

MINUTES

TRANSIT SERVICES COMMITTEE

OTTAWA-CARLETON REGIONAL TRANSIT COMMISSION

CHAMPLAIN ROOM

WEDNESDAY 28 JUNE 2000

8:45 A.M.

PRESENT

Chair: A. Loney

Members: M. Bellemare, L. Davis C. Doucet, D. Holmes, H. Kreling, J. Legendre

Regrets: W. Byrne, B. Chiarelli

CONFIRMATION OF MINUTES

**That the Transit Services Committee confirm the Minutes of the 24 May 2000 meeting.**

CARRIED

DECLARATIONS OF INTEREST

No declarations were filed.

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Notes: 1. Underlining indicates new or amended recommendations approved by the Committee.

2. Reports requiring Commission consideration will be presented to the Commission on 28 June 2000 in Transit Services Committee Report 00-23,

## PRESENTATIONS

### 1. MARKETING PLAN 2000

- Committee Co-ordinator's report dated 19 June 00

The Director, Marketing, Communications and Customer Relations, Oxana Sawka, briefed the Committee on the Marketing Plan for the year 2000<sup>1</sup>. She began by highlighting the following past accomplishments:

- launch of the ECOPASS program at the University of Ottawa (February);
- public and employee consultation regarding Transplan 2000 (March);
- dedication of the Memorial Garden (April 28);
- American Public Transit Association Safety Awards and the launch of Clean Air Day in May;
- commuter challenge, the start of construction of the Fallowfield Station, the launch of the Byward Association for Responsible Services (BARS) Program and the opening of the Mackenzie King Station in June.

Ms. Sawka continued her presentation by describing upcoming events:

- OC Transpo service to various outdoor festivals (Jazz, Blues) and to Super Ex;
- continuation of the "Rack and Roll" Program;
- marketing plan for South Nepean;
- completion of new bus stop flag program;
- completion of the Fallowfield Station Park and Ride facility;
- inauguration of Route 181 shuttle to Bayshore Shopping Centre;
- free service for Veterans on Remembrance Day;
- Santa's Parade and OC Transpo annual foo drive;
- Implementation of Light Rail Project.

The General Manager, Gordon Diamond, thanked the entire marketing team for the many initiatives that have contributed to increasing ridership at OC Transpo.

Commissioner L. Davis spoke of attending the Canadian Urban Transit Association (CUTA) Conference where marketing aimed at increasing people's understanding of the impact of public transit on the environment was discussed. She posited that, because OC Transpo services the Ottawa area, the company is in a unique position to be at the forefront in delivering this message. Ms. Sawka indicated she is a member of the American Public Transit Association Marketing Committee that selected the advertising agency for the VIP Programs. She noted that OC Transpo will participate in CUTA's national campaign and will also undertake initiatives on its own.

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<sup>1</sup> A copy of the PowerPoint presentation is on file with the Coordinator.

Commissioner D. Holmes wanted to know whether Treasury Board has to authorize the participation of the federal departments in the ECOPASS Program. Having heard from Ms. Sawka that payroll deductions have to be approved by Treasury Board, and that several requests to federal departments to pilot ECOPASS have gone unanswered, the Commissioner asked that staff prepare, for the next Committee meeting, a strategy aimed at applying additional pressures in this area.

Commissioner J. Legendre suggested OC Transpo's website be used to bring the argument with the federal government visibly into the public domain in an effort to gain support. He congratulated all the parties, including the Government of Canada, for the successful completion of the Mackenzie King Transitway Station. He expressed the hope that a similar facility could be built at the St Laurent Shopping Centre, which is presently under re-development. Mr. Diamond pointed out that 30% of the people who shop at St Laurent access the facility by transit. Chair Loney averred that the mall management should recognize this fact with its chequebook, and contribute financially to transit upgrades.

Commissioner M. McGoldrick-Larsen emphasized the importance of bringing back to Committee reports on the ridership statistics for the 400 series service to the Corel Centre. She spoke about the pressures on the Queensway on game nights and she posited that special marketing efforts are required to increase the current 5 to 6% level of usage. The Commissioner also felt that extra efforts have to be put into marketing for special events, to try to get more people from the suburbs to use public transit to come into the City.

Commissioner M. Bellemare said he was pleased to see a great deal of community outreach and the many imaginative and different initiatives that promote a generally positive image of transit services in the Region. He congratulated staff on their hard work, saying this has played a significant role in increasing ridership over the past year. Ms. Sawka confirmed, in response to an observation from Commissioner Bellemare, that all the advertising is done in both official languages.

Responding to a suggestion from Chair Loney, Ms. Sawka indicated she had neglected to mention that another "gas pain" campaign will be run, to coincide with the continuing increases in fuel prices. Chair Loney informed the Committee that, for the first time in the last two and one-half years, the ratio of compliments to complaints was two to one. He asked that the General Manager apprise all staff of this situation, as it shows that the company has come a long way in the past few years. Chair Loney averred that, with increased ridership will come increasingly crowded buses, and the need to hire more drivers and mechanics.

Ms. Sawka thanked members of her team, Lucille Doré, Manager of Internal and External Communications and Messres. Robert O'Connell and Michel Gervais. She spoke of the work done by Catherine Caron to improve customer services and she congratulated team members for all their work.

**That the Transit Services Committee receive this report for information.**

RECEIVED

2. IMPLEMENTATION OF INQUEST JURY RECOMMENDATIONS  
- Committee Co-ordinator's report dated 19 June 00

The General Manager, Mr. G. Diamond, introduced Ms. Catherine Caron, Change Coordinator, OC Transpo. Ms. Caron presented a Preliminary Progress Report dated June 2000 on the Implementation of the Jury Recommendations, OC Transpo Inquest. The report describes the status of Recommendations 2,3, and 5 to 53 of the 77 that are to be acted upon by OC Transpo, describes accomplishments to date and reports on what remains to be done in the areas of employee relations and safety and security. Ms. Caron said the next steps would include extensive consultation on policies and procedures in July and August and consultation with all staff on the Code of Conduct from August to October 2000. This will be followed by a subsequent report to Committee in November 2000 and the submission of the final report to the Chief Coroner in April 2001.

Commissioner L. Davis asked that the General Manager comment about how the company has regained employees' trust in the workplace. Mr. Diamond began by saying that cultural change and the implementation of all recommendations was being achieved on a one to one basis and in groups. Senior staff is working closely with the Amalgamated Transit Union (ATU) and with the Canadian Union of Public Employees (CUPE), developing policies and buy-in through consensus. Mr. Diamond added that his daily and weekly visits to the various sites confirm that employees are happy with the direction in which the company is going, although they also admit there is a long way to go.

Commissioner Davis inquired whether the fire plans had ever been approved by the Fire Department. Ms. Cassie Kelly, Plant Manager, replied that, while fire plans had been prepared, they had never been formally issued, and the Fire Departments had never approved them. Replying to a further question from the Commissioner, Mr. Diamond said a room numbering system and an emergency marking program would be implemented, in consultation with the contractor hired to refurbish some of the rooms. He added that the recently hired Emergency Preparedness Coordinator would review the emergency exit plans for all areas in the facility.

Commissioner Davis asked why OC Transpo has hired persons from within the organization for both emergency preparedness and organizational development, as opposed to advertising more widely for these positions. Mr. Diamond replied that the existing hiring practices were utilized to staff both these positions.

Commissioner Davis made reference to an earlier statement about seniority perhaps not having as much importance as qualifications and she inquired how this would be handled. Mr. Diamond indicated that OC Transpo has worked with the Unions in this regard: he clarified that, all other things being equal, including demonstrated leadership and interpersonal skill, seniority would prevail. The Commissioner wanted to know how staff would ensure there are promotional opportunities within OC Transpo. Mr. Diamond replied that the performance appraisal system being developed will include succession planning and people who show leadership or technical ability to advance will be identified.

Commissioner Davis asked the General Manager to elaborate on the Threat Assessment Consultant, specifically, the areas to be assessed and whether only the physical aspects will be examined. Mr. Diamond indicated the main garage will be assessed to begin with and the lessons learned therein will be applied to the rest of the facilities. He added that he has received a number of unsolicited packages from consultants expressing interest in doing the work. Every one of them will be contacted and staff expects the threat assessment will be completed by August or September. Ms. Caron indicated that the work would also involve looking at policies and conducting a survey of all staff.

Commissioner J. Legendre emphasized the importance of Committee members receiving a report such as this ahead of time, noting it is difficult to study the fifty-one recommendations at the same time as staff is making its presentation. He requested that material be provided ahead of time in the future, to assist members in better understanding the presentation and preparing their questions. Ms. Caron explained it has been difficult to obtain the approval of all parties. She indicated that she was unable to make a presentation to the Joint Advisory Group of management and unions and that Recommendations Nos. 10, 27 and 40, listed as being implemented, are still in-progress.

Commissioner Legendre said he was pleased to see that training will be provided in both official languages. He expressed the hope that the approach adopted by the Health Department in its promotional materials would be followed, noting that the two cultural communities receive the same message differently, even if the goal is the same. Ms. Caron assured the Committee the training would be done in this manner. Chair Loney spoke mechanics and operators having told him they often feel that material is written for office workers, without recognition of the real job description. He emphasized the need to tailor the documentation to reflect both the job and the workers doing the job and he suggested material be tested on the target group before being more broadly distributed.

Responding to a question from Commissioner Legendre about deferring Recommendation No. 34, Mr. Diamond indicated staff wants to push for a greater focus on corporate wellness and fitness, and will report back to Committee on how this will be done. He added the reason this is being deferred is primarily because of a lack of personnel, not a lack of resources.

Commissioner H. Kreling asked whether the Commission has identified any recommendations that will be difficult to implement. Chair Loney pointed out that the question of the Ombudsman has recently been discussed within the framework of the new City of Ottawa and this matter will need to be revisited for future recommendation. Commissioner M. Bellemare asked whether it wouldn't be prudent to refer the matter of the Ombudsman to the Transition Board for a decision as to whether or not there will be such a position with a catchment area that includes OC Transpo. The Acting Director, Human Resources, Kerry O'Leary said staff feels the best approach is not to move on the position until such time as supervisory staff receives the training, the education, the skills and are empowered to do their job properly. If this is not done, employees would have a tendency to circumvent their supervisors, and this would not be in anyone's best interest. Chair Loney felt that Commissioner Bellemare's suggestion was appropriate, and that, at the very least, OC Transpo, in its presentation to the Board, should indicate there needs to be an ombudsman, either for the Commission or for the entire City including the Commission. Mr. O'Leary said he would relate the Committee's comments to the Human Resources Project Leader. Commissioner Bellemare said he was reassured the matter will be put before the Board, to ensure someone is in place as of January 1, 2001.

#### Delegations

Mrs. Barbara Davidson, expressed the view that hiring a threat and risk assessment consultant is very important and this should have been the first step. She also wondered why installing the visual alarms, as has been recommended, has not been done. She posited that morale would improve if employees felt their safety was being taken into consideration in every way. Mrs. Davidson suggested the Regional Chair approach the Ontario Provincial Police requesting that Mr. John O'Brien be allowed to assist OC Transpo in implementing some of the recommendations. Chair Loney undertook to approach Chair Chiarelli in this regard.

Responding to a question from Chair Loney, Ms. Cassie Kelly indicated the estimated cost of installing the visual alarms is \$200,000. Chair Loney asked that this item be held for further Committee discussion and direction to staff.

Ms. Kathleen Davidson requested that a copy of the revised harassment and workplace violence policy and procedures manual be made available to her, so she can see what changes have been made. She then raised the following questions/concerns:

- 1) Was Recommendation 9 in place when Pierre Lebrun worked at OC Transpo or has this been revised since the inquest?
- 2) Recommendation 13 (an independent ombudsman) must be implemented as soon as possible;
- 3) How effective are last chance agreements, given the fact that Pierre Lebrun was on such an agreement at the time of the incident? Is someone hired specifically to monitor these agreements?
4. Who determines which employee is “high risk and is this monitored by someone outside OC Transpo?

Speaking to the issue of employee safety, Ms. Davidson made the following observations:

Recommendation 42: should be re-evaluated to include employee input.

Recommendation 44 does not have to be implemented by the Emergency Preparedness Coordinator: all staff must be trained to call 9-1-1 in an emergency.

Recommendation 46: OC Transpo should not install monitors without the assistance of a consultant to determine the best locations: when will this be done, where are the monitors located and who is watching them?

Recommendation 49 (the hiring of a security officer) should not be deferred.

Ms. Davidson concluded her presentation by saying it is vital to the safety of all OC Transpo staff to install visual alarms immediately. She concluded her presentation by asking how Pierre Lebrun could have been handled differently in 1996, when he first manifested signs of his dysfunction, to ensure he didn't end up doing what he did.

Responding to a comment from Chair Loney, the General Manager indicated that he and Ms. Caron gave an in-depth briefing to two of the affected families where the status of the implementation was discussed in detail. He renewed his offer to meet with Mrs. Davidson and Mrs. Lemay, both of whom did not attend the first briefing, and to bring in staff from the various divisions responsible for the implementation of each recommendation. Mr. Diamond said he hoped this would give the families a degree of confidence that OC Transpo is making changes.

Mrs. Terry Lemay said her greatest concern was the safety of OC Transpo workers and she posited that measures to protect them should have been in place 15 months ago. Mr. Diamond called this a fair observation. He noted he has been in the job for seven months; the jury recommendations were made four months ago, and some of the recommendations of the KPMG report were already being implemented. He asked that the families trust the committed management team that has been put in place for this purpose.

Mr. Diamond responded to some of the concerns expressed by the previous speakers:

Recommendation 9: Last Chance agreements are being monitored and people are getting the assistance they need.

Recommendation 44 can be implemented quickly. On emergency preparedness, supervisors are now being challenged to know who is present and to circulate and clear all areas. Comprehensive fire training will be provided and there will be closer cooperation with fire, police and ambulance services.

Recommendation 46: the TV monitoring is of the facilities, not of the employees, and is done on a 24 hour per day basis. A number of other positive security measures have been introduced without turning OC Transpo, a public facility, into an armed fortress.

Commissioner Davis commented that most buildings have security fencing: if the problem is money, perhaps the Committee should be informed and identify funding. She asked whether staff intends to bring forward a report that answers the families' questions and when the report is expected. Responding to these questions and to a comment from Chair Loney, Mr. Diamond clarified that the consultants will be making recommendations on how to secure OC Transpo sites. He added that neither the KPMG report nor the Coroner's Jury make recommendations in this regard, but this does not mean the issue cannot be examined. Staff will report on progress at the November meeting. Chair Loney directed that the Request for Proposals be circulated to all Committee members and to the families and that progress reports be provided at a special meeting, if required.

Commissioner Davis emphasized the need to advertise nation-wide for some of the positions that are available, with the consent of the employees and of the Unions. She spoke about decisions being made by the General Manager that Commissioners are not aware of and she said she did not feel the decision-making should be that concentrated. Speaking to Recommendation 38, Commissioner Davis said what she has heard from individuals is that a policy has been put in place to reduce absenteeism which some people on Long Term Disability call harassment. She asked that staff define who is determined to be "high risk" and how the recommendation will be implemented. Mr. Diamond clarified the recommendation refers to persons who need psychiatric help. Mr. Diamond denied allegations that people are being



watched in their homes. Responding to a further question from the Commissioner, Kerry O’Leary said that, while a multidisciplinary team looks at this issue, the responsibility rests with the Human Resources Department, specifically with the Employee Relations Officer; because there was no such position in the past, many things were not dealt with. As the company moves forward, the process will be fine-tuned and each case will be examined individually.

Bob Manion, representing CUPE Local 5505, stated that both Unions want to have further discussions on the seniority issue, and, for this reason, Recommendation 27 should be considered to be “in progress” rather than “implemented”. Other matters that need to be discussed are job evaluations and point systems to monitor and measure qualifications. Mr. Manion expressed the view it will take a few months before any of these matters can be discussed. The seniority issue will need to be carefully examined to ensure the unions don’t lose what they have gained. He felt that the recommendation about continuing employment agreements (No. 35) should also be considered “in-progress”. Mr. Manion spoke about OC Transpo having gone ahead two steps and back one with respect to employee morale. He wondered why the process undertaken by the previous Assistant General Manager and his group, of providing feedback and bringing matters forward for consideration by the General Manager, was not being continued or expanded.

André Cornellier, President, ATU, began by saying that, as a Union-elected president, he was sad to see the families defending what the Unions should be defending and he pledged the families would have his support. He spoke about buses being an operator’s workplace, and he asked what was being done about people who harass drivers in their workplace. He indicated that no information has been provided to staff about who the peer supporters are. Mr. Cornellier echoed concerns expressed about the locked stockroom, the hiring process and the uselessness of the security pass for operators. He concluded by informing the Committee that he was elected because the membership is fed up and wants change. He expressed his willingness to work with management and with the Committee, but he noted his first responsibility is to the membership.

Commissioner Davis expressed her frustration at the fact that things have not moved rapidly enough and that management has not seen fit to give the Unions and the Committee an opportunity to review the report and provide input. She said what upset her the most is the attitude towards the families: despite assurances from the General Manager that he would be the conduit to the families, it appears there are deficiencies since they were not informed the matter was being discussed today. Commissioner Davis said she was ashamed of the way the families have been treated and she suggested one of their members could be the Ombudsman, since they seem to be well aware of what needs to be done.

Chair Loney pointed out that every member of the Committee has stated there is still a long way to go at OC Transpo. He said he did not believe management is trying to paint a rosy picture of the situation and a session like today's really brings an awareness of the problems still to be resolved. Chair Loney re-emphasized the importance of receiving this kind of documentation well in advance, and he asked that the General Manager ensure this is done in the future. In addition, he directed that the next draft report be circulated to the families, the Union representatives and the Committee well in advance.

The Committee then considered the following Motion:

Moved by D. Holmes

**That work begin immediately to install visual alarms in the garages and that funding for this purpose come from gapping in OC Transpo's operating budget.**

CARRIED

**That the Transit Services Committee receive this report for information.**

RECEIVED

3. ENVEROBUS  
- Committee Co-ordinator's report dated 19 June 00

**That the Transit Services Committee receive this report for information.**

REGULAR ITEMS

4. PARATRANSPO ELIGIBILITY CRITERIA AND REGISTRATION PROCESS  
- General Manager's report dated 14 June 00

**That consideration of this report be deferred to allow for further circulation and public input.**

DEFERRED

5. SEATING CONFIGURATION, NEW FLYER ARTICULATED BUSES  
- General Manager's report dated 19 June 00

**That the Transit Services Committee receive this report for information.**

RECEIVED

6. DIESEL FUEL PRICES  
- General Manager's report dated 16 June 00

**That the Transit Services Committee receive this report for information.**

RECEIVED

7. HYDROGEN POWERED BALLARD BUSES  
- General Manager's report dated 4 May 00  
- Response to Inquiry No. TSC 14(00)

**That consideration of this item be deferred to the September 2000 meeting.**

DEFERRED

8. PROPOSED INCREASE IN FINES FOR FARE EVASION  
- General Manager's report dated 16 June 00

Commissioner D. Holmes questioned the effectiveness of prosecuting for fare evasion, noting that, in the last instance, the matter was thrown out of court. The Manager, Corporate Security and Risk Management, Ms. Kim Hunton, indicated that the success rate of prosecution is more than 50%.

The Committee Chair, A. Loney, pointed out that Ottawa-Carleton's fine is ludicrous compared to fines levied elsewhere. He suggested the Commission needs to renew its efforts and increased publicity would be useful in this regard.

Commissioner M. Bellemare suggested the Commission investigate the feasibility of a graduated fine system.

The Committee then approved the staff recommendation:

**That the Transit Services Committee recommend the Commission approve an increase of the fine for fare evasion from \$100 to \$200.**

CARRIED  
(D. Holmes dissented)

It was pointed out that this item would need Council as well as Commission approval since the proposed change affects the regional Regulatory Code.

#### INFORMATION PREVIOUSLY DISTRIBUTED

10. PURCHASING INFORMATION ITEMS – TO 31 MAY 2000  
- General Manager's memorandum dated 13 June 00

#### OTHER BUSINESS

1. RESULT OF ELECTIONS, LOCAL 279, AMALGAMATED TRANSIT UNION AND LOCAL 5500, CANADIAN UNION OF PUBLIC EMPLOYEES EXECUTIVE

The General Manager, Mr. G. Diamond, informed the Committee that Mr. André Cornellier has been elected President/Business Agent of ATU Local 279, effective July 1, 2000. The presence of Mr. Cornellier and Mr. Denis Grandmaître, the ATU's Secretary Treasurer-elect was acknowledged. Mr. Bob Manion and Mr. David Wright have been elected President and Vice-President, respectively, of CUPE Local 5500.

#### INQUIRIES

1. ROUTES FOR OUT-OF-SERVICE BUSES

Commissioner J. Legendre asked that operators be advised to, as much as possible, utilize truck routes when bringing out-of-service vehicles back to the garage(s).

2. SPEED OF BUSES ON THE TRANSITWAY

Commissioner J. Legendre made reference to an incident on Canada Day 1999, when a fully-loaded bus that was traveling at high speed on the transitway had to make a sudden stop, with dramatic results. He requested that a broad message be issued to drivers regarding the speed of vehicles on the transitway.

3. STATUS OF GRIEVANCE RE: LANGUAGE OF CHOICE FOR TESTING

Commissioner J. Legendre asked that the General Manager provide a response to the still outstanding matter of the grievance filed by an OC Transpo employee about being tested in his language of choice for an internal competition.

MOTION TO MOVE IN-CAMERA

Moved by L. Davis

**That the Transit Services Committee move In-Camera pursuant to Section 11, 1 (b) of By-law 112 of 1994, Council Procedure, being personal matters about an identifiable individual, including staff.**

CARRIED

ADJOURNMENT

The meeting adjourned at 12:45 a.m.

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CHAIR

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CO-ORDINATOR