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Our Business

Student Transportation of Eastern Ontario (STEO) provides transportation services for the Catholic District School Board of Eastern Ontario (CDSBEO) and the Upper Canada District School Board (UCDSB).

The organization is an effective and efficient operation which oversees the transportation of approximately 31,562 students daily.

Our goal is to provide safe, efficient, and reliable transportation for our students, schools, and Boards.



Philosophy

To deliver safe, effective and efficient transportation and fleet maintenance services, while providing outstanding customer service to school personnel, parents, students, peers, employees and members of the community.



Service: Providing an exceptional level of service while exceeding the diversity of stakeholder needs.

<u>Safety</u>: Provide superior level of transportation service in a responsible and accountable manner, while ensuring the highest level of safety programs and practices for all stakeholders.

Efficiency: Is the responsible use and allocation of all resources as relates to time, cost and effort.

Vision Statement

The Consortium is committed to building a strong, efficient and integrated transportation system that will ensure safe, reliable transportation for students and communities. The Consortium will strive to improve customer service to all stakeholders by providing convenient service delivery systems.



Credo

STEO is respectful and responsive to the needs of the member boards, schools, families and students. The Consortium will operate in a seamless manner as if managed by the boards themselves.



Our Leadership Guiding Principles

We will go beyond what is expected of us as leaders.

We will become world class, providing our stakeholders with the resources, guidance, technology and/or training needed to ensure the organization is operationally excellent and a great place to work.

Deliver Surprisingly Good Service

- Understand the needs of both internal and external clients
- Be collaborative with all our stakeholders Exceed expectations and create raving fans by always being 1% better
- · Be aware of what other organizations do to support their service delivery
- Embrace change, high expectations and different methods of service delivery
- Continuously offer training and tools to support the delivery of service

Get the Job Done Right

- Do what we say we are going to do when we say we will
- Own our work
- · Be budget-responsible

Create a Happy Place

- Recognize successes and milestones
- Be playful
- Provide opportunities to celebrate
- Embrace individual differences

Never Stop Learning

· Offer training and support for growth and expertise

Be Caring Professionals

- Be aware and understanding of other people's views, beliefs and ways of looking and thinking
- Be open and honest
- · Deliver on what is promised
- Own our mistakes
- · Be consistent, but flexible

Communicate for Understanding and Collaboration

- · Make communication a two-way street with stakeholders
- · Provide information through various channels
- Encourage the sharing of ideas

Put Safety First

- Provide leading edge training and service for staff, bus contractors, drivers and students
- Offer group, individual and online materials



GM/CAO's Statement

Excellent results achieved in the 2015-2016 school year.

I am pleased to report that the 2015-2016 school year was another excellent year for STEO. We continued to identify efficiencies and improved operations. We continued our efforts to manage costs and focus on operational excellence. Our objective is to provide transportation services that are safe, reliable and meet the needs of our customers, the member school boards, students and stakeholders.

We will continue our journey to improve our methods of communication and our focus of providing a level of service and innovation that exceeds expectations.

We will continue to develop operational efficiencies and look at better utilizing vehicle capacity, double busing, and shared busing opportunities.



In the 2015-2016 school year, the organization launched and participated in a number of initiatives aimed at maximizing efficiency which included: continued amalgamation of routes where possible, further software development and increased opportunities for shared busing.

Transportation is about moving passengers from point A to point B safely, on time, every time. We want our passengers and communities to feel valued by STEO and that they, in turn, receive good value.

STEO is a strong and vigorous organization, one that is well positioned to effectively face future challenges, take advantage of opportunities, and improve efficiencies.

At STEO, we put our students, schools and communities at the forefront of everything we do. We strive to improve efficiency, provide exceptional service and put safety as a priority in everything we do.

We depend on the skills and expertise of all STEO staff to deliver operational excellence. We will continue to use a businesslike approach to our operation and development.

We look to the future with confidence and pride.

Ron Cotnam

Student Transportation of Eastern Ontario General Manager/CAO

STEO Key Accomplishments over the past year include:

- Regional transportation reviews within STEO's geographical region
- Completion of staff performance appraisals
- Policies and procedures continue to be reviewed and updated as required
- Staff training and development
- Website development



Future Short Term Initiatives

- Staff team building sessions
- Further GPS development & integration
- Develop STEO Driver Handbook
- Driver certification
- Continual development of driver training programs
- Staff training
- Student Training Programs
- Routing software enhancements



Future Long Term Initiatives

- Further development of automated key performance measurements (KPI)
- Purchase GPS hardware and software for all vehicles
- Video cameras on buses
- Continued development of Route Optimization software and strategies
- Student monitoring software
- Further development of Special Education document
- Creation of Contractor Performance Dashboard

The STEO Team

We are proud of the achievements of the past year and of the progress we have made which has allowed us to continue to enhance and improve operations of the organization. Full credit for these achievements goes to our staff. They are our ambassadors and we are proud of the tremendous job they do every day.



They continue to show immense commitment and work tirelessly to deliver great service to our students and schools.

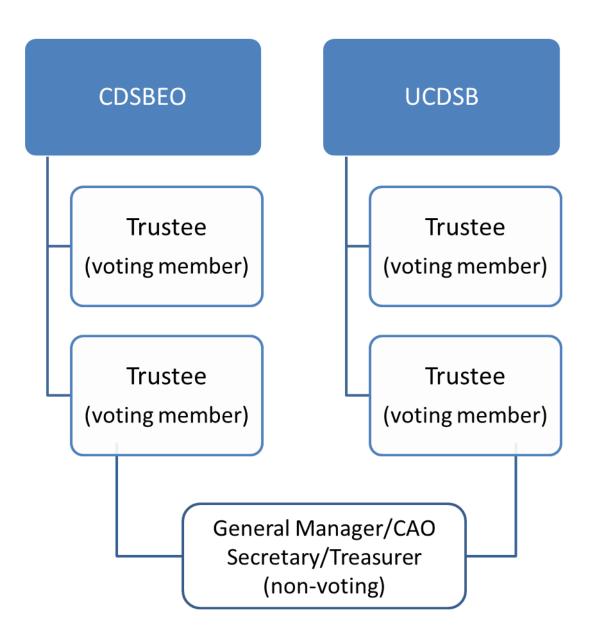
We will begin developing new routing for the 2017-2018 school year, taking into consideration opportunities for integrating transportation requirements of both school boards. In completing the tasks we

will be fair, consistent, flexible, cost-effective and will ensure a balance between service and efficiency.

We will listen and respond to our students, parents, school staff, senior administration, and boards as we aggressively manage operating costs.

<u>Fact:</u> In Canada, the design of the vehicle is governed by approximately 40 federal regulations and by Canadian Standards Association standard D250. These requirements cover such things as the colour of the bus, interior and exterior body designing, mirrors, lighting systems and seat design.

STEO Board of Directors Organizational Chart



STEO Board of Directors



Trustee—Ronald Eamer (CDSBEO) STEO Board Chair



Trustee—Jeff McMillan (UCDSB)

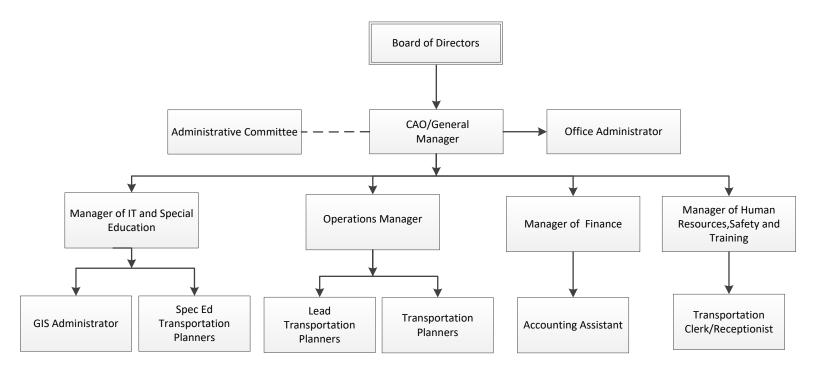


Trustee—Nancy Kirby (CDSBEO)



Trustee — John McAllister (UCDSB)

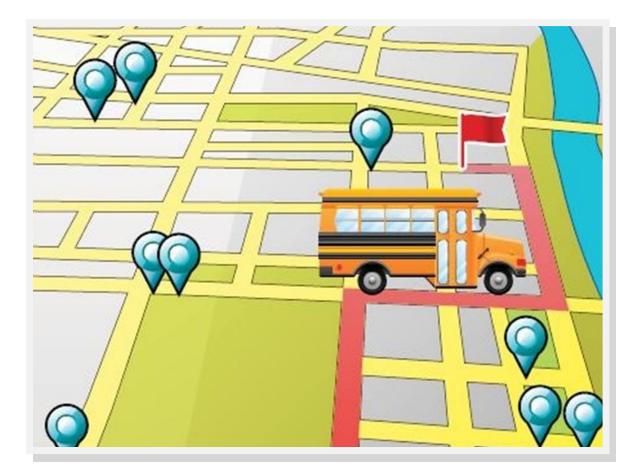
STEO Organization Chart



"Great Vision with Great People Defines Success"

Routing Efficiencies

STEO continues to become more dynamic and flexible. We have enhanced our operation to better meet the needs of our society. Effective route planning ensures that services are delivered within established parameters and helps to predict and control operational costs. We continue to incorporate, where possible, fewer stops and improved pick up and drop off times while striving to reduce mileage and student ride times.

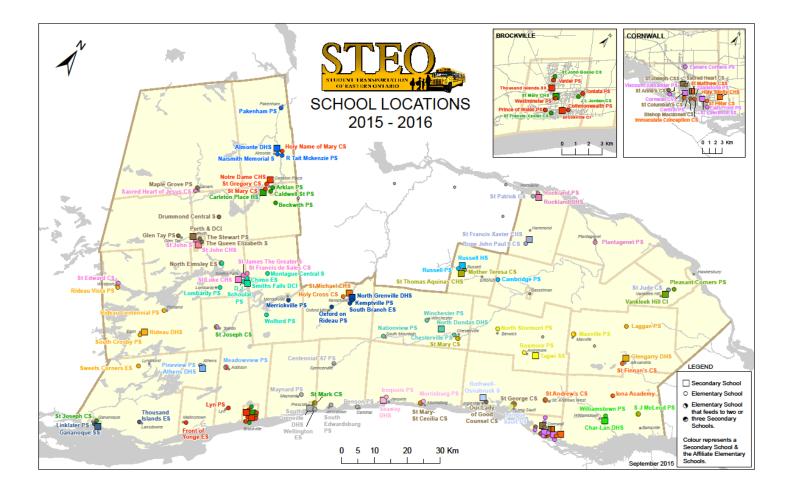


Vehicles under contract with the Consortium travel approximately 20,978,544 kilometres each year which is the equivalent of 476 trips around the world each year.

Focus: We have focused on students', schools' and parents' needs. We strive to address their needs by carefully listening and responding to them.

Employees: We believe that each employee can be an ambassador for the Consortium. They represent our commitment to providing high quality service.

Safety: Safety is and will continue to be our number one priority. We want to ensure that students are transported to and from school safely.



Inclement Weather

STEO's geographical area is separated into 18 zones with an operator as a captain in each zone. STEO deals with The Weather Network, one of the renowned weather forecasters in the country.

• Three forecasts are received daily by STEO: 1:00 p.m., 9:30 p.m. and 4:00 a.m.

The bus operator weather captains and their staff begin to drive various roads in their zones at 4:30 a.m.

Between 5:00 a.m. and 5:45 a.m. the decision is made as to whether or not busing is cancelled. The discussions take place between STEO's GM/CAO, Operations Manager, bus operator captains and each school boards' Director of Education or designate.



By 5:45 a.m. the decision is made and the phone

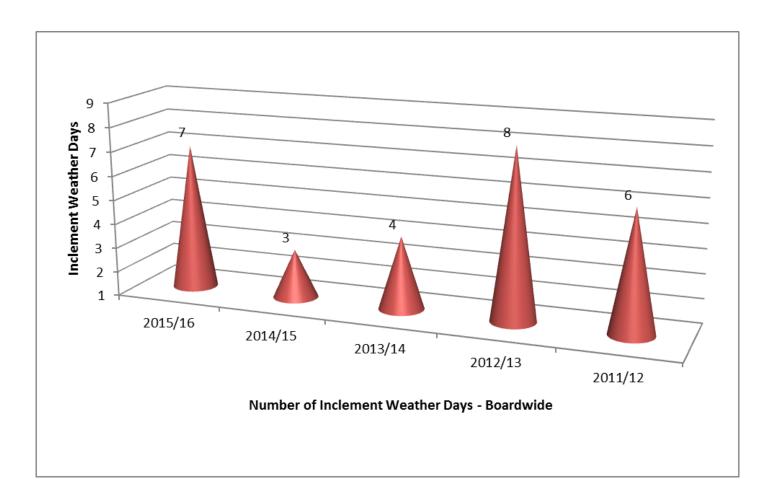
chain begins if busing is cancelled, radio stations, the website and the phone line are updated.

STEO has three methods by which parents/students/schools can check for bus/vehicle cancellations:

- 1. Announcements regarding the cancellation of school bus and special vehicle transportation will be broadcast starting at 6:15 a.m. on local area radio stations.
- 2. Access the website at www.steo.ca and click "View Bus Delays & Cancellations". School bus cancellations will be posted by 6:15 a.m.
- 3. Call 1-866-629-0629 to access a pre-recorded message which is posted by 6:15 a.m. and only updated on inclement weather days.



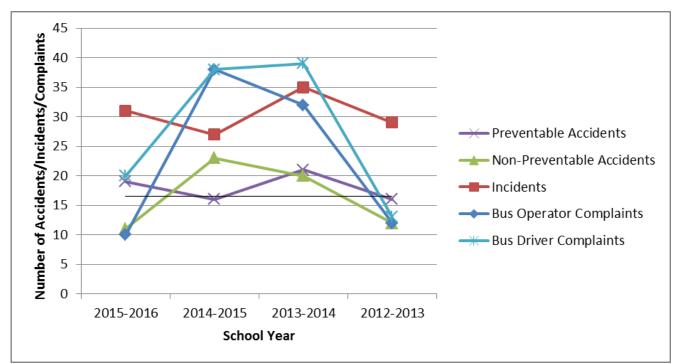
Annual Operational Statistics



Number of Inclement Weather Days

School Year	Number of Days
2015-2016	7- board wide
2014-2015	3 – board wide
2013-2014	4 – board wide
2012-2013	8 – board wide
2011-2012	6 – board wide; 1 – regional

Accident/Incident Statistics



	Non-			Complaints	
School Year	Preventable Accidents	Preventable Accidents	Incidents	Bus Operator Complaints	Bus Driver Complaints
2015-2016	19	11	31	10	20
2014-2015	16	23	27	38	38
2013-2014	21	20	35	32	39
2012-2013	16	12	29	12	13

Definitions

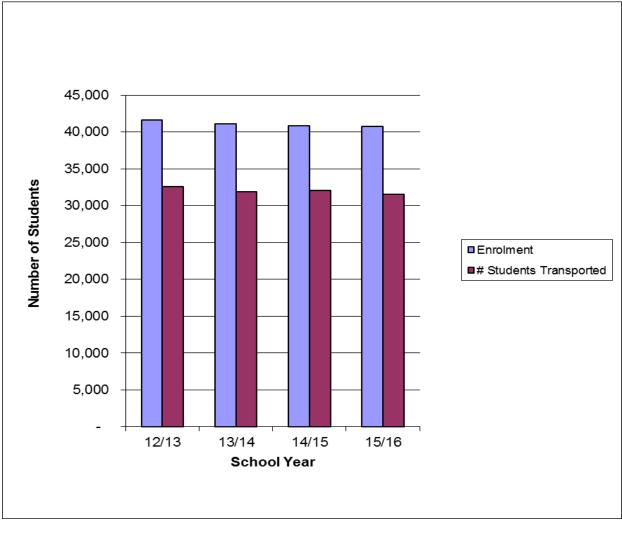
Preventable Accident: Any occurrence where a school purpose vehicle, with children on board, is involved in a collision with another vehicle, a person, an object or when a school purpose vehicle unintentionally leaves the road way.

Non-Preventable Accident: the school purpose vehicle driver did everything possible to prevent the accident.

Incident: Any occurrence where a child requires medical attention or becomes injured either while riding on the school purpose vehicle or while entering/ exciting the vehicle (note that this includes allergy/EpiPen and seizures).



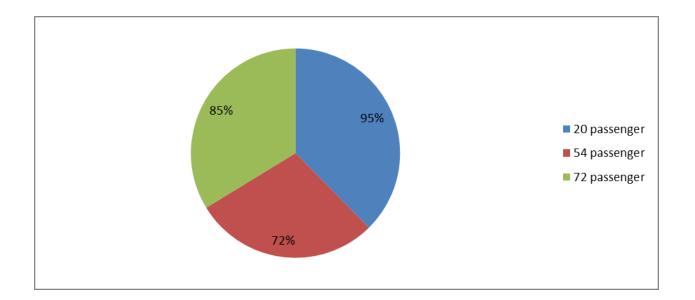
Statistics—Enrolment vs Students Transported



Year	2012-2013	2013-2014	2014-2015	2015-2016
Enrolment	41,579	41,141	40,880	40,753
# Students Transported	32,572	31,887	32,038	31,562

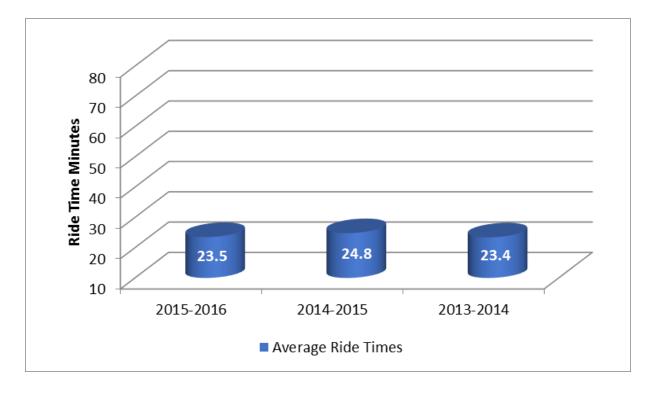
<u>Fact:</u> Transportation Canada's research shows that on a per passenger, per kilometer basis, the occupant of a school bus is 16 times less likely to be in a road collision than the occupant of any other vehicle.

Average Vehicle Capacity Utilization



Average Vehicle Capacity Utilization			
Bus Size	Average capacity by Route		
20 passenger	95%		
54 passenger	72%		
72 passenger	85%		

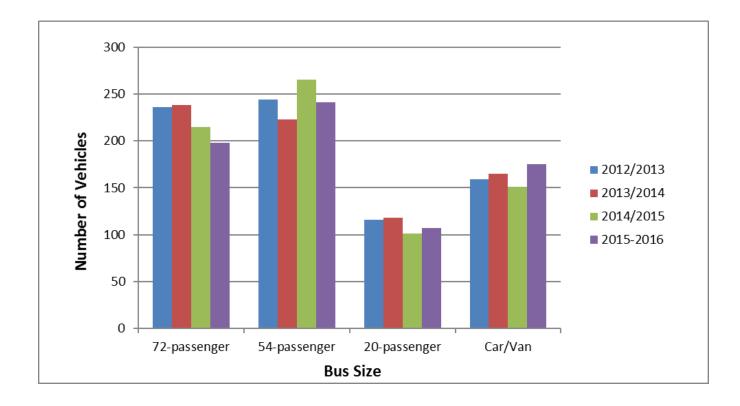
Average Ride Times



Average Ride Times				
2015-2016 2014-2015 2013-2014				
23.5	24.8	23.4		



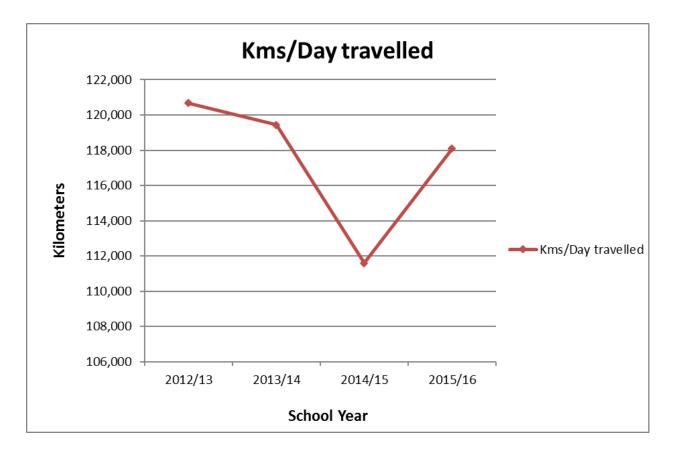
Total Number of Vehicles by Vehicle Type



Total Number of Vehicles by Vehicle Type							
	2012/2013 2013/2014 2014/2015 2015-2016						
Type of Vehicle:							
72-passenger	236	238	215	198			
54-passenger	244	223	265	241			
20-passenger	116	118	101	107			
Car/Van	159	165	151	175			
Total 755 744 732 721							



Total Number of Kms/Day Travelled

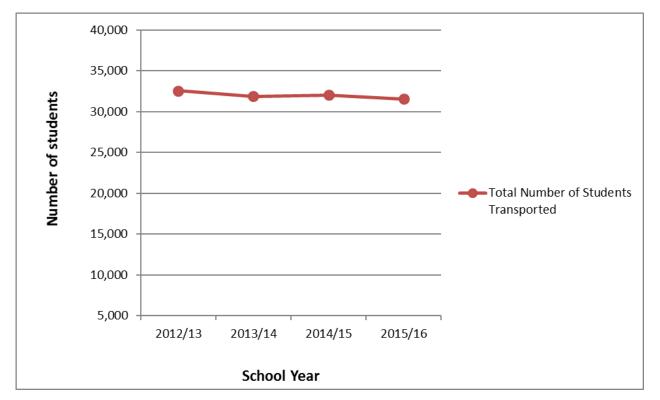


Total Number of Kms Travelled Per Day					
2012/13 2013/14 2014/15 2015/16					
Kms/Day travelled	120,672	119,439	111,588	118,093	



Total Number of Students Transported





Total Number of Students Transported					
2012/13 2013/14 2014/15 2015					
Number of Students Transported	32,572	31,887	32,038	31,562	

Thank you for reviewing this report. If you have any questions please contact Student Transportation of Eastern Ontario.

Student Transportation of Eastern OntarioTelephone: 1-855-925-0022 or 613-925-0022FAX: 613-925-0024Email: transportation@steo.caWWW.steo.ca

Leec

SCHOOL BUS

EMERGENCY DOOR ORTE DE SECOURS

DO NOT PASS WHEN SIGNALS FLASHING

2409

