
Meeting Minutes

Board of Directors

December 4, 2020

Time: 9:00 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, Clifford Hood, Juanita Spencer

Staff Attendees

Kathy Gillis, Hugh Fraser, Russ Adams, Kim Ashizawa, Rebecca Vorstermans, Ashley Wu, Tracy Williams

Other Attendees

Rose Landry, Landry and Associates Consulting

1. Review of Agenda

The draft agenda was reviewed, items four and five were interchanged.

Moved by Mike Dolter, seconded by Jane Fraser the agenda with the noted change be accepted. Motion carried.

2. Review of Minutes

The draft minutes of September 25, 2020 were reviewed.

Moved by Mike Dolter, seconded by Chuck Faulkner the draft minutes of September 25, 2020 be accepted. Motion carried.

3. Report from the Chair

- Jimmy MacAlpine's Board term has expired. This position was left over from the transition and will not be replaced.

- Clifford Hood’s first term expires December 31, 2020. Unfortunately, he was not successfully re-elected. This position will be recruited for.
- Darren Bruckschwaiger’s first term expires December 31, 2020. He was successfully re-elected. This has gone to the Recruitment and Appointment Committee and Darren will be reappointed for a second term.

Kathy Gillis noted the Recruitment Committee will come together in the new year.

4. Covid Analysis

As a result of the pandemic, PVSC wanted to know if Covid-19 impacted the market. Ashley Wu, PVSC’s Chief Data Scientist indicated that PVSC’s predicts using a prediction model, conducts monthly analysis for machine learning prediction and compares to the market and other real estate data. With evidence-based decision making, Ashley provided an update/summary of the results on Covid-19 impact analysis. It was also noted that PVSC undertook a study that began in April and was outlined in an article sent to the Board in September 2020 written by one of PVSC’s Data Scientists, Molly Hayes. Next steps will include continued analysis and data science support, and operational planning for the 2022 assessment roll.

5. Committee Meetings Update

Audit, Risk and Finance Committee

Mike Dolter, Committee Chair, provided the Board with an update from the October 22, 2020 meeting.

Collective Bargaining

- The Committee discussed (*in-camera*) the bargaining mandate for upcoming negotiations scheduled for the first week of December 2020 relating to the collective agreement commencing April 1, 2022.

Risk Register

- The broader corporate risk register is currently being reviewed. With respect to the COVID-19 risk register there were no real changes to report since the last quarterly update.
- A timeline of PVSC’s technological enhancements was presented and discussed with the Committee:
 - Since the iasWorld CAMA system was implemented there have been no significant updates to this technology outside of normal maintenance.
 - The system is now at a point where a more substantive investment is required to enhance its functionality and efficiency, to better integrate core

operational processes, and to ensure other associated risks are appropriately mitigated.

- A solutions roadmap has been developed outlining the key priorities pertaining to core systems and client interfaces over the next 18 months. This roadmap, along with a resolution from the Committee with respect to funding will be presented to the Board as part of the Committee update.

Cost Recovery

- The Committee received an update on the cost recovery balance from previous work completed, allocated by the Board for business development.

Q2 Financial Statements

- Following an anticipated surplus in the first quarter, PVSC has seen a slight increase in the surplus to year end. The major contributing factors to the growth in the projected surplus include a decrease in anticipated travel expenditures as the organization has not been able to offset the reduced spending from April through June and has been more efficient in the field with mobile assessor and desktop reviews; an increase in realized investment income; and, lower than budgeted spending resulting mainly from the COVID-19 pandemic including significant savings from travel, training and meeting expenses and the non-staffing of vacancies.

Investment Report

- Performance continues to provide positive results.
- 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, including the impending US presidential election and vaccine approvals.

PVSC Renaissance – Core Systems Solutions Roadmap

- Russ Adams indicated that challenges (with technique, process, integration) have been encountered but PVSC has been encouraged to continue with the innovation through an external expert review.
- In addition, with the impact of Covid-19 globally PVSC is using it as an opportunity to consider the work environment moving forward and to reflect /improve through a Cultural Renaissance. As per the meeting agenda Rose Landry will provide an update on the strategy/renaissance initiative.
- PVSC with the assistance of Mara Consulting has been developing a Solutions Roadmap for the Corporation over the next 18 months to address the gap between current and target state and create an action plan.

- The interfaces and core systems to be implemented over the next 18 months were reviewed with the Board, as well as the resources and funding required.
- There is a need over the next 18 months to fund the project beyond the operational budget; the Technology fund was established for the purpose of developing/supporting technology and related systems.
- The funding required for the Roadmap in fiscal 2020/21 (from the operating budget) was reviewed. In addition, the funding (including contingency funding) and the proposed draw down from the Technology Fund in fiscal 2021/22 was reviewed.
- The Audit, Risk and Finance Committee is recommending the Board authorize management to withdraw from the Technology Reserve to fund the Core Systems Solutions Roadmap.

Moved by Mike Dolter, seconded by Bobby McNeil the Board of Directors, as recommended by the Audit, Risk and Finance Committee, authorize management to withdraw from the Technology Reserve to fund the Core Systems Roadmap over fiscal year 2021/22 be accepted. Motion carried.

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

Strategy & Stakeholder Relations Committee

Doug Boyd, Strategy & Stakeholders Committee Chair, indicated the Committee met December 3, 2020.

Stakeholder & Communications

Hugh Fraser advised the team continues to be proactive and noted what the objectives are with the stakeholders (i.e. no surprises, build awareness, etc.). He provided an overview of stakeholder meetings this fall, which have also included participating in the Dept. of Municipal Affairs and Housing's Municipal Council Orientation for new Councillors (there has been a 40% turnover), and prepared an "Introduction to PVSC" pamphlet for the package coordinated by the Association of Municipal Administrators (AMA) for new Municipal Councillors. The activities/timelines for completion of the 2021 Assessment Roll, and the media/public approach were highlighted.

Pilot Project

The project is proceeding very well and on schedule. The working group (internally/externally) is very active. Next steps include continued engagement

with the working group, and the next sponsor meeting is scheduled for December 10th.

Strategic Refresh/Cultural Renaissance

Rose Landry will provide an update on the progress to date.

Moved by Doug Boyd, seconded by Bobby McNeil the Strategy and Stakeholder Relations Committee update be accepted. Motion carried.

6. Board Briefing – Rose Landry

Rose Landry thanked everyone for meeting with her. Advised she will present the findings from the environmental scan; the culture described to her and go through key findings.

- The process included having up to 35 interviews with Board Directors, Executive, Management, and groups of staff. Rose also reviewed documents, policies, and research PVSC conducted.
- Rose noted that the information presented at the committee level is sufficient and appropriate prior to going to the Board. However, she has recognized that committee and board meetings are too close together and suggested there needs to be sufficient opportunity/time to digest the information, and that this needs to be in place for this piece of work.
- Next steps include getting direction from the Board regarding mandate/ definition of success/ limitations, and from the Executive/Board Strategy Committee regarding informed assessment of opportunities and recommended strategy.
- The projected timeline was reviewed - the two initiatives will take until the end of February 2021 – two sessions have already been scheduled to date for December 10 and 11, 2020.

Note: Prior to the *in-camera* Kathy Gillis thanked Clifford Hood on behalf of staff for his contribution to the Board.

7. In Camera

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

Meeting Adjourned