



AGENDA

In-person meeting at Hilton Home2 Suites
and online via Zoom
on **Tuesday, January 21, 2025, 2:00 p.m.**
[Click here to join via Zoom](#)



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7.1. Next meetings:	
Tuesday, February 11 at 1:00 p.m., Deerhurst Resort, G8 Boardroom – grant intake review	
Tuesday, February 18 at 2:00 p.m., Hilton Home2 Suites – regular meeting	
Tuesday, March 18 at 2:00 p.m., Hilton Home2 Suites – regular meeting	
Tuesday, April 22 at 2:00 p.m., Hilton Home2 Suites – regular meeting	
7.2. Adjournment	
<i>Motion: To adjourn the meeting.</i>	



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IMPORTANT 2025 DATES

- **January:** Annual business & marketing planning commences
- **February 18:** Initial budget discussions
- **March 25:** AGM, time/location TBD
- **March 26 9am:** TBC General Committee presentation (pending scheduling by Town)
- **April 22:** HMATA budget approval
- **May:** Town/HMATA biannual touchpoint (launch TPA preliminary discussion)
- **May 31:** Year-end
- **June:** TPA draft
- **July:** Begin strategic planning
- **September:** Final draft TPA to Town staff for General Committee
- **December:** Final TPA due
- **December:** Strategic plan expires



MINUTES

In-person meeting at Hilton Home2
and online via Zoom
November 19, 2024, 2:00 p.m.



Present: Jeff Suddaby, Andrew Buwalda, Steve Carr, Chirag Patel, Linda Fraser, Chandler Joliffe (Zoom)
Regrets: Scott Morrison
Staff: Kelly Haywood, Dawn Huddleston, Torin Suddaby, Rhonda Christenson
Guests: Halley Clover, Chamber; Rachel Hunt, BIA; Reva Frame, Town of Huntsville; Lauren MacDermid, Town of Huntsville (Zoom)

1. Welcome and agenda approval

The meeting was called to order at 2:05 p.m.

Motion: To approve the agenda as presented.

Moved by: Steve Carr

Seconded by: Chirag Patel

CARRIED

2. Welcome Linda Fraser, Front of House Manager, Canvas Brewing Co. (HLOBARA rep)

3. Declaration of conflict of interest – Andrew Buwalda declared a conflict for item 7.3, as general manager of one of the proponents.

4. Approval of meeting minutes

Motion: To accept the minutes from the October 15 and November 4 meetings as presented.

Moved by: Steve Carr

Seconded by: Chirag Patel

CARRIED

5. Financial update – Andrew Buwalda

5.1. YTD and cash flow report

The treasurer provided an overview of the YTD financial and cash flow reports. Still projecting a break-even budget to the end of the fiscal year in May. Revenues are still forecasts for the next three quarterly installments from the Town (approximately November, February, May).

5.2. Audited financials

In the process of signing off historical audited financials for 2020, 2021, 2022, and 2023, as well as filing associated returns with the CRA.

6. ED report – Kelly Haywood

6.1. Marketing report review – October

Staff provided an overview of the October marketing report.

Action: In future reports, staff to include performance expectations/targets for comparison with actuals (impressions, for example).

6.2. Tourism Advisory Panel discussion

Panel is part of HMATA's TPA agreement with the Town. Town's perspective on the panel's role is to provide education and guidance/input per their individual sectors and relevant areas of

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expertise (sport tourism, for example).

Action: Staff to revise agreement to include purpose/objectives of panel, including to provide input on strategic plan (engaged separately by consultants), marketing strategy, and visitor attraction grant strategy/application process. Also, recommended meeting schedule is twice per year to align with grant application intake period and development of annual marketing plan.

6.3. Downtown lights and rink update

Staff provided an update on the downtown lights and refrigerated rink. King St. lights are being installed. Discussions with artist re: singing tree sculpture continue. Rink will be installed once River Mill Park canopy lights are up – there was a slight delay in the approvals process.

6.4. 2025/26 funding application intake period

Staff reminded the board that the 2025/26 funding application intake period opens Dec. 10.

6.4.1. Application form review

Discussion:

- Wording of application form – need to reframe more as third-party product development. Should be a grant rather than sponsorship and focused on visitor attraction.
- Support via small sponsorships, like local businesses do, for tournaments for example – these reduce funds available for new product development and marketing initiatives. Groups seeking sponsorship won't be prohibited from applying, but their applications will still be assessed against HMATA's criteria and in relation to other applications.
- Community events run by non-profits shouldn't need to revalidate their existence every year to receive funding, especially for recurring events that help to drive more tourism because they've raised the bar of what is happening in town.

Action: Staff to revise application before intake period opens Dec. 1.

6.4.2. Intake presentation and support

Applicants will be encouraged to contact ED before applying to ensure their proposal is eligible.

6.5. MCI – October Fam Tour

ED established good connections with the meeting planners who attended. More details to come in year-end report.

6.6. KPI discussion

Board members asked to send ED final input – KPIs will be motioned at next meeting.

Discussion:

- Need to incorporate overarching objectives along with the measurable KPIs that feed into those goals and demonstrate whether or not they have been met.
- Will be incorporated into strategic planning process.

6.7. Reminder: Biannual meeting with Town staff – November 28, 2:30-3:30 p.m. (The HUB Boardroom, 1 Crescent Road, all Board members welcome to attend)

7. Previous business

7.1. Draft procurement policy



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Motion: *To adopt the procurement policy as presented.*

Moved by: Steve Carr

Seconded by: Andrew Buwalda

CARRIED

7.2. 2024 Charitable Donation

Discussion: Need to develop new policy with criteria for charitable giving.

Motion: *To donate \$30,000 to Huntsville Hospital Foundation as HMATA's 2024 charity of choice.*

Moved by: Steve Carr

Seconded by: Chirag Patel

CARRIED

7.3. Eclipse Walk With Light - Subcommittee Site Recommendation

Motion: *To accept the Eclipse subcommittee's recommended host and location, Sandhill Nursery, and direct staff to begin developing a legal agreement with the proponent.*

Moved by: Steve Carr

Seconded by: Chirag Patel

CARRIED

8. Closed session

Motion: *To enter closed session at 3:27 p.m.*

Moved by: Steve Carr

Seconded by: Chirag Patel

CARRIED

Motion: *To leave closed session at 3:54 p.m.*

Moved by: Andrew Buwalda

Seconded by: Chirag Patel

CARRIED

9. Business arising from closed session – None

10. Next meetings and adjournment

10.1. Next meetings:

Tuesday, December 10, 2024 at 12:00 p.m., Deerhurst – social only (note new date)

Tuesday, January 14, 2025 at 2:00 p.m., Zoom – 2025/26 application intake

Tuesday, January 21, 2024 at 2:00 p.m., Hilton Home2 Suites – regular meeting

10.2. Adjournment

Motion: *To adjourn the meeting at 3:54 p.m.*

Moved by: Andrew Buwalda



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Seconded by: Chirag Patel
CARRIED



HUNTSVILLE 2024 HLOB CHAMBER EVENT PLAN RECAP





Muskoka Maple Festival Recap: Driving Community Engagement and Economic Growth

The Muskoka Maple Festival has established itself as a must-attend spring event, drawing visitors from across Ontario and beyond. In 2024, the festival delivered impressive results, showcasing the region's vibrant culture, boosting local economic activity and creating memorable experiences for attendees.

Festival Highlights and Metrics:

Over 3000 people attended the festival, despite less favourable weather. Maple Festival website had 11,571 unique visitors and 15,318 site impressions in the last year.



Muskoka Music Crawl Campfire Sessions Recap: Fostering Community and Amplifying Local Talent

The Muskoka Music Crawl's Campfire Session's became a signature cultural event, blending the region's natural beauty with live intimate music experiences. Held at scenic outdoor venues, these sessions provided a platform for emerging and well established local artists while drawing residents and tourists together for unforgettable evenings under the stars.

Event Highlights and Metrics:

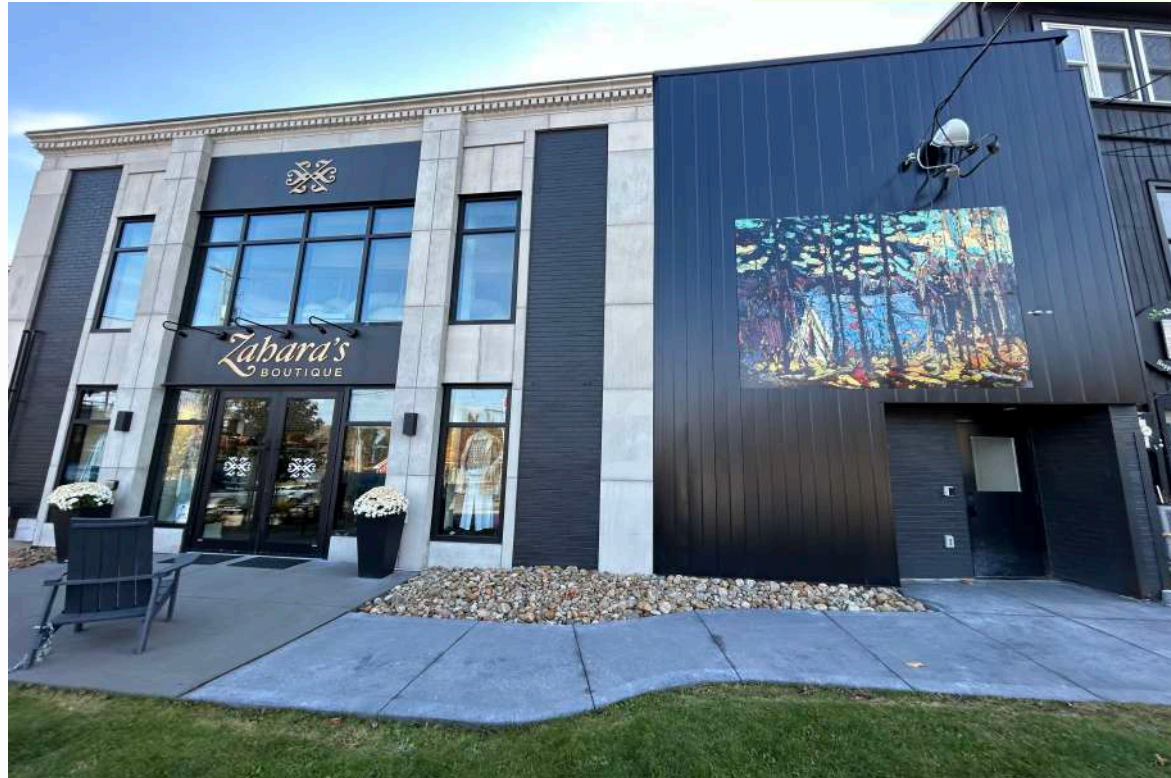
Spread over each weekend from July 1st to Labour Day weekend over 1600 people attended the campfires over the summer. These sessions gave visitors a truly local experience all summer long. Website annual traffic of 2,710 unique visitors and 3,745 impressions.





GROUP *of*
SEVEN

OUTDOOR
GALLERY



Group of Seven Outdoor Mural Gallery Recap: Celebrating Art and Nature in Muskoka

The Outdoor Gallery continues to bring art to life in Huntsville by showcasing large-scale reproductions inspired by Canada's iconic Group of Seven painters. Strategically placed throughout downtown and beyond on businesses and public spaces, the gallery transforms Huntsville into an immersive artistic experience for both art enthusiasts and nature lovers alike.

Project Highlights: The launch of the QR coded virtual tour narrated by founder Gerry Lantaigne, continually the number one requested visitor information at the Chamber visitor booth.



Huntsville Snowfest & River Mill Rink Recap: Embracing Winter, Strengthening Community

Huntsville Snowfest and the River Mill Rink have become cornerstone winter attractions, transforming downtown Huntsville into a vibrant hub of seasonal fun. Offering family-friendly activities, live entertainment and ice skating on the picturesque River Mill Rink, the attraction celebrates Muskoka's winter charm while supporting local businesses and tourism.

Event Highlight and Metrics: Over 2500 people attended Snowfest's one-day event with many more enjoying the skating season on the rink. Website traffic of 4,331 unique visitors and 5,645 site impressions in the last year.





ATTRACTING VISITORS TO HUNTSVILLE 2025/2026 HLOB CHAMBER EVENT PLAN



INTRO

USING THE \$66,865 HMATA FUNDING, THE HLOB CHAMBER OF COMMERCE PLANS TO FOCUS ON 4 SIGNIFICANT TOURISM PRODUCTS IN THE 2025/2026 HMATA FISCAL YEAR.

EVENTS AND PRODUCT DEVELOPMENT:

- **MUSKOKA MAPLE FESTIVAL 2026**
- **MUSKOKA 2/4 CRAFT BEER FESTIVAL**
- **HUNTSVILLE SNOWFEST RIVER MILL RINK**
- **GROUP OF SEVEN OUTDOOR GALLERY MURALS**





Muskoka Maple Festival: A Celebration of Canadian Tradition

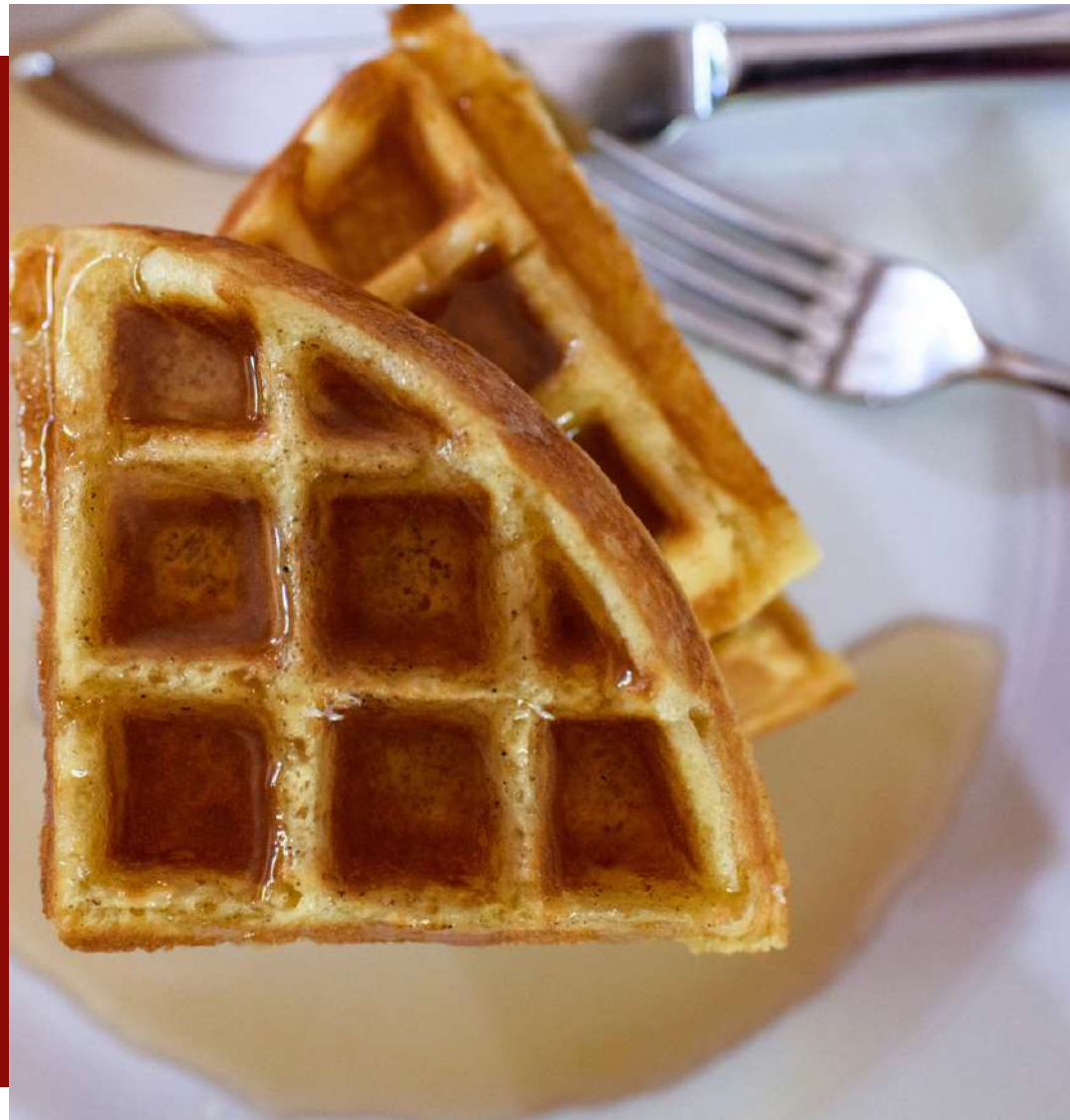
This one-of-a-kind festival supports local businesses, showcases the region's natural beauty, and offers activities ranging from live music and interactive demonstrations to a bustling vendor market featuring locally produced maple products. With a proven track record of boosting tourism and creating economic opportunities for artisans and small businesses, the Muskoka Maple festival is not just a community event - it's a vital contributor to regional growth, sustainability and the Huntsville brand.



BONUS!

MUSKOKA TOURISM WILL CONTINUE TO MARKET THE BIG MAPLE EXPERIENCES IN AND AROUND HUNTSVILLE. THIS WILL INCLUDE THINGS LIKE SUGARBUSH HILL DISCOVER TRAIL, MUSKOKA LAKES FARM AND WINERY AS WELL AS MAPLE INFUSED MENUS AT MANY LOCAL RESTAURANTS.

WE WILL WORK CLOSELY WITH MUSKOKA TOURISM TO PROMOTE THESE AS WELL AS THE MAPLE FESTIVAL FOR THE ENTIRE SPRING SEASON.



REVENUE

MAPLE FESTIVAL VENDOR FEES:

\$4,500 BUSINESS PARTNERSHIPS:

\$1,500 HMATA: \$18,000 (2026)6

TOTAL: \$24,000

EXPENSES

ENTERTAINMENT & ACTIVITIES: \$8,520

REVENUE AND SITE RENTALS: \$2,650

MARKETING DIGITAL & PRINT: \$2,000

VOLUNTEERS: \$1,200

EVENT LABOUR: \$480

**CHAMBER ADMIN (ADMINISTRATION,
INSURANCE, MILEAGE, SUPPLIES: \$9,150**

TOTAL: \$24,000

WHERE YOUR CONTRIBUTION WILL BE SPENT

1

**ENTERTAINMENT
& ACTIVITIES**

2

VENUE & SITE

3

**MARKETINGING
(DIGITAL & PRINT)**

4

FREE ENTRY!





THE MUSKOKA 2/4 CRAFT BEER FESTIVAL IS BACK IN RIVER MILL PARK ON SATURDAY MAY 17, 2025 FROM 11AM-6PM! THIS IS A CRAFT BEER FESTIVAL SMASHED TOGETHER WITH MUSIC, FOOD AND A FULL DAY OF FUN. VISITORS WILL STOP IN TO SEE 15 CRAFT BREWERIES FROM ACROSS ONTARIO BRINGING OVER 50 OF THE MOST FLAVOURFUL CRAFT BEERS YOU CAN IMAGINE.



WHERE YOUR CONTRIBUTION WILL BE SPENT

\$5,000 IN FUNDING WILL BE SPENT ENTIRELY ON ENHANCING THE MUSIC LINEUP OF THE FESTIVAL. THIS WILL DRAW VISITORS FROM A WIDER AREA WITH BOTH LOCAL AND HIGHER PROFILE MUSICAL TALENT. OVERNIGHT + ENTRY TICKET PACKAGES WILL BE DEVELOPED WITH NEARBY ACCOMODATORS.



STARTING DECEMBER 1, 2025, RIVER MILL PARK WILL ONCE AGAIN TURN INTO A WHIMSICAL WINTER PLAYGROUND.

THE WINTER ACTIVITIES WILL BEGIN WITH THE RETURN OF THE RIVER MILL SKATING RINK ON DECEMBER 1 (WEATHER PERMITTING).

UNDER THE CANOPY OF LIGHTS SURROUNDED BY THE BEAUTIFUL PLAYFUL MURALS CREATED BY KRISTYN WATTERWORTH, RIVER MILL PARK WILL COME ALIVE FROM DECEMBER 2025 TO MARCH 2026. HMATA'S PREVIOUS FUNDING OF THE ICE CHILLERS HAS BEEN OPERATED AND TESTED TO ENSURE A SKATING SEASON WITH TEMPERATURES OF UP TO 8 DEGREES CELCIUS.

THIS ATTRACTION HAS BECOME A TOURISM ASSET IN THE HEART OF HUNTSVILLE. A CONTINUED PARTNERSHIP WITH HFA AND THE BIA WILL ALSO SEE THE RETURN OF HUNTSVILLE SNOWFEST WEEKEND ACTIVATIONS FRIDAY THROUGH SUNDAY FROM JANUARY TO MARCH. THE RETURN OF FUNKY FRIDAYS, SILVER SCREEN SATURDAYS AND CAESAR SUNDAES.



HUNTSVILLE SNOWFEST RIVER MILL RINK

REVENUE

BUINESS PARTNERSHIPS: \$5,500

TOH (IN-KIND SITE PERMITS: \$6,209.15

HMATA: \$28,865

TOTAL: \$40,574,15

EXPENSES

**RINK INSTALLATION AND
REFRIGERATION: \$11,230**

**SITE MATERIALS AND
SIGNAGE: \$4135**

PERMITS: \$6,209.15

**RINK MAINTENANCE AND
TEARDOWN: \$10,000**

**CHAMBER ADMIN
(ADMINISTRATION, MILEAGE,
INSURANCE, SUPPLIES): \$9,000**

TOTAL: \$40,574.15

WHERE YOUR CONTRIBUTION WILL BE SPENT

1

INSTALLATION, MAINTENANCE
AND TEARDOWN OF THE
RINK

2

OPERATION OF POPULAR
TOURIST ATTRACTION FOR UP
TO 4 MONTHS IN OFF SEASON

3

PARTNERSHIP COORDINATION
OF HUNTSVILLE SNOWFEST
WEEKEND ENTERTAINMENT
SERIES

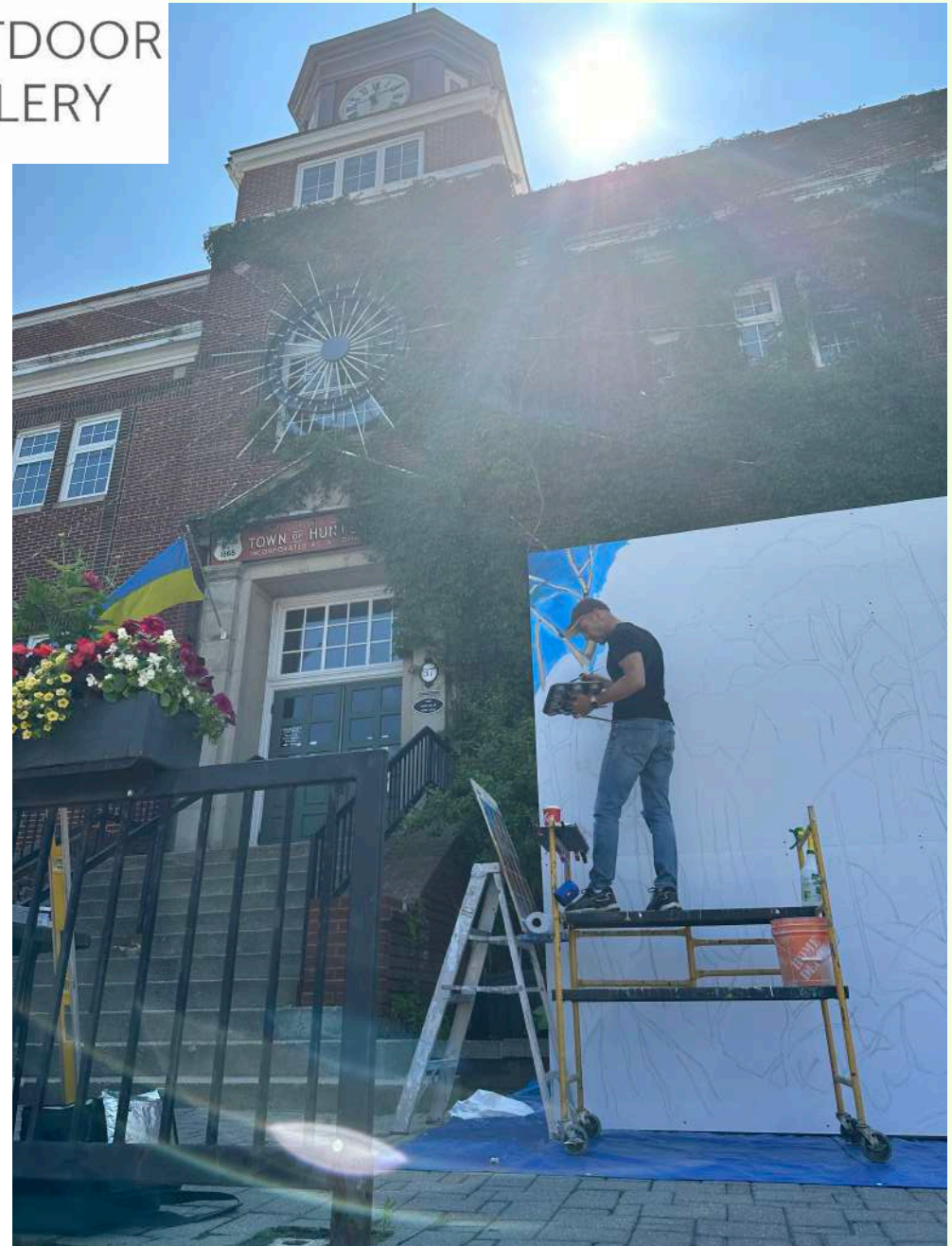




GROUP *of*
SEVEN

OUTDOOR
GALLERY

THE GROUP OF SEVEN OUTDOOR GALLERY FOUNDED IN 1996 BY ARTIST GERRY LANTAIGNE, CONTINUES TO BE ONE OF THE MOST POPULAR ATTRACTIONS FOR VISITORS TO HUNTSVILLE YEAR-ROUND. THIS OUTDOOR GALLERY INCLUDES 43 MURALS DOWNTOWN AND OVER 100 IN THE SURROUNDING REGION WITH A QR CODED VIRTUAL WALKING TOUR, BROCHURE MAP GUIDE AND NEWLY REFINED MURALS THANKS TO PREVIOUS HMATA FUNDING. TWO NEW MURALS WILL BE COMPLETED IN THE 2025/2026 FISCAL, ONE AS A COMMUNITY MURAL IN THE SUMMER MONTHS EN PLAIN AIR AND ONE IN THE SUMMIT CENTRE OVER THE WINTER SEASON.



REVENUE

HMATA:\$15,000

TOTAL: \$15,000

EXPENSES

ARTIST FEES: \$6,000

PAINT AND SUPPLIES: \$2,142

INSTALLATION: \$858

**SIGNAGE, BROCHURE PRINTING:
\$1,500**

**DIGITAL TOUR FILMING AND
NARRATION: \$1,500**

HLOB CHAMBER AFMIN FEE:

\$3,000 TOTAL: \$15,000

WHERE YOUR CONTRIBUTION WILL BE SPENT

1

**TWO BRAND NEW
MURAL ADDITIONS TO
THE GALLERY IN
HUNTSVILLE
(SUMMER AND WINTER**

2

**ARTISTS FEES
AND SUPPLIES**

3

SITE COSTS

4

**MARKETING
(DIGITAL &
PRINT**



SUMMARY

EVENTS:

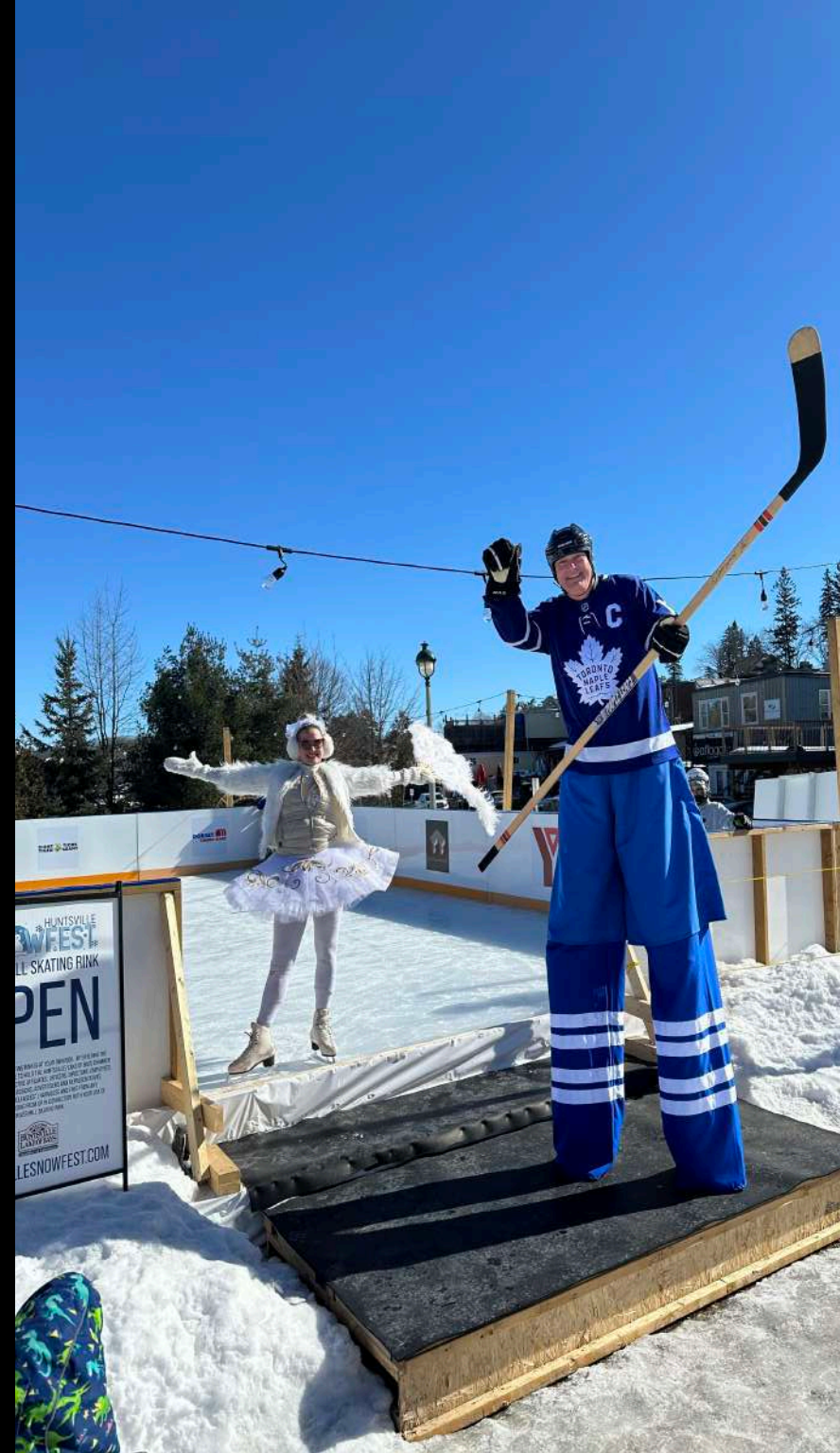
MUSKOKA MAPLE FESTIVAL 2026
\$18,000

**MUSKOKA 2/4 CRAFT BEER
FESTIVAL**
\$5,000

**HUNTSVILLE SNOWFEST RIVER
MILL RINK**
\$28,865

GROUP OF SEVEN OUTDOOR GALLERY
\$15,000

TOTAL: \$66,865



Alignment with HMATA:

1. How we support year-round, sustainable visitor growth:

Muskoka Maple Festival (Spring) and Muskoka 2/4 Craft Beer Festival (Late Spring) boost tourism in traditionally quieter periods.

River Mill Skating Rink and Snowfest (Winter) extends tourism through cold-weather activities, transforming Huntsville into a year-round destination.

The Group of Seven Outdoor Gallery (Year-Round) offers an enduring cultural attraction for art and nature enthusiasts across all seasons.

By diversifying our offerings and promoting tourism beyond peak summer months, we contribute to a balanced, sustainable tourism economy.

Alignment with HMATA:

2. How we help drive room nights:

Events like the Muskoka Maple Festival and Muskoka Craft Beer Festival attract multi-day visitors, increasing demand for accommodations.

River Mill Skating Rink and special winter programming encourage overnight stays by providing ongoing attractions during the winter season.

Collaborating with local lodging providers during events offer exclusive packages that combine accommodations with festival experiences, further incentives extended stays.

Alignment with HMATA:

3. How we enhance visitor's overall community experience:

By showcasing Huntsville's unique culture, heritage and natural beauty, our events create immersive, memorable visitor experiences.

Interactive elements such as live music, outdoor activities, and food vendors at the festivals ensure broad appeal for diverse age groups and interests.

Local artisans, musicians, and food producers are prominently featured, offering visitors authentic Muskoka experiences while support local talent and businesses.

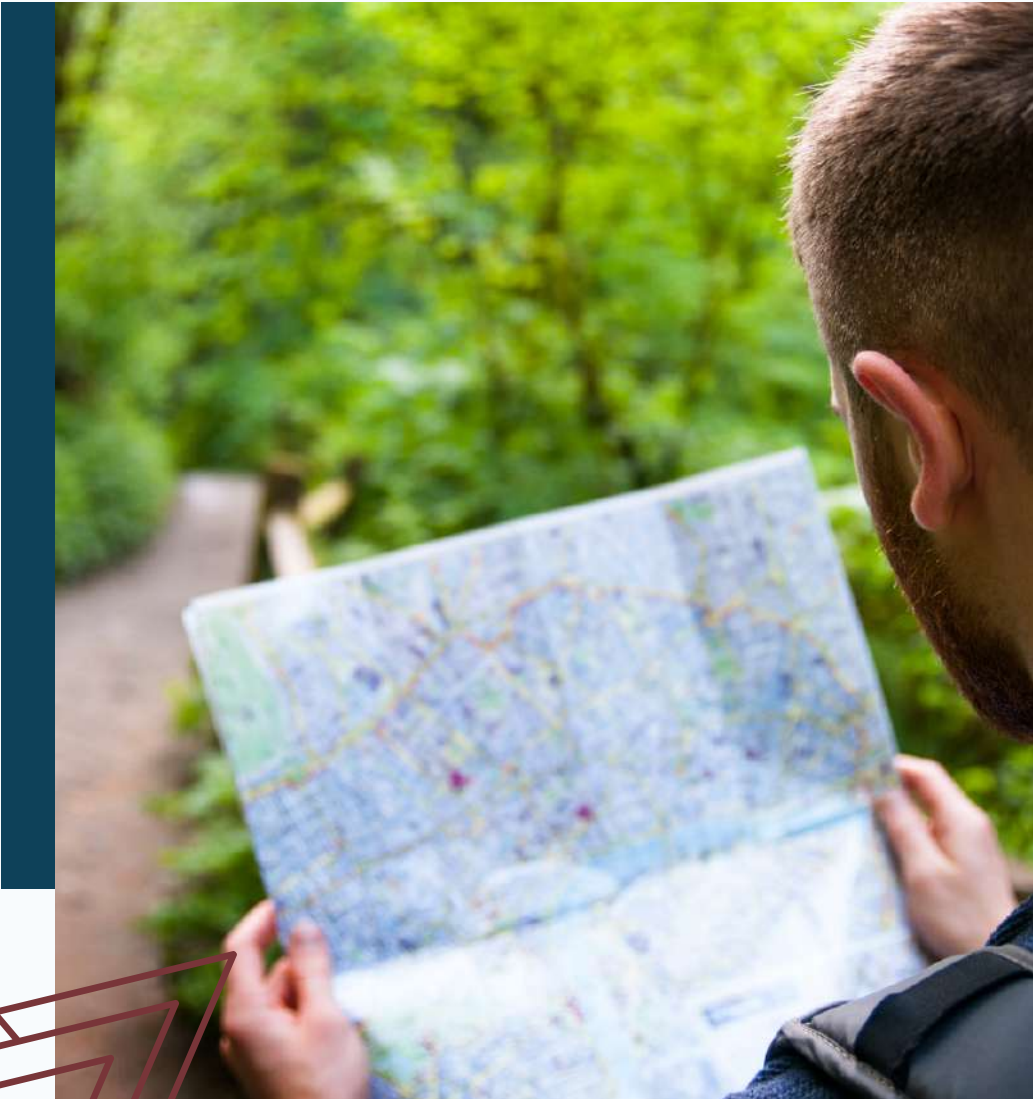
Alignment with HMATA:

4. How we contribute to destination awareness:

Marketing campaigns for each event highlight Huntsville as a premier destination, reaching audiences across Ontario and beyond.

Signature events like the Muskoka Maple Festival and the Group of Seven Outdoor Gallery position Huntsville as a leader in cultural tourism.

By aligning with HMATA's goals, our event plan drives sustainable growth, supports local businesses, and enhances the town's reputation as a must-visit destination throughout the year.



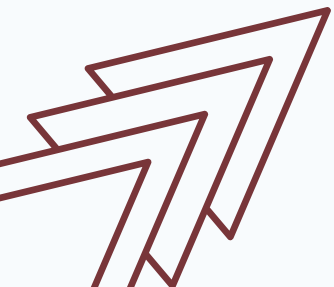
VISITOR SERVICES

INTRO

The Huntsville/Lake of Bays Chamber of Commerce now receives \$40,000 from the Town of Huntsville to operate a Visitor Information Centre with in person, email and phone services. Additionally, we host a self-serve tourism booth at 3 Guys and a Stove on HWY 60, and hire summer student staff to act as tourism liaisons in the community.

Last year with HMATA funding we were able to enhance the visitor experience via phone, email and at several "pop-up" events over the year.

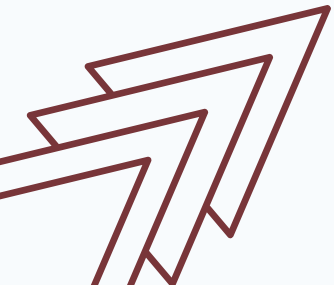
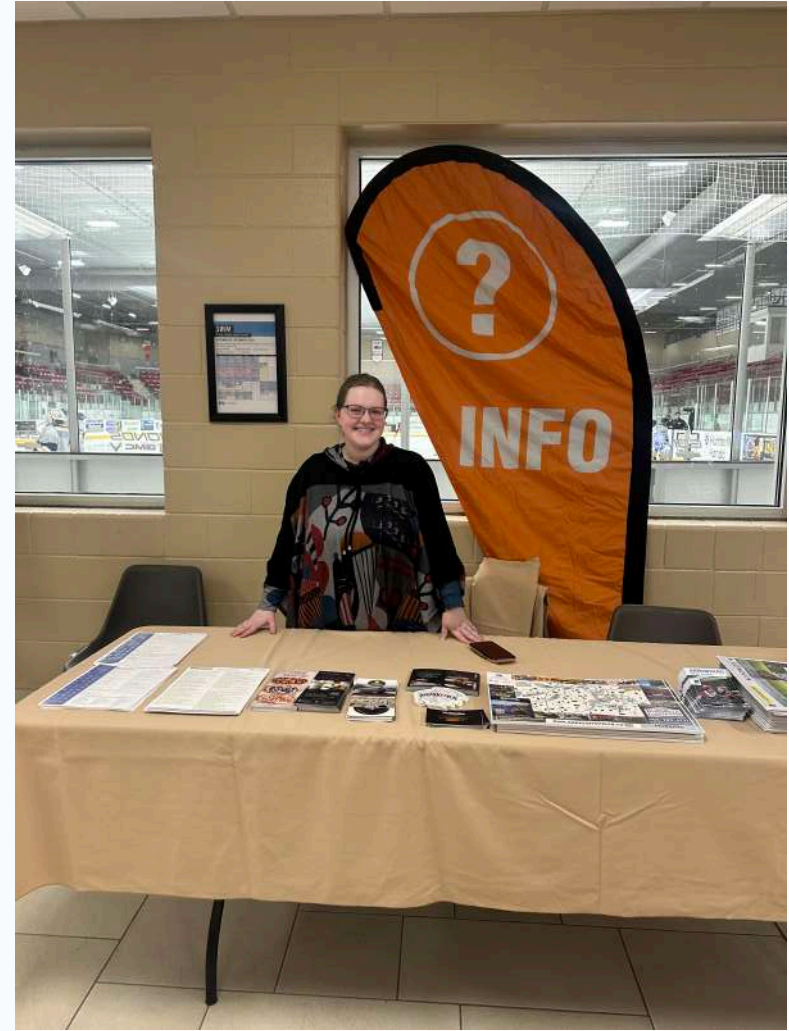
We are requesting \$15,000 annually to continue to operate these additional services.



ENHANCED VISITORS SERVICES RECAP:

SEVERAL EXPLORE HUNTSVILLE "POP-UP" VISITOR BOOTHS WERE SET UP IN HUNTSVILLE OVER THE YEAR. THOSE INCLUDE EVENTS LIKE CANADA DAY CELEBRATIONS IN RIVER MILL PARK, IRON MAN, AND LARGE HOCKEY TOURNAMENTS AT THE SUMMIT CENTRE. THESE WERE VERY WELL RECEIVED WE OFTEN BRING OUR LARGE GAMES FOR KIDS AND FAMILIES TO ENJOY AND OUR STAFF ARE THERE TO ANSWER ANY QUESTIONS THEY MAY HAVE.

EXPLORE HUNTSVILLE PHONE AND EMAIL IS BUSY IN THE SUMMER SEASON WITH OVER 50% OF CALLS ASKING ABOUT BOOKING ACTIVITIES AND WHAT TO DO DURING THEIR STAY.



ADDITIONAL TOURISM SERVICES



**CURATED
VISITOR
WELCOME
PACKAGES**

**EXPLORE
HUNTSVILLE
KIOSK WITH
ROAMING
TOURISM
AMBASSADORS**

**FACILITATE
WELCOME SIGNS
WITH
COMMUNITY
ORGANIZATIONS**

**FAM TOUR
SUPPORT**

**SUPPORT
CURATING
PACKAGES FOR
CONFERENCES,
TRAVEL
GROUPS,
MEDIA, ETC.**

**LARGE EVENT
SUPPORT (I.E
55+ WINTER
GAMES)**

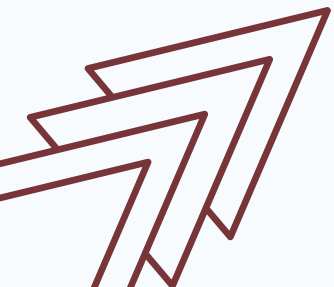
**DEDICATED
TOURISM
INQUIRY PHONE
LINE AND EMAIL**

**COLLABORATE
WITH
ACCOMMODATORS
AND LOCAL
BUSINESSES ON
TRAVEL
ITINERARIES**

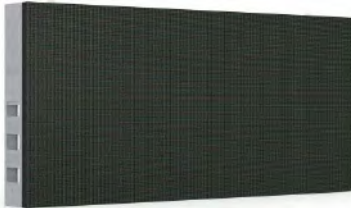


WELCOME SIGN UPGRADE: TIME TO GO DIGITAL!

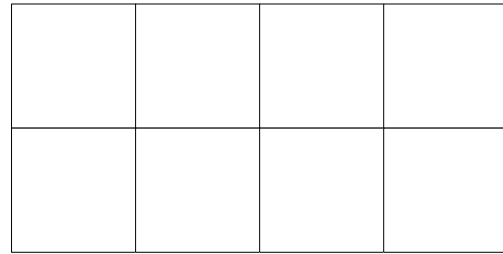
THE WELCOME SIGNS LOCATED AT EITHER END OF TOWN ARE IN NEED OF AN UPGRADE. THESE ARE THE FIRST THINGS PEOPLE CAN SEE AS THEY ENTER OUR COMMUNITY. THEY ARE A WONDERFUL RESOURCE FOR LOCAL ORGANIZATIONS TO CONVEY DIFFERENT MESSAGES ABOUT EVENTS AND FUNDRAISERS. THE CHAMBER HAS MANAGED THE SCHEDULE FOR THESE FOR YEARS AND WE BELIEVE GOING DIGITAL WILL ALLOW MORE INFORMATION TO BE DISPLAYED FOR VISITORS. THERE MAY ALSO BE ADVERTISING OPPORTUNITY. IN PARTNERSHIP WITH OUR LOCAL SERVICE CLUBS AS SPONSORS WE ARE LOOKING FOR \$10,000 FOR THE PURCHASE OF TWO 4' X 2' DIGITAL SCREENS.



POD-10CL-1280X640
10mm COLOUR OUTDOOR DIGITAL SIGN with “quick release” modules
1280mm X 640mm (4’-2” X 2’-1”)




1280mm (50 3/8")



640mm (25 1/8")



SPECIFICATIONS

PRODUCT NO.	POD-10CL-1280X640		
Description	Outdoor Digital sign with aluminum cabinet and front access modules	Screen resolution	128 x 64 real pixels
LED Type	DIP RGB full colour	Pitch	P10 – 1 pixel RGB per 10 mm of screen surface.
Screen Dimensions	1.28 M x 0.64 M (50 3/8" L x 25 1/4" H)	Power consumption	451 watts maximum 203 watts average
Cabinet Dimensions	1.36 M x 0.72 M x 0.115 M (53 1/2" L x 28 1/4" H x 4 1/2" D)	Drive method	1/4 scan saves 75% in electricity
Surface	0.82 M ²	Input Power required	120V / 5A
Brightness	7500 nits (cd/m ²)	Temperatures	-40 °C to +60 °C
Refresh rate	920 Hz	Power supplies	High performance with PFC power saving
Weight	29 Kg (64 lbs)	Sources	Images, videos, text, animations
View distance	10 to 150 metres	Lifetime	100,000 hours
Pixel density	10,000 pixels / M ²	Waterproof	IP65
Certifications	 CAN-ICES-003	View angles	140° horizontal 70° vertical
Warranty	5 years parts and 2 years labor	Aspect ratio	2 : 1

2025 IN DOWNTOWN HUNTSVILLE

“Alone we can do so little;
together we can do so much.”

-Helen Keller

**PARTNERING WITH THE
DOWNTOWN HUNTSVILLE BUSINESS
IMPROVEMENT AREA (BIA)
TO DRIVE OVERNIGHT STAYS IN HUNTSVILLE**

**A PROPOSAL FOR A \$65,000
INVESTMENT TO DRIVE OVERNIGHT
STAYS IN HUNTSVILLE THROUGH
EVENTS AND LIGHTING ENHANCEMENTS
IN THE DOWNTOWN HUNTSVILLE
BUSINESS IMPROVEMENT AREA (BIA).**

Rachel Hunt

Executive Director

Downtown Huntsville BIA

WHO WE ARE:

The Downtown Huntsville BIA's Board of Directors is composed of volunteers who are chosen by the BIA's membership and appointed by Town Council. The Board includes business and property owners from the mandated area, as well as a member of the Huntsville Town Council. The Board is supported by the Executive Director.

OUR MISSION:

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

2025 HMATA INVESTMENT IN DOWNTOWN HUNTSVILLE

Huntsville's Harvest Feast	Girlfriends' Getaway Weekend	Huntsville's Hallmark Holiday
\$7,000 September 13 	\$8,000 November 7-9	\$50,000 November 12- January 2

HUNTSVILLE'S HARVEST FEAST

SEPTEMBER 13TH, 2025 (NEW EVENT)

INVESTMENT: \$7,000

Huntsville's Harvest Feast celebrates the best of fall with local food trucks, artisan vendors, delicious baked goods, live music, and family-friendly activities, all set in a vibrant, visitor-friendly atmosphere that draws people to our charming downtown. A pie-centric theme focusing on the many delicious fall flavors, from apple and pumpkin to pecan and sweet potato. Happening alongside the Sandhills Fall Festival, which also offers family fun, these events complement each other by attracting a diverse range of visitors. This creates a perfect opportunity to encourage overnight stays, as guests can enjoy both events and explore all that Huntsville has to offer.

- Full Road Closure
- Hay Rides
- Live Music
- Apple Cider Tasting & Pressing
- Cornhole & Fall Games
- Artisan Food Vendors
- Transform the Downtown into a picturesque Fall wonderland.
- Kids Harvest Activities
- Fall Photo Booth
- Seasonal Craft Beer & Wine
- Flower stand with mums and fall flowers

GIRLFRIENDS' GETAWAY WEEKEND

19 YEARS – 3DAY EVENT

INVESTMENT \$8,000

Friday

- Marketing shopping in downtown before checking in at Deerhurst.
- Friday night Pub Crawl – live music in every restaurant
- Free shuttle service for Pub Crawl
- Unique GGW Selfie Wall/Photo Booth

Saturday

- Free shuttle service
- Live Music/buskers
- Giveaways
- Unique GGW Selfie Wall/Photo Booth

Sunday

- Self-Care Sessions
- Brunch
- Unique GGW Selfie Wall/Photo Booth

HUNTSVILLE'S HALLMARK HOLIDAY EXPERIENCE NOVEMBER-JANUARY INVESTMENT \$50,000

- Transform our charming downtown into a real-life Hallmark movie, with thousands of twinkling lights and festive decorations creating a must-stay overnight destination.
- Tree Lighting Ceremony to kick off the season on Friday November 28th
- Followed by the Holiday Market on November 29th

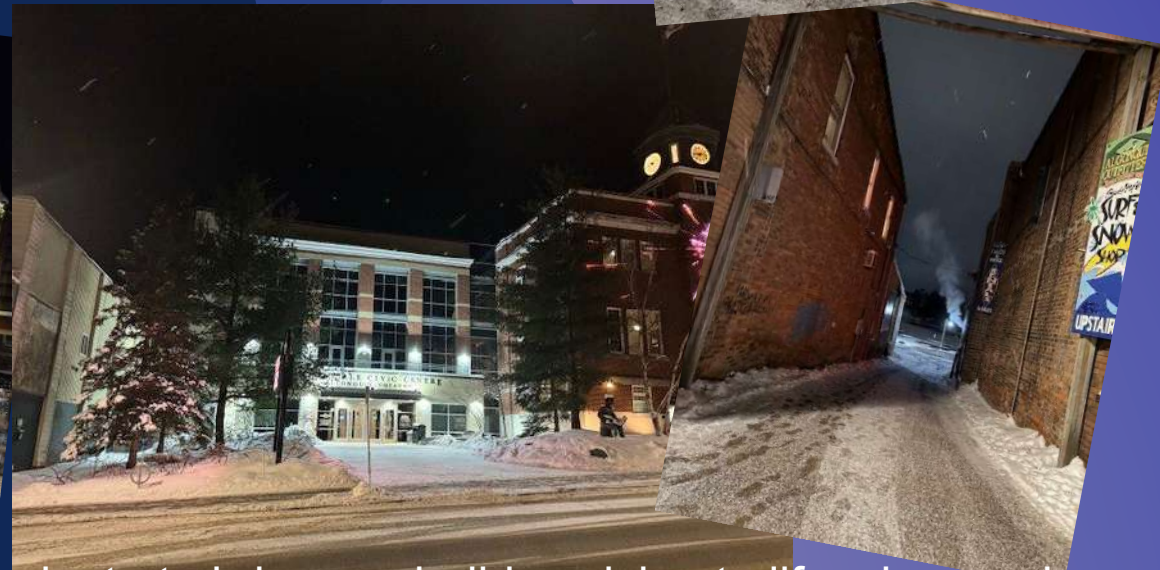
ELORA'S CHRISTMAS MARKET

- Over 88,000 Christmas Lights
- 150+ Christmas Trees
- Chalet Cedar huts
- Fire pits throughout
- “Ontario’s most beautiful village” in 2024



HUNTSVILLE'S HALLMARK HOLIDAY OPPORTUNITY

With your investment and learning from Elora's success, Huntsville can create its own spectacular holiday experience by focusing on expanding our lighting and decor, transforming the downtown into a breathtaking winter wonderland. With thousands of twinkling lights, festive displays, and a stunning tree lighting ceremony, we can craft an atmosphere that captures the magic of the season, encouraging both locals and visitors to linger, explore, stay overnight and enjoy everything our town has to offer..



Here are some examples of areas we could focus on and illuminate to bring our holiday vision to life, showcasing the potential for a truly festive and magical atmosphere in Huntsville (just like The Nutty Chocolatier does).

THANK YOU FOR YOUR SUPPORT!

We would like to express our heartfelt gratitude to **HMATA** for your continued support of our events and initiatives.

Your generous funding has allowed us to:

- Enhance the Visitor Experience
- Boost Local Economy
- Strengthen Community Spirit
- Promote Downtown Huntsville

Your partnership has made all of this possible. **Together, we are creating lasting memories and a brighter future for Huntsville!**

"Creating experiences that spark memories, build traditions, and inspire repeat visits—because every moment deserves a selfie."



ALIGNMENT WITH HMATA'S GOALS

The Downtown Huntsville BIA supports year-round sustainable growth in several key ways:

1. Promoting Local Businesses:

- Organizes events, marketing campaigns, and initiatives that attract visitors, boost sales, and raise the profile of local businesses throughout the year.

2. Enhancing the Downtown Experience:

- Invests in beautification projects, creating a welcoming, vibrant environment that encourages repeat visits.

3. Supporting Tourism:

- Coordinates events and activities that draw both locals and tourists year-round, generating foot traffic and increasing the demand for hospitality services.

4. Fostering Collaboration:

- Working together with other community organizations to develop and implement strategies for sustainable growth, ensuring long-term success.

By focusing on these initiatives, the Downtown Huntsville BIA plays a crucial role in driving sustainable, year-round growth, benefiting local businesses and the community as a whole.

ALIGNMENT WITH HMATA'S GOALS

The Downtown Huntsville BIA helps to drive room nights by:

1. Hosting Signature Events:

- Organizes high-traffic, annual events like festivals, markets, and cultural celebrations that attract visitors to the area and encourage overnight stays to fully experience the events.

2. Creating a Vibrant Destination:

- Enhances the appeal of downtown with beautification, public spaces, and local attractions, making it an attractive place for visitors to stay longer and explore.

4. Attracting Tourists through Marketing:

- Uses targeted marketing campaigns to highlight Huntsville's downtown as a prime destination, drawing visitors from nearby areas who may stay overnight to enjoy the experience.

By leveraging these strategies, the Downtown Huntsville BIA helps drive room nights, boosting the local tourism and hospitality sector.

ALIGNMENT WITH HMATA'S GOALS

The Downtown Huntsville BIA enhances visitors' overall community experience by:

1. Promoting local businesses:

- Highlights local shops, restaurants, and services through events and marketing, creating a vibrant, authentic experience.

2. Creating memorable events:

- Organizes activities and festivals that provide visitors with lasting memories of Downtown Huntsville.

3. Encouraging community engagement:

- Offers opportunities for visitors to interact with locals and learn about the community.

4. Enhancing the atmosphere:

- Focuses on beautification projects and public spaces to create an inviting, enjoyable environment.

5. Attracting new visitors:

- Develops diverse events that appeal to a wide range of interests, attracting new visitors to the area.

6. Fostering a sense of belonging:

- Creates events that help visitors feel part of the community, promoting inclusivity and connection.

7. Promoting exploration:

- Encourages visitors to explore more of the downtown area and its surrounding attractions.

ALIGNMENT WITH HMATA'S GOALS

The Downtown Huntsville BIA contributes to destination awareness by:

1. Organizing signature events:

- Host events that attract media attention and increase visibility for Downtown Huntsville.

2. Marketing and promotion:

- Runs targeted advertising and social media campaigns to highlight Downtown Huntsville as a must-visit destination.

3. Building partnerships with tourism organizations:

- Works with groups like HMATA to extend the reach of Huntsville's tourism efforts.

4. Engaging visitors through events:

- Provides memorable experiences that encourage word-of-mouth promotion and return visits.

5. Creating a strong online presence:

- Maintains an active online presence to reach potential visitors.

**THE FOLLOWING IMAGES
SHOWCASE OUR EVENTS IN 2024.**

**THANKS TO YOUR INVESTMENT,
WE'VE BEEN ABLE TO CREATE
UNFORGETTABLE EXPERIENCES IN
DOWNTOWN HUNTSVILLE,
BENEFITING BOTH OUR LOCAL
COMMUNITY AND VISITORS ALIKE**

MUSKOKA MARKET: HUNTSVILLE'S SUMMER EDITION





TINY TOTS PARADE

CUSTOMER APPRECIATION CRAWL

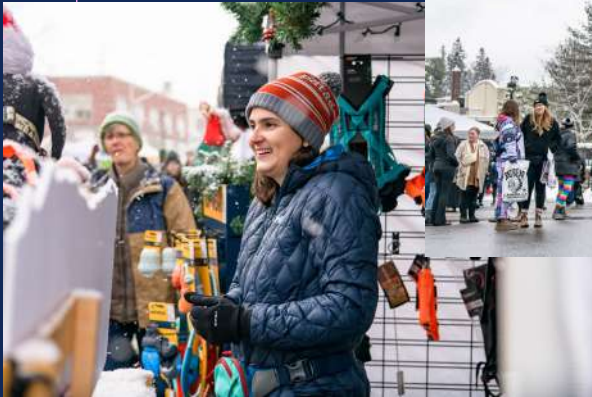


COMMUNITY TREE LIGHTING

- 24ft Tree with over 4000 lights
- Booths for hot drinks and treats
- Carolers of all ages
- Decorate cookies
- Gifts for kids
- DJ and light show
- Collected donations for The Table Soup Kitchen Foundation
- Growing to be a signature event



MUSKOKA MARKET: HUNTSVILLE'S HOLIDAY EDITION



SANTA & MRS. CLAUS IN DOWNTOWN





HUNTSVILLE
festival of the arts

HMATA PARTNERSHIP PROPOSAL 2024-25



HMATA SUPPORT

\$55,000

- **CONCERTS AT DEERHURST**
HOWIE MANDEL, TOM MORELLO (OF RAGE AGAINST THE MACHINE), JAMES BARKER BAND, DALLAS SMITH, JANN ARDEN, BLUE RODEO (2 SHOWS)
- **CONCERTS AT ALGONQUIN THEATRE**
JESSE COOK, DAVID SUZUKI, COLIN JAMES, DAN MANGAN, JUST FOR LAUGHS, MEN OF THE DEEPS, AND MORE
- **SUMMER ENHANCEMENTS**
GROUP OF SEVEN OUTDOOR GALLERY TOURS



GROUP OF SEVEN OUTDOOR GALLERY TOURS

- Guided Tours - June-August (potential for extension if there is demand)
- Wednesday Evenings – The Mystery of Tom Thomson’s Death
- Sunday Afternoons – The Art of Group of Seven
- Translation of self guided videos to Cantonese & Punjabi



EXPENSES

Artist Fees & Accommodations	\$750,000.00
Rentals and Production	\$250,000.00
Marketing & Promotion	\$200,000.00
Administration	\$100,000.00
TOTAL EXPENSES	\$1,300,000.00

REVENUE

Earned Revenue	\$950,000.00
Public Funding	\$100,000.00
Sponsors & Memberships	\$180,000.00
HMATA Partnership	\$55,000.00
In-Kind Contributions	\$15,000.00
TOTAL REVENUE	\$1,300,000.00

HMATA FUNDS

Deerhurst Artist Fees	\$35,000.00
Algonquin Theatre Artist Fees	\$ 5,000.00
Mural Tours: Translation & Signage	\$ 10,000.00
Marketing (Digital Advertising)	\$ 5,000.00
TOTAL INVESTMENT	\$55,000.00





PROJECTIONS

	2023-24	2025-26
ATTENDANCE	32,811	35,000
# OF CONCERTS & EVENTS	82	85
REVENUES	\$1,052,304	\$1,300,00
ECONOMIC IMPACT	4.5 Million	5.3 Million

Deerhurst Shows			
5000 Tickets Sold			
Hotel Rooms (avg 25.5%)	1275	\$ 229,500.00	avg \$180/rm
F&B Before Show (avg 72%)	3600	\$ 126,000.00	avg \$35/person
F&B During Show (0.97 drinks/person)	4850	\$ 45,444.50	avg \$9.37/drink
F&B After (avg 39%)	1950	\$ 17,550.00	avg. \$9/person
		\$ 418,494.50	
Algonquin Theatre & Other Venues			
10000 Tickets Sold			
Hotel Rooms (avg 12%)	1200	\$ 180,000.00	avg \$150/rm
F&B Before Show (avg 41%)	4100	\$ 143,500.00	avg \$35/person
		\$ 323,500.00	
Events			
17,000 Attendance			
Hotel Rooms (avg 10%)	1700	\$ 255,000.00	avg \$150/rm
F&B (avg 41%)	6970	\$ 174,250.00	avg \$25/person
		\$ 429,250.00	
Total Direct Spending		\$ 1,171,244.50	



2025-2026 DIRECT SPENDING

HOW WE SUPPORT YEAR-ROUND, SUSTAINABLE VISITOR GROWTH:

- We offer year-Round concert programming at different venues (Deerhurst, Algonquin Theatre, Sandhill Nursery)
- We present and collaborate on programming and initiatives in the shoulder season (ex. Snowfest, Eclipse Light Walk, etc.)
- We increase visitation for local businesses and restaurants in the shoulder season (59% of audience members visit local restaurants before or after the concert. Approximately \$330k spending annually)
- We consult and share resources with other events or organizations (ex. Dockfest)



HOW WE HELP TO DRIVE ROOM NIGHTS:

- An average of 22% of our audience stay in local accommodations (equals approximately \$650k spent on accommodations annually)
- We promote special accommodation packages connected to concerts and events (ex. Access to discount tickets for those who stay at Deerhurst)
- We offer free and accessible programming to encourage visitors to stay the night (ex. Huntsville Art Crawl, Group of Seven Mural Tours)



HOW WE ENHANCE VISITORS' OVERALL COMMUNITY EXPERIENCE:

- We promote local artists and their work through our programming (Huntsville Art Crawl, Nuit Blanche North, Concerts)
- We offer a variety of experiences in different venues unique to our area (Hillside Farm, Etwell Concert Series, Canvas Brewery, etc.)
- We enhance experiences through free programming in public spaces (Canoe Murals, Movie on the Docks, Dancing on the Docks, etc.)



HOW WE CONTRIBUTE TO DESTINATION AWARENESS:

- We budget over \$100k annually for marketing and promotion
- We document all concerts and events through photo and video, and share this content with local stakeholders.
- We collaborate with local DMO's, accommodations and businesses on marketing initiatives (ex. Show & Stay contest)
- We offer programming that highlights the unique qualities and nature of our community (ex. Canoe murals)



LOOKING TO THE FUTURE

As we plan for the future, we are developing ideas around programming that could support the mandate of HMATA by increasing visitation during periods that are typically low occupancy.

ROCK THE NORTH: MUSKOKA EDITION

A series of rock concerts with big draw artists at Deerhurst Resort every weekend in November.

Potential artists include The Glorious Sons, City & Colour and Burton Cummings.

MUSKOKA MELT

An annual event on the last weekend of March featuring a folk concert series, melted cheese & chocolate features from local restaurants, and outdoor hot tubs along the town docks.





THANK YOU

HUNTSVILLE
festival of the arts





FORECAST - HUNTSVILLE MUNICIPAL ACCOMMODATION TAX ASSOCIATION

Actual to December 31, 2024

	June	July	August	September	October	November	December	January	February	March	April	May	Total	Budget	Act/Fcst 23/24
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast			
REVENUE															
Projected MAT for 2024/2025		-	157,878		-	503,383			150,000			134,000	945,261	900,000	1,078,104
Grants & Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short Term Investment Interest	4,220	3,987	3,916	3,963	4,033	4,048	4,286	3,000	3,000	3,000	3,000	3,000	43,453	35,000	30,028
Projected Reserve - Strategic Initiatives (10% of Projected M	-	-	(15,788)			(50,338)			(15,000)			(13,400)	(94,526)	(90,000)	(107,810)
TOTAL REVENUE	4,220	3,987	146,006	3,963	4,033	457,094	4,286	3,000	138,000	3,000	3,000	123,600	894,188	845,000	1,000,322
OVERHEAD EXPENSES															
<i>Operating:</i>															
Bank Fees	-	-	-	-	-	25	2	8	8	8	8	8	69	100	39
Consultants (Strat, Conflict of Interest & Governance)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	2,400	-	-	-	2,400	2,400	1,363
Professional Development & Conferences	-	-	-	-	-	2,880	-	1,250	4,250	1,250	2,250	1,250	13,130	15,000	10,783
Overhead (Office Supplies, Advertising, Telephone, Dues	196	1,708	1,032	1,667	495	1,353	(328)	1,500	3,000	1,500	1,500	1,500	15,122	14,586	11,248
Professional Fees - Accounting & Legal	360	360	360	630	383	2,325	405	650	650	650	650	12,143	19,566	20,000	30,598
Directors & Executive Meetings	-	-	-	350	10	120	610	200	200	200	200	200	2,090	2,400	2,126
HST Recovery							(4,894)						(4,894)		
Payroll- Wages & Benefits	17,111	15,912	16,743	17,199	17,537	33,418	17,802	18,000	18,000	18,000	18,000	18,000	225,722	225,000	64,758
Chamber Admin (July-Dec)													-	-	28,250
Subtotal Operating Expenses	17,667	17,981	18,135	19,846	18,425	40,121	13,597	21,608	28,508	21,608	22,608	33,101	273,205	279,486	149,166
<i>Marketing:</i>															
Destination Awareness	11,237	7,751	8,298	26,652	5,884	2,178	189	13,000	13,000	13,000	13,000	13,000	127,190	118,000	
HST Recovery							(1,000)						(1,000)		
Meetings, Conventions, Associations		1,398	3,478	-	610	7,635	-	10,000	10,000	20,000	10,000	36,879	100,000	100,000	
Market Research New Initiatives		553	395	3,189	415	395	960	1,469	40,000	2,000	2,000	2,000	53,376	90,000	
Subtotal Marketing Expenses	11,237	9,702	12,171	29,842	6,909	10,208	149	24,469	63,000	35,000	25,000	51,879	279,566	308,000	93,185
<i>Product Development Expenses</i>															
Downtown Lights Operating	3,241	290			251	340	79	1,893	1,893	1,893	300		10,179	-	
Downtown Lights Insurance				1,648		13,096							14,745	-	
Subtotal Product Development Expenses	3,241	290	-	1,648	251	13,436	79	1,893	1,893	1,893	300	-	24,923	-	-
Total Overhead Expense	32,145	27,972	30,306	51,336	25,585	63,765	13,826	47,970	93,401	58,501	47,908	84,980	577,694	587,486	242,351
Net Available for Disbursement	(27,925)	(23,985)	115,700	(47,373)	(21,552)	393,329	(9,540)	(44,970)	44,599	(55,501)	(44,908)	38,620	316,494	257,514	757,971

	June	July	August	September	October	November	December	January	February	March	April	May	Total	Budget	Act/Fcst 23/24
FUNDS AVAILABLE FOR DISBURSEMENT															
<i>Annual Partnerships</i>															
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							20,000						20,000		50,000
HFA Snowfest/Snow Village Activities													-	20,000	-
Subtotal Annual Partnerships	45,000	-	50,000	-	32,000	-	20,000	-	-	-	-	-	147,000	147,000	118,000
<i>Community Tourism Sponsorships</i>															
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		
Astronomy Muskoka Collective					6,823		-	3,177					10,000		
Girls Hockey								2,500					2,500		
Arrowhead - Nordic Ski								12,000					12,000		
Snowfest								12,000					12,000		
Avail for Disbursement - New Product Development													-	80,514	144,150
Subtotal Community Tourism Sponsorships	23,250	7,000	-	10,000	9,323	-	-	31,177	-	-	-	-	80,750	80,514	144,150
<i>Charities & Not for Profits</i>															
Local Charity	-	-	-	-	-	-	30,000	-	-	-	-	-	30,000	30,000	55,000
Subtotal Charities & Not for Profits	-	-	-	-	-	-	30,000	-	-	-	-	-	30,000	30,000	55,000
Total Disbursements	68,250	7,000	50,000	10,000	41,323	-	50,000	31,177	-	-	-	-	257,750	257,514	317,150
Total Overhead Expenses + Disbursement Funds	100,395	34,972	80,306	61,336	66,908	63,765	63,826	79,147	93,401	58,501	47,908	84,980	835,444	845,000	559,501
Net Revenue & Overhead+ Disbursement	(96,175)	(30,985)	65,700	(57,373)	(62,875)	393,329	(59,540)	(76,147)	44,599	(55,501)	(44,908)	38,620	58,744	-	440,821
+Infusion Strat Rsrve / (XFR to Strat Rsrve)	96,175	30,985	(65,700)	57,373	62,875	(393,329)	59,540	76,147	(44,599)	55,501	44,908	(38,620)	(58,744)	-	(440,821)
2023/2024 OPERATING BUDGET SURPLUS/DEFICIT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Cash Flow

Surplus Cash	1,488,221	-	-	-	-	-	-	-	-	-	-	-	1,488,221		
10% of 2024_25 MAT to Strategic Initiatives	-	-	15,788	-	-	50,338	-	-	15,000	-	-	13,400	94,526		
Projected Reserve - Payroll	-	-	-	-	-	-	-	-	-	-	(150,000)	-	(150,000)		
Surplus Cash Infusion to balance CY Operating Bdgt	(96,175)	(30,985)	65,700	(57,373)	(62,875)	393,329	(59,540)	(76,147)	44,599	(55,501)	(44,908)	38,620	58,744		
(Less) In-town DT installation (King St.) 2024/25	-	-	-	(93)	(5,796)	(3,756)	(272)	(19,000)	(24,683)	-	-	-	(53,600)		
(Less) In-town DT installation (River Mill) 2024/25	-	-	-	-	(6,300)	-	(14,725)	(21,225)	-	-	-	-	(42,250)		
(Less) Chamber ice rink chiller 2024/25	-	-	(54,240)	-	(58,760)	-	-	(2,446)	-	-	-	-	(115,446)		
(Less) Eclipse offsite partner install & procurement costs	-	-	-	-	-	-	-	-	-	(60,000)	-	(335,000)	(395,000)		
Subtotal Surplus Cash	1,392,047	(30,985)	27,248	(57,466)	(133,731)	439,911	(74,537)	(118,818)	34,916	(115,501)	(194,908)	(282,980)	885,195	-	-

Funds Available for Disbursement	Actual	Budget	Available
Annual Partnerships	147,000	147,000	-
Community Tourism Sponsorships	80,750	80,514	(236)
Charities & Not for Profits	30,000	30,000	-
TOTAL	257,750	257,514	(236)

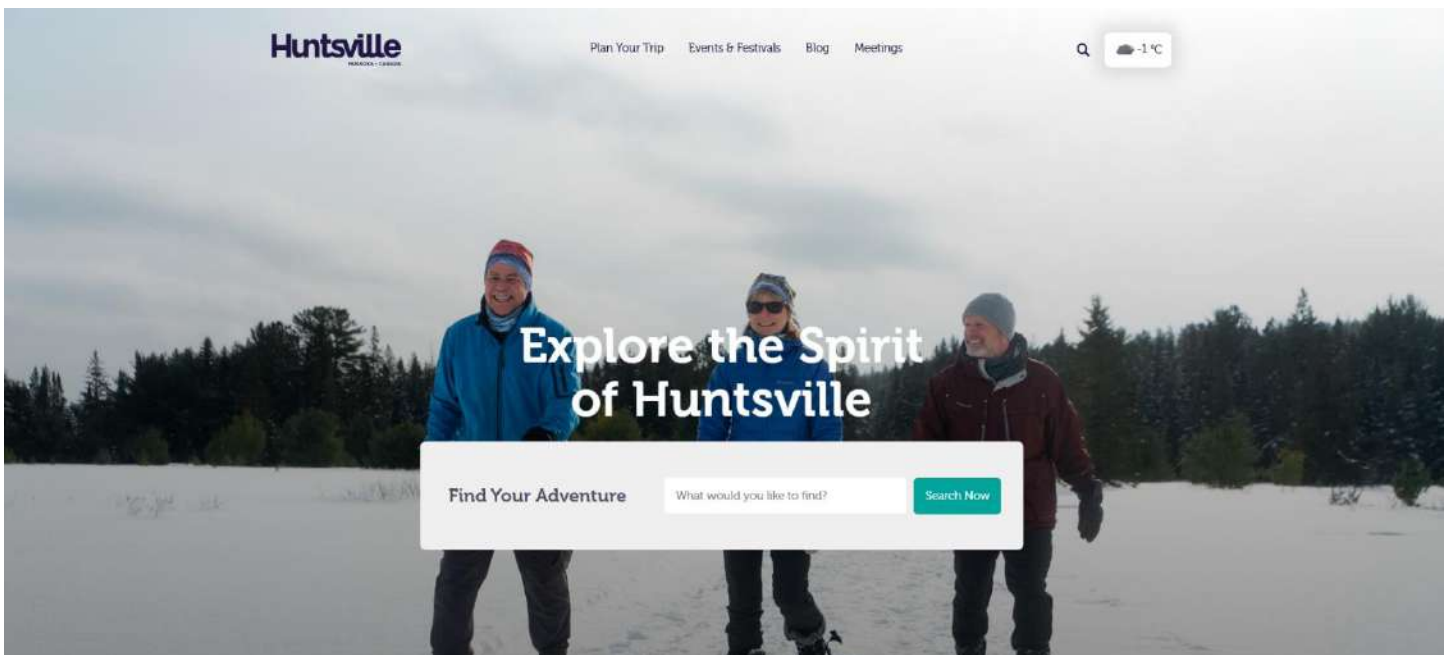
January 2025 Marketing & Product Development Report

Product Development:

1. Downtown Lights
 - King St. Walkway canopy has been installed and is operational
 - Metal “Singing Tree” installation will be installed summer 2025 - artist and design have now been selected
2. River Mill Skating Rink
 - Rink opened for the season December 21, 2024

Website:

- Website draft is complete
- Editing and updates underway
- Website launch planned for the end of January



Blogs:

1. Huntsville SnowFest
<https://huntsvilleadventures.com/the-return-of-huntsville-snowfest/>
2. New Year’s Eve Events
<https://huntsvilleadventures.com/new-years-eve-events-in-huntsville/>
3. Winter in Huntsville
<https://huntsvilleadventures.com/winter-in-huntsville-muskoka/>

Ads:

In-market:

1. Muskoka Tourism Huntsville-Specific Winter Campaign
2. Winter in Huntsville (META & Google)
3. SnowFest (META)

Completed + Stats:

1. Late Fall Hiking Website Traffic Ad (META)
Impressions: 448,229
Link Clicks: 4,402
Cost per Link Click: \$0.29
2. Holiday Season is Coming to Huntsville Website Traffic Ad (META)
Impressions: 176,699
Link Clicks: 6,032
Cost per Link Click: \$0.18

Upcoming:

1. Winter
2. Birding (Spring)



Tourism Support Alliance Terms of Reference



January 2025

1. Introduction

The Tourism Support Alliance (TSA) is established to provide guidance and strategic advice to enhance and promote tourism in Huntsville. This document outlines the purpose, objectives, structure, roles, and responsibilities of the TSA & HMATA.

2. Purpose

The Tourism Support Alliance (TSA) serves as a collaborative resource group of tourism stakeholders who can be called upon to provide insights, feedback, and expertise on tourism matters as needed.

The TSA will support, strengthen and advance the tourism sector by fostering collaboration, sharing knowledge, and providing strategic guidance to tourism stakeholders. The Alliance serves as a hub for supportive exchange, industry advocacy, and sector development initiatives.

The TSA will:

- Advise the HMATA Board and staff on tourism policies and initiatives.
- Foster collaboration among stakeholders in the tourism sector.
- Identify opportunities for sustainable tourism development.
- Enhance the community's tourism offerings to benefit the local economy and residents.

3. Objectives

- Foster strategic guidance, sustainable growth and resilience for tourism development
- Facilitate knowledge sharing and best practices among industry stakeholders
- Identify and address emerging challenges and opportunities
- Support capacity building and professional development
- Advocate for the tourism sector's interests with relevant authorities
- Promote sustainable tourism practices that respect local culture and the environment.
- Facilitate communication and partnerships among diverse sectors, including hospitality, transportation, attractions, and local businesses.
- Support marketing efforts that promote Huntsville as a tourism destination.

4. Composition

The TSA will consist of representatives from various sectors, including but not limited to:

- Tourism marketing professionals
- Tourism operators and businesses
- Cultural and heritage organizations
- Environmental groups
- Event organizers
- Transportation providers
- Operators with expertise in tourism and retail and hospitality

The board will aim for a diverse representation to ensure varied perspectives and expertise.

5. Structure

5.1. Members

- Agree to join an online resource pool
- No formal meetings required
- Communication primarily via email
- Members respond based on their availability and expertise
- Opt-in participation for specific topics or projects
- Serve as a liaison between the TSA and their respective sectors.

5.2. Engagement Process

- Coordinator sends email requests for input as needed
- Clear context and questions provided in each request
- Realistic response timeframes specified
- Members reply directly via email
- Coordinator synthesizes feedback when needed

5.3. Member Expectations

- No mandatory participation requirements
- Respond to requests when available and relevant to their expertise
- Share insights and recommendations freely
- Maintain professional courtesy in all communications

5.4. Coordinator Role

- Maintain member contact list
- Identify appropriate members for specific queries
- Draft and send requests for input
- Collate responses when needed
- Share relevant outcomes with the network

6. Communication Guidelines

- Clear subject lines indicating topic and action needed
- Reasonable response timeframes (minimum 3 business days)
- Use of group email only when relevant to all
- Respect for member privacy and confidentiality

January 2025

7. Meetings

- The TSA will not require formal meetings
- The TSA will be invited to attend HMATA's annual AGM
- Special meetings may be called as necessary.

8. Review

These Terms of Reference will be reviewed annually to ensure they remain relevant and effective in meeting the needs of the HMATA board and the tourism sector.

10. Adoption

These Terms of Reference were adopted by the HMATA Board of Directors on [date].

This document serves as a foundational guideline for the functioning of the Tourism Support Alliance and is designed to foster collaboration and enhance tourism in Huntsville.

Proposed Alliance Members:

Sectors/Organizations:

- Local Business Organizations (Chamber, BIA)
- Arts/Culture & Heritage
- Sport & Recreation
- Local Service Clubs (Rotary, Kiwanis etc.)
- Industry Marketing Professional
- Attractions
- Short-Term Rental

Proposed Alliance:

- Jacqueline Surette (*Arts, Culture and Heritage TOH*)
- Dan Watson (*Live Music, Arts, Culture, Performing Arts, Events*)
- John Cowan (*Sport, Recreation, Youth engagement*)
- Rob Saunders (*Rotary, Arts/Culture*)
- Marcie Juliao (*Industry Marketing Professional–Deerhurst Resort & Chamber*)
- Brent Ellerson (*Industry Marketing Professional–Algonquin Outfitters and BIA*)
- Lindsay Buttus (*Local Restaurant & BIA*)
- Noreen Mitchell (*Huntsville Art Society*)
- Denise Powers (*Industry Marketing Professional, Arts, Culture – Retired*)
- Val Hamilton (*MTMA & Industry Marketing Professional*)

KPIs & Goals
2024/2025



DESTINATION AWARENESS	KEY ACTIVITIES/OBJECTIVES	GOALS	TARGET	ACTUAL	
<p><i>Engage with audiences, share captivating content, showcase Huntsville highlights, and foster community engagement.</i></p> <p><i>Highlight Huntsville as a 4-season destination.</i></p> <p><i>Increase Huntsville’s visibility and attract potential visitors.</i></p>	<u>Digital Marketing</u>				
	Targeted Google Ads.	<u>Google Ads</u>			
	Targeted social media campaigns	Impressions	#		
	Advertise on relevant websites.	Click-through rate	%		
	Conduct email marketing campaigns.	Conversion rate	%		
		Cost per click	\$		
		<u>Social Media</u>			
		Impressions	#		
		Engagement rate	#		
		Cost per click	\$		
		<u>Ads on Sites</u>			
		Click-through rate	%		
		Conversion rate	%		
		Return on ad spend	\$		
		<u>Email Campaigns</u>			
		Open rate	%		
		Click rate (links)	%		
		List growth	#		
		<u>Content Marketing</u>			
		Create high-quality, informative, and visually appealing content	<u>Blog Posts</u>		
		Produce Blog Posts	Creation of blogs	#	
		Increase short-form video database	Conversion rate	%	
		Increase photo database	Click-through rate	%	
		Organic traffic	#		
		Average time on page	#		
		<u>Video & Photo Database</u>			
		Increase video assets	#		
		Increase photo assets	#		
	<u>PR Strategy</u>				
	Cultivate positive media coverage to enhance visibility, credibility, and	Produce media releases	#		
		Influencer partnerships	#		

reputation within target markets. Industry/Trade events #

Partnership & Collaboration

Forge strategic partnerships to amplify marketing efforts, expand distribution channels, and cross-promote complementary products and services Campaigns created #
Impressions #
Conversion rate %
Click through rate %
Create Winter 2024/2025 & Spring 2025 marketing campaigns in partnership with Muskoka Tourism.

Event Marketing

Support events, festivals, conferences, cultural celebrations, and sporting events that showcase Huntsville's unique offerings Events sponsored #
Events marketed #
Bids submitted #
Impressions #
Sponsor events, festivals, conferences etc.
Market events, festivals, conferences
Submit event, festival, conference bids.

Customer Experience Enhancement

Raise awareness, capture attention, and position Huntsville as a compelling and desirable travel destination. Rooms implemented #
Consumer database opt-ins #
Consumer engagements #
Tent cards and/or mirror stickers with a QR code leading to a visitor satisfaction surveys.

Meetings, Conventions and Associations

DRAFT - Board feedback on above January 21st

Partnerships

Product Development