

Ministry of Education
School Business Support Branch
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Ministère de l'Éducation
Direction du soutien aux activités scolaires
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2009: SB 08

MEMORANDUM TO: Directors of Education

FROM: Cheri Hayward
Director
School Business Support Branch

DATE: March 20, 2009

SUBJECT: Student Transportation – Leading Practices Guide

In 2006-07, the Ministry began implementing reforms for student transportation. A key objective of the reforms has been to build capacity to deliver safe, effective and efficient student transportation services.

Effectiveness and Efficiency (E&E) reviews on transportation consortia are a main component of the Transportation Reforms. Conducted by third-party consultants consisting of Deloitte and Touche LLP and Management Partnership Services Inc., these reviews evaluate a consortium's performance in four specific areas of operation including consortium management, policies and practices, routing and technology use, and contracting practices. Once completed, a report summarizing the findings and recommendations is provided to the consortium. Since October 2006, the Ministry has completed 17 E&E reviews, with 12 reports currently posted on our public website.

In addition to the E&E Reviews, the Ministry has organized annual summer workshops to increase capacity in the sector. In the last two years, we have provided third party professional consulting service through capacity building visits to 22 consortia.

The Ministry will continue to conduct E&E reviews and assist boards in their capacity building. In order to reinforce positive growth and the changes introduced by the reform, I am forwarding a copy of the draft "Leading Practices Guide". This draft guide summarizes the best practices and recommendations identified in the E&E reports completed to date – with detailed practices outlined in each section. While each E&E review reflects the unique circumstances of each consortium, there are common best practices that apply to all consortia. These best practices constitute the Ministry's expectations of transportation consortia in the province and include a focus on safety, accountability, and value for money of public funds. With the continuation of E&E reviews on the remaining consortia, the ministry will continue to refine and enrich the leading practices.

We encourage all consortia to review these best practices in the development of their business plans. We trust the information provided in the draft guide will be useful as we continue to work together toward achieving the most effective and efficient student transportation system.

If you would like to provide feedback or comments, please contact Sandy Chan in the Transportation and Co-operative Services Unit at sandy.chan@ontario.ca or 416-325-2464.

A handwritten signature in black ink that reads "Cheri Hayward". The signature is fluid and cursive, with the first name "Cheri" and last name "Hayward" clearly distinguishable.

Cheri Hayward
Director
School Business Support Branch

Cc: Superintendents of Business
Transportation Managers
Ontario School Bus Association

Attachment