Built for change, ready for what's next

2025 Municipal Partnerships Report

Municipal Property
Assessment Corporation



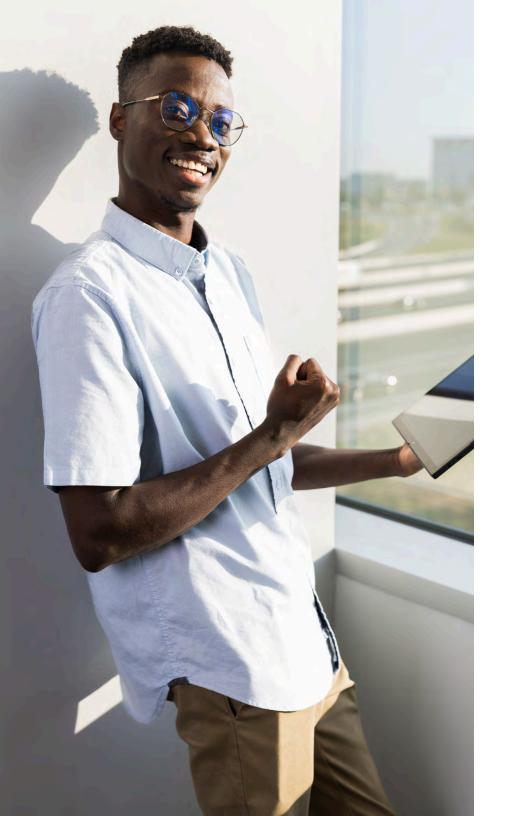


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Leadership messages

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Alan Spacek
Chair, MPAC Board of Directors

Reflecting on our journey: Building strong communities, together

Throughout 2025, our progress and achievements were driven by strong collaboration with municipalities and a shared commitment to building resilient communities and continuing to deliver exceptional services to Ontarians.

Across the province, we've strengthened partnerships with municipal leaders and changemakers through ongoing dialogue and engagement. From elected officials striving for efficiency to municipal staff seeking the tools and insights to support that mission, it all starts with conversation. These conversations deepen our understanding of municipal priorities and open the door to innovative, data-driven solutions that address the unique challenges facing communities today.

Property assessments are the foundation of municipal taxation and a critical source of information for budgeting and community planning. Each new assessment represents more than numbers – it reflects homes for families, spaces for businesses, and investments that fuel local economies and strengthen communities.

As we look to the future, our focus is clear: proactive collaboration, tailored services, and trusted partnerships that help shape resilient, thriving communities across Ontario. Together, we will continue to support communities today and into the future.





Nicole McNeill

President and Chief

Administrative Officer

Built for change, ready for what's next

Evolution is the quiet work of progress. It's steady, intentional, and essential. At MPAC, we've embraced evolution with purpose, so we can stand beside Ontario's municipalities as a partner in progress. From clipboards and paper forms to a fully digital ecosystem, we now deliver faster, smarter, and more accurate property assessments. Together, we've developed tools and insights that help solve local challenges and build the partnerships needed to navigate what's next.

That drive for progress forms the foundation of our 2025–2028 Strategic Plan, which focuses on modernizing how we work, strengthening systems, and delivering real-time data to support planning, budgeting, and service delivery. Creating tools and insights that help solve real challenges remains our priority, because when municipalities succeed, communities thrive.

In 2025, we partnered with municipalities to address the challenges you told us matter most: reducing inquiry volumes, improving access to data, and supporting environmental goals through digital solutions. That commitment drove action: we conducted **310,000** property inspections, processed **176,000** building permits, and completed **18,000** severances and consolidations, which contributed to over **\$41** billion in new assessment being added to municipal rolls.

These numbers tell a clear story: our partnership is active, growing, and focused on delivering practical value. Whether it's accessing real-time property data, forecasting growth, or improving service delivery, we work hard every day to ensure your investment translates into better tools and outcomes for your communities.





As you read this report, I also encourage you to explore the rest of our <u>operational highlights</u> for a closer look at the work powering our progress and the foundation it creates for the future.

Dirale

MPAC is built for change and ready to help municipalities move forward with confidence. With the right insights and a shared commitment to progress, we can shape what comes next, together.





About MPAC

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Across Ontario, municipalities are leading through change, from adapting to new demands to planning for growth, building resilient communities, and everything in between. The pace is fast, the challenges are complex, and the decisions made today shape the future.

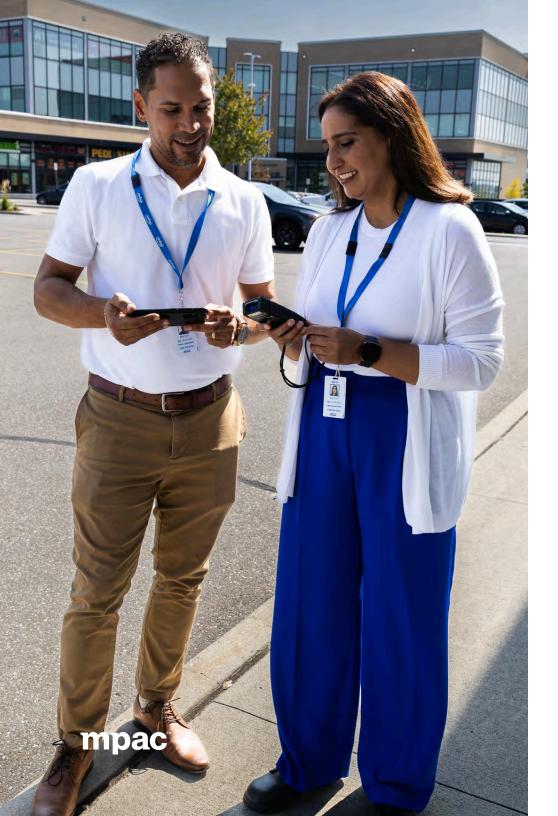
This is where MPAC comes in. We're built by design to help municipalities navigate these complexities with our property data, insights and analytics, and tools. Whether responding to provincial priorities, driving evidence-based planning, or delivering services more efficiently, we're here to help you succeed.

We work alongside you, proactively, collaboratively, and with purpose. Our services are tailored to your needs, our partnerships are grounded in trust, and our focus is always on helping you serve your communities.

This report highlights how MPAC supported Ontario's **444** municipalities in 2025 through shared goals, responsive service, and a commitment to building stronger, data-informed communities. Grounded in collaboration, built on trust, and focused on what's next, MPAC continues to be a strategic business partner, delivering what's needed today and evolving to meet the needs of tomorrow's challenges.







Who we are

MPAC (Municipal Property Assessment Corporation) is Ontario's property expert – an independent, not-for-profit corporation responsible for maintaining the province's property inventory. Proudly Canadian, we are the largest assessment jurisdiction in North America, maintaining an inventory of nearly **5.74 million** properties valued at approximately **\$3.2 trillion**.

Each year, municipalities pay a proportionate share of MPAC's operational costs based on the number and value of their properties relative to the rest of Ontario. Our property assessment work forms the foundation of Ontario's property tax system, informing municipal budgeting, infrastructure planning, and community growth.

We deliver accurate, impartial assessments that reflect market conditions as of the legislated valuation date, and provide datadriven insights that help municipalities, governments, and property owners make informed decisions.

From property inspections and sales analysis to managing assessment requests and appeals, MPAC ensures fairness and integrity in every step. Guided by our values of accountability, transparency, customer-focus, innovation, and inclusion, we are committed to building trust and supporting thriving communities across Ontario.



Our mandate in motion

Property assessments are the foundation of municipal taxation, providing the revenue municipalities rely on to deliver essential services, from roads and transit to emergency response and community programs. Accurate assessments also inform long-term budgeting and infrastructure planning, helping municipalities allocate resources effectively and plan for growth. Every new assessment represents not just a number, but the capacity to invest in housing, services, and amenities that strengthen communities.

Our team is always eager to learn more about the communities where we work and live, ensuring our efforts align with municipal priorities and needs. We're committed to helping you in managing your assessment base. Understanding how new assessment and forecasting work under the Service Level Agreement provides valuable insights that municipalities can leverage.



Capturing growth through collaboration

Starting in early 2025, MPAC worked closely with the Town of Alymer in Elgin County to help increase their new assessment captured, exceeding expectations and supporting the Town's long-term growth and financial stability.

Through ongoing meetings with the Town's staff, MPAC's Municipal and Stakeholder Relations team focused on understanding local needs, monitoring new assessment activity, and ensuring assessors had up-to-date information on building permits, plans, and key occupancy dates. Throughout the year, new assessment forecast reports and Service Level Agreement commitments were closely tracked and shared with the Town. This collaboration enabled both

teams to stay aligned on timelines and priorities, ensuring new assessment was added efficiently and accurately.

When budget pressures arose in the fall, the Town asked MPAC to explore opportunities to exceed the original forecast. The result: MPAC achieved **166%** of the original 2025 forecast, with the Service Level Agreement commitment adding **96%** of the Town's new assessment to the roll within one year of occupancy.

This partnership demonstrates the impact of open communication, shared goals, and a commitment to supporting municipal outcomes.



The Town of Aylmer is very grateful for the partnership that we have with MPAC and work very closely with our Account Manager, Brenda Slater and Regional Manager, Anne Haines to ensure our area's exponential growth is reflected in a timely and accurate way. Every effort MPAC makes to capture new assessment quickly helps stabilize our tax rate year-over-year and supports affordability for our residents.

Our Municipal and Stakeholder Relations team understands the pressures that we have at the municipal level with Strong Mayor Powers and the challenges that small towns face with funding growth in the interim. Their responsiveness and collaboration have helped us move forward with confidence. The past two years have also been incredibly demanding for MPAC's local assessors as they've kept pace with record levels of growth and ensured material changes are captured for our 2026 budget. Their hard work and dedication are deeply appreciated. The increased assessment revenue and growth projections will help fund key local priorities, including upgrades to our outdoor pool and swimming programs in partnership with the YWCA as well as costs for police services and local conservation authority levies. We appreciate the continued partnership and the shared commitment to helping our community grow.

2025 operational highlights

\$41.4 billion

new assessment added to municipal rolls

5.74 million

total properties in Ontario inventory \$3.2 trillion

estimated total assessed value in Ontario 618,360

Property Assessment Notices mailed

310,017 property inspections

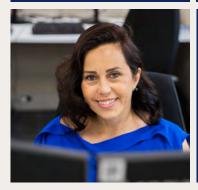
429,712

sales transactions processed



18,860

severances and consolidations processed



176,287

building permits processed

12,603

Requests for Reconsideration closed 4,080

appeals closed

All stats as of October 31, 2025





Built for change: Strategic direction and evolution

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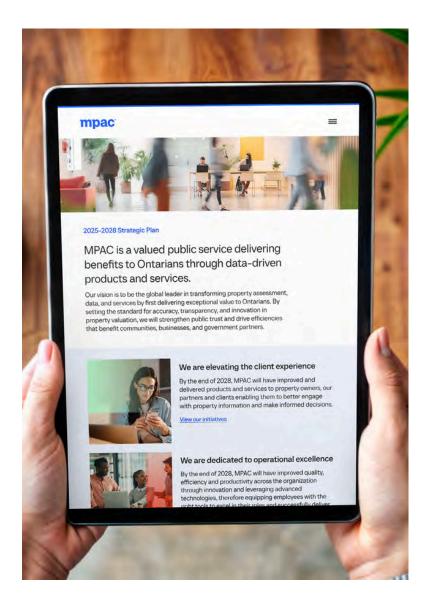
MPAC's 2025–2028 Strategic Plan

Ontario's municipalities are facing growing demands, from aging infrastructure and housing pressures to the need for faster, smarter planning, all while managing tight budgets and limited resources. MPAC's 2025–2028 Strategic Plan is designed to help meet these challenges head-on, with a clear focus on delivering tangible value to municipalities through:

- Modernizing assessments: We're investing in scalable systems, realtime data, and digitization to give municipalities the tools they need for more accurate budgeting, planning, and service delivery.
- Empowering smarter decisions: We're transforming property data into actionable insights that can inform infrastructure planning, economic development, and policy.
- **Strengthening communities:** We're helping municipalities do more with less by improving operational efficiencies and delivering greater value.

We're committed to being responsive, relevant, and ready for what's next. That's why we're transforming from a trusted service provider to a strategic partner, delivering greater value, driving innovation, and unlocking new opportunities for collaboration. While we evolve, our foundation remains unchanged: providing accurate, transparent, and reliable assessments.

We've also reimagined our visual identity to reflect a more modern and approachable look, with design choices that meet the Accessibility for Ontarians with Disabilities Act standards and support clearer, more inclusive communication.





Our commitment is clear: we're here to help municipalities thrive in a changing landscape. By unlocking the full potential of MPAC's data, technology, and people, we're building a future where municipalities are empowered to lead with confidence. After all, you've invested in us. MPAC is funded by you, for you. We're built for this.







Delivering impact: Supporting municipal outcomes

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MPAC continues to enable municipal success by delivering tangible solutions that address real, local challenges. Through robust data, innovative platforms, and strategic partnerships, we help municipalities to make informed decisions and drive meaningful outcomes.

Municipal impact: Turning strategy into action

Throughout 2025, municipalities across Ontario used MPAC tools to tackle real challenges, improve service delivery, and make informed decisions. From large urban centers to rural townships, we partnered with communities of every size to unlock the power of property data. This is collaboration in action, building toward something greater.



Enhancing access to property assessment data

In spring 2025, MPAC launched a one-year pilot program that gave municipalities the option to receive a monthly export of the Electronic Assessment Information file. This initiative, made possible through collaboration with Teranet and the Province, enhances access to timely property data by expanding the limit from four unique exports per year to a monthly data refresh.

The Electronic Assessment Information file provides a comprehensive snapshot of each municipality's assessment information to help support internal planning. With this enhanced access, municipal Geographic Information System teams can more easily integrate assessment data into their internal mapping systems. Additionally, Planning and Finance teams can better monitor growth and changes in property types, property codes, structures, and services.



The City of Greater Sudbury is pleased to have enhanced access to the Electronic Assessment Information file. This improvement allows us to update our Geographic Information System more frequently, ensuring we're using the most accurate, up-to-date information to support decision-making and deliver services to our community.

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Krista Carre | Manager of Geographic Information System Operations, City of Greater Sudbury

Collaborative partnerships drive progress

In 2025, we strengthened key partnerships with industry leaders to enhance governance and deliver solutions that matter. Through working groups and ongoing engagement, we've aligned priorities, shared insights, and built tools that reflect municipal needs.

Municipal Liaison Group

A key driver of our shared success has been the Municipal Liaison Group, a strategic advisory body that fosters open, regular, and ongoing dialogue between MPAC and the municipal sector. The Municipal Liaison Group serves as a platform for exchanging information and perspectives on property assessment and MPAC initiatives that impact municipalities. Through this engagement, the Municipal Liaison Group has helped ensure our services are aligned with municipal needs and priorities.

This year, we revised the Municipal Liaison Group's governance framework to support more inclusive and effective collaboration:

- **Composition and meeting frequency:** Updated to reflect broader representation and more consistent engagement.
- Membership terms and representation: Clarified roles for members and associations to ensure diverse municipal voices are heard.
- **Responsibilities and meeting approach:** Refined expectations and structure to support productive discussions.
- **Sub-committees:** Introduced focused groups to address specific topics and drive deeper insights.









Together with our municipal partners, the Municipal Liaison Group has helped advance several key initiatives:

- · Data Sharing Services Agreement
- Market Trend Reports
- Vacant Home Tax Support
- Optional Small Business Subclass
- Electronic Delivery of the Assessment Roll
- Corporate Strategy Alignment
- Methodology Guides
- Municipal Election Strategy
- Pre-Roll Disclosure and Assessment Update Strategy
- Electronic Assessment Information (EAI) Pilot
- Enhancements to MPAC Municipal Connect and MPAC AboutMyProperty™
- MPAC Data Strategy
- Service Level Agreement



I hope you'll consider getting involved. It's a great way to stay informed, help shape change, either on the Municipal Liaison Group or on one of its sub-committees, and you will be joining a trusted network of individuals across the province who bring their own experiences, perspectives, and technical skills to the table, which adds depth to the conversations and provides continuous learning opportunities for all of us.

Municipal Survey feedback

Feedback from municipalities continues to guide our approach, ensuring collaboration translates into real results for communities across Ontario.

Municipalities told us they needed quicker, easier access to localized property data, and we listened. Guided by insights from our Municipal Survey, MPAC integrated our Property Pulse Dashboard into MPAC Municipal Connect, giving municipal staff secure, centralized access to residential sales trends by municipality, property type, age, and sales period. This enhancement is a direct result of meaningful collaboration and our shared commitment to data-driven decision-making. By embedding this tool into a platform that municipalities already use, we've made it simpler to find the insights needed for planning, budgeting, and policy development.

This is a great example of how municipal feedback shapes our services and drives innovation.



A view of the **Property Pulse dashboard** accessible through MunicipalConnect.



Showcasing the power of MPAC Municipal Connect

MPAC Municipal Connect is the go-to online resource for Ontario municipalities to access property assessment information and data. At this year's Ontario Municipal Tax and Revenue Association (OMTRA) Conference in Huntsville, MPAC's Laura Voltti, Regional Manager, Zone 7 (Northern Ontario) and Natasha Dawood, Senior Manager, Professional Services participated in a collaborative session that highlighted how municipalities are using MPAC Municipal Connect, products, and data to support their work.

They were joined by municipal partners – Barbara Malta, Intermediate Tax Accountant, City of Mississauga, Kate Farwell, Manager of Taxation and Revenue, Municipality of South Huron, and Jennah Carere, (former) Advisor, Financial Policy and Taxation, Region of Peel – who shared real-world examples of how they use MPAC Municipal Connect to enhance efficiency and decision-making within their communities.



It's always inspiring to see our team and municipal partners come together to share ideas and best practices. Our session at OMTRA sparked great discussion and even included a live poll to gather input on how we can make MPAC Municipal Connect even more valuable. We're constantly listening, learning, and refining our tools to better meet municipal needs. It was fantastic to see the enthusiasm from our municipal colleagues and how they're using MPAC's products to deliver results for their communities.

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Mary Dawson-Cole | Director, Municipal and Stakeholder Relations, MPAC

Value-added services highlights

Property assessment data is a powerful tool that communities can use for planning roads, emergency services, and sustainable growth. That's why MPAC is taking a broader view, offering new solutions and resources to help municipalities succeed today and prepare for tomorrow.

By working closely with municipalities, we've moved beyond onesize-fits-all solutions to deliver curated, localized support that reflects what matters most to municipalities. Whether it's targeted content, tailored training, or meaningful conversations, we're here to support municipalities with the data and insights they need.

Custom data requests

In addition to the vast amount of property data available in MPAC Municipal Connect, we provide curated custom reports based on municipalities' unique needs, including information such as detailed historical data, regional breakdowns, and comparative analysis across municipalities.

From the beginning of 2025 to the end of Q3, we successfully delivered **64** customized data reports to **50** unique municipal partners and organizations, saving time and enabling staff to provide better services.

We don't just deliver data, we also help you use it. Our Municipal and Stakeholder Relations team offers training, webinars, and one-on-one support to ensure you get the most out of MPAC Municipal Connect and our data products.

Many of our standard services started as custom requests. When we see recurring themes or ideas that could benefit all municipalities, we work to turn them into tools and resources available to everyone. So, keep bringing your requests forward. Your ideas drive innovation and help shape the future of our services.



Connecting systems for real results: Streamlining building permit data

In 2025, MPAC and the City of Ottawa reached an exciting milestone with a new Application Programming Interface (API) integration that enables MPAC to ingest building permits and plans. This achievement reflects strong collaboration between teams across both organizations. The integration is a game-changer, enabling the City to send building information to MPAC more efficiently, which means new property tax growth can be captured and reflected more quickly.



This is amazing! I remember when we first started exploring creative ways to use technology to advance the City of Ottawa's assessment growth with MPAC. Congratulations to everyone involved in this – your partnership, collaboration, and innovation made this possible!

Wendy Stephanson | City Manager, City of Ottawa

Assessment Base Management course

Understanding property assessment is essential for municipalities, especially as processes and policies continue to evolve. That's why MPAC has been working on developing our Assessment Base Management course throughout 2025.

The course will be designed to build practical skills in property assessment and taxation for municipal staff at all levels. Whether new to municipal finance or experienced in assessment roles, participants will benefit from a structured learning experience that strengthens their understanding and supports day-to-day responsibilities.

This 12-module course, to be launched in 2026, will provide a comprehensive overview of MPAC's systems, processes, tools, and platforms. It will equip learners to monitor assessment growth, identify assessments at risk, and contribute to a predictable and stable assessment roll. Strong assessment base management supports sustainable property tax revenues and ensures fair, equitable treatment for property owners.

Tailored content for targeted impact

Recognizing that each municipality has unique priorities, MPAC continues to tailor engagement opportunities to better reflect the diverse needs and preferences of municipal staff. Whether through our Municipal Webinar Series, quarterly municipal meetings inperson and virtually, or small–group geographic zone meetings, these sessions offer timely updates, practical insights, and region–specific content. By tailoring engagement to what matters most in each community, MPAC is making it easier for municipal staff to access relevant information, share experiences, and apply learnings to local decision–making.





Shaping learning together: Morning Connection series

In 2025, our Zone 5 (Central Ontario) Municipal and Stakeholder Relations team engaged past attendees of the Morning Connection series (smaller geographic-based virtual sessions) to help choose topics for the year ahead. The selected sessions covered a wide range of municipal priorities, including Assessment 101, severances and consolidations, municipal capital facilities, addressing and MPAC AboutMyProperty™, legislative notices, MPAC Municipal Connect, and year-end product overviews.

By involving municipal staff in shaping the content, we ensured each session addressed their needs and provided actionable insights.



Our Morning Connection sessions have been a valuable resource throughout the year. The topics are timely, the presenters are knowledgeable, and the format encourages meaningful engagement. Each session offers practical takeaways that directly support the Town of New Tecumseth's work. Our partners at MPAC do a fantastic job making complex topics clear and accessible. I am already looking forward to what's planned for 2026!"

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Pam Childs | Supervisor of Revenue, Town of New Tecumseth

Public awareness campaign

Clear and consistent communication helps residents better understand how property assessment supports local services and fair taxation.

MPAC's public awareness campaign was designed to complement municipal efforts by providing high-quality educational content that explains how property assessment works. Through province-wide outreach, the campaign builds public trust and confidence in the system while helping municipalities extend their reach, reinforce key messages, and support transparency in a way that's timely, consistent, and effective.







Looking toward the future: What's next and municipal engagement

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Future-ready tools and services

When looking to the future, municipalities need tools, insights, and support to plan and service growing communities with confidence. MPAC's vision is to help make that possible.

We see exciting opportunities to work together, whether through property census initiatives, garbage bag tag programs, or overflow call centre support. These partnerships ensure municipalities can do more as we navigate the future together.

We've invested in robust systems, harnessed powerful data insights, and prepared our teams to deliver greater value beyond our core mandate. Our tools and services are designed to meet your unique needs, streamline efficiency, and help you maximize the resources you already have.

Municipalities have already invested in MPAC, and the opportunity to leverage that investment is greater than ever. And it starts with a conversation.

Assessment Update status

While a province-wide Assessment Update hasn't occurred since 2016, MPAC continues to deliver exceptional value to Ontarians through data-driven products and services. We continuously capture, verify, and analyze property data to reflect changes such as new construction, renovations, and additions. We keep an upto-date property inventory for the province as properties are added or changed, monitor market activity, process tax applications, and manage assessment reconsiderations and appeals.

Regardless of when an Assessment Update is announced, MPAC is ready. We've prepared for it by design building:

- A scalable, digital-first infrastructure
- Systems that are ready to support any cycle variation
- Expanded insights to meet evolving needs
- Public understanding through ongoing education and engagement





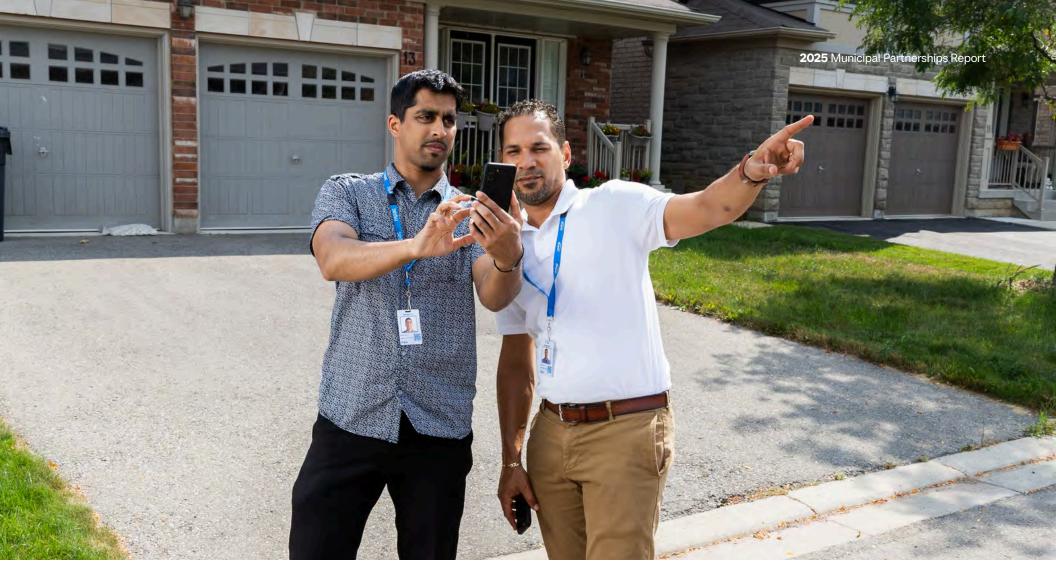
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I'm continually inspired by the commitment and innovation I see from municipalities. At MPAC, we're passionate about partnering with you to deliver solutions that help achieve your goals. The stories in this publication show what's possible when we work together to drive meaningful change. I invite you to continue working with our team and keep sharing your stories. Your insights guide how we serve you, and together we can create solutions that best support your unique needs.

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Jamie Bishop | Vice-President, Public Affairs and Customer Experience, MPAC

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MPAC is built for what's next and ready by design to support your municipality's journey with the data, insight, and partnership you need to move forward with confidence. By harnessing MPAC's data, infrastructure, and expertise, we can work together to solve challenges and unlock new opportunities that deliver lasting value to all Ontario communities. Thank you for your partnership, trust, and vision. Let's keep building the future together.



Connect with us

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

Customer Contact Centre

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Mail

1340 Pickering Parkway, Suite 101 Pickering, ON L1V 0C4 Follow us









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 implementation of quality service standards by the Quality Service Commissioner.

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