

Section <b>Governance Policy</b>	Policy Number <b>RCJTC P.08.01</b>
Date <b>November 11, 2013</b>	Revised

**1. BOARD OF DIRECTORS MEETINGS – ELECTRONIC PARTICIPATION**

- 1.1 The Renfrew County Joint Transportation Consortium shall provide the electronic means for members of the Board of Directors to participate in meetings of the Board.
- 1.2 Electronic participation in Board of Directors meetings shall comply with the By- Laws of the Renfrew County Joint Transportation Consortium.
- 1.3 A member of the Board of Directors who participates in a meeting by electronic means shall be considered to be present at the meeting.

**Related RCJTC Administrative Procedure**

AP.08.01 *Board of Directors Meetings – Electronic Participation Procedure*

*...Providing safe, efficient, effective transportation to our students*

Section	Policy Number
<b>Governance Policy</b>	<b>RCJTC P.08.02</b>
Date	Revised
<b>November 11, 2013</b>	

**2. IN-CAMERA MEETINGS**

Renfrew County Joint Transportation Consortium Board of Directors meetings will conduct in-camera sessions that are restricted to only those persons who are members of the Board of Directors and any other authorized person who the Directors, by resolution, authorize to be present.

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<b>Governance Policy</b>	<b>RCJTC P.08.03</b>
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**3. KEY PERFORMANCE INDICATORS**

- 3.1** The Renfrew County Joint Transportation Consortium shall establish Key Performance Indicators (KPI) related to the organization's Strategic Plan Objectives in order to establish performance standards of efficiency and effectiveness.
- 3.2** Each KPI shall be tracked on a regular basis and trends analyzed and reported to the RCJTC Board of Directors and other RCJTC stakeholders.
- 3.3** RCJTC shall ensure it meets its performance standards by identifying opportunities for continuous improvement and implementing strategies to maximize efficiency and effectiveness.
- 3.4** KPI's shall be reviewed on an annual basis as part of the Strategic Planning cycle to ensure that performance measurements are appropriate and connected to overall organizational objectives.

Section	Policy Number
<b>Governance Policy</b>	<b>RCJTC P.08.04</b>
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**4. OFFICIAL NAME**

- 4.1 The organization’s legal name shall be the “Renfrew County Joint Transportation Consortium” and shall be used for all legal contracts.
- 4.2 The name “RCJTC” or “Renfrew County Joint Transportation Consortium” shall be used interchangeably for other purposes.

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<b>Governance Policy</b>	<b>RCJTC P.08.05</b>
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**5. SIGNING OFFICERS**

- 5.1** The President and Vice-President, or designate(s) in accordance with the By-Laws of the Renfrew County Joint Transportation Consortium shall be signing officers of the Renfrew County Joint Transportation Consortium.
- 5.2** Contracts, documents or any instrument in writing binding upon the Renfrew County Joint Transportation Consortium shall be signed by:
- the President and Vice-President or designate(s) of the Renfrew County Joint Transportation Consortium
- 5.3** Cheques, drafts, and/or orders for payment of monies drawn on an account of the Renfrew County Joint Transportation Consortium maintained at any bank shall require the same signatures stated above.

**Related RCJTC Policy**

*P06 Finance Policy*

**Related RCJTC Administrative Procedures**

*AP.06.01 Budget Procedure*  
*AP.06.02 Financial Reporting Procedure*  
*AP.06.06 Levels of Authorization Required for the Expenditure of Operating Funds Procedure*  
*AP.08.05 Signing Officers Procedure*

Section	Policy Number
<b>Governance Policy</b>	<b>RCJTC P.08.06</b>
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<b>November 11, 2013</b>	<b>March 3, 2014</b>

**6. INTERNAL COMMUNICATION**

- 6.1** The Board of Directors, General Manager and staff of the Renfrew County Joint Transportation Consortium shall maintain an efficient internal communications network that ensures mutual awareness on important matters relating to the administration and operation of the Renfrew County Joint Transportation Consortium, and staff.
- 6.2** In matters related to transportation concerns, communications shall be handled in accordance with the established AP.04.07 Internal Complaint Flow Chart.

**Related RCJTC Policy**

*P.04 Operational Policy*

**Related RCJTC Administrative Procedures**

*AP.04.07 Process for Appealing Decisions Procedure*

*AP.08.06 Internal Communication Procedure*

**Related RCJTC Forms**

*F.04.07 Transportation Appeal Process Form*

Section	Policy Number
<b>Governance Policy</b>	<b>RCJTC P.08.07</b>
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**7. COMPLAINTS AND APPEALS**

- 7.1** The Renfrew County Joint Transportation Consortium is committed to open communication with parents, member school Board administration and Trustees, principals, contracted school vehicle operators, and others regarding matters of complaint/concern and appeals.
- 7.2** The Renfrew County Joint Transportation Consortium believes that complaints and concerns are most effectively resolved through direct communication with Renfrew County Joint Transportation Consortium staff. The Renfrew County Joint Transportation Consortium acknowledges the public's right to directly contact their member school board Trustees and senior administration, who will re-direct stakeholders to RCJTC.
- 7.3** The Renfrew County Joint Transportation Consortium shall ensure that all complaints or concerns are dealt with in a fair, consistent and reasonable manner according to the established Renfrew County Joint Transportation Consortium policies.
- 7.4** The Renfrew County Joint Transportation Consortium Administration Committee shall have the authority to make the final decision for resolving complaints and/or appeals at its discretion.

**Related RCJTC Policy**

*P.04 Operational Policy*

**Related RCJTC Administrative Procedures**

*AP.04.07 Process for Appealing Decisions Procedure*

**Related RCJTC Forms**

*F.04.07 Transportation Appeal Process Form*

Section	Policy Number
<b>Governance Policy</b>	<b>RCJTC P.08.08</b>
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**8. CONFIDENTIALITY OF INFORMATION**

- 8.1** Confidential information acquired by staff and/or members of the Board of Directors of the Renfrew County Joint Transportation Consortium in the course of their regular business shall not, unless required by law, be divulged, disclosed or communicated to any person, firm, corporation or organization, except where such disclosure is necessary for the efficient and effective provision of transportation services.
- 8.2** This policy shall govern the use of confidential information – collection, storage, use, access, distribution and destruction of information – in accordance with the statutory duties and responsibilities provided in this policy and applicable legislation. It pertains to but is not limited to staff, students, transportation providers and their staff.
- 8.3** Confidential information shall include staff, vendor & student information and any/all information provided by member school boards to the Renfrew County Joint Transportation Consortium in order to facilitate the provision of transportation services.
- 8.4** The General Manager shall ensure that external service providers and member school boards are bound by confidentiality provisions in their service agreements with the Renfrew County Joint Transportation Consortium.

**Related RCJTC Policy**

*P.05 Employee Policy*

**Related RCJTC Administrative Procedures**

*AP.08.08 Confidentiality of Information Procedure*



Section	Policy Number
<b>Governance Policy</b>	<b>RCJTC P.08.09</b>
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**9. MEDIA RELATIONS**

- 9.1** The Renfrew County Joint Transportation Consortium recognizes that the public has a right to information regarding its policies, programs, and activities. The Renfrew County Joint Transportation Consortium therefore supports open communications with all news media in an effort to keep the public informed.
- 9.2** The Renfrew County Joint Transportation Consortium recognizes the Chair or designate as the official spokesperson on matters of Renfrew County Joint Transportation Consortium.
- 9.3** In concert with Renfrew County Joint Transportation Consortium policies regarding publications and release of information, the General Manager will ensure that the news media is informed on a timely basis regarding operational matters of Renfrew County Joint Transportation Consortium business.

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<b>Governance Policy</b>	<b>RCJTC P.08.10</b>
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**10. POLICY STATEMENTS AND DECISIONS OF THE BOARD OF DIRECTORS**

- 10.1** The Renfrew County Joint Transportation Consortium shall maintain efficient communication with staff, its member school board community, and the general public regarding Policy Statements and decisions of the Board of Directors.
- 10.2** The General Manager will ensure implementation of all resolutions of the Board of Directors.
- 10.3** The General Manager will ensure communication of decisions of the Board of Directors to staff and member school board communities.
- 10.4** External communication regarding Policy Statements and Decisions of the Board of Directors will be made in accordance with established RCJTC policies and procedures.

Section	Policy Number
<b>Governance Policy</b>	<b>RCJTC P.08.11</b>
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**11. POLICY MANAGEMENT**

- 11.1** Policies shall be focused statements of the RCJTC’s intent, governing principles, or desired results. They shall be broad enough to allow flexibility in dealing with diverse situations, while ensuring consistency, high quality, effectiveness and efficiency of operations.
- 11.2** At least once in every four-year term, the RCJTC shall establish and/or review its policy management system and set strategic directions for the ensuing four years. This will be an open, consultative process where appropriate. Existing and proposed new policies will be tested against these corporate objectives.
- 11.3** The Administrative Committee will be responsible for reviewing policies on a regular basis.
- 11.4** All new policies and/or changes to existing policies are approved by the RCJTC Board of Directors.
- 11.5** The RCJTC shall make all efforts to ensure alignment between the policies and procedures of RCJTC and its Member Boards.
- 11.6** A copy of the official version of any RCJTC policy shall be accessible to staff and the public at large through the RCJTC website and available at the RCJTC office.

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<b>Governance Policy</b>	<b>RCJTC P.08.12</b>
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**12.            STRATEGIC PLANNING**

- 12.1**    The Renfrew County Joint Transportation Consortium Board of Directors shall create and adopt a multi-year strategic plan to guide the organization’s activities.
- 12.2**    The Renfrew County Joint Transportation Consortium Board of Directors shall, on an annual basis, review the strategic plan to assess its effectiveness and will make amendments to the plan, as required.
- 12.3**    The Strategic Plan shall reflect the organization’s Mission Statement, Guiding Principles, Objectives and Goals.
- 12.4**    The Strategic Plan guides all other Operational Plans which are developed in support of Strategic Objectives and Goals within specified timelines.
- 12.5**    The General Manager shall prepare annual Operational Plans with specified timelines according to Board approved policies, procedures and other directions.
- 12.6**    It is the General Manager’s responsibility to report the status of organizational activities as they relate to the Strategic Plan back to the RCJTC Board of Directors on a regular basis.

Section	Policy Number
<b>Governance Policy</b>	<b>RCJTC P.08.13</b>
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**13. CORPORATE GOVERNANCE**

**13.1 Introduction**

Renfrew County Joint Transportation Consortium (RCJTC) is a transportation consortium serving the Renfrew County District School Board (RCDSB) and the Renfrew County Catholic District School Board (RCCDSB). RCJTC provides safe, effective and efficient transportation to English speaking students in Renfrew County.

The Board of Directors serves as the ultimate decision-making body on policy for RCJTC.

The Directors:

- provide governance structure to direct RCJTC.
- allow for diverse input on specific issues and concerns.
- connect the organization closely with the member school boards.
- ensure equal representation from both member school boards.

**13.2 Mission Statement**

In support of the educational mandate of our Partner Boards, the Renfrew County Joint Transportation Consortium (RCJTC) is committed to providing a:

- Safe
- Efficient
- Effective

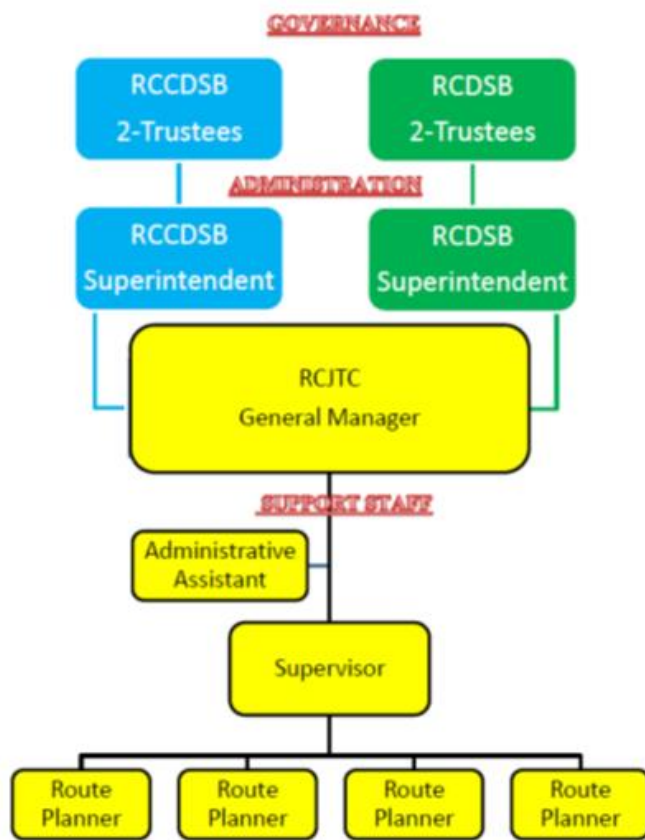
...transportation service to our students.

**13.3 Guiding Principles**

Partner Boards agree that the following will be the Guiding Principles for their student transportation:

- a) Be sensitive and respect the rights of resident students to attend a school in a school jurisdiction in which the student is qualified to be a resident pupil in accordance with the Education Act.
- b) Be sensitive and respect the operational needs of the Partner Boards in delivering transportation services to Catholic and Public ratepayers.
- c) Provide safe, efficient and cost effective transportation services.
- d) Administer the Consortium through the use of a common (joint) transportation policy.
- e) Ensure the common (joint) transportation policy and the delivery of transportation services by the Consortium respect the attendance rights of resident students including the right of a Partner Board, at that Board's expense, to make an exception to the transportation policy in individual situations to facilitate the attendance of a resident pupil at one of its schools. Transportation services will not be used as a tool to compete for students.
- f) Agree to share the costs of providing transportation services to students.

**13.4 Organization**



### **13.5 Board of Directors Roles and Responsibilities**

- A.** Membership of the Board of Directors shall consist of a minimum of four or a maximum of six Directors, being two or three representatives as selected by the Board of Trustees of the Catholic Board and two or three representatives as selected by the Board of Trustees of the Public Board.
- B.** The roles and responsibilities of the Board of Directors, in addition to those set out in the by-laws, are as follows:
- i. Select the General Manager of the Consortium, delegate authority and evaluates performance and compensation.
  - ii. Provide overall direction for the Consortium by establishing the mission statement and guiding principles.
  - iii. Annually set priorities with outcomes (Strategic Plan).
  - iv. Annually evaluate the Consortium's effectiveness in relation to the Strategic Plan.
  - v. Set policies and procedures for the Consortium.
  - vi. Approve and monitor budget, legal and personnel matters.
  - vii. Annually review and recommend improvements and changes to the Corporate Consortium agreement.
  - viii. Mediating and resolving any unresolved issues brought forward by the Administrative Committee.
- C.** In addition to any meeting requirements set out in the governing legislation, the Board of Directors will meet at least three times a year with the schedule of meetings being established at the inaugural meeting. The position of chair shall alternate each meeting between the Chair as selected by the Catholic Board and the Chair as selected by the Public Board. The Chair of the first meeting shall be determined by the Chairs as selected by each Board drawing a card, with the drawer of the highest card (i.e. Ace, King, Queen, Jack, 10, 9, 8, 7, 6, 5, 4, 3, 2 lowest) being appointed the Chair.

### **13.6 Board of Directors Code of Conduct**

The Board of Directors:

- will operate in an ethical and businesslike manner. This commitment includes proper use of authority and appropriate decorum when acting on behalf of the Consortium.
- represent un-conflicted loyalty to the interests of the Consortium. This accountability supersedes any conflicting loyalty to advocacy or interest groups.

- conduct themselves in a manner that represents the Consortium in a positive light, taking no private action that will compromise the Consortium and its decisions.
- do not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
- ensure that individual interaction with the public, press, or other entities will not compromise the Consortium.

### **13.7 Roles and Responsibilities of Administrative Committee**

- A. The membership of the Administrative Committee will consist of the Superintendents of Business responsible for transportation matters from each Board and the General Manager of the Corporate Consortium.
  
- B. The Administrative Committee will be responsible for the day to day operations of the Corporate Consortium. The Administrative Committee will report on matters of significance to the Board of the Directors on the following areas:
  - i. Financial Matters
    - Annual Budget approval and periodic monitoring.
  - ii. Legal Matters
    - Operator negotiations.
    - Operator issues.
  - iii. Personnel Matters
    - Staffing concerns
    - Personnel matters
  - iv. Strategic Planning
    - Policies and Administrative Procedures.
    - Transportation issues including service levels and parent requests for exceptions to policies.
    - Operator relations.
    - Safety issues.
    - Ministry of Education and Ministry of Transportation policy directions and regulations.
  
- C. The appropriate Superintendent Of Business on the Administrative Committee will provide any information as requested from either Board.
  
- D. The appropriate Superintendent Of Business on the Administrative Committee is responsible for reporting all transportation matters to his or her respective Board.
  
- E. The Administrative Committee shall provide the Board of Directors with agendas and minutes from all Administrative Committee meetings.



### **13.8 Fiduciary Stewardship**

The Board of Directors:

- are stewards for the member school boards' fiduciary interests and investments.
- ensure that financial results are audited and reported fairly, in accordance with generally-accepted accounting principles, and in accordance with the Canadian Public Sector Accounting Standards.
- ensure that financial reporting is transparent to member school boards and other key stakeholders.
- ensure the process for reviewing and selecting the organization's auditor meets required standards.
- are responsible for the communication and reporting to the member school boards.
- monitor the fiduciary stewardship process.
- ensure, where required, that the member school boards have access to communications from the Consortium.

### **13.9 Risk & Asset Management**

The Board of Directors:

- oversee the management of the organization's significant risks and assets on behalf of the member school boards.
- oversee that all legal documents, meeting documents and records are properly prepared, approved, and maintained.
- monitors the organization to ensure it meets the industry's compliance standards (Health & Safety, Emergency Preparedness, Records Retention, Privacy, etc.)
- oversee that the organization operates at all times within applicable laws, regulations and ministry standards.
- oversee there are sufficient resources dedicated to the operations and development of the organization and its work.
- understand that it is the Administrative Committee that identifies and communicates the significant risks to the Board of Directors.
- ensure that developments having a significant and material impact on the organization are reported in a timely manner to the Board of Trustees of the member school boards.

- ensure that there is leadership development for the General Manager and a succession plan in place.

### **13.10 Strategic Leadership**

Strategy and future directions are developed by the Administrative Committee and the operational teams, and approved by the Board of Directors.

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**14. ACCESS TO INFORMATION AND PRIVACY**

The Renfrew County Joint Transportation Consortium (RCJTC) will use all reasonable efforts to protect the security of personal information and further agrees to comply with all applicable legislation in connection with the collection, use or disclosure of personal information. The RCJTC agrees to enter into confidential agreements to safeguard all student data.

**Related RCJTC Administrative Procedures**

*AP.08.14 Access to Information and Privacy Procedure*

Section	Policy Number
<b>Governance Policy</b>	<b>RCJTC P.08.15</b>
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**15. BUSINESS CONTINUITY PLAN**

The Renfrew County Joint Transportation Consortium (RCJTC) will prepare a Business Continuity Plan (BCP) to minimize the disruption of services in the event of a catastrophic occurrence.

**Related RCJTC Administrative Procedures**

*AP.08.15 Business Continuity Plan Procedure*