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# Meeting Minutes

**Meeting: Board of Directors**

**Date: November 27, 2015**

## Attendees

Jimmy MacAlpine, Russell Walker, Michele McKenzie, Robert Bird, Betty MacDonald, Kevin Saccary, Greg Keefe, Raymond Tynes, Alex Morrison, Amanda Whitewood, Mike Dolter

## Regrets

Brian Cullen, Doug Sabeau

## Staff Attendees

Kathy Gillis, Meredith Buchanan, Chris Doucette, Dwayne Phillips, Tracy Williams

## Other Attendees

Doug Boyd, Mara Consulting

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### 1. **Review of Agenda**

The draft agenda was reviewed - the Land Registry Update was moved to the second last agenda item.

**Moved by Betty MacDonald, seconded by Amanda Whitewood that the (rearranged) agenda be accepted. Motion carried.**

### 2. **Review of the Minutes**

The draft minutes of the September 18, 2015 meeting were reviewed.

**Moved by Russell Walker, seconded by Kevin Saccary that the September 18, 2015 minutes be accepted. Motion carried.**

The draft minutes of the October 23, 2015 meeting were reviewed.

**Moved by Betty MacDonald, seconded by Greg Keefe that the October 23, 2015 minutes be accepted. Motion carried.**

### 3. **Committee Updates**

#### Audit, Risk and Finance Committee

The Chair of the Audit, Risk and Finance Committee, Russell Walker, provided an update on the November 26, 2015 meeting.

(a) Second Quarter Financials

The Second Quarter Financials are within the approved budgets. The projected year end surplus for the Operating Fund is \$395K due to salary savings related to vacancies. The Board noted that perhaps the (projected) savings could be put into a special reserve for the Land Registry initiative.

The Investment performance is reflecting a downward trend due to the market; although October's performance is showing better results than Second Quarter.

Professional Services is over budget due to the Land Registry initiative resources.

Expected funds in the amount of \$206K will be transferred from the Technology Advancement Fund to meet the Permit Data Exchange (PDX) capital spending. The Technology Advancement Fund is within targets.

The Second Quarter Financials were approved by the Audit, Risk & Finance Committee.

(b) Investment Manager Review

An external consultant has completed a review of PVSC's Investment Manager and has reported that the Manager is compliant with PVSC's approved investment policy.

**Action: As requested, staff to provide Robert Bird with a copy of the Investment Policy.**

(c) Enterprise Risk Management (ERM)

Phase II is now being implemented (Phase I was the development of the ERM Framework and Program and the first Principal Risk Report) which will focus on a strategic approach to risk management – monitoring and reporting on risks, establishing risk treatment plans, supporting the Risk Stewards, training and communication to all staff, and integrating the ERM program into PVSC's decision making, planning, operations and people management (Coaching for Success) processes.

(d) Collective Bargaining

The Collective Bargaining process began on October 26, 2015; the current Agreement expires March 31, 2016. A tentative agreement with the Union has been reached (which is within the approved Mandate by the Board) and will be voted on by the membership.

**Moved by Russell Walker, seconded by Raymond Tynes that the Audit, Risk and Finance Committee update be accepted. Motion carried.**

**Quality and Client Service Committee**

The Chair, Michele McKenzie, of the Quality and Client Service Committee indicated that the meeting went well and provided an update on the November 26, 2015 meeting.

(a) Advanced Notification and Consultation (ANC)

The ANC process (release of 2016 preliminary assessments) is going successfully. The website is being accessed and the collaboration with ViewPoint is going well, it has

increased our website traffic. The inquiry call volumes are low, and there were some issues with apartments due to an upswing.

**Action: As requested, staff to provide the Board with a copy of the ANC presentation that was provided to the Quality Committee.**

(b) International Property Tax Institute ((IPTI) Certification Audit

PVSC attained a certification score of 90.5/100. We are doing well as an organization however there are areas where IPTI has provided recommendations and management will be responding to them. PVSC is looking to communicate the results to its stakeholders. In addition, representatives from IPTI have met with the Department of Municipal Affairs (DMA) to present an overview of the report's findings and results. It is our understanding that DMA will be proceeding with a (provincial) audit. Management will be doing additional work to prepare for the audit.

(c) Internal Audit

The Quality Committee received an update from the Internal Audit and Compliance Team in terms of its mandate, objective, scope, team organization, and support activities, as per the risk based approach. The Quality Committee has asked staff for additional information on the Team's risk approach and the linkage with their plan, and as well suggested that a Board connection be established in terms of the Team's organizational structure.

(d) Great Place to Work (GPTW)

On an annual basis PVSC conducts an Employee Feedback (Engagement) survey. However, because this is conducted internally, we are not able to benchmark our organization against similar organizations. GPTW is an international research, consulting and training institute and each year a Best Workplace list is published recognizing Canada's top 50 small and medium sized organizations as well as the top 50 large and multinational companies. A robust methodology is used by GPTW to study organizations. A Trust Survey was conducted and PVSC had a 94% response rate, and as well a Culture Audit questionnaire was submitted. We will know the survey results mid-winter and although it would be nice to be on the list that is not necessarily the goal – we want robust tools. We will have the ability to draw from reports (as per the package purchased for \$10k).

**Moved by Michele McKenzie, seconded by Mike Dolter that the Quality and Client Service Committee update report be accepted. Motion carried.**

4. **Assessment Roll**

Dwayne Phillips, VP Business and Innovation Services, provided a preliminary review of the 2016 Assessment Roll:

- PVSC assesses property as per Section 42 of the Nova Scotia Assessment Act using Market Value. The 2016 Assessment Roll values reflect a valuation date of January 1, 2014 (the base date), and physical condition of the property as of Dec 1/15 (state date). PVSC analyzes sales six months on both sides of the base date.

Next year, the date will be January 1, 2016 as we are moving to a one year base date. The Assessment Roll Quality activities and key dates were also reviewed. Overall, throughout the province, residential and commercial markets are relatively flat, with the exception of the South which is showing a decline in many areas. In Halifax Regional Municipality (HRM) the commercial market is softening, and there has been new development activity in the mixed use apartment and condo sectors. The 2016 assessment values (as of Nov 25/15) were presented – the provincial change for residential is 1% (rounded) and 2% (rounded) for commercial. Communications and consultation initiatives regarding the Assessment Roll were also discussed.

**Action: Once finalized, staff to provide the Board with a copy of the CAP analysis document (i.e. capped properties with a decrease).**

- Kathy Gillis noted that Dwayne took on the operational role in June and thanked him for a doing a great job.

**5. Directors & Officers Claims Polling**

Chris Doucette indicated that most Board members have responded to the Annual Polling process with respect to any claims or circumstances that should be reported to the insurer. Chris will be following up with those who have not yet responded (the question requires a yes or no response).

**6. 2016 Board Macro Agenda**

An email with a copy of the draft macro agenda outlining the 2016 Board and Committee meeting dates will be sent to Board members for their review and response by the end of the first week of December.

**7. CEO Report**

Kathy indicated that as per a resolution put forward to the Province by HRM to change their Charter with respect to commercial property taxes, PVSC will engage Enid Slack (Director, Institute of Municipal Finance & Governance, and Adjunct Professor, Munk School of Global Affairs, University of Toronto) who is an expert on municipal tax and assessment issues to evaluate HRM's proposed recommendations. In addition, PVSC will engage IPTI again to drill down into PVSC's commercial piece to do an audit of the values.

PVSC is continuing to work with and engage municipal units to work with their vendors to integrate with the eDelivery service. There are units that are interested in integration but will be required to upgrade their systems because of the version being used by the vendor – the issue is version & cost. PVSC in partnership with the municipalities are exploring options and costing models for integration.

**Moved by Raymond Tynes, seconded by Kevin Saccary that the CEO's Report be accepted. Motion carried.**

8. **PVSC All Staff Event**

The Board Chair, Jimmy MacAlpine, provided an overview of the PVSC All Staff Event scheduled for December 11, 2015 and encouraged all Board members to attend; confirmation is required by the end of next week.

9. **Board Recruitment** – Association of Municipal Administrators (AMA)

The Chair advised that no applications were received for the AMA position and that he has reached out to Connie Nolan, Chief Administrator Officer, Municipality of East Hants and that Ms. Nolan is interested in having her name put forward to the AMA.

**Moved by Raymond Tynes, seconded by Russell Walker that Connie Nolan’s name be forwarded to the AMA as an interested candidate for the PVSC Board. Motion carried**

Jimmy MacAlpine thanked Raymond Tynes for his time served on the Board of Directors and for his commitment. Raymond expressed his thanks for the learning experience gained and that he enjoyed being a member of the Board.

10. **Land Registry Update**

Doug Boyd provided an overview and status update of the Request for Supplier Qualifications (RFSQ) process and what PVSC put forward in terms of the Vision, and Business Case. Kathy Gillis also noted with thanks the support of all who contributed – PVSC Staff, Board Members, and Mara Consulting.

11. **In Camera**

An *in camera* session was held – there were no issues or initiatives to note.

**Meeting adjourned**