

**Ottawa Student Transportation Authority (OSTA)
Meeting of the Board of Directors**

**Held on
Monday, October 26, 2015, 5:30 p.m.
Ottawa Student Transportation Authority
1645 Woodroffe Avenue, Ottawa (Nepean) – 1st Floor, Room 100**

REGULAR SESSION MINUTES

ATTENDANCE

President/Chairperson: Joanne MacEwan

Directors: Jennifer Adams
Michael Carson
Brian Coburn
Chris Ellis
Denise Andre
David Leach
Shawn Menard

Absent: None.

General Manager/C.A.O.: Vicky Kyriaco

Other: None.

Recording: Jeff Redmond, Controller

1. **Call to Order**

The meeting was called to order at 5:30 p.m. with Joanne MacEwan in the Chair.

2. **Declarations of Conflict of Interest**

None.

3. Approval of Regular Session Agenda

Moved by: Shawn Menard
Seconded by: Brian Coburn

THAT the Regular Session agenda be approved as amended.

Carried

4. Resolve In Camera

Moved by: Brian Coburn
Seconded by: Denise Andre

THAT the committee resolves In Camera.

Carried

Return to Regular Session at 6:08 p.m.

Regular Session Action Items

5. (a) Confirmation of Regular Session Minutes, September 28, 2015

Moved by: Brian Coburn
Seconded by: Denise Andre

THAT the Regular Session minutes of September 28, 2015 be approved.

Carried

(b) Business Arising from Regular Session Minutes, September 28, 2015

None.

6. Succession Planning Policy

Vicky Kyriaco summarized a report outlining a proposed succession planning policy to ensure both short and long term business continuity of OSTA's operations. It identifies the organization's human resource needs, opportunities to encourage career progression from within including training and leadership development. It also ensures that Member School Board representation on OSTA's Board of Directors maintains a historical perspective of the organization's direction such that decision-making can be efficient and effective from year to year. A fourth item was added to the proposed policy, to report annually to the Board on the succession plan contents.

Moved by: Michael Carson
Seconded by: Shawn Menard

THAT the OSTA Board of Directors approve the proposed Succession Planning Policy, as presented and amended.

Carried

7. FOIPPA Policy Review

At the September 28, 2015 Board meeting, staff presented proposed revisions to policy to address new information available regarding consortia's requirement to adhere to MFIPPA. A legal opinion was presented as backup. The Board, at the September meeting, approved the motion pending review by Member School Board staff in charge of information and confidentiality. OCSB indicated that the policy met all requirements, in their opinion. No comments were received from the OCDSB.

Action Item Follow Up - Submitted for Information.

8. Governance Related Policies

As part of OSTA's ongoing Governance Review, a number of suggestions were brought forward to clarify responsibilities for representatives on the Board, to describe circumstances under which decisions could be made, and how information should be shared. Some of the outcomes of the review was to propose changes to OSTA's In Camera Policy, a draft policy regarding OSTA Board Meetings, a proposed Governance Manual and the framework for a Service Level Agreement. OSTA staff presented these items to the OSTA Board on May 25, 2015, for review by the respective Boards. Both school boards have had the opportunity to discuss the items presented and to provide OSTA with feedback. No significant changes have been proposed by either school board and OSTA staff is prepared to proceed to the approval stage for the policies. The Service Level Agreement will be executed as written.

Moved by: Brian Coburn
Seconded by: Chris Ellis

THAT the OSTA Board of Directors approve the proposed changes to G8 In Camera Meeting, as presented.

THAT the OSTA Board of Directors approve the proposed policy regarding how OSTA Board Meetings are to be conducted, as presented.

Carried

9. Performance Evaluation Policy Review

Current policy is that performance reviews be conducted by staff on an annual basis. Given that the process itself is quite lengthy and involved, staff members have expressed a desire and preference to go through the process every other year rather than annually, which reflects current practice. Staff do understand that performance management can occur at any time. The most recent Collective Agreement commits OSTA to provide greater clarity as to the purpose and procedure for performance evaluations, which is deemed a positive supportive activity for both Management and the employee, versus performance management which is perceived as a disciplinary undertaking. Staff recommends that the Performance Evaluation Policy be amended to reflect a bi-annual timeline for performance evaluations rather than annually.

Moved by: David Leach
Seconded by: Jennifer Adams

THAT the H9 Performance Evaluation Policy be amended, as presented.

Carried

10. Empty Seat Update

OSTA does not create bus stops, nor does it re-design routes to accommodate empty seat requests. The expectation is that there will be no financial or resource impact on the transportation system resulting from students accessing empty seats on buses. Courtesy, or empty seats, are a valued service for those ineligible students who would otherwise be required to make their own transportation arrangements to get to school. Historically, OSTA has not enforced any policies regarding the filling of empty seats. If an application was approved by a Principal, staff simply assigned the student to the seat as requested.

Communication regarding OSTA's intent to strictly enforce the empty seat policy, the eligibility policy, and other policies, has been made clear to school board staff, including Principals and Superintendents, on a number of occasions either face to face or via memos. As a matter of practice, cross-boundary students have had access to empty seats. OSTA's efforts to enforce its eligibility policy with these students has met with tremendous backlash from schools and parents at the OCDSB. While there was never any promise of transportation, and written assertions that transportation would not be provided are clearly made public, there was no indication that empty seats should not be given to these students vs. other ineligible students. OSTA is now in a quandary in that staff cannot both enforce the policy and accommodate school board stakeholder expectations of transportation. Compounding the issue is labour action at schools, which is impeding communication with parents and cooperation from school staff. As of October 19, OSTA ceased processing empty seat applications pending resolution of this dilemma. OSTA staff became engrossed in ever-escalating complaints and could not keep up with day to day operations.

Lengthy discussion clarifying present circumstances occurred with the Board regarding policy interpretation, staff and student complaints. Differing circumstances between the Boards was also reviewed. A short term solution was discussed, noting a longer term reworking of the policy was required.

Moved by: Michael Carson
Seconded by: Chris Ellis

**Whereas operational constraints at schools resulting from labour action has created additional pressures on principals; AND
Whereas numerous efficiency changes in the transportation system have resulted in additional communication requirements not usually required in other years; AND
Whereas OSTA's stakeholders require fulsome communication of any changes in policy or practice to adjust their family routines; AND
Whereas OCDSB's practice has previously been to allow students on cross-boundary transfers to apply for empty seats; AND
Whereas empty seats are currently available on routes that require no stop changes nor route changes and have no financial impact on OSTA's budget,**

THAT the OSTA Board of Directors direct staff to override its' current Eligibility Policy for 2015/2016 to allow OCDSB students on cross-boundary transfers to apply for empty seats, and if available, for staff to assign the empty seat to a student on a cross-boundary transfer with the school principal's approval.

Carried

Regular Session Information Items

11. Draft Financial Statement Review 2014/2015

Jeff Redmond presented the Draft Financial results for the year ending August 31, 2015. A summary of financial results by Board was also presented, along with a detailed analysis of variances in comparison to budget. Questions and answers were provided, highlighting changes in the areas of transportation and public transit costs. At this time, the draft statements were substantially complete, with no further changes expected. The Draft Statements would be coming forward to the Board for approval on the November 9, 2015 regular Board meeting. OSTA's auditors Marcil Lavallee will be in attendance at this meeting.

12. Key Performance Indicators

Vicky Kyriaco provided an annual update on Key Performance Indicator results for 2015. Vehicle capacity utilization rates was at 58% in 2010, increasing to 75% in 2015. Student ride times continue to reflect a high degree of services. OSTA recognizes that having more students on board a vehicle for long periods of time can become uncomfortable and lead to increased behavioral issues as well as injuries, while concurrently decreasing operating costs. As of 2015,

with bell time adjustments allowing for increased run-tiering, OSTA was pleased to be able to report that ride times decreased while concurrently increasing vehicle utilization.

Starting bell times, and consequently ending bell times, influence the amount of run-tiering possible. The greater the number of runs a single vehicle can perform, the greater the cost efficiency. OSTA, in partnership with its Member School Boards, revised bell times at some 70 schools. Some bell times could not be changed due to programming or other local requirements, superseding transportation efficiency objectives. Compared to 2010, there are now 3 distinct bell times' vs 2 to improve routing and cost efficiencies. OSTA has been able to demonstrate increased run-tiering from 2011/13 through 2015/16. Detailed graphing of the KPI's was presented in the report.

Questions and answers were reviewed with the Board. Further KPI's would be forthcoming as they become available.

13. OSTA/E&E Update for September 2015

The monthly OSTA and E&E Update was reviewed and provided for information. Clarification was provided on the upcoming E&E audit.

14. Long Range Agenda

Vicky Kryiaco reviewed agenda contents with the Board.

15. New Business, Regular Session

It was noted that given a new governance policy approved by the Board, there was an opportunity in November to hold a public meeting.

Moved by: Shawn Menard
Seconded by: Jennifer Adams

THAT the OSTA Board of Directors approve the November 9, 2015 general open meeting date to become a public Governance meeting.

Carried

The meeting would provide an opportunity for public delegations, allowing a time limit of 2 minutes per delegation. Delegations to be registered in advance.

16. Meeting Schedule

Next Meeting: Monday November 9th. 2015 - Confirmed.

Future Board meeting Dates:

December 7, 2015 (Annual General Meeting)
January 25, 2016
February 22, 2016
March 30, 2016 (Wednesday)
April 25, 2016 (Public Meeting)
May 30, 2016
June 27, 2016 (TBD, early start)

17. Adjournment

Moved by: Denise Andre
Seconded by: Jennifer Adams

THAT the Regular Session meeting adjourn at 7:45 p.m.

Carried

Signature

Title

Signature

Title