



2013 SAMA Annual Meeting

Annual Progress Report

Responsibilities

– AMA Act – Board Governed Agency

Governance

\$160 B/ \$1.55 B

- Policy
- Quality Assurance
- Computer System
- Communication

Assessment Services

756/774

- Annual Maintenance
- General Reinspections
- Revaluations
- Support of Value

Purpose of Assessments

- Financial foundation for local governments
 - Municipal services (police, fire, streets, water, parks, recreation, libraries...)
 - K to 12 Education
- What you do with it is up to the local government
- Local Autonomy

Vision, Mission and Values

Vision

- SAMA is the recognized leader and authority on property assessment, and Saskatchewan's service provider of choice.

Mission

- SAMA develops, regulates and delivers a stable, cost-effective assessment system that is accurate, up-to-date, universal, equitable and understandable.

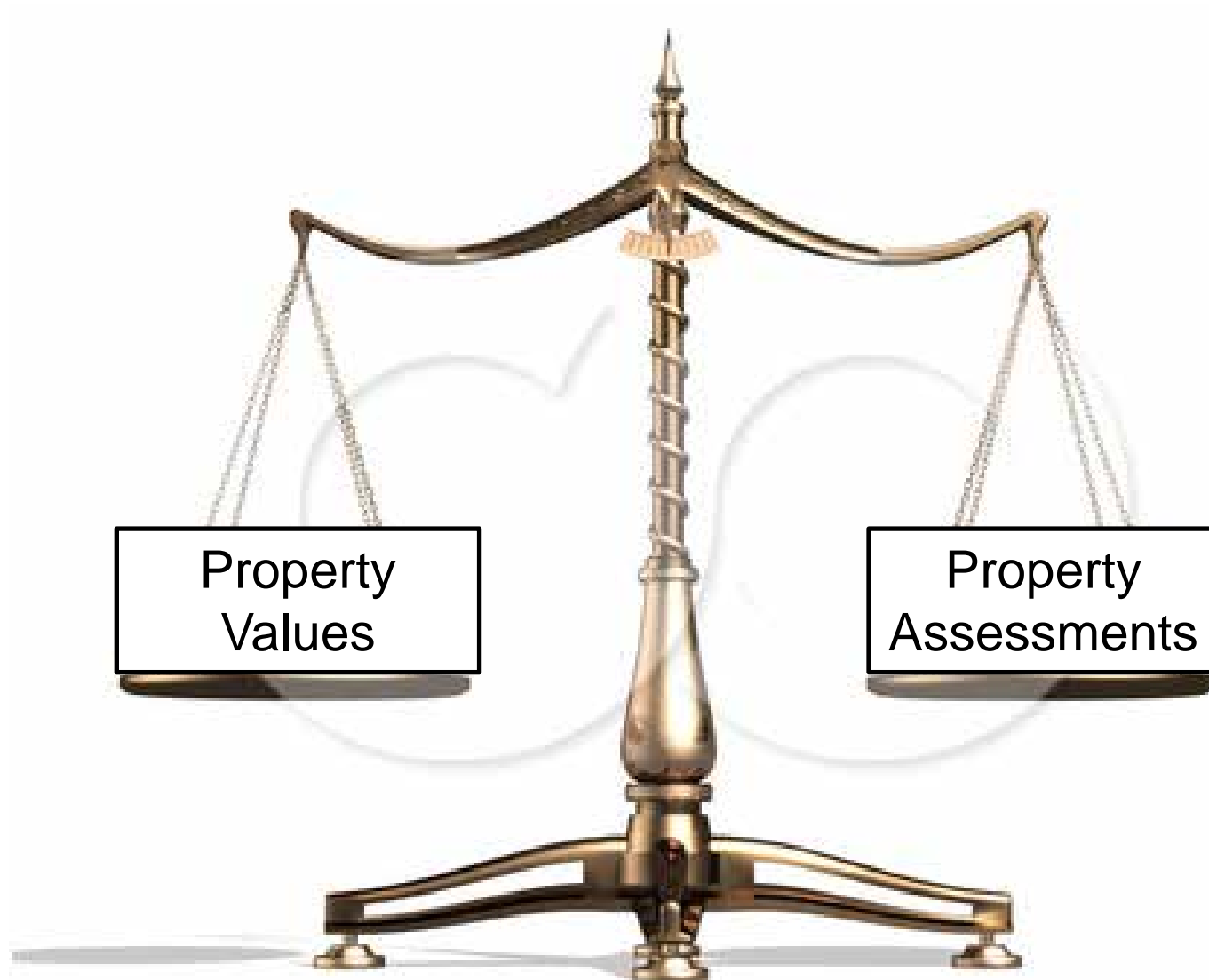
Core Values

- Integrity
- Professionalism
- Dedication
- Solution Focused

Assessment Principles

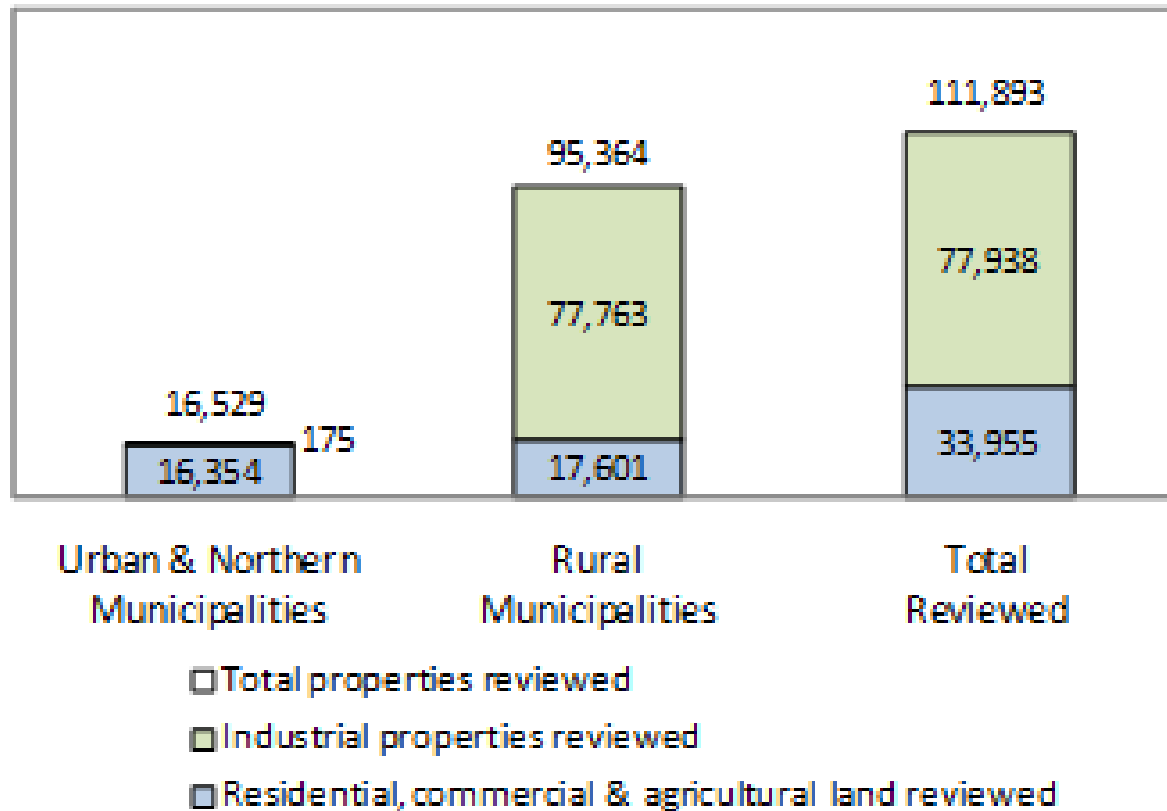


Ad Valorem

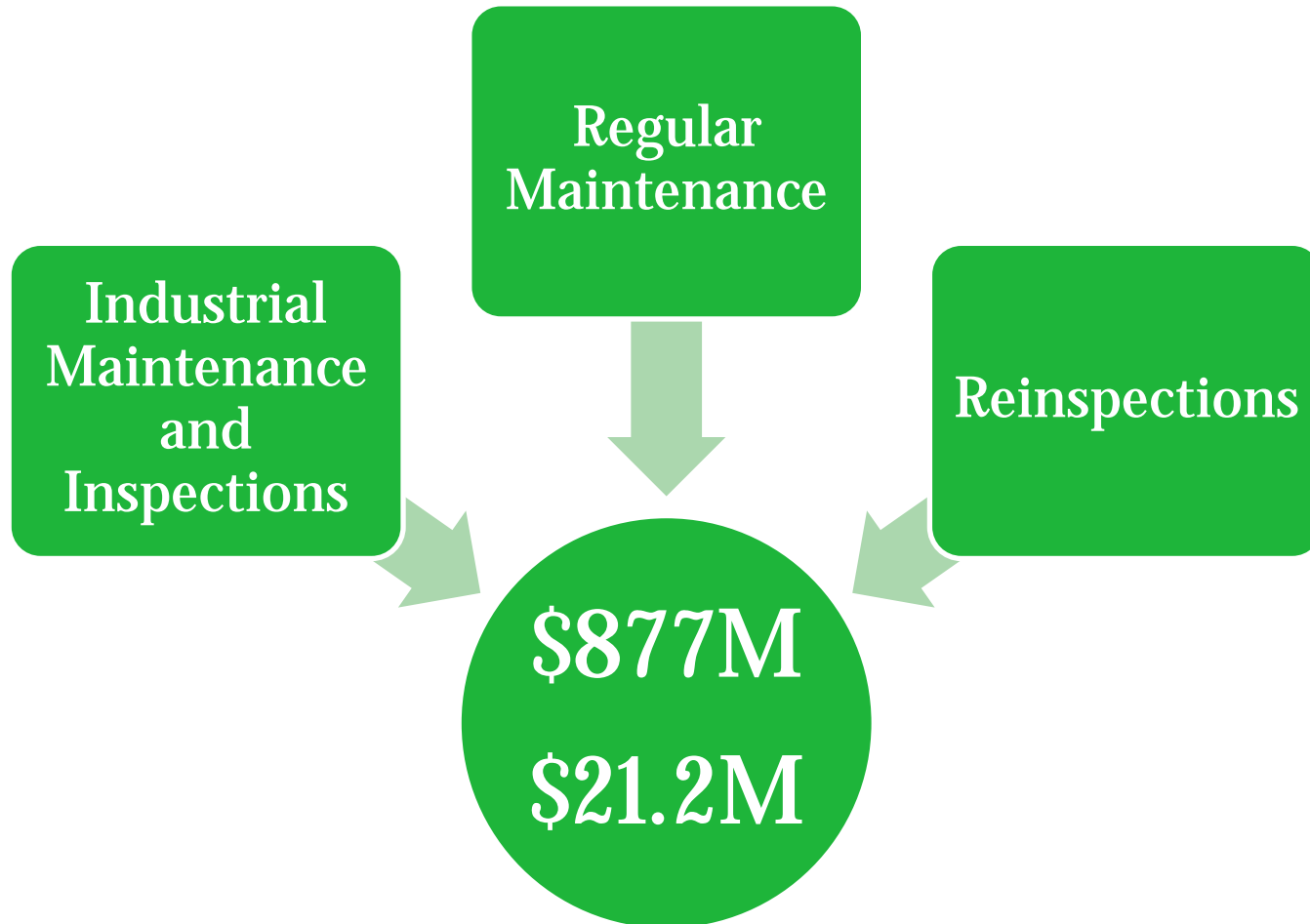


Development at Record Levels

Maintenance Reviews for
Urban, Northern and Rural Municipalities
Number of Properties



Keeping Up With Assessments Pays Dividends!



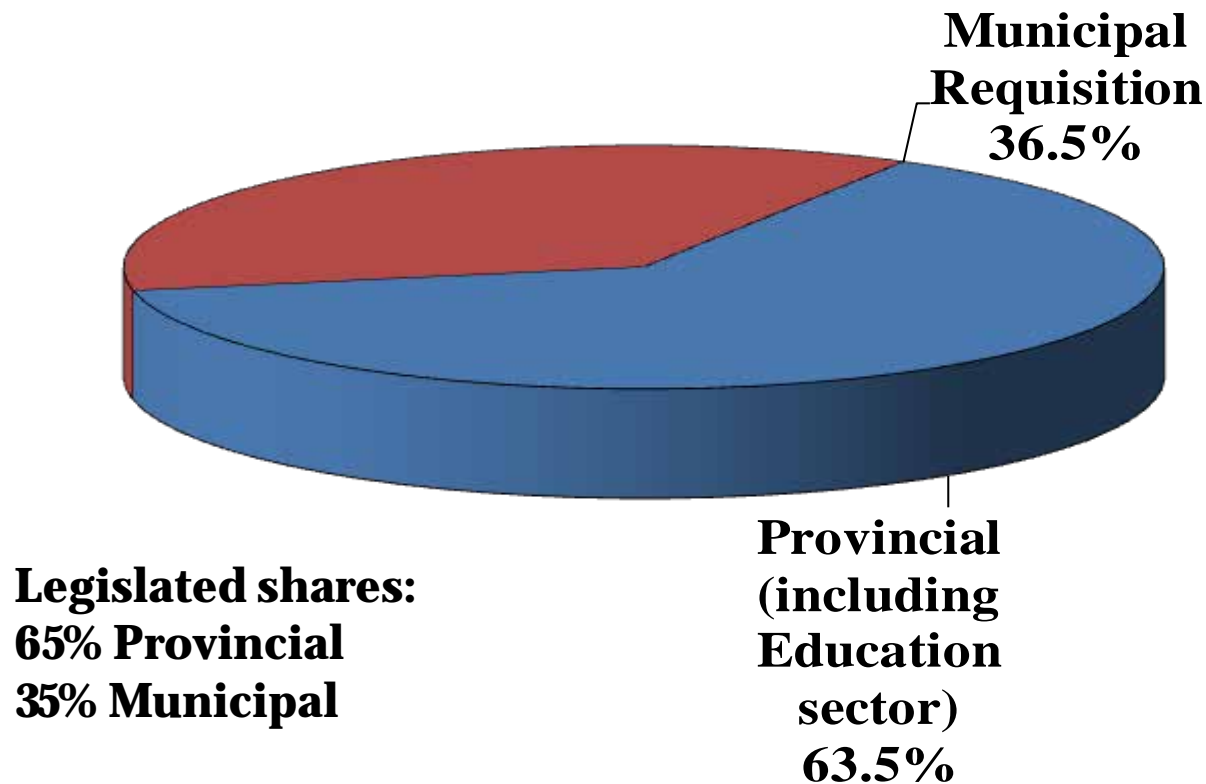
SAMA Current Revenue Sources

\$16.3 M in 2013

\$10.1M Government (2013)

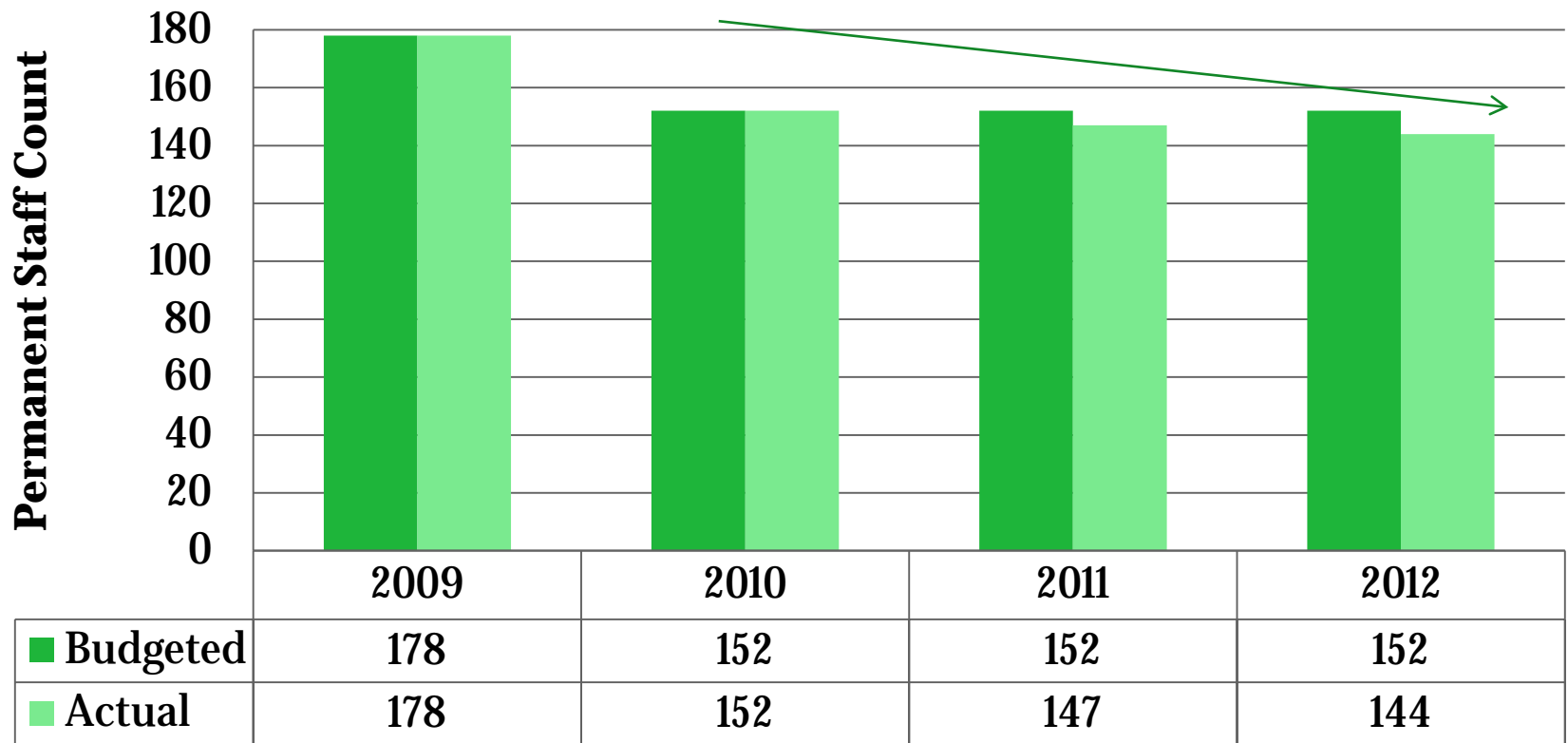
\$5.8M Municipalities (2004-2013)

+\$0.4M extra data/service revenue ,except Moose Jaw



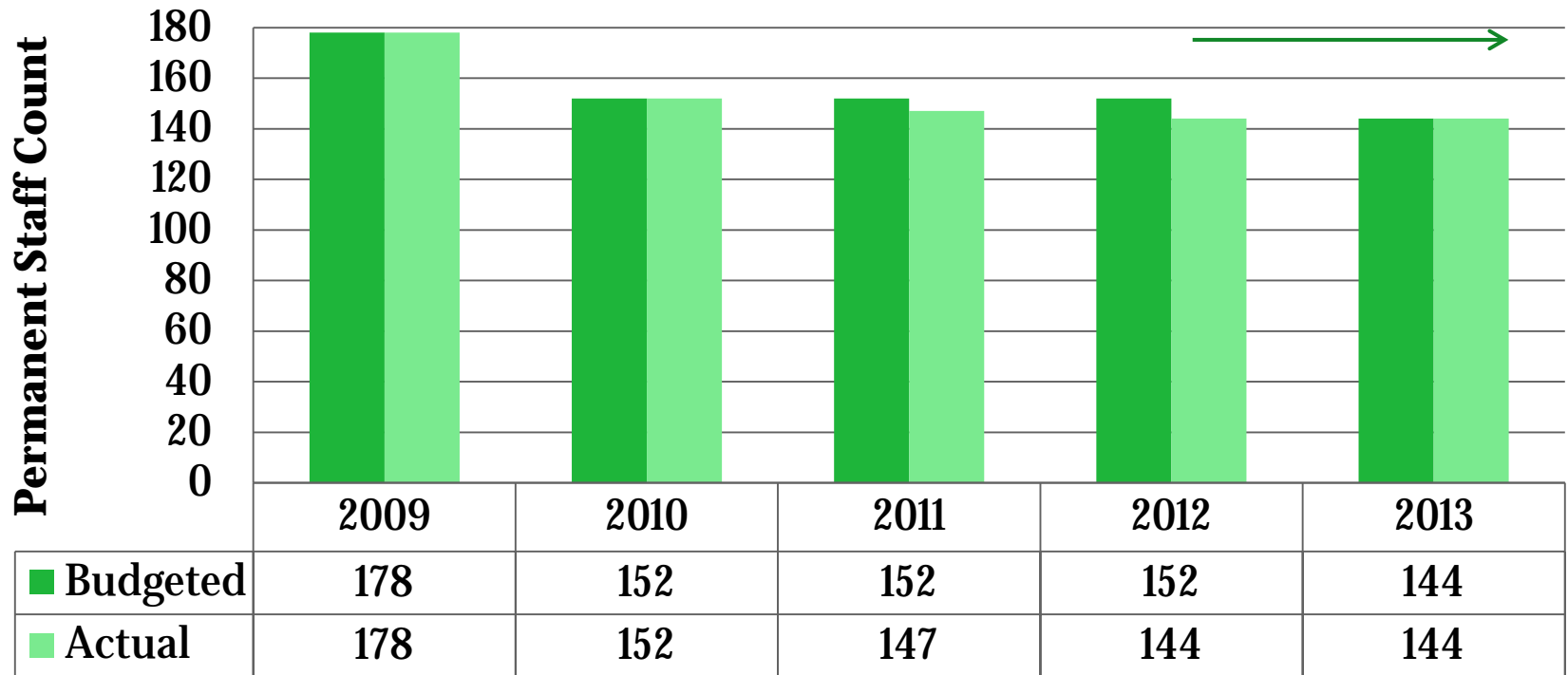
SAMA Staffing Levels

Change over last four years (-20%)



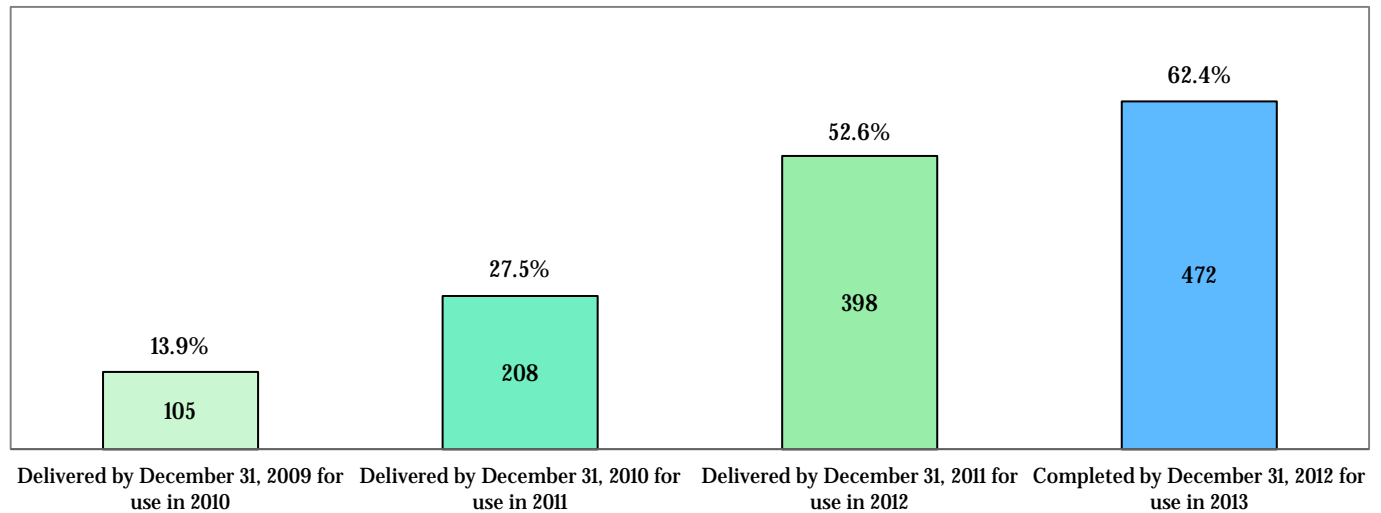
SAMA Staffing Levels

Stabilized for 2013 with a \$522,000 increase from government



Operational Successes - Maintenance

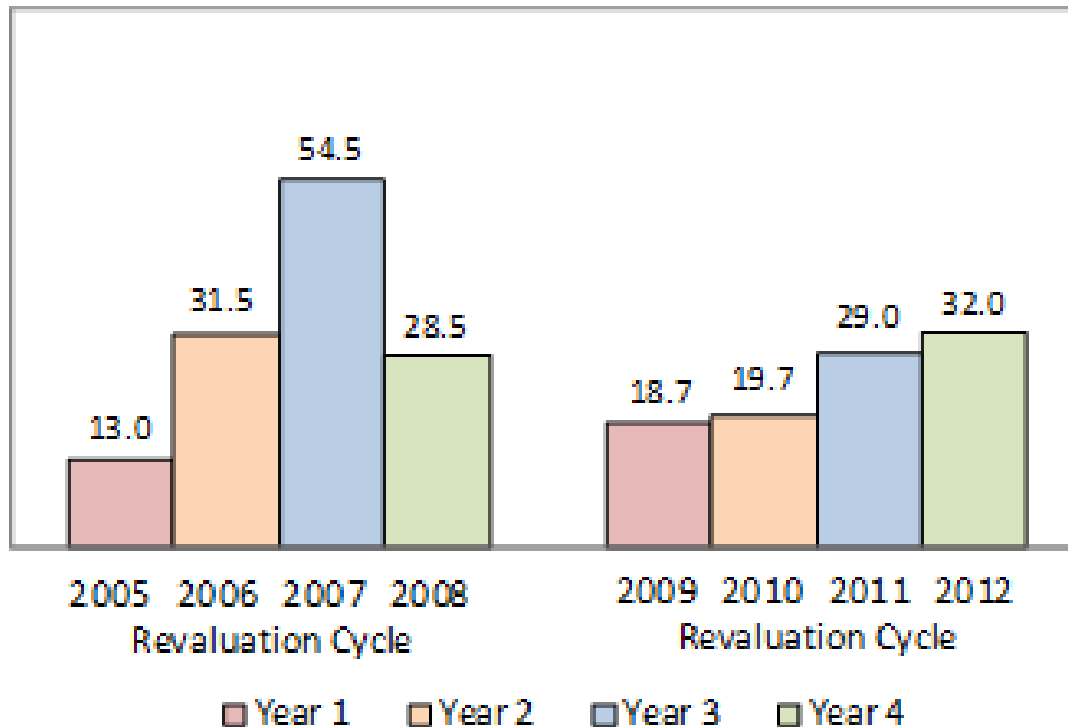
Annual Maintenance Delivery Services Maintenance completed for client municipalities by December 31st



Mitigating Service Reductions With Business Process Improvements (Lean)

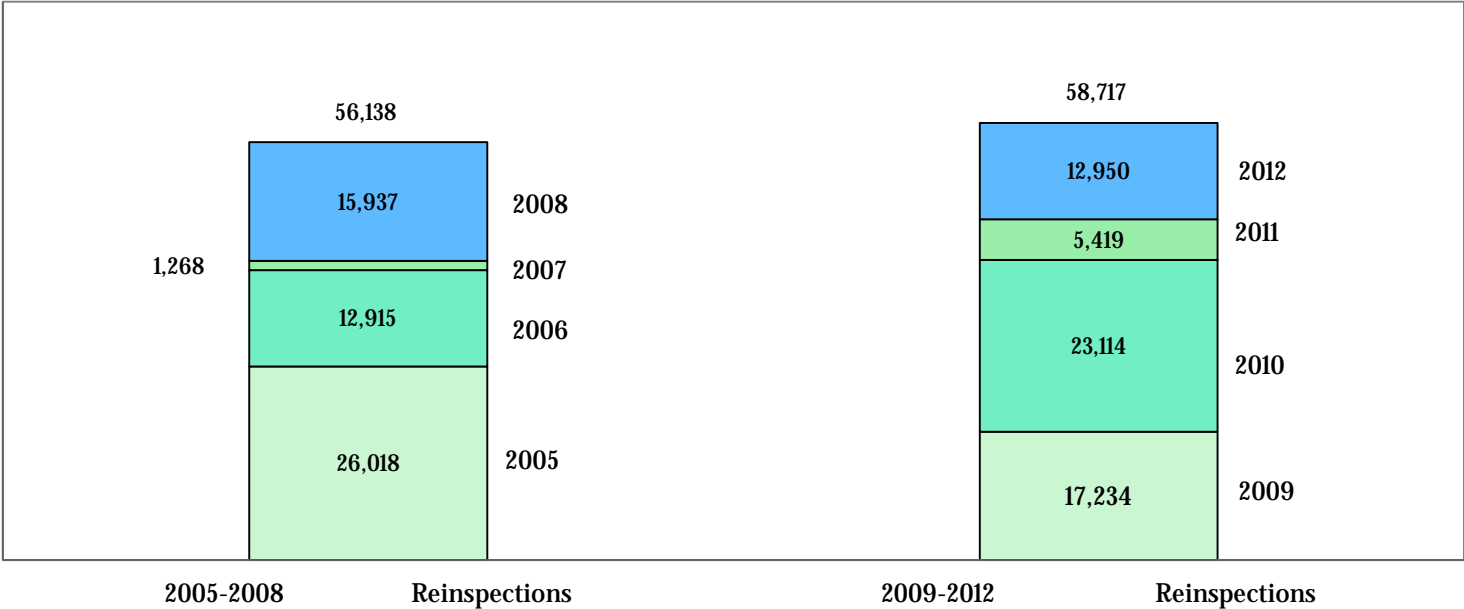
Revaluation Appraiser Effort

Number of Appraisers (FTEs)



Reinspections - A Weak Area

Property Reinspection Reviews
Number of Properties (Four-year Period)



The Cost of Not Keeping Up With Inspections



Money Being Left on the Table

\$2,000,000,000 (\$30M)

Cities/Towns 1997/1995	Villages & Resort Villages 1991	Rural Municipalities & North 1989
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Our New Strategic Directions (2013-2017)

1. Establish a new, stakeholder supported funding model for SAMA
2. Simplify and streamline to improve efficiency and effectiveness
3. Strengthen the capabilities of all employees
4. Use policy, process and technology changes together to radically increase property inspections

2013 to 2017 Strategic Direction

Establish new stakeholder supported funding model for SAMA

- Current funding model not working
- Seek new funding through fee for service options
 - (annual maintenance above threshold, application of income approach, special inspection requests)
- Cost shared capital funding for new technology
- Consider one-time adjustments to 65:35 proportions tied to commitment for capital funding support.
- Legislative changes needed

2013 to 2017 Strategic Direction

Simplify and streamline to improve efficiency and effectiveness

- Reduction in time spent on revaluations
- A smaller, more efficient agency
 - Seek to stabilize our resource levels at current level
- Simplified valuation models
- Priority to property reinspections

Simplify SAMA's Residential Quality Classifications (from 36 to 7)

—————→ **Simplified:**

SAMA 36 Quality Classification	7 New Classes
F, E	Very Low
D, DO, C/D, CO/DO	Low
C, CO, B/C, BO/CO	Fair
B, BO, A/B, AO/BO	Average
A, AO, AA/A, AAO/AO	Good
AA, AAO, AA+10, AAO+10, AA+20, AO+20	Very Good
AA+30, AAO+30 <u>to</u> AA+80, AAO+80	Excellent

Residential Cost Simplification Project

– Residential Cost New Impact (SFD/MF):

#	Dwelling Type	CG Quality	Constr. Type	BMT	Basement Rooms	Garage	Other Outbuildings	% Difference Current to Simplified
1	SFD – Average	B	1 Storey	Yes	1/2	Attached	Deck	+2.1%
2	SFD – Excellent	AA+40	2 Storey	Yes	full	Built-in	RMSGAR; Shed; Deck; Pool, Pool Enclosure	+4.7%
3	SFD – Fair	CO	1 ½ Storey	Yes	No	Detached (Good)	Porch; Patio	+3.6%
4	SFD – Very Low	E	1 Storey	Yes	No	No	Shed	-7.1%
5	MF – Average	B	2 Storey – End Row	Yes	1/4	No	Deck	-0.2%
6	MF – Fair	C	1 Storey – Inside Row	Yes	No	Detached	No	-1.8%

Residential Cost Simplification Project

- ∅ Goal is for major improvements in:
 - Field inspection productivity (to +35%)
 - Data entry efficiency and accuracy (to +45%)
 - Quality and uniformity of assessments
 - Model maintenance / Revaluation updates / CAMA administration
 - Enable future technology gains (Handhelds)
 - Support both cost and sales (MRA) approaches

2013 to 2017 Strategic Direction

Strengthen the Capabilities of our Employees



2013 to 2017 Strategic Direction

Use policy, process and technology changes together to radically increase property inspections

- Objective to double production rate
- Add resources from other programs as efficiency gains are realized
- Ag land inspections to issues-based with optimum use of new technologies
- Develop and implement handheld applications for all inspection work
- 10 year inspection cycle as a long term objective

Capital Project for New Technology



- \$4.9M for handhelds and GIS technologies
- Cost-shared between province and municipalities
- Essential to strategy to double productive capacity of staff

Budget Business Case

Value of Inspections

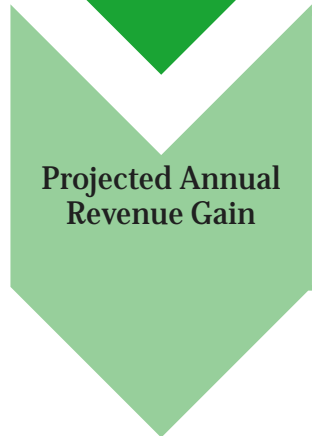
Based on recent average assessment increases

Substantial Value for Money



Operational Funding
(2013 Increase)

- **\$16,310,000**
(+\$522,000)



Projected Annual
Revenue Gain

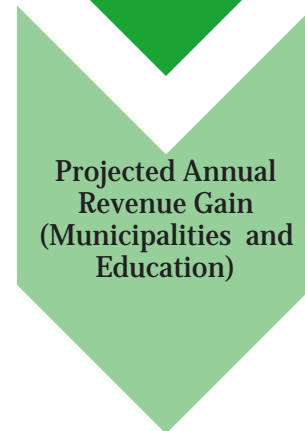
- **\$21,200,000**

Value of Doubling Inspection Capacity



Capital Budget
(annual)

- **\$1,225,000**
X 4



Projected Annual
Revenue Gain
(Municipalities and
Education)

- **\$30,000,000**

Current Agency Priorities

- Complete remaining 2013 maintenance commitments
- 2013 revaluation
 - Support of values
- 2014 assessment maintenance and inspections
- Preparations for the future (long term):
 - Implement new strategic directions (e.g. cost simplification)
 - Resolve budget issues (new four year budget plan)
 - Begin work on new technology (open forms)



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Assessment Services Division Update