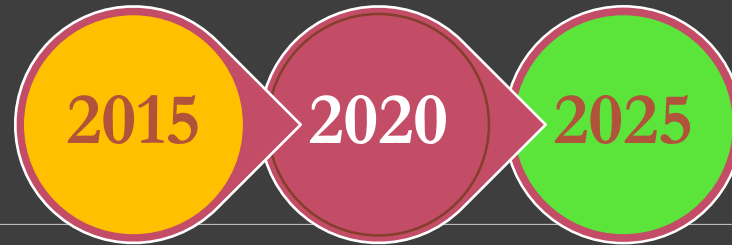


MARCH 3, 2020

INDUSTRIAL PROPERTY
ASSESSMENT –
THE RIGHT QUESTIONS?



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Solutions that Work

Bruce Turner, President, Heuristic Consulting Associates

NOT Having an Independent Agency: What Costs to Government & Taxpayers?

- 1. Eroding tax base – abandoned wells, few major plant inspections etc.?**
- 2. Winners & Losers – Shifting Tax Burden?**
- 3. Lost tax revenue; growing inequities?**
- 4. Self-reporting (RFIs) - can Taxpayers be responsible for achieving Tax Policy Objectives – i.e. the cost of inadequate field truthing?**

NFLD to BC – Independent Agencies seen as:

1) Informed ADVISORS to GOVERNMENT;

2) More TRUSTED SERVICES TO LG & TAXPAYERS

ACCOUNTABLE FOR –

- **COST EFFECTIVE SERVICE DELIVERY**
- **UNIFORM ASSESSMENTS – PROVINCE-WIDE**
- **INDEPENDENCE & OBJECTIVITY → TAXPAYER CONFIDENCE**
- **BUILDING & MAINTAINING CAPACITY**

Perception is Reality: Separate but Integrated
governance elements

a) **Property Tax Policy**

b) **Property Assessment Service Del**

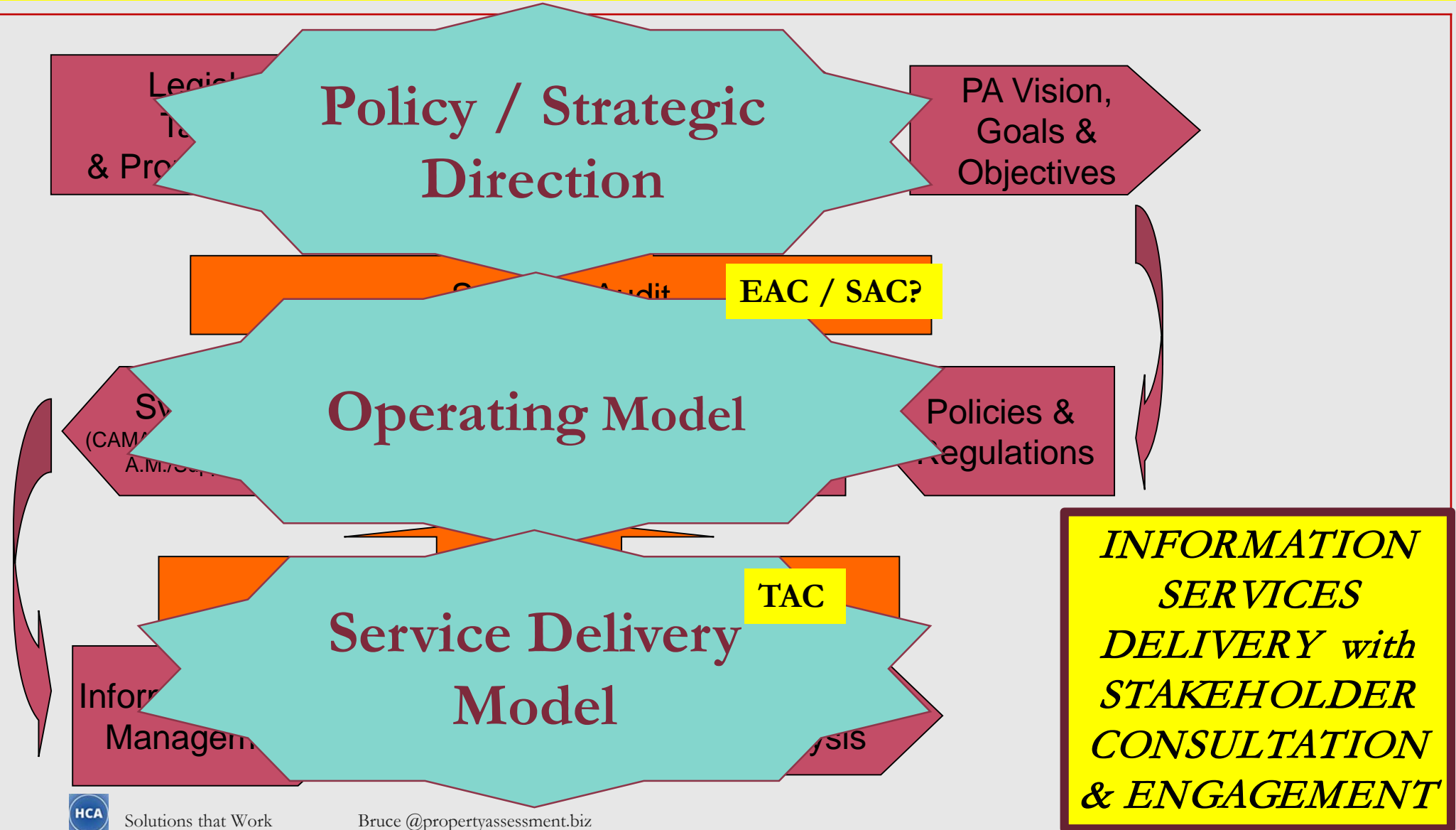
c) **Billing & Collection**

Quasi-Independence:
SEPARATE functions
but *INTEGRATED* tax
system

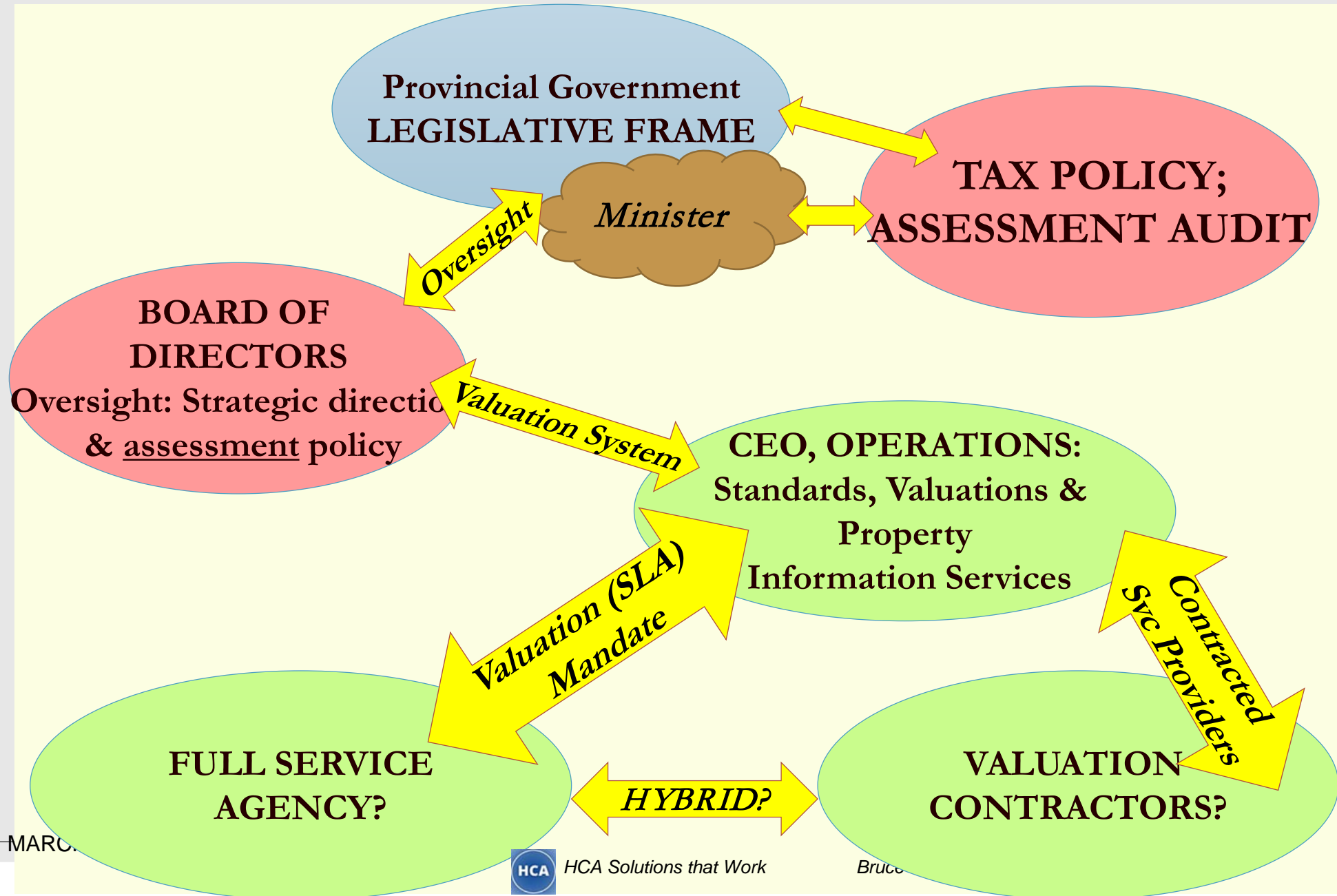
1. **SEPARATION** for
PUBLIC
CONFIDENCE

2. **INTEGRATION** for
COST
EFFECTIVENESS

Industrial Assessment: *Value chain: Strong as Weakest Link?*



Governance Structure *(Quasi-Independent Agency)*



Leading Transformation

1. Know where you're going – TANGIBLE & MEASURABLE
2. Where are we NOW – RISKS & PRIORITIES (*ROCKS v pebbles*)
3. ROAD MAP to 2025: Build & support a workable Action Plan
4. Build internal excitement for end-game; leverage expertise
5. Treat people well; they deliver your future
6. Build public confidence: political; municipal; GOA; taxpayers
7. Funding: answer critical question of 'who pays / who benefits'?