



Kevin Hodgkinson  
General Manager  
Toronto Student Transportation Group  
2 Trethewey Dr  
2nd Floor Annex  
Toronto, Ontario  
M6M 4A8

### Start Up Driver Shortage

Dear Kevin,

Despite several driver engagement activities and communications throughout the summer, Stock Transportation experienced a driver shortage in our Toronto west location at school start. There are several factors that play part in the shortage, but the most significant impact came from drivers securing full time employment over the summer break. Since school bus drivers are on Employment Insurance during the summer months they do not come in to resign. The issue was identified during route selection when the drivers did not show up during their allotted time. Stock Transportation contacted the drivers only to be informed that they would not be returning. Each of the drivers had signed a form at the end of the previous school year indicating their intention to return to work.

When we realized that there was going to be a shortage we contacted the Toronto Student Transportation Group immediately to advise. In order to mitigate the disruption in service we implemented the following tactics:

- Deployed all Spare drivers onto routes
- Cancelled Charter work and deployed those drivers on routes
- Utilized drivers from other divisions within Stock
- Utilized licensed office staff to cover routes
- Transferred routes to other Stock divisions
- Sub contracted routes to taxi and other vendors with Toronto Student Transportation Group's permission
- Worked with Toronto Student Transportation Group to move routes to other carriers

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Long term we have made monumental changes in our training and recruiting programs including but not limited to the following initiatives:

- Increased number of recruiters to support the screening and onboarding process
- Advertise and target work force in areas where we are experiencing driver shortages
- Double the number of signing authorities from 16 to 32 to increase capacity and meet the training demand
- Obtained our SHARE certification from Ministry of Transportation to develop our own signing authorities as opposed to relying on third parties for certification
- Revamped training program to complete in a more timely manner
- Improved training efficiency by conducting classroom training in groups
- Set training targets and built in accountability for each trainer

We will continue to train and recruit at an aggressive rate and we won't slow down even when the last route is filled! Stock Transportation believes that students deserve the best transportation services possible and are committed to providing that service. On a go forward basis we have put corrective actions in place to ensure surety of service.

Sincerely,

A handwritten signature in blue ink, appearing to read "S. Hingston".

Scott Hingston  
Stock Transportation  
Regional Manager – Canada Central

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