

**WEDNESDAY, JANUARY 19, 2022**

Public Session: 5:30 p.m. (Virtual Meeting)

## **AGENDA**

**A. CALL TO ORDER**

K. Maves

**B. APPROVAL OF AGENDA**

K. Maves

**C. CAPITAL PROJECTS VERBAL UPDATE**

S. Veld

**D. NIAGARA STUDENT TRANSPORTATION SERVICES:  
2020-21 ANNUAL REPORT AND 2021-22 ANNUAL PLAN**

S. Veld

**E. 2021-22 INTERIM FINANCIAL REPORT**

N. Westlake

**F. SUMMARY OF ACCOUNTS**

N. Westlake

**G. SUMMARY OF AWARD OF CONTRACTS**

S. Veld

**H. NEXT MEETING: Wednesday, February 16, 2022 at 5:30 p.m.**

**I. ADJOURNMENT**

## **Niagara Student Transportation Services – 2020-21 Annual Report and 2021-22 Annual Plan**

Wednesday, January 19, 2022

### **BACKGROUND**

At the annual meeting of the Board of Directors for Niagara Student Transportation Services (NSTS), the NSTS 2020-21 Annual Report and the NSTA 2021-22 Annual Plan was presented. Attached are those reports for Trustees' information.

### **APPENDED DATA**

- A. NSTS 2020-21 Annual Report, December 2021
- B. NSTS 2021-22 Annual Plan, December 2021

### **RECOMMENDED MOTION**

"That the Niagara Student Transportation Services – 2020-21 Annual Report and 2021-22 Annual Plan be received for information."

Respectfully submitted by:

Stacy Veld, Superintendent of Business Services

January 19, 2022

*For further information, please contact Stacy Veld, Superintendent of Business Services.*



## **NIAGARA STUDENT TRANSPORTATION SERVICES 2020-21 ANNUAL REPORT**

## TABLE OF CONTENTS

EXECUTIVE DIRECTOR'S MESSAGE .....	3
HIGHLIGHTS & ACHIEVEMENTS .....	4
KEY PERFORMANCE INDICATORS .....	8
AUDITORS' REPORT .....	12
FINANCIAL STATEMENT .....	16

## NIAGARA STUDENT TRANSPORTATION SERVICES

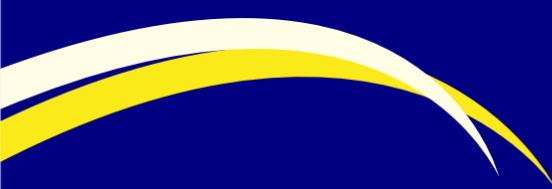
### Who Are we?

Niagara Student Transportation Services (NSTS) is a consortium between the District School Board of Niagara and the Niagara Catholic District School Board.

NSTS was established in 2007 and is incorporated as a not for profit organization.

### Mission Statement

NSTS is committed to student success by providing safe, effective and efficient transportation services to the learners of Niagara!



**2020-21  
BOARD OF DIRECTORS**

**Warren Hoshizaki**  
President

**Camillo Cipriano**  
Vice-President

**Stacy Veld**  
Director/Chairperson Management  
Advisory Committee

**Giancarlo Vetrone**  
Director/Vice-Chairperson  
Management Advisory Committee

**John Dickson**  
Director

**Patsy Rocca**  
Director

**OFFICER**

**Lori Ziraldo**  
Executive Director  
Secretary to the Board

**EXECUTIVE DIRECTOR'S MESSAGE**

The 2020-21 school year was like no other!

Student transportation professionals across Niagara were able to reconnect with our mission with the return to in person learning in September 2020. It was challenging due to the new and significant COVID-19 protocols and the school bus driver shortage that resulted from having an older demographic of bus drivers in Niagara. School bus drivers, monitors, dispatchers, safety officers and management teams across Niagara rose to the occasion and gleefully welcomed students back to their bus. I was fortunate to drive with John on the first day of school as he reconnected with students and families attending Notre Dame, Wellington Heights and St. Ann.

The staff at NSTS did a tremendous job adapting to their home, hybrid and in office working environment and ever-evolving student transportation demands. The team's approach for September 2020 to reconnect driver's with their routes and their families as much as possible turned out to be a winning strategy for safety and service ultimately resulting in drivers and families seeing familiar, trusted faces.

In addition to COVID-19, NSTS implemented the results of competitive procurement, invested in business continuity and staff development, documented new and changed standard operating procedures and said good-bye to some team members while we welcomed new talent.

It was a challenging year pivoting to in person and virtual school and providing continuity of service to students with specialized needs. The commitment and dedication of student transportation professionals across Niagara was unwavering. I was in awe of this team and inspired beyond words!





## 2020-21 HIGHLIGHTS & ACHIEVEMENTS

### Key Accomplishments:

- Implemented COVID-19 student transportation protocols as detailed on page 5.
- Implemented new service provider on 30% of routes resulting from RFP NSTS 2019-01.
- Expanded video surveillance program by 33 cameras to equip 25% of contracted routes with internal-facing and external-facing cameras.
- Supported DSBN implement new Student Information System, Aspen, and mitigated the impact of the new system and data transfer procedure to the provision of student transportation services to eligible students.
- Implemented BusPlanner Software as a Service (SaaS) for better business continuity measures.
- Transitioned NSTS.ca tenant for Microsoft 365 to DSBN's tenant as a cost saving measure, to reduce redundancy and for business continuity.
- Implemented software authentication solutions to support safe computing for ever-changing staff working conditions at home, hybrid and in office throughout the school year.
- Renewed reciprocal data sharing agreement with regional and municipal partners to improve the NSTS base map, validate address point accuracy and to plot new developments.
- Worked with Niagara Catholic to set bell times for elementary and secondary schools to achieve standardized length of school day system-wide for the 2021-22 school year.
- Offered extensive Summer School transportation services and customized specialized transportation services for student attending summer programming and camps.

### Contract Management Accomplishments:

- Completed contract compliance audits through virtual meetings and onsite documentation review.
- Completed contract performance management through virtual meetings and electronic reporting.
- Delivered service providers' staff virtual mental health resiliency professional development in May 2021.



## HIGHLIGHTS & ACHIEVEMENTS CONTINUED

### COVID-19 Protocol Accomplishments:

- Balanced actual bus capacity to 46-students to enable two student per seat as much as possible, exceeding the Ministry of Education and local public health guidance that school buses could be scheduled to full capacity.
- Worked with school boards' secondary panels to implement cohort bussing and delayed entry to accommodate the length of day modifications required to support the academic schedule.
- Worked with school boards' for data transfer of student cohort information indicating attendance schedules for in person learning and to remove virtual school learners from transportation.
- Implemented a mandatory Opt-In process for eligible students to have accurate actual ridership on passenger manifests.
- Implemented an online seating plan tool through BusPlanner Web to manage accurate student seating positions in the event contact tracing was necessary.
- Worked with school bus and taxi providers to create a safe transportation environment for staff and students with providing personal protective equipment (PPE), meeting and exceeding disinfecting protocols of seat tops and seat backs twice per day and managing a window open policy in all seasons to optimize air flow.
- Aggressively recruited, trained and licensed new drivers, proactively managed shortages through collapsing or re-assigning routes and communicated delays due to a shortage of drivers to cover absences.
- Provided specialized transportation programs during school closure periods to students identified by school boards remaining in person learning.
- Led vaccination campaign for Niagara school bus drivers and monitors with the prioritization of education workers in Spring 2020.
- Managed available grants and resources provided to support additional costs pressures and implemented addenda with service providers for compensation for extraordinary costs.

## CAST OF SAFETY CHARACTERS

### BUZZY THE BEE

Teaches the First Ride Program to Kindergarten students and their families.

### BUSTER THE BUS

Teaches Kindergarten to Grade 3 students school bus safety and behaviour expectations.

### BLUE THE BUTTERFLY

Teaches Kindergarten to Grade 3 students pedestrian safety skills.



## HIGHLIGHTS & ACHIEVEMENTS CONTINUED

### Student Safety Training Accomplishments:

- Launched Blue the Butterfly pedestrian safety training video online geared towards Kindergarten to Grade 3 students to support safe and active school travel.
- Provided virtual First Ride programs including a safety video, interactive training tools and a printable certificate of completion.
- Pivoted to virtual student school bus safety and behaviour expectations safety training offered by Intertrain for continuity of annual program delivery goals.
- Contributed to the development of a cycling skills video by Heart Niagara to provide online resources during COVID-19 to students who will not be able to participate in Bike Rodeos.

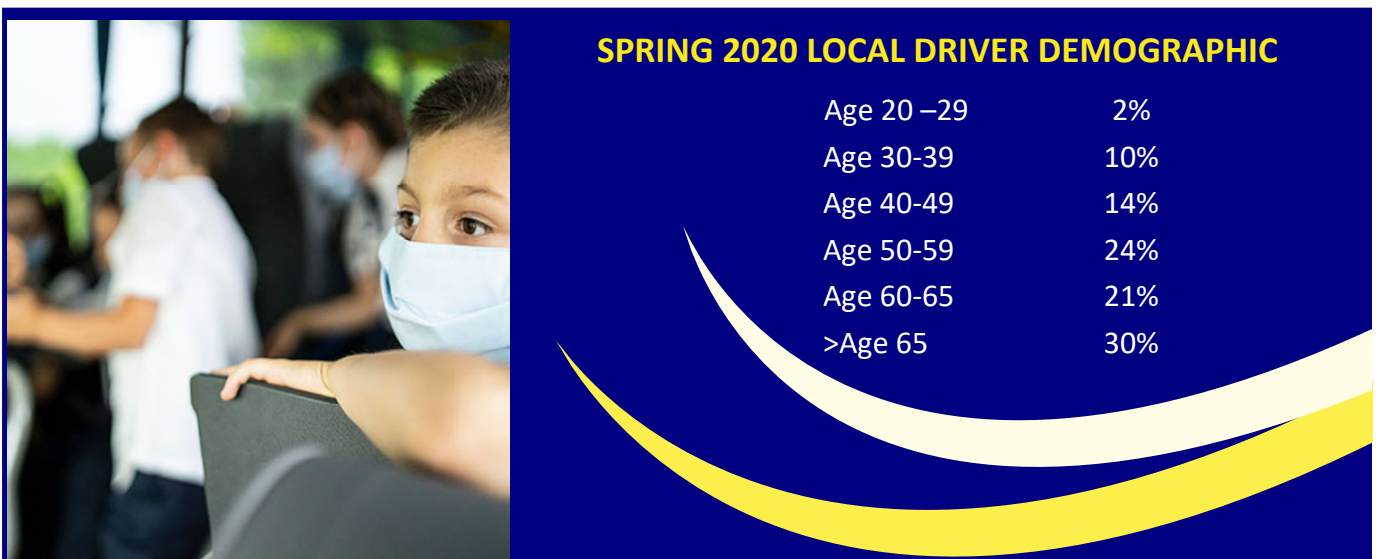
### Staff Investment Accomplishments:

- Accepted the retirement of the Assistant Director, Rob Berketo, in October 2020 and the Administrative Secretary, Jacklyn Rocco, in April 2021.
- Welcomed new Assistant Director, Sarb Sandhu, November 1, 2020 and the new Administrative Secretary, Lisa Goldwin, in June 2021.
- Provided staff and individual professional development to effectively use Microsoft 365 tools and programs including Excel and Teams.
- Paced staff activities through Teams and updated standard operating procedures to accompany activities and new initiatives.
- Created new position, Administrative Assistant to the Executive Director, and welcomed Brenda Chatterton in June 2021.

## HIGHLIGHTS & ACHIEVEMENTS CONTINUED

### External Contributions:

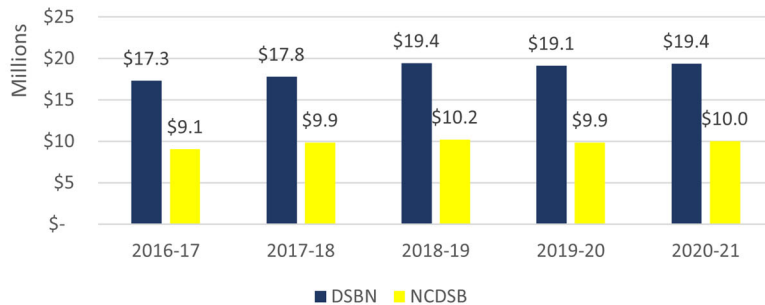
- Co-Led Niagara's Active School Travel programs with Niagara Regional Public Health.
- Active members of Ontario Association of School Business Officials (OASBO) Transportation Committee.
- Contributed to OASBO Transportation Leading Practices Committee, focused on sharing emerging leading practices for student transportation during COVID-19.
- Contributed to OASBO Pupil Transportation Certificate Program at University of Guelph, specific achievement was pivoting two courses from in person to online.
- Chaired Active School Travel Leading Practices Committee, hosting province-wide virtual meeting with OASBO members from multi-disciplines.
- Organized and facilitated virtual professional development session at Annual OASBO Conference.
- Member of Transport Canada School Bus Safety Task Force, presented Niagara's Video Surveillance Program.
- Active participant in Niagara Region's Vision Zero program focused on improved pedestrian, motor vehicle and school bus safety , implemented ten (10) new community safety zones benefitting schools.
- Contributor to the City of Niagara Falls and Town of Fort Erie Ontario Active School Travel Fund project.



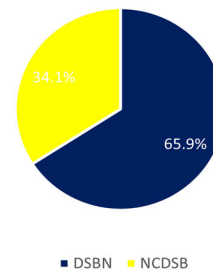
## 2020-21 KEY PERFORMANCE INDICATORS

### Financial & Student Information:

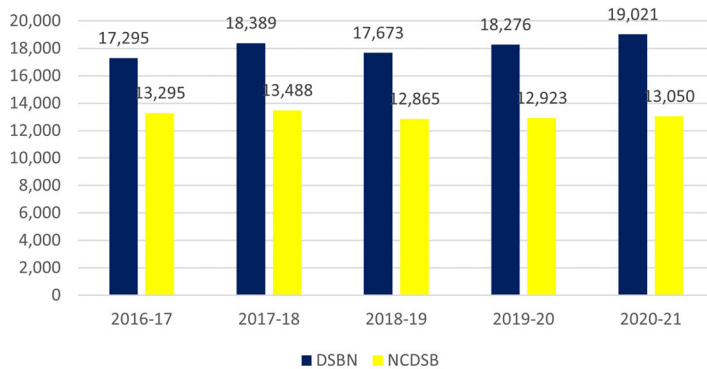
Transportation Expenditure by Board



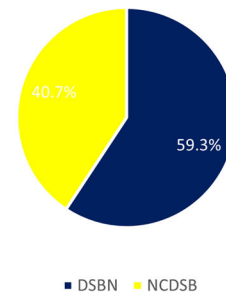
Percentage Expenditures Per Board  
Total \$29,427,702



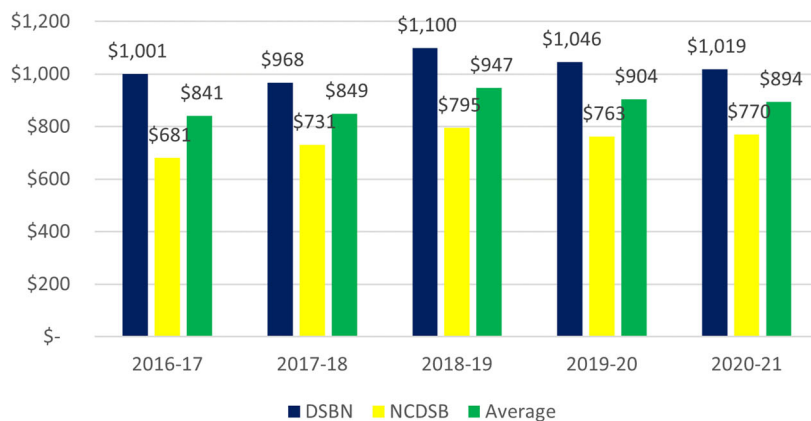
Number of Students Transported



Percentage of Students Transported  
Total 32,071



Cost Per Transported Student



### POLICY DISTANCE TO BE ELIGIBLE FOR SERVICE

Kindergarten ..... 0.8 km

Grades 1 to 8 .... 1.6 km

Grades 9 to 12 .... 2.5 km

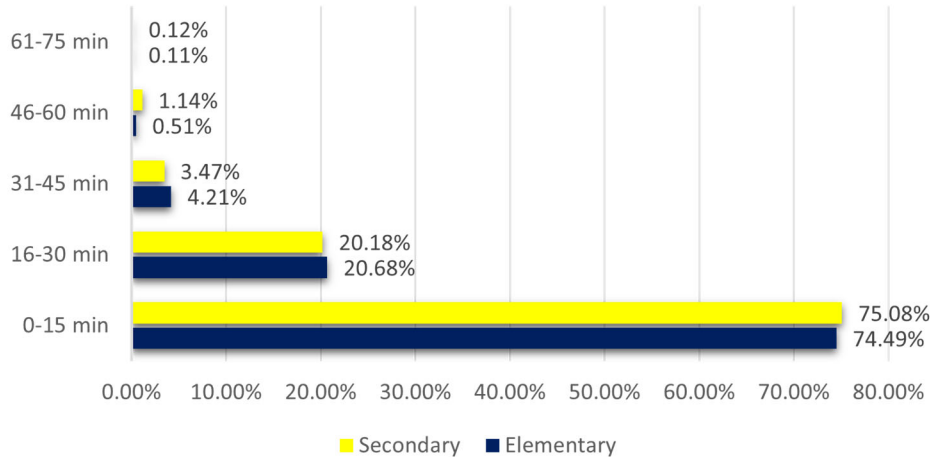
## KEY PERFORMANCE INDICATORS CONTINUED

### Service Information:

### HOME BUS STOPS

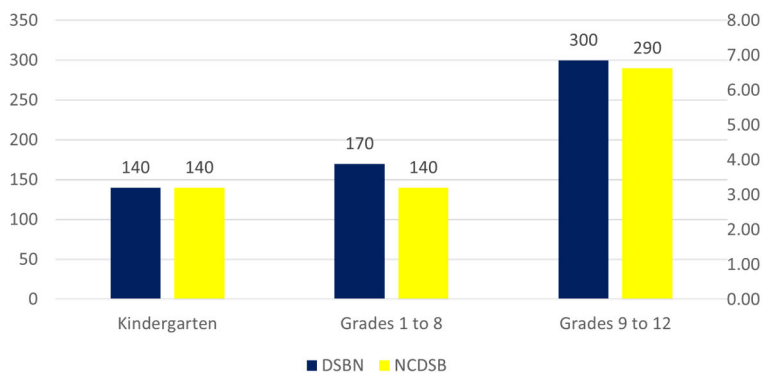
5,248 students receive a home bus stop for rural conditions or specialized transportation needs

### Student Ride Time by Range

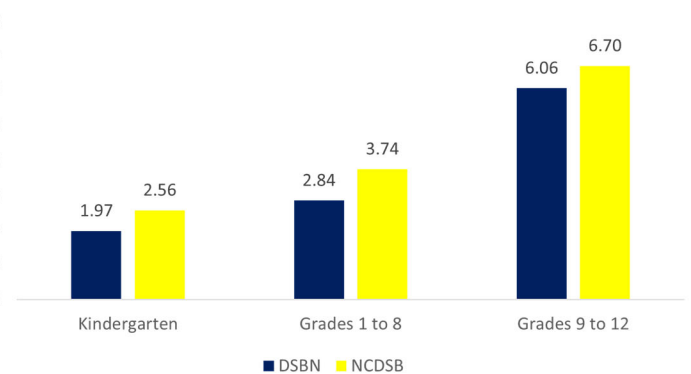


Excluding eligible students with home bus stops:

### Average Distance to Bus Stop (Metres)



### Average Distance to School (Kilometres)



## STUDENT, SCHOOL & SITE TRANSPORTATION DETAILS

Virtual Students or Opted-Out  
of Transportation:  
12,336

Transported with  
Multiple Address:  
2,328

Transported to:  
163 Schools  
60 Sites

## KEY PERFORMANCE INDICATORS CONTINUED

### Service Providers:

- DanNel Coach Lines Ltd.
- Dunn the Mover Ltd
- Sharp Bus Lines Ltd.
- Student Transportation of Canada Inc.
- 4500 Taxi
- Central Taxi
- Niagara Falls Taxi

### ROUTING EFFICIENCIES

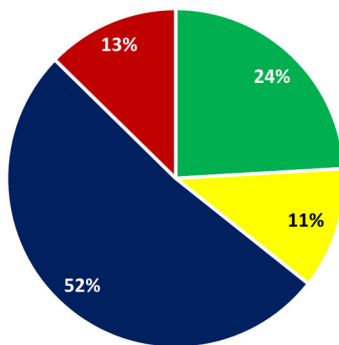
Single Run = 17%

Multiple Runs = 83%

### Route Distribution Per Service Provider, excluding Taxis

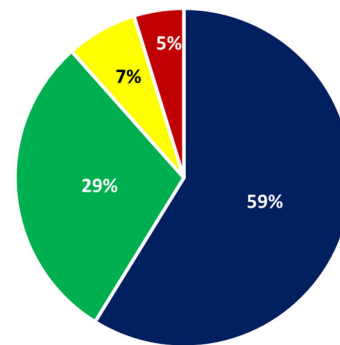
NSTS contract 544 school bus routes and 82 taxi routes for home-to-school student transportation.

Bus Route Share by Operator



■ DanNel ■ Dunn ■ Sharp ■ STC

Bus Routes by Size of Vehicle



■ Full-Size ■ Mini-Size ■ Mini-Size-Adapt ■ Mini-Van

### COLLISIONS & INCIDENTS

COLLISIONS Students on Board = 13

COLLISIONS No Students on Board = 6

INCIDENTS Student Injury = 1

### SCHOOL CLOSURES

INCLEMENT WEATHER:

Schools Closed to all students February 16

COVID-19:

Schools closed for most students January 4 to February 8 and April 19 to June 29

## KEY PERFORMANCE INDICATORS CONTINUED

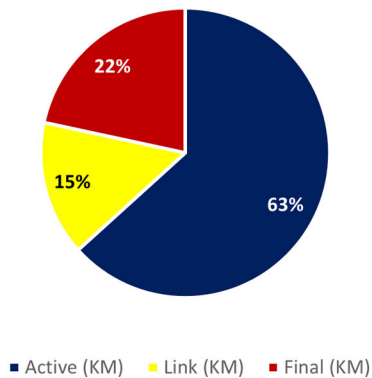
### Route Information:

The average distance buses travelled per day was 95 kilometres and the average time was 3 hours and 23 minutes.

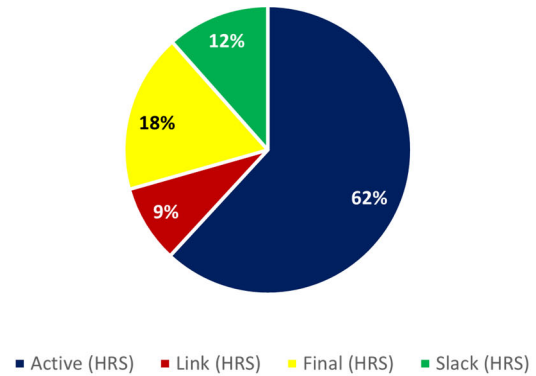
### NOTE TO ROUTE INFORMATION:

In 2020-21, secondary schools had delayed entry adding extra distance and time from normal routing practices.

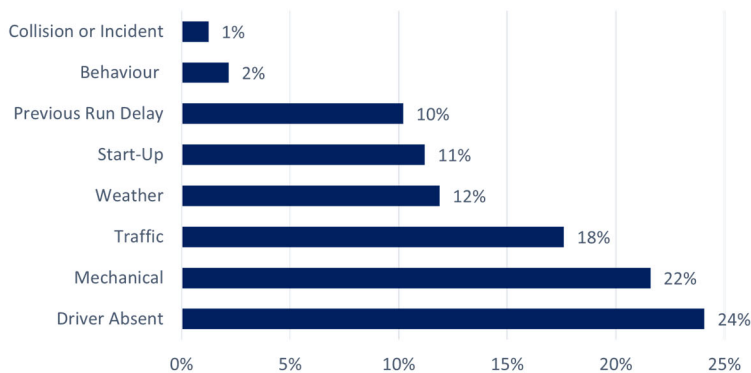
Route Distance in Kilometres



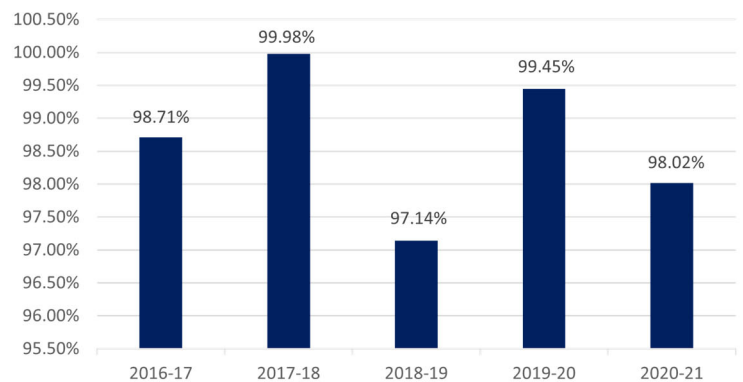
Route Time in Hours



Route Delays By Reason Type



On-Time Performance



### Route Information

#### Daily:

Bus Total Distance (KM) = 51,782

Bus Total Time (HRS) = 1,756

#### Annual:

Bus Total Distance (KM) = 9,683,217

Bus Total Time (HRS) = 328,406

Financial Statements of

**NIAGARA STUDENT  
TRANSPORTATION SERVICES  
CORPORATION**

And Independent Auditors' Report thereon

Year ended August 31, 2021

## AUDITORS' REPORT CONTINUED



KPMG LLP  
80 King Street, Suite 620  
St. Catharines ON L2R 7G1  
Canada  
Tel 905-685-4811  
Fax 905-682-2008

### INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Niagara Student Transportation Services Corporation

#### ***Opinion***

We have audited the accompanying financial statements of Niagara Student Transportation Services Corporation (the Entity), which comprise:

- the statement of financial position as at August 31, 2021
- the statement of operations for the year then ended
- the statement of changes in net debt for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at August 31, 2021, and its results of operations, its changes in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

#### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

***Auditors' Responsibility for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represents the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A stylized, handwritten-style signature of 'KPMG LLP' in black ink, with a horizontal line underneath.

Chartered Professional Accountants, Licensed Public Accountants

St. Catharines, Canada

October 27, 2021

## FINANCIAL STATEMENTS

### NIAGARA STUDENT TRANSPORTATION SERVICES CORPORATION



Statement of Financial Position

As at August 31, 2021, with comparative information for 2020

	2021	2020
<b>Financial assets</b>		
Due from related parties (note 2)	\$ 112,128	\$ 224,661
<b>Liabilities</b>		
Due to related parties (note 2)	100,278	205,201
Deferred capital contributions (note 3)	5,746	-
Deferred revenue (note 6)	11,850	19,460
	117,874	224,661
Net debt	5,746	-
<b>Non-financial assets</b>		
Tangible capital assets (note 4)	5,746	-
Commitments (note 8)		
Accumulated surplus	\$ -	\$ -

See accompanying notes to financial statements.

On behalf of the Board:

  
 \_\_\_\_\_ Director  
  
 \_\_\_\_\_ Director

## FINANCIAL STATEMENTS CONTINUED

### NIAGARA STUDENT TRANSPORTATION SERVICES CORPORATION

#### Statement of Operations

Year ended August 31, 2021, with comparative information for 2020

	Budget (note 7)	2021	2020
Revenue:			
Contributions from partners	\$ 30,766,281	\$ 29,421,317	\$ 28,975,606
Amortization of deferred capital contributions	-	639	2,044
Province of Ontario grant (note 6)	-	17,610	56,323
	30,766,281	29,439,566	29,033,973
Expenses:			
Transportation services	29,471,084	27,949,092	27,727,694
Administrative expenses			
Salaries and benefits	984,979	1,061,957	979,849
School board support services	79,801	72,925	100,071
Software maintenance fees and licenses	70,753	137,029	54,500
Rent	33,396	28,800	32,856
Professional development	9,178	9,240	15,304
Communication	35,793	44,864	44,339
Office supplies	32,671	15,097	3,806
Travel and meetings	3,064	4,197	2,869
Professional fees	45,395	98,116	14,318
Grant expenses	-	17,610	56,323
Amortization of tangible capital assets	-	639	2,044
Total expenses	30,766,281	29,439,566	29,033,973
Annual surplus	-	-	-
Accumulated surplus, beginning of year	-	-	-
Accumulated surplus, end of year	\$ -	\$ -	\$ -

See accompanying notes to financial statements.

## FINANCIAL STATEMENTS CONTINUED

### NIAGARA STUDENT TRANSPORTATION SERVICES CORPORATION

#### Statement of Changes in Net Debt

Year ended August 31, 2021, with comparative information for 2020

	2021	2020
Annual surplus	\$ -	\$ -
Acquisition of tangible capital assets	(6,385)	-
Amortization of tangible capital assets	639	2,044
Change in net debt	(5,746)	2,044
Net debt, beginning of year	-	(2,044)
Net debt, end of year	\$ (5,746)	\$ -

See accompanying notes to financial statements.

FINANCIAL STATEMENTS CONTINUED

## NIAGARA STUDENT TRANSPORTATION SERVICES CORPORATION

### Statement of Cash Flows

Year ended August 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ -	\$ -
Items not involving cash:		
Amortization of tangible capital assets	639	2,044
Amortization of deferred capital contributions	(639)	(2,044)
Deferred grants recognized in revenue	(17,610)	(56,323)
	(17,610)	(56,323)
Change in non-cash assets and liabilities		
Increase in due from related parties	112,533	(11,113)
Increase in due to related parties	(104,923)	67,456
Grants received during the year	10,000	-
	17,610	56,323
Capital Activities		
Acquisition of tangible capital assets	(6,385)	-
Contributions for capital assets	6,385	-
	-	-
Net change in cash	-	-
Cash, beginning of year	-	-
Cash, end of year	\$ -	\$ -

See accompanying notes to financial statements.

## FINANCIAL STATEMENTS CONTINUED

**NIAGARA STUDENT TRANSPORTATION SERVICES CORPORATION**

Notes to Financial Statements

Year ended August 31, 2021

Niagara Student Transportation Services Corporation ("NSTS") in partnership with Niagara Catholic District School Board and District School Board of Niagara (the "School Boards") was established to provide transportation services for students.

NSTS was incorporated on March 9, 2007 under the Corporations Act of Ontario as a non-profit corporation without share capital and is exempt from income taxes.

**1. Significant accounting policies:**

The financial statements are prepared by management in accordance with Canadian public sector accounting standards.

**(a) Basis of accounting:**

NSTS follows the accrual method of accounting for revenues and expenses. Revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

**(b) Tangible capital assets:**

Tangible capital assets are recorded at historical cost less accumulated amortization. Historical cost includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset.

Tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Years
Furniture and equipment	5-10
Computer hardware and software	3-5

**(c) Government transfers:**

Government transfers received relate to contributions from the School Boards to provide transportation services and grants from provincial governments. Government transfers are recognized in the financial statements as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amounts can be made, except when, and to the extent that, stipulations by the transferors give rise to an obligation that meet the definition of a liability. Government transfers that meet the definition of a liability are recognized as revenue as the liability is extinguished. Government transfers for capital that meet the definition of a liability are recorded as deferred capital contributions. Amounts are recognized in the financial statements as revenue over the useful life of the related asset.

## FINANCIAL STATEMENTS CONTINUED

# NIAGARA STUDENT TRANSPORTATION SERVICES CORPORATION

Notes to Financial Statements (continued)

Year ended August 31, 2021

## 1. Significant accounting policies (continued):

### (d) Use of estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenditures during the year. Significant items subject to such estimates and assumptions include the carrying amount of tangible capital assets. Actual results could differ from these estimates.

## 2. Due from/to related party:

Amounts included in due to related party are owed to the District School Board of Niagara. Amounts included in due from related party are receivable from both the Niagara Catholic District School Board and District School Board of Niagara. Included in amounts due from related party is \$11,850 (2020 - \$19,460) from the District School Board of Niagara for grants received during the year. Amounts due from/to related parties are non-interest bearing and have no established repayment terms.

All transactions in the financial statements of NSTS are related party transactions with the exception of amortization of tangible capital assets and deferred capital contributions and any external government grants as the Boards are responsible for ensuring payment on behalf of NSTS. Transactions are recorded at the exchange amount at the date the parties entered into the transaction.

## 3. Deferred capital contributions:

Deferred capital contributions represent the unamortized amounts of contributions received for the purchase of tangible capital assets. The amortization of deferred capital contributions is recorded as revenue in the statement of operations. The change in deferred capital contributions balance is as follows:

	2021	2020
Balance, beginning of year	\$ -	\$ 2,044
Add: capital contributions received	6,385	-
Less: amortization of deferred capital contributions	(639)	(2,044)
Balance, end of year	\$ 5,746	\$ -

## FINANCIAL STATEMENTS CONTINUED

# NIAGARA STUDENT TRANSPORTATION SERVICES CORPORATION

Notes to Financial Statements (continued)

Year ended August 31, 2021

**4. Tangible capital assets:**

	Furniture and equipment	Computer hardware and software	Total
2021			
Cost			
Balance, beginning of year	\$ 64,387	\$ 265,804	\$ 330,191
Additions	-	6,385	6,385
Balance, end of year	64,387	272,189	336,576
Accumulated amortization			
Balance, beginning of year	64,387	263,760	328,147
Amortization expense	-	639	639
Balance, end of year	64,387	266,443	330,830
Net book value, end of year	\$ -	\$ 5,746	\$ 5,746

	Furniture and equipment	Computer hardware and software	Total
2020			
Cost			
Balance, beginning of year	\$ 64,387	\$ 265,804	\$ 330,191
Additions	-	-	-
Balance, end of year	64,387	265,804	330,191
Accumulated amortization			
Balance, beginning of year	64,387	263,760	328,147
Amortization expense	-	2,044	2,044
Balance, end of year	64,387	265,804	330,391
Net book value, end of year	\$ -	\$ -	\$ -

- NSTS received one contributed tangible capital asset and did not receive any contributed tangible capital assets in 2020.
- There are no tangible capital assets recognized at a nominal value.
- NSTS has not recorded write-downs of tangible capital assets during the year or 2020.

## FINANCIAL STATEMENTS CONTINUED

# NIAGARA STUDENT TRANSPORTATION SERVICES CORPORATION

Notes to Financial Statements (continued)

Year ended August 31, 2021

**5. Economic dependence:**

The NSTS's operations consist exclusively of supplying services to District School Board of Niagara and Niagara Catholic District School Board. NSTS is economically dependent on these boards for its revenues.

**6. Deferred revenue:**

In 2018, NSTS received a Province of Ontario Grant to support Ontario's Active School Travel plan. The original agreement was for a two-year period and set to expire November 2020, the agreement has been extended indefinitely. Deferred revenue is made up of the following:

	2021	2020
Balance, beginning of year	\$ 19,460	\$ 75,783
Add: grants received during the year	10,000	-
Less: amounts recognized in revenue	(17,610)	(56,323)
Balance, end of year	\$ 11,850	\$ 19,460

**7. Budget data:**

The budget data presented in these financial statements is based upon the 2021 budget approved by the Board on November 18, 2020. Amortization and acquisitions of tangible capital assets were not contemplated on development of the budget and, as such, were not provided on the statement of changes in net debt.

FINANCIAL STATEMENTS CONTINUED

## NIAGARA STUDENT TRANSPORTATION SERVICES CORPORATION

Notes to Financial Statements (continued)

Year ended August 31, 2021

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**8. Lease commitments:**

NSTS has entered into a lease with Niagara Catholic District School Board (the "Board") on March 15, 2017 to lease premises owned by the Board. The term of the lease is for 10 years ending on March 14, 2027. Future minimum lease payments under this operating agreement are \$28,800 per year.

**9. Effects of COVID-19:**

In the spring of 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This has resulted in governments worldwide enacting emergency measures to combat the spread of the virus. These measures have caused material disruption to businesses globally and in Ontario resulting in an economic slowdown.

As a result of the pandemic, NSTS has enacted new measures over transportation routes to ensure the safety of both operators and riders. NSTS continues to monitor the situation while implementing plans as appropriate. The current challenging economic climate may lead to adverse changes in operating cash flows and operating expenses in the future which may have a direct impact on NSTS's operating results and financial position in the future.

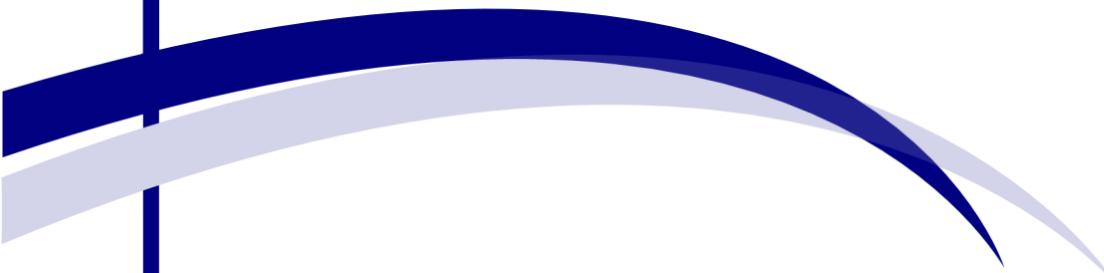
The situation is dynamic and ultimate duration and magnitude of the impact is not known at this time.



### **NIAGARA STUDENT TRANSPORTATION SERVICES**

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L2H 0K2

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Twitter: [niagarasts](https://twitter.com/niagarasts)



**NIAGARA STUDENT TRANSPORTATION SERVICES  
2021-2022 ANNUAL PLAN  
December 2021**

## TABLE OF CONTENTS

EXECUTIVE DIRECTOR'S MESSAGE .....	3
KEY CONSORTIUM MILESTONES .....	4
ORGANIZATIONAL OVERVIEW .....	5
2021-22 PRIORITIES .....	10
2022-23 & BEYOND PRIORITIES .....	16

## NIAGARA STUDENT TRANSPORTATION SERVICES

### Who Are we?

Niagara Student Transportation Services (NSTS) is a consortium between the District School Board of Niagara and the Niagara Catholic District School Board.

NSTS was established in 2007 and is incorporated as a not for profit organization.

### Mission Statement:

NSTS is committed to student success by providing safe, effective and efficient transportation services to the learners of Niagara!

## 2021-22 BOARD OF DIRECTORS

**Warren Hoshizaki**  
President

**Camillo Cipriano**  
Vice-President

**Giancarlo Vetrone**  
Director/Chairperson Management  
Advisory Committee

**Stacy Veld**  
Director/Vice-Chairperson Management  
Advisory Committee

**Simon Hancox**  
Director

**Domenic Massi**  
Director

### OFFICER

**Lori Ziraldo**, Retire December 31, 2021

**Sarb Sandhu**, Effective January 4 2022

Executive Director  
Secretary to the Board

## EXECUTIVE DIRECTOR MESSAGE

Niagara Student Transportation Services (NSTS) is well positioned to continue delivering safe, effective and efficient transportation services well into the future.

In the last five-years, NSTS has faced many challenges presented by driver shortages, staff retirements and COVID-19. During this time, NSTS also implemented several improvement initiatives including procured stable contracts, implemented the bus video surveillance program, advanced active school travel and implemented business continuity measures.

The team continues to dig deep and move forward together to meet all challenges presented, while working towards improvement initiatives for the betterment of student transportation in Niagara and contributing to the school bus sector at large.

The team's strength is attributed to the workplace culture that is greater than any one person. Since inception in March 2007, NSTS has demonstrated a collective commitment to continuously improve and deliver results for our member school boards, families, service providers and community partners.

I welcome Sarb Sandhu as the Executive Director effective January 4, 2022. Sarb's leadership and understanding of what it takes to be successful behind the wheel of a bus will benefit student transportation professionals in Niagara for years to come.

As NSTS celebrates 15-years in March 2022, the team is strong and ready to meet the challenges to fulfill our mandate of providing safe, effective and efficient transportation services to the students of Niagara.

*L Ziraldo*



## KEY CONSORTIUM MILESTONES

School Year	Milestone Achievement
2006-07	DSBN and Niagara Catholic signed Consortium Agreement to form NSTS and filed as a corporation under the Corporations Act of Ontario.
2007-08	Integrated the student database of both school boards for transportation planning purposes to start planning as a single entity.
2008-09	First school year operating as a single entity with staff serving students of both school boards in specific geographic areas.
2009-10	Implement harmonized policies and administrative procedures for both school boards and ranked Moderate-High on first Effectiveness & Efficiency Review.
2010-11	Implemented new planning and routing software by Georef to support enhanced data management, route planning and secure web portals.
2011-12	Implemented competitive procurement in West Niagara , harmonized all service offerings and implemented major efficiency projects across Niagara.
2012-13	Achieved High rating on Effectiveness & Efficiency Review.
2013-14	Achieved full compliance to BPS Procurement Directive, equipped 100% of vehicles with GPS.
2014-15	Modernized First Ride program for students new to the bus and for students with individualized transportation needs.
2015-16	Implemented Intertrain in presentations for school bus safety and behaviour management program in schools.
2016-17	Office moved to St. Vincent de Paul Catholic Elementary School and commenced initiatives to support driver recruitment and retention.
2017-18	Added two new staff positions to recognize increasing demands on resources from alternative education, special programs and driver shortage challenges.
2018-19	Hosted first Niagara School Bus Professionals event and negotiated contract solutions to improve driver recruitment and retention.
2019-20	Implemented extended contracts on 70% of routes, camera program on 25% of routes and experienced service disruption due to COVID-19.
2020-21	Implemented competitive procurement on 30% of routes, modified services to respond to COVID-19, and business continuity measures, including SaaS, and added new position to support Executive Director.

## ORGANIZATIONAL OVERVIEW

### Mission

NSTS is committed to student success by providing safe, effective and efficient transportation services to the learners of Niagara!

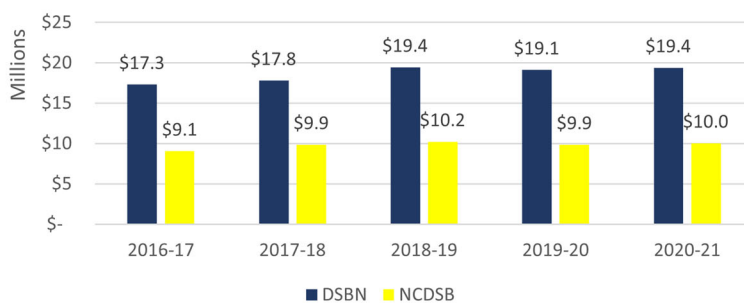
### Scope & Financials

In the 2021-22 school year, there are 34,697 students eligible for transportation and 32,299 students transported with projected expenditures of \$32.6. Due to COVID-19, not all eligible students are riding the bus, 2,398 are attending virtual school or Opted-Out of transportation.

Both school boards are projected to have expenditures equal to student transportation Grants for Student Needs (GSN) and will flow through COVID-19 additional funding of \$2M to service providers to cover related extraordinary costs.

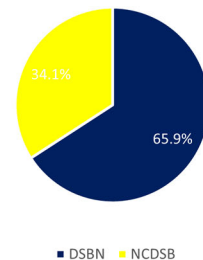
In the 2021-22 school year, the cost per student transported for DSBN is projected to \$1,098 and for Niagara Catholic \$874. For historical context, the following charts represent the previous five years:

**Transportation Expenditure by Board**

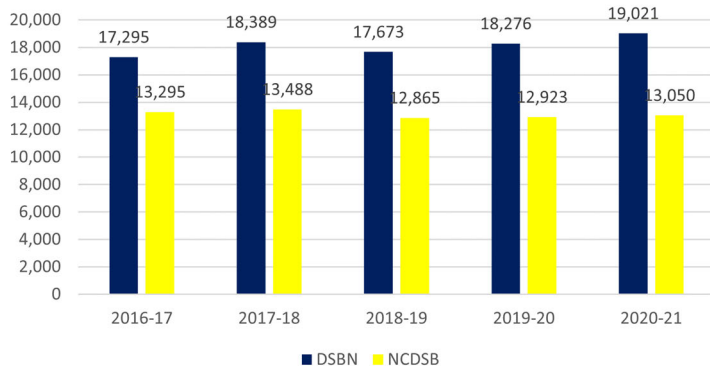


**Percentage Expenditures Per Board**

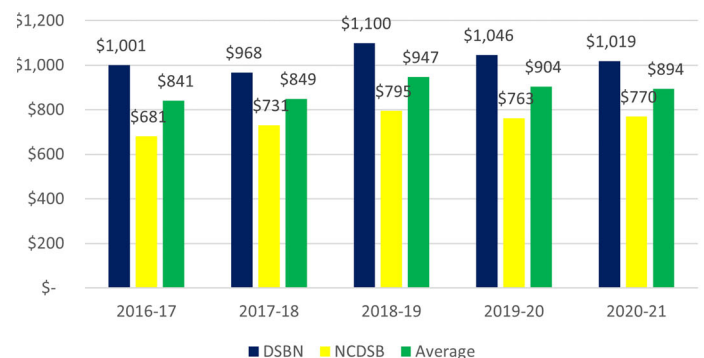
Total \$29,427,702



**Number of Students Transported**



**Cost Per Transported Student**

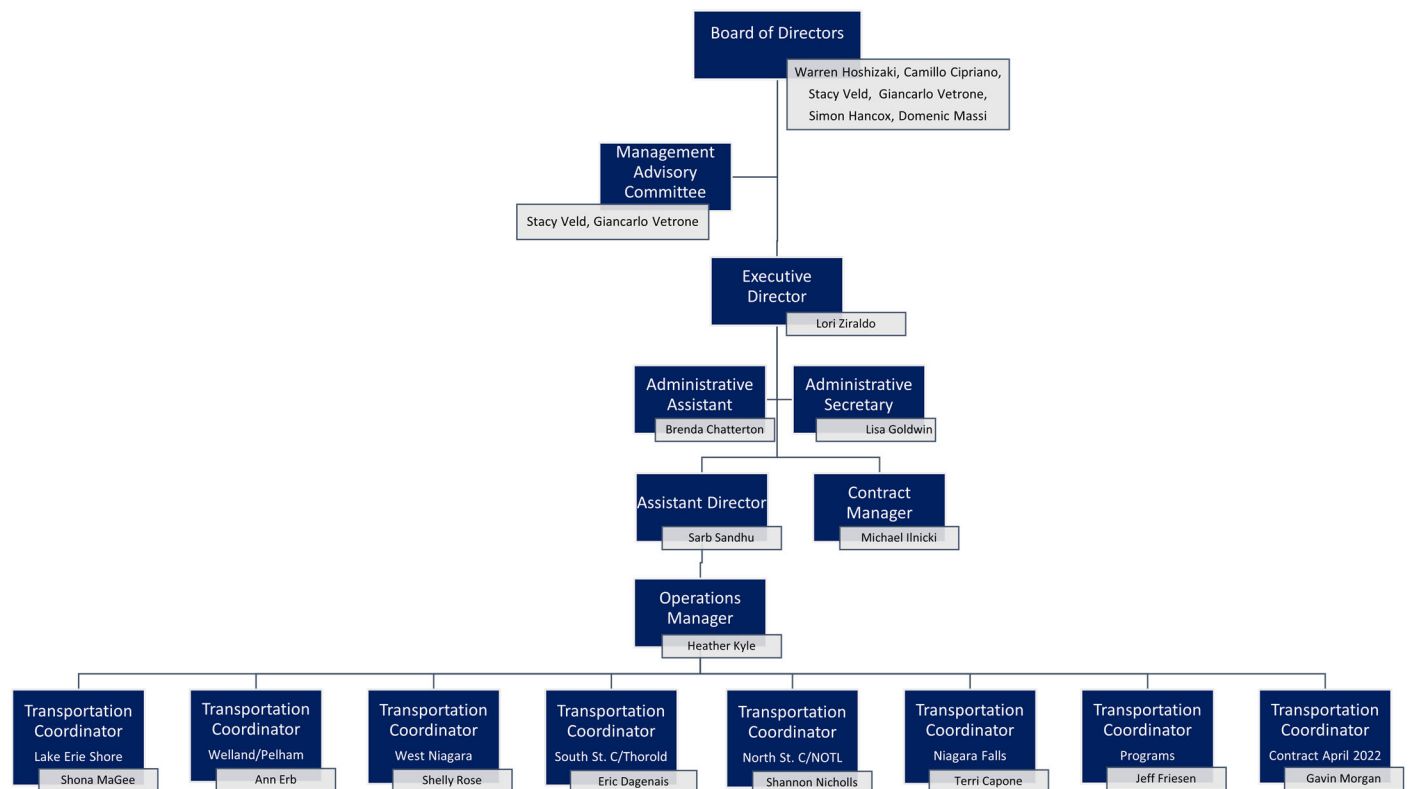


## ORGANIZATIONAL OVERVIEW CONTINUED

### Organizational Structure

The Board of Directors has three representatives appointed from each member school board for a total of six (6) Directors and the 2021-22 Directors are listed on Page 3. The Management Advisory Committee is comprised on the Superintendent of Business from each school boards.

There are fourteen (14) staff positions at NSTS. The Executive Director reports to the Board of Directors through the Management Advisory Committee and serves as the Secretary to the Board. All staff report to the Executive Director and the chart below shows the 2021-22 positions and staff:



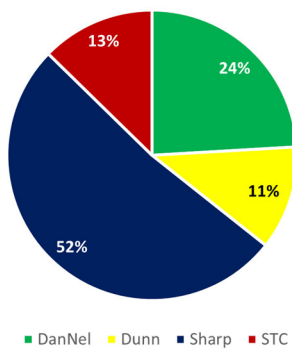
The contract Transportation Coordinator position is supporting increased volume of work of the operational team due to additional COVID-19 protocols. The position is currently set to end in April 2022, with the intention to extend until December 2022, pending review with the Management Advisory Committee.

## ORGANIZATIONAL OVERVIEW CONTINUED

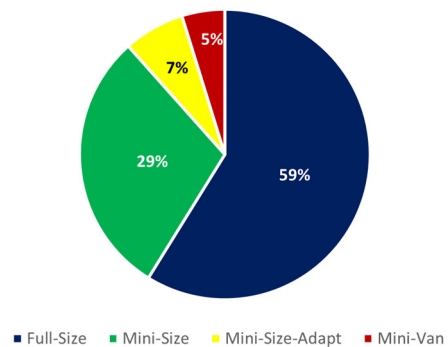
### Service Providers

NSTS holds the contracts directly with the service providers on behalf of member school boards. Contracts on 70% of bus routes are stable until August 2024 and on 30% of bus routes until August 2030. In the 2021-22 school year, there are 565 school bus routes.

Bus Route Share by Operator



Bus Routes by Size of Vehicle

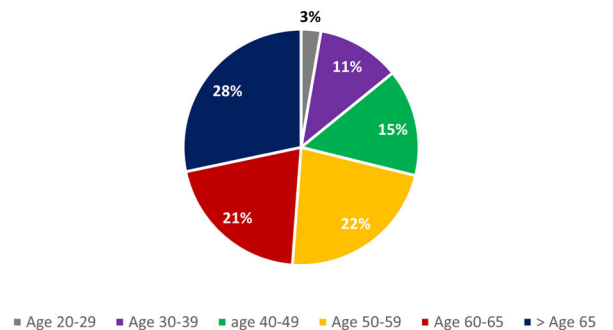


### Driver Demographic & Years of Services

Since the 2019-20 school year, both the implementation of competitive procurement results on 30% of routes and COVID-19 has impacted the driver demographic and years of service. This change will influence future driver recruitment and retention strategies.

	2019-20	2021-22
Age 20–29	2%	3%
Age 30-39	10%	11%
Age 40-49	14%	15%
Age 50-59	24%	22%
Age 60-65	21%	21%
>Age 65	30%	28%
Average Years Driving	5.75	4.73
< 2 years	29%	38%
≥ 10 years	15%	13%
Lost 642 years of driving experience in two years.		

2021-22 Driver Demographic



## ORGANIZATIONAL OVERVIEW CONTINUED

### Consortium Driver Investment

It is important to consider the effectiveness of the driver recruitment and retention programs implemented over the last few years, the impact new/ongoing COVID-19 protocols and future pressures on student transportation to make the appropriate investments.

- Continue school parking program, School Bus Love newsletter, annual professional development event held by NSTS and other consortium initiatives that communicates value of drivers and monitors that reinforces that the school bus is an extension of the classroom.
- Support service providers' financial investment in enhanced recruitment and retention efforts, beyond technical and financial proposals in competitive procurement, with COVID-19 funding not directed to disinfecting reimbursements. Enhancement expenditures may include additional P.R.I.D.E. driver trainers, training on Saturdays incurring overtime costs and implementing a sitting spare driver payment strategy for income certainty for spare drivers to retain these critical staff positions.
- Demographic of drivers continue to include retirees from full-time work and young parents. Ongoing consideration needs to be given to the impact of minimum wage increases, daycare changes, route changes and option for casual school custodian until field trip work increases on driver recruitment and retention programs.



#### INCLEMENT WEATHER CANCELLATIONS

	Schools	Transportation
2010-11	1	1
2011-12	0	0
2012-13	1	1
2013-14	0	3
2014-15	1	2
2015-16	0	2
2016-17	0	0
2017-18	1	1
2018-19	3	9
2019-20	0	1
2020-21	1	1



## ORGANIZATIONAL OVERVIEW CONTINUED

### Technology Deployed

- Georef's BusPlanner suite of products is deployed for planning and managing student transportation, including secure web portals and Software as a Service (SaaS) hosting and technical support.
- All school buses are equipped with GPS (Zonar, Synovia).
- Twenty-five (25%) of vehicles are equipped with internal-facing and external-facing cameras (Gatekeeper).

### Administrative Support

- Both school boards provide financial services and procurement support, and other fee for service support, under SLA. Specific to DSBN SLA also includes human resources, payroll and benefit administration and IT services and Niagara Catholic's SLA includes office lease, custodial services and phone service.
- DSBN Casual List, Kelly Services and/or AnswerPlus provide support during back-to-school or other times of staff resource constraint.
- Insurance is purchased through OSBIE.

### Community Partners

- Niagara Region Public Health is the primary partner for Active School Travel (AST) programs, and the AST network includes all twelve (12) municipalities, Niagara's crossing guard committee, Safety Village, Heart Niagara and Niagara Regional Police Services.
- Niagara Regional Police Services is the primary partner in the external-facing video camera program.
- NSTS is a member of Niagara's geospatial group with reciprocal data sharing for local GIS-related data.
- Intertrain provides school bus student safety training in schools featuring Buster the Bus for Kindergarten to Grade 3 and Grades 4 to 8, including videos that are available on the NSTS website. These contracted services are through OECM, and in addition Intertrain has developed videos that are available on the NSTS website to support the First Ride program featuring Buzzy the Bee and pedestrian safety program featuring Blue the Butterfly.



## 2021-22 PRIORITIES

### 2021-22 Key Objectives:

The 2021-22 school year is a pivotal year in the evolution of the Consortium as NSTS prepares for its 15th year anniversary and the need to settle in changes resulting from staff changes, capacity pressures due to increased students eligible for transportation and COVID-19.

Key objectives include:

1. Driver recruitment and retention to alleviate service impacts from route and spare driver shortages;
2. Set clear roles, responsibilities and expectations for staff, and provide the appropriate supports, for ongoing organization effectiveness;
3. Align resources and processes to support staff, school and family communication to effectively respond to increased students eligible for transportation due to growth, alleviate capacity pressures on buses and to respond to driver and vehicle concerns.

### Immediate and Ongoing Priorities:

- Monitor route driver and spare driver staffing levels, take action to collapse or re-assign routes as required to support on-time service performance and continue implementation of immunization disclosure policy.
- Complete Ministry of Education simulation, due December 17, for funding decisions impacting the 2022-23 school year and monitor ongoing communications to further inform local policy and operational decisions.
- Facilitate successful transition of new Executive Director and recruit and onboard new Assistant Director.
- Finalize and communicate clear roles and responsibilities for staff and develop transition plans for seamless transition of staff new to their positions.



## 2021-22 PRIORITIES CONTINUED

(N) is New Priority specific to the 2021-22 school year

(A) is an Annual Priority

### January to March Priorities:

- (A) Commence planning for 2022-23 school year focused on capacity planning for increasing enrolment and transportation eligibility, and forecast new vehicles and drivers by March 31 to service providers.
- (A) While planning for the 2022-23 school year, determine if bell time efficiencies can offset new vehicle and driver requirements, to reduce strain on limited resources and engage the Management Advisory Committee in 2022-23 plans and preliminary budget.
- (A) Reconcile year-to-date fuel escalation contractual requirement and funding provision.
- (A) Engage staff in annual appraisal and development plan process.
- (A/N) Project impact of CPI increase for equivalent contractual terms increase and Ontario minimum wage potential impact on driver recruitment and retention to engage Management Advisory Committee in planning for 2022-23 financial and contractual decisions.
- (A/N) Plan Active School Travel (AST) Spring in to Spring campaign and fulfill commitment to the Ontario Active School Travel (OAST) fund for pedestrian safety training.
- (N) Recruit and onboard new Assistant Director.
- (N) Align staff areas to alleviate capacity pressures of growth areas on specific Area Transportation Coordinators.
- (N) Decide if post-COVID-19, if Opt-In process for those eligible for transportation will remain in place or return to Opt-In only for Kindergarten students and Opt-Out for all other students.
- (N) Develop communications plan to more effectively communicate with schools and families for back-to-school for the 2022-23 school year.
- (N) Update and align documentation for governance and staff to reflect current practices of the Consortium, including Consortium Agreement and consortium procedures.

## 2021-22 PRIORITIES CONTINUED

### April to June Priorities:

- (A) Complete March 31 year-end financial process and project total expenditures to financial year-end August 31, 2022 to report to Management Advisory Committee.
- (A) Complete consultation for 2022-23 bell time changes and finalize budget submission to each school board.
- (A) Hold 2022-23 planning meetings with planning departments on enrolment projections and special education consultants of both school boards to validate planning assumptions.
- (A/N) Execute Active School Travel (AST) Spring in to Spring campaign and fulfill commitment to the Ontario Active School Travel (OAST) fund for pedestrian safety training.
- (A/N) Plan following school year Consortium driver engagement activities with newsletters, PD Event and additional learnings to support recruitment and retention.
- (A/N) Review school board process and timelines for new school year pre-registration and registration process and align resources accordingly.
- (A/N) Monitor Grants for Student Needs (GSN) funding for student transportation to determine how new formula impacts local school boards and present to Management Advisory Committee.
- (N) Redesign processes and communication tools to schools and families to reduce demands on staff during back to school.
- (N) Develop school secretary and administrator training program, and establish training and/or meeting attendance, to ensure schools are prepared first line of communication with families.
- (N) Review alternate programs and sites with Management Advisory Committee for future student transportation delivery options including aligning resources and budget.
- (N) Review leading practices for hazard designation procedures, adopt and apply leading practices to all schools to reset eligibility by hazard designation.

## 2021-22 PRIORITIES CONTINUED

### July to December Year-End Priorities:

- (A) Reconcile year-to-date fuel escalation contractual requirement and funding provision.
- (A) Complete documentation on contract compliance and performance management, and key performance and achievement reporting, to prepare for Annual Report once financials are complete.
- (A) Reconcile other grant expenditures for reporting to school boards, including student rider safety programs.
- (A) Negotiate any new or relevant contract addendum for service providers related to COVID-19 or new/change expectations for the new school year.
- (A) Complete August 31 year-end financials.
- (A) Prepare and complete 2021-22 year-end financial audit, aim for week prior to or after Thanksgiving to have draft financial statements to school boards by October 31.
- (A) Complete 2021-22 Annual Report for Annual General Meeting.
- (A) Complete 2021-22 Ministry Survey for Student Transportation

## ACTIVE SCHOOL TRAVEL

The goal of Active School Travel is to reduce barriers, whether real or perceived, to students walking or wheeling to and from school.

This is achieved by working with school board, municipal and community partners for better infrastructure and enhancing student skills through education and walk to school events to practice these skills.

The result is reduced traffic congestion and improved safety in school zones and improving student health and well-being by using active school travel to and from school.



## 2021-22 PRIORITIES CONTINUED

### Advancing Active School Travel

In 2018, NSTS and our partner in Active School Travel, Niagara Region Public Health, received a \$100K grant over two-years from Green Communities Canada through Ontario Active School Travel.

This grant:

- Supported 26 elementary schools participate in safe and active walking and wheeling programs.
- Participated in walk to school events, focused on feature events in Walktober and Spring into Spring.
- Built school support team for Active School Travel between NSTS Transportation Coordinators and the School Nurses.
- Piloted a Walking School Bus Program led by school bus drivers focused on pedestrian training and school community awareness.
- Work with school boards to manufacture, distribute and install 25 bicycle racks at elementary schools.
- Funded the development of a video by Heart Niagara to provide cycling skills consistent with Bike Rodeo training provided in schools.
- Developed Blue the Butterfly character and pedestrian safety video to support Kindergarten to Grade 3 skills for safe and active school travel. This was the catalyst for the development of an accompanying toolkit for in-school student training.
- Provided funds and in kind support to the City of Niagara Falls and Town of Fort Erie to develop an in school program delivered by crossing guards.

## CAST OF SAFETY CHARACTERS

### **BUZZY THE BEE**

Teaches the First Ride Program to Kindergarten students and their families.

### **BUSTER THE BUS**

Teaches Kindergarten to Grade 3 students school bus safety and behaviour expectations.

### **BLUE THE BUTTERFLY**

Teaches Kindergarten to Grade 3 students pedestrian safety skills.



## 2021-22 PRIORITIES CONTINUED

### Advancing Student Safety Programs

#### Current Programs:

- Intertrain in school school bus safety and student behaviour expectation training with two age appropriate presentations for Kindergarten to Grade 3 and Grades 4 to 8.
- Online videos for First Ride for new Kindergarten students to the bus, and school bus safety for Grades 1 to 3 and Grades 4 to 8.
- Online video for Kindergarten to Grade 3 pedestrian safety training, and pilot project for in person training in Niagara Falls and Fort Erie.
- Grade 2 Safety Village transportation provided for curriculum delivered by police officer for school bus safety, pedestrian safety and cycling safety.

#### Opportunity to Improve Programs:

- First Ride program was delivered the weekend before Labour Day at the Pen Centre prior to virtual online program during COVID-19. Opportunity to expand so that each bus company holds a First Ride event, one in St. Catharines, Niagara Falls, Welland, Fort Erie and Grimsby/Lincoln in addition to being available for schools to book in the Spring.
- Evacuation training is available for schools to book to be delivered by bus company. Opportunity to add practice evacuation to Intertrain's presentation and engage bus drivers in training.
- Pedestrian Safety training in school pilot program offered in Niagara Falls and Fort Erie has the potential to be expanded to all municipalities and delivered by crossing guard and/or a condensed version provided by NSTS to school teachers or senior students for train the trainer.

## 2022-23 & BEYOND PRIORITIES

### July to September Priorities:

- (A) Open portal to service providers, obtain trial run feedback to update routes, monitor frequently driver and monitor status to cover routes with spares to cover absence and monito vehicle assignments to ensure requested vehicle available for each route,
- (A) Update website as appropriate, communications to parents for preliminary transportation arrangements, open secure web portals and prepare school communication for their return.
- (A) Commit mode of delivery and details to deliver First Ride programs at the end of August for back to school.
- (A) Plan International Walk to School, Walktober, activities with community partner for promotion at schools.
- (N) Ontario-wide implementation of amber lights as the inner-lights on the eight-lamp warning system on all school buses, including communication to stakeholders and Niagara motorists of changes effective September 1, 2022.
- (N) Monitor Niagara Catholic phone system procurement for implementation timelines for the Consortium and facilitate training for staff.

### October to December Priorities:

- (A) Reconcile and prepare 2022-23 revised budget estimates for both school boards.
- (A) Execute International Walk to School activities with community partners and schools.
- (A/N) Commence planning for the 2023-24 school year, including final year of contract activities on 70% of routes to plan for procurement of contracts expiring August 2024. Consider extending contracts to not enter final year of contract for stability for drivers and planning. Consider cost pressures, new technology, new procedures to inform contract terms and conditions.
- (N) Policy review to respond to new Ministry of Education student transportation funding formula and policy standardization, or commit to existing policies and find offsetting efficiencies if deficit to funding.

## 2022-23 & BEYOND PRIORITIES CONTINUED

**Note:** *Reference 2021-22 Priorities for key annual timelines and set remaining 2023-24 priorities based on contract, policy decisions and learnings from back to school.*

### 2023-24 Priorities:

- Implement new policy or offsetting efficiencies to new funding formula.
- If no contract extension in place, release competitive procurement for 70% of routes by November to award in February at latest to implement in September 2024.
- Plan for implementation of competitive procurement, specifically in terms of any enhanced technology or policy change provisions.

### Technology Considerations:

- Parent delay notification via text message or Where's My Bus App.
- Mobile tablet on bus for driver route by route direction and ridership attendance tracking.
- Video camera program expansion and greater level of automation.
- Electric and alternate fuel source school buses.

### Staffing Considerations:

- Prepare for staff retirements with specific attention to updating all standard operating procedure documentation for new staff training.
- Implement secondment agreements for clear employment terms and conditions of consortium staff employed by DSBN.
- Consider University of Guelph Pupil Transportation Certificate course and School Board Administration Diploma programs for staff development and succession planning
- Continued OASBO Transportation Committee membership and active participation, specifically engagement in Leading Practice Sub-Committee adds tremendous value.



## NIAGARA STUDENT TRANSPORTATION SERVICES

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Email: [general@nsts.ca](mailto:general@nsts.ca)  
Twitter: [niagarasts](https://twitter.com/niagarasts)

## **2021-22 Interim Financial Report**

Wednesday, January 19, 2022

### **BACKGROUND**

Annually, school boards are required to submit revised budget estimates to the Ministry of Education. The revised estimates update the annual projected enrolment to reflect preliminary actual October 31st enrolment and the corresponding changes to provincial grants and updates for other significant changes in revenues and expenditures. The first interim financial report for 2021-22 is based on the revised estimates submitted to the Ministry.

The DSBN uses the Ministry of Education's prescribed format for interim financial reporting. The report format provides a comparison of year-to-date actual revenue and expenditures to the prior year, explains key variances from budget, and forms a conclusion as to the projected surplus or deficit for the year. Attached is the 2021-22 Interim Financial Report for the period ending October 31, 2021.

### **SIGNIFICANT CHANGES TO BUDGET**

The significant changes reflected in the attached Interim Financial Report are as follows:

1. Based on preliminary October 31, 2021 actual enrolment, total projected enrolment for the year is above budget by 136 ADE or 0.3%, with elementary enrolment projecting above budget by 236 ADE and secondary enrolment projecting below budget by 100 ADE.
2. After the approval of the budget, the Ministry of Education announced additional funds for COVID-19 Funding Supports, as well as, other Partnership and Priority Funds (PPF) grants. Revised estimates include an increase to revenue and expenditures of \$7.97 million for additional staffing, health and safety supports, special education and mental health, enhanced cleaning, and personal protective equipment. The funding details are included in Appendix B.
3. The first Interim Financial Report projects to use \$4.9 million of accumulated surplus to balance the budget. This preliminary projection is based on actual spending to October 31, 2021, which represents only two months of our fiscal year. Updated projections of the 2021-22 activity will be provided at both the April and June 2022 Finance Committee meetings.

### **APPENDED DATA**

1. 2021-22 Interim Financial Report for the Period Ending October 31, 2021

## FINANCE COMMITTEE

Wednesday, January 19, 2022

### RECOMMENDED MOTION

“That the 2021-22 Interim Financial Report, reflecting updated enrolments for October 31, 2021, and the corresponding changes in revenues and expenditures, be received.”

Respectfully submitted by:

Stacy Veld, Superintendent of Business Services  
Nicky Westlake, Controller of Finance

January 19, 2022

*For further information, please contact Stacy Veld, Superintendent of Business Services.*

**District School Board of Niagara**  
**2021-22 Interim Financial Report - Summary**  
**For the Period Ending October 31, 2021**

**Summary of Financial Results (in thousands)**

	Budget	Projection	In-Year Change	
	\$	\$	\$	%
<b>Grants and Other Revenue</b>				
Grants for Student Needs	498,890	496,969	(1,921)	(0.4)
Other	10,373	19,188	8,815	85.0
<b>Total Grants and Other Revenue</b>	<b>509,263</b>	<b>516,157</b>	<b>6,894</b>	<b>1.4</b>
<b>Operating and Other Expenditures</b>				
Classroom	348,574	351,653	3,079	0.9
Non-Classroom	46,347	48,687	2,340	5.0
Administration	13,597	12,674	(923)	(6.8)
Transportation	21,703	23,085	1,382	6.4
School Operations and Maintenance	43,433	45,129	1,696	3.9
Amortization of Tangible Capital Assets	36,275	34,742	(1,533)	(4.2)
Other	-	514	514	-
Debt Charges	4,695	4,578	(117)	(2.5)
<b>Total Operating and Other Expenditures</b>	<b>514,624</b>	<b>521,062</b>	<b>6,438</b>	<b>1.3</b>
<b>Surplus/Deficit Before Use of Accumulated Surplus</b>	<b>(5,361)</b>	<b>(4,905)</b>	<b>456</b>	<b>(8.5)</b>
General Operating Accumulated Surplus	4,499	4,015	(484)	(10.8)
Other Accumulated Surplus	862	889	27	3.1
<b>Surplus/Deficit</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

*Note: Projection based on year-to-date actuals up to October 31, 2021*

**Highlights of Changes in Revenue**

- Enrolment in comparison to original budget has increased by 136 ADE. This increase is mainly related to an increase of ADE in Kindergarten and Grades 1 -3 of 303 ADE, which has been offsetted by a decrease of ADE in Grades 4 - 8, as well as, Secondary. Overall, this increase in ADE has resulted in \$2.6M in additional Grants for Student Needs funding. This increase has been offsetted by a decrease of the teacher qualification funding and deferred capital contributions.
- The increase in Other Revenue primarily reflects additional special initiatives provincial grants announced after the approval of the original budget. COVID related funding accounts for \$4.1M of this increase.

**Highlights of Changes in Expenditures**

- The increase in expenditures is primarily a result of additional special initiative provincial grants announced after the approval of the original budget.

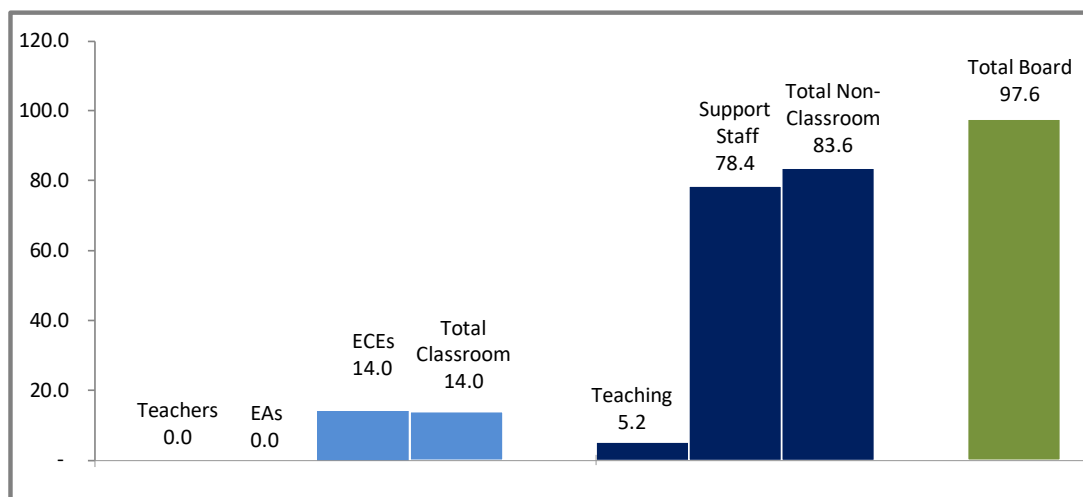
**District School Board of Niagara**  
**2021-22 Interim Financial Report - Staffing**  
**For the Period Ending October 31, 2021**

**Summary of Staffing**

FTE	Budget #	Projected #	In-Year Change	
			#	%
<b>Classroom</b>				
Teachers	2,436.6	2,436.6	-	-
Educational Assistants	486.0	486.0	-	-
Early Childhood Educators	171.0	185.0	14.0	8.2
<b>Total Classroom</b>	<b>3,093.6</b>	<b>3,107.6</b>	<b>14.0</b>	<b>0.5</b>
<b>Non-Classroom</b>				
Teaching	240.4	245.6	5.2	2.2
Support Staff	907.6	986.0	78.4	8.6
<b>Total Non-Classroom</b>	<b>1,148.0</b>	<b>1,231.6</b>	<b>83.6</b>	<b>7.3</b>
<b>Total Staffing</b>	<b>4,241.6</b>	<b>4,339.2</b>	<b>97.6</b>	<b>2.3</b>

*Note: Projected staffing as at October 31, 2021*

**Changes in Staffing: Budget to Projected**



**Highlights of Changes in Staffing**

- The increase of Classroom support relates to an increase of 14.0 FTE in Early Childhood Educators.
- The increase in Non-Classroom staffing is a result of an increase of 1.2 FTE in Principals, 1.0 FTE in Vice-Principals, 1.0 FTE in Curriculum Consultants and 2.0 FTE for the Math Strategy Grant.
- The increase in Support Staff relates to an increase of 51.0 FTE Noon Hour Supervisors and 2.4 FTE Mental Health Social Workers. This is offset by a decrease of 1.0 FTE Skills Catalyst Grant Social Worker and 1.0 FTE iHUB. There is also an increase related to additional COVID funding of 3.0 FTE Mental Health Social Workers and 24.0 FTE Night Custodial.

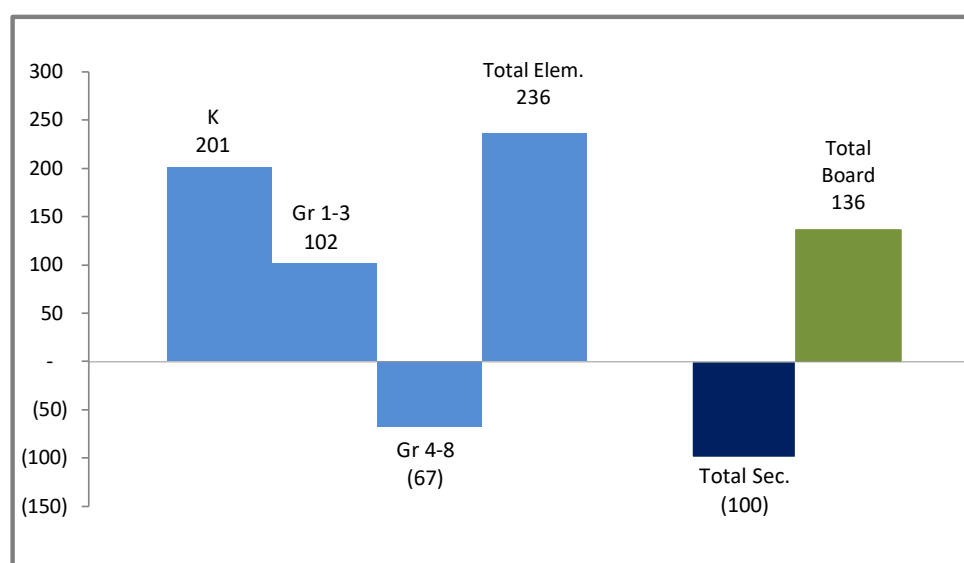
**District School Board of Niagara  
2021-22 Interim Financial Report - Enrolment  
For the Period Ending October 31, 2021**

**Summary of Enrolment**

ADE	Budget	Projection	In-Year Change	
	#	#	#	%
<b>Elementary</b>				
Kindergarten	4,952	5,153	201	4.1
Grades 1-3	7,942	8,044	102	1.3
Grades 4-8	14,130	14,063	(67)	(0.5)
<b>Total Elementary</b>	<b>27,024</b>	<b>27,260</b>	<b>236</b>	<b>0.9</b>
<b>Secondary</b>				
Under 21	12,045	12,059	14	0.1
Over 20	181	67	(114)	(63.0)
<b>Total Secondary</b>	<b>12,226</b>	<b>12,126</b>	<b>(100)</b>	<b>(0.8)</b>
<b>Total Enrolment</b>	<b>39,250</b>	<b>39,386</b>	<b>136</b>	<b>0.3</b>

*Note: Projection based on October 31, 2021 actuals and projected March 31, 2022.*

**Changes in Enrolment: Budget to Projection**



**District School Board of Niagara**  
**2021-22 Interim Financial Report - Revenue**  
**For the Period Ending October 31, 2021**  
**(in thousands)**

	Budget				Actual		
	2021-22				Actual to Oct 31/21	Actual to Oct 31/20	Year to Year Increase (Decrease) %
	Approved Budget \$	Projection \$	Change		Projected Revenue %	Actual Revenue %	
Increase (Decrease) \$			Increase (Decrease) %				
REVENUE							
Operating Grants							
Pupil Foundation	220,121	222,010	1,888	0.9			
School Foundation	30,172	30,323	151	0.5			
Special Education	59,260	59,820	560	0.9			
French as a Second Language	5,647	5,647	-	-			
English as a Second Language	3,672	3,672	-	-			
Rural and Northern Education Allocation	115	115	(0)	(0.2)			
Learning Opportunities	6,938	6,935	(2)	(0.0)			
Continuing Education	2,816	2,534	(282)	(10.0)			
Adult Education	649	240	(409)	(63.1)			
Teacher & ECE Q&E	51,876	49,997	(1,879)	(3.6)			
New Teacher Induction program	226	226	-	-			
Restraint Savings	(122)	(122)	-	-			
Transportation	21,279	21,411	132	0.6			
Admin and Governance	10,872	10,924	52	0.5			
Declining Enrolment	83	-	(83)	(100.0)			
Indigenous Education	1,427	1,689	262	18.4			
Mental Health & Well Being	1,162	1,175	13	1.1			
Community Use of Schools	516	516	-	-			
Supports for Students Fund	3,743	3,743	-	-			
Program Leadership Grant	999	999	-	-			
Strike Savings	-	-	-	-			
Funding Stabilization Grant	-	-	-	-			
COVID-19 Outbreak	153	153	0	0.3			
TOTAL OPERATING GRANTS	421,606	422,008	402	0.1	19.2	18.9	0.3
Minor Tangible Capital Assets	(2,865)	(2,865)	-	-			0.0
Pupil Accommodation Grants							
School Renewal	-	-	-	-			
School Operations	40,037	39,932	(105)	(0.3)			
Amortization of Deferred Capital Contributions	35,381	33,834	(1,547)	(4.4)			
DCC Related to Loss on Disposal of Restricted Assets	-	-	-	-			
Debt Charges	4,731	4,534	(196)	(4.1)			
Temporary Accommodation	-	200	200	-			
TOTAL PUPIL ACCOMODATION GRANTS	80,149	78,500	(1,649)	(2.1)	19.7	18.5	1.2
Prior Year Grant Adjustment	-	(674)	(674)	-	0.5	2.3	(1.8)
TOTAL GRANTS FOR STUDENT NEEDS	498,890	496,969	(1,920)	(0.4)	19.4	19.0	0.5
Other Revenue							
Other Provincial Grants	5,759	14,048	8,290	144.0			
Tuition Fees	717	1,149	432	60.3			
Community Education	1,737	1,766	29	1.6			
Community Use of Schools	649	649	-	-			
Interest Income	935	1,000	65	7.0			
Miscellaneous Revenues	577	577	-	-			
TOTAL OTHER REVENUE	10,373	19,188	8,815	85.0	31.6	18.3	13.3
TOTAL GRANTS AND OTHER REVENUE	509,262	516,157	6,895	1.4	19.9	18.9	1.0
Use of Accumulated Surplus							
General Operating	4,499	4,015	(483)	(10.7)			
Other	862	889	27	3.1			
TOTAL USE OF ACCUMULATED SURPLUS	5,361	4,904	(457)	(8.5)			
TOTAL REVENUE	514,624	521,062	6,438	1.3	19.7	18.8	0.9

**District School Board of Niagara**  
**2021-22 Interim Financial Report - Expenditures**  
**For the Period Ending October 31, 2021**  
**(in thousands)**

	Budget				Actual		
	2021-22				Actual to Oct 31/21	Actual to Oct 31/20	Year to Year Increase (Decrease) %
	Approved Budget \$	Projection \$	Change		Projected Spending %	Actual Spending %	
			Increase (Decrease) \$	Increase (Decrease) %			
EXPENDITURES							
Classroom							
Teachers	263,998	263,164	(834)	(0.3)	17.3	18.4	(1.1)
Supply Staff	8,202	8,202	-	-	20.4	10.8	9.7
Educational Assistants	23,942	23,942	-	-	12.8	13.5	(0.7)
Early Childhood Educators	9,776	10,354	578	5.9	13.7	14.2	(0.5)
Textbooks and Supplies	11,664	11,828	165	1.4	16.8	15.3	1.5
Classroom Computers	2,735	3,201	467	17.1	17	37	(19.2)
Professionals and Paraprofessionals	16,426	18,534	2,108	12.8	11.4	11.9	(0.5)
Library and Guidance	7,820	7,850	30	0.4	2.0	4.0	(2.0)
Staff Development	3,500	4,073	573	16.4	7.9	23.5	(15.6)
Department Heads	510	504	(7)	(1.3)	15.0	14.2	0.7
TOTAL CLASSROOM	348,574	351,653	3,080	0.9	16.1	17.2	(1.1)
Non-Classroom							
Principal and Vice-Principals	19,007	18,668	(339)	(1.8)	17.0	17.6	(0.6)
School Office	9,898	9,876	(21)	(0.2)	14.7	15.1	(0.5)
Instructional Support	13,937	14,334	397	2.8	12.5	13.6	(1.1)
Continuing Education	3,505	5,809	2,304	65.7	4.7	6.2	(1.4)
TOTAL NON-CLASSROOM	46,347	48,687	2,339	5.0	13.7	15.0	(1.2)
Administration							
Trustees	391	391	-	-	41.1	51.7	(10.6)
Director/Supervisory Officers	2,139	2,139	-	-	9.0	7.4	1.6
Board Administration	11,067	10,144	(923)	(8.3)	8.2	12.6	(4.4)
TOTAL ADMINISTRATION	13,597	12,674	(923)	(6.8)	9.3	12.7	(3.3)
Transportation	21,703	23,085	1,382	6.4	13.4	13.6	(0.2)
School Operations and Maintenance	43,433	45,129	1,696	3.9	10.4	10.9	(0.5)
Other							
School Renewal	-	-	-	-	-	38.7	(38.7)
Amortization of Tangible Capital Assets	36,275	34,742	(1,533)	(4.2)	-	-	-
Loss on disposal of TCA	-	-	-	-	-	-	-
Other	-	514	514		87.1	-	87.1
TOTAL OTHER	36,275	35,256	(1,019)	(2.8)	1.3	0.2	1.2
Debt Charges	4,695	4,578	(118)	(2.5)	1.3	0.6	0.7
TOTAL OPERATING & OTHER EXPENDITURES	514,624	521,062	6,438	1.3	14.0	14.9	(0.9)
Increase to Accumulated Surplus							
General Operating	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL INCREASE TO ACCUMULATED SURPLUS	-	-	-	-	-	-	-
TOTAL EXPENDITURES	514,623.557	521,062	6,438	1.3	14.0	14.6	(0.6)

**District School Board of Niagara**  
**2021-22 Interim Financial Report - Other Special Initiative Provincial Grants**  
**For the Period Ending October 31, 2021**

Other Special Initiative Provincial Grant	\$
Additional Qualifications Subsidy for Math Courses	185,900
Anti-Sex Trafficking Protocol Development and Implementation	20,152
COVID 19 Support - PPF HEPA	69,000
COVID-19 Support - Additional School Operations Support	269,007
COVID-19 Support - Additional Staffing Support	2,818,923
COVID-19 Support - Mental Health Supports	196,896
COVID-19 Support - Special Education Support	134,573
COVID-19 Support - Transportation	660,800
CYIC Transportation & Supports	298,000
Demographic Data Gathering	35,000
Excellence in Education Administration Fund (EEAF)	50,000
MGCS In Kind for PPE/CSE from Deferred Revenue - expensed in Sept	444,580
NTIP Enhancing Teacher Development Fund	24,284
Parents Reaching Out Grants	(33)
Physical Activity - Concussion Summit	50,000
Pilot to Support Early Intervention in Math for Students with Special Education Needs (Grade	180,123
Personal Support Worker Financial Support	2,385,532
Skilled Trades Bursary Program	30,000
Specialist High Skills Major Expansion	437,000
Well Being: Safe Accepting and Healthy Schools and Mental Health	(42)
<b>Total</b>	<b>8,289,695</b>

## Summary of Accounts

Wednesday, January 19, 2022

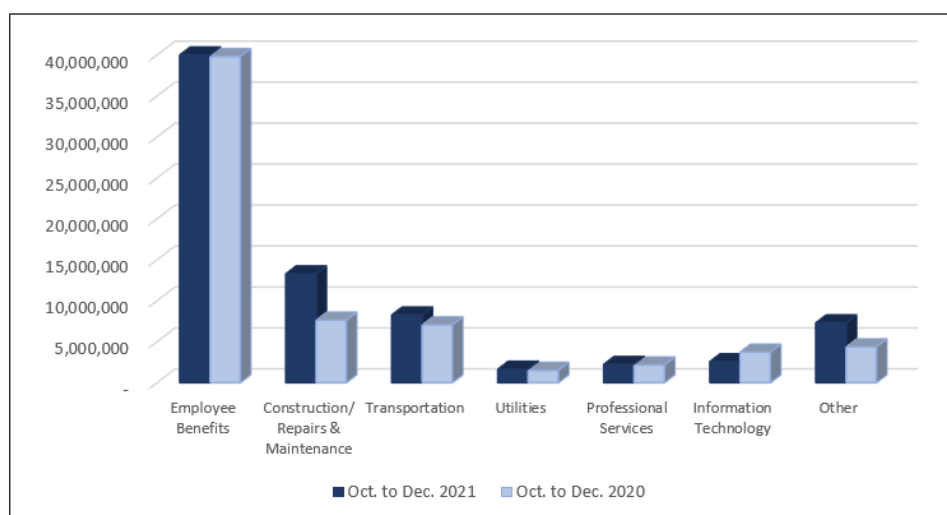
### BACKGROUND

This report summarizes the cash outflow of expenditures paid during the previous months. The summary highlights the costs associated with employee benefits, constructions/repairs & maintenance, transportation, utilities, professional services, information technology purchases and the other non-salary expenditures. The timing of the expenditures is reported on a cash-basis and does not include accruals for accounting purposes. The information presented in this report is not intended to match the timing of information presented in quarterly and annual financial reports.

### SUMMARY OF ACCOUNTS

A summary of accounts paid for the month of October, November, and December 2021, is as follows:

Expenditure Category	October 2021	November 2021	December 2021
<b>Employee Benefits</b>	\$ 13,323,900	\$ 14,600,824	\$ 15,688,903
<b>Construction/Repairs &amp; Maintenance</b>	4,694,444	5,275,507	3,313,460
<b>Transportation</b>	2,996,255	1,803,536	3,346,329
<b>Utilities</b>	573,553	522,544	540,899
<b>Professional Services</b>	280,208	408,961	1,549,886
<b>Information Technology</b>	700,980	1,255,341	613,246
<b>Other</b>	2,380,873	2,822,133	2,100,417
<b>Total</b>	<b>\$ 24,950,213</b>	<b>\$ 26,688,846</b>	<b>\$ 27,275,140</b>



## FINANCE COMMITTEE

Wednesday, January 19, 2022

### RECOMMENDED MOTION

“That the Summary of Accounts paid for the month of October, November, and December 2021, totaling \$78,914,199 be received.”

Respectfully submitted by:

Stacy Veld, Superintendent of Business Services  
Nicky Westlake, Controller of Finance

January 19, 2022

*For further information, please contact Stacy Veld, Superintendent of Business Services.*

## Summary of Award of Contracts

Wednesday, January 19, 2022

### BACKGROUND

The Summary of Award of Contracts is presented to Trustees in order to provide information with respect to contracts awarded that are equal to or greater than \$750,000. The Summary highlights the Project Name, the Bidders who responded, the value of the contract awarded, who it was awarded to and, the date awarded.

### AWARD OF CONTRACTS SUMMARY FOR THE PERIOD OCTOBER – DECEMBER 2021

PROJECT NAME	NAME OF BIDDER(S)	BID AMOUNT AWARDED	VENDOR(S) AWARDED	TENDER AWARD DATE
OECM 2021-371 Chromebook and Cloudbook Devices & Services  DSBN Contract 22047	Compugen Northern Micro Insight Canada Powerland Computers Ltd	<b>\$13,956,548.00</b> (estimate based on 2021/2024 requirements x 2 years)	<b>Compugen</b> <b>Northern Micro</b>	October 25, 2021

### RECOMMENDED MOTION

“That the Award of Contracts Summary Report for the period ended December 31, 2021, be received.”

Respectfully submitted by:

Stacy Veld, Superintendent of Business Services

January 19, 2022

*For further information, please contact Stacy Veld, Superintendent of Business Services.*