
Meeting Minutes

Board of Directors

April 16, 2025

Time: 9:00 am – 12:00 pm

Location: PVSC Dartmouth Office, Boardroom A

Attendees:

Joe Feeney, Bobby McNeil, Glenn Horne, Tara Maguire, Cathie O'Toole, Doug Boyd, Anita Bezeau, Juanita Spencer (virtual), Walter Tingley, Lynn Chisholm

Regrets: Owen Sagness

Staff Attendees: Scott Farmer, Russ Adams, Shannon Bennett, Tracy Williams

New Board members, Lynn Chisholm, Deputy Warden, Municipality of Inverness County and Walter Tingley, Councillor, Municipality of East Hants, were welcomed by the Board Chair, Joseph Feeney, followed by a round of introductions from the other members.

1. Review of Agenda

The draft agenda was reviewed.

Moved by Doug Boyd, seconded by Anita Bezeau the agenda be accepted. Motion carried.

2. Review of Minutes

The draft minutes of February 26, 2025 were reviewed.

Moved by Tara Maguire, seconded by Glenn Horne the minutes of February 26, 2025 be accepted. Motion carried.

3. Committee Updates

Innovation & Modernization (I&M) Committee

The Chair of the I&M Committee provided an update from the March 12, 2025 meeting.

- The Committee's Terms of Reference were reviewed, and slight changes were made related to the purpose, membership, and responsibilities. The Committee will "provide strategic oversight" to projects, an Innovation Portfolio will be established to distinguish larger projects from small initiatives and manage accordingly. The Committee noted the importance of connecting the strategy and risk grid to the Innovation Portfolio (to be brought forward at future meeting).
- The Committee received a progress report on the Data and Analytics Roadmap project. A consultant is working with PVSC to establish data governance and building knowledge transfer to staff. Phase 2 commenced with a steering committee, core team and domain teams being established, a baseline survey was deployed to measure roadmap success, and Microsoft Purview, a data cataloging/governance tool, has been acquired for the organization. A budget breakdown summary, and the approach being taken to monitor scope vs. budget was also provided.

Moved by Glenn Horne, seconded by Tara Maguire the Innovation and Modernization Committee's revised Terms of Reference and the Committee update be accepted. Motion carried.

Governance and HR Committee

- The Board Chair reported that conversations were held with four candidates for the two municipal elected councillor vacancies. The appointments were approved and confirmed for the two successful candidates and the new members have been welcomed to the PVSC Board.
- Given the anticipated new Board membership, the Committee reviewed/discussed reconstitution of the three Board committees. The composition has been structured to balance experience, knowledge, and demographics. The proposed composition was recommended to the Board as follows:
 - **Governance & HR**
Tara Maguire (Chair), Glenn Horne, Lynn Chisholm, Joe Feeney*
 - **Audit, Risk & Finance (ARF)**
Doug Boyd (Chair), Cathie O'Toole, Walter Tingley, Joe Feeney*
 - **Innovation & Modernization (I&M)**
Bobby McNeil (Chair), Juanita Spencer, Anita Bezeau, Owen Sagness, Joe Feeney*

Note: *Ex Officio

Moved by Tara Maguire, seconded by Cathie O'Toole the composition for the Governance & HR, Audit, Risk & Finance, and Innovation & Modernization Committees be accepted, as well as the Governance & HR Committee update. Motion carried.

4. 2025-26 Business Plan Update & Strategy Map

Shannon Bennett, VP of Strategy and Corporate Development with PVSC, was introduced to the Board. Shannon has a policy planning background and has worked with Economic Development, Regulatory Affairs, and Municipal Affairs. With Russ Adams' upcoming retirement, Shannon will be working with the Board.

- The Senior Leadership Team (SLT) followed a rigorous process, facilitated by Mark Fraser (440park Strategy Management).
- The strategic and next level approach was discussed in terms of the strategic objectives and measuring targets to achieve results.
- As a result of the time spent with Mark, SLT has produced the:
 - Opportunity Scope Advantage (OSA) Statement – basically outlining the purpose for the organization, and noted it is a working draft for the Board's input.
 - Strategy Map - the outcomes and objectives were shared/reviewed with the Board. Staff noted that in terms of the financial & stewardship piece, the outcome is public value (not financial) and that as an NFP (not for profit) organization we are to manage stewardship. Some examples were provided for how success will be measured for each objective, and the things to drive progress towards the initiatives. The hope is to have the measures and targets for the initiatives for the June offsite. Cost and impact will be considered in terms of what initiatives will take priority as well as any gaps and/or interconnections. In terms of an innovation portfolio, ideas from staff can be captured and scored and this will also feed into the process.
- A Balanced Scorecard concept video by Robert Kaplan was shared with the Board.

As per the Board's comments and feedback, staff will make small adjustments to users and people components of the OSA Statement document. The next steps discussion will take place at the Board's offsite. The OSA Statement and Strategy Map will be shared with staff at the June All Staff and will become part of the CEO's Report.

5. CEO Report

The following items were highlighted from the CEO report:

- The inquiry period ended just prior to the last Board meeting in February 2025. 10K inquiries were received (by phone & email), 26K website users (survey conducted on the site revealed the website was easy to navigate), 800 video views (of educational

video on how the CAP works), media was generally positive/neutral, 8200 appeals (down 35% year over year, and approximately 80% of the properties destroyed by the 2023 wildfires have rebuilt with only a small number having appealed the 2025 assessment. This serves as a good indicator of issue management and good communication.

- A new initiative called Pitch for a Purpose was launched – it is an option for staff payroll deductions for PVSC’s corporate charity/charities. Shelter Nova Scotia was the previous charity. Staff can pitch (individually or in teams) for a charity they are passionate about to a panel (sort of like Dragons’ Den). All charities pitched to the panel will receive a \$100 donation from PVSC and receive funding from the payroll deductions - first place: 50% of donations, second place: 30% of donations, and third place: 20% of donations. Pitches will be judged based on scoring rubric.
- The accessibility review of the PVSC Dartmouth office came back as generally good. There were a few recommendations regarding visual impairment – installing visual fire alarms, lowering the fire extinguisher, having adjustable height desk/tables, corridor space considerations, and lowering the security alarm wall pad.
- An additional lawyer, Rachel Nagy (coming from family law), has been recruited to support PVSC’s senior legal counsel Robert Andrews and the legal team.
- The NSUARB (Nova Scotia Utility and Review Board) has transitioned and split into two boards – a Regulatory Boards Tribunal (Nova Scotia Energy and Regulatory Boards Tribunal) to support the Nova Scotia Energy Board, and the Nova Scotia Regulatory and Appeals Board (NSRAB). The property assessment appeal mandate has transitioned to the NSRAB (not much change is anticipated from this transition).
- PVSC reached out to all municipalities offering presentations regarding the assessment roll, 19 presentations were given to interested municipalities.

6. Cybersecurity Update – Tech Investment Fund Drawdown

As discussed at previous Board meetings, two external engagements for the cybersecurity roadmap were planned to include vulnerability and penetration testing, and an external review of PVSC’s overall program to help identify best practices for enhancing PVSC’s cybersecurity program, a review of the control framework and cyber incident response plan by KPMG.

Investment funds are required to complete the two external engagements. The Technology Advancement Fund was created for such investment purposes and PVSC is seeking Board approval to drawdown up to \$125K to support these external engagements.

Moved by Bobby McNeil, seconded by Walter Tingley the Board of Directors authorize staff to drawdown up to \$125K from the Technology Advancement Fund to support the cybersecurity program be accepted. Motion carried.

7. June Board Retreat & June All Staff

The Board's offsite will be held June 17-19, 2025 (v. June 18-20). The agenda will be designed to have the most critical items on the full day of June 18th and a couple of blocks on June 17th.

Board members were encouraged to attend, if possible, PVSC's All Staff event taking place on June 24, 2025 (NSCC Ivany Campus).

8. In Camera

No in-camera session was required.

Meeting Adjourned