

Municipal Assessment Agency Inc.

Business Plan

April 1, 2026 - March 31, 2029



**Municipal
Assessment
Agency Inc.**

BUSINESS PLAN 2026-2029





Message from the Chairperson

On behalf of the Municipal Assessment Agency (the Agency), I am pleased to present our 2026-2029 Business Plan.

As a Category Two entity under the **Transparency and Accountability Act**, the Board of Directors is collectively accountable for the preparation of this plan and for achieving the goals and objectives outlined herein.

The Board's continued commitment to openness, transparency, and the fundamental principles of an effective property assessment system, is reflected throughout this report.

The Agency is a not-for-profit entity responsible for providing fair, accurate, and effective property assessment services to more than 240 municipalities throughout the province, as mandated under the **Assessment Act, 2006**. We are pleased to support local governments in delivering essential services to the people of Newfoundland and Labrador.

The 2026-2029 Business Plan demonstrates the Agency's ongoing commitment to its stakeholders, operational excellence, and accountability to the Province of Newfoundland and Labrador. The strategic direction of the Department of Municipal and Community Affairs was carefully considered in the development of this plan.

Sincerely,

A handwritten signature in blue ink that reads "Dean Ball". The signature is stylized and cursive.

Mayor Dean Ball, Chairperson
Board of Directors

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Entity Overview

The Agency provides ethical and equitable property assessment services within Newfoundland and Labrador. As a crown corporation, we are responsible for both residential and commercial property assessments. The Agency is governed by a ten-member Board of Directors including six municipal representatives, one director appointed by Municipalities Newfoundland and Labrador (MNL), and one by the Professional Municipal Administrators (PMA). The remaining two positions are appointed by the Minister of Municipal and Community Affairs and represent the interest of citizens.

The Board of Directors is responsible for directing the business and affairs of the Agency, advising the Minister on matters relating to the **Assessment Act**, approving all by-laws, and ensuring governance within the Corporation.

The membership of the Board of Directors, as of April 1, 2026, is listed below.

Title	Board of Directors
Board Chair Western Director	Mayor Dean Ball Town of Deer Lake
Board Vice Chair Central Director	Mayor Tony R. Keats Town of Dover
Avalon Director	Councillor Eric A. Snow Town of South River
Eastern Director	Councillor Keith Keating Town of Marystown
Labrador Director	Mayor Eric Paul Town of Red Bay
Urban Director	Deputy Mayor Kimberley Street Town of Paradise
Taxpayer Representative	Mr. Allan Hawkins Pleasantview

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Taxpayer Representative	Vacant
Representative of MNL	Deputy Mayor Nicole Kieley City of Mount Pearl
Representative of PMA	Ms. Connie Reid, Town Clerk/Manager PMA President Town of Reidville

The Agency has fifty-five permanent positions located in five offices throughout the province. The Agency's gross expenditure budget for 2026-27 is \$6,134,260 with planned related revenue of approximately \$5,843,500. The Agency's main source of revenue is derived from service fees to municipalities for assessment services. If a shortfall occurs in a fiscal year, unrestricted funds are available. If funds were unavailable, an increase in service fees would result.

Lines of Business

The Agency's line of business is a reflection of the requirements outlined in the **Assessment Act, 2006**.

Property Assessments

On behalf of municipalities, the Agency provides residents and commercial property owners with their real property values annually. This is achieved by collecting market information and other property data to calculate market value for each property.

Supporting Client Municipalities

Working closely with municipalities, the Agency ensures residents are informed about their property assessment and the processes used to determine these property values.

Consultation Services

The Agency provides consultation services relating to property assessment practices.

Mandate

The Municipal Assessment Agency is required to provide municipalities with real property values (or assessments) in accordance with the terms and conditions of the Government of Newfoundland and Labrador's **Assessment Act, 2006**.

The Municipal Assessment Agency is limited by the conditions of its incorporation to do only the following:

- ▶ Provide assessment activities as per the **Assessment Act, 2006**,
- ▶ Provide and sell:
 - Data and other related assessment information
 - Property inspections
 - Valuation services to all levels of the Crown, including municipalities as outlined in the **Assessment Act, 2006**
 - Consultation services

The Municipal Assessment Agency is a “not-for-profit” entity whose returns are to be used solely to support or enhance the activities of the Agency on behalf of those we serve.

The Agency's website www.maa.ca provides further overview of the services provided.

Primary Clients

The primary clients of the Municipal Assessment Agency include:

- Approximately 240 municipalities and one Inuit Community Government
- Residents of client municipalities

Vision

The vision of the Municipal Assessment Agency is an organization applying the highest standards of fairness and equity in all operations and processes, thereby meeting the valuation needs and professional expectations of those we serve.

Issues

Issue 1 – Transparency and Accessibility in Communication

The Municipal Assessment Agency recognizes that communication practices can be improved to ensure that appropriate levels of transparency and accessibility are consistently applied.

There is a lack of clear understanding among the public about how real property assessments are determined, largely due to the complexity of valuation methods and the assessment process. This may lead to misconceptions about the relationship between real property assessments and municipal taxation.

Clear, transparent, and accessible communication is essential for stakeholders to understand information, make informed decisions, and engage meaningfully. Improving communication practices will ensure that appropriate levels of transparency and accessibility are consistently applied and will support fairness, inclusion, trust, and effective service delivery to municipalities and their residents.

Goal:

By March 31, 2029, the Municipal Assessment Agency will have enhanced communication methods and strategies to improve transparency and accessibility and stakeholder understanding of real property assessment.

Goal Indicators:

- Increased client and resident awareness and improved transparency of the assessment process.
- Increased client and resident accessibility to information to understand real property assessment.

- Improved client and resident satisfaction with communication methods and strategies.

Objective 1:

By March 31, 2027, the Municipal Assessment Agency will have collected and examined client and resident feedback and explored best practices in the development of a communication plan.

Indicators:

- Increased opportunities for clients and residents to provide feedback through engagement activities such as surveys and workshops.
- Relevant best practices have been identified and assessed for integration into the communication plan.
- Increased customer satisfaction with each engagement activity with a minimum score of 80%.

Objective 2:

By March 31, 2028, the Municipal Assessment Agency will have implemented the communication plan to improve communication methods and strategies specifically focused on accessibility and transparency for clients and residents.

Objective 3:

By March 31, 2029, the Municipal Assessment Agency will have evaluated newly implemented communication methods and strategies aimed to improve transparency and accessibility for clients and residents.

Issue 2 – Workforce Capacity

The Municipal Assessment Agency faces workforce capacity challenges such as skill gaps, ongoing talent shortages, and difficulties retaining employees. These pressures limit the ability to develop and maintain a sustainable workforce and places its long-term capacity to fulfill its mandate at risk. Without targeted workforce development and succession planning strategies, the organization may experience reduced service effectiveness, increased turnover costs, and operational instability.

Addressing workforce capacity issues will maintain operational efficiency and continuity, create organizational resilience, and strengthen the Agency's ability to deliver consistent, timely, and high-quality assessment services to clients.

Goal:

By March 31, 2029, the Municipal Assessment Agency will have developed and implemented a long-term succession planning framework to strengthen its ability to maintain a reliable service to municipalities and the public.

Goal Indicators:

- The vacancy rates for critical positions have decreased.
- An increased percentage of key functions are operating at full staffing capacity.
- The employee retention rates have increased.

Objective 1:

By March 31, 2027, the Municipal Assessment Agency will have developed a comprehensive succession planning framework to ensure workforce capacity and skills alignment for sustained service delivery.

Indicators:

- 100% of critical roles will have documented plans on how knowledge will be transferred to a successor.
- 100% of critical roles will have clearly defined responsibilities and core competencies.
- Leadership satisfaction score with succession readiness have increased.

Objective 2:

By March 31, 2028, the Municipal Assessment Agency will have implemented the new succession planning framework into all existing human resources programs, with at least one identified successor for 100% of critical roles.

Objective 3:

By March 31, 2029, the Municipal Assessment Agency will have completed a formal review and implemented all required updates to the succession planning framework to ensure it supports its goal to strengthen the required service delivery.

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