

Ministry of Education
Business Services Branch
21st Floor, Mowat Block
900 Bay Street
Toronto ON M7A 1L2

Ministère de l'Éducation
Direction des services opérationnels
21^e étage, Édifice Mowat
900, rue Bay
Toronto ON M7A 1L2



2006: SB 13

MEMORANDUM TO: Directors of Education

FROM: Nancy Whynot
Director
Business Services Branch

DATE: July 11, 2006

SUBJECT: Student Transportation Reforms

Further to Memorandum 2006:B8, I am writing to provide further details on the student transportation reforms being introduced by the government.

In 2006-07, the government will begin implementing reforms for student transportation. The objectives of the reforms are to build capacity to deliver safe, effective and efficient student transportation services, achieve equity in funding allocations and reduce the administrative burden of delivering transportation, thus allowing school boards to focus on student learning and achievement.

The reforms will include a requirement for consortium delivery, effectiveness and efficiency reviews on transportation consortia, and a study of the benchmark cost for a school bus incorporating standards for safe vehicles and trained drivers. The following outlines the components of the transportation reforms and details relating to the consortia requirements.

Requirements for Consortia

Memorandum 2005:B5, dated June 16, 2005, indicated to school boards that:

“The government recognizes that many school boards in the province have developed successful partnerships which deliver student transportation efficiently and effectively. While other boards may be taking positive steps toward developing similar partnerships, it is apparent that some coterminous boards are not moving effectively towards co-operative delivery. Over the next year, school boards who are not currently in a consortium partnership will be expected to demonstrate efforts and progress made in moving toward a more co-operative system of delivery. The government intends to require consortia and will determine effective ways to implement consortia and other efficiency measures.”

I am providing you with the details on the ministry's requirements for transportation consortia throughout the province. School boards are expected to deliver transportation through consortia, at the latest, by September 2008. To ensure the development of transportation consortia, all coterminous boards are required to submit joint plans outlining the steps they will take to move towards consortia. Plans are due by November 17, 2006. The ministry is available to provide clarification and/or assistance to boards. The ministry will review submitted plans and work with the boards to ensure their plans are complete and adhere to ministry guidelines.

Guidelines for Consortia Plan

Guidelines regarding consortium sites, participation, and necessary criteria are provided to facilitate the drafting and submission of consortia plans.

The ministry has identified thirty (30) transportation sites which are intended to reflect current, or potential, sharing arrangements (Appendix 1). Where a board has schools in a site, and transportation service is provided, the board is expected to work with coterminous school boards to deliver transportation in that site. Boards are requested to propose a consortium name for the site. Boards that consider the proposed consortia site boundaries to be inappropriate are asked to submit a letter to the ministry stating clearly the reasons for disagreement with the proposed boundaries, and suggesting a suitable alternative. All letters regarding objections to the proposed site boundaries must be received no later than August 25, 2006.

Participation in a consortium can be in the form of a full partner or a purchaser of service. All full partner boards in a consortium have equal representation in matters of consortium governance. Boards that opt to purchase transportation from a consortium may or may not have representation on the body that governs the consortium. However, it is expected that boards who purchase service will receive fair and transparent billing, and other related reports from consortia that provide transportation services.

The criteria outlined below must be met in order for a co-operative transportation arrangement to be considered a consortium. The criteria stated will ensure that ministry objectives for effectiveness and efficiency are met while at the same time, recognizing the need for local flexibility in decision making.

1. Organization and Governance Structure

- The consortium is managed as a single entity (i.e. one, fully-integrated, centralized department);
- The consortium has a board of directors acting as a management committee which represents each of the partner boards equally;
- The consortium has clearly defined dispute resolution mechanisms;
- The consortium has a documented human resource plan; and

- There are written agreements outlining the consortium governance structure and policies.

2. Operations

- Transportation is planned using:
 - one planning software system;
 - one transportation database; and
 - one digital map
 - If boards in a consortium require the use of more than one digital map to cover various geographic areas, boards will be required to specify this in their plan.

Alternate Consortia Arrangements

The ministry encourages all English and French coterminous boards, in each site, to work together (either as full consortia partners or as purchasers of service) to deliver safe, effective and efficient transportation service. The ministry requires, at a minimum, that all English-language coterminous boards operate as consortia and submit joint consortia plans. Boards that intend to purchase service from a consortium must ensure that this intention is included in the joint submission.

Recognizing that some French-language boards face unique challenges in delivering student transportation, French-language boards may choose to work with their coterminous French-language board to complete a consortia plan for a two-board consortium that conforms to ministry guidelines for that site.

Alternatively, French boards who wish to seek ministry approval to deliver transportation independently in any of their sites, must provide details in writing to the ministry indicating why co-operative delivery (either with the local consortium or through a French-language consortium) is not currently feasible. In order to be considered for a temporary exemption from consortia requirements, this letter must be received by the ministry no later than August 25, 2006.

The ministry expects current co-operative arrangements to be continued and/or expanded. French board requests for independent delivery will be considered on a case-by-case, site-by-site basis, with the support of empirical evidence and/or other justification, to be evaluated against a set of consistent exemption criteria. All exemptions will be reviewed in 2008-09 when the requirement for all boards to deliver, or purchase, transportation services through a consortium will come into effect.

Submission of Consortia Plans

Consortia plans are due by November 17, 2006. A consortia plan template is provided (Appendix 2) to assist boards in preparing their submissions.

In sites where a full consortium, as outlined in the ministry guidelines, is currently in place, boards that consider themselves to be operating as a consortium are still required to submit a consortia plan and should include the following information:

- An assessment of the current status of consortia, vis-à-vis the provincial guidelines; and
- Director of Education, or designate, signature from each board in the site.

In sites where boards have not yet reached full consortium status, consortia plans should include the following information:

- An assessment of the current status of transportation delivery, vis-à-vis the provincial guidelines;
- A detailed action plan outlining how boards will implement a consortium that aligns with provincial guidelines;
- A proposed timeline for achieving each of the following milestones:
 - Consortium agreement signed by all partner boards;
 - Formation of a single transportation entity (single department, or consortium location);
 - Transportation-related data for all students, from all schools in the consortium site, maintained in one transportation database; and
 - Use of one transportation software system to generate an integrated transportation routing solution.
- Director of Education, or designate, signature from each board in the site.

The ministry intends to create a task force to assist in the review of the submitted consortia plans. The review will determine whether plans satisfy ministry guidelines. The task force may make recommendations to the ministry regarding further action including, but not limited to, providing facilitation and mediation between boards. Further to this, the ministry reserves the right to impose funding penalties for boards that do not comply with the requirement to submit consortia plans.

After consortia plans have been received and approved, the ministry will monitor the progress of consortia development to ensure that developing consortia are meeting the milestones outlined in their plans.

Effectiveness and Efficiency Reviews of Transportation Consortia

Once the ministry is satisfied a site has achieved full consortia status, the consortium will be contacted to arrange for an Effectiveness and Efficiency (E&E) review. The E&E reviews will gather evidence to ensure that transportation is being administered, planned, and delivered effectively and efficiently. The reviews will also facilitate an assessment of the transportation needs of each consortium based on consistent reference standards. The findings of the E&E reviews will provide information for future funding decisions. Further details of the E&E review process will be provided at a later date.

Cost Study

To ensure the delivery of safe, effective and efficient student transportation service, the government will engage a third party to conduct a study of benchmark costs for school purpose vehicles incorporating standards for safe vehicles and trained drivers. The findings of this study will complement the E&E reviews and inform the government in determining funding levels equitably across the province.

Assistance

Ministry staff are available to answer questions and provide support throughout the reporting process. Boards are encouraged to contact staff if they are unsure about the consortia guidelines or reporting requirements.

Please direct any questions to Sandy Chan at (416) 325-2464 (sandy.chan@edu.gov.on.ca).

A handwritten signature in black ink that reads "Nancy Whynot". The signature is written in a cursive, flowing style.

Nancy Whynot
Director
Business Services Branch

cc. Superintendents of Business
Transportation Managers

Appendix 1 – Proposed Transportation Consortia Sites

Note: Boards are not required to participate in the consortia plan submission for sites where they do not have school facilities.

Site Number	Definition	English Public	English Catholic	French Public	French Catholic
1	The entire jurisdictions of Greater Essex County DSB and Windsor Essex Catholic DSB as well as the portions of CSD du Centre Sud-Ouest and CSD des écoles catholiques du Sud-Ouest that fall within the boundaries of Greater Essex County DSB	Greater Essex County DSB	Windsor-Essex Catholic DSB	CSD du Centre Sud-Ouest	CSD des écoles catholiques du Sud-Ouest
2	The entire jurisdictions of Lambton Kent DSB and St. Clair Catholic DSB as well as the portions of CSD du Centre Sud-Ouest and CSD des écoles catholiques du Sud-Ouest that fall within the boundaries of Lambton Kent DSB	Lambton Kent DSB	St. Clair Catholic DSB	CSD du Centre Sud-Ouest	CSD des écoles catholiques du Sud-Ouest
3	The entire jurisdictions of Thames Valley DSB and English-Language Separate DSB No. 38 as well as the portions of CSD du Centre Sud-Ouest and CSD des écoles catholiques du Sud-Ouest that fall within the boundaries of Thames Valley DSB	Thames Valley DSB	English-Language Separate DSB No. 38	CSD du Centre Sud-Ouest	CSD des écoles catholiques du Sud-Ouest
4	The entire jurisdictions of Avon Maitland DSB and Huron Perth Catholic DSB as well as the portions of CSD du Centre Sud-Ouest and CSD des écoles catholiques du Sud-Ouest that fall within the boundaries of Avon Maitland DSB	Avon Maitland DSB	Huron Perth Catholic DSB	CSD du Centre Sud-Ouest	CSD des écoles catholiques du Sud-Ouest

Site Number	Definition	English Public	English Catholic	French Public	French Catholic
5	The entire jurisdictions of Bluewater DSB and Bruce-Grey Catholic DSB as well as the portions of CSD du Centre Sud-Ouest and CSD des écoles catholiques du Sud-Ouest that fall within the boundaries of Bluewater DSB	Bluewater DSB	Bruce-Grey Catholic DSB	CSD du Centre Sud-Ouest	CSD des écoles catholiques du Sud-Ouest
6	The entire jurisdictions of Grand Erie DSB and Brant Haldimand Norfolk Catholic DSB as well as the portions of CSD du Centre Sud-Ouest and CSD catholique Centre-Sud that fall within the boundaries of Grand Erie DSB	Grand Erie DSB	Brant Haldimand Norfolk Catholic DSB	CSD du Centre Sud-Ouest	CSD catholique Centre-Sud
7	The entire jurisdictions of Waterloo Region DSB and Waterloo Catholic DSB as well as the portions of CSD du Centre Sud-Ouest and CSD catholique Centre-Sud that fall within the boundaries of Waterloo Region DSB	Waterloo Region DSB	Waterloo Catholic DSB	CSD du Centre Sud-Ouest	CSD catholique Centre-Sud
8	The entire jurisdictions of DSB of Niagara and Niagara Catholic DSB as well as the portions of CSD du Centre Sud-Ouest and CSD catholique Centre-Sud that fall within the boundaries of DSB of Niagara	DSB of Niagara	Niagara Catholic DSB	CSD du Centre Sud-Ouest	CSD catholique Centre-Sud
9	The entire jurisdictions of Hamilton-Wentworth DSB and Hamilton-Wentworth Catholic DSB as well as the portions of CSD du Centre Sud-Ouest and CSD catholique Centre-Sud that fall within the boundaries of Hamilton-Wentworth DSB	Hamilton-Wentworth DSB	Hamilton-Wentworth Catholic DSB	CSD du Centre Sud-Ouest	CSD catholique Centre-Sud

Site Number	Definition	English Public	English Catholic	French Public	French Catholic
10	The entire jurisdictions of Upper Grand DSB and Wellington Catholic DSB as well as the portions of Dufferin-Peel Catholic DSB, CSD du Centre Sud-Ouest and CSD catholique Centre-Sud that fall within the boundaries of Upper Grand DSB	Upper Grand DSB	Wellington Catholic DSB Dufferin-Peel Catholic DSB	CSD du Centre Sud-Ouest	CSD catholique Centre-Sud
11	The entire jurisdictions of Halton DSB and Halton Catholic DSB as well as the portions of CSD du Centre Sud-Ouest and CSD catholique Centre-Sud that fall within the boundaries of Halton DSB	Halton DSB	Halton Catholic DSB	CSD du Centre Sud-Ouest	CSD catholique Centre-Sud
12	The entire jurisdictions of Peel DSB as well as the portions of Dufferin-Peel Catholic DSB, CSD du Centre Sud-Ouest and CSD catholique Centre-Sud that fall within the boundaries of Peel DSB	Peel DSB	Dufferin Peel Catholic DSB	CSD du Centre Sud-Ouest	CSD catholique Centre-Sud
13	The entire jurisdictions of Toronto DSB and Toronto Catholic DSB as well as the portions of CSD du Centre Sud-Ouest and CSD catholique Centre-Sud that fall within the boundaries of Toronto DSB	Toronto DSB	Toronto Catholic DSB	CSD du Centre Sud-Ouest	CSD catholique Centre-Sud

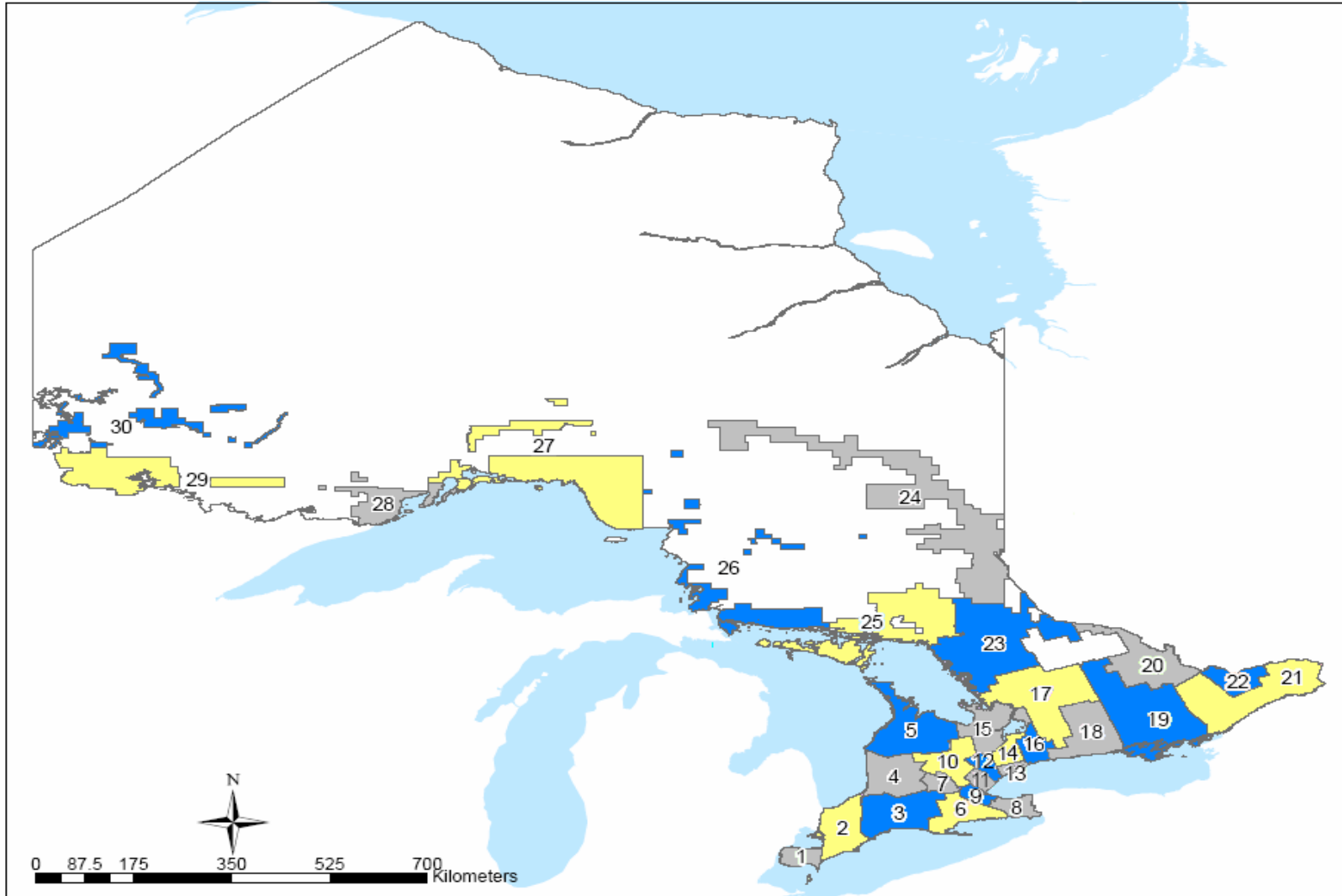
Site Number	Definition	English Public	English Catholic	French Public	French Catholic
14	The entire jurisdictions of York Region DSB and York Catholic DSB as well as the portions of CSD du Centre Sud-Ouest and CSD catholique Centre-Sud that fall within the boundaries of York Region DSB	York Region DSB	York Catholic DSB	CSD du Centre Sud-Ouest	CSD catholique Centre-Sud
15	The entire jurisdictions of Simcoe County DSB as well as the portions of Simcoe Muskoka Catholic DSB, CSD du Centre Sud-Ouest and CSD catholique Centre-Sud that fall within the boundaries of Simcoe County DSB	Simcoe County DSB	Simcoe Muskoka Catholic DSB	CSD du Centre Sud-Ouest	CSD catholique Centre-Sud
16	The entire jurisdictions of Durham DSB and Durham Catholic DSB as well as the portions of CSD du Centre Sud-Ouest and CSD catholique Centre-Sud that fall within the boundaries of Durham DSB	Durham DSB	Durham Catholic DSB	CSD du Centre Sud-Ouest	CSD catholique Centre-Sud
17	The entire jurisdiction of Trillium Lakelands DSB as well as the portions of Simcoe Muskoka Catholic DSB, Peterborough Victoria Northumberland and Clarington Catholic DSB, CSD du Centre Sud-Ouest, CSD du Nord-Est de l'Ontario and CSD catholique Centre-Sud that fall within the boundaries of the Trillium Lakelands DSB	Trillium Lakelands DSB	Simcoe Muskoka Catholic DSB	CSD du Nord-Est de l'Ontario	CSD catholique Centre-Sud
			Peterborough Victoria Northumberland and Clarington Catholic DSB	CSD du Centre Sud-Ouest	

Site Number	Definition	English Public	English Catholic	French Public	French Catholic
18	The entire jurisdiction of Kawartha Pine Ridge DSB, as well as the portions of Peterborough Victoria Northumberland and Clarington DSB, CSD Centre Sud-Ouest and CSD catholique Centre-Sud that fall within the boundaries of Kawartha Pine Ridge DSB	Kawartha Pine Ridge DSB	Peterborough Victoria Northumberland and Clarington Catholic DSB	CSD du Centre Sud-Ouest	CSD catholique Centre-Sud
19	The entire jurisdictions of Algonquin and Lakeshore Catholic DSB, Hastings and Prince Edward DSB, and Limestone DSB as well as the portions of CSD des écoles publiques de langue française no. 59 and CSD catholique du Centre-Est de l'Ontario that fall within the boundaries of the three aforementioned boards	Hastings and Prince Edward DSB	Algonquin and Lakeshore Catholic DSB	CSD des écoles publiques de langue française no. 59	CSD catholique du Centre-Est de l'Ontario
		Limestone DSB			
20	The entire jurisdictions of Renfrew County DSB and Renfrew County Catholic DSB as well as the portions of CSD des écoles publiques de langue française no. 59 and CSD catholique du Centre-Est de l'Ontario that fall within the boundaries of Renfrew County	Renfrew County DSB	Renfrew County Catholic DSB	CSD des écoles publiques de langue française no. 59	CSD catholique du Centre-Est de l'Ontario
21	The entire jurisdictions of Upper Canada DSB, Catholic DSB of Eastern Ontario, and CSD catholique de l'Est ontarien as well as the portions of CSD des écoles publiques de langue française no. 59 and CSD catholique du Centre-Est de l'Ontario that fall within the boundaries of the three aforementioned boards	Upper Canada DSB	Catholic DSB of Eastern Ontario	CSD des écoles publiques de langue française no. 59	CSD catholique de l'Est ontarien
					CSD catholique du Centre-Est de l'Ontario

Site Number	Definition	English Public	English Catholic	French Public	French Catholic
22	The entire jurisdictions of Ottawa-Carleton DSB and Ottawa-Carleton Catholic DSB, as well as the portions of CSD des écoles publiques de langue française no. 59 and CSD catholique du Centre-Est de l'Ontario that fall within the boundaries of the City of Ottawa	Ottawa-Carleton DSB	Ottawa-Carleton Catholic DSB	CSD des écoles publiques de langue française no. 59	CSD catholique du Centre-Est de l'Ontario
23	The entire jurisdictions of Near-North DSB and Nipissing-Parry Sound Catholic DSB, as well as the portions of CSD du Nord-Est de l'Ontario and CSD catholique Franco-Nord that fall within those boundaries	Near North DSB	Nipissing-Parry Sound Catholic DSB	CSD du Nord-Est de l'Ontario	CSD catholique Franco Nord
24	The entire jurisdictions of DSB Ontario North East, Northeastern Catholic DSB and CSD catholique des Grandes Rivières as well as the portion of CSD du Nord-Est de l'Ontario that falls within those boundaries	DSB Ontario North East	Northeastern Catholic DSB	CSD du Nord-Est de l'Ontario	CSD catholique des Grandes Rivières
25	The entire jurisdiction of Rainbow DSB as well as the portions of Sudbury Catholic DSB, CSD du Grand Nord de l'Ontario and CSD catholique du Nouvel Ontario that fall within the boundaries of Rainbow DSB	Rainbow DSB	Sudbury Catholic DSB	CSD du Grand Nord de l'Ontario	CSD catholique du Nouvel-Ontario
26	The entire jurisdiction of Algoma DSB as well as the portions of Huron-Superior Catholic DSB, CSD du Grand Nord de l'Ontario and CSD catholique du Nouvel Ontario that fall within the boundaries of Algoma DSB	Algoma DSB	Huron-Superior Catholic DSB	CSD du Grand Nord de l'Ontario	CSD catholique du Nouvel-Ontario

Site Number	Definition	English Public	English Catholic	French Public	French Catholic
27	The entire jurisdictions of Superior-Greenstone DSB and Superior North Catholic DSB as well as the portions of CSD du Grand Nord de l'Ontario and CSD catholique des Aurores boréales that fall within the boundaries of Superior-Greenstone DSB	Superior-Greenstone DSB	Superior North Catholic DSB	CSD du Grand Nord de l'Ontario	CSD catholique des Aurores boréales
28	The entire jurisdiction of Lakehead DSB and Thunder Bay Catholic DSB as well as the portions of CSD du Grand Nord de l'Ontario and CSD catholique des Aurores boréales that fall within the boundaries of Lakehead DSB	Lakehead DSB	Thunder Bay Catholic DSB	CSD du Grand Nord de l'Ontario	CSD catholique des Aurores boréales
29	The entire jurisdiction of Rainy River DSB as well as the portions of Northwest Catholic DSB, CSD du Grand Nord de l'Ontario and CSD catholique des Aurores boréales that fall within the boundaries of Rainy River DSB	Rainy River DSB	Northwest Catholic DSB	CSD du Grand Nord de l'Ontario	CSD catholique des Aurores boréales
30	The entire jurisdiction of Keewatin-Patricia DSB as well as the portions of Kenora Catholic DSB, Northwest Catholic DSB, CSD du Grand Nord de l'Ontario and CSD catholique des Aurores boréales that fall within the boundaries of Keewatin-Patricia DSB	Keewatin-Patricia DSB	Kenora Catholic DSB Northwest Catholic DSB	CSD du Grand Nord de l'Ontario	CSD catholique des Aurores boréales

Proposed Transportation Sites



Appendix 2

CONSORTIA PLAN SUBMISSION TEMPLATE

FROM

**Board
Board
Board
Board**

[Insert additional boards as needed]

TO THE

MINISTRY OF EDUCATION

Proposed Name of Consortium: _____

Date of Submission: _____

Instructions

This template can be used as a guide for boards in developing and submitting their consortia plans. In addition to the requirements specified in Memorandum SB:13, the template includes some considerations that the Ministry believes partner boards would benefit from when discussing consortia plans. Boards may identify additional considerations not included in the template.

Specific instructions for boards completing their plan to move towards consortium delivery:

- All boards in the consortium should complete Section A including boards that purchase service from the consortium.
- All boards in the consortium with the possible exception of purchaser of service, complete Section B, C and D.
- Referring to page 4 of the SB memo, indicate the consortium's proposed timeline for achieving various milestones. A sample is provided on page 23.
- Completed submission must be signed by Director of Education or his/her designates of all boards in the consortium.
- Signed submission should be sent to the Ministry no later than November 17, 2006.

Specific instructions for boards that have assessed themselves to have achieved full consortia status based on the ministry guidelines:

- Boards are required to outline in their submission how they have satisfied all ministry consortia guidelines.
- The boards may choose to use this template to describe the current state of consortium management, its policies, and processes.
- Please attach all existing supplementary documentation as necessary, such as the consortium's organizational structure, governance policies, planning policies and consortia agreement.

Evaluation of the joint submissions will be based on the guidelines outlined in Memorandum SB:13 and information included in the submission.

A: School Board Information

School Board Name	
Project Contact	
Title	
E-mail	
Telephone	
Fax	
Address	
Web site	
How does your board currently deliver transportation if the board is not in a consortium? (Please include or attach any information to explain the current organization of the transportation department, staffing, physical location, administrative and transportation policies)	
Intended relationship with proposed site	<input type="checkbox"/> Full Partner in consortium <input type="checkbox"/> Purchaser of Service from consortium

School Board Name	
Project Contact	
Title	
E-mail	
Telephone	
Fax	
Address	
Web site	
How does your board currently deliver transportation if the board is not in a consortium? (Please include or attach any information to explain the current organization of the transportation department, staffing, physical location, administrative and transportation policies)	
Intended relationship with proposed site	<input type="checkbox"/> Full Partner in consortium <input type="checkbox"/> Purchaser of Service from consortium

School Board Name	
Project Contact	
Title	
E-mail	
Telephone	
Fax	
Address	
Web site	
How does your board currently deliver transportation if the board is not in a consortium? (Please include or attach any information to explain the current organization of the transportation department, staffing, physical location, administrative and transportation policies)	
Intended relationship with proposed site	<input type="checkbox"/> Full Partner in consortium <input type="checkbox"/> Purchaser of Service from consortium

School Board Name	
Project Contact	
Title	
E-mail	
Telephone	
Fax	
Address	
Web site	
How does your board currently deliver transportation if the board is not in a consortium? (Please include or attach any information to explain the current organization of the transportation department, staffing, physical location, administrative and transportation policies)	
Intended relationship with proposed site	<input type="checkbox"/> Full Partner in consortium <input type="checkbox"/> Purchaser of Service from consortium

[Insert additional tables for additional boards in site]

Proposal for Consortium Development:

B: Governance Structure

Please describe in detail how the consortium will be managed. Responses may include a timeline.

- 1. Single Entity: What will the legal status of your consortium be? How will the consortium management structure be arranged? Please include a proposed organizational chart, and a copy of your agreement with partner boards, if available.**

- 2. Please provide details on the consortium management committee, its representation, composition, roles and responsibilities. How will the consortium ensure equal representation of each partner board? What will be the relationship between the consortium and other stakeholders involved in local transportation decisions (i.e. board, trustees)? Please attach supplementary documentation if necessary.**

- 3. Human Resource Management: What will be your Human Resource plan for the consortium? (e.g. merging of transportation departments, will consortium staff be board employees or consortium employees?)**

- 4. What administrative policies will be in place or expected to be in place for the consortium? Please include a copy of these policies with the submission if available. (e.g. Decision-making process, Dispute resolution process, consortium insurance, sharing of student information between boards).**

- 5. Please indicate whether the consortium will use any external support services such as purchasing, information technology, and payroll.**

C: Consortium Operations

- 1. For all boards involved in the consortium, either as a purchaser of service or a full member, what policies will the consortium have in place to ensure accountability in services provided? (e.g. receive detailed billing, participation in contract negotiations, participation in planning, ability to request service reports, consortium documents available in French and English)**

- 2. What will be the contracting processes and how will contracts be awarded? Please provide details of bidding processes and / or contract negotiation processes.**

- 3. What will be the cost sharing methodology between partner boards in the consortium for the contracting of transportation services? How will the consortium apportion costs aside from contracted vehicles? (e.g. administration, safety programs, public education)**

- 4. What communication policies or protocol will the consortium have in place with its stakeholders? Please include a copy of these policies with the submission if available. (e.g. communication with parents, with partner boards, school bus operators, drivers, affected municipalities)**

- 5. What is the accommodations plan for the consortium? Please describe in detail how participating boards will integrate the following resources:**
- a. Physical location(s) of transportation departments into one site**
 - b. Office equipment**
 - c. Transportation software(s)**
 - d. Student database(s)**
 - e. Digital map(s)**

D: Transportation Planning

- 1. Please describe how the consortium will plan for transportation using single system planning. Please indicate any restrictions in planning. The response may include a timeline from integrating student data to routing a single transportation solution for the consortium.**

- 2. How will the consortium plan for special needs transportation? (i.e. routing philosophies, policies, vehicles, and best practices)**

- 3. How will the consortium promote school bus safety? (e.g. inclusion of school bus safety in curriculum, standardized driver training, standardized safety equipment on vehicles, consortium wide school bus safety week and rider safety programs)**

4. Will the consortium harmonize board transportation policies and procedures into its planning?

- ride times
- bell-time spreads
- common calendars
- walk distances
 - JK/SK
 - Elementary
 - Secondary
- load factors
- arrival and departure windows
- Others _____

Additional information or overall comments regarding this submission :

This submission has been developed and approved by the following school board representatives:

Director of Education, BOARD

Date

Director of Education, BOARD

Date

Director of Education, BOARD

Date

Director of Education, BOARD

Date

Proposed Consortia Development Timeline (SAMPLE ONLY)

