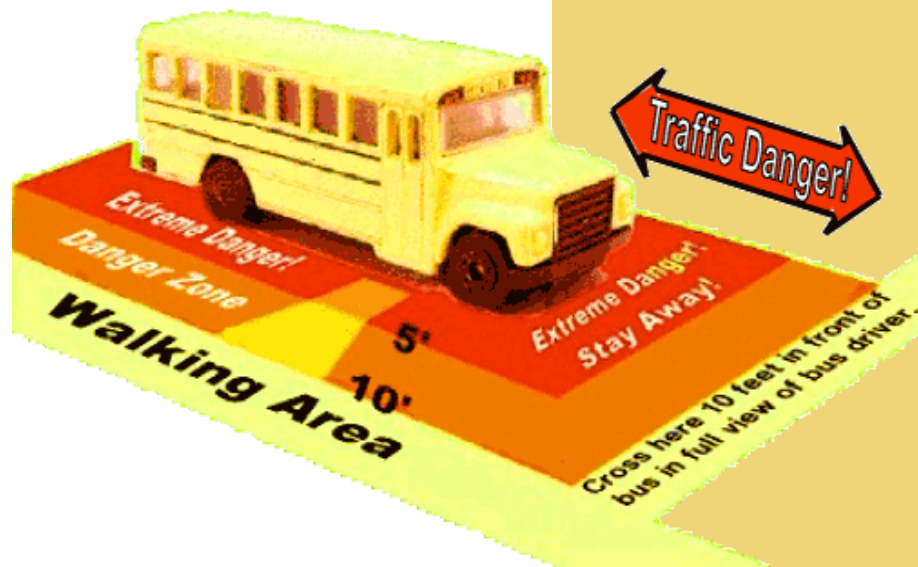


2018- 2019

Toronto Student Transportation Group



Annual Report

Prepared by the Toronto Student
Transportation Group.

Providing Student Transportation Services for
the Toronto District School Board and the
Toronto Catholic District School Board

November 2019

General Managers Report

It is with pleasure that I provide this annual report on the activities of the Toronto Student Transportation Group over the past school year. This report summarizes the activities and plans that the transportation consortium has undertaken over the past school year. The summary of data, activities, challenges, and successes is reflective of the joint transportation unit that has been supplying transportation services to the Boards for over a decade.

The 2018-2019 school year provided a few surprises for the transportation consortium. The most significant change was a result of the fire at York Memorial High School. The transportation unit's administrative building was attached to this school and forced a relocation of staff to our disaster recovery site at Our Lady of Mount Carmel. Luckily, a disaster recovery plan was in place which allowed the transportation unit to be up and running within a day of the relocation.

In contrast to the heat from the fire, the consortium experienced a significant number of inclement weather days throughout the winter. Not your normal winter storm, but add in extreme cold days and even freezing rain warnings to round out the issues that the consortium and School Boards had to deal with throughout the school year.

The consortium introduced a new transportation management software that continues to provide opportunities and challenges for the consortium. Along with the many added features available to assist transportation staff, the interconnectivity of data also provided challenges to ensure timely and accurate data was available to all our valued stakeholders.

This report highlights some of the issues, challenges, and successes that the Toronto Student Transportation Group has experienced over the past school year.

Sincerely,

A handwritten signature in black ink, reading "Kevin Hodgkinson", followed by a horizontal line.

Kevin Hodgkinson
General Manager

Mission and Vision Statement

Mission Statement

Service: To facilitate the provision of safe, secure, and consistently on-time delivery of student transportation services for those students entrusted in our care.

Cost Effective: To provide adequate, equitable, and fair services to those members that actively look for the best means to achieve cost-effective transportation solutions.

Accountable: To provide effective, efficient, and accountable solutions that meets the needs of our stakeholders.

Communications: To actively pursue initiatives that will maximize the level of service provided to our stakeholders.

Responsibility: To actively pursue economic, environmental, and social initiatives that will allow us to lead the way in meeting public demand.

Human Resources: To actively pursue programming and training that will assist staff in delivering a level of service that exceeds our shareholder's expectations.

Vision Statement

To provide and facilitate intermodal transportation solutions so that all school aged children can equally access education.



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INTRODUCTION

The Toronto Student Transportation Group (TSTG) is a consortium formed to manage and facilitate the student transportation services for the Toronto Catholic District School Board (TCDSB) & Toronto District School Board (TDSB). The TSTG provides transportation services for approximately 50,000 students in more than 800 schools and centres throughout the City of Toronto. Six different school bus operators provide more than 1800 vehicles to provide transportation services for students with a budget of just over \$100,000,000.

The consortium is physically located at 2 Trethewey Dr with a staff of 28 individuals responsible for the operation, planning, technology, and safety of transported students.

History

The TDSB & TCDSB have been sharing transportation services since 1995. Laidlaw Planning Services was originally hired to implement a computerized routing solution that optimized the TCDSB regular home to school fleet and integrate the TCDSB and North York School Boards special education routes. These two routing solutions removed over 100 buses from the road and saved the Boards over \$3.2M in transportation expenditure. Over the next eight years, the former cities making up the current City of Toronto were systematically introduced into the combined routing solution removing an additional 38 buses from the system.

In 1998, the key planning staff from Laidlaw was recruited to form the nucleus of shared transportation services provided by the Boards. The introduction of new staff was complemented by an introduction of an upgraded transportation planning management software from Education Logistics. With staff and technology in place, the Boards had the key component to managing and maintaining transportation services. Transportation staff from both Boards relocated in 2005 to the TDSB's



Trethewey facility where the operations, planning, technology, and safety units work together to facilitate and deliver transportation services. In September of 2011, the two School Boards signed a membership agreement officially creating the 'Toronto Student Transportation Group'.

A Look Back

The 2018 -2019 school year provided the Toronto Student Transportation Group with a number of challenges that not only provided obstacles but also opportunities to understand and improve the way we do business.

The Electric Bus

The Provincial Government in an effort to spear head more environmentally friendly modes of transportation provided funding for the purchase of several electric school buses across the Province. Toronto was fortunate to have two school bus operators be successful in acquisition of the pilot electric buses. Switzer-Carty Transportation was awarded a 71 passenger electric school bus while Wheelchair Accessible Transit was awarded an 18-passenger vehicle. The buses are so quiet that music has to be piped in when the bus drops to a certain speed to ensure pedestrian and other motorists are aware of the approaching vehicle. Drivers also found that the students tend to be quieter as they are not competing to speak over the normal sounds associated with diesel school buses.



One of the limitations to the new electric school buses is the operating range. The consortium worked with the school bus operators to find a bus route that operated in a confined area around the company depots. This ensured the bus was always able to complete the route and return to the depot for recharging each night.



Unfortunately, the new Provincial Government has cancelled the program so the consortium will need to investigate further, how well the electric buses performed on a daily basis to determine if they should be part of any future request for proposal of student transportation services. So be aware; if you hear what sounds like an ice cream truck coming down your street but all you see is a big yellow machine then you are probably looking at a new electric school bus.

Minimum Wage

Recruitment of school bus drivers is a difficult chore at any time. With the introduction of a new minimum wage, the school bus operators faced another hurdle. Although school bus drivers were paid more than the minimum wage there was a change to the gap in the industry. Where drivers may have been making four dollars more than minimum wage, the increase



reduced that gap to three dollars. Although there was no change to the driver wage it was perceived as a reduction if no changes were made.

Operators had to deal with two issues. One is the issue around recruitment where the applicants were looking at other minimum wage jobs with less requirements now that the gap had narrowed. The second being with the existing

work force who felt some change to remuneration was in order to maintain that gap between their working wages and those delivered at minimum wage.

All Operators understood the impact that minimum wage would have on their ability to recruit and retain drivers and all companies hiked their pay for drivers as a result. Unfortunately, in the midst of a contract there was no provision for any additional funding to be flowed through to the operators. The school bus operators should be commended for their efforts to ensure that the minimum wage did not affect their ability to recruit or retain drivers allowing them to maintain a stable level of service.

Inclement Weather

The 2018-2019 school year saw a record number of inclement weather days. The inclement weather protocol was activated on at least eight days during the winter of which four resulted in the cancellation of transportation. With global warming, the unpredictability of local weather may further affect the ability to provide safe and timely service each and every day.



Toronto saw a trifecta of weather storms including your common snow days, days where temperatures reached well into the -30 degree Celsius range, and freezing rain to complete the myriad of weather. Each of the weather elements affects student transportation in different ways. Transportation in Toronto is almost always impacted by how well traffic can flow through the city. On days when there is a massive snowstorm, travel is reduced to a crawl and travel times to get students to and from school are extended putting significant stress on



AP

students and drivers. The cold weather impacts student transportation in two ways. When the ambient temperature gets colder than -20 degrees Celsius then some diesel engines have difficulty starting. When the wind chill approaches -30 degree Celsius, there is a moderate risk of frostbite if exposed to the elements anywhere between 10 to 30 minutes. The combination of these two elements adds risk to all students who may be waiting for extended periods for the bus to

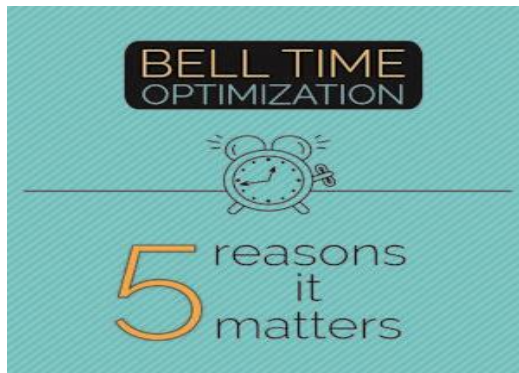
arrive. Freezing rain is somewhat self-explanatory. Buses may be coated delaying the driver from getting on the route, travel is slower, and the risk of accident is extremely heightened. Schools in Toronto rarely close due to the fact that 85% of the population lives within walking distance to a school or within close proximity to transit lines. Even when transportation is not cancelled, parents have the final say as to whether or not they wish to send their children to school given the impact that the weather may have on their children.

A Look Ahead

While successfully transporting over 50,000 students to and from school safely each and every day for another year we look ahead to the challenges and opportunities that the upcoming school years will hold for us.

Bell Time Optimization

The last time a bell time optimization was completed and implemented dates back over 20 years. A bell time optimization is the movement of the start and end times of a school to allow a more efficient coupling of school buses. Several decades ago, many schools all had a 9:00 – 3:30 bell time. With all schools starting at 9:00 and ending at 3:30 it limited the ability to reuse the school bus and make more efficient use of those assets. Coupled with a window to pick up



and drop off students we have effectively lengthened the service time to upwards to an hour. This means that one bus can now service multiple schools instead of simply serving one school. Depending on the spread of bell times and the operational window you can possibly create four tiers of service with a staggered bell time.

The initial bell time staggering did see a significant reduction in the number of buses required to provide the same level of service for students. Small

compact runs that could service large number of students allowed several runs to be created and coupled together to avoid long ride times and circular runs.

Over time, bell times have collapsed back to more standard times. Part, due to the realization that under some school staff modelling it was more cost effective to have limited standard times. Although this increased the cost to Transportation, it saved more money for the school Boards. A new bell time optimization will allow both School Boards to set what times work best for their own interests while reducing the cost of transportation overall. Working together the School Boards using new transportation software will be able to determine what bell times will provide the greatest cost savings. As with all bell time changes there is also a communication element that needs to be addresses. A school day is part of the family routine and by changing those times it may disrupt routines for some families. Any change to school bell times need to be communicated out to families and schools early enough so that they have sufficient time to alter their normal daily routines.

E-Application

One of the many concerns that the consortium faces in regards to processing and dealing with student transportation applications is myriad of forms and means by which they are submitted. It would not be unheard of to have the same application submitted 5 times to the transportation office or one form faxed, one in the courier, one e-mailed. The method by which data is exchanged from the School Board to the Consortium is in need of review. With the introduction of the new transportation software the consortium will look into the launch of an e-application. This e-application will be the sole means by which transportation requests will be processed. The data transfer of student data between the School Boards and consortium will remain in place to help minimize data entry requirements. The e-application now allows parents that are signed up on the transportation portal to complete their own forms for additions, changes, or deletion of transportation information for their children. Input masks, required fields, and back end data populated drop down boxes will ensure data consistency.



The e-application is also part of a workflow process so that all approvals are managed prior to any escalation of the form. Schools will have to approve any parent submitted requests and the transportation unit will have to approve any school requests before the application is actually forwarded to staff for processing. At any time an application does not meet the policy or is not valid for any reason an automated message will go back to the the requestor to advise them of this decision. Through workflow, all parties can monitor the request through the process so they can see where their application stands in the process. By communicating with the applicant and allowing them to see where the application is in in the process should minimize the number of calls and e-mails into the department looking for updates on the status of their application.

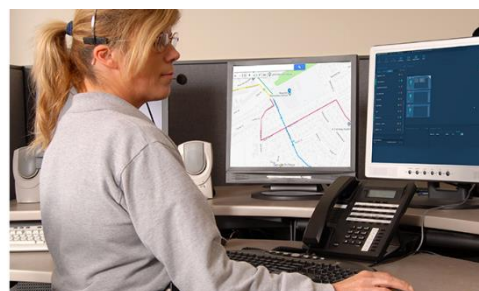
School Bus Industry

The school bus industry over the last several decades has made a number of improvements to the delivery of student transportation services. Most of those improvements are directly related to the school bus itself which makes it the safest mode of travel around. The introduction of technology and communications will be one of the biggest contributors to change in the industry going forward. GPS has already proven to be a useful tool to help both monitor and react to transportation situations but a tool for communication as well.

School Bus Industry



Unfortunately, the full value of these tools is not being leveraged and this is one area that the industry will need to address to stay current with the expectations of our transported families. It seems odd that we can track a package across the world but cannot be sure if our bus is on time or our child made to school as expected. Walking into a school operator division today is eerily the same as it was two decades ago minus the computers on the desk. Although strides have been made there needs to be an evolution in the school bus industry in order for it to remain a viable and valuable part of the school system.



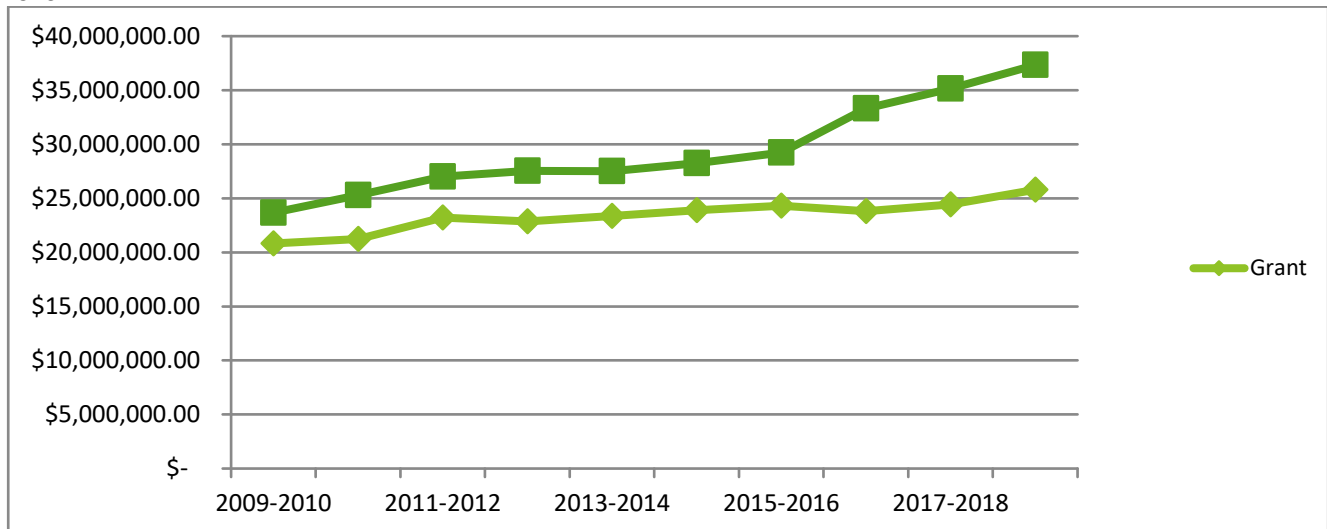
Student Transportation Services

Financial

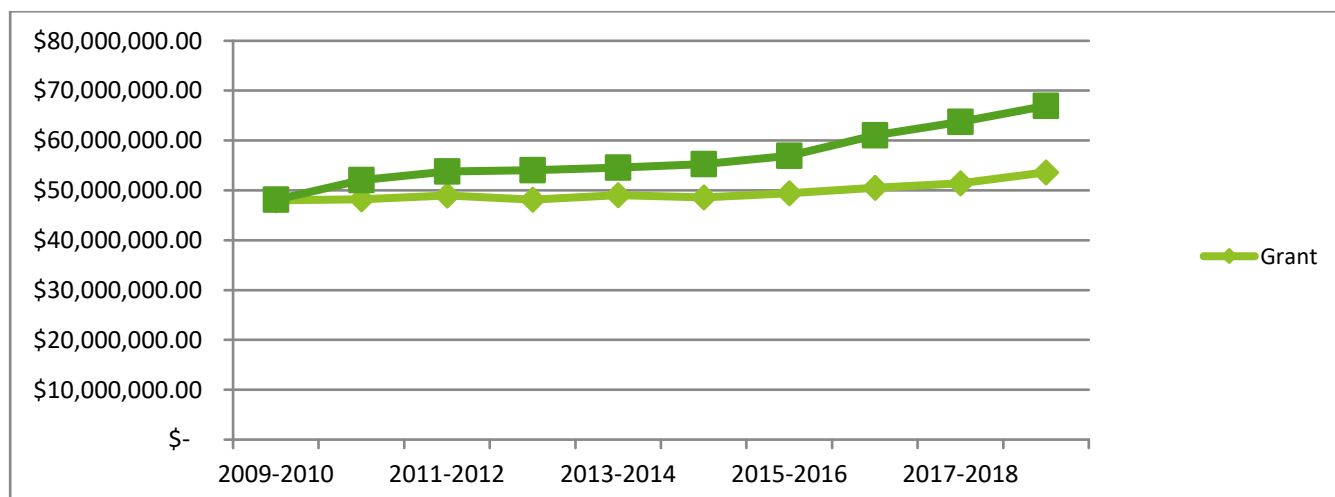
The Toronto Student Transportation Group currently spends about \$104,000,000 on transportation services for the TCDSB and TDSB. The Ministry of Education provided a transportation Grant in 2018-2019 of approximately \$25,700,000 for the TCDSB and \$53,600,000 for the TDSB. A breakdown of the transportation budget along with a historical summary of the Transportation Grant and Expenditure is displayed below:

1. Historical Transportation Grant vs. Expenditure

TCDSB

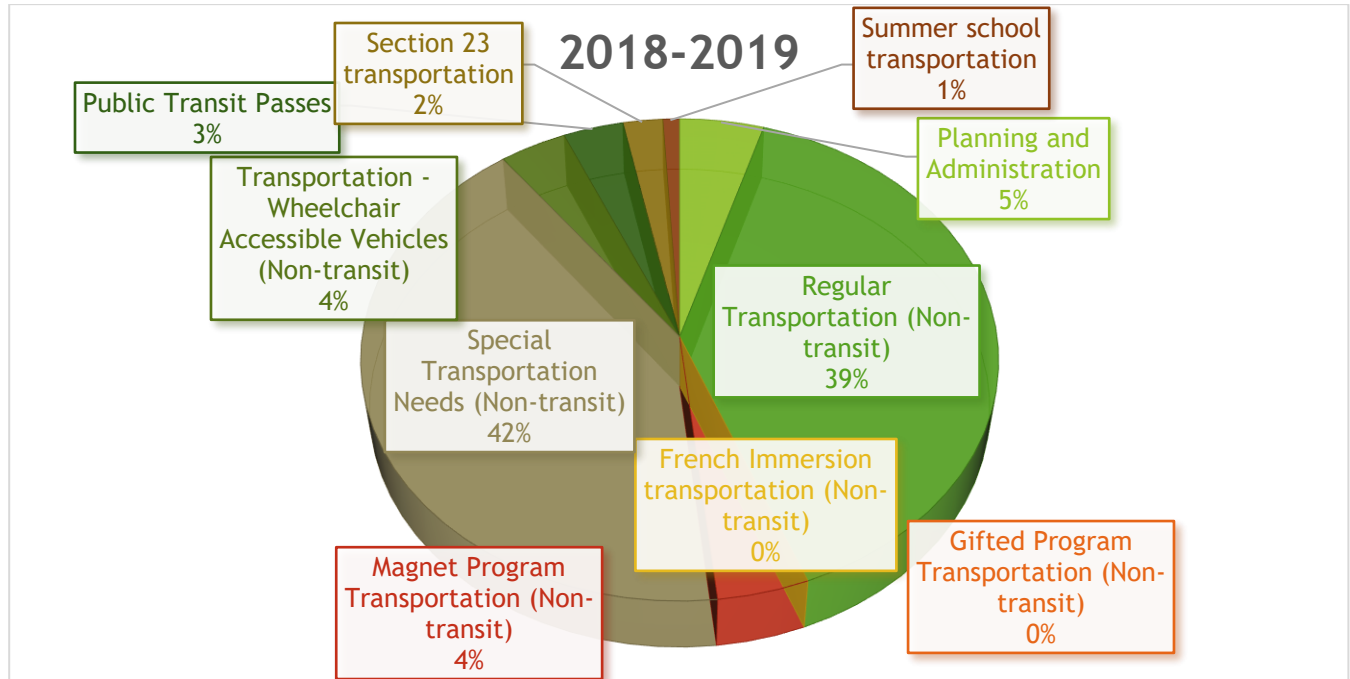


TDSB

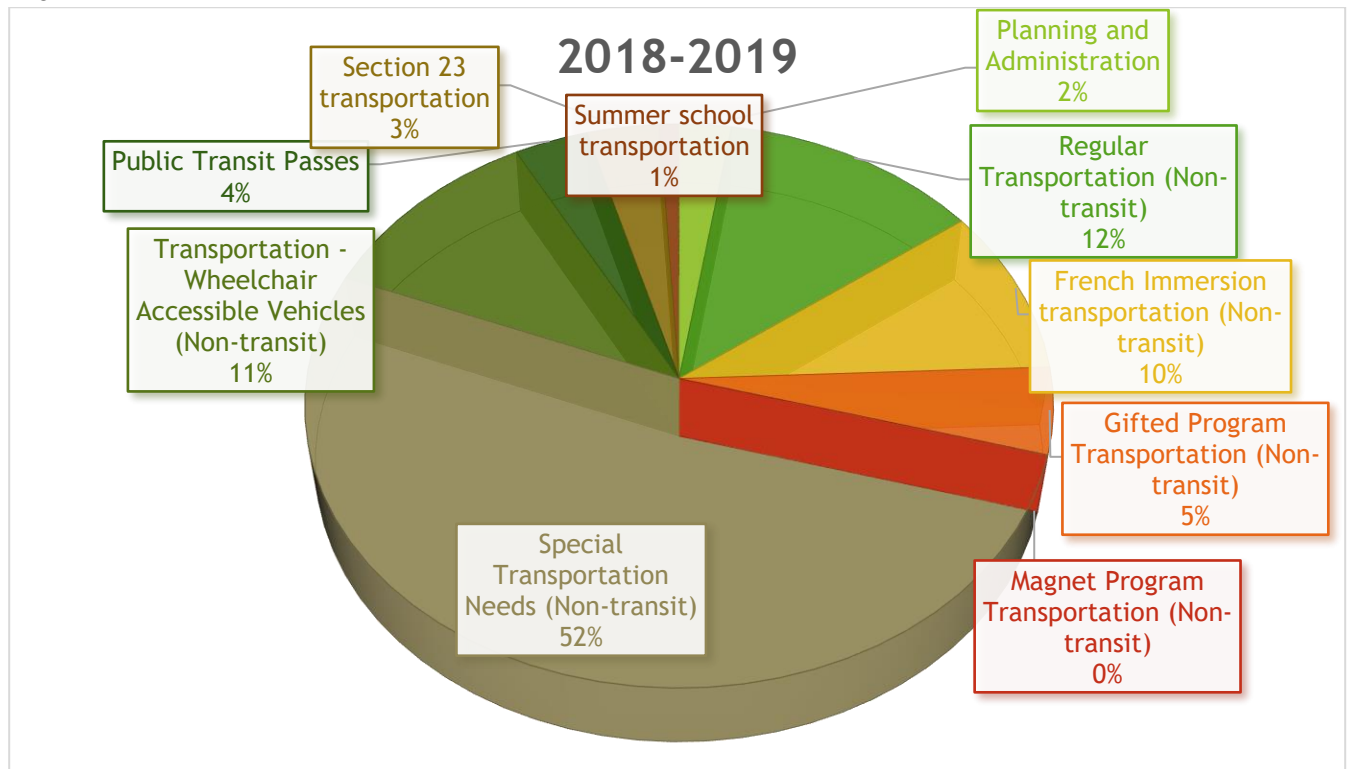


2. Transportation Expenditure by Area

TCDSB

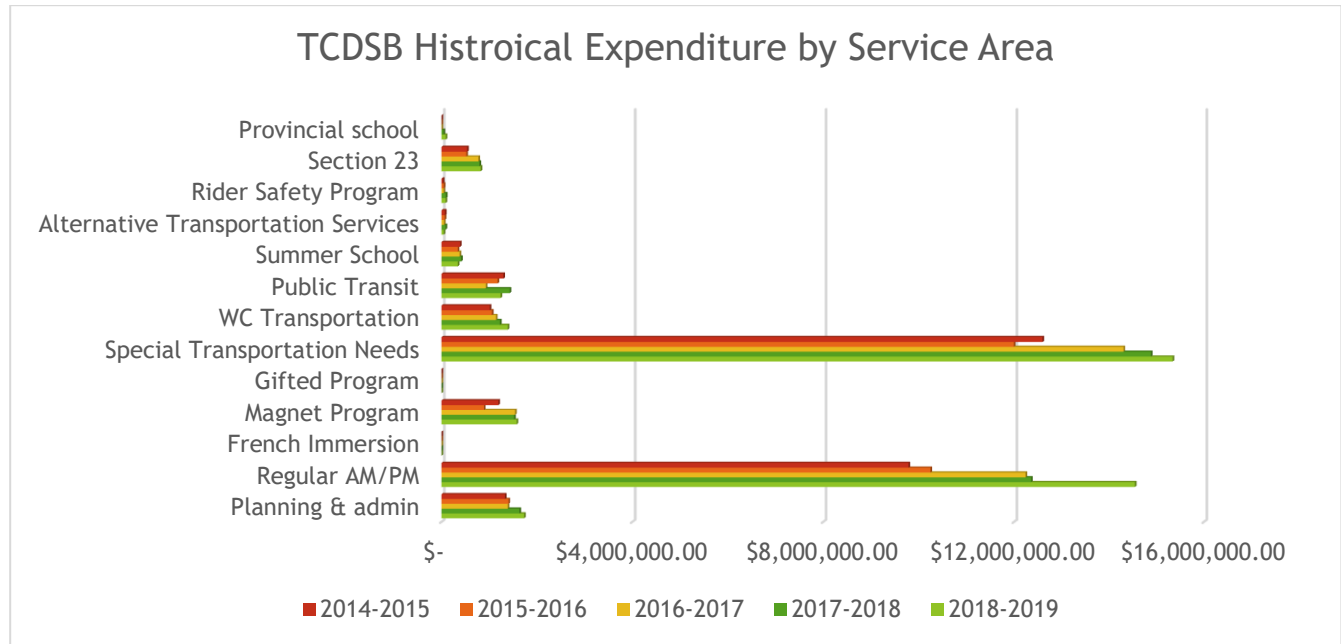


TDSB

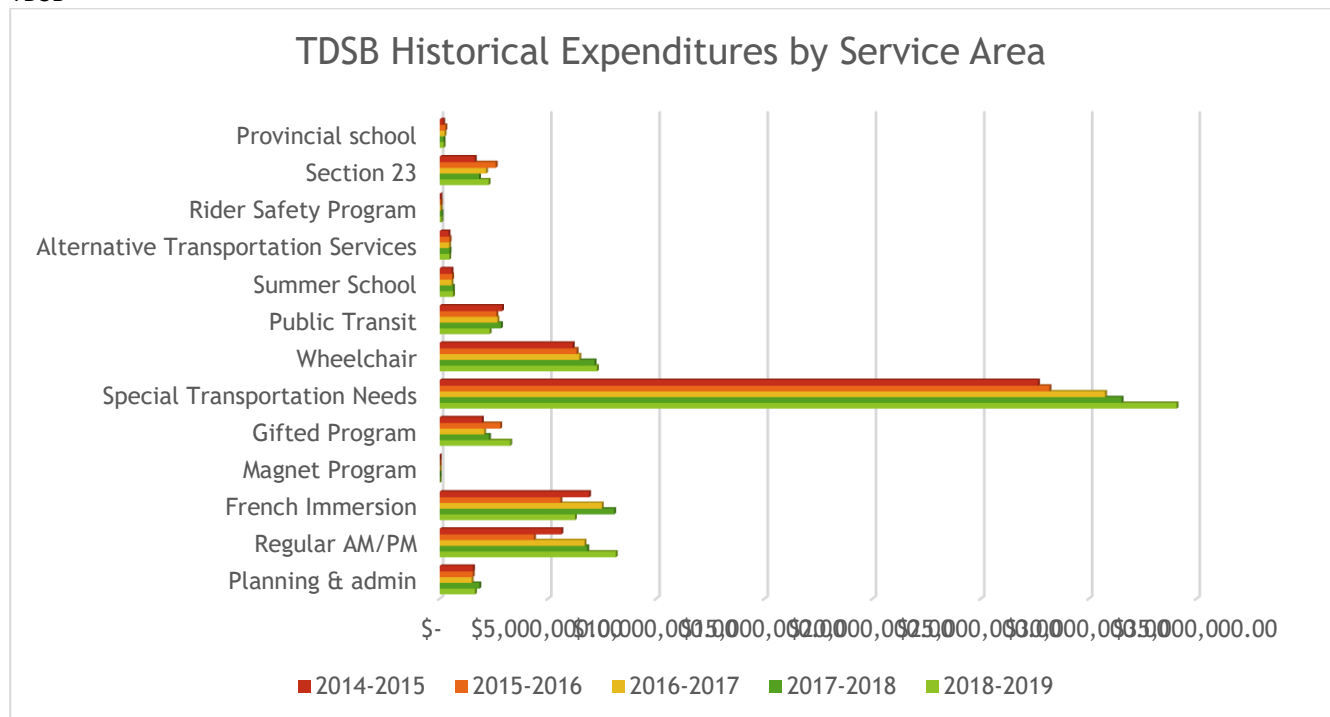


3. Historical Summary of Transportation Expenditure 2013 - 2019

TCDSB



TDSB



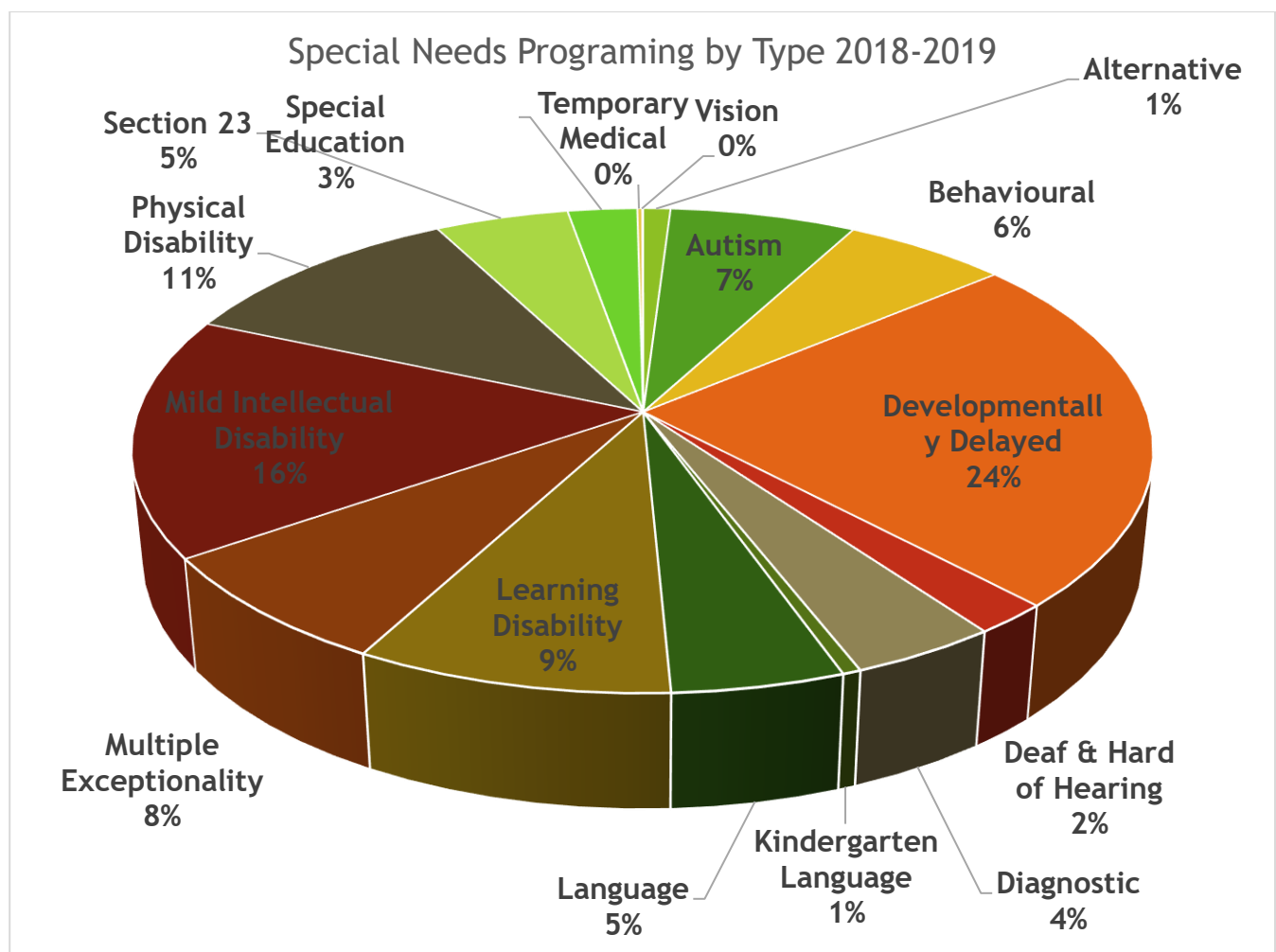
Programming

The TSTG services a large and dynamic student population within the City of Toronto. A majority of funding dollars is directed towards the student transportation services for students with special needs. Unique needs, geography, and modified program hours are just some of the factors impacting the delivery of transportation services for students with special needs. French Immersion, Gifted, and specialized withdrawal programs also contribute to the complexity involved in transporting students.

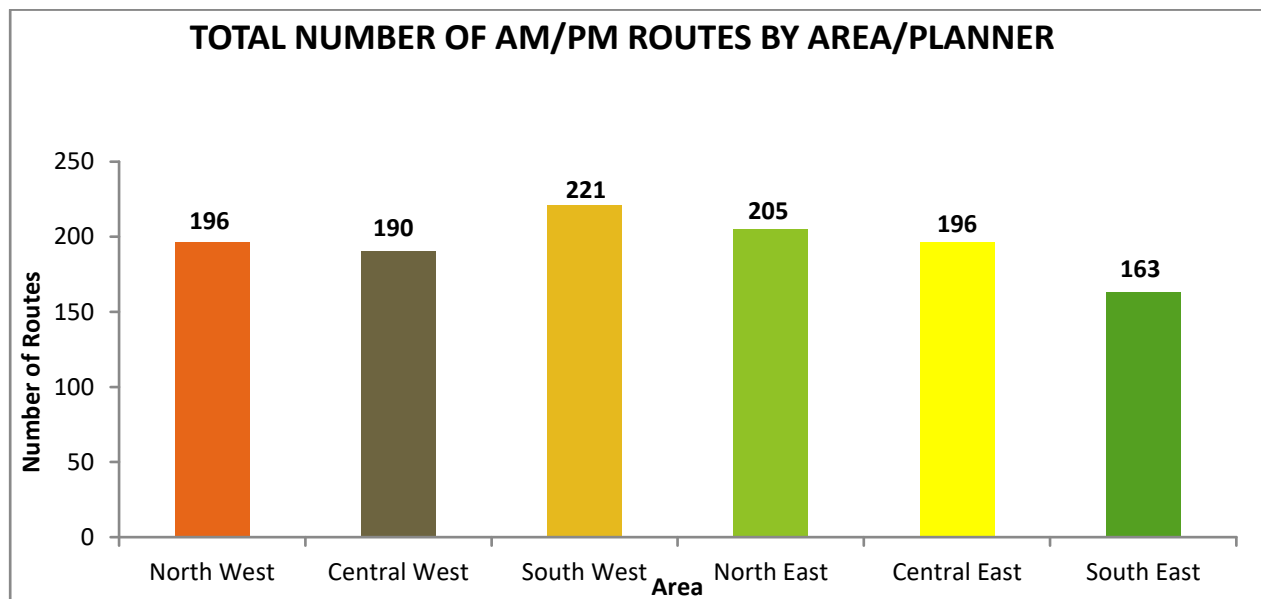
Special Education

Transportation for students with special needs has continued to grow from year to year. Given the geographic diverseness of this student population there is a significant expenditure required to ensure the safe and timely delivery of these students to their program locations. The following graph shows the percentage of students receiving transportation by program.

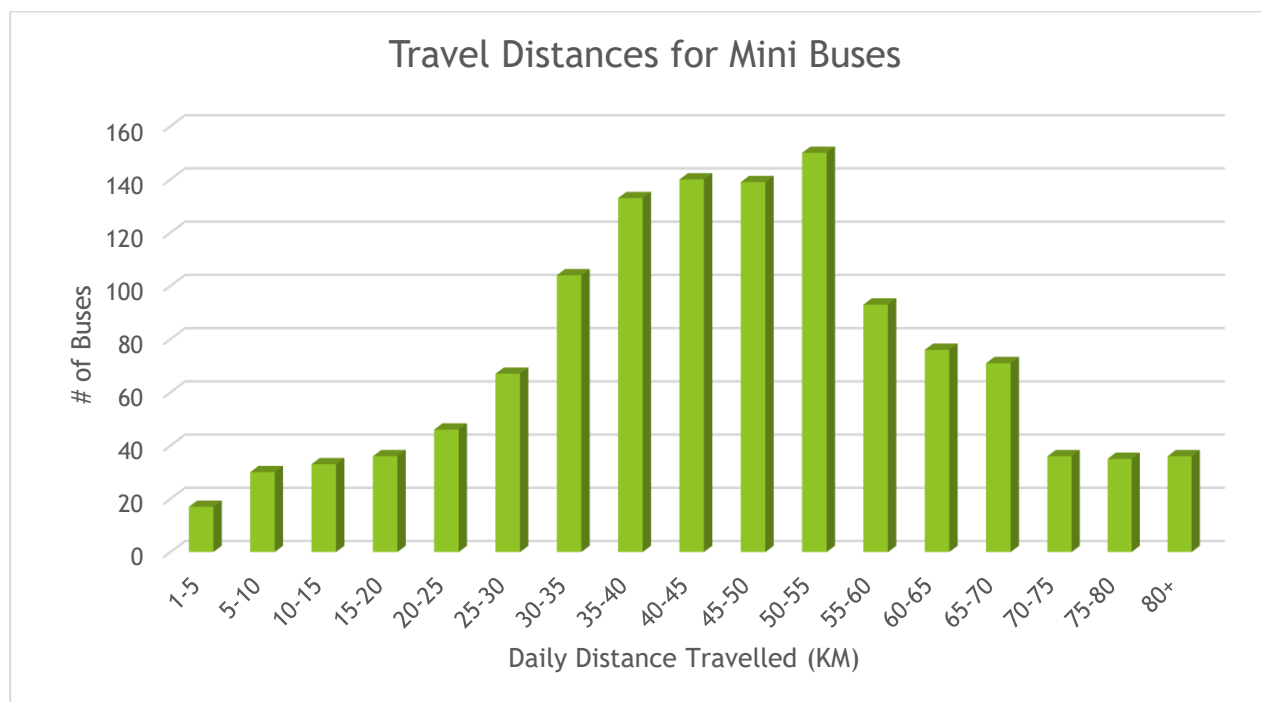
4. Transportation of special needs students by programming type



5. Breakdown of Sped routes by Area



6. Travel Distances for Mini Buses



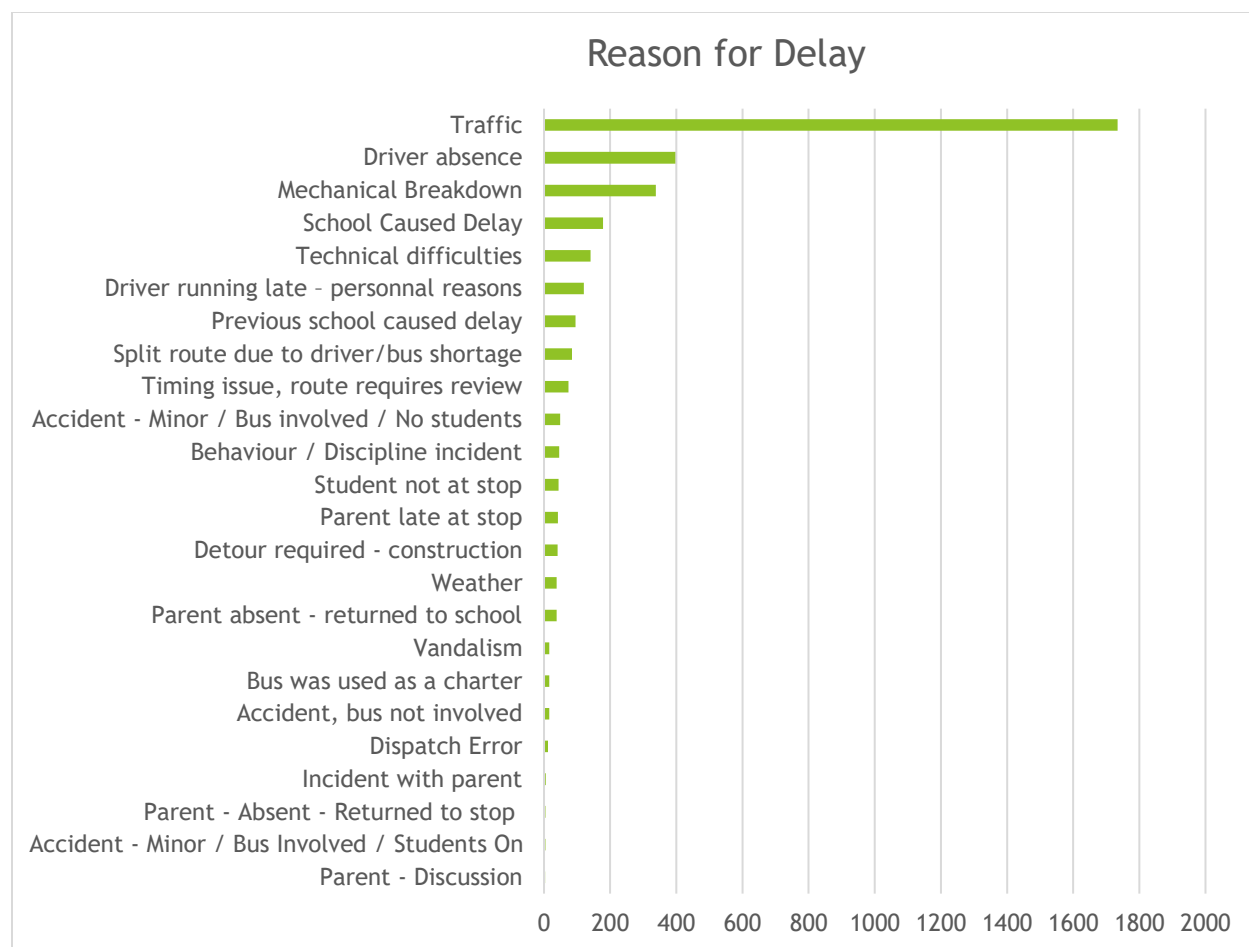
Operations

The transportation operations unit is responsible for the on-road delivery of transportation services. Staff facilitates the communication of planning changes, monitors school bus operations, evaluate operator qualifications and performance, and resolve operational problems. Operational staff uses a number of resources to help monitor the integrity of the transportation system and our performance.

Level of Service

As part of the Consortiums annual review of routes, statistics are collected that identify trends in terms of how well services are provided. The most direct information is from schools and parents through surveys but there are also indicators that can be used to better understand service levels.

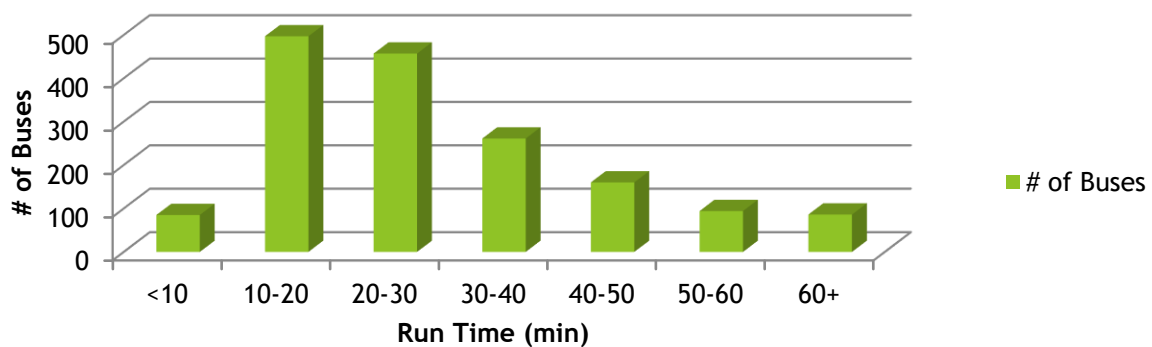
7. Delay Portal



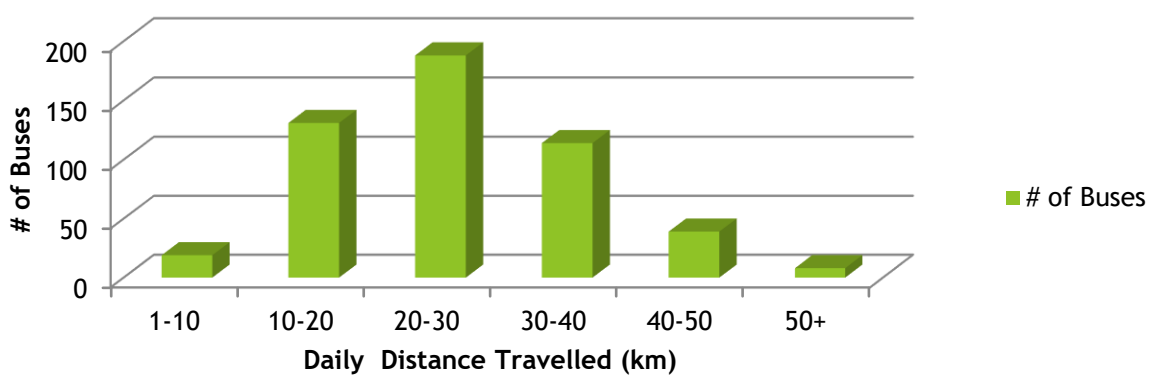
8. Service Level Indicators

For large capacity buses the routing methodology that provides the most cost effective solution given the geography and student density is the coupling of runs. This means that bus runs will service one school community and then proceed out again to service another school community. This maximizes the use of the bus while improving the level of service for students.

Run Times for Students on Full Size Vehicles



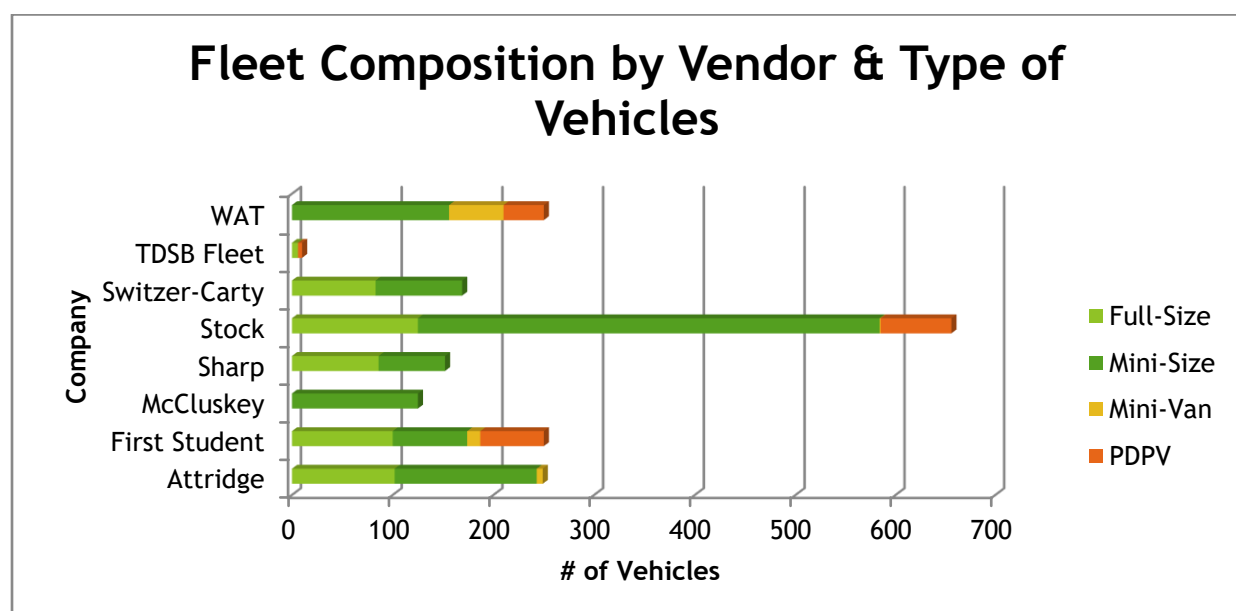
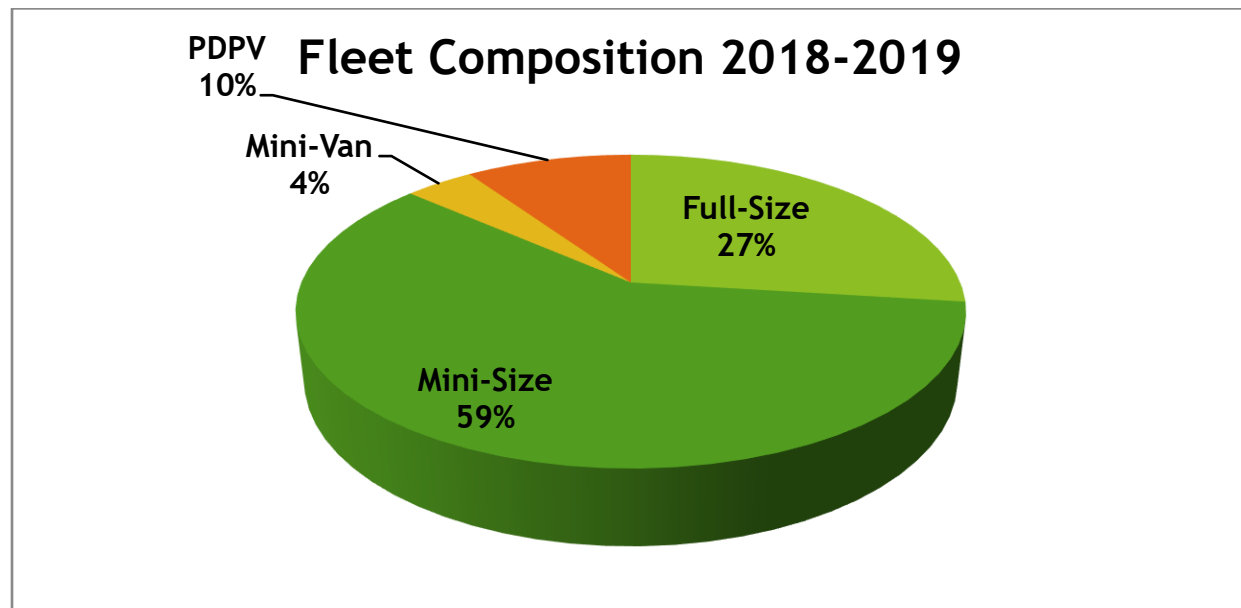
Daily Distance Travelled by Full Size Vehicles



Operators

The Toronto Student Transportation Group secures transportation through a competitive procurement process. The 2016-2017 school year was the first year of a new contract with a term of six years plus two one-year options. The following chart highlights the number of Operators by division that are providing service for the TSTG in 2018-2019.

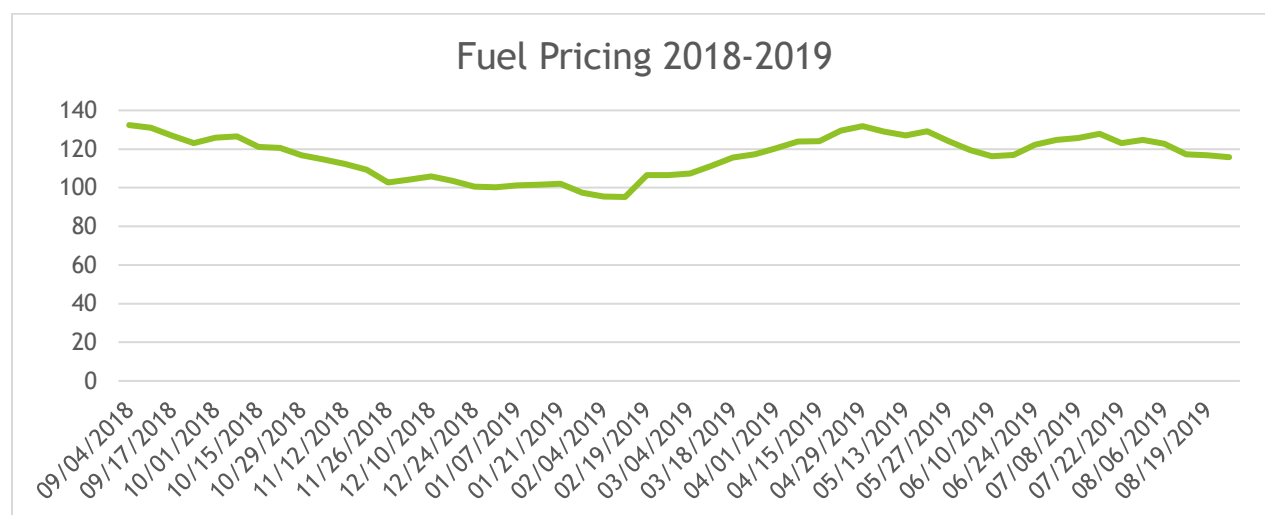
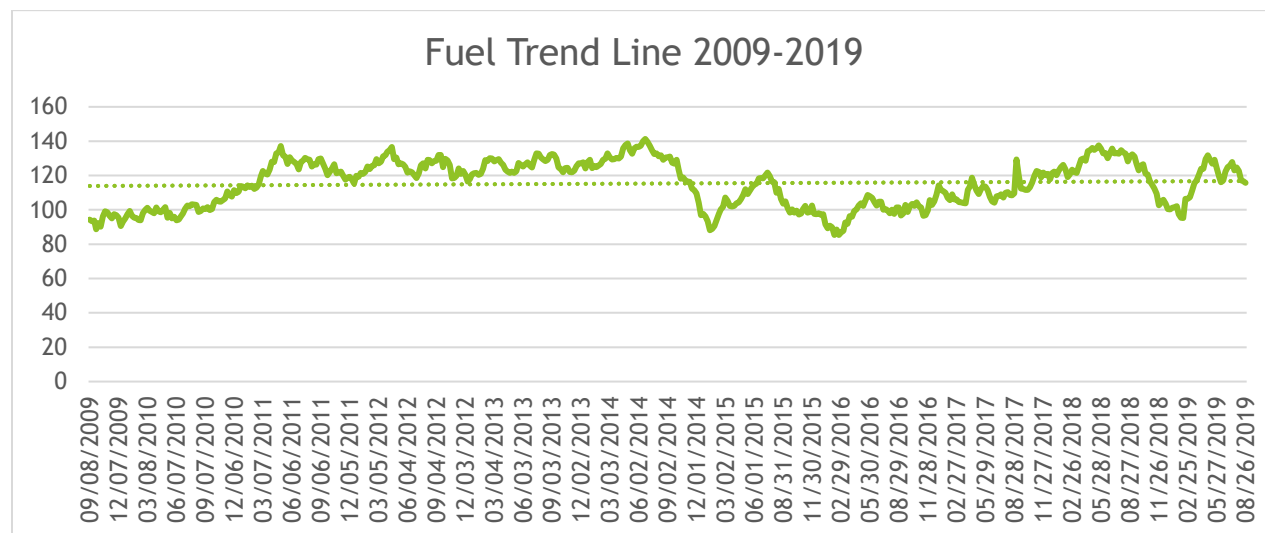
9. Breakdown of contracted fleet



Fuel

One of the most volatile and unpredictable elements to funding transportation services is the costing for fuel. Both gas and diesel type vehicles using various engines with different fuel economy travelling varying distances generate different costs to be funded. Although the trend over the last 5 years has shown a slow and steady increase, the yearly variances have been dramatic. The following chart highlights the fuel costs over the years.

10. Fuel Trend over the last 10 years



Operator KPI

As a means to monitor school bus operator performance, a key performance indicator package is submitted by the operators to the Consortium each week. The statistics provide an overview of how well operations are proceeding at each individual division. In cases like below where 'open coverage' is positive, the department is aware of operational deficiencies at the division and can take steps to address the situation.

1. Key Performance Indicators used to track Operator contract compliance and performance

Open Routes and Open Coverage provide us a snapshot view of our Operators ability to provide the service they have been contracted to provide. Although Open Routes refers to how many routes do not have a permanent driver the Operators are able to use spare drivers, as required by the contract, to cover off routes that are open due to driver illness or on a leave. Open Coverage is indicative of how well an Operator can provide services since it shows how many routes are run without a driver since the spare complement and driver book-off exceed the company's ability to cover the route. Anything positive in this area indicates a concern that the TSTG would need to address with the Operator. In these cases, some options include the removal of bus routes from an operator and/or additional financial penalties to ensure that service is provided as contracted or that the Boards receive remuneration for services that are not rendered.

Items highlighted in Orange and Blue indicated values that fell outside a standard deviation either above or below the average. Consortium staff use the information collected from the 'Key performance Indicators' to work with the carriers to address those concerns or where in a positive situation try to transfer the best practices to those carriers that may have struggled in these particular areas.

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Weekly Operator Status	FX	AT	FM	MC	SH	SC	SN	ST	SY	SW	TD	FT	WA	Sys Avg
Total Number of Routes Servicing Toronto (AM/PM)	22	249	70.0	123.5	150.1	249	149	214	48	164.4	12	156.5	227.0	151.0
Total Number of Routes Servicing Toronto (Noon)	0	33	0.0	115.6	0.0	9	3	7	0	1.9	1	8.9	39.0	18.2
Grand Total Of Routes (Sum of two above)	22	282	70.0	239.1	150.1	258	152	221	48	166.3	13	165.3	266.0	169.2
Total number of weekly Trips	220	0	695.0	1225.2	1489.7	2313	1424	2031	453	1632.6	117	1553.3	2249.4	
Open Routes - Yellow	0	7	4.8	3.3	4.0	3	5	12	3	2.8	0	2.9	1.1	4.1
Open Routes - Wheelchair	0	0	0.0	0.0	0.0	0	0	0	0	0.0	0	2.2	2.0	0.4
Open Routes - Mini Van	0	0	0.0	0.0	0.0	0	0	0	0	0.0	0	0.0	0.0	0.0
Open Routes - (please specify each individual route below)	0	7	4.8	3.3	4.0	3	5	12	3	2.8	0	5.1	3.1	4.5
Open Routes (percentage of AM/PM routes)		3%	7%	2.7%	3%	1%	4%	6%	5%	2%	0%	3%	1%	3.1%
Number of drivers in training this week	2	1	2.0	5.1	11.7	6	4	5	4	2.6	0	2.7	2.2	3.8
Number of additional licensed drivers this week	1	0	0.3	1.1	0.9	1	1	1	1	1.1	0	1.4	0.6	0.7
Number of drivers who have left company this week	0	0	0.4	1.2	0.6	1	1	1	0	0.4	0	1.0	0.7	0.5
Driver Turnover Accumulated	1	0	8.6	18.6	9.5	7	11	12	5	8.0	0	15.6	9.3	
Driver Turnover weekly (percentage of am/pm routes)	0.0%	0.0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0.4%
Driver Turnover Accumulated Annual %	4.5%	19.0%	12%	15%	6%	3%	8%	5%	10%	5%	0%	10%	4%	
Number of Collisions	1	0.0%	0.5	0.3	1.2	1	1	1	0	0.7	0	0.7	0.2	0.5
Number of Collisions - Accumulated	4	0	6.6	4.3	17.3	9	10	7	2	11.5	0	11.5	0.7	6.7
Number of Collisions reported in TRACS	1	32	0.4	0.2	0.9	0	1	0	0	0.7	0	0.6	0.2	
Collisions (as a percentage of am/pm routes)	4.5%	0.0%	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0.3%
Number of 'Missing Students' Reported	0	0	0.0	0.0	0.0	0	0	0	0	0.0	0	0.0	0.0	0.0
Number of 'Returned Students' (no supervision at stop)	0	1	16.2	0.1	15.1	1	0	1	0	4.5	0	0.0	0.0	3.2
Number of 'Incidents' (other than bill157)	0	0	0.0	0.0	0.0	1	0	0	0	0.0	0	0.5	0.0	0.1
Number of 'Bill 157 Incidents'	0	0	0.0	0.0	0.1	0	0	0	0	0.0	0	0.0	0.0	0.0
Number of Late Routes - Weather/traffic related	0	17	25.8	9.9	58.3	57	26	23	17	7.3	0	34.4	16.0	24.3
Number of Late Routes - Operational related	2	8	10.5	3.6	30.3	32	6	23	2	1.4	0	10.7	2.7	10.9
Number of Late Routes - Planning related	0	0	0.0	0.3	3.7	1	1	0	1	0.0	0	3.1	0.0	0.8
Number of Late Routes - School related	0	1	9.0	0.8	15.9	8	3	3	3	1.2	0	6.3	0.2	4.3
Late Routes (as a percentage of am/pm routes)	0.9%	10.0%	5%	1%	6%	4%	2%	2%	4%	1%	0%	3%	1%	3.3%
Number of Breakdowns	0	3	4.1	0.7	2.8	13	6	11	4	0.5	0	8.1	1.3	4.5
Number of Breakdowns - Accumulated	13	133	52.5	10.0	35.2	176	75	142	54	8.5	0	108.8	11.6	
Number of Breakdowns (percentage of am/pm routes)	0.0%	1.2%	6%	1%	2%	5%	4%	5%	8%	0%	0%	5%	1%	3.2%
Number of spare drivers	3	10	4.0	7.5	8.0	12	10	10	7	2.8	4	7.1	14.0	8.0
Number of routes covered by taxi/subcontract	0	0	0.0	0.0	4.7	0	0	0	0	3.7	0	0.0	4.9	1.1
Number of other available drivers (only days when spare < routes)	0	5	4.3	0.0	0.0	15	1	34	3	18.6	0	17.2	1.9	8.3
Number of Split Routes Am	0	0	0.1	0.0	11.7	10	6	21	0	5.8	0	1.4	2.6	4.9
Number of Split Routes Pm	0	0	0.1	0.0	15.8	12	7	23	0	5.8	0	1.4	2.5	5.6
Total Number of Split Routes	0	0	0.1	0.0	27.5	22	13	44	0	11.6	0	2.7	5.1	10.5
Number of charters performed with school route buses	0	0	48.6	0.0	13.2	0	0	10	0	87.0	20.125	8.0	1.1	15.7
Number of spare vehicles	2	18	15.0	15.0	6.8	35	18	18	5	19.3	4	17.0	14.0	15.4
Number of book offs (last week total) AM	0	5	3.6	6.7	14.6	53	16	29	6	11.5	14.0625	20.0	2.3	15.2
Number of book offs (last week total) Noon	0	1	0.0	1.8	1.6	0	0	0	0	0.0	0	0.3	0.3	0.5
Number of book offs (last week total) PM	0	5	4.8	6.6	14.8	56	16	30	7	11.5	14.375	19.3	2.4	15.6
Book Offs as a % of total routes	0.0%	0.5%	2%	1%	2%	6%	3%	3%	4%	2%	30%	3%	0%	4.7%
Percentage of Spares (5% contract minimum)	13.6%	4.0%	6%	6%	5%	5%	7%	5%	14%	2%	33%	5%	6%	8.1%
Open Coverage	-15	-50	4.5	-14.3	-27.8	-2	-8	4	-18	-24.3	-5.625	-8.1	-77.5	-18.9
1 standard deviation above average														
1 standard deviation below the average														

Transportation Planning

The transportation-planning unit is responsible for the design and maintenance of the school bus routes. As a means to create an effective and efficient transportation system staff utilize GIS based technology to schedule and move students and buses throughout the City of Toronto. The strategic stratification of bell times in conjunction with the optimization of bus runs lays the foundation to increase the level of service provided to our families while minimizing costs.

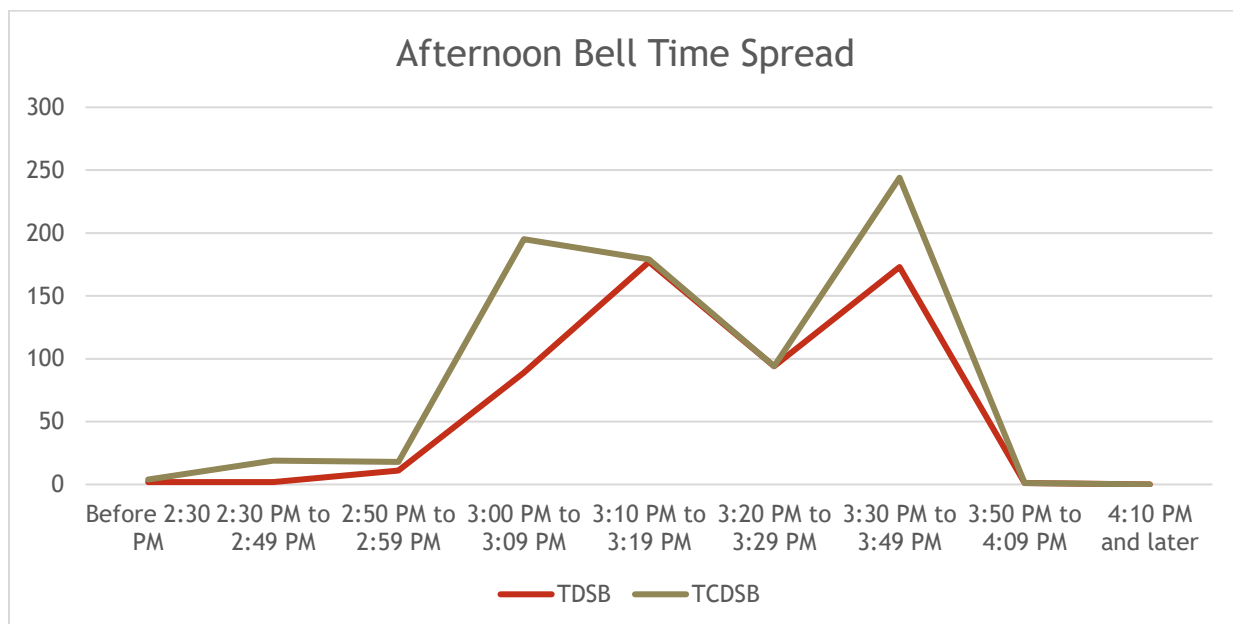
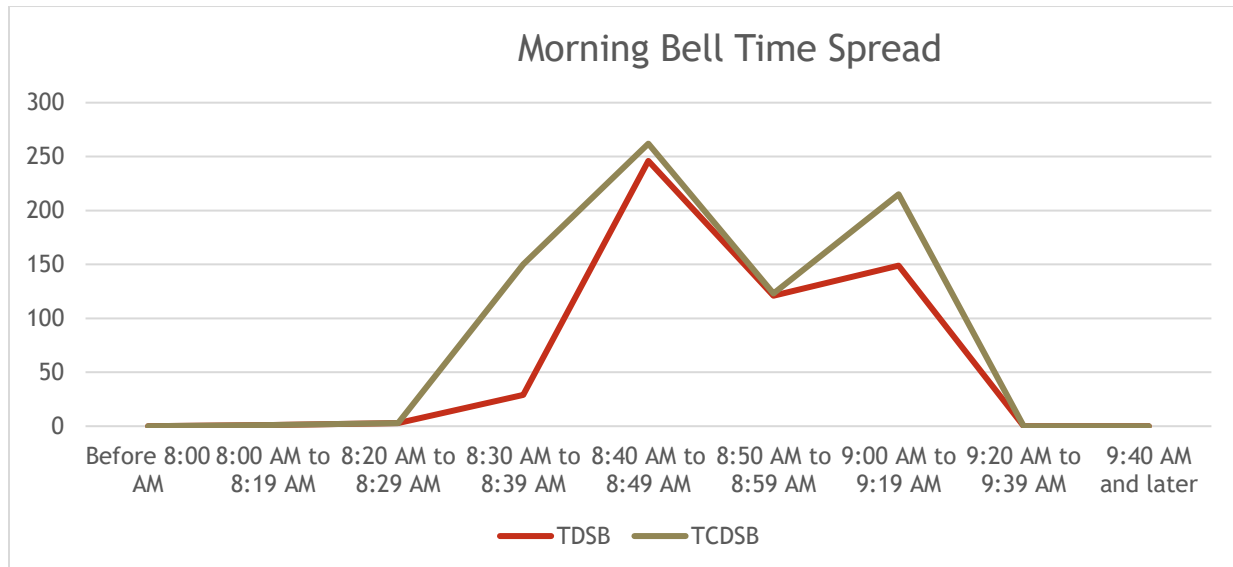
Bell Times

One of the core planning attributes to creating a successful transportation system is the ability to manage and stagger school bell times. The staggering of bell times allows for the coupling of bus runs thereby reducing the number of buses required. The TSTG has input on school bell times, however, the ultimate decision rests with the school/senior management team. A snapshot of bell times highlighted below shows the current am staggering of buses throughout the city. Clearly, strategic staggering of bell times would offer further savings to the Schools Boards as the current times are closely clustered together.

2. Bell time stratification for Toronto schools

Morning Bell Time				Afternoon Bell Time		
AM Range	TDSB	TCDSB		PM Range	TDSB	TCDSB
Before 8:00 AM	0	0		Before 2:30 PM	2	2
8:00 AM to 8:19 AM	1	0		2:30 PM to 2:49 PM	2	17
8:20 AM to 8:29 AM	3	0		2:50 PM to 2:59 PM	11	7
8:30 AM to 8:39 AM	29	121		3:00 PM to 3:09 PM	89	106
8:40 AM to 8:49 AM	246	16		3:10 PM to 3:19 PM	177	2
8:50 AM to 8:59 AM	121	2		3:20 PM to 3:29 PM	94	0
9:00 AM to 9:19 AM	149	66		3:30 PM to 3:49 PM	173	71
9:20 AM to 9:39 AM	0	0		3:50 PM to 4:09 PM	1	0
9:40 AM and later	0	0		4:10 PM and later	0	0
Total # of Schools	549	205		Total # of Schools	549	205

3. Bell Time Distribution



Safety

One of the primary conditions for the transportation of students is that they are provided a safe trip to and from school. A dedicated safety officer oversees the deployment of various school bus safety programs, ensures schools and bus operators are following proper school bus safety practices, and audits runs and routes to ensure drivers have the proper qualifications and are following routes as planned.

School Bus Safety Program

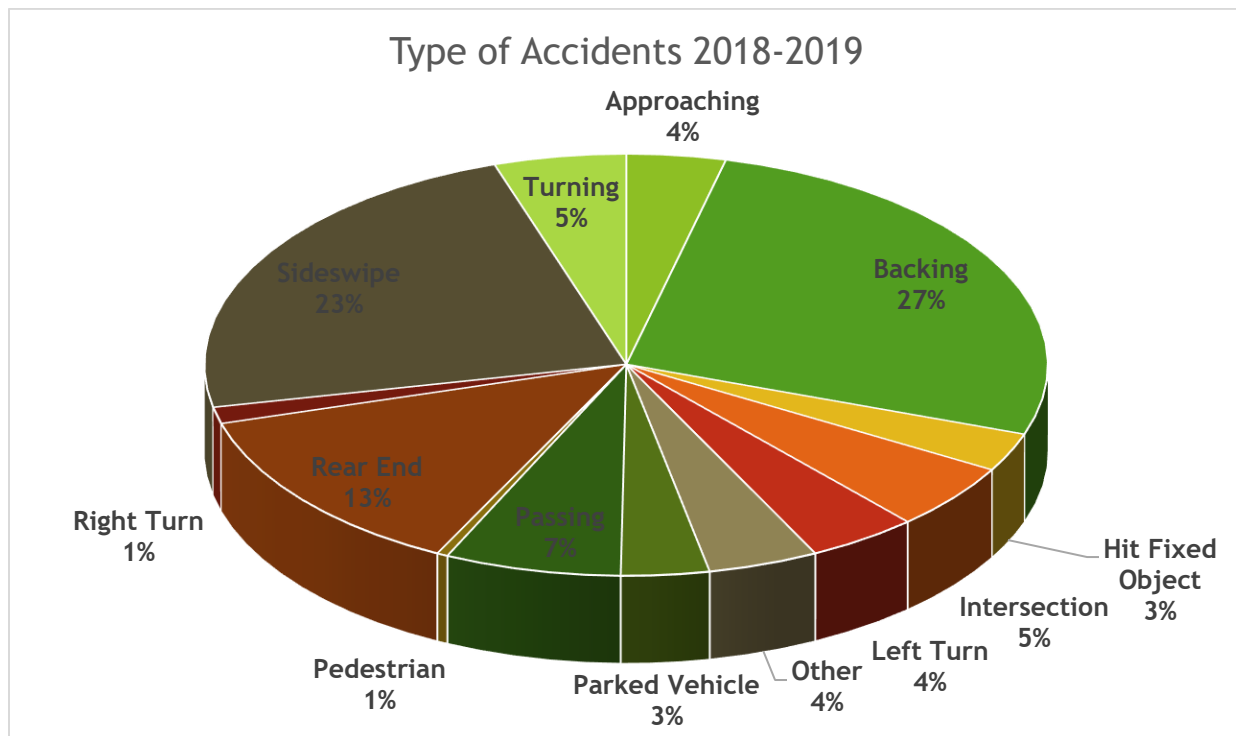


The Toronto Student Transportation Group provides a number of transportation safety programs in order to educate our students, families and the general motoring public. The in-school program has been in place since 1993 and services approximately 20,000 students each year.

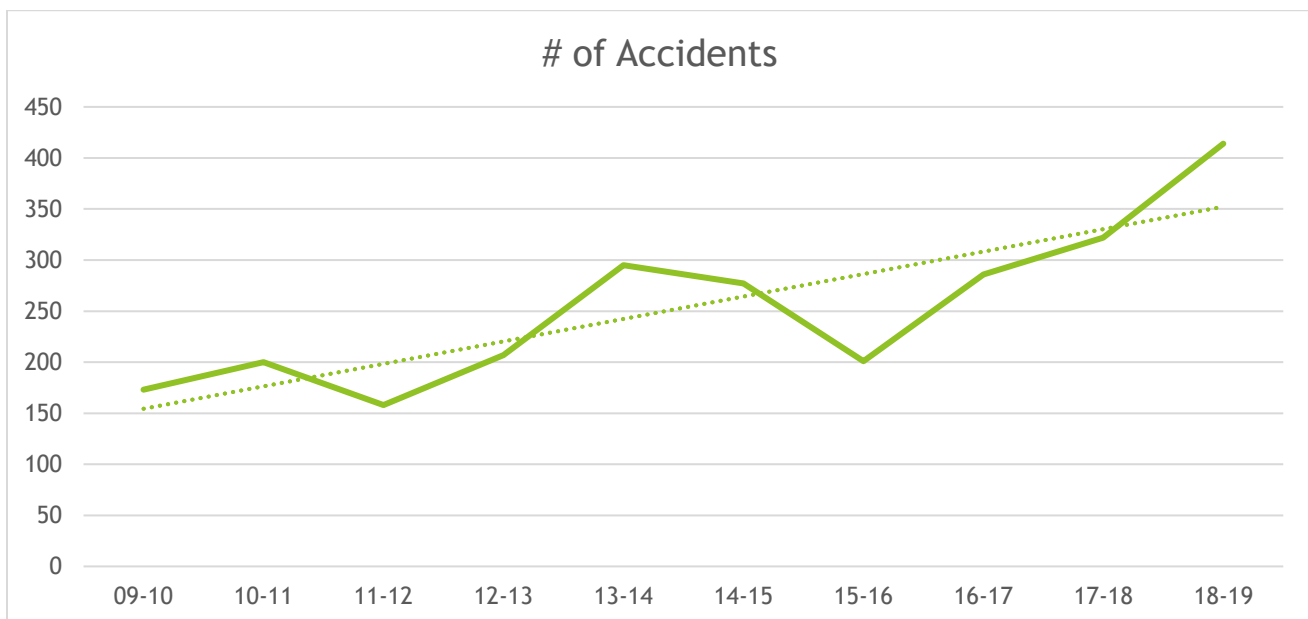
Accident Statistics

School bus accident statistics provide an insight into the type of accidents taking place on the road along with the conditions from which these accidents take place. The reduction of accidents and improving the safety of students in and around the school bus can be achieved through the review of accident statistics.

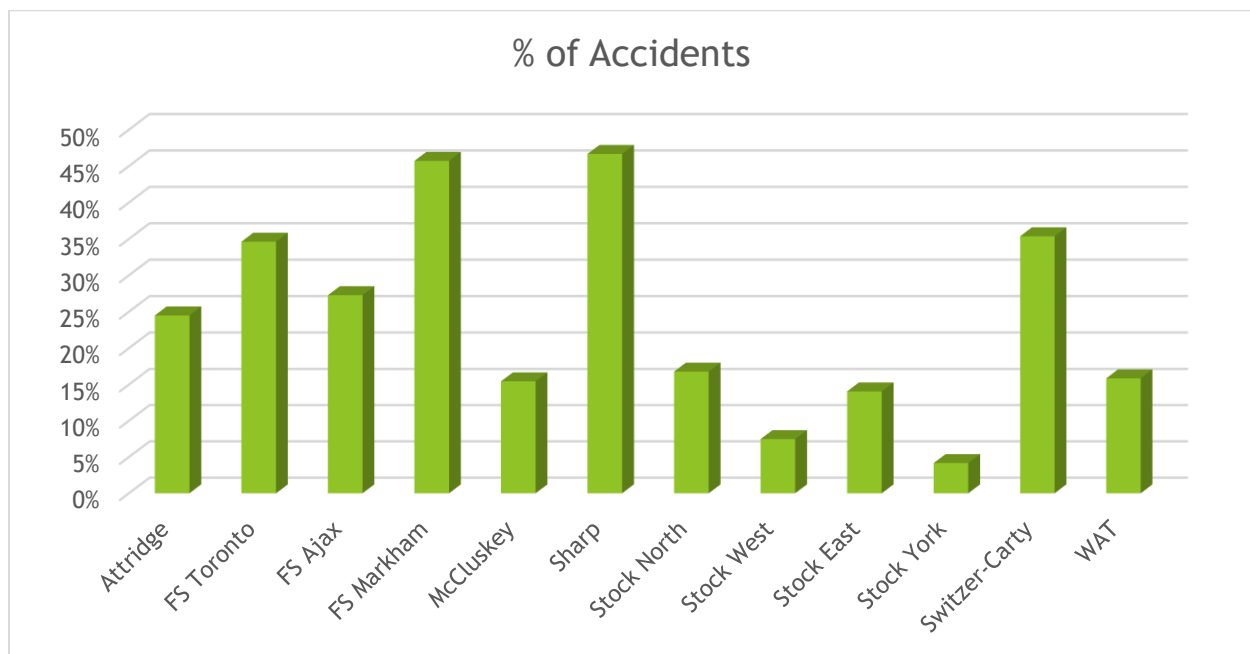
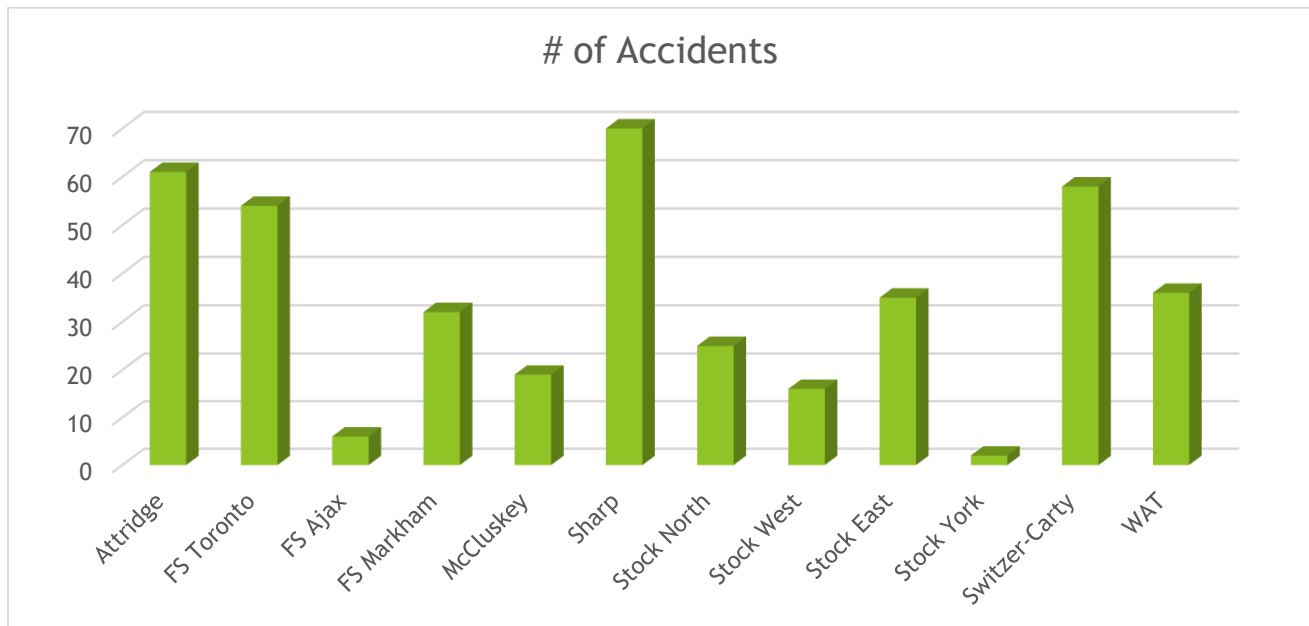
4. Conditions impacting school bus accidents



5. Year over year summary of accident statistics



6. Accident Statistics by division



Incidents

In terms of dealing with behavioural or other small incidents on the school bus, a 'pink slip' system is used to communicate these issues to the school Principal so that they can be addressed. If a student continues to misbehave on the bus and they receive multiple pink slips the school Principal may remove the student from transportation for a defined period of time.

When something happens on the bus that is not considered a minor incident then the bus company will document the issue as an incident. This may include a number of issues including violence, vandalism, or some other act that needs immediate attention. Incidents on the school bus are trending higher as per the graph below and one of the reasons why recruitment of school bus drivers is becoming increasingly harder. Data in the 2014-2015 school year as reported by two carriers has created an anomaly within the dataset. It is likely that all incidents regardless of severity were reported in that year by these two carriers.

