

Student Transportation of Eastern Onlario 2018-2019 Annual Report





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Our Business Scope

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

We provide effective and efficient transportation for approximately 30,713 students on 730 vehicles, travelling over 124,107 kms daily, to over 150 sites and schools across Eastern Ontario.

Transportation is provided to students in the counties of Lanark, Leeds and Grenville, Stormont, Dundas, Glengarry, and Prescott-Russell. This area covers over 12,000 square kms.

Vehicles under contract with the Consortium travel approximately 25,000,000 kilometres annually, which is the equivalent of 582 trips around the world each year.

Focus: We focused on the needs of students, schools and families. 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.

<u>Safety</u>: Safety is and will continue to be our number one priority. We work hard to ensure that students are transported to and from school safely.





Mission Statement



_		
	Vision	To build a strong, efficient and integrated transportation system that will ensure safe, reliable transportation for students and communities. To improve customer service to all stakeholders by providing convenient service delivery systems.
	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.
	Credo	STEO is respectful and responsive to the needs of the member boards, schools, families and students. STEO will operate in a seamless manner, as if managed by the boards themselves.



A Shared Common Set of Principles

Developed by STEO Staff on March 6, 2013

Customer Service

Our Customer Service promises to deliver;

- Customer-focused service
- > A welcoming, caring and open-minded environment
- Equality and fairness to all customers
- > Clear, accessible and honest communication by knowledgeable employees
- > Responses in a respectful and timely manner, ensuring we listen to customer feedback
- > Quality, safety-minded and adaptable solutions

Teamwork

We achieve effective Teamwork through;

- > Understanding expectations, a clarity and meeting of objectives
- Strong effective communications
- > Ensuring team members reach their highest potential
- > Valuing and accepting each other's opinions and differences
- > A high level of engagement and involvement in the organizational culture
- > Shared common processes to achieve objectives
- > Understanding strengths and weaknesses of the team and the capacity to adapt to change
- > Offering innovative and creative solutions and tools to implement them
- > An environment of FUN!

Revisited by the STEO Team through a Values Audit in July 2018



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







Welcome! I am thankful that you are here. Your time and your interest in

the contents of this report mean a lot. STEO is excited to share the 2018/2019 Annual Report as a summary of some of the year's key projects, accomplishments and metrics.

The 2018/2019 school year saw STEO tasked with the challenge of seeking in earnest for novel efficiencies to ensure the sustainability of transportation for eligible students and for those who need it most. This meant reviewing policy and procedure to ensure its fair and consistent application. In some cases, a change to policy or procedure was deemed necessary. These changes were not always welcomed with enthusiastic reception. We get it. Process changes are often a challenge for families endeavouring to maintain their own delicate balance of varied priorities, even where the goal of that change is to ensure the viability and sustainability of the very service in question.

By its definition, scrutiny is "the critical or careful examination of a process." Synonyms include "exploration" and outcomes include "accountability." The implementation of essential efficiencies in the 2018-2019 school year placed STEO under an intense level of scrutiny. Leadership through that experience facilitated for me a personal understanding that while the experience of being deeply scrutinized is very daunting for an organization and its members, it can also stimulate opportunity. To that end, scrutiny led us to a deeper understanding of our own processes, of their significance to our stakeholders and of the importance of delivering our service in a responsive way, with innovation and integrity.

Process refinement coupled with our core principle of service-orientation led STEO to new opportunities to support families. For example, in refining the "open seat" procedure to support efficiencies, measures were taken to ensure that families with medical, exceptional and safety considerations had access to a robust system of transportation supports. Further, students who resided in the walk zone without eligibility for transportation were provided access to a wide variety of active travel opportunities through their schools and community networks.

At the conclusion of the 2018-2019 school year STEO had achieved efficiencies in support of the long-term sustainability of student transportation services for our communities. Sometimes we stumbled, but each time we got back to our feet, with a bit more insight in hand. We continue to lay the groundwork for a sustainable service model moving forward.

My sincere hope is that you are delighted with the service STEO has provided you, but perhaps you are taking this 'deeper dive' into STEO's operations because you feel your needs have not been met as you would have liked or in order to better understand the workings of this organization. Whatever brings you, that you are here now is significant, because it means that our work touches your life in some way. My hope is that your engagement with this information can be a catalyst for meaningful understanding and transparent dialogue about the role of student transportation in our communities.

I remain very fortunate to call STEO my place of employment, to engage in the work that I do and with the people that I call colleagues, partners, clients and friends. I am privileged to do work that is meaningful and important to our community, surrounded by people who are smart, engaged and talented.

Wishing you safe travels.

Janet Murray, CHRL Student Transportation of Eastern Ontario General Manager/CAO



The STEO Team

We are proud of the achievements of the past year which have allowed us to continue to enhance and improve operations here at STEO. 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 to work tirelessly to deliver great service to our students and schools. **GO TEAM!**

In the coming year, we will begin developing new routing for the 2019-2020 school year, taking into consideration opportunities for integrating the transportation requirements of both school boards. We will strive to be fair, consistent, flexible, cost-effective and will ensure a balance between service and efficiency.



We will continue to listen and respond to our students, parents, school staff, senior administration and the community as we work to manage operating costs.

From less than five to nearly 30 years of service, the STEO team boasts a wide diversity of skills and training. These varied insights and perspectives working together creates a dynamic environment of innovation, dedication, professionalism and fun!

STEO's Wall of Awesome

At STEO, we firmly believe that what you take the time to cultivate and acknowledge, grows!

2018-2019 saw the continuation of Project Awesome at STEO – a program dedicated to recognizing Random Acts of Awesome amongst staff, students and school bus drivers.



Future Short-Term Initiatives

- Involvement in annual BusPlanner training conferences
- Staff training and team building sessions
- GPS reporting compliance
- Development of STEO driver training resources
- Employee portal
- Continual development of driver training programs
- Routing software enhancements
- Enhanced misconduct reporting final phase (Phase 2)
- Standardized school bus rider training
- Programs to support positive behaviour on school buses
- Pilot for the first-time walkers program
- Support the Boards in implementing district-wide bell time changes
- Phone system review
- Hazard Assessment tool
- Streamline access to transportation information
- Creation of Bus Driver Training Resource Portal
- Phase 2 of Mental Health Poster Campaign

Future Long-Term Initiatives

- RFP for Student Transportation Services
- Further development of automated Key Performance Indicators (KPI)
- Continued development of route optimization software and strategies
- Student ridership and tracking tools
- Further development of Special Education guidelines
- Contractor Performance Dashboard
- Pilot project for Wi-Fi on buses
- STEO employee engagement project





Your Transportation Contingency Plan Preparing for Safety and Success

At STEO, we are fantastically proud of all of the people involved in ensuring safe and dependable transportation for the students and families we serve. When you consider that those students number more than 30,713, travelling on nearly 730 vehicles over 124,000 kms each day – that's no small achievement!

While the school boards, STEO, our local bus companies and an amazing team of school bus drivers work collaboratively to ensure a system that you can rely on, like anything involving our children, from childcare to health care, doing some contingency planning around your child's transportation will only strengthen the foundation of that system.

Whether it be road conditions, inclement weather, driver absence, seasonal construction, or familyrelated circumstances – a certain number of delays and interruptions are to be anticipated as part of a system as complex and robust as this one.

For example, as a family with Kindergarten students, it is important to develop a back-up plan should your child's guardian be unavailable to meet her or him at the bus stop. This might involve connecting with family, friends and/or neighbours to create an action plan to support the safety of our tiniest travelers in the case of an unforeseen emergency or personal delay.

Further, on days of inclement weather and/or questionable road conditions, the school boards we serve, in collaboration with STEO, are tasked with making a challenging decision around running or cancelling buses, with the safety of the *entire* student body in mind. When you consider the significant number of students and the vast geographic region in question, you can be sure that there will be days when some of our families may disagree with the final decision. On those days, your parental discretion and your transportation contingency plan are of utmost importance. Schools remain open to receive students even when school transportation is cancelled. Conversely, if buses are operating but you feel that weather or road conditions are not conducive to travel, you may ultimately decide to keep your children home.

Your commitment to planning for contingencies in your child's transportation is sincerely appreciated by the STEO team. For our part, STEO pledges to work diligently with all of our stakeholders to ensure that safety and efficiency remain the foundations of our service-model and that delays and interruptions remain the exception.

As always, yours in safety...

The STEO Team

Check in regularly at <u>www.steo.ca</u> for posted delays, cancellations and transportation updates. Sign up with STEO's Parent Portal to receive alerts for transportation delays specific to your child's route. Follow us on Facebook and Twitter.



2018 – 2019 Key Accomplishments

- Completion of regional reviews within STEO's area of service, to enhance safety and efficiency of transportation
- Development of new safety and training initiatives for students and school bus drivers
- Ongoing initiatives to support staff training, development and teambuilding
- Ongoing enhancements to STEO's website, social media and IT platforms
- * Streamlined processes for financial and statistical data reporting
- * Full implementation of new route planning software





- Green Communities Canada Walk to School Program
- Purple Band Program
- New School Bus Rider Safety Training
- Buzzy Bee School Bus Safety Training
- Bus Driver Appreciation Program
- Key to Safety Program
- Driving Enthusiasm Conference
- Kids Help Phone Poster Program
- Online Training Platforms
- Bus Planner App
- STEO Staff Recognition Program
- Streamlined Accidents & Incidents Report
- Full Fleet GPS Implementation
- 100% of Routes Audited via GPS
- 100% of Operator Facilities Audited
- Audited Financial Statements
- Community partnerships with Ontario Early Years Centres (OEYC) programs, Kids Help Phone, Leeds, Grenville and Lanark District Health Unit & Community Police
- Involvement in annual BusPlanner training conferences
- Development of STEO driver training resources
- Cloud-based server infrastructure
- New software tool Statistical Tool for Administrative Tracking (STAT) program
- Enhanced misconduct reporting Phase 1
- Standardized school bus rider training
- Further development of Special Education guidelines
- Refinement of Facility Audit process
- Development of Active Travel programs
- BP Web role/distribution list process (alignment of account management)
- Enhancement of communication on inclement weather days
- Website communication enhancement





To the Parents/Guardians of Student Walkers,

Did you know that increased physical activity specifically associated with the school journey increases alertness and attention during the school day? Physical activity supports healthy brain development, which can lead to improved learning and academic outcomes. ***Source** <u>www.ontarioactiveschooltravel.ca</u>

If your child walks to school, you may be interested in connecting with other parents in your neighborhood to organize a **Walk to School Group** to support a safe and social experience for your child. With your permission, we will share your contact information with other interested parents. If a space to meet is needed, the school will arrange to provide a space for your first meeting. Please keep in mind the following:

- Parents/Guardians may create a schedule by volunteering to supervise the walk to and from school
 on given days. They would then communicate the schedule and their contact information to each
 other so they can communicate as needed. If appropriate to age/ability, the group may arrange for
 their children to walk together without adult supervision. Plan a route and practice the journey with
 them.
- Volunteers are responsible to find a replacement from within the group should they be unable to
 provide supervision on a given day.
- Parents will establish a route with approximate times established so that all interested children/families are considered.
- The group must understand that the school has offered to help with the initial contact but that the school is not responsible for maintaining or managing the walk to school group. This is a parent-toparent structure and is not the responsibility of the school beyond the initial support in connecting.

□ I give permission for the school to share my contact information with other parents for the purpose of discussing/organizing a walk to school group.

Parent/Guardian Signature

Sincerely,

#MySchoolNameTeamTravelers

School Principal



PURPLE BAND PROGRAM BE A PURPLE PARENT

A Program for Junior and Senior Kindergarten Students

The Purple Band Program provides an efficient means to help protect our tiniest travelers – our junior and senior kindergarten passengers. Simply, school personnel attach a purple band around the handgrip on the top of a junior or senior kindergarten student's backpack. The purple band is a quick visual tool that tells bus drivers that the student with a tagged backpack needs their special attention, as well as adult/guardian supervision at the drop-off point.



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Parents play a key role in the program:

Ensure that the band the school provides is in place on your child's backpack

Ensure that the school has your correct contact and caregiver information

Ensure that a responsible guardian is at the bus stop on time to receive your child

Contact your school and bus company if your child's guardian is unable to provide supervision at the stop and you have made alternative arrangements



104 Commerce Drive Prescott, ON, KoE-1To 1-855-925-0022 transportation@steo.ca www.steo.ca

Kinder







Safety

BUS DRIVER TRAINING HANDOUT WINTER SAFETY REMINDERS

PURPLE BAND

The Purple Band is a visual reminder that a child with a purple tag on the handle of their backpack requires the driver's special attention must be met by a guardian at the stop.

Many students will receive new backpacks over the holidays. If you notice any Kinder students without Purple Bands, please inform the school or bus company, who will arrange for a new band to be provided.



••••••

CHILD CHECK

Thoroughly check the school vehicle right after school drop-off and immediately following the last drop-off, as soon as it may be done safely, to ensure that all students have disembarked.

Be sure to check on and under every seat, being as thorough as possible. Warm and bulky winter clothing can make it more likely for children to fall asleep en route.

WINTER BEST PRACTICES

To avoid slips, keep the area around your bus as clear from snow and ice as possible. Walk slowly on ice and in deep snow when you are doing your walkaround check. Keep bus steps clear of snow and ice build-up.

Clear snow and ice from the vehicle, paying special attention to lights, windows, mirrors, stop arm and signage. Check the back of your bus between runs during snowy conditions. Van drivers should ensure that the 'School Children Being Transported' lettering is visible on the rear of the vehicle.

Top up windshield washer fluid and ensure heaters, defrosters and wipers are working properly.

Keep the fuel level above half full to avoid condensation and freeze-up.

Drive with extra caution and adjust your speed to the road conditions, allowing for more stopping distance on wet, snow-covered and icy roads.

If you are running late or are unable to access a bus stop due to road conditions, keep dispatch informed. It is important for dispatch to post delays, especially during inclement weather.

STUDENT SAFETY

Remind students to wait well back from the roadway in snowy and icy conditions. Approach bus stops with caution and watch for children playing on and around snowbanks.

In extreme cold, allow a bit of extra time at the bus stop at pick-up to ensure that nobody is left behind.

Remind students to hold the handrail as they board and exit the bus to avoid slipping. Take a second look as students exit to make sure they are clear of the vehicle and that no clothing, bags or personal items are caught in the door before closing it and leaving the stop.

Driving Enthusiasm

Purpose Driven Mini Conferences for School Bus Drivers and Bus Company Staff

I drive promise. I drive potential. I drive the future.



A day of learning, networking and celebration...

It's a tough gig—we get it. STEO is excited to deliver two conference-style sessions, which include activities to support participants in finding fun and purpose in their work, re-investing their energies into helping not only others live their best lives, but also themselves.

The session will end with a fun and creative activity for all, followed by lunch!

May 23, 2019 JR Brisson Complex 758 Brebeuf Street Casselman May 28, 2019 Memorial Community Centre 71 Cornelia Street Smiths Falls

THE AGENDA

 $Registration/refreshments \ begin \ at \ 9:30 \ a.m. \ (we \ will \ be \ onsite \ at \ 9:00 \ to \ welcome \ folks \ who \ just \ can't \ wait \ ;)$

Keynote Speaker Gary Gzik from 10:15 a.m. to 12:15 p.m.

Lunch at 12:15 p.m. (with take-out option available for those on-the-go)

Please RSVP with numbers of participants by **Thursday May 16, 2019 for Casselman** and by **Wednesday, May 22, 2019 for Smiths Falls** to **gord.kirk@steo.ca**. Advance registration allows us to ensure that all participants receive training materials, refreshments and, of course, the cool swag.



featuring

A Dynamic Speaker Refreshments and Tasty Nosh Training Takeaways Cool Swag

Team Human—Where Hustle Meets Heart

Gary Gzik is an international presenter,

corporate trainer, management consultant, author and allaround en-



thusiastic guy who has been inspiring people and organizations for over 30 years.

Gary and the BizXcel team are passionate about people and their potential to do great things in their organizations and lives. Gary imagines a world where we abolish the TGIF mentality and rediscover our Mojo for work—and for life!









The School Bus Rider On-Site Safety Training Program for Winter/Spring 2020

MEMO

The Auditor General's Report of 2015 revealed a gap in consistent training provided to school bus riders in the Province of Ontario. Intertrain Incorporated has developed two Standardized Ministry of Education approved **School Bus Rider On-Site Safety Training sessions,** which are age appropriate and which use engaging themes, including multi-media and interactive components. The program content includes key bus rider safety messages with training sessions of approximately 30 minutes in length to be presented by skilled trainers. The following training will be provided:

- A Primary session for students from JK to Grade 3
- A Junior session for students from Grades 4 to 8

The Ministry of Education will fund the delivery of these programs to 50% of elementary students for each board annually, to be delivered to *all* elementary students for both CDSBEO and UCDSB.

Schools were divided into two regions, with training for schools in the Eastern region scheduled and completed during the 2018/2019 school year. The training for schools in the Western region is now being scheduled for 2019/2020. Please find attached a list of schools who will be provided the training during this school year.

The 2019/2020 training sessions will be delivered in February and March 2020.

Starting in November, Intertrain will be contacting each school individually to schedule the training sessions and will provide all materials and equipment required for each session. Training can be provided for up to 250 students per session. For schools who would like to contact Intertrain directly to schedule the training sessions, please contact Tyanna who can be reached at tyanna@intertrain.ca or 1-855-287-1362.







School Bus Rider Safety Training Communication Two - October 2019

NEW STEO Safety Program Resources for First Time Riders

STEO has joined with Intertrain to provide in-school training in the early fall each year to JK and SK students on how to ride the bus safely. Intertrain has been in business since 2003 and provides dynamic programs for first time riders and primary and junior school grades.

Buzzy the Bee's School Bus Safety Rules Video

The video provides an example of standardized school bus rider safety in Ontario for first time riders of the school bus. Buzzy the Bee 'flies' students through the ins-and-outs of riding the school bus for the first time. This first-time rider training video teaches children about danger zones and how to wait, ride, and disembark from a school bus safely. It also shares tips on how to sit safely and to ask for help. Watch and learn the A-"Bee"-Cs of school bus riding safety with Buzzy the Bee!





SCHOOL BUS DRIVER APPRECIATION

I DRIVE PROMISE, I DRIVE POTENTIAL, I DRIVE THE FUTURE.





On School Bus Driver Appreciation Day—and every day—sincerest thanks from our team to yours for your diligence and care in transporting and supporting our most precious cargo.

- The STEO Team



Strong of character and will, Calming conflict with grace and with skill. Helpful to students in need of support,

Observant to the interests of those you transport.

Optimistic – always 'half full' is your bus,

A Leader – engendering respect and trust.

Brave; --- enough said. Up early from bed. Safe travels ahead.

Driving the future safely to school,

Reminding the future that safety is cool.

Innovative in sparking cooperation,

Our Valued partner in transportation.

Ever-committed to safety's goal,

Reliable, rare and ready-toroll!



THE KEY TO SAFETY

School Bus Driver Keychain Initiative

As part of STEO's ongoing commitment to support driver training and student safety, we are providing cool key chains to all school vehicle drivers, which serve as a helpful reminder around the Purple Band and Child Check programs. **Stay Calm and Drive On!**



A safety reminder at each turn of the key

Purple = Parent on one side

Child Check √ on the other

Reinforces driver training

Fun 'swag' to share with school bus drivers :)

www.steo.ca





Kids Help Phone Poster Program

The CMHA in partnership with Kids Help Phone, STEO, CDSBEO and UCDSB worked extensively on a campaign to have posters placed on all school vehicles servicing STEO, which include resource information for mental health supports for students.







This application displays current morning and afternoon school bus delay information for routes that have been reported to be delayed 10 minutes or more



Download for FREE on your Apple or Android device to receive push notifications for delayed and cancelled buses! In the app, users can select buses they want to follow and receive alerts when the buses have been reported to be delayed 10 minutes or more.

Subscription options:

- For My Child's Transportation individualized transportation route delays and cancellations
- For My School(s) you will receive all Delays and Cancellations for your chosen school
- All Notifications this will push out notifications for All routes and runs going to All schools (IMPORTANT: Selecting this option will potentially result in numerous notifications)



This is for information purposes only and students are encouraged to be waiting at their bus stop at the appropriate pick-up time as often buses are able to make up time as the route progresses.





Policy on preventing discrimination because of gender identity and gender expression



Approved by the OHRC: January 31, 2014

Summary

People who are transgender, or gender non-conforming, come from all walks of life. Yet they are one of the most disadvantaged groups in society. Trans people routinely experience discrimination, harassment and even violence because their gender identity or gender expression is different from their birth-assigned sex.

Under the Ontario *Human Rights Code* (the *Code*) people are protected from discrimination and harassment because of gender identity and gender expression in employment, housing, facilities and services, contracts, and membership in unions, trade or professional associations.

Gender identity is each person's internal and individual experience of gender. It is their sense of being a woman, a man, both, neither, or anywhere along the gender spectrum. A person's gender identity may be the same as or different from their birth-assigned sex. Gender identity is fundamentally different from a person's sexual orientation.

Gender expression is how a person publicly presents their gender. This can include behaviour and outward appearance such as dress, hair, make-up, body language and voice. A person's chosen name and pronoun are also common ways of expressing gender.

Trans or **transgender** is an umbrella term referring to people with diverse gender identities and expressions that differ from stereotypical gender norms. It includes but is not limited to people who identify as transgender, trans woman (male-to-female), trans man (female-to-male), transsexual, cross-dresser, gender non-conforming, gender variant or gender queer.

Discrimination happens when a person experiences negative treatment or impact, intentional or not, because of their gender identity or gender expression. It can be direct and obvious or subtle and hidden, but harmful just the same. It can also happen on a bigger systemic level such as organizational rules or policies that look neutral but end up excluding trans people. Friends, family or others who face discrimination because of their association with a trans person are also protected.

Harassment is a form of discrimination. It can include sexually explicit or other inappropriate comments, questions, jokes, name-calling, images, email and social media, transphobic, homophobic or other bullying, sexual advances, touching and other unwelcome and ongoing

behaviour that insults, demeans, harms or threatens a person in some way. Assault or other violent behaviour is also a criminal matter. Trans people and other persons can experience harassing behaviour because of their gender identity or expression (gender-based harassment) and/or their sex (sexual harassment).

Social stereotypes about gender, and prejudice and fear towards trans people are often at the root of discrimination and harassment. Negative attitudes about a trans person's racial identity, family status or other grounds can combine or intersect to make things worse.

Everyone has the right to define their own gender identity. Trans people should be recognized and treated as the gender they live in, whether or not they have undergone surgery, or their identity documents are up to date.

An organization should have a valid reason for collecting and using personal information that identifies a person's gender. They should keep this information confidential. Trans people can have their name or sex designation changed on identity documents and other records. The criteria and process should not be intrusive or medically based.

Trans people should have access to washrooms, change rooms and other gender specific services and facilities based on their lived gender identity. Dress code policies should be inclusive and flexible. They should not prevent trans people and others from dressing according to their expressed gender.

Organizations should design or change their rules, practices and facilities to avoid negative effects on trans people and be more inclusive for everyone. Any exceptions must be legitimate in the circumstances, and trans people must be provided any needed accommodation unless it would cause undue hardship.

The duty to accommodate the needs of trans people is a shared responsibility. Everyone involved should cooperate in the process, exchange only necessary information and explore options while respecting privacy.

Trans people and other gender non-conforming individuals should not be treated negatively while at work, at school, trying to rent an apartment, shopping, eating a meal in a restaurant, using health care services or shelters, dealing with law enforcement and justice services, or at any other time.

Organizations are liable for any discrimination and harassment that happens. They are also liable for not accommodating a trans person's needs unless it would cause undue hardship. They must deal with complaints, take steps to prevent problems and provide a safe, welcoming environment for trans people.

Organizations should learn about the needs of trans people, look for barriers, develop or change policies and procedures and undertake training. This will help make sure trans people and other gender non-conforming individuals are treated with dignity and respect and enjoy equal rights and freedom from discrimination.

Shared respectfully by STEO





STOP - In the Name of Love ...

As school days resume, STEO reminds you to STOP – in the name of love. As students of all ages make their way on their journeys to school – whether by bus, on foot or two wheels – we play a special role in keeping them safe by staying alert and engaged on road and stopping at school crossings and for school buses that we meet along the way. So please don't break our hearts, remember to STOP (3)

Stopping at school crossings

Where a school-crossing guard displays a red and white stop sign, you must stop before reaching the crossing and remain stopped until all people, including the school crossing guard, have cleared the entire roadway and it is safe to proceed. If you have any doubts about when it is safe to drive forward, wait until all the children and the guard have cleared the crossing. Drivers who don't follow the stopping requirements may receive a substantial fine and get three demerit points.

Stopping for school buses

School buses in Ontario come in a range of sizes. All are chrome yellow and display the words "School Bus." You must stop whenever you approach a stopped school bus with its upper alternating red lights flashing, regardless of whether you are behind the bus or approaching it from the front. When approaching the bus from the front, stop at a safe distance for children to get off the bus and cross the road in front of you. If you are coming from behind the bus, stop at least 20 metres away. Do not go until the bus moves or the lights have stopped flashing.

It is illegal to fail to stop for a stopped school bus that has its red lights flashing. If you don't stop, you can be fined \$400 to \$2,000 and get six demerit points for a first offence. If you are convicted a second time within five years, the penalty is a fine of \$1,000 to \$4,000 and six demerit points. You could also go to jail for up to six months.

Railway crossings

Watch for school buses near railway crossings. All school buses must stop at all railway crossings. The upper alternating red lights are not used for these stops, so be alert.



Adapted from The Official Ministry of Transportation (MTO) Driver's Handbook



Thomas

DOL BUS

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Safety and Training 2018 - 2019



Milestones and Success Stories

- Mini conferences for school bus drivers and bus company staff
- Kids Help Phone partnership and poster campaign
- Walking School Bus and Active Transport programs
- Creation of Special Needs Transportation Guidelines handout
- Creation of training materials to support First Time Rider Buzzy the Bee program
- Inclusion of Human Rights Gender Identity information in driver training materials

Metrics and Measurables

- Driver and school bus company staff participation at Driving Enthusiasm conferences = 250 plus
- Kids Help Phone Posters placed in school vehicles = 100% of fleet
- School participation in On-Site School Bus Rider Training sessions 100% of targeted schools

Projects

- Participation in Transport Canada Task Force on School Bus Safety Advisory Panel
- Support for Leeds Grenville Lanark Health Unit to obtain Green Communities
 Canada Active Travel Grant
- Partner with Leeds Grenville Lanark Health Unit to conduct a hazard review for North Grenville and provide methodology for ongoing hazard designations
- Driving Enthusiasm conferences delivered by Gary Gzik of BIZXCEL
- Preliminary organization and launch of On-Site School Bus Rider Safety Training sessions delivered by Intertrain
- Creation of safety memos and PR initiatives, including social media outreach
- Creation of new Back to School "Student Message to Motorists" video with CTV
- · Creation of new Back to School radio ads
- Complete weekly and monthly driver supply report for Ministry of Education
- Assist in planning of safe walk paths to school

- Ongoing promotion of Active School Travel across STEO's area of service
- Organization of innovative School Bus Driver conference for 19/20 school year to promote learning and driver engagement/retention
- Delivery of School Bus Rider Safety Training sessions
- Expansion of community partnerships to support student safety and well-being
- Development of First Time Walker promotional materials
- Ongoing development of Gender Identity Expression Awareness training
- Creation of Bus Driver Training Resource Portal
- Phase 2 of Student Mental Health Poster campaign

Operations 2018 - 2019



Milestones and Success Stories

- Strategic transportation efficiency reviews resulted in route/vehicle reductions over previous year
- A smooth September start-up with minimal operational and logistical issues and no interruption to service
- Ongoing staff training and development to support a strong and cohesive team of Transportation Planners
- Phase 1 of bell time adjustment planning is going great

Metrics and Measurables

- Ride times over 60 minutes remain well below the 3% tolerance threshold
- Approximate average student ride time for both school boards: 23 minutes

Projects

- Unpack and deliver on key customer service objectives
- Development of innovative transportation solutions
- Bell Time reviews to explore opportunities for route doubling
- Annual Hazard Zone reviews
- Creation of strategies and partnerships to effectively manage Special Education Transportation
- Development of tools and strategies for KPI management
- Phase 1 of bell time adjustment planning in progress
- Refinement of Out of Boundary transportation
- Review of policies and procedures
- Review of travel codes and establish parameters for more consistent routing

- Continue to find ways to be as efficient as possible, while still meeting customer service objectives
- Provide the best customer service in the industry, delivering timely and accountable service to all stakeholders
- Preparing for Phase 2 of bell time adjustment planning
- Continue to review policies and procedures

Information Technology 2018 - 2019



Milestones and Success Stories

- Website redesign enhancements launched
- STAT program developed (Statistical Tool for Administrative Tracking) bus operator online tool for compliance reporting
- Migration to cloud-based laaS server hosting
- New GPS software by Synovia vendor
- Microsoft server operating system upgrade to v201 6
- Provided shape files for both boards to allow CDSBEO "easy registration" and UCDSB "My Family Room" online registration

Metrics and Measurables

- laaS cloud successful migration, met all timelines
- Student data file checker enhancements data integrity checking, ODC file enhancements full reason code fields used for change management determination
- Website App developed for Home Page Delays/Cancellations and Off-Season Messaging
- Barracuda Essentials Anti-Malware, Antivirus software integration for Office 365
- Barracuda Cloud backup solution for backup and archival for Office 365 email
- STAT program simplifying the reporting process for contact, route, vehicle and mileage information for bus operators
- GPS update CalAmp purchased Synovia
- CalAmp released new GPS software called Synovia based on HTML5 platform, improved access for GPS
- · GPS short form development ability to audit every route expediently
- Reception Mitel phone system console computer upgrade
- Upgrade of Microsoft Server Operating System software to provide a version that Microsoft services and supports
- Ergonomic assessment review enhance staff productivity
- IaaS server backup software implemented VEAAM
- Onsite wiring closet climate control upgrades
- Provided all new boundary maps for CDSBEO and UCDSB

Projects

- Phase 1 of electronic misconduct reporting completed
- Phase 2 of electronic misconduct reporting preliminary review
- UCDSB staff contact update automation
- Commence REST API planning and SOAP being phased out for transportation data going back to both boards for integration into their respective SIS systems

- Phone system review
- Life Threatening forms enhanced process options
- KPI reporting
- Driver portal





Milestones and Success Stories

- Unqualified audit opinion from independent auditors
- Adherence to appropriate internal controls
- Compliant with regulatory reporting
- Strategically maximized rate of return on investments
- Preparation and presentation of Compliant Budget for approval by Board of Directors

Metrics and Measurables

- Regulatory compliance with all relevant laws, policies, and regulations
- Achieve all payment processing deadlines
- Meet all financial reporting deadlines

Projects

- Upgrade to new release of accounting software
- Recommend strategies to minimize transportation expenditures

- Implementation and management of revised contract with key service providers (Bus Operators)
- Successfully secure 2019-2020 Contract with key service providers (Bus Operators)
- Preparation and presentation of Compliant 2019-2020 Budget for approval by Board of Directors

STEO Board of Directors Organizational Chart


STEO Board of Directors



Trustee—John McAllister (UCDSB) STEO Board Chair



Trustee—John Danaher (UCDSB)



Trustee—Robin Reil (CDSBEO)



Trustee — Ronald Eamer (CDSBEO)

STEO Organization Chart



"Dreams do not come true just because you dream them. It's hard work that makes things happen"



Routing Efficiencies

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





Quick Reference Guide*

*Information summarized from STEO's 2018-2019 Annual Report available at www.steo.ca



Coterminous Boards	Catholic District School Board of Eastern Ontario (CDSBEO) and Upper Canada District School Board (UCDSB)			
Number of School Sites Serviced	Over 150 schools and program sites			
Number of Bus Companies	23 bus companies			
Service Area	Over 12,000 square kilometers, including the Counties of Lanark, Leeds and Grenville, Stormont, Dundas, Glengarry and Prescott-Russell			
Number of School Vehicles	730 vehicles total, including 20, 54 and 72 passenger buses, as well as accessible vehicles and vans			
Vehicle Capacity Utilization	20 Passenger = 90% 54 Passenger = 71% 72 Passenger = 84% Full capacity utilization may be limited by timing constraints and/or operational requirements			
Total Enrolment	40,075 students from K – 12			
Number of Students Transported	30,713 students from K – 12 77% of all enrolled students are transported			
Number of Shared Routes	89 shared routes, with students from both boards riding simultaneously			
Average Student Ride Time	Overall Average = 22.7 minutes CDSBEO = 23.1 minutes UCDSB = 22.3 minutes			
% Students Riding over 60 minutes	Overall = 1.4% CDSBEO = 2.07% UCDSB = 0.7%			
Kilometres Traveled	124,107 daily kilometers			
Inclement Weather Day Cancellations	11			

Life is a journey. Enjoy the ride.

THE TRANSPORTATION OF STUDENTS DURING INCLEMENT WEATHER

During the winter season, there are times when the weather or road conditions will disrupt school bus and special vehicle transportation. STEO, the school boards and local bus companies work together to ensure that our approach to transportation during times of inclement weather is planned, coordinated and communicated with the safety of students in mind.

STEO receives up-to-date information regarding regional weather and road conditions from MeteoGroup – a global weather advisor. Decisions concerning the cancellation of school bus and special vehicle transportation are made cooperatively based upon this information and on the input of a team of weather captains across the region of service. Announcements regarding the cancellation of school bus and special vehicle transportation are broadcast by local media outlets, starting at 6:15 a.m. Alternatively, parents/guardians and students can verify if buses are cancelled via a variety of STEO resources, including our website, our free Bus Planner App, our Parent Portal, our Facebook and Twitter feeds and our inclement weather hotline.

On days of inclement weather and/or questionable road conditions, the school boards we serve, in collaboration with STEO, are tasked with making a challenging decision around running or cancelling buses, with the safety of the entire student body in mind. When you consider the significant number of students and the vast geographic region in question, you can be sure that there will be days when some of our families may disagree with the final decision. On those days, parental discretion and a transportation contingency plan are of utmost importance.

Schools remain open to receive students even when school transportation is cancelled. Conversely, if buses are operating but a parent feels that weather or road conditions are not conducive to travel, they may ultimately decide to keep their children at home. STEO understand that cancelling buses in bad weather can have a big impact on families and we know that students are best served in the classroom. There are times that we simply must cancel busing, with the safety of the entire student body – and our bus drivers – top of mind.

School Year	Number of Days
2018-2019	11
2017-2018	10
2016-2017	10
2015-2016	7
2014-2015	3



Accident/Incident Statistics

		Non-		Complaints		
School Year Accidents		Preventable Accidents	Incidents	Bus Operator Complaints	Bus Driver Complaints	
2015-2016	19	11	31	10	20	
2016-2017	18	10	28	14	49	
2017-2018	19	18	33	7	37	
2018-2019	22	18	15	4	27	

Definitions

Preventable Accident: If a driver failed to do everything reasonable to avoid the accident, then it is considered a preventable accident.

Non-Preventable Accident: If a driver did everything reasonable he/she could do to prevent an accident, then it is considered a non-preventable accident.

Incident: Any extraordinary occurrence on or involving the school purpose vehicle which impacts on the regular operation of the vehicle or route (e.g. medical, behavioural, mechanical).



Statistics—Enrolment vs Students Transported



	15/16	16/17	17/18	18/19
Enrolment	40,753	39,272	39,133	40,075
Students Transported	31,562	31,332	33,613	30,713
% of Students Transported	77%	80%	86%	77%

FACT: The word "bus" comes from the Latin word omnibus, which means "for all." Buses were the first form of transportation that was for everyone. So climb on board!

Average Vehicle Capacity Utilization By Route

Average Vehicle Capacity Utilization (2018-2019)			
Bus Size	Average capacity by Route		
20-passenger	90%		
54-passenger	71%		
72-passenger	84%		

Total Number of Vehicles by Vehicle Type



Average Ride Times







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



THINK OF US ON THE BUS

bus

AS BACK-TO-SCHOOL APPROACHES, STED REMINDS STUDENTS AND MOTORISTS TO SLOW DOWN AND BE MINDFUL AROUND VEHICLES AND ON THE ROAD. DRIVERS, BE PREPARED TO STOP FOR SCHOOL BUSES WITH THE RED LIGHTS FLASHING AND STOP SIGN OUT. WHEN DRIVING, PLEASE, LEAVE THAT PHONE ALONE.



wishing you safe travels

www

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