

# Meeting Minutes

## Board of Directors

**June 23, 2017**

Time: 9:00 pm – 12:00 pm

### Attendees

Jimmy MacAlpine, Greg Keefe, Darren Bruckschwaiger, Michele McKenzie, Alex Morrison, Jim Spurr, Betty MacDonald, Clifford Hood, and Mike Dolter & Jane Fraser joined by phone re Gov. Review update

### Absent

Connie Nolan

### Staff Attendees

Kathy Gillis, Meredith Buchanan, Kim Ashizawa, Russ Adams, Chris Giddens, Andrea Anderson, Tracy Williams

### Other Attendees

Cheryl Hodder, McInnes Cooper

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## Review of Agenda

The draft agenda was reviewed.

**Moved by Michele McKenzie, seconded by Betty MacDonald the draft agenda be accepted. Motion carried.**

### 1. Review of Minutes

The draft minutes of March 31, 2017 were reviewed.

**Moved by Darren Bruckschwaiger, seconded by Greg Keefe the draft minutes of March 31, 2017 be accepted. Motion carried.**

The draft minutes of May 26, 2017 were reviewed.

**Moved by Jim Spurr, seconded by Michele McKenzie the draft minutes of May 26, 2017 be accepted. Motion carried.**

## **2. Committee Updates**

### Governance Committee

The Committee Chair, Jimmy MacAlpine, noted the update will be provided as per agenda item #5 – Governance Review Update.

### Quality & Client Service Committee

Michele McKenzie, Chair of the Quality & Client Service Committee indicated the Committee met on June 22, 2017 and offered the following update:

(a) 2017-2020 Public Relations Strategy

The Committee is recommending approval of the PR Strategy to the Board; this item will be discussed as per item # 6 on the agenda.

(b) Permit Data Exchange (PDX)

The uptake has been good regarding the permit sharing with municipalities. Forty-one municipalities are currently using the service. There are eight remaining currently not connected and staff are working with them toward the integration of the permit data. The quantitative return needs to be determined – it's too early & further data is required. Qualitative benefits for both PVSC & Municipalities have been observed to date.

(c) Provincial Update

The audit results are very positive. Minor recommendations were proposed that will be followed up by management.

**Moved by Michele McKenzie, seconded by Clifford Hood the Quality and Client Service Committee update be accepted. Motion carried.**

### Audit, Risk and Finance Committee

Darren Bruckshcwaiger provided an update on the Audit, Risk and Finance Committee meeting of June 15, 2017.

(a) Year End Financials

The balance of the Operating Fund was transferred to reserves to be used for future employee benefits.

(b) External Audit Report

The external financial audit has been conducted (for year ended March 31, 2017) by Grant Thornton and in their opinion the financial statements presented fairly.

**Moved by Darren Bruckschwaiger, seconded by Betty MacDonald the Audit, Risk and Finance Committee update be accepted. Motion carried.**

**3. CEO Report**

Kathy Gillis provided an overview of the CEO report.

- Governance Review – Kathy thanked the Board (as well the UNSM (Union of Nova Scotia Municipalities) Board and AMA (Association of Municipal Administrators) for their quick response on the governance structure recommendations.
  
- Provincial Audit – A draft of the Audit Report has been received from Department of Municipal Affairs (DMA) and, except for minor recommendations proposed, the audit results are extremely positive. The Province will officially provide the Audit Report to PVSC for an opportunity to respond (a draft response to the Audit was provided to the Board). The results of the audit will be communicated internally; the Province is not releasing broadly. Kathy indicated she will follow-up with the Deputy Minister about the audit results being a good news story for PVSC. Kathy and Russ Adams also acknowledged PVSC staff who were directly involved in assisting the auditors with requests, and the Board also passed along their appreciation as well.
  
- PVSC Culture Survey – A staff survey was conducted to gage the comfort level and awareness of staff towards the organization’s strategic direction & virtues. Staff have an awareness but more information/buy-in is required – cautiously optimistic.
  
- Office 365 and Cloud Migration – Our email files and servers have moved to a cloud environment. A demo can be offered to the Board if interested.
  
- Computer Assisted Mass Appraisal (CAMA) System Review (iasWorld system) – In keeping in line with the strategic direction, a review of the iasWorld system has been initiated to examine/ensure maximum use.
  
- Training and Development – Training & Development continues and the focus on all assessors obtaining their valuation designations.

- Coaching for Success – Performance management and development plans are underway to set goals and serve as the foundation for ongoing conversations throughout the year for employees and managers.

Michele McKenzie suggested the Board (i.e. Governance Committee) have a line of sight on the HR policy environment (i.e. merit/compensation for employees) and perhaps should be considered as part of the governance review.

- Year End Financial Measures - The Board noted the cost per account seems a bit high (\$29.66/account and the target is at or below \$29.00/account).

**Action: Staff to follow-up to determine why the cost per account (\$29.66) is higher than the target (\$29.00).**

#### **4. Governance Review Update**

Jimmy MacAlpine, Greg Keefe, and Kathy Gillis met with the UNSM Board on June 16<sup>th</sup> to discuss the initial recommendations pertaining to the board structure, and Greg & Kathy met with the AMA on June 21<sup>st</sup>.

Jimmy noted the UNSM raised concern pertaining to board appointments - it was felt that municipal units should have input on appointing independents. As a possible solution to address the concern, Jimmy brought forward to the Governance Committee (on June 22<sup>nd</sup>) the idea of establishing a recruitment committee that would include the board chair & vice of the UNSM and PVSC Boards and a third party (i.e. executive search firm).

Betty MacDonald, Jane Fraser, and Mike Dolter summarized the positive points and concerns raised following the UNSM & AMA meetings. An official response from both organizations on the initial recommendations will be provided to PVSC.

It was suggested a smaller group of representatives from the AMA, UNSM and PVSC collaborate on the concerns raised and report back to the PVSC Board Governance Committee.

**Moved by Greg Keefe, seconded by Darren Bruckschwaiger the CEO (Kathy Gillis) establish an ad hoc committee of AMA, UNSM & PVSC Board representatives to work towards solutions for the issues/concerns raised as per the recommendations and report back to the Governance Committee.**

## 5. Strategy Update

**Moved by Darren Bruckschwaiger, seconded by Betty MacDonald the Committee move *in camera* for the Strategy Update. Motion carried.**

Meredith Buchanan provided an update on the development of the Service Offering. There are two streams to the project - an external stream (market assessment/ opportunities & business development) and an internal stream (service development). The deliverable & plan including the schedule & budget for Phase 1 of the project were reviewed. It was indicated the budget distribution among phases requires adjustment to reflect the plan but that the overall budget will not change – it requires moving \$30k to Phase 1. Next steps were reviewed and Kathy also provided an update on the potential current business development opportunity and the meetings held to date.

Moved out of *in camera*.

**Moved by Darren Bruckschwaiger, seconded by Clifford Hood to move \$30k to Phase 1 of the Mass Appraisal Service Offering project be accepted. Motion carried.**

## 6. PR Strategy

Andrea Anderson provided a high-level overview of the 2017-2020 Public Relations Strategy. She noted the Strategy is the underpinning for the Mass Appraisal Service Offering, which will require a strategy. The Strategy does not include the tactical relations plan (an action plan of tactical pieces could be presented), and the marketing/communications piece will be built out – it's an overarching strategy and document that serves as the framework. As suggested by the Quality Committee, a one-page summary of the goals and objectives was also provided.

**Moved by Michele McKenzie, seconded by Alex Morrison the 2017-2020 Public Relations Strategy be accepted. Motion carried.**

## 7. Employee Awards

Kim Ashizawa provided the Board with a description of three awards that have been refashioned to reflect PVSC's new virtues. They will be rolled out to staff at the All Staff Event on June 27, 2017. The Board will be the owner of the "Proud to our Part – Global Citizen Award".

**Meeting Adjourned  
(See attached Addendum)**

## ***ADDENDUM***

### **Approval of the 2016-2017 Annual Report**

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The following item was not part of the original meeting agenda for the June 23, 2017 Board of Directors meeting but added subsequently, and shall be considered an Addendum to the Minutes.

#### **2016-2017 Annual Report**

A draft copy of the 2016-2017 PVSC Annual Report was provided to the Board via email July 25, 2017. The Chair motioned that the PVSC Board of Directors approve the 2016-17 Annual Report.

**Moved by Michele McKenzie, seconded by Darren Bruchschwaiger the 2016-2017 Annual Report be accepted. Motion carried.**