

# **INFORMATION ITEMS**

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**Week Ending May 1, 2015**

## **REPORTS**

1. Recasting Guelph Transit – Update
2. Municipal Property Assessment Corporation – 2014 Annual Report

## **CORRESPONDENCE**

1. Ministry of Natural Resources re: 50 Million Tree Program
2. Guelph Police Services (GPS) Board re: community and Council consultation for the 2016 – 2018 GPS Strategic Business Plan
3. Hydro One Networks re: Release of the 20-year Electricity Plan for Kitchener-Waterloo-Cambridge-Guelph
4. Ontario Energy Board Notice to Customers of Union Gas Limited

## **BOARDS & COMMITTEES**

1. Grand River Conservation Authority – General Membership Meeting Minutes – March 27, 2015

## **ITEMS AVAILABLE IN THE CLERK'S OFFICE**

1. None

# INFORMATION REPORT



TO Council

SERVICE AREA Public Services: Guelph Transit

DATE April 30, 2015

**SUBJECT Recasting Guelph Transit – Update**

REPORT NUMBER PS-15-26

## EXECUTIVE SUMMARY

### SUMMARY OF REPORT

To provide Council an update on the *Recasting Guelph Transit* plan developed in response to the Overtime Audit of 2014.

### KEY FINDINGS

The *Recasting Guelph Transit* plan is well underway, achieving improvements in schedule adherence and decreases in overtime, absenteeism, bus accidents and customer complaints. We have completed 75 per cent of all planned activities.

At the end of Q4 2014 compared to Q4 2013, Guelph Transit has:

- Reduced the number of buses running off schedule (early or late) by an additional 2 per cent and met our target of 85 per cent for on-time performance.
- Reduced overtime hours by 48 per cent.
- Reduced absenteeism by 24 per cent.
- Following an investment in transit operator training for defensive driving, reduced the number of bus accidents by 22 per cent.
- With the introduction of customer-first training, reduced customer complaints by 38 per cent.
- Excluding the summer months of the transit service disruption, increased transit ridership by 2 per cent.

### FINANCIAL IMPLICATIONS

All implementation costs in 2014 were completed within the approved budget.

## BACKGROUND

As indicated in the February 4, 2014 OTES Committee Report **Recasting Guelph Transit**, a cross-functional working group developed a plan called *Recasting Guelph Transit*. This plan consists of six themes supported by reporting and communications, as illustrated in Figure 1. The goal of the *Recasting Guelph Transit* plan is to **rebuild the reliability of Guelph Transit as a viable transportation alternative**.

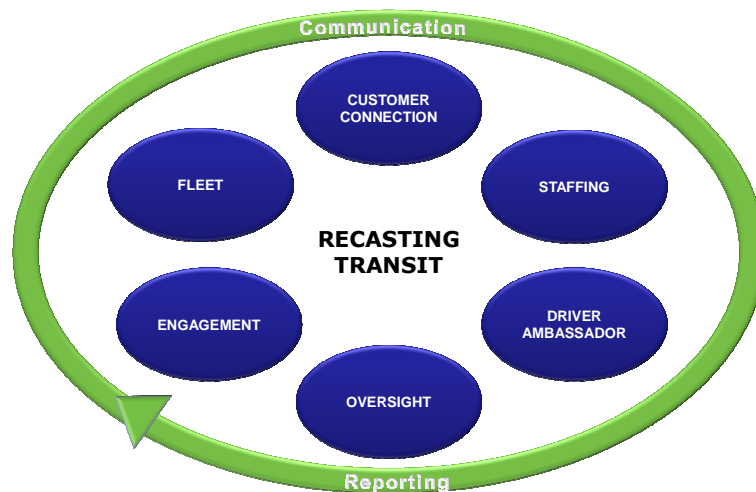


Figure 1: Recasting Guelph Transit

## REPORT

This report will provide a status update on each of the six *Recasting Guelph Transit* themes and, where available, the measurements that support these activities.

### Theme 1: Customer Connection

- Issue
  - Timeliness in response to customer contacts.
- Objective
  - Improve performance in responsiveness to customer contacts and increase customer satisfaction.
  - Increase confidence in the delivery of reliable, convenient service.

# INFORMATION REPORT

- Plan and Status

Plan	Status
Develop standards for responsiveness to all customer/community contacts	Complete
Continue to implement the Transit Strategic Communication Plan	Complete
Proactively solicit feedback and engage the community on transit service by doing an onboard destination survey	Complete
Implement customer contact management software to better manage and administer customer contacts and corresponding acknowledgements and responses	Complete
Reconvene the Transit Advisory Committee (TAC) to provide an additional channel of communication for the community	Complete

- Measurement/Target: Customer Response Timeliness: 100 per cent of acknowledgements within the defined standard timelines.
  - New customer contact management software implemented June 1, 2014 for tracking customer concerns.
  - Developed report to track responses within committed lines.

## Theme 2: Staffing

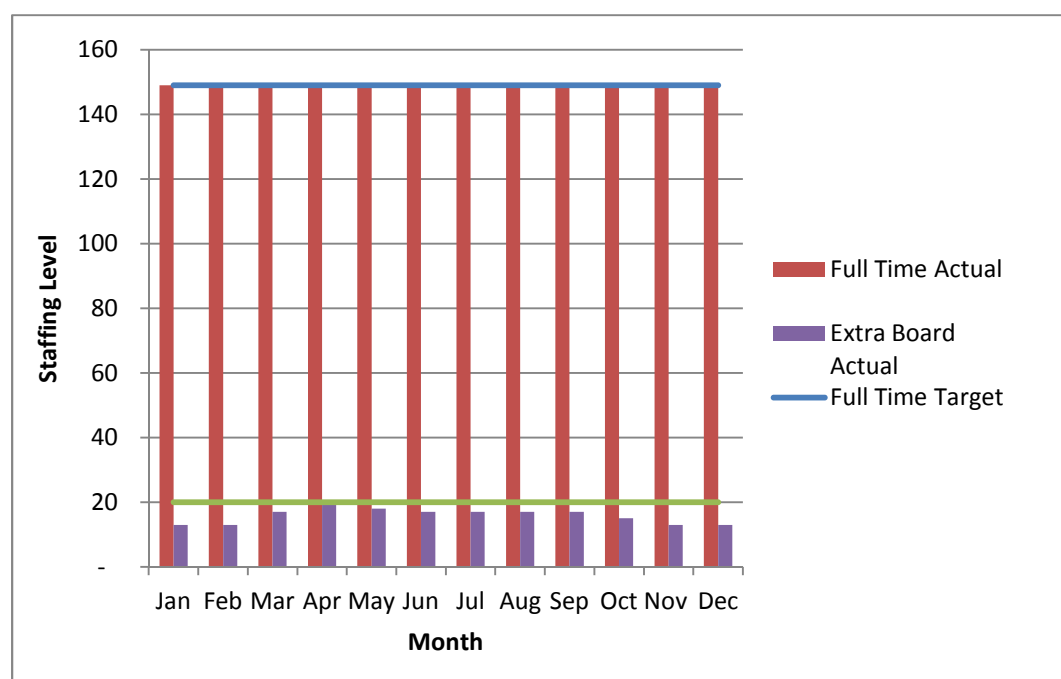
- Issue
  - Staffing levels not being maintained.
- Objective
  - Achieve a full complement of qualified, trained staff to provide transit service.
  - Have systems in place to address vacancies in a timely manner to ensure all extra-board positions are filled and allow for service provision with minimal overtime requirements.

## Plan and Status

Plan	Status
Develop a business model identifying the baseline labour requirements to meet the established service level standards with no disruptions as a result of absenteeism or vacancies	Complete
Manage and administer the attendance management support program	Complete

# INFORMATION REPORT

- Measurement/Target: Workforce complement to be at 100 per cent of defined levels.
  - Measurement has been developed and incorporated into the monthly key performance indicators, as shown in Figure 2.
  - Extra-board operators are not at full complement. The interview process has been on going in 2014. Full complement anticipated by end of Q1 2015
  - Have submitted 2015 operating budget request for approval of ten additional extra-board operators to bring complement up to 20 as per Collective Bargaining Agreement (CBA).



*Figure 2: 2014 Workforce Levels*

- Measurement/Target: Overtime hours maintained at acceptable levels.
  - Measurement has been developed and incorporated into the monthly key performance indicators, as shown in Figure 3. Overtime hours have reduced by 48 per cent at the end of Q4 2014 compared to Q4 2013. The reduction in overtime costs over the same time period was 55 per cent.

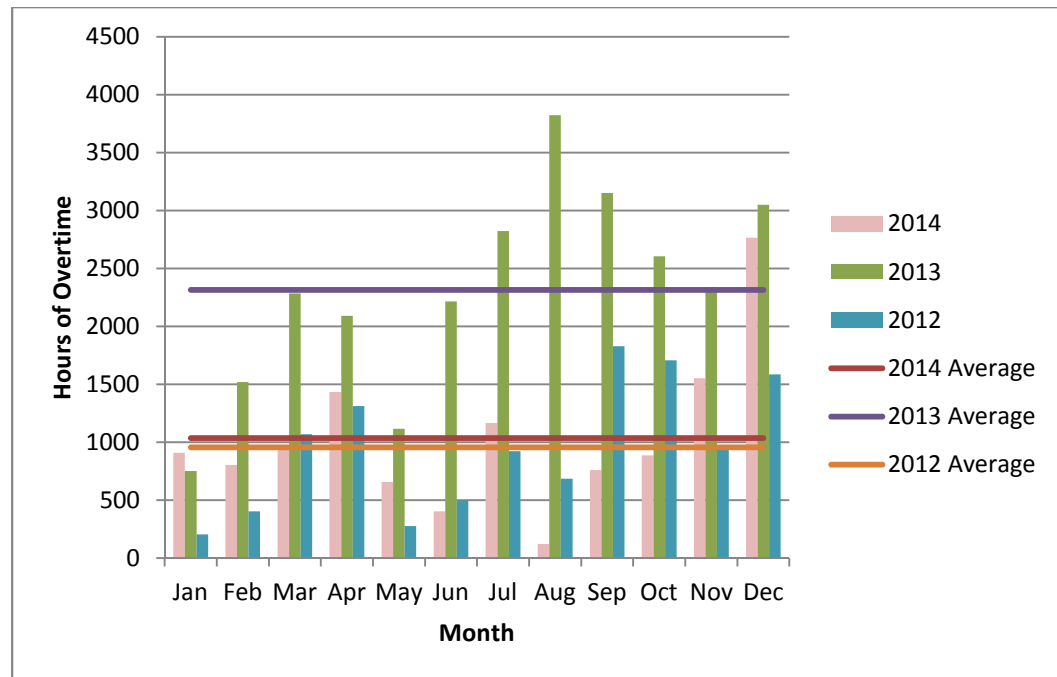


Figure 3: Overtime Hours

## Overtime Cost Comparison (January – December)

	Actual	Budget	Variance
2014	\$483,434	\$136,200	-\$347,234
2013	\$1,075,578	\$136,200	-\$939,378

- Measurement/Target: Absenteeism is tracked to assist with attendance management.
  - With the proactive management of the Attendance Support Program and as shown in Figure 4, absenteeism has reduced by 24 per cent at the end of Q4 2014 compared to Q4 2013. Guelph Transit recognizes employees quarterly for their exemplary attendance.

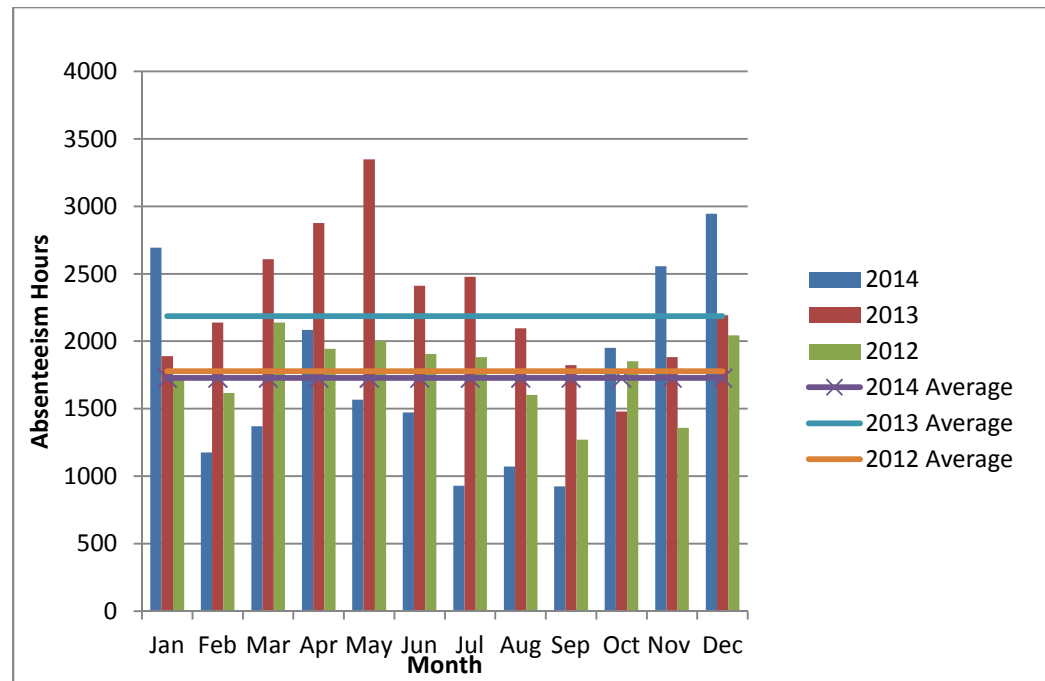


Figure 4: Absenteeism Hours

## Number of Exemplary Attendance Letters Issued

	Q1	Q2	Q3	Q4
2014	112	131	135	99
2013	n/a	n/a	n/a	n/a

## Theme 3: Driver Ambassador

- Issue
  - Inconsistent level of customer service.
- Objective
  - Have a customer-first or "citizen focused" operation.
  - Establish a customer-service standard.
  - Provide trained operators to deliver exceptional transit service.

# INFORMATION REPORT

## Plan and Status

Plan	Status
Develop a "Drivers as Ambassadors" training program	Complete
Train all transit operators, full time and extra board	Complete
Develop continual evaluation and performance measurement methods	Transit conducting an Outreach Program, where Supervisors meet with drivers one-on-one to review performance, tools they feel are missing to do the job effectively, and what improvements they want to see. In 2015, Transit will work with Organizational Development in Human Resources to coordinate the efforts of the Outreach Program with employee recognition.

- Measurement/Target: Customer complaints to be less than 10 per cent of total customer contacts.
  - As shown in Figure 5, the percentage of customer contacts that are complaints have been generally lower for the months to the end of Q4 2014 compared to Q4 2013. Overall, the number of customer complaints has reduced by 38 per cent, from 1207 at the end of Q4 2013 compared to 753 at the end of Q4 2014.

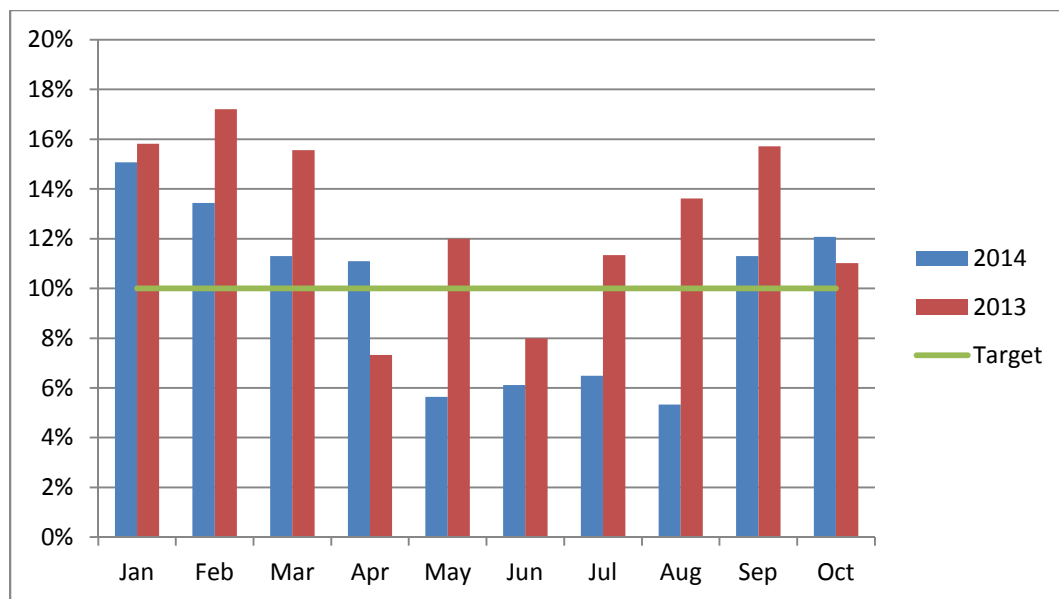


Figure 5: Percentage of Customer Contacts that are Complaints



# INFORMATION REPORT

- Measurement/Target: Increase in the number of commendations or compliments on operator conduct and service provision.
  - In 2014, 37 operator commendations have been received from the public.

## Theme 4: Oversight

- Issue
  - Insufficient management practices in areas of training, auditing and compensating controls.
- Objective
  - Enhanced service performance through improved training and management practices.
  - Development of auditing practices at the supervision level.
  - Creation of a system for work planning and accountability.
  - Increased spirit of co-operation between management and Amalgamated Transit Union (ATU) Local 1189.

## Plan and Status

Plan	Status
Continuation of the Labour Management Committee, membership to include senior management of transit operations and the ATU executive	Complete
Implementation of compensating controls for overtime and attendance	Complete
Development and completion of the supervisor-training program	<p>Program developed and is now being implemented. All supervisors have completed four of the six modules. Training was on hold during labour disruption. Microsoft Office training is ready for supervisors. Corporate training done by Human Resources needs to be set up. Anticipated to be completed by end of Q3, 2015.</p> <p>Trapeze Software training for all Supervisors and Managers will be the focus for 2015.</p>

# INFORMATION REPORT

- Measurement/Target: Reduction in the number of grievances within the transit operation.
  - Grievances have reduced by 45 per cent, from 94 at the end of Q4 2013 to 52 at the end of Q4 2014.
- Measurement/Target: Maintain overtime at acceptable levels.
  - Refer to Figure 3: Overtime Hours. Overtime hours reduced by 48 per cent, (13,333 hours) at the end of Q4 2014 compared to Q4 2013. Overtime costs reduced by 55 per cent (\$447,278) at the end of Q4 2014 compared to Q4 2013.
- Measurement/Target: Maintain schedule adherence at 85 per cent.
  - The number of buses running off schedule (early or late) has reduced by 2 per cent at the end of Q4 2014 compared to Q4 2013. We have met our target of 85 per cent for on-time performance. Refer to Figure 6: Schedule Adherence.

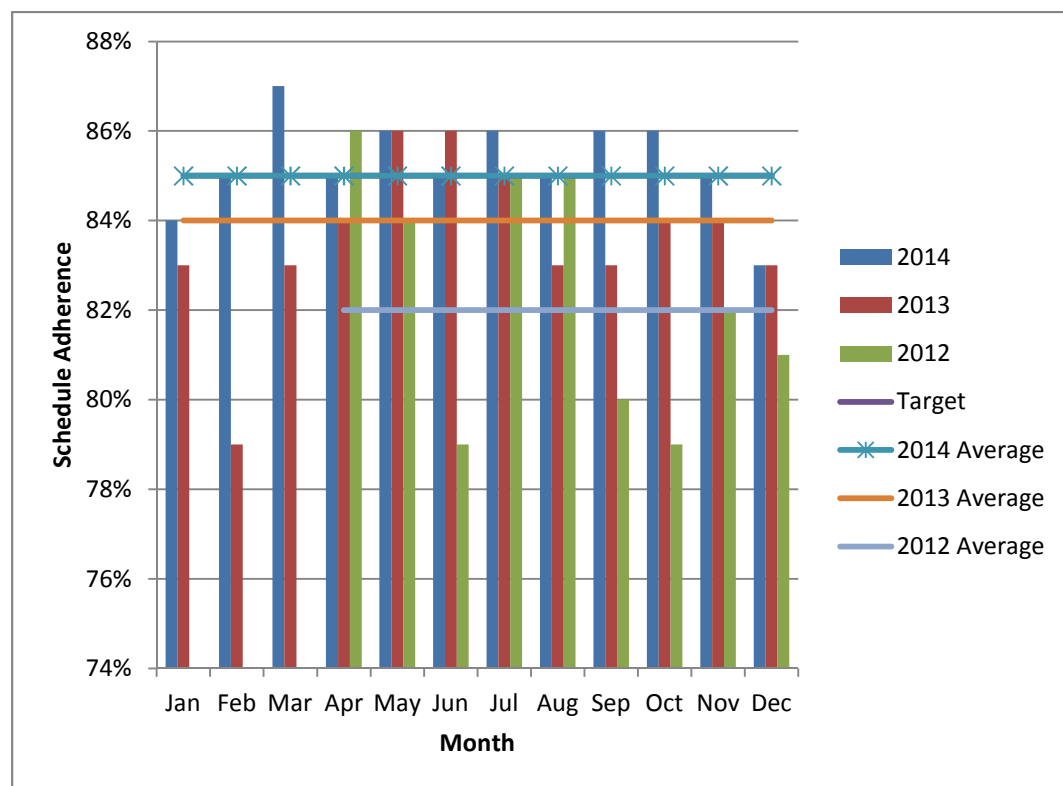


Figure 6: Schedule Adherence

# INFORMATION REPORT

- Measurement/Target: Dropped runs to be less than 0.2 per cent.
  - As shown in Figure 7, with the exception of January 2014, dropped runs have been lower in every month to the end of Q4 2014 compared to Q4 2013. As shown in Figure 8, dropped runs are mainly attributed to mechanical issues and bus availability. Service level agreement completed at Manager level, waiting on final approval
  - Following an investment in transit operator training for defensive driving, bus accidents have reduced by 22 per cent, from 54 at the end of Q4 2013 compared to 42 at the end of Q4 2014.
  - Excluding the summer months of the transit service disruption, transit ridership has increased by 2 per cent.

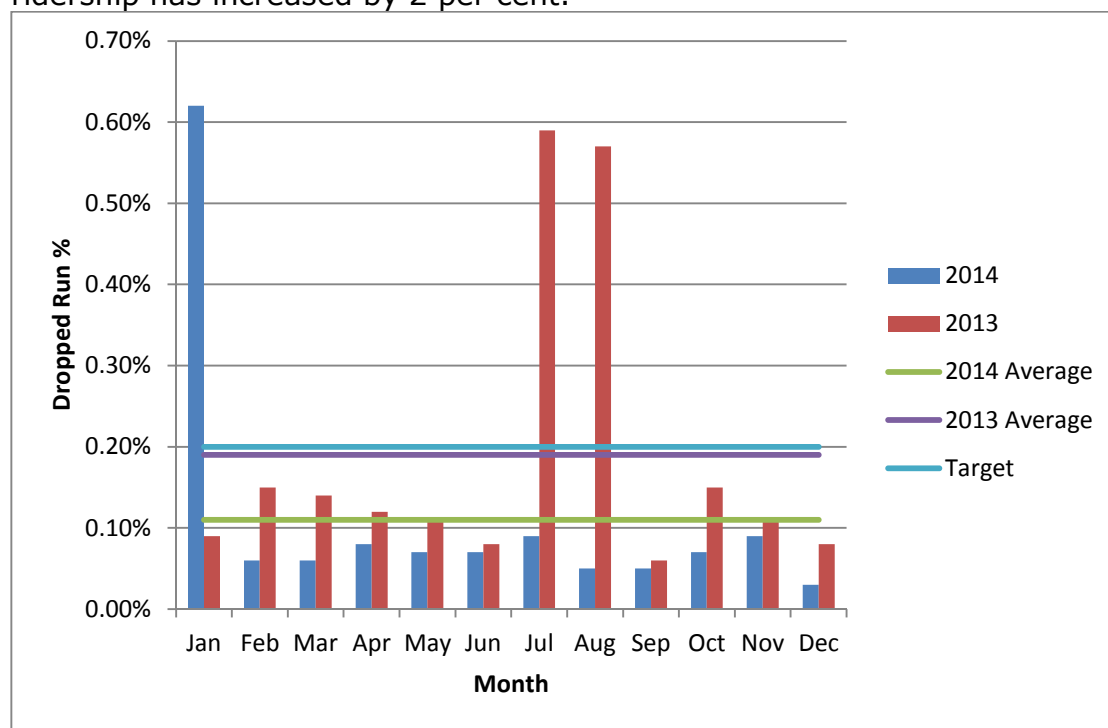
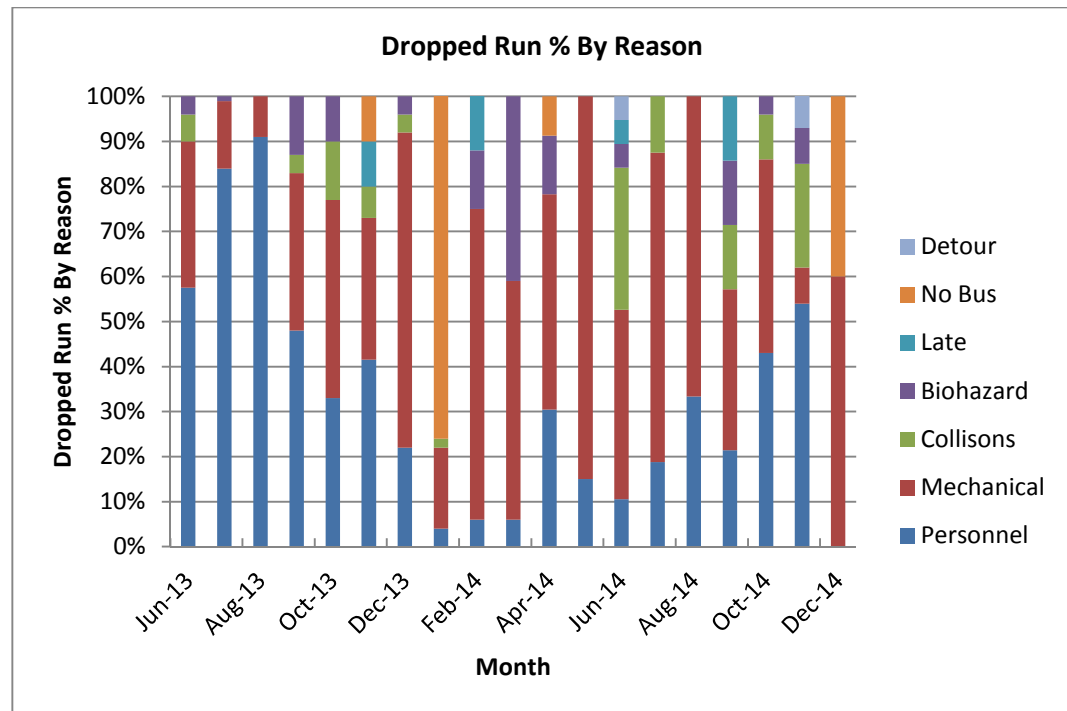


Figure 7: Dropped Runs



*Figure 8: Dropped Runs Per cent by Reason*

## Theme 5: Engagement

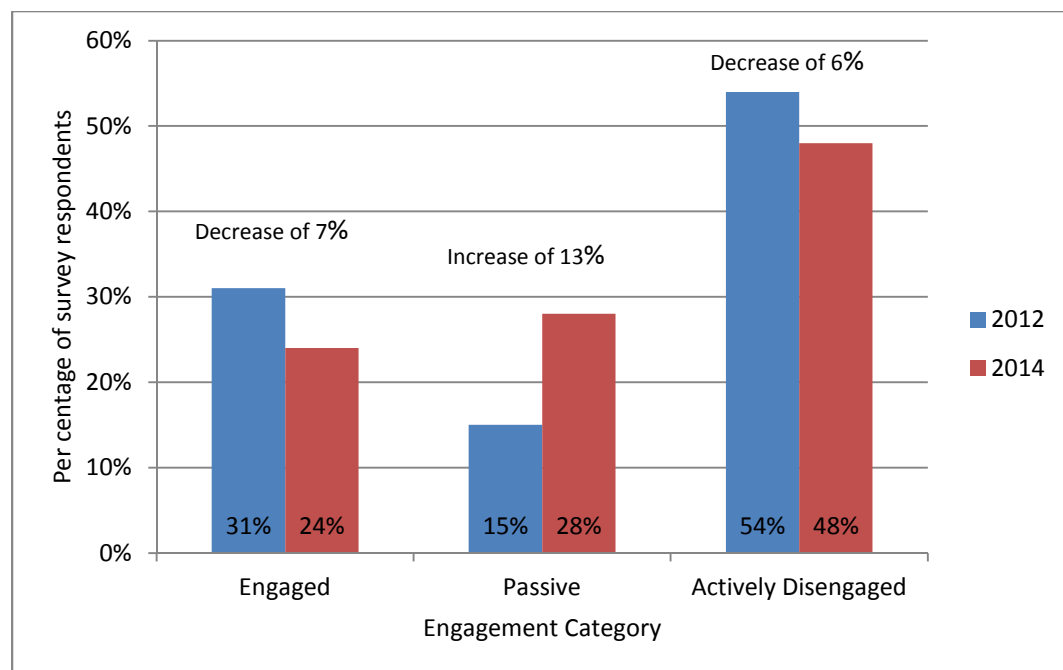
- Issue
  - Need to recognize the importance and significance of the work environment in providing excellence in transit service.
- Objective
  - Promote an environment of continuous improvement.
  - Develop an environment of cooperation and trust at transit.

# INFORMATION REPORT

## Plan and Status

Plan	Status
Continuation of the Employee Engagement Committee	Ongoing
Development of a recognition program	In 2015, Transit will work with Organizational Development in Human Resources to coordinate the efforts of the Outreach Program with employee recognition.
Review of all transit department committee structures and objectives	Completed
Corporate Wellness Program	Ongoing, benefit showing employees proper exercise and health options
Development of a Driver Engagement program	70 per cent of operators have had one-on-one meetings with their supervisors to discuss concerns and provide input. This is ongoing through 2015

- Measurement/Target: Increase in the employee engagement results from the 2012 survey score.
  - The 2014 survey was conducted corporately in Q2 and results received in Q3. As shown in Figure 9, shifts in employee engagement include:
    - Engaged employees decreased by 7 per cent.
    - Passive employees increased by 13 per cent.
    - Actively disengaged employees decreased by 6 per cent.



*Figure 9: Engagement Survey Results Comparison*

- The employee engagement survey for 2014 showed an overall shift of 6% to passive and engaged from actively disengaged, resulting in more employees participating in the survey. This survey was conducted during contract negotiations and prior to a labour disruption, which may explain the 7% decrease in engaged employees.
- Corporate Wellness Program
  - As a result of the engagement survey, Guelph Transit introduced an Employee Wellness Program.
  - Employee Wellness Program includes activities such as spot consultations, lunch 'n learns, group exercises and healthy snack visits.

Wellness Consulting Summary Report	
Number of Employees	204
Bookings	79
% Booked	94.05%
Attended	79
Unique Users in Company	40
Percentage of Company	19.61%

# INFORMATION REPORT

- Measurement/Target: Reduction in the number of grievances within the transit operation.
  - Grievances have reduced by 45 per cent, from 94 at the end of Q4 2013 to 52 at the end of Q4 2014.
- Measurement/Target: Increase in the number of commendations or compliments on operator conduct and service provision.
  - We continue to receive compliments and operator commendations from the public. At the end of Q4 2014, we have forwarded 37 commendations from the public to operators.

## Theme 6: Fleet

- Issue
  - Sufficient fleet levels to provide transit service.
- Objective
  - Increase reliability of transit fleet.
  - Improve performance monitoring and reporting.

## Plan and Status

Plan	Status
Develop key performance indicator for Fleet uptime	Complete
Define service level requirements for Fleet	Complete
Develop and implement formal service level agreements	Completed at Manager level, waiting for final approval

- Measurement/Target: Schedule adherence to maintain at 85 per cent.
  - The number of buses running off schedule (early or late) has reduced by 2 per cent at the end of Q4 2014 compared to Q4 2013. We have met our target of 85 per cent for on-time performance. Refer to Figure 6: Schedule Adherence.
- Measurement/Target: Dropped runs to be less than 0.2 per cent.
  - Refer to Figure 7: Dropped Runs. The majority of dropped runs are still due to mechanical issues. Completed at Manager level, waiting for final approval

## Conclusions

The *Recasting Guelph Transit* plan is well underway and achieving performance improvements in most areas and themes, with improvements in schedule adherence and decreases in overtime, absenteeism, bus accidents and customer complaints. We have completed 75 per cent of all planned activities.

# INFORMATION REPORT

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At the end of Q4 2014 compared to Q4 2013, Guelph Transit has:

- Reduced the number of buses running off schedule (early or late) by 2 per cent, met our target of 85% average for on-time performance.
- Reduced overtime hours by 48 per cent.
- Reduced absenteeism by 24 per cent.
- Following an investment in transit operator training for defensive driving, reduced the number of bus accidents by 22 per cent.
- With the introduction of customer-first training, reduced customer complaints by 38 per cent (454 complaints).
- Excluding the summer months of the transit service disruption, increased transit ridership by 2 per cent.

## FINANCIAL IMPLICATIONS

All implementation costs in 2014 were completed within the approved budget.

## CORPORATE STRATEGIC PLAN

### Organizational Excellence

- 1.1 Engage employees through excellence in leadership
- 1.3 Build robust systems, structures and frameworks aligned to strategy

### Innovation in Local Government

- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

### City Building

- 3.3 Strengthen citizen and stakeholder engagement and communications

## DEPARTMENTAL CONSULTATION

We acknowledge the assistance received in the *Recasting Guelph Transit* plan from the Human Resources and Public Works Departments of the City, and from the Executive Committee of Local 1189 ATU in developing the driver ambassador program, employee engagement and operator training.

## COMMUNICATIONS

*Recasting Guelph Transit* is a long-term plan to address the issues that have affected service. Staff will continue to bring forward a report on a quarterly basis that provides Council with an update on performance changes and opportunity to discuss staff efforts. Key performance indicators continue to be posted and updated monthly on [Guelph.ca](http://Guelph.ca)

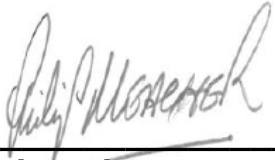


# INFORMATION REPORT

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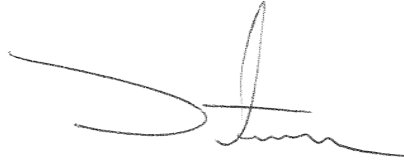
## ATTACHMENTS

None



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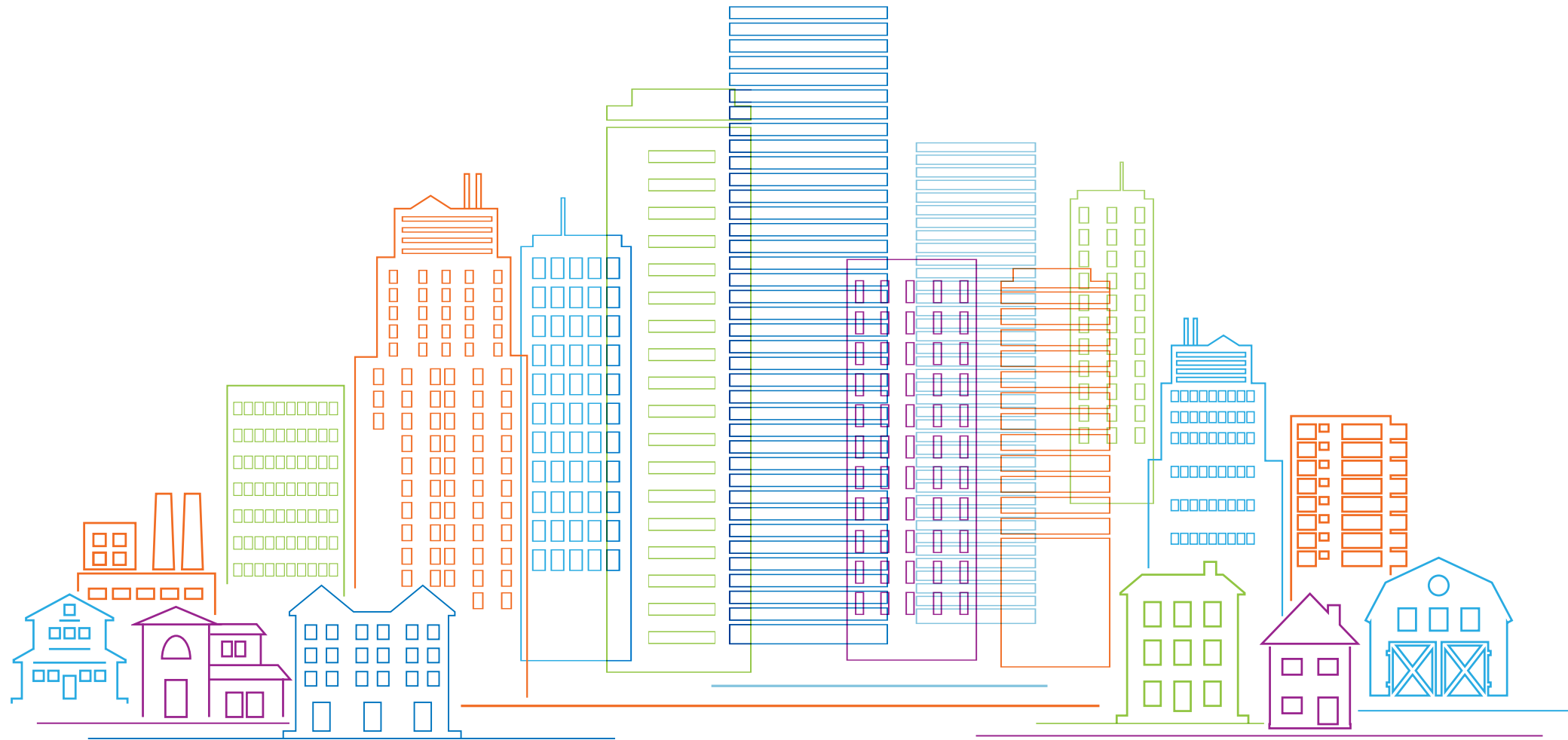


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MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION



## ACCELERATING TRANSFORMATION

ANNUAL REPORT 2014

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# About MPAC

MPAC is an independent, not-for-profit corporation funded by all Ontario municipalities, accountable to the Province, municipalities and property taxpayers through its 15-member Board of Directors.

Our role is to accurately value and classify all properties in Ontario according to the *Assessment Act* and regulations established by the Ontario Government. We are the largest assessment jurisdiction in North America, assessing and classifying more than five million properties with an estimated total value of \$2.2 trillion.

MPAC's province-wide Assessment Updates of property values have exceeded international standards of accuracy and our property assessors are trained experts in the field of property valuation.

With more than 1,700 employees in offices across Ontario, we are committed to delivering property assessment excellence, providing outstanding service and earning the trust of property taxpayers as well as municipal and provincial stakeholders.

**Responsible for assessing  
and classifying more than**

 **5  
million**  
properties in Ontario

**\$2.2**  
**trillion**   
**IN PROPERTY VALUE**

## VISION

Property Assessment Excellence  
Outstanding Service  
Trust

## MISSION

To serve Ontario property taxpayers together with provincial and municipal stakeholders through accurate and timely property assessments and a commitment to service excellence and efficiency.

## VALUES

Service • Teamwork • Quality • Innovation  
Professionalism • Accountability



# About MPAC

## Ontario's Property Assessment System

There are four main components in Ontario's property assessment and taxation system. Each plays an important role.



### Provincial Government

passes legislation, sets assessment policies and determines education tax rates.



### Municipal Property Assessment Corporation

determines Current Value Assessments and classifications for all properties in Ontario.



### Municipalities

determine their revenue requirements, set municipal tax rates and collect property taxes.



### Assessment Review Board

as an independent tribunal hears assessment appeals.

## Property Assessment Update Cycle

Each Assessment Update year has a legislated valuation date that applies for subsequent property tax years.

In 2012, MPAC updated all properties in Ontario to reflect a January 1, 2012 valuation date. These updated assessments are applicable for the 2013-2016 property tax years.

To provide an additional level of property tax stability and predictability in Ontario, market increases in assessed value between the legislated valuation dates are phased in over four years. Decreases in assessed value are applied immediately.

The next province-wide Assessment Update will take place in 2016.

MPAC continues to update property information during non-Assessment Update years. In 2014, MPAC delivered nearly one million Property Assessment Notices to reflect changes in ownership, value, classification and/or school support.

The following graphic shows the legislated valuation dates and applicable tax years for the 2008, 2012 and 2016 Assessment Updates.



# About MPAC

## Assessment Services

MPAC provides a range of assessment services, including the preparation of annual assessment rolls for use by municipalities and the Province of Ontario to calculate property taxes and education taxes.

Our assessment professionals are experts in the field of property valuation and use industry standard mass appraisal techniques and state-of-the-art valuation tools.

MPAC utilizes complex property appraisal techniques and statistical analysis to maintain appraisal standards and uniformity of assessment throughout the province. We estimate fair market values using property sales, cost of construction and income information. Our data quality is a critical part of our business and one that we take seriously.



## People Services

MPAC is legislatively responsible for collecting occupant information (name, date of birth, citizenship and school support) for municipal, District Social Services Administration Boards and school board elections. This information is used by MPAC to create a Preliminary List of Electors, provided to municipalities, school boards and District Social Services Administration Boards to help these organizations create the final Voters' Lists for municipal and school board elections.

MPAC continuously updates its enumeration data throughout the year by collecting information through its Tenant Information Program.



Learn more about MPAC's enumeration activities in support of the 2014 municipal and school board elections on page 18 of this report.

## Value-Added Services

MPAC delivers innovative products and value-added services to sectors including banks, mortgage firms and other assessment jurisdictions across Canada.

For example, propertyline™, MPAC's secure e-commerce solution, enables users to obtain accurate "real-time" property information for more than five million properties in Ontario.

Our Business Development team works with valuation experts to facilitate the introduction of new products to the marketplace. They also work to develop partnerships that support MPAC's goals and objectives to find cost savings and operational efficiencies as well as meet the expectations from various stakeholder groups.

The surplus derived from this stream of MPAC's operations is used to offset the funding paid by municipalities to support the organization.

**propertyline.ca**  
*Your property information solution*



# Message from our Chair



**Dan Mathieson**

Over the course of 2014, the Board of Directors has continued its focus on accelerating transformation through the delivery of the second year of MPAC's 2013-2016 Strategic Plan.

MPAC began its four-year transformation in 2013 with the idea of building better communities together with municipalities and stakeholders and, at that time, the Board of Directors set ambitious goals for the organization through eight key strategic outcomes. These include improved understanding and trust in MPAC's role, shared understanding and commitment to quality and consistency, and the transformation of our stakeholder relationships into true partnerships (see page 11).

At this halfway point in the strategy, MPAC has already undergone tremendous change with respect to its operations and engagement and I am confident that we have started to demonstrate this transformation to our stakeholders and municipal partners.

We continue to deliver on our financial commitment to achieve \$20 million in savings by 2016. To date, we have realized savings of nearly \$10 million (2013 and 2014). As we move into 2015 (year three) of our Strategic Plan, we are forecasting an additional savings of \$6.4 million. As an organization, we continue to find efficiencies while finding ways to improve our operations and service delivery.

The Board continues its efforts to create a platform through which we interact and work together with our stakeholders in the spirit of true partnership. MPAC remains committed to working with the Provincial Government, our municipal partners, and all our stakeholders to find ways to improve our services, the overall property assessment process and the customer experience for Ontario's property taxpayers.

The Board understands the issues facing municipalities in delivering services at increased costs. A key objective of the organization's strategic direction is stability and predictability in the assessment roll. Our efforts continued in 2014 and we have added record amounts of assessment growth to rolls in 2014 and, even more importantly, have added more of this growth within one year of occupancy ensuring the timeliness and accuracy of the rolls we are responsible for delivering.



# Message from our Chair

Our relationships with municipalities continued to evolve in 2014 through the exchange of information such as building permits as well as the 2014 enumeration process. Additionally, we have built the critical framework for our first Service Level Agreement/Performance Framework with municipalities.

I would like to take this opportunity to thank the Board for their work in the past year and, in particular, to welcome the directors who joined the MPAC Board in 2014. Jack Prazeres, President, Senso Group Building Supplies, joined the Board as a provincial representative. We also added two taxpayer representatives: Bev Hodgson, Barrister and Solicitor as well as owner of Bev Hodgson Law, and Don Redmond, Sales Representative, Royal LePage In Touch Realty Inc.

On behalf of the Board of Directors, I would also like to take this opportunity to thank Bob Kilger, Mayor, City of Cornwall, whose term ended in 2014.

In 2014, the Board of Directors strengthened the effectiveness of MPAC's governance framework through clearly defined roles and responsibilities for all Board of Directors and Board Committee positions as well as the establishment of a new Governance Committee to assist with Board oversight of governance issues affecting the Corporation (see page 10).

I encourage all our stakeholders to learn more about our progress through this Annual Report and continue to share your feedback with us as we are out meeting with you in your communities.

**“A key objective of the organization’s strategic direction is stability and predictability in the assessment roll.”**





# Board of Directors

MPAC is directly accountable to the public through its 15-member Board of Directors. All Board Members are appointed by the Minister of Finance.

The MPAC Board of Directors provides governance to the organization to ensure overall direction, effectiveness, supervision and accountability through quarterly meetings as well as regular meetings of three committees of the Board – Quality Assurance, Audit and Governance.

## Municipal Representatives



**Ken Hughes** – Auditor General, City of Ottawa; past President, the Ontario Municipal Tax and Revenue Association (OMTRA)



**Bob Kilger** – Mayor, City of Cornwall



**Dan Mathieson (Chair)** – Mayor, City of Stratford



**Doug Nadorozny** – Chief Administrative Officer, City of Greater Sudbury



**Bill Rayburn** – Chief Administrative Officer, Middlesex County



**John Skorobohacz** – Chief Administrative Officer, Town of Innisfil



**Mary Smith** – Mayor, Township of Selwyn

**“In any organization, a major transformation can succeed only if it is clearly led from the top.”**

DON DRUMMOND | 2012



# Board of Directors

## Provincial Representatives



**Jack Prazeres** – President,  
Senso Group Building Supplies



**David P. Settingington (Vice-Chair)** –  
Member of Chartered Professional Accountants (CPA)  
Ontario and CPA Canada

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## Taxpayer Representatives



**Navdeep Bains** – Distinguished Visiting Professor,  
Ted Rogers School of Management,  
Ryerson University



**Carla Nell** – President,  
Municipal Tax Advisory Group



**Alf Chaiton** – President,  
Tweedsmuir Green Power Group



**Don Redmond** – Sales Representative,  
Royal LePage In Touch Realty Inc.



**Bev Hodgson** – Barrister and Solicitor;  
owner of Bev Hodgson Law



# Committees of the Board

## Quality Assurance Committee

The Quality Assurance Committee oversees MPAC's operations from a quality standpoint, to promote a quality culture in the organization. The committee advises the Board of Directors of any concerns or issues related to MPAC's core business of assessment.

CHAIR: Doug Nadorozny

MEMBERS: Alf Chaiton, Carla Nell, Don Redmond, David P. Settingington

## Audit Committee

The Audit Committee oversees the Corporation's financial statements and financial reporting process. They also oversee the effectiveness of management's internal control framework and information systems, performance of internal and external auditors, management's assessment and stewardship of enterprise risks and critical legal and litigation activity facing the organization.

CHAIR: David P. Settingington

MEMBERS: Navdeep Bains, Ken Hughes, Jack Prazeres, John Skorobohacz

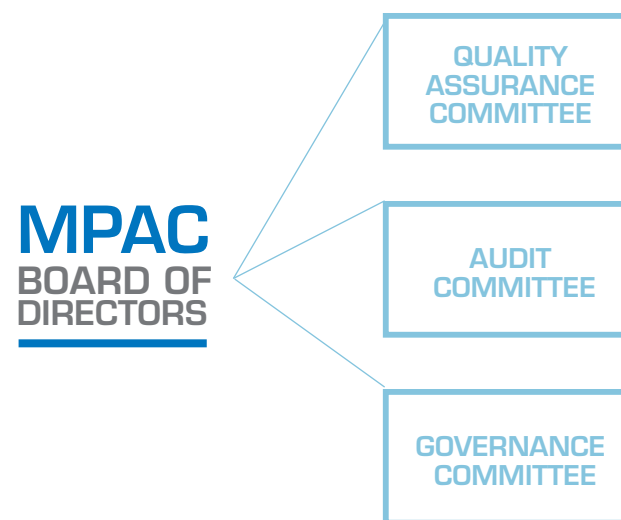
## Governance Committee

The purpose of the Governance Committee of the Board of Directors of the Corporation is to assist with Board oversight of governance issues affecting the Corporation to ensure that appropriate governance processes, Board and Committee structures and information necessary for effective direction and oversight are in place.

CHAIR: Bill Rayburn

MEMBERS: Alf Chaiton, Bev Hodgson, Doug Nadorozny, John Skorobohacz, Mary Smith

Both the Chair and Vice-Chair are ex-officio members of all committees.



# 2013-2016 Strategic Plan

MPAC's Strategic Plan contains eight Strategic Outcomes and 18 Strategic Initiatives.

## OUTCOME:

IMPROVED PUBLIC  
UNDERSTANDING  
AND TRUST  
IN MPAC'S ROLE

## INITIATIVES:

MPAC is a valued brand recognized for property information, valuation and services.

Employees will represent a professional brand through visual identity at the door.

## OUTCOME:

SHARED UNDERSTANDING  
AND COMMITMENT  
TO QUALITY AND  
CONSISTENCY

## INITIATIVES:

By 2016, 100% of available assessment growth is captured within 12 months of occupancy.

100% of land transfer statements (LTTS/A) will include MPAC's required sales and occupancy information.

## OUTCOME:

TRANSFORMATION  
OF STAKEHOLDER  
RELATIONSHIPS INTO  
TRUE PARTNERSHIPS

## INITIATIVES:

Deliver the 2016 preliminary values for properties to municipalities and taxpayers by the end of 2015.

All permit inspections are triggered through third party notification of commencement of use.

100% of severances and new residential construction inventory updates accomplished through third party data supply.

By 2016, MPAC will respond to and resolve all outstanding appeals within the four-year assessment cycle.

## OUTCOME:

FAIR, HEALTHY  
AND RESPECTFUL  
WORK ENVIRONMENT

## INITIATIVES:

At least 3 out of 10 employees will have an alternate work arrangement that improves service delivery, drives down cost and improves work-life balance.

# 2013-2016 Strategic Plan

MPAC's Strategic Plan contains eight Strategic Outcomes and 18 Strategic Initiatives.

## OUTCOME:

INTEGRATED PLANNING  
AND EXECUTION  
ENABLED BY FLEXIBLE  
ALLOCATION OF  
FUNDS AND STAFF

## INITIATIVES:

100% of property inventory at risk  
will be completed and confirmed.

Define and reposition the People  
Registry line of business.

## OUTCOME:

PROFESSIONAL,  
ACCREDITED AND  
SUSTAINABLE  
WORKFORCE THAT  
ATTRACTS, DEVELOPS  
AND RETAINS TOP TALENT

## INITIATIVES:

All core valuation managers and  
individuals in a designated senior  
valuation role will hold a required  
designation by 2016.

Defined succession plans  
and recruitment strategies are  
implemented for the top 10  
property valuation roles at risk in  
the corporation.

## OUTCOME:

PROGRESSIVE  
REVENUE GENERATION  
AND COST-EFFECTIVE  
SERVICE DELIVERY

## INITIATIVES:

Implement an activity-based service  
delivery model to improve operations  
and drive performance.

Achieve at least \$10 million in profits  
for value-added products.

## OUTCOME:

INNOVATIVE,  
UNIVERSAL, RELIABLE  
TECHNOLOGY TO  
ACCESS INFORMATION

## INITIATIVES:

Top 10 taxpayer interactions with  
MPAC will be available through a  
self-service platform for each property  
type.

100% of field work activities will be  
completed by employees with an  
appropriate tool-kit.

Top 10 MPAC/Stakeholder business  
processes will be enabled through  
integrated B2B services.

# 2013–2016 Strategic Plan

## Year Two Progress Report

MPAC's Strategic Plan is focused on transformative innovation and, in 2014, the organization saw dramatic change. Our drive for increased effectiveness and efficiency across the organization enabled MPAC to actualize \$5.4 million in savings as part of its overall commitment of \$20 million in savings by 2016.

2013	\$4.5 million
------	---------------

2014	\$5.4 million
------	---------------

2015	\$6.4 million
------	---------------

FORECAST

MPAC's 2013-2016 Strategic Plan was developed in 2012 with input from a broad cross-section of MPAC stakeholders. It was formally reviewed and approved by MPAC's Board of Directors, whose members are municipal, taxpayer and provincial representatives.

The plan is guided by the recommendations found in the Ombudsman's Report, Auditor General's Report and the report of the Drummond Commission on the Reform of Ontario's Public Services, which urge public sector agencies to do more with less.

**“MPAC continues to drive relentlessly toward effectiveness and efficiency. This is a good investment in the future and one that will save all municipalities money by reducing duplication through finding efficiencies.”**

ANTONI WISNIOWSKI  
PRESIDENT AND CHIEF ADMINISTRATIVE OFFICER



# 2013–2016 Strategic Plan Budget

## Funding Requirement

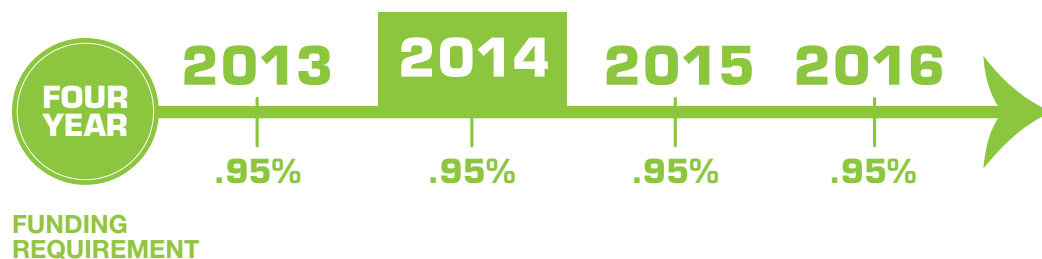
The benefits of the efficiencies and improved effectiveness found by MPAC as part of its plan to deliver the outcomes and initiatives in the 2013-2016 Strategic Plan are being passed along to municipal stakeholders.

MPAC's targeted four-year expenditure plan was announced in December 2012, with the Board of Directors' commitment to increases of less than 1% for 2013, 2014, 2015 and 2016.

This forecast is based on the status quo and may need to be revisited if there are unplanned changes to the organization's workload responsibilities as a result of legislative or regulatory change.

The commitment to increases of 0.95% for four years is only possible as a result of the implementation of MPAC's Strategic Plan, which is expected to bring savings through innovations and improved products and services.

Under the *Municipal Property Assessment Corporation Act*, MPAC's funding requirements are apportioned to each municipality using a formula that reflects the proportionate relationship of an individual municipality's or taxing authority's assessed values and total property counts as compared to all of Ontario. These two indicators are averaged to reflect a 50% weighting for total assessed value and a 50% weighting for total number of properties.



# Message from our President and Chief Administrative Officer



**Antoni Wisniowski**

Since the launch of MPAC's four-year Strategic Plan in 2013, the organization has been working on a deliberate agenda of transforming its operations and how it interacts with its stakeholders.

For all our stakeholders — municipal, property owner, government and industry — transparency and trust in MPAC's administration of the property assessment system in Ontario is key.

In this second year of the 2013-2016 Strategic Plan, the organization has seen dramatic change.

Our Balanced Scorecard (see page 24) translates our strategic objectives into measurable targets. Some key operational results from 2014 include adding more than \$27.4 billion of assessment growth to municipal rolls and successfully capturing 85% of this growth within one year of occupancy, and completing 70,869 proactive property inspections.

Our performance in 2014 must also be measured against the delivery of the second year of our Strategic Plan. Significant progress was achieved across the eight outcomes and eighteen initiatives (see page 11) as set out in the plan and endorsed by our Board of Directors.

A key driver of our Strategic Plan is to ensure MPAC delivers the next province-wide Assessment Update with increased accuracy of our values as well as greater transparency in our administration of the property assessment system.

To support the delivery of the next province-wide Assessment Update, MPAC has undertaken a complete retooling of its valuation process. Most significantly for our stakeholders, MPAC commenced consultation on key assessment matters with property owners, municipalities and industry much earlier than in the lead-up to past Assessment Updates — approximately 21 months ahead of roll delivery in





# Message from our President and Chief Administrative Officer

December 2016 (see page 17). These consultation sessions on assessment methodology for large and special purpose business properties represent a shift in our approach to sharing information and willingness to an open dialogue with stakeholders.

MPAC has also continued to work closely with government and stakeholders on the implementation of the Ministry of Finance Special Purpose Business Property Assessment Review recommendations. The organization has contributed to each of the key areas arising from the report, including accountability, advance disclosure, data accuracy, appeals and municipal assessment at-risk strategies. Further, MPAC has actively supported and participated with property-specific reference groups, including those related to billboards, landfills and farms.

MPAC is committed to continuing to make improvements in its administration of the property assessment system as a whole with a focus on building trust and increasing transparency with the delivery of the next Assessment Update in 2016.

**“A key driver of our Strategic Plan is to ensure MPAC delivers the next province-wide Assessment Update with increased accuracy of our values as well as greater transparency in our administration of the property assessment system.”**



# Strategic Plan Update

## Strategic Outcome: Transformation of Stakeholder Relationships into True Partnerships

### Pre-Roll Consultations for the 2016 Assessment Update

A key objective of the Strategic Plan is to transform MPAC's delivery of the next province-wide Assessment Update in 2016.

As part of the organization's commitment to better service through transparency, predictability and accuracy, MPAC held consultation sessions in 2014, to discuss how assessment methodology is being applied to large and special purpose business properties for the next province-wide Assessment Update in 2016.

Each consultation session was facilitated by the International Property Tax Institute. The initiative aligns with the recommendations made in the Ministry of Finance's Special Purpose Business Property Assessment Review (SPBPAR) report. In addition to assessment methodology, MPAC also consulted on an Information and Data Sharing Policy for non-residential properties.

As part of the consultation process, taxpayers and municipalities from the following sectors were invited to participate:

- Pulp and Paper Mills
- Saw Mills
- Value-Added Wood Products Manufacturing
- Steel Manufacturing
- Automotive Assembly Plants
- Automobile Parts Manufacturing
- Pharmaceutical Manufacturing
- Oil Refineries
- Mining
- Food Processing

The final Methodology Guides for the sectors listed above will be posted on [mpac.ca](http://mpac.ca) in 2015. Additional details about MPAC's pre-roll consultations will also be shared in 2015.



MPAC's disclosure in support of the 2016 Assessment Update includes three levels of information that will be shared with taxpayers and municipalities:

- 1 | METHODOLOGY GUIDES**  
Comprehensive guides that explain industry standard assessment methodology
- 2 | MARKET VALUATION REPORTS**  
Comprehensive guides that explain how methodology was applied to value properties, at the sector level, for the 2016 Assessment Update
- 3 | PROPERTY SPECIFIC VALUATION INFORMATION**  
Detailed information that is available through secure access only or upon written request from taxpayers, representatives, municipalities



# Strategic Plan Update

## Strategic Outcome: Integrated planning and execution enabled by flexible allocation of funds and staff

### 2014 Enumeration

In support of our 2013-2016 Strategic Plan, MPAC took a more streamlined approach to collecting information in advance of the October 27, 2014 municipal and school board elections.

Starting in early 2014, MPAC launched voterlookup.ca, an online self-service enumeration tool where potential electors could confirm and/or update their information. This new tool replaced the traditional Municipal Enumeration Form.

Throughout the year, MPAC partnered with a variety of stakeholders utilizing all available resources to ensure the Preliminary List of Electors was as up-to-date and accurate as possible. Support from our municipal and school board partners to build awareness of voterlookup.ca was outstanding, with 94% of municipalities promoting the tool to their constituents.



The list provided to municipalities and school boards included:

- Updated information from the 2014 Provincial Election obtained from Elections Ontario.
- More than 110,000 updates/confirmations from voterlookup.ca.
- Over 1,230,000 changes through the National Register of Electors.
- Over 180,000 deceased persons removed based on the Ministry of Government Services data.

The work done in support of the 2014 municipal and school board elections exemplifies MPAC's commitment to improving the products and services delivered to stakeholders and demonstrates the progress made to transform relationships into partnerships.



# Strategic Plan Update

## Strategic Outcome: Transformation of Stakeholder Relationships into True Partnerships

### Two-Way Service Level Agreement

Collaborative efforts are underway to develop a two-way service level agreement (SLA) between MPAC and all Ontario municipalities. The SLA will ultimately improve service delivery to municipalities by documenting agreed-upon service parameters and responsibilities of both parties.

Throughout 2014, MPAC consulted with municipalities to create a term sheet that provides the framework and key elements of the SLA. MPAC held focus groups with cross-sections of municipalities representing all three tiers (upper, lower and single). A preliminary term sheet was completed and the valuable feedback received from municipalities will inform how MPAC will proceed with developing the final SLA.

This initiative supports MPAC's strategic outcome of transforming stakeholder relationships into true partnerships and specifically addresses Recommendation 3 from the Special Purpose Business Property Assessment Review report.

## Strategic Outcome: Innovative, universal, reliable technology to access information

### Streamlining Information Delivery

To improve operational efficiencies and effectiveness in areas across the organization, MPAC streamlined the delivery of information to municipal partners. In 2014, MPAC re-engineered the following key processes:

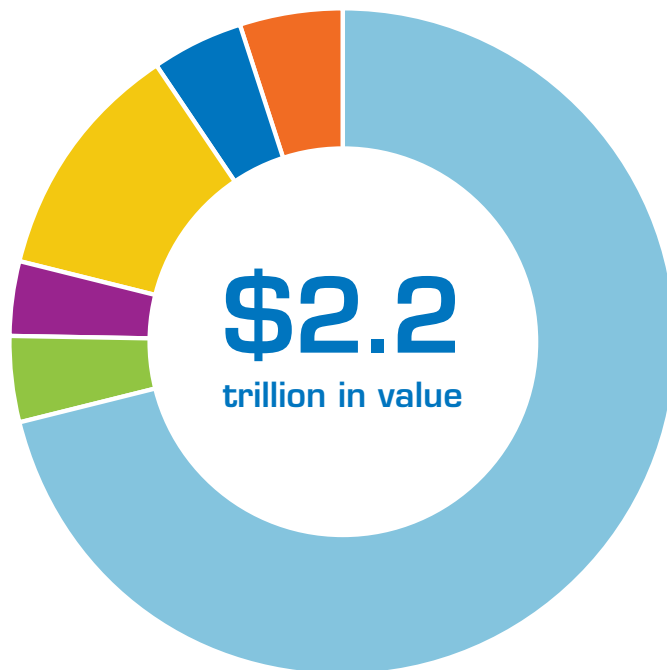
- Introduced an electronic process for receiving all ownership enquiries, death certificates, civic address changes and mailing address changes from municipalities. This delivery method is more convenient, efficient and accurate than the previous paper-based process.
- Introduced a process for the electronic exchange of Severance/Consolidation Information Forms directly to municipalities.
- Standardized the process for changing legally registered names for property owners so that all legal documents are received through the Land Registry Office.
- Eliminated the need for municipalities to send survivorship applications to MPAC, as they are received from Teranet directly as part of the land transfer process.



# 2014 Year in Review

## Assessment Roll Return

The total number of properties contained in the 2014 assessment roll returns to Ontario municipalities was 5,047,916 – an increase of 62,339 from 2013.



## Assessment Roll Stability

A key objective of the Strategic Plan is to transform MPAC's delivery of the next province-wide Assessment Update in 2016.

MPAC exceeded its 2014 objective of having no more than 15% of municipalities with Request for Reconsideration (RfR)/Appeal losses greater than 0.5%.

- 12.7% of municipalities had RfR/Appeal losses greater than 0.5%
- 51.5% of RfRs resulted in a change – 0.1% reduction in assessment base (\$1,379,387,370 in assessed value)

## Property Types



**RESIDENTIAL**  
4,532,618



**COMMERCIAL**  
153,003



**FARM**  
222,870



**INDUSTRIAL**  
78,767



**MULTI-RESIDENTIAL**  
16,201



**SPECIAL / EXEMPT**  
44,457

# 2014 Year in Review

## Assessment Growth

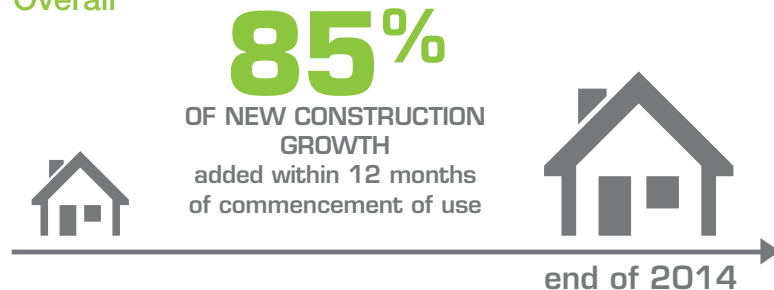
In 2014, MPAC processed and delivered approximately **\$27.4 billion** in taxable assessment growth to municipalities, more than **\$2 billion** over target. This includes capturing more than **\$7.4 billion** in condominium assessment growth.

In addition, MPAC processed:

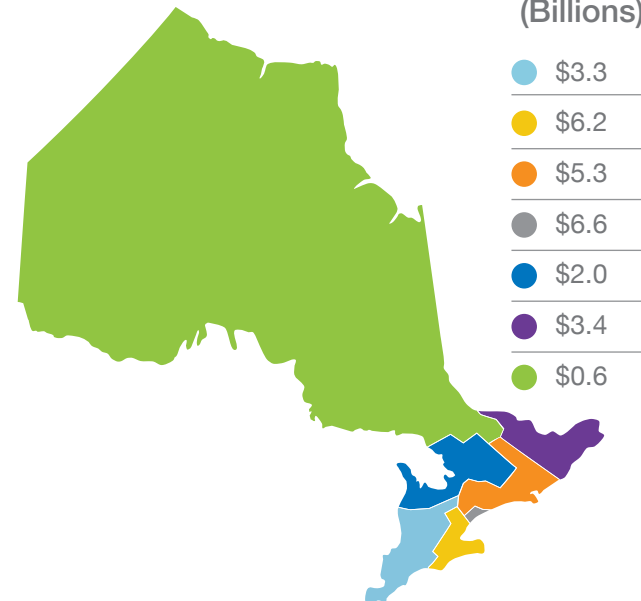
- over **\$640 million** in exempt growth
- over **\$260 million** in Payment in Lieu of Taxes (PILT) growth

In an effort to capture growth early, MPAC continues to streamline processes through the electronic exchange of building permits and prioritization of building permit workload based on completion of date of occupancy and assessment impact. This enabled MPAC to reduce backlog and improve throughput, resulting in **85%** of new construction growth added within 12 months of commencement of use in 2014, and moving us closer to our strategic outcome of capturing 100% of available assessment growth within 12 months of commencement of use.

## Timeliness of Assessment Growth Overall



## 2014 Assessment Growth (Billions)



## Growth by Property Type



New construction growth added within 12 months of commencement of use

# 2014 Year in Review

## Current Value Assessments of Properties

				Year 1 (current cycle)	Year 2 (current cycle)	Year 3 (current cycle)
Property Group	2009 (\$)	2010 (\$)	2011 (\$)	2012 (\$)	2013 (\$)	2014 (\$)
Residential	1,224,585,786,205	1,248,257,477,200	1,274,660,627,762	1,542,547,677,161	1,566,150,514,136	1,592,744,671,456
Farm	64,564,907,949	65,041,811,967	65,502,492,564	88,228,656,710	88,486,468,685	89,111,618,519
Multi-Residential	62,568,051,391	62,969,705,866	62,545,553,108	79,679,531,614	80,698,797,361	81,010,954,278
Commercial	216,586,195,035	221,717,018,286	223,770,657,579	258,469,491,493	261,921,422,404	264,311,931,623
Industrial	90,046,888,926	90,495,913,344	90,541,000,309	102,585,786,776	102,834,147,179	103,030,587,550
Special/Exempt	83,394,609,198	84,963,852,737	89,123,272,210	106,668,748,446	103,963,535,945	107,484,571,022
<b>TOTAL</b>	<b>1,741,746,438,704</b>	<b>1,773,445,779,400</b>	<b>1,806,143,603,532</b>	<b>2,178,179,892,200</b>	<b>2,204,054,885,710</b>	<b>2,237,694,334,448</b>

The total Current Value Assessment of all properties in Ontario for roll return rose from \$2.20 trillion in 2013 to \$2.24 trillion in 2014.

**Every four years, MPAC completes a province-wide Assessment Update. Market increases in assessed value between the January 1, 2008 and January 1, 2012 legislated valuation dates are phased in over four years (2013-2016).**



# 2014 Year in Review

## Indicators of Assessment Quality

Requests for Reconsideration (RfR) and Appeals filed with the Assessment Review Board (ARB) are key indicators of assessment quality and property owner's acceptance of their assessment. This chart shows the number of RfRs and Appeals that were completed in each taxation year, regardless of the assessment roll(s) in question. In many cases when an appeal is completed it addresses multiple tax years.

Property Valuation Date	January 1, 2008						January 1, 2012					
Taxation Year	2009*		2010		2011		2012		2013*		2014	
	Properties	Reduction	Properties	Reduction	Properties	Reduction	Properties	Reduction	Properties	Reduction	Properties	Reduction
Requests for Reconsideration	179,503	\$3.43B	82,971	\$1.36B	29,804	\$1.27B	24,000	\$1.46B	122,136	\$5.56B	33,867	\$2.02B
Assessment Review Board Appeals	19,069	\$3.53B	25,981	\$3.92B	4,797	\$3.62B	18,867	\$10.88B	25,412	\$10.39B	23,038	\$6.97B
<b>TOTAL</b>	<b>198,572</b>	<b>\$6.96B</b>	<b>108,952</b>	<b>\$5.28B</b>	<b>34,601</b>	<b>\$4.89B</b>	<b>42,867</b>	<b>\$12.34B</b>	<b>147,548</b>	<b>\$15.96B</b>	<b>56,905</b>	<b>\$8.99B</b>
Percentage of all Properties	4.24%		2.30%		0.72%		0.88%		2.99%		1.14%	
Percentage of Total Assessment		0.41%		0.30%		0.28%		0.68%		0.73%		0.41%

\*Every property taxpayer in the province received a Property Assessment Notice from MPAC in fall 2008 and fall 2012. The subsequent RfRs and ARB Appeals (i.e., in 2009 and 2013) were submitted based on these province-wide Assessment Updates of Ontario's more than five million properties. In between province-wide updates, MPAC sends Notices to property taxpayers to reflect in-cycle changes.

**“We estimate fair market values using property sales, cost of construction and income information. Our data quality is a critical part of our business and one that we take seriously.”**

LARRY HUMMEL  
CHIEF ASSESSOR



# Balanced Scorecard

The Balanced Scorecard is a strategic planning and management tool that aligns MPAC's business goals and objectives with the 2013-2016 Strategic Plan and Vision, Mission and Values. It provides a clear picture of our Key Performance Indicators (KPI) in a clear, easy-to-understand and easy-to-measure framework.

MPAC's Balanced Scorecard translates strategic intentions into measurable targets across four quadrants: Customer Service Excellence, Operational Excellence, Organizational Excellence and Financial Effectiveness.

## Customer Service Excellence

The KPI in the **customer** quadrant focuses on customer satisfaction. In 2014, MPAC piloted a new informational brochure with residential property taxpayers to enhance the property inspection experience and increase levels of overall satisfaction and trust. Results of the pilot:

- A **95%** overall satisfaction rating with the property inspection experience.
- An overall satisfaction rating of **99%** with property inspectors.
- Increased trust in MPAC through the property inspection experience to **60%**.

Feedback from property taxpayers who participated in the pilot will be incorporated as MPAC implements the program province wide in 2015.



# Balanced Scorecard

## Operational Excellence

The **operations** quadrant KPIs answer the question “What do we need to excel at?” Here we measure the reliability and stability of our assessment roll and the property review cycle.

In support of the Assessment Review Board’s commitment to clear the backlog of appeals, **39,580 appeals** were disposed of on over **14,848 properties** in 2014. Pre-2012 Assessment Update appeals have been reduced from **77,000** to **18,860**. For many of these cases, the resolution of the litigation included disposition through to the 2016 property tax year.



## 2014 Milestones



**ADDED \$27.4B IN GROWTH**  
to the Assessment Roll—  
more than \$2B over target  
  
85% of the CVA that was added  
to the roll was captured within  
12 months of occupancy



**85%**  
  
OF SEVERANCE  
BACKLOG COMPLETED  
(2011, 2012, 2013)



**93,169 SALES**  
INVESTIGATIONS COMPLETED  
More than double those  
completed in 2013



**COMPLETED 70,869**  
PROACTIVE PROPERTY  
REVIEWS



**PROCESSED 135,542**  
BUILDING PERMITS



**COMPLETED**  
SUBDIVISION PLANS



**COMPLETED**  
CONDOMINIUM PLANS



**RECEIVED & COMPLETED**  
REQUESTS FOR  
RECONSIDERATION

# Balanced Scorecard

## Organizational Excellence

The **people** quadrant focuses on organizational excellence. It is comprised of KPIs that measure how well we are managing and sustaining our workforce, and is reflected in Employee Engagement (EE) and High Performance Organization (HPO) indices.

In 2014, we expanded alternate work arrangements and Workplace 2.0 as part of our commitment to create a fair, healthy and respectful work environment.

- **54%** of employees had alternate work arrangements, which improved service delivery, drove down costs and improved work-life balance.
- Our Thunder Bay, Ottawa and Hamilton offices **converted to Workplace 2.0 standards**, creating modern office workplaces that will attract, retain and encourage employees to work smarter, greener and healthier to better serve Ontarians.
- We achieved **3.6 out of 5** on the HPO index and **4 out of 5** on the EE index.

## Financial Effectiveness

This quadrant examines MPAC's high-level **financial** measures and looks at how efficiently, economically and effectively we manage our financial resources.

MPAC met its target and achieved a two-year total of **\$9.9 million of actualized savings** towards its commitment of \$20 million in savings by 2016, of which \$3.9 million was achieved through strategic initiatives in 2014.



# Financial Highlights

## STATEMENTS OF FINANCIAL POSITION

(in thousands of dollars)

	2014	2013
<b>Assets</b>		
Current assets	42,847	45,344
Non-current assets	70,600	60,681
<b>Total assets</b>	<b>113,447</b>	<b>106,025</b>
<b>Liabilities</b>		
Current liabilities	25,222	24,706
Non-current liabilities	63,728	48,058
<b>Total liabilities</b>	<b>88,950</b>	<b>72,764</b>
<b>Net assets</b>		
Unrestricted funds	2,500	(8,310)
Reserve funds	6,837	27,091
Invested in capital and intangible assets	15,160	14,480
<b>Total net assets</b>	<b>24,497</b>	<b>33,261</b>

## STATEMENT OF OPERATIONS

(in thousands of dollars)

	2014	2013
<b>Revenue</b>		
Municipal	192,373	190,562
Interest	2,274	2,103
Other	14,661	10,356
<b>Total revenue</b>	<b>209,308</b>	<b>203,021</b>
<b>Expenses</b>		
Salaries and wages	120,460	117,116
Benefits	33,880	31,206
Information technology	11,551	10,939
Facilities	10,657	11,043
Legal and supplier services	16,175	12,601
Office and other	10,433	8,706
Amortization	5,258	6,043
<b>Total expenses</b>	<b>208,414</b>	<b>197,654</b>
Excess of revenue over expenses for the year before changes in fair value of investments	894	5,367
Changes in fair value of investments	3,874	(1,099)
<b>Excess of revenue over expenses for the year</b>	<b>4,768</b>	<b>4,268</b>



# Financial Highlights

## STATEMENT OF CHANGES IN NET ASSETS

(in thousands of dollars)

	2014	2013
Net assets - beginning of year	33,261	43,539
Adjustment on transition		(18,896)
<b>Adjusted net assets - beginning of year</b>	<b>33,261</b>	<b>24,643</b>
Excess of revenue over expenses for the year	4,768	4,268
Net actuarial gain (loss) on employee future benefits	(13,532)	4,350
<b>Net assets - end of year</b>	<b>24,497</b>	<b>33,261</b>

## Notes for the Financial Summary: (in thousands of dollars)

It is suggested the financial highlights be reviewed along with the 2014 Audited Financial Statements and the Notes to the Statements, which have received an unqualified opinion from MPAC's external auditors. The financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

## Adoption of New Standards for Not-for-profit Organizations

Effective January 1, 2014, the corporation adopted Section 3463, Reporting Future Benefits by Not-for-profit Organizations. The section has been applied retroactively, which resulted in a \$13,710 increase in the employee future benefits liability, an \$836 decrease in the benefits expense, and an \$18,896 decrease in opening net assets for the 2013 comparative year. Actuarial gains of \$4,350 were recognized directly in net assets for the same year.

## Reserve Funds

The Reserve Funds consist of the Board Appropriated Working Fund, Enumeration Reserve and the Reserve for Assessment Update. The Board Appropriated Working Fund balance of \$4,599 is set aside by the Board of Directors of MPAC for contingency purposes to alleviate the need to increase municipal levies on a one-time basis. The Reserve for Enumeration was established to fund the costs associated with the preparation of preliminary lists of electors for each municipality and school board for the 2014 provincial elections and was fully drawn down during the year. The Assessment Update reserve was established to fund the costs associated with the assessment update. The balance of \$2,238 will be drawn down in support of the assessment year in 2016.

# Corporate Social Responsibility

## Building better communities, together.

MPAC employees are committed to building better communities across Ontario. From green buildings and eco-friendly vehicles to fundraising and community involvement, our employees are dedicated to making a positive difference in the communities where we live and work.



### Habitat for Humanity

Since 2013, MPAC employees have raised over \$196,000 for Habitat for Humanity Canada, placing MPAC in the Bronze Level Partnership category for a second straight year. In addition, more than 230 employees have participated in 19 builds to date.

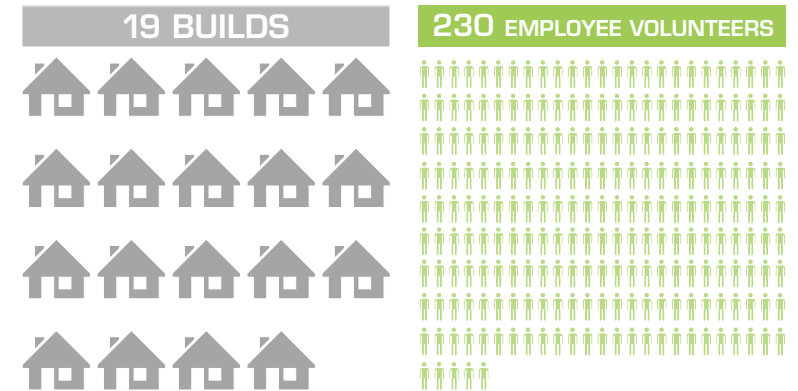
## Community Involvement Committee

MPAC's Community Involvement Committee organizes and engages employees in fundraising events to support local charities across the province. In 2014, employees showed incredible support for various causes including ALS Ice Bucket Challenge, Canadian Cancer Society, Salvation Army and numerous local toy drives and food banks.

## A Look Ahead

2015 marks year three of MPAC's partnership with Habitat for Humanity Canada with plans for additional builds and corporate-sponsored events, including ReStore, site demolition and Super Build opportunities.

## 100% EMPLOYEE-DRIVEN FUNDRAISING



# Environmental Responsibility

At MPAC, our commitment to sustainable business practices is an integral part of building better communities, together.

## Office 2.0 Conversions

As part of our commitment to create fair, healthy and respectful work environments, MPAC continued to implement Workplace 2.0 standards throughout 2014. Our Hamilton, Ottawa, Thunder Bay and Richmond Hill offices continued to transform throughout the year in an effort to save space and associated energy costs.

The adoption of Workplace 2.0 standards resulted in a 24% savings in renovation costs and a 3.2% overall footprint reduction.

## Landfill Diversions

Starting in 2014, MPAC partnered with csr eco solutions, introducing a new decommissioning process. Furniture, equipment and office supplies were redistributed to non-profit organizations, schools and health clinics, diverting 86% of waste from landfill.

## Carbon Footprint Reductions\*

MPAC continues to transform its business processes to improve the organization's environmental responsibility.

- 31% paper reduction
- 12% electricity consumption reduction
- 2% reduction in total greenhouse gas emissions

\*Based on 2013 figures as per MPAC's reporting structure.

## A Look Ahead

In 2015, additional office consolidations will take place in Brantford, St. Catharines and Durham, creating more collaborative work spaces while further reducing the organization's carbon footprint.



MPAC received the Smart Commute Workplace 2014 – Silver designation, recognizing our efforts to provide greener commute options for employees.

Hundreds of employees participated in the Clean Air Commute, 20-Minute Makeover, Waste Reduction Week, Battery Box Recycle and Think Recycle programs, and other events across the province.

# Contact Us

## Customer Contact Centre

Toll Free 1 866 296-MPAC (6722)

1 877 889-MPAC (6722) TTY

Monday to Friday – 8 a.m. to 5 p.m.

P.O. Box 9808

Toronto, ON M1S 5T9

Toll Free Fax 1 866 297-6703

## Head Office

1340 Pickering Parkway, Suite 101

Pickering, ON L1V 0C4

905 831-4433

Toll Free 1 877 635-MPAC (6722)

**If you have  
accessibility needs, please  
let our representatives  
know how we can best  
accommodate you.**

## Field Office Locations

### North

Kenora, Dryden, Fort Frances, Thunder Bay,  
Sault Ste. Marie, Timmins, Sudbury, North  
Bay, Bracebridge, Parry Sound

### East

Bancroft, Pembroke, Ottawa, Cornwall,  
Brockville, Kingston, Trenton

### Central North East

Barrie, Peterborough, Oshawa, Richmond Hill

### City of Toronto

Toronto

### Golden Horseshoe

Mississauga, Hamilton

### West

Kitchener, London, Chatham,  
Windsor-Essex, Sarnia, Goderich,  
Owen Sound



### Online

[mpac.ca](http://mpac.ca)

[aboutmyproperty.ca](http://aboutmyproperty.ca)

[propertyline.ca](http://propertyline.ca)

Follow us on Twitter

 [@MPAC\\_Ontario](https://twitter.com/MPAC_Ontario)



YOUR PROPERTY. OUR ASSESSMENT.  
**KNOW MORE ABOUT IT.**





We're MPAC.

Community is what we share. To us, it means demonstrating leadership, integrity and openness in every facet of our day-to-day business activities. Accepting the responsibilities of shared stewardship and respecting the rights and interests of others.

Building better communities, *Together.*



APR 22 2015

Mayor Cam Guthrie  
City of Guelph  
1 Carden Street  
Guelph ON N1H 3A1

Dear Mayor Guthrie:

As you may recall, this government made a campaign commitment to plant one million trees in urban areas in Ontario as part of its 50 Million Tree Program. I would like to take this opportunity to inform you how we intend to meet this commitment and how your municipality can become more involved.

The 50 Million Tree Program was announced in 2007 to support the fight against climate change. Since the program began, more than 600,000 trees have been planted within the boundaries of Ontario's urban municipalities, increasing the forest cover in some of the most developed landscapes in the province.

The program goal is to establish new forests by planting 50 million trees on approximately 25,000 hectares of public and private land province-wide by 2025. Planting trees at this scale will remove about 6.6 million tons of carbon dioxide from the atmosphere by 2050. As a result, this will help settled landscapes in Ontario become more resilient to the effects of climate change. In addition to providing clean air to breathe, forests also provide recreational benefits and help to conserve soil and water.

To date, approximately 17 million trees have been planted under the program and we are on track to achieve these goals.

The Ministry of Natural Resources and Forestry is delivering the 50 Million Tree Program through a collaborative partnership with Forests Ontario. Forests Ontario has accepted the challenge to continue delivering this popular afforestation program on behalf of the government, including planting one million trees in urban population centres as part of the program. I understand your municipality may have previously worked with Forests Ontario on some planting projects, and I would like to take the opportunity to thank you for this important work that has provided not only local benefits, but even more far-reaching benefits to Ontario.

The 50 Million Tree Program utilizes afforestation grade tree seedlings in large quantities and requires a minimum area of one hectare and 1500 seedlings per planting site. This operational tree-planting program functions under a cost-sharing model to make tree planting more affordable. Forests Ontario plants only species native to Ontario and actively promotes the benefits of restoring idle lands to forests through a variety of public awareness, educational and outreach programs.

If you have any other areas within your municipality that would be ideal candidates for reforestation and could meet program guidelines, I would encourage you to contact Rob Keen, CEO, Forests Ontario, at 416-646-1193 or visit their website at [www.forestsontario.ca](http://www.forestsontario.ca) for more information.

Sincerely,

A handwritten signature in black ink, appearing to read "B. Mauro", written in a cursive style.

Bill Mauro  
Minister of Natural Resources and Forestry

c: Rob Keen



### Guelph Police Services Board

PO Box 31038, Willow West Postal Outlet, Guelph, Ontario N1H 8K1

Telephone: (519) 824-1212 # 213 Fax: (519) 824-8360

TTY (519) 824-1466 Email: board@police.guelph.on.ca

April 28, 2015

The City of Guelph  
1 Carden Street  
Guelph, ON N1H 3A1

RECEIVED

APR 28 2015

CITY CLERK'S OFFICE

Attention: Stephen O'Brien, City Clerk

Dear Mr. O'Brien:

**Re: Guelph Police Service 2016 – 2018 Strategic Business Plan**

Pursuant to the Protocol for Sharing Information between the Guelph Police Services Board and the City of Guelph, I am advising the City of Guelph that the Board has approved a recommendation by Chief Jeff DeRuyter to begin community consultations by way of a telephone survey and town hall meetings to obtain community and stakeholder input.

The telephone survey will take place in the month of May. Dates and venues for the community consultations are scheduled as follows:

- May 19<sup>th</sup> Shelldale Centre (20 Shelldale Crescent), 7-9 pm (open to all)
- May 21<sup>st</sup> Brant Ave Public School (64 Brant Avenue), 7-9 pm (open to all)
- May 26<sup>th</sup> Salvation Army Guelph Citadel (1320 Gordon Street), 7-9 pm (open to all)
- June 4<sup>th</sup> Guelph Police HQ classroom (15 Wyndham Street South), 2-5 pm (for community agency stakeholder groups)

The aforementioned protocol states that Council shall advise the Board Secretary in writing within 14 days of receiving this notice of its desire to jointly determine and participate in the consultation processes for the development of the business plan.

Should you have any questions regarding the above, please do not hesitate to contact the Board office at (519) 824-1212 extension 7213.

Yours truly,

Judy Sorbara, Chair



120 Adelaide Street West  
Suite 1600  
Toronto, Ontario M5H 1T1

T 416-967-7474  
F 416-967-1947  
[www.ieso.ca](http://www.ieso.ca)

April 29, 2015

*via email*

Mr. Stephen O'Brien, City Clerk  
City of Guelph  
1 Carden Street  
Guelph, ON N1H 3A1

Dear Mr. O'Brien:

**Re: Release of 20-year Electricity Plan for Kitchener-Waterloo-Cambridge-Guelph**

We are pleased to provide the City of Guelph with the first Kitchener-Waterloo-Cambridge-Guelph (KWCG) Integrated Regional Resource Plan (IRRP). This 20-year electricity plan identifies the electricity needs of the area and is designed to plan for growth to ensure that electricity is reliable and available as needed. The plan has been developed by a Working Group consisting of Kitchener-Wilmot Hydro, Waterloo North Hydro, Cambridge & North Dumfries Hydro, Guelph Hydro Electric System Inc., Hydro One Networks Inc., and the Independent Electricity System Operator (IESO). To view the KWCG Region IRRP, please visit <http://www.ieso.ca/KWCG>.

IRRP's are undertaken in the context of the province's Long-Term Energy Plan, as well as provincial and distribution-level planning. They take an integrated approach to finding the best ways to address electricity needs, including considering existing resources, conservation, generation, wires and other innovative solutions. The plan sets out actions to address near-term electricity needs as well as options to address medium- and long-term needs. The development of IRRP's is mandated by the Ontario Energy Board, and IRRP's are updated every five years or sooner if needed. The KWCG IRRP will be updated as needed to reflect any changes to the electricity needs of the region and based on feedback from the community.

Under the IRRP process, local distributors and transmitters as well as municipalities, Aboriginal communities, stakeholders and members of the general public are increasingly involved in developing integrated energy planning solutions for maintaining a reliable supply of electricity. Below are the activities that will be undertaken to facilitate a regional electricity planning dialogue with the community.

**Informational Webinar**

An informational webinar will be held at the date and time listed below to review the IRRP and discuss the next steps in community engagement. Participants can both view the presentation and listen to the

webinar via the weblink, or call the toll-free number to listen to the webinar. Questions will be taken both over the phone and via the weblink.

**Tuesday, June 2 from 2 p.m. – 4 p.m.**

<http://www.meetview.com/ieso20150602b>

**Toll-free: 1-888-239-2037**

### **Municipal Presentation**

The Working Group is available to present the IRRP and discuss next steps in community engagement to Council and/or meet with staff to answer any questions. Please email [ontarioregionalplanning@ieso.ca](mailto:ontarioregionalplanning@ieso.ca) to schedule a presentation or meeting, or to ask any questions about the plan.

### **Community Engagement**

In spring/summer 2016, an update informational meeting will be held with local representatives from municipalities including Mayors and economic development groups, Aboriginal communities, local industry and community groups. A public open house will then be scheduled to further expand the discussion and awareness at a community level.

### **IRRP Web Page - <http://www.ieso.ca/KWCG>**

A dedicated KWCG IRRP webpage is available on the IESO website. The IRRP is posted on this page which also highlights key information related to this regional planning area. You will note that there is a “subscribe to receive updates” feature on this page where interested parties can opt to receive email updates related to activities in this area. This page also includes a link to information on the regional planning process.

We look forward to planning for your future electricity needs together.

Sincerely,



Michael Lyle

Vice President, Planning, Law and Aboriginal Relations

# ONTARIO ENERGY BOARD NOTICE TO CUSTOMERS OF UNION GAS LIMITED

**Union Gas Limited has applied to dispose of certain deferral account balances and for approval of the amount of its earnings that it must share with customers.**

**Learn more. Have your say.**

Union Gas Limited has applied to the Ontario Energy Board for approval to dispose of amounts recorded in certain 2014 deferral accounts and for approval of its earnings sharing amount. If its application is approved, Union Gas Limited says that it would have the following impact for a typical residential customer over the six month period, from October 1, 2015 to March 31, 2016:

- For customers located in Southern Ontario (Windsor to Hamilton), a charge of about \$2.00.
- For customers that purchase gas from a gas marketer in Southern Ontario, a charge of about \$1.25.
- For residential customers in all other areas a credit of about \$3.45.

**Other customers, including businesses, may also be affected.**

## **THE ONTARIO ENERGY BOARD IS HOLDING A PUBLIC HEARING**

The Ontario Energy Board (OEB) will hold a public hearing to consider the application filed by Union Gas. We will question Union Gas on the case. We will also hear arguments from individuals and from groups that represent the customers of Union Gas. At the end of this hearing, the OEB will decide whether amounts requested in the application will be approved.

The OEB is an independent and impartial public agency. We make decisions that serve the public interest. Our goal is to promote a financially viable and efficient energy sector that provides you with reliable energy services at a reasonable cost.

## **BE INFORMED AND HAVE YOUR SAY**

You have the right to information regarding this application and to be involved in the process. You can:

- review the application filed by Union Gas on the OEB's website now.
- file a letter with your comments, which will be considered during the hearing.
- become an active participant (called an intervenor). Apply by **May 11, 2015** or the hearing will go ahead without you and you will not receive any further notice of the proceeding.
- at the end of the process, review the OEB's decision and its reasons on our website.

## **LEARN MORE**

Our file number for this case is **EB-2015-0010**. To learn more about this hearing, find instructions on how to file letters or become an intervenor, or to access any document related to this case, please enter the file number **EB-2015-0010** from the list on the OEB website: [www.ontarioenergyboard.ca/notice](http://www.ontarioenergyboard.ca/notice). You can also phone our Consumer Relations Centre at 1-877-632-2727 with any questions.

## **ORAL VS. WRITTEN HEARINGS**

There are two types of OEB hearings – oral and written. The OEB will determine at a later date whether to proceed by way of a written or oral hearing. If you think an oral hearing is needed, you can write to the OEB to explain why by **May 11, 2015**.

## **PRIVACY**

*If you write a letter of comment, your name and the content of your letter will be put on the public record and the OEB website. However, your personal telephone number, home address and email address will be removed. If you are a business, all your information will remain public. If you apply to become an intervenor, all information will be public.*

*This rate hearing will be held under section 36 of the Ontario Energy Board Act, S.O. 1998 c.15 (Schedule B).*







# Grand River Conservation Authority

## General Membership Meeting

Friday, March 27, 2015

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The following are the minutes of the General Membership Meeting held at 9:30 a.m. on Friday, March 27, 2015 at the Waterloo Region Museum, Kitchener, Ontario.

**Members Present:**

J. Mitchell, Chair, L. Armstrong, B. Banbury, B. Bell, B. Coleman, B. Corbett, S. Foxton, J. Jamieson, C. Lunau, J. Nowak, V. Prendergast, W. Roth, M. Salisbury, P. Salter, S. Shantz, S. Simons, W. Stauch, W. Wettlaufer, G. Wicke

**Members Regrets:**

G. Gardhouse, R. Hillier, H. Jowett, K. Linton, G. Lorentz, F. Morison, C. White

**Staff:**

J. Farwell, K. Murch, D. Bennett, D. Boyd, N. Davy, S. Lawson, T. Ryan, D. Schultz, G. Sousa, F. Natolochny, B. Parrott, S. Wilbur

**Also Present:**

R. Martin, The Record

**1. Call to Order:**

J. Mitchell, Chair, called the meeting to order at 9:30 a.m.

**2. Roll Call and Certification of Quorum – 13 members constitute a quorum (1/2 of members appointed by participating municipalities)**

The Secretary-Treasurer called the roll and certified a quorum with 17 members present. A total of 18 members attended the meeting.

**3. Chair's Remarks:**

J. Mitchell welcomed members, staff and guests and made the following comments:

- On March 12, 2015 J. Mitchell and J. Farwell attended a Lake Erie Region Source Protection Committee meeting. Agenda topics included the amended proposed Grand River Source Protection Plan.



- Upcoming events in addition to the tree plantings included in the report in the agenda package are: a Trees and Bees Workshop in Princeton on March 31, 2015; Shimano Take a Kid Fishing Day at Belwood Lake on May 2, 2015; and the Grand River Conservation Authority's (GRCA) annual tree sale at the forestry barn on May 8, 2015. Further information concerning these and other events can be found on the GRCA website.
- J. Mitchell offered congratulations on behalf of the members to Shirley Simons who received a Women of Excellence Award on International Women's Day. Shirley was recognized for being instrumental in seeing a fully accessible pool built in Paris; has volunteered with the annual Christmas food and toy hamper program; served as Chair of the John Noble Home; and is a proponent of the Paris BIA downtown revitalization and non-profit housing. She has also been active in Girl Guides for over 30 years.
- The members of the Special Recognition Committee: J. Mitchell, V. Prendergast, P. Salter, W. Stauch, C. Lunau and S. Simons will meet with the Grand River Conservation Foundation's (GRCF) Grants Committee in Classroom B immediately following this meeting.

#### **4. Review of Agenda:**

The following was added to the agenda as Item 10. a) ii) – Correspondence from Monique Rolf von den Baumen-Clark, A/Director, Ministry of Natural Resources and Forestry to Jane Mitchell, Chair, Grand River Conservation Authority dated March 19, 2015 Re: Levy Agreement Between City of Hamilton and its four Conservation Authorities.

Moved by: S. Foxton  
Seconded by: P. Salter  
(Carried)

THAT the agenda for the General Membership Meeting of March 27, 2015 be approved as amended.

#### **5. Declarations of Pecuniary Interest:**

There were no declarations of pecuniary interest made in relation to the matters to be dealt with.

#### **6. Minutes of the Previous Meeting:**

Annual General Meeting – February 27, 2015

There were no questions or comments with respect to the minutes of the Annual General Meeting of February 27, 2015.

Moved by: W. Roth  
Seconded by: J. Nowak  
(Carried)

THAT the Minutes of the Annual General Meeting of February 27, 2015 be approved as circulated.

**7. Business Arising from Previous Minutes:**

- i) Correspondence from Jane Mitchell, Chair, Grand River Conservation Authority to the Honourable Bill Mauro, Minister of Natural Resources and Forestry dated March 3, 2015 Re: City of Hamilton Local Agreement

Moved by: B. Coleman  
Seconded by: S. Foxton  
(Carried)

THAT correspondence from Jane Mitchell, Chair, Grand River Conservation Authority to the Honourable Bill Mauro, Minister of Natural Resources and Forestry dated March 3, 2015 Re: City of Hamilton Local Agreement be received as information.

**8. Hearing of Delegations:**

- None

**9. Presentations:**

Members' Orientation – Environmental Education

T. Ryan conducted a PowerPoint presentation indicating that:

- Research shows that outdoor education enriches children's lives in fundamental ways.
- Children who learn and play outdoors have longer attention spans; more creativity; higher levels of self-confidence; higher standardized test scores; greater academic success; and significant improvements in cognitive development, self-discipline, imaginative and creative expression, language skills and social interactions.
- Grand River Conservation Authority (GRCA) has five permanent Nature Centres and a temporary Centre at Rockwood Park.
- Education programs and visitor activities are offered in many of the parks.
- More than 40,000 students attend GRCA Nature Centres annually.
- GRCA has annual contracts for Nature Centre programs with school boards: Wellington Catholic; Waterloo Catholic, Grand Erie and Brant Haldimand Norfolk Catholic.
- Waterloo Region District School Board shares space at Laurel Creek Nature Centre.
- Additional programs are booked by teachers and schools across the watershed and beyond.
- Adventure Day Camps are held at five locations with over 1600 camp spaces this year (summer, March break and winter break).
- GRCA is a provisional member of the Ontario Camp Association.

- GRCA's Outreach Programs include community events; 100 park activities; water festival activities and tree planting events.
- On weekends and weeknights GRCA hosts cubs, guides, brownies and scout programs; environmental birthday parties; and programs for organizations.
- Grand River Conservation Foundation (GRCF) raises funds to support the facilities and to support school boards and school classes attending programs.
- Environmental Education for Today and Tomorrow – If we show it to them, they will understand it – if they understand it they will value it – if they value it they will protect it.

W. Stauch recalled a former GRCA employee, G. Stormont. He said that he used the watershed as a case study in his geography class. He also said that the Nature Centre program is a key part of GRCA's operation and encouraged new members to attend one of the Water Festivals as they capture Nature Centre activities.

S. Foxton noted that there are over 1600 camp spaces and asked if that program is at capacity. T. Ryan said that the camps had 93% attendance last year and March break was at 97%.

S. Simons said on behalf of girl guides she wished to thank GRCA for offering these programs.

## **10. Correspondence:**

### **a) Copies for members**

- i) Motion Number 12, The Corporation of the Township of Amaranth dated March 4, 2015 Re: Ministry of the Environment and Climate Change Discussion Paper Released on the EBR N. 012 3452
- ii) Correspondence from Monique Rolf von den Baumen-Clark, A/Director, Ministry of Natural Resources and Forestry to Jane Mitchell, Chair, Grand River Conservation Authority Re: Levy Agreement between City of Hamilton and its four Conservation Authorities.

B. Corbett asked what GRCA's plan is to address the contents of the letter. J. Farwell said staff will meet with partner municipalities and the other Conservation Authorities involved to discuss the issues.

J. Jamieson said that the letter does not say much. She asked if the Ministry of Natural Resources and Forestry was involved with negotiating the agreement at its inception. K. Murch responded that Conservation Ontario worked with the then Ministry of Natural Resources and a Regulation was passed to allow for a local agreement to modify the levy apportionment formula. An agreement was reached by the City of Hamilton and its four Conservation Authorities which has been followed since 2001. Recently Niagara Region Conservation Authority (NRCA) has alleged that the agreement is not valid because not all participating municipalities in the four Authorities passed specific Resolutions supporting it. K. Murch confirmed that the City of Hamilton has appealed NRCA's levy.

S. Foxton asked if there is a date set for NRCA's appeal. K. Murch said that he was not aware that a date has been scheduled. S. Foxton asked if NRCA wants a larger share of the

City of Hamilton levy. K. Murch answered that NRCA maintains that the agreement is not legal.

J. Mitchell said that the portion of the City of Hamilton that is located in the GRCA watershed is rural and small and therefore the GRCA's portion of the levy is not high. K. Murch concurred saying that four to five percent of the City's assessed value falls within the GRCA watershed.

b) Not copied

None

Moved by: V. Prendergast  
Seconded by: S. Foxton  
(Carried)

THAT Motion Number 12, The Corporation of the Township of Amaranth Re: Ministry of the Environment and Climate Change Discussion Paper Released on the EBR N. 012 3452 and correspondence from Monique Rolf von den Baumen-Clark, A/Director, Ministry of Natural Resources and Forestry to Jane Mitchell, Chair, Grand River Conservation Authority dated March 19, 2015 Re: Levy Agreement Between City of Hamilton and its four Conservation Authorities be received as information.

**11. 1<sup>st</sup> and 2<sup>nd</sup> Reading of By-Laws:**

None

**12. Presentation of Reports:**

a) **GM-03-15-24** Financial Summary for the Period Ending February 28, 2015

W. Wettlaufer said some of the numbers are "out of whack" because of timing. He asked if the members could have a month to month budget. K. Murch said that staff do not allocate the budget monthly because of the seasonality of GRCA's business, the levy and WECL payments being received in large sums, etc.

Resolution 34-15

Moved by: L. Armstrong  
Seconded by: W. Wettlaufer  
(Carried)

THAT the Financial Summary for the Period Ending February 28, 2015 be approved.

b) **GM-03-15-25** "Forest in the City" Pedestrian Bridges Tender Results

There were no questions or comments with respect to this report.

Resolution 35-15

Moved by: V. Prendergast  
Seconded by: S. Simons  
(Carried)

THAT the tender for the construction of pedestrian bridges within the “Forest in the City” project be awarded to D.W. Cooper Contracting in the amount of \$185,079.54 (HST included) and that the Chief Administrative Officer be authorized to sign the contract documents.

- c) **GM-03-15-26** Award of Cottage Lot Curbside Garbage and Recycling Materials Collection, Processing and Disposal Contract: 2015 - 2017

There were no questions or comments with respect to this report.

Resolution 36-15

Moved by: L. Armstrong  
Seconded by: B. Banbury  
(Carried)

THAT Grand River Conservation Authority award the contract for curbside garbage and recycling materials collection, processing and disposal services for 2015, 2016 and 2017 to Waste Management of Canada Corporation.

- d) **GM-03-15-27** Grand River Conservation Foundation Member Appointment

There were no questions or comments with respect to this report.

Resolution 37-15

Moved by: J. Jamieson  
Seconded by: S. Foxton  
(Carried)

THAT the following new member be appointed to the Grand River Conservation Foundation until the next Annual General Meeting:

- Dr. Howard Armitage

- e) **GM-03-15-28** Chief Administrative Officer’s Report

J. Farwell indicated that J. Etienne will lead a tour of the Oceans Bound exhibit following the meeting. He also said that a webcam will be installed in the Osprey Nest near the gatehouse at Belwood Lake. The video feed will stream live through a You Tube page which the public can access through the GRCA’s website.

Resolution 38-15

Moved by: B. Coleman  
Seconded by: P. Salter  
(Carried)

THAT Report GM-03-15-28 – Chief Administrative Officer’s Report be received as information.

f) **GM-03-15-29** Cash and Investments Status Report as at February 28, 2015

There were no questions or comments with respect to this report.

Resolution 39-15

Moved by: W. Wettlaufer

Seconded by: S. Shantz

(Carried)

THAT Report GM-03-15-29 – Cash and Investments Status Report as at February 28, 2015 be received as information.

g) **GM-03-15-30** Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation

There were no questions or comments with respect to this report.

Resolution 40-15

Moved by: L. Armstrong

Seconded by: G. Wicke

(Carried)

THAT Report GM-03-15-30 – Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation be received as information.

h) **GM-03-15-31** Environmental Assessments

G. Wicke referred to Drimmie Dam. He said that he has just discovered something that is controversial about the hydro facility on the north shore. He said because of the agreement with the owner of the Elora Mill the dam could not be removed and now the facility is being expanded. He then said the members have to decide whether the owner of the dam and the power station should be the same. He asked for a staff report as to what is happening at the site. J. Farwell said staff will attempt to negotiate an agreement that places responsibility for maintenance of the dam on the owner of the Elora Mill.

W. Roth said he agrees with G. Wicke. He said this is a golden opportunity to rectify this situation and ownership should be “under one hat”. He asked if the members would have an opportunity to review the agreement. J. Farwell responded in the affirmative.

Resolution 41-15

Moved by: S. Simons

Seconded by: B. Bell

(Carried)

THAT Report GM-03-15-31 – Environmental Assessments be received as information.

i) **GM-03-15-32** Conservation Authority Advisory Roles in Planning

N. Davy indicated that there are three main roles that the Conservation Authority has in land use planning: a public commenting body under the *Planning Act*; delegation of natural hazard responsibilities through a Memorandum of Understanding with the Province; and provision of environmental technical advice to municipalities through Memoranda of Agreement.

S. Foxton asked if every application is reviewed by GRCA. N. Davy responded in the negative saying that some municipalities screen their applications.

Resolution 42-15

Moved by: J. Jamieson  
Seconded by: S. Foxton  
(Carried)

THAT Report GM-03-15-32 – Conservation Authority advisory Roles in Planning be received as information.

j) **GM-03-15-33** Grand River Conservation Authority Public Tree Planting Events 2015

There were no questions or comments with respect to this report.

Resolution 42-15

Moved by: W. Wettlaufer  
Seconded by: L. Armstrong  
(Carried)

THAT Report GM-03-15-33 – Grand River Conservation Authority Public Tree Planting Events 2015 be received as information.

k) **GM-03-15-34** General Insurance Renewal 2015 – 2016

K. Murch conducted a PowerPoint presentation indicating that:

- GRCA obtains general insurance as part of a group consisting of 34 Conservation Authorities and Conservation Ontario.
- Policy renewals and other administrative matters are overseen by the Conservation Ontario General Insurance and Benefits Committee.
- The Insurance Committee conducted a Request for Proposals (RFP) for insurance brokerage services in 2013 which resulted in a five year agreement with Marsh Canada Ltd. – this change resulted in reduced brokerage fees of approximately \$500,000 over the five year period.
- 2015 will be the second term that GRCA is with Marsh Canada Ltd. as its broker.
- There is a new carrier for Directors and Officers Liability (Chubb) with improved coverage.
- All other policies will be renewed with the incumbent carrier (QBE) - total premiums are expected to be 1.3% less than the prior year.

W. Wettlaufer commended staff for negotiating the reduction in premiums.

B. Corbett said the municipalities are tied into joint and several liability. He asked if this applies to GRCA. K. Murch said that he did not know the answer.

S. Foxton said that staff should send an email to remind the members who have not responded concerning the Directors and Officers coverage and any claims they were aware of.

Resolution 43-15

Moved by: B. Coleman

Seconded by: V. Prendergast

(Carried)

THAT Report GM-03-15-34 – General Insurance Renewal – 2015 - 2016 be received as information.

l) **GM-03-15-35** Completion of the 2013/14 Water Adaptation Management and Quality Initiative (WAMQI) Pilot Project

J. Etienne indicated that in 2013 and 2014 the Brant County Federation of Agriculture received a total of \$130,000 from Farm & Food Care Ontario to fund the WAMQI project work. The objective of the pilot project was to develop a Whitemans Creek Drought Contingency Plan designed to better prepare for and manage the impacts of climate change. The project achieved this objective through implementation of resilient farm practices.

\*C. Lunau joined the meeting at 10:45

B. Coleman said that funding is the key to reacting to low water response.

Resolution 44-15

Moved by: V. Prendergast

Seconded by: S. Simons

(Carried)

THAT Report GM-03-15-35 – Completion of the 2013/2014 Water Adaptation Management and Quality Initiative (WAMQI) Pilot Project be received as information.

m) **GM-03-15-36** – Current Watershed Conditions as of March 25, 2015

D. Boyd conducted a PowerPoint presentation indicating that:

- Precipitation in March, 2015 has been well below the long term average across the Grand River watershed.
- The last snow survey was conducted on March 16, 2015 – at that time the snowpack was close to the long term average.
- The average air temperature in March, 2015 to date at the Shand Dam climate station was minus 5.1 degrees which is 2.5 degrees colder than the long term average.



- The large reservoirs are all within their normal operating ranges for this time of year – they are being operated to store snow melt water and reduce downstream flows.
- Flights over the rivers were conducted on March 18 and 19, 2015 to provide aerial photographs of river ice conditions – at that time most of the ice had moved out of the Speed River – the Nith River was partially ice covered – parts of the Upper Grand and Conestogo Rivers were mostly ice covered – the southern Grand had stable ice sheets above the dams in Caledonia and Dunnville but in many areas the ice was breaking up.
- Environment Canada’s three month precipitation forecast from March to May, 2015 is for above normal precipitation for Southern Ontario.
- The Canadian Coast Guard will be asked at the appropriate time to send an icebreaker to break up ice at the mouth of the Grand River – a general request has been made and coordinated through the Haldimand County Community Emergency Management Coordinator and the Province – the Province has discussed this request with the Federal Government – the Coast Guard understands the timing of the request depends upon the weather.

J. Mitchell asked if the pictures of the rivers will be posted to the GRCA website. D. Schultz confirmed that a selection from the pictures will be posted to the website.

B. Corbett asked if there is a good following on the website. D. Schultz confirmed this to be the case. He said that GRCA also has 1200 followers on Twitter and 800 subscribers for press releases.

Resolution 45-15

Moved by: W. Stauch

Seconded by: L. Armstrong

(Carried)

THAT Report GM-03-15-36 – Current Watershed Conditions as of March 25, 2015 be received as information.

**13. Committee of the Whole:**

None

**14. General Business:**

None

**15. 3<sup>rd</sup> Reading of By-Laws:**

None

**16. Other Business:**

- a) S. Shantz invited the members to attend the Elmira Maple Syrup Festival where she will be hosting a pancake breakfast at the Community Recreation Centre the following day.

- b) S. Simons invited the members to attend the Maple Syrup Festival sponsored by the Paris Lions Club on April 11, 2015.

**17. Closed Meeting: (motion required pursuant to Section 36 of By-Law 1-2014)**

**18. Next Meetings:**

- General Membership Meeting  
Friday, April 24, 2015 – 9:30 a.m.  
Auditorium/Boardroom, Administration Centre, Cambridge
- General Membership Meeting  
Friday, May 22, 2015 – 9:30 a.m.  
Auditorium/Boardroom, Administration Centre, Cambridge

**\*to be followed by Special Recognition Committee\***

**19. Adjourn**

The meeting adjourned at 11:30 a.m.

**20. Grand River Source Protection Authority Meeting (if required)**

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Chair

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Secretary-Treasurer