill confidence in our stakeholders, demonstrating a steadfast commitment to ethical conduct, accountability, and the pursuit of excellence.

As we delve into the governance section of our strategic plan, let us reaffirm our collective dedication to transparency and reliance on process, recognizing them as indispensable pillars upon which our success as a destination hinges. With the guidance and leadership of our esteemed Board of Directors and Advisors, we are poised to chart a course toward a vibrant, inclusive, and sustainable tourism future.

## Board of Directors:

A chart of board members will live here

## Resource Members:

Listed here TOH, Chamber, BIA etc.

## Tourism Advisory Board:

In 2024/25 the HMATA will create and implement an advisory panel of local organization stakeholders in the arts, sport, recreation, and heritage sectors, with terms of reference to include who is represented and how the panel is engaged/consulted.

## **Equity, Diversity and Inclusion:**

An equity, diversity, and inclusion (EDI) plan will be developed as a strategic framework to promote fairness, equality, and respect for all individuals regardless of their background, identity, or characteristics. The plan will outline specific goals, strategies, and initiatives aimed at fostering an environment where everyone feels valued, respected, and included. By implementing an EDI plan, HMATA will strive to create environments where all individuals have equal opportunities to thrive, contribute, and succeed, ultimately leading to greater organizational effectiveness and societal impact.

## **Board of Directors: Structure, Roles, and Responsibilities**

The Board of Directors is responsible for overseeing the strategic direction and management of Huntsville's tourism initiatives. Effective governance ensures transparency, accountability, and ethical conduct, laying the foundation for sustainable growth and success in the tourism industry.

1. *Composition and Diversity:* Our Board of Directors comprises a diverse group of individuals with expertise in various fields relevant to tourism, including hospitality, marketing, finance, community engagement, and environmental sustainability. The board is representative of Huntsville stakeholders, including government agencies, local businesses, community organizations, and tourism industry professionals.
2. *Roles and Responsibilities:* The primary role of the Board of Directors is to provide strategic guidance and oversight to Huntsville's tourism efforts. This includes setting strategic goals and objectives, approving budgets and resource allocations, monitoring performance, and ensuring compliance with legal and regulatory requirements. The board is also responsible for appointing and evaluating the performance of the Executive Director.
3. *Transparency and Accountability:* Transparency is paramount in our governance practices. Board meetings are conducted regularly and are open to stakeholders, with meeting minutes and key decisions made available to the public. Financial statements and performance reports are published annually to provide stakeholders with a clear understanding of our destination's financial health and performance. Additionally, the board operates in accordance with a code of conduct and ethics, promoting integrity, honesty, and accountability in all decision-making processes.
4. *Committees:* To enhance efficiency and effectiveness, the Board of Directors may establish committees focused on specific areas of governance, such as finance, audit, marketing, and community engagement. These committees are responsible for conducting in-depth reviews and providing recommendations to the full board on relevant issues.
5. *Evaluation and Continuous Improvement:* The board conducts regular evaluations of its performance, as well as the performance of individual directors and committees, to identify areas for improvement and ensure alignment with strategic objectives. Feedback from stakeholders and external experts may also be solicited to inform governance practices and enhance effectiveness.

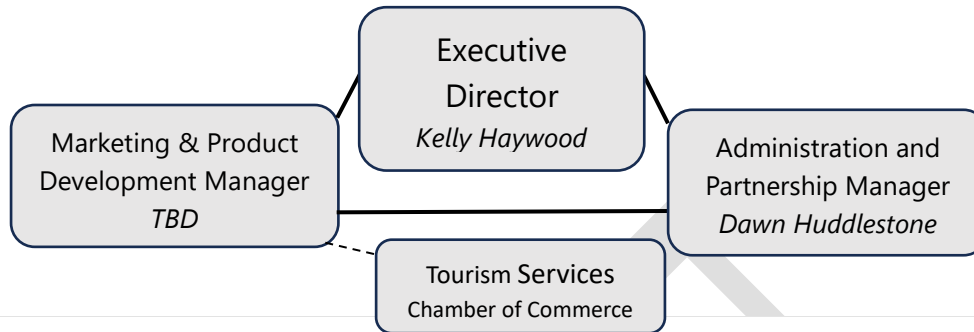
Effective governance is essential for the success and sustainability of Huntsville's tourism initiatives. By upholding principles of transparency, accountability, and ethical conduct, we are committed to guiding our destination toward a future of growth, prosperity, and positive community impact. Through collaboration and strategic leadership, we will continue to fulfill our mission of creating memorable experiences for visitors while preserving and enhancing the natural, cultural, and economic assets of our destination.

# ~ Municipal Agreement ~

A summary of the approved MOU will live here.

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# ~ Management Team ~



## EXECUTIVE DIRECTOR

Under the general direction of the HMATA Board of Directors, the Executive Director will work with the Board to implement HMATA's Strategic, Business and Operating Plan. Other responsibilities will include managing HMATA's annual budget as directed by the Board and in accordance with existing agreements and legislation.

The ED will oversee tourism product development and marketing, service providers as needed (accounting, insurance, legal etc.) and funding for community tourism partners and community tourism grants.

The ED will oversee new product development as directed by the Board, including engaging with designers, staffing and promotion and with other local tourism entities to promote Huntsville as a destination of choice. The ED will work with stakeholders and provide information on emerging ideas as well as options and recommendations enabling HMATA to make informed decisions on behalf of the association.

### The Executive Director will:

- understand the strategic direction of priorities and corporate transformation initiatives and will be adept at balancing sound financial management with meaningful progression of the community and organization;
- lead and empower the team to create an environment where innovative ideas are supported;
- listen and be a trusted advisor who is committed to the success of my colleagues;
- be an inspirational communicator who engages skillfully with community stakeholders, colleagues and political partners;
- passionately engage with the community and will personally be invested in building relationships that inspire trust and optimism in Huntsville's future.

### Other duties and areas of management include, but are not limited to:

- Maintain, update and operate in accordance with its incorporation by-laws, as well as governance policies;
- Prepare a biennial business plan which shall establish and set out priorities and objectives that are linked to the HMATA Strategic Plan;



- Budget and Financial management;
- Develop a long-term vision for the Town's tourism sector that considers and aligns with the Town's Strategic Plan and Economic Development Strategy;
- The creation, implementation and management of an Advisory panel of local tourism stakeholders;
- Prepare and present annual reports to the membership and Town Council outlining expenditures and initiatives that have received monies from the Fund;
- Develop all Policies and Procedures;
- Develop and maintain positive relationships and engagement with Short Term Rental Operators;
- Cultivate and expand local attractions and product development;
- Grant Dev't – Research and Develop relationships with grant advisors (Federal, provincial, Trillium etc.)
- Cultivate strategic alliances to enhance and expand Corporate/Group event sales
- Sector Relationship building, collaboration and coordination:
  - o Municipal, District, MTMA, RTO12, TIAO, TIAC
- Build local currency (to replace Downtown Dollars, 'Huntsville Dollars')
- Product Development
  - o Develop concepts and arrange consultations (Eclipse, Treetop Trekking etc.)
  - o Build relationships
  - o Attraction strategy
    - Either in-house mgmt. or develop contracts with 3rd party (support and oversight)
    - Manage Eclipse "Walk with Light" and associated online presence (Website, Facebook, Instagram)
    - Manage and operate Group of Seven Outdoor Gallery and associated online presence (website, Facebook, Instagram)
- Evaluate Partnership and Sponsorship Programs
- Source Bid Opportunities (Sport, Conference etc.)

## **MARKETING & PRODUCT DEVELOPMENT MANAGER**

### Tourism Marketing:

- Manage and Operate Huntsville Tourism Online presence
  - o Maintain Online Business Database:
    - Include and manage All Huntsville Businesses
    - Maintain Online Event Calendar (Internal and external) – dance, hockey etc. / festivals and events
  - o Rebrand and manage current website (<https://huntsvilleadventures.com/>), Facebook, Instagram, YouTube, Google) – transition to [visithuntsville.ca](https://visithuntsville.ca) (remove all LOB etc.)
  - o Populate with current, engaging and up-to-date attractions, parks, beaches activities etc.
  - o Ensuring website is up-to-date with best current practices
  - o Continuously improving accessibility and readability
  - o Conducting Search Engine Optimization tactics to ensure increased website ranking
  - o Itinerary building
  - o Chatbot/AI

## Community Content Development & Digital Marketing Campaigns

- Blogs, Photos, Videos
  - Procure Seasonal Photography & Video (Rfp, creative direction, editing, cataloguing/tagging)
  - Create shared photo & video database
- Work with marketing agencies to develop associated marketing campaigns (i.e. “Winter Adventure Your Way”)
- Develop custom marketing campaigns
- Media Inquiries – earned media
- Digital Media Buys
- Social Media: Explore Huntsville: Facebook, Instagram, Google Ads, YouTube, TikTok
  - Social Media Strategy
  - Multiple weekly posts, Targeted campaigns (with agencies & in house)
  - Influencers
  - Adhering to best practices ensuring social media is populated with current and engaging content
- Consumer Database/Email Marketing Campaigns:
  - Huntsvilleadventures.com email database
  - Build database – Send relevant weekly consumer blasts / bulletin / newsletter

### Maintain Online Event Category:

- Internal (hockey tournaments etc.) for use by all community stakeholders
- External (maple festival etc)

### Traditional Marketing Campaigns:

- Produce & Collaborate on Huntsville Specific Publications (Map, things to do brochures etc.)
- Radio advertising
- Voucher Campaigns/Stay an Extra Day etc.

Media Inquiries: Earned media, Media inquiries, BlogTO/Narcity

Familiarization tours: Media, Meeting planners, Tour operators

### Community Outreach:

- Build a database of experiences
  - e.g. Rob Stimpson, photographer/Robin Tapley, naturalist (workshop dev’t etc.)
  - emerging trends locally etc.

## **ADMINISTRATION AND PARTNERSHIP MANAGER**

### Board of Directors Management:

Responsible for managing the HMATA Board of Directors. The board administrator will play an instrumental role in ensuring the board is as effective and efficient as possible. A key responsibility of this position is coordinating and preparing for board meetings.

- Meetings, Agenda, Minutes
- Governance, Meeting Protocol
- Annual General Meeting, Membership Mgmt
- Association Policies

### Office Mgmt:

Correspondence (monitor office phone, email, mail etc.), Liaise with bookkeeping, legal etc.

### Partnership & Sponsorship Development

Manage all aspects of partnership/sponsorship administration:

- Actively pursue
- Correspond, manage and track inquiries
- Prepare for Board (Applications and formula)
- Decline or Accept (correspondence)
- Agreement mgmt, final reports and financing

### Stakeholder Outreach

- Newsletters and relationship-building with local operators and stakeholders

### Stakeholder Database & Directory

- Maintain a Customer Relationship Management (CRM) database of all tourism businesses which includes detailed, unique and lengthy descriptions for SEO
- Event database
  - Find events on social media, contact pubs/canvas etc. Alg Theatre to support marketing products

## TOURISM SERVICES

The Huntsville/Lake of Bays Chamber of Commerce will be contracted to provide the following:



# Alignment with Strategic Plan

## Strategic Priorities

Supporting the Strategic Direction 2025, Strategic Priorities are the engine intended to power the organization's growth and achievements during the three-year planning period. The Strategic Priorities are essentially the "how to" of the Strategic Direction 2025, and lead to the further development of actionable strategies and tactics:

1. Establishment of a Huntsville Destination Marketing Organization
2. Maturation of Huntsville as a four-season resort destination
3. Strategic alignment between HMATA and Muskoka Tourism
4. Advancement of the community visitor experience
5. Establishment of a culture of sustainable tourism growth.

The Strategic Priorities are supported by a variety of strategies and actions intended to achieve each one, measured by KPI's and Major Milestones.....ultimately leading to the accomplishment of the Strategic Direction 2025 and overall success for the organization and destination.

## SWOT

<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>• Well known tourism destination</li> <li>• Large hotel inventory</li> <li>• All season resort (lakes, golf, fishing, skiing, snowmobile)</li> <li>• Entertainment (Arts and culture scene)</li> <li>• Ample services</li> <li>• Adjacent to Algonquin Park</li> <li>• Airport</li> <li>• MAT revenues</li> <li>• Well integrated as part of the Muskoka brand identity</li> </ul>	<b>WAEKNESSES</b>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>• Arts and culture tourism</li> <li>• The Muskoka brand</li> <li>• New Canadians markets</li> <li>• Northern Ontario markets</li> <li>• Popularity of soft adventure and outdoor activities (trails, Park, lakes)</li> <li>• International markets</li> <li>• Large events</li> <li>• Airbnb MAT fund implementation</li> <li>• Educate local residents on benefits of a strong tourism economy</li> </ul>	<b>THREATS</b>
	<ul style="list-style-type: none"> <li>• Furthest from GTA (drive time)</li> <li>• Reputation as expensive (playground to the rich)</li> <li>• Lack of all-inclusive packaging</li> <li>• Lack of business intelligence</li> <li>• Polarized local community against tourism growth</li> <li>• Shoulder seasons (November and April mid week)</li> </ul>	
	<ul style="list-style-type: none"> <li>• Blue Mountain packaging</li> <li>• Tremblant packaging and direct flights from Toronto</li> <li>• Rising gas prices</li> <li>• Anti-tourism populous movement within town</li> <li>• Labour shortage</li> <li>• A lack of renewal of existing products</li> </ul>	

~ Budget ~

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**For more information:**

**KELLY HAYWOOD**

Executive Director, HMATA

*Huntsville Municipal Accommodation Tax Association*

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**YMCA of  
Simcoe/Muskoka**

# HMATA Funding Application - 2024

For the Annual Huntsville Job Fair – hosted in part by the YMCA and the Huntsville/Lake of Bays Chamber of Commerce

April 4, 2024



# Impact

- The Huntsville Job Fair has historically supported our hospitality and tourism sector in securing much needed part-time, full-time and seasonal staff in order to allow for business (hotels, motels, restaurants etc.) to run at their full capacity
- As we know – staffing challenges have a direct result on customer experience and that continues to shape the narrative and positive word of mouth which impacts our tourism (which is now becoming a more year around experience)
- It is about not just counting how many rooms per night are filled, but realizing the full capacity of accommodation in the area, so that potential guests are not turned away because of staffing shortages
- It is about the experience that a fully staffed tourism operation creates and how the residual non-verbal branding resonates through a fulsome experience
- Its about allowing Tourist, internal and our local 'residential' tourist to have choice of eateries, diners, pubs and other food establishments – and ensuring that our local dining experience has the staffing resources to meet the seasonal and long term tourist demands on service delivery
- Creating a lasting narrative that the tourism and hospitality sector offers good, flexible, consummate-paying employment in our region for, fulltime year around, part-time year around, part and fulltime season positions



# Funding request

- ▶ As we continue to offer an in person experience our expenses have reflected that increase in cost that is no surprise to anyone.
- ▶ **\$5,000.00 - requested**
- ▶ To offset:
  - ▶ Venue
  - ▶ Advertising
  - ▶ Transportation
  - ▶ Food and beverage



# Critical support

- The importance of funding this event, that directly ties to the health and success of our hospitality and tourism sector, is critical to providing the experience that is an extension of the experience that then is echoed in working for the employers we traditionally attract. – creating a lasting experience that matches the employers enthusiasms AND getting the word out to our community members, partners and job seekers is critical for this success.



# Thank you

- It does not go unnoticed on how this process has been expedited in order to help facilitate this community development event – that has long lasting and reaching support thought-out our hospitality and tourism sector.
- Regards. Your local YMCA ☺





REQUEST FOR EXPRESSIONS OF INTEREST

*Eclipse Walk With Light*

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Issued by:

**EXPLORE HUNTSVILLE**

*The Huntsville Municipal Accommodation Tax Association*

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URL: [HuntsvilleMat.com](http://HuntsvilleMat.com)

Issued on: March 6, 2024

Deadline for Submission: March 22, 2024

## 1.0 Project Overview

### 1.1 Background

Eclipse “Walk with Light” is an interactive, unique and artistic sound to light night walk. At its core, Eclipse offers an opportunity for visitors to walk a path of light where they encounter music, spoken word and over 20,000 interactive lights that respond to sounds created by visitors themselves.

Created in 2021, out of a partnership between the Huntsville Municipal Accommodation Tax Association, the Huntsville/Lake of Bays Chamber of Commerce and Limbic Media, Eclipse was and continues to be a cultural and low-impact attraction aimed to draw visitors to Huntsville during the typically slower shoulder season.

From 2021-2023, Eclipse "Walk with Light" was operated by the Huntsville/Lake of Bays Chamber of Commerce inside the Pioneer Village at the Muskoka Heritage Place. During two extremely successful seasons running annually from November to March, Eclipse saw 59,529 visitors through its gates.

### 1.2 Goals and Objectives

The Huntsville Municipal Accommodation Tax Association is looking for land inside Huntsville’s boundaries to host Eclipse “Walk with Light”.

The goal is to identify landowners who are interested in hosting Eclipse “Walk with Light” at no cost to the Huntsville Municipal Accommodation Tax Association or any Eclipse “Walk with Light” partners.

Needs:

- a) Free site that provides an opportunity to enhance Eclipse “Walk with Light”.
- b) Land must provide a minimum of a one-kilometre loop and have an additional 5 kilometres available for activity trails (Nordic ski, snowshoe, fat bike etc.).
- c) Land must be in the Town of Huntsville’s boundaries.
- d) Lights must remain installed year-round.
- e) Land that will be maintained by the landowner (snow plow, sand, salt etc.)
- f) Access must be granted to the Huntsville Municipal Accommodation Tax Association and its Eclipse “Walk with Light” partners at all times.
- g) Storage room available on-site.
- h) Land must be accessible for heavy machinery such as boom lifts, excavators etc.
- i) Land must have a heated building for Eclipse “Walk with Light” staff to run ticketing operations.
- j) Enable special events and activities- i.e. live music, buskers, Muskoka Goat Away, horse drawn wagon rides, dog sledding, fire.
- k) Signage space on-site.

### 1.3 Identified Challenges

- a) Hydro required roughly every 100’ along the trail.
- b) Accessible Landscape – The one-kilometre loop should be reasonably accessible for wheelchairs, strollers etc.
- c) Surrounding Landscape –The surrounding area should not be littered with unsightly debris, out-buildings, refuse etc.
- d) Other uses of land.
- e) Need to dig and install poles, screw into trees etc.
- f) Appropriate space for special events and activities.
- g) Signage bylaws.

## 1.4 Responsibilities

The host shall agree to the following:

- a) Host Eclipse “Walk with Light at no cost.
- b) Provide hydro and heat utilities at no cost.
- c) Provide land maintenance services at no cost.
- d) Provide storage space at no cost.
- e) Agree to a 5-year contract to host Eclipse “Walk with Light”.

## 1.5 Opportunities

The host is welcome and encouraged to submit a proposal to operate the attraction and retain a negotiated portion of the profits.

## 2.0 Expression of Interest Process and Vendor Submission Requirements

### 2.1 Contact and Submission Information

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#### *Summary of Key Dates*

Intent to Submit deadline	March 13 <sup>th</sup> , 2024
Final date to submit questions via e-mail	March 15 <sup>th</sup> , 2024
Expression of Interest deadline:	March 22 <sup>nd</sup> , 2024

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#### 2.1.1. Intent to Submit

Interested applicants must submit the Intent to Submit notification by the date indicated in Section 2.1. Applicants must send an e-mail to the attention of the Explore Huntsville contact in Section 2.1.4 with the following information:

- Name of designated project contact for the purposes of this proposal.
- Contact information.
- A statement indicating their Intent to Submit an Expression of Interest.

#### 2.1.2. Questions about the EXPRESSION OF INTEREST or PROJECT

Applicants with questions about the EXPRESSION OF INTEREST should forward them via email to the Explore Huntsville Contact. We will remove all identifying marks from the email and forward the original question, with an answer, to all applicants who registered during the Intent to Submit process. We will not respond to questions by telephone or in person.

#### 2.1.3. Explore Huntsville Contact

*Refer all questions, and send all proposal materials to:*

Attention: Kelly Haywood, Executive Director  
EXPLORE Huntsville  
Huntsville Municipal Accommodation Tax Association  
P.O. Box 5143  
Huntsville, ON P1H 2K5  
Email: [kelly@huntsvillemat.ca](mailto:kelly@huntsvillemat.ca)

#### 2.1.4. Submission Requirements

Applicants must submit one electronic copy of their Expression of Interest. Printed versions are not required. An electronic copy is defined as an emailed version of the document in .pdf file format. Other file formats will not be accepted.

### 3.0 Proposal Content

#### 3.1 Format

In order to ensure that there is uniformity to the proposals and to facilitate the comparison between applicants, all proposals must contain the following content, organized according to the headings in this section.

General: The applicant's name must appear in the upper right-hand corner of each page and each page should be numbered consecutively.

Cover Page – Containing legal name, address and contact information for the Applicant.

##### 1. Executive Summary

- maximum 1 page.
- a short summary outlining the overall benefits of your property, and any value added the Applicant will bring to the project.
- map.

##### 2. Detailed Outline

- provide a detailed proposal of why your property would suit this project – maximum 2 pages
  - describe power availability to the site;
  - describe potential issues with the site;
  - describe any added value;
  - specify broadband and cellular availability;
  - outline a parking plan.
- provide photographs of the space – maximum 3 pages;

Additional information or notes outlining other projects that would be complimentary or other additional enhanced services the applicant would propose to provide are welcome.

##### 3. Project Management

- name of Applicant project management contact/s.

#### 4.0 Official Signatures

Include a letter from the Applicant's signing authority and owner approving the submission of the Expression of Interest and the content therein.

#### 4.1 Next Steps

A completed Expression of Interest will qualify the Applicant to proceed to the Site Selection process. The selection committee will arrange a site visit within two weeks of the submission deadline.

## 5.0 Claims

### 5.1 Ownership

All materials submitted in response to the EXPRESSION OF INTEREST become the property of Explore Huntsville (The Huntsville Municipal Accommodation Tax Association). Explore Huntsville will not reimburse any expenses that the Applicant may occur in preparing these proposals. All materials submitted will be kept confidential and only reviewed by Explore Huntsville and staff. This information will not be shared with other Applicants.

### 5.2 Rights to Reject

Explore Huntsville reserves the right to reject any or all proposals.

*Thank you for your interest!*

**KELLY HAYWOOD**

Executive Director, HMATA

*Huntsville Municipal Accommodation Tax Association*

kelly@huntsvillemat.com | huntsvillemat.com

705-788-5847