

Photo credit: Norfolk County

Norfolk County

Economic Development Opportunities Review
Public Open House
September 10th, 2025

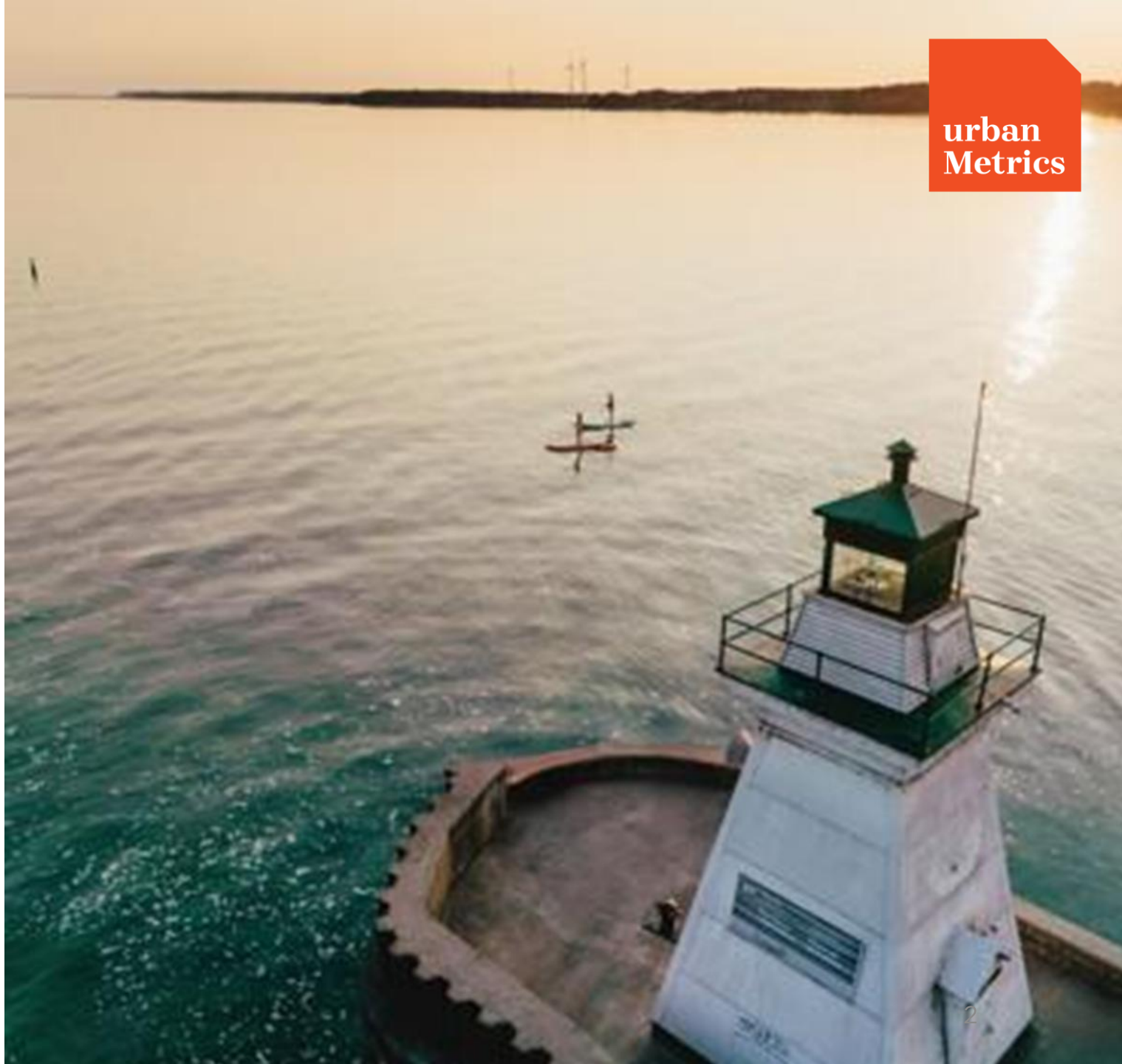
Polling Results x 5 Participants

Norfolk COUNTY

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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.

Project Overview

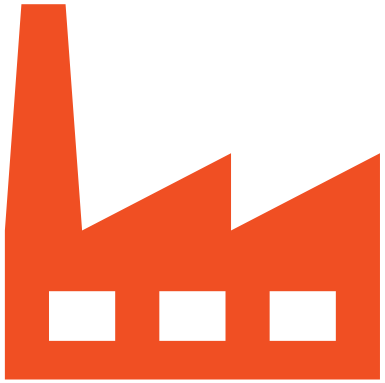
Norfolk County is evaluating the feasibility and implementation potential of three interrelated initiatives designed to strengthen local economic development.

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 purse 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

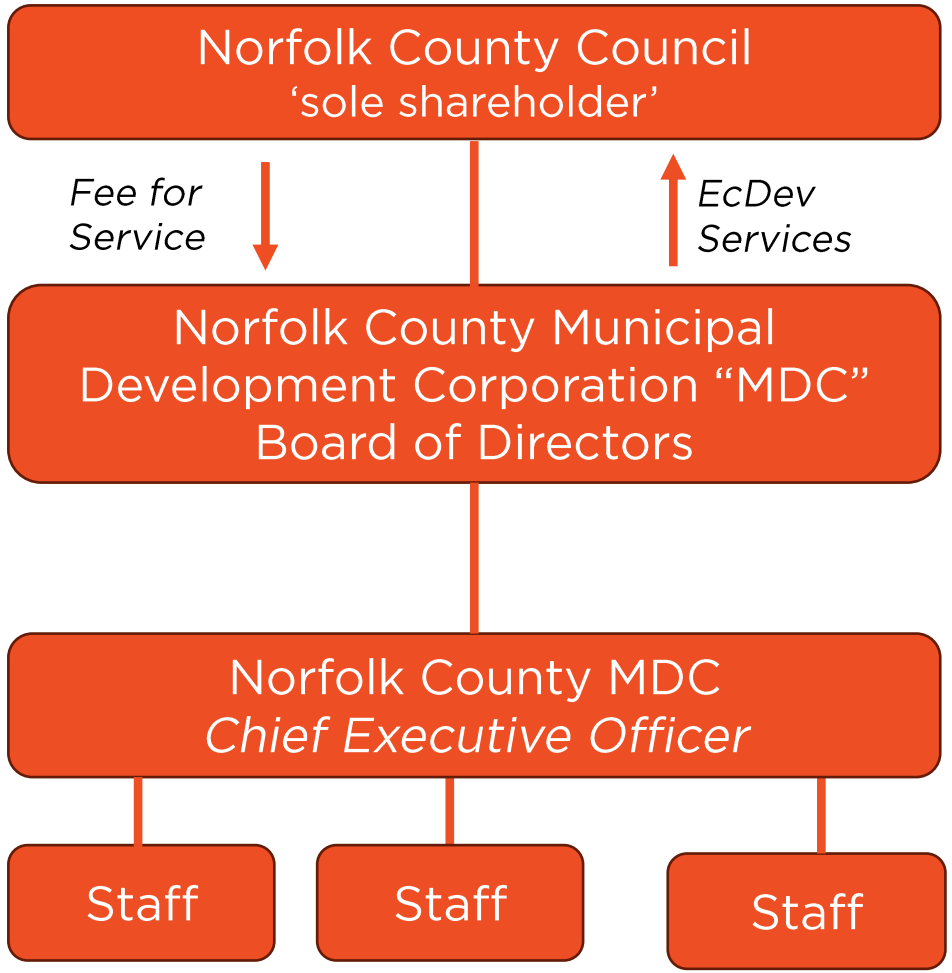
Operations and Activities

- 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

What are the benefits?

- **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 does it work?

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Key Features

- The MAT rate is typically set by each municipality, commonly around 4% - 6%, but can vary.

- The tax is charged only on the cost of accommodation for stays of 30 days or less, excluding additional services such as meals, parking, or amenities

- MAT is collected by the accommodation provider (hotels, motels, B&Bs, short-term rentals) at booking or check-in, and remitted to the municipality regularly

Collection and Remittance

- Providers must show MAT as a separate line item on guest invoices

- If the accommodation business is HST – registered, MAT is subject to HST, which must also be collected and remitted to the CRA.

- Revenue collected from the MAT must be reported and paid to the municipality, usually on a monthly basis.

How are MAT revenues distributed?

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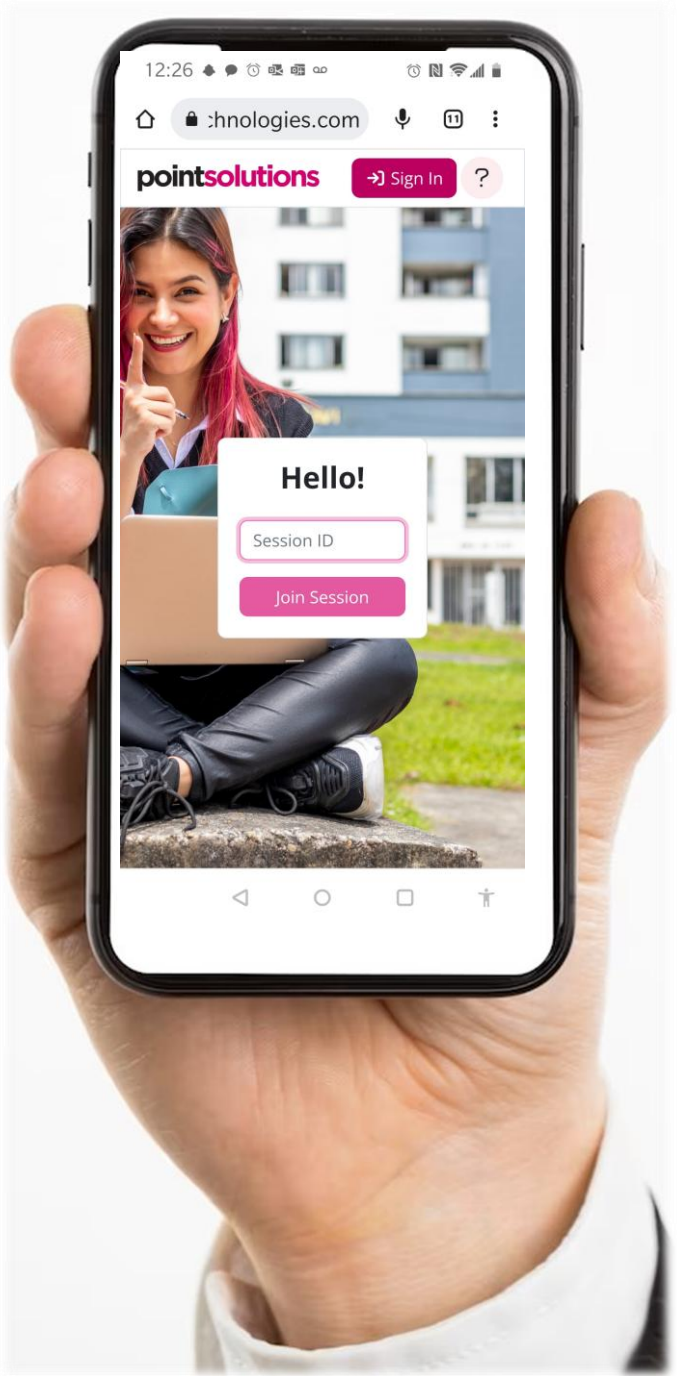
50%

Minimum 50 per to Tourism Entity: The regulation (O.Reg. 435/17) requires that no less than half of net MAT revenues support a designated 'Tourism Entity' to promote tourism in the municipality.

50%

Municipality Discretion for Remaining Revenue: Municipalities decide how the rest is spent, typically on visitor-serving programs or infrastructure (e.g., roads, transit, parks, culture etc.)

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



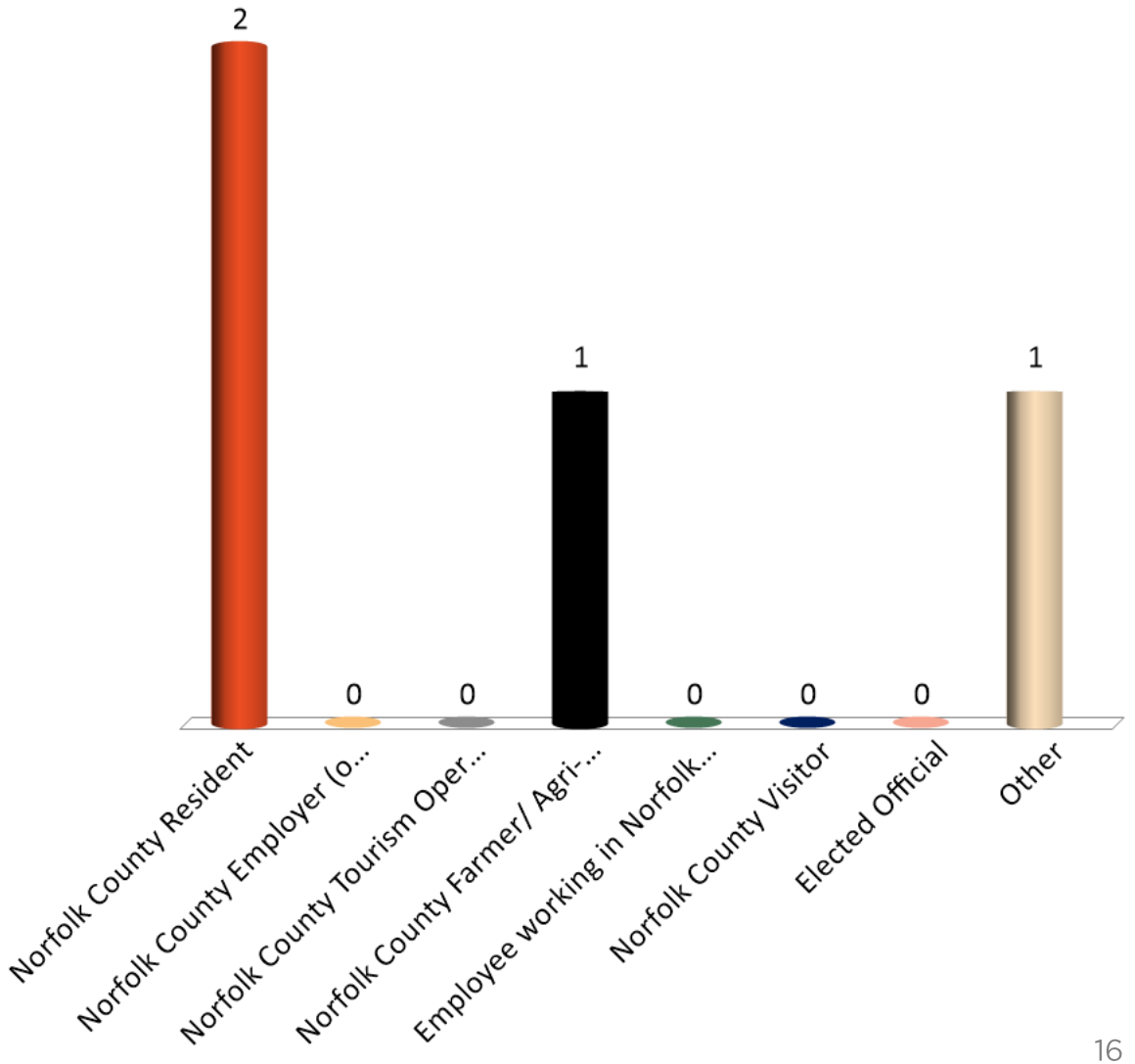
Empowering

Every opinion counts. Insights can be transferred to actions.

Roll Call:

I am here today in my capacity as a:

A. Norfolk County Resident
B. Norfolk County Employer (owner/ manager)
C. Norfolk County Tourism Operator
D. Norfolk County Farmer/ Agri-Business/ Food Producer
E. Employee working in Norfolk County
F. Norfolk County Visitor
G. Elected Official
H. Other



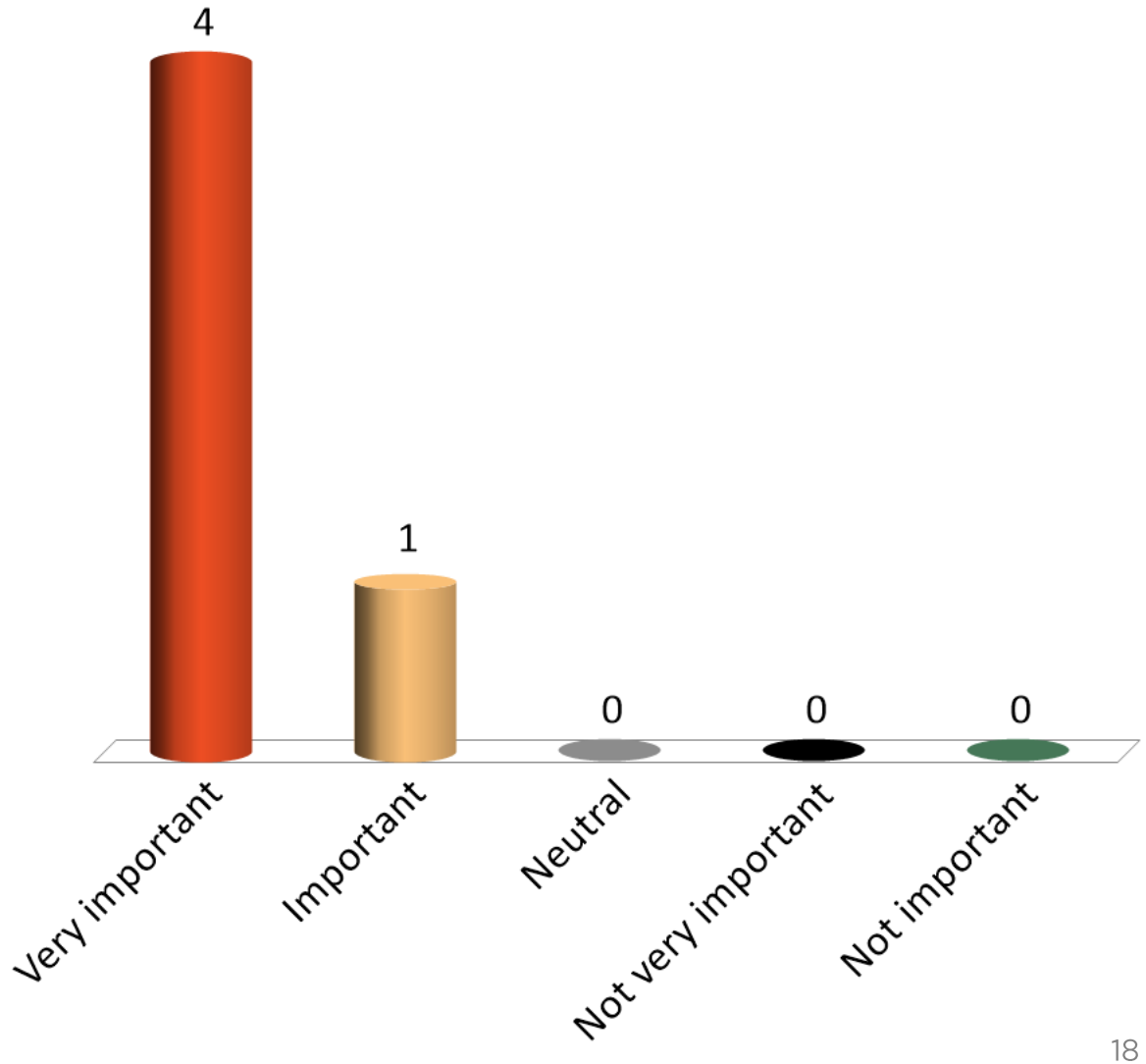
Initiative 1: Establishing a Municipal Development Corporation (MDC)





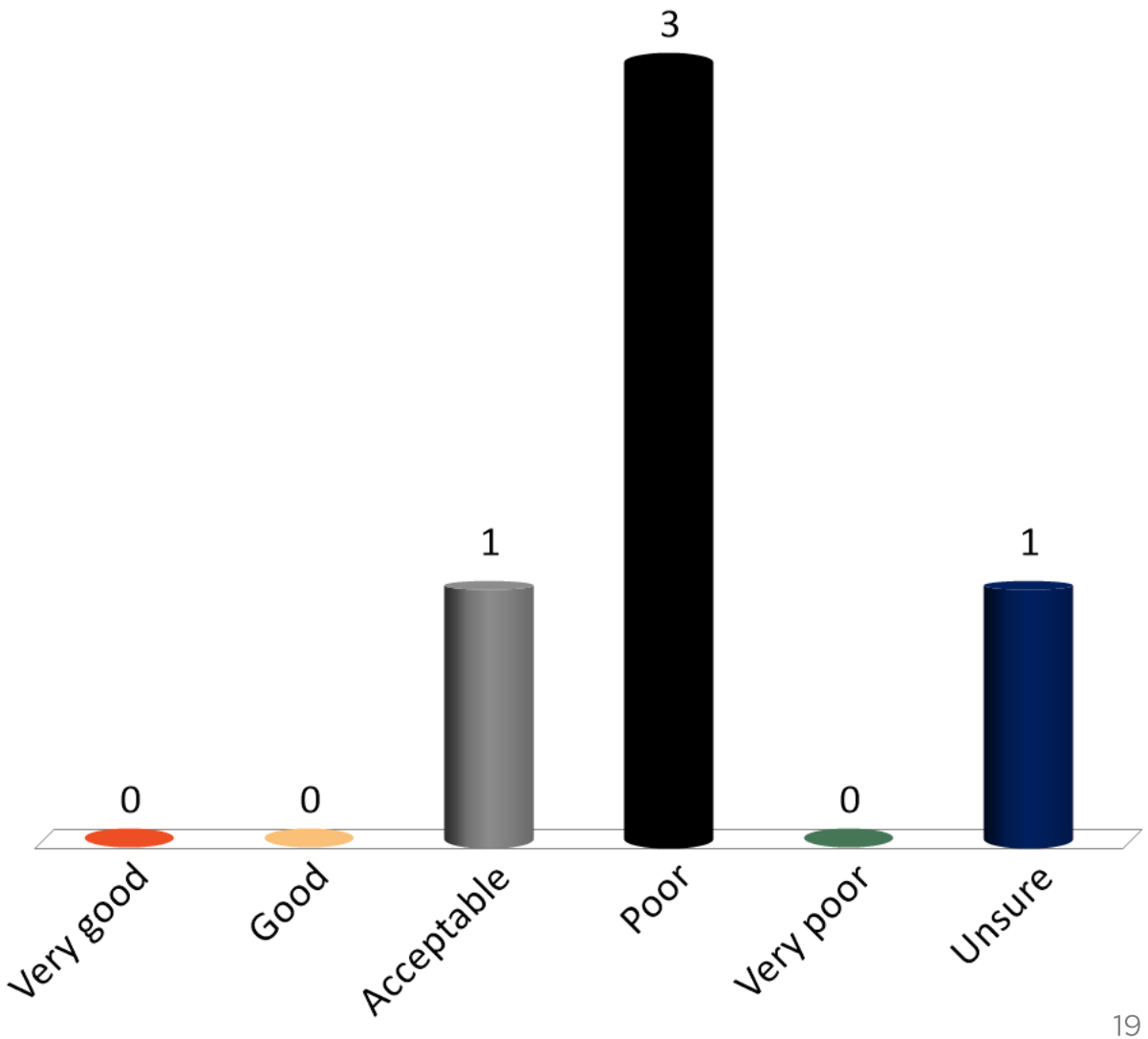
1. How important is it for Norfolk County to promote economic development?

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



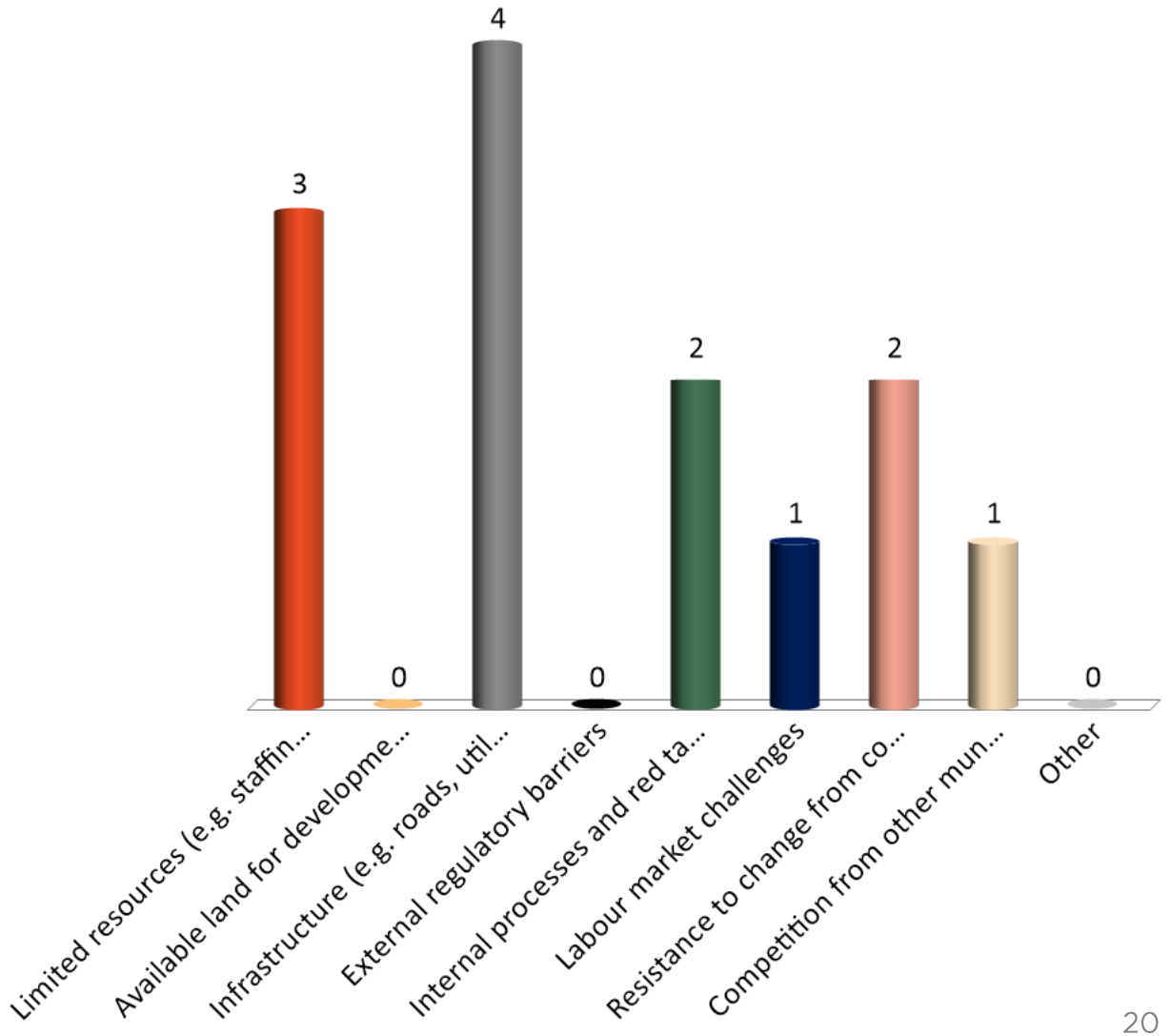
2. How would you rate Norfolk County's current efforts to grow the local economy by supporting businesses and attracting visitors?

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



3. 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



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

Text Responses

- Challenging at times.
- Good experience with Lindsay CIP.
- Excellent people but there are too many hoops for both them and citizens to jump through.
- Disappointing – marina rate increases and funds used elsewhere.

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

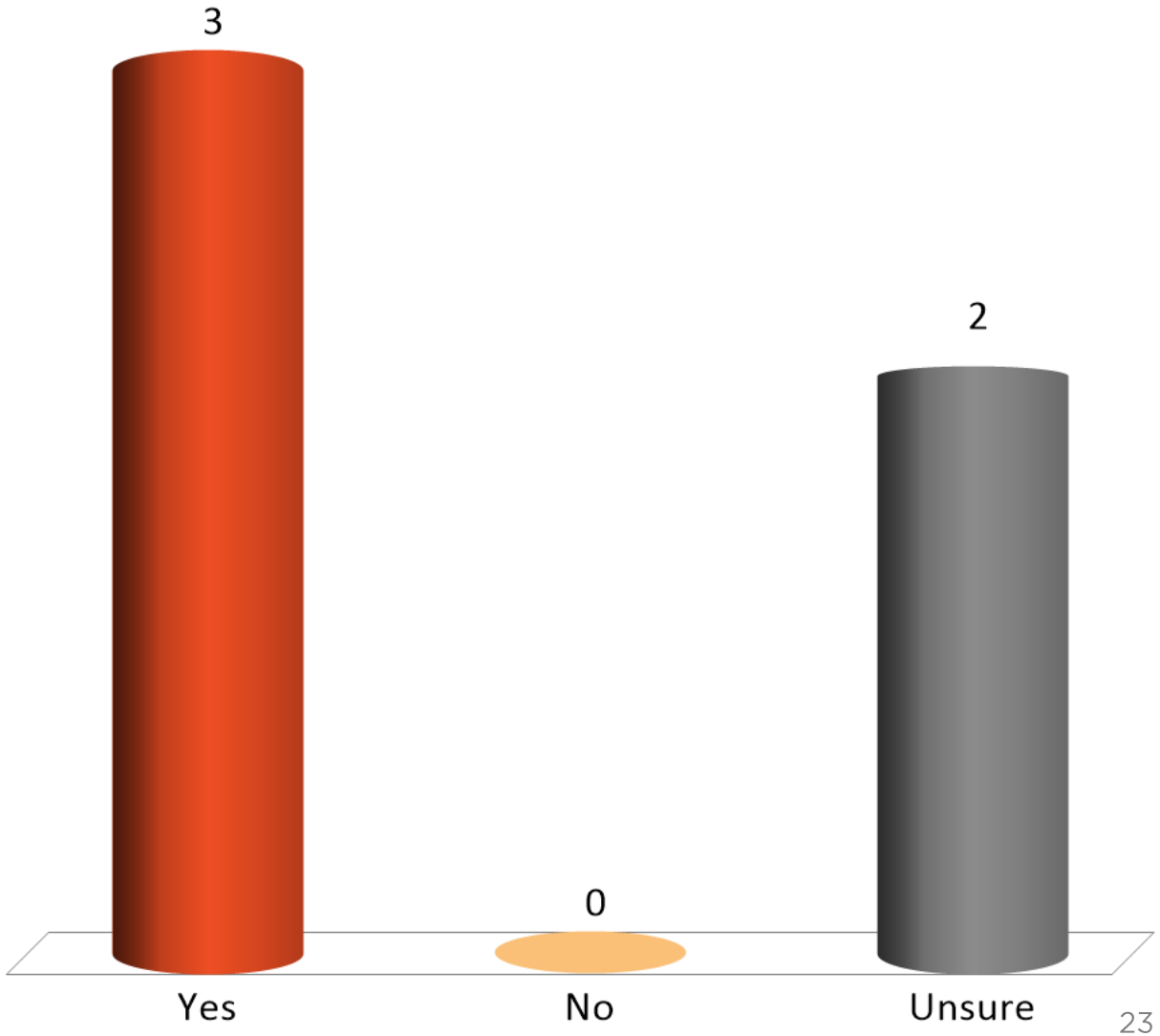
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Text Responses

- Great partners with chamber of commerce.
- Effort seems good considering resources available.

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?

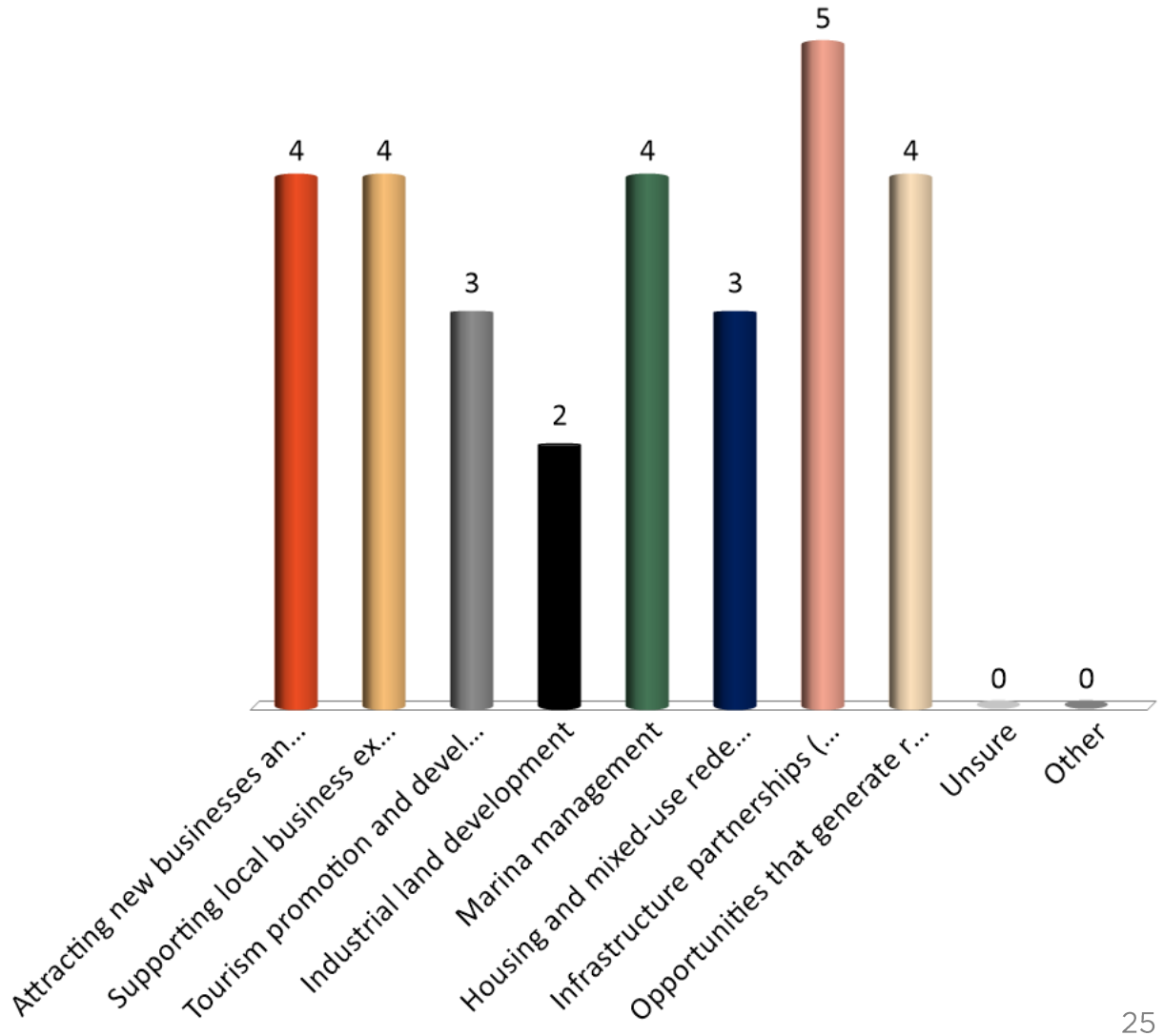
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Text Responses

- Long term planning, revenue, asset management.
- Marina management, tourism, industrial development.
- Increase tax base, increase competitiveness of Norfolk with other counties in Ontario and USA. Lakefront development projects.
- Waterfront/marina efficient maintenance and development to attract more members and visitors.

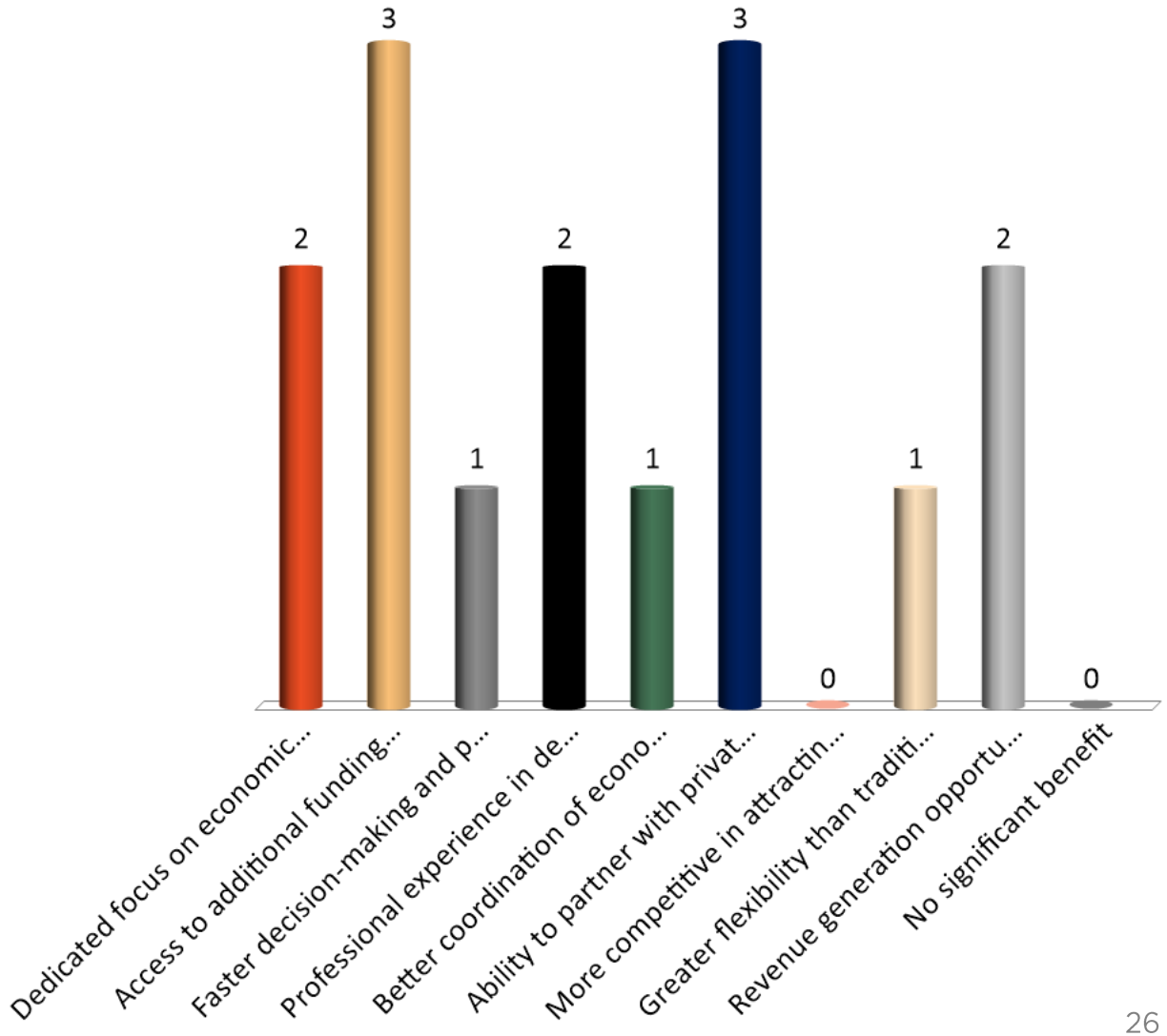
8. Which of the following areas should a Norfolk County Municipal Development Corporation focus on? (select all that apply)

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



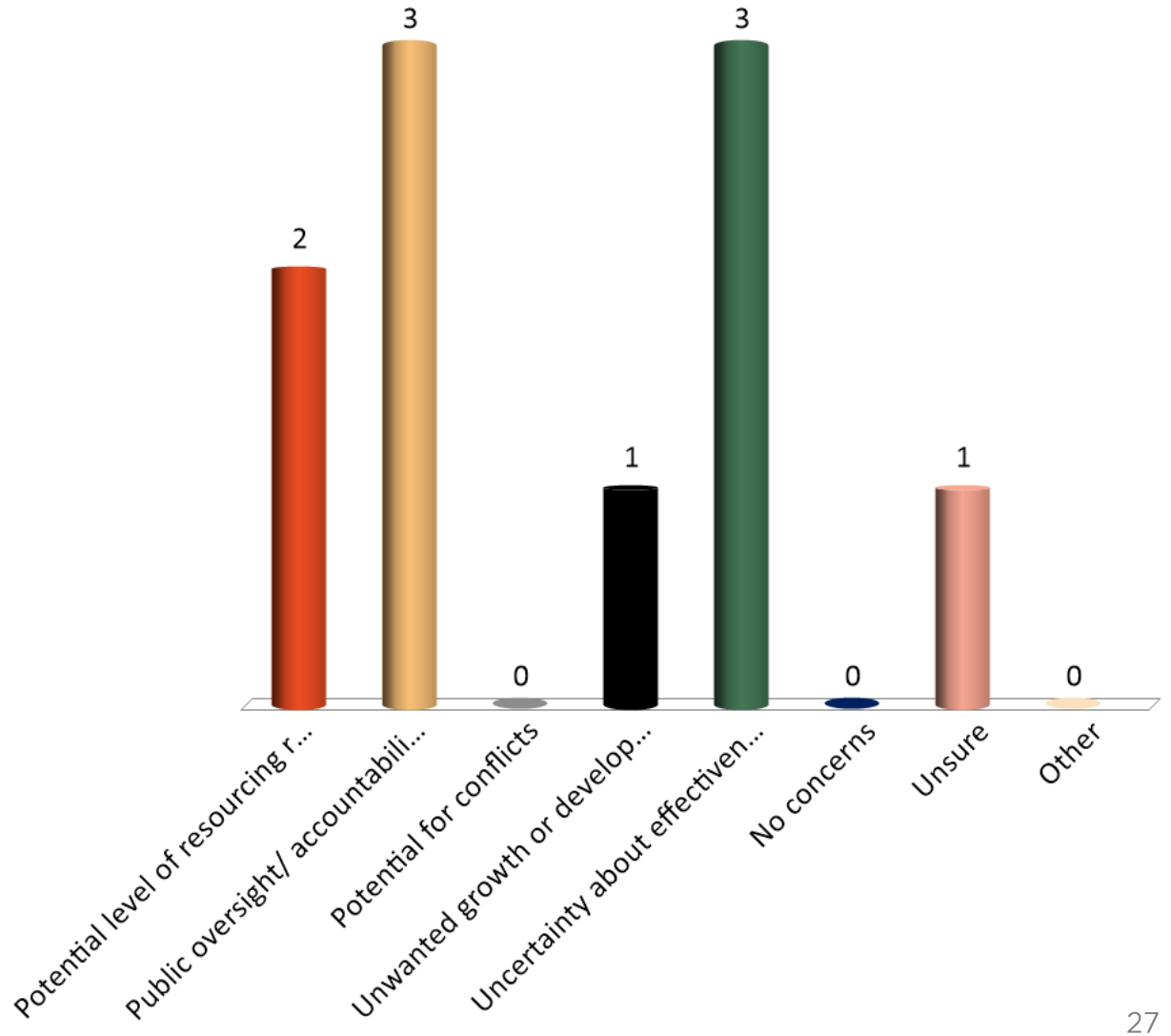
9. What are the biggest benefits of Norfolk County establishing a Municipal Development Corporation (Select up to three)

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



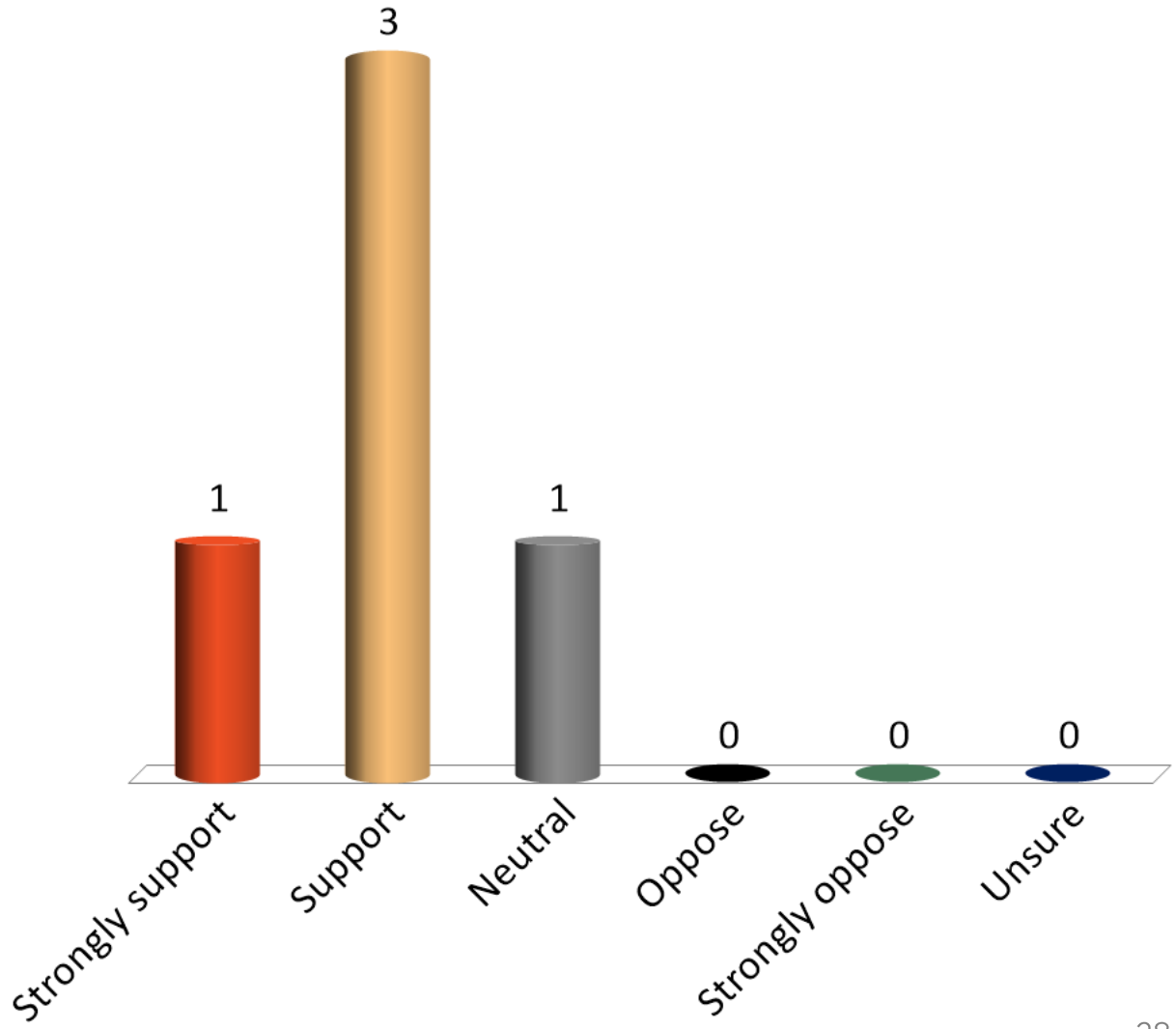
10. What concerns do you have about Norfolk County establishing a Municipal Development Corporation? (Select up to three)

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

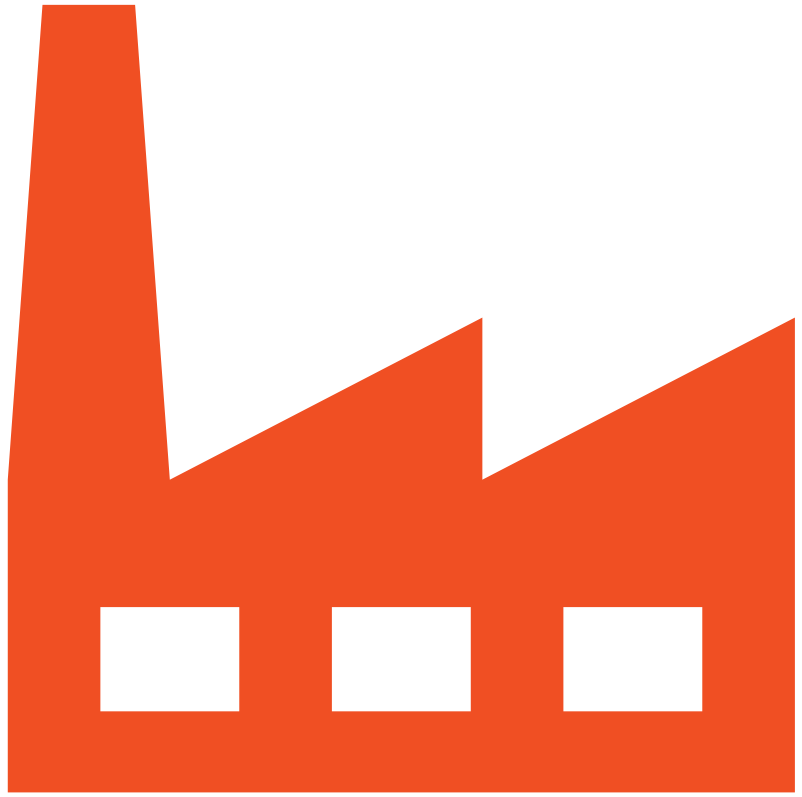


11. Do you support Norfolk County investing financially in the establishment of a Municipal Development Corporation that would generate revenue for the County?

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



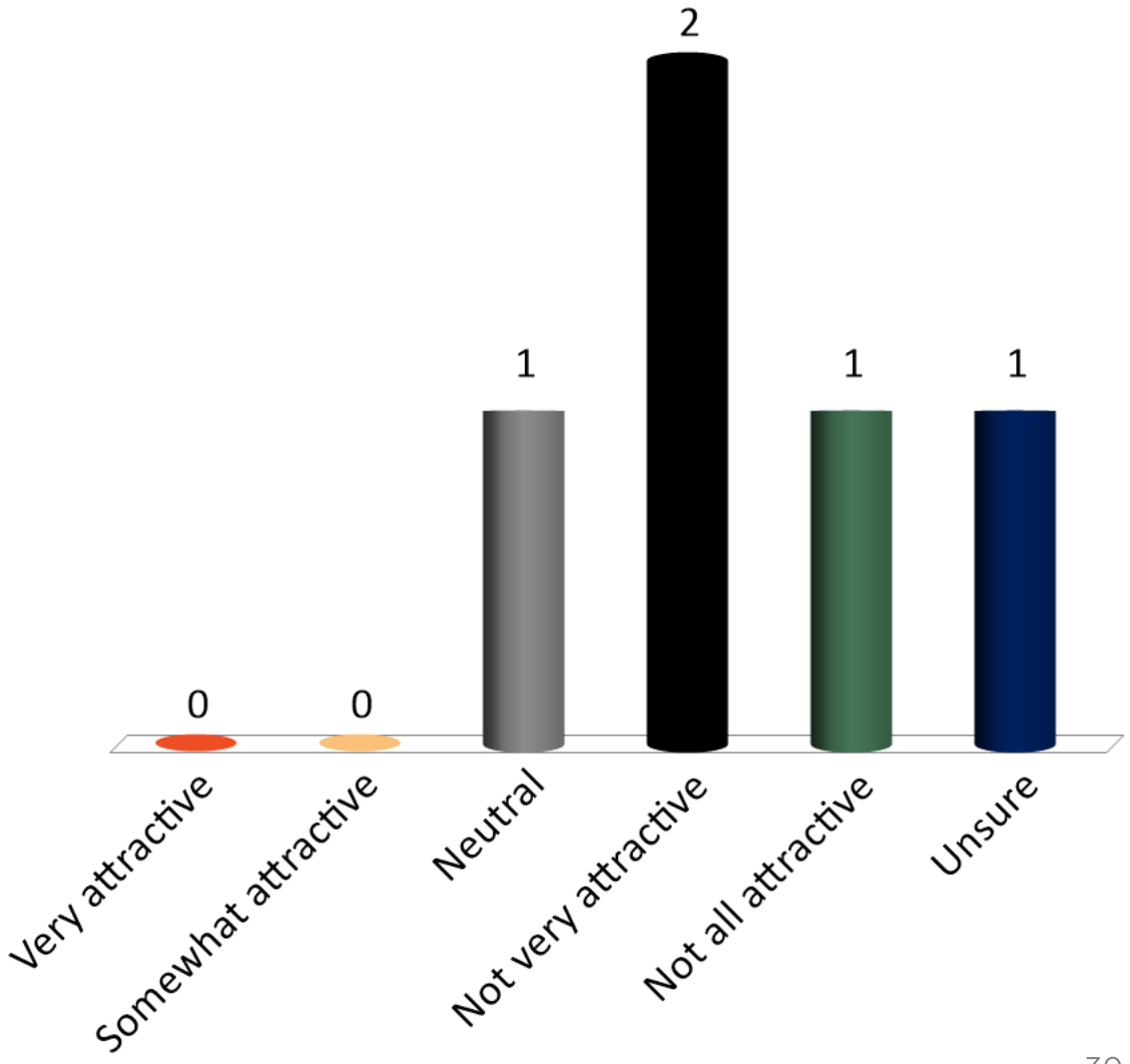
Initiative 2: Industrial Land Review





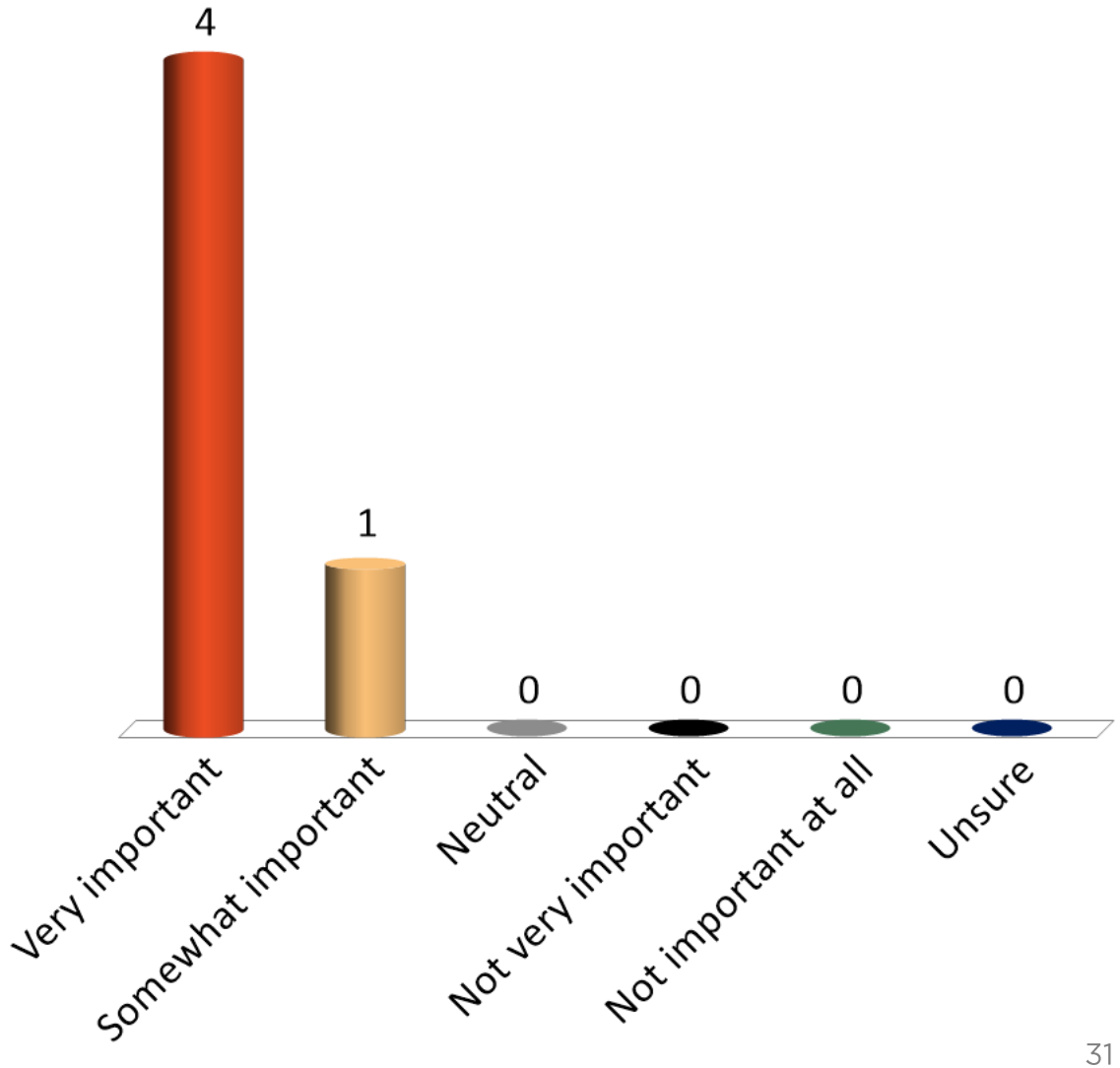
12. How attractive is Norfolk County to industrial businesses right now?

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



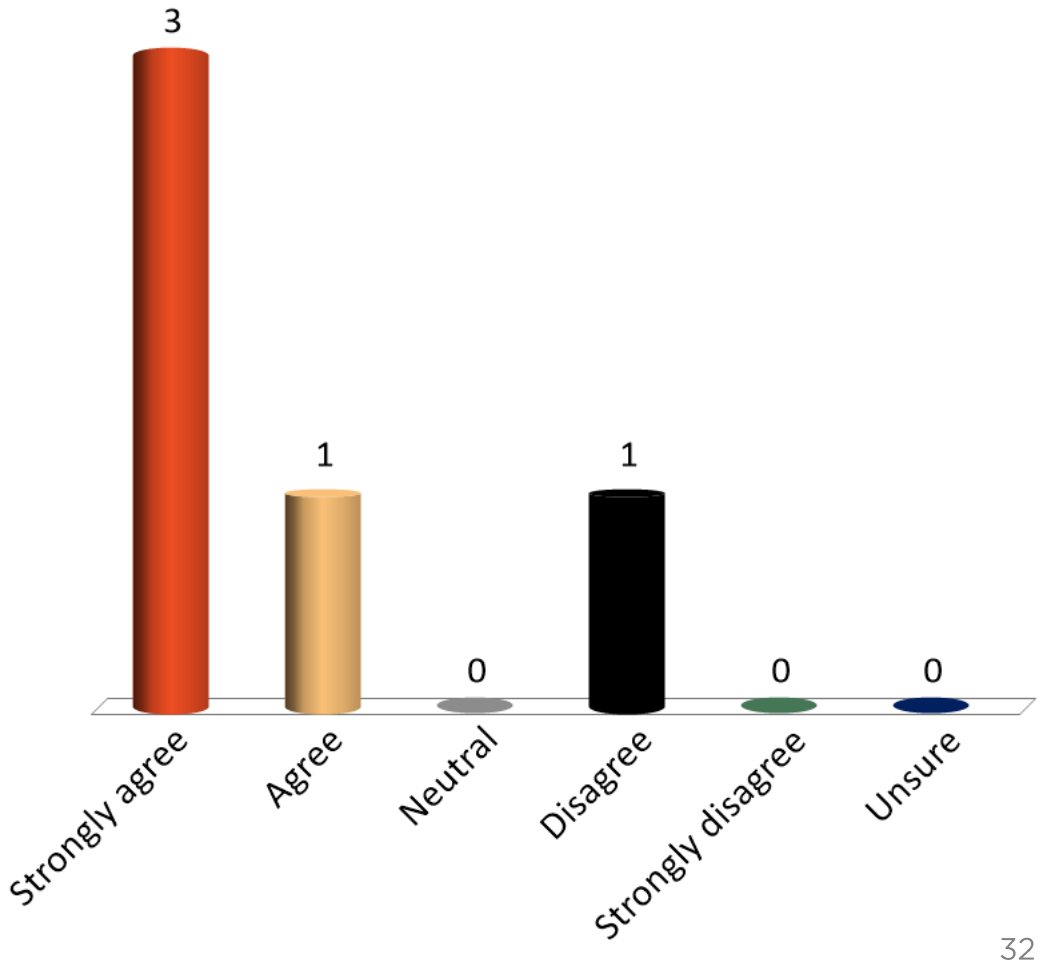
13. How important is it for Norfolk County to actively support new business and job growth through land development?

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



14. 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



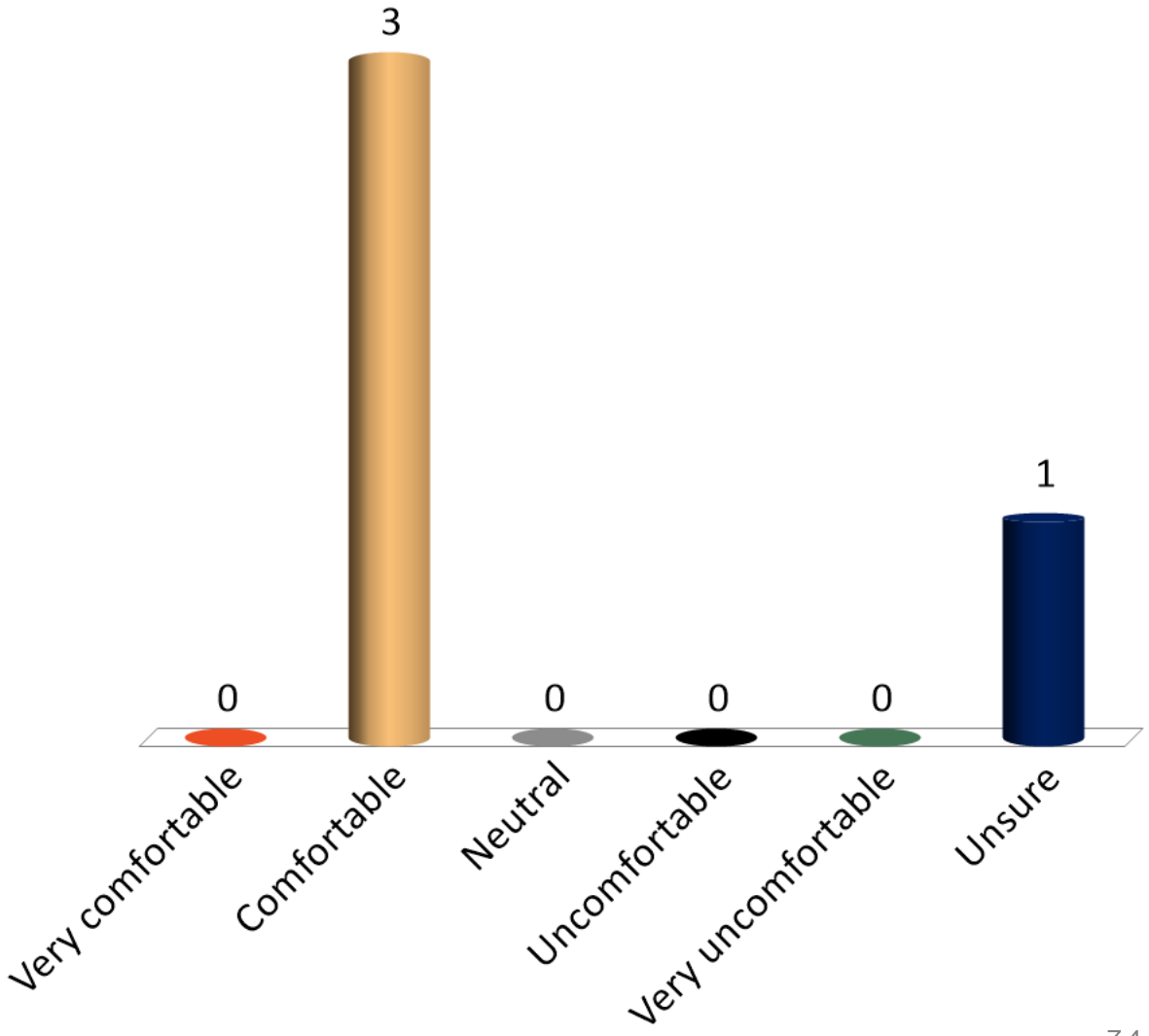
15. What obstacles do businesses face when trying to locate or expand in Norfolk County?

Text Responses

- Lack of shovel ready land, takes too long, highways, fibre.
- Environmental assessments, industrial sites ready to go.
- High taxes.

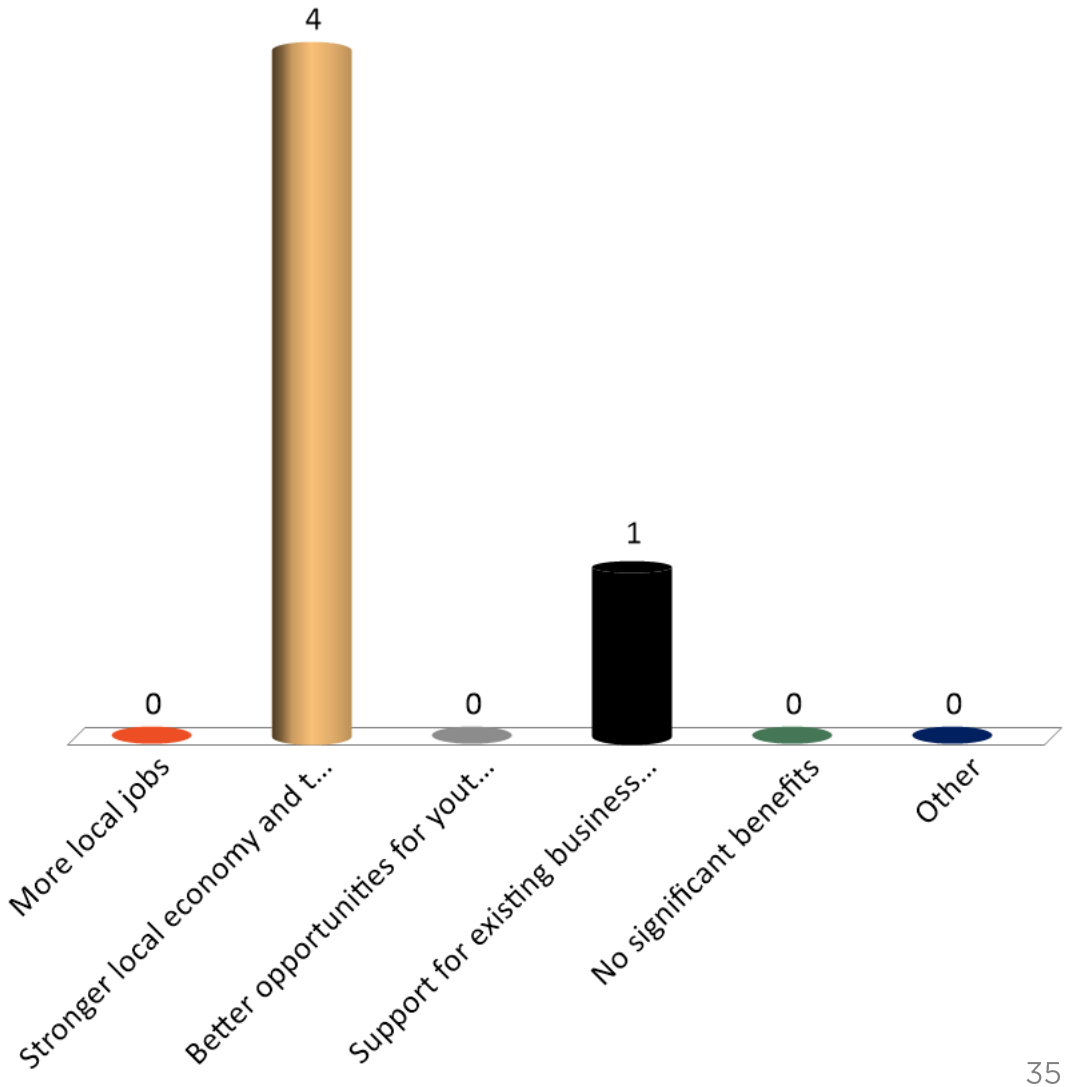
16. How comfortable are you with County establishing a Municipal Development Corporation (MDC) that could help prepare industrial lands in partnership with private landowners and developers?

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



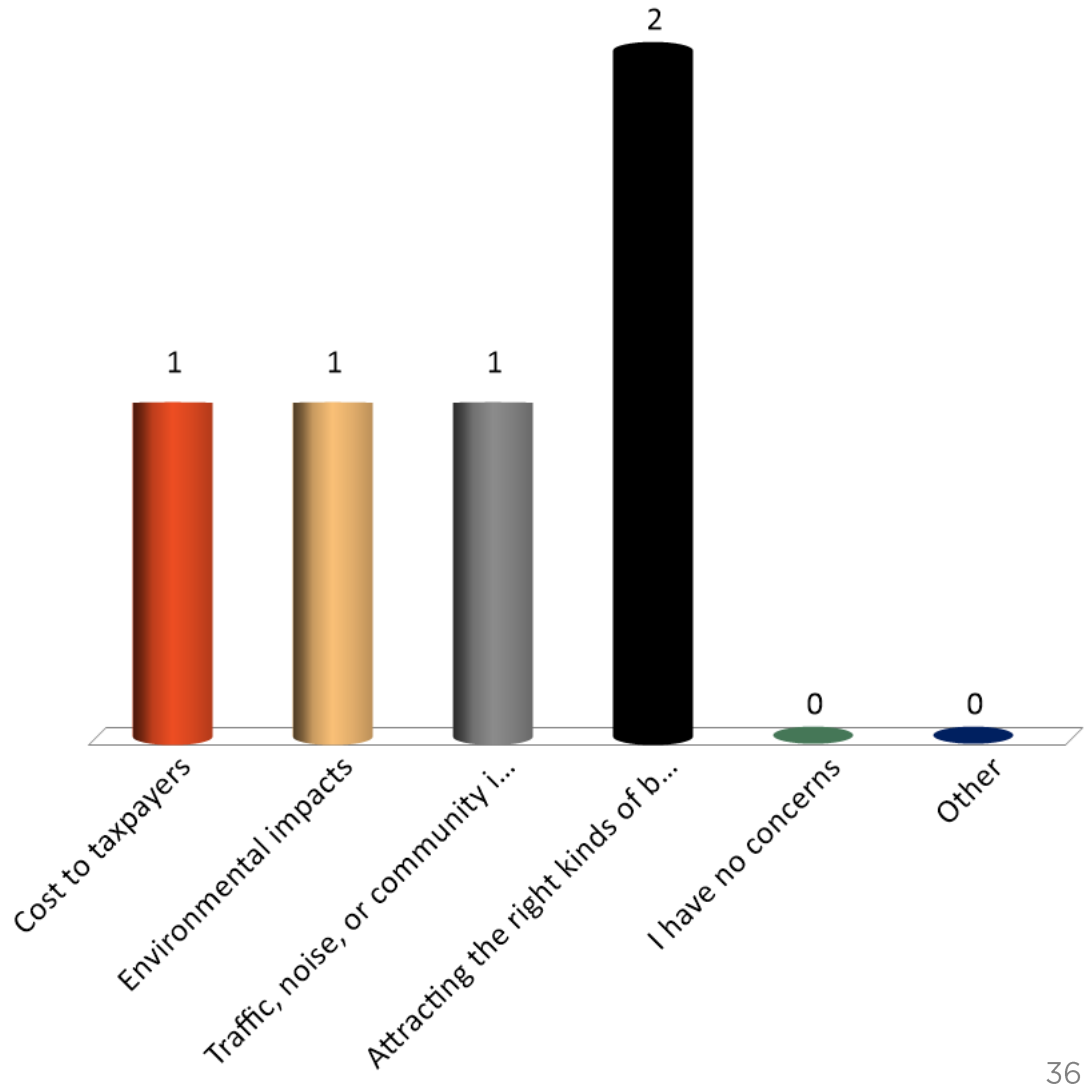
17. What is the biggest benefit of preparing industrial lands for development? (Select one)

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



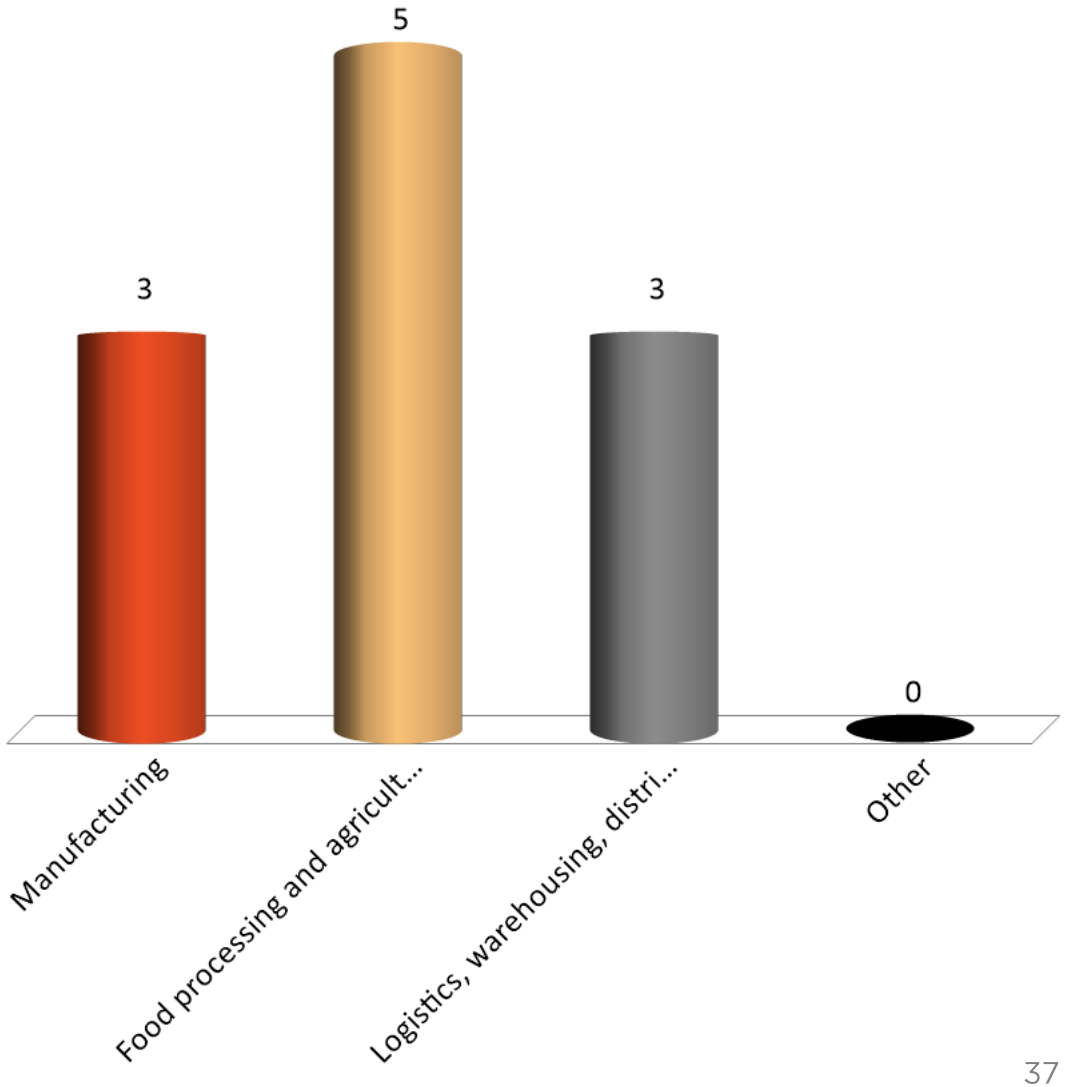
19. What is your biggest concern about investing in industrial land development? (Select one)

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



20. 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



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

Text Responses

- Inventory.
- AI is changing the whole world; it's a new industrial revolution. The county should be trying to get into it somehow.

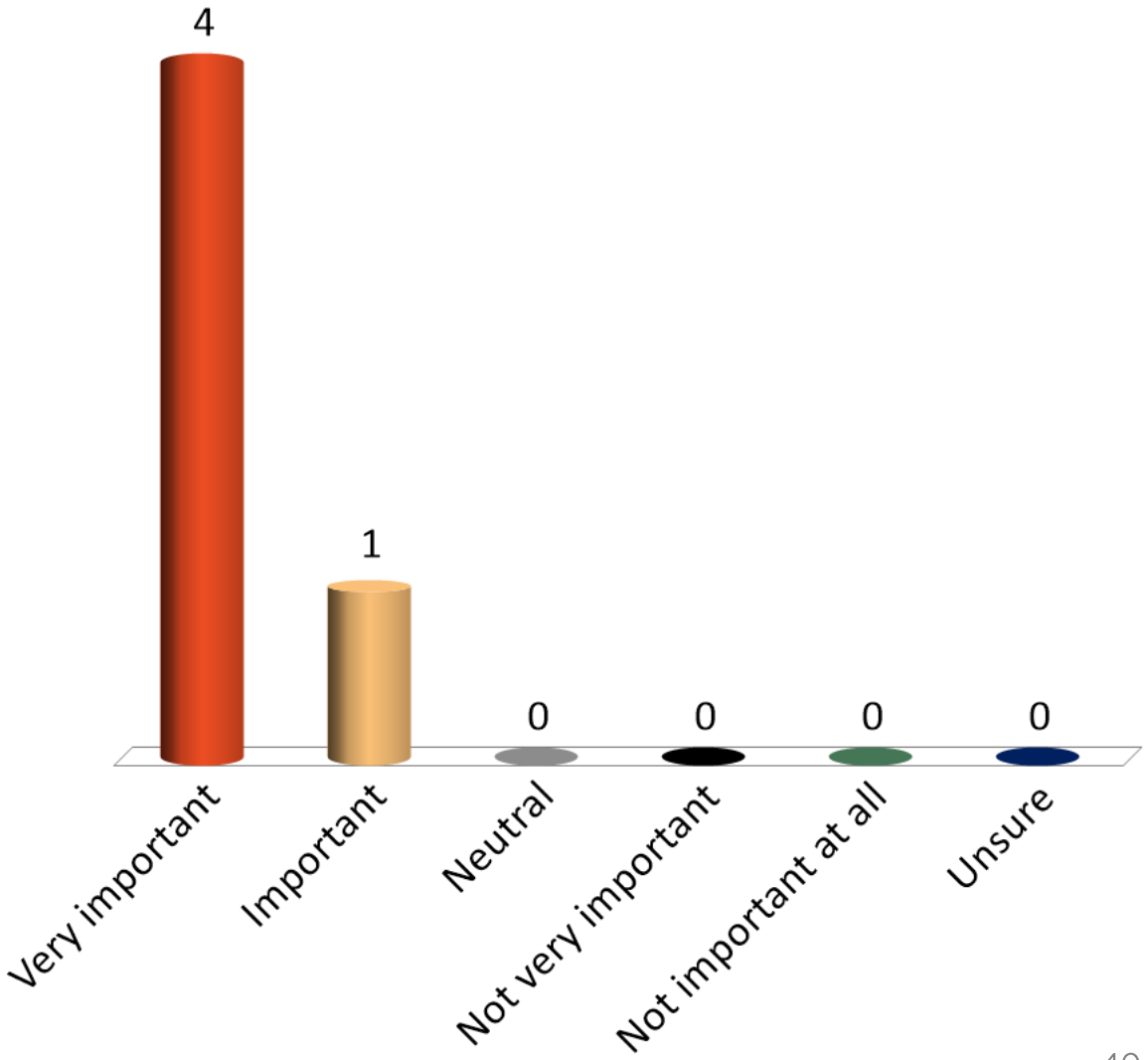
Initiative 3: Implementing a Municipal Accommodation Tax





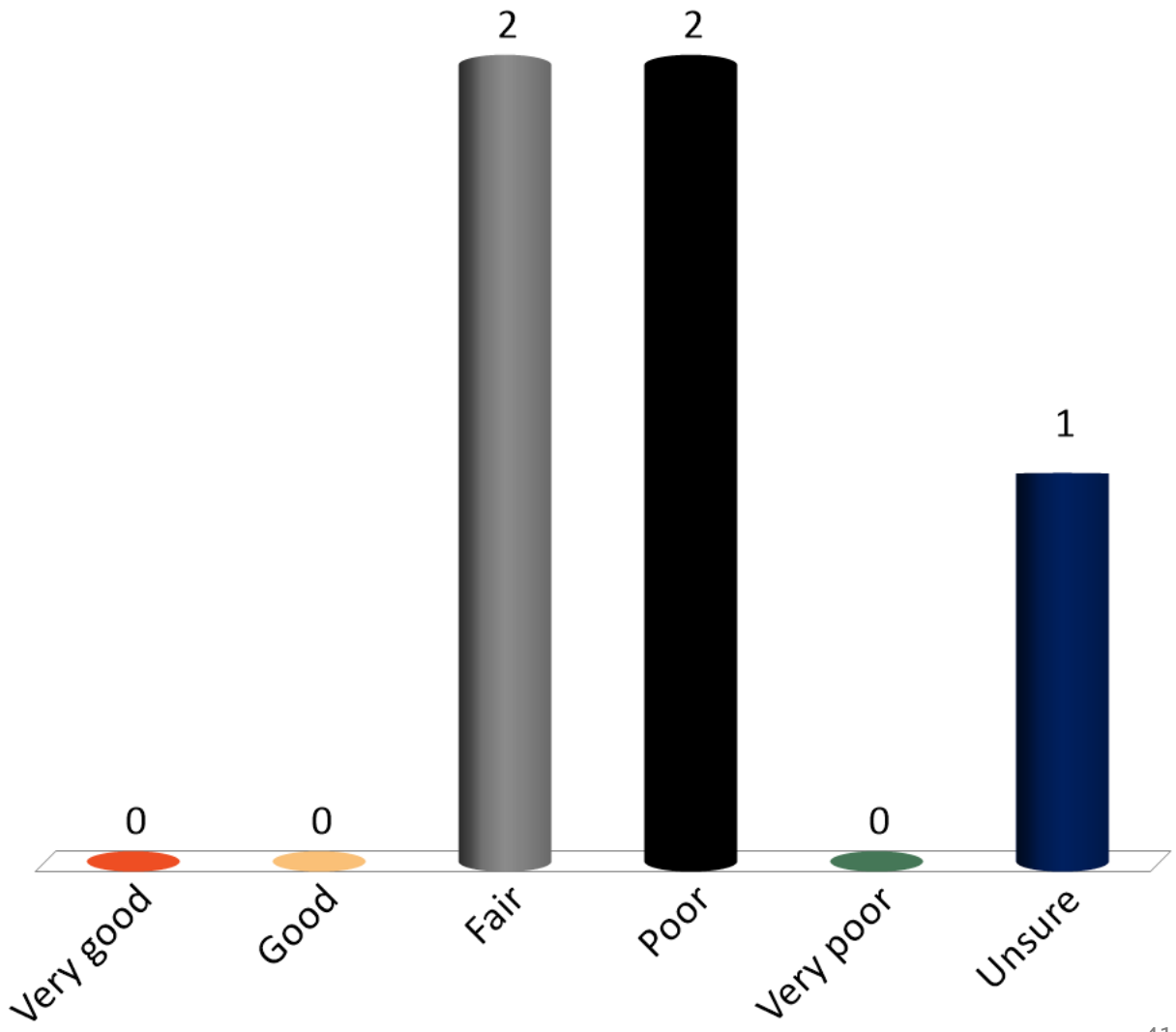
22. How important is tourism to Norfolk County's economic future?

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



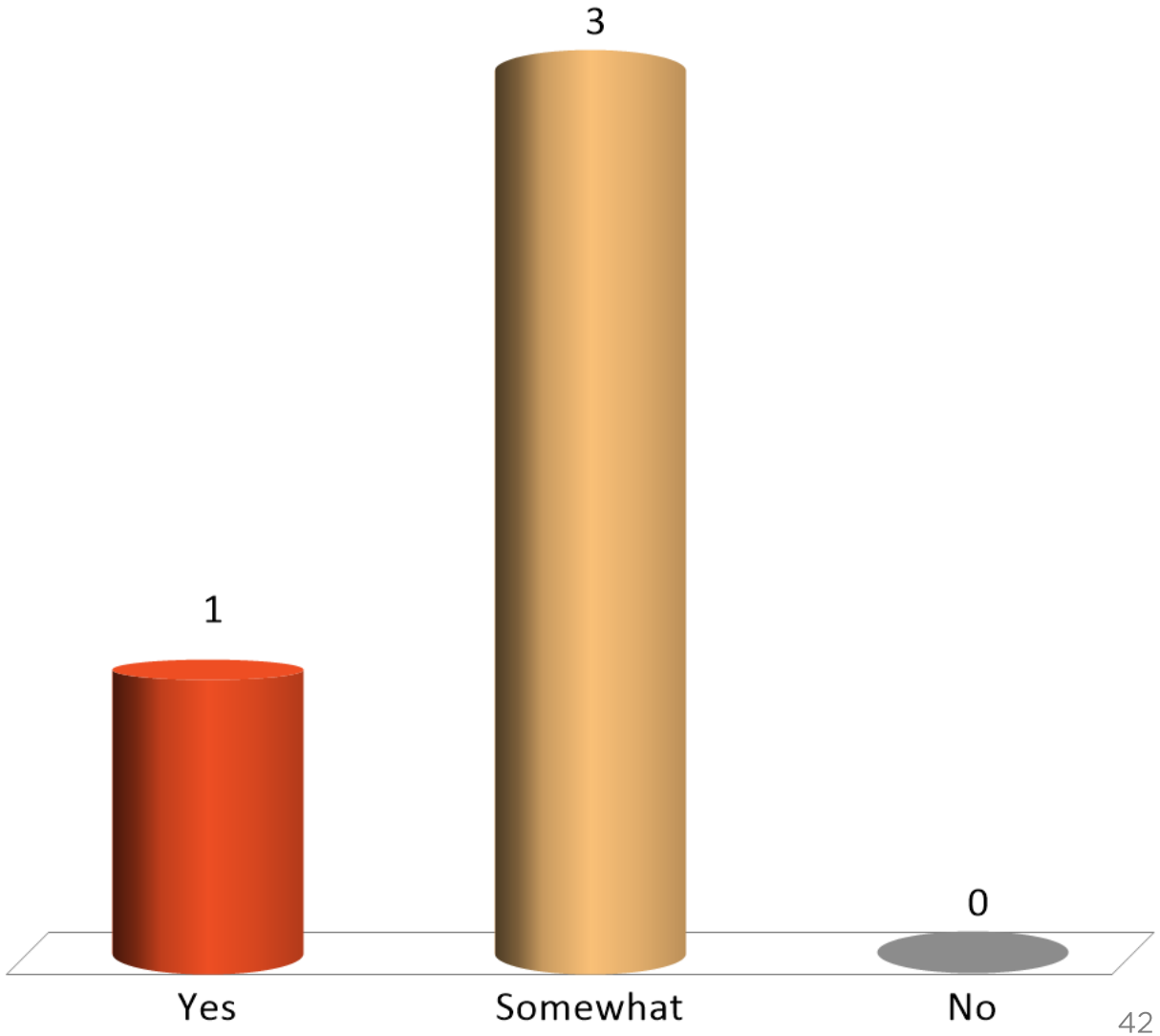
23. How would you rate the way Norfolk County currently markets itself as a tourism destination?

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



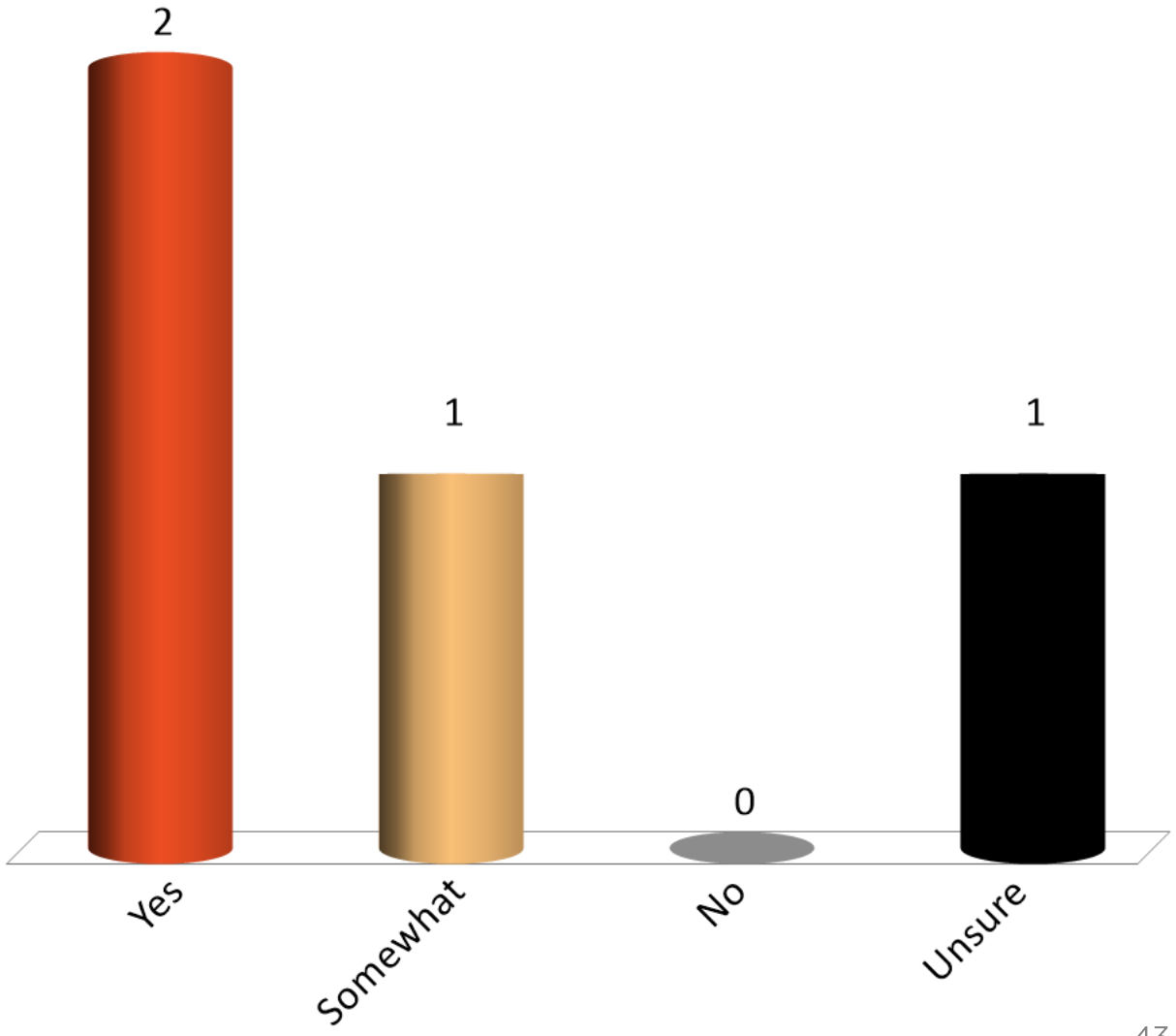
24. Are you familiar with the concept of a Municipal Accommodation Tax (MAT)?

A. Yes
B. Somewhat
C. No



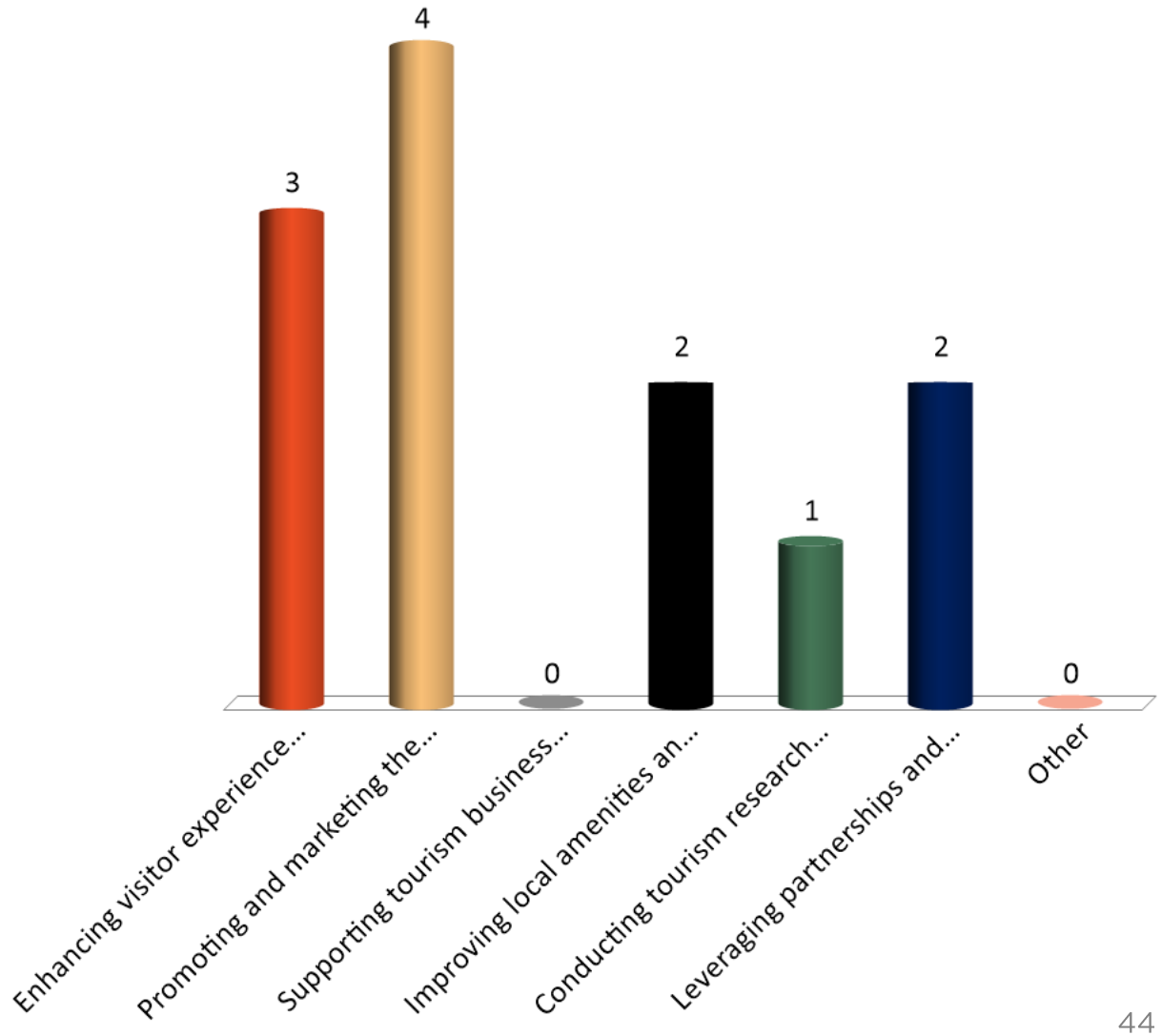
25. Do you think introducing a Municipal Accommodation Tax would negatively impact Norfolk County's image as a destination or place to do business?

A. Yes
B. Somewhat
C. No
D. Unsure



26. If a MAT is introduced, what should the revenue be used for? (Select three)

A. Enhancing visitor experiences (e.g. festivals, events, cultural activities, tours)
B. Promoting and marketing the community as a destination
C. Supporting tourism business and workforce development (e.g. training and capacity building)
D. Improving local amenities and infrastructure that benefit visitors and residents (e.g. signage, trails, parks, arenas, etc.)
E. Conducting tourism research and data analysis to guide decisions
F. Leveraging partnerships and special projects attract visitors (e.g. sports tournaments, events and conferences)
G. Other

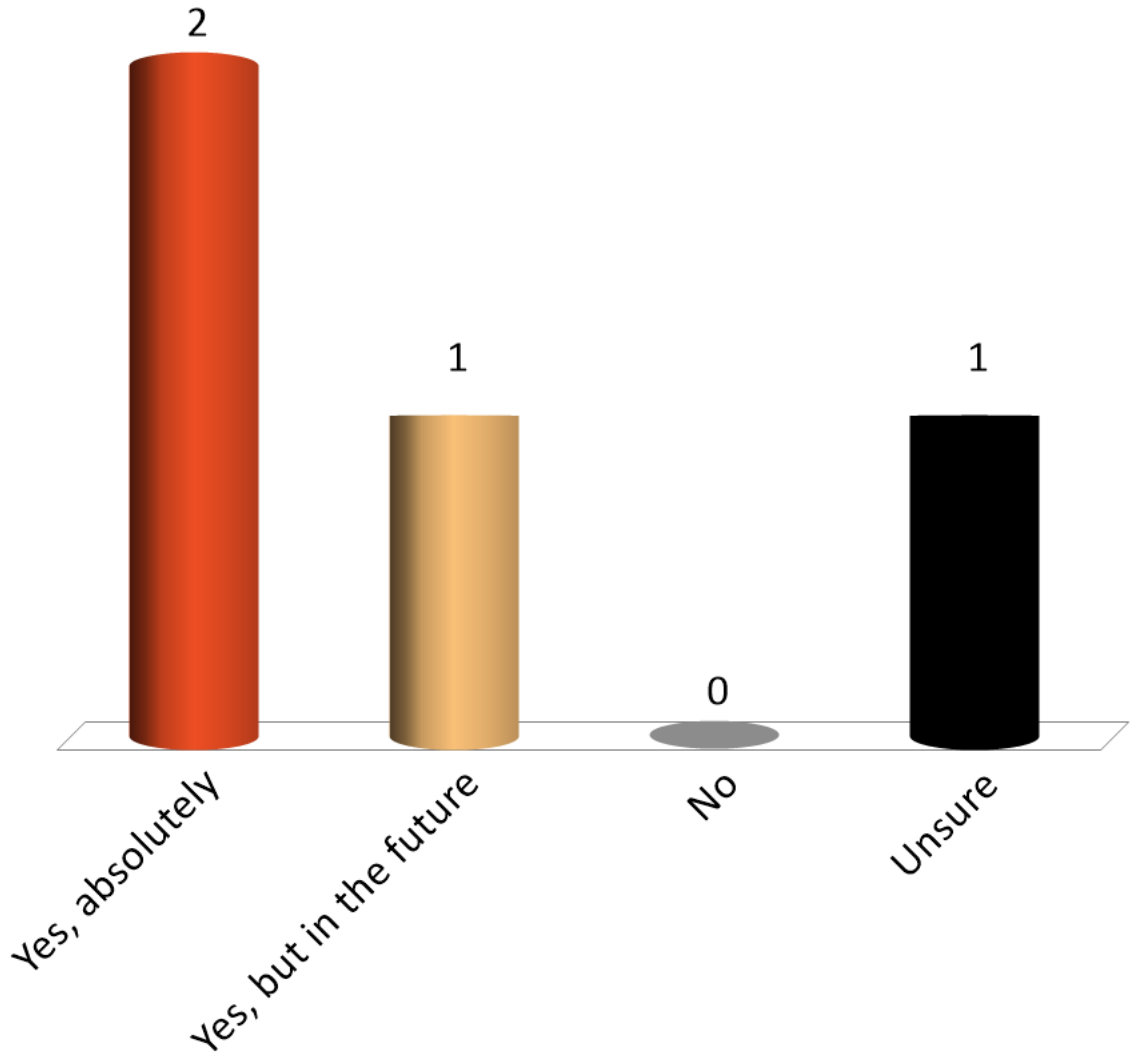


27. As an accommodation provider what types of resources would assist you in effectively implementing the collection of a MAT?

A. Training
B. Policy guidance
C. Technical support
D. Communication materials for guests
E. Other
F. Not applicable

28. 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 ...

urbanMetrics

Nick Kazakoff
Project Manager, urbanMetrics
nkazakoff@urbanMetrics.ca

Megan Fletcher
Associate Consultant, urbanMetrics
mfletcher@urbanMetrics.ca

Norfolk County

Stephanie Potter
Manager, Corporate Initiatives
Stephanie.potter@norfolkcounty.ca

John Regan
Director of Economic Development
john.regan@norfolkcounty.ca

Thank you for your participation!



urban Metrics

urbanMetrics
602 - 15 Toronto Street
Toronto, Ontario, Canada
M5C2E3
urbanMetrics.ca