



Driving Our Community Into The Future

2018 – 2021 | *A results-focused strategic plan for the Simcoe County Student Transportation Consortium (SCSTC)*

The importance of quality education in the 21st century cannot be denied. More than ever, students need and grow from the academic, social and personal supports offered by the world-class education system in Ontario. Through great work in and outside of the classroom, our education system is helping students in Simcoe County become global citizens ready to lead and make positive change.

Directly connected to the growing impact of education, comes an equally important conversation about how we ensure students from Simcoe County get to and from school safely, on time and in the most efficient ways possible. Especially in a community like Simcoe County, with a wide range of urban and rural communities, equity and accessibility for education transportation is a social and economic priority that impacts thousands in our community daily.

As families change, communities grow, and the education system evolves, so must the system that literally connects them all: transportation. The expectations of parents, school boards, schools and of course students, are grounded in the society in which we live, and it is up to us to educate, support and serve those growing (and at times complex) needs to the best of our ability. Equally important, knowing the funds available for education transportation are limited, we must work within available budgets and steward our human and financial resources to be as efficient, effective and customer driven as possible.

The *Simcoe County Student Transportation Consortium (SCSTC)* is passionate about our responsibility of transporting students to and from school safely. Every day, parents and educators entrust us with the most important people in the world and every day the SCSTC and our transportation partners work relentlessly to ensure the students that use our services, and the schools that depend on them, receive safe, reliable and courteous service.

This strategic plan is a public commitment to our community, suppliers and customers with a renewed focus on safety, customer service and to use funds allocated to the SCSTC in the most efficient and effective ways possible. This plan will be a guide for our hard-working staff and partners to work together in efficient and creative ways to empower and protect our communities' most precious resource: the bright minds that will guide and lead our future.



Our Vision (The world as we want it to be)

A world where a safe, efficient and reliable student transportation system promotes the success of the education system and supports the students it serves.

Our Mission (Our role in that world)

By building partnerships that are focused on student safety, continuous improvement and quality of service, the SCSTC manages the system that transports eligible students to and from school safely, on time and ready to learn.

Our Values (Those principles that guide our decision making)

Safety

Nothing is more important to the SCSTC and our transportation partners than the safety of the students we serve. All of our investments of time, money and energy are focused on building systems that transport students to and from school safely, on time and ready to learn and grow.

Service

We recognize the important social and economic impact our services play in the school communities we serve. The SCSTC and our transportation partners serve all those who depend on us with respect, clear and responsive communication and an openness to finding solutions.

Sustainability

The investments made in student transportation services are significant and we steward these resources efficiently so that the SCSTC and our transportation partners can serve our community today and in the future.

Collaboration

A system that moves over 35,000 students to 150 schools over 63,000 km of road – daily – is complex. It is our responsibility and privilege to simplify all of those logistics into a seamless customer service experience and we do this in collaboration with our transportation partners, school boards, schools and communities.

Adaptability

We understand that the only constant is change and we will foster a culture that looks for creative ways to improve how we deliver services, communicate with one another and find greater system efficiencies.



Strategic Directions | 2018 - 2021

The SCSTC is ready to share our pride, enthusiasm and commitment to safe and reliable student transportation. This strategic plan will guide our work from the summer of 2018 to the summer of 2021 and will allow us to focus on those opportunities where we can add value, leadership and efficiencies to all of our stakeholders.

Strategic Direction #1: Working with our stakeholders, build a system-wide culture focused on clear, open and timely communications.

We are often asked if we are in the transportation or education business. As the lead agency responsible for safe, reliable and cost-effective student transportation in Simcoe County we know that the SCSTC is actually in the student safety, communication and customer service business. This strategic direction allows us to focus on what we have heard from our community: consistent and clear communications is key to building our business and reputation.

- **Goal 1.1: Engage our stakeholders**

In collaboration with the communication teams at the school boards, we will explore creative ways we can continuously share information and listen to feedback from our community.

Success measurement: Look for ongoing improvement in community awareness and perceptions of our communications through an annual survey of our school and school board stakeholders.

- **Goal 1.2: Communications training for staff**

We will support the on-going professional development of SCSTC staff with training and tools so that each team member can grow our reputation of excellent customer service.

Success measurement: Having a customer service training program outlined with quarterly training sessions scheduled.

- **Goal 1.3: Develop a professional marketing plan**

We will design a professional marketing plan that will help us share the SCSTC story with our customers and community.

Success measurement: Having a communications and community engagement plan designed and implemented.

Strategic Direction #2: Own the customer service experience for all of our users.

Knowing we are only as good as our last pick-up or drop-off, the SCSTC has heard from our community that stronger communications alone isn't enough to be ready for changes coming to our sector. Everyone involved in student transportation including staff from the SCSTC, our transportation partners and the school boards need to understand how our systems connect and the important role we each play in its success. Focusing on the customer service experience at all touchpoints will benefit everyone who relies on our services.

- **Goal 2.1: Expand safety training opportunities for students**

We will continue work to expand our current suite of school vehicle safety training programs aimed at students with a focus on expanding bus training for students in grades 4 – 12.

Success measurement: We will expand student safety training to offer three training programs to intermediate-senior elementary or bused secondary students.

- **Goal 2.2: Promote a culture of continuous improvement**

We will use our regular interactions with our transportation partners to provide clear expectations to ensure that everyone who interacts with our transportation network is receiving excellent customer service. We will accomplish this through ongoing review of service indicators, sharing of best practices and promoting a culture of continuous improvement in customer service.

Success measurement: We will have an updated customer service report card designed with and for our transportation partners.

- **Goal 2.3: Engage schools on their role in student transportation**

We will intentionally and regularly engage in conversations with schools and school boards to further educate them about the important role they play in safe and reliable education transportation.

Success measure: Working with the school boards, we will have a school engagement plan designed and implemented.

Strategic Direction #3: Continue to find and execute practices and efficiencies that will allow us to maximize impact and reduce costs.

Like all businesses and not-for-profit organizations today, we know that changes in technology, government regulations, and environmental expectations are both a pressure and an opportunity. We will continue to work with our suppliers and customers to ensure that the entire student transportation system in Simcoe County is continually exploring new and creative ways to do more with the same.

- **Goal 3.1: Explore opportunities for new revenue streams**

Looking for ways to increase revenue and decrease transportation cost pressures on the education system, we will actively look for ways to effectively and efficiently provide complementary services to our school boards and other organizations pursuing complementary fee-for-service offerings.

Success measurement: We will have an expanded fee-for-service business case ready for board approval.

- **Goal 3.2: Continue to identify system-wide efficiencies**

Building on our current efforts around effectiveness, we will engage in conversations with our suppliers and school boards about building system-wide efficiencies.

Success measurement: We will have an efficiency report ready to share with the relevant stakeholders that outlines progress on this strategic plan and other efficiencies.

- **Goal 3.3: Review vehicle tracking technology**

We will work to explore how vehicle tracking technology (and its ROI) can help us improve our safety and communications targets. We will conduct research and review best practices with our partners here in Simcoe County and with consortia across Ontario and Canada.

Success measurement: We will have clarity on specific expectations prior to any approved implementation plan.



Appendix A: Strategic Direction/Goals Implementation Timelines

	Start	End	Frequency
Strategic Direction #1: Working with our stakeholders, build a system-wide culture focused on clear, open and timely communications			
Goal 1.1: Engage our stakeholders	Fall 2018	Summer 2019	On-going (annual)
Goal 1.2: Communications training for staff	Fall 2019	Winter 2020	On-going (quarterly)
Goal 1.3: Develop a professional marketing plan	Fall 2020	Summer 2021	Once
Strategic Direction #2: Own the customer service experience for all of our users.			
Goal 2.1: Expand safety training opportunities for students	Summer 2018	Spring 2019	On-going (annual)
Goal 2.2: Promote a culture of continuous improvement	Summer 2019	Fall 2019	On-going (monthly)
Goal 2.3: Engage schools on their role in student transportation	Winter 2020	Fall 2020	On-going (annual)
Strategic Direction #3: Continue to find and execute practices and efficiencies that will allow us to maximize impact and reduce costs.			
Goal 3.1: Explore opportunities for new revenue streams	Summer 2018	Fall 2018	Once
Goal 3.2: Continue to identify system-wide efficiencies	Fall 2018	Winter 2019	On-going (annual)
Goal 3.3: Review vehicle tracking technology	Prior to any new contract start		Once