

2014-
2015

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 2015

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'Appendix B'

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.

As the TSTG continues to evolve and in keeping with our Mission and Vision we look to our safety initiatives as a key piece to delivering student transportation services. The transportation of students to and from school is no minimal task and ensuring their safety is paramount. The Consortium will look to the Ministry of Education for further transportation dollars to support school bus monitors as another means to help keep our students safe. These monitors would not only relieve the driver of this responsibility and allow them to concentrate on driving but help manage student behaviour on the bus and minimize the risk of students departing the bus at bus stops without proper supervision.

One of the concerns identified in our strategic plan is the ability to 'transfer knowledge' when new staff are hired. The TSTG welcomed a few new individuals into the organization and the consortium was able to assess whether the tools available to new staff were adequate to ensure they could quickly and confidently move forward. Reorganizations in the Operations unit also helped to not only open up the office physically but a means to better service our stakeholders.

Toronto may be one of the most difficult marketplaces in the Province of Ontario to recruit and maintain school bus drivers. The Toronto area always seems to be in a pinch when it comes to ensuring we have sufficient drivers to cover all our school bus routes. This has triggered some discussions with our Operators and other non-traditional transportation providers in ways to help bridge the gap that provide advantages to all parties and helps to maintain the level of service we provide to our 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 that reads "Kevin Hodgkinson". The signature is written in a cursive style and is 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.



Vision Statement

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 shareholders expectations.

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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 49,000 students in more than 800 schools and centres throughout the City of Toronto. Six different school bus operators provide more than 1700 vehicles to provide transportation services for students with a budget of just over \$83,000,000.

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 2014 -2015 school year provided the Toronto Student Transportation Group with a number of challenges that not only provided obstacles but opportunities to understand and improve the way we do business.

Cancelled RFP

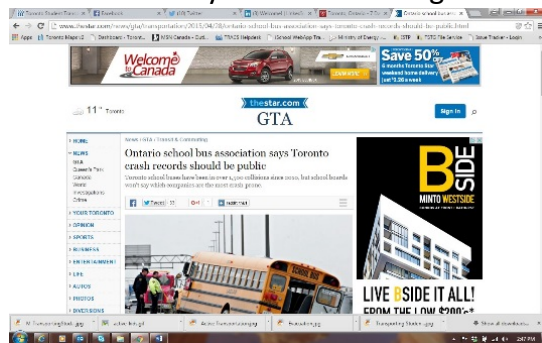
The current contracts with our transportation providers expired in 2013 and was renewed for a one year term based on the existing terms and conditions. The delay in going out to the marketplace revolved around the current state of transportation procurement in the Province as there was a legal case before the courts concerning the requirement of consortia to undertake a competitive procurement process to secure transportation contracts. The case is still before the courts and the consortium could no longer wait for an outcome given the one year extension already provided. A 'Request for Proposal' was developed for the acquisition of student transportation services and was issued in December of 2014.

At the first proponent meeting in the New Year there were a number of questions and concerns with the document that was presented. Some of the concerns revolved around the clarity of evaluation of the proposals and why the consortium was not going to wait until the report on student transportation procurement being prepared by Chief Justice Campbell was released. Following the meeting staff from both member Boards met to discuss if the RFP should be pulled in order to ensure that the concerns presented by the proponents were addressed. Although the consortium could have issued addenda to address all the concerns it was felt that there was a significant flaw with the current document that needed to be addressed and the only way to correct it was to cancel the current RFP and work towards developing a new document. The RFP was cancelled in late January once all the questions had been submitted by all interested parties and were used to help start the process of developing a new and improved document to be issued the following year.

CANCELLED

In the Media – School Bus Safety

Our school bus operators are required to provide a significant amount of time and resources to training their driving fleet. Despite all this training, accidents and collisions do happen and at times it may or may not be the fault of the school bus driver. The Toronto Star made inquiries into school bus accidents after a specific incident that generated media attention when a mini-sized school bus, with no student on board, left the road and hit a number of parked cars in a parking lot. The Star story was similar in nature to other pieces they ran on transit and garbage fleets in the City of Toronto citing the statistics and impact to city residents. The story, which



the consortium felt should have been a good news story, really ended up being framed negatively with specific data points being used to create the story which focused more on privacy issues than on school bus safety.

The Ontario School Bus Association was quick to react to the story to share their experience and statistics that support the extremely safe mode of travel provided by a school bus. A core piece of this messaging was that Transport Canada recognized school bus travel as one of the safest modes of travel for our students and a far superior method than that of the personal automobile. The benefit to the story itself was that the consortium did recognize some areas that improvement was required. This included better tracking of safety related data and more auditing of school bus runs to ensure drivers were delivering safe and on time service for our students. The consortium was working on putting these pieces in place to ensure that the safety of our students remains our number one priority.

Late Bus Portal

One of the primary concerns and an identified weakness identified in our strategic plan was the ability to communicate with our stakeholders. With the exception of a website, phones, and ad hoc printing there was very little in the way the consortium was able to communicate with parents. The primary mechanism for communicating with parents was through the school. The consortium was looking at ways to better help communicate transportation information so that some of this work can be offloaded from the schools. One of the most frustrating for the schools were calls from parents about late buses. Unfortunately, the schools did not have any

better mechanism to identify if buses were running late then the parents which created a service gap.

The TSTG introduced the 'Late Bus Portal' in early 2015 as a means to help better communicate school bus delays for our stakeholders. Parents no longer had to call the school or the bus operator to confirm if there was delays but simply go to the consortium website where a live stream of data is presented to the parent or school identifying current delays. The schools also benefited from an automated e-mail that would notify them directly if a bus for their school was identified as late on the list. The late bus portal is a 'first step' in modernizing the consortium's communication plans which will also include in future years a parent portal where parents can look up their child's transportation information and subscribe to the late bus portal so that the information specific to their child is sent directly to them.



A Look Ahead

While successfully transporting over 49,000 students to and from school safely each and every day for another year we look ahead to the challenges and opportunities that the 2014-2015 school year will hold for us.

Transporting Students with Special Needs

The TSTG transports more students with special needs than any other consortium in the Province of Ontario. Toronto is a hub for specialized programs and as such many students with specific needs settle in Toronto so that these resources can be accessed. In order to get these



students safely to their schools and program placements it is important that our school bus drivers also understand the diverse needs of the students they will be transporting. As part of contractual obligations all our school bus operators are required to provide training for their drivers on students with special needs and provide tools and strategies to help them carry out their duties. Transporting just one student with special needs may be demanding and many drivers are required to provide services for a

number of students who may or may not have special needs and travel on the same bus.

With the help of school board staff from the Special Services departments and school bus operator personnel, a presentation will be created that will be delivered at the Ontario Association of School Business Officials conference in Blue Mountain in the Fall of 2015. The presentation is specifically designed to provide a broad overview on the identification of the traits and behaviour presented by students with special needs and providing specific actions for the driver to help transport the students. The wealth of information provided by school board staff in conjunction with the delivery of services by our school bus operators will make for a significant resource to ensure that all our student with special needs are transported safely and on time.

Parent Portal

As mentioned above, one of the next steps in building a more fulsome communication strategy is the development of our 'Parent Portal. This portal will allow families with students registered in our system to look up transportation information for their children. This would include the bus stop location, times of pick-up and drop-off, and the carrier providing the service. This will also go a long way in helping to ensure that our transportation data is up to date as parents now have access to their own child's information and will keep the school updated if information changes.

The push notification of school bus delays is also a significant step to ensuring that we are providing services that our stakeholders are looking for. Although the school bus delays are posted and streamed live on the website, in today's age of technology people want personalized information delivered directly to them. With the subscription to the school bus delay system, these notifications of school bus delays that impact you will be delivered directly to your e-mail or smart phone so there is no need to go searching for the information.



Auditor General – Student Transportation Review

Staff from the office of the Auditor General of Ontario advised the TSTG that they would be preparing a report on the state of student transportation the following year and that the TSTG will be one of three consortiums that they would be visiting. The objective of the audit will be to assess whether effective systems and procedures are in place to safely and efficiently transport students, ensure the level of service across the province is equitable and based on



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need; and to measure and report on performance. The Ministry of Education and the Ministry of Transportation will also be participants in this audit and review.

The TSTG looks forward to showcasing the policies and procedures that are currently in place in Toronto that demonstrate commitment to student safety and effectively managing tax

payer dollars. We hope as part of this process that the Auditor General will also recognize the need for a new transportation funding model that is fair and equitable to all parties across the Province. Student transportation in Toronto is currently running a \$10M deficit and the school boards are having to take funds away from other non-classroom areas to support these services. We hope that the audit will recognize that tax payers in the city of Toronto need to be treated equitably in terms of the cost and type of student transportation provided.

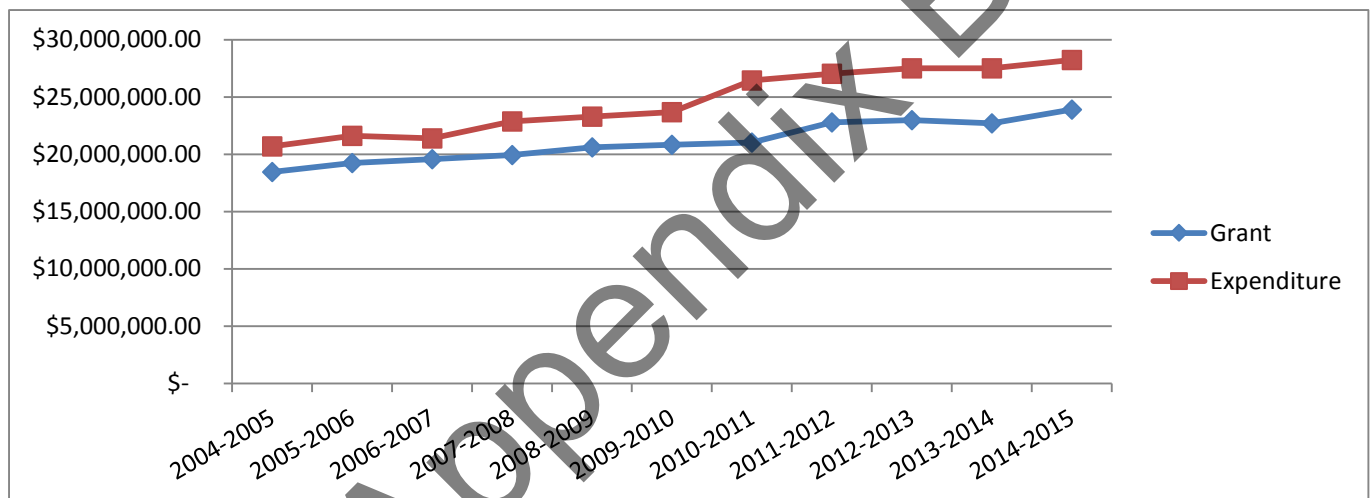
Student Transportation Services

Financial

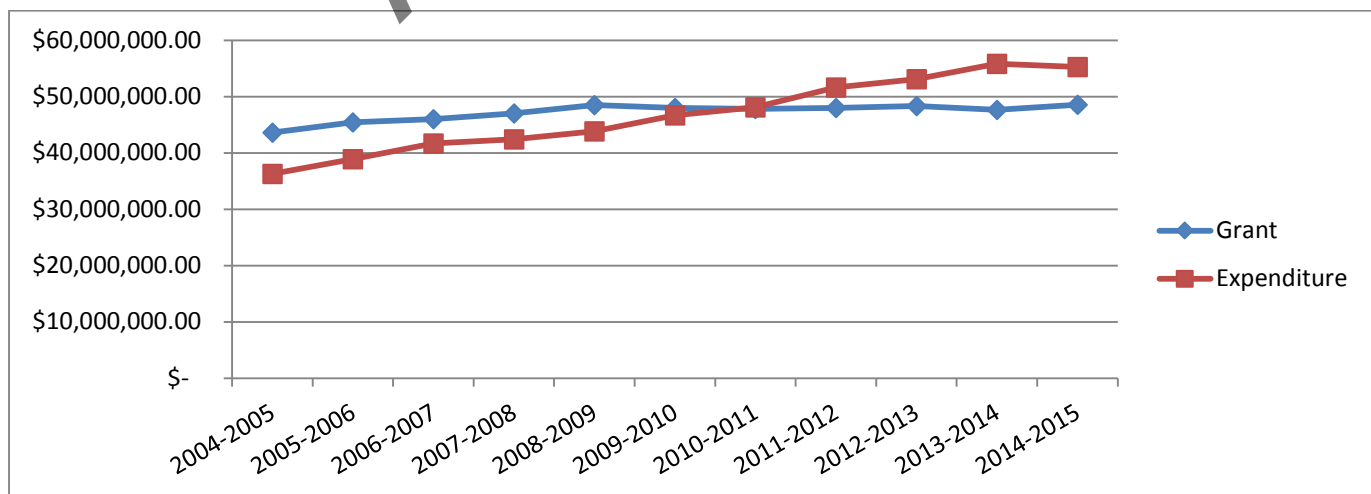
The Toronto Student Transportation Group currently spends about \$83,000,000 on transportation services for the TCDSB and TDSB. The Ministry of Education provided a transportation Grant in 2014-2015 of approximately \$24,000,000 for the TCDSB and \$48,500,000 for the TDSB. A breakdown of the transportation budget along with a historical summary of the Transportation Grant and Expenditure is displayed below:

1. Historical Transportation Grant vs. Expenditure

TCDSB



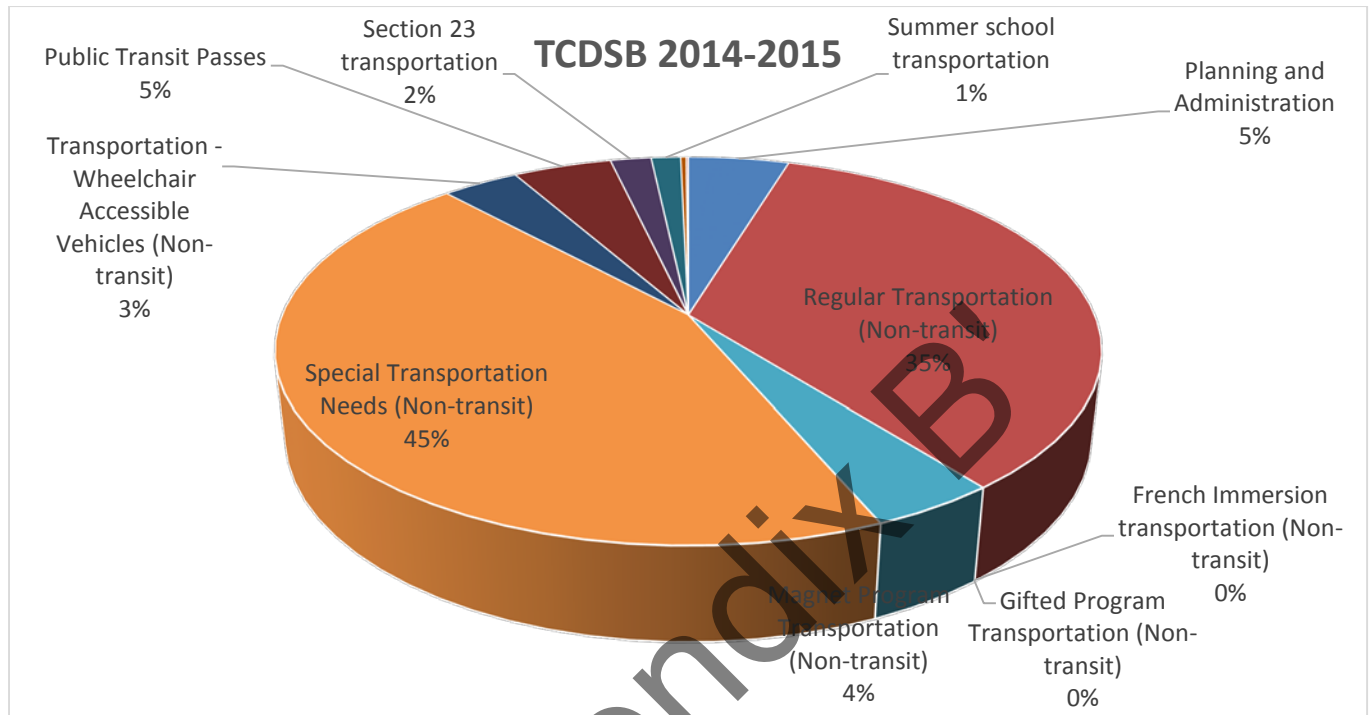
TDSB



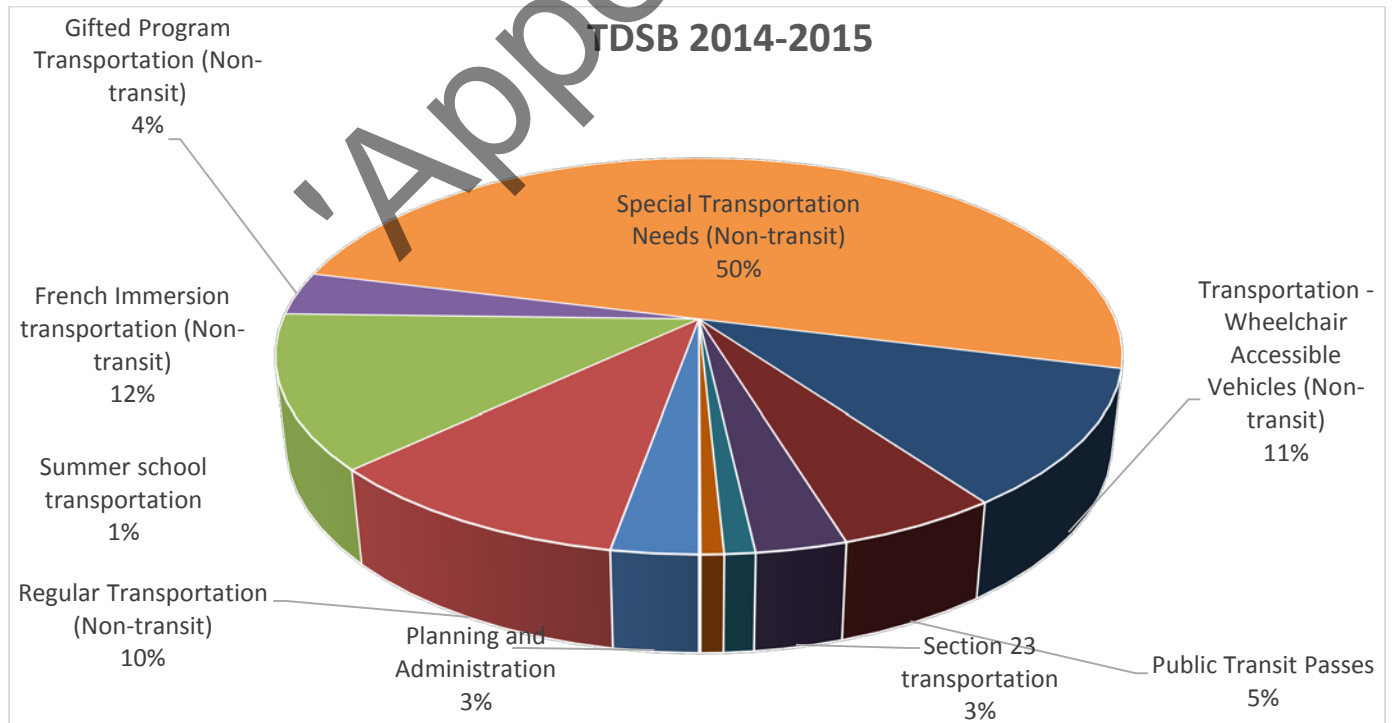


2. Transportation Expenditure by Area

TCDSB



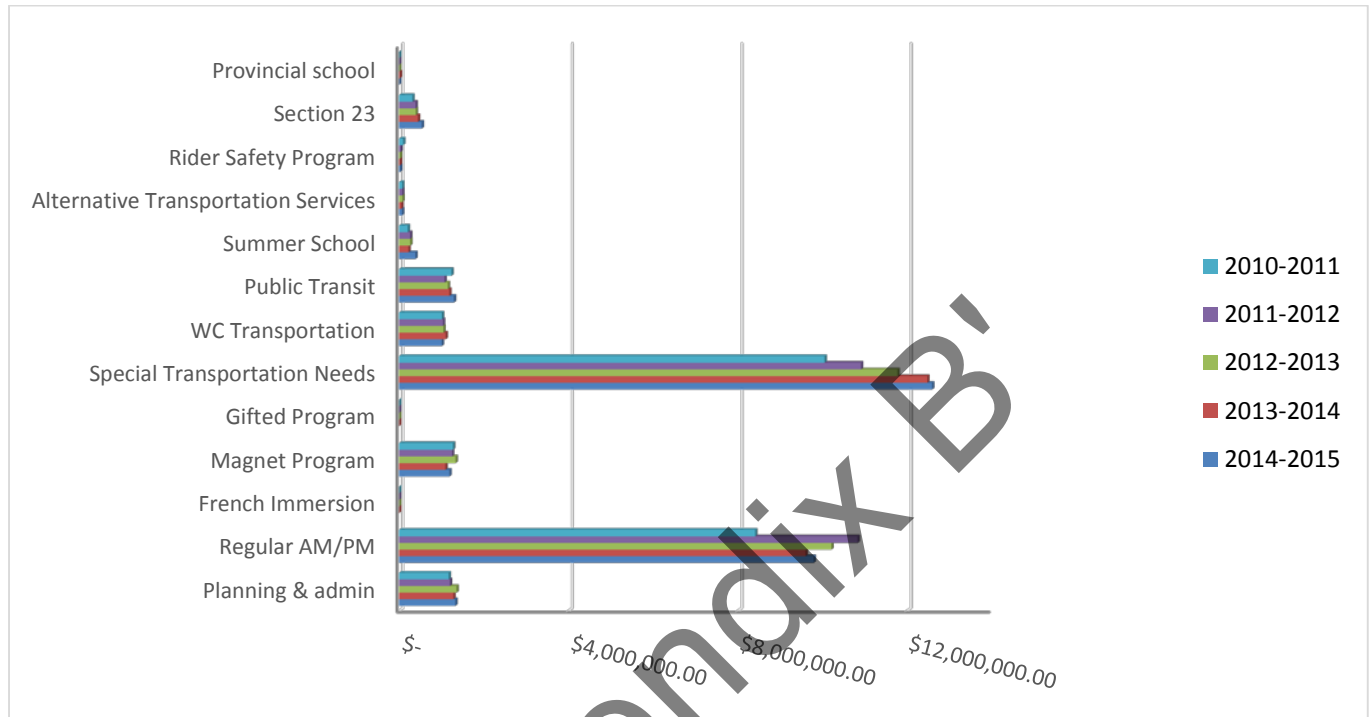
TDSB



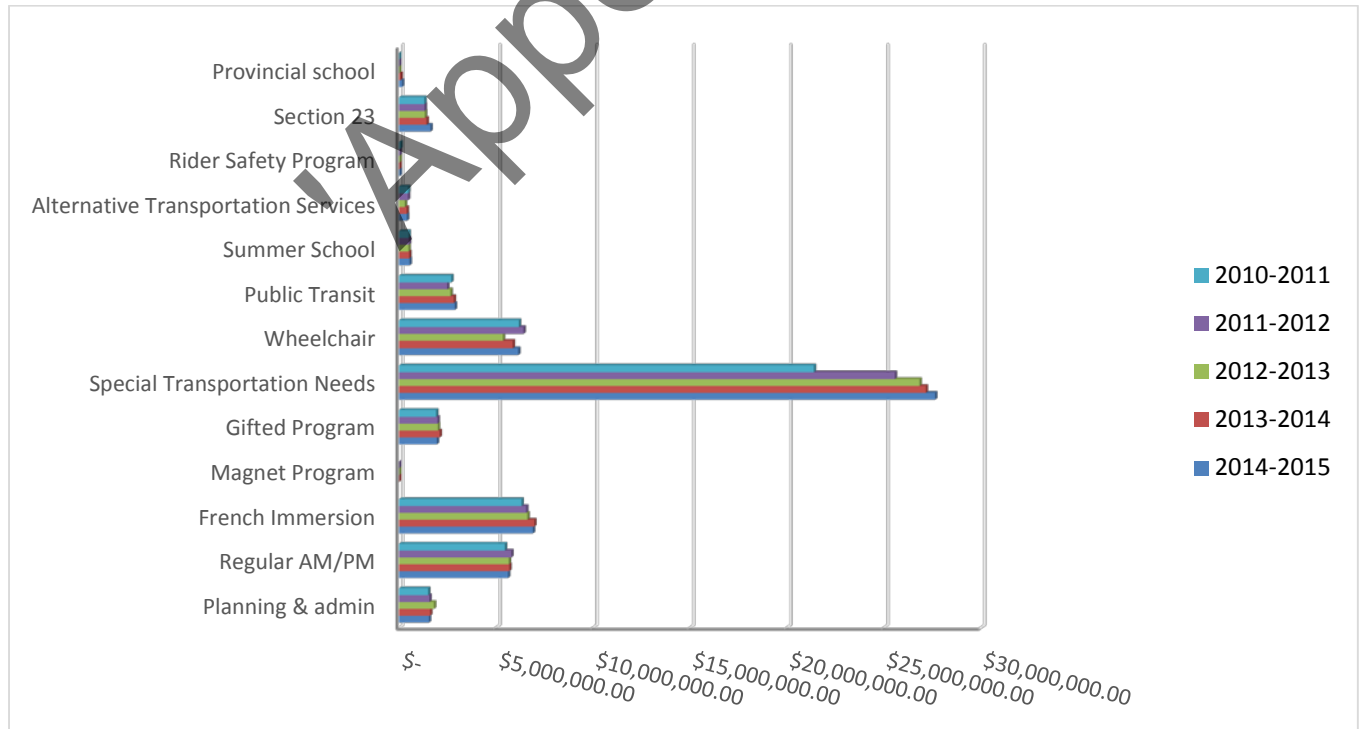


3. Historical Summary of Transportation Expenditure 2010 - 2014

TCDSB



TDSB



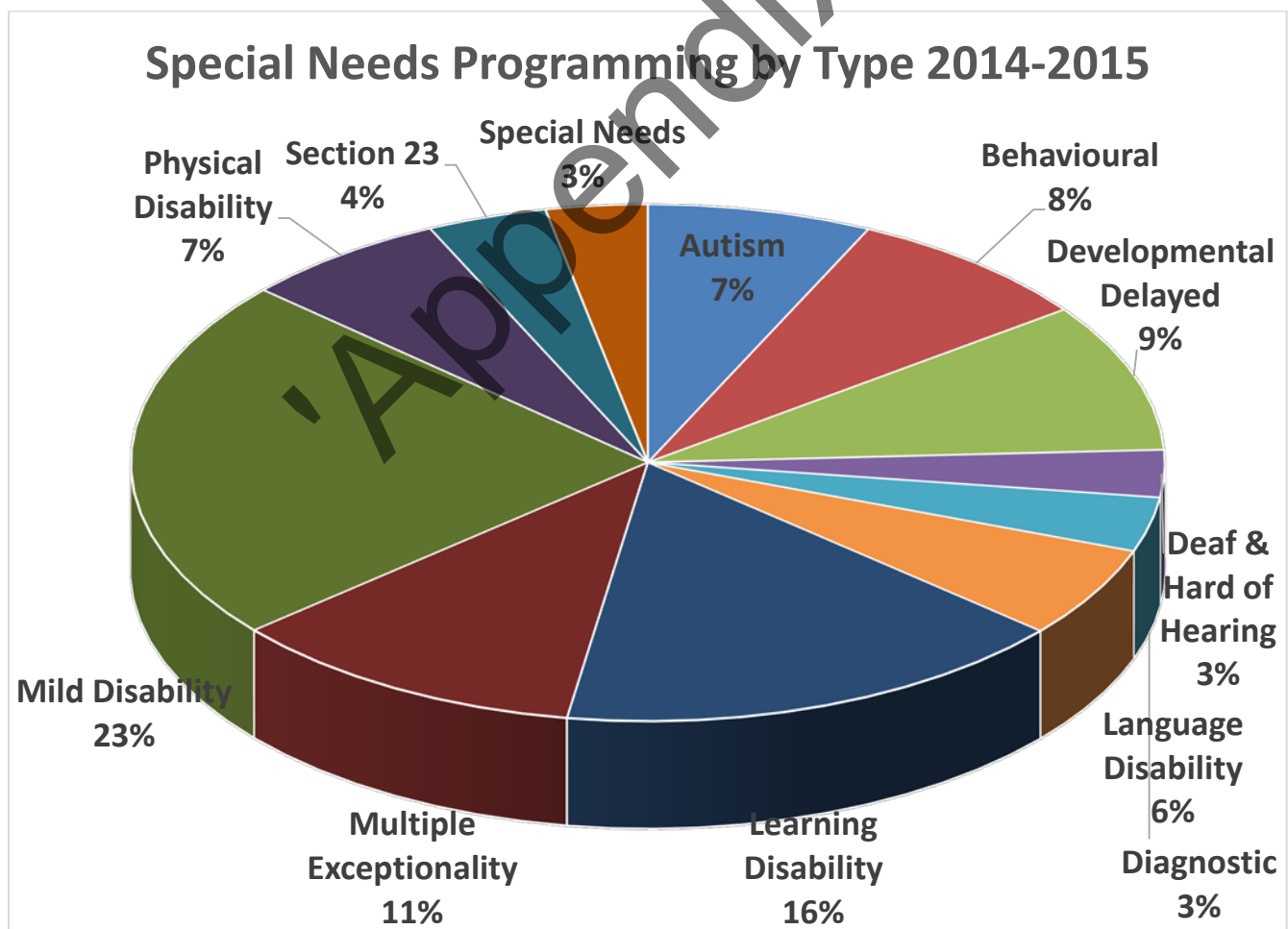
Programming

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 special needs students. French Immersion, Gifted, and specialized withdrawal programs also contribute to the complexity involved in transporting students.

Special Education

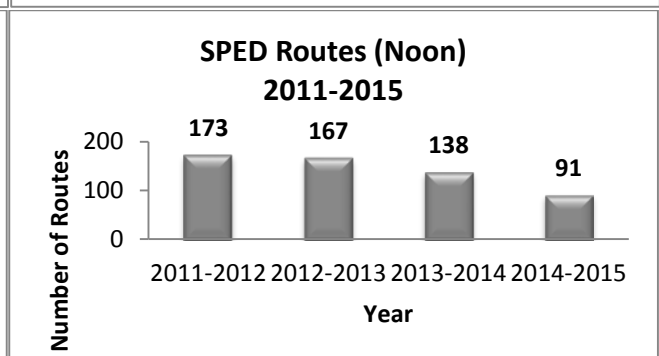
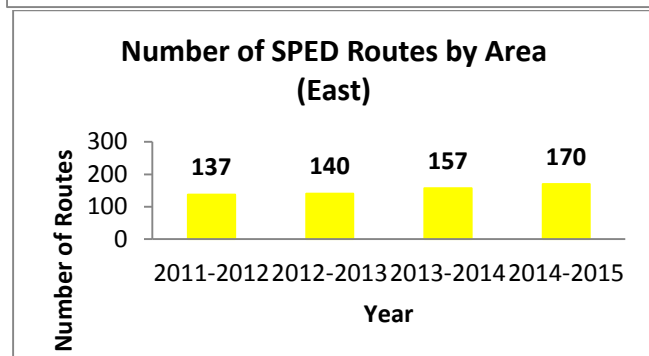
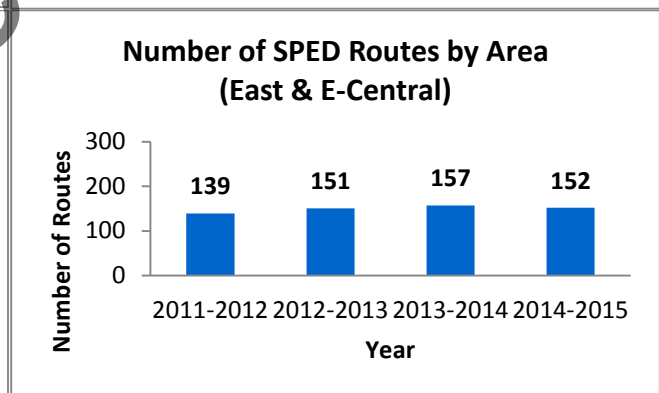
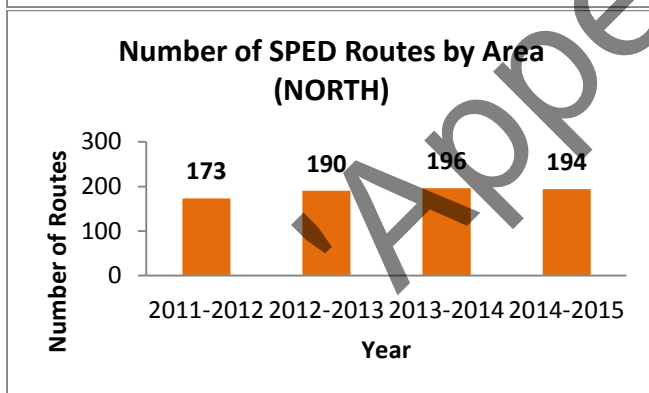
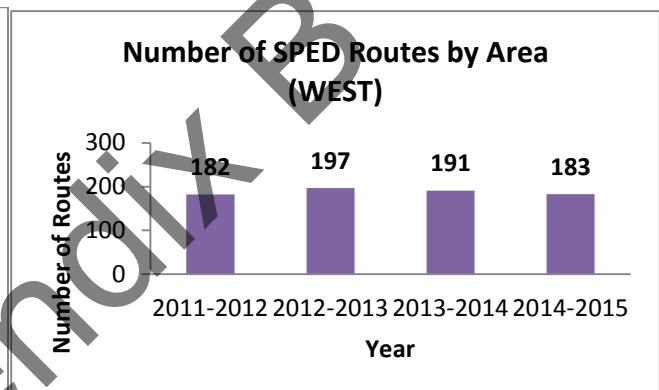
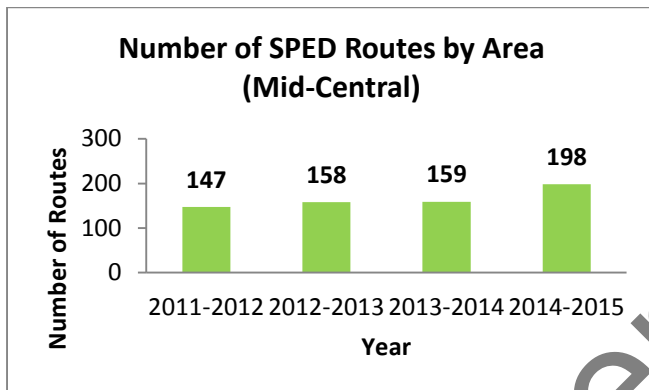
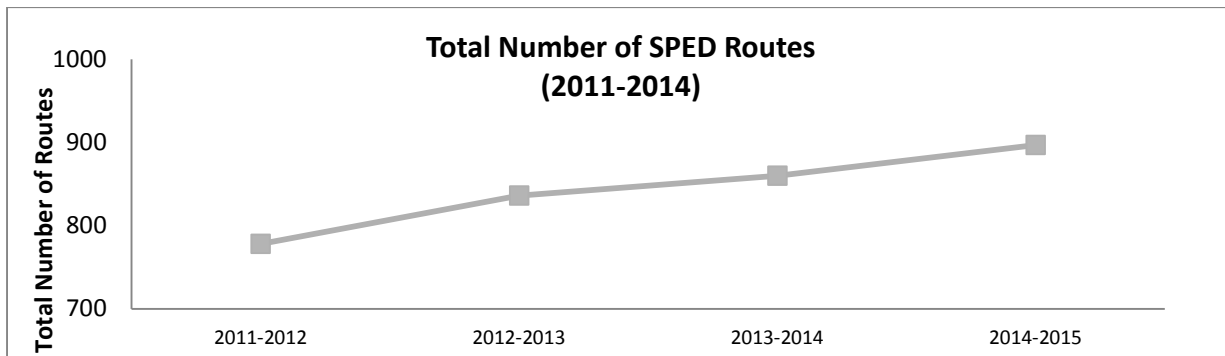
Transportation for special needs students has continued to grow from year to year. Given the geographic diverseness of this student population there is a significant expenditure required to ensure the safe and timely delivery of these students to their program locations. The following graph shows the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

4. Transportation of special needs students by programming type





5. Breakdown of Sped routes by Area



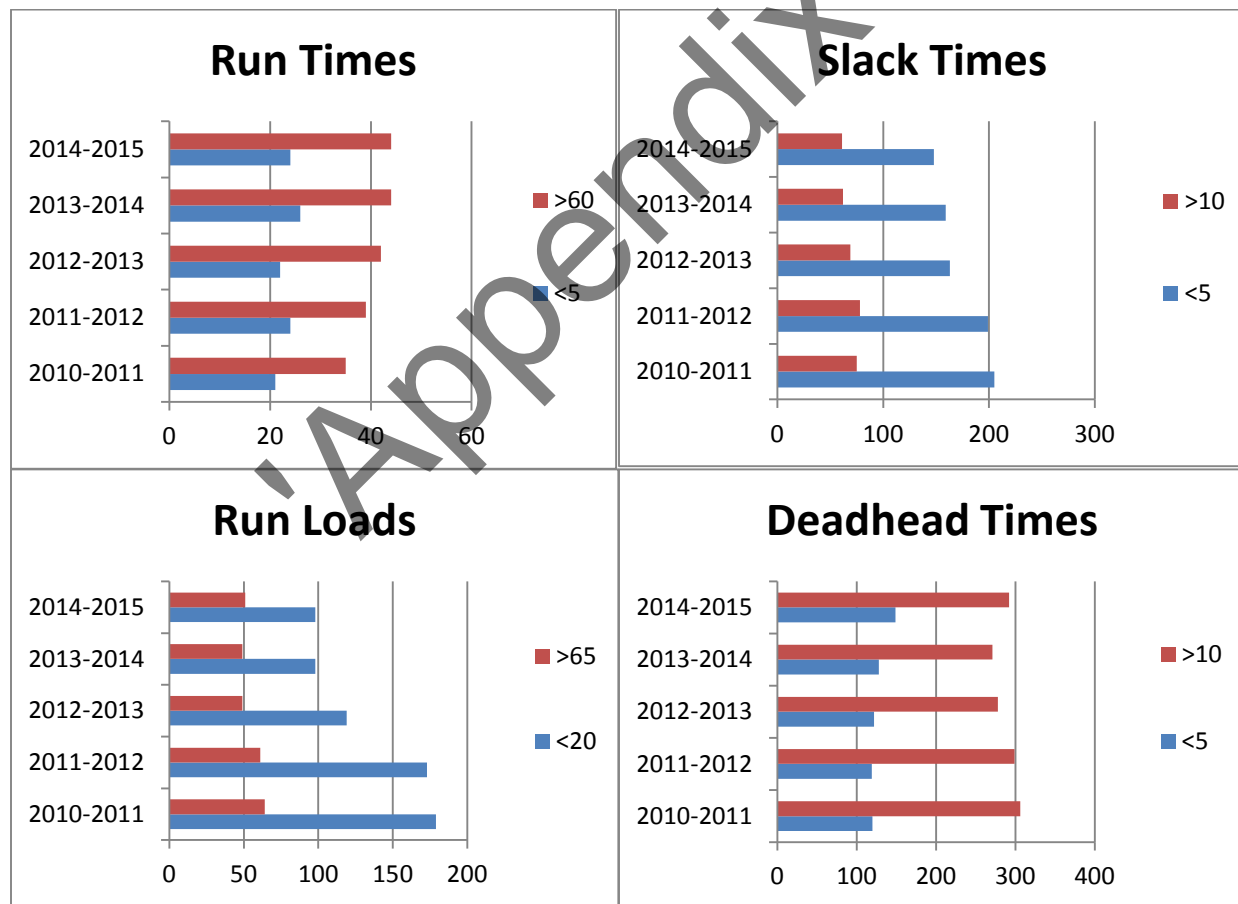
Operations

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

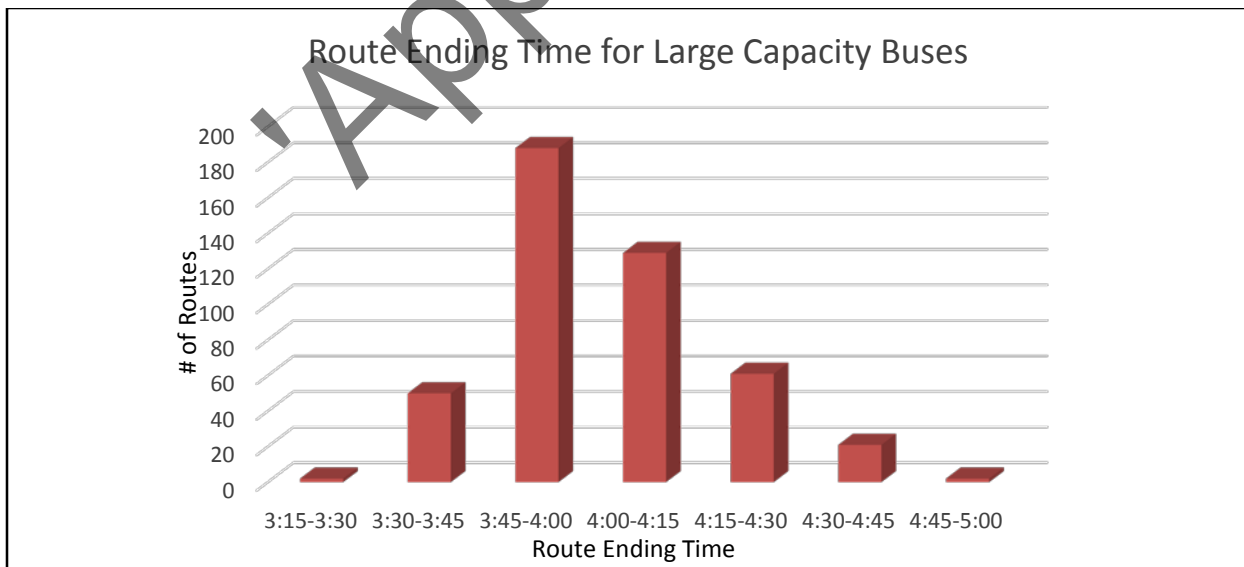
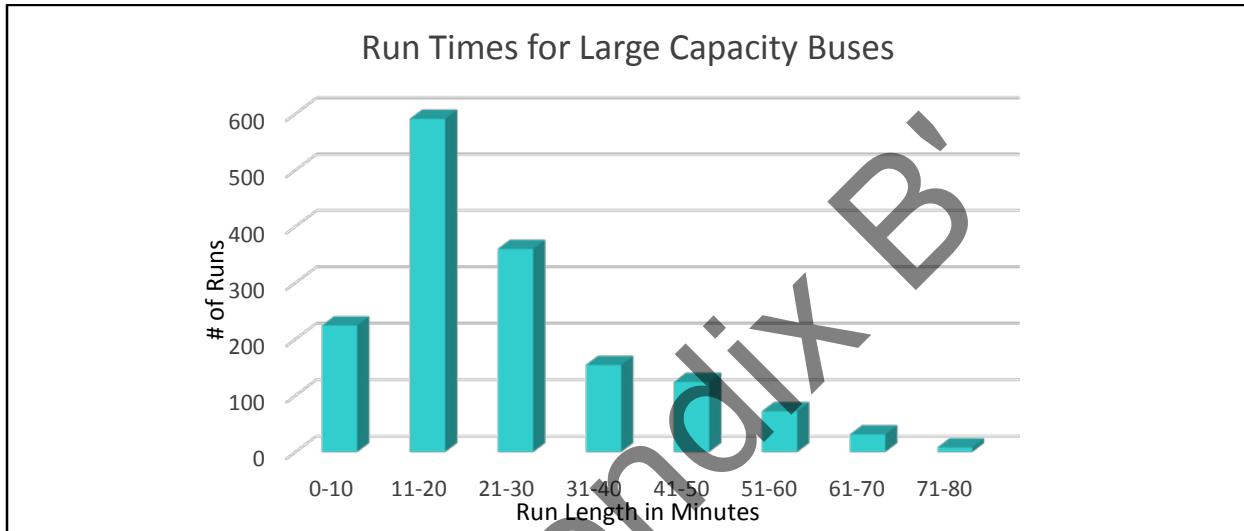
As part of the Consortiums annual review of routes, statistics are collected that identify trends in terms of how well services are provided. The most direct information is from schools and parents through surveys but there are also indicators that can be used to better understand service levels.

6. Summary of statistics including 'slack', 'deadhead', 'run loads', and 'run times'.





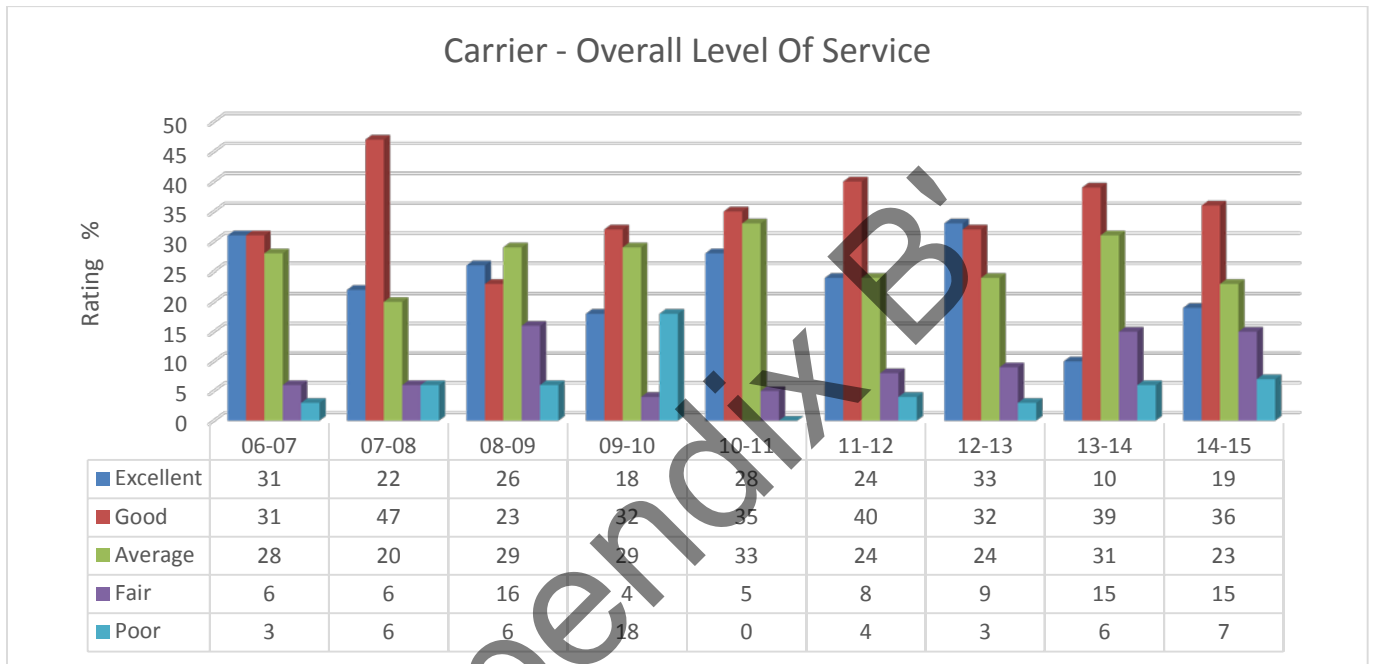
Three of the four data sets show general improvements to factors impacting level of service. The amount of slack (the time that drivers are waiting between runs) has decreased over the last four years and leveling off in 2014-2015. The deadhead (the amount of time it takes to get between runs) taking more than 10 minutes has slightly increased in 2014-2015 after a few years declining. The number of buses carrying less than 20 students has decreased as has the number of buses carrying more than 65 and is levelling off again in 2014-2015. (Although buses can carry 72 passengers, which requires three students to a seat which is not possible when dealing with older students. Forty Eight students would sit two to a seat but for planning purposes the ideal load is 60 students where a range of ages is accommodated). Run times seem to have levelled off in 2014-2015 after a few years of increases which taken into consideration with the other factors may point to a general easing in system turnover.



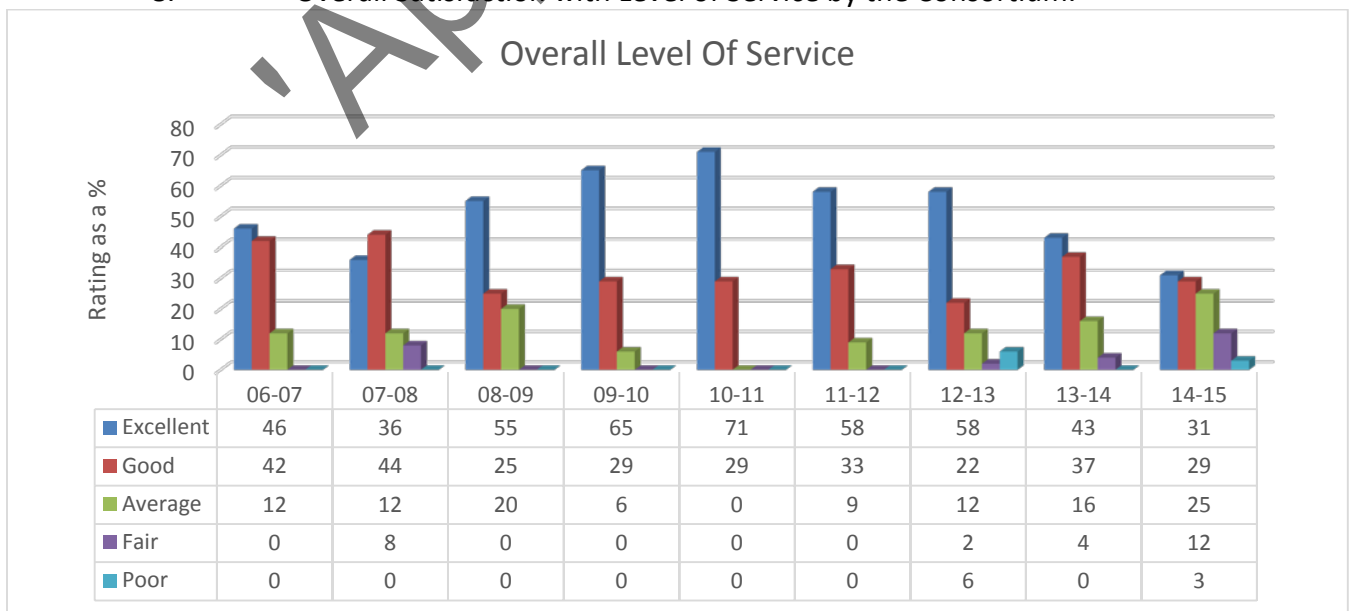
Surveys

The most direct information we receive in terms of our level of service is the surveys received from schools and parents.

7. Overall Satisfaction with Level of Service by our contracted carriers.



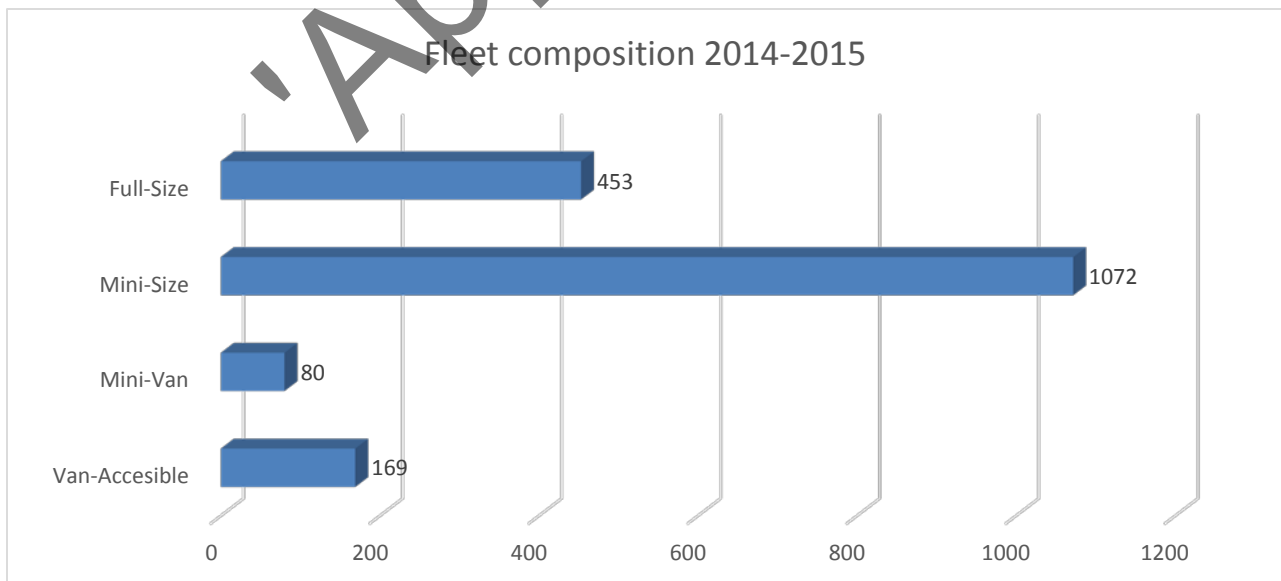
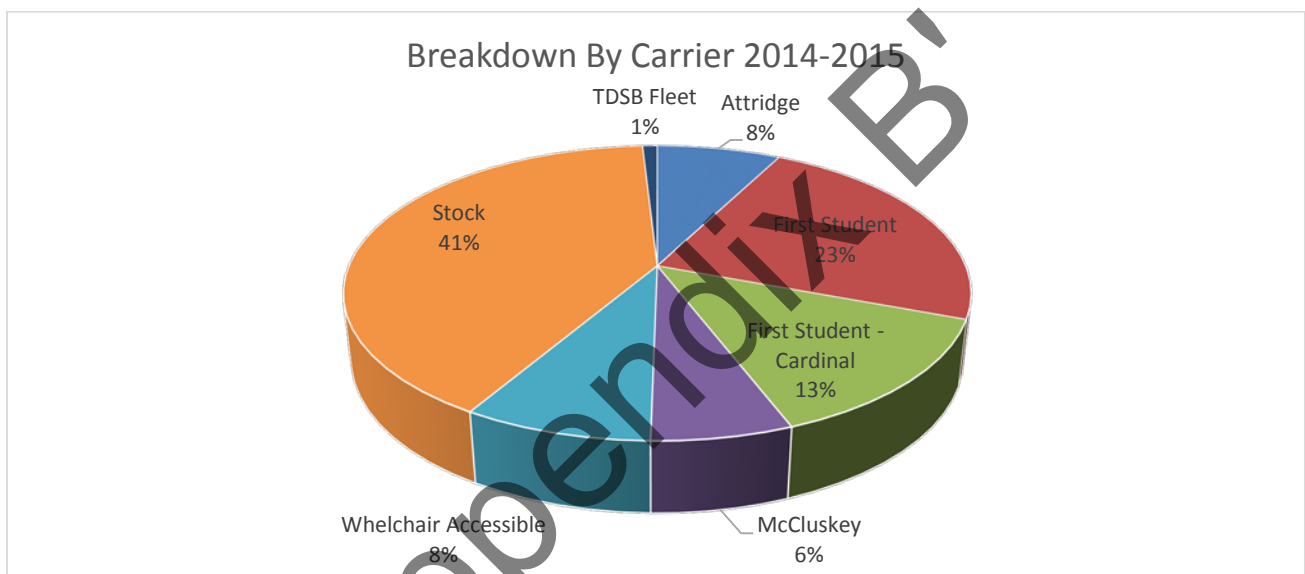
8. Overall Satisfaction with Level of Service by the Consortium.



Operators

The Toronto Student Transportation Group secures transportation through a competitive procurement process. The last Request for Proposal was issued in 2007 and secured transportation services for a five year term with an option for two successive years. The following chart highlights the number of Operators by division that are providing service for the TSTG.

9. Breakdown of contracted fleet

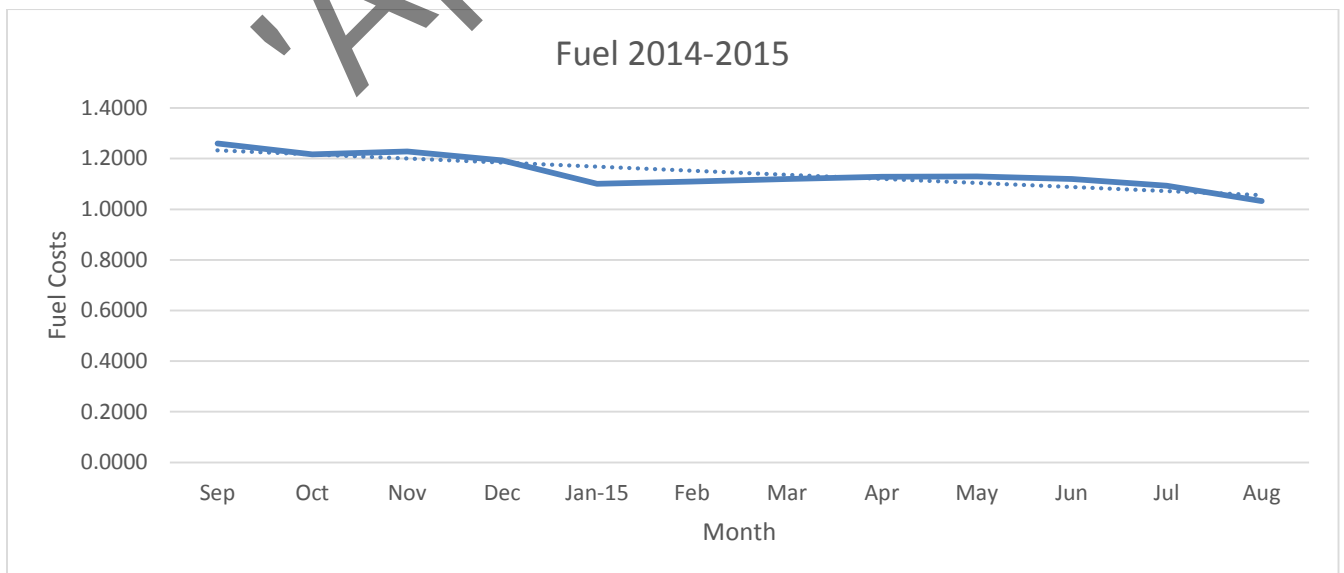
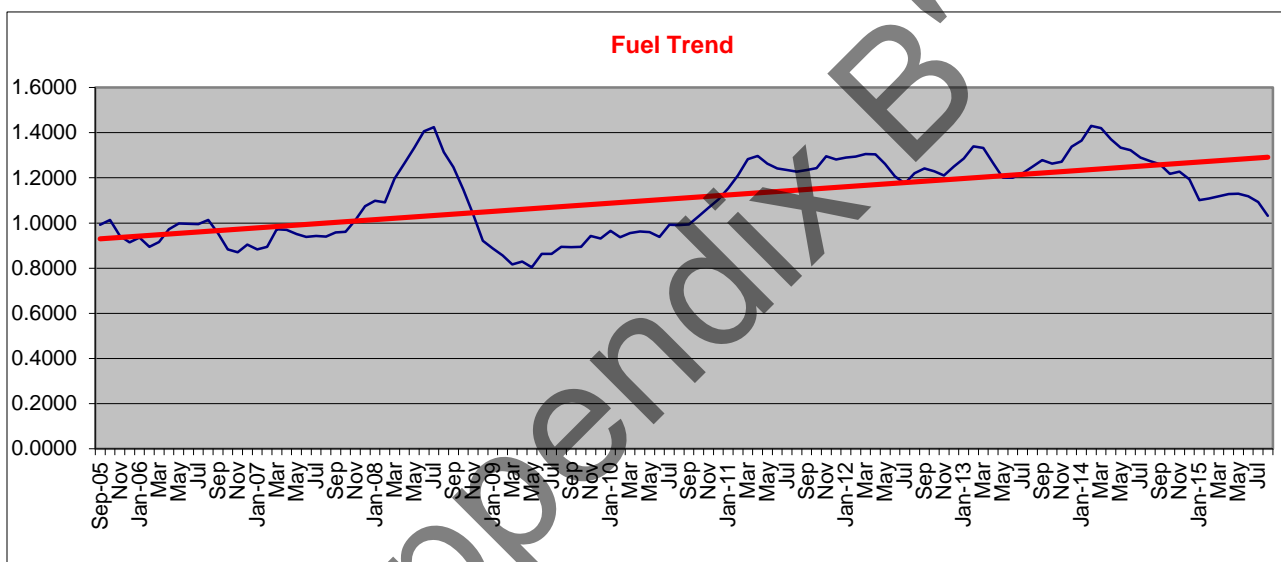




Fuel

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. Specifically, the fall in fuel prices has been noticeable recently and may continue into the near future providing some relief in pay outs for fuel escalation. The following chart highlights the fuel costs over the years.

10. Fuel Trend over the last 9 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

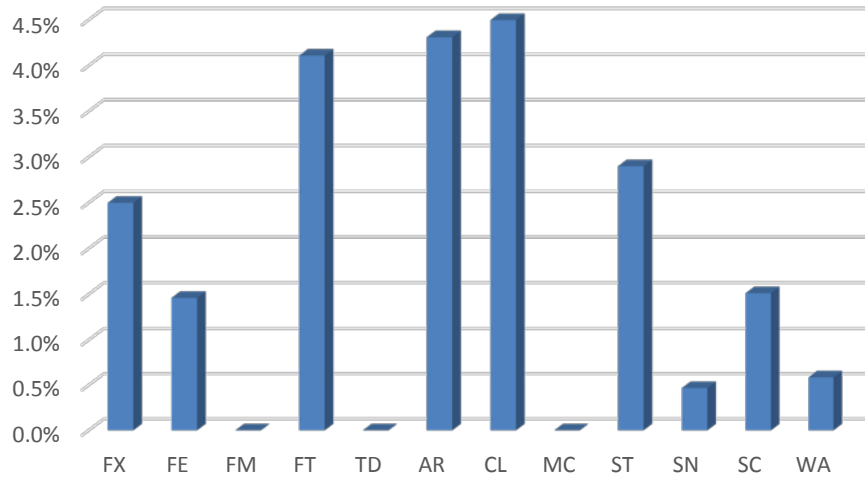
Open Routes and Open Coverage provide us a snapshot view of our Operators ability to provide the service they have been contracted to provide. Although Open Routes refers to how many routes do not have a permanent driver the Operators are able to use spare drivers, as required by the contract, to cover 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.



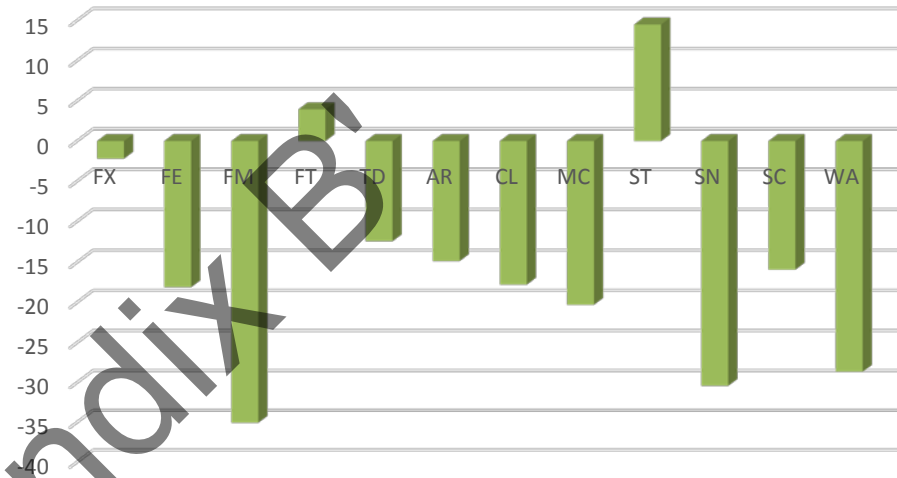
Weekly Operator Status	FX	FE	FM	FT	TD	AR	CL	MC	ST	SN	SC	WA	System Average
Total Number of Routes Servicing Toronto (AM/PM)	20	132.2	113.8	144.8	16.2	122	245.4	107.6	293.0	153.5	273.0	135.6	146
Total Number of Routes Servicing Toronto (Noon)	0	1.0	0	0.0	0.0	8	18.3	16.3	39.0	11.5	36.0	9.6	12
Grand Total Of Routes (Sum of two above)	20	133.2	113.8	144.8	16.2	130	263.7	123.9	332.0	165.1	309.0	145.3	158
Open Routes - Yellow	1	1.9	0	5.9	0.0	5	5.5	0.0	5.3	0.7	4.1	0.7	2
Open Routes - Wheelchair	0	0.0	0	0.0	0.0	0	4.8	0.0	3.2	0.0	0.0	0.1	1
Open Routes - Mini Van	0	0.0	0	0.0	0.0	0	0.8	0.0	0.0	0.0	0.0	0.0	0
Open Routes - (please specify each individual route below)	1	1.9	0	5.9	0.0	5	11.0	0.0	8.5	0.7	4.1	0.8	3
Open Routes (percentage of AM/PM routes)	2.5%	1.5%	0.0%	4.1%	0.0%	4.3%	4.5%	0.0%	2.9%	0.5%	1.5%	0.6%	2.2%
Number of drivers in training this week	2	3.0	3.05	1.7	0.0	4	2.4	1.0	6.9	7.1	7.5	0.0	3
Number of additional licensed drivers this week	0	1.2	0.675	0.6	0.0	1	0.8	0.0	1.3	1.4	1.0	0.4	1
Number of drivers who have left company this week	0	0.9	0.075	0.6	0.0	1	0.7	0.4	0.9	1.2	0.9	0.5	1
Driver Turnover (percentage of am/pm routes)	1.2%	0.7%	0.1%	0.4%	0.0%	0.7%	0.3%	0.3%	0.3%	0.8%	0.3%	0.4%	0.4%
Number of Accidents	0.11	0.5	0.55	0.7	0.1	0	0.5	0.3	0.8	1.3	0.9	0.3	1
Number of accidents - Accumulated	4.1	8.3	10.6	13.2	0.6	9	9.7	5.9	20.8	27.5	20.5	5.2	11
Accidents (as a percentage of am/pm routes)	0.5%	0.4%	0.5%	0.5%	0.3%	0.4%	0.2%	0.3%	0.3%	0.9%	0.3%	0.2%	0.4%
Number of 'Missing Students' Reported	0	0.1	0.05	0.1	0.0	0	0.0	0.0	0.0	0.1	0.0	0.0	0
Number of 'Returned Students' (no supervision at stop)	1	15.8	17.325	17.7	0.3	0	0.2	0.0	0.1	0.4	0.7	0.0	5
Number of Late Routes - Weather/traffic related	1.87	9.9	26.35	7.7	0.0	21	19.9	2.8	12.2	22.9	20.5	1.6	12
Number of Late Routes - Operational related	0.37	22.3	7.25	12.0	0.0	0	13.4	2.0	7.5	5.2	7.8	3.2	7
Number of Late Routes - Planning related	0.03	3.9	0.175	4.8	0.0	1	1.7	0.0	10.1	1.3	0.0	0.3	2
Late Routes (as a percentage of am/pm routes)	11.3%	27.3%	29.7%	16.9%	0.0%	17.6%	14.3%	4.5%	10.2%	19.1%	10.4%	3.8%	14.3%
Number of Breakdowns	0.47	4.5	3.375	3.0	0.0	2	4.8	0.0	6.9	2.1	8.3	1.0	3
Number of Breakdowns - Accumulated	18.5	63.2	75.7	78.5	0.0	34	97.1	0.1	152.4	48.2	193.3	19.3	65
Number of Breakdowns (percentage of am/pm routes)	2.4%	3.4%	3.0%	2.1%	0.0%	1.2%	2.0%	0.02%	2.4%	1.4%	3.1%	0.7%	2.1%
Number of spare drivers	1	7.9	4.775	6.0	3.7	7	10.0	5.0	14.0	10.0	12.0	6.2	7
Number of routes covered by taxi/subcontract	0	0.0	0	0.0	0.0	3	6.7	0.1	0.0	0.0	0.1	0.0	1
Number of other available drivers (only days when spare < routes)	0	3.0	25.625	8.3	0.0	2	3.0	2.0	16.5	-1.6	-2.0	4.9	5
Number of Split Routes Am	0	1.2	0	9.0	0.0	1	1.0	0.0	20.3	1.2	7.8	1.8	4
Number of Split Routes Pm	0	2.2	0	9.0	0.0	6	0.8	0.0	26.4	0.7	8.8	1.9	5
Total Number of Split Routes	0	3.3	0	18.0	0.0	7	1.8	0.0	46.5	1.9	16.6	3.7	8
Number of charters performed with school route buses	0	158.2	94.375	93.2	67.7	0	0.0	0.6	0.6	0.3	0.0	4.2	35
Number of spare vehicles	2	12.0	15	21.2	4.4	6	52.4	11.0	30.0	36.0	21.0	4.2	18
Number of book offs (last week total) AM	0	14.1	11.2	12.5	5.8	7	11.1	6.9	51.6	14.8	16.3	3.0	13
Number of book offs (last week total) Noon	0	0.0	0	0.0	0.0	0	1.7	0.9	0.0	0.1	5.2	0.9	1
Number of book offs (last week total) PM	0.3	14.9	14.45	12.5	5.9	12	13.7	7.0	58.8	14.4	21.6	3.4	15
Book Offs as a % of total routes	0.4%	2.8%	3.2%	2.2%	9.0%	2.4%	1.4%	1.6%	4.0%	1.9%	1.6%	0.6%	2.5%
Percentage of Spares (4% contract minimum)	5.0%	6.0%	4.2%	4.1%	22.6%	5.7%	4.1%	4.6%	4.8%	6.5%	4.4%	4.6%	5.0%



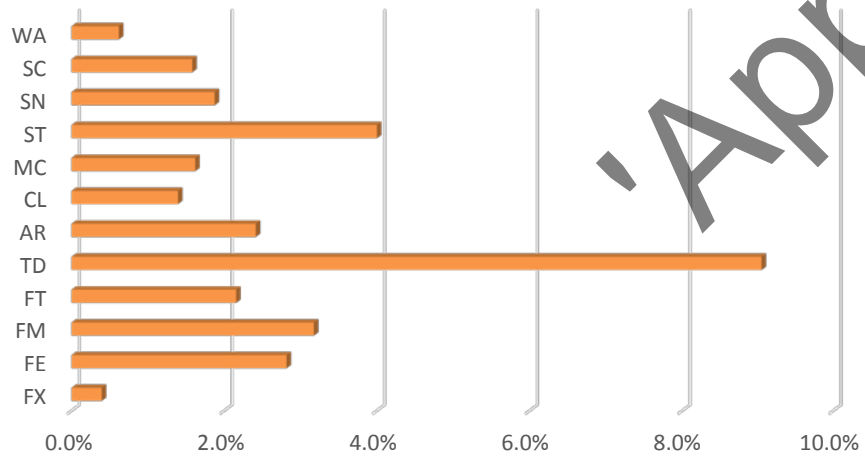
Open Routes (% of AM/PM Routes)



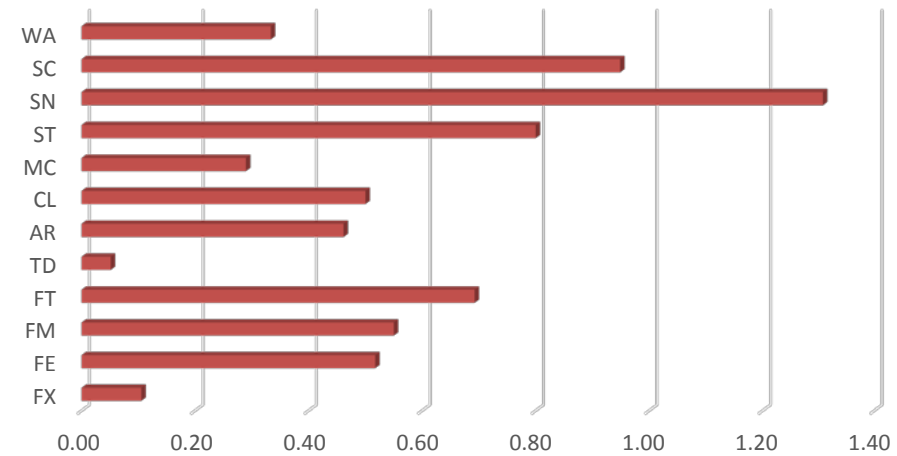
Open Coverage



Book Offs as a % of Total Routes



Accidents (as a % of AM/PM Routes)



TSTG KPI

In order to address the performance of the Toronto Student Transportation Group a number of key performance indicators have also been identified as a means to track how well the organization is doing. Over time a historical trend can be identified that will show areas of strength and weakness. Of the data below the capacity utilization of 90% is significant considering a majority of the transportation provided in Toronto is for special needs students who typically have longer trips and lower loads.

Number of Changes: Of significant impact to the level of service that the TSTG offers its Board members is the number of changes received in late August and into September. Looking at the data below you can see that over 5000 changes are processed in Transportation during the month of September alone. This equates to 10% of all students being impacted during the start up. Consistency is the back bone to better levels of service and it is difficult to deliver this service when the system is in such a state of flux during this time period. Accurate and timely delivery of student data is paramount to building good transportation routes that are more resilient to change and providing minimal impacts to our student population.

Web Site Visits: Communication is one of the key tools to ensure our stakeholders have accurate and timely information. Spikes in accessing data in January indicate that families are looking for updates to transportation status, especially during the cold and stormy weather experienced in Toronto this past winter. Of primary concern is to ensure that our Operators have the necessary tools and means to minimize school bus delays and as a secondary measure to ensure that we have the communication tools available to notify our communities when those delays are unavoidable.



TSTG Status	September	November	January	March	May	Average
Total # of Routes (AM/PM)[72]	453	453	453	453	455	453
Total # of Routes (AM/PM)[18]	1050	1072	1072	1072	1072	1068
Total # of Routes (AM/PM)[5]	76	80	80	80	80	79
Total # of Routes (AM/PM)[4]	169	169	169	169	169	170
Total # of Routes (Noon)	131	146	142	141	141	139
Total # of Routes (AM/PM TOTAL)	1748	1774	1774	1774	1776	1770
Monthly Change (# of routes)	0.2%	-0.4%	0.0%	0.0%	0.1%	0.00
# of students transported (bus)	46072	47771	48160	47604	47639	47604
# of students transported (TTC)	6907	8789	7849	7213	7755	7905
# of students transported (Taxi)	107	115	125	134	131	126
# of students transported (All)	53086	56675	56134	54951	55525	55636
Student per vehicle	26.4	26.9	27.1	26.8	26.8	27
# of Changes	5466	2108	2246	2006	2524	2468
Total Kilometres	67965	71307	72433	72614	73643	71962
Available Capacity	52572	52988	52988	52988	53132	52937
Capacity Utilization	87.6%	90.2%	91%	90%	90%	90%
Tot Cost/month	\$ 7,130,370.03	\$ 6,544,545.25	\$ 6,544,545.25	\$ 5,855,645.75	\$ 6,897,148.20	\$ 6,461,458.76
Tot Cost/Day	\$ 339,541.43	\$ 344,449.75	\$ 344,449.75	\$ 344,449.75	\$ 344,857.41	\$ 343,704.02
Cost per Student/month	\$ 154.77	\$ 137.00	\$ 135.89	\$ 123.01	\$ 144.78	\$ 135.81
Cost per Bus/month	\$ 4,079.16	\$ 3,689.15	\$ 3,689.15	\$ 3,300.81	\$ 3,883.53	\$ 3,650.66
Cost per Kilometre/month	\$ 104.91	\$ 91.78	\$ 90.35	\$ 80.64	\$ 93.66	\$ 89.93
Average run length (km)	15.2	15.8	16.1	16.2	16.2	16
Average run time (min)	50	52	53	53	53	52
Average # stops	8.9	9.3	9.3	9.3	9.3	9
Web Site Visits	2778	1485	2901	2069	1835	2340

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.

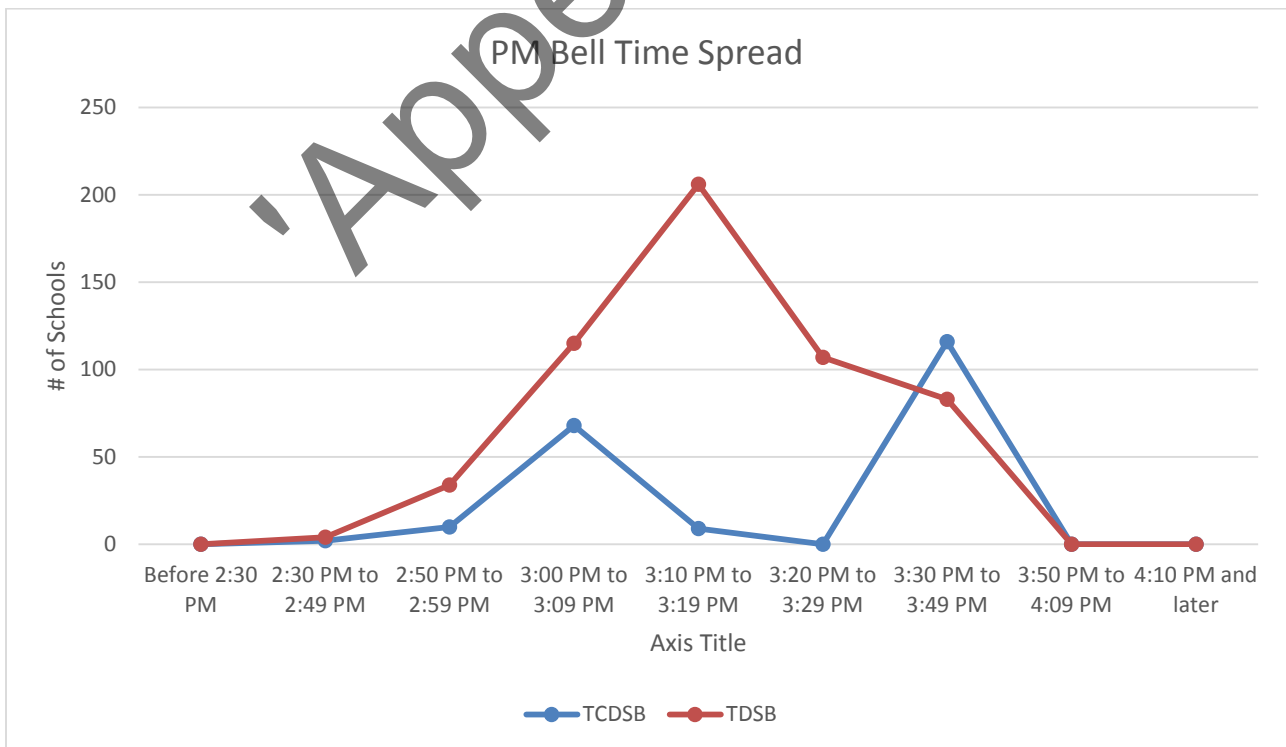
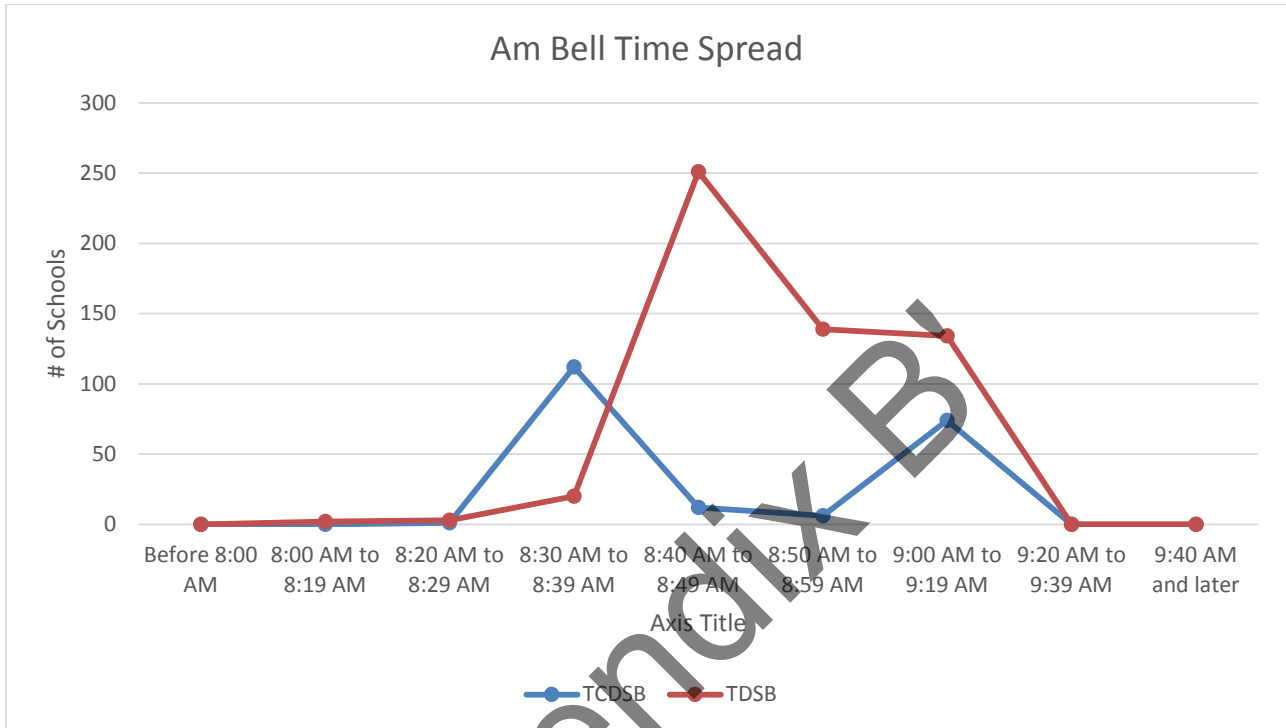
Bell Times

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, more 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	TCDSB	TDSB	Total	PM Range	TCDSB	TDSB	Total
Before 8:00 AM	0	0	0	Before 2:30 PM	0	0	0
8:00 AM to 8:19 AM	0	2	2	2:30 PM to 2:49 PM	2	4	6
8:20 AM to 8:29 AM	1	3	4	2:50 PM to 2:59 PM	10	34	44
8:30 AM to 8:39 AM	112	20	132	3:00 PM to 3:09 PM	68	115	183
8:40 AM to 8:49 AM	12	251	263	3:10 PM to 3:19 PM	9	206	215
8:50 AM to 8:59 AM	6	139	145	3:20 PM to 3:29 PM	0	107	107
9:00 AM to 9:19 AM	74	134	208	3:30 PM to 3:49 PM	116	83	199
9:20 AM to 9:39 AM	0	0	0	3:50 PM to 4:09 PM	0	0	0
9:40 AM and later	0	0	0	4:10 PM and later	0	0	0
Total # of Schools	205	549	754	Total # of Schools	205	549	754

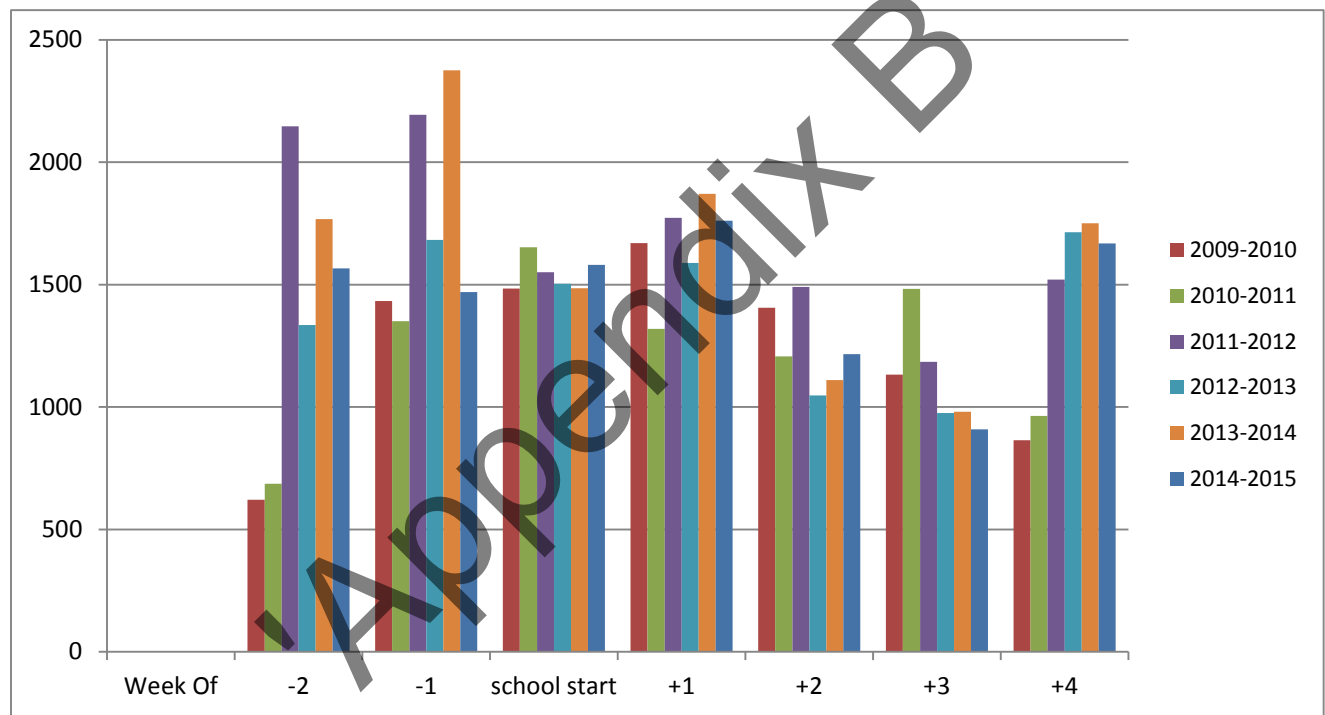
3. Bell Time Distribution



Change Summary

Student transportation services will process over 1000 requests each week during September start-up. Tracking the volume of changes allows staff the opportunity ensures that resources are in place to maintain a consistent level of service.

4. Historical Summary of transportation change requests 2009 – 2014



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.

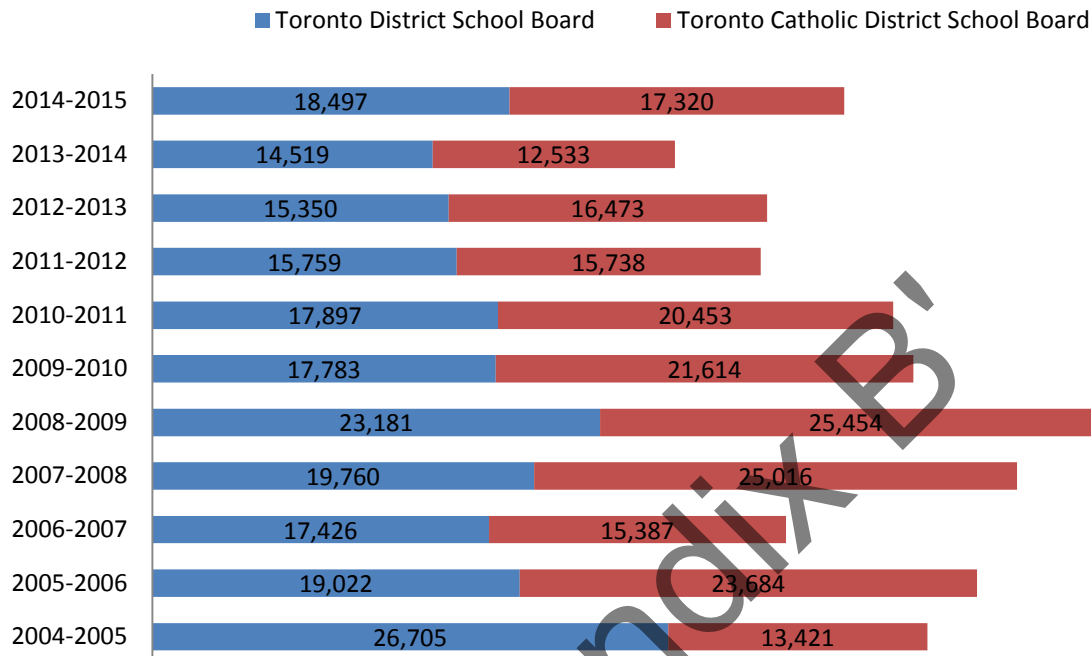
School Bus Safety Program

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. The number of students participating in the program over the last several years is highlighted below.

5. School bus safety program historical summary

Board	2004-2005	2006-2007	2008-2009	2010-2011	2012-2013	2014-2015	
TDSB Cost	26,705	17,426	23,181	17,897	15,350	18,497	
TCDSB Cost	13,421	15,387	25,454	20,453	16,473	17,320	AVG
TDSB Cost	\$ 53,410	\$ 34,852	\$ 46,362	\$ 35,794	\$ 30,700	\$ 36,994	\$ 37,136
TCDSB Cost	\$ 26,842	\$ 30,774	\$ 50,908	\$ 40,906	\$ 32,946	\$ 34,640	\$ 38,716

Students Participating in School Bus Safety Presentations

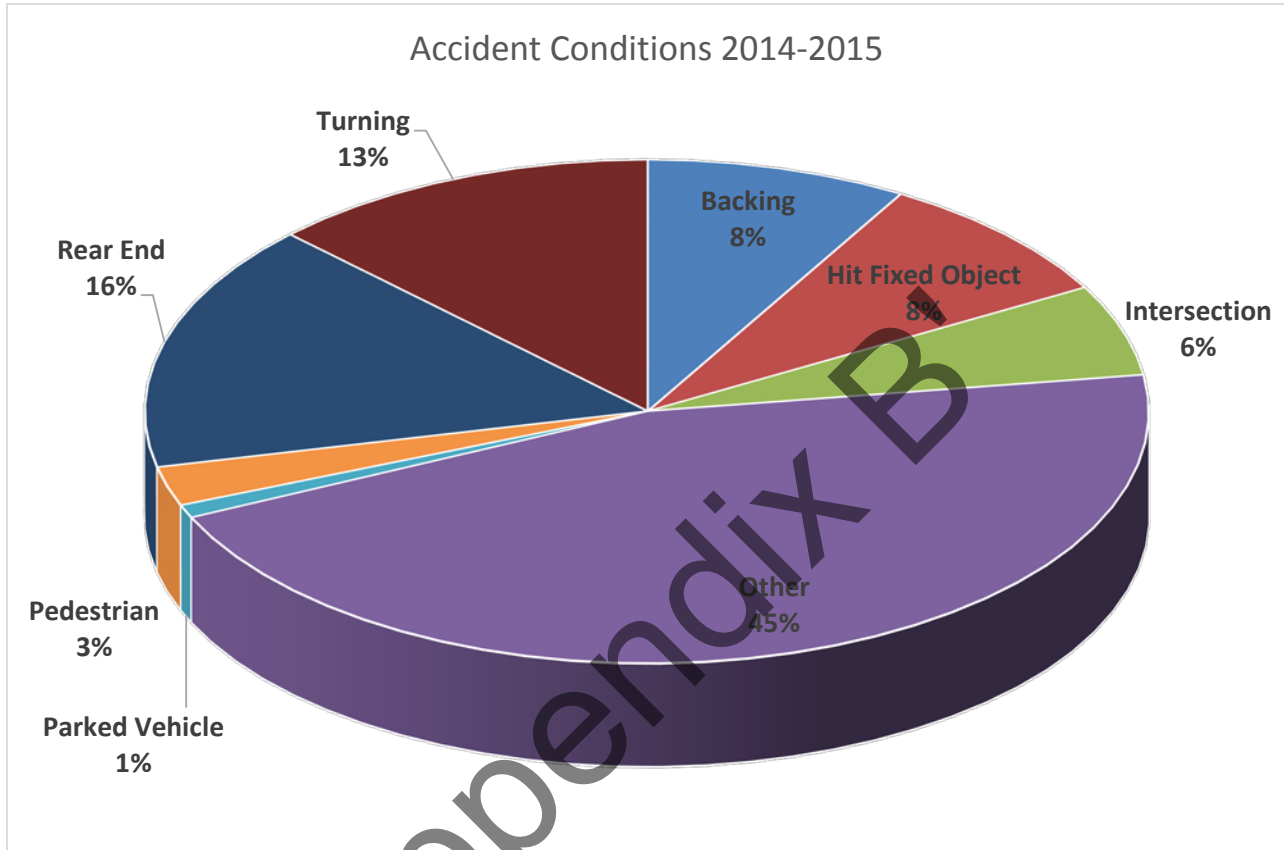


Accident Statistics

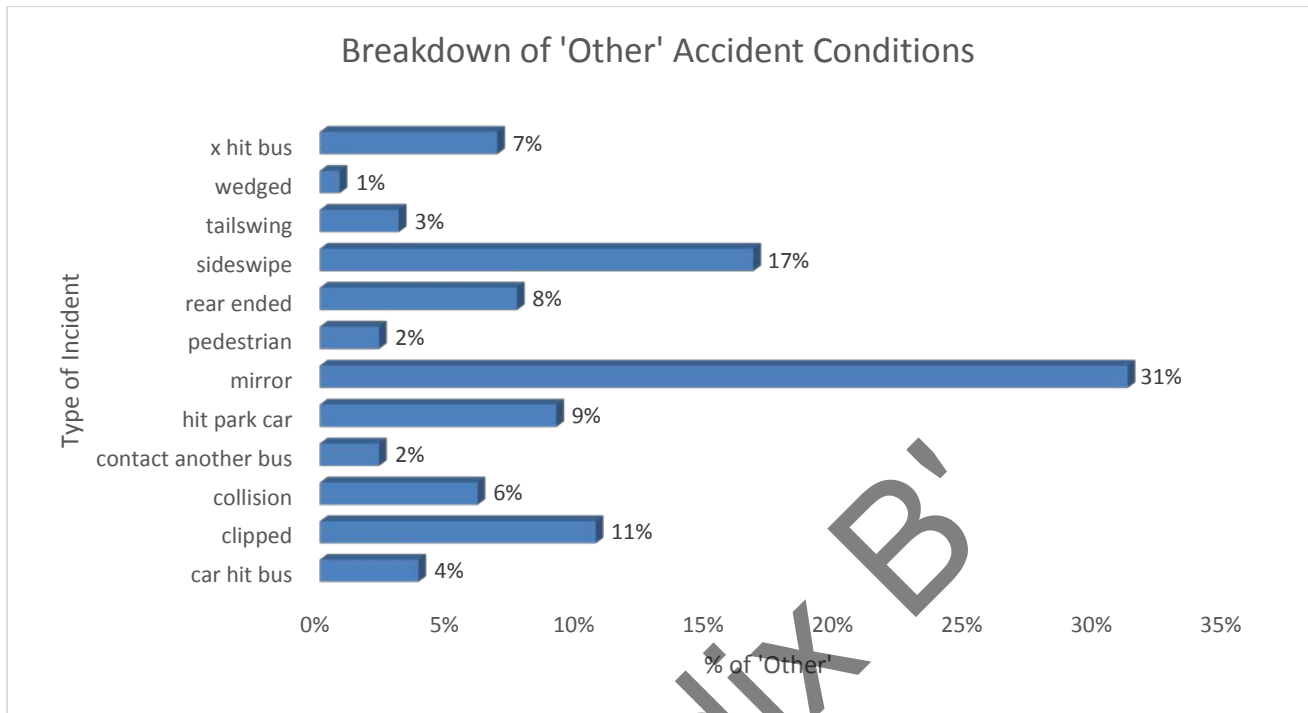
School bus accident statistics provide an insight into the type of accidents taking place on the road along with the conditions from which these accidents take place. The reduction of accidents and improving the safety of students in and around the school bus can be achieved through the review of accident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

- In 2013 -2014 we had indicated that the value for 'other' would be modified to report on more meaningful description of the event. Unfortunately, this change did not occur in time for the collection of 2014-2015 data. However, a sampling of data types from other included the graph below.

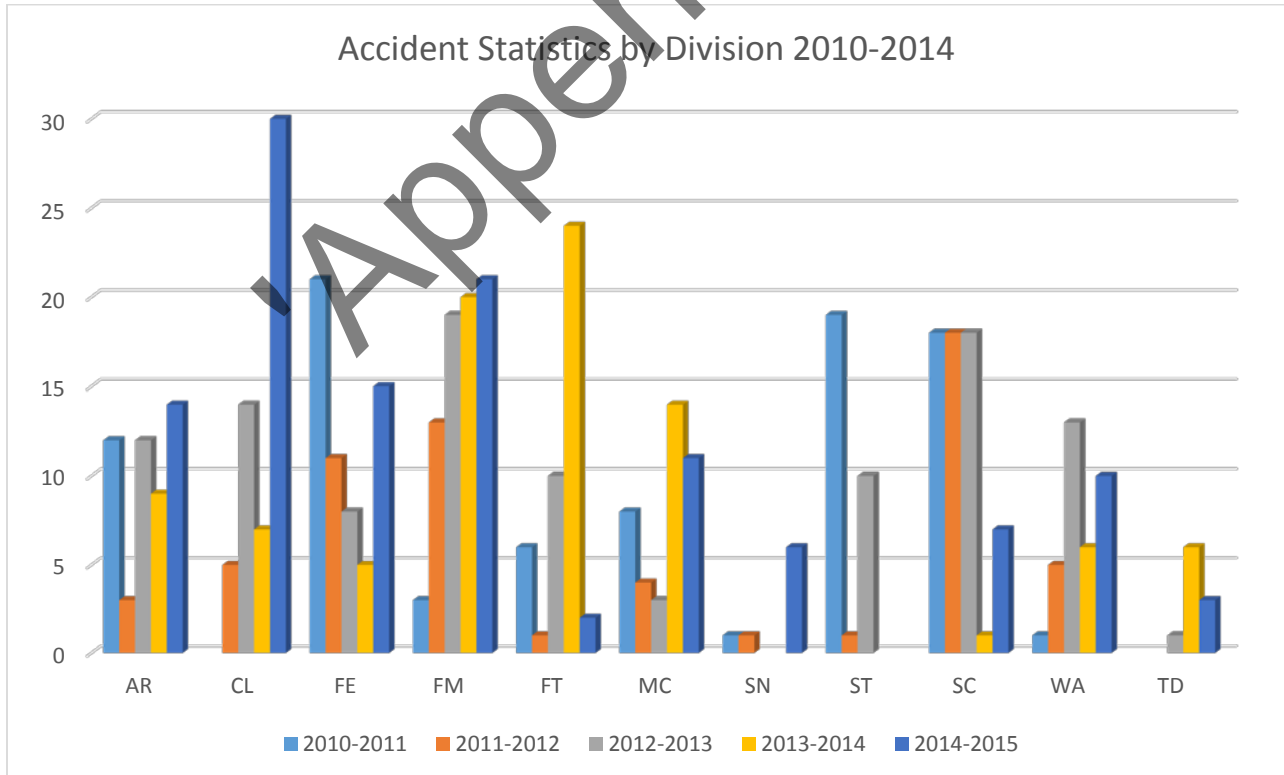
6. Conditions impacting school bus accidents

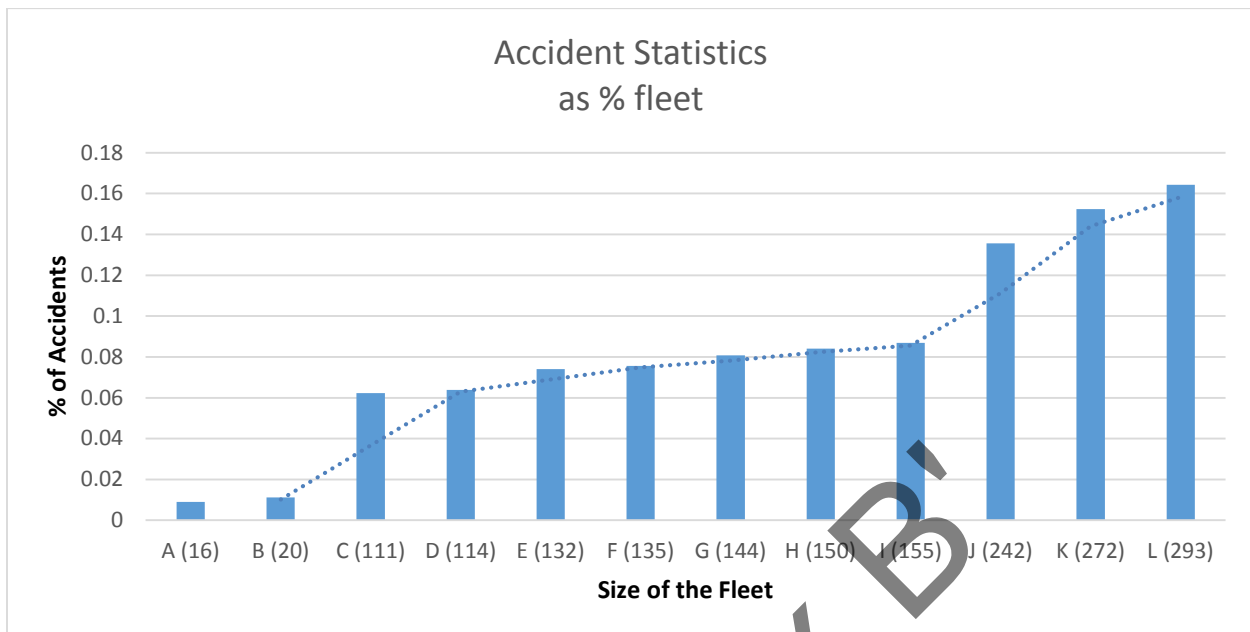


Appendix B



7. Year over year summary of accident statistics





School Travel

Statistics continue to show that school bus travel is the safest means to travel to and from school. However, there are far more students in Toronto who walk or are driven to school than utilize the school bus service. Working with the City we can identify what areas of the city are most at risk of accidents and working with our community partners attempt to address these concerns.

8. Pilot projects are under way to help schools promote active travel. This includes the provision of resources that assist the schools in understanding some of the barriers and opportunities to active travel. Since we are an 'access to education' unit it is important that we understand the population that we are dealing with. The data we currently poses allows to understand who should be using what mode of transportation; the problem is we do not know if those individuals are in fact using those same modes of transportation to get to and from school.

By using spatial analysis we are able to mine data sources and associate the attributes to a geographical location. The ESRI data below is grabbing data from the Canadian census as it pertains to the area around a school in the city of Toronto. The data itself is identifying the mode of travel for those going to and from work. If we are able to capture this data for school trips we will have a valuable cache of data to better understand how people are getting to and from school.



Mode of Travel	Travel Criteria	# of students	% of Students
Transported	Distance	15928	5%
	Hazard	9061	3%
	Special education	8119	2%
	Program	7017	2%
	Courtesy	7515	2%
	TTC	7000	2% *
Walk/Cycle/TTC/Drive	Other	282009	84%
	Total	336649	

* number of TTC riders underrepresented as only those who receive tickets from the School Boards are counted



DEP Occupation Profile Canada

65 Avonwick Gate, Toronto, Ontario, M3A
Ring: 1 kilometer radius

Prepared by Esri
Latitude: 43.75320
Longitude: -79.32145

Demographic Summary	2009	2014	2019	2014-2019 Change	2014-2019 Annual rate
Total Population	16,446	17,123	20,470	3,347	3.64
Total Household Population 15 yrs plus	13,338	14,112	16,804	2,692	3.55
In the Labour Force	8,675	9,241	11,165	1,924	3.86
Participation Rate	65.0%	65.5%	66.4%	1.0%	0.3%

Type of Occupation	2009		2014		2019	
	Number	Percent	Number	Percent	Number	Percent
Management occupations	822	6.16%	767	5.44%	892	5.31%
Business, finance and admin	1,929	14.46%	2,014	14.27%	2,360	14.04%
Natural and appl sci and related	697	5.23%	758	5.37%	848	5.05%
Health	334	2.50%	385	2.73%	490	2.92%
Soc sci, educ, govt serv and relig	848	6.36%	999	7.08%	1,185	7.05%
Art, culture, rec and sport	305	2.29%	298	2.11%	386	2.30%
Sales and service	2,159	16.19%	2,352	16.67%	2,929	17.43%
Trades, transport/equip operators and related	992	7.44%	1,033	7.32%	1,319	7.85%
Primary industry	67	0.50%	58	0.41%	72	0.43%
Processing, manuf and utils	194	1.45%	185	1.31%	236	1.40%
Occupation Not Applicable	327	2.45%	392	2.78%	446	2.65%

Mode of Transportation	Travel to Work					
	2009		2014		2019	
	Number	Percent	Number	Percent	Number	Percent
Total	7,312	100%	7,777	100%	9,400	100%
By car as driver	4,626	63.27%	4,890	62.88%	5,840	62.13%
By car as passenger	324	4.43%	351	4.51%	452	4.81%
By public transit	2,078	28.42%	2,243	28.84%	2,745	29.20%
By walking	233	3.19%	242	3.11%	298	3.17%
By bicycle	2	0.03%	2	0.03%	3	0.03%
By another method	49	0.67%	49	0.63%	63	0.67%