
Meeting Minutes

Board of Directors March 31, 2017

Attendees

Jimmy MacAlpine, Clifford Hood, Alex Morrison, Greg Keefe, Mike Dolter,
Connie Nolan, Jane Fraser, Darren Bruckschwaiger, Betty MacDonald, Jim Spurr

Regrets

Michele McKenzie

Staff Attendees

Kathy Gillis, Meredith Buchanan, Kim Ashizawa, Russ Adams, Andrea Anderson, Dwayne Phillips,
Tracy Williams

The Chair, Jimmy MacAlpine, called the meeting to order and welcomed new Board member Jim Spurr.

1. **Review of Agenda**

The draft agenda was reviewed. The Supplementary Employee Retirement Plan (SERP) will be discussed *in camera*.

Moved by Betty MacDonald, seconded by Darren Bruckschwaiger that the draft agenda, as per the noted change above, be accepted. Motion carried.

2. **Review of Minutes**

The draft minutes of the February 3, 2017 meeting were reviewed.

Moved by Mike Dolter, seconded by Clifford Hood that the draft minutes of February 3, 2017 be accepted. Motion carried.

3. **Committee Updates**

Governance Committee

Jimmy MacAlpine noted the Governance Committee did not meet as scheduled on March 30, 2017 due to a quorum issue. The Chair and Vice Chair of the Board met regarding the Governance Review which will be discussed as per agenda item # 7.

It was recommended that Alex Morrison join the Governance Committee and Greg Keefe join the Quality Committee (until there is a full board in place).

Moved by Betty MacDonald, seconded by Jane Fraser that Alex Morrison join the Governance Committee and Greg Keefe join the Quality & Client Service Committee be accepted. Motion carried.

Quality Committee

Jimmy MacAlpine chaired & provided an update from the Quality Committee meeting held March 30, 2017 on behalf of the Committee Chair, Michele McKenzie, who was unable to attend.

(a) Audit Presentation

The Committee received an overview of the Quality Audit Review. The review consists of four areas including the MOU with the Province, Operational Standards, the PVSC Act and Assessment Act. All quality activity is centered around the Internal Roll Quality Report, the External Financial Audit, and Client Satisfaction Surveys to benchmark how well we're doing and the areas to focus on. Also, to provide context, a snapshot on the progression of PVSC from 2007-2017 was provided.

(b) Organizational Performance

Roll Quality - A 2017 Roll Quality Report update was given and it was reported that PVSC met its legislated requirement in terms of property assessed at market value and meeting the uniformity standards.

Inquiry Survey Results - A report was provided on the annual survey conducted with property owners who contacted PVSC during the appeal period which determines caller satisfaction with PVSC processes and staff. Scores are higher this year for caller satisfaction with call centre staff, assessors, and the website. Caller satisfaction has trended upwards for ten years.

Appeal Results - A report was given on the three benchmarks staff review after the appeal period:

- (1) Property owner satisfaction - trend continues to increase; suggests call centre staff and assessor training is effective; and, client service orientation resulting in customer satisfaction levels well above industry standards.
- (2) Call volumes – trend continues to decrease; staff looking at reasons for this decrease.
- (3) Appeal rates - trend decreased for a period, then increased by 1300 this year. Staff analyzed appeal statistics and determined the three main influences were: Transactions – representing nearly half the appeals; Increase in appeals by agents; and, an Increase in apartment appeals.

Analysis will continue with the with Appeal Process survey (with those who appealed this year), and an analysis of appeal confirmations and amendments once appeals are processed.

(c) IAS World Initiative – A review of iasWorld (PVSC’s web-based technology) is underway to explore whether opportunities exist for optimization and efficiency of this critical technology asset. Three main areas of focus:

- i. To check on how it currently ranks in the market
- ii. Are we maximizing system
- iii. How scalable is the system considering our new strategic plan related to potential growth outside of NS

The Result will be a roadmap of where we are today and how we will move forward with iasWorld. Expected completion is the end of May 2017.

Moved by Clifford Hood, seconded by Mike Dolter that the Quality Committee update be accepted. Motion carried.

4. **Enterprise Risk Management (ERM) Update**

Russ Adams reviewed the ERM Maturity Model – the ERM program started in the spring of 2015 and at that time PVSC’s position was reactive/tactical. Senior management has recently reviewed the risks and from a senior management and board level we are very proactive and PVSC’s current position on the continuum is strategic. The Principal Risks (from 2016) that senior management are recommending removing as they have been mitigated with the new strategic plan (or the likelihood reduced via controls/process) are New Services Benefits Realization, Data Analytics, Quality Management, and New Services Deployment. Two new risks have been added and they are “Achieving growth in paid services” and “Currency/integration of IT systems in new plan”.

ERM Policy

The ERM policy has been updated and PVSC values now reflect the language of “virtues”.

It was noted that Board members should receive ERM training – it will need to be determined if training will be for the full Board or for Audit, Risk and Finance Committee members.

Moved by Greg Keefe, seconded by Betty MacDonald that the ERM Update and Policy be accepted. Motion carried.

5. **Travel and Expense Policy**

Russ provided a high-level overview of the Travel and Expense Policy and highlighted changes:

- The Policy applies to staff and board members
- Staff will track & submit honorarium per diems for meeting attendance to the Board Chair (or designate) for verification and approval
- Travel allowance rates are different for Board members and staff as rates for staff follow the collective agreement

- Commending 2017-18 PVSC will annually publicly disclose employee expenses and Board member expenses.

In terms of the public disclosure of expenses for staff and Board members, a Travel and Expense Disclosure Framework was reviewed.

Also, as per discussion, it was noted the honorarium per diem for AMA members (currently an entitlement for elected v. AMA), as well as best practice for board emergency meetings (i.e. length of time) will form part of the Governance Review.

Moved by Greg Keefe, seconded by Jane Fraser that the Travel and Expense Policy be accepted. Motion carried.

Moved by Darren Bruckschwaiger, seconded by Clifford Hood that the Travel and Expense Disclosure Framework be accepted. Motion carried.

6. **Strategic and Business Plan**

At the last meeting, the Board endorsed the Strategic Plan for 2017-2020. The Business Plan for 2017-18 has been added. The key initiatives/priorities, to meet the objectives of the strategic plan, were reviewed.

Moved by Darren Bruckschwiager, seconded by Alex Morrison that the 2017-2020 Strategic Plan and the 2017-18 Business Plan be accepted. Motion carried.

7. **Governance Review**

Greg Keefe discussed the need for a governance review, the objectives, and the approach. The Governance Committee (Jimmy MacAlpine, Greg Keefe, Alex Morrison, Jim Spurr, Betty MacDonald) will be on the review committee and will have a connection to the UNSM through Betty. Findings to date regarding board effectiveness, roles & responsibilities of the board, and board functions and processes were highlighted. In terms of next steps, the PVSC Board Chair and Vice Chair will meet with the UNSM Board on April 7th to provide an update on services and governance challenges and introduce the Governance Review to seek endorsement and guidance; the Board Retreat (re Strategic Effectiveness) will be held in May; and, a Governance Committee meeting will be held in June to approve review findings and the next steps.

It was identified that to obtain any legislative changes required in the Spring 2018 session, the approach is to complete the review and present it to the PVSC Board in June, present the recommendations for approval to the UNSM Board in Aug/Sept, recommendations then presented at the UNSM fall conference, and recommendations to the Province by December for inclusion in the Spring session.

Moved by Alex Morrison, seconded by Connie Nolan that it be accepted to move in the direction as outlined above for the Governance Review. Motion carried.

8. Communications Strategy Approach

Andrea Anderson provided an overview of the approach to developing a Public Relations Strategy (formerly Communications Strategy). Andrea indicated the PR Strategy sets objectives for effective internal and external communications activities, and that we need to marry what we do with the objectives of the municipal units. Through discussion Board members provided some feedback and thoughts on the approach, and were asked to provide any further input prior to the next Board meeting (in June).

9. CEO Report – Quarter 4

Board members previously reviewed the CEO report and there were no issues, concerns or questions.

**Moved by Greg Keefe, seconded by Betty MacDonald that the CEO Report be accepted.
Motion carried.**

10. In Camera

The Board moved *in camera* for discussions.

When the Board came out of *in camera*, Alex Morrison moved, seconded by Mike Dolter that: PVSC acknowledges its employer obligations for Supplementary Employee Retirement Plan (SERP) benefits under the Public Service Superannuation Plan for any salaries exceeding the Income Tax Act (ITA) limit. Approval is granted to staff to go ahead and set up a Reserve to offset this liability for an amount as determined in consultation with the Corporation's actuarial consultants. Motion carried.

Meeting Adjourned