

# Norfolk County

Municipal Accommodation Tax (MAT) Workshop
September 10th, 2025

## Polling Results x10 Participants

Photo credit: Norfolk County

Norfolk County

urban Metrics

# 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 makes Norfolk County a great tourism destination



# Project Overview

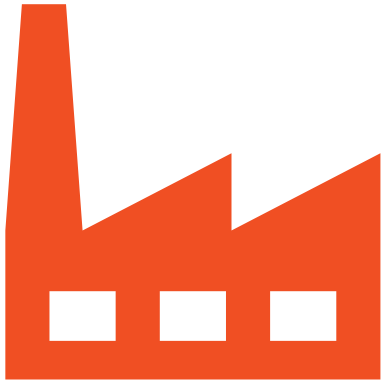
Norfolk County is evaluating the feasibility and implementation potential of three interrelated initiatives designed to strengthen local economic development.

## 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*

## What is it?

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

An MDC 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

## How would it work?

The MDC would operate independently from Council but remain transparent and accountable. It would be governed by a Board of Directors appointed by Council.

The CEO at a minimum would report annually to Council.



# *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



# *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 does it work?

## 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?*

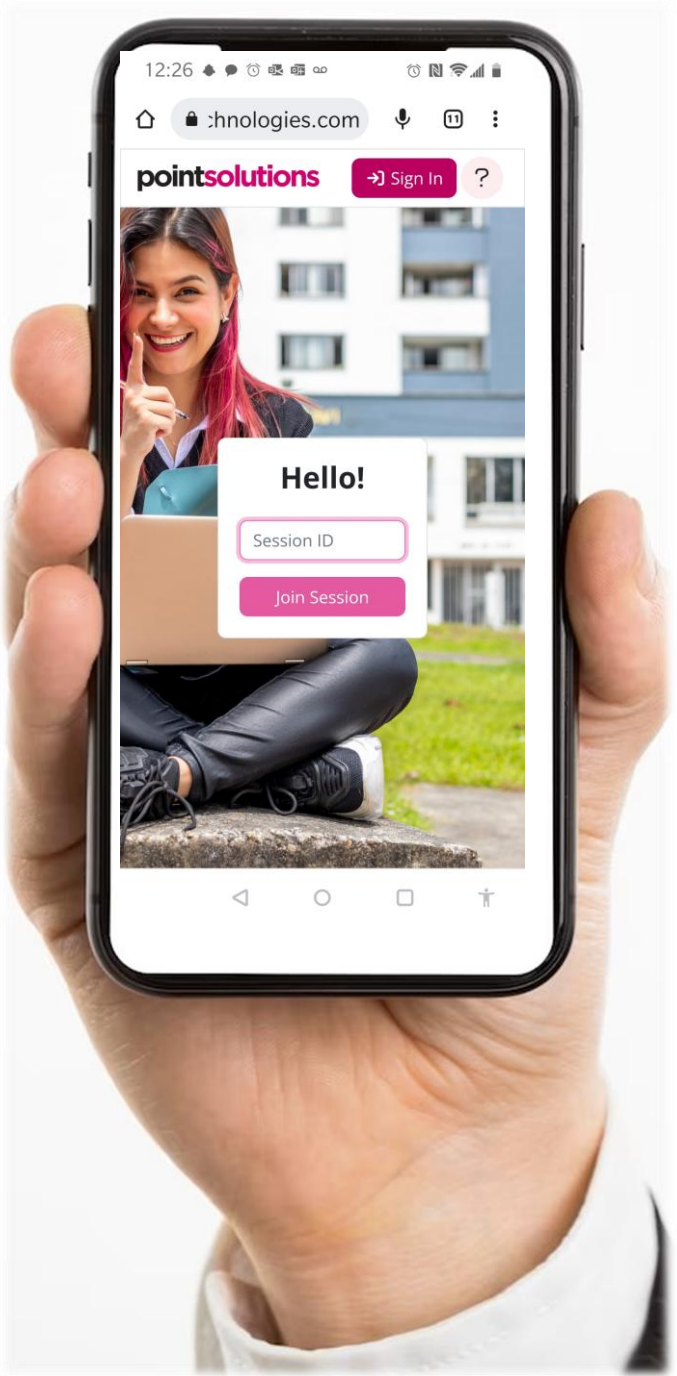
50%

**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



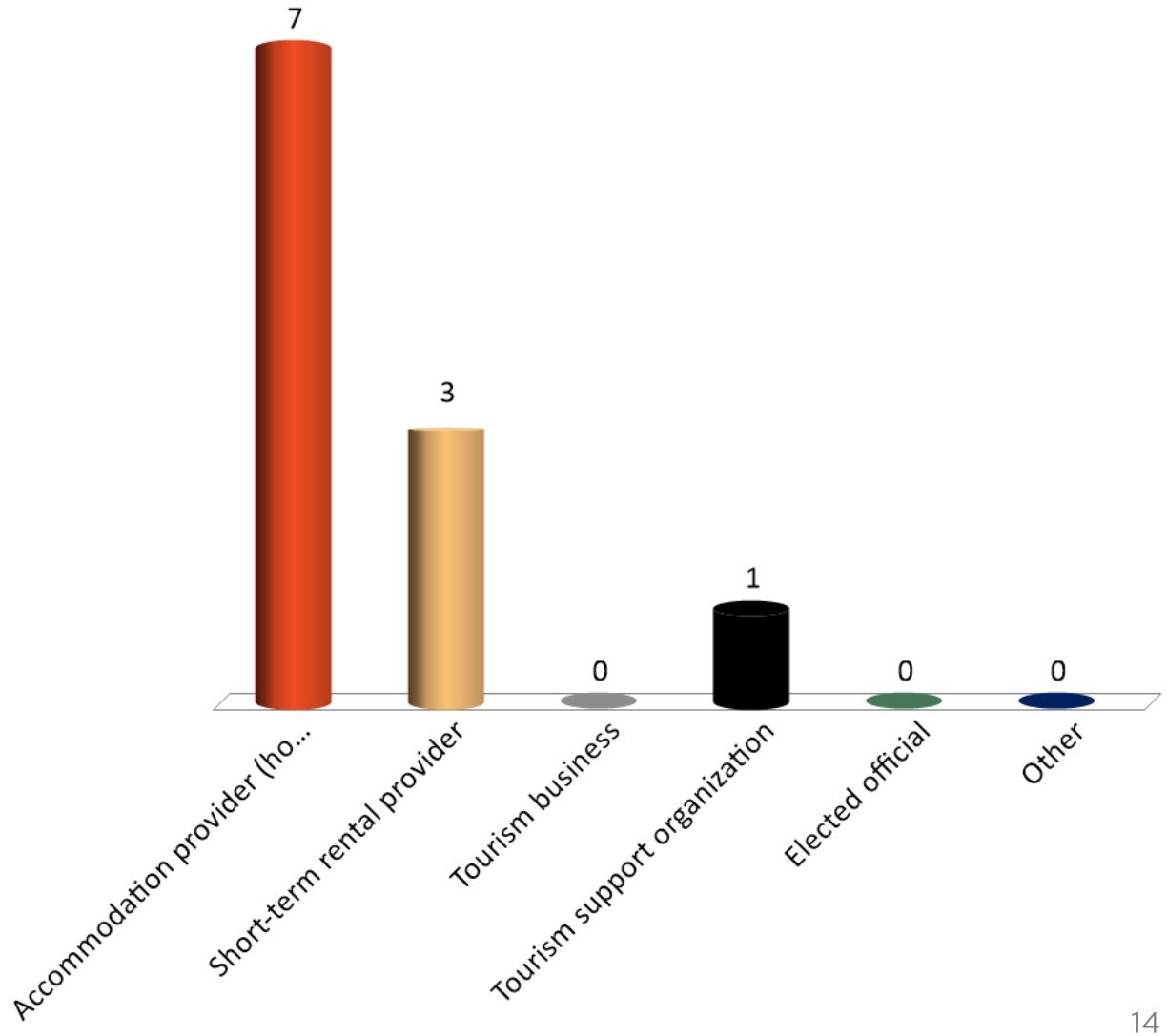
## Empowering

Every opinion counts. Insights can be transferred to actions.

## Roll Call:

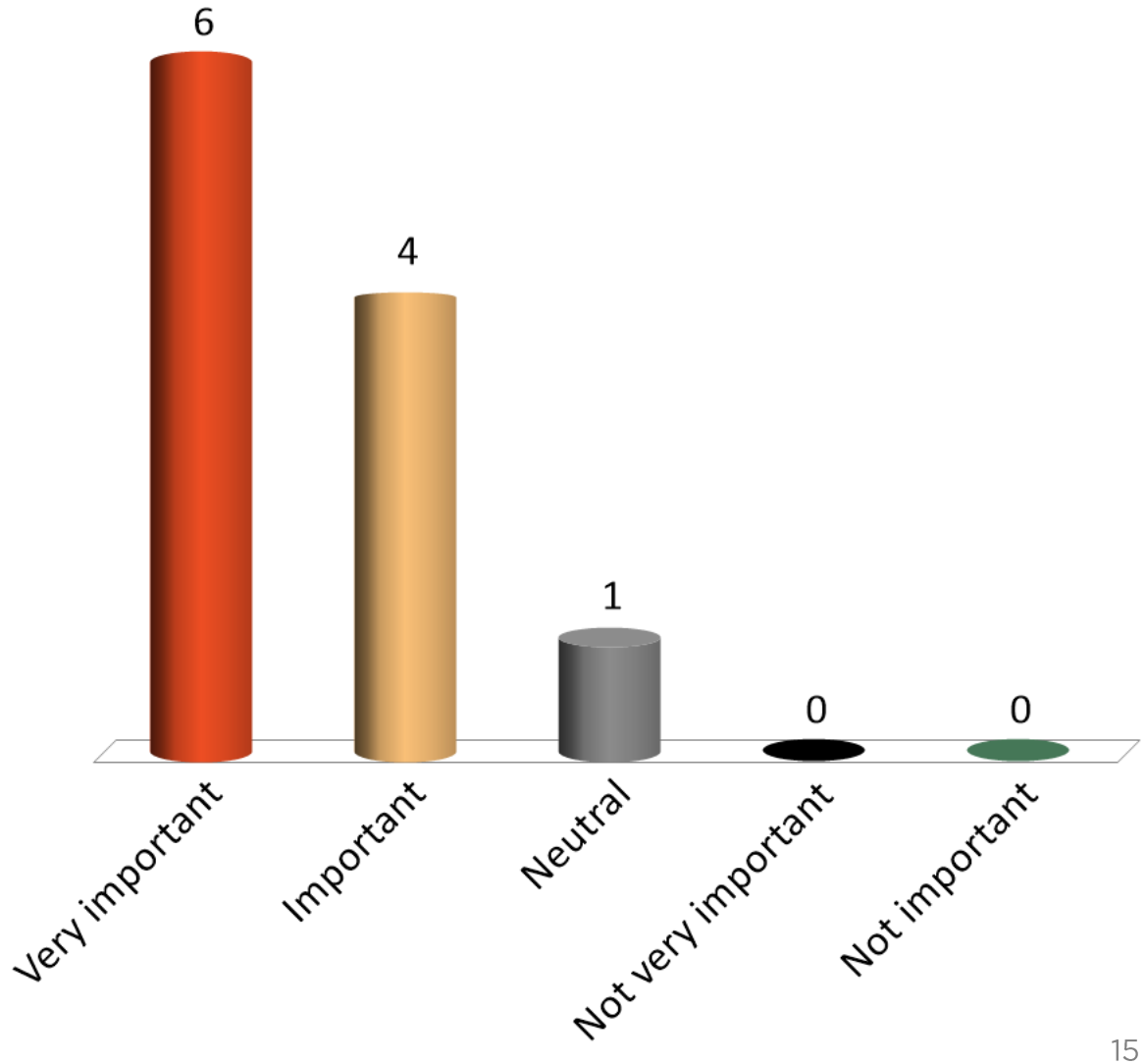
# I am here today in my capacity as a:

A. Accommodation provider (hotel, motel, B&B)
B. Short-term rental provider
C. Tourism business
D. Tourism support organization
E. Elected official
F. Other



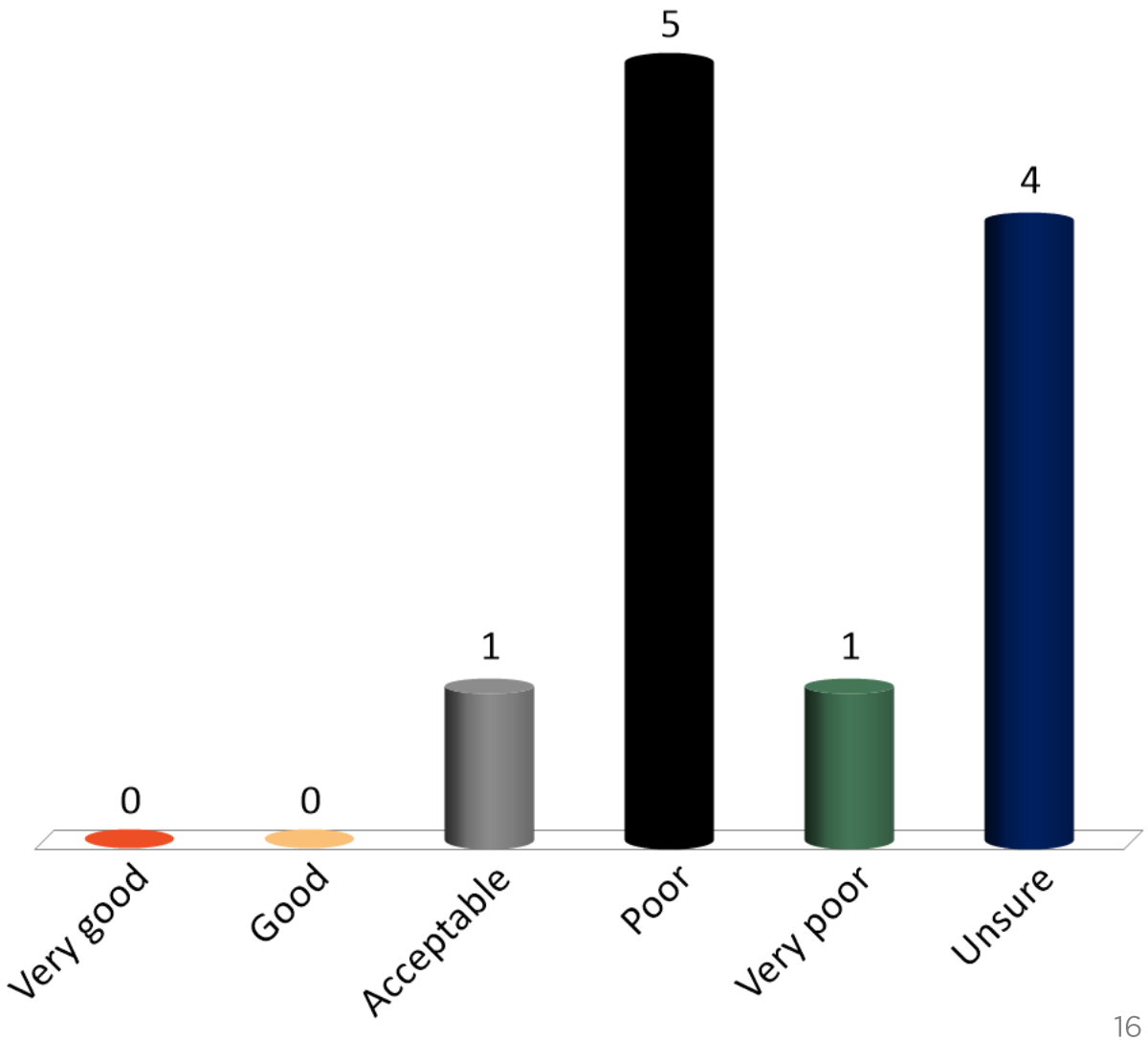
# 1. How important is it for Norfolk County to promote economic development and tourism?

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



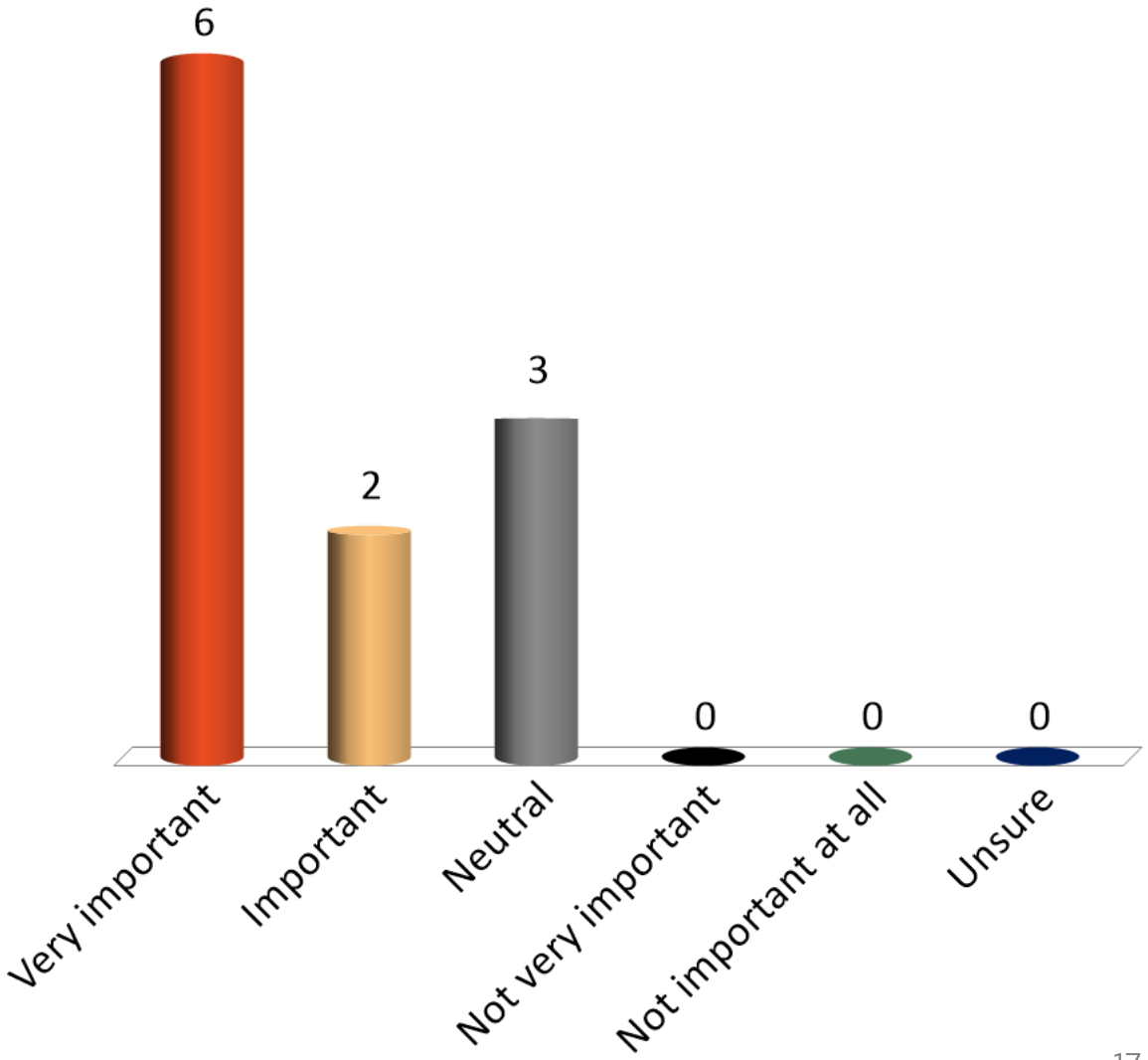
# 2. How would you rate Norfolk County's current efforts to grow the local economy by supporting businesses and attracting visitors?

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



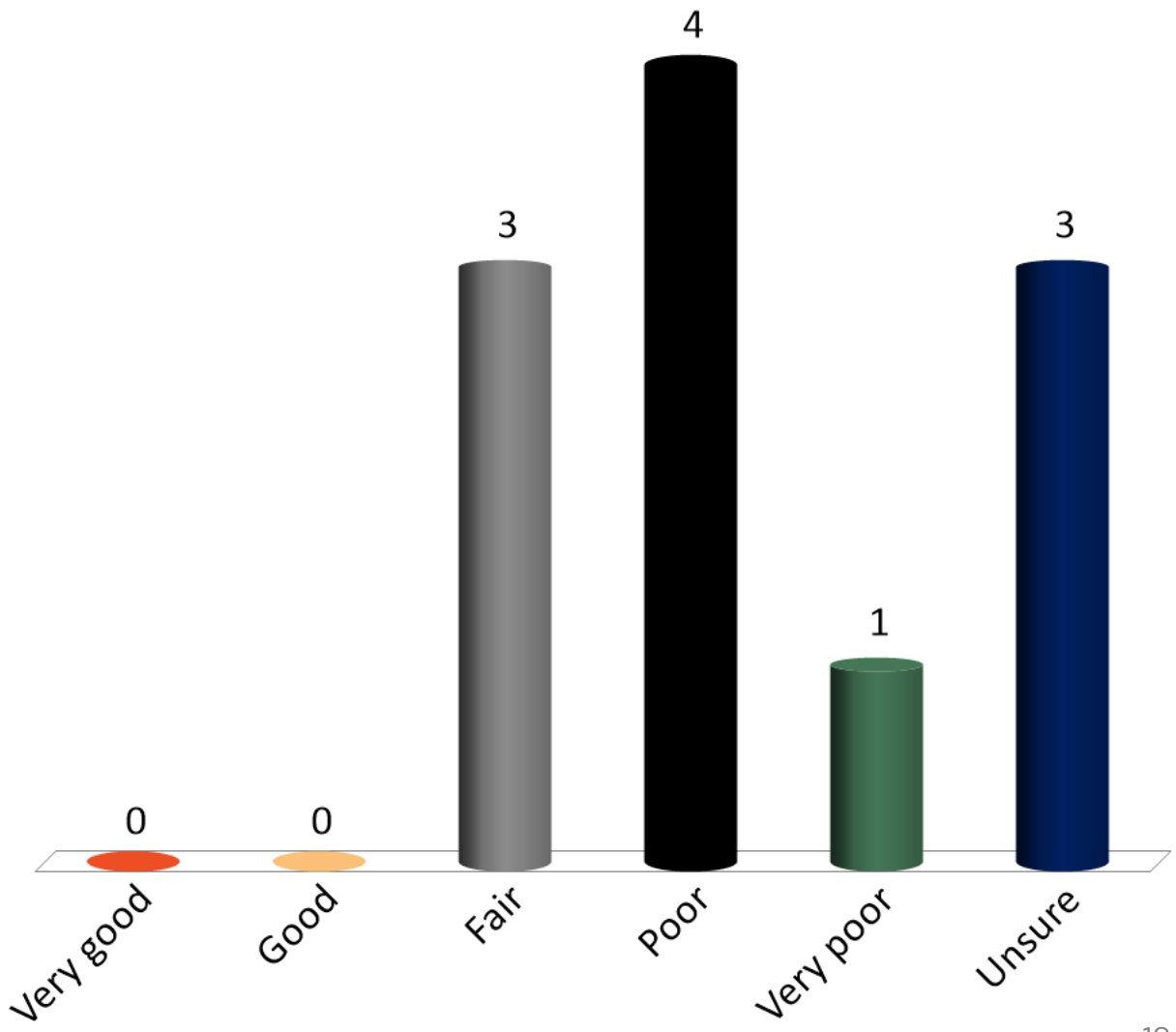
# 3. How important is tourism to Norfolk County's economic future?

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



# 4. 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



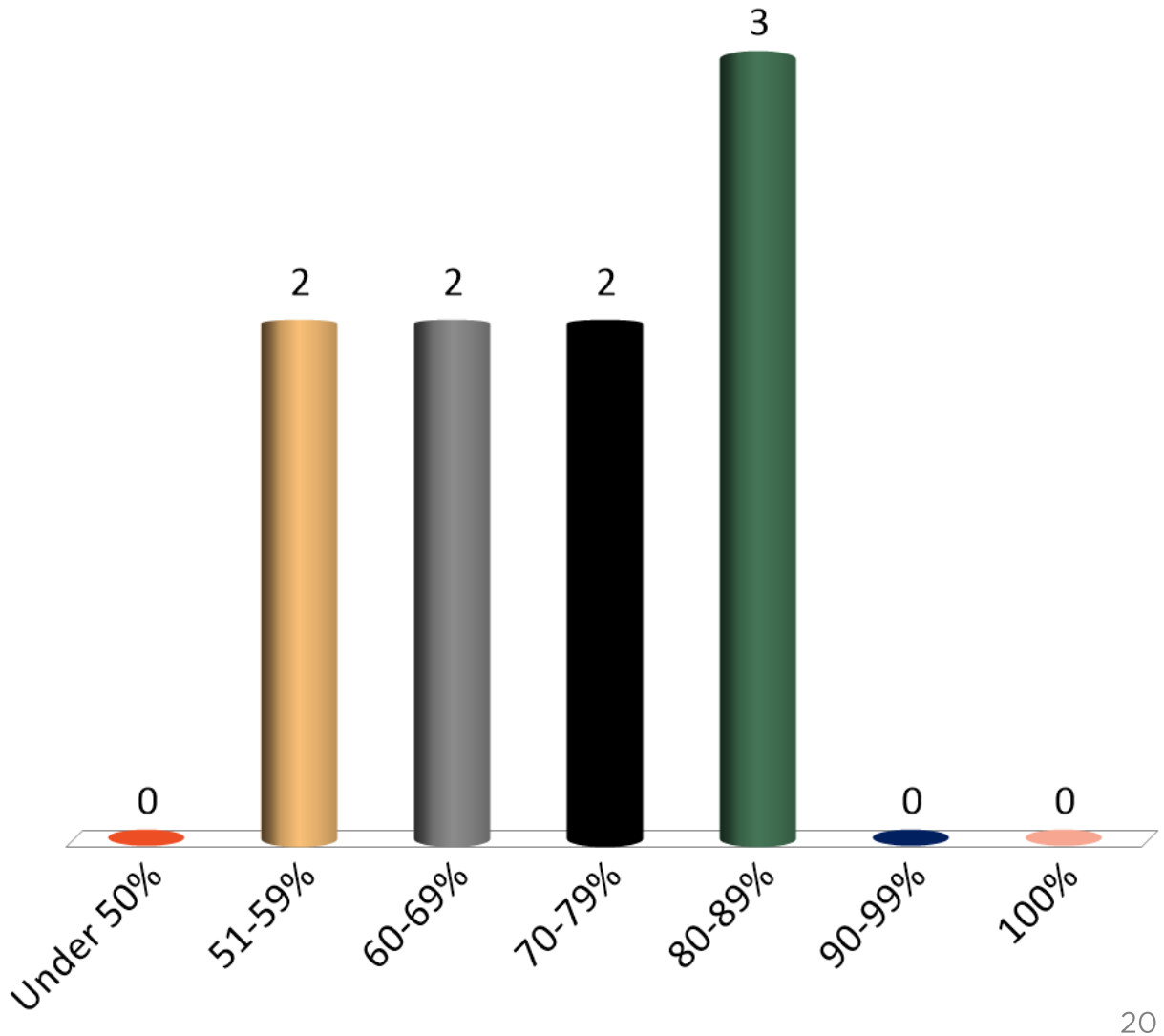
# 5. How would you like to see Norfolk County better market itself as a tourist destination?

## Text Responses

- Free Access to studies and certification.
- Have more pull from tourists outside of southern Ontario.
- Actively market to make urban centres, stop walling all the efforts behind an app.
- Marketing in urban centres.
- Focus on promoting the products that attract higher value visitors.
- Council supporting tourism as a priority.
- Engage with business to lead the charge rather than by county staff.
- Have an active DMO, work with the operators for YEAR ROUND tourism initiatives, market our beauty to larger municipal centres in collaboration with the operators.

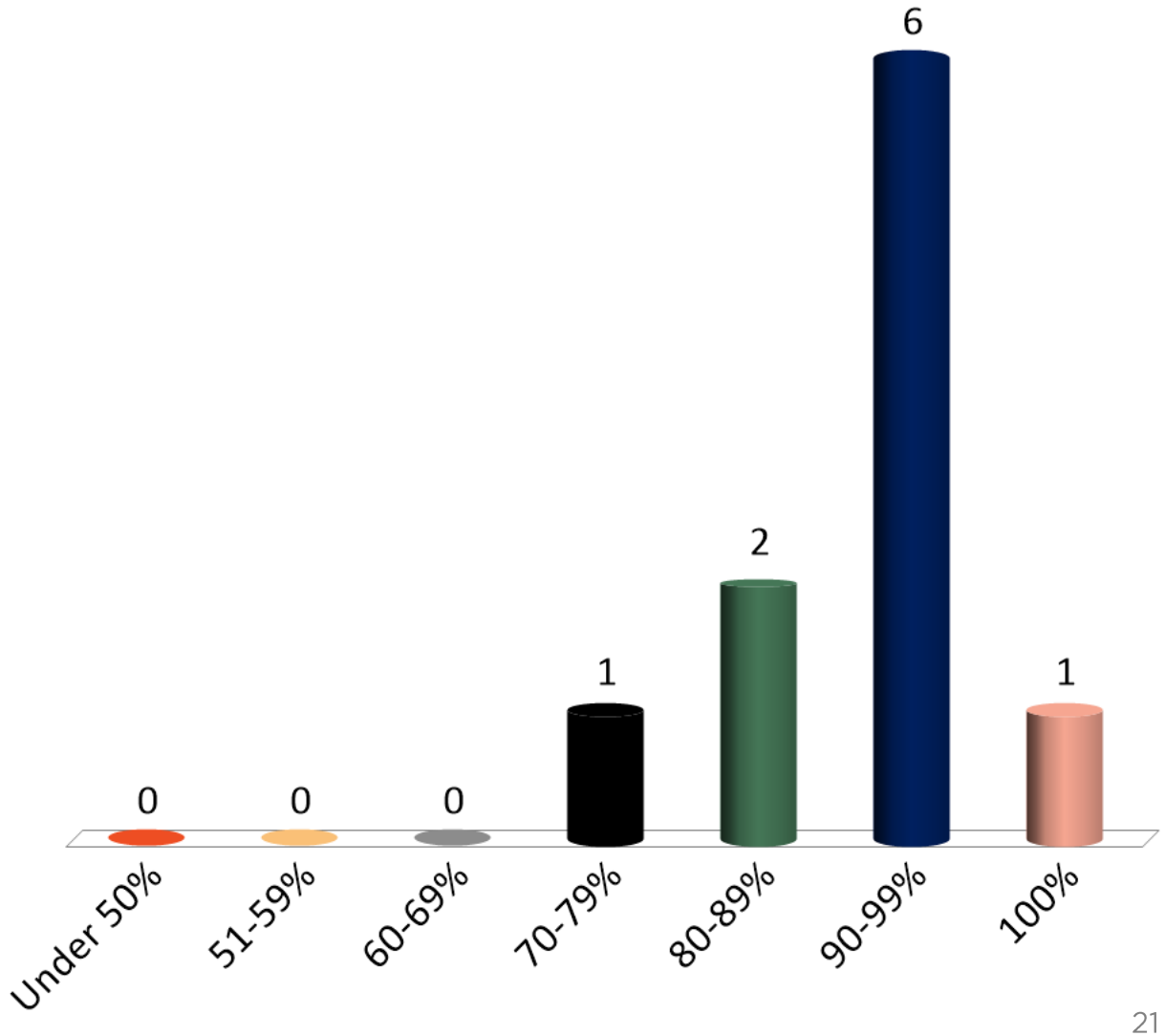
# 6. On average, what is your occupancy rate throughout the summer?

A. Under 50%
B. 51-59%
C. 60-69%
D. 70-79%
E. 80-89%
F. 90-99%
G. 100%



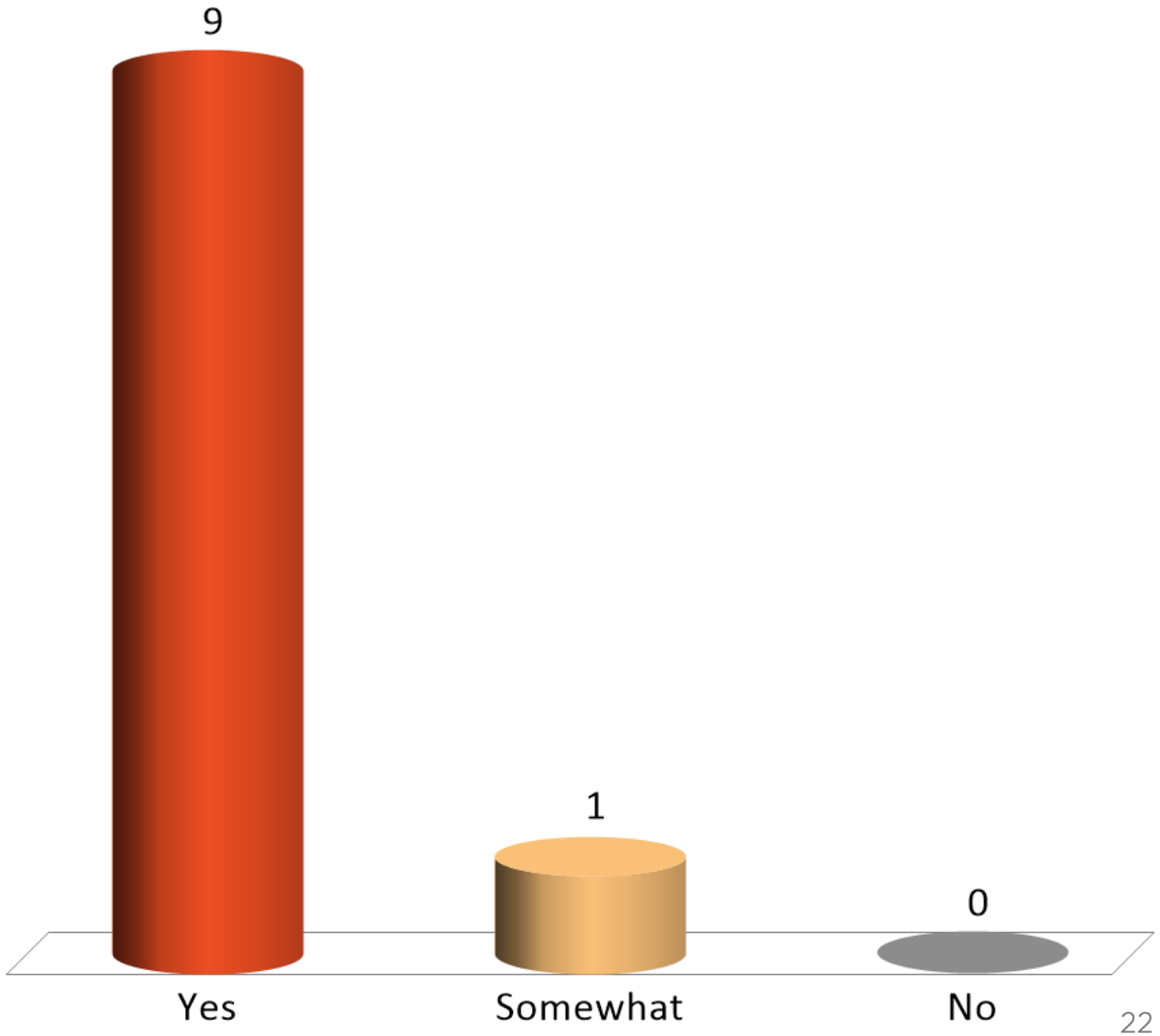
# 7. What percentage of your guests are leisure travelers versus business travelers?

A. Under 50%
B. 51-59%
C. 60-69%
D. 70-79%
E. 80-89%
F. 90-99%
G. 100%



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

A. Yes
B. Somewhat
C. No



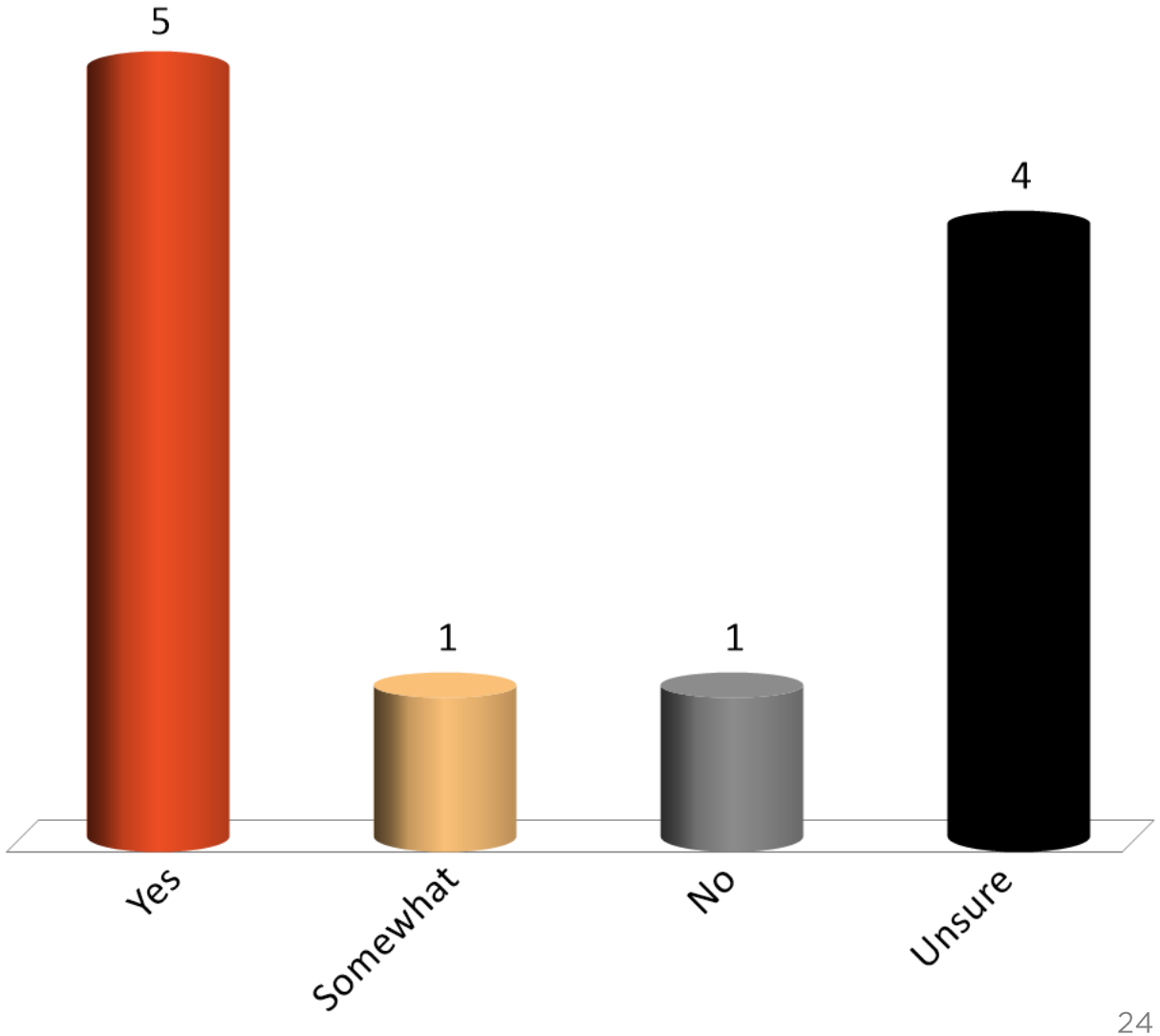
# 9. What are your initial thoughts on the concept of a Municipal Accommodation Tax in Norfolk County?

## Text Responses

- We need support and help. We are islands on our own.
- Where will the money be spent?
- Premature.
- Opportunities exist but need to be thinking about development as well as marketing.
- Unsure if it would benefit or make us uncompetitive.
- Do we have a strong enough tourism pull to add a tax?
- Potentially helpful if a DMO is put in place first.
- It will deter guests from staying with smaller businesses long-term. We are not ready yet.
- Not at THIS time.

# 10. 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



# 11. If you answered Yes, how would a MAT negatively impact Norfolk County's image as a destination or place to do business?

## Text Responses

- Increased cost for doing business with duplication of services rendered.
- Not as affordable for middle class, family vacationers.
- It makes accommodation more expensive.
- Appearance of excessive taxation on business for no return.
- Fiscally challenging for accommodation providers now. Increase in fees to the end user.
- Accommodations will now be 4% more expensive.

# 12. What potential benefits do you see for your business or wider tourism sector with MAT revenues being reinvested into tourism specific initiatives?

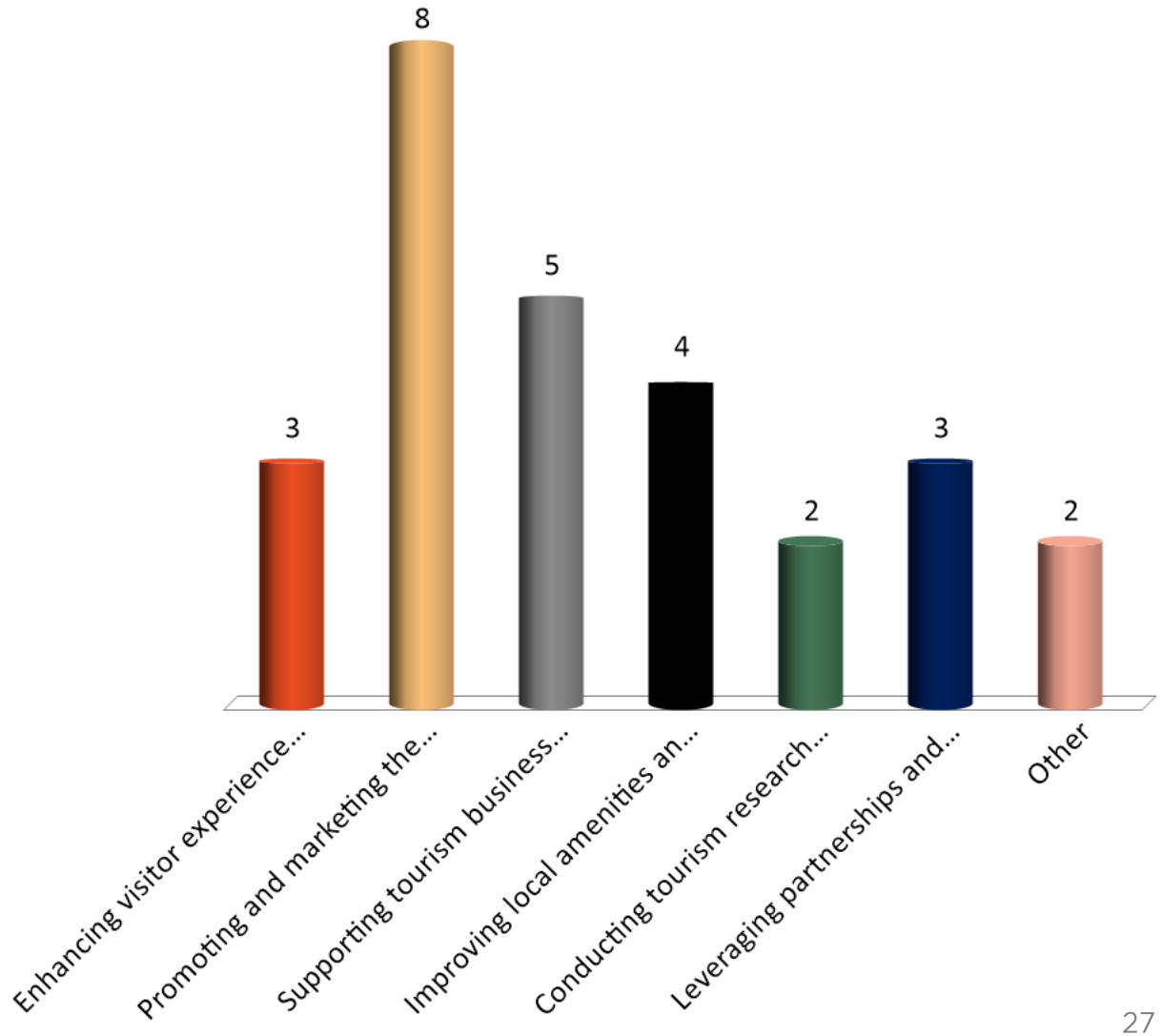
## Text Responses

- Awareness of experiences in the area. And unusual accommodations.
- Awareness of the area as a destination.
- More bookings.
- More offerings for tourists.
- If used effectively, more bookings.

# 13. 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

"Other" Responses:
- Business incentives
- Assisting businesses in maintaining things like sustainability badge (annual fee)



# 14. What concerns, if any, do you have about introducing a MAT?

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## Text Responses

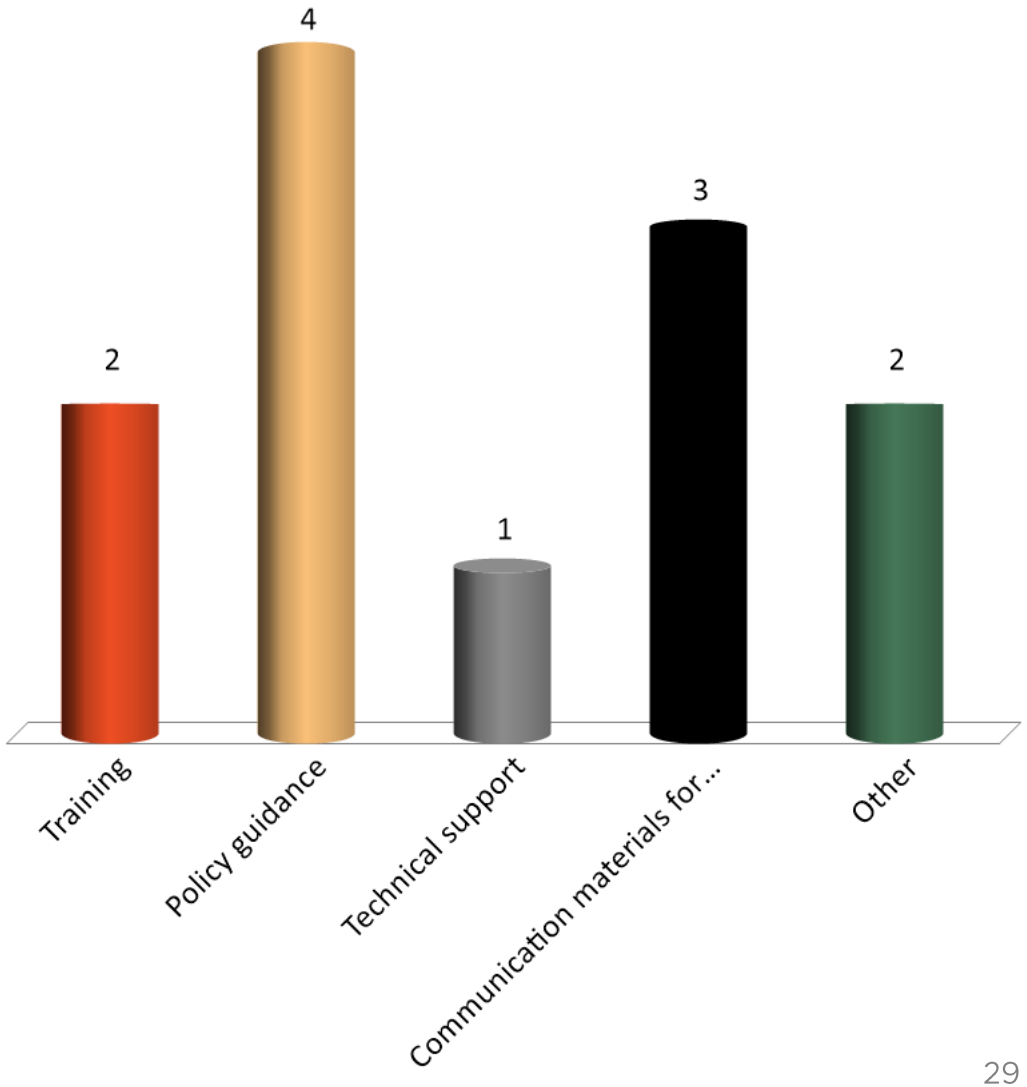
- How will it be collected? Theres is worry over accommodation providers having to pay higher credit card bills in the process of collecting the tax.

- If there's a payment portal for the municipality to collect the tax from accommodation providers, how will the tech be paid for?

# 15. 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

"Other" Responses:
- Believing that it will also help my business

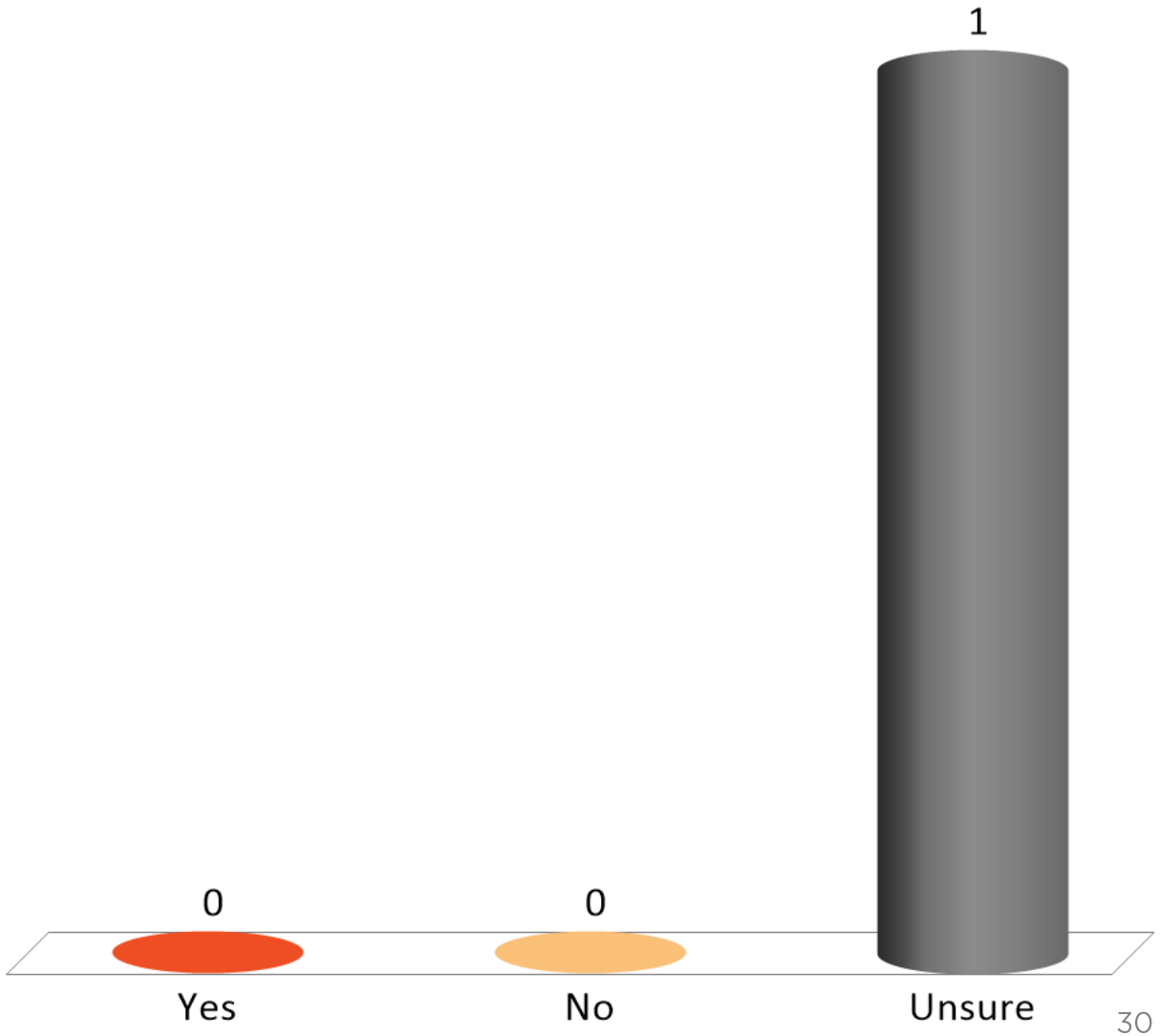


# 16. If a MAT is implemented, should the Tourism Entity that is required to receive the 50% of MAT funds be the proposed Municipal Development Corporation?

A. Yes

B. No

C. Unsure



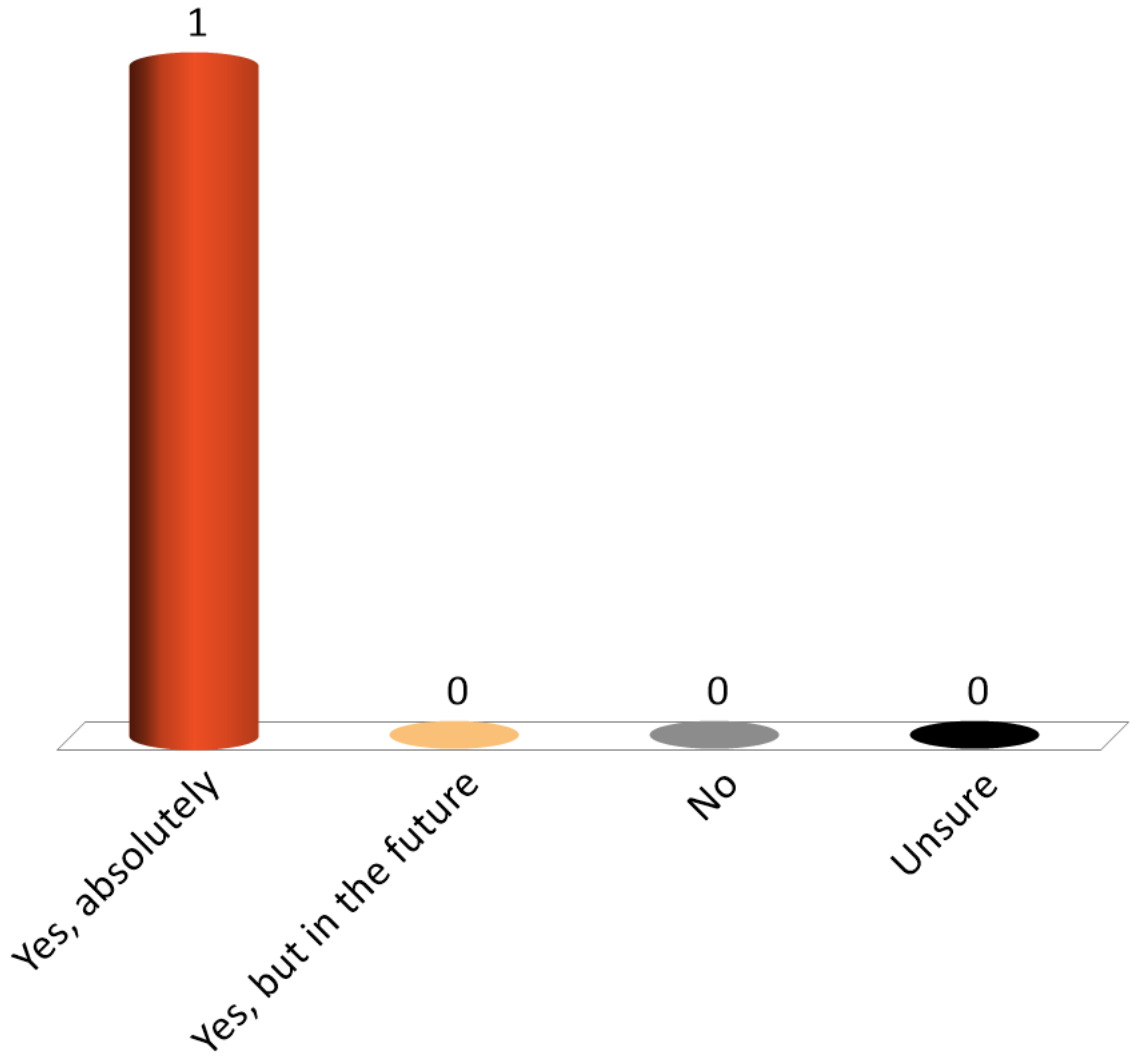
# 18. If you answered No, what entity should be the Municipality's designated 'Tourism Entity' to manage the MAT funds?

## Open Discussion

- Accommodation Provider stakeholders indicating that they would like there to be an organization which is specific to tourism and does nothing else.

# 19. Would you or another representative of your organization want to serve on the designated 'Tourism Entity' Board of Directors if a Municipal Accommodation Tax is implemented?

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



# Discussion:

Is there anything we missed which we should consider in the Strategy?

Open Discussion



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# Connect with Us ...


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Thank you for your participation!



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