
Meeting Minutes

Board of Directors

September 25, 2020

Time: 10:00 am – 12:00 pm (via GoToMeeting)

Attendees

Greg Keefe, Joe Feeney, Doug Boyd, Mike Dolter, Darren Bruckschwaiger, Bobby McNeil, Chuck Faulkner, Jane Fraser, Connie Nolan, Jimmy MacAlpine, Clifford Hood

Regrets

Juanita Spencer

Staff Attendees

Kathy Gillis, Russ Adams, Chris Doucette, Kim Ashizawa, David Chipp, Hugh Fraser, Rebecca Vorstermans, Tracy Williams

1. Review of Agenda

The draft agenda was reviewed.

Moved by Mike Dolter, seconded by Jane Fraser the agenda be Accepted.

Motion carried.

2. Review of Minutes

The draft minutes of June 26, 2020 were reviewed.

Moved by Joe Feeney, seconded by Doug Boyd the draft minutes of June 26, 2020 be accepted. Motion carried.

3. Committee Meetings Update

Strategy & Stakeholder Relations Committee

Doug Boyd, Strategy & Stakeholders Committee Chair, noted there is a Board agenda item that will provide a comprehensive update on the PVSC Strategic reset.

- The Strategy Committee met on September 10, 2020 and the agenda focused on the reset of the pilot project, Stakeholders Communications, and a proposed approach to the PVSC Strategy Refresh.
- Given recent HR and Machine Learning developments, in addition to Covid, the PVSC leadership team embraced the opportunity to reflect on the organizations path forward, which resulted in changes to the approach to the pilot project, and a plan to refresh the PVSC Strategy.
 - Pilot Project - The PVSC team reviewed with the Strategy Committee the need for change and outlined the new approach. The Committee endorsed the change through a motion that was approved. The PVSC team will provide the Board with a full outline on this new approach.
 - Strategy Refresh – Kathy Gillis provided the Committee with her view on the importance of reflecting on the current situation and turning the situation into an opportunity to reset the course forward. In that vein, PVSC has engaged the services of Rose Landry to guide a refresh of the PVSC Strategy. Rose is very familiar with the organization in that she provided strategy guidance to PVSC when the organization was established. The approach to the Strategy Refresh was reviewed with the Committee, and through a motion that was approved the Committee is recommending approval of the approach to revisioning and alignment with the strategy. A presentation on the Strategy Refresh approach will be provided to the Board.

CEO Update - Changes to the approach to the pilot project/plan to refresh the PVSC strategy

- Kathy Gillis provided an overview of the team members for the pilot Project/ Strategy Refresh: Rebecca Vorstermans (PVSC) is the Lead for the pilot project, Michael Kelly (Mara Consulting) is the Project Manager, Hugh Fraser (PVSC) is Stakeholders Lead and will provide the Board with a communications update, Kim Ashizawa (PVSC) will be advising on strategic/business development, and Rose Landry (Landry & Associates Consulting), who worked with us moving out of government, will lead the Strategy Refresh and help examine the purpose.
- Kathy also noted the information previously shared with the Board pertaining to an article entitled “How Leaders can Engage Employees During a Return to Work”, and her memo regarding the Executive organization change.
- Kathy provided an overview of the timeline/events leading up to the strategy refresh.

- The Cultural Renaissance idea was formed as part of the strategy refresh and will be an examination of ourselves/purpose. It will also include staff resiliency training, examine the virtues/values, ensure the right leadership is in place, and look at strategic partnerships and focus on building those.
- In addition, the CEO report includes updates on the quality pieces, stakeholders, systems, and the website. Things are moving along otherwise in terms of permits, consultations, etc.

Pilot Project Approach

Rebecca Vorstermans provided an update on the pilot reset.

Stakeholder Update

Hugh Fraser, who has been with PVSC for the past eight months as Senior Advisor, Stakeholders Relations, provided the Board with an update on stakeholder relations.

- With the pandemic, the stakeholder strategy became a crisis communications plan. The three guiding themes: 1. Show we care, 2. Show our work, and 3. Show we are indispensable.
- Communications has occurred with PVSC staff (virtual meetings, staff updates & newsletters), Municipal Units (Councils, NSFM, AMA, Admin/Finance teams) having Zoom meetings, the Province (Dept. of Municipal Affairs & Housing, Dept. of Business (providing an update on what PVSC is doing, and allowing for the opportunity to help one another), Industry groups (Tax agents, Hotel Association, NS Realtors), and other Canadian assessment jurisdictions & international experts. Have been indicating what PVSC does, i.e. following its mandate under the Assessment Act, and what we cannot do, i.e. set property tax rate, create tax policy, etc. Have also been indicating that PVSC is going forward with January 1, 2020 as the Base Date for the 2021 Assessment Roll.
- The same communications approach will occur for fall 2020 providing details of what's happening and explaining what to expect with the Roll for January 2021 and having communications plans and messaging ready for changing circumstances or potential issues. Will be connecting with staff through team meetings within the next week, through newsletters, and as well offering resiliency training. Also preparing to be able to provide basic updates/ Assessment 101 for Municipal Units (with the upcoming election on Oct 17 and potential turnovers); will meet with Admin/Finance Teams, and in terms of the Province there's also the potential for a Legislation session; keeping communication open with the Dept. of Business, and; preparing for public and media. We are building awareness of what's ahead in January, building relationships, and will meet with stakeholders virtually or in-person as requested/required, will be as flexible as possible.

PVSC Strategic Reset

Rose Landry indicated she started working with PVSC over the last month or so on the strategic reset, and that the overview provided by Kathy is exactly what led to the change and strategy reset. Rose reviewed with the Board her understanding of the organization's objectives and strategy, the assumptions and risks, what the organization did in terms of due diligence, the significant developments and action taken. In addition, Rose presented the go forward strategy, beginning with an environmental/readiness scan, and the refined approach.

Moved by Doug Boyd, seconded by Mike Dolter the Strategy & Stakeholder Relations Committee update be accepted. Motion carried.

Moved by Bobby McNeil, seconded by Jane Fraser the Board accept the Strategy and Stakeholder Relations Committee recommendation that the approach to revisioning and alignment with the strategy be accepted. Motion carried.

Audit, Risk and Finance Committee Update

Committee Chair, Mike Dolter provided an update from the September 24, 2020 meeting.

Q1 Financial Statements

- The Corporation posted a positive outlook following the first quarter. Lower spending in the first quarter is anticipated to carry through in several areas into future quarters and contribute to an anticipated year end surplus.
- The projected surplus to year end is based on lower than budgeted spending resulting from the Covid-19 pandemic including significant savings from the non-staffing of vacancies, travel, training and meeting expenses.

Investment Report

- The Audit, Risk and Finance Committee also reviewed the year end position of PVSC's Investment funds.
- The impacts of Covid-19 have been relatively tempered thus far but with continued volatility expected in 2020, there may be continued impacts throughout the current fiscal.

Enterprise Risk Management Update

- The Committee received an update on PVSC's risk profile with a focus on the response to Covid-19 focusing on supporting staff and maintaining ongoing communications with municipalities.
- The Covid risk register saw key mitigations related to Occupational Health & Safety including curbside reviews in early June, and exterior inspections in July,

with protocols developed for field inspections and other activities requiring potential interactions with the public or other staff in accordance with provincial/federal health directives; suspension of all residential interior inspections for the foreseeable future. In addition, PVSC has begun planning for a second wave of Covid-19 and its impacts.

- Continue to have regular contact, meetings with stakeholders, setting expectations and in the process of developing a legal defense strategy to defend base/state date arguments
- PVSC will be undertaking a larger review of its corporate risk register in the coming months to ensure key risks beyond Covid have adequate treatments and mitigation strategies.

2021-22 Budget Approval

David Chipp presented the draft budget.

- Last year for the 2020-21 budget the organization was looking at a 1.5% increase (\$17.961M) and this number was revised in January/February 2020 to a 1% increase (\$17.872M).
- With impacts of Covid-19 PVSC has reprioritized and constructed a 2021-22 budget and projections for 2022-23 and 2023-24.
- The proposed draft 2021-22 budget was reviewed.
- The proposed budget includes a -1% drop for next year and 0% for the next two years.

The Audit, Risk and Finance Committee is recommending approval of the draft 2021-22 budget and forecasts for 2022-23 and 2023-24.

Moved by Mike Dolter, seconded by Bobby McNeil the 2021-22 budget of \$17,694,302 and the forecasts for 2022-23 and 2023-24 be approved and accepted by the Board. Motion carried.

Moved by Mike Dolter, seconded by Jane Fraser the Audit, Risk and Finance Committee update be accepted. Motion carried.

4. Q2 2020-21 CEO Report

See CEO update as per item 3, in addition to the CEO Report for July 1-September 30, 2020 provided to the Board.

5. In Camera

There were no items identified for recording purposes following the *in camera*.

Meeting Adjourned