

Norfolk County

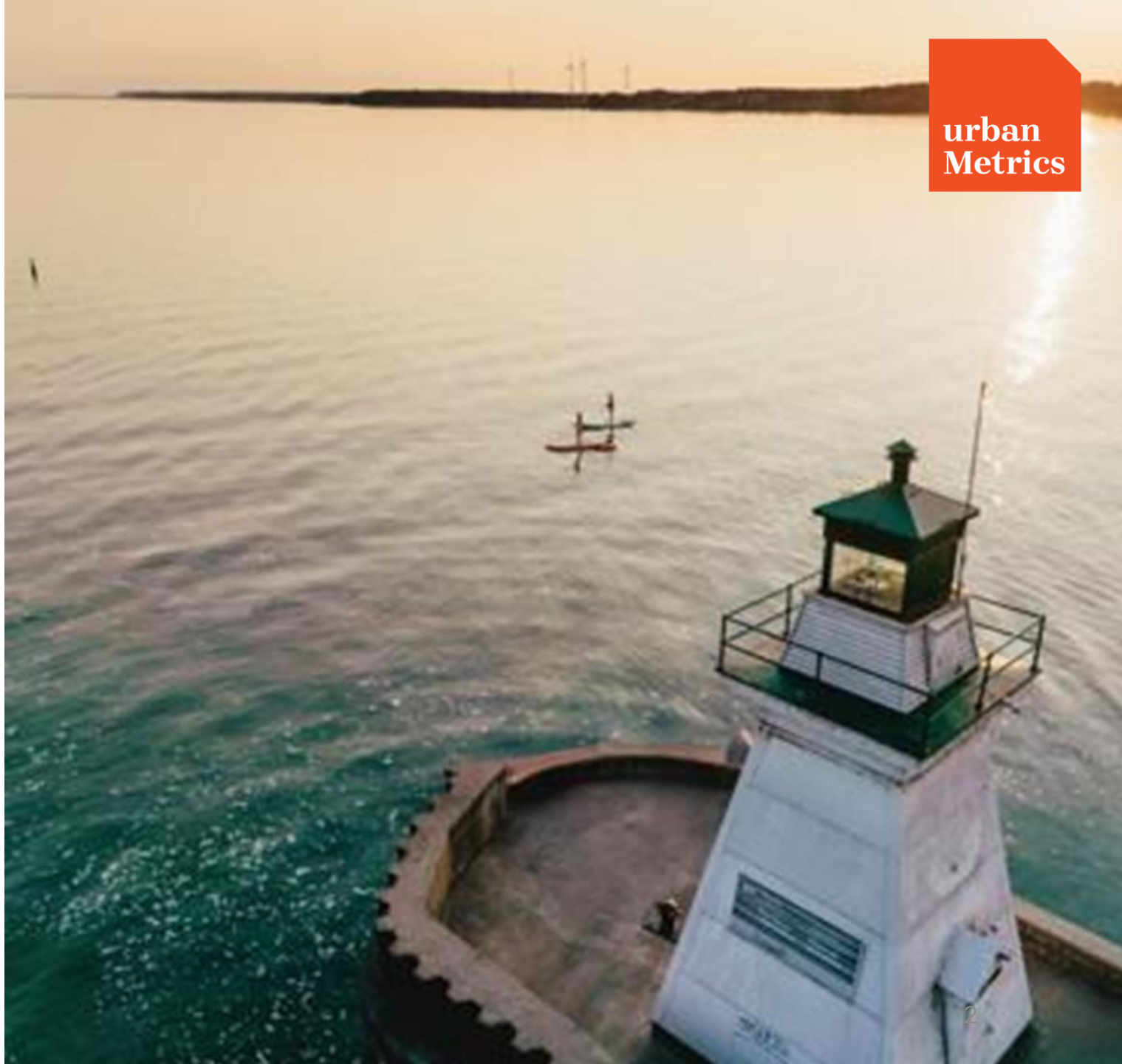
Municipal Development Corporation (MDC) & Industrial Land Sector Needs Workshop
September 10th, 2025

Polling Results x 9 Participants

Photo credit: Norfolk County

Agenda

1. Introductions
2. Project overview
3. Overview of the Engagement Process
4. Workshop
5. Wrap up





About Us

urbanMetrics is one of Canada's oldest and most respected municipal strategy consulting firms. We deliver expert advice to clients—large and small, public and private—who want to put their resources to better use.

We provide custom analytics and practical solutions designed to help our clients negotiate change, manage risk, as well as inform major investment and policy decisions.

Around the horn

Introductions

Briefly (in 30 seconds or less . . .)

1. Tell us about yourself/organization.
2. What economic opportunity excites you in Norfolk County



Project Overview

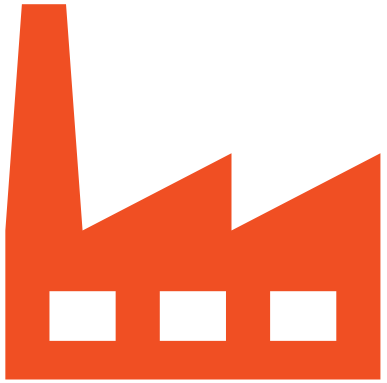
Norfolk County is evaluating the feasibility and implementation potential of three interrelated initiatives designed to strengthen local economic development.

Initiative 1



Establishing a Municipal Development Corporation (MDC)

Initiative 2



Reviewing Industrial Land Opportunities

Initiative 3



Implementing a Municipal Accommodation Tax (MAT)

Initiative 1: Municipal Development Corporation (MDC)

What is it?

A county-owned corporation that could pursue business opportunities more efficiently as permitted under the Municipal Act.

An MDC in Norfolk County could:

- Develop unused County lands
- Promote tourism
- Manage tourism assets (e.g. marinas)
- Create public-private partnerships
- Secure grants and investments
- Lead projects that generate jobs and growth

The Economic Development Department could be integrated into the MDC or work alongside it.



How does it work?

Governance and Structure

- The corporations' board is appointed by shareholding municipality and may include elected officials, municipal staff, and independent directors with relevant experience

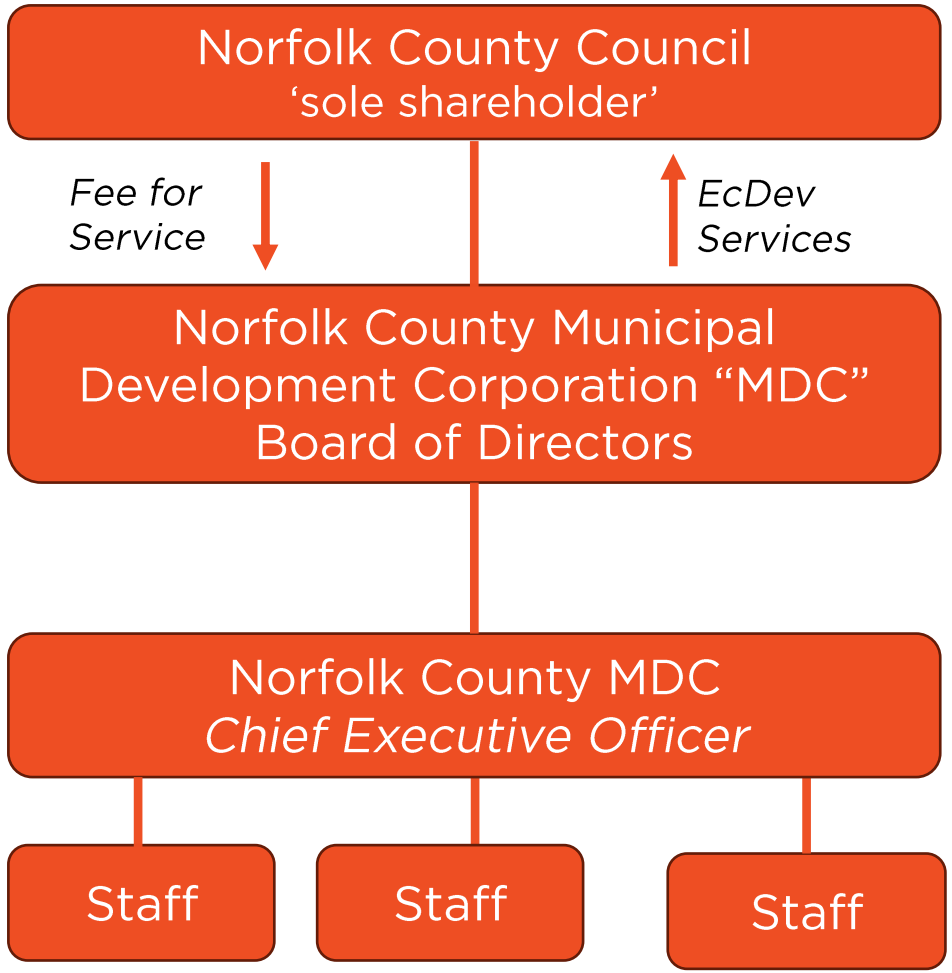
Operations and Activities

- MDCs support economic growth through various economic development programs and asset management by collaborating with economic development stakeholders – often delivering these services through formalized service agreements.

Accountability and Performance

- Annual budgets are established by the Board, subject to Council approval, and performance metrics (such as jobs created, investments attracted etc.) are tracked.
- Key decisions and asset dispositions may require direct municipal authorization, maintain public accountability while benefiting from a more flexible, skills-based board model.

Example Organizational Structure



What are the benefits?

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Unlocking Asset Value and Revenue

- An MDC can act as a master developer to maximize the value of municipal landholdings and assets, generating long-term, predicable revenue streams for the community and supporting infrastructure investment.
- MDCs can provide municipalities with more control over the timing, design, and use of developments, aligning projects with Council and community objectives

Supporting Economic Growth at Arm's Length

- MDCs allow municipalities to support economic development at arm's length, making it quicker and more flexible to respond to business needs, develop local enterprises, and invest in community capacity building.

Facilitating Collaboration and Strategic Planning

- MDCs can enhance collaboration among local stakeholders, the municipality, and external partners, helping coordinate efforts to address economic challenges and opportunities

Initiative 2: Industrial Land Review

What is it?

Norfolk County is reviewing its industrial areas to determine:

- If there is sufficient and appropriate land for new businesses
- What infrastructure improvements are needed
- How to better attract investment

The review may involve collaboration with the proposed MDC and other public-private partnerships.

How would it work?

Based on current land availability, infrastructure needs, and market conditions. Potential recommendations may include:

- Strategic land acquisition
- Infrastructure upgrades
- Incentives for business attraction



What are the benefits?

Economic Growth & Job Creation

- Can enable the municipality to attract businesses and foster local employment by providing ready-to-build industrial sites, driving sustained economic and job growth

Revenue Generation & Financial Sustainability

- Can generate non-residential tax revenues and land sale income that the municipality reinvest into infrastructure and community programs, supporting long-term financial stability.

Strategic Planning & Infrastructure Efficiencies

- Can allow for coordinated land use, infrastructure delivery, and protection of employment areas, aligning development with market needs for maximum operational efficiency



Initiative 3: Municipal Accommodation Tax

What is it?

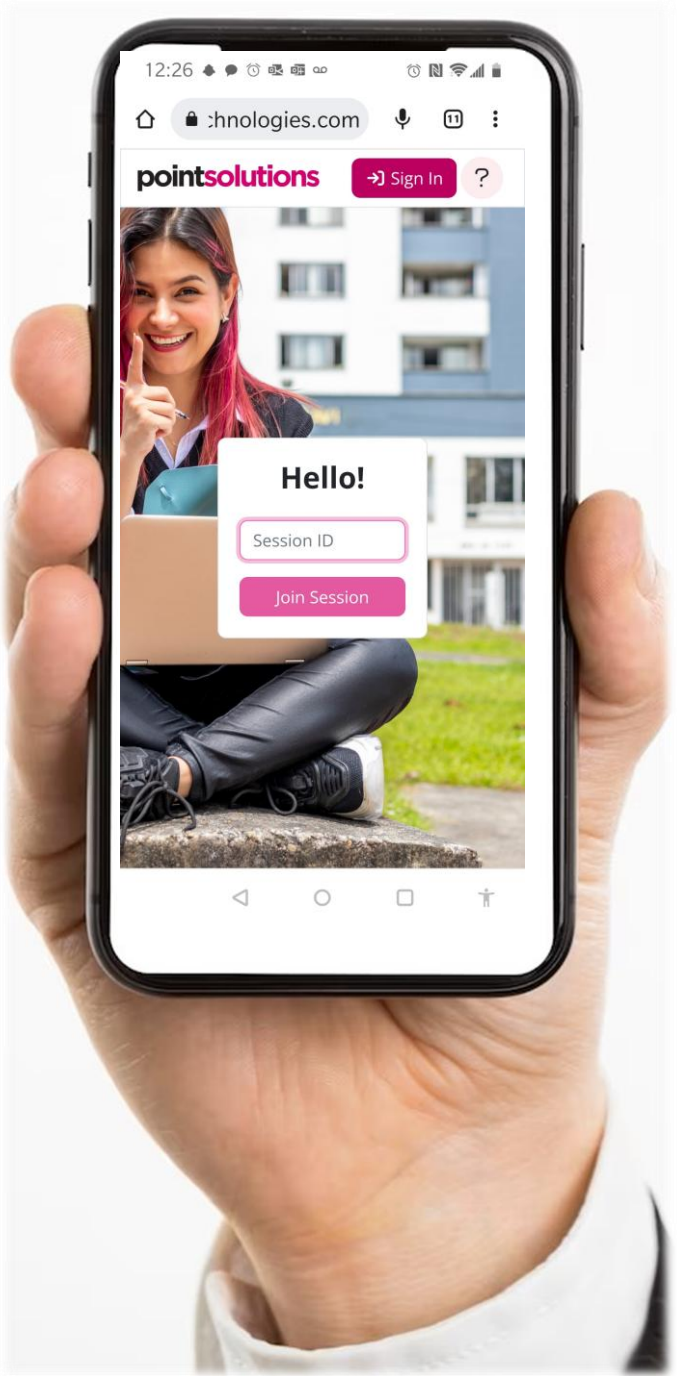
- Since 2017, Ontario municipalities can charge a small fee (4%) on hotel stays and short-term rentals. Over 80 municipalities have adopted this tax to support tourism, economic development, and all accommodation providers

Why implement at MAT?

- Support Tourism and Boost Local Economy: MAT funds are used for tourism promotion, marketing and development benefiting local businesses in hospitality, retail and services.
- Improves Infrastructure and Services: Revenues help upgrade municipal infrastructure that support both residents and visitors.
- Eases Tax Burden on Residents: By raising money from visitors rather than local taxpayers, MAT helps fund tourism projects without increasing property taxes.



How this Session Works …



Sharing your input is easy

1. Scan QR Code or www.ttpoll.com
2. Session ID: ecdev
3. Information: add

Quick Tips

Polling 101



Multiple Choice or Priority Ranking

- Use your phone to key in your responses.
- You can change your answer anytime before polling closes
- For questions with multiple response, key in responses from *most* to *least* important for you.
- "OTHER": If you answer other, be prepared to shout-it-out.



Text-based Questions

- When adding text keep answers short
- Use commas if you are providing multiple insights (e.g. fax machines, email, artificial intelligence)

Workshop Objectives



Interactive

Everyone participates



Transparent

Insights are tabulated on the spot



Instantaneous

Quick results allows us to focus on issues that need discussion



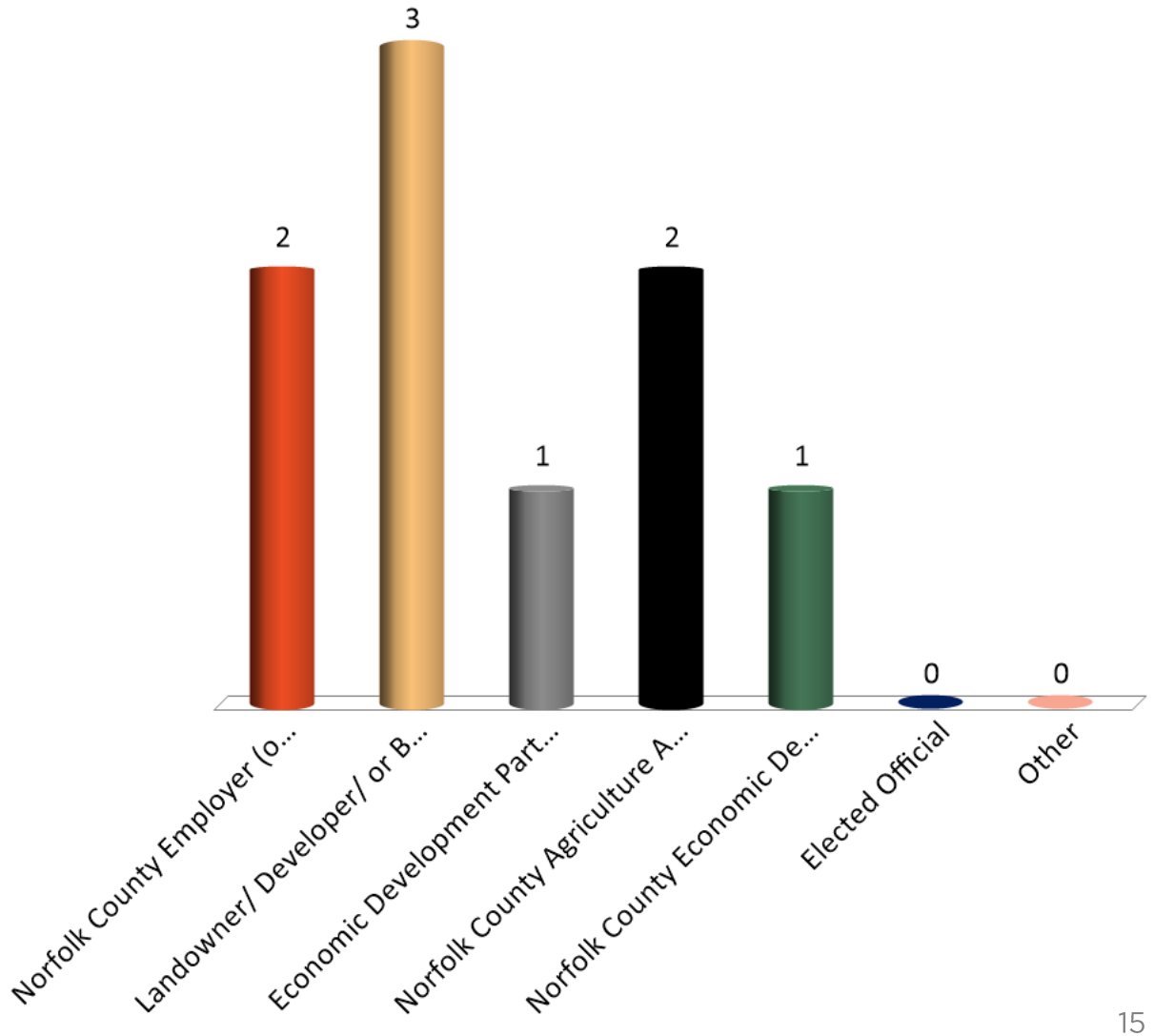
Empowering

Every opinion counts. Insights can be transferred to actions.

Roll Call:

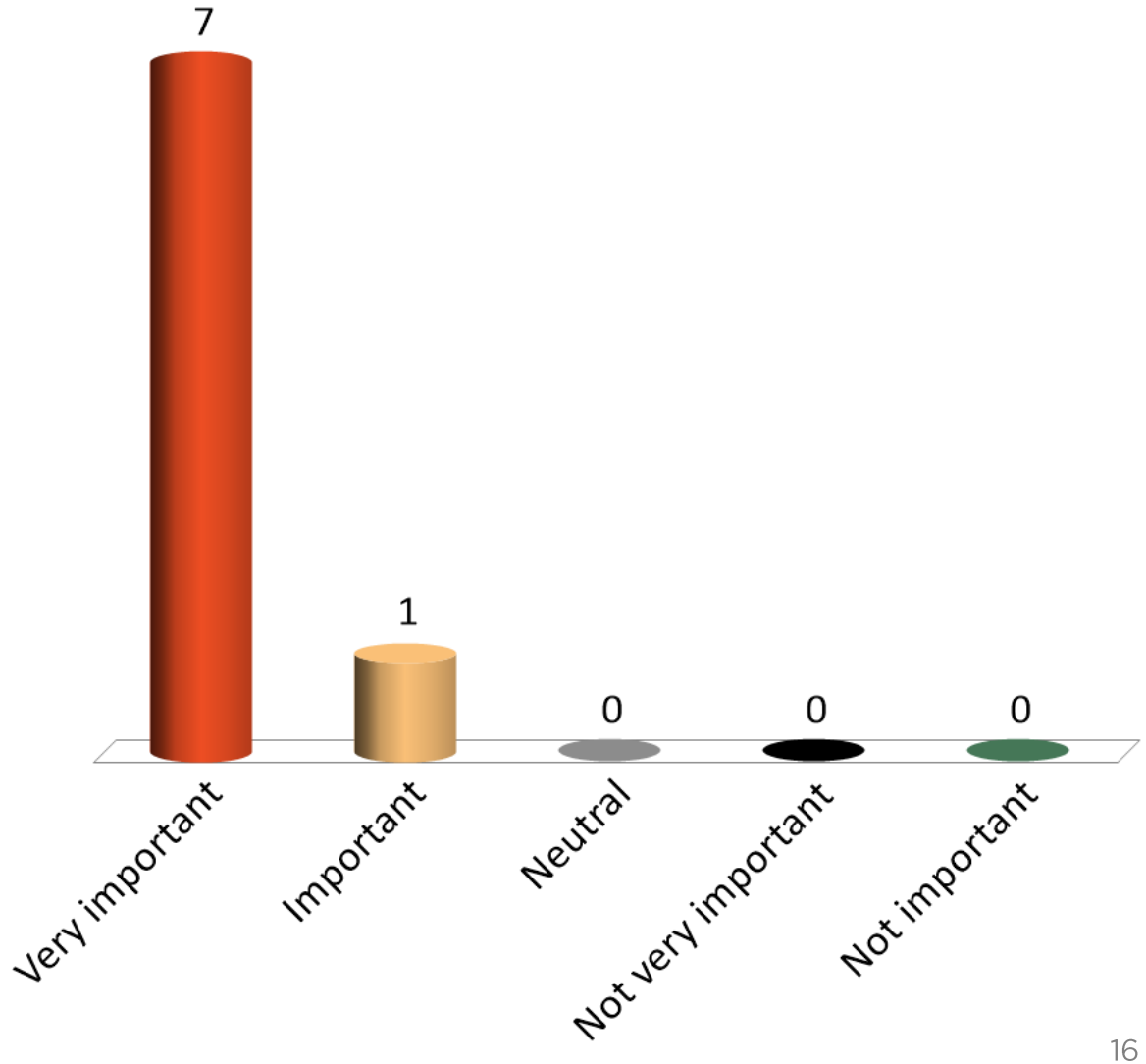
I am here today in my capacity as a:

A. Norfolk County Employer (owner/ manager)
B. Landowner/ Developer/ or Broker
C. Economic Development Partner Organization
D. Norfolk County Agriculture Advisory Committee Member
E. Norfolk County Economic Development Advisory Committee Member
F. Elected Official
G. Other



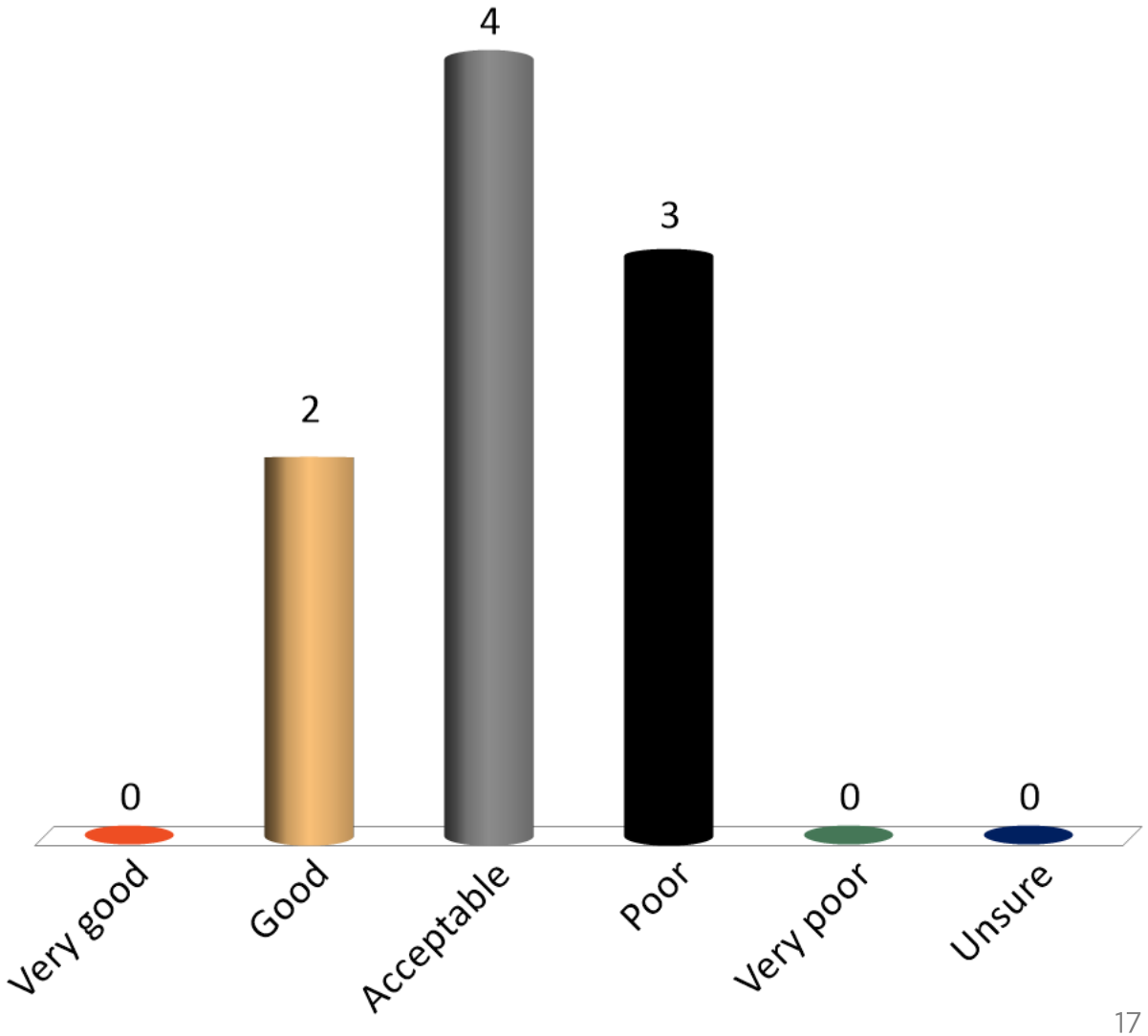
1. How important is it for Norfolk County to promote economic development?

A. Very important
B. Important
C. Neutral
D. Not very important
E. Not important



2. How would you rate Norfolk County's current efforts to grow the local economy by supporting businesses and attracting investment?

A. Very good
B. Good
C. Acceptable
D. Poor
E. Very poor
F. Unsure



3. How would you describe your experience working with Norfolk County on economic development or business matters?

Text Responses

- Cooperative but not always able to help quickly
- Ec Dev is very helpful but they have no industrial land to work with
- Residential and Commercial development has been positive. Staff and council have always been supportive in moving files along.
- They have great ideas and are willing to help. It's all about execution and results at the end of the day.
- There have been challenges, but I do see small improvements. The challenge is mostly in the processing and application duration.
- Starting over. New opportunities.
- Ec Dev has been a great department to work with – the planning department, however, was a struggle in regards to our expansion and building needs.

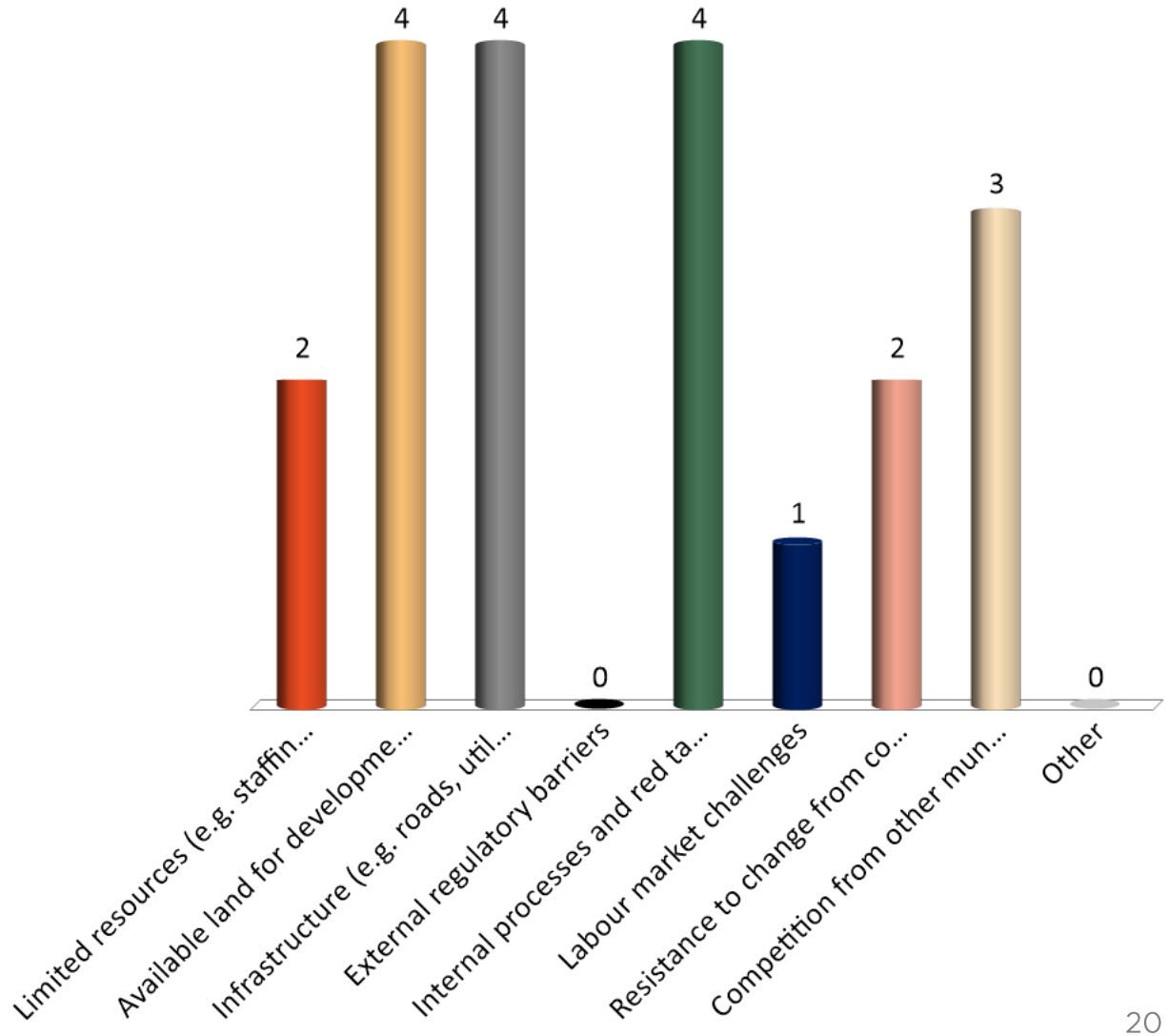
4. What do you value most about the direction and services provided by Norfolk County's Economic Development Department?

Text Responses

- The people have great ideas.
- Ec Dev has been available and approachable.
- Ec Dev have been responsive and helpful.
- Passion is undoubtedly present.
- The excitement and drive to want to expand and grow.
- Approachable and willing to support.
- Forward thinking, creative.

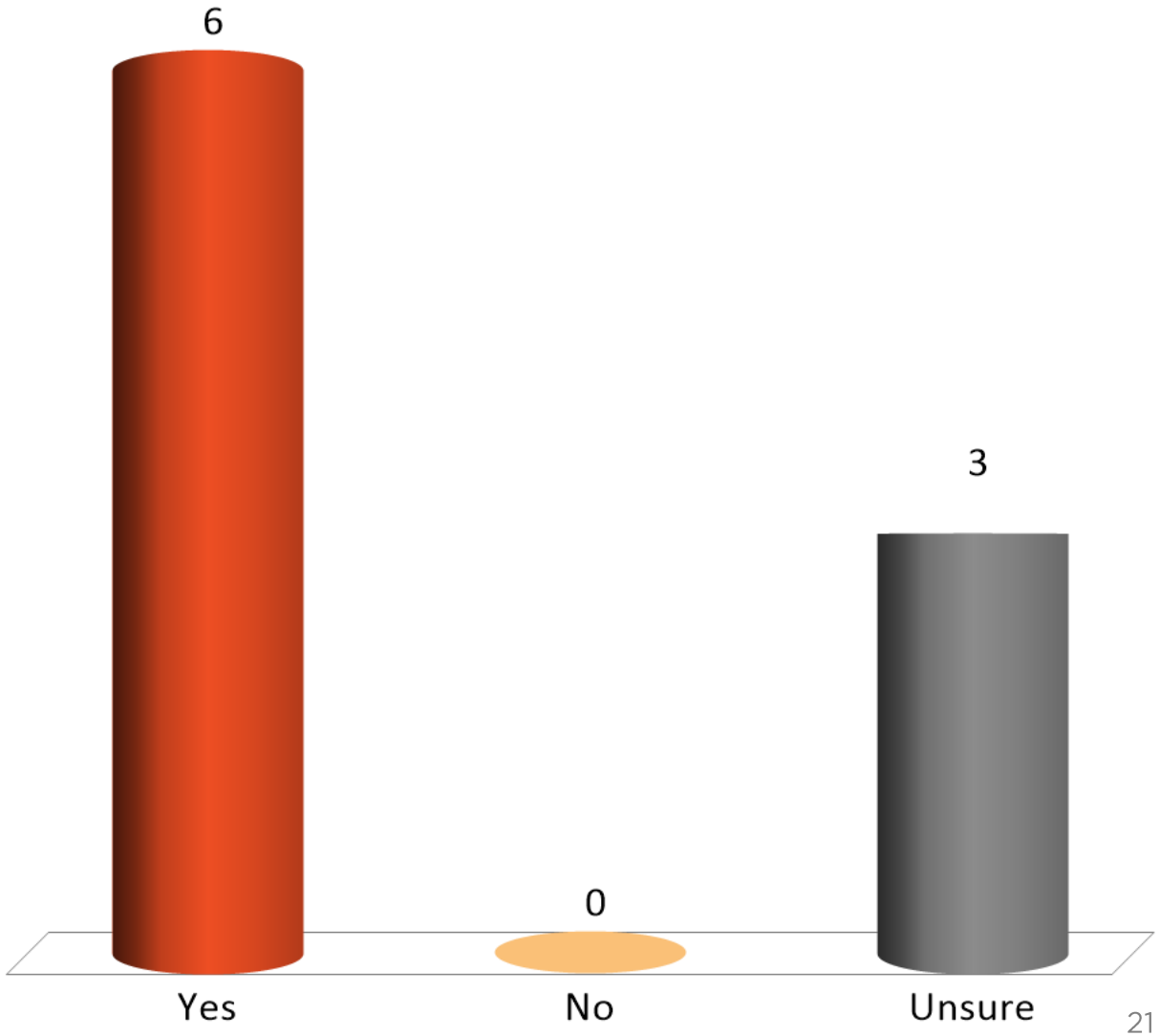
5. What are the biggest challenges impacting Norfolk County's current economic development efforts? (Select up to three)

A. Limited resources (e.g. staffing, budget)
B. Available land for development
C. Infrastructure (e.g. roads, utilities, broadband)
D. External regulatory barriers
E. Internal processes and red tape
F. Labour market challenges
G. Resistance to change from community
H. Competition from other municipalities
I. Other



6. Would a different economic development delivery model at the County better serve the needs of the community and the County as a whole?

A. Yes
B. No
C. Unsure



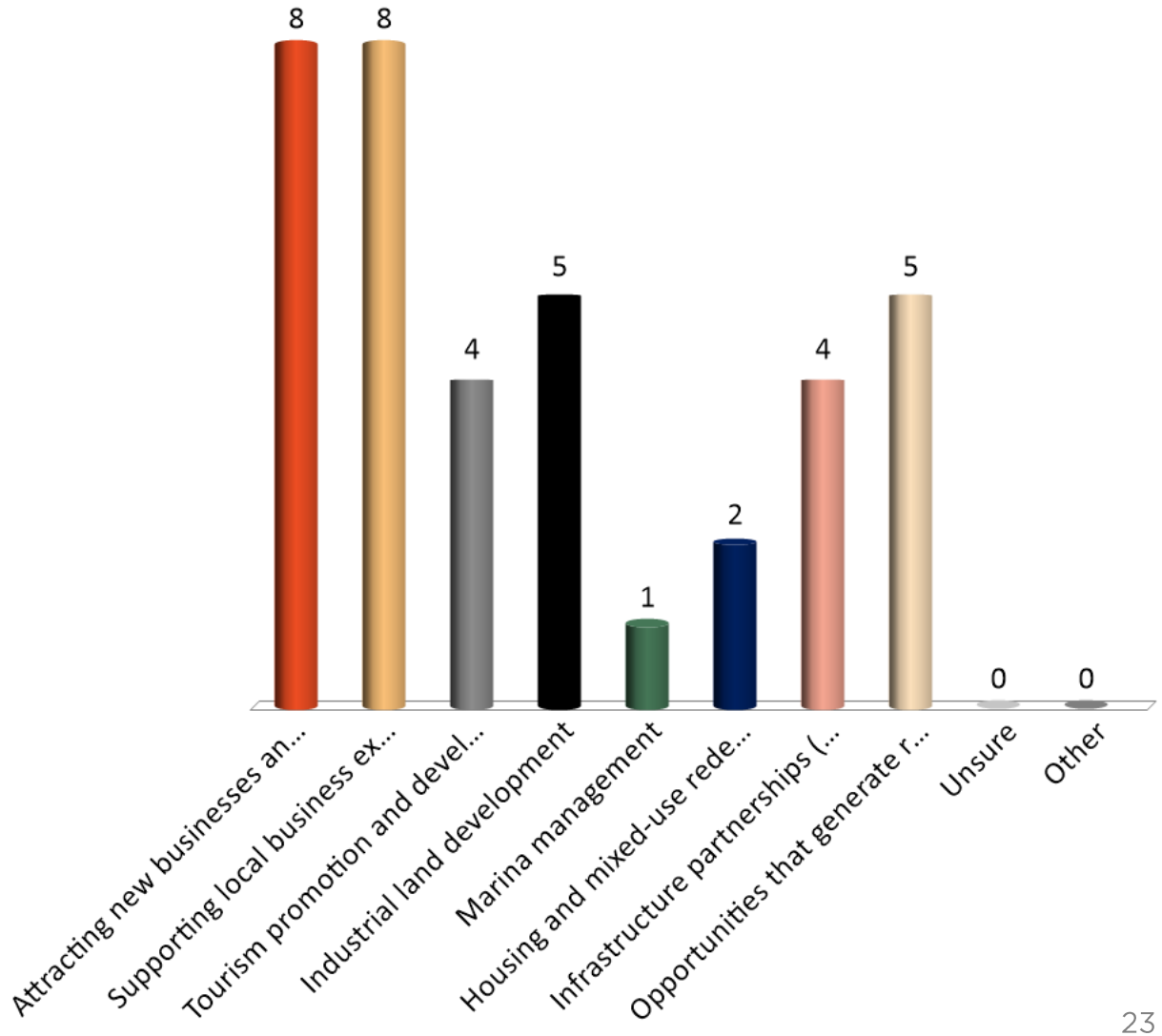
7. If Norfolk County was to create a Municipal Development Corporation, in your opinion, what should be the primary objective(s) of the Corporation?

Text Responses

- Industry and tourism.
- Acquire land, provide incentives to bring new busineses to these lands.
- To leverage municipal assets to create new sources of revenue for the municipality and create new economic development opportunities: Ie jobs, taxes etc.
- Having representatives who understand the goals of those who are trying to develop and how to achieve it successfully.
- Sustained growth, opportunities, awareness.
- Create industry that supports and services agriculture; supporting tourism (marketing and increased accommodations).
- New comp at recruitment and job creation.

8. Which of the following areas should a Norfolk County Municipal Development Corporation focus on? (select all that apply)

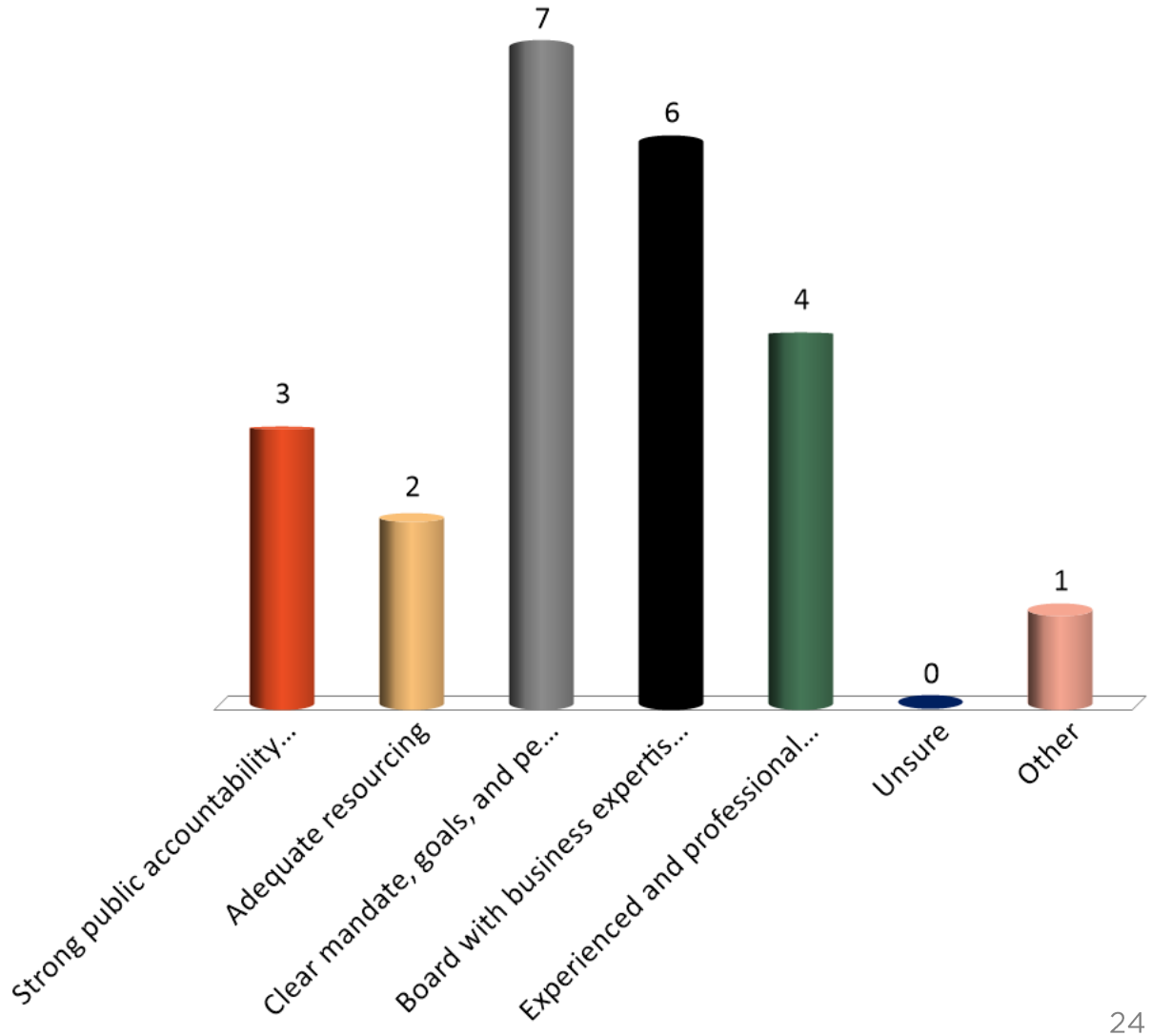
A. Attracting new businesses and investment
B. Supporting local business expansion
C. Tourism promotion and development
D. Industrial land development
E. Marina management
F. Housing and mixed-use redevelopment
G. Infrastructure partnerships (e.g. energy, broadband, transportation)
H. Opportunities that generate revenue for Norfolk County
I. Unsure
J. Other



9. What features are most important for a Norfolk County Municipal Development Corporation? (Select all that apply)

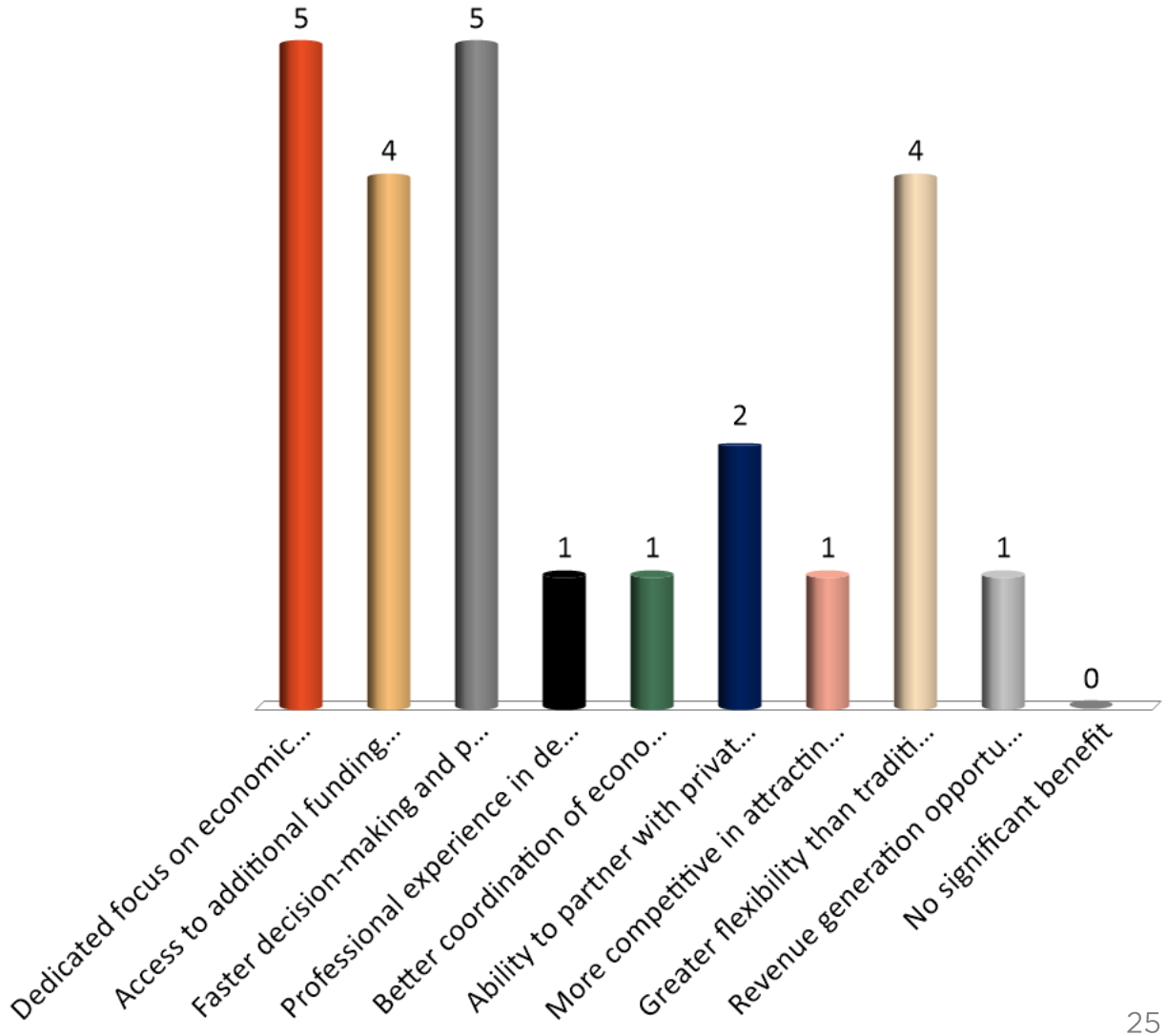
A. Strong public accountability and transparency
B. Adequate resourcing
C. Clear mandate, goals, and performance metrics
D. Board with business expertise and local representation
E. Experienced and professional staff
F. Unsure
G. Other

"Other" Responses:
- It must be competitive with surrounding areas



10. What are the biggest benefits of Norfolk County establishing a Municipal Development Corporation (Select up to three)

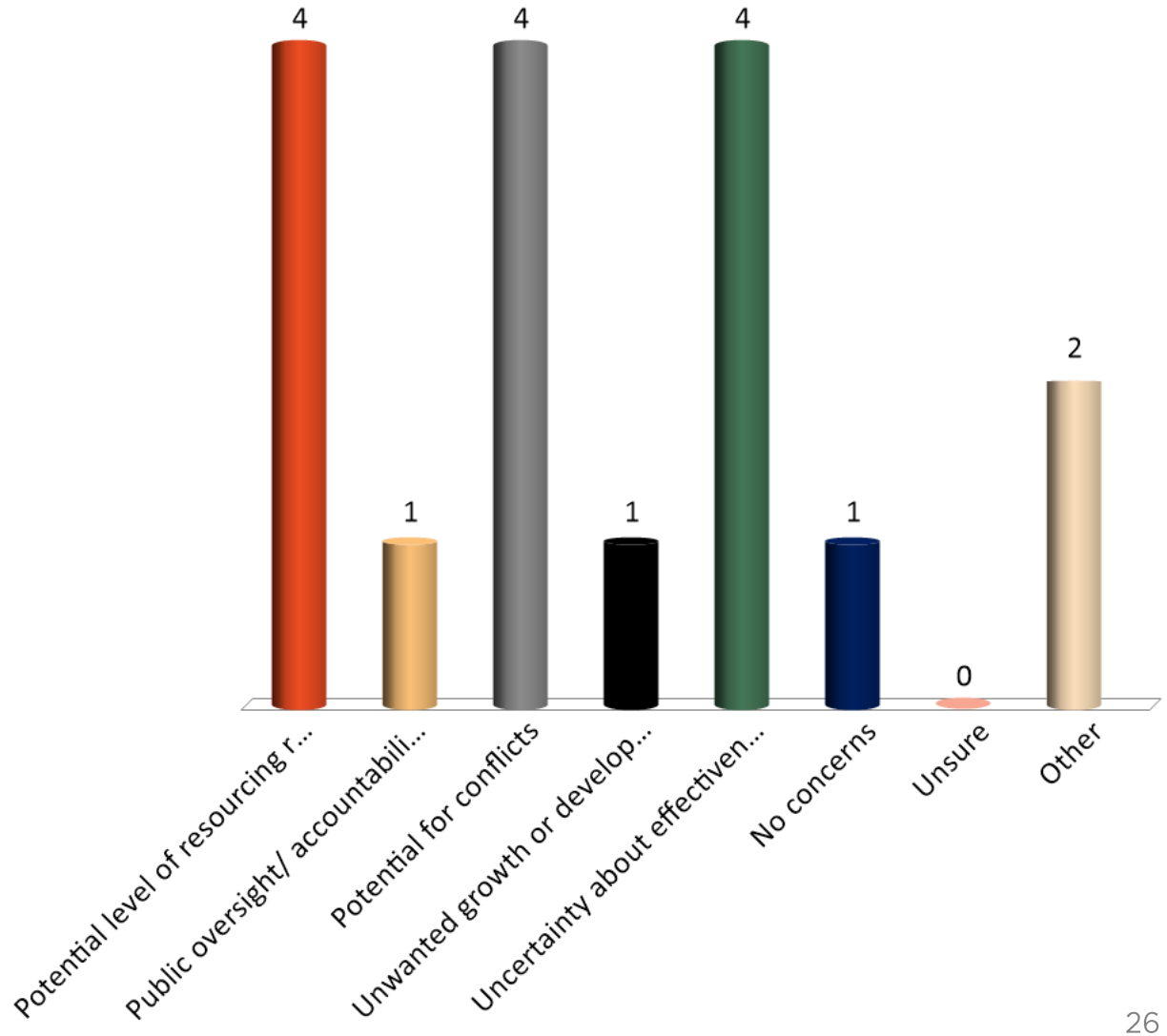
A. Dedicated focus on economic development
B. Access to additional funding sources
C. Faster decision-making and project approval
D. Professional experience in development and investment
E. Better coordination of economic development efforts
F. Ability to partner with private investors
G. More competitive in attracting businesses
H. Greater flexibility than traditional government processes
I. Revenue generation opportunities
J. No significant benefit



11. What concerns do you have about Norfolk County establishing a Municipal Development Corporation? (Select up to three)

A. Potential level of resourcing required
B. Public oversight/ accountability
C. Potential for conflicts
D. Unwanted growth or development
E. Uncertainty about effectiveness
F. No concerns
G. Unsure
H. Other

"Other" Responses:
- Concerns with red tape (municipal and provincial)
- There would need to be a vey clear structure for an MDC to work and not spend unnecessary money at the start



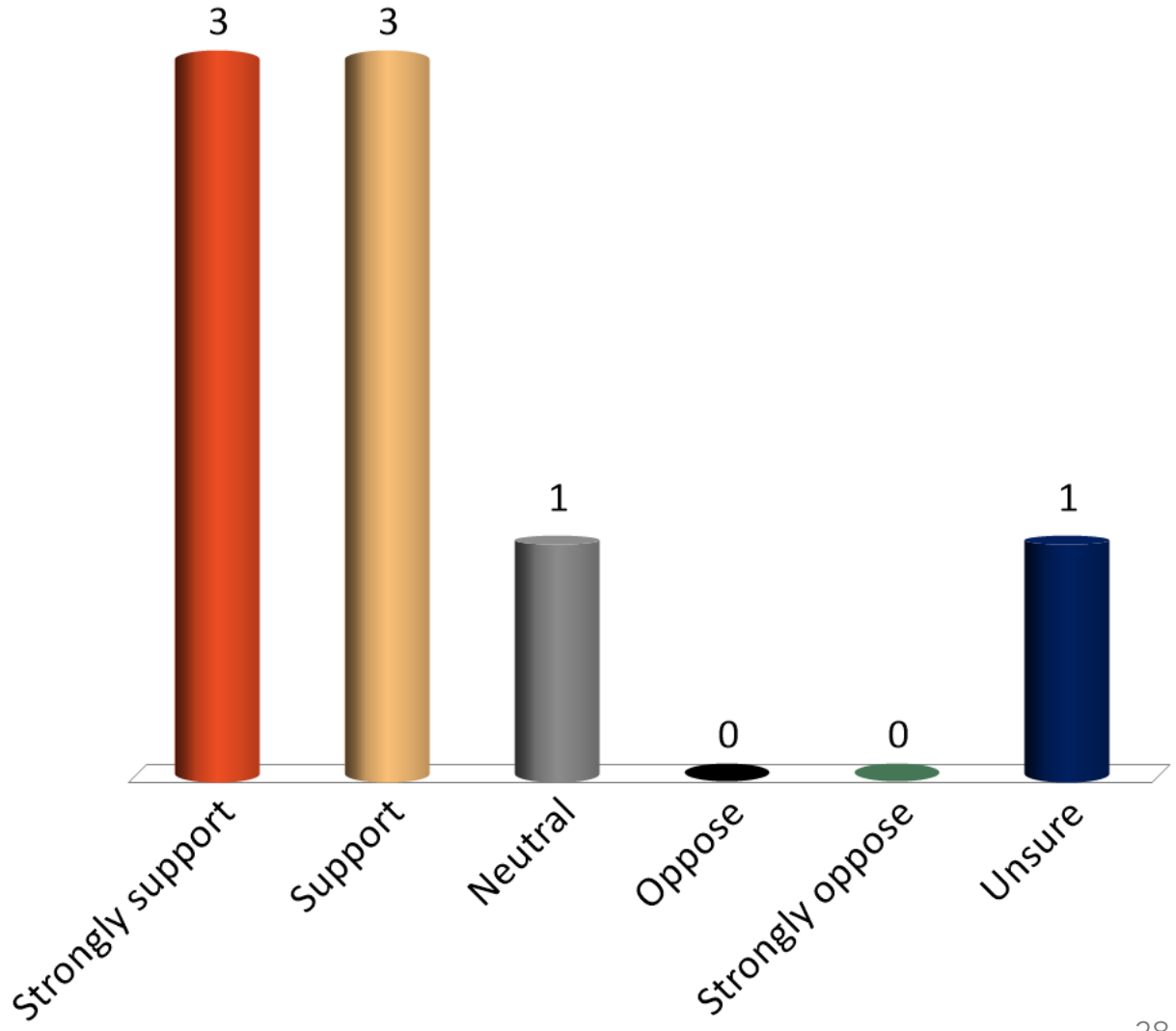
12. Are there specific projects or services you and your organization could/ or would like to collaborate or partner on with a Norfolk County Municipal Development Corporation?

Text Responses

- Own industrial land to support the Agri food industry.
- Industrial park.
- Mixed-use development, commercial.
- Industrial Development.
- Food production.
- Future growth/expansion.
- Agri-food industry.

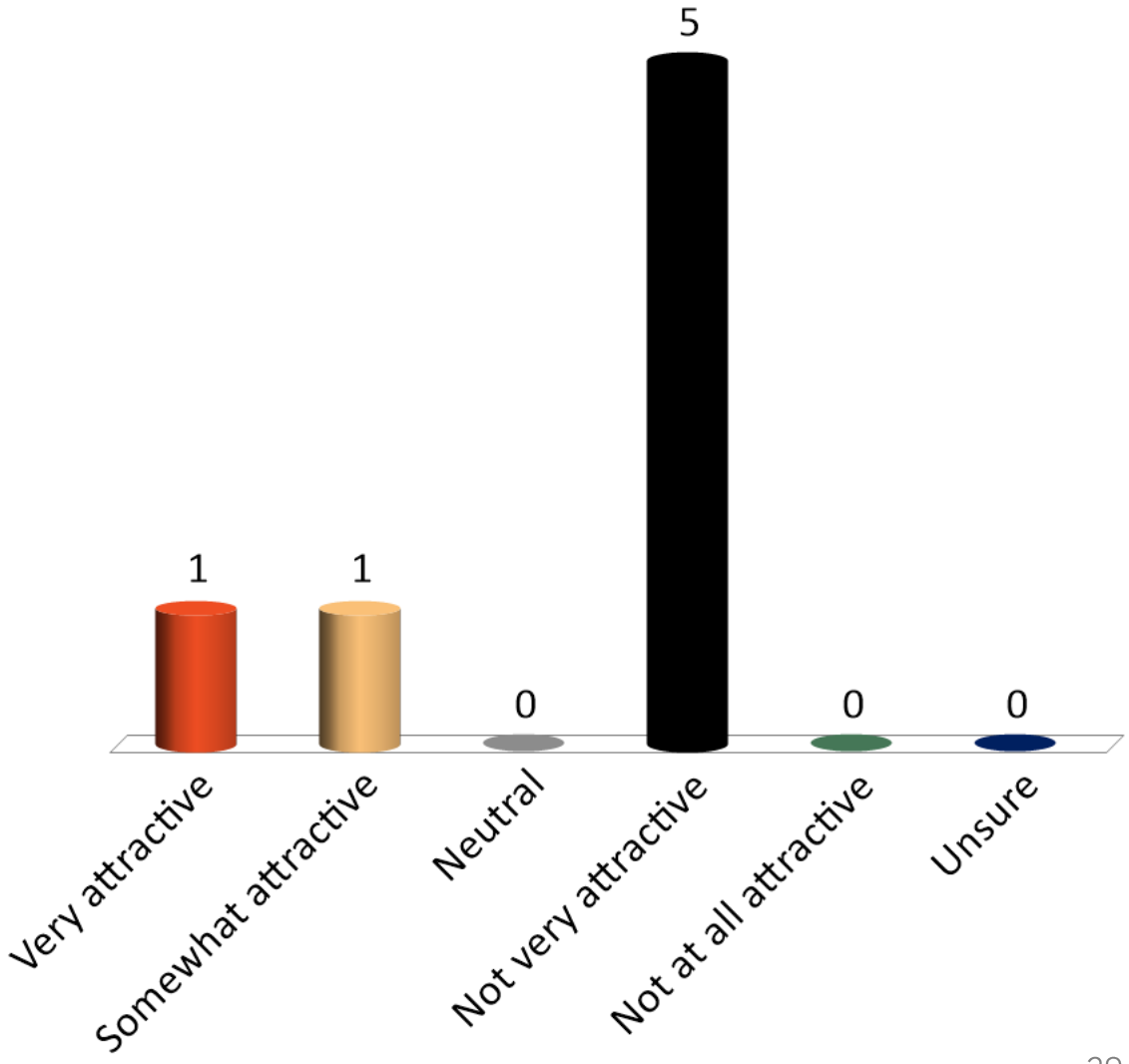
13. Do you support Norfolk County investing financially in the establishment of a Municipal Development Corporation that would generate revenue for the County?

A. Strongly support
B. Support
C. Neutral
D. Oppose
E. Strongly oppose
F. Unsure



14. How attractive is Norfolk County to industrial businesses right now?

A. Very attractive
B. Somewhat attractive
C. Neutral
D. Not very attractive
E. Not at all attractive
F. Unsure



15. What obstacles do businesses face when trying to locate or expand in Norfolk County?

Text Responses

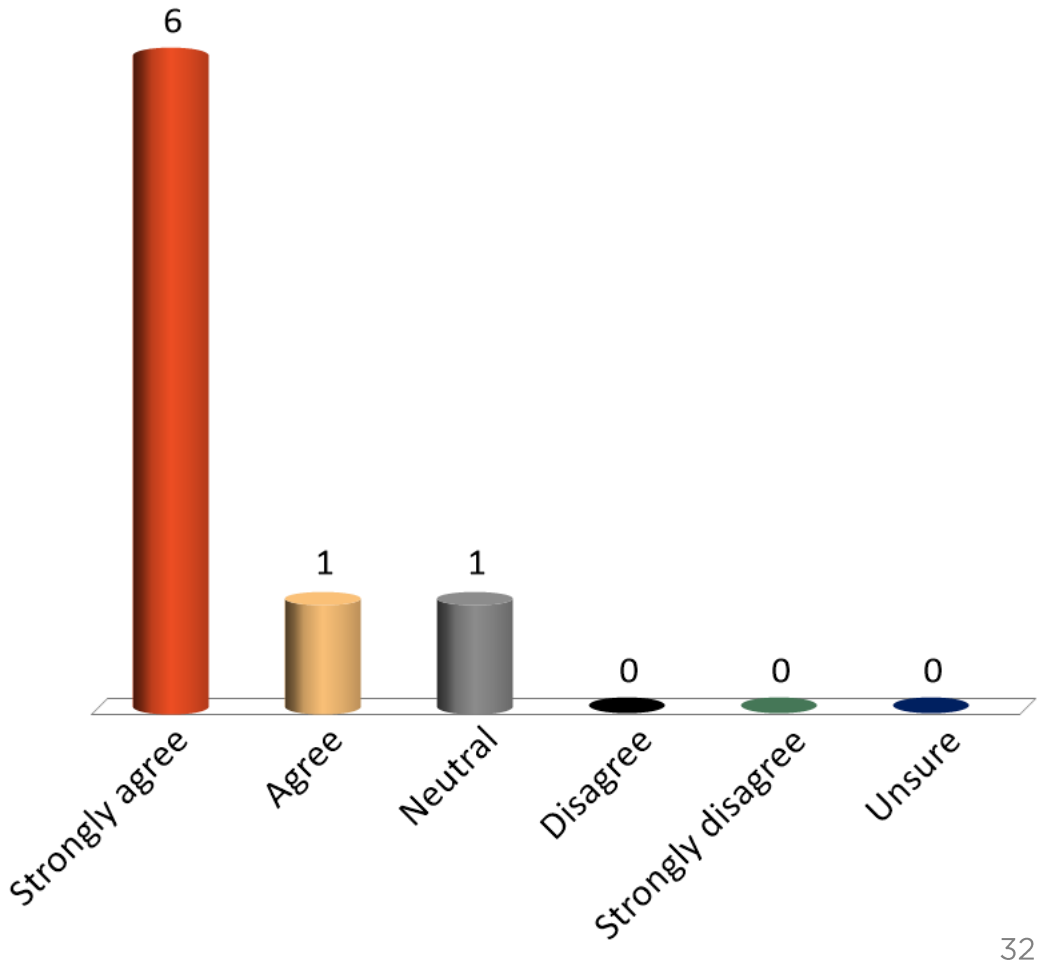
- Proximity to major 400 series highway. Lack of municipal incentives ie. Phased in tax program, development charges etc.
- Labour
- Space/land. Living expenses, Lack of transit.

16. How important is it for Norfolk County to actively support new business and job growth through land development?

A. Very important
B. Somewhat important
C. Neutral
D. Not very important
E. Not important at all
F. Unsure

17. Do you agree or disagree with the following statement: Norfolk County should take a more active role in preparing industrial lands for development (e.g. purchasing and servicing land, working with private partners

A. Strongly agree
B. Agree
C. Neutral
D. Disagree
E. Strongly disagree
F. Unsure



18. How comfortable are you with County establishing a Municipal Development Corporation (MDC) that could help prepare industrial lands in partnership with private landowners and developers?

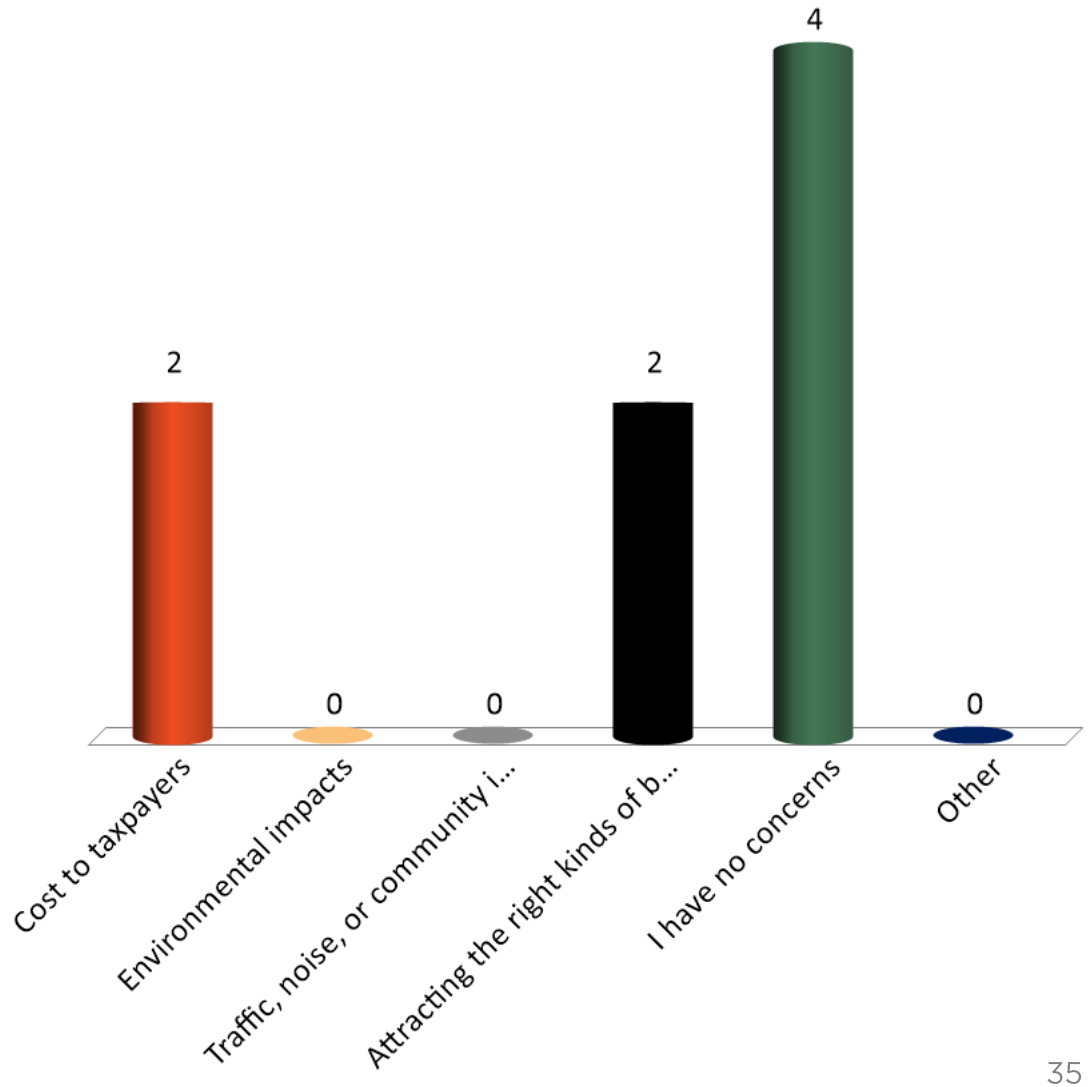
A. Very comfortable
B. Comfortable
C. Neutral
D. Uncomfortable
E. Very uncomfortable
F. Unsure

19. What is the biggest benefit of preparing industrial lands for development? (Select one)

A. More local jobs
B. Stronger local economy and tax base
C. Better opportunities for youth to stay in Norfolk County
D. Support for existing businesses to grow
E. No significant benefits
F. Other

20. What is your biggest concern about investing in industrial land development? (Select one)

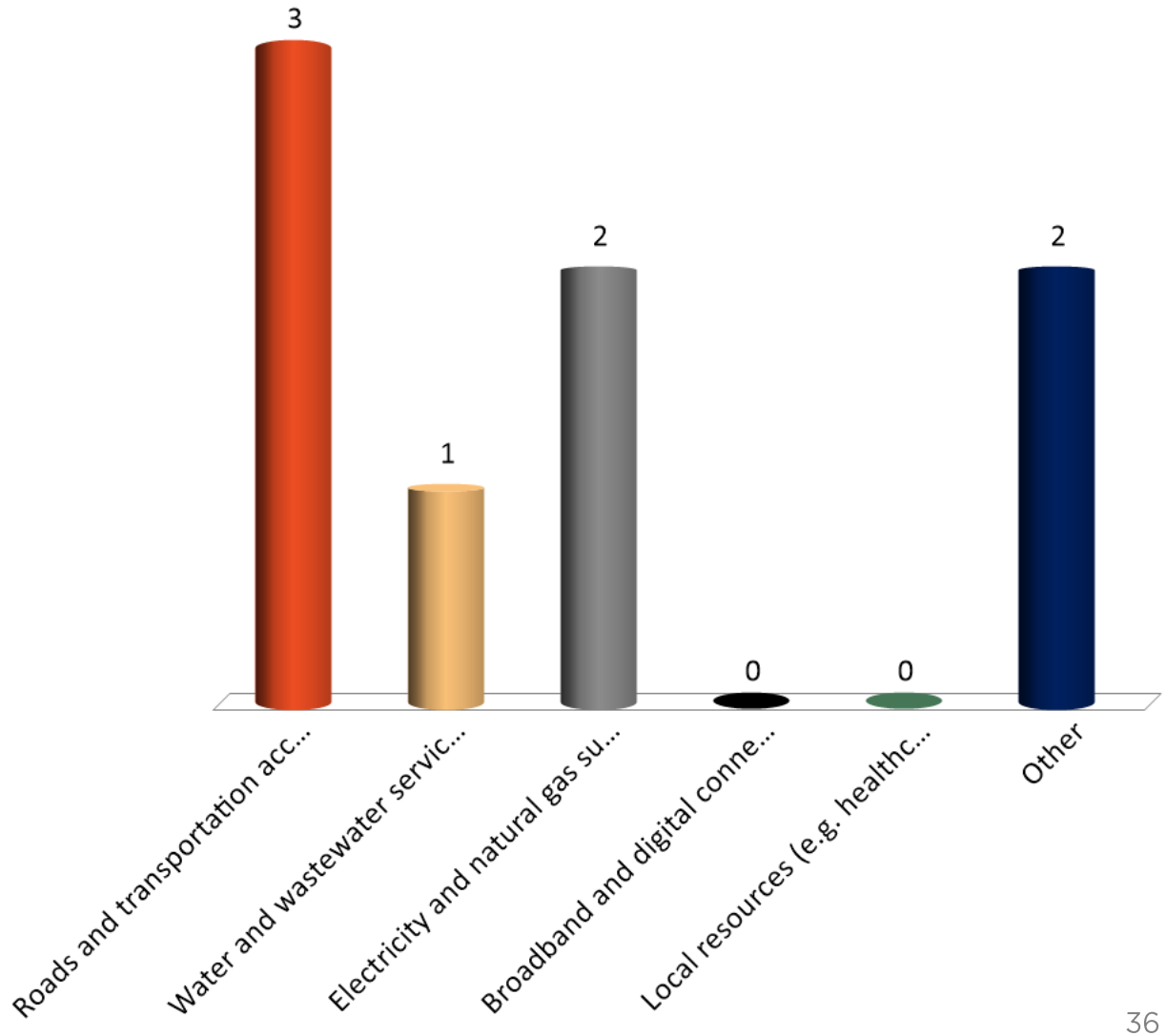
A. Cost to taxpayers
B. Environmental impacts
C. Traffic, noise, or community impacts
D. Attracting the right kinds of businesses
E. I have no concerns
F. Other



21. In your opinion, which infrastructure and resource improvements are most important if new industrial land is developed? (Select up to two)

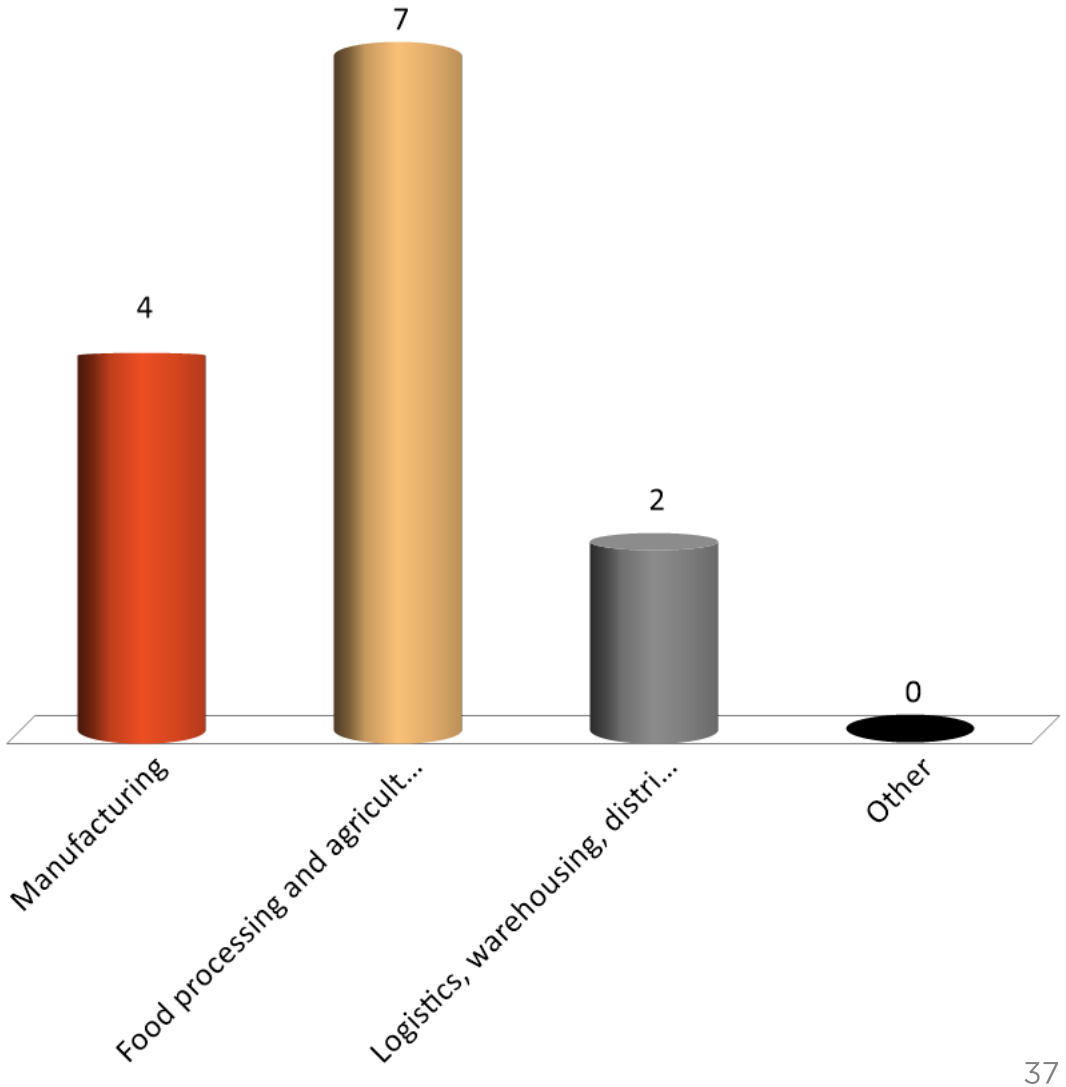
A. Roads and transportation access
B. Water and wastewater services
C. Electricity and natural gas supply
D. Broadband and digital connectivity
E. Local resources (e.g. healthcare amenities, childcare services)
F. Other

"Other" Responses:
- All of the above
- Labour and workforce



22. What types of businesses would you most like Norfolk County to attract to new industrial lands? (Select all that apply)

A. Manufacturing
B. Food processing and agriculture-related industries
C. Logistics, warehousing, distribution
D. Other



23. Are you aware of any gaps in the industrial sector that the County should aggressively pursue in attracting?

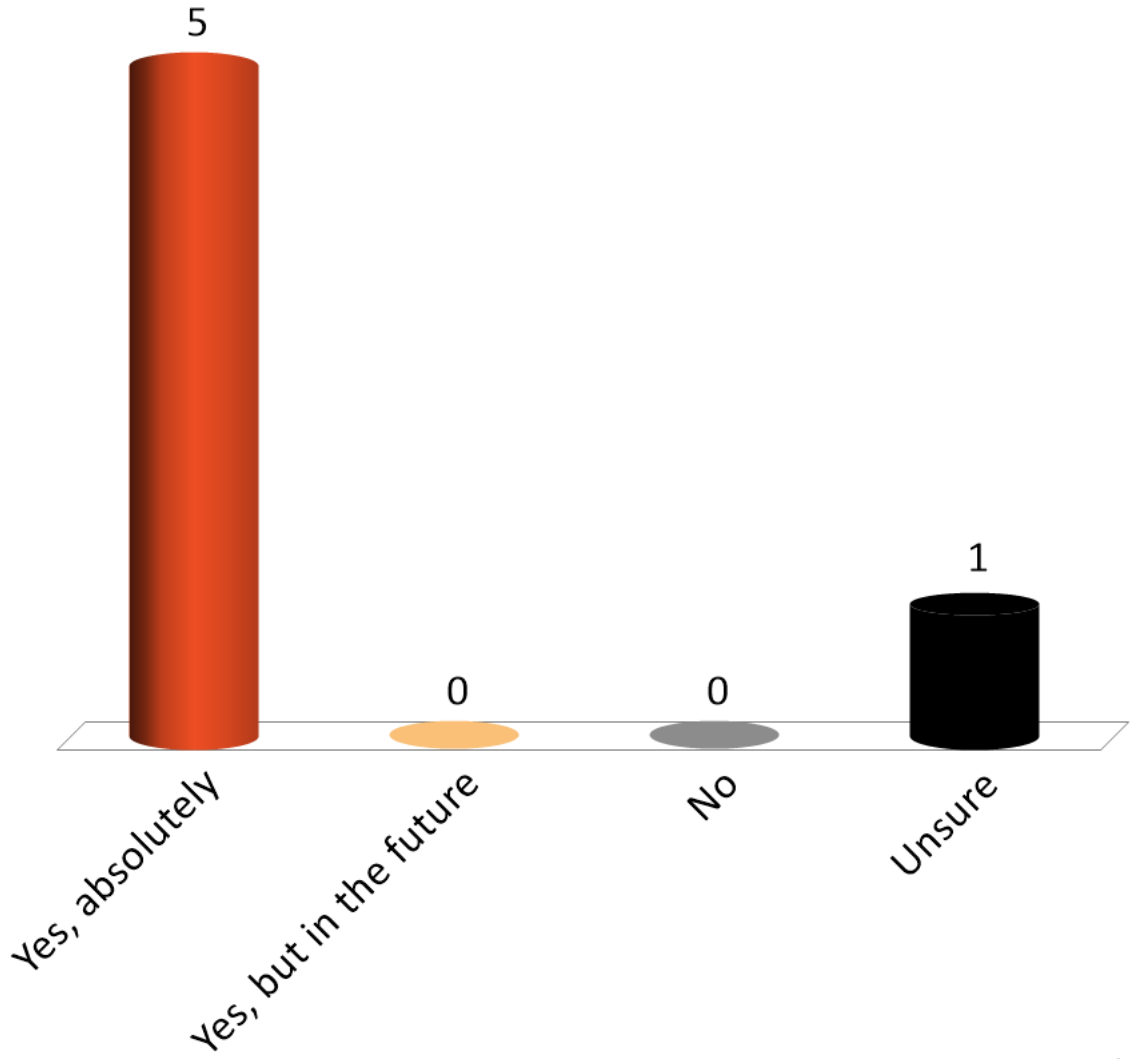
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Text Responses

- Cold storage.
- Ag Production.
- Processing plants for agriculture.

24. Would you or another representative of your organization want to serve on the Board of Directors if a Municipal Development Corporation is created?

A. Yes, absolutely
B. Yes, but in the future
C. No
D. Unsure



Discussion:

Is there anything we missed which we should consider in these Interrelated Initiatives?

Open Discussion



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Connect with Us ...

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Thank you for your participation!



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