



Strategic Plan

TSTG

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1. Executive Summary

This document outlines how the Toronto Student Transportation Group will strategically meet the goals and objectives set in its path. As a living document it will be continually reviewed to ensure that the contents are accurate and current. It will be updated to ensure that the consortium's focus is always moving forward to meet future demands while critiquing past successes and challenges.

The document is divided into six sections to help isolate various segments required to address and act upon including the methodology, current environment, the vision and goals, requirements, and an implementation plan. These topic areas provide insight into how the consortium currently operates and highlights the strengths and weaknesses along with the opportunities and threats to the consortium. Using this information, the consortium can leverage the strengths while putting plans into place to address or minimize areas of weaknesses.

The consortium goals can be best addressed through three layers. The top layer goal is the ultimate and constant direction to the consortium which is ***the provision of cost effective transportation solutions that are delivered in a safe and timely manner to our stakeholders***. To secure this goal the mission and vision statement provide a layer of high level elements including: Exceptional **S**ervice, **C**ost Effective Solutions, **A**ccountability, **C**ommunications, **E**conomic, **E**nvironmental, and **S**ocial **R**esponsibility, and **H**uman Resources. This leaves us with the third layer which is programmatic goals that have tactile function that staff can pursue in order to support the higher level goals. Although the consortium maintains its own sets of goals it is important that they be consistent with the Member Boards Goals and Objectives.

These short and long term goals provide the basic content to the strategic plan. The consortium will endeavour to pursue these goals in order to realize the benefits they offer. As the environment we operate within changes, so too will the direction that the consortium moves. It is hoped that this strategic plan will provide a solid foundation from which to move the consortium forward and to meet our future goals and objectives.

2. Strategic Planning Methodology

2.1. Participants

The Toronto Student Transportation Group has reached out to various stakeholders for their input into the strategic plan. Gaining insight and collecting the various views of these individuals and groups provides the consortium the mindset of those vested parties. These groups and individuals included:

- School Community
- School Staff
- TSTG Transportation Staff
- TSTG Operations Committee
- TSTG Governance Committee
- School Bus Operators
- School Board Trustees
- Ministry E&E Review

2.2. Timelines

The strategic plan is designed to assist the consortium move forward to realize both short and long term goals. Short term goals will be projected for three years and outline those priorities that need to be completed. A long term plan should seek to identify what goals the consortium should be striving for over a longer period of time. Both sets of goals should be listed as appendices within this strategic plan.

In order to ensure that goals are realized or in the event they are not, a monitoring process needs to be included as part of this process. Should goals not be met there should also be an avenue to identify the circumstances that inhibited the consortiums ability to meet those goals. In terms of monitoring, the strategic plan will be submitted to the consortium governance committee each June and finalized as part of the Annual Report submission. This will allow the governance committee an opportunity to review goals and outcomes from the previous year and comment on goals for the upcoming school years. The long term goals will be updated every five years with input from the Operation and Governance committees and included as an appendix in this document.

2.3. Analysis

In preparing the strategic plan there are a number of resources that the consortium has called upon to collect and interpret data. Surveys were utilized to collect information from school staff and the general public on how student transportation services are currently delivered and what if anything could be done to improve the level of service. These surveys are conducted on a yearly basis and the data is collected and reviewed by consortia staff. This data collection exercise provides a measurable venue to record, document, and trend information over the years. A copy of the summary data from the survey is included in the appendices.

The consortium also collects and interprets data from shareholders based on a Strength, Weakness, Opportunity, and Threat (SWOT) assessment. By identifying these areas, the consortium can structure plans to minimize threats and improve weaknesses while supporting plans to strengthen the consortium through presented opportunities. The details of the SWOT analysis will be highlighted in the next report segments.

3. Current Situation

3.1. Student Transportation Services Now

The Toronto Student Transportation Group (TSTG) was formed in September of 2011 to facilitate the student transportation services for the Toronto District School Board (TDSB) and the Toronto Catholic District School Board (TCDSB). The TSTG is currently a consortium formed through the signing of a membership agreement. It is an organization separate from the two School Boards but does not have any legal authority. The intent of the organization is to provide effective and efficient student transportation services and access to education resources through the streamlining of processes and policies between the two Boards.

The consortium is headed by a General Manager along with an Operational and Planning Manager to provide the day to day direction of the consortium. Staff within the consortium is composed of TCDSB and TDSB transportation members. An Operations Committee composed of one Supervisory Officer from each Board along with the three consortium staff members oversee and advise on operational issues as the need arises. The Governance Committee is composed of one Trustee and one Senior Business Official from each board. Their mandate is to provide direction, oversight and advice with respect to transportation within the Consortium.

In order to facilitate the student transportation services, the TSTG contract out transportation services to private operators. These Operators include:

- Attridge Transportation
- Dignity Transportation
- First Student Canada
- McCluskey Transportation
- Sharp Transportation
- Stock Transportation
- Switzer-Carty Transportation
- Wheelchair Accessible Transit

These Operators are responsible for the safe, secure, and on-time delivery of transportation services for all eligible Board students.

The TDSB and TCDSB currently have a population of approximately 350,000 students. Of these students, approximately 50,000 are transported each and every day. It is these 50,000 students and their families that consume the transportation services provided by the TSTG.

3.2. The Current Organization

The Toronto Student Transportation Group is currently housed at the TDSB annex facility at 2 Trethewey Dr. The consortium is broken into four distinct task oriented areas:

- Operations
- Safety
- Planning
- Technology

The Operations unit is responsible for facilitating the delivery of student transportation services and ensuring an adequate level of service is maintained by the contracted operators. This unit is also the primary gateway to information exchange. Operations staff deals with stakeholder requests and complaints, facilitate communication with the schools, participate in active transportation initiatives and process data for the planning unit.

Safety is a responsibility that all staff have as part of their mandate but a Transportation Safety Officer is also engaged to ensure that specific safety measures, risk management, and due diligence matters are addressed. This includes auditing of both our contracted and Board owned fleets as well as auditing bus stops and routes for compliance with consortium and governmental regulations.

The Technology unit is responsible for the maintenance, use, and review of technology applications and infrastructure. Technology staff ensures that transportation related software is up and running and is relevant for the consortium. The ability to stay current with new technology trends is paramount to ensuring that transportation staff has the tools to maximize efficiencies while supplying superior customer service.

The Planning unit is responsible for the creation and day to day scheduling of bus routes. This will include the relocation and optimization of bus stops, runs, and routes using various routing strategies to maximize efficiencies while working within approved polices. Planning staff are also tasked with scenario-based planning to address specific transportation requests and future modeling of transportation needs. The planning unit will also maintain GIS ready data to assist the schools in communicating active transportation initiatives.

The consortium, given its physical location within a TDSB facility, uses the TDSB local area network as the base for data transmission. All primary transportation data storage and active applications are located at the TCDSB's network centre located at 80 Sheppard Ave East. Each Board has their own network switch located in the hub room at the annex facility. Since all TDSB staff has restricted rights and privileges on the TCDSB domain they are able to access transportation related resources. All TDSB data content continues to pass through the TDSB switch while all TCDSB data content passes through the TCDSB switch. This setup allows staff from each Board to maintain access to Board specific content while allowing all transportation staff, regardless of affiliation, access to transportation related resources.

Although the consortium is facilitating the student transportation services, the respective Boards continue to receive the funding. There is currently no transportation funding formula in place. In 1998 the Ministry of Education froze funding and since that point of time has for the most part provided cost of living increases to the base that existed in 1998. The Ministry has since 2007 started a process of Effectiveness and Efficiency reviews whereby School Boards can reduce any transportation deficit by participating in these reviews. Depending on how well the consortium performs on the review they may be able to reduce or completely negate existing transportation deficits.

3.3. Strength, Weakness, Opportunity, Threat (SWOT) Analysis

In order to identify the areas of strengths and weaknesses, along with threats and opportunities to the consortium a SWOT analysis was undertaken. Stakeholders were engaged in the process through direct contact, website feedback, and surveys. Through these forums the consortium was able to generate a list of areas to review to identify where resources should be directed in order to better draft and succeed in meeting projected goals and objectives. The summary of these responses and how they impact the consortium is listed below.

3.4. Strengths and Weaknesses

The transportation consortium has first and foremost strength and weakness with its people. Not only are staff experienced in transportation related matters but with their backgrounds bring special skills and talents which furthers the consortiums ability to provide exceptional levels of service. Many, however, have been doing the job so long that they may struggle with change that is required to move the consortium forward. It is this core unit that has the ability to manage, plan, and facilitate a large complex routing solution and operational delivery.

As a consortium the unit has a larger collective voice in provincial issues and with the current structure allows the Boards to share human, financial, and physical resources. The consortium has the fortitude and forward thinking that allows the group to make decisions that are right for the stakeholders.

The formation of the consortium allows the group to focus on common goals and utilizes resources to achieve these measures. Given the integration of services, the consortium is able to provide a higher level of service with a comprehensive dataset used to assist in the facilitation of services.

While bringing the two Boards together, there are some apparent weaknesses within the consortium. Although technology architecture has been set up so that the consortium has the ability to move data between stakeholders, the overall ease with which technology is dealt with remains to be a challenge. Probably the most significant drawback to the consortium at present is the inability to facilitate timely electronic communication with parents. The new transportation portal has addressed some of these concerns but it is still dependent on parents connecting with the portal to ensure they stay updated on transportation news and information. Although the consortium is located in one facility,

there is a lack of ‘consortium continuity’ associated with office space which impacts staff morale. Some staff members feel segregated from others who may perform the same tasks and duties. The organizational structure also does not support a cohesive unit with staff members from different Boards performing the same job but have different duties and reporting requirements causing confusion and morale issues.

There is also an inherent issue with the General Manager reporting to a Governance body that has seen significant turnover since the formation of the unit. As members change, so too does the direction and the need to be responsive to not only the direction from members but from the member Boards themselves.

The consortium, although always looking at ways to improve student safety, may lack the finances to put in place enhanced tools and resources that would provide a superior level of service. In conjunction with this is an inability to tax to make up shortfalls in the Transportation Grant or access funding from other sources.

3.5. Opportunities and Threats

There is no shortage of risks that the consortium must address as it moves forward. The most volatile of these vulnerabilities is the change that takes place both at a consortium, Board, Ministry, and Provincial level. Any change to staffing, funding, and policies has the possibility of severely derailing consortium plans. Those experienced staff that are strength to the consortium also pose a risk since many are close to retirement age leaving a possible gap within the consortium.

Rising consumer costs and the volatility of fuel pricing pose an ever changing risk to the consortium. These costs are major drivers in the competitiveness of the marketplace here in Toronto, posing a risk of insufficient human resources and qualified personnel who are actually behind the wheel of the buses. The industry is threatened when school bus drivers are required to ‘bus sit’ students. When attention to the road should be a primary concern, the driver is also required to observe and manage student behavior on the bus which is becoming increasingly more difficult with the escalation of students with special needs and behavioural problems.

Driver recruitment and retention remains a significant factor and threatens to erode the level of service provided to stakeholders. Traffic and construction in the City of Toronto itself is a threat to how services are deployed as the ability to create efficient routes is mitigated by these variables. The Consortium Governance model itself poses a risk as the current structure is based on past practice and only changes when the committee as a whole agrees.

With risk come opportunities. The consortium will be able to leverage knowledge, technology, and human resources from both member Boards. Where our bus operators may not have the specific resources to deal with all aspects of students with special needs the consortium can call upon staff from the Boards to help fill these voids. The consortium also has the opportunity to bring forth the best practices from each of the boards and create a standard practice that is common to both Boards easing the administration burden on the Boards.

The consortium will get a chance to review the transportation system as a whole allowing the group to possibly expand or maximize service for our stakeholders. The consortium will have an opportunity to mitigate some identified weaknesses by bringing in new technology to better control services and provide information to that parent segment of the population that has been identified as a communication problem. The consortium should also expect to entertain value added services given the synergies of bringing two of the largest School Boards in the Province together.

4. Vision and Goals

The ultimate and on-going goal for the Toronto Student Transportation Group is ‘*the provision of cost effective transportation solutions that are delivered in a safe and timely manner to our stakeholders.*’ In order to achieve this goal, it is important to create smaller manageable goals to work towards. There is also a need to create short term and long term goals that fits within the framework of these broad based goals. The short and long term programmatic goals that support the strategic goals are highlighted in *Appendix A & B* respectively.

4.1. The Mission

Service: To facilitate the provision of safe, secure, and consistently on-time delivery of student transportation services for those students entrusted in our care.

Cost Effective Solutions: To provide adequate, equitable, and fair services to those members that actively look for the best means to achieve cost effective transportation solutions.

Accountability: To provide effective, efficient, and accountable solutions that meets the needs of our stakeholders.

Communications: To actively pursue initiatives that will maximize the level of service provided to our stakeholders.

Economic, Environmental, and Social Responsibility: To actively pursue economic, environmental, and social initiatives that will allow us to lead the way in meeting public demand.

Human Resources: To actively pursue programming and training that will assist staff in delivering a level of service that exceeds our shareholder’s expectations.

4.2. The Vision

To provide and facilitate intermodal transportation solutions so that all school aged children can equally access education.

5. External Reviews

The Toronto Student Transportation Group has been involved in several external reviews. These reviews included the Ministry E&E Review in 2011, The Auditor General in 2015, and Ontario Ombudsman Office in 2017. These reviews provided the consortium an opportunity to review how transportation services are delivered and act upon recommendations to support the goals and objectives highlighted in this document. Those recommended actions are highlighted below.

5.1. Ministry of Education Effectiveness & Efficiency Review

1. Consortium Management - As the Consortium continues to evolve and practices are implemented, an effort should be made to ensure practices are implemented in compliance with policy, however, where necessary, policy and paperwork should be updated to reflect the practical lessons learned through implementation.

A new Operations Manual has been drafted and new protocols added as required and vetted through the Governance Committee. In terms of compliance a number of operational parameters have been modified so that the on-the-road solution is in sync with Governance approved parameters. Operator review document has been revised annually to incorporate new audit functions.

2. Consortium Management - We encourage the Boards and the Consortium to further define (given the newness of the Consortium) their role and delegated authority and ensure they have the “power” to provide appropriate and meaningful oversight and reduce the administrative burden of the Member Boards.

The Governance Committee has been receiving, approving, and amending reports from the General Manager that would have previously gone to Board administration for review and approval. Legal Counsel has been requested to speak with the Governance Committee to clarify and provide feedback on the appropriate delegation of authority assigned to the Consortium Governance committee.

3. Consortium Management - To ensure consistent messaging and streamlined reporting, the Consortium is encouraged to consider that reporting should be funneled through the Governance Committee that has members from the Board of Trustees as well as the Board administration.

All reports are now funneled through the Governance committee regardless if they are destined to a Board or Administrative committee. The school Board representatives on the Operations committee review reports and provide input that helps shape the form and content of reports going to the Governance committee or through the Governance committee and back to the Boards. All TSTG Governance committee reports can be located at: <http://www.torontoschoolbus.org/governance/governance-committees/governance/>

4. Consortium Management - We recommend that the Consortium be incorporated as a separate legal entity.

Based on discussions with legal consul and conversations with each of the Boards, and weighing the pros and cons of incorporating, the consortium feels there is no significant advantage to making a change at this time.

5. Consortium Management - We encourage the Consortium to work with the Boards and collective bargaining units to develop a functionally appropriate reporting structure, irrespective of Board affiliation.

The current organizational structure of the consortium delineates a clear reporting structure as it pertains to operational need. Task oriented escalation of issues would be dealt with by the Supervisor of that area. Given the organization of the entity, however, it is impossible to avoid cross reporting when matters are escalated that deal with human resources.

6. Consortium Management - It is recommended that the Consortium sign appropriate secondment agreements with the Boards in order to document the relationship and in order to provide additional clarity with respect to the terms under which staff would be seconded to the Consortium.

Legal consul has confirmed that staff cannot be seconded to an organization that is not a legal entity. Assignment agreements have been drafted and signed by the three individuals that are working for the consortium outlining pay scales, remuneration, and performance management issues.

7. Consortium Management - It is also recommended that the Consortium and the Boards work with their collective bargaining units to determine solutions to agreements related to staff rotation.

Although the Boards and Consortium may encourage staff members to stay in positions where investments in professional development have occurred there is no getting around an individual's right through their collective agreement to bid into other positions offered at the Board or to pursue other opportunities elsewhere. Some staff who have the requisite skill sets have been provided opportunities to participate in other areas of the business to gain experience and provide some cross business culture to the organization.

8. Consortium Management - It is recommended that the Consortium incorporate a strategy for the management of transportation costs into its long term financial and strategic planning process.

A three year forecast of anticipated transportation costs was developed to help model and predict future transportation expenditures and savings. The Governance committee approved this financial management strategy on September 21st, 2011 and is part of the consortiums on-going budgeting strategy.

9. Consortium Management - We encourage the Consortium to develop a long term succession plan that outlines this requirement as well as the professional development opportunities that will be provided by the Consortium to enhance the potential progression of the careers of employees.

A 'Transportation Training Passport' was created based on a Ministry 'best practice' as it pertained to Maintenance training. The program provides an individualized record of training, a summary of possible professional development opportunities for those individuals looking to move up in the organization, and identifying the skill sets required for other positions to allow staff the opportunity to see if cross training is a viable option for them. The consortium is currently working with the Boards to move the training passports to an electronic format within their existing professional development applications.

10. Consortium Management - It is recommended that the Consortium develop and execute a joint transportation service agreement with the Member Boards.

Service level agreements have been signed to establish both the deliverables and consumables to be provided by each party.

11. Consortium Management - It is further recommended that all of the other services which the Consortium procures or provides are established via agreements or contracts where the mutual interests of the Consortium and each School Board or vendor are documented and agreed upon.

Service level agreements have been signed to establish both the deliverables and consumables to be provided by each party. As new services are procured the consortium will sign agreements with the General Manager having been delegated signing authority to enter into transportation related contracts with vendors once approved by the Governance Committee.

12. Consortium Management - It is recommended that the Consortium review and formalize its School Boards' policies for appropriateness in transportation procurement decisions, internal controls and work processes.

The consortium has identified the Toronto District School Board as the Lead Board when it comes to procuring goods. The consortium will follow the TDSB procurement policy as it pertains to the acquisition of goods and services.

13. Consortium Management - It is recommended that the Consortium ensure that confidentiality agreements are signed by all operators and all staff.

Some individuals have signed a confidentiality agreement when they first joined the Board. Other groups from the previous Toronto School Boards have not. Legal Counsel has advised that one group cannot be forced to sign the agreement if all other areas are not required to sign the same documentation.

14. Consortium Management - The Consortium is encouraged to execute on its plan to develop an annual report that includes reporting on key performance indicators for the Operations and Governance Committees. We further encourage the Consortium to work with the Operations and Governance Committees as well as staff to outline performance indicators to be reported on an interim basis (e.g. monthly or quarterly).

An annual report template has been created and the Consortium is reporting annually to the Governance Committee. The report has been modified to include a section of expanded key performance indicators. The consortium tracks key performance indicators on a monthly basis and these are shared with various committees. An efficiency review is undertaken each year as part of the route development process to gauge changes in the system and identify areas that may need to be reviewed further. Annual surveys are also used to help the consortium gauge service levels and identify areas of concern from both the school population and the school communities.

15. Consortium Management - We encourage the Consortium to develop and execute an agreement with the TDSB that outlines the services to be provided to the Consortium through Board owned vehicles to ensure appropriate safety, training and other risk mitigation (insurance) measures are in place for all vehicles and drivers providing transportation services to students.

A memorandum of understanding is being prepared that will map out the service related relationship between the Consortium and the Board fleet.

16. Consortium Management - The Consortium should establish a documented and inclusive long-term and short-term planning process with goals and objectives accompanied by specific timelines, tasks to be implemented and clear identification of responsible parties. The Consortium should also develop procedures to monitor and report on progress against these strategic goals and objectives at regular intervals.

The TSTG Governance committee requested that the General Manager prepare a Strategic Plan with input from stakeholders and to be brought back to the committee. This plan sets out the strategic directions for the consortium and comes back to the first Governance committee of each school year to review the current goals and objectives and report on success of meeting the prior year's objectives.

17. Consortium Management - We encourage the Consortium to review the cost sharing mechanism for transportation costs to ensure that there is a fair and equitable distribution of costs between the Boards.

A report was prepared for the Governance committee detailing alternative cost sharing methodologies and the impact it would have on each Board. Based on this data the committee felt the current model provides the best method and most equitable distribution of costs for member Boards.

18. Policies and Practices - The TTG should consider trimming their size and complexity and reorganizing the information such that each element of information is presented only once. The TTG should consider creating a common policy and procedure manual accessible to, and for use by all stakeholder groups.

The school, operator, and special needs manuals have been combined with the Operation Policy manual so there is no repeat of information as part of the documentation. The manual is located on the new Consortium file sharing site which is accessible to all staff and on our TRACS site so it is accessible to both our schools and carriers. A new on-line transportation application form for students with alternative type of transportation is in development so that there is a clear workflow in place and all parties now expectations and no replication of process is required.

19. Policies and Practices - The current School Board transportation policies contain significant differences that greatly complicate the regular assessment and improvement of system wide effectiveness and efficiency. Greater standardization of service delivery standards would promote greater cooperation, further integration of TTG operational practices, and facilitation of increased route sharing and integration between the School Boards.

Where it made operational sense performance criteria was harmonized between the two Boards. This included standardizing the maximum ride time and moving the earliest pick-up time to be consistent with Provincial averages. New protocols were also approved at Governance committee that sets a standard for alternate address transportation and for students that are Wards of State among others.

20. Policies and Practices - The TTG should consider adopting a similar bell time policy and operational expectation in order to infuse a culture of continuous improvement in the route planning function.

The Governance committee approved a bell time strategy that was consistent for both Boards and ensured that the TSTG had input into bell times at each of the Boards. The Boards, however, continue to have final say in terms of Bell Times for their respective schools.

21. Routing & Technology - The TTG benefits from a staff of relatively long tenure and experience, particularly in supervisory and management positions. On the expectation that staff turnover will occur, the TTG should consider enhancements to the current training approach.

Along with the passport training initiative that will help develop and foster staff professional development the Consortium will be having annual training provided by

Education Logistics and Interlock Systems to ensure new software and planning developments are communicated to staff. In-house training initiatives are offered at various times throughout the year whereby staff can attend to ensure skill sets are current.

22. Routing & Technology - The TTG should strongly consider undertaking an effort to streamline these processes and introducing a heavier reliance on automation and automated processes.

Live-update has been initiated that will pass student data from the Student Information System to BusPlanner on a regular basis throughout the day. A web-based automated application form is also under development to pass information from the school to the TSTG minimizing key strokes required. The TSTG has also launched the late bus portal and parent portal to provide more self-serve information for our parents and stakeholders.

23. Routing & Technology - The TTG should strongly consider enhancing and expanding the creation and reporting of KPIs.

As mentioned earlier an updated spreadsheet tracking KPI's has been put into use. This data is scheduled to become part of a live dashboard where current data is always available with the ability to drill down deeper into the data.

24. Routing & Technology - The TTG should consider undertaking an analysis to evaluate the costs and benefits of further system-wide bell time coordination while also examining individual bus runs for possible consolidation.

Bus runs are reviewed on an annual basis to determine if there is a benefit to consolidation. Boards have indicated that bell times have impact on other areas of operation within the Board and that a wholesale modification of bell times would add costs to other areas making the change to bell times in-effective in regards to cost savings. Individual bell time requests are reviewed as part of the overall process to identify if they promote any further efficiencies in the system.

25. Contracts - It is recommended that all drivers be qualified to manage emergency situations before they start transporting students.

Given the turnover rate of drivers in the school bus industry it may not be cost effective to have this requirement. To enable a training session for one driver applicant every couple of weeks is not cost effective. The communication tools available on the bus will allow the driver to get emergency personnel dispatched to the scene in a timely manner if required.

26. Contracts - It is recommended that the transportation department move towards conducting random route audits more frequently and strive to audit a fixed percentage of its routes annually.

New RFP will require GPS to be installed on all vehicles allowing staff to randomly audit routes on a regular basis. Field audits to continue by Operations and Safety staff on a regular basis.

5.2. The Auditor General

1. The transportation consortia in conjunction with school boards should develop and conduct consistent and effective oversight processes for school bus operators to confirm their compliance with contract and legal requirements for driver competence and vehicle condition; and

The recommended action has been fully implemented – The operator audit form was expanded to include additional review items along with a template to capture random driver and fleet information while a follow up review was added to the process to ensure that outstanding items identified in the original audit are addressed.

2. The transportation consortia in conjunction with school boards should track the rate of bus driver turnover, along with accidents and incidents such as dropping students at the wrong stop, to help determine if there is a link between driver turnover and safety risks, and if action is needed.

The recommended action has been fully implemented – Additional fields have been added to the ‘key performance indicators’ submission received from carriers on a weekly basis.

3. In order to increase the efficiency of school transportation services and in turn decrease costs, transportation consortia should track and monitor utilization by using the most relevant and accurate information available in planning student transportation services, including actual ridership;

The recommended action is in process of being Implemented by May of 2017– Along with the existing ‘verification forms’ that are sent to schools to verify students returning the following year we are also launching our transportation portal which will allow parents to view their current transportation information and confirm if they plan to continue to use this service the following year.

4. In order to increase the efficiency of school transportation services and in turn decrease costs, transportation consortia should evaluate the benefits of parents of students who are eligible to use school board–provided transportation services being required to opt in or out of using transportation services;

The recommended action is in process of being implemented by May of 2017 – The transportation portal mentioned above will be leveraged to allow eligible parents to opt out of service if they no longer wish to use the service.

5. In order to increase the efficiency of school transportation services and in turn decrease costs, transportation consortia should use route optimization software where feasible as a starting point in mapping the most efficient routes to transport students;

The recommended action has been fully implemented – although optimization was previously used only when a significant policy or operational change was triggered the TSTG Governance has recommended that an optimization be performed each year. TSTG is currently undergoing an RFP for routing software and hopes that this process yields even further efficiencies in routing and mapping.

6. In order to increase the efficiency of school transportation services and in turn decrease costs, transportation consortia should increase sharing of school buses among boards and transporting students from different boards on the same bus;

Little or no progress has been made in implementing the recommended action– Although the two English language Boards work together to deliver co-terminus transportation solutions the French Boards operating in Toronto have declined our invitation to work together going forward despite past history demonstrating that there are savings to be realized. However, as a percentage of the population of student’s bussed, TSTG already has realized the vast majority of shared routing available.

7. In order to increase the efficiency of school transportation services and in turn decrease costs, transportation consortia should stagger school start and end times where possible to reduce the number of buses needed, by allowing them to be used on more than one run;

The recommended action is in process of being implemented by May of 2018 – although the consortium currently utilizes staggered school hours there has been some delays in further expanding the spread. The TDSB was unable to adjust hours recently as a result of community resistance to the change. The TCDSB has identified that it would cost more to change hours for itinerant teachers than would save in transportation costs. The routing software RFP will hopefully provide a more flexible tool that can optimize with fewer system wide disruptions for implementation in 2018.

8. In order to increase the efficiency of school transportation services and in turn decrease costs, transportation consortia should reduce the need for transportation services by coordinating common days off; and

Little or no progress has been made in implementing the recommended action – The basic days are already coordinated on the same day between the school Boards but there remain days when high schools may utilize one of their local priority days that is different from other schools.

9. In order to increase the efficiency of school transportation services and in turn decrease costs, transportation consortia should only contract for services that are required.

Little or no progress has been made in implementing the recommended action - The previous contract and new contract were structured under the premise that bell times could be adjusted further so that the actual travel time is closer to the three hours paid to the companies for work. If the TDSB is able to modify bell times in the near future, then there is a possibility of more routes running closer to the three hours of service paid in the contract. New software that is under consideration may also assist in generating most cost effective bus routes. However, the intent is not to create routes over that time frame as additional charges kick in for which we do not have sufficient funds. In order

to secure drivers, a minimum number of hours are required and reducing the time to two hours so that all routes meet that threshold may only trigger another problem of driver recruitment and retention. No guarantee of cost savings if the companies have to pay the drivers for 3 to 4 hours off work at a minimum regardless and this may be a disruptive force to a fleet that already saw significant recruitment and retention issues this past year(s).

5.3. The Ontario Ombudsman

1. The Toronto Student Transportation Group should ensure future RFPs allow bus operators to bid for specific routes in clear geographic zones.

The next RFP will be in 3-5 years (current contract is a 6-year agreement with the option of up to two, one-year extension. Board agrees that we need to provide closer geographic zones. We are going to work to consolidating programming/rationalizing programs which will lead to more precise zones. We will also aim to complete the RFP further in advance in order to mitigate any complications with its implementation.

2. The Toronto Student Transportation Group should consider including language in future RFPs prioritizing operators with experience operating in urban areas and with greater resources.

It is agreed that there should be increased weighting in the RFP for those with Toronto or related urban experience. While this was in the RFP, the increased weighting for scores will help ensure that this is prioritized more.

3. The Toronto Student Transportation Group's governance committee should meet with its operations committee in early August every year to discuss transportation readiness and address any outstanding issues. Communications staff from both boards should also be present at this meeting.

It is agreed that governance and operations should meet and will meet. Further, the operations committee will also be doing weekly conference calls with carriers leading up to school start up and updating the governance committee. Governance committee will meet in June and August.

4. The Toronto Student Transportation Group should develop a communication protocol that specifies how and when parents, school boards, and other stakeholders will be notified of known or suspected service disruptions.

TSTG will be launching a new Transportation portal in June. Parents will be encouraged to sign up through letters home, system leader's bulletins to Principals and administrators, letters will go home, the website will provide information and post links to the portal and there will be media alerts. The portal will allow those parents who have signed up to receive updates on student transportation as well as specific updates if their child's bus is experiencing any delays. Both Boards are working together on shared messaging and launch. TSTG will also bring forward the protocol for review to governance and this will be shared through the transportation portal, website and through informing the schools to share with all parents.

5. The Toronto Student Transportation Group should review its transportation operation manual to ensure that the responsibilities of all stakeholders are clearly established. The revised manual should delineate clear responsibilities and processes for communicating transportation information. The manual should be made publically available on its website and those of the Toronto District and Toronto Catholic District school boards.

The operations manual will be reviewed by governance annually. A new Transportation Working Group was recently launched with representatives from both Boards (principals, SO, transportation staff), parent reps, a representative of bus operators and a SEAC representative. At their most recent meeting in May, 2017, the committee reviewed the roles and responsibilities section of the manual. This manual, which is already in place will continue to be reviewed at every meeting of the Work Group and changes made and brought back to governance. The next meeting of the working group will be in October. The manual is also being updated to reflect any input from the Ombudsman's report. Governance will review the updated manual based on all input in a meeting by the end of 2017 and every year thereafter.

6. The Toronto Student Transportation Group should ensure the revised transportation operation manual requires schools impacted by service disruptions to notify it about the nature of the disruption.

Schools will be encouraged to notify TSTG if they are experiencing delays and how that is impacting them. It will remain the operators' responsibility to notify regarding specific delays to routes and reasons why and update the delay portal in a timely manner. These delays will be fed through the Transportation parent portal so that parents have timely access to any delay information impacting their child. GPS is a new tool that all carriers are mandated to have in place by September 2017 and it can be used to provide specific information on delays.

7. The Toronto Student Transportation Group should monitor whether operators notify schools and parents about bus delays and take remedial steps against operators who consistently fail to do so.

TSTG will continue to monitor whether operators are properly notifying schools and parents about bus delays and keep a log and contact the operator to resolve. When there is an obvious pattern, notifications will go to operators requesting improvement and where that does not work, the contract enforcement mechanisms will be utilized. Future RFPs will also include clearer financial penalties specific to this point. In the interim, where any aspect of the contract is not being complied with, there is the opportunity to change or remove routes from operators.

8. The Toronto Student Transportation Group should ensure its new transportation portal allows bus operators to disclose when a bus is unable to service a route on a particular day.

TSTG maintains that it is the operators' responsibility to ensure that all students are picked up and delivered to their school and to their home. The new Transportation portal will be a means to connect directly with parents, along with website updates and

the existing bus operators' obligations to update parents. Where there is any delay, the portal will be updated accordingly with a range of time expected for the delay. Where there is a significant delay expected, in addition to the portal being updated, the parents will also receive calls from the operator as per their contractual obligations.

9. The Toronto Student Transportation Group should expedite its initiative of using bus GPS information and software to automatically post real-time and accurate information about delayed and no-show buses on its website.

There are some steps that need to happen before the integrated GPS "where's my bus" type application can be utilized along with the Transportation Portal. The first step is a new software. TSTG is now at the proof of concept stage with a vendor and is looking to launch the new system in parallel with the existing system in January, 2018 with a full launch in September 2018. Efforts are being made to expedite the GPS portion for parents in the 2018-2019 school year. Currently, operators can use GPS to see delays and update the delay portal. In the coming school year, TSTG staff will also have access to the GPS portion.

10. The Toronto Student Transportation Group should ensure that bus operators comply with the service contract's requirement to maintain a sufficient number of phone lines and office staff to address inquiries from the public, schools, and families.

A meeting was held with representatives of both Boards and the bus operators on June 8, 2017. At that meeting, operators were asked to confirm that they have sufficient phone and office resources to meet the demands of the coming start up. All operators were present in the meeting and all indicated that they now feel fully prepared to meet the demands of start-up. Both Boards will be working with the operators at their regular bus operator meetings to update preparation. Both Boards expect, and will monitor, that it will be staffed sufficiently. If there are breaches, these will be tracked and may impact routes that they serve.

11. The Toronto Student Transportation Group should ensure that its call centre is adequately staffed and resourced to handle the volume of complaints and enquiries received each year. The centre's infrastructure and staff complement should be adaptable to unpredictable and changing complaint volumes.

For the first time, a professional call centre will be used, as approved by governance. The Call Centre will have the capacity to handle call volumes and escalate issues to staff as necessary. Service standards will be agreed upon by both Boards in the contract phase and shared.

12. The Toronto Student Transportation Group should develop call centre policies and procedures that establish minimum service standards for wait and response times.

We agree. Will establish service standards with input from other consortia and implement by September 2017, with an aim to be a best practice leader in the service standards and timelines within the province.

13. The Toronto Student Transportation Group should conduct ongoing trends analyses of complaints and inquiries received in order to address operator service performance issues and identify opportunities for improvements to processes and communication.

The complaints and inquiries have now been added to existing KPI's that are currently collected. These will be included for information at every governance committee information package. Where trends exist, the contract provisions regarding non-performance will be discussed and implemented.

14. The Toronto Student Transportation Group, in combination with the Toronto District and Toronto Catholic District school boards, should proactively ensure that parents know how to access bus service information and complaint procedures prior to the start of each school year.

Currently send out communication packages to all schools. Will augment this by provided letter in knapsacks and will be sent to parents who sign up on new transportation portal, as well as on the website. Included in the information will be a complaint procedure, along with a revised communication package with input from both Boards.

15. The Toronto Student Transportation Group, in combination with bus operators and the Toronto District and Toronto Catholic District school boards, should create a school bus transportation complaint procedure, The procedure should:

- create a centralized mechanism for recording and responding to complaints;
- include provisions for escalating serious or unresolved complaints; and
- distinguish between requests for information about bus schedules and routes, and complaints about bus service.

School bus transportation procedure will be updated to fully implement these recommendations. TSTG currently maintains an issue tracking application and will add additional functionality to comply with the recommendation. A formal complaint procedure will be developed and brought back to governance and the transportation portal, website and letters to families will also provide access to this information.

16. The Toronto Student Transportation Group should ensure parents and other stakeholders are provided with information about how to access the complaint procedure each year.

As per above (14 and 15) this will be implemented and distributed accordingly.

17. The Toronto Student Transportation Group should establish clear steps for evaluating the adequacy of the bus operator's investigation, incident report, and response to safety incidents.

The TSTG currently employs a Transportation Safety Officer who is already tasked with the oversight of safety measures. Will look to clarify and ensure these items are included as part of our normal accident review process.

18. The Toronto Student Transportation Group should follow up with and take remedial steps against operators who fail to adequately investigate, report, and respond to safety incidents.

We will ensure bus operators are required to follow requirements. We will monitor failure to adequately investigate, report, and respond to safety incidents, and ensure they are penalized in accordance with contract, such as serving notice for loss of routes.

19. The Toronto Student Transportation Group should document its process for identifying and responding to safety incidents in its policies and procedures.

These procedures exist and have been updated November, 2016 and have been added to the operations manual in May, 2017 and will be shared with governance.

20. The Toronto Student Transportation Group should ensure future service contracts require that bus operators provide drivers with both initial and ongoing annual training about the procedures and importance of the “Purple Equals Parent” program and the requirement to provide door-to-door transportation for students with special needs.

This is in the current contract and part of annual training and we will work with the operators to ensure that this is even more robust. We will also be asking operators to put notifications in buses (if this is not acceptable, then in their manuals) reminding re: purple equals parent.

21. The Toronto Student Transportation Group should carefully consider enforcing contractual penalties against operators with bus drivers that consistently or egregiously fail to adhere to the “Purple Equals Parent” program requirement.

Carriers are required to comply. We investigate any issue where this transpires and where determined problem is driver’s responsibility we will be seeking remediation based on level of culpability, will enforce penalties including loss of routes or removal of driver from route or company.

22. The Toronto Student Transportation Group should consider adding provisions to future service contracts allowing it to penalize operators that contravene the transportation policy for students with special needs, such as the requirement for door-to-door transportation.

This will be added to next contract based on legal and procurement input and we will also use existing levers of contract to implement to operators.

23. The Toronto Student Transportation Group should ensure that bus operators who subcontract work to taxi companies comply with the service contract’s requirements, including that they provide instruction and training to taxi drivers before they begin picking up students.

TSTG requires operators to confirm that they are aware of the conditions placed upon them contractually when subcontracting. Part of that is to only use vendors of record, who are screened through the vendor recruitment process. TSTG will also provide

training materials to vendors to share with their drivers and have taxi operators sign off that they will implement this.

24. When deciding whether to approve an operator's request to subcontract work to a taxi, the Toronto Student Transportation Group should ensure that the taxi is being used as a last resort and that the same taxi driver will service the route whenever possible.

This is consistent with current expectations though TSTG will also send a letter reinforcing this expectation and will also include more robust language in future RFPs that it is our expectation that taxis are used as a last resort.

25. The Toronto Student Transportation Group, the Toronto District, and the Toronto Catholic District school boards should ensure that parents and schools are provided adequate and reasonable notice before they modify students' pickup or drop-off times.

Current standard turnaround time is 72 hours from the time application is received until it is put on the road. This is marginally longer in Sept when set dates are used to minimize disruption to routes. The consortium informs schools/operators and they inform parents. Parents are informed by the end of school day prior to the service starting. Efforts will be made to provide greater notice where possible.

26. The Toronto District and Toronto Catholic District school boards should proactively develop and implement contingency staffing plans to ensure adequate student supervision if and when transportation disruptions occur. The plans should include clear protocols regarding emergency staff assignments to supervise students stranded as a result of service disruptions.

Board contingency program was developed in September 2016 and will continue for every school start up and all principals will be notified prior to school start up each year. The program provides lists of staff who are available for short term relief where additional supervision is required and notices go out to schools as to how to get reimbursed for these additional costs. In the 2016 start-up, these additional costs were approximately \$50,000 in additional staffing.

27. The Toronto Student Transportation Group should draft terms of reference to guide the advisory group's work.

This has been completed at May 2017 Transportation Work Group.

28. The Toronto Student Transportation Group should post minutes of the advisory group's meetings on its website.

Once approved by the committee, they will be posted on the TSTG website and website of both Boards.

29. To minimize the possibility for future transportation disruptions, the Toronto District and Toronto Catholic District school boards should consult with management from the Toronto Student Transportation Group before making decisions affecting student transportation.

Consultation to take place with TSTG and then GM to meet with governance to discuss how these changes will impact on operations. Governance committee will discuss creating program change deadlines for significant program changes.

30. The Toronto District and Toronto Catholic District school boards should provide student transportation information to the Toronto Student Transportation Group as early as possible to enable an earlier start to the route planning process.

Both boards have implemented new timelines for data verification forms and routes will be issued to companies 3 weeks earlier than past years. Operators indicated that this will be a significant improvement for them at the June 8, 2017 operator meeting.

31. The Toronto Student Transportation Group's governance committee should provide prior approval for any requested route optimizations occurring outside the typical route planning process.

Any significant changes to optimization implementation will be approved by governance.

32. The Toronto Student Transportation Group's governance committee should consult with Transportation Group and school board management regarding the impact of requested route optimizations before granting approval for the optimization.

Agreed.

33. The Toronto Student Transportation Group should ensure that any mock routes issued to assist operators in early driver recruitment reflect the areas and schools where operators will be assigned routes.

Measures have been taken to provide final routes earlier and therefore will not need to provide mock routes. Mock routes were done due to the new RFP and this will not be an annual process and will review and improve for next RFP process to narrow down geographical zones to provide greater focus on the area in any future RFP.

34. The Toronto Student Transportation Group should ensure that all bus routes can be realistically completed in the time allotted. Dry runs should be completed under expected route and traffic conditions to confirm routes can be completed on schedule.

We agree. Requirement is to do dry runs. Going forward we will follow up in a timelier manner prior to school start up to ensure dry runs have been completed and report back to governance that this has been done and that operators are in compliance.

35. The Toronto Student Transportation Group should develop a comprehensive policy for student transportation requests. The policy should:

- Set out a process and firm deadline for submitting requests;
- Establish clear responsibilities for the Transportation Group, boards, and parents; and

Provide for exceptional or compassionate circumstances in which late transportation requests will be accommodated.

Governance committee will set out guidelines for when and how requests will be approved and that will also outline the responsibilities for all parties. The Boards will make the final approval of their own policies and will incorporate the requisite accommodation requirements as per best practice and case law.

36. The Toronto Student Transportation Group should take an active role matching open routes with drivers interested in those routes.

At the weekly operator conference calls in the summer, TSTG will be actively determining if any operator is having a challenge meeting their obligations and where bus operators are having any difficulty, TSTG will work with operators to match. Board, through TSTG has also worked closely with the operators to provide job fair venues for recruitment over the summer through the Employment Ontario network of employment assisted services.

37. The Toronto Student Transportation Group should ensure bus operators are contractually obligated to provide information about open routes and unassigned drivers to allow it to facilitate the matching process.

Operators provide weekly updates and they will report on in house staff, training program, drivers and spares and any uncovered routes

38. The Toronto Student Transportation Group and the Toronto District and Toronto Catholic District school boards should work together to remove barriers that prevent Transportation Group staff from working as a cohesive team.

Governance committee is reviewing organizational models that will best work for the team and also working closely on teambuilding and engaging the team.

39. The Toronto Student Transportation Group and the Toronto District and Toronto Catholic District school boards should ensure that Transportation Group staff have access to the same resources and technology.

A new call centre is being implemented. A new software is in the process of being selected and governance will ask in each annual plan for a list of any needed resources in order to fulfill its mandate. The TSTG has sent a letter to the Ministry requesting financial support for the software

40. The Toronto Student Transportation Group should ensure that staff employment and reporting responsibilities are independent of the school board that administratively employs them.

Governance committee is reviewing organizational models to ensure a better structure to meet the needs of the service that is offered.

41. The Toronto Student Transportation Group should modify its policies and procedures to reflect the revised organizational structure and staff employment responsibilities.

Governance committee is reviewing organizational models.

42. The Toronto District and Toronto Catholic District school boards, as well as the Toronto Student Transportation Group, should report back to my Office in six months' time on their progress in implementing my recommendations, and at six-month intervals thereafter until such time as I am satisfied that adequate steps have been taken to address them.

Agree.

5. Requirements

a. Suitability Assessment

The strategic plan has addressed who or what is involved and how they interact as part of the consortium. One of the requirements to ensure successful completion of goals is to assess the suitability of the consortium components. Different from strengths or weakness, suitability describes what would make most sense in order to achieve objectives. This could range from the human resources to technology, to organizational structure. These items are addressed below.

Staff The Toronto Student Transportation Group is composed of transportation staff from both Boards. There is sufficient staff to currently provide the services required by the member Boards. Three of the four task oriented areas are staffed by individuals with sufficient knowledge and experience to complete duties. The constant change and movement of technology has exposed concern with staff to deal with technological issues.

Work Environment The current work space is marginal as a space to provide student transportation services. The dated mechanical system makes for environmental conditions that are not always optimal.

Technology The current technology used for student transportation provides an adequate platform to perform duties. As technology evolves it will be important to continually review to ensure transportation applications are suited to meet our needs.

The current technology infrastructure has provided adequate means for the coterminous operations of both Boards' transportation units. With the formation of the consortium this infrastructure needs to be reviewed in order to meet the changing needs of the consortium and those demands placed on the consortium by the member School Districts.

Organization The current consortium model poses a number of challenges and as such makes the facilitation of student transportation services less than ideal. The most significant of these issues include reporting structure both within the consortium and from the consortium to the Boards. Also, the influence of CUPE and the existing language of the collective agreement creating a ‘protected compliment’ limits our ability to manage staff performance and make the necessary changes to build a stronger more productive team.

b. Consortium Requirements

Sustainable Funding The consortium has benefited from the member Boards ensuring that sufficient transportation dollars are provided despite insufficient Grant from the Province. In order to meet both short term and long term goals it is important that sustainable funding be in place. Given that policy provides the framework that the consortium works within it is important to ensure that it meets the needs of the population it serves as well. Dealing with contracted carriers and volatile fuel pricing any funding will need to take into account the marketplace and not be isolated to these outside forces.

Investment in Technology and People The consortium requires a continued investment in technology and people to be successful. As technology evolves it is important to ensure that the consortium has the necessary tools to meet the seemingly higher needs of stakeholders today. Failure to make these investments will result in the consortium failing to access resources that will ensure an effective and efficient transportation solution for the member Boards.

True of any organization its strength is in its people. In order to be successful the consortium must continue to invest in its human resources. Recruitment of the best people possible, providing the appropriate professional development and supporting staff in their day-to-day routines must be facilitated to ensure a successful operation. Failure to invest in these human resources will result in staff not committed to their jobs nor the ability to build the leadership capacity necessary to deliver a superior customer experience.

Support of Member Boards and Staff In order for the consortium to be successful it will require the support of member Boards and staff. The member Boards need to ensure that proper direction is given to the consortium so that the mission can be pursued. Staff needs to be committed to the idea of the consortium and contribute to its success.

Adequate Working Space The current office space and configuration is impeding a cohesive transportation unit. A professional organization should have an office environment that is conducive to work and interaction. A positive office atmosphere will help in establishing working conditions that promote staff unity and commitment to the consortium goals and objectives.

Continued Support of Safety Initiatives Along with cost effective transportation solutions it is important that the consortium continue to support safety initiatives. Without a continuing investment into school bus and student safety the consortium would fail to meet one of its primary strategic goals.

6. Implementation Program

The strategic plan has to this point outlined what goals and objectives the consortium wishes to pursue. We identified some of the challenges and opportunities that the consortium must deal with as it moves forward. In order to achieve these goals and objectives it is necessary to identify the specific details for creation, implementation, tasking, and review of plan. These concepts are discussed below.

a. Creation

As part of the yearly cycle, the first opportunity to begin discussion around the goals and objectives for the upcoming school year will be at the staff start-up meeting held in April. This will provide staff an opportunity to provide the consortium with their thoughts and concerns moving forward. The General Manager will at this time provide a timeline and framework for these goals and objectives and discuss with the Operations and Governance committees before the end of the school year.

b. Tasking

Over the summer months the General Manager will review goals and objectives and assign tasks to staff in order to ensure resources are in place accomplish them. Staff will provide feedback on any concerns or issues with the actual task or timeline to complete the tasks.

c. Approval

The strategic plan in its entirety along with the short and long term goals will be presented to the Governance committees in the Spring with a final submission completed in conjunction with the consortiums annual report in November. Should there be any final requests or changes to the goals they will be identified at this time and operationalized by the General Manger.

d. Review

As part of the cyclical nature of a strategic plan the contents need to be reviewed on regular intervals to ensure consistency with current operations. This includes a review of goals for the past year, any updates to the long term goals of the consortium, and to refine any of the documentation contained within the strategic plan itself. The summer months provide the most opportune time to review these items and identify success while reviewing items that posed challenges to the consortium. This review will ensure that the consortium is meeting its mandate of providing cost effective, safe, on-time delivery of student transportation services.

7. Appendices

Appendix A – Short Term Goals

Appendix B – Long Term Goals

2018-2019 School Year

Goal: To actively pursue economic, environmental, and social initiatives that will allow us to lead the way in meeting public demand

Deliverable: To update the organizational structure to facilitate more efficient work.

Facilitated By: General Manager and supported by Operations Committee

Task Completed / Comments:

Goal: To actively pursue initiatives that will maximize the level of service provided to our stakeholders

Deliverable: Launch the 'where's my bus' app.

Facilitated By: Planning & Technology Manager and supported by Planning Team

Task Completed / Comments:

Goal: To actively pursue economic, environmental, and social initiatives that will allow us to lead the way in meeting public demand

Deliverable: Integrate School Bus Operator GPS with transportation software

Facilitated By: Operations Manager and supported by Operations Team.

Task Completed / Comments:

2019-2020 School Year

Goal: To facilitate the provision of safe, secure, and consistently on-time delivery of student transportation services for those students entrusted in our care.

Deliverable: Create a dashboard of key transportation data accessible for all non transportation staff.

Facilitated By: General Manager and supported by Operations Committee

Task Completed / Comments:

Goal: To actively pursue initiatives that will maximize the level of service provided to our stakeholders

Deliverable: Bell Time Optimization of the system

Facilitated By: Planning & Technology Manager and supported by Planning Team

Task Completed / Comments:

Goal: To actively pursue economic, environmental, and social initiatives that will allow us to lead the way in meeting public demand.

Deliverable: Implement the new PRESTO card for student transit users.

Facilitated By: Operations Manager and supported by Operations Team.

Task Completed / Comments:

Appendix A

2020-2021 School Year

Goal: To facilitate the provision of safe, secure, and consistently on-time delivery of student transportation services for those students entrusted in our care.

Deliverable: Create a professional student transportation profile of all schools serviced.

Facilitated By: General Manager and supported by Operations Committee

Task Completed / Comments:

Goal: To actively pursue initiatives that will maximize the level of service provided to our stakeholders

Deliverable: Investigate RFID card technology for use on vehicles

Facilitated By: Planning & Technology Manager and supported by Planning Team

Task Completed / Comments:

Goal: To actively pursue economic, environmental, and social initiatives that will allow us to lead the way in meeting public demand.

Deliverable: A consolidated safety/hazard policy for both Boards.

Facilitated By: Operations Manager and supported by Operations Team.

Task Completed / Comments:

Toronto Student Transportation Group

Long Term Goals & Objectives

1. Leverage new technology to enhance the overall operations of the Transportation unit.
2. Investigate and implement new ways to green the school bus fleet.
3. Ensure that our student transportation providers continue to provide a safe travel experience and that any safety violations are minimized.
4. Customer service training for both consortium and transportation vendors will be a regular practice in order to enhance our stakeholder's level of satisfaction.
5. Continue to pursue opportunities to harmonize transportation policies and practices.
6. Continue to pursue cost effective transportation solutions.
7. Continue to improve operations through feedback from stakeholders and adopting system best practices.