

AGENDA

In-person meeting at **The Hub boardroom**
(1 Crescent Road, 2nd floor) and online via Zoom
on **Tuesday, September 23, 2025, 2:00 p.m.**
[Click here to join via Zoom](#)

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5.3. Bannikin introduction (joining at 3 p.m.)	
6. Financial update (Andrew Buwalda)	
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10.1. Next meetings	
Tuesday, September 30, 2025, 2 p.m., Zoom (special meeting)	
Tuesday, October 28, 2025, Deerhurst Resort (Arthur Lismer Room)	
Wednesday, November 19, 2025 , (location TBC)	
10.2. Adjournment	
Motion: To adjourn the meeting.	

IMPORTANT 2025 DATES

- **September:** Final draft TPA to Town staff for General Committee
- **November:** HMATA/Town biannual touchpoint
- **December:** AGM (2024/25 fiscal year)
- **December:** Final TPA due/strategic plan expires
- **December:** Intake period for 2026/27 Visitor Attraction Grants opens



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IMPORTANT 2026 DATES

- **January:** Annual business & marketing planning commences
- **February:** Initial 2026/27 budget discussions
- **April:** 2026/27 budget approval
- **May:** General Committee presentation
- **May 31:** Year-end
- **June:** HMATA/Town biannual touchpoint
- **Oct/Nov:** AGM (2025/26 fiscal year)
- **November:** Town/HMATA biannual touchpoint
- **December:** Final TPA due/strategic plan expires
- **December:** Intake period for 2027/28 Visitor Attraction Grants opens

About the consent agenda:

- 1. At the beginning of the meeting, the board chair will ask directors if any of the consent agenda items should be moved to the regular discussion items.*
- 2. If a director requests that an item be moved, it must be moved. Any reason is sufficient to move an item. A director can move an item to discuss the item, to query the item, or to vote against it.*
- 3. Once the item has been moved, the chair may decide to take up the matter immediately or move it to a discussion item later in the meeting under 'previous business'.*
- 4. When there are no items to be moved or if all requested items have been moved, the chair reads out loud the remaining consent items and then moves to adopt the consent agenda (a seconder is not required). If there are no objections, he can announce that the items on the consent agenda have been adopted. It's not necessary to take a vote on consent agenda items.*

1. Board meeting minutes – July 15, 2025
2. Proposed 2026 Board meeting schedule



MINUTES

In-person meeting at Deerhurst Resort
and online via Zoom
July 15, 2025, 2:00 p.m.



Present: In person: Jeff Suddaby, Andrew Buwalda, Steve Carr, Chirag Patel, Linda Fraser, Chandler Joliffe
Regrets: Scott Morrison
Staff: Kelly Haywood, Dawn Huddlestone, Torin Suddaby
Guests: Halley Clover, Chamber; Rachel Hunt, BIA (Zoom); Lauren MacDermid, Town of Huntsville (Zoom); Val Hamilton, Muskoka Tourism (Zoom)

1. Welcome

The meeting was called to order at 2:02 p.m.

2. Declarations of conflict of interest – none

3. Consent agenda

The consent agenda was adopted as presented.

4. Additions to the agenda

Under new business, discussion regarding downtown lights has been added to the agenda.

5. Previous business

5.1. Huntsville Festival of the Arts mural tours

Motion: To provide Huntsville Festival of the Arts with \$10,000 for Group of Seven Outdoor Gallery mural tours and self-guided tour translation costs.

Moved by: Chirag Patel

Seconded by: Steve Carr

Motion to amend: To provide \$14,796 for the Group of Seven Outdoor Gallery, with \$10,000 going to Huntsville Festival of the Arts for mural tours and self-guided tour translation costs and \$4,796 going to Huntsville Lake of Bays Chamber of Commerce for a new mural.

Moved by: Chirag Patel

Seconded by: Steve Carr

Discussion: none

CARRIED

5.2. Muskoka Nordik Spa

Staff are awaiting a business plan – to be included in a future agenda for discussion.

Discussion: none

5.3. Strategic Plan RFP – Scope of Work

Kelly presented an updated scope of work for review.

Discussion: Scope of work should also include comparison with DMMOs that have a similar funding format (funded by a MAT), an internal review of the organization (how we serve our stakeholders and strategic goals), and focused recommendations (for example, the most viable markets to focus on). Board engagement/feedback loop will need to be determined with

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selected vendor and will likely include a retreat day with the Board and key stakeholders (MT, HfA, HLOBCC, BIA).

ACTION: Staff to issue RFP.

5.4. Eclipse update

Kelly provided an update on the Eclipse project. Staff have secured a grant for additional equipment and are awaiting a decision on other grant applications. Trail development is mostly complete. Staff have engaged a consultant from Cirque du Soleil for artistic advice. Install will begin in September; project is on track for relaunch in November.

Discussion: HMATA's overall investment in the project, including grants, is just over \$500,000. Downtown light installations will direct visitors to Eclipse and vice versa.

5.5. Financial Accountability Agreement (TPA) update

Kelly provided an overview of the Council motion directing Town staff to negotiate a new two-year financial accountability agreement with HMATA, including a request to move the split of MAT funds closer to 50/50. (Currently 62/38.) Kelly will present to Council on HMATA's activities, if needed.

The Town will also be updating its MAT budget principles policy, which guides the municipality's use of MAT funds.

Discussion: Don't want to see the percentage decrease – there is still lots of work to be done. Even when HMATA has accomplished business development initiatives, such as Eclipse, the work of marketing our community won't stop – it will continue in perpetuity. A reduction in the funds HMATA receives would also require reevaluation of what HMATA supports and how that is supported. Could the agreement be negotiated so that the split reduces over time (year-over-year or per agreement), such that the nominal amount HMATA takes in remains the same – i.e. If the total MAT goes up in a year, the difference between year A to B adjusts that formula so the Town gets the net increase until the split reaches 50/50 – which would remove the need for program reduction. Unlike in a larger, more bureaucratic organization, with a smaller, more nimble organization like HMATA, more of the MAT funds will reach end users/community and have a greater impact.

Lauren added that the intent of the MAT budget principles policy is that it supports quality of life for residents, including enhanced community infrastructure that encourages business retention and attraction and physician attraction.

ACTION: Staff to continue negotiations with Town and report back to the Board.

6. New business

6.1. Lake of Bays MAT

Kelly has been approached by the new Lake of Bays MAT task force about collaboration/combined efforts. They may also engage with Muskoka Tourism and the Huntsville Lake of Bays Chamber of Commerce. Staff are looking for Board direction – would there be interest in having staff work with the task force to explore possibilities, including the option of having HMATA provide administrative and governance support for a fee?

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Discussion: Staff would have full transparency with the Town of Huntsville on any agreements struck with LOB. Accommodators in LOB are new to the MAT and looking for insight on how the program could work. May be preferable to focus on Huntsville until more is accomplished, but co-promotion could enhance Huntsville's offering with more attractions to market. There are benefits to both collaboration across municipalities and maintaining efforts within municipal boundaries. Estimated LOB MAT revenue would be about \$500,000 including STRs. It could be beneficial for both DMMOs to administratively join forces. It would be helpful to have a conversation with them to learn what they require.

ACTION: Kelly to present a proposal to LOB task force that HMATA would offer administrative and governance support as a fee for service.

6.2. CoStar reports

Staff presented example CoStar reports for Board review and consideration of data to be shared in future.

Discussion: Future reports to include year-over-year occupancy data for Huntsville to benchmark KPIs (3-year history), the development/construction pipeline for new properties, comparison sets with the rest of Muskoka and other similar tourism markets (occupancy, ADR, RevPAR). Staff to adjust graph colours for better readability. Data does not include STRs — only properties that report data to CoStar are included.

ACTION: Staff to include reports noted above in future consent agendas. Staff will investigate availability of STR data.

6.3. Downtown lights

A proposal for a phased lighting project downtown will be brought forward at the next meeting in partnership with the BIA. Staff are working with Town and Lakeland Power to address capacity of electricity infrastructure. Will encourage downtown businesses to add an outdoor receptacle to partner in lighting up their buildings.

Discussion: This initiative will be important for increasing winter activation as part of a series of investments over time to build the winter destination HMATA envisions — this project is a good place to start. It will also improve and maintain the vibrancy of downtown Huntsville.

7. Closed session

Motion: To enter closed session at 3:18 p.m.

Moved by: Chirag Patel

Seconded by: Steve Carr

CARRIED

Discussion regarding the Executive Director's bonus template. The consensus of the Board was to approve the full amount of the bonus as presented.

Discussion regarding the upcoming transfer of bookkeeping services and whether there needs to be any updating of policies. Andrew will follow up with the ED.



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Motion: To exit closed session at 3:53 p.m.

Moved by: Chirag Patel

Seconded by: Andrew Buwalda

CARRIED

8. Business arising from closed session

None

9. Next meetings and adjournment

9.1. Next meetings (at 2:00 p.m. unless otherwise noted):

No meeting in August

Tuesday, September 16, 2025, Deerhurst Resort (JEH MacDonald Room)

Tuesday, October 21, 2025, Deerhurst Resort (room TBD)

Tuesday, November 18, 2025, Deerhurst Resort (room TBD)

9.2. Adjournment

Motion: To adjourn the meeting at 3:55 p.m.

Moved by: Chandler Joliffe

Seconded by: Andrew Buwalda

CARRIED

HMATA Board Meeting Schedule for 2026



To ensure that the HMATA Board meets regularly to conduct business, the following schedule is recommended with meetings only being rescheduled if quorum cannot be met. Per the HMATA bylaws, special meetings of the board may be called at any time at the discretion of the Chair, the Vice Chair, or any two (2) Directors. Agenda packages will be distributed via email for review at least 48 hours prior to the meeting.

Unless otherwise noted, all meetings begin at 2 p.m. The location will be included on each meeting's agenda.

Tuesday, January 20

Tuesday, February 17 (Family Day is Feb. 16)

Tuesday, March 24 (March break is Mar. 16-20)

Tuesday, April 21

Tuesday, May 19 (Victoria Day is May 18)

Tuesday, June 16

Tuesday, July 21

No meeting in August

Tuesday, September 15 (Labour Day is Sept. 7)

Tuesday, October 20 (Thanksgiving is Oct. 12)

Tuesday, November 17

No meeting in December (social only, TBD)



Downtown Lighting Proposal

PROVEN SUCCESS: CASE STUDY FROM ELORA, ONTARIO
THE SUCCESS OF ELORA'S DOWNTOWN LIGHTING INITIATIVE, KNOWN AS THE VILLAGE OF LIGHTS, CAN BE ATTRIBUTED TO SEVERAL KEY FACTORS:

COMMUNITY AND BUSINESS COLLABORATION	\$1,000 GRANTS TO DOWNTOWN BUSINESSES TO INSTALL CONSISTENT, HIGH-QUALITY LIGHTING. THIS INITIATIVE ENCOURAGED OVER 20 LOCAL BUSINESSES TO PARTICIPATE, ENHANCING THE TOWN'S FESTIVE ATMOSPHERE AND ATTRACTING VISITORS .
STRATEGIC INFRASTRUCTURE ENHANCEMENTS	NEW PEDESTRIAN-FRIENDLY COBBLESTONE WALKWAY, FRANCIS LANE, TRANSFORMED INTO A VIBRANT MARKET SPACE WITH FIRE PITS AND SEATING. THIS DEVELOPMENT NOT ONLY BEAUTIFIED THE AREA BUT ALSO PROVIDED A VENUE FOR EVENTS LIKE THE CHRISTMAS MARKET, CONTRIBUTING TO INCREASED FOOT TRAFFIC
TARGETED MARKETING EFFORTS	A \$250,000 MARKETING CAMPAIGN, INCLUDING INFLUENCER PARTNERSHIPS AND DIGITAL ADVERTISING, EFFECTIVELY PROMOTED ELORA AS A WINTER DESTINATION. THIS CAMPAIGN GENERATED SIGNIFICANT SOCIAL MEDIA BUZZ AND ATTRACTED VISITORS FROM OUTSIDE THE REGION

SUCCESSFUL PRECEDENT: EVIDENCE FROM ELORA, ONTARIO

SIGNIFICANT ECONOMIC IMPACT

- **ELORA MILL REPORTED A \$250,000 SALES BOOST DURING THE CHRISTMAS SEASON**
- **ARIA BOUTIQUE EXPERIENCED AN 85% INCREASE IN DECEMBER SALES**
- **LE CHIEN CHAUD FOOD TRUCK: SOLD 1.5 METRIC TONNES OF FRENCH FRIES AT THE MARKET, INDICATING HIGH CUSTOMER DEMAND**

KENT PARK

LIGHTING UP KENT PARK WOULD TRANSFORM IT FROM A SEASONAL STOP INTO A SIGNATURE HOLIDAY DESTINATION, A GATHERING PLACE NOT JUST FOR PHOTOS, BUT FOR CONNECTION, TRADITION, AND JOY. IT BECOMES A PLACE WHERE:

FAMILIES RETURN EVERY YEAR TO RECREATE MEMORIES, TOURISTS STOP AND SHARE ON SOCIAL MEDIA (“YOU HAVE TO SEE KENT PARK AT CHRISTMAS!”), AND LOCAL BUSINESSES FEEL THE RIPPLE EFFECT AS MORE VISITORS SPILL INTO DOWNTOWN.

LET’S MAKE KENT PARK MORE THAN JUST THE BACKDROP FOR OUR TREE, LET’S MAKE IT A CENTERPIECE OF THE SEASON.



Kent Park - In addition to our Light Up Gift Boxes and 25ft Tree, we would add Cedar Trees in containers around Kent Park to add to the festive experience



TREES BESIDE THE BRIDGE

LIGHTING UP THE TREES BESIDE THE DOWNTOWN BRIDGE WOULD CREATE A VISUALLY STUNNING AND MEMORABLE DISPLAY ALONG THE WATER'S EDGE. THIS PICTURESQUE AREA, RIGHT BESIDE THE BRIDGE, WOULD BECOME A MAGICAL EXTENSION OF THE HOLIDAY SPIRIT THROUGHOUT DOWNTOWN.

THE SPARKLING LIGHTS WOULD NOT ONLY CAPTIVATE VISITORS BUT ALSO ENCOURAGE THEM TO PAUSE, EXPLORE ON FOOT, AND ENJOY NEARBY SHOPS, RESTAURANTS, AND ACCOMMODATIONS.

BY TRANSFORMING THIS AREA INTO A VIBRANT, ILLUMINATED DESTINATION, WE CAN INCREASE FOOT TRAFFIC AND ENHANCE THE OVERALL WATERFRONT EXPERIENCE, MAKING DOWNTOWN HUNTSVILLE A PLACE PEOPLE WANT TO VISIT, LINGER, AND SHARE WITH OTHERS.



• CIVIC SQUARE • & TOWN HALL

LIGHTING UP THE TREES AT CIVIC SQUARE AND TOWN HALL TRANSFORMS THE HEART OF OUR DOWNTOWN INTO A CAPTIVATING, WALKABLE HOLIDAY DESTINATION.

THESE SPACES BECOME MORE THAN FUNCTIONAL, THEY BECOME FESTIVE LANDMARKS THAT INVITE EVENING STROLLS, CREATE PHOTO-WORTHY MOMENTS, AND EXTEND THE HOLIDAY ATMOSPHERE THROUGHOUT THE CORE.

FOR VISITORS, IT ADDS ANOTHER REASON TO STAY OVERNIGHT, EXPLORE THE TOWN AFTER DARK, AND EXPERIENCE HUNTSVILLE'S CHARM BEYOND JUST A DAY TRIP. STRATEGICALLY PLACED LIGHTING IN THESE HIGH-VISIBILITY AREAS CREATES A COHESIVE, IMMERSIVE WINTER EXPERIENCE, ONE THAT DRIVES FOOT TRAFFIC, SUPPORTS LOCAL BUSINESS, AND PUTS MORE HEADS IN BEDS DURING THE HOLIDAY SEASON.





HOLIDAY STOREFRONT DECORATION CO-OP

OBJECTIVE:

TO ESTABLISH A FUNDING CO-OP THAT ENCOURAGES AND SUPPORTS OUR MEMBERS IN DECORATING THEIR STOREFRONTS FOR THE HOLIDAY SEASON—ENHANCING COMMUNITY SPIRIT, ATTRACTING FOOT TRAFFIC, AND BOOSTING THE LOCAL ECONOMY.

PROGRAM OVERVIEW:

WE PROPOSE A TIERED FUNDING MODEL TO SUPPORT MEMBERS BASED ON THE LEVEL OF DECORATION:

TIER 1 – BASIC DECOR

WREATHS, GARLANDS, WINDOW DISPLAYS

TIER 2 – ENHANCED DECOR + LIGHTING

INCLUDES STRING LIGHTS AND/OR LIGHTED DISPLAYS,



FUNDING CONSIDERATIONS

KENT PARK	\$20,000
TREES BESIDE BRIDGE	\$20,000
CIVIC CENTRE & TOWN HALL	\$20,000
LAMPPOSTS, BRIDGE AND ALLEY	\$15,000
STORE-FRONT CO-OP	\$20,000

HMATA REQUEST

INVESTMENT IN OUR COMMUNITY'S FUTURE

FUNDING REQUEST:
\$95,000

YOUR \$95,000 INVESTMENT IN THIS WINTER LIGHTING INITIATIVE IS MORE THAN BEAUTIFICATION, IT'S A STRATEGIC MOVE TO DRIVE VISITATION, INCREASE FOOT TRAFFIC, AND CREATE A WINTER EXPERIENCE THAT BRINGS PEOPLE BACK, YEAR AFTER YEAR. A VIBRANT, WELL-LIT DOWNTOWN MEANS MORE EVENTS, MORE DINING, MORE SHOPPING, AND ULTIMATELY, MORE HEADS IN BEDS. WITH YOUR SUPPORT, WE CAN TURN THIS SEASON INTO A TRUE ECONOMIC WIN FOR OUR HOTELS AND OUR ENTIRE COMMUNITY.

A DESTINATION WORTH VISITING

WINTER CAN BE A QUIET SEASON FOR TOURISM, BUT WITH THE RIGHT VISION, IT BECOMES AN OPPORTUNITY. THIS DOWNTOWN LIGHTING INITIATIVE TRANSFORMS OUR TOWN INTO A VIBRANT, WALKABLE, AND PHOTO-WORTHY DESTINATION THAT DRAWS VISITORS, EXTENDS STAYS, AND ENCOURAGES SPENDING IN LOCAL BUSINESSES. BY SUPPORTING THIS PROJECT, HMATA HELPS CREATE A SIGNATURE SEASONAL EXPERIENCE THAT SETS OUR TOWN APART, BOOSTS WINTER TOURISM, AND KEEPS OUR DOWNTOWN ALIVE WITH ENERGY, BEAUTY, AND ECONOMIC ACTIVITY. LET'S GIVE PEOPLE A REASON TO VISIT, AND A REASON TO COME BACK.

THANK YOU FOR YOUR CONSIDERATION.



BEERHURST
AT
DEERHURST

CRAFT BEER FESTIVAL

MARCH 6 - 8, 2026

ABOUT



MARCH 6 - 8, 2026

Beer Sampling, Fun Food and Great Live Music.

Beerhurst at Deerhurst is Muskoka's ultimate craft beer festival, featuring 20+ Ontario breweries, tasty festival eats, and nonstop good vibes. Sip and sample your way through unique brews, pair them with crave-worthy bites, then cap off the night with a high-energy rock concert that keeps the party going.





FUNDING REALLOCATION REQUEST

- The Indigenous Arts Market (IAM) event for 2025 has been cancelled
- We are requesting that the already approved \$10,000 in HMATA funds for IMA be reallocated to Beerhurst at Deerhurst
- This reallocation would support securing a bigger, well-known band, helping us elevate Beerhurst 2026 and attract more out-of-town visitors
- Ensures HMATA funds continue to deliver a strong tourism impact and community benefit





WHY BEERHURST @ DEEHURST

Deerhurst Resort has proudly hosted Beerhurst at Deerhurst since 2020, now entering its 6th year. With a strong track record of delivering signature events, Deerhurst is a proven driver of tourism in Huntsville. From Girlfriends' Getaway Weekend to sold-out concerts with the Huntsville Festival of the Arts, and a range of culinary showcases, we consistently create memorable experiences that bring visitors back year after year.

ELEVATING BEERHURST 2026

- Headlined by a bigger, well-known band
- Enhances entertainment value & festival appeal
- Attracts a larger, more diverse audience
- Creates greater buzz and media attention
- Paired with 20+ Ontario craft breweries & culinary offerings
- Differentiates from past years and positions Beerhurst as a must-attend regional event



BEERHURST & HMATA VALUES

Collaborative – Unites 20+ Ontario craft breweries, culinary partners, and Huntsville Festival of the Arts

Creative – Combines craft beer, food, and live music for a standout festival experience

Progressive – Expands each year with new elements, including a higher-profile band in 2026

Inclusive – Flexible ticketing (weekend packages + festival/concert-only) supports both resort stays and local participation

Respecting the Environment – Showcases Ontario-made products and promotes sustainable off-season tourism in Muskoka



BY THE NUMBERS



900+

ATTENDEES



\$15k+

PAID MARKETING
CAMPAIGN



Meta



40+

MEDIA MENTIONS

blogTO

BAYTODAY.ca

TO DO
ONTARIO



102.1 THE
EDGE

105.5
Moose FM



The Goal & Measure of Success

Beerhurst at Deerhurst is designed to create a memorable guest experience while boosting visitation to Huntsville during the off-season. Success is measured by attendance, with a goal to meet or exceed past years—most recently selling out in 2025 with 900 attendees.



BEERHURST
AT DEERHURST
CRAFT BEER FESTIVAL

BY THE NUMBERS CONT.

900+

TOTAL ATTENDEES

700

ESTIMATES ATTENDEES FROM OUTSIDE OF MUSKOKA

200

ESTIMATES LOCAL ATTENDEES

400

ESTIMATED ROOM NIGHTS





ECONOMIC IMPACT OF BEERHURST

Local Spending – Attendees support Huntsville's restaurants, cafés, and retail shops

Business Growth – Ontario craft breweries, food vendors, and service providers gain new revenue streams

Tourism Promotion – Marketing & PR spotlight Huntsville as an off-season destination

Regional Benefit – Increased economic activity across the community beyond overnight stays



FORECAST - HUNTSVILLE MUNICIPAL ACCOMMODATION TAX ASSOCIATION

Actual to August 31, 2025

	June	July	August	September	October	November	December	January	February	March	April	May	Total	Budget	Act24_25
<u>REVENUE</u>	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast			
Projected MAT for 2025/2026			158,244			445,000			152,000			225,000	980,244	980,000	1,051,000
55+ Winter Games									425,000				425,000	425,000	
Grants & Funding					136,620								136,620		
Short Term Investment Interest			21										21	40,000	41,308
Projected Reserve - Strategic Initiatives (10% of Projected MAT for 2025/26)			(15,824)			(44,500)			(15,200)			(22,500)	(98,024)	(98,000)	(105,100)
TOTAL REVENUE	-	-	142,441	-	136,620	400,500	-	-	561,800	-	-	202,500	1,443,861	1,347,000	987,207
<u>OVERHEAD EXPENSES</u>															
<u>Operating:</u>															
Bank Fees	4	(3)	22	10	10	10	10	10	10	10	10	10	114	98	51
Consultants (Strat, Conflict of Interest & Governance)													-	-	
Insurance									1,600				1,600	1,600	1,563
Professional Development & Conferences		1,863	457	853	853	853	853	853	853	853	853	853	10,000	10,000	4,465
Overhead (Office Supplies, Advertising, Telephone, Dues	2,876	2,282	6,878	885	885	885	885	885	885	885	885	885	20,001	20,000	27,959
Professional Fees - Accounting & Legal	608	468	468	550	550	550	550	550	550	550	550	13,550	19,494	19,500	19,725
Directors & Executive Meetings	200			50	50	50	900	50	50	50	50	50	1,500	1,500	1,461
Strategic Plan								30,000					30,000	30,000	
Payroll- Wages & Benefits	17,992	29,408	17,988	18,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	22,000	245,388	245,006	236,082
Subtotal Operating Expenses	21,680	34,019	25,813	20,348	22,348	22,348	23,198	52,348	23,948	22,348	22,348	37,348	328,096	327,704	291,305
<u>Marketing:</u>															
Destination Awareness	1,933	3,771	6,858	20,740	20,740	20,740	20,740	20,740	20,740	20,740	20,740	20,751	199,233	199,233	158,487
Product Development - Eclipse Walk with Light				200,000	201,620	120,000	10,000						531,620	395,000	
Product Development - 55+ Winter Games									445,000				445,000	445,000	
Product Development -Campaign - Photo/Video				4,500	3,000			6,500	6,000			5,000	25,000	25,000	
Corporate: MCI & Association	3,732	1,629											5,361	70,000	64,596
Market Research		693	1,039										1,732	5,357	46,757
Subtotal Marketing Expenses	5,665	6,092	7,897	225,240	225,360	140,740	30,740	27,240	471,740	20,740	20,740	25,751	1,207,946	1,139,590	269,840
<u>Product Development Expenses</u>															
Downtown Lights Operating		478	1,154	930	930	930	930	930	930	930	930	928	10,000	10,000	17,713
Downtown Lights Insurance						14,882							14,882	14,882	10,254
Subtotal Product Development Expenses	-	478	1,154	930	930	15,812	930	930	930	930	930	928	24,882	24,882	27,966
Total Overhead Expense	27,345	40,589	34,863	246,518	248,638	178,900	54,868	80,518	496,618	44,018	44,018	64,027	1,560,924	1,492,176	589,112
Net Available for Disbursement	(27,345)	(40,589)	107,577.44	(246,518)	(112,018)	221,600	(54,868)	(80,518)	65,182	(44,018)	(44,018)	138,473	(117,063)	(145,176)	398,096

	June	July	August	September	October	November	December	January	February	March	April	May	Total	Budget	Act24_25
FUNDS AVAILABLE FOR DISBURSEMENT															
<u>Annual Partnerships</u>															
Chamber Annual Partnership	45,500												45,500	45,500	50,000
BIA Annual Partnership				40,000									40,000	40,000	32,000
HFA Annual Partnership	40,000												40,000	40,000	45,000
HFA Snowfest/Snow Village Activities													-		20,000
Subtotal Annual Partnerships	85,500	-	-	40,000	-	-	-	-	-	-	-	-	125,500	125,500	147,000
<u>Community Tourism Sponsorships</u>															
Snowfest Collab								13,024		-			13,024	13,024	
MG Car Club	500		-										500	111,300	
Trisport Events - Ironman	20,000												20,000		
Golf Ontario	5,000												5,000		
HFA - Group of Seven		10,000											10,000		
Huntsville Mountain Bike Association		11,300											11,300		
Rotary - Dockfest			26,080										26,080		
Canvas - Tap Takeover			2,000										2,000		
HLOB Chamber - Additional Mural			4,796										4,796		
													-		
													-		
													-		
Avail for Disbursement - New Product Development					31,624								31,624		69,026
Subtotal Community Tourism Sponsorships	25,500	21,300	32,876	-	31,624	-	-	13,024	-	-	-	-	124,324	124,324	69,026
<u>Charities & Not for Profits</u>															
Local Charity							30,000						30,000	30,000	30,000
Subtotal Charities & Not for Profits	-	-	-	-	-	-	30,000	-	-	-	-	-	30,000	30,000	30,000
Total Disbursements	111,000	21,300	32,876	40,000	31,624	-	30,000	13,024	-	-	-	-	279,824	279,824	246,026
Total Overhead Expenses + Disbursement Funds	138,345	61,889	67,739	286,518	280,262	178,900	84,868	93,542	496,618	44,018	44,018	64,027	1,840,748	1,772,000	835,137
Net Revenue & Overhead+ Disbursement	(138,345)	(61,889)	74,701	(286,518)	(143,642)	221,600	(84,868)	(93,542)	65,182	(44,018)	(44,018)	138,473	(396,887)	(425,000)	152,070
+Infusion Strat Rsrve / (XFR to Strat Rsrve)	138,345	61,889	(74,701)	286,518	143,642	(221,600)	84,868	93,542	(65,182)	44,018	44,018	(138,473)	396,887	425,000	(152,070)
2023/2024 OPERATING BUDGET SURPLUS/DEFICIT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Cash Flow	Opening Balance														
Surplus Cash	1,290,925	-	-	-	-	-	-	-	-	-	-	-	1,290,925		
10% of 2024_25 MAT to Strategic Initiatives	288,121	-	15,824	-	-	44,500	-	-	15,200	-	-	22,500	386,145		
Projected Reserve - Payroll	(150,000)	-	-	-	-	-	-	-	-	-	-	-	(150,000)		
Surplus Cash Infusion to balance CY Operating Bdgt	(138,345)	(61,889)	74,701	(286,518)	(143,642)	221,600	(84,868)	(93,542)	65,182	(44,018)	(44,018)	138,473	(396,887)		
(Less) In-town DT installation (King St.) 2024/25	(12,684)	-											(12,684)		
(Less) In-town DT installation (River Mill) 2024/25	(10,272)	-									-	-	(10,272)		
(Less) Eclipse offsite partner install & procurement costs	(395,000)	-							-				(395,000)		
Subtotal Surplus Cash	872,745	(61,889)	90,526	(286,518)	(143,642)	266,100	(84,868)	(93,542)	80,382	(44,018)	(44,018)	160,973	712,228		-

Funds Available for Disbursement	Actual	Budget	Available
Annual Partnerships	125,500	125,500	-
Community Tourism Sponsorships	92,700	124,324	31,624
Charities & Not for Profits	30,000	30,000	-
TOTAL	248,200	279,824	31,624

Board Approved Changes to Budget

HMATA EXECUTIVE DIRECTOR

Board Report

September 19, 2025

Greetings HMATA Directors –

Wowza ... what an incredible summer it has been. I hope this finds each of you well and not too exhausted!

I'm hearing great things about September thus far. I'm so very hopeful that it will continue into October and November. 🙌

We've been busy since we last met! We have lots to share and a lot to cover next week. I'm really looking forward to seeing each of you.

If you have any questions or would like to discuss the contents of this meeting package before the meeting, please let me know. Your insight and feedback are always valued.

Thank you for your continued trust, support, and partnership in our shared mission.

Respectfully, 

Eclipse Walk With Light ... Officially Becomes Forest of Light!

Set to open by the end of November, Sandhill and our team have been working diligently over the summer to develop this incredible attraction.

New logo! →



All of the electrical components have been installed, the one-kilometre trail has been carved out of the forest, and close to \$200,000 of new lights have been ordered and are on their way (thanks to FedNor!). A professional rigging team has been hired and will be on-site on October 6 to start the installation. Artists have also been employed for additional props/installations, and marketing has begun. It's all very exciting, and it has been a pleasure working with Sandhill and their team.

Downtown Lights & Rink Canopy

We have been working very closely with the BIA and the Town of Huntsville to solve some of the electrical mysteries downtown. We met with the team from Lakeland Power, along with the Town of Huntsville Public Works department and Reva Frame, to investigate why we were having issues with installments.

We have an excellent plan for this year to improve capacity for Kent Park and the Huntsville Civic Square, along with a slight upgrade in River Mill Park. A larger ask to Council will be developed for the next fiscal to include a significant increase for River Mill Park and several key locations along Main St.

The installation of the canopy of lights in River Mill Park over the rink area will begin the week of Sept. 22 by Greystone Construction.

Municipal Financial Accountability Agreement (TPA/MOU):

HMATA staff met with Town staff three times in July and August to discuss a new agreement draft. In those meetings, the wishes of both the HMATA Board of Directors and Huntsville Town Council were presented and considered for inclusion, including the funding split and the ability for organizations to receive funds from both HMATA and the Town.

- Understanding that Council has directed Town staff to move the funding split closer to 50/50, both parties agreed to start with a minimal shift to 60/40 (from the current 62/38) for this two-year agreement.
- Meeting requirements between both parties have been streamlined to optimize staff time.
- There is a new requirement for an annual tourism round-table meeting with the HMATA ED, the Town's Economic Development Officer, RTO12 – Explorers Edge, Muskoka Tourism, and (as applicable) other tourism-related entities. The Tourism Support Alliance will continue to be consulted as required.
- At the Town's discretion, they may allow exemptions to the restriction on funding by both parties. Successful applicants for HMATA funding may also apply to the Town's Community Grants and Support Program after November 1 if funds are remaining for that fiscal year.
- Completed items from the previous agreement have been removed.

The draft was reviewed by HMATA staff and the Executive Committee and has been included as a separate attachment with your agenda package for comment, along with a document summarizing the changes. The final draft will be presented to councillors at Huntsville's General Committee in October, to be ratified at November's Town Council meeting.

Summer Meeting of Canada's Premiers

Huge congratulations to Deerhurst Resort for hosting such a successful meeting with Canada's premiers this past July. We played a very small role in supporting their team where we could and providing welcome gifts. Lauren MacDermid and I hosted a welcome for the delegates when they first arrived:



Muskoka Nordik Spa

Sarah Thatcher and I have been connecting regarding next steps for Muskoka Nordik Spa. As directed by the board, I have requested their business plan for your review. Sarah has requested that board members sign an NDA prior to reviewing the business plan. I will be bringing the document to the meeting for everyone's signature.

55+ Winter Games

The 55+ Winter Games are coming together brilliantly. The team and games organizing committee are highly focused and cohesively developing an incredibly memorable experience for these athletes. Although we don't (and won't until December) know the registration numbers, the budget is tracking very well with exceeded sponsorships and several promising grants.

2026-28 Strategic Action Plan

I informed everyone on August 28 that we selected Bannikin to guide us through developing our next strategic plan. You will virtually meet Camilo Montoya-Guevara, our project lead from Bannikin, during our Board meeting on Tuesday. The consultants have been thorough, well-organized, very professional, and committed. Hopefully, everyone has reviewed the work plan carefully, and I really hope that two or three of you will enthusiastically volunteer to join our working group. Our next meeting with Bannikin is scheduled for October 8 at 2:00 p.m.

KELLY HAYWOOD

Executive Director, HMATA

Huntsville Municipal Accommodation Tax Association

kelly@huntsvillemat.com | huntsvillemat.com

705-788-5847



September 2025 Marketing & Product Development Report

Product Development:

1. Sandhill Nursery Light Trail – Forest of Light
 - Rebranded to Forest of Light - <https://sandhillnursery.ca/forest-of-light>
 - Theme has been developed
 - New lights have been ordered
 - Hydro installation is underway
 - Light installation to begin first week of October – installation lead has been hired
 - Opening: End of November (Date TBC)



2. Downtown Lights
 - Sundial will not be going back up on Town Hall – relocated to Sandhill Nursery
 - King St. Tree has been approved and is currently being built – will be ready in January 2026 – install in spring 2026
 - River Mill Park canopy will be installed in October (wires will be hung September 22-26) – lights will be turned on when the Skating Rink opens
3. Muskoka: Home of the Stars
 - Guided astronomy tours are returning this fall - <https://www.discovermuskoka.ca/muskoka-home-of-the-stars/>
 - October 17 to November 8 across Muskoka – 22 tours across Muskoka (8 in Huntsville)
 - Huntsville Tours:
 - Friday October 17 – Deerhurst Adventure Park
 - Saturday October 18 – Deerhurst Adventure Park
 - Friday October 24 – Deerhurst Adventure Park
 - Saturday October 25 – Deerhurst Adventure Park
 - Friday October 31 – Hutcheson Beach
 - Saturday November 1 – Arrowhead Provincial Park
 - Friday November 7 – Deerhurst Adventure Park
 - Saturday November 8 – Hutcheson Beach
 - Astronomy in Action Travelling Planetarium will be hosted at Deerhurst Resort on Saturday October 18 & Saturday October 25 from 3-6pm (open to all) – no registration or cost

Grants & Partnerships:

1. Forest of Light
 - FedNor
 - \$136,620 to support install, design and programming, engineered drawings and to purchase additional lighting and props - approved
 - Explorers' Edge Partnership Program
 - \$5,000 to market the launch of the Forest of Light in November - approved

- \$5,000 and to assist with signage - approved
- 2. Ontario 55+ Winter Games
 - NOHFC
 - \$15,000 – pending
 - New Horizons for Seniors Program
 - \$25,000 - pending
 - Explorers' Edge Partnership Program
 - \$1,750 to support Wayfinding Signage - approved
 - \$1,000 to support Registration Software – approved
 - \$2,000 to support 55+ Summer Games Trade Show Booth – declined due to 55+ Summer Games taking place prior to funding being announced
- 3. Digital Marketing Internship
 - NOHFC
 - \$35,000 for a Digital Marketing Intern with a specific focus on social media - pending

Website Icons:

- Have selected a graphic designer to incorporate new icons into explorehuntsville.ca
- New graphics will be for main categories & website background:
 - Things to Do
 - Eat & Drink
 - Where to Stay
 - Events Guide
 - Blog
 - Meetings
 - Website Background (map design)
- New graphics will be completed and live in the near future (events sample design below)



Digital Marketing:

Summer Campaign (complete):

1. Outdoor Activity Features:
 - The Nature Lover - <https://explorehuntsville.ca/outdoor-adventure-itinerary/>
 - The Golfer - <https://explorehuntsville.ca/huntsvilles-top-golf-courses/>
 - The Hiker - <https://explorehuntsville.ca/7-best-hiking-trails/>
 - Paddling - <https://explorehuntsville.ca/paddling-huntsville/>
 - The Biker - <https://explorehuntsville.ca/bike/>
 - Beach Hopping - <https://explorehuntsville.ca/beaches/>
 - The Active Family Guide - <https://explorehuntsville.ca/family-activity-guide/>
 - The Group of Seven Outdoor Gallery & The Scenes that Inspired the Artists - <https://explorehuntsville.ca/group-of-seven-scenes/>

- Huntsville as your Homebase for Algonquin & Arrowhead Adventures - <https://explorehuntsville.ca/huntsvilles-provincial-parks/>
2. Culinary Features:
- Patio Guide - <https://explorehuntsville.ca/patios/>
 - Food Truck Trail - <https://explorehuntsville.ca/huntsville-food-truck-trail/>
 - Ice Cream Trail - <https://explorehuntsville.ca/ice-cream-guide/>
 - Huntsville's Farmers Markets - <https://explorehuntsville.ca/farmers-markets-guide/>
3. Event Features:
- This Week in Huntsville (Organic Instagram Campaign)
 - Festival of the Arts 2025 Summer Season - <https://explorehuntsville.ca/festival-of-the-arts-2025-summer-season/>
 - Dockfest - <https://explorehuntsville.ca/2025-dockfest/>
 - Canada Day - <https://explorehuntsville.ca/canada-day-2025/>
 - Muskoka Market: Huntsville Summer Edition - <https://explorehuntsville.ca/2025-muskoka-market-summer/>
 - Summer Music Guide - <https://explorehuntsville.ca/summer-music-guide/>
 - Nuit Blanche North - <https://explorehuntsville.ca/nuit-blanche-north-2025/>

Results:

- Impressions: 2,993,660
- Clicks: 113,788
- Average Cost per Click: \$0.12
- Average CTR: 4.41%
- Top Performing:
 - Huntsville Dockfest
 - Nuit Blanche North
 - Muskoka Market: Huntsville Summer Edition
 - HFA Summer Shows
 - Nature Lover Itinerary

Explore Huntsville
Sponsored

Experience Canadian art history in 2 ways!
Admire Group of Seven masterpieces outdoors, then paddle the waters ...See more

explorehuntsville.ca
Explore Canadian Art Outdoors

Learn more

Explore Huntsville
Sponsored

Have you ever seen bathtubs race down a river? On July 12, get ready to splash into summer as Dockfest returns to Huntsville!

Bathtub Derby
Dockfest

Learn more

Parade
Dockfe:

234 11 comments 1 share

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The season of outdoor exploration has arrived in Huntsville, which can only mean one thing – it's time to lace up your hiking ...See more

0:00 / 0:15

explorehuntsville.ca
Top Hiking Trails in Huntsville

Learn more

Search

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Huntsville: Muskoka's Nature Haven. Everything you need for the perfect Muskoka getaway: trails, water &...

Autumn Campaign (in-market & upcoming):

1. Outdoor Activity Features:

- Top Fall Hikes - <https://explorehuntsville.ca/7-autumn-hiking-trails/>
- Fall Golf Itinerary - <https://explorehuntsville.ca/autumn-golf-magic/>

2. Fall Colours:

- Fall Colour Report (Organic Instagram Campaign)
- Top Fall Colour Viewing Locations and What to Do After - <https://explorehuntsville.ca/fall-colours-huntsville/>

3. Astronomy:

- Muskoka: Home of the Stars Guided Astronomy Tours - <https://explorehuntsville.ca/muskoka-home-of-the-stars/>

4. Culinary & Shopping Features:

- Fall Comfort Food Itinerary - upcoming
- Shopping & Dining Pairing - upcoming
- Top Cafes - <https://explorehuntsville.ca/bakeries-cafes/>

5. Event Features:

- This Week in Huntsville (Organic Instagram Campaign)
- Festival of the Arts 2025 Autumn Season - <https://explorehuntsville.ca/huntsville-festival-of-the-arts-fall-season/>
- Huntsville's Harvest Feast - <https://explorehuntsville.ca/huntsvilles-harvest-feast/>
- Sandhill Nursery Fall Festival - <https://explorehuntsville.ca/2025-sandhill-nursery-fall-festival/>
- Girlfriends' Getaway Weekend - upcoming
- Forest of Light - upcoming

Huntsville Happenings Brochure Series

- Working with Deerhurst Resort and Sandhill Nursery to develop the "Huntsville Happenings" print brochure & digital campaign
 - Fall Brochure Highlights:
 - Things to Do (scenic lookouts, hiking trails, outdoor experiences & rainy-day activities)
 - Events
 - Sandhill Nursery Fall Festival
 - Muskoka: Home of the Stars
 - Forest of Light
 - Art Galleries - <https://explorehuntsville.ca/art-galleries/>
 - Bakeries - <https://explorehuntsville.ca/bakeries-cafes/>
 - Breweries - <https://explorehuntsville.ca/huntsville-breweries/>
 - Shopping - <https://explorehuntsville.ca/shopping-guide/>
 - Brochure is now in market
 - Plan to create one brochure per season





CoStar Report, August 2025

Note that data is limited to hotels that report to CoStar – not all properties in each market submit data.

Huntsville occupancy (see attached graphics/charts):

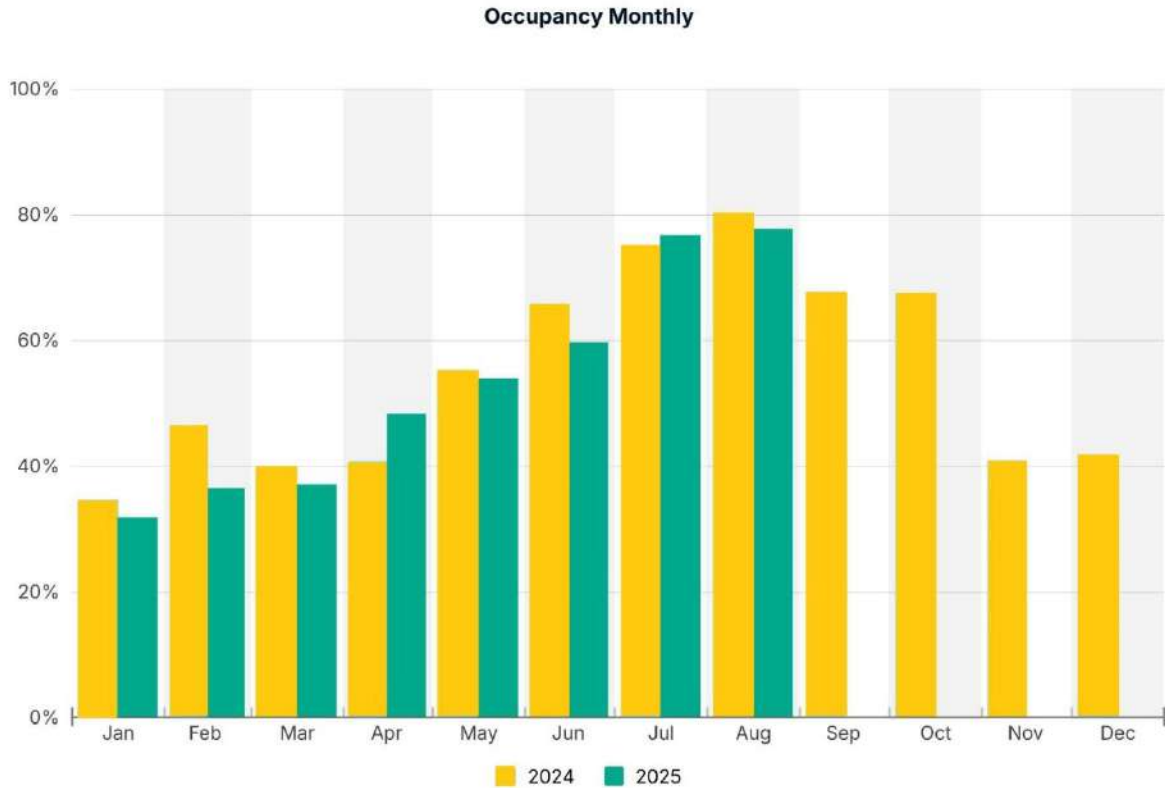
- Year-over-year occupancy in Huntsville (for all reporting properties) was higher in April 2025 and July 2025, with all other 2025 months to date lower than in 2024.
- Occupancy in Huntsville has consistently tracked at least 2% higher than the rest of Muskoka (based on reporting properties) since January 2024.
- Since January 2024, occupancy in Huntsville has lagged 6-8% behind Collingwood / Blue Mountains (based on reporting properties).

Construction pipeline:

- Fairfield by Marriott Inn & Suites
 - 4-storey, 100-room property on Hanes Rd. near intersection of Hwy 11 and Muskoka Rd 2
 - In final planning stages
 - Anticipated start of construction: July 2026
 - Anticipated open date: January 2028



Huntsville Year-Over-Year Occupancy Rates (%)
(see chart below for data)

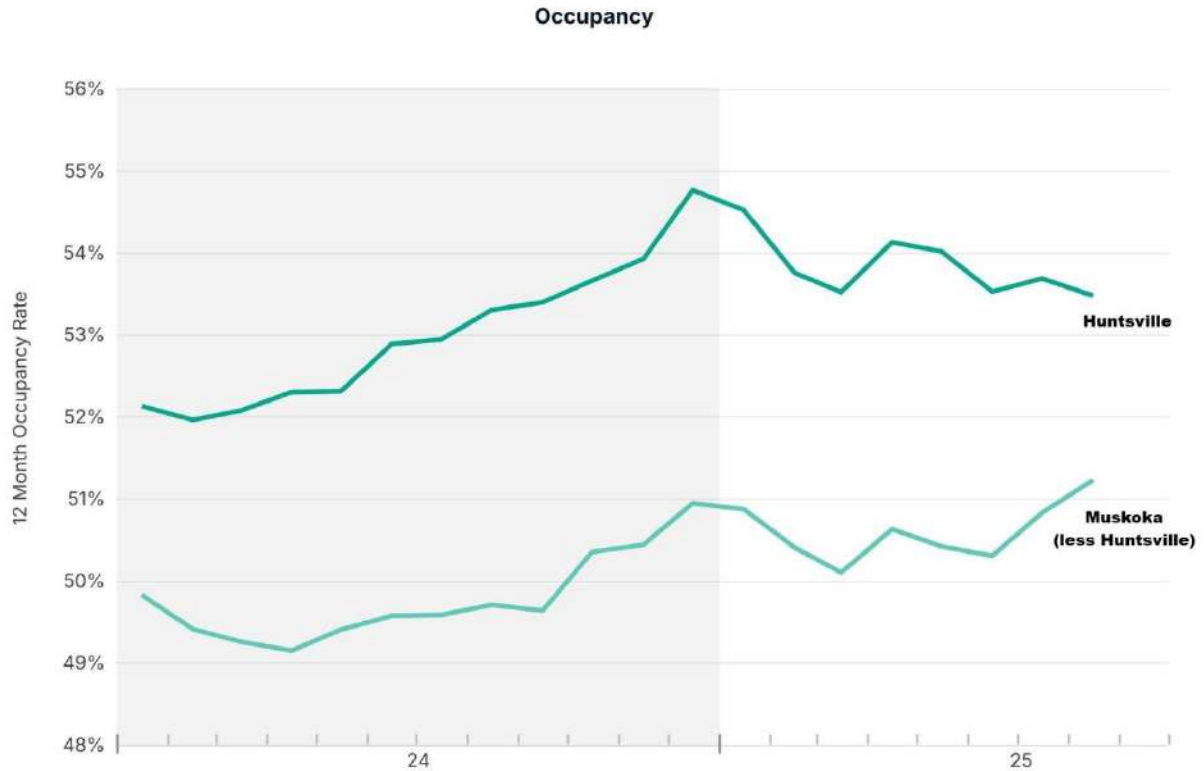




Huntsville Year-Over-Year Occupancy Rates (%)		
	2024	2025
Jan	34.59	31.71
Feb	46.44	36.36
Mar	39.74	36.95
Apr	40.72	48.22
May	55.07	53.80
Jun	65.49	59.50
Jul	74.80	76.66
Aug	80.09	77.61
Sep	67.62	-
Oct	67.33	-
Nov	40.84	-
Dec	41.75	-



Occupancy Rates, Huntsville vs the Rest of Muskoka (%)
(see chart below for data)

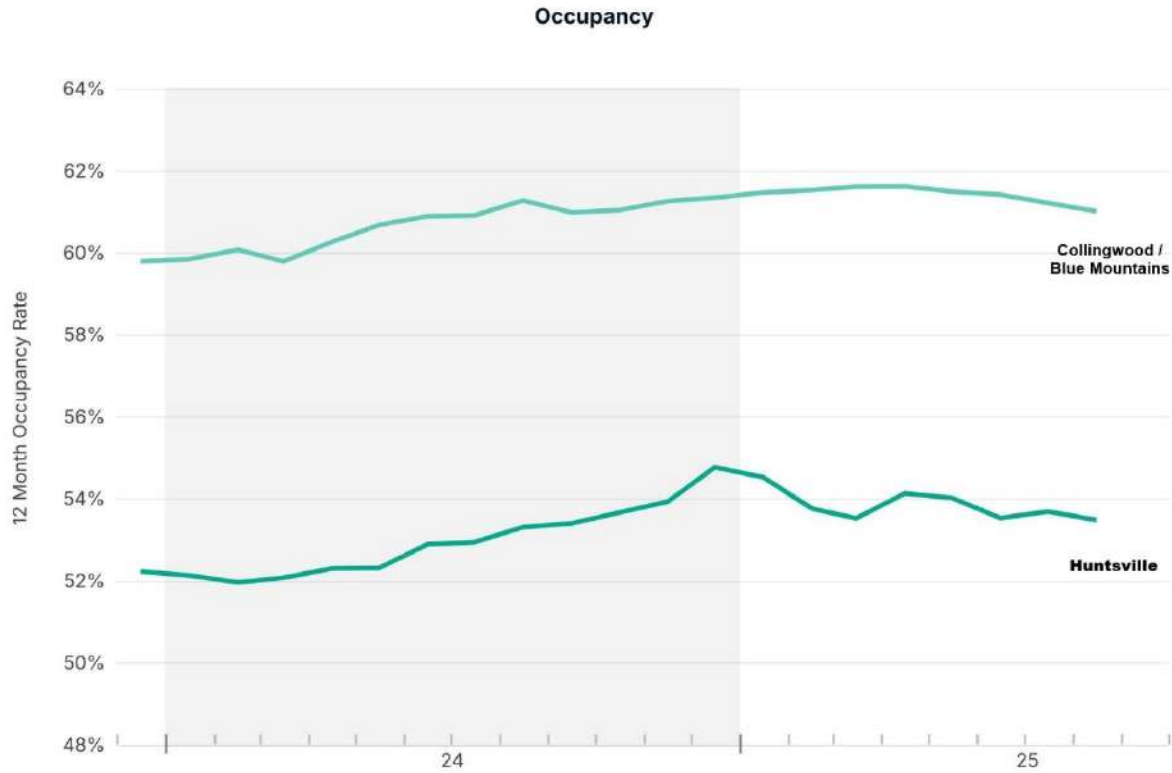




Occupancy Rates, Huntsville vs the Rest of Muskoka (%)			
	Huntsville	Rest of Muskoka	Difference
Jan 2024	52.130	49.828	2.302
Feb 2024	51.960	49.409	2.551
Mar 2024	52.074	49.256	2.818
Apr 2024	52.300	49.147	3.153
May 2024	52.312	49.403	2.909
Jun 2024	52.885	49.570	3.315
Jul 2024	52.937	49.582	3.355
Aug 2024	53.301	49.705	3.596
Sep 2024	53.394	49.635	3.759
Oct 2024	53.658	50.352	3.306
Nov 2024	53.924	50.438	3.486
Dec 2024	54.764	50.942	3.822
Jan 2025	54.520	50.870	3.650
Feb 2025	53.752	50.404	3.348
Mar 2025	53.517	50.101	3.416
Apr 2025	54.126	50.625	3.501
May 2025	54.016	50.419	3.597
Jun 2025	53.523	50.304	3.219
Jul 2025	53.684	50.826	2.858
Aug 2025	53.474	51.226	2.248



Occupancy Rates, Huntsville vs Collingwood / Blue Mountains (%)
(see chart below for data)





Occupancy Rates, Huntsville vs Collingwood / Blue Mountains (%)			
	Huntsville	Collingwood / Blue Mountains	Difference
Jan 2024	52.130	59.842	-7.712
Feb 2024	51.960	60.073	-8.113
Mar 2024	52.074	59.785	-7.711
Apr 2024	52.300	60.265	-7.965
May 2024	52.312	60.675	-8.363
Jun 2024	52.885	60.890	-8.005
Jul 2024	52.937	60.911	-7.974
Aug 2024	53.301	61.276	-7.975
Sep 2024	53.394	60.982	-7.588
Oct 2024	53.658	61.039	-7.381
Nov 2024	53.924	61.259	-7.335
Dec 2024	54.764	61.343	-6.579
Jan 2025	54.520	61.471	-6.951
Feb 2025	53.752	61.530	-7.778
Mar 2025	53.517	61.613	-8.096
Apr 2025	54.126	61.618	-7.492
May 2025	54.016	61.494	-7.478
Jun 2025	53.523	61.417	-7.894
Jul 2025	53.684	61.214	-7.530
Aug 2025	53.474	61.010	-7.536