

An aerial photograph of a suburban neighborhood with many houses and a central road. A large blue geometric shape, resembling a stylized mountain or a series of triangles, is overlaid on the left side of the image. The text "Leading the way forward" is written in white on this blue shape.

Leading the way forward

| 2022 Annual Report



MUNICIPAL
PROPERTY
ASSESSMENT
CORPORATION

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Introduction

Governments, property owners and businesses rely on us for impartial, expert data and insights on Ontario's property market. In times of uncertainty and change, we are here to help you make informed decisions for today, and the future.

In 2022, we focused on supporting our municipal partners, stakeholders and the people of Ontario

The Provincial Government has set ambitious targets for housing. As Ontario's property market experts, we are ready to support municipalities and the province in achieving these goals.

I am proud of MPAC's commitment to being a flexible, transparent and world-class property assessment organization that puts its people and corporate culture at the forefront. While the last few years have been difficult for all of us, MPAC remains committed to providing outstanding service and support to our partners and stakeholders.

For a third year, we strategically managed our finances and operations to deliver a budget with a 0% increase to the overall municipal levy. As we move forward, we will work hard to balance the lasting financial impacts of the pandemic that municipalities must grapple with against the effects of rising inflation, labour and other costs. More than ever, we will drive for innovation to support our municipal partners.

To further support municipalities, we continued to enhance our data collection process, improving the quality of our data and strengthening our relationship with property owners in the process. We worked collaboratively with municipalities



Alan Spacek

Chair, MPAC Board of Directors

“As we move forward, we will work hard to balance the lasting financial impacts of the pandemic that municipalities must grapple with against the effects of rising inflation, labour and other costs.”

to digitize their building permit processes and to deliver a Preliminary List of Electors for the 2022 municipal and school board elections.

In 2022, we increased our public education efforts to help Ontarians learn more about the property assessment process. Our “myth versus fact” campaign is reaching millions of Ontarians to help them understand our role and debunk common myths so that the public better understands that MPAC does not, for example, set or increase tax rates.

It is essential to us that we are transparent with all Ontarians about our work. That is why we have again published our annual [Performance Report](#), which evaluates our performance against our goals in areas including: capturing new construction and modifications to existing properties, the proportion of property assessments accepted without going to appeal, and satisfaction with our customer service.



Alan Spacek

Chair, MPAC Board of Directors

Leading the way forward

We know that property, and the future of property values, are of interest to all Ontarians, including property owners, municipalities and our commercial customers. At MPAC, we are here to provide the insights and services you rely on.

MPAC's leading expertise, technology and processes allow us to manage the world's largest property database. Our real-time property values, attributes, and reports are used by governments, banks, lenders, insurers, and the real estate industry.

To provide our clients with the information they need, we completed various strategic initiatives in 2022 that contributed to continuous data readiness, and we have exciting milestones ahead. Our real-time values project is particularly noteworthy because it will enable us to deliver a value for any property on any given day and will contribute to improvements in our commercial product offerings.

One of those offerings is our propertyline™ e-store, which enables users to obtain accurate, real-time property information quickly and easily for over five million properties in Ontario, and over 10 million properties Canada-wide. In 2022, we insourced the development of a new store, with innovations like our seamless integration with MLS platforms and geospatial mapping.



Nicole McNeill

MPAC President and Chief Administrative Officer

“By nurturing an innovative and inclusive workplace, we are equipping our people with the tools they need to be industry pioneers who are prepared to lead the way forward, no matter what comes next.”

Due in part to the advancements of this new store, our Business Development division achieved record-breaking annual revenue of over \$26 million. Through supporting the Valuation Office of Ireland with our innovative assessment technology, we also generated over \$1 million in additional revenue, which helps offset the fee municipalities pay for assessment services.

None of these achievements would be possible without the dedication of our employees and our commitment to making MPAC a great place to work. Dedicated to transparency, openness and collaboration, we are navigating new paths toward a healthy, positive work environment where employees can be their whole, authentic selves.

This past year, we strengthened our commitment to ensuring all voices are respected, valued and heard by establishing MPAC's Equity, Diversity, Inclusion and Anti-Racism office. We also encouraged healthier work-life balance and habits by introducing flexible work arrangements and workplace wellness initiatives.

By nurturing an innovative and inclusive workplace, we are equipping our people with the tools they need to be industry pioneers who are prepared to lead the way forward, no matter what comes next.



Nicole McNeill

MPAC President and Chief Administrative Officer

Who we are

We are Ontario's property market experts. Our job is to assess and classify the value of the more than five million properties across the province and provide an accurate and impartial property inventory.

Our property assessments are used by municipalities to distribute property taxes. The work we do is vital input for government programs, business decisions and property transactions. Our data also helps identify changes and trends in communities and in property uses throughout Ontario.

Property owners can visit mpac.ca and log in to [AboutMyProperty™](#) to learn more about how we assessed their property, see the information we have on file and compare their property to others in their neighbourhood. If a property owner disagrees with their assessment, they have the right to file a Request for Reconsideration and/or an appeal to the Assessment Review Board.

Ontario's Property Assessment and Taxation System

1.

Property assessments are determined. →

2.

Assessments are shared with municipalities. →

3.

Municipalities use the assessed values to set municipal tax rates.



Government of Ontario
Establishes the province's assessment and taxation laws and determines education tax rates.



MPAC
Determines property assessments for all properties in Ontario.



Municipalities
Determine revenue requirements, set municipal tax rates and collect property taxes to pay for municipal services.



Property Owners
Pay property taxes which pay for services in the community, in addition to education taxes that help fund elementary and secondary schools in Ontario.

| Testimonial

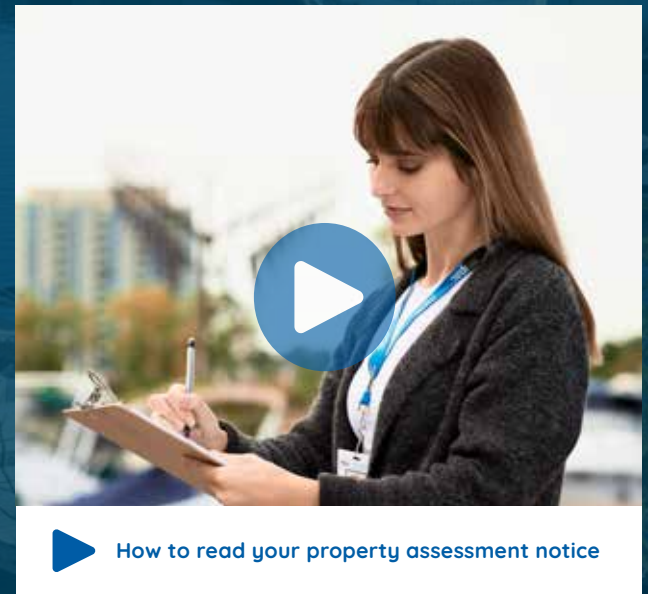
“I am proud that I am a part of a team of assessment professionals who excel at collaborating with each other and other departments. Collectively, we work to support MPAC’s corporate strategy while promoting a culture of excellence.”

Paul S. | Governance and Strategy



Did you receive a Property Assessment Notice from us?

We review properties every day. Whenever we make a change to a property's details, we notify the property owner by mailing a Property Assessment Notice. Some of the most common changes we reflect are to ownership, assessed value or classification.



Navigating new paths, together

People and culture

As outlined in our 2021-2025 Strategic Plan, MPAC is implementing new strategies for workforce and workspace planning and succession, and creating and implementing an Equity, Diversity, Inclusion and Anti-Racism (EDIA) strategy, policy and metrics.

Elevating our workforce

Putting our people first is about making MPAC a great place to work, from the ground up. We are proud to boast impressive employee retention, with more than 50% of our employees having been with MPAC for more than 10 years. We are also honoured to share 85 employees have reached a milestone of 25 years or more.

We are continuously inviting new talent to join our existing team of bright and innovative individuals to help co-create the future. This year, we amped up our efforts to attract and retain emerging talent by:

- Fostering a culture of continuous learning, credibility, and professionalism. Our valuation employees are working towards obtaining recognized designations and our fully accredited valuation employees continue to grow in their personal development. By the end of 2022, 683 valuation employees held a recognized accreditation.
- Including our commitment to equity, diversity, inclusion and anti-racism in our job postings and began embedding it into our hiring processes.

“Our goal is to embed equity, diversity, inclusion, and anti-racism in every facet of the organization, and have it reflected in everything we do.”



Rupa Aggarwal
Executive Director
Equity, Diversity,
Inclusion and
Anti-Racism



- Investing in social media advertising and a new applicant tracking system.
- Offering hybrid and flexible work options.
- Focusing special efforts on IT recruitment.

Thanks to these continued efforts, MPAC was recognized as one of **Greater Toronto's Top Employers** for the fourth year in a row.



Equity, Diversity, Inclusion and Anti-Racism by the numbers



6 events for Pride:

- Virtual Leader Chat
- 2SLGBTQIA+ resource library launched for staff
- Pride Run/Walk fundraiser
- 2SLGBTQIA+ panel discussion
- 2 Flag Raisings at our Head office
 - International Day Against Homophobia, Transphobia & Biphobia



8 learning opportunities for the National Day for Truth and Reconciliation:

- Learning via Woodland Cultural Centre
 - 3 Virtual Tours of the former Mohawk Institute Residential School (355 participants)
 - 2 Truth and Reconciliation Workshops (241 participants)
- Employee article and Educational Resources made available to employees
- Article from Nicole McNeill
- National Day for Truth and Reconciliation online learning module (137 participants)



Inspiring an inclusive workplace

In 2022, we began paving the way towards a more inclusive workplace and we have made impressive strides towards this goal:

- MPAC continued to build employee engagement and involvement in EDIA initiatives, with over 250 employees taking part in an employee-led committee by the end of the year.
- A third-party assessment of our workforce, culture and practices was completed through an EDIA lens, resulting in 43 recommendations for building a more equitable, diverse, inclusive, and anti-racist workplace.
- Implemented the first of the 43 recommendations by hiring an Executive Director, Equity, Diversity, Inclusion and Anti-Racism.
- We founded MPAC's first EDIA office, led by an Executive Director, which will play a critical role in the continued success of our EDIA journey.
- We also reviewed MPAC's Flexible Work policies and began a review of our Code of Conduct through an EDIA lens, ensuring these corporate policies are inclusive and accessible to all MPAC employees.

EDIA by the numbers



14 active EDIA Weekly Coffee Chats with over 133 participants.

▲ (vs six coffee chats in 2021).



19 awareness articles on the intranet (topics such as implicit bias, Truth and Reconciliation, Pride Month, etc.).



19 employee PROfiles bringing awareness to days of religious or cultural significance.

▲ (an increase from six profiles in 2021).



34 employee webinars and training sessions were offered, focused on the EDIA initiative, allyship, engagement opportunities and definitions of EDIA.



252 EDIA committee members
(24 when the initiative began in 2020).



Uniting our people

The importance of EDIA at MPAC resonated loudly during our 2022 Zone Meetings. After almost three years of working apart, these meetings brought us back together. Connecting over 1,600 employees at 11 meetings across the province, including a virtual session for those who were unable to attend in person, these meetings allowed for team members to reunite, and in some cases, even meet for the first time.

During these sessions, we heard powerful stories and shared meaningful moments. Over 500 employees completed a feedback survey, yielding overwhelmingly positive results, with our sessions focusing on EDIA leaving the most affirmative impression on attendees.



| Testimonial

“The Equity, Diversity, Inclusion and Anti-Racism initiative is important to me because it is driving the culture change here at MPAC. Each one of us has a role in ensuring that equity, diversity, inclusion and anti-racism is part of the fabric of our organization. Having a leadership role in this change has allowed me to actively take part in creating a workplace culture where diversity, inclusion and belonging is embraced, and equity truly exists.”

Judith Regis | Director, Equity, Diversity, Inclusion and Anti-Racism

Charting a path beyond the pandemic with flexible work options

Another important theme we explored during our 2022 Zone Meetings was the popularity of our flexible work options. This year, we introduced a flexible work pilot with varying schedule options to suit our diverse workforce, as part of our broader commitment to improving the employee experience.

The program was one of the first of its kind in Ontario's public sector. Over the course of three phases, we gathered information about the benefits and challenges of offering a flexible work program.

The pilot also supported operational goals as we navigated relaxing pandemic restrictions. It allowed us to chart a new path beyond the pandemic and adapt to the needs of our employees as we looked to the future of work, while also minimizing any impacts to our products and services.





Refreshing our workspaces

We cannot deny the pandemic changed how we work. It compelled us to take a fresh look at MPAC's workplaces. After leading collaborative discussions with employees about what is most important to them, our team is considering how MPAC's pivot to remote work during the pandemic has changed our workplace needs – for today, tomorrow, and the future.

As our IT Operations team continuously works to ensure MPAC resources are accessible from remote locations across the province, employees have been encouraged to use MPAC's offices for essential activities, including team collaborations and meetings.

As a result, we have lowered our carbon footprint. This past year, MPAC has reduced its total Green House Gas emissions by 5.45% to a reported 503 Kg CO₂e/FTE, exceeding our target of 532 Kg CO₂e/FTE or less.

With an increased reliance on digital platforms, we have reduced our printers by 54% and we have committed to using 100% recycled paper for all MPAC multi-function printers and copiers. We also recycle all MPAC e-waste, such as laptops.

In pursuit of a happier, healthier future, we are driving towards a cleaner environment with our vehicle inventory made up of 145 fuel-efficient vehicles, including 106 hybrid electric vehicles, which account for 73% of our entire fleet.



Fostering thriving communities

By investing in our employee health and well-being, we are taking strides towards a brighter future. In 2022, we increased our efforts through educational sessions focused on physical, emotional and mental health and providing direct access to a wide range of resources and support.

When employees feel safe, healthy, and respected at work, they are poised to make positive contributions to their community.



CSR by the numbers



\$41,377 raised:

We surpassed our corporate-wide goal of \$25,000 in support of Feed Ontario.



Earth Day Cleanup with over 50% participation in Pembroke and Timmins.



\$2,200 raised for the Betty White Challenge, and one lucky dog named Dewey found a home!



Food donations across the province to more than 10 locations.



Over \$1,800 raised for Trees for Life: Trees for Heroes. Our Trenton office had the highest percentage of participation with 58%.

“When employees feel safe, healthy, and respected at work, they are poised to make positive contributions to their community.”



We are proud to report in 2022, our employee-led Corporate Social Responsibility committees from offices across Ontario raised over \$68,000 to invest in our communities.

Our employees wholeheartedly participated in the Pride and Remembrance Walk-Run, championed animal welfare through the 'Betty White Challenge' and contributed to a greener Ontario by supporting the 'Trees for Life' tree planting initiative, in addition to leading Earth Day clean-ups across the province. MPAC also raised over \$41,000 for Feed Ontario, providing over 124,000 meals to people facing food insecurity.

We are also investing in future generations. In support of higher learning at post-secondary institutions, we awarded over \$25,000 in scholarships in 2022 through MPAC'S Continuing Academic Excellence Awards and we participated in the Take our Kids to Work program.



FOR THE
FUTURE

Striving for operational excellence

Modernizing our operations

On the road to reassessment, we cleared a new path. Our work continues every day to maintain Ontario's property database and provide property values, insights and services that property owners, municipalities and businesses can count on. We are implementing data readiness processes which will enable us to deliver on any valuation date, at any time.

Sharing our property insights

As we prepare for the next province-wide reassessment, we are also working to ensure that property owners understand our role and how we assess properties. We know property owners and municipalities are concerned about the future of property values and potential impacts on their property taxes, so we have undertaken important work to educate Ontarians about the relationship between property assessments and property taxes to ease concerns about updated values.

In April 2022, we launched our [Facebook channel](#) to better connect with the people of Ontario. Through our social media campaigns, we have been working to debunk the myths around property assessment and taxation.

We also continued to monitor the market and share insights and analysis to support government policy and planning. Through our media campaigns, we are demonstrating the value our data and insights provide to Ontarians every day.

This fall, we launched our property insights campaign [Condos getting smaller, detached homes getting bigger](#), which provided interesting insights regarding building trends occurring in Ontario's residential market.

These insights reached over 11.2 million unique online visitors and over 252,400 households through news releases and media coverage by 23 major media outlets, leading to 16 media requests for additional municipal data.

Campaign Insights by the numbers



Launched MPAC's Facebook page and first integrated education and awareness campaign – mpac.ca pageviews up 85% year-over-year.



Rolled out a Property Tax and Assessment Toolkit to Ontario municipalities, which has been accessed by 1,940 unique visitors.



Launched the Property Insights campaign which generated 36 media hits with a PR value of more than \$1.2 million.



MPAC's [Building Permit campaign](#) generated 43 media hits and reached over 8.6 million people.





Maintaining Ontario's property database

Our role is to create and maintain an accurate, complete and up-to-date record of all properties in Ontario. We do this by analyzing the market, reviewing property sales information, inspecting properties, supporting property owners, and responding to Requests for Reconsideration and assessment appeals.

Ontario's property inventory continued to grow in 2022, with more than \$37.8 billion in new assessment, which includes

new construction and improvements to existing properties. Residential homes made up over \$28.6 billion of the increase, while commercial and industrial properties comprised of \$4.6 billion.

The assessed value of Ontario's 5.5 million properties is now estimated to be more than \$3.08 trillion. MPAC summarizes these changes in the annual assessment rolls that we delivered to Ontario's municipalities.

2022 Assessment Roll

TOTAL PROPERTIES

2022 - 5.5M | 2021 - 5.5M

 2022 - 5M
2021 - 5M
RESIDENTIAL

 2022 - 221K
2021 - 222K
FARM

 2022 - 166K
2021 - 164K
COMMERCIAL

 2022 - 80K
2021 - 80K
INDUSTRIAL

 2022 - 49K
2021 - 49K
SPECIAL/EXEMPT

 2022 - 17K
2021 - 17K
MULTI-RESIDENTIAL

TOTAL ASSESSMENT VALUE

2022 - \$3.1T | 2021 - \$3T

 2022 - \$2.2T
2021 - \$2.2T
RESIDENTIAL

 2022 - \$141.6B
2021 - \$140.6B
FARM

 2022 - \$321.3B
2021 - \$319.6B
COMMERCIAL

 2022 - \$118.5B
2021 - \$116.8B
INDUSTRIAL

 2022 - \$153.2B
2021 - \$151.2B
SPECIAL/EXEMPT

 2022 - \$124.6B
2021 - \$122.3B
MULTI-RESIDENTIAL

TOTAL PROPERTIES
2022 - 166K
2021 - 164K
COMMERCIAL

TOTAL ASSESSMENT VALUE
2022 - \$321.3B
2021 - \$319.6B
COMMERCIAL

New Assessment

New assessment by property type

In 2022, MPAC captured \$37.8 billion in new assessment. New assessment refers to new construction and/or additions to existing properties that have been recently completed and assessed during the year.



2022 - \$20.5B
2021 - \$18.6B

RESIDENTIAL



2022 - \$8.1B
2021 - \$10.7B

RESIDENTIAL
CONDOMINIUMS



2022 - \$2.3B
2021 - \$3.6B

COMMERCIAL



2022 - \$2.3B
2021 - \$2.1B

INDUSTRIAL



2022 - \$2.5B
2021 - \$1.6B

MULTI-RESIDENTIAL



2022 - \$1.1B
2021 - \$948.3M

FARM



2022 - \$783.8M
2021 - \$415.8M

SPECIAL/EXEMPT



2022 - \$60.2M
2021 - \$46.8M

MANAGED FOREST/
CONSERVATION

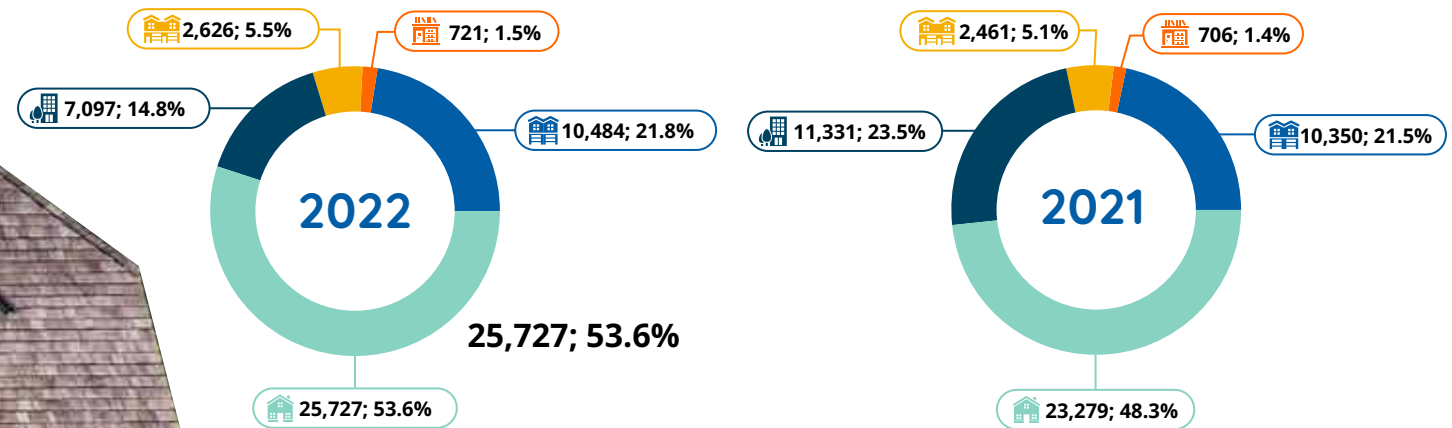


2022 - \$2.3B
2021 - \$2.1B
INDUSTRIAL

New Assessment

New residential homes

In 2022, Ontario saw more than 48,000 new residential homes constructed. Here's the breakdown by type.



2022 - 25,727, ↑10.5%

2021 - 23,279

DETACHED HOMES



DETACHED HOMES



TOWNHOUSES



SEMI-DETACHED HOMES



OTHER



RESIDENTIAL CONDOMINIUMS

Breaking ground on new initiatives

To keep employees up-to-date on various initiatives, we hosted corporate-wide events where staff learned about our many 100-day projects. MPAC's 100-day projects bring employees from across the province together to tackle significant challenges and push us forward as an organization. They are critical to our success in executing our [2021-2025 Strategic Plan](#) and meeting our goal to provide continuous operational excellence through the innovation of MPAC's technologies and processes, and elevated data quality.



One of the most riveting projects underway is our work in developing real time values. Real time values are point-in-time value estimates developed through advanced analytics and data science. They rely on current and timely data and are measured against rigorous industry standards for accuracy and quality.

Through the Real Time Values project, MPAC aims to evolve our business processes, valuation capabilities and technology to deliver real time values, related market information and products that enhance our ability to deliver on our legislative mandate, while creating opportunities to provide value-added insights to our stakeholders.

We are also improving IT architecture to improve the user experience, create efficiencies and enhance the quality of the data we obtain through programs like the Property Income and Expense Return program.

Likewise, our Data Collection Initiative aims to enhance our data collection process, improve the quality of our data and strengthen our relationship with property owners. This will improve our ability to deliver timely property assessments to our municipal partners and ensure consistent communication to property owners.

| Testimonial

“When performing property inspections, I was often questioned about why I’d be visiting a property. Since implementing the new process of sending letters ahead of time to inform property owners that we’ll be visiting, I’ve noticed that, not only are property owners less surprised to see me, but also much more receptive to my presence and my work.”

Annette M. | Valuation and Customer Relations

Building bridges and forming new partnerships

Elevating the property owner and stakeholder experience

2022 brought a lot of changes to the municipal landscape. In our continuous efforts to elevate our municipal and stakeholder experience, we welcomed new and returning MPPs, Heads of Council, and council members from across the province following the 2022 provincial and municipal elections. With a return to in-person events and conferences, we also had the opportunity to meet new industry partners and reintroduce ourselves to our stakeholders as Ontario's property market experts.

The 2022 municipal and school board elections

The October 24, 2022 municipal and school board elections marked MPAC's final delivery of a province-wide Preliminary List of Electors (PLE).

Leading up to the elections, MPAC worked closely with municipalities and association partners to promote VoterLookUp.ca, our online tool which enables eligible electors to confirm or update their electoral information, add an elector name to an address, and change school support for the purpose of voting in a school board election.

We provided municipalities with both print and digital content. We deployed a targeted outreach campaign for tenants and



students, and created **digital toolkits** that municipalities could use to encourage potential voters to confirm their information on [VoterLookUp.ca](https://voterlookup.ca).

With more than 215,000 VoterLookUp.ca searches leading up to the elections, the campaign's success was a result of municipalities' efforts to help promote and educate their residents about the tool.

MPAC will continue to work closely with our elections partners to transfer responsibility for the PLE to Elections Ontario on January 1, 2024. MPAC will, however, retain responsibility for receiving and approving any changes to direction of school support beyond this date, and in the meantime, we will continue to support municipal by-elections up to the end of 2023.

Supporting MPPs, municipal councils, and municipal staff

Along with our monthly webinar series, our 'InTouch' municipal newsletter continues to provide municipal elected and nonelected staff with timely updates.

To help better serve our municipal partners, we also offered many council orientation sessions to newly formed councils between the October 24 election and December 31, 2022, with more underway in 2023. The sessions served as an opportunity to discuss MPAC's



role in the property assessment and taxation process, explore the relationships between property values and taxes, share information about MPAC's services, and hear about local priorities.

We continued to support MPPs through various channels, including our quarterly 'Assessment Matters' newsletter, outreach initiatives and responding to constituent inquiries.

Developing meaningful connections through creative solutions

We recognize that when homeowners have questions about their property taxes, they typically turn to their municipal government. When it comes to the relationship between property taxes and assessment, however, municipal leaders and employees do not always have the necessary tools to provide their constituents with the big picture.

To help bridge the gap, MPAC built a [**Property Assessment and Taxation Toolkit**](#) that municipalities can use to provide information and support when residents have questions. The toolkit includes:

- MPAC's [**new video**](#) on how property taxes are calculated.
- Information on MPAC's [**Myth vs Fact education campaign**](#).

- Key messages about the relationship between property assessment and property taxes.
- [**Frequently asked questions**](#) for municipalities to share with their frontline staff to support them in responding to inquiries they may receive from property owners.
- Shareable content for municipalities to post on their websites, in newsletters and on social media channels.
- Downloadable print materials for both [**municipal**](#) and [**provincial**](#) stakeholders that outline MPAC's role in the property assessment and taxation process.



| Testimonial

“It was great to have our MPAC representative out to meet with our staff and new council to help them understand the valued relationship between our municipality and MPAC, and how we ensure property tax and assessment work together.”

Annie Rochefort | Clerk for the Township of Alfred-Plantagenet



Enhancing our partnerships through in-person engagements

In addition to our success in developing creative digital solutions for our municipal partners, we enjoyed reconnecting in-person with a return to municipal conferences.

MPAC had the pleasure of meeting municipal representatives at events across the province – from the Northwestern Ontario Municipal Association (NOMA) conference to the Association of Municipalities of Ontario (AMO) conference. Our Municipal and Stakeholder Relations team attended 14 municipal conferences this year, in-person and virtually, where

we provided update sessions and had productive discussions with municipal leaders during focus groups and exhibitor tradeshows.

After a three-year pause, we were also excited to return to the International Plowing Match & Rural Expo (IPM) as an exhibitor. Attracting over 67,000 visitors from across the province and beyond, the five-day celebration of agriculture and rural living is the largest event of its kind in North America.

“It was important for us to connect with MPPs, Ministers and their staff and share our plans to reach out to constituencies and showcase our latest products and services. The casual environment was perfect for having candid dialogues and we are looking forward to continuing our conversations.” James H. | Government Relations



With nearly 50 MPPs in attendance, including Ministers and their staff, the event was an important opportunity for our Government Relations team to listen to issues and concerns, answer questions, and share how MPAC can support them.

Beyond events, our team engaged with municipal staff and elected officials more than 1,500 times in 2022 and responded to 97.7% of municipal inquiries within the time periods outlined in our Service Level Agreement with municipalities.

To learn more about how we demonstrated our commitment to elevating the municipal experience, read our [2022 Municipal Partnerships Report](#).

Building permits for the modern world

Electronic submissions of building permits and building plans expedite our process for providing new assessments to municipalities, thus creating new municipal revenue opportunities.

In 2022, we continued to collaborate with municipalities to digitize their building permitting process. In partnership with the Association of Municipalities of Ontario's (AMO) business arm, Licensing Automation System (LAS), we developed the **e-permitting pilot project** to demonstrate the value of digital permitting for Ontario municipalities.

As a result of our continued efforts this year, 31% of all permits are now being submitted electronically.

We also created our Application Programming Interface (API), which allows MPAC to electronically retrieve approved building plans prior to construction. Since rolling it out in June 2022, 84 municipalities have adopted the API, with more municipalities being onboarded on an ongoing basis.

“The Building Permit Modernization project is a great example of MPAC’s commitment to innovative solutions that support efficient service delivery and provide further value to our municipal partners.”



Carmelo Lipsi
Vice-President and
Chief Operating Officer



New frontiers: Innovating how we work

Unlocking opportunities to drive value and additional revenue

MPAC's leading expertise, technology and processes allow us to manage the world's largest property database. To provide exceptional service to property owners, municipalities and our commercial partners, we are constantly implementing innovative improvements to our products and processes.

Leaving legacy systems in the rear-view mirror

As we continue to build secure, modern and cost-effective IT systems, we are creating more effective work management processes to better support our corporate information needs through the elimination of our legacy programs.

In 2022, we successfully decommissioned our Work Management System, which was an evolutionary step in our journey towards the elimination of legacy software.

We successfully consolidated 21 business workflows into a single application known as WorkSight, which is continuously undergoing enhancements to better support our employees and external partners.

This internal work management program seamlessly intersects with consumer-facing platforms, such as Municipal Connect,

ultimately increasing our efficiency, transparency and ability to achieve our Service Level Agreement for municipalities.

We also merged our geospatial data to support map functionality in consumer-facing applications, including Municipal Connect, AboutMyProperty™ and propertyline™, leading to improved municipal and customer service support.

These ambitious initiatives would not be possible without the commitment and ingenuity of our IT department's top talent, who are committed to meeting international standards in IT.

We are proud to announce we achieved our IT Support HDI Certification and Pinnacle Award, in addition to being one of 100 companies in Canada to hold both ISO/IEC 27001 and ISO/IEC 27017 re-certifications in 2022.





Our ongoing achievements prove that we have put in place the systems, policies and procedures to help us protect property assessment data and increase our resilience against cyber-attacks.

New horizons in Business Development

Our new propertyline™ e-store is an illustrative example of how MPAC's property data and innovative solutions are changing the real estate industry.

In 2022, MPAC's Business Development team signed new agreements with every Real Estate Board in Ontario, which represents approximately 100,000 REALTORS® across the province. These agreements provide Boards with the option of leveraging our API services by integrating MPAC's property assessment data directly into their MLS applications and GeoWarehouse™, while also providing direct access to our new propertyline™ e-commerce platform.



Developed in-house by MPAC's IT Revenue Services team, the propertyline™ platform provides our customers with access to real-time property information and variety of reports, such as our industry-leading Automated Valuation Model (AVM) products.

In recognition of the exceptional internal development of the new propertyline™ platform, MPAC was highlighted in the [2022](#)

[Proptech in Canada Report](#) surrounding new Canadian Real Estate Technology.

The successful launch of the new propertyline™ platform also provided MPAC the opportunity to strengthen relationships with REALTORS® across Ontario by offering training sessions to help introduce the new application and showcase the platform's enhanced features. In 2022, MPAC delivered over

260 training sessions, offered both online and in-person for the first time since 2019.

Business Development also saw the highest growth within the Financial Services industry, even amongst a declining real estate market. Through the proven success and demand of quality products like our AVM, MPAC is continuing to increase market share within this space while gaining further recognition on a national level.

In addition to providing innovative solutions to the real estate and financial services industries, we secured new commercial contracts, including a multi-year deal with the Ministry of Municipal Affairs and Housing to support their Growth Plan for the Greater Golden Horseshoe.

Through the success and continued hard work conducted by all areas within the division, Business Development achieved a record-breaking annual revenue of over \$26 million –13% ahead of our 2022 target.

Going international

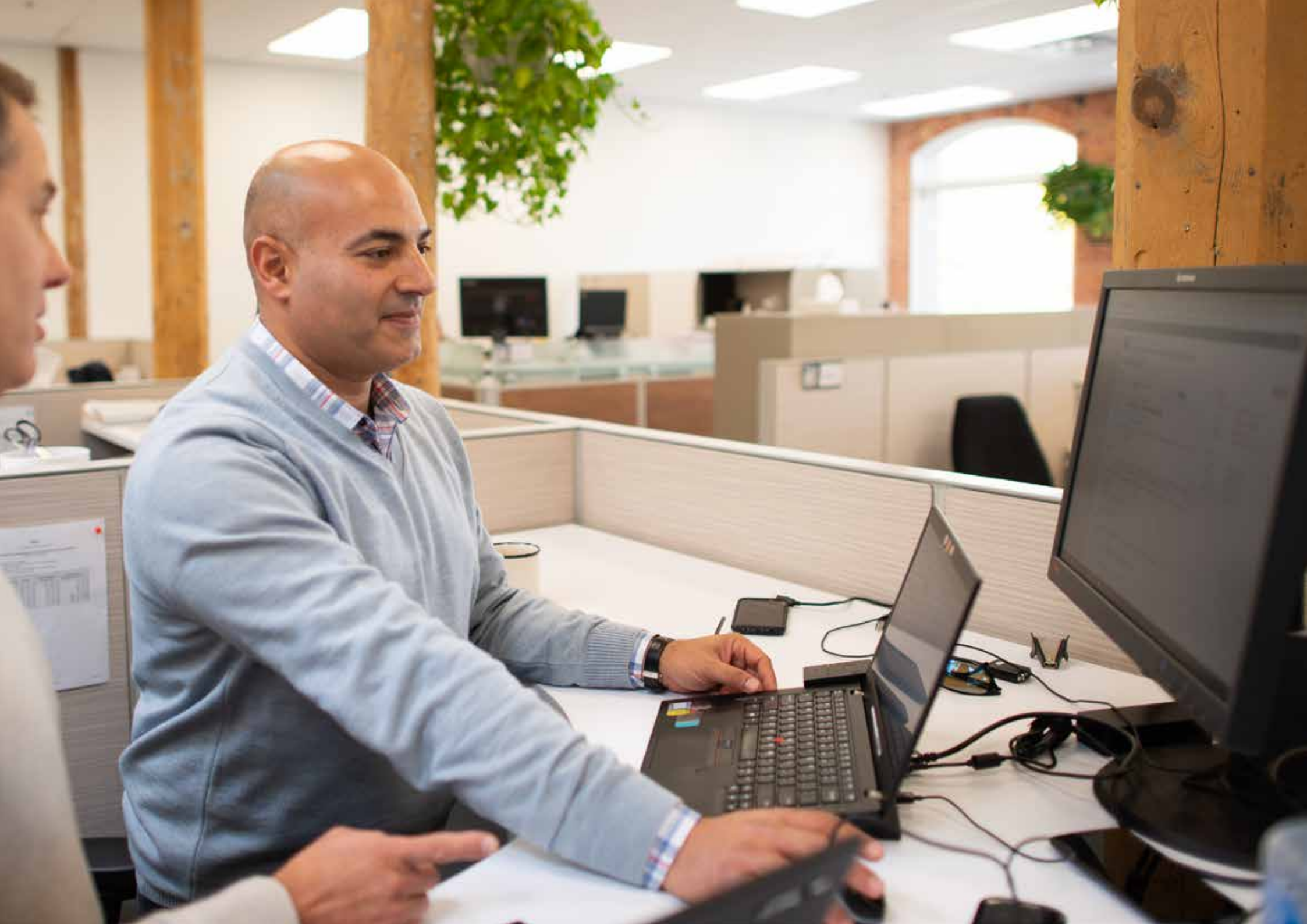
In 2022, we made significant progress in the commercialization of our assessment technology for our first client, the Valuation Office of Ireland. This has been an exciting journey that has proved the value of our “Made in Ontario” solutions and services – both for our technology and our property assessment expertise.

Our commercial product, Insight, is the result of a decade’s worth of investments into Ontario’s assessment system. Now, not only is it supporting Ontario, but it is generating revenue internationally and monetizing MPAC’s innovation initiatives. Our investment into our commercialization efforts earned over \$1 million in added revenue, which helped offset the levy for Ontario’s municipalities.

| Testimonial

“From in-house internal application programs to cyber security, it’s evident that our IT team fosters innovation and creativity where new products and ideas are encouraged.”

Ashley K. | Architecture and Information Systems



Leadership

2022 Executive Management Group



Nicole McNeill
MPAC President and Chief
Administrative Officer



Rupa Aggarwal
Executive Director, Equity, Diversity,
Inclusion and Anti-Racism (EDIA)



Jamie Bishop
Vice-President, Corporate
and Government Relations



Michael Bowman
Advisor and Counsel



Ed Broderick
Vice-President,
Human Resources



Chris Devadason
Vice-President, Innovation



Carla Hipolito
Culture and Engagement Advisor



Sujit Jagdev
Vice-President and Chief
Information and Technology Officer



Matthew Kanter
Vice-President and
General Counsel



Don Leblond
Vice-President and
Chief Strategy Officer



Carmelo Lipsi
Vice-President, Valuation & Customer
Relations and Chief Operating Officer



Greg Martino
Vice-President and Chief
Valuation and Standards Officer



Mary Meffe
Vice-President, Corporate and Information
Services and Chief Financial Officer



Lee Taylor
Vice-President,
Business Development

Leadership

2022 Board of Directors

We are accountable to the people of Ontario through our Board of Directors appointed by the Minister of Finance. The Board provides governance and oversight to ensure our organization's overall direction, effectiveness, supervision and accountability.



Alan Spacek
(Chair) (Retired) Mayor,
Town of Kapuskasing



Janice Baker
Chief Administrative
Officer, Region of Peel



Paul Bernards
Finance Professional



Niels Christensen
Managing Director and Broker,
Christensen Real Estate Group



Andrew Gassmann
President and Chief Executive Officer,
ABG Analytika Consulting Inc.



Nazmin Gupta
Managing Director of Capital Raising and
Investor Relations, BentallGreenOak



Ray Kindiak
Lawyer and Corporate
Finance Professional



Wendy Landry
Mayor, Municipality of Shuniah and
President, Northwestern Ontario



Jon Olinski
(Vice-Chair) Professor and Program
Coordinator, Public Administration program,
Seneca College



Delia Reiche
Development Liaison, County
of Brant and (Former) Deputy
Mayor, Thames Centre



Roberto Rossini
(Retired) Deputy City Manager and Chief
Financial Officer, City of Toronto



Ken Seiling
(Retired) Regional Chair, Region
of Waterloo and (Former) Mayor,
Woolwich Township



Patricia Vanini
(Retired) Executive Director, Association
of Municipalities of Ontario

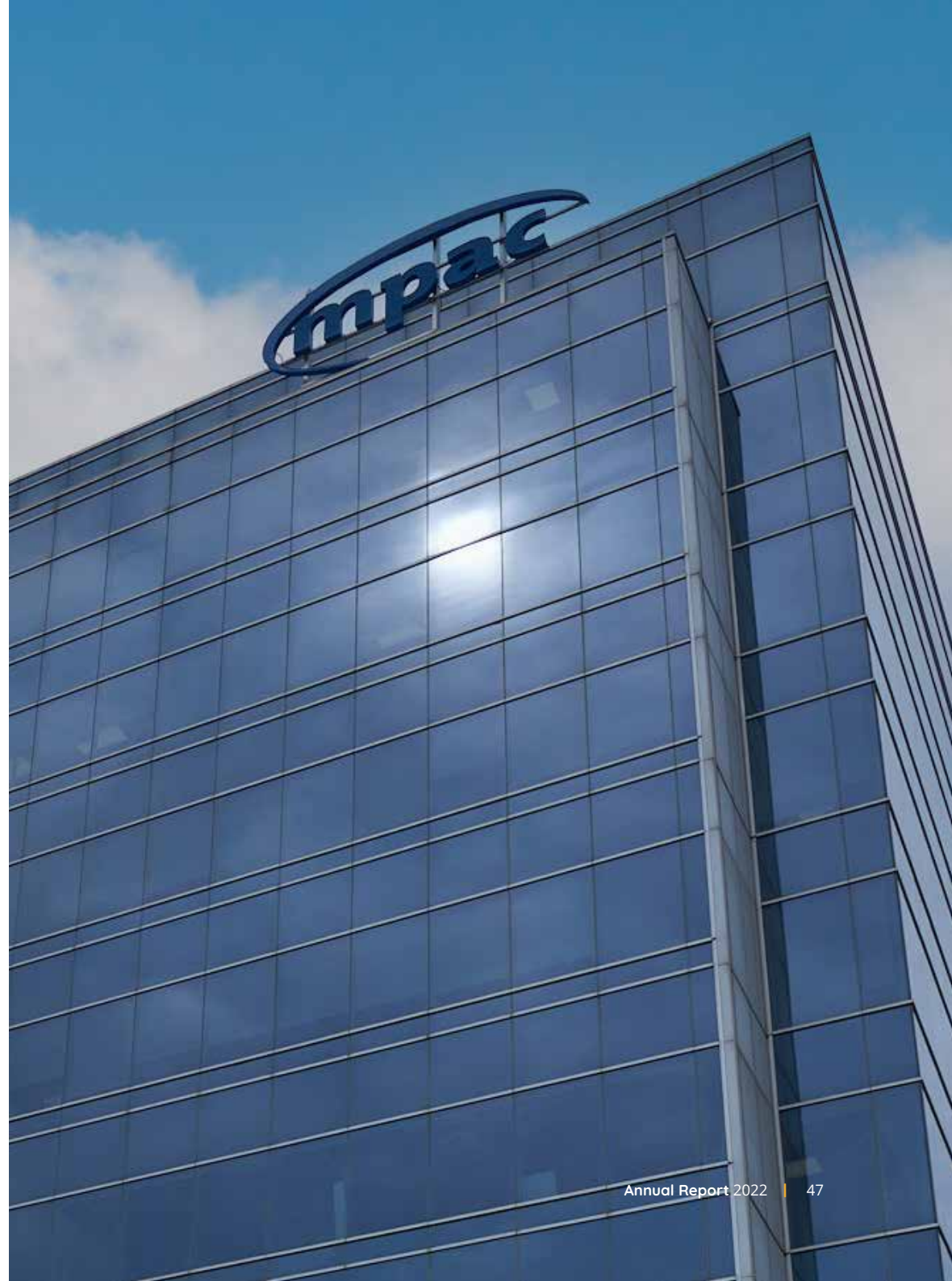
Additional reporting

2022 Municipal Partnerships Report

Our [Municipal Partnerships Report](#) showcases the ways we stayed focused on delivering the services Ontario municipalities rely on during a challenging year, while also looking toward the future.

2022 Performance Report

Our [Performance Report](#) provides insight into our strategic and operational performance. It includes measures such as new assessment growth, customer experiences, the proportion of property assessments accepted without going to appeal, financial efficiencies and levy offsets.



Financial highlights

Statement of Operations (In Thousands of Dollars)		
Revenue	2022	2021
Municipal	214,919	214,919
Other	27,094	23,601
Interest and Dividend Income	4,297	3,353
Total Revenue	246,310	241,873
Expenses	2022	2021
Salaries and Benefits	193,095	186,315
Professional Services	11,909	13,320
Information Technology	11,732	11,222
Facilities	8,600	8,581
General and Administrative	6,937	6,096
Royalties	4,290	4,024
Amortization of Capital and Intangible Assets	3,171	3,601
Gain on Disposal of Capital Assets	(618)	(65)
Total Expenses	239,116	233,094
Excess of Revenue Over Expenses for the Year Before Changes in Fair Value of Investments	7,194	8,779
Changes in Fair Value of Investments	(13,711)	6,998
(Deficiency) Excess of Revenue Over Expenses for the Year	(6,517)	15,777

Statement of Changes in Net Assets (In Thousands of Dollars)		
	2022	2021
Net Assets - Beginning of Year	95,792	77,187
Excess of Revenue Over Expenses for the Year	(6,517)	15,777
Net Actuarial Gain (Loss) on Employee Future Benefits	16,339	2,828
Net Assets - End of Year	105,614	95,792

*Note: the above is an excerpt from the 2022 Audited Financial Statements prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Appendix: List of measures and performance

Measure	Target	Baselines	2021	2022
Assessment Excellence				
Assessment Growth Capture				
Growth assessed within one year of occupancy	>=85% (SLA)	85.85% (2020) Total Transactions: \$37,312,049,482 Within One Year: \$32,033,366,701	85.76% Total Transactions: \$38,031,359,997 Within One Year: \$32,613,885,004	86.06% Total Transactions: \$37,756,994,206 Within One Year: \$32,492,375,015
Severance and Consolidation Information Forms (SCIFs) delivered within 150 days of registration and within one year of registration (NEW)	90% within 150 days 100% within one year	150 Days (2020) 95.71% 8,426 of 8,804 One Year 98.30% 8,654 of 8,804	150 Days 96.76% 9,258 of 9,568 One Year 97.67% 9,345 of 9,568	150 Days 97.49% 9,976 of 10,233 One Year 98.93% 10,123 of 10,233
Condominium Plan Information Forms (CPIFs) delivered within 150 days of registration and within one year of registration (NEW)	90% within 150 days 100% within one year	150 Days (2020) 72.49% 224 of 309 One Year 96.76% 299 of 309	150 Days 91.41% 234 of 256 One Year 99.61% 255 of 256	150 Days 93.13% 217 of 233 One Year 99.57% 232 of 233

Measure	Target	Baselines	2021	2022
Assessment Accuracy & Equity				
Number of property reviews performed	Total reviews >= 550,000	2019 Total reviews = 710,633 (*Assessment Update year)	Total reviews = 531,189	Total reviews = 434,899
	Off-site 75%, 412,500 reviews	Off-site = 72.71%; 516,863 Onsite = 27.29%; 193,950	Off-site = 84.63%; 449,534 Onsite = 15.37%; 81,655	Off-site = 82.92%; 360,608 On-site = 17.08%; 74,261
Assessment Stability				
Percentage of all properties experiencing a valuation change via the RfR process.	No Target	0.15% (2020) 8,273 of 5,425,834	0.25% 13,449 of 5,488,567	0.09% 5,070 of 5,547,280
Percentage of all property assessments accepted without appeal.	>=99%	99.38% (2020) 5,390,357 of 5,425,834	99.31% 5,449,865 of 5,488,567	99.26% 5,506,383 of 5,547,280
Appeals concluded for properties during the year with no value change.	No Target	66.36% (2020) 5,551 of 8,365	63.34% 6,454 of 10,189	42.04% 2,429 of 5,778
Percentage of lower tier/single tier municipalities not experiencing appeal & RfR losses greater than 0.5%	>=85%	96.1% (2018)	86.23% 357 of 414	93.24% 386 of 414
Percentage of lower tier/single tier municipalities with assessment base remaining the same or increasing	>=90% (Revised)	93.5% (2020)	97.83% 405 of 414	98.55% 408 of 414

Measure	Target	Baselines	2021	2022
Customer Service & Stakeholder Engagement				
Customer Satisfaction				
Overall customer satisfaction with MPAC's Customer Contact Centre	>=90%	92% (2020)	93%	94%
Percentage of calls responded to by staff within 5 minutes	>=90%	85% (2020)	91%	90%
Percentage of emails responded to by staff within 2 business days	>=90%	87% (2020)	81%	80%
Percentage of Municipal Service Levels Met	>=90% (SLA) (Revised)	82% (2020)	94%	94%
Percentage of municipal inquiries responded to by staff within 30 calendar days	>=100% (SLA)	99.42% (2020) 18,256 of 18,363	99.8% 13,260 of 13,287	99.72% 13,485 of 13,523
Stakeholder Engagement				
Number of municipal engagement sessions	One quarterly engagement for all 444 municipalities (1,776)	4,051 (2020) engagements completed	5,547 engagements completed	4,756 engagements completed
"engagements" includes quarterly meetings, days with MPAC, conference work, monthly webinars, training session and MPAC 101 for new staff, Council Session, etc.				

Measure	Target	Baselines	2021	2022
Operational Efficiency				
Financial Efficiency				
Year-end operating budget variance	<=3%	5% (2020)	1%	1.6%
Annual Levy Offset	>= \$14.4 M in surplus generated from value-added products (Revised)	\$12.5M (2020)	\$15.5M	\$17.3M
Cost Per Property	<=\$40.68 (Revised)	\$40.91(2020)	\$40.68	\$41.31

Connect with us

MPAC has offices across Ontario to meet the needs of property owners in every community.

CUSTOMER CONTACT CENTRE

Toll Free: 1-866-296-6722

TTY: 1-877-889-6722

mpac.ca/contact

Monday to Friday – 8 a.m. to 5 p.m.

MAIL

1340 Pickering Parkway, Suite 101

Pickering, ON L1V 0C4

ONLINE

mpac.ca



Accessible formats and communication supports are available upon request.

Compliance statement: In keeping with the reporting requirements under the Municipal Property Assessment Corporation Act, the Corporation has complied with any policies, procedures and standards established by the Minister under Section 10, and with the process established regarding the development and implementation of quality service standards by the Quality Service Commissioner.

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