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**Ministère de l'Éducation**  
**Direction du soutien aux activités scolaires**  
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**2007: SB14**

**MEMORANDUM TO:** Directors of Education

**FROM:** Cheri Hayward  
Director  
School Business Support Branch

**DATE:** June 29, 2007

**SUBJECT:** Update on Student Transportation Reforms

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Further to the Ministry's communication to the sector on February 9, 2007, regarding the status of the student transportation reforms, I am writing to share with you our progress made to date and to outline the next steps of the reform process.

### **CONSORTIA DEVELOPMENT**

As of today, the Ministry has received thirty-four consortia plans. The Consortia Plan Review Team (CPRT) has approved twenty-four plans, while additional clarification has been requested from seven sites. The CPRT met on June 7 to discuss a number of items that were submitted by boards and consortia. Ministry staff are in the process of communicating the decisions of the CPRT to the affected boards.

### **PHASE ONE E&E REVIEWS**

Phase One E&E reviews were completed at the end of March 2007. The reviews focused on four areas of transportation operations including consortium management, policies and practices, routing and technology, and contracts. A detailed report outlining observations, best practices, accomplishments, and opportunities for improvement in each area, has been provided to each of the reviewed consortia. These reports have also been made available through our student transportation website: <<http://transport.edu.gov.on.ca>>.

We are pleased that the reports supported a recommendation to provide an additional \$7.6M to the reviewed boards, funding which has been provided as an adjustment to their 2006-07 transportation allocation. This funding will be included in the base for 2007-08, and will form the basis of any future adjustments.

In maintaining our emphasis on open communication with the sector, the E&E Review Team also made presentations at the OASBO and COSBO conferences on the methodology, assessment criteria and general findings of the reviews.

## **PHASE TWO E&E REVIEWS**

The intention of the Ministry is to make progress on addressing the pressures which some boards are experiencing as a result of their transportation budgets, and to reinforce high standards of delivery in student transportation.

The Ministry will continue to perform E&E Reviews between October 2007 and August 2008 on selected consortia. Selection of sites to be reviewed will be based on the following principles:

- Plan has been approved by the CPRT (i.e. the consortium has met all requirements for consortia outlined in Memorandum 2006:SB13);
- Ministry has confirmed that the consortium is technically ready for a review; and
- Resource capacity of E&E Review Team.

### **Scheduling of Phase Two Reviews**

Phase Two E&E reviews will be sub-divided into two sections- Phase 2A and Phase 2B. Phase 2A will take place between October 2007 and February 2008, while phase 2B will take place between March 2008 and August 2008. In light of the resources that are required for each review, it is anticipated that Phase Two will be limited to 16 reviews.

For reviews that take place between October 2007 and February 2008, the Ministry will use the results of the reviews to inform any in-year adjustments for 2007-08. Any in-year adjustments will be built into the base for 2008-09 and future years.

For reviews that take place after February 2008, any adjustments to funding will be made as an in-year amendment for 2008-09, and thus will not impact allocations for 2007-08.

To assist in identifying possible consortia for Phase Two, we have included a list of consortia that, based on our information, are or will be ready for review between October 2007 and August 2008 (see Appendix A). I would like to emphasize that this list is not exhaustive, and boards who feel they will be ready for a review in Phase Two should contact Sandy Chan by August 24, 2007, to discuss their intentions.

## CAPACITY BUILDING INITIATIVES

As we move forward with this process, the Ministry will continue to provide support that enhances the capacity of school boards to deliver effective and efficient transportation service.

### Summer Workshop

In support of this objective, our third annual summer workshop will focus on some of the issues that have arisen out of the Phase One reviews. More specifically, the Ministry will be working with our consulting team to deliver an informative session on the following topic:

- ***Routing and Technology Strategies***- Session will be led by Management Partnership Services Inc. (E&E Routing Consultant)

This session is being held on July 5, 2007, at the Peckham Staff Development Centre in Toronto. For additional details on the session please contact Kristen Blackler at 416-326-2162 or [kristen.blackler@ontario.ca](mailto:kristen.blackler@ontario.ca).

Over the next few months we will also be working with our consulting team, COSBO, and other stakeholder groups to address issues related to:

- ***Effective Contracting Practices for School Bus Service; and***
- ***Consortia as Separate Legal Entities***

Further details regarding our progress on these items will be communicated shortly.

### Board Visits

In addition to the summer workshop, Ministry staff, in cooperation with members of the E&E review team, will be available to meet with boards to discuss the development of their consortia. It is our expectation that this opportunity for face-to-face dialogue will provide boards with valuable information they can use to guide their preparations for an E&E review. Boards who are interested in participating in this process are encouraged to contact their respective analyst at the Ministry to discuss further (see Appendix B).

### Post-Review Capacity Building

In support of the E&E reviews, the Ministry will be offering reviewed sites assistance in implementing the recommendations put forward by the E&E review team. This approach will help to reinforce high standards of student transportation delivery, and ensure that the recommendations of the E&E Review Team are addressed. It will also

go a long way toward ensuring that consortia, and by extension boards, benefit from the review and are able to improve upon their rating until such time as a follow-up review can be completed. Reviewed consortia are encouraged to contact Sandy Chan to discuss this option further.

## **COST STUDY**

The cost study commissioned by the Ministry has been completed by Deloitte and Touche. Further information will be shared with the sector when available.

If you have any questions or comments regarding this process, please contact Sandy Chan at (416) 325-2464 or [sandy.chan@ontario.ca](mailto:sandy.chan@ontario.ca).

We look forward to continuing to work with school boards and the student transportation sector on this important initiative.

A handwritten signature in cursive script that reads "Cheri Hayward".

Cheri Hayward  
Director  
School Business Support Branch

cc. Superintendents of Business  
Transportation Managers

## Appendix A List of Potential Phase Two Sites

Site #	Consortia Name
1	Windsor-Essex Student Transportation Services
2	Chatham Kent & Lambton Administrative School Services
4	Huron Perth Student Transportation Services
5	Student Transportation Services Consortium of Grey-Bruce/ Consortium de Service de Transport des Eleves de Grey-Bruce
6	Cooperative Transportation Services (Grand Erie/Brant Haldimand Norfolk)
11	Halton Student Transportation Services/ Service de transport des élèves - Halton
14	Student Transportation Services of York Region
16	Durham Student Transportation Services
19	Triboard Student Transportation Services Inc.
23	Nipissing Parry-Sound Student Transportation Services
24	North East Tri-Board Student Transportation Consortium
25	Sudbury Student Services Consortium
27	East of Thunder Bay Transportation Consortium
31	Service de Transport CSDCCS/CSDCSO (Toronto/Peel/Niagara)
33	Consortium de Transport Scolaire d'Ottawa
34	CSD catholique des Grandes Rivières

## Appendix B- Ministry Analysts

Site #	Consortium	Analyst
1	Windsor-Essex Student Transportation Services/Service de transport des élèves – Windsor-Essex	Nick Landry
2	Chatham Kent & Lambton Administrative School Services(C.L.A.S.S.)	Nick Landry
3	South West Ontario Student Transportation Services	Nick Landry
4	Huron Perth Student Transportation Services	Nick Landry
5	Student Transportation Service Consortium of Grey-Bruce/ Consortium de Service de Transport des Eleves de Grey-Bruce	Nick Landry
6	Cooperative Transportation Services	Vanissa Szeto
7	Waterloo Region Student Transportation Service (WRSTS)	Nick Landry
8	Niagara Region Student Transportation Services	Vanissa Szeto
9	Hamilton	Jay Porter
10	Wellington-Dufferin Student Transportation Services/ Service de Transport de Wellington-Dufferin	Nick Landry
11	Halton Student Transportation Services / Service de transport des élèves - Halton	Jay Porter
12	Transportation Consortium # 12	Jay Porter
13	Toronto Catholic and Toronto DSB Transportation Group	Vanissa Szeto
14	Student Transportation Services of York Region	Nathania Ho
15	Simcoe County Student Transportation Consortium	Nathania Ho
16	Durham Student Transportation Services	Nathania Ho
17	Trillium Lakelands District School Board	Nathania Ho
18	Student Transportation Services of Central Ontario	Nathania Ho
19	Triboard Student Transportation Services Inc.	Vanissa Szeto
20	Renfrew County Joint Transportation Consortium	Jay Porter
21	Student Transportation Services of Eastern Ontario(STSEO)	Nathania Ho
22	Ottawa Student Transportation Authority	Nick Landry
23	Nipissing Parry-Sound Student Transportation Services/ Services de transport scolaire Nipissing-Parry Sound	Vanissa Szeto
24	North East Tri-Board Student Transportation	Vanissa Szeto
25	Sudbury Student Services Consortium/ Consortium de services aux élèves de Sudbury	Nathania Ho
26	Algoma	Jay Porter
27	East of Thunder Bay Transportation Consortium	Jay Porter
28	Thunder Bay and Area	Jay Porter
29	Rainy River Transportation Services	Jay Porter
30	Northwestern Ontario Student Services Co-operative	Jay Porter

31	Service de transport CSDCCS/CSDCSO	Vanissa Szeto
32	Consortium de transport scolaire de l'Est	Nathania Ho
33	Consortium de Transport Scolaire d'Ottawa	Nick Landry
34	CSD catholique des Grandes Rivières	Vanissa Szeto
35	FL Consortium in Lambton St. Clair	Vanissa Szeto

**Contact Information:**

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Vanissa Szeto- [vanissa.szeto@ontario.ca](mailto:vanissa.szeto@ontario.ca) or 416-325-4906