

## Attachment 1 – Detailed MAT Evaluation Analysis

Submitted Applications	Weighted Score (Out of 5)	Description	Evaluation Rationale/SMT Comments	Recommended for MAT Funding
<p>1. Tourism Infrastructure Partnership Program: Branding (\$25,000)</p>	<p>3.65</p>	<p>The application relates to a coordinated, multi-channel initiative led by the Destination Marketing Organization designed to build awareness of the new tourism brand for the Town of The Blue Mountains. Initiatives include branding elements such as banners, merchandise and in-store promotion to establish a cohesive and recognizable brand identity that residents and visitors can connect with.</p>	<p>The application strongly aligns with the Town’s strategic objectives of establishing a consistent tourism brand identity, improving cross-community collaboration and marketing efforts, and encouraging visitor mobility through enhanced and streamlined access to visitor information.</p> <p>The proposed initiatives support a practical brand rollout that will enhance visitor awareness of the Town’s tourism brand, drive users to the new DMO website for trip planning and discovery and reinforce a shared sense of place across the entire community. The project is aligned with the local business associations with a clear governance structure led by the DMO.</p> <p>The economic rationale is reasonable in that a stronger and more recognizable destination brand can support trip planning, improve market awareness of The Blue Mountains’ tourism assets and increase the effectiveness of future destination marketing efforts across accommodations, attractions, and partner businesses. However, the anticipated economic benefit presented was qualitative, with limited evidence of how the initiative would translate into measurable overnight visitation, visitor spending, or MAT growth.</p> <p>Project feasibility and delivery was assessed as being achievable given the clearly defined branding activities and the presence of partner alignment and a workable governance structure to support implementation.</p>	<p>Yes</p>

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			<p>The application would be strengthened by measurable outcomes such as website traffic targets, QR/URL scan tracking and referral or conversion indicators tied to accommodations and attractions.</p>	
<p>2. Thornbury BIA Downtown Beautification, Infrastructure and Placemaking (\$100,000)</p>	<p>3.62</p>	<p>The application relates to beautification, infrastructure and placemaking projects within the Thornbury core. The investment will enhance public spaces and shared infrastructure that benefit residents and visitors. Initiatives include enhanced seasonal décor elements, electrical upgrades, winter lighting project, replacement of lamp post string lighting and lamp post painting or restoration.</p>	<p>The application aligns well with the Town’s strategic objectives, including quality-of-place, downtown vitality and year-round destination appeal by leveraging streetscape improvements to strengthen the visitor environment.</p> <p>Enhancement to the visitor experience is strong, particularly the emphasis on winter lighting and seasonal décor to improve shoulder/off-season attractiveness, supported by safety and reliability upgrades through electrical improvements.</p> <p>The economic rationale presented was reasonable in terms of increasing foot traffic and encouraging off-peak activity that benefits local businesses. However, the “heads-in-beds” impacts were not fully evidenced.</p> <p>Project feasibility and delivery was assessed as being achievable within 2026 based on quotes, prioritization and phasing. However, it’s important to note that many components of this application involve town-owned infrastructure and, as a result, the procurement and implementation would default to Town staff.</p> <p>The application would be strengthened by including measurable targets for off-peak visitation and a plan to link</p>	<p>Yes</p>

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			streetscape improvements to increased overnight stays and visitor spend.	
3. Blue Mountain Village Association – Winter Lights (\$169,300)	3.62	The application relates to the enhancement of visual light displays within the public trails and areas within Blue Mountain Village. Initiatives include the replacement of winter lights on 96 trees and programmable lights on visual installations along the 1 km Village pedestrian trail, including the Holiday Magic Light Trail and Blumination Trail.	<p>The application strongly aligns with the Town’s strategic objectives by reinforcing winter and shoulder-season activation, supporting year-round tourism visitation and strengthening the Village’s role as a premier tourism anchor sustaining local business activity.</p> <p>The application presented a direct, visitor-facing enhancement to an established signature winter attraction, with a strong place-making rationale that supports the evening economy and the overall quality of experience.</p> <p>The application included strong economic rationale, supported by performance measures and an ROI framework linking attendance and visitor spending to overnight stays, packaging opportunities, conference activity, and broader economic benefit for local businesses, while also acknowledging visitor mobility opportunities through partnership with Thornbury and Clarksburg.</p> <p>Project feasibility and delivery was assessed as being achievable with a clear scope, milestones, procurement process, identified contractors and confirmed BMVA funding to support labour and operations.</p> <p>The application would be strengthened by confirming a reporting plan (baseline, targets, and post-event measurement) to support consistent year-over-year performance tracking.</p>	Yes

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4. Clarksburg Village Association – Public Washrooms and Beautification	3.29	<p>The application relates to core visitor-facing infrastructure enhancements for downtown Clarksburg. Initiatives, including partial funding, to prepare for the future build of a semi-permanent, cistern-based public washroom in Lions Park in Clarksburg, along with seasonal décor, electrical improvements and visitor infrastructure.</p>	<p>The application aligns well with the Town’s strategic objectives of investing in visitor-related infrastructure to improve accessibility, enhance event readiness and strengthen Clarksburg’s role as a tourism destination.</p> <p>The proposed public washroom directly addresses a known barrier to average length of stay times and event viability, while beautification initiatives support programming and improve visitor experience through a curated experience.</p> <p>The economic rationale presented was reasonable in terms of supporting longer visits and increased downtown spending, particularly given limited accommodation and restaurant options.</p> <p>The implementation of the washroom would be the Town's responsibility due to the nature of the asset and procurement requirements.</p> <p>With that said, it’s important to note that the request accounts for approximately half of the funding required for the washroom, creating an implied pre-commitment to MAT funding in 2027.</p> <p>The application would be strengthened by clarifying the full funding and implementation pathway for the washroom to address the implied 2027 pre-commitment risk identified by the evaluation team.</p>	Yes

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5. Blue Mountain Chamber of Commerce – Refill and Recharge Project (\$40,000)	3.26	The application relates to enhancing the user experience on the Georgian Trail through the addition of rest stations. The stations will include water bottle refill units, covered gazebos for shelter from the sun and inclement weather, picnic tables/seating and garbage receptacles.	<p>The application strongly aligns with the Town’s strategic objectives of public realm improvements, including sustainability and visitor-ready infrastructure that supports destination quality and active transportation.</p> <p>The project has clear visitor value at two high-traffic locations along the Georgian Trail, which will enhance trail usability for both residents and visitors.</p> <p>The economic rationale presented was reasonable but largely indirect and was viewed as a visitor experience benefit.</p> <p>Project feasibility and delivery was assessed as being achievable but will require approvals (including drinking-water related requirements and utility work) and depends on the Town assuming ongoing operating obligations (water costs/metering, inspections, maintenance and repairs), which represents a relatively small but ongoing annual financial commitment.</p> <p>The application would be strengthened by identifying a method for measuring usage and clarity on how ongoing operating costs will be managed over time.</p>	Yes

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6. TBM Tree Tail – Town of The Blue Mountains Tree Tail	3.11	The application relates to creating a new nature-based outdoor experience for visitors. The initiative includes creating a self-guided trail for notable trees in The Blue Mountains modelled after the Elora and Fergus Tree Trail.	<p>The application strongly aligns with the Town’s strategic objectives of nature-based wellness, low-impact tourism, environmental stewardship and low-intensity outdoor recreation.</p> <p>The visitor experience concept of the trail is well-suited to the Town’s four-season positioning as a destination through the seasonal changes that the featured trees will experience.</p> <p>The economic benefit presented was reasonable but indirect, with it noted that the tree trail will add an activation to extend time in-market and may encourage stops near nearby businesses.</p> <p>Project feasibility and delivery were assessed as being generally strong given the modest scope, low implementation complexity, limited financial risk, and the applicant’s ability to deliver the project within the proposed funding year.</p> <p>The application would be strengthened by stronger connection to overnight visitation and MAT impact.</p>	Yes
7. BMRA Housing Strategy Working Group – Workforce Housing	3.06	The application relates to an allocation of MAT revenues to a workforce housing reserve fund to be actioned through the Town's Community Improvement Plan to incentivize the	<p>The application strongly aligns with the Town’s strategic objectives to support diverse housing options, strengthen the Community Improvement Plan, and the Destination Strategy objective to support the local labour market through a workforce housing reserve fund.</p> <p>The tourism benefit and visitor experience rationale is implied by addressing labour shortages that affect tourism</p>	<p>No</p> <p>*Minimum score for ‘Tourism Benefit and Visitor Experience’ was not achieved.</p>

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		development of workforce housing.	<p>businesses; however, the application provides limited detail on visitor experience outcomes and does not establish a clear line-of-sight from a reserve allocation to actual housing units delivered and improved service levels for visitors.</p> <p>The economic benefit presented was reasonable (retaining and attracting workers to enable business growth and expanded hours), but the submission did not include targets or MAT growth projections.</p> <p>Project feasibility and delivery were assessed as being moderate, as the application identified a credible administrative mechanism through the Community Improvement Plan; however, the submission did not yet define a project-based scope, implementation timeline or measurable delivery framework within the proposed funding year.</p> <p>While using the CIP is a credible administrative vehicle with clear Council governance, the application was viewed primarily as a budget policy direction rather than a defined MAT-funded project, limiting scoreability under the project-based criteria.</p> <p>The application would be strengthened by defining how the funds will be actioned through the Community Improvement Plan, with recommendations on specific programs and project scope (units/targets/timelines).</p>	

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8. Family Physician Recruitment Working Group - Recruitment of Family Physicians	2.92	The application relates to an allocation of MAT revenues to support physician recruitment initiatives including marketing, active sourcing and professional outreach, locum and candidate site visit experience, and relocation/incentives.	<p>The application strongly aligns with the Town’s strategic direction, including objectives related to community well-being and quality of life and reflects resident-identified needs through the Resident Satisfaction Survey.</p> <p>The applications also presented a defensible destination-enabling rationale by recognizing that health and safety capacity supports visitor confidence in a high-activity tourism community (skiing, biking, water sports) and may reduce emergency department pressures through improved access to primary care and after-hours coverage. However, the tourism benefit and visitor experience was largely indirect, with limited measurable visitor-facing outcomes or a clear pathway to incremental overnight visitation/MAT growth. Similarly, the economic benefit presented was sound, but linkages between physician recruitment and tourism growth, overnight visitation, visitor spending, or MAT generation were indirect.</p> <p>Project feasibility and delivery were assessed as being moderate, as the application identified a clear community need and a plausible recruitment approach; however, delivery certainty was constrained by limited available clinic space and the absence of clearly defined visitor-facing outcomes within the proposed funding period.</p> <p>Despite the understood importance of access to primary care, the lack of direct tourism benefit and enhancement to the visitor experience, along with the limited available</p>	<p>No</p> <p>*Minimum score for ‘Tourism Benefit and Visitor Experience’ was not achieved.</p>

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			<p>practice-ready clinic space, constrained scoreability under the project-based MAT criteria.</p> <p>The application would be strengthened by identifying measurable visitor-facing service outcomes and a measurable tourism benefit / economic pathway.</p>	
9. Climate Action Now Network - Beaver River Trail	2.89	The application relates to hiring an external consultant to review opportunities to enhance connectivity of the Beaver River Trail from Clendenan Dam to the Thornbury Harbour, with a focus on understanding steps to increase the utility of the trail.	<p>The application aligns well with the Town’s strategic objectives of active living and transportation, connected mobility and trail enhancement. The application also supports the Town’s broader outdoor recreation objectives from an economic development perspective.</p> <p>The project would contribute to an improved active tourism experience over the longer term; however, the 2026 deliverable is limited to route planning and options analysis developed by an external consultant, with no immediate visitor-facing enhancement. As a result, the economic and MAT rationale were largely qualitative, with no defined pathway to increased overnight stays, visitor spending or measurable tourism conversion plan.</p> <p>Project feasibility and delivery were assessed as being moderate to low, as the proposed scope is limited to planning and options analysis and would require further coordination with external landowners and agencies, as well as future decisions regarding implementation, capital funding and long-term maintenance responsibilities.</p>	<p>No</p> <p>*Minimum score for ‘Tourism Benefit and Visitor Experience’ was not achieved.</p>

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			<p>The application would be strengthened by advancing through the Parks and Trails Master Plan process and returning as a Town-led implementation project.</p>	
<p>10. Craigleith Community Working Group – Pedestrian Safety Improvements</p>	<p>2.85</p>	<p>This application relates to advancing three projects to enhance pedestrian safety within the Craigleith area, specifically on Grey Rd 19 (Kandahar Lane Pedestrian Crosswalk), Jozo Weider Crosswalk, and paved pedestrian paths on Gord Canning and Jozo Weider Blvd.</p>	<p>The application aligns well with the Town’s strategic objectives of safe and connected resident and visitor mobility, investment in tourism-related infrastructure and improved access to a primary tourism destination (Blue Mountain Resort). It also addresses transportation challenges by increasing safety and reducing friction for visitors and employees moving through the area without a car. However, the strategic alignment presented was largely asserted rather than being tied to specific Town actions or referenced within Town strategy documents.</p> <p>In addition, the tourism benefit and visitor experience presented within the application was primarily indirect (general risk reduction and improved comfort) with limited connection to overnight visitation and MAT growth.</p> <p>The economic rationale was limited and largely indirect, as the proposal primarily relates to improved safety and visitor comfort rather than a clearly measurable increase in overnight visitation, visitor spending, or MAT growth; as a result, the economic benefit was difficult to quantify within the terms of the MAT criteria.</p>	<p>No</p> <p>*Minimum score for ‘Tourism Benefit and Visitor Experience’ was not achieved.</p>

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			<p>Project feasibility and delivery were assessed as being moderate, as the proposal addresses a credible infrastructure and mobility concern; however, delivery is constrained by broader capital planning considerations, potential future road reconstruction, and the risk of advancing design work in advance of a comprehensive review of area transportation needs.</p> <p>While the proposal relates to a credible municipal infrastructure/safety need, the evaluation team noted that prior feasibility work concluded crosswalks were not warranted at the proposed locations based on current volumes, and that advancing design could pre-commit the Town to high-cost works despite upcoming/unknown major area developments and planned reconstruction, where these elements could be considered comprehensively.</p> <p>The application would be strengthened by aligning the projects to specific Town actions/plans, confirming the need given upcoming development considerations and presenting an approach that avoids pre-committing to high-cost works.</p>	
11. Ironworks – Metal Sculpture Trail	2.6	The application relates to the fabrication and installation of metal sculptural vignettes along the Georgian Trail.	The application generally aligns with the Town’s strategic objectives related to destination development, trail experience enhancement, and support for arts, culture, and the creative economy, although the strategic alignment within the submission was stated in broader terms and was not strongly tied to specific actions within the Town’s adopted strategic documents.	<p>No</p> <p>*Minimum score for ‘Tourism Benefit and Visitor Experience’ and ‘Feasibility and</p>

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			<p>The project presents a plausible visitor experience benefit by introducing public art features that could enhance a key trail node, create points of interest for residents and visitors, and contribute to the Town’s sense of place. However, the application provided limited detail on how visitors would discover, interpret, or engage with the installations through supporting elements such as wayfinding, interpretation panels, digital mapping, or integration into broader tourism promotion.</p> <p>The economic rationale is conceptually reasonable in that modest placemaking and cultural infrastructure can strengthen the appeal of a trail-based visitor experience and support the Town’s arts and culture positioning; however, the submission did not include quantified evidence, projected visitor impacts, or a clear explanation of how the project would contribute to increased visitation, visitor spending, or MAT-related economic benefit.</p> <p>Project feasibility and delivery were assessed as being moderate, as the use of municipal land and the relatively straightforward scope support deliverability.</p> <p>At the same time, the evaluation team identified a number of unresolved feasibility and risk considerations, including vandalism, winter maintenance, inspection requirements, insurance and liability, lifecycle costs, and the need for a documented agreement clarifying ongoing ownership and maintenance responsibilities, particularly given that ownership of the sculptures would remain with the artist</p>	<p>Risk’ was not achieved.</p>

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			<p>while the Town may retain responsibility for the supporting infrastructure.</p> <p>The application would be strengthened by clearer visitor interpretation elements, a more defined economic rationale, formal governance around artist selection and maintenance responsibilities and consideration through the Parks and Trails Master Plan to confirm appropriate locations and long-term fit within the Town’s broader trail and public realm planning framework.</p>	
12. Marsh Street Centre – Executive Director	2.33	<p>The application relates to securing annual funding to support a full-time Executive Director for the Marsh Street Centre. Funding will allow the organization to continue to function while it restructures from an unsustainable business model.</p>	<p>The application generally aligns with the Town’s destination development objectives through event activation, entertainment and general support of Clarksburg's vibrancy. However, the request is primarily for salary funding to stabilize operations rather than a defined tourism initiative with clear tourism and MAT-related outcomes.</p> <p>The application presents a plausible tourism and economic rationale through enhanced event programming, increased non-local attendance, and the potential to support dining and overnight visitation; however, these benefits remain indirect and unquantified, with limited details of incremental visitor spending, room-night generation, MAT growth, or revenue impact.</p> <p>Project feasibility and delivery were assessed as being moderate, as the organization appears capable of recruiting and supporting the position; however, the request is primarily for ongoing operating support and does not yet include a clear performance, funding sustainability</p>	<p>No</p> <p>*Minimum score for ‘Strategic Alignment’, ‘Tourism Benefit and Visitor Experience’ and ‘Feasibility and Risk’ was not achieved.</p>

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			<p>or self-sufficiency framework over the proposed three-year term.</p> <p>While hiring a full-time Executive Director is feasible and potentially strategic for organizational effectiveness, the evaluation team identified public-funding risk associated with multi-year operating dependency without a clear performance and self-sufficiency framework.</p> <p>The application would be strengthened by measurable deliverables such as incremental event nights, estimated visitor spend and MAT revenue growth, review of group sales/packages and a clear path to ensuring that the Executive Director position becomes self-funded through the optimized event delivery and revenues.</p>	
13. Georgian Triangle Humane Society - Regional Centre for Pets & People	2.19	The application relates to equipping the new GTHS facility with visitor-facing infrastructure that enables the Centre to operate as a safe, high-quality event venue and tourism activation asset.	<p>The application generally aligns with the Town’s objective of year-round tourism product diversification, indoor/shoulder-season activation and tourism-related infrastructure investment to support events.</p> <p>The application presents a credible rationale in terms of event readiness and includes a thoughtful approach to governance, measurement, risk management and ongoing maintenance. Similarly, the economic rationale is conceptually credible in that event-supportive infrastructure may help attract visitors and support year-round activity.</p> <p>Project feasibility and delivery were assessed as being generally strong, given the clearly defined infrastructure</p>	<p>No</p> <p>*Minimum score for ‘Strategic Alignment’, ‘Tourism Benefit and Visitor Experience’ was not achieved.</p>

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			<p>scope, governance structure, and consideration of operational and maintenance requirements.</p> <p>However, the evaluation team identified a key limitation in that the facility is located outside The Blue Mountains, and the application did not clearly demonstrate how the investment would translate into increased visitation, room-nights, visitor spending, or other measurable economic benefit within The Blue Mountains.</p> <p>The application would be strengthened by a specific capture and reporting plan that links the investment back to the benefit to the Town of The Blue Mountains' local tourism economy.</p>	
14. Monarch & Co. – Business Leadership Festival	0	The application relates to the launch of a two-day, shoulder-season cultural tourism event featuring keynote speakers and authors, leadership sessions and business focused community panel discussions.	<p>The application was disqualified as it relates to the direct support of a for-profit business, which is not permitted under the MAT external application program guidelines.</p> <p>If the applicant wishes to advance this concept in future, it would need to be submitted through an eligible not-for-profit partner and structured to meet program requirements.</p>	N/A