



Business & Marketing Plan

JUNE 1, 2026 – MAY 31, 2027





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Looking Ahead

This plan represents more than a budget and a set of initiatives. It represents a community that has decided, collectively, to invest in itself.

If there is a single thread running through every section of this plan, it is the commitment to flattening the curve — not eliminating the summer peak, which remains the backbone of our tourism economy, but building the shoulder seasons and winter into something our businesses can rely on.

We understand the reality that our accommodation operators, restaurant owners, and retail businesses face: a compressed summer season that demands everything they have, followed by months where the phones go quiet and the sidewalks empty. That is not sustainable for the people who make Huntsville what it is, and it is not the kind of destination we want to be.

Every dollar we invest in the Forest of Light, in SnowFest, in the winter concert series, in downtown lighting, in the Legacy Fund, and in the Muskoka Melt is a dollar spent trying to change that reality — to give our businesses customers in January and April, not just July and August. We do not underestimate how difficult the off-season is for the people who keep this community running, and we want them to know that their challenge is our priority.

What makes Huntsville's tourism ecosystem work is not any single organization or any single event — it is the fact that a small town in Muskoka has built a network of partners who genuinely want each other to succeed. The Huntsville Festival of the Arts, the Downtown Huntsville BIA, the Huntsville/Lake of Bays Chamber of Commerce, Muskoka Tourism, Explorers' Edge, the Town of Huntsville, and HMATA do not always agree on everything, but they show up, they collaborate, and they deliver. That is rare, and it should not be taken for granted.

The scope of work in this plan — from legacy fund deployment to regional transit integration, from international marketing campaigns to downtown lighting installations — is an exciting undertaking for our team. We can take it on because of the calibre of the people doing the work: a Marketing Manager who treats every piece of content as if it were the first thing a visitor will ever see, an Administration and Partnership Manager who brings order and diligence to everything she touches, an intern program that turns a \$5,000 investment into a year-round creative engine, and an Executive Director whose vision and dedication brings it all together. This team does not operate in silos; we operate as a unit, and the results reflect it.

We are fortunate to have a productive and respectful relationship with the Town of Huntsville — a municipality that understands the value of tourism not as an abstract economic concept but as a real driver of jobs, vibrancy, and community pride. That relationship, built on transparency and mutual accountability, is the foundation on which everything in this plan sits.

The 2026–2028 Strategic Plan gave us direction. This business plan gives us a roadmap. Now, the work begins.

1. Executive Summary

This Business and Marketing Plan sets the direction for Huntsville Municipal Accommodation Tax Association (HMATA) and its consumer brand, Explore Huntsville, for the fiscal year June 1, 2026, through May 31, 2027. It represents the first full year of implementation under HMATA's 2026–2028 Strategic Plan.

The plan is built around four strategic pillars: destination management, destination development, destination marketing, and governance.

Key Highlights:

Initiative / Partner	Funding Amount	Key Focus & Deliverables
Huntsville Festival of the Arts	\$120,000	Festival programming - Winter concert underwriting fund
Muskoka Tourism	\$100,000	Multi-market campaigns (with Destination Ontario) across Ontario, U.S., and U.K.
Ontario 55+ Winter Games	≈\$90,000	Winter sport tourism capacity-building
Downtown Huntsville BIA	\$79,000	Shoulder-season programming - Downtown winter lighting
Experience Ontario Grant	\$55,000	Enhancements to the Forest of Light at Sandhill Nursery
Huntsville/Lake of Bays Chamber of Commerce	\$50,000	River Mill Park skating rink - SnowFest - Visitor concierge services
Meetings, Conventions and Incentives (MCI)	\$40,000	Meeting planner fam tours - Meetings in Muskoka regional initiative
Operational Marketing	\$25,000	High-conversion physical touchpoints
Digital Marketing	\$11,900	Targeted digital advertising campaigns
Explorers' Edge (RTO12)	Cooperative / Research	Visitor exit surveys and Environics geofencing - CBRE occupancy data & potential package development
Signature Experience Development	Strategic Development	Programming for astronomy, bird watching, maple, and Forest of Light
Winter Anchor Attraction R&D	Strategic Development	Site visits, operator meetings, and feasibility research - Options analysis for the Board (2027–28 planning cycle)

2. Organizational Overview

2.1 Mandate

HMATA is Huntsville's designated Destination Marketing and Management Organization (DMMO), operating under the Explore Huntsville brand. Funded through the 4% Municipal Accommodation Tax (MAT), with 60% directed to HMATA and 40% retained by the Town for tourism-related infrastructure.

2.2 Vision

HMATA fosters Huntsville as Muskoka's main hub of year-round nature and culture experiences, where tourism drives the local economy and enriches community vibrancy.

2.3 Mission

Lead the local tourism sector in creating prosperity while strengthening the values, cultures, and nature that make Huntsville a unique and welcoming destination.

2.4 Values

Environmental awareness
Strategic stewardship
Exceptional product development
Collaborative partnerships

2. Organizational Overview

2.5 Our Team

Led by an enthusiastic and engaged Board of Directors, the HMATA Board is an appointed Board composed of the following organizations: the Town of Huntsville (1), the Huntsville/Lake of Bays Chamber of Commerce (1), the Downtown Huntsville BIA (1), and the Huntsville/Lake of Bays Accommodation and Restaurant Association (4).

Our current directors are:

- Chair: Jeff Suddaby (Chamber of Commerce)
- Vice Chair: Scott Morrison (Town of Huntsville)
- Treasurer: Andrew Buwalda (HLOBARA, Deerhurst Resort)
- Secretary: Steve Carr (HLOBARA, Comfort Inn)
- Director: Linda Fraser (HLOBARA, Canvas Brewery)
- Director: Chirag Patel (HLOBARA, Rodeway Inn)
- Director: Chandler Joliffe (BIA, Cedar Canoe Books)

Our operations are led by a multi-disciplinary team of professionals who bridge the gap between policy and promotion. This team is responsible for managing our partners' diverse interests, securing vital funding, and maintaining the brand standards that define Huntsville as a premier destination.

- Executive Director: Kelly Haywood
- Marketing and Product Development Manager: Torin Suddaby
- Administration and Partnership Manager: Dawn Huddlestone
- Digital Marketing Intern: Emma Fawcett

3. Strategic Framework

HMATA's 2026–2028 Organizational Strategic Plan provides the overarching framework. Our four pillars and Year 1 priorities are:

3.1 Destination Management

- Ontario Northland readiness assessment and first-mile visitor information strategy.
- Seasonal resource kits and ambassador communication program for accommodation operators.
- Familiarization tours for accommodation staff (delivered in partnership with the Chamber of Commerce).
- Early scoping of a Town-level tourism strategy in coordination with municipal leadership.

3.2 Destination Development

- Launch of the Ontario 55+ Winter Games Legacy Fund (≈\$90,000) for local sport tourism capacity-building.
- Winter and shoulder-season gap analysis (2026 strategic plan milestone).
- Continued development of signature experiences: astronomy, bird watching, Forest of Light.
- Collaboration with Explorers' Edge on package development, visitor research, business capacity-building.
- Transportation development: Air Canada / Landline, Ontario Northland integration, FlixBus, rideshare/shuttle exploration.
- Research and feasibility assessment of a signature winter anchor attraction to serve as a primary travel motivator during the November–April period.



3. Strategic Framework

3.3 Destination Marketing

- \$100,000 Muskoka Tourism investment delivering Huntsville-specific digital campaigns, Destination Ontario co-investments, trade shows, influencer visits, and large-scale media opportunities.
- \$11,900 Explore Huntsville digital campaigns: concentrated bursts for events, attractions, and activities.
- \$25,000 in-town activations (physical to digital touchpoints): QR-coded coasters, mirror and window clings, postcards/brochures, Ontario Northland shelter ads.
- ExploreHuntsville.ca as the one-stop-shop/source of truth digital concierge for Huntsville.
- Co-confirmation of marketing roles with regional partners to reduce duplication.

3.4 Governance

- Quarterly reporting cadence and transparent decision processes for partnership funding, including documented recommendations and Board approval.
- Publication of funding priorities, making it clear to applicants and partners what HMATA will and will not fund.
- Development of MOUs with identified partners for structured reporting and deliverable-tracking.



4. Budget Summary

4.1 Revenue

Revenue Source	2026-27
Projected MAT Receipts (HMATA Portion)	\$1,000,000
Short-term Investment Interest	\$25,000
Ontario 55+ Winter Games	-
Program Revenue	\$1,500
Grants and Sponsorship (NOHFC, Experience Ontario, Sandhill Nursery)	\$145,000
Strategic Initiative Reserve	(\$150,000)
Total Revenue	\$1,021,500

4. Budget Summary

4.2 Expenses

Expense Category	2026-27
Operating Expenses	\$349,100
Payroll – Wages and Benefits	\$290,000
Professional, Legal & Audit Fees	\$19,500
Professional Development	\$15,000
All Other Operating	\$24,600
Marketing and Product Development	\$463,400
Muskoka Tourism (MTMA)	\$100,000
Regional Connectivity (Ontario Northland / Landline)	\$20,000
In-town Conversion / Explore Huntsville Awareness	\$25,000
Digital Marketing	\$11,900
Content Creation and Photo / Video	\$10,000
Event Campaigns (Bird Watching, Astronomy, Maple)	\$16,400
Forest of Light Enhancements	\$110,000
MCI and Association	\$40,000
Website and Tools	\$5,000
Market Research	\$4,600
Transportation Development	\$5,000
Familiarization Tours	\$5,500
Ironman 70.3	\$20,000
Ontario 55+ Winter Games	\$90,000
Partnerships and Grants	\$299,000
Huntsville Festival of the Arts	\$120,000
Downtown Huntsville BIA	\$79,000
Huntsville/Lake of Bays Chamber of Commerce	\$50,000
Charitable Contributions	\$30,000
SnowFest Collaboration	-
Community Tourism Grants	\$20,000
Downtown Lights – Repair and Maintenance	-
Downtown Lights – Insurance	-
Total Expenses	\$1,111,500
	-\$90,000*
-\$90,000* carried over from 2025/2026 fiscal budget for Ontario 55+ Winter Games Legacy Fund dispersion	

5. Marketing Strategy

5.1 Muskoka Tourism Marketing Agency

HMATA's \$100,000 investment in Muskoka Tourism represents a critical partnership intended to continue the development of a strategic alliance with the Muskoka Tourism Marketing Agency (MTMA). It unlocks \$343,000 in total campaign value through Destination Ontario (DO) matching programs and MTMA co-investment.

The 2026–27 campaign includes the following approved tactics:

Tactic	Description	HMATA investment
Carousel Ads (Meta)	Year-round, seasonal Huntsville-focused ads via @DiscoverMuskoka. \$5K June, \$10K fall, \$10K holiday, \$10K winter, \$10K spring.	\$45,000
U.K. Campaign (DO)	Huntsville CTA in Destination Ontario's \$1M U.K. campaign. MTMA investing \$30K.	\$5,000
U.S. Drive Markets (DO)	Huntsville call-out in DO's U.S. campaign targeting OH, MI, PA, MN, WI, NY. \$50K MTMA matched by DO (\$100K in-market).	\$10,000
Ontario Campaign (DO)	Three articles with Huntsville call-out. In-market Winter 2027. MTMA \$25K matched by DO (\$50K value).	\$5,000
Large-scale Media	New media partner (CBC, Global, YouTube) to showcase Huntsville. Timing: Dec 2026 or Spring 2027.	\$25,000
Influencer Visits	Two large-scale influencer visits. Winter 2027 and Spring 2027.	\$10,000
Total HMATA Investment		\$100,000

At no additional cost to HMATA, Muskoka Tourism will also deliver: Rendez-vous Canada trade show (\$4,400 value), Destination Canada familiarization tour hosting 25 C-suite and international reps (\$5,000 value), and Travel Media Association of Canada trade show with 45+ 1:1 meetings (\$3,800 value) — all featuring Huntsville experiences.

5. Marketing Strategy

5.2 Regional Connectivity & Last-mile Integration

HMATA has allocated \$20,000 in marketing and \$5,000 in product development to support the promotion and integration of three new regional connectivity projects, positioning Huntsville as a primary regional transit hub. Air Canada / Landline Service and the Ontario Northland train service (projected to commence in 2026) remove the traditional barriers to Muskoka travel — specifically the last-mile challenge from Pearson International Airport and the reliance on personal vehicles from the GTA. FlixBus is a new Explorers' Edge/RTO12 initiative which will arrive to Holiday Inn Express & Suites commencing late spring 2026 and running until Thanksgiving. HMATA will support this project through consultation with their team and relevant stakeholders.

Service	Target Audience	Strategic Goal
Air Canada / Landline	International and premium	Seamless globe-to-gate access
Ontario Northland Rail	Commuters and nostalgia	Reliable, scenic, all-weather service
FlixBus	Budget and tech-savvy	High-frequency, affordable links

The product development allocation (\$5,000) acts as a flexible innovation seed for last-mile solutions — micro-transit pilots, local shuttle partnerships, or digital wayfinding connecting arrival schedules with real-time ridesharing and taxi availability.

5. Marketing Strategy

5.3 Operational Marketing

By leveraging the awareness work of Muskoka Tourism, we are positioning Huntsville as the tactical, actionable choice in Muskoka. They build the dream of Muskoka; we show Huntsville is alive and provide the itinerary and the motivation to choose Huntsville.

Once they are in town, the goal is to increase spend and extend stay duration. We will provide physical touchpoints driving visitors to ExploreHuntsville.ca

Tool	Placement	Logic	Cost
Interactive Coasters	Local restaurants	High dwell time; uses a decision tree to guide visitors. e.g. Start: Still have energy? → Yes → Love a good beat? → Yes → [QR: Live Music Guide]	\$4,500
Mirror Clings	Local accommodations	Hits the transition phase when people are getting ready and deciding where to go next. e.g. Looking good! Now, where are you headed? → [QR: Events Calendar]	\$3,500
Window Clings / Downtown Visibility	Main St. empty storefronts or activations / signage	Turns dead zones into interactive info kiosks. e.g. Dining & Shopping Guide is in your pocket. Scan to see what's open now.	\$5,000
Frontline Postcards	Retail & activity businesses	Empowers locals to be ambassadors. "What's happening tonight?" is always answered with "Explore Huntsville." Encourages a take-home handout with our branding.	\$3,500
Muskoka Tourism Visitor Guide	Regional visitor centres	Redirects regional dreaming into tactical Huntsville itineraries.	\$3,026
Chamber of Commerce Map	Local businesses / info booths	Provides an immediate digital link for visitors navigating the town physically.	\$1,243
Brochure Print	Entry to Sandhill Nursery Fall Festival & Forest of Light	Captures a high-intent audience at major local attractions to encourage further exploration.	\$2,231
Station Signage	Ontario Northland train stop	Captures arrivals at the moment of entry, providing the digital key to the town immediately upon arrival.	\$2,000
Total			\$25,000

5. Marketing Strategy

5.4 Digital Marketing & Content

- explorehuntsville.ca will feature: Seasonal landing pages, SEO and AI-search optimized blog content, an event calendar, and directory listings.
- Events, attractions and activities will be marketed through paid media on META, coordinated with Muskoka Tourism to avoid duplication. Muskoka Tourism makes the potential visitors aware of Huntsville. Explore Huntsville shows that Huntsville is alive.
 - Target: GTA, Northern Hubs, and people currently in the Muskoka region.
- Content Production: Professional photography and videography aligned to seasonal campaigns.

5.5 Seasonal Marketing Allocation

Season	Marketing Allocation	Content Examples
Winter	40%	Forest of Light, SnowFest, HfA winter concerts, downtown lighting, sport programming.
Autumn	25%	Sandhill Fall Festival, astronomy, Girlfriends' Getaway, holiday programming.
Spring	20%	Muskoka Melt, maple, bird watching, early-season hiking, Ontario Northland support.
Summer	5%	HfA programming, Group of Seven tours, outdoor recreation.
Year-round	10%	Marketing within Muskoka to visitors already in the region.

6. Product Development

6.1 Signature Experiences

Experience	Description	Cost
Astronomy Tours Muskoka “Home of the Stars”	Guided stargazing. Muskoka dark skies. Specialist guides. October & November	\$5,000
Bird Watching Tours Birding in Muskoka: Nature Takes Flight	Guided bird watching. Spring migration. Specialist guides. April & May	\$5,000
Maple	Experiential product sampling. Partnership with Muskoka Maple Festival. April	\$6,400
Total		\$16,400



6. Product Development

6.2 Ontario 55+ Winter Games Legacy Fund

The defining product development initiative for 2026–27. A competitive application process open to local sport organizations, governed by a separate framework, application, scoring rubric, MOU, and final report template. Key parameters:

- Applications up to \$20,000. Single intake - July 2026. Review committee assessment August 2026.
- Five weighted criteria: sport development impact (30%), winter/shoulder-season relevance (25%), tourism potential (20%), capacity building (15%), feasibility (10%).
- 80/20 disbursement. Provincial reporting requirements.
- (≈\$90,000) available funds



6. Product Development

6.3 Meetings, Conventions, and Incentives

Huntsville's accommodation infrastructure, natural setting, and proximity to Algonquin Provincial Park make it a compelling option for meetings and conferences, particularly during shoulder seasons when venue availability and room inventory are at their strongest. The 2026–27 MCI strategy moves from passive awareness to active pursuit through two initiatives.

Meeting Planner Familiarization Tours

HMATA will host two invitation-only familiarization tours for select meeting planners, designed to showcase Huntsville's venue capacity, accommodation options, dining, and the experiential programming that differentiates a Muskoka meeting. Each tour will be curated to immerse planners in the destination, with itineraries built around the kinds of team-building, outdoor, and cultural add-ons that drive the meetings market's shift toward experiential venues. Target planners will be drawn from corporate, association, and government sectors.



6. Product Development

Meetings in Muskoka Regional Initiative

Category	Current Status / The Problem	The Strategic Solution
Budget and Scale	The Problem: No single municipality has the budget to compete with other destinations. Current Funding: HMATA's current allocation is too small on its own.	The Solution: Pool resources. If 4–5 municipalities each contribute \$20,000–\$30,000, it creates a six-figure budget. Impact: Enough to fund professional marketing, trade shows, and a year-round digital presence.
Brand and Marketing	The Problem: Planners think regionally, not municipally. They don't know how to navigate venue sizes or locations across Gravenhurst, Huntsville, or Bracebridge.	The Solution: Leverage the strong, existing "Muskoka" brand universally rather than marketing individual towns. Impact: Creates a unified, professional meetings brand and shared marketing collateral.
Sales Approach	The Problem: No one is actively selling the region to planners. Traditional ads (billboards, carousel ads) do not work for this market.	The Solution: Implement a Concierge Model to act as a single point of contact. Impact: Streamlines the process for busy planners by qualifying leads and matching them to the right venues before handing them off to property sales teams.

HMATA is contributing \$30,000 to catalyze matching investments from partner municipalities.

With the combined budget, the first-year deliverables will focus on:

- Identity: Shared "Meetings in Muskoka" branding.
- Collateral: Digital venue directory, capacity guides, and a print lookbook.
- Assets: A shared trade show booth for 1–2 pilot industry events.
- Operations: Initial scoping of the concierge role (determining if it will be a contract position, a rotating responsibility, or managed by an existing regional organization).

6. Product Development

6.4 Forest of Light — Experience Ontario Grant

HMATA has secured a \$55,000 grant from the Province of Ontario's Experience Ontario program to enhance the Forest of Light at Sandhill Nursery for the 2026/2027 winter season. The Forest of Light is a long-term, in-person winter tourism festival that transforms the nursery's natural environment into a captivating, illuminated experience, running from November through March. In its inaugural season, 60% of tickets were sold to visitors travelling 40 kilometres or more, confirming its effectiveness as a travel motivator.

Sandhill Nursery serves as venue and operations partner under a partnership contract, retaining ticket revenue to cover on-site costs. HMATA will leverage its relationships with local accommodation, dining, and tourism businesses to develop integrated packages.



6. Product Development

6.5 Winter Anchor Attraction — Research & Development

One of HMATA's strategic priorities for 2026–27 is the identification and advancement of a signature winter anchor attraction for Huntsville — a year-round or winter-focused experiential asset that would serve as a primary travel motivator during the November–April period, complementing existing offerings like the Forest of Light, Arrowhead Provincial Park, and downtown programming.

The Executive Director will dedicate significant time this year to researching comparable developments in other Canadian and international resort communities, meeting with potential operators and investors, assessing site and infrastructure requirements, and investigating funding models (including public-private partnerships, provincial incentive programs, and private investment structures). This work will involve site visits to comparable facilities in other markets, conversations with municipal planning staff, and engagement with the accommodation sector to understand how a new anchor attraction would integrate with existing tourism infrastructure and drive incremental overnight stays.

This is exploratory work at this stage — the goal for 2026–27 is not to commit to a specific project but to build the business case, understand the feasibility landscape, and bring a well-researched options analysis to the Board. A formal recommendation, including potential partnership models and financial projections, is anticipated for the 2027–28 planning cycle.



7. Administration Scope of Work

The administration team (Kelly Haywood and Dawn Huddlestone) are responsible for the strategic, administrative, and governance functions of HMATA.

Category	Activity
7.1 Governance and Board Administration	Meeting coordination and documentation - Governance document management - Board correspondence
7.2 Partner and Stakeholder Relations	Operator and partner liaison - Operator database - Grant liaison
7.3 Communications and Content	Email monitoring - Media relations - HMATA website content
7.4 Industry Monitoring and Intelligence	DMMO list maintenance - Bid opportunities - Tourism and municipal news - Occupancy reporting (CoStar)

8. Marketing & Product Development Scope of Work

The Marketing & Product Development Manager (Torin Suddaby) is responsible for the creative strategy, brand standards, product development, and grant-securing functions of HMATA. This year, HMATA will also have a digital marketing intern (NOHFC-funded) starting in spring 2026 on a 52-week contract.

Category	Activity
8.1 Content and Digital Strategy	Paid media & ad buys
	-
	Organic social management
	-
	Multi-channel copywriting
	-
	Digital ecosystem management
8.2 Creative Direction and Production	-
	Performance analytics monitoring
	-
	Email marketing management
	-
	End-to-end content production
	-
8.3 Event Operations and Product Development	Vendor and talent oversight
	-
	Creative direction oversight
	-
	Organization of digital asset library
	-
	Event concept and programming development
8.4 Grant Writing	-
	On-site logistics and execution
	-
	Stakeholder and partner coordination
	-
	Grant procurement
	-
8.5 Brand Standards and Physical Presence	Grant prospecting
	-
	Proposal development
	-
	Grant reporting
	-
	Oversight of regional aesthetics
	-
	Collateral distribution

8. Marketing & Product Development Scope of Work

8.6 Digital Marketing Intern (NOHFC-funded)

The intern (Emma Fawcett) starts in spring 2026 on a 52-week contract and works under the mentorship of the Executive Director and the Marketing and Product Development Manager. This role serves as an essential boots-on-the-ground connector, bridging Huntsville's physical presence with digital platforms. It supports HMATA's strategic shift to prioritize brand awareness and grow our organic social followers among those already in Huntsville — ensuring everyone currently in Huntsville views explorehuntsville.ca as the definitive one-stop shop — while Muskoka Tourism handles external marketing to attract visitors to the region.

Intern Roles include:

- Content production, social media management, growth and analytics.
- Collateral logistics, website and SEO updates, digital outreach, Ontario Northland launch support.



9. Partnership Framework

Total partnership investment for 2026–27 is \$249,000. All partnership funding was assessed against HMATA’s 2026–2028 Strategic Plan.

9.1 Huntsville Festival of the Arts

Initiative	Amount	Key Deliverables
Muskoka Melt (April 2027)	\$30,000	New shoulder-season event: 4 weekends, Tim Hicks, We Will Rock You, Yuk Yuk’s, Sugar Shack, live music. Projected attendance: 6,500.
Mural Tours (Summer 2026)	\$5,000	New Tom Thomson mystery tour (July 2026). Translation of 5 tour videos into Hindi and Cantonese.
HfA Programming Sponsorship	\$25,000	Corporate sponsorship toward HfA programming.
Winter Concert Underwriting Fund	\$60,000	Contingency fund for high-profile winter concerts (Jan 29–30, 2027). \$0 drawn if event breaks even. Capped at \$60,000. Board-approved policy document.
Subtotal	\$120,000	



9. Partnership Framework

9.2 Downtown Huntsville BIA

Initiative	Amount	Notes
Holiday Programming (Nov 2026 – Jan 2027)	\$30,000	5 weeks: Santa Claus Parade, tree lighting, Holiday Market, weekly Saturday activities. 2,000+ attendees, 60+ businesses.
Girlfriends' Getaway Weekend (November 2026)	\$5,000	Retail/experience weekend encouraging overnight stays. 500–800 participants.
Muskoka Maple Festival (Spring 2027)	\$12,000	Live music, vendors, interactive activities.
Downtown Lighting Initiative	\$32,000	Re-installation of downtown lights, Main Street bridge lights, and maintenance.
Subtotal	\$79,000	



9. Partnership Framework

9.3 Huntsville/Lake of Bays Chamber of Commerce

Initiative	Amount	Notes
River Mill Park Community Rink	\$35,000	Annual installation, refrigeration, maintenance, teardown. 4,600 users in 2025–26.
SnowFest	\$10,000	6 Weeks. Partnership with BIA and HfA. Themed skate nights, movies, DJs, family activities.
Visitor Concierge Services	\$5,000	Explore Huntsville phone/email management. Tourism fam tours for front-line staff.
Subtotal	\$50,000	



10. Performance Measurement

10.1 Partnership & Stakeholder Health

- All partnership agreements executed on time.
- All partner final reports received, reviewed, and summarized for the Board.
- No unresolved complaints or disputes with funded partners at year-end.
- Accommodation operator engagement maintained (database current, resource kits distributed, fam tours delivered).
- Town reporting obligations met on schedule.
- Board meeting schedule maintained, agendas circulated in advance, minutes completed.

10.2 Organizational Stewardship

- Balanced budget maintained (no unplanned deficit).
- Reserve targets met (15% strategic initiative reserve, payroll reserve intact).
- Grant obligations fulfilled (NOHFC, Experience Ontario, Legacy Fund provincial reporting).
- Governance documents maintained and current (bylaws, policies, insurance).
- Staff retention and professional development (team stability, intern placement success).
- Audit completed with clean findings.



10. Performance Measurement

10.3 Contextual Indicators

- MAT receipts (monthly): Understood as an economic indicator of the broader accommodation market, not a measure of HMATA's marketing effectiveness.
- Explore Huntsville campaign results: Organic followers, impressions, clicks, and outbound links.
- MTMA campaign results: Reported by Muskoka Tourism quarterly (impressions, clicks, outbound links). Useful for assessing the value of the \$100,000 investment.
- Website and social media trends: Tracked by the Marketing Manager and intern as operational data to inform content decisions. Reported in aggregate, not as targets.
- Partner-reported outcomes: Attendance, room nights, and spending data from partner final reports. Useful for assessing partner investment decisions.
- CoStar/CBRE occupancy data: Regional occupancy benchmarking, shared with the Board as market context.
- Visitor exit survey data (Explorers' Edge): When available, shared as market intelligence.

10.4 Economic Impact

- MAT receipts: \$1,000,000 target. Shoulder-season occupancy via CoStar and CBRE data.
- Legacy Fund impact: Tracked through applicant final reports.
- MTMA campaign ROI: Tracked through quarterly reporting.

10.5 Partnership Outcomes

- All partners to provide final reports per Partnership Agreement requirements.
- Quarterly Board reporting on deliverables and fund deployment.

11. Governance and Reporting

11.1 Board Reporting

- Quarterly financial and operational reports.
- Legacy Fund status updates at each Board meeting. Partnership outcome summaries.
- Winter anchor attraction research updates provided to the Board as the work progresses, with a formal options analysis anticipated for the 2027–28 planning cycle.

11.2 Financial Controls

- 15% strategic initiative reserve on MAT receipts. 80/20 disbursement for all grants.
- Separate interest-bearing Legacy Fund account. Annual independent audit.
- HfA underwriting fund governed by Board-approved policy document.

11.3 Risk Management

- MAT revenue: Conservative at \$1,000,000. \$1.2M+ reserve provides buffer.
- Ontario Northland: \$20K campaign structured to flex with launch timeline.
- AI search disruption: SEO/AI-search audit planned. MTMA actively improving GEO. ExploreHuntsville.ca content strategy to prioritize AI-citability.
- Legacy Fund compliance: Framework ensures every funded project satisfies Provincial requirements.
- HfA underwriting exposure: Capped at \$60K. \$0 drawn if events break even. Policy document to be Board-approved.

The logo for Huntsville Muskoka, featuring the word "Huntsville" in a large, white, rounded sans-serif font, with "MUSKOKA • CANADA" in a smaller, white, all-caps sans-serif font below it. The background is a stylized landscape with three overlapping geometric shapes: a red triangle at the top, a green triangle in the middle, and a blue triangle at the bottom.

Huntsville

MUSKOKA • CANADA

Prepared by:
Huntsville Municipal Accommodation Tax Association (HMATA)
Huntsville's Destination Marketing and Management Organization

Approved on:
May 26, 2026