



14 December 2011

Report No. 11-220 to Business Services Committee

Re: Ottawa Student Transportation Authority Transportation Policies

ORIGINATORS: Jennifer Adams, Director of Education and Secretary of the Board
Michael Carson, Superintendent of Facilities

PURPOSE:

1. To provide information on upcoming decisions regarding transportation funding strategies.

BACKGROUND:

2. The Ottawa Student Transportation Authority (OSTA) was created in 2009 to act as the agent of the OCDSB and the Ottawa Catholic District School Board (OCSB) for the provision of transportation services to our students.
3. OSTA is governed by a Board of Directors that is comprised of trustees and senior staff of both member Boards and OSTA provides transportation services in accordance with the individual policies and procedures of both the OCDSB and the OCSB.
4. In June 2011 the Ministry of Education reviewed the service provision of OSTA by undertaking an Effectiveness and Efficiency (E&E) Review. At that time the consortium received an overall rating of “moderate-low”.
5. For several years the OCDSB has raised the issue of inadequate funding for transportation with the Ministry with little success.
6. To explain the Ministry’s current approach to funding, the following extracts are provided from the E&E Review report prepared by Deloitte’s.

6.1 *“The Ministry provides funding to Ontario’s 72 School Boards for student transportation. Under Section 190 of the Education Act (Act), School Boards “may” provide transportation for pupils. If a School Board decides to provide transportation for pupils, the Ministry will provide funding to enable the School Boards to deliver the service. Although the Act does not require School Boards to provide transportation service, all School Boards in Ontario provide service to eligible elementary students and most provide service to eligible secondary students. It is a School Board’s responsibility to develop and maintain its own transportation policies, including safety provisions.*

In 1998-1999, a new education funding model was introduced in the Province of Ontario outlining a comprehensive approach to funding School Boards. However, a decision was made to hold funding for student transportation steady, on an interim basis, while the Ministry worked to develop and implement a new approach. From 1998-1999 to 2010-2011, an increase of over \$267 million in funding has been provided to address increasing costs for student transportation, such as fuel price increases, despite a general decline in student enrolment. “

Although there have been several attempts, there has not been successful implementation of a new funding model for transportation. Instead, the Ministry has mandated that coterminous Boards participate in consortia, in the belief that joint planning and delivery would result in more efficient use of existing transportation funding.

In addition the Ministry has stated that the only manner in which boards would see significant changes in transportation funding, would be as a result of undergoing an E&E review and achieving a rating of at least moderate. Under those circumstances, the Ministry would make contributions to the Boards' transportation deficits.

- 6.2 *“The Ministry will use the results of the E&E Reviews and the cost benchmark study to inform any future funding adjustments. Only School Boards that have undergone E&E Reviews are eligible for a funding adjustment. Table 1 below illustrates how the Overall Rating will affect a Board’s transportation expenditure-allocation gap.*

Table 1: Funding Adjustment Formula Overall Rating	Effect on deficit Boards	Effect on surplus Boards
<i>High</i>	<i>Reduce the gap by 100% (i.e. eliminate the gap)</i>	<i>No in-year funding impact; out-year changes are to be determined</i>
<i>Moderate-High</i>	<i>Reduce the gap by 90%</i>	<i>Same as above</i>
<i>Moderate</i>	<i>Reduce the gap by 60%</i>	<i>Same as above</i>
<i>Moderate-Low</i>	<i>Reduce the gap by 0%</i>	<i>Same as above</i>
<i>Low</i>	<i>Reduce the gap by 0%</i>	<i>Same as above”</i>

- 6.3 In addition, Boards not receiving a high rating in technology and routing will continue to see an annual reduction of 1% in their funding.
- 6.4 This information was confirmed by the Assistant Deputy Minister and his staff in the recent transportation orientation meeting with trustees held on Tuesday, November 8, 2011.

STATUS:

7. In order to eliminate the transportation shortfall, the OCDSB will need to see OSTA achieve an improvement in its rating as noted above.
8. OSTA’s ratings were as follows:
- a) This consortium has been assessed as **Moderate-Low** in Consortium Management. The consortium has established a governance structure that ensures accountability, transparency and responsiveness of the governance body to stakeholder needs. It is also a separate legal entity with an operating agreement that clearly defines the relationship between the Member Boards in the delivery of safe, effective and efficient student transportation services.
 - b) Policies and Practices development and implementation has been rated as **Moderate-Low**. The consortium has made progress on developing policy and practice documentation; since much of this is only recently adopted and actual operating practices

are not in full compliance. Consortium staff, while committed, dedicated and experienced, are operating without a clearly defined operational framework that can only be provided through thoroughly documented and clearly articulated standards of service. This leads to inconsistent application of standard practices, exceptions, and a general lack of coordination and standardization in consortium operations.

- c) Routing and technology has been rated as **Moderate**. There are many positive elements to the OSTA transportation network and the routing and technology backbone by which it is managed. The quality of the underlying digital map in the routing software is excellent, and most staff members demonstrate excellent knowledge and use of the system. The effectiveness of the system is evident in the data analysis, with high levels of service quality evidenced by student ride times and reasonable school start and end times. Capacity and asset utilization are also appropriate. However, there is a clear opportunity to improve effectiveness and efficiency further through reorganization of the special needs routing function and approach, judicious bell time realignments, re-evaluation of the policy justification for courtesy riders, and aggressively pursuing further run and route integration among the Member Boards.
 - d) The process by which the consortium negotiates, structures, and manages its contracts for transportation services has been assessed as **Moderate-Low**. While the consortium uses standardized contracts, it should ensure that all of its contracts are ratified and executed before the start of service.
9. However, it is clear that in each of these areas OSTA has identified changes to be made which should achieve, at a minimum, the moderate rating which would recover 60% of the District's current shortfall of \$4.5 million, and which would be added to the base budget annually.
- 9.1 In fact, OSTA is of the opinion that a moderate rating could be achieved in the 2012-2013 year.
10. The Assistant Deputy Minister made a commitment that the Ministry would be prepared to carry out two follow-up reviews of OSTA.
- 10.1 This would provide the opportunity to achieve a moderate or higher rating on the first review, and then re-invest the increased transportation funding in harmonizing services to secondary school students.
 - 10.2 These dollars would thus be fully recovered when the consortium achieved its high rating.
11. On November 28, 2011 the OSTA Board of Directors considered policy issues including travel time, transportation eligibility, and hazards and acceptable walk paths, and the following actions were approved:
- 11.1 Travel Time

OSTA endeavors to plan routes that maximize the efficient use of resources while maintaining consideration for the length of vehicle travel times for students. See attached Transportation Services T14- Travel Time. (Appendix 1)

Where feasible, except in special circumstances, OSTA will plan student transportation services based on a preferred travel time of 45 minutes or less per one-way trip for the majority of students serviced.

Travel time will be calculated based on the time a student is travelling on the bus beginning at the scheduled pickup time and ending at scheduled arrival time at the school (not more than fifteen minutes prior to bell time).

Travel time will be calculated using OSTA's approved Edulog software based on normal traffic and weather conditions. Students who reside in remote or isolated areas, or who attend specialized or Magnet programs and whose distance to the school attended is significant, may experience travel times in excess of OSTA's preferred travel time guideline. Similarly, where temporary weather, construction and/or road conditions result in general travel delays, students may experience ride times in excess of the 45 minute guideline.

11.2 Transportation Eligibility

OSTA resolved that the attached Transportation Eligibility Policy - T18 (Appendix 2) be approved in principle.

It was also determined that the proposed policy and eligibility changes be brought to member school Boards for their review and discussion.

Member school Boards would be required to establish a process to review the proposed policy recommendation with Trustees and report back to the OSTA their preference for revised transportation eligibility parameters at the February 27, 2012 meeting of the OSTA Board of Directors.

OSTA Board of Directors wishes to be in a position to finalize the Transportation Eligibility Policy - T18 at the February 27, 2012 meeting with implementation effective for the 2012-2013 school year.

11.3 Criteria to Establish Hazards and Acceptable Walk Paths

OSTA has resolved to consult regarding the use of City-maintained walk paths and assessment factors for hazard criteria with Member Boards, with a request for feedback by February 27, 2012. See Update on Criteria to Establish Hazards and Walk Paths (Appendix 3)

SUMMARY

12. The 3 recommendations being discussed (summarized in Appendix 4) have the following impacts:
- a) Travel time – no real impact on OCDSB students. The guideline would recognize current practice.
 - b) Eligibility – The proposal would set 1.6 km as the walking distance for grade 7 and 8. This would return the OCDSB distance to the level articulated by policy prior to budget cuts in the early 2000s. The OCSB currently use these as their grade 7 and 8 distance criteria. This has an estimated incremental cost to the OCDSB of approximately \$350,000.
 - (i) The second proposal would harmonize the eligibility for secondary students at 3.2 km. This would have a net cost to the OCDSB of approximately \$3 million.
 - (ii) The third proposal would formalize and harmonize the determination of hazards where busing would be provided regardless of distances.

13. Staff would encourage discussion at Business Services Committee in December. We intend to bring forward recommendations to the Board in February based on those discussions.
 - 13.1 Staff is of the opinion that it may be prudent to proceed with the grade 7 and 8 adjustment for next year. The cost is not significant and the impact could increase retention of grade 6 students who sometimes change school boards at that grade level based on transportation eligibility.
 - 13.2 Implementation of a common policy for secondary students would be better considered after the consortium has received a rating that will allow recovery of additional funding. Staff feels that a superior rating will occur based upon the changes suggested above.
 - 13.3 OSTA has had a review done by consultants that has suggested criteria to be used in determining which hazards would be recognized when determining rider eligibility. OSTA has asked that boards consider how consultation could occur and whether the types of hazards identified are appropriate. Again, following the December discussion, OCDSB staff will bring a recommendation to the Business Services Committee in February 2012.

FINANCIAL IMPLICATIONS AND CONCLUSION:

14. While complex, staff is of the opinion that there is an opportunity for the OCDSB to finally reduce its transportation funding shortfall. It would require that:
 - a) OSTA achieves at least a “moderate” rating which would generate an additional \$2.7 million in funding.
 - b) In the year of the final E&E Review, any major transportation improvements would be introduced. Upon receipt of a “moderate high” rating, 90% of the funding shortfall would be recovered and added to the base funding.
15. OSTA has made significant progress in the last 7 months and is well positioned to continue this improvement. It is possible that the “moderate” rating could be achieved as early as 2012-2013.
16. Following discussions in December, staff will develop further recommendations for decision by the OCDSB Board.

SUBMITTED FOR INFORMATION

Jennifer Adams
Director of Education and
Secretary of the Board

Michael Carson
Superintendent of Facilities



OSTA

Ottawa Student
Transportation
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M E M O R A N D U M

TO: Board of Directors

FROM: Rose-Marie Batley, General Manager (Interim)

DATE: November 28, 2011

RE: **Travel Time Harmonization**

Background:

On October 18, 2010 OSTA approved the Transportation Services Policy T14, which included information on student travel time (Administrative Procedure #7). At that time, each of the OSTA member Boards had differing policies with respect to student travel time, which was reflected in the Administrative Procedure. A review of OSTA's operations by the Ministry's Effectiveness & Efficiency Review Team resulted in a recommendations for improvements to OSTA operations that included the Team's preference for the establishment of a harmonized travel time that more accurately reflected actual service levels experienced by students of the member boards.

Current Situation:

At the meeting of October 24, 2011, the Board of Directors reviewed current data on student travel times, and identified their preference for service levels being provided by the OSTA. After reviewing the available data and following discussion, the Board of Directors identified a preferred harmonized ride time recommendation for consideration of staff for a revision to Administrative Procedure #7 of the Transportation Services Policy T14. Staff were tasked with the preparation of a draft revision to the current procedure for consideration at the next meeting of the Board.

Staff preference is to bring all recommended procedural changes to Transportation Services Policy T14 to the Board of Directors at one time; however, in the interests of maintaining momentum of the Comprehensive Plan and meeting the expectations of the E&E Team, a draft harmonized procedure with respect to student travel time has been developed for consideration based on feedback received from the Board of Directors, an analysis of policies and procedures from transportation consortia across the province, and a review of actual travel time data for the students of the OSTA. This draft harmonized procedure is presented herewith.

This agenda item is included as part of the items relating to the harmonization component of the Comprehensive Plan, even though it is an information item. The remaining three items relating to the Comprehensive Plan are action items.

The revised wording for the harmonized travel time service follows:

Transportation Services T14 Administrative Procedure #7

Travel Time

The OSTA endeavours to plan routes that maximize the efficient use of resources while maintaining consideration for the length of vehicle travel times for students.

Where feasible, except in special circumstances, the OSTA will plan student transportation services based on a preferred travel time of 45 minutes or less per one-way trip for the majority of students serviced.

Travel time will be calculated based on the time a student is travelling on the bus beginning at the scheduled pickup time and ending at scheduled arrival time at the school, not more than fifteen minutes prior to bell time.

Travel time will be calculated using the OSTA's approved Edulog software based on normal traffic and weather conditions. Students who reside in remote or isolated areas, or who attend specialized or Magnet programs and whose distance to the school attended is significant, may experience travel times in excess of the OSTA's preferred travel time guideline. Similarly, where temporary weather, construction and/or road conditions result in general travel delays, students may experience ride times in excess of the 45 minute guideline.

Submitted for Information



OSTA

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M E M O R A N D U M

TO: Board of Directors

FROM: Rose-Marie Batley, General Manager
Cindy Armstrong, Systems Coordinator

DATE: November 28, 2011

RE: **Revised Policy T18 – Transportation Eligibility**

Background:

On November 8, 2010 the Ottawa Student Transportation Authority (OSTA) approved the Transportation Eligibility Policy (T18) which outlined differing policy distances and criteria for each of the OSTA's member school Boards. A review of the OSTA's operations by the Ministry of Education's Effectiveness & Efficiency (E&E) Review Team resulted in recommendations for improvements to OSTA operations that included a requirement that the OSTA develop and implement harmonized transportation entitlement parameters.

Current Situation:

In light of the E&E requirement, the OSTA must establish common entitlement distance and service policies that will apply to students of all member school Boards. E&E recommendations also encourage OSTA to increase capacity usage while reducing the size of the "courtesy rider" component of planning. To this end, an analysis of the current Transportation Eligibility policy has been undertaken with a view to provide the Board of Directors with information and data to help establish harmonized service parameters.

Policy Statement #3

Equity of student entitlement is a critical component in the harmonization of OSTA transportation policy in order to ensure that all students are being treated in the same manner. Students from one member Board should not be required to walk further, nor those from another member Board be required to walk less, than their counterparts.

If the OSTA is to receive a High rating in subsequent E&E reviews and, thereby, receive increases to transportation funding it is imperative that we move to a common distance entitlement policy. We do recognize that this requires considerable faith in the process defined by the Ministry of Education; however, the Ministry's commitment to this process has been proven out at other Consortia across the province who have received additional funding once the High rating was achieved.

Based on our analysis of the current student data, the OSTA is proposing that students of member school Boards be entitled to transportation service if they live, or in the case of elementary students their caregiver lives, the following distances from their school of attendance:

Junior & Senior Kindergarten	0.8 km or more
Grades 1 to 8	1.6 km or more
Grades 9 to 12	3.2 km or more

This recommendation is being made based on a determination that significant efficiencies can be achieved for minimal initial cost and where these costs will be offset by funding increases once a high rating is achieved.

The recommended reduction in distance entitlement for students in Grades 7 and 8 at the OCDSB could be accomplished for approximately **\$400,000**. Fully 40% of the students in these grades residing between 1.6 km and 3.0 km of their school of attendance are already being transported; 24% as 'courtesy' riders and 16% due to identified hazards. With the exception of four sites, all other students could be accommodated either on existing service or by adding an additional tier to an existing route. There is no financial impact for OCSB. This recommendation provides a dual impact by showing a **net increase in capacity utilization** while concurrently providing a **net reduction of 21% for courtesy riders** in the elementary grades.

The recommended increase in distance entitlement for students in Grades 9 to 12 at the OCDSB would effectively be revenue neutral, or lead to a small reduction in cost for OCDSB, due to Policy Statement #4. Further to this, should the notwithstanding clause be rescinded at a future date, the projected \$400,000 savings that would accrue from this added walk distance would offset the additional funding required to transport the additional elementary panel students.

While we have provided what we believe to be an appropriate recommendation for the Board's consideration, OSTA staff have researched three (3) options for the Board's consideration

Option 1 - grades 7/8 at 1.6 km

- no \$ impact OCSB, \$ increase OCDSB
- additional 1448 OCDSB students eligible riders; 20.7% fewer courtesy riders

Option 2 - grades 7/8 at 2.3 km

- \$ decrease OCSB, \$ increase OCDSB
- additional riders 480 OCDSB; 7.8% reduction in courtesy riders
- reduction of 640 OCSB previously eligible riders

Option 3 - grades 7/8 at 3.0 km

- \$ decrease OCSB, no \$ impact OCDSB
- reduction of 1519 OCSB previously eligible riders

The data for these three alternate scenarios, along with the wording for the original policy, are attached (Appendix C) and will assist the Board of Directors in reaching their decision with respect to the establishment of a common entitlement distance Policy for the OSTA.

We will be pleased to address any questions you may have regarding the options.

Policy Statement #2

This Policy Statement reflects a recommendation for the common treatment of elementary school students who are travelling to and/or from their school of attendance from a caregiver location. The recommendation utilizes the actual address that students are travelling to/from each day for determination of transportation entitlement.

This is the current practice for all elementary students at the Ottawa Catholic School Board (OCSB). Current practice for Ottawa-Carleton District School Board (OCDSB) students who reside outside of the attendance boundary, but have a caregiver within the attendance boundary for the school they attend, is to have the family apply for access to an empty seat on the school bus. The student transfer process is controlled by the school principal and while this recommendation will be a change in principle at the OCDSB, in practice 50% of the OCDSB elementary students in this category, who have a caregiver in the 'transportation zone' for the school they attend, are currently approved as empty seat passengers. In addition, 25% of the OCDSB elementary students in this category, who have a caregiver in the 'walk zone' for the school they attend, are also approved as empty seat passengers.

Empty seats are allocated by school Principals, and administered by OSTA staff with an additional burden borne by parents as well. There is a disproportional amount of time and resources spent processing transportation requests for these students who, having already been accepted to attend a school, could be readily accommodated on existing vehicles. The recommendation to harmonize this policy also provides a dual impact by showing a **net increase in capacity utilization** while concurrently providing a **further reduction of 8% for courtesy riders** in the elementary grades.

Please refer to Appendix A to review current policies and proposed harmonized OSTA policy with regards to pick up and drop off locations.

Policy Statement # 5

The original policy outlined the treatment of students with special needs at each member school board. The attached chart (Appendix B) provides the two existing policy statements from member Boards, and provides a harmonized statement that reflects the OSTA's mandate and respects the spirit of the original member Board policies by ensuring that the needs of special needs students requiring transportation services are met.

RECOMMENDATION:

THAT the attached Transportation Eligibility Policy - T18 (Appendix D) be approved in principle; and

THAT the proposed policy and eligibility changes be brought to member school Boards for their review and discussion; and

THAT member school Boards be required to establish a process to review the proposed policy recommendation with Trustees and report back to the OSTA their preference for revised transportation eligibility parameters at the February 27, 2012 meeting of the OSTA Board of Directors; and

THAT the OSTA Board of Directors be prepared to finalize the Transportation Eligibility Policy - T18 at the February 27, 2012 meeting with implementation effective for the 2012-2013 school year.



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Transportation Eligibility
Effective Date: November 8, 2010

Policy Name T18	Number of Pages	Date(s) of Amendment
Transportation Eligibility	1 of 2	
Cross Reference		
Transportation Services		
Related Forms		

Policy Statement

1. The Ottawa Student Transportation Authority (OSTA) shall provide transportation for students of member school Boards who reside within the designated attendance boundary of the school they are attending and meet the minimum transportation eligibility distance requirements as stipulated at Policy Statement #3.
2. For the purpose of this Policy, the OSTA shall provide transportation for students in elementary grades (Junior Kindergarten to Grade 8) whose caregiver resides within the designated attendance boundary of the school the student attends, who have had their attendance at the designated school approved under member Board transfer processes, and whose caregiver's address meets the minimum transportation eligibility distance requirements as stipulated at Policy Statement #3.

In such situations, transportation shall be determined based solely on home or caregiver addresses within the designated attendance boundary of the school attended.

3. Transportation Eligibility Distance Requirements:

Junior and/or Senior Kindergarten	0.8 km or more
Grades 1 to 8	1.6 km or more
Grades 9 to 12	3.2 km or more

4. Notwithstanding Policy Statements #1 and #3, for students in Grades 9 to 12 who are attending Ottawa-Carleton District School Board schools, the OSTA shall provide transportation services at public expense within all areas of the jurisdiction solely to those who do not reside within the "Urban Transit Area" (UTA) and who are attending designated schools, or who reside inside the UTA but attend a designated school outside the UTA, and who live the minimum distance as defined at Policy Statement #3 from their school of attendance.

The "Urban Transit Area" is established by the City of Ottawa.

5. The OSTA shall provide transportation without the application of eligibility distances for students who are attending a designated school and who, for physical, mental or emotional reasons, require special transportation other than that normally provided.

Such service shall be provided subject to the approval of the applicable member school Board's Superintendent responsible for the placement of special needs students or of the General Manager (or designate) of the OSTA.

Appendix A (Policy Statements #2 and #3)

Eligibility Distances		
Original Policy Wording for Ottawa-Carleton District School Board Students	Original Policy Wording for Ottawa Catholic School Board Students	Proposed Harmonized Entitlement Distances for revised OSTA Policy
<p>Junior/Senior Kindergarten: 0.8 km or more Grades 1 to 6: 1.6 km or more Grades 7 to 8: 3.0 km or more</p> <p>Parents may use a home address or the childcare address if the child is being picked up or dropped off at this address and the address is within their designated school's transportation boundaries.</p> <p>The OSTA will provide transportation to students in grades 9 to 12 within all areas of the OCDSB jurisdiction who do not reside within the Urban Transit Area (UTA) and who are attending designated schools, or who reside inside the UTA but attend a designated school outside the UTA, and who live the following distance from their school:</p> <p>Grades 9 to 12: 3.0 km or more</p>	<p>Junior/Senior Kindergarten: 0.8 km or more Grades 1 to 8: 1.6 km or more Grades 9 to 12: 3.2 km or more</p> <p>Transportation is provided to students who reside (or in the case of elementary students, whose childcare resides) within the designated attendance boundary of the school they attend and who meet the transportation eligibility distances noted above or <i>Regularized Entitlement Area</i>.</p>	<p>Junior/Senior Kindergarten: 0.8 km or more Grades 1 to 8: 1.6 km or more Grades 9 to 12: 3.2 km or more</p> <p>Transportation is to be provided to students who reside (or in the case of elementary students, whose childcare resides) within the designated attendance boundary of the school they attend and who meet the transportation eligibility distances noted above.</p> <p>The OSTA will provide transportation to students in grades 9 to 12 within all areas of the OCDSB jurisdiction who do not reside within the Urban Transit Area (UTA) and who are attending designated schools, or who reside inside the UTA but attend a designated school outside the UTA, and who live the following distance from their school:</p>

Common Practices

	JK/SK	Gr. 1 – 3	Gr. 4 – 12
Home to School Distance			
Common Practice	0.8 km	1.2 km	3.2 km
Policy - OCDSB	0.8 km	1.6 km	1.6 km 4 – 6 3.0 km 7 – 8 3.0 km 9 – 12 outside UTA
Policy - OCSB	0.8 km	1.6 km	1.6 km 4 – 8 3.2 km 9 – 12
Home to Bus Stop Distance			
Common Practice	0.5 km	0.8 km	0.8 km
Policy - OCDSB	0.8 km	0.8 km	0.8 km
Policy - OCSB	0.5 km	0.8 km	0.8 km
Arrival Window			
Common Practice	18	18	25
Policy - OCDSB	15	15	15
Policy - OCSB	15	15	15
Departure Window			
Common Practice	16	16	18
Policy - OCDSB	15	15	15
Policy - OCSB	15	15	15
Earliest Pick Up Time			
Common Practice	6:30	6:30	6:00
Policy - OCDSB	[6:07 AM is the earliest pick-up time in the database]		
Policy - OCSB			
Latest Drop Off Time			
Common Practice	5:30	5:30	6:00
Policy - OCDSB	[5:59 PM is the latest drop-off time in the database]		
Policy - OCSB			
Maximum Ride Time			
Common Practice	75	75	90
Procedure - OCDSB	60	60	60
Procedure - OCSB	60	90	90
Seated Students Per Vehicle			
	JK/SK	Gr. 1 - 6	GR. 9 - 12
Common Practice	69	69	52
Procedure - OCDSB	72	72	48
Procedure - OCSB	72	72	48

Option 1 - OCDSB

Grade 7-8 students from 1.6km to 3.0 km

School	Students 1.6 to 3.0	Already Entitled	Courtesy Riders	Net Impact	Estimated Add'l Runs	Estimated Add'l Rtes	Estimated # of OC passes
A. Lorne Cassidy	0	0	21	0			
Alta Vista	42	0	20	22	1**		
Avalon	67	1	40	26	1**		
Blossom Park	27	0	39	0			
Bridlewood	33	3	63	0			
Broadview	36	0	73	0			
Carleton Heights	6	0	4	2			
Castlefrank	17	0	18	0			
Castor Valley	1	1	8	0			
Cedarview	171	10	47	114	2*		
Centennial	0	0	13	0			
D. Aubrey Moodie	16	5	6	5			
D. Roy Kennedy	89	23	59	7			
Dunning-Foubert	25	2	30	0			
Elizabeth Park	13	13	2	0			
Emily Carr	16	15	3	0			
Fallingbrook	2	1	20	0			
Featherston	9	0	29	0			
Fielding Drive	112	5	40	67	1*		
Fisher Park	147	9	0	138	3***		138
Glashan	28	0	0	28	1***		28
Glen Cairn	1	0	6	0			
Goulbourn	27	27	4	0			
Greenbank	142	4	94	44			
Hawthorne	4	2	40	0			
Henry Larsen	36	2	61	0			
Henry Munro	62	0	41	21			
Heritage	3	0	15	0			
Hopewell	63	1	29	33			
Huntley	6	6	25	0			
J.H. Putman	88	5	45	38			
Jack Donohue	65	62	41	0			
Katimavik	24	11	40	0			
Longfields	328	26	0	302	7***		302
Maple Ridge	18	0	25	0			
Metcalfe	2	2	14	0			
Pineview	73	70	3	0			
Queen Elizabeth	103	2	51	50	1*		
Rideau Valley	2	1	1	0			
Roberta Bondar	97	1	19	77	2*		
Sawmill Creek	17	0	92	0			
Sir Winston Churchill	77	11	29	37		1	
Stephen Leacock	52	4	54	0			
Steve MacLean	6	4	52	0			
Stonecrest	1	1	7	0			
Terry Fox	19	1	24	0			
Trillium	14	0	30	0			
Vincent Massey	54	3	36	15			
W. Erskine Johnston	63	21	43	0			
W.O. Mitchell	46	14	22	10			
York	37	4	12	21	1*		

Students Accommodated	1448			
Courtesy Rider Reduction (20.7%)		957		
Estimated Cost Increase			\$17,500.00	\$40,000.00
				\$351,000.00

- * Could be tiered with runs on existing routes
- ** Already need additional bus due to overload
- *** Would need a new bus, less expensive to use OC Transpo

Option 2 - OCDSB

Grade 7-8 students from 3.0 to 2.3 km

School	Students 3.0 to 2.3	Already Entitled	Courtesy Riders	Net Impact	Estimated Add'l Runs	Estimated Add'l Rtes	Estimated # of OC passes
A. Lorne Cassidy	0	0	21	0			
Alta Vista	22	0	20	2			
Avalon	8	0	21	0			
Blossom Park	24	0	36	0			
Bridlewood	0	0	52	0			
Broadview	6	0	57	0			
Carleton Heights	0	0	1	0			
Castlefrank	0	0	17	0			
Castor Valley	0	0	8	0			
Cedarview	78	9	23	46	2*		
Centennial	0	0	13	0			
D. Aubrey Moodie	7	5	2	0			
D. Roy Kennedy	52	23	37	0			
Dunning-Foubert	3	2	22	0			
Elizabeth Park	5	5	2	0			
Emily Carr	14	13	3	0			
Fallingbrook	1	0	20	0			
Featherston	4	0	28	0			
Fielding Drive	27	5	10	12			
Fisher Park	69	8	0	61	2***		61
Glashan	10	0	0	10	1***		10
Glen Cairn	0	0	6	0			
Goulbourn	18	18	4	0			
Greenbank	72	4	62	6			
Hawthorne	2	2	40	0			
Henry Larsen	18	2	48	0			
Henry Munro	26	0	25	1			
Heritage	0	0	12	0			
Hopewell	12	1	26	0			
Huntley	5	5	25	0			
J.H. Putman	30	5	39	0			
Jack Donohue	16	16	40	0			
Katimavik	14	11	36	0			
Longfields	163	24	0	139	3***		139
Maple Ridge	4	0	15	0			
Metcalfe	2	2	14	0			
Pineview	31	29	2	0			
Queen Elizabeth	12	0	24	0			
Rideau Valley	1	0	1	0			
Roberta Bondar	45	1	17	27	1*		
Sawmill Creek	0	0	86	0			
Sir Winston Church	20	9	20	0			
Stephen Leacock	23	6	34	0			
Steve MacLean	5	4	52	0			
Stonecrest	1	1	7	0			
Terry Fox	9	1	15	0			
Trillium	3	0	23	0			
Vincent Massey	19	1	32	0			
W. Erskine Johnst	32	21	26	0			
W.O. Mitchell	31	14	21	0			
York	17	2	11	0			

Students Accommodated	480			
Courtesy Rider Reduction (7.8%)		360		
Estimated Cost Increase			\$7,500.00	\$0.00 \$157,500.00

* Could be tiered with runs on existing routes
 ** Already need additional bus due to overload
 *** Would need a new bus, less expensive to use OC Transpo

Option 2 - OCSB

Grade 7-8 students from 1.6km to 2.3 km

School	Students 1.6 to 2.3	Already Walking	Net Impact	# Fewer Runs	# Fewer Routes	# Fewer OC passes
All Saints	14	4	10	0	0	0
Frank Ryan	69	0	69	2	0	0
Holy Trinity	37	0	37	1	0	0
Immaculata	42	0	42	1	0	0
Lester B Pearson	11	1	10	0	0	10
Mother Teresa	87	23	64	1	2	0
Notre Dame	24	2	22	0	0	0
Sacred Heart	87	3	84	5	0	0
St Francis Xavier	44	0	44	1	0	0
St Joseph	58	0	58	0	2	0
St Mark	7	0	7	0	0	0
St Matthew	51	4	47	0	0	6
St Michael - Fitzroy	1	0	1	0	0	0
St Patrick Intermediate	27	1	26	0	0	0
St Paul	37	1	36	2	0	0
St Peter	90	7	83	1	0	37

Students displaced	640			
Cost Reduction		\$0.00	\$160,000.00	\$39,750.00

Option 3 - OCSB

Grade 7-8 students from 1.6km to 3.0 km

School	Students 1.6 to 3.0	Already Walking	Net Impact	# Fewer Runs	# Fewer Routes	# Fewer OC passes
All Saints	46	6	40	2	0	0
Frank Ryan	144	0	144	4	0	0
Holy Trinity	81	0	81	2	0	0
Immaculata	90	0	90	2	0	0
Lester B Pearson	52	1	51	0	0	51
Mother Teresa	179	23	156	3	2	0
Notre Dame	59	2	57	2	0	0
Sacred Heart	225	3	222	5	0	0
St Francis Xavier	88	0	88	2	0	0
St Joseph	179	0	179	0	2	0
St Mark	19	0	19	0	0	0
St Matthew	83	4	79	0	0	9
St Michael - Fitzroy	1	0	1	0	0	0
St Patrick Intermediate	37	1	36	0	0	0
St Paul	111	1	110	3	0	0
St Peter	173	7	166	3	0	82

Students displaced	1519			
Cost Reduction		\$0.00	\$160,000.00	\$106,500.00



OSTA

Ottawa Student
Transportation
Authority

M E M O R A N D U M

TO: Board of Directors

FROM: Rose-Marie Batley, General Manager (Interim)
Blyth Helman, Assistant General Manager

DATE: November 28, 2011

RE: Update on Criteria to Establish Hazards and Acceptable Walk Paths

Background

The Effectiveness and Efficiency Review report included several recommendations for improvements in OSTA operations. Many recommendations relate to the lack of harmonization of Member Board policies and criteria with respect to transportation eligibility and access. Differences in these criteria cause confusion and frustration for parents and students through the OSTA service area. One of the discrepancies relates to use of walk paths and identification of hazard zones (i.e., more ‘permanent’ zones, not temporary hazards caused by construction, etc.). To quote from the Morrison Hershfield report, *“As a result, there are inconsistencies between eligibility zones for the two school boards and no clear method has been developed for determining which hazards represent legitimate barriers to safety. This leads to inequality and inefficiency in the delivery of transportation services.”* A single set of criteria for use for both Member Boards is an essential expectation of the Effectiveness and Efficiency Review.

At the OSTA Board meeting on June 27, 2011, the Board approved a motion to engage a “firm in accordance with OSTA policies to perform an independent review of hazards and walk paths at a cost not to exceed \$25,000.” Subsequently, OSTA engaged Morrison Hershfield to develop a methodology for consistently, fairly, and transparently evaluating hazards along the route to school and defining no-transport zones where busing is not required.

The OSTA Board Comprehensive Plan calls for the criteria to be reviewed in October 2011 with implications available in November 2011 and approval in January 2012 for implementation in the following year. This allows for input from Member Boards as well as an indication of the efficiencies enabled.

On October 6, 2011, Morrison Hershfield delivered an extensive document outlining guidelines for an evaluation process that include sections on: framework for the methodology; a pre-evaluation checklist (data to be compiled by the transportation staff prior to site visits); site visit data collection forms for various scenarios; and finally evaluation forms for compilation of data to determine where a hazard or whether a walk path is acceptable for use.

Blyth Helman met with staff of Morrison Hershfield on October 6, 2011 to review the suggested criteria and assessment methodology. On Thursday, October 13, 2011 four OSTA staff were provided in-service by Morrison Hershfield on use of the criteria.

The process for assessment is both thorough and rigorous. Morrison Hershfield has performed similar assessments for all the crossing guard locations in the City of Ottawa and across Canada for pedestrian traffic.

Current Situation

Sample site inspections began on Wednesday, October 19, 2011 with four sites. Each assessment, including on site collection of data and completion of the analysis, is rigorous and time consuming. Blyth Helman met with Morrison Hershfield on Friday, November 11, 2011 to test/confirm the checklist and tools based on the experience gained in applying the methodology at the four sites. Morrison Hershfield staff confirmed that OSTA staff were interpreting and assessing the criteria correctly. Additional sites have been evaluated during the month of November and evaluations will continue throughout the winter.

Results show a number of perceived hazards can be removed and the use of City-maintained walk paths is an effective and safe means of getting to and from school. (Maintenance of walk paths in use would be verified each year with the City.)

A typical example of a site review and the resulting impact will be distributed at the November 28, 2011 meeting.

Feedback on Potential Hazard Parameters

While Morrison Hershfield's list of parameters by which hazards are evaluated may be applied to any location, the OSTA staff recognizes that the OSTA Board and its Member Boards may want to consider changing those parameters in order to address perceived safety issues. Any additional parameters, or exclusions, may reduce the potential cost savings, but may also result in a higher degree of satisfaction and perceived safety for OSTA's stakeholders. To this end, OSTA staff suggests that the list of the parameters below be reviewed and feedback provided.

1. Children from kindergarten to grade 3 should be excluded from the analysis.
2. Use of city maintained walk-paths
3. Existence of sidewalks
4. Shoulders
5. Adult Crossing Guard
6. Unprotected Crossings (less than 4 lanes)
7. Multi-way Stop and 2-way Stop
8. Signalized Intersection

The OSTA Board Comprehensive Plan calls for feedback to be received from both member Boards and an opportunity for the public to provide feedback as well. The Directors from each member Board should acquire feedback from their senior staff and trustees in whatever manner is appropriate for the given Board.

RECOMMENDATION

THAT there be consultation with Member Boards with a request for feedback for the OSTA's February 27, 2012 board meeting.



OSTA

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M E M O R A N D U M

TO: OSTA BOARD OF DIRECTORS

FROM: Vicky Kyriaco, General Manager/CAO

DATE: December 2, 2011

RE: OSTA Proposed Harmonization of Policies

As part of the OSTA's endeavour to achieve a "high" rating at a future provincial E&E Review, OSTA staff is prepared to present three reports to the OSTA Board of Directors proposing harmonization of the following policies and procedures:

- Travel times (T14 procedure #7)
- Rider Eligibility (T18 – Transportation Eligibility)
- Hazard Zones

As these proposed changes impact a number of students and/or have a financial impact on the Member Boards, OSTA staff recommends that OSTA Board Members review the attached documentation with their respective Boards and provide feedback and decision to staff no later than the February 27, 2011 OSTA Board meeting.

Travel Times

In general, most students travel less than 30 minutes from boarding to drop-off, with some exceptions for students in rural areas or travelling to schools with special programs. While the actual time is relatively low, Board policies suggest ride times of 60-90 minutes. The E&E Review suggests that a more realistic harmonized policy should be created to reflect actual ride times. The OSTA staff is proposing preferred travel time of 45 minutes, with some exceptions for the aforementioned.

Rider Eligibility

The E&E Review expresses the need for standardization of rider eligibility that is equitable and fair amongst all students of both Member Boards. There is also mention of the desire to reduce the percentage of "courtesy riders" on the system. To this end, OSTA staff has prepared a few options for OSTA Board Members' consideration which takes into account the impact on costs (increase or decrease), number of students which either become eligible or are no longer eligible, and the relative reduction in percentage of courtesy riders.

Hazard Zones

At the OSTA Board's request, OSTA staff engaged a company to establish the parameters by which hazard zones may be measured and to assist OSTA staff in reviewing a number of locations to test the validity of these parameters. This comprehensive report is complete. While following the consultant's parameters to the letter results in the greatest cost savings, OSTA staff recognizes that there may still be the perception of safety issues. OSTA staff asks that OSTA Board members seek feedback from their respective Boards regarding a number of parameters. Any additional parameters, or changes to the parameters may impact the actual cost reduction.

Vicky Kyriaco
General Manager/CAO
Ottawa Student Transportation Authority
613-224-8800 ext. 2580