



**Vision**

Enhancing pathways for student success.

**Mission**

Our commitment to high-quality public education serves the community and empowers each student to live a life of dignity, fulfilment, empathy and possibility.

**Values**

Accountability, collaboration, equity and integrity.

**Division Priorities 2022-2026**

- 1. Build on outstanding learning opportunities for all students.
- 2. Advance action towards anti-racism and reconciliation.
- 3. Promote a comprehensive approach to student and staff well-being and mental health.

**Profile**

Student Transportation supports schools by ensuring that all students are transported in a safe and timely manner and arrive ready to learn. The department ensures safe, efficient and reliable transportation services for nearly 14,000 yellow bus riders and provides support to more than 18,000 students who access Edmonton Transit service on a daily basis. To do this, Student Transportation works closely with schools, contracted yellow bus carriers, and government organizations to provide students and their parents with the services they need.

## Results and Implications

### Division Priorities 2022-2026

1. Build on outstanding learning opportunities for all students.
2. Advance actions towards anti-racism and reconciliation.
3. Promote a comprehensive approach to student and staff well-being and mental health.

Based on the goals that were established for 2023-2024, report on the results you achieved (with evidence, including referencing the school's Assurance Measures results, if applicable) and describe how achievement of the goal supports the above Division's Priorities (reference the priority number in your response).

In order to ensure outstanding learning opportunities and support a wide range of programming opportunities, Student Transportation will work to improve the quality of transportation service and will work with industry to help grow market capacity to accommodate expected growth in ridership.

#### Results Achieved:

The key driver of route delays over the past few years has been the ongoing shortage of yellow bus drivers. As carriers indicated that they needed to increase staffing levels to ensure the performance of existing routes before accepting additional work, the shortage limited the number of routes that could be added to the system in response to growth pressures.

In order to increase the market capacity for bus drivers, Student Transportation worked collaboratively with carriers to limit the number of bus routes needed while also supporting driver retention initiatives such as the professional development, appreciation events and collaborative conversations.

Results achieved include:

- The total number of delays reported per route in 2023-24 was 21 per cent lower than in 2022-23.
- Preliminary results from September 2024 show a reduction in the number of delays per route of 48 per cent in comparison to September 2023 and all routes had a permanently assigned driver.
- By the end of June 2023, Student Transportation was providing service to over 16,200 yellow bus riders. This means that in 2023-24, Student Transportation observed an overall increase in yellow bus ridership of approximately 2,000 students, which has outpaced overall growth in Division enrollment (14 versus 5 per cent).
- The shortage of yellow bus drivers experienced in recent years has improved and between September 2023 and September 2024, approximately 64 yellow bus routes were added to the system in order to support system growth and maintain the average one-way ride time of approximately 27 minutes.
- The proportion of students with a one-way ride time under 60 minutes throughout 2023-24 was 93 per cent. This is a small decrease from the 95 per cent reported in 2022, and the longest ride times continue to be experienced by students who reside in rural or new and developing areas of Edmonton attending programming which is not available near their home.

Student Transportation will continue to develop and deliver professional learning opportunities for bus drivers and department staff on topics that are identified through engagement and collaboration to support staff well-being and driver retention.

#### Results Achieved:

Building on results achieved in 2022-23, Student Transportation offered professional development sessions to contract carrier dispatchers in March 2024 and to driver instructors in May 2024. Together, the sessions ultimately provide support to new bus drivers at both the initial training stage (through the driver instructors), and then as they transition to full-time drivers (through the dispatchers).

The overarching theme of the session was "Creating a welcoming environment on the Bus," and topics covered were identified by carriers as ones that would best support staff well-being and driver retention. Topics included were:

- Building relationships of respect and understanding with students
- Building systems to help support staff when making decisions in complex situations that may arise on the bus
- Not every student is the same: Behaviour management and understanding students with complex needs
  - Understanding the differing needs of students and promoting flexibility in strategies when facing behavioural challenges
  - Ways to create an inclusive and supportive environment on the bus and ensuring drivers understand that students from a variety of backgrounds may be on their bus

In a follow-up survey to the sessions, 100 per cent of both groups of participants identified that the sessions provided new tools they could use when working with new and senior bus drivers, which would help improve overall driver retention.

Along with other Infrastructure departments, a number of staff in Student Transportation also participated in the "Creating Workplaces that Listen" professional development sessions on Change Leadership. The series provided a foundation for the department to develop an inquiry-based responsive framework to identify and prioritize topics for bus driver professional development and measure progress. Specific goals will be set in 2024-25 for continuing this work.

### What were the biggest challenges encountered in 2023-2024?

Address: One Kingsway

Results and Implications

Although substantial progress was made to alleviate the impact of the yellow bus driver shortage on route performance, Student Transportation continues to be challenged by continued growth in ridership relative to the availability of additional yellow bus routes. Although 64 additional routes were added between September 2023 and September 2024, service measures such as 'average one-way ride time' and 'proportion of one-way ride times under 60 minutes remained stable. Demand for service drove all the additional resource requirements.

Given continued overall enrollment growth, the rapid growth of Division Centre program establishments, and the increased number of schools requiring transportation under the growth control model, Student Transportation will need to continue working to increase the available market capacity for yellow bus routes in order to maintain and improve the quality of service.

**What are the opportunities for improvement from 2023-2024 that will inform your plan for 2024-2025?**

Specific goals will continue to be set around providing support for bus drivers as we work to find ways to help build additional market capacity and try to maintain stability for a growing number of Division families and riders.

Plans

Division Priorities 2022-2026

- 1. Build on outstanding learning opportunities for all students.
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In reflecting on our work towards continuous improvement as a Division, reflective questions have been included in the Planning Guide as a resource to help inform goal setting: Goals must align with 2022-2026 Division Priorities. All schools are to set two goals with one being in support of Priority 1. Schools also have the flexibility of setting an optional third goal. All Central DU's are to set two or three goals and indicate the priority area each goal supports.

Division Priority 1

In order to ensure outstanding learning opportunities and support a wide range of programming opportunities, Student Transportation will continue working to improve the quality of transportation service and will work with industry to help grow market capacity to accommodate expected growth in ridership.

What Key Performance Indicators are you using to track continuous improvement?

Daily route performance data (number of delays, routes without a permanently assigned driver, average length of delay, etc.) Ride Time data (proportion of ride times under 60 minutes, average and maximum one-way ride times, etc.) Number of additional yellow bus routes added throughout 2024–2025

Division Priority 3

Student Transportation will continue to develop and deliver professional learning opportunities for bus drivers and department staff on topics that are identified through engagement and collaboration to support staff well-being and driver retention.

What Key Performance Indicators are you using to track continuous improvement?

Development of a framework to identify and prioritize topics for bus driver professional development and measure progress Development of a structure to formally engage drivers on an ongoing basis Number of sessions delivered and participants at each session Driver retention statistics provided by contract carriers (driver turn-over, Division performance relative to market) Division feedback survey



Staff FTE		Budget	
Custodial	0.000000	Salaries	\$1,777,607 3.25%
Exempt	10.000000	Supplies, Equipment and Services	\$52,932,482 96.75%
Support	6.000000	Total	\$54,710,089 100.00%
Teacher	0.000000		
Maintenance	0.000000		
Total	16.000000		

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- Division Priorities 2022-2026**
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**Profile**  
The goal of Student Transportation is to provide safe, efficient and reliable services for approximately 30,000 students who use district arranged transportation on a daily basis. While Edmonton Transit is the preferred means of transportation, yellow bus transportation is also provided to designated receiving schools from neighbourhoods where the school has been closed or no school exists, and to district sites for students with special needs. Yellow bus transportation may be provided to kindergarten and elementary students attending alternative programs.

***Student Transportation supports schools in their instructional focus by ensuring that all students are transported in a safe and timely manner and arrive ready to learn.***

	2024-25 Spring Proposed		2024-25 Fall Revised	
Resources	55,453,879		54,710,089	
Internal Revenue		0		0
REVENUE TOTAL	55,453,879		54,710,089	
Teacher Supply	.000000	0	.000000	0
TOTAL NON-TEACHER	.000000	0	.000000	0
(% of Budget)		0%		0%
Exempt	10.000000	1,238,327	10.000000	1,238,327
Exempt (Hourly/OT)	.000000	75,000	.000000	75,000
Support	6.000000	434,280	6.000000	434,280
Support (Supply/OT)	.000000	30,000	.000000	30,000
TOTAL NON-TEACHER	16.000000	1,777,607	16.000000	1,777,607
(% of Budget)		3.21%		3.25%
TOTAL STAFF	16.000000	1,777,607	16.000000	1,777,607
(% of Budget)		3.21%		3.25%
SUPPLIES, EQUIPMENT AND SERVICES		53,489,772		52,745,982
INTERNAL SERVICES		186,500		186,500
OTHER INTEREST AND CHARGES		0		0
TOTAL SES		53,676,272		52,932,482
(% of Budget)		96.79%		96.75%
TOTAL AMOUNT BUDGETED		55,453,879		54,710,089