



# 2014 ANNUAL REPORT

OTTAWA SAFETY COUNCIL

*celebrating*

**57 YEARS OF SAFETY EDUCATION**



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## OUR MISSION:

The Ottawa Safety Council advocates for and delivers high quality risk reduction and injury prevention programs for the Ottawa community-at-large.

## OUR VISION:

The Ottawa Safety Council will be the leading voice of safety in the community with visible, high quality training, education, and services built on the strength of our relationships.

THE LEADING VOICE OF SAFETY

# Letter from the Chair, Board of Directors



May 2015,

Though this has been a year of some significant changes, I am happy to once again report that we finish the year in a stronger position than we started. As I look to the rest of this year, I am sure we will find even greater success. The details of activities are effectively laid out in the reports from the Interim Executive Director and the Committees, but I do want to highlight a few areas of significant progress.

In particular, I think we should be justifiably proud that OSC continues to earn and hold the trust of key partners, both old and new. This has been demonstrated this year in the growing support for the Safety Village, and the establishment of the Walking School Bus program.

Throughout this year, the Board has maintained its commitment to ensuring that each program has the best opportunity to succeed. Now more than ever we know where the organization is headed. We now have a complete operational plan to deliver against the mission statement and strategic drivers approved in previous years. We are very well positioned for success with this clear direction coupled with the modified organizational structure.

I have long observed that non-profits are most successful when they make best use of individuals characterized by an inordinate or ungovernable enthusiasm for something (otherwise known as maniacs). This enthusiasm breeds the passion, dedication, and hard work that underpins the successful delivery of any program. If I examine our portfolio of services, it is clear to me that enthusiasm abounds in our volunteers, our crossing guards, our office staff, and our Board.

I am pleased that as an organization we have taken important steps to engage and bolster the involvement of all our human capital and look forward to continuing in that direction.

Finally, I will take the opportunity to thank my fellow Board members. Substantial progress has been made in several areas due to their substantial input and hard work. I look to further improvements in the coming year in three key areas – how to best govern ourselves as a Board, how we most effectively exercise our oversight function, and how we provide strategic guidance to the organization.

A stylized handwritten signature in black ink, appearing to read 'Keith McIntosh'.

Keith McIntosh  
Chair, Board of Directors, and Senior Motorcycle Instructor



# Letter from the Interim Executive Director

## Dear Fellow **OSC Members**,

Change is a double-edged sword. While on one hand, it can be disruptive and worrisome, on the other hand, it can propel an organization to new heights in pursuit of its mission through self-examination. The past year has seen many changes – some major, and some, while seemingly insignificant on the surface, have had a major impact on our organization.

When I first walked into the office to begin my one-year contract as Manager of Corporate Resources, I met some of the most wonderful folks I have ever had the pleasure to work with. To those who left us and to those here still, you have my heartfelt thanks for everything that you gave and continue to give to this thriving organization. To those who joined our merry little band – welcome aboard! I know that our journey together will be a happy and productive one.

The major changes include a staff reorganization to deliver safety programs as efficiently as possible, and the launch of the Walking School Bus Pilot Program in partnership with Green Communities Canada, Ottawa Student Transportation Association (OSTA), and Ottawa Public Health. These major initiatives are contributing to the OSC's continued success and sustainability so that it can continue to deliver on its mission to provide quality safety education.

It is, perhaps, the smaller changes that have had the most impact on OSC's mission, however. With each success, such as hiring a Marketing/Communications Coordinator, we are renovating the organization brick-by-brick. We have empowered program coordinators to make decisions, to come up with "The Big Ideas", and to direct resources to where they are needed most. They have risen to the challenge, carefully applying mortar where needed but not afraid to add another layer.

We could not provide the high quality safety education without the spirited dedication of our large staff of volunteers, each of whom give countless hours to teach others safety in motorcycle riding and car seat installations. The number of lives you impact is astounding, and not only does the OSC owe you a huge debt of gratitude, but the public does as well. You all have made our roads safer and our future is better because of you.

And to those who shape our children's futures in the noblest of ways: by crossing them safely (our Adult Crossing Guards), walking them happily (our Walking School Bus Leaders), teaching them how to comfortably stay home alone (our PSEO instructors) – our future is better because of you.

I am thoroughly enjoying participating in the initial phases of the strategic plan implementation and action plan execution with both the Board and the staff. You all make working here a lot of fun! My future is better for having worked with you.

Respectfully submitted,

Julie Vogt, B Sc., MBA  
Interim Executive Director

# Children's **Safety** Programs

## BIKE RODEOS BY THE NUMBERS

1675

**TOTAL  
PARTICIPANTS**

109%

**INCREASE  
IN STUDENT  
PARTICIPATION  
FROM 2013 -2014**

## BIKE RODEOS

The citizens of Ottawa are on the move, and with the focus on physical fitness and safe, healthy lifestyles, the Ottawa Safety Council's bike rodeos have increased in popularity. Since 1972, as part of our Safety Village programming, our interactive and educational **Cycle Safe** bike rodeos have been in high demand and well received from Ottawa area schools and community groups. Our main objective is to increase basic safe-cycling awareness in children and their parents with the purpose of encouraging healthy lifestyles and active transportation.

## LOOKING BACK

In 2014 the OSC, with partial funding from Safer Roads Ottawa, provided 13 bike rodeos to Ottawa area schools and community events, reaching more than 800 children. These children and their parents are now skilled in using proper hand signals, knowing the right fit for helmets to achieve optimum protection, and the rules of the road while cycling in traffic. This knowledge will assist in identifying potentially dangerous situations while cycling and work to prevent serious injuries. Furthermore it will give them added peace of mind while engaged in an activity that is enjoyable and healthy!







DEBBIE BAKER,  
PROGRAM COORDINATOR, CHILDREN'S SAFETY PROGRAMS

## MOVING FORWARD

With focus on increasing physical activity, and doing so in a safe manner, other organizations such as the City of Ottawa's Can-Bike Program and the Pedalheads© bike camps provide bike safety education as well. The strength of those programs lies in the core funding and staffing behind them. While OSC has struggled with running a bike safety program with limited resources, including securing and retaining key staff, limited material resources, and the added risk of poor weather leading to program cancellations, we have been able to withstand these challenges and continue to offer our popular Bike Rodeos.

## SCHOOL ZONE SAFETY OUTREACH

The School Zone Traffic Safety Outreach program was introduced as part of the Purchase of Service Agreement with the City of Ottawa and is the complimentary supplement to the Adult Crossing Guard program. While both work in tandem to teach road safety to elementary school children, the School Zone Traffic Safety Outreach Program is an interactive, age appropriate in-class presentation for children Kindergarten to Grades 6 which addresses the 5 steps of Pedestrian Road Safety and looks at possible outside factors that might contribute to an accident while walking or biking to school.

Child pedestrians are at greater risk of being hit by a vehicle than adults for several reasons:

	2013	2014
Schools Reached	64	25
Presentations made	102	98
Students reached	11,405	4,798
% (decrease) in students reached		(57.9%)

- They have a lower eye level so their view of approaching vehicles is blocked.
- Their field of vision is only 2/3 of an adult's.
- They do not judge speed and distance well.

Furthermore, they lack traffic experience and don't understand dangerous traffic situations. The traffic safety outreach presentations teach children what to do, and what to look out for, when walking on their own.

While this program has been in high demand from Ottawa area schools, we continued to face significant challenges in staffing it to meet delivery expectations. We have staffed this position nine times over the past few years, but due to the seasonality and pay of the position, we have not been successful in meeting our presentation marks.



JORDAN LEBLANC, PUBLIC SAFETY  
EDUCATION OUTREACH

*"The ecological beauty along the cycling paths in Ottawa is second to none. Working for the OSC allows me to help people of all ages learn the best practices for exploring our city on two wheels."*

For 2015, we are taking a different path by having our Guards assume the responsibility for delivering these outreach sessions. Not only is it additional pay for the Guards, but they are uniquely suited to providing this fun and educational program to elementary school children. Further, it ties the ACG program together in that this program is "hands-on" learning. While this program has been in high demand from Ottawa area schools, continued to present significant challenges in staffing

it to meet delivery expectations.

## S.M.A.R.T. CAMP

On hiatus due to construction at Lakeview Elementary School where we normally have our camp. We'll see you in 2015!

## PUBLIC SAFETY EDUCATION OUTREACH

PSEO welcomed a third facilitator to its ranks and we taught 217 children about staying Home Alone safely and Street Proofing. 2015 will see us spreading our reach to the community to teach more children in community centers, day cares and after-school programs. Further, we are looking forward to reviving our Baby Sitter Training course to satisfy demand for this popular session. Our new Children's Program Coordinator, Debbie Baker, is taking 2015 to plan for expansion of this integral series of programs. She is focusing on making safety fun and cool!

# Walking School Bus Leader Training



In late Spring of 2014 the Ottawa Safety Council, Green Communities Canada, the Ottawa Student Transportation Authority (OSTA) and Ottawa Public Health (OPH) came together to combine ideas and expertise to develop an exciting initiative which would address the barrier to active school transportation and ideally get more children in the Ottawa community active.

This initiative, the Walking School Bus pilot project, ran for a period of 12 weeks from September 29, 2014 – December 19, 2014. The objectives of the project were to plan, launch, sustain and evaluate at least 1 daily WSB (a.m. trip to school only) at up to 8 schools (or more than 1 WSB at fewer schools). The Ottawa Safety Council's role included recruiting, screening, insuring, training and managing leaders (drivers) for each WSB with a ratio of 1 Walking School Bus Leader: 1-10 students, or 2 Walking School Bus Leaders: 11-20 students.

The official media launch occurred Monday, October 6, 2014 at Robert Bateman School, and the project gained media exposure with a CBC interview and article in the Citizen published October 18, 2014. (<http://ottawacitizen.com/news/local-news/walking-to-school-bus-offered-at-8-ottawa-schools>). The word was out on the street, yet low registration for two schools (Henry Larsen and Corpus Christi) resulted in their cancellation, and while the six remaining routes grew in popularity among their school communities, student participation dwindled as the weather turned cold. While the WSB has been very positively received in Ottawa parenting communities and has been highly visible, the program will benefit from increased efforts to further awareness in the school community. Furthermore, harsh Ottawa winters may significantly impact attendance. The pilot ended in December, but the Walking School Bus program rolls forward into 2015 with a renewed focus on increasing participation and awareness in the community.



KELLY BANKS,  
PROGRAM MANAGER,  
SCHOOL ZONE SAFETY  
PROGRAMS



VIRGINIA QUINN,  
PROGRAM ASSISTANT,  
SCHOOL ZONE SAFETY  
PROGRAMS



# Adult Crossing Guard Program

While the definition of Adult Crossing Guard is “an adult person employed to supervise and expedite the crossing of school children at complex, hazardous or congested crossing locations,” our crossing guards are so much more than that. They are dedicated, friendly and safety conscious individuals who brave poor weather conditions and potentially dangerous traffic situations to ensure the school children in your community get to school safely.

Since 2001 the Ottawa Safety Council has managed the Adult Crossing Guard program for the City of Ottawa. The program has grown exponentially since then, now totaling 166 paid positions at the end of 2014.

Our financial position at the end of the year was encouraging, with revenue exceeding budget by just over 1%. Expenses were considerably less than budget in Recruitment, Equipment Purchases and Training. Personnel expense, by far the lion's share of this program, outperformed budget by nearly .5%. Overall the program performance exceeded expectations by 6.9%.

While some of the challenges in the past have been high turnover due to the difficult hours and difficult weather conditions the crossing guards must withstand, new recruitment and retention initiatives have been put in place to reduce turnover and keep our valued employees. Additionally, a new systems process for 2015 will be introduced to reduce the number of “holes” left at the end of the month by improving the backup guard system so that less intersections go unstaffed due to illness or inability to make a shift.

The hard work and dedication of the Ottawa Safety Council's administrative personnel, combined with the excellence the guards bring to their jobs every day, led to The Ottawa School Zone Traffic Safety Program receiving the Road Safety Initiative of the Year award for the 2nd year in a row, which was presented to Ottawa Safety Council personnel in August of 2014. The Ottawa Safety Council has the opportunity to build strong partnerships in the community and will work towards strengthening these relationships in 2015.



# ROAD SAFETY COURSES

"The dedication of this highly skilled group of volunteers continues to contribute to education of motorcycle riders throughout Ottawa."

## MOTORCYCLE TRAINING PROGRAM

The OSC continues to be the leader for Motorcycle Training in the greater Ottawa Community. As we reported last year, the program leaders (the Motorcycle Advisory Committee, or MAC) geared up for New Instructor Training in early 2015. According to the Canada Safety Council (CSC), all of the 30 motorcycle training programs offered across Ontario, with one exception (Brampton), saw a decline in student participation numbers. CSC believes the drop in participation Ontario-wide was attributed to higher

insurance rates for riders, thereby decreasing the number of motorcycle riders and impacting motorcycle sales. The M2 Exit Course Curriculum was submitted to the Ministry of Transportation Ontario after an all-out effort from John Holland, Frank Kevins and our MTP Program Coordinator, Gary Dupuis. The final submission is a grand testament to the success of the program and the hard work from all of those involved.



BRENT FISHMAN, MTP SENIOR INSTRUCTOR

*"In learning you will teach, and in teaching you will learn. We are all apprentices in a craft where no one is ever a master. I just want to help as many students as I can and in doing so I can also continue to improve my skills."*

2014 saw the re-introduction of our Emergency Rider Course (ERC) and both students and instructors supported the change from the CSC's Skilled Rider Course. We are still working to secure a lot for our ERC programs and the Board, volunteers and staff will join forces to make that happen in mid to late 2015.

	2013		2014	
	# Courses	# Students	#Courses	# Students
Gearing Up Course	20	775	22	706
Intro to Gearing Up Course	5	80	6	91
Experienced Rider Course	9	86	9	113
M2 Exit Course	16	63	26	109
M2 Exit Prep Course	13	37	12	40
Winterization	1	16	1	18
<b>Totals</b>	<b>64</b>	<b>1057</b>	<b>76</b>	<b>1,077</b>
% incr/(decr) in students			18.75%	1.89%



GARY DUPUIS,  
PROGRAM COORDINATOR, MOTORCYCLE/ROAD SAFETY PROGRAM

The Phase I Enhancements to AMS are ongoing and should be ready for roll-out midway through the 2015 season. Also rolled over from 2014 is the development of the motorcycle fleet management policy. This policy, developed by members of the MAC and the OSC staff, will detail fleet size, replacement policy, etc. – all in time for inclusion in the 2016 budget. During the spring training sessions of 2015, the MTP will hit another milestone in its long history. The volunteer instructor hours will top the 120,000 mark. The dedication of this highly skilled group of volunteers continues to contribute to education of motorcycle riders throughout Ottawa. We thank them for sharing their love of the ride with over 20,000 students since the program's inception in 1967.

### DEFENSIVE DRIVING COURSE (DDC)

DDC did not quite reach its forecasted revenue, but we kept expenses down to keep pace. The program performed as we expected.

Low enrollment continues to be an issue for this program; three scheduled courses were cancelled. Students come from court-mandated training, but many organizations throughout Ottawa deliver this type of class.

For 2015, OSC will take a good, long look at this program to see what it will take to reach more drivers.

### BEST FIT CAR SEAT CLINIC

From the moment a new parent holds their infant the instinct to protect takes over. Yet a myriad of information can confuse the new parent, so is it any wonder that most are unaware of what kind of car seat to buy. According to Transport Canada, **over 80% of child car seats are not used correctly**. The Ottawa Safety Council's BEST FIT Car Seat program, a volunteer run car seat education, inspection, and installation service piloted at the end of 2013, gives peace of mind to the new parent or caregiver by taking the time to educate and demonstrate the key components of proper car seat installation.

This essential service in Ottawa is in high demand and OSC has developed and maintained support from community sponsors including Safer Roads Ottawa,

Ottawa Fire Services, Myers Cadillac Chevrolet, Midas Motors and the Ministry of Transportation, Safety Education and Training Branch. In 2014 the Ottawa Safety Council's BEST FIT Car Seat Program was presented with the Safer Roads Ottawa Award by Councillor Keith Egli and Mayor Jim Watson in recognition of our outstanding contribution towards improving road safety for all residents of the City of Ottawa.

Yet, completing its pilot year, BEST FIT underperformed in terms of revenue, hitting just over 63% of forecast.

The program's success is highly dependent on a strong volunteer base which takes time to grow and nurture. With numerous volunteer opportunities to choose from in the city, adding to this pool of volunteers has presented some challenges. As an organization that embraces the continuous improvement philosophy, we are currently reviewing the delivery model to supplement our current method.

OSC believes in the purpose and the goals we have set for the program, to promote, educate and demonstrate current best practices regarding the safe transportation of children in vehicles. This belief drives us to set our goal for 2015 at 350 car seat installations by increasing our volunteer base and the number of clinics we run.





# Committee Reports

## COMMUNITY SAFETY VILLAGE

Over the past year, the Community Safety Village Committee has been actively and closely working with a prominent service club partner, to explore avenues to rebuild the Safety Village. Recently, we formed a Joint Steering Committee between the OSC and the service club in order to explore best practices and future steps.

This is a highly complex project that will not be realized overnight. It involves establishing multiple partnerships with a variety of like-minded agencies, associations and entities. To date, we have signed letters of support from both the major school boards within Ottawa, the Queensway-Carleton Hospital, Safer Roads Ottawa, the Emergency and Protective Services Department of the City of Ottawa, and the Ottawa Police Service. As the project unfolds, we will gain additional letters of support for the project.

The Community Safety Village Committee continues in its diligence to realize the dream of re-building Canada's first Safety Village that was lost to flooding several years ago. We continue to seek counsel with other Safety Villages across Canada and the United States in order to realize what we firmly believe is a necessary institution for the residents of the City of Ottawa -- where the Ottawa Safety Council can continue to deliver on its vision to be the **Leading Voice of Safety**.

## GOVERNANCE COMMITTEE

The governance Committee did a by-law review and the updated document has been approved by the board to come to the June 2015 AGM.

A preliminary review was also done for the policy set, which has resulted in a broader project for all the committees to review the various policies in their areas of expertise and propose updates.

The Nominating committee undertook the annual director recruitment process and the slate of candidates for the 15/16 board year is being presented to the members at the 2015 AGM.





## HUMAN RESOURCES COMMITTEE

2014 saw the completion of the HR Policies Manual by OSC Management and it is now in the hands of the HR Committee for review. As with all policies, we will be reviewing these through the lens of serving the public in the best way possible. To do that, the OSC is committed to evaluate each policy to be sure that it is industry-competitive, equitable, and designed to value our hard-working employees while at the same time, keeping our eye on our duty of care regarding the financial well-being of the OSC. It's going to be a busy year moving forward!

**"OSC is committed to evaluating each policy to be sure that it is industry-competitive..."**

## FINANCE COMMITTEE

The Finance Committee met to discuss the results of the 2014 Audit and are satisfied with that report. Our Interim E.D. has grouped the chart of accounts so that we can have a meaningful common-sized look at our position. 2015 will see the development and refresh of all financial policies to take today's world of electronic banking into our policies. In addition, we are developing a policy for dealing with any potential labour interruption at the elementary school level.

## MARKETING COMMITTEE

The marketing committee has come a long way over the past year. Brand messaging was the keyword of this Committee throughout 2014. The OSC ran radio ads for Best Fit, the Motorcycle Program, and the Adult Crossing Guard Program. Our objective is to increase awareness of our programs throughout the greater Ottawa Community. We are also establishing a more robust and fluid digital strategy through social media and the Web.

For the short term in 2015 we have outlined what is minimally required for external marketing and have petitioned the board to correct the budgeting process that eliminated the majority of resources available for marketing.

For the longer horizon, this committee should play a role in measuring stakeholder opinion and satisfaction and is something we hope to continue to develop through 2016 as we refine our performance measurement tools.

We are looking forward to continuing brand development for each of our programs as our Marketing/Communications Coordinator refreshes each image and brands its identity in social media. We hope to continue our awareness campaigns every year so that all Ottawans know that the Ottawa Safety Council is the **Leading Voice of Safety!**



# Report on Goals for 2014

## GOVERNANCE

The Board of Directors, in partnership with OSC management, developed a strategic map for the organization. The map has been cascaded down to the program level so that Program Coordinators know what broad direction the Board wishes them to take.

## MAJOR CAMPAIGN

The OSC is continuing its pursuit of land and building for re-building the Safety Village. The project took a major turn with the addition of a major sponsor.

## IMPROVE COMMUNICATIONS

Phase I Enhancements to the Association Management System are ongoing. We anticipate the roll-out to be in mid-summer 2015.

Communications and transparency among Board members and staff is improving as we continue to implement the strategic plan.

Marketing/Communications Coordinator hired – Corinne Rikkelman from Winnipeg, Manitoba joined us and is giving the OSC fresh, updated images targeted to each audience we serve.

## LEGISLATION

AODA report filed and accepted.

## PROGRAM DEVELOPMENT

Our self-examination began in 2014 and will continue throughout 2015. We have highlighted the need to re-develop the Defensive Driving Program (DDC) and are working to re-package the BEST FIT Car Seat Clinic to include outreach education as a key component to its success. We are seeking funding to help with both of these efforts.

## RESPONSIBLE HUMAN RESOURCE MANAGEMENT

2014 was the year of change in titles and duties. Our compensation levels, however, continue to lag somewhat behind other not-for-profits in the Ottawa area.

Management completed the Human Resources Policy manual and it is now in the hands of the Board's Human Resources Committee for review.

Regular inspections and reports from the OSC's Joint Health and Safety Committee have pointed out deficiencies in both the office and in our building. The office infractions have been 100% remedied and we are in contact with the building owner to tend to his unresolved issues.



## DASTIDA BERISHA, PUBLIC SAFETY EDUCATION OUTREACH

*"I greatly enjoy working with the OSC mainly because I am able to use my skills and knowledge as well as push myself in areas that I am unsure of. Most importantly, the information I teach the children is a crucial part of growing up."*

# Goals for 2015

Our major challenges in 2015 will be to integrate our partially completed Strategic Plan with our budget and to align each program with our strategy. Staff Action Plans will map the way, and regular performance feedback and monitoring will ensure success. Specifically,

- Complete the Strategic Plan in final form, including a five-year financial outlook.
- Establish an annual Board Retreat to welcome new members and orient them to the OSC. We will establish a Board work calendar, set committees and their work calendars to coincide with Board work calendar.
- Regular and meaningful committee meetings arising from work plans. Each committee must align itself and its objectives with the Strategic Plan.
- Approve final Policy Manuals for Human Resources, Finance, and General Operations.
- Update branding and image for each program to align with Strategic Plan.
- Design Balanced Scorecard to measure performance against goals and Strategic Plan.
- Review each program delivery model to ensure that the program is relevant, cost effective, and reaching its intended audience.
- Develop project initiation funnel to move forward through the coming years.



LOOKING FORWARD TO A GREAT 2015!

# 2014-2015

## BOARD OF DIRECTORS

Keith McIntosh	Chair
Damien Coakeley	Senior Vice-Chair
Jodie Callaghan	Secretary
Paul Lynch	Treasurer
Tania Lafreniere	Vice-Chair
André Beaudet	Director
Rob Cass	Director
Deborah Krause	Director
Adam Lloyd-Jones	Director
Scott Widdowson	Director
Megan Ellwood	Resigned
Jim McIntyre	Resigned
Ralph Mason	Resigned
Anjali Srivastava	Resigned

## STAFF

Julie Vogt	Interim Executive Director
Kathleen Cameron	Director of Program and Policy Development
Kelly Banks	Manager, School Zone Safety Programs
Gary Dupuis	Coordinator, Motorcycle Training & Defensive Driving Programs
Debbie Baker	Coordinator, Children's & Best Fit Programs
Virginia Quinn	Program Assistant, Adult Crossing Guard Program
Erin Welch	Finance/Admin Coordinator
Sherry Cashman	Finance/Admin Coordinator
Ligia Jadao	HR Coordinator
Corinne Rikkelman	Marketing/Communications Coordinator
Kate Boyd	Children's Safety Village Project Developer



KATHLEEN CAMERON  
DIRECTOR OF  
PROGRAM AND POLICY  
DEVELOPMENT



LIGIA JADAO  
HR COORDINATOR



SHERRY CASHMAN  
FINANCE/ADMIN  
COORDINATOR



CORINNE RIKKELMAN  
MARKETING/  
COMMUNICATIONS  
COORDINATOR



# Acknowledgements

We would like to thank the following businesses and organizations for their continued support by providing program space in 2014:

Alcatel-Lucent  
 General Dynamics Canada  
 Ministry of Public Works and Government Services Canada  
 National Research Council  
 Meyers Cadillac Chevrolet  
 Midas Muffler  
 Benson Auto Parts

The OSC would also like to recognize our colleagues in safety education and safety service

## DELIVERY:



**OSTA**  
 Ottawa Student  
 Transportation  
 Authority



**Safer Roads Ottawa** | **Sécurité des routes Ottawa**  
 Toward Zero | Vers zéro



## THE OSC IS A MEMBER OF:



**MEMBER OF** | **Imagine Canada**  
**MEMBRE D'**

# ANNUAL REPORT

**OTTAWA SAFETY COUNCIL**

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