

2009: SB 18

MEMORANDUM TO: Directors of Education

FROM: Cheri Hayward
Director
School Business Support Branch

DATE: May 4, 2009

SUBJECT: Student Transportation – Grants for Student Needs, 2009-10

I am writing to provide you with additional information about transportation funding through the Grants for Student Needs (GSN) in 2009-10.

As indicated in the memorandum of March 29, **2009: B2 – Education Funding for 2009-10**, the government will provide additional funding for transportation in the next school year. There are also changes to the allocation of the Student Transportation Grant to promote efficiencies. The total Student Transportation Grant is projected to be \$829.1 million in 2009-10, an increase of 1.6 percent compared to the 2008-09 GSN as reported in Revised Estimates. A board-by-board summary of the projected allocation for 2009-10 is provided in Appendix A.

The government's commitment to this enhanced funding reflects its commitment to working with school boards in the ongoing reform of student transportation to ensure safe, effective and efficient services across the province. There have been many positive changes since the start of the reforms. These include the establishment of consortia that have increased management capacity and the efficiency of operations. The reforms have resulted in better contract and performance management with increased transparency in the use of public funds. Consortia have made greater use of technology in the areas of both software and staff training, achieving efficiencies and optimizing solutions while maintaining service levels to students. The sector should be commended for these accomplishments. In the current economic climate, it is especially important that education dollars be used effectively to meet our students' needs.

Cost Updates

Since the implementation of the reforms, school boards have benefitted from additional transportation funding and have worked cooperatively with the Ministry to build greater capacity to realize efficiencies. An increasing number of boards are reducing their transportation deficits, and over half of all boards have reported transportation surpluses in their 2007-08 Financial Statements.

The Ministry will provide a projected \$10.7M in 2009-10 to fund a 2 per cent cost update to assist boards with increased operating costs for student transportation. As boards have improved their capacity to cover cost increases within their existing transportation allocation, the 2 per cent cost updates will be netted against any reported transportation surplus from a board's 2008-09 Financial Statements.

Enrolment Adjustment

In the past six years, there has been no decrease in boards' transportation funding as a result of declining enrolment, although boards where enrolment is increasing have received the increases for which they were eligible. While fewer students do not immediately result in lower costs or a reduction in vehicle usage, efficiencies can be achieved. The Ministry expects consortia to plan proactively to manage the potential funding impacts in dealing with a lower student population and its effect on transportation requirements.

For the 2009-10 school year, no negative adjustments will be made to boards experiencing declining enrolment. The stable funding guarantee will continue in 2010-11, but will be based on 50 percent of a board's decrease in enrolment. As an example, if a board's enrolment decreases by 5 percent, its allocation will be reduced by 2.5 percent.

Routing Efficiency Adjustment

Declining enrolment is one instance where the opportunity exists for consortia to realize ongoing efficiencies through continuous route optimization strategies. Starting in 2009-10, a reduction of 1 percent to a boards' transportation allocation will be made in each of the next three years. The Ministry encourages boards and consortia to utilize available routing strategies and technologies to achieve this savings target. This also supports the continued provincial strategy to address climate change and reduce emissions. The reduction of 1 percent of particulate matter, hydrocarbons, nitrogen oxides and greenhouse gases generated by the Ontario school bus fleet will be of sizeable benefit to our environment and health in the long run.¹

To acknowledge boards and consortia whose systems are already operating in an efficient manner, the adjustment will only apply to boards that have not achieved a "high" rating in Routing and Technology from the Effectiveness and Efficiency reviews. Boards that achieve a "high" rating in future reviews will be exempt from the reduction in the subsequent year. For example, if a consortium reviewed in the 2009-10 school year attains a "high" rating in routing and technology component, they will be exempt from this adjustment in 2010-11.

¹ In "Beating School Bus Blues: Improving Children's Health by Reducing School Bus Emissions", a report published by the Ontario Public Health Association stated that under a "business as usual" scenario and on a cumulative basis between 2006 and 2016, Ontario's 15,000 school buses are expected to emit approximately 285 tonnes of particulate matter, 4,291 tonnes of hydrocarbons, 18,133 tonnes of nitrogen oxide, and 2,464 kilotonnes of greenhouse gases.

Fuel Escalator and De-escalator Component

Over the past few years, the Ministry has provided one-time funding as an interim strategy to offset costs incurred by the sector from fuel price increases. Starting in 2009-10, a fuel escalator/de-escalator will be incorporated into the Transportation Grant to recognize increases in fuel costs for transportation that are beyond the control of boards and operators.

For 2009-10, the Ministry will update the cost benchmark to recognize the fuel price at \$0.90 per litre for southern school boards and \$0.92 per litre for northern school boards². This will be referred to as the funding “pegged price”. For the purposes of the new Fuel Escalator and De-escalator clause, a 2 percent efficiency assumption is incorporated into the pegged price to take into account the ability of operators to purchase fuel in bulk or at discounted prices. While operators may have varying ability to economize on fuel purchase, this 2 percent efficiency assumption is generally achievable, regardless of operator size, through bulk purchase or a retail discount at the pump. Therefore, the “adjusted pegged price” will relate to a retail price of \$0.918 cents per litre for southern school boards and \$0.938 for northern school boards.

The GSN regulation will establish a corridor of 3 percent above and below the adjusted funding pegged price. If fuel prices, as posted by the Ministry of Energy and Infrastructure website³ (net of GST), are above or below this corridor in any month within the fiscal year from September to June, a funding adjustment will apply. This 3 percent above and below corridor takes into consideration frequent minor fluctuations in market fuel prices that are manageable within the industry. As a result, monthly fluctuations in fuel prices within the corridor will not trigger any adjustments. The net total of the monthly funding adjustments will be applied to a board’s transportation allocation twice a year following the Revised Estimates and Financial Statement cycles. Boards should note that this adjustment could be positive or negative.

Boards should take into consideration the potential funding changes due to the escalation/de-escalation clause in preparing their 2009-10 transportation budget. As communicated in the memorandum of December 10, **2008: B15 – Student Transportation – Contracting Practices**, the Ministry expects consortia to review the Contract Template developed by the Contracting Practices Advisory Committee and apply it to new contracts in the 2009-10 school year and beyond. Consortia should also carefully consider the fuel escalation and de-escalation parameters in their contracts to assess overall financial impacts of this clause on their transportation budget. At the same time, consortia should carefully determine appropriate fuel rates in contracted base rates and the mechanism for triggering adjustments due to fuel escalation or de-escalation. No less important is the consideration of all terms and conditions to understand the full impacts of the new contracts on their budget. In addition, consortia are encouraged to work with their contract operators to promote good business practices on fuel procurement and utilization.

² All fuel rates quoted in this memorandum are net of GST.

³ <http://www.mei.gov.on.ca/english/energy/oilandgas/index.cfm?page=fuel-prices>

The Ministry anticipates that more concrete recommendations and advice will be provided by BMB Fuel Consulting in their fuel cost study report and will share this information when it is available.

Student Transportation Reforms - Update

In 2009-10, the Ministry will continue to focus on Student Transportation reforms that strengthen management capacity.

1) Effectiveness and Efficiency (E&E) Reviews

More than half of all transportation consortia in the province have been reviewed through the E&E review initiative. The Ministry is moving forward to complete the remaining reviews over the next two years. The reviews continue to focus on four primary areas of transportation operations: consortium management, policies and practices, routing and technology, and contracts. Findings from Phase 2B and 3A supported a recommendation to allocate an additional \$2.5M to the reviewed boards, which was provided as an adjustment to their 2008-09 transportation allocation.

Released E&E reports of reviewed sites outlining observations, best practices, accomplishments, and opportunities for improvement in each are available on the student transportation website at <https://transport.edu.gov.on.ca>.

The E&E review team, which was made up of Deloitte and Touche LLP and Management Partnership Services Inc. (MPS), identified a number of leading practices during the course of the reviews. These practices demonstrate a well functioning, highly effective and efficient transportation consortium through the use of appropriate budget controls, governance structure, policy documentation, staff and software training, and contract management. A draft of these practices was released to the sector in the memorandum of March 20, **2009: SB08 – Student Transportation – Leading Practices Guide**.

2) Follow up Reviews

The Ministry will consider a follow-up review upon a consortium's request. All member boards from the reviewed consortium must initiate a joint request in writing for a follow-up review when they consider themselves to have achieved significant progress. Generally, a minimum of 12 months from the original review will be required to allow sufficient time in implementing changes and achieve significant progress.

While the review methodology and criteria are consistent with the original review, a follow-up review will focus on the implementation of recommendations and progress since the initial review. The Ministry will recommend further funding adjustments if the findings of the return visit show positive movement and support a higher overall rating than the previous review.

We expect all reviewed consortia to closely monitor progress after their first review. Consortia requesting a follow-up review will be asked to provide a full response on actions taken on the recommendations prior to being scheduled for a second review.

A schedule of the reviews to be conducted in Phase 3B is given in Appendix B.

3) Contracting Practices – Pilot Project

Over the last year, the Ministry has engaged the sector through various initiatives and discussions to provide appropriate support in adopting best practices in contracting transportation services. The Contracting Practices Advisory Committee, made up of school board transportation and procurement staff as well as representatives from the Ontario School Bus Association, was involved in the development of a resource package for the sector, released in December 2008. This resource package included a contract template, a Request for Proposal (RFP) template, and procurement guidelines for fair and transparent contracting practices.

The Ministry has initiated the piloting of competitive procurement in three consortia sites. With the completion of these pilot RFPs in April, Ministry staff will work with the pilot sites and key stakeholders to refine the developed tools and processes.

In the 2009-10 Ontario Budget, the government directed that the Supply Chain Transformation project incorporate any Broader Public Sector (BPS) organizations receiving more than \$10M annually, effective April 1, 2009. Guidelines setting out supply chain standards, metrics and a code of ethics will be developed in the first year, to be incorporated into the transfer payment agreements of all district school boards. The Ministry expects that these guidelines will direct the further development of competitive procurement for student transportation services.

In the interim, the Ministry hosted a Contract Template Workshop on May 1, 2009, on the use of the Contract Template for consortia staff and operators. The objective was to enhance understanding of all the clauses and the associated contractual commitments of boards and operators on the standard Contract Template. The workshop also highlighted best practices on contract performance management.

In this period of economic uncertainty, open, objective, and transparent competitive process in transportation will be especially important to ensure best value for public money spent. The Ministry has a strong commitment to working with and supporting school boards in the transition to the enhanced procurement standard expected of the broader public sector and ensuring that operators of all sizes are well supported to meet these requirements.

4) Provincial Schools Transportation

Since 2006-07, the Conseil scolaire de district catholique du Centre-Est de l'Ontario and Ottawa-Carleton District School Board have acted as the lead boards for provincial schools transportation. The Ministry initiated a third party review of this delivery model to assess whether it is achieving its intended goals of accountability, transparency, effectiveness and efficiency and to provide recommendations on a long term structure for this arrangement. The review is near completion and the Ministry will work with the lead boards to develop an implementation plan based on the review's

recommendations. For the 2009-10 school year, the two lead boards will continue providing this service.

If you have any questions or comments regarding the 2009-10 GSN or student transportation reforms, please contact Sandy Chan, Manager, Transportation and Cooperative Services Unit at (416) 325-2464, or sandy.chan@ontario.ca.

Our success in the ongoing reform of student transportation reflects our shared commitment to making the best use of resources to provide efficient services. I look forward to working in partnership with you and our colleagues in other school boards as we continue to meet the challenges of providing safe, effective and efficient transportation for our students.

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

Cheri Hayward
Director
School Business Support Branch

Cc: Superintendents of Business
Transportation Managers
Ontario School Bus Association

Appendix A Student Transportation Grant - Projected Allocations, 2009-10

DSB #	DSB Name	2008-09 Base Allocation ¹	Adjustment for Increasing Enrollment	Adjustment for Route Reduction	Non-Salary Benchmark Update (2%)	Adjusted Provincial Schools Transportation	Projected 2009-10 Allocation ²	Variance from 2008-09	Percentage Variance
1	District School Board Ontario North East (1)	\$7,211,477	\$0	-\$72,115	\$142,086	\$0	\$7,281,448	\$69,971	0.97%
2	Algoma District School Board (2)	\$8,118,250	\$0	-\$81,182	\$0	\$0	\$8,037,067	-\$81,182	-1.00%
3	Rainbow District School Board (3)	\$11,323,724	\$0	\$0	\$226,474	\$0	\$11,550,199	\$226,474	2.00%
4	Near North District School Board (4)	\$10,649,756	\$0	-\$106,498	\$0	\$0	\$10,543,258	-\$106,498	-1.00%
5.1	Keewatin-Patricia District School Board (5A)	\$4,271,793	\$0	-\$42,718	\$0	\$0	\$4,229,075	-\$42,718	-1.00%
5.2	Rainy River District School Board (5B)	\$2,461,437	\$0	-\$24,614	\$30,209	\$0	\$2,467,031	\$5,594	0.23%
6.1	Lakehead District School Board (6A)	\$6,398,173	\$0	-\$63,982	\$0	\$0	\$6,334,191	-\$63,982	-1.00%
6.2	Superior-Greenstone District School Board (6B)	\$1,739,540	\$0	-\$17,395	\$0	\$0	\$1,722,145	-\$17,395	-1.00%
7	Bluewater District School Board (7)	\$13,115,575	\$0	-\$131,156	\$262,312	\$0	\$13,246,731	\$131,156	1.00%
8	Avon Maitland District School Board (8)	\$10,297,697	\$0	-\$102,977	\$205,954	\$88,500	\$10,489,174	\$102,977	1.00%
9	Greater Essex County District School Board (9)	\$11,509,638	\$0	-\$115,096	\$230,193	\$0	\$11,624,735	\$115,096	1.00%
10	Lambton Kent District School Board (10)	\$11,316,497	\$0	\$0	\$226,330	\$58,326	\$11,601,153	\$226,330	2.00%
11	Thames Valley District School Board (11)	\$32,050,905	\$0	-\$320,509	\$641,018	\$104,165	\$32,475,580	\$320,509	1.00%
12	Toronto District School Board (12)	\$48,500,350	\$0	-\$485,003	\$0	\$0	\$48,015,346	-\$485,003	-1.00%
13	Durham District School Board (13)	\$20,531,514	\$14,338	-\$205,315	\$0	\$0	\$20,340,538	-\$190,977	-0.93%
14	Kawartha Pine Ridge District School Board (14)	\$19,467,166	\$0	-\$194,672	\$357,625	\$31,499	\$19,661,619	\$162,954	0.84%
15	Trillium Lakelands District School Board (15)	\$14,803,445	\$0	-\$148,034	\$20,070	\$0	\$14,675,480	-\$127,965	-0.86%
16	York Region District School Board (16)	\$34,180,282	\$369,597	-\$341,803	\$0	\$49,000	\$34,257,076	\$27,794	0.08%
17	Simcoe County District School Board (17)	\$19,273,811	\$0	-\$192,738	\$328,780	\$29,500	\$19,439,353	\$136,041	0.71%
18	Upper Grand District School Board (18)	\$13,269,916	\$2,801	-\$132,699	\$265,398	\$401,639	\$13,807,055	\$135,500	1.02%
19	Peel District School Board (19)	\$36,766,960	\$144,806	-\$367,670	\$735,339	\$398,042	\$37,677,478	\$512,476	1.39%
20	Halton District School Board (20)	\$11,080,933	\$273,274	-\$110,809	\$221,619	\$192,159	\$11,657,176	\$384,083	3.47%
21	Hamilton-Wentworth District School Board (21)	\$13,526,995	\$0	-\$135,270	\$270,540	\$205,246	\$13,867,510	\$135,270	1.00%
22	District School Board of Niagara (22)	\$15,663,498	\$0	-\$156,635	\$313,270	\$0	\$15,820,133	\$156,635	1.00%
23	Grand Erie District School Board (23)	\$11,328,079	\$0	-\$113,281	\$0	\$357,610	\$11,572,409	-\$113,281	-1.00%
24	Waterloo Region District School Board (24)	\$12,110,016	\$0	-\$121,100	\$242,200	\$182,134	\$12,413,250	\$121,100	1.00%
25	Ottawa-Carleton District School Board (25)	\$27,171,783	\$0	-\$271,718	\$543,436	\$5,223,550	\$32,667,051	\$271,718	1.00%
26	Upper Canada District School Board (26)	\$23,903,454	\$0	-\$239,035	\$478,069	\$0	\$24,142,488	\$239,035	1.00%
27	Limestone District School Board (27)	\$13,007,960	\$0	-\$130,080	\$260,159	\$59,836	\$13,197,875	\$130,080	1.00%
28	Renfrew County District School Board (28)	\$7,273,545	\$0	-\$72,735	\$145,471	\$0	\$7,346,281	\$72,735	1.00%
29	Hastings and Prince Edward District School Board (29)	\$12,897,644	\$0	-\$128,976	\$257,953	\$180,500	\$13,207,121	\$128,976	1.00%
30.1	Northeastern Catholic District School Board (30A)	\$2,900,719	\$0	-\$29,007	\$51,342	\$0	\$2,923,054	\$22,335	0.77%
30.2	Nipissing-Parry Sound Catholic District School Board (30B)	\$3,824,422	\$0	-\$38,244	\$0	\$0	\$3,786,178	-\$38,244	-1.00%
31	Huron-Superior Catholic District School Board (31)	\$3,517,368	\$0	-\$35,174	\$0	\$0	\$3,482,194	-\$35,174	-1.00%
32	Sudbury Catholic District School Board (32)	\$5,555,183	\$0	\$0	\$0	\$0	\$5,555,183	\$0	0.00%
33.1	Northwest Catholic District School Board (33A)	\$1,080,735	\$34,486	-\$10,807	\$16,394	\$0	\$1,120,808	\$40,073	3.71%
33.2	Kenora Catholic District School Board (33B)	\$834,449	\$0	-\$8,344	\$16,689	\$0	\$842,793	\$8,344	1.00%
34.1	Thunder Bay Catholic District School Board (34A)	\$5,276,549	\$0	-\$52,765	\$0	\$0	\$5,223,783	-\$52,765	-1.00%
34.2	Superior North Catholic District School Board (34B)	\$444,714	\$12,420	-\$4,447	\$8,894	\$0	\$461,581	\$16,867	3.79%

DSB #	DSB Name	2008-09 Base Allocation ¹	Adjustment for Increasing Enrollment	Adjustment for Route Reduction	Non-Salary Benchmark Update (2%)	Adjusted Provincial Schools Transportation	Projected 2009-10 Allocation ²	Variance from 2008-09	Percentage Variance
35	Bruce-Grey Catholic District School Board (35)	\$3,520,330	\$0	-\$35,203	\$70,407	\$0	\$3,555,533	\$35,203	1.00%
36	Huron-Perth Catholic District School Board (36)	\$4,669,205	\$0	-\$46,692	\$93,384	\$25,000	\$4,740,897	\$46,692	1.00%
37	Windsor-Essex Catholic District School Board (37)	\$8,479,119	\$0	-\$84,791	\$0	\$0	\$8,394,328	-\$84,791	-1.00%
38	English-language Separate District School Board No. 38 (38)	\$12,155,031	\$0	-\$121,550	\$150,633	\$0	\$12,184,114	\$29,083	0.24%
39	St. Clair Catholic District School Board (39)	\$5,981,655	\$0	\$0	\$112,713	\$142,800	\$6,237,168	\$112,713	1.88%
40	Toronto Catholic District School Board (40)	\$20,558,445	\$0	-\$205,584	\$411,169	\$38,689	\$20,802,718	\$205,584	1.00%
41	Peterborough Victoria Northumberland & Clarington Catholic DSB (41)	\$10,266,451	\$0	-\$102,665	\$0	\$0	\$10,163,786	-\$102,665	-1.00%
42	York Catholic District School Board (42)	\$16,481,152	\$121,770	-\$164,812	\$0	\$0	\$16,438,110	-\$43,042	-0.26%
43	Dufferin Peel Catholic District School Board (43)	\$20,996,097	\$0	-\$209,961	\$373,690	\$165,693	\$21,325,519	\$163,729	0.78%
44	Simcoe Muskoka Catholic District School Board (44)	\$12,109,383	\$0	-\$121,094	\$0	\$0	\$11,988,289	-\$121,094	-1.00%
45	Durham Catholic District School Board (45)	\$8,417,881	\$0	-\$84,179	\$168,358	\$0	\$8,502,060	\$84,179	1.00%
46	Halton Catholic District School Board (46)	\$5,560,307	\$46,699	-\$55,603	\$111,206	\$105,000	\$5,767,609	\$102,302	1.84%
47	Hamilton-Wentworth Catholic District School Board (47)	\$7,128,399	\$0	-\$71,284	\$22,494	\$90,900	\$7,170,508	-\$48,790	-0.68%
48	Wellington Catholic District School Board (48)	\$3,857,974	\$0	-\$38,580	\$77,159	\$0	\$3,896,554	\$38,580	1.00%
49	Waterloo Catholic District School Board (49)	\$6,619,749	\$0	-\$66,197	\$132,395	\$10,000	\$6,695,947	\$66,197	1.00%
50	Niagara Catholic District School Board (50)	\$9,639,698	\$0	-\$96,397	\$192,794	\$0	\$9,736,095	\$96,397	1.00%
51	Brant Haldimand Norfolk Catholic District School Board (51)	\$5,088,808	\$0	-\$50,888	\$25,327	\$0	\$5,063,247	-\$25,561	-0.50%
52	Catholic District School Board of Eastern Ontario (52)	\$13,631,010	\$0	-\$136,310	\$0	\$0	\$13,494,700	-\$136,310	-1.00%
53	Ottawa Catholic District School Board (53)	\$23,409,510	\$0	-\$234,095	\$468,190	\$0	\$23,643,605	\$234,095	1.00%
54	Renfrew County Catholic District School Board (54)	\$3,923,586	\$0	-\$39,236	\$78,472	\$0	\$3,962,822	\$39,236	1.00%
55	Algonquin and Lakeshore Catholic District School Board (55)	\$8,794,147	\$0	-\$87,941	\$175,883	\$30,050	\$8,912,138	\$87,941	1.00%
56	Conseil scolaire de district du Nord-Est de l'Ontario (56)	\$1,392,611	\$13,298	-\$13,926	\$27,852	\$0	\$1,419,835	\$27,224	1.95%
57	Conseil scolaire de district du Grand Nord de l'Ontario (57)	\$1,736,209	\$0	\$0	\$34,724	\$0	\$1,770,933	\$34,724	2.00%
58	Conseil scolaire de district du Centre Sud-Ouest (58)	\$10,713,863	\$410,042	-\$107,139	\$214,277	\$0	\$11,231,043	\$517,181	4.83%
59	Conseil scolaire de district des écoles publiques de langue française n°. 59 (59)	\$7,937,439	\$96	-\$79,374	\$158,749	\$0	\$8,016,909	\$79,470	1.00%
60.1	Conseil scolaire de district catholique des Grandes Rivières (60A)	\$6,338,073	\$0	-\$63,381	\$0	\$0	\$6,274,692	-\$63,381	-1.00%
60.2	Conseil scolaire de district catholique Franco-Nord (60B)	\$3,508,624	\$0	-\$35,086	\$70,172	\$0	\$3,543,710	\$35,086	1.00%
61	Conseil scolaire de district catholique du Nouvel-Ontario (61)	\$6,129,787	\$71,140	\$0	\$0	\$0	\$6,200,927	\$71,140	1.16%
62	Conseil scolaire de district catholique des Aurores boréales (62)	\$801,414	\$18,991	-\$8,014	\$16,028	\$0	\$828,419	\$27,005	3.37%
63	Conseil scolaire de district des écoles catholiques du Sud-Ouest (63)	\$5,335,307	\$78,652	-\$53,353	\$106,706	\$0	\$5,467,311	\$132,005	2.47%
64	Conseil scolaire de district catholique Centre-Sud (64)	\$17,238,779	\$361,153	-\$172,388	\$344,776	\$0	\$17,772,319	\$533,540	3.10%
65	Conseil de district catholique de l'est Ontarien (65)	\$10,718,226	\$0	-\$107,182	\$214,365	\$0	\$10,825,408	\$107,182	1.00%
66	Conseil scolaire de district catholique du Centre-Est de l'Ontario (66)	\$11,308,776	\$212,403	-\$113,088	\$226,176	\$1,325,395	\$12,959,661	\$325,490	2.88%
	Total	\$803,102,994	\$2,185,966	-\$7,610,599	\$10,575,922	\$9,495,233	\$817,749,516	\$5,151,288	0.64%

Note 1: Excludes projected expenditures for provincial schools transportation (\$9.4M). This amount was included in the projected 2009-10 allocation.

Note 2: Each board's projected allocation includes an estimated expenditure amount for provincial schools transportation. In continuing with the changes to provincial schools transportation that were announced in 2006-07, the Consortium de transport scolaire, serviced by Conseil scolaire de district catholique de Centre-Est de l'Ontario, will continue to coordinate transportation for all students attending Centre Jules-Léger. Ottawa-Carleton DSB, supported by the Ottawa Student Transportation Authority, will continue to coordinate transportation for all students attending a residential program at an English-language provincial or demonstration school. Thus, transportation funding to cover these expenditures will flow directly to the two boards.

Note 3: The projected 2009-10 Transportation Allocation does not include the unallocated amount for student transportation.

Appendix B

Effectiveness and Efficiency Review - Phase 3B Schedule

Date	Consortia	Ministry Contact
April 7-8	Trillium Lakelands Consortium	Nathania Ho nathania.ho@ontario.ca (416) 325-2028
May 12-13	Huron Perth Student Transportation Services	Murray Gaudreau murray.gaudreau@ontario.ca (416) 314-9166
June 10-11	Wellington-Dufferin Student Transportation Services - Follow-up Review	Sarah Guarino sarah.guarino@ontario.ca (416) 212-3178
June 22-23	Triboard Student Transportation Services – Follow-up Review	Vanessa Szeto vanessa.szeto@ontario.ca (416) 325-4906
July 7-8	Northwestern Ontario Student Services Cooperative	Sarah Guarino sarah.guarino@ontario.ca (416) 212-3178
July 22-23	Halton Student Transportation Services	Nathania Ho nathania.ho@ontario.ca (416) 325-2028
August 11-12	Windsor-Essex Student Transportation Services	Murray Gaudreau murray.gaudreau@ontario.ca (416) 314-9166
September 22-23	Student Transportation Services of Brant Haldimand Norfolk	Vanessa Szeto vanessa.szeto@ontario.ca (416) 325-4906