



## AGENDA

In-person meeting at The Rooftop Patio  
(59 Main St. E, entrance off High St.)  
and online via Zoom  
on **Tuesday, September 10, 2024, 2:00 p.m.**  
[Click here to join](#)



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<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 July 16, 2024 and July 25, 2024 meetings as presented.</i>	2-6
<b>4. Presentations (20 min.)</b> 4.1. Huntsville Girls' Hockey Association	
<b>5. YTD financials – Andrew Buwalda</b>	7-8
<b>6. ED report – Kelly Haywood (45 min.)</b> 6.1. Winter intake update 6.2. Downtown lighting and rink update 6.3. Market research proposals 6.4. Document repository 6.5. Draft procurement policy 6.6. Charitable donation 6.7. Marketing report 6.8. 55+ Winter Games bid update 6.9. Local business performance check	9-14
<b>7. Eclipse subcommittee update (20 min.)</b>	15-18
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<b>9. Next meetings and adjournment</b> 9.1. Next meetings: No August meeting Tuesday, October 15, 2024 at 2:00 p.m., Hilton Home2 Suites Tuesday, November 19, 2024 at 2:00 p.m., Hilton Home2 Suites  9.2. Adjournment <i>Motion: To adjourn the meeting.</i>	



# MINUTES

In-person meeting at Hilton Home2  
and online via Zoom  
July 16, 2024, 2:00 p.m.



**Present:** Jeff Suddaby, Scott Morrison, Andrew Buwalda, Steve Carr, Chirag Patel  
**Regrets:** Steve Campbell, Ken Patel  
**Staff:** Kelly Haywood, Dawn Huddleston, Torin Suddaby, Rhonda Christenson (Zoom)  
**Guests:** Halley Clover, Chamber; Lauren MacDermid, Town of Huntsville

## 1. Welcome and agenda approval

The meeting was called to order at 2:10 p.m.

*Motion: To approve the agenda as presented.*

Moved by: Andrew Buwalda

Seconded by: Chirag Patel

**CARRIED**

## 2. Declaration of conflict of interest – none

## 3. Approval of meeting minutes

*Motion: To accept the minutes from the June 18, 2024 meeting as presented.*

Moved by: Steve Carr

Seconded by: Scott Morrison

**CARRIED**

## 4. Presentations

### 4.1. Knights of Columbus

Representatives provided an overview of the organization’s annual tournament and addressed accommodator concerns regarding team conduct during the tournament.

### 4.2. STR hospitality data benchmarking reports

Tanja Goeschl provided an overview of the CoStar software for hospitality data benchmarking. Spend is already approved; staff to finalize set-up with the company.

## 5. Financials

Andrew Buwalda provided an overview of the 23/24 unaudited financials. Currently a surplus of \$490,818 for the year, bringing total surplus to 1,488,000. With the exception of the payroll reserve, the remaining surplus is considered an unrestricted reserve. Note: there were 5 payments received from the Town in 23/24 (not an ‘extra’ payment – the first payment of the year was a late installment from 22/23). Expect to receive four payments from the Town in 24/25 fiscal. Audited financials to be presented at a future meeting.

Discussion regarding where funds for Eclipse operations (approximately \$27,000) should come from. Three potential options were offered: marketing budget (specifically the funds allocated for market research), charitable donations, or reserve (which would put the budget into a deficit), but long-term it needs to be a permanent line item. Board preference for this year is to keep the market research.

*Motion: To reallocate \$26,633 from the marketing budget for downtown Eclipse operations in winter*



## MINUTES

In-person meeting at Hilton Home2  
and online via Zoom  
July 16, 2024, 2:00 p.m.



2024/25.

Moved by: Andrew Buwalda

Seconded by: Scott Morrison

**CARRIED**

### 6. Previous business

#### 6.1. Marketing plan

**Motion:** *To accept the marketing plan as presented.*

Moved by: Andrew Buwalda

Seconded by: Scott Morrison

**Discussion:** Torin Suddaby presented an overview of changes to the marketing plan, including the following budget changes: the destination awareness budget has been increased from \$118,000 to \$128,000 and the market research and new initiatives budget has been reduced from \$90,000 to \$80,000. The MCI (meetings, conventions, incentives) budget remains at \$100,000, with specifics outlined in the presentation attached to the agenda. Stay an extra night campaign needs further Board discussion and approval before any funds spent.

Aside: Need to have a future discussion about establishing a procurement policy.

**CARRIED**

#### 6.2. Ontario 55+ Winter Games bid

**Deferred to July 25 meeting**

### 7. Funding applications

Discussion regarding the applications received.

Process/formula for decision-making needs to continue to evolve.

**Motion:** *To approve the following funding sponsorships: \$10,000 for the 2024 Ontario Disc Golf Championships, \$2,500 for the Huntsville and Area Historical Society walking tour app, and \$1,500 for the Knights of Columbus annual tournament.*

Moved by: Andrew Buwalda

Seconded by: Chirag Patel

**CARRIED**

### 8. ED Report

#### 8.1. Meeting with Town staff on June 25 – summary

**Tabled**

#### 8.2. Procedural bylaw

**Deferred to August 25 meeting.**

#### 8.3. Marketing report

**Tabled**

#### 8.4. Astronomy tourism

**Deferred to August 25 meeting.**



## MINUTES

In-person meeting at Hilton Home2  
and online via Zoom  
July 16, 2024, 2:00 p.m.



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### 9. Next meetings and adjournment

#### 9.1. Next meetings:

Special meeting: Thursday, July 25, 2024 at 12:00 p.m., Zoom  
Tuesday, September 10, 2024 at 2:00 p.m., Hilton Home2, Muskoka Room  
Tuesday, October 15, 2024 at 2:00 p.m., Hilton Home2, Muskoka Room  
Tuesday, November 19, 2024 at 2:00 p.m., Hilton Home2, Muskoka Room

#### 9.2. Adjournment

**Motion:** *To adjourn the meeting at 4:55 p.m.*

Moved by: Scott Morrison

Seconded by: Andrew Buwalda

**CARRIED**



**MINUTES**  
Virtual meeting via Zoom  
Thursday, July 25, 2024, 12:00 p.m.



**Present:** Jeff Suddaby, Scott Morrison, Andrew Buwalda, Steve Carr, Chirag Patel, Steve Campbell  
**Regrets:** Ken Patel  
**Staff:** Kelly Haywood, Torin Suddaby  
**Guests:** Halley Clover, Chamber

**1. Welcome and agenda approval**

The meeting was called to order at 12:02 p.m.

*Motion: To approve the agenda as presented.*

Moved by: Andrew Buwalda

Seconded by: Steve Carr

**CARRIED**

**2. Declaration of conflict of interest – none**

**3. Previous business**

3.1. Ontario 55+ Winter Games bid

***Motion:** To proceed with the bid process for the 2026 Ontario 55+ Winter Games.*

Moved by: Steve Carr

Seconded by: Steve Campbell

**Discussion:** Kelly Haywood noted that the bid process will help determine if HMATA is prepared to host the event. There is still a lot of knowledge/experience in the community from past Games, and if HMATA can tick all the boxes then hosting it again would be recommended as it is midweek in February and will bring approximately 1,000 competitors plus supporters to the Huntsville area. Board comments: worthwhile event provided it doesn't consume too much staff time/focus (hiring a GM will cut down on this significantly); financial risk is minimal given hosting grant and registration fees will cover most of expenses, with the rest to be covered by sponsorships; would help to increase MAT revenue at accommodators.

**CARRIED**

**ACTION:** Staff to present details for the 2028 bid process (deadline in November 2024) at the next meeting.

**4. ED report – Kelly Haywood**

4.1. Procedural bylaw

***Motion:** To adopt the HMATA Procedural Bylaw as presented, with the following exception: clause 4.1.5 is reworded to read, "If during the course of a Board meeting a quorum is lost, the Chair may: (i) permit the meeting to proceed at the Chair's discretion, if there are remaining agenda items that require an immediate decision; (ii) declare that the meeting stand adjourned, not ended, to reconvene at such time and place as the Chair shall then determine; or (iii) cancel the balance of the meeting, if in the Chair's opinion, it is not essential to deal with the balance of the agenda before the next regular meeting."*

Moved by: Scott Morrison

Seconded by: Steve Carr

**CARRIED**

4.2. Funding intake: winter program application (for information only)

**Discussion:** Kelly Haywood proposed that an additional, winter-specific funding intake occur this fall, for projects to take place in January or February 2025 with specific eligibility requirements, including that it must be open to the general public, it cannot be a one-day tourism event nor a non-consecutive festival (for example, it can't be every Saturday for a month), and it cannot be a charitable or fundraising event. This "special" application would not include a funding ceiling, so that if a phenomenal opportunity presents itself, the Board would still be able to consider it. The deadline would be near the end of August.

**ACTION:** Staff to prepare and distribute the application and association media release.

4.3. Astronomy tourism

**Discussion:** Kelly Haywood presented details of an astronomy tourism initiative that has arisen from a collaboration of economic development advisors and DMOs across Muskoka, with a member from each community. It's an accessible and easy tourism activity to promote in the fall, from after Thanksgiving to the end of October. HMATA would develop programs and Muskoka Tourism would promote them, although we would likely still promote some of our own activities. \$10,000 would go toward the programming of five main activities, as outlined in the presentation attached to the agenda. Programming across Muskoka would likely be primarily in Huntsville and Gravenhurst, and a call would go out to local operators for activities, similar to how the Maple Trail operates. Board questions: Are there enough dark sky areas in Huntsville? (The Deerhurst airstrip, Arrowhead, and Lions Lookout are all possibilities.) Does it have to be just Oct/Nov? (This would be a pilot program and it could be promoted year-round going forward.)

**Motion:** *To approve the transfer of \$10,000 from Community Sponsorships to Destination Awareness for astronomy tourism program development.*

Moved by: Steve Carr

Seconded by: Steve Campbell

**CARRIED**

**ACTION:** Staff to report back on progress.

5. Next meetings and adjournment

5.1. Next meetings:

No August meeting

Tuesday, September 10, 2024 at 2:00 p.m., Hilton Home2 Suites

Tuesday, October 15, 2024 at 2:00 p.m., Hilton Home2 Suites

Tuesday, November 19, 2024 at 2:00 p.m., Hilton Home2 Suites

5.2. Adjournment

**Motion:** *To adjourn the meeting at 12:37 p.m.*

Moved by: Steve Carr

Seconded by: Scott Morrison

**CARRIED**



**FORECAST - HUNTSVILLE MUNICIPAL ACCOMMODATION TAX ASSOCIATION**

Actual to July 31, 2024

	June	July	August	September	October	November	December	January	February	March	April	May	Total	Budget	Act/Fcst 23/24
<b>REVENUE</b>	<b>Actual</b>	<b>Actual</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>			
Projected MAT for 2024/2025		-	157,878		-	230,000			340,000			167,000	<b>894,878</b>	<b>900,000</b>	1,078,104
Grants & Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short Term Investment Interest	4,220	3,987	3,840	4,002	4,000	4,000	2,000	2,000	2,000	2,000	2,000	2,000	<b>36,049</b>	<b>35,000</b>	30,028
Projected Reserve - Strategic Initiatives (10% of Projected N	-	-	(15,787.76)		-	(23,000)			(34,000)			(16,700)	<b>(89,488)</b>	<b>(90,000)</b>	(107,810)
<b>TOTAL REVENUE</b>	<b>4,220</b>	<b>3,987</b>	<b>145,930</b>	<b>4,002</b>	<b>4,000</b>	<b>211,000</b>	<b>2,000</b>	<b>2,000</b>	<b>308,000</b>	<b>2,000</b>	<b>2,000</b>	<b>152,300</b>	<b>841,439</b>	<b>845,000</b>	<b>1,000,322</b>
<b>OVERHEAD EXPENSES</b>															
<i>Operating:</i>															
Bank Fees	-	-	-	8	8	8	8	8	8	8	8	8	<b>75</b>	<b>100</b>	39
Consultants (Strat, Conflict of Interest & Governance)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	2,400	-	-	-	-	<b>2,400</b>	<b>2,400</b>	1,363
Professional Development & Conferences	-	-	-	1,250	2,500	1,250	742	1,250	1,250	1,250	1,250	1,250	<b>11,992</b>	<b>15,000</b>	10,783
Overhead (Office Supplies, Advertising, Telephone, Dues	196	1,588	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	<b>13,939</b>	<b>14,586</b>	11,248
Professional Fees - Accounting & Legal	360	360	650	6,250	650	650	650	650	650	650	650	7,143	<b>19,313</b>	<b>20,000</b>	30,598
Directors & Executive Meetings	-	-	200	200	200	200	600	200	200	200	200	200	<b>2,400</b>	<b>2,400</b>	2,126
Payroll- Wages & Benefits	17,111	15,912	16,743	19,200	19,200	21,634	19,200	19,200	19,200	19,200	19,200	19,200	<b>225,000</b>	<b>225,000</b>	64,758
Chamber Admin (July-Dec)													-	-	28,250
<b>Subtotal Operating Expenses</b>	<b>17,667</b>	<b>17,861</b>	<b>18,808</b>	<b>28,124</b>	<b>23,774</b>	<b>24,958</b>	<b>22,416</b>	<b>24,924</b>	<b>22,524</b>	<b>22,524</b>	<b>22,524</b>	<b>29,017</b>	<b>275,119</b>	<b>279,486</b>	149,166
<i>Marketing:</i>															
Destination Awareness	4,227	8,303	16,277	10,667	10,667	10,667	9,592	10,667	10,667	10,667	10,667	14,935	<b>128,000</b>	<b>118,000</b>	
Meetings, Conventions, Associations		1,398	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	8,602	<b>100,000</b>	<b>100,000</b>	
Market Research New Initiatives		-	5,337	5,337	5,337	5,337	5,337	5,337	5,337	5,337	5,337	5,337	<b>53,367</b>	<b>90,000</b>	
<b>Subtotal Marketing Expenses</b>	<b>4,227</b>	<b>9,702</b>	<b>31,614</b>	<b>26,003</b>	<b>26,003</b>	<b>26,003</b>	<b>24,928</b>	<b>26,003</b>	<b>26,003</b>	<b>26,003</b>	<b>26,003</b>	<b>28,873</b>	<b>281,367</b>	<b>308,000</b>	93,185
<i>Product Development Expenses</i>															
Downtown Lights Operating	3,241	290		6,469				3,500					<b>13,500</b>	-	
Downtown Lights Insurance							13,133						<b>13,133</b>	-	
<b>Subtotal Product Development Expenses</b>	<b>3,241</b>	<b>290</b>	<b>-</b>	<b>6,469</b>	<b>-</b>	<b>-</b>	<b>13,133</b>	<b>3,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26,633</b>	<b>-</b>	<b>-</b>
<b>Total Overhead Expense</b>	<b>25,135</b>	<b>27,852</b>	<b>50,422</b>	<b>60,596</b>	<b>49,777</b>	<b>50,961</b>	<b>60,477</b>	<b>54,427</b>	<b>48,527</b>	<b>48,527</b>	<b>48,527</b>	<b>57,890</b>	<b>583,119</b>	<b>587,486</b>	<b>242,351</b>
<b>Net Available for Disbursement</b>	<b>(20,915)</b>	<b>(23,865)</b>	<b>95,508</b>	<b>(56,594)</b>	<b>(45,777)</b>	<b>160,039</b>	<b>(58,477)</b>	<b>(52,427)</b>	<b>259,473</b>	<b>(46,527)</b>	<b>(46,527)</b>	<b>94,410</b>	<b>258,320</b>	<b>257,514</b>	<b>757,971</b>

	June	July	August	September	October	November	December	January	February	March	April	May	Total	Budget	Act/Fcst 23/24
<b>FUNDS AVAILABLE FOR DISBURSEMENT</b>															
<u>Annual Partnerships</u>															
Chamber (Maple, Campfire, Tourism Services)			50,000										50,000	50,000	18,000
BIA Annual Partnership				-				32,000					32,000	32,000	50,000
HFA Annual Partnership	45,000												45,000	45,000	-
HLOB - Rink Operations							18,500						18,500		50,000
HFA Snowfest/Snow Village Activities								1,500					1,500	20,000	-
<b>Subtotal Annual Partnerships</b>	<b>45,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,500</b>	<b>33,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>147,000</b>	<b>147,000</b>	<b>118,000</b>
<u>Community Tourism Sponsorships</u>															
Knights of Columbus-2025 Tournament										1,500			1,500		
Huntsville and Area Historical Society - Walking App			2,500										2,500		
Muskoka Pride		2,000											2,000		
Rotary Dockfest		1,500											1,500		
All Mountain Productions		3,500											3,500		
Trisport Athletics - Ironman	20,000												20,000		
Gripped & Ripped - Disc Golf Championships			10,000										10,000		
Muskoka Hornets - New Batting Cages (2of2)	3,250			-	-	-	-	-	-	-	-	-	3,250		
Avail for Disbursement - New Product Development								36,264					36,264	80,514	144,150
<b>Subtotal Community Tourism Sponsorships</b>	<b>23,250</b>	<b>7,000</b>	<b>12,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,264</b>	<b>-</b>	<b>1,500</b>	<b>-</b>	<b>-</b>	<b>80,514</b>	<b>80,514</b>	<b>144,150</b>
<u>Charities &amp; Not for Profits</u>															
Local Charity	-	-	-	-	-	-	30,000	-	-	-	-	-	30,000	30,000	55,000
<b>Subtotal Charities &amp; Not for Profits</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>30,000</b>	<b>55,000</b>
<b>Total Disbursements</b>	<b>68,250</b>	<b>7,000</b>	<b>62,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,500</b>	<b>69,764</b>	<b>-</b>	<b>1,500</b>	<b>-</b>	<b>-</b>	<b>257,514</b>	<b>257,514</b>	<b>317,150</b>
<b>Total Overhead Expenses + Disbursement Funds</b>	<b>93,385</b>	<b>34,852</b>	<b>112,922</b>	<b>60,596</b>	<b>49,777</b>	<b>50,961</b>	<b>108,977</b>	<b>124,191</b>	<b>48,527</b>	<b>50,027</b>	<b>48,527</b>	<b>57,890</b>	<b>840,633</b>	<b>845,000</b>	<b>559,501</b>
<b>Net Revenue &amp; Overhead+ Disbursement</b>	<b>(89,165)</b>	<b>(30,865)</b>	<b>33,008</b>	<b>(56,594)</b>	<b>(45,777)</b>	<b>160,039</b>	<b>(106,977)</b>	<b>(122,191)</b>	<b>259,473</b>	<b>(48,027)</b>	<b>(46,527)</b>	<b>94,410</b>	<b>806</b>	<b>-</b>	<b>440,821</b>
<b>+Infusion Strat Rsrve / (XFR to Strat Rsrve)</b>	<b>89,165</b>	<b>30,865</b>	<b>(33,008)</b>	<b>56,594</b>	<b>45,777</b>	<b>(160,039)</b>	<b>106,977</b>	<b>122,191</b>	<b>(259,473)</b>	<b>48,027</b>	<b>46,527</b>	<b>(94,410)</b>	<b>(806)</b>	<b>-</b>	<b>(440,821)</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>Cash Flow</b>															
Surplus Cash	1,488,221	-	-	-	-	-	-	-	-	-	-	-	1,488,221		
10% of 2024_25 MAT to Strategic Initiatives	-	-	15,788	-	-	23,000	-	-	34,000	-	-	16,700	89,488		
Projected Reserve - Payroll	-	-	-	-	-	-	(150,000)	-	-	-	-	-	(150,000)		
Surplus Cash Infusion to balance CY Operating Bdg	(89,165)	(30,865)	33,008	(56,594)	(45,777)	160,039	(106,977)	(122,191)	259,473	(48,027)	(46,527)	94,410	806		
(Less) In-town DT installation (King St.) 2024/25	-	-	(819)	(52,781)	-	-	-	-	-	-	-	-	(53,600)		
(Less) In-town DT installation (River Mill) 2024/25	-	-	(42,250)	-	-	-	-	-	-	-	-	-	(42,250)		
(Less) Chamber ice rink chiller 2024/25	-	-	(54,240)	-	(61,206)	-	-	-	-	-	-	-	(115,446)		
(Less) Eclipse offsite partner install & procurement costs	-	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Subtotal Surplus Cash</b>	<b>1,399,057</b>	<b>(30,865)</b>	<b>(48,514)</b>	<b>(109,374)</b>	<b>(106,984)</b>	<b>183,039</b>	<b>(256,977)</b>	<b>(122,191)</b>	<b>293,473</b>	<b>(48,027)</b>	<b>(46,527)</b>	<b>111,110</b>	<b>1,217,219</b>		

Funds Available for Disbursement	Actual	Budget	Available
Annual Partnerships	147,000	147,000	-
Community Tourism Sponsorships	44,250	80,514	36,264
Charities & Not for Profits	-	30,000	30,000
<b>TOTAL</b>	<b>191,250</b>	<b>257,514</b>	<b>66,264</b>





## Procurement Policy

### 1.0 Purpose

The purpose of this policy is to ensure the cost-effective procurement of goods and services on behalf of the Huntsville Municipal Accommodation Tax Association (HMATA). Our aim is to ensure that goods and services are acquired through a process that is fair, open, transparent, competitive, and accessible to qualified vendors.

### 2.0 Scope

This policy applies to all HMATA employees and Board members involved in the procurement process and procedures.

### 3.0 Definitions

For the purposes of this policy, the following definitions apply:

**“Consulting Services”** means the provision of expertise or strategic advice that is presented for consideration and decision-making.

**“Goods and Services”** means any goods, construction, and services, including but not limited to information technology and consulting services.

**“Information Technology”** means the equipment, software, services, and processes used to create, store, process, communicate and manage information.

**“Procurement Value”** means all costs and conferred value associated with a contractual relationship with a third party.

**“Request for Proposal”** (RFP) means a procurement document that requests vendors to supply solutions for the delivery of complex products or services or to provide alternative options or solutions. The RFP process uses predefined evaluation criteria, in which price is not the only factor.

**“Supplier/Vendor”** means any person or organization that, based on an assessment of that person’s or organization’s financial, technical, and commercial capacity, is capable of fulfilling the requirements of procurement.

### 4.0 Principles

HMATA must conform to the following key principles:

- The procurement process must focus on value for money. Goods and services will be procured only after consideration of HMATA business requirements, alternatives, timing, supply strategy, and procurement method.
- Notwithstanding the availability of budgeted funds, all expenditures committed to by HMATA will be made in a manner of utmost fiscal prudence.
- Access for qualified vendors to compete for HMATA business must be open, fair, and transparent, providing equal treatment to vendors.

- Conflicts of interest, both real and perceived, must be avoided during the procurement process and the ensuing contract.
- HMATA requires individuals participating in the evaluation of bid responses to immediately declare any potential conflict of interest and immediately address any declarations.
- The procurement of goods and services must be responsibly and effectively managed through appropriate organizational structures, systems, policies, processes, and procedures.
- All purchases made on behalf of HMATA will be carried out honestly, objectively, and with integrity.
- In carrying out its purchasing responsibilities, HMATA will have regard for the development of an environmentally sustainable operation.
- HMATA will consider and/or look for opportunities that embrace its commitment toward diversity in all its business processes and with its external relationships.
- In conducting its purchasing activities, HMATA will comply with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and the standards mandated by it through enacted regulation.

## 5.0 Procurement methods

Open competitive procurement is achieved by using an open tendering process that is publicly accessible, such as a Request for Proposals (RFP).

Non-competitive procurement must be supported by a business case that aligns with an allowable exception (as noted below) or seeks approval for an exemption where no allowable exception exists. Allowable exceptions for non-competitive procurement are:

- **Goods or services less than \$5,000**  
Where the total value of the goods or services is less than \$5,000, the requirement for a competitive procurement process may be waived at the discretion of staff. This exception does not preclude situations that would best be served by a fair, transparent, and competitive tender process such as procurement of a consultant.
- **Ad hoc service requirements**  
From time to time, HMATA will require specialized professional services to support its activities. Given the nature of these activities, it will not be possible to determine in advance the value of the contract. Further, time constraints in dealing with such matters may make it impossible to meet the full requirements of this policy.
- **An unforeseen situation of urgency**  
An unforeseen situation of urgency does not occur where HMATA has failed to allow sufficient time to conduct a competitive procurement process.
- **Expense**  
The expense of a competitive process would clearly outweigh the prospective savings to be achieved by using a competitive process for the cost of the goods or services being sought.
- **Confidential or privileged information**  
Where the services revolve around confidential or privileged information and the disclosure of those matters through a competitive procurement process could reasonably be expected to compromise confidentiality, cause economic disruption, or otherwise be contrary to the public interest.
- **Absence of bids**  
Where there is an absence of any other bids in response to a competitive procurement process.
- **Only one supplier able to meet requirements of procurement**  
In rare circumstances, only one supplier may be able to meet the requirements of the procurement to ensure

compatibility with existing products or the supplier is a statutory monopoly. The vendor may have a strong track record with HMATA and the particular service is part of an on-going exercise for which continuity of services is in the best interest of HMATA, or the vendor is the only provider for a particular service under a previous contract.

- **Follow-on agreements**

A follow-on agreement is one that follows and is related to an already completed agreement. Follow-on agreements allow HMATA to structure a procurement into several smaller portions for reasons of complexity, size, uncertainty, or improved management control. Follow-on agreements are permitted only where an open competitive procurement or Vendor of Record (VOR) arrangement has been used to select a vendor. The total value of the agreements, where under a VOR arrangement is used, must not exceed the value of the VOR ceiling limit, where it exists. Prior to entering into a follow-on agreement, the following activities will take place:

- Appropriate approval has been obtained in writing prior to entering the original agreement
- The terms of the original contract were fulfilled, and vendor performance was satisfactory
- The appropriate procurement method was used for the original contract
- The procurement documents for the original work disclosed the total potential scope of the work to be completed. A documented justification is required for any non-competitive procurement. In circumstances where a non-competitive procurement process is required, the justification must be documented in a written business case by the requisitioning department manager and maintained on file. The business case must be approved by the CEO and the Board of Directors. 9.3

## 6.0 Sustainable procurement practices

HMATA recognizes the social, economic, and environmental implications of its procurement decisions. Following sustainable procurement practices helps support its responsibilities to the community and planet, and to maintain open, fair, and transparent procurement processes.

It is the policy of HMATA to, whenever possible:

- Purchase products that minimize toxins, hazards, and environmental impacts to visitor, employee and community safety.
- Purchase products that reduce greenhouse gas emissions in their production, shipping, use and discard, as well as by purchasing locally.
- Purchase products that include recycled content, conserve energy and water, use unbleached or chlorine-free manufacturing processes, are lead and mercury-free, etc.
- Purchase products that are locally sourced and produced by minority, Indigenous, and/or women-owned vendors.
- Consider environmental factors during procurement decisions, including:
  - Pollutant releases
  - Toxicity, including the use of PBT chemicals
  - Waste generation
  - Water efficiency
  - Energy efficiency
  - Use of renewable energy
  - Greenhouse gas emissions
  - Durability
  - Ability to reuse or refill
  - Recyclability or compostability
  - Recycled or reused contents

- Impacts on the natural environment, including biodiversity and depletion of natural resources
- Third party certifications
- Consider social factors during procurement decisions, including:
  - Human health impacts
  - Environmental justice (disproportionate environmental and health impacts on different population groups)
  - Fair labour practices, health and retirement benefits, safety, livable wages, and human rights
  - Use of local vendors and businesses whenever possible
  - Use of minority, women-owned, and Indigenous vendors whenever possible
- Consider economic factors during procurement decisions, including:
  - Product-use reduction and purchasing efficiency
  - Product performance, quality, and durability
  - Cost (dollar and non-dollar)
  - Leveraging buying power
  - Long-term financial and market changes

## **7.0 Consulting services and consultant expenses**

Consulting services refers to the provision of expertise or strategic advice that is presented for consideration and decision-making. Whenever possible, HMATA will require consultants to incorporate all costs into their quotes for service so that no additional expenses will be added. Where providers of consulting services are to be reimbursed for reasonable expenses, the details regarding what expenses will be considered will be set out in the contract with the service provider depending on the requirements of the particular project.

Selection of consultants for projects will be undertaken using the competitive process outlined in this policy, recognizing that the project may warrant an extended search to identify potentially suitable consultants that may not already have identified themselves to, or been identified by, HMATA. In specific cases, a sole source contract may be awarded without a competitive process if specific requirements are met and where the value of the proposed contract does not exceed C\$10,000. A sole source contract can be awarded if: i. the suitably qualified consultant is identifiable because of a limited pool of experts with the required subject matter expertise and/or unique engagement in existing processes and/or outstanding credentials; ii. the cost of a competitive process would be disproportionate to its value; or iii. due to unforeseen circumstances, the schedule to complete the work would not be met if a competitive process were to be undertaken.

## **8.0 Procurement process**

### **8.1 Procurement documents**

To enable fair comparison of vendor submissions, procurement documents must be in writing and include sufficient details concerning the submission requirements. Procurement documents should include the following information, where applicable:

- (a) A description of the required goods or services
- (b) Disclosure of the evaluation criteria and the process to be used in assessing submissions. For example, in addition to the price or cost, factors such as quality, quantity, delivery, service, experience of the vendor or service provider, and other criteria related to the procurement may be taken into account in evaluating submissions. No process should unduly favour or disadvantage any vendor.
- (c) The name, telephone number and location for the person to contact for additional information on the procurement documents.

(d) Conditions that must be met before obtaining procurement documents such as confidentiality agreements, if appropriate.

(e) The method, address, date and time limit and system access, encryption or other delivery instructions required for submitting responses to procurement documents. Responses received after the closing date and time must be returned unopened.

(f) Declaration that the vendor has not given, directly or indirectly, a benefit of any kind to anyone employed by, or otherwise connected with HMATA, for the purpose of receiving favourable treatment or otherwise obtaining an advantage in connection with a HMATA procurement activity.

(g) Conflict of interest provisions that: i. define conflict of interest to include situations or circumstances that could give the vendor an unfair advantage during the procurement process or compromise the ability of the vendor to perform its obligations; ii. reserve the right of HMATA to solely determine whether any situation or circumstance constitutes a conflict of interest; iii. reserve the right to disqualify prospective vendors from a procurement process due to conflict of interest; iv. require prospective vendors participating in a procurement process to declare any actual or potential conflict of interest; v. require vendors to avoid any conflict of interest during the performance of their contractual obligations for HMATA; vi. require vendors to disclose any actual or potential conflict of interest arising during the performance of an agreement; vii. reserve the right to prescribe the manner in which a vendor should resolve a conflict of interest; viii. allow HMATA to terminate an agreement where a vendor fails to disclose a conflict of interest; and ix. allow the agreement to be terminated where a conflict of interest cannot be resolved.

(h) Other information or policy requirements as appropriate.

## **8.2 Evaluation process**

HMATA will evaluate the responses received in accordance with the evaluation criteria set out in the procurement document. Lowest price or cost may not be the main factor in assessing responses. Other considerations such as quality, quantity, delivery, customer service, experience of the vendor or service provider, or other criteria related to the procurement may be taken into account as well. Ultimately, the contract shall be awarded to the most qualified and responsive vendor or service provider whose proposal meets the requirements and criteria set out in the procurement document and whose bid is determined to be the most advantageous for the organization. HMATA requires individuals participating in the evaluation of bid responses to immediately declare any potential conflict of interest and immediately address any declarations. HMATA will not discriminate or exercise preferential treatment in awarding a contract to a supplier as a result of a competitive procurement process.

## **9.0 Agreements for goods and services**

Any agreement or contract for goods or services between HMATA and a vendor must be in writing and include the following:

- A description of the goods or services to be provided.
- The total cost for the specified goods or services, if known.
- If it is a consulting or professional services agreement or contract, it should state the hourly rates or fees for service.
- If it is a consulting or professional services agreement or contract, it should outline any expenses of the consultant that HMATA is expected to cover.
- Payment terms.
- Time frame for delivery or completion of the project.
- Confidentiality provisions.
- Conflict of interest provisions.

- Dispute resolution clauses – ideally, there should be opportunities to remedy any issues that could arise informally or through mediation prior to commencing legal action.
- Appropriate termination clauses.
- Appropriate mechanisms for amending the agreement or contract if necessary.

## **10.0 Amendment**

This policy may be amended by the Board when and as necessary.

Approved by the Board of Directors on XXXX.

DRAFT

## **September 2024 Marketing Report (Since July 16, 2024)**

### **Explorehuntsville.ca Website:**

- Design options are currently being crafted – expect to see options in the near future and website to be complete in late fall 2024

### **Content:**

#### Video Database Updates:

- Full video database has been updated to include the new Explore Huntsville branding
  - Videos can be viewed at: <https://www.youtube.com/@explorehuntsville>

#### Blogs:

1. Sandhill Nursery Fall Festival  
<https://huntsvilleadventures.com/2024-sandhill-nursery-fall-festival/>
2. HFA Fall Season  
<https://huntsvilleadventures.com/huntsville-festival-of-the-arts-autumn-shows/>
3. Family Farm Fun  
<https://huntsvilleadventures.com/family-farm-fun/>
4. Fall Colours  
<https://huntsvilleadventures.com/fall-colours-in-huntsville-muskoka/>
5. Nightlife  
<https://huntsvilleadventures.com/huntsvilles-vibrant-nightlife/>
6. Golf  
<https://huntsvilleadventures.com/huntsvilles-top-golf-courses/>
7. Summer  
<https://huntsvilleadventures.com/summer-in-huntsville/>

#### Upcoming:

1. Astronomy
  - Working with Robin Tapley and his team of astronomers to bring guided astronomy hikes to Huntsville
  - Hikes include (more to come):
    - October Full Moon (Hunter's Moon)
    - Star Stories & Smudging
    - Journey Through the Night Sky
    - November Full Moon (Beaver Moon)
    - Meteor Shower
    - Halloween
  - Working with Arrowhead Provincial Park to act as Huntsville's dark sky homebase
  - Additional activities include:
    - Astronomy themed movies
    - Travelling Planetarium (<https://www.astronomyinaction.com/>)

- Yoga Under the Stars
- Astrophotography Hike

Content Sample:



2. Hiking Trails
  - Focus on hiking in the late fall prior to snowfall (after fall colours season)
    - Arrowhead
    - Algonquin
    - Hunters Bay Trail
    - Lion's Lookout

**Ads:**

In-market:

1. Fall Colours
2. Sandhill Nursery Fall Festival
3. HFA Fall Season
4. Fall Farm Fun

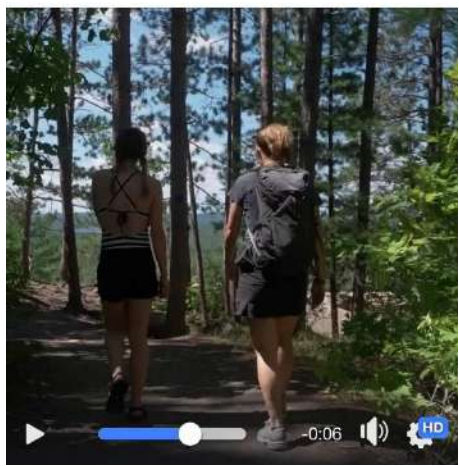
Completed:

1. Summer
2. Campfire Sessions
3. HFA Summer Season
4. Cottage Country Drag Festival
5. Nuit Blanch North



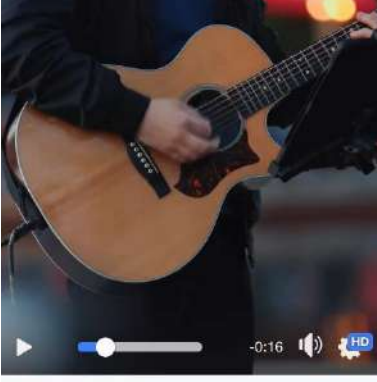
**Explore Huntsville**  
Sponsored · 🌐

Explore the enchanting wonders of summer in Huntsville!



**Explore Huntsville**  
Sponsored · 🌐

There's a hidden musical gem in Huntsville, Muskoka, just waiting to be discovered by music enthusiasts and nature lovers alike.



explorehuntsville.ca  
**The Campfire Sessions**  
Huntsville, Muskoka

[Learn more](#)

**Explore Huntsville**  
Sponsored · 🌐

From summer sounds and sing-alongs to belly laughs and more, the Huntsville Festival of the Arts offers entertainment to suit every taste!



explorehuntsville.ca  
**Festival of the Arts**  
Huntsville, Muskoka

[Learn more](#)

**Explore Huntsville**  
Sponsored · 🌐

Get ready for a dazzling escape where the art of drag meets the serenity of cottage life.

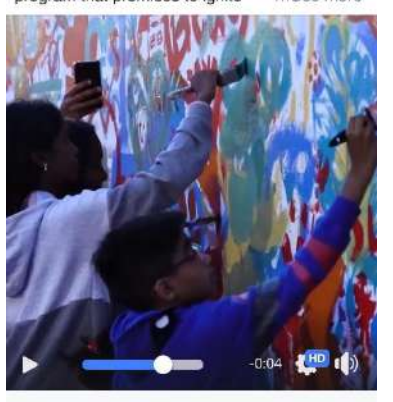


explorehuntsville.ca  
**Cottage Country Drag Festival**

[Learn more](#)

**Explore Huntsville**  
Sponsored · 🌐

For one magical night, downtown Huntsville, Muskoka will come alive with an electrifying program that promises to ignite ... See more



explorehuntsville.ca  
**Nuit Blanche North**  
July 20 - Huntsville

[Learn more](#)

**Stats:**

1. Summer (META)
  - a. Link Clicks: 2,251
  - b. Impressions: 1,459,879
2. Summer (Google)
  - a. Link Clicks: 3,490
  - b. Impressions: 95,000
3. Campfire Sessions
  - a. Link Clicks: 5,823
  - b. Impressions: 147,282

4. HFA Summer Season
  - a. Link Clicks: 2,485
  - b. Impressions: 87,330
  
5. Cottage Country Drag Festival
  - a. Link Clicks: 2,001
  - b. Impressions: 69,711
  
6. Nuit Blanch North
  - a. Link Clicks: 3,600
  - b. Impressions: 128,712

TOTAL:

- Link Clicks: 19,650
- Impressions: 1,987,914

## **HMATA Responsibilities:**

- Purchase/Provide initial lights and fixtures
- Engineering
- Artistic Consultation and Design (Collaborative input)
- Installation of Lights
- Provide signage
  - o Welcome, Trail, Directional etc.
- Entertainment (Collaborative input)
  - o Goat Walks, Buskers etc.
- Marketing/PR (with input and collaboration with partner)
- Weekly inspections

## **Private Sector:**

- Hydro to site
- Hydro throughout site/trail
- Forestry, Trail development
  - o Light hanging infrastructure (posts)
- Parking lot
- Pathways
- Welcome and Ticket/Sales booth
- Maintenance of lights
  - o Daily inspections
  - o Replace bulbs
- Snow removal/ Sanding
  - o Driveway, Parking lot, Trails
- Provide Staffing: Customer Service
  - o Tickets, Directional, Greeters at installations
- Daily bonfires
- Accounting/Reporting Monthly
  - o Ticket Sales/Revenue etc.
- Liability Insurance

## **Both parties (for discussion):**

- Opening and Closing dates for the year
  - o Minimum of: October 1<sup>st</sup> to end of March Break
- Number of days, and which days will Eclipse Operate
  - o Minimum six days a week, closed Wednesdays (?)
- Hours of Operation
  - o Opening depends on time of year, closed at minimum 9pm
- Cost of ticket
  - o Children 12 & under free, \$10.00 a ticket (maximum), Annual pass
  - o Free tickets to local charitable sector (add parameters) Maximum of ... and contests
- Legal agreement – 5 year term & Partnership Agreement



# Eclipse Walk With Light

HMATA & Private Sector



## Proposed Partnership Agreement Outline & Budget

### EXPENSES

#### Light Activations

Limbic Media Install, Design, Programming	\$50,000.00
Trail Design	\$10,000.00
Projection Design & Install	\$39,250.00
Limbic Accommodation	\$3,600.00
Engineered Drawings	\$40,000.00
<b>Sub-total</b>	<b>\$142,850.00</b>

#### Installation

Equipment Rentals	\$30,000.00
Rigging Structures & Other Elements	\$15,000.00
Posts	\$40,000.00
Riggers	\$40,800.00
Rigger Accommodation	\$11,250.00
Carpenter	\$10,000.00
Uhaul Rentals & Gas	\$500.00
Dump Runs	\$150.00
<b>Sub-total</b>	<b>\$147,700.00</b>

#### Site

Signage	\$7,500.00
Extension Cords	\$1,000.00
Locks	\$100.00
Tools / Parts	\$2,500.00
<b>Sub-total</b>	<b>\$11,100.00</b>

#### Props

New Planets (Welded)	\$25,000.00
Props	\$18,000.00
<b>Sub-total</b>	<b>\$43,000.00</b>

#### Print Marketing

Website	\$500.00
Hanging Main Street Banners	\$350.00
Graphic Design	\$1,500.00
<b>Sub-total</b>	<b>\$2,350.00</b>

#### Miscellaneous

Insurance	\$6,500.00
Hospitality	\$1,500.00
<b>Sub-total</b>	<b>\$8,000.00</b>

<b>Contingency</b>	<b>\$40,000.00</b>
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<b>TOTAL</b>	<b>\$395,000.00</b>
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