

Assessment and Taxation

FINANCIAL SERVICES & UTILITIES

Branch Manager:
Rod Risling

2016-2018 Business Plan



Table of Contents

INTRODUCTION

Our Branch	19
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CONTRIBUTION TO THE CITY'S VISION

The Way Ahead	20
CLT Strategic Focus Areas	21
Branch Initiatives	22
Building a Great City	24

RISK IDENTIFICATION AND EMERGING ISSUES

Risk Identification	25
Emerging Issues	26

BRANCH STRUCTURE & PROGRAMS 27

PLANNED CHANGES – FINANCIAL IMPACTS

2016-2018 Plan – Branch Summary	29
Changes to Maintain Current Service Levels	30
Changes Beyond Current Service Levels	31
Positive Change Initiatives	31

APPENDIX

Appendix I – Summary Alignment of Outcomes & Performance Measures	32
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Message from the Manager



“We efficiently deliver fair, equitable and transparent assessment and taxation services to ensure the financial sustainability of the City of Edmonton.”

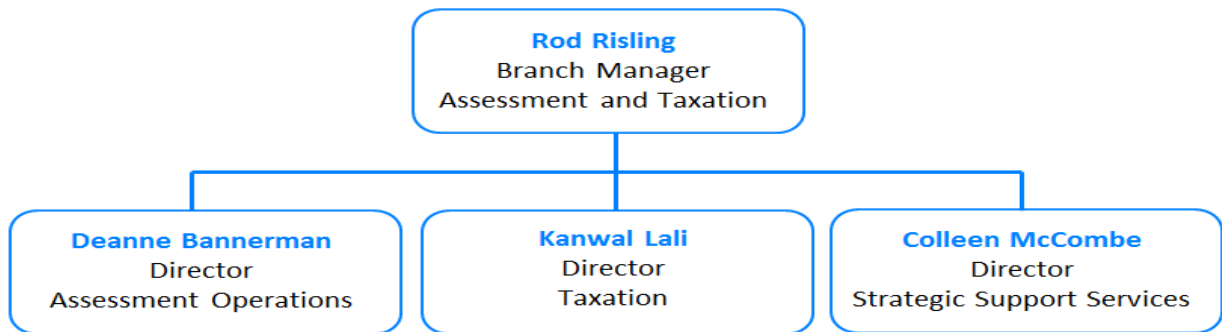
Being known as the City’s “tax man” is a title not envied by most. While the collection of taxes is an important part of the branch’s function, property assessment is about ensuring a fair distribution of the revenue requisition. It is the goal of the Assessment and Taxation branch to efficiently deliver fair, equitable and transparent assessment and taxation services to ensure the financial sustainability of the City of Edmonton.

Assessment and Taxation prepares annual market value assessments for all properties, including amended and supplementary assessments, and defends assessment complaints/appeals. It is responsible for taxation billing and collection of municipal property tax, provincial education taxes, local improvement levies and Business Revitalization Zone levies. It also provides additional administrative services through the Monthly Payment Program.

Success in the world of assessment means that property assessments closely correlate to the sales that occur in the open market. With a sound model in place, home and business owners alike can feel confident that they are not being overburdened and that they are being treated fairly in relation to their neighbours. Success for taxation means that our annual collection rate is high, with nearly 100% recovery of overdue levies within a period of three years.

Overall, Alberta’s system is touted as a world leader in its approach to assessment and Edmonton continues to lead the Province with a focus on operational and service excellence.

Rod Risling, Branch Manager
Assessment and Taxation



Our Branch

The objective of the Assessment and Taxation Branch is to ensure fair and transparent application of provincially legislated assessment and taxation functions critical to meeting the approved taxation requirements to fund City programs, services and the provincial education requisition.

Assessment and Taxation prepares annual market value assessments for all properties, including amended and supplementary assessments, and defends assessment complaints/appeals. It is responsible for taxation billing and collection for municipal property tax, provincial education taxes, local improvement levies and Business Revitalization Zone levies. It also provides additional administrative services through the Monthly Payment Program.

Through its efforts, the branch delivers over half of the City's annual operating revenue. Property tax is one of the oldest forms of municipal revenue and provides a stable and predictable revenue source for the City of Edmonton.

Overall, Alberta's assessment system is touted as a world leader in its approach. As one of the two big cities in Alberta, the City of Edmonton is also becoming one of the most important training grounds for assessment professionals. Internal courses help new university graduates orient themselves to the profession while support is provided to pursue full certification in the field.

The Assessment and Taxation Branch values a continuous improvement model. It has identified and continues to identify areas of further legislative improvement. The branch continues to push for a principle-based approach to assessment practices, relying on key themes of fairness, equity, transparency, consistency and legislative clarity. Given the ongoing need for revenue diversification, the branch is also supporting Council by seeking new and flexible revenue tools that will aid in promoting a forward-looking development agenda.

Over the next three years, the branch will be focused on achieving six goals. Each goal is directly linked to at least one outcome. These outcomes illustrate what will be the demonstrable result of

achieving the goal, and each has a measure that makes clear what will be considered successful.

Table 1: Assessment and Taxation Goals and Outcomes

Assessment and Taxation Goals and Outcomes	
Goal 1: Work towards significant and meaningful legislative reform to enhance the assessment process and provide additional flexibility to City Council	Outcome 1.1: Support Council to make informed decisions and influence provincial and federal assessment and tax policies and regulations
	Outcome 1.2: Collaborate with other municipal and provincial partners to develop and support favourable assessment and tax legislative reforms for Edmonton
Goal 2: Develop a Balanced Scorecard strategic plan to align performance measures with strategic direction	Outcome 2.1: Create an integrated approach to plan, implement, check, and adjust branch strategic priorities
	Outcome 2.2: Manage and align staff efficiencies to branch strategic priorities
Goal 3: Develop clear succession planning	Outcome 3.1: Track staff develop goals and support staff growth and development
	Outcome 3.2: Provide clear development path and make necessary training available
Goal 4: Engage staff at all levels towards stronger branch and corporate culture	Outcome 4.1: Enable staff to foster innovation and creativity
	Outcome 4.2: Strengthen branch communication and reporting
Goal 5: Support corporation in 3-year budget cycle	Outcome 5.1: Enhance ability to forecast future assessment and tax revenue growth
Goal 6: Encourage, develop and implement branch efficiencies	Outcome 6.1: Leverage processes and technologies to improve service delivery
	Outcome 6.2: Improve Assessment data and service integrity and enhancement

**Please see Branch Structure & Programs for more information.*

Contribution to the City's Vision

THE WAY AHEAD

The City's corporate vision encompassed within *The Way Ahead* and *The Way Ahead Implementation Plan* are supported through sound business practices within the Assessment and Taxation Branch. At a fundamental level, the Assessment and Taxation Branch ensures



Edmonton's financial sustainability by preparing, communicating and defending a fair and accurate assessment base. The City of Edmonton is able to rely on the work of the Assessment and Taxation branch to bring in more than 52% of its annual operating revenue (\$1.3 billion). The success of the branch is demonstrated in the fact that of the over 360,000 properties assessed within the city, only about 0.5% are appealed each year. Of those under Assessment Review Board complaint, over 80% are won or revised by the assessor based on new information. Tracking the branch's success at the Assessment Review Board is an indicator of the accuracy of the assessment base, the success of the branch's outreach and communication, and its ability to defend the values derived using a market value mass appraisal approach.

CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

While much of its work is governed by Provincial legislation, the Assessment and Taxation Branch also concentrates on a number of Corporate Leadership Team Strategic Focus Areas. The branch is involved in a number of corporate programs while leading the way on many other major initiatives, such as the Big City Charter and the Municipal Government Act Review. Organizational culture and future capacity building are also key focus areas.

The following table identifies the work we are planning that will meet Corporate Leadership Team's expected achievements for this planning cycle.

Table 2: Strategic Focus Areas

Focus Area: Strategic Plan The Way Ahead	
Element	Branch Tactics
<i>The Ways Plans</i>	As part of the development of <i>The Way We Finance</i> , the branch will be preparing a white paper on Assessment and Taxation to help guide subsequent strategic decision-making.
Focus Area: Administrative Governance	
Element	Branch Tactics
Organizational Culture	There is a significant focus on branch culture that includes: <ul style="list-style-type: none"> <input type="checkbox"/> Cultural Ambassador Program <input type="checkbox"/> Flexible Hours at Work Policy
Developing Capacity	Ensuring future success through well-considered succession planning. This includes: <ul style="list-style-type: none"> <input type="checkbox"/> In-house course development and training programs <input type="checkbox"/> Creation of standard operating procedures and process maps
Focus Area: City Council Interface	
Element	Branch Tactics

Council Support	The branch maintains a professional relationship with all members of Council and strives for rapid turnaround on all Councillor issues and inquiries. The branch holds an annual Council Information Session for its Assessment Mail Out process.
Focus Area: Corporate Oversight	
Element	Branch Tactics
Risk Assessment/ Enterprise Risk Management/ Corporate Performance Measures	The branch is completing development of a Balanced Scorecard that will align performance measures with strategic direction and provide the branch with a clear vision, mission statement and values.
Focus Area: Major Initiatives	
Element	Branch Tactics
Big City Charter/ MGA	The branch is closely involved in corporate initiatives related to legislative change. This includes the MGA Review and the Big City Charter. Reforms proposed by the branch will look to bring greater transparency, fairness and accuracy to the assessment and taxation process. The branch also strives to improve administrative efficiencies by updating legislation to conform with 21st century technology and realities.

BRANCH INITIATIVES

Table 3: Branch goals and strategies

Goal	Strategy or Tactic
Goal 1: Work towards significant and meaningful legislative reform to enhance the assessment process and provide additional flexibility to City Council	<ul style="list-style-type: none"> ❑ Significant work is underway within the MGA Review, with the branch providing 11 high-level areas for change supported by 4 overarching principles. Underlying these areas are a number of specific recommendations, which are now being discussed within stakeholder task force teams. ❑ At the forefront of the Big City Charter process, the Assessment and Taxation Branch worked directly with the City of Calgary and the Government of Alberta to bring forward 21 proposed outcomes for Phase 1. Additional work for drafting and further outcomes will continue into Phase 2 of the Big City Charter discussions.
Goal 2: Develop a Balanced Scorecard strategic plan to align performance measures with strategic direction	<ul style="list-style-type: none"> ❑ The Assessment and Taxation Branch has taken on the significant task of developing an internal strategic plan known as a Balanced Scorecard. The Balanced Scorecard aligns the branch's goals, vision and mission with specific performance measures and targets. ❑ Further work is underway to align time reporting with the Annual Task Plan. Employees are required to record their time for all tasks performed and this information is aggregated and submitted to the leadership team

	to determine where improvements can be made. Further analytics are also underway.
Goal 3: Develop clear succession planning	<ul style="list-style-type: none"> ❑ Succession planning is key to the Assessment and Taxation Branch. Assessors with the necessary skill-set are becoming increasingly difficult to find. Addressing this challenge must be done in a variety of ways. The job function and knowledge of critical positions is being captured through process-mapping and the development of standard operating procedures. ❑ The branch itself has worked diligently to develop its own in-house training program which helps take university graduates through many of the steps to become an accredited assessor. ❑ Mentoring programs and a variety of relevant conferences are offered to ensure staff are engaged and kept up-to-date on the current state of the assessment profession.
Goal 4: Engage staff at all levels towards stronger branch and corporate culture	<ul style="list-style-type: none"> ❑ The Assessment and Taxation branch has embraced the Diversity and Engagement survey and used the results to create several working level committees to bring forward creative ideas to foster innovation and improvement. ❑ Branch image is under review with additional resources being put towards strengthening internal communications. ❑ An 'Innovation log' tracks working-level recommendations for change and ensures accountability at a management level as management reports back regarding their progress towards each recommendation.
Goal 5: Support corporation in 3-year budget cycle	<ul style="list-style-type: none"> ❑ In addition to the development of a branch-wide business plan and long-term strategic plan, the branch supports the City's budgeting process by providing upcoming growth projections. Given the new 3-year budget cycle, work is underway to enhance forecasting with reliable data to predict future assessment and tax revenue growth well into the future.
Goal 6: Encourage, develop and implement branch efficiencies	<ul style="list-style-type: none"> ❑ The Assessment and Taxation branch is constantly looking for opportunities to innovate and evolve to meet future needs and become more efficient. As an example, the recent adoption of Pictometry aerial photography will create significant efficiencies as many property inspections will now be able to be performed from the assessor's desk. Integration of this technology with other City systems has allowed seamless progression from Pictometry imagery to City legacy systems with all layers of data available for review. ❑ Recording of processes through process-mapping for succession planning purposes is being taken further by the development of an improvement register. As processes are mapped, potential areas for improvement are logged and addressed within the Branch's initiative work-cycle. ❑ Continuous work is underway to improve the integrity of assessment data. Regular inspection cycles are working towards the goal of 20% annual inventory review while attributes used to assess properties are also under review. Data clean-up and enhancements are working towards strengthening the assessment base.

BUILDING A GREAT CITY

This section will highlight the strategies and tactics/actions from the section above that will lead to building a great city. This includes:

Continuous Improvement and Innovation

- ❑ Continue to look for process efficiencies through technological innovation, legislative change and greater staff engagement.
- ❑ Foster and leverage continuous improvement and innovation opportunities within the branch to assist in achieving outcomes such as:
 - Securing and maintaining Branch legacy software while integrating new technology solutions such as Pictometry
 - Engaging in legislative change through the MGA Review and Big City Charter
 - Supporting branch staff through engagement committees, innovation log and improved communication.
- ❑ Work to date has demonstrated the branch's commitment to improvement and innovation. Over the last 5 years, the branch workload has increased by 43,300 assessment accounts (representing a 13% overall increase). Despite this workload increase, efficiency measures have kept the FTE count steady, with an actual decrease of 5.5 FTEs (representing a 3% decrease).

Culture in the Workplace

Table 4: Branch Culture Action Plan

Culture Action Plan	
Issue to be Actioned	<p>Employee engagement, satisfaction and culture:</p> <ol style="list-style-type: none"> 1. Branch vision and strategic plan that is understood by branch staff 2. Succession Planning for all positions within the Branch 3. Cultural Ambassador diversification in Branch 4. Communication 5. Engagement 6. Equitable treatment of flextime hours within Branch

Desired Outcomes	<ol style="list-style-type: none"> 1. Provide a framework for prioritizing programs, projects, services, products and resources that is easily understood by all staff and ties in performance measures and targets at all levels. 2a. Ensure all employees seeking career development have self-identified development needs in their Employee Performance Plan and Evaluation. 2b. Fill all vacant positions with qualified applicants. 3. Establish additional cultural ambassadors active in the Branch. 4. Develop an Internal Communications Plan. 5a. Form an Engagement Committee from working-level staff to create action plans to improve engagement. 5b. Complete pilot program from Jan 1 to June 30, and apply results to develop further recommendations that will enhance program. 		
Employee Engagement Survey Results (% favourable survey response)	2012 (Actual)	2014 (Actual)	2016 (Target)
<input type="checkbox"/> Overall Engagement <input type="checkbox"/> Overall Culture <input type="checkbox"/> Overall Workplace <input type="checkbox"/> Job Satisfaction <input type="checkbox"/> Overall Immediate Supervisor	<input type="checkbox"/> 63.8 <input type="checkbox"/> 65.4 <input type="checkbox"/> 64.8 <input type="checkbox"/> 66.3 <input type="checkbox"/> 68.1	<input type="checkbox"/> 67.6 <input type="checkbox"/> 75.4 <input type="checkbox"/> 73.5 <input type="checkbox"/> 71.8 <input type="checkbox"/> 82.9	Maintain or increase from 2014

Please see Appendix I – Summary Alignment of Outcomes & Performance Measures for more information.

Risk Identification and Emerging Issues

RISK IDENTIFICATION

The following table identifies the operational risks associated with the Department. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Table 5: Risks and Mitigation Strategies

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Knowledge Retention	2	3	<input type="checkbox"/> Record knowledge of key personnel in process maps. <input type="checkbox"/> Continue development of standard operating procedures. <input type="checkbox"/> Foster knowledge sharing and training.	Branch Leadership

Legislative Changes	5	3	<ul style="list-style-type: none"> ❑ The MGA Review and Big City Charter will have significant impacts on the Assessment and Taxation Branch. ❑ The branch is working closely with the Province and other stakeholders to ensure Edmonton's interests are protected. ❑ Many proposed changes will be positive, but new challenges will be inevitable as the branch adjusts to new legislation. 	Branch Leadership
Technological Support	2	4	<ul style="list-style-type: none"> ❑ The Assessment and Taxation Branch relies on City legacy systems, including Oracle and TACS. ❑ These system require continuous upgrading and support to ensure they remain current with both new technology and the branch's needs. ❑ As part of the branch's base budget, regular investment occurs to ensure the security of these systems. 	Branch Leadership
Assessment Roll Stability	3	3	<ul style="list-style-type: none"> ❑ The Assessment and Taxation Branch works diligently to ensure an accurate and secure assessment base. ❑ Complaints on assessments are brought forward annually, which must be reviewed and defended by assessment and legal professionals. 	Branch Leadership

EMERGING ISSUES

The Assessment and Taxation Branch is actively involved in legislative reform being put forward through both the Municipal Government Act Review and the Big City Charter. These projects promise to alter the landscape in which the branch operates. The branch is fully engaged in all aspects of the process and has suggested a number of changes that will improve branch efficiency and overall municipal flexibility in the matters of tax policy.

Branch Structure and Programs

The following table identifies the Branch Programs and the functions within the Programs:

Table 6: Branch Programs and Functions

Assessment	Taxation
Strategic Support Services (Training, Audit, Quality Control)	Strategic Support Services (Training, Audit, Quality Control)
Applications (Information Processing)	Applications (Information Processing)
Residential Unit	Tax Accounting
Commercial Unit	Customer Service and Tax Collection
Industrial, Special Purpose, Exemptions and Cost Unit	
Valuation, Multi-Residential and Residential Condo Unit	



Program 1: Assessment

The Assessment area strives to effectively prepare, communicate and defend annual market value assessments. It reports assessment information to the Province for the purposes of equalized assessment and to meet audit requirements. In all aspects of its work, the area looks to meet or exceed legislated provincial valuation standards. The assessment area also maintains a commitment to customer service by engaging in pre-roll conversations with property owners to apprise them of the upcoming market value shifts.

Service standards are strongly dictated by Part 9 of the Municipal Government Act (MGA) and associated regulations. The branch prepares assessments for over 360,000 properties annually. As part of Provincial expectations, the branch's assessment roll is provincially audited on an annual basis to ensure quality and accuracy.

Primary cost drivers for the assessment area relate to the volume of accounts and number of Assessment Review Board Complaints.



Program 2: Taxation

The Taxation area ensures the City meets budget targets via tax collection and enforcement. In addition to annual tax collection, it administers the Monthly Payment Program, Business Revitalization Zone levies, Community Revitalization Zone levies and local improvement payments. The area also maintains accurate property ownership information and records.

Service standards are strongly dictated by Part 10 of the Municipal Government Act (MGA) and associated regulations. The area handles over 100,000 enquiries via phone, fax, e-mail and walk-ins

on an annual basis. The business area works to update its processes as customer expectations evolve and Council expectations shift. City Council's direction to provide a Monthly Payment Program is one example of working to meet the needs and expectations of Council and property owners.

Primary cost drivers for the taxation area relate to the volume of accounts and number of inquiries.

Planned Changes 2016 - 2018

Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan. (March 2)

ASSESSMENT AND TAXATION

2016–2018 PLAN – BRANCH SUMMARY

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
Revenue & Transfers				
User Fees, Fines, and Permits	-	-	-	-
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
Total Revenue & Transfers	-	-	-	-
Expenditure & Transfers				
Personnel	17,700	17,600	18,100	18,700
Non-Personnel	4,300	4,300	4,300	4,300
Total Expenditure & Transfers	\$22,000	\$21,900	\$22,400	\$23,000
Net Operating Requirement	\$22,000	\$21,900	\$22,400	\$23,000
Full-time Equivalents	189.2	189.2	189.2	189.2

CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

Identify the incremental changes to revenue or expenditures that is required to maintain the current service levels, ie. to do the same amount of work that the Branch is currently doing.

Table 7: Changes in Assessments

Year	# of Assessments Accounts	Change in Assessments Accounts	FTE's (includes Tax staff)	Change in FTE	Comments
2009	317,924		191.7		
2010	324,401	6,477	194.7	3	Addressing growth
2011	332,030	7,629	186.2	-8.5	Phased out business tax
2012	339,905	7,875	187.2	1	Addressing growth
2013	348,802	8,897	189.2	2	Addressing growth
2014	358,532	9,730	189.2	0	No increase in staff
2015	367,701	9,169	189.2	0	No increase in staff
2016	377,701	10,000	189.2	0	No increase in staff
2017	387,701	10,000	189.2	0	No increase in staff
2018	397,701	10,000	189.2	0	No increase in staff

The branch is forecasting an increase of approximately 10,000 parcels per year for the City of Edmonton. There is no definitive benchmark for staffing requirements based on parcel count, but a recent review completed by the International Association of Assessing Officers (IAAO) indicates an average of approximately 2,500 parcels per assessor. This number will vary based on the jurisdiction and its particular context. At present, the branch works at the industry average when accounting for staff in the Taxation section. The branch is aiming to take advantage of a variety of efficiency measures to maintain current staffing levels in the face of increasing parcel growth. This will drive the City's parcel count per assessor up by several hundred over the next three years.

With recent technological improvements through Pictometry, assessors are capable of performing inspections directly from their desks. This, in turn, decreases travel time and car mileage for the branch. The branch also anticipates additional efficiencies due to the

development of the new Civic Administration Building and potential integration of front counter activities. Increases in payments and inquiries as a result of Edmonton's increasing population can be managed by this integration.

Other efficiencies could be gained by changes in the Municipal Government Act – for instance, postage costs will decrease if the city is permitted to email, rather than mail, tax and assessment notices.

CHANGES BEYOND CURRENT SERVICE LEVELS

No changes in current service levels.

Impact of Capital:

There are no direct impacts on capital. IT costs are considered within the city's corporate Capital budget and IT committee.

POSITIVE CHANGE INITIATIVES

The Branch is planning the following Positive Change Initiatives:

- ❑ Pictometry continues to be integrated into the City's business and is anticipated to create additional efficiencies as assessor knowledge and training on this program improves.
- ❑ Legislative change through the MGA Review and Big City Charter is also expected to assist the branch in performing optimally. Legislative change is scheduled to begin in 2016 and continue in the 2017 and 2018 year. Phase-in periods for some of these changes are to be expected.



Appendix

APPENDIX I -SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES (PAGE SIZE CAN BE ADJUSTED) NEED TO BE PREPARED TO REPORT ON ANYTHING LISTED HERE

The following table is a summary of how the work of the Branch aligns to a Corporate Outcome and/or to a Corporate Leadership Team (CLT) Strategic Focus Area as well as the associated performance measures. The performance measures are intended to provide a summary of the measures that the Branch is currently monitoring and are identified throughout this business plan.

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target			Branch Strategies, Tactics or Actions
			2016	2017	2018	
BRANCH INITIATIVES						
TAX COLLECTION EFFECTIVENESS	<input type="checkbox"/> Property Tax collection as of year-end	Per cent of the tax levy collected	98%	98%	98%	<input type="checkbox"/> Continued customer engagement and focus on external communication. Annual review of assessment and tax notices and associated communication.
ASSESSMENT EFFICIENCY	<input type="checkbox"/> Improved Turnaround time on inquiries during complaint period	Inquiry response time (311 tickets received during complaint period)	100% within 3 days	100% within 3 days	100% within 3 days	<input type="checkbox"/> Annual tracking and review of response times is supported by all supervisory and management levels.
ASSESSMENT EFFECTIVENESS	<input type="checkbox"/> Meeting Provincial Audit standards for assessment to sales ratio	Ratio of assessed value to sales value for properties containing 1, 2 or 3 dwelling units	95% - 105%	95% - 105%	95% - 105%	<input type="checkbox"/> Ensuring a quality product through strong data, competent analysis and detailed review.
	<input type="checkbox"/> Meeting Provincial audit standard for coefficient of dispersion	Coefficient of dispersion for properties containing 1, 2 or 3 dwelling units	≤ 15%	≤ 15%	≤ 15%	<input type="checkbox"/> Ensuring a quality product through strong data, competent analysis and detailed review.
	<input type="checkbox"/> Minimize losses at assessment review board hearings	Per cent of the total annual municipal tax base reduced at tribunal	≤ 1%	≤ 1%	≤ 1%	<input type="checkbox"/> Ensuring a quality product through strong data, competent analysis and detailed review. Defence of the product with sufficient preparation and a well-articulated argument.

BRANCH CULTURE						
CULTURE	<div><div><input type="checkbox"/> Ensure a clear link between employee’s work and the City’s vision</div><div><input type="checkbox"/> Ensure information is available and timely</div><div><input type="checkbox"/> Provide employees the ability to express their career aspirations and develop a plan</div><div><input type="checkbox"/> Empower and provide opportunities for staff to improve the branch in which they work and the City as a whole</div></div>	% who see a clear link between their work and the City’s long-term vision	65%	2.5% Increase	2.5% Increase	<div><div><input type="checkbox"/> Provide a framework for prioritizing programs, projects, services, products and resources that is easily understood by all staff and ties in performance measures and targets at all levels.</div><div><input type="checkbox"/> Establish additional cultural ambassadors active in the Branch</div><div><input type="checkbox"/> Develop an Internal Communications Plan</div><div><input type="checkbox"/> Ensure all employees seeking career development have self-identified development needs in their Employee Performance Plan and Evaluation.</div><div><input type="checkbox"/> Fill all vacant positions with qualified applicants</div><div><input type="checkbox"/> Form an Engagement Committee from working-level staff to create action plans to improve engagement</div><div><input type="checkbox"/> Complete pilot program from Jan 1 to June 30, and apply results to develop further recommendations that will enhance program</div></div>
		% who believe information is widely shared and available when needed	65%	2.5% Increase	2.5% Increase	
		% who believe their career aspirations can be achieved at the City	62%	2.5% Increase	2.5% Increase	
		% who consider themselves engaged	68%	2.5% Increase	2.5% Increase	