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2015 annual report





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the leading voice of safety







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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.

Letter from the Chair, Board of Directors



May 2016,

I am once again pleased to say, as I have in past years, that we have closed another year in a stronger position than we started. This being my fourth, and final, Chair's report I am also happy to reflect on how far we have come as an organization and as a Board of Directors. Progress and change can be difficult to achieve. It can also be difficult to appraise when it occurs incrementally. Over the last 4 years, the organization has grown significantly and the Board has grown with it in terms of capacity and the tools it employs. I believe we are well-positioned to flourish.

The reports of the Executive Director and the Committees do a very good job of laying out the details of activities and results over the year, but there are a couple of items I would like to particularly highlight.

First, it should be clear that 2015 was a year of significant change. First and foremost, we saw a change in management. Julie Vogt demonstrated her capabilities and has definitely earned the confidence of the Board over the last year. From a Board perspective, we were able to employ a strengthened Committee structure. These Committees were able to produce and adopt a number of significant new or revised policies that have allowed us to clarify and strengthen the Board's oversight functions, as well as the decision making process. Of course we continue to face risks but we are better equipped than ever before to understand and address whatever challenges we may face.

In fact, the Board has commenced an in-depth examination of the risks facing the organization, with the objective to mitigate them to the extent possible. One key risk identified is the current amount of our reserve funds available. Revenue growth and certain one-time expenses have resulted in a situation where our reserves represent a too-small proportion of our operating budget. As a result, the Board is working with the Executive Director to manage the current situation in the short term, and growth the reserves in the longer term to levels consistent with best practices.

Second, I am very pleased to note that we were able to significantly improve the quantity and quality of the services we provide to the people of the City of Ottawa. We helped more kids cross the street and to walk to school. We taught more kids about traffic safety, and to ride a bike. We helped more families secure their most precious cargo in their car seats. We taught more people to ride motorcycles. Everyone involved with OSC, including all of the Bestfit technicians, crossing guards, motorcycle instructors, outreach instructors, Walking School Bus leaders, and of course the office staff should be very proud of their work and the contributions they make to OSC and to our community.

Finally, I am mindful of the future. We are approaching a milestone year for OSC, with 2017 representing the 60th Anniversary of the organization, and the 50th Anniversary of the motorcycle training program. With a new Chair coming in at AGM 2016, I can't think of a better opportunity for the Board to take some time to evaluate our position and revisit our strategic priorities for the coming years. I am confident that – more than ever before – we understand our risks and opportunities as well as our capabilities, and this will help the Board provide much clearer guidance to the OSC to allow us to best meet our potential.

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

Keith McIntosh

Thank you to all my fellow Board members who have volunteered your time to serve the OSC; efforts and contributions have been instrumental in our success, and have made my role as Chair significantly easier.



Letter from the Executive Director

Dear Fellow OSC Members,

I can't believe how fast this year has flown for us at the Ottawa Safety Council. In the pages that follow, you will read details about all of the programs we provide. Each one has made and is continuing to make strides forward. I thank our volunteer motorcycle instructors, our Best Fit car seat installation technicians, our energetic summer camp counselors, our skilled PSEO instructors, our second-to-none office staff, our community partners, and our tireless Board of Directors – all of whom have contributed their time and talents to make Ottawa a safer community.

2015 also saw us marshalling resources to where they could provide the most benefit in terms of furthering our mission. This fresh look first dictated that we cease offering the Defensive Driving course. Last year, I reported this program's declining enrolment. Tipping the decision scale, however, was the fact that this program breached one of our pillars of OSC strategy – hands-on learning. Other driving schools have simulators, practice lessons learned on the street, etc. – our program had only a classroom component. The other major decision that you will read about in the pages to come is the abandonment of the Children's Safety Village re-build initiative. It simply is not the right time for the OSC to spearhead a project of this scope.

Launching our new and improved website was a highlight of our year. One thing we have realized in our journey of self-reflection as an organization is that we are YOUR Ottawa Safety Council. We want to increase engagement so that a majority of folks in the greater Ottawa community know who we are and what services we provide. Our friendly, approachable website is our first step to invite you all into our safety-minded community.

Another step forward in efficiency and customer service came with transferring the lion's share of our children's program registrations from a cumbersome paper-based system to Eventbrite. It is changes like these that will make the most of our human capital so that we can all devote more of our brain power to The BIG Ideas!

We wrapped up our year by negotiating a lease for our new office location on the first floor of 301 Moodie Drive – by the time you read this we will have already moved in and would welcome a visit! You'll find us much more accessible without the stair climbing – we're on the first floor.

All of these and other activities, both at the staff level and at the board level, are in recognition that the OSC has grown. With that growth and future planned growth, our systems and ways of doing business must change. Our aim is to provide the highest level of service to all of our stakeholders and increase Ottawa's awareness of who we are and what we do.

We will continue our work throughout 2016 to empower our staff, volunteers, and the public to make smart decisions about their safety and the safety of their families. After all, safety doesn't happen by accident!

Respectfully submitted,

Julianne Vogt, B.Sc., MBA, CPA, CMA
Executive Director

Children's **Safety** Programs

BIKE RODEOS



LOOKING BACK

Yeehaw! OSC's bike rodeos corralled an enthusiastic bunch of young riders eager to learn how to ride and maneuver their bikes safely in this cycle-friendly city. While the number of children reached had decreased from the year previous, the quality of the program was bolstered by the addition of new instructors who brought a ton of enthusiasm, knowledge and fun to Ottawa's youngest cyclists.

The main factor that contributed to the decline in numbers was some nasty weather that cancelled a couple of the large outdoor events we had planned. The arrival of cycling programs such as Canbike and Pedalhead presented some healthy competition which initiated a review of our **CycleSafe** program and a revamp of its curriculum to focus our education on ages 4 through 9.

MOVING FORWARD

In the fall of 2015, OSC submitted a funding request to Safer Roads Ottawa (see our "Partners" section) for funding to meet the community need, and our funding wishes were realized! Not only will these dollars allow OSC to deliver 32 half day bike rodeos to community groups, it will also allow us to provide CanBike training to all of our bike rodeo personnel. OSC is also building our people resources to have a larger fleet of trained instructors, which will help us better serve the needs of the community.

1268

**STUDENTS
REACHED**

"IT WAS TERRIFIC!"

"The bike rodeo at St. Patrick Elementary definitely met my expectations, it was wonderful, clear and age appropriate! The Kindergarten students loved it and they were ready for the information. I would definitely recommend it to other schools and I'm planning to book it again next year with more grades involved. It was terrific!"

-Shannon Oxley, Teacher, St. Patrick Elementary



DEBBIE BAKER,
PROGRAM COORDINATOR, CHILDREN'S SAFETY PROGRAMS



"MY SON HAD THE BEST TIME AND
EVEN TOLD US TO PICK HIM UP
LAST"

-SUE HARPER, MOM OF LIAM

LOOKING BACK

Because OSC was unable to secure funding for summer students through Canada Summer Jobs, something that OSC had secured in previous years, the program took a huge financial hit, but forged forward to provide safety education in a fun camp environment.

Held for the first time at Severn Public School, a school nestled in a quiet, cozy community near Pinecrest Road, camp programming was brought to a new level of excellence which was made possible by camp counsellors, Lauren, Justine and Erica. Safety messages were cloaked in fun and interactive activities, games, and outdoor play and special guests such as Ottawa Fire Services and the Ottawa Police helped to reinforce these messages.

The 2015 SMART camp is proof safety can be fun. Feedback received from our

parents and the kids was incredibly positive with survey results indicating that 100% respondents would recommend this camp to a family or friend.

MOVING FORWARD

The Ottawa Safety Council looks at safety this way: the more knowledge and tools we can give children, the more we empower them to make safe and smart choices. That's exactly what our safety camp does. But more so, our camp builds lasting memories and friendships, and that is our end goal.

With exciting themes that will offer adventure and thrills, and a toolbox of new ideas to get kids to play and act safely, camp moves into 2016 with even more opportunities for fun than ever before! Themes will include Treasure Hunters, Olympics, and (back by popular demand) Emergency and Rescue.

CAMP OSC

Children's **Safety** Programs



LOOKING BACK

The **PSEO** program flourished with Debbie Baker at the helm. Deb revamped some of the curriculum, identified new workshops that could be offered, and worked with instructors Christine, Erin and Dastida to develop and deliver top notch children's workshops that identified key safety concerns for school age children.

OSC and our Home Alone workshop was in the spotlight in October with a guest appearance on CTV Morning Live which boosted our registrations. We re-vitalized our Babysitter Training program to great success and offered PSEO courses throughout the school breaks and on PD days, in addition to our regular weekend fare.

In the fall of 2015, two new workshop curriculums, Cyberbullying and Bully Prevention, were reviewed and identified to meet a need. The curriculums were purchased from KidProof Safety (<http://www.kidproofsafety.com/>) and address two key issues that face kids today.



MOVING FORWARD

The goals for PSEO in 2016 is to begin offering workshops in French and to increase the number of workshops provided both in class at OSC and offsite in community centres. The sky is the limit and it is hoped that registrations will stay on this upward climb, with a push of promotion through Ottawa area schools and a cohesive and consistent marketing plan that will keep PSEO in minds of our members and community.



331

CHILDREN ATTENDED A
COURSE OR WORKSHOP
IN 2015

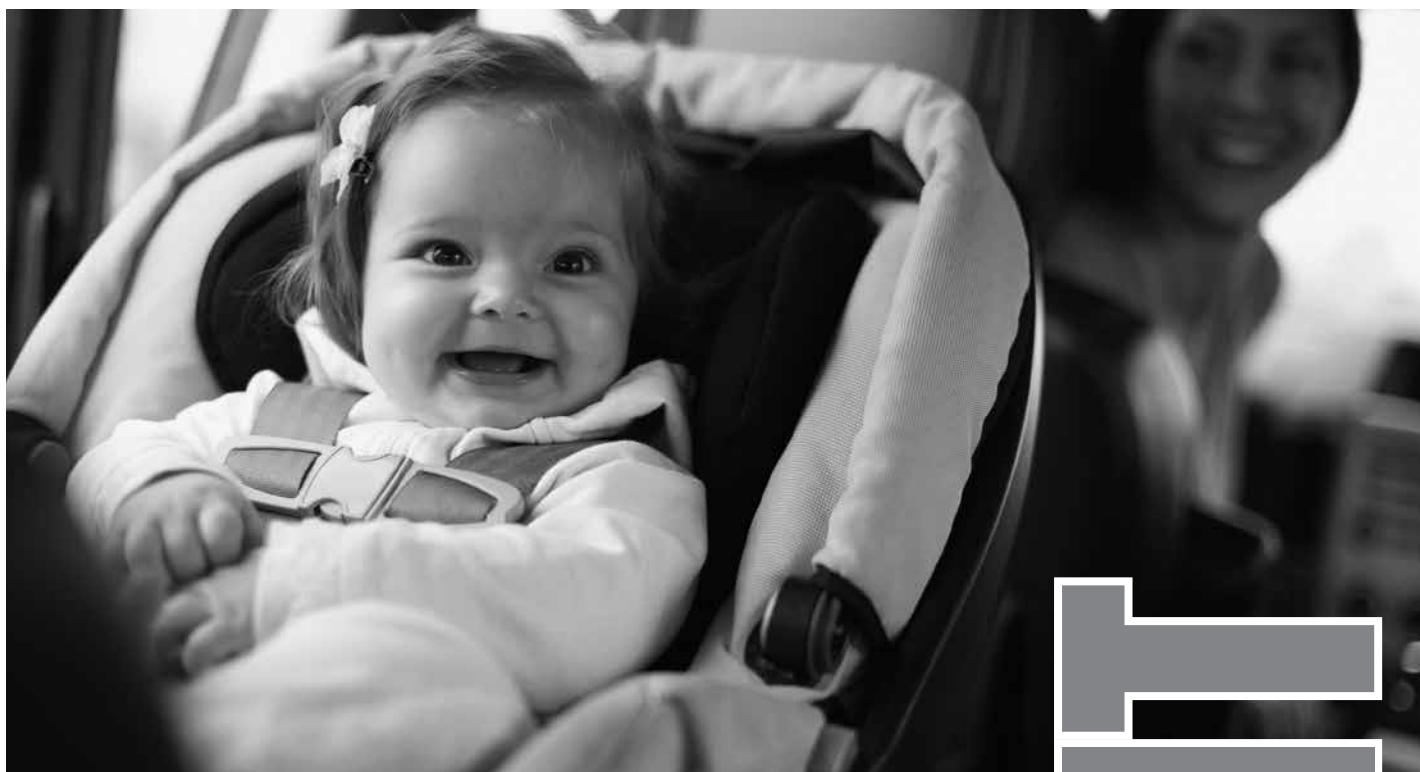
52.5%

ATTENDANCE INCREASE
OVER 2014

OUTREACH



DEBBIE BAKER,
PROGRAM COORDINATOR, CHILDREN'S SAFETY PROGRAMS



LOOKING BACK

What a year of growth and opportunity for the **BEST FIT** program. The number of child car seat inspections and installs doubled from 2014, meaning there were that many more children safe in car seats. The real success however, was the number of partnerships that were formed over the course of the year.

Mierins Automotive Group generously provided funding to offer four free clinics in the fall of 2015, and we were front and centre at the Hot 89.9 Baby Shower speaking to new parents about child car seat safety.

Community feedback has been so positive, and we know that we are meeting our mission when we receive comments such as this testimonial from a participant at one of our car seat clinics:

"As new residents to Ottawa and soon to be parents we feel very lucky to have this . . . service from the Ottawa Safety Council. The techs at the car seat clinic started from square one and walked us

all the way through properly installing our car seat for our new babe. They were full of knowledge and have their own personal experience as well which is always helpful and gave us some laughs! We will feel very safe bringing our new baby home and all future car rides! Thanks Again!"

- Candace St. Croix

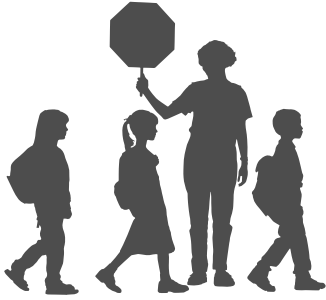
MOVING FORWARD

Moving into 2016, we hope to increase public awareness by being front and center at various community events, such as Kidsfest in April and by continuing to pursue sponsorship opportunities and additional collaborative efforts such as the clinics sponsored by Mierins Automotive.

An increase in workshops and installations will necessarily require additional certified technicians. For 2016, Safer Roads Ottawa has agreed to fund six community workshops in Early Years/Community Health Centres and has generously provided funding for new tech training.

BEST FIT

School Zone Safety



LOOKING BACK

This program went through a significant transformation early in the year, one which resulted in many positives for the guard program. The arrival of Kelly Banks to manage our **School Zone Safety** department, along with various systems, processes and financial incentives that we put in place, resulted in a streamlined service with increased consistency and effectiveness by Kelly and Program Assistant Virginia Quinn.

**"OSC had nearly
3 million
safe crossings
in 2015."**

Bell time changes for the fall of 2015 rearranged some of the crossing guard shift schedules, but had little impact on the guards themselves. With the reduction in bussing of

elementary school students, intersections saw an increase in the number of walkers to school, but this created little disruption for the guards as they were well prepared to deal with the increased pedestrian traffic. All of our guards, WSB leaders, and Pedestrian Safety Instructors were recognized for their hard work and dedication at our 1st Annual Fall BBQ in September. This event, planned as an ongoing annual recognition for the School Zone Traffic Safety field personnel, went off without a hitch, and provided an afternoon of fun for children and parents alike. It is because of these guards that the OSC had nearly 3 million safe crossings in 2015.

MOVING FORWARD

Past history dictates that the City of Ottawa (see "Partners" page) may add an additional five to ten new intersections in the 2016-2017 school year. Whether or not that happens, our goal moving forward is to maintain status quo and meet the demands of the City and the Ottawa community by maintaining a high caliber performing service by keeping hole counts low, kids safe, and guards happy! In addition, we will be more actively involved by helping the City with its pedestrian counts and data collection/organization to keep track of the number of folks crossing at each intersection in both morning and afternoons. We believe that this value-add service is helping to keep our relationship with our largest partner committed and productive.

CROSSING
GUARDS



KELLY BANKS,
PROGRAM MANAGER,
SCHOOL ZONE SAFETY
PROGRAMS



VIRGINIA QUINN,
PROGRAM ASSISTANT,
SCHOOL ZONE SAFETY
PROGRAMS

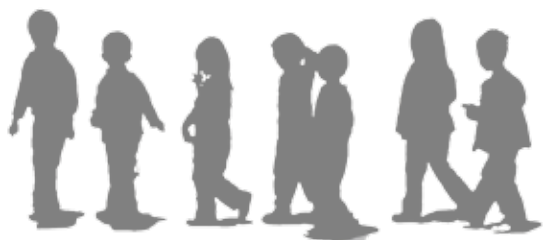
LOOKING BACK

Ottawa Student Transportation Authority's (OSTA's – see "Partners" page) pilot **Walking School Bus** program was launched in October 2014, and then picked up as a program during the new school year, adding an additional 3 routes. In some areas, it was a tough sell, but by working with OSTA, Green Communities Canada, and Ottawa Public Health, this hurdle was largely overcome.

The end of the year saw our Walking School Bus Leaders really getting into the spirit of the season, with our walking reindeer sleigh leading the way to school! Who knew Santa had a reindeer named "Mistletoe"? Our leaders are what drives the program and contributes to its success. Their support and encouragement and belief in the benefits of walking and exercise and camaraderie built during their daily walks is the fuel that keeps the walking school buses running.

MOVING FORWARD

When you see the eager, smiling faces of the students walking to school, hear their excited chatter as they talk about their plans for the day, and watch the leaders make each day's walk fun and full of exploration, the proof of the value of such a program is undeniable. To further add to this value, OSC plans to introduce a 12-week pilot program in the spring of 2016 by adding trained Grade 5 students as Junior Leaders to work under the adult WSB Leader on specifically identified routes. The objectives of the pilot are to create a peer-to-peer learning model which aims to increase the level of safety for the children on the WSB, and to increase the level of safety awareness and foster leadership skills in older elementary school students in Grades 5 and 6. This pilot is another example of OSC's commitment to safety and commitment to its community partners, and will work towards strengthening these relationships in 2016.



WALKING SCHOOL BUSES

School Zone Safety

LOOKING BACK

While this program has struggled over the years, primarily due to high staff turnover, the shift to contracting some of our best and brightest crossing guards to deliver the traffic safety presentations made the world of difference. After all, who better to deliver our road safety messages than those most experienced in traffic issues?

Requests for the presentations skyrocketed, so much so that a waiting list of schools in line for our safety presentations was started, and we surpassed our budgeted number of schools for the year.

MOVING FORWARD

Due to the increase in requests in 2015, Safer Roads Ottawa has generously provided funding to enable us to add an additional 20 presentations to Ottawa area community groups such as Scouts and Guide groups.

Our goal in 2016 is to work with our community stakeholders to revise and revamp our curriculum so that it more closely meets our hands-on/interactive component. We also plan to meet a different target group with our tweens and teens and develop a new curriculum which will address the complexities of traffic safety and involve the students in calculating speed, distance, reaction time, and braking time, so that they are involved in coming to solutions for pedestrian safety.

Another major step forward in 2016 is to offer the pedestrian safety presentation in French. Offering this and other programs in French will serve our mission of providing education to the greater Ottawa community-at-large.



OUTREACH



ROAD SAFETY COURSES

MOTORCYCLE TRAINING PROGRAM (MTP)

2015 was a great year for our motorcycle programs with a total of 1,163 students registered. Additionally, we trained 13 new instructors in the early part of 2015, increasing our total complement of men and women committed to the love of the ride and teaching others the same to 49 volunteer instructors.

The success of the program is due largely to the commitment and dedication of the volunteer instructors and the endless hours they give to the riding community. The MTP Annual awards banquet held at the RCMP Mess Hall in November 2015 recognized our appreciation for their tireless involvement and hard work. The program would not be if not for their efforts, and the continuous positive feedback received from our students further reinforces this.

As reported in the later part of 2015, insurance rates for motorcycle riders increased considerably, which could be a trend that will impact the number of motorcycle riders, and thereby the number of individuals interested in a motorcycle course. We will have to monitor this over the next year to determine whether this will impact the program.

LOOKING FORWARD

As we do each year, we will cross our fingers for a mild spring as our instructors and students get ready to kick off the MTP's 49th season. It is easy to believe that the program has lasted given the quality of our instructors throughout the years. 2016 will see the beginning of planning a "Happy Anniversary!" event for the MTP community in 2017. 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.





GARY DUPUIS,
PROGRAM COORDINATOR, MOTORCYCLE/ROAD SAFETY PROGRAM

**"I JUST TOOK THE M1 EXIT WITH THE OTTAWA
SAFETY COUNCIL AND MY INSTRUCTORS
PATTI AND JAMES WERE ABSOLUTELY
AMAZING. THEY WERE VERY FRIENDLY AND
FUN AND THEY MADE EVERY EFFORT TO MAKE
EVERYONE FEEL COMFORTABLE. TWO THUMBS
UP TO EVERYONE AT THE OSC. YOU GUYS
ROCK! THANK YOU"**

-JOCELYNE M., JULY 2015

	2014		2015	
	# of Courses	# of Students	# of Courses	# of Students
Gearing Up Course	22	706	22	779
Intro to Gearing Up	6	91	4	64
M2 Exit Course	26	109	30	122
M2 Exit Prep Course	12	40	13	26
Experienced Rider Course	9	113	11	160
Winterization	1	18	1	12
Totals	76	1077	81	1163
<i>Increase/(Decrease)</i>	18.75%	1.89%	6.58%	7.99%

Committee Reports

GOVERNANCE COMMITTEE

From Jodie Callaghan, Committee Chair

The Governance Committee had a very active and productive year, with the implementation of a work plan to track its' progress. Templates for terms of reference and work plans were circulated for committee use, and terms of reference were subsequently developed and approved for each of the board's standing committees. Significant effort was also made to review and update board policies and guidelines, which led to the approval and implementation of the Code of Conduct, Conflict of Interest Policy and Attendance Policy. The Committee also facilitated the first annual self-assessment survey and review of the board's performance.

Great progress was made towards developing job descriptions for all positions on the board, which is targeted for completion in 2016. Looking ahead to other objectives for 2016, the Governance Committee will continue to research and implement guidelines for board performance review and directors' training and development, as well as look at oversight and compliance matters with respect to various legislative requirements.

FINANCE COMMITTEE

From Scott Widdowson, Treasurer, Committee Chair

2015 saw the Finance Committee documenting and reviewing its internal control policies from both a financial and operational perspective. Reviews of the OSC quarterly and interim financial statements took place and were enhanced by on-site visits by the Treasurer. These on-site visits aided in developing a treasurer's checklist and 'mini-audit' procedure. Several treasurer reports were generated to allow discussion and transparency of the OSC financial situation at the committee level. This in turn aided in presentations to the full board and has resulted in improved transparency at the board level. Finally, our auditor issued another clean audit for 2015 and was pleased with the direction of this committee and its activities.

Another major project focused on compiling and updating several key policies to reflect doing business in this age of electronic banking. The committee generated a list of desired policies and drafted, reviewed and submitted several policies to the board for approval. The committee oversaw the selection of new auditors for 2016 and a recommendation was made to and approved by the board.

Looking forward the committee intends to continue the work started in 2015 by finalizing the remaining policies, continuing to oversee the OSC finances and budget performance, and providing the board with an accurate presentation of the OSC finances. The committee will

play a major role throughout the year in suggesting risk mitigation strategies and ensuring that the financial plan aligns with the strategic plan being drafted for presentation to the Board by the Strategy/ Risk Committee.

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

HUMAN RESOURCES COMMITTEE

From Tamara Miller, Committee Chair

2015 was an active planning year for the HR Committee. We worked to more clearly articulate our role and responsibility areas as a sub-committee in order to more effectively work with OSC office staff regarding HR operations and strategy areas. We also undertook broad preparatory steps for some very important initiatives we hope to roll-out over the next year.

An increased focus on risk management is important for any organization and the OSC is no different. Looking at risk using an HR lens means that we will develop and implement a strong executive succession management plan, working closely with senior management to clearly define the key leadership behaviours that contribute to a thriving OSC. We will also look to give greater care and attention to the Executive evaluation mechanism through the development of meaningful objectives that align with the OSC's as they unfold. Looking forward to a busy and exciting 2016!

MARKETING COMMITTEE

From Adam Lloyd-Jones, Committee Chair

The Marketing Committee focused on broad-based community messaging for 2015. With a total of 6 campaigns running on several radio stations throughout the City, we prompted the public to help keep our crossing guards safe ("Smiles brought to you by the Ottawa Safety Council!"), promoted Best Fit car seat installations, and announced the re-introduction of our baby-sitting courses. We ended 2015 with a year-in-review wrap up that ran during Boxing Day week. Putting the statistics together for that ad put our work into perspective (over 1,000 motorcycle students taught, 3 million safe pedestrian crossings throughout our City, etc.) and reminded us of the important work we must continue to do.

From an internal perspective, the highlight of our marketing year was the launch of our new website. Our site is friendly, modern, interactive, and fun to browse through – filled with the faces of safety. Corinne, our Marketing/Communications Coordinator, took things one step further by re-branding nearly every program offered by the OSC. Our look and feel translate well in today's markets and our safety messaging and branding is stronger than ever.

Moving through 2016, this committee will look at a variety of broad-based marketing vehicles to help promote our programs, introduce new courses that we have planned, and encourage the public to put safety first while having fun and enjoying life on wheels, on feet, and in the classroom. We plan to experiment with social media platforms and will develop a full-scale earned and unearned media plan that will drive us forward with our safety messaging.

COMMUNITY SAFETY VILLAGE

From Damien Coakeley, Sr. Vice-Chair, Committee Chair

The Ottawa Children's Safety Village (CSV) was originally established in 1972. Located at Britannia Park, it was the first in Canada and only the second in North America. Over its history, the CSV was jointly operated by the City of Ottawa, the Ottawa Police Service, and the Ottawa Safety Council and saw over 500,000 elementary students receive hands-on safety education programming.

As a result of flooding, the CSV was forced to close in 2006 and due to declining funding support has never been re-built. The Ottawa Safety Council has long had a desire to re-build it and, in earnest since 2013, has explored many options with respect to achieving that goal.

Over the past several years, the OSC's Children's Safety Village Committee has worked hard to establish relationships with as many partners as possible. We have received support and endorsements for the project from all three school boards, The Queensway Carleton Hospital, Safer Roads Ottawa, Emergency and Protective Services Ottawa and the Ottawa Police Service, to name but a few. We also entered into an agreement in principle with a local service organization to sponsor the project over the next twenty years.

With this preliminary work completed, the next steps involved a feasibility study and a risk assessment of the overall project. It was at this juncture that stark realities, not the least of which is the current economic climate, became apparent. A project of this magnitude is a major undertaking for an organization of any size and one that requires a considerable amount of dedication, time and effort. Simply put, the Board decided that it was just too big of a project for the Ottawa Safety Council to lead, without substantial assistance on a variety of levels from similarly sized and significantly dedicated partners. At this point in time, while the emotional support is there from many fronts, the timing is simply not conducive to undertaking such a momentous project.

On the positive side, however, the majority of the preliminary footwork has been completed. Should the major partner that we seek come to the forefront, the Ottawa Safety Council would be honoured and glad to share all the information on the project that we have garnered to date. This includes a framework for the actual operation of the Village, that was developed by University of Ottawa's Telfer School of Business MBA candidates and that, given our understanding of the operations of other CSVs, would be completely unique to Ottawa.

So, while with significant regret, we must say "not now", we are definitely not saying "never". Until then, the Children's Safety Village Committee stands down.

Report on Goals for 2015

COMPLETE THE STRATEGIC PLAN

The strategy maps we completed in early 2015 helped staff tremendously by providing a clear pointer when making decisions. The Board agreed that the value we deliver to the community must always take a “customer-first” approach, helping our stake holders achieve their goals while at the same time achieving ours. The 2016/2017 Board will be taking a look at our strategies, including risk mitigation as identified by our risk identification and analysis project taken on by the 2015 Executive Committee. The Board will then work toward developing a five-year plan for the staff to use moving forward.

ESTABLISH ANNUAL BOARD RETREAT

The board and senior staff enjoyed a productive weekend retreat in June 2015. Committees were set, work plans discussed, and we oriented the new board members present to the OSC. The retreat proved that enjoying fellowship does improve working relationships and the 2015/2016 board was quite productive, largely because of the direction set at the retreat. We plan to set this major retreat annually to kick off the new board year. The in-office mini-retreat each January will be an opportunity to reflect mid-term on how we are doing on achieving our goals as a board.

REGULAR AND PRODUCTIVE COMMITTEE MEETINGS

Committees are the backbone of the OSC board and provide the researched drafts from which to make board decisions. 2015 saw not only the formation of committees (governance, HR, finance, executive, and marketing), but each committee settled on a Terms of Reference and a work plan for the year. We held regular committee meetings using standard agenda and minutes format and moved numerous issues forward.

APPROVE POLICY MANUALS FOR HUMAN RESOURCES, FINANCE, AND GENERAL OPERATIONS

The HR Policy manual was completed by senior staff in November 2014. The HR Committee and board deemed the Executive Director responsible for HR policies at the office level and that the board would conduct regular and consistent oversight to ensure

compliance with law at both the provincial and federal level. Many finance policies were completed, updated, and approved by the board with many more scheduled for 2016. Each staff member is working to complete a SOP manual for each position by May, 2016.

UPDATE BRANDING FOR EACH PROGRAM

Our team has transformed the look and feel of the OSC’s website and has completed a re-branding of all programs and initiatives. This re-brand effort looked first at the whole and then at the various sectors that make up the OSC.

DESIGN KEY PERFORMANCE CARD FOR MEASUREMENT OF PERFORMANCE AGAINST GOALS

Our staff prepares KPI (Key Performance Indicators) reports for the board monthly so that we can all evaluate the effectiveness of the decisions that we make. This KPI dashboard will be refined as we move along to include the measurement of new initiatives and some of the more “softer” statistics, such as student satisfaction and community awareness.

REVIEW EACH PROGRAM

We put each program through its paces and made changes where warranted so that the programs fit the four pillars of strategy, emphasizing our the hands-on learning imperative. We adjusted program materials, course content, and delivery methods to improve student experiences. We will continue this constant-improvement process so that the programs we offer are vibrant, relevant, and most important, educational!

DEVELOP PROJECT INITIATION FUNNEL

Our Director of Programs and Policies has developed our Project Initiation Funnel, or PIF, to help us evaluate new initiative suggestions in terms of mission, reach, strategy, cost, etc. This tool has served us well – indicating that a project fails a certain test or criterion as it moves down the funnel, thus abandoning the idea if we cannot mitigate the failure. We must ensure that we direct our resources in ways that will further our mission to the greatest degree and the PIF helps us streamline our efforts. Just as important as defining what we can do is understanding what we cannot do.

Goals for 2016

2016 will continue to focus on the development and completion of the OSC strategic plan. We had a difficult yet necessary decision to make – whether we could fully realize the safety village rebuild project - before we could continue to shape the plan for the next five years. Now that we have decided to shelve the idea for now, we can focus on firmly establishing who we are and what we can (and cannot!) do.

FROM A BOARD PERSPECTIVE:

- Complete the risk identification and management process as defined by CPA Canada;
- Establish a Strategy/Risk Committee that will highlight the major risks facing the OSC, and incorporate risk mitigation strategies in the strategic plan;
- Develop a process for evaluating the OSC's Executive Director's performance, including establishing performance objectives for 2016 (pre-strategic plan) as well as for the long-term;
- Complete financial policies manual;
- Re-assess strategic priorities and complete the strategic plan.

Now that we have re-jigged programs and their delivery to capitalize on efficiencies and to serve our stakeholders better than ever before, it is time to turn staff attention away from improving operational mechanics and onto the bigger picture. Our numbers tell a great story, but we must always look forward to see what more we can do to bring our safety message to the community in meaningful ways.

FROM A STAFF PERSPECTIVE:

- Increase the number of offerings in French;
- Develop a media plan for both earned and unearned media (including social media);
- Increase speaking engagements to build OSC awareness throughout the community;
- Explore grant/outside funding opportunities to supplement our program revenue;
- Revitalize the membership sector to include a wide variety of OSC stakeholders interested in bringing safety into the greater Ottawa community;
- Revise all customer/stakeholder surveys to allow ease of result tabulation, consistency of form, and incorporate results into the KPI scorecards.



OTTAWA SAFETY COUNCIL IS LOOKING FORWARD TO A BRIGHT 2016

Thank you to all our partners, volunteers, employees, and members. See you next year!

2015-2016

BOARD OF DIRECTORS

Keith McIntosh
Damien Coakeley
Scott Widdowson
Jodie Callaghan
Adam Lloyd-Jones
Tamara Miller
Wallace Beaton

Chair
Vice-Chair
Treasurer
Director
Director
Director
Director

Rob Cass
André Beaudet
Dave Bennett
Kassem El Saddik

Resigned September 2015
Resigned December 2015
Resigned December 2015
Resigned January 2016

STAFF

Julie Vogt
Kathleen Cameron
Kelly Banks
Gary Dupuis
Debbie Baker
Virginia Quinn
Erin Welch
Sherry Cashman
Corinne Rikkelman

Executive Director
Director of Program and Policy Development
Manager, School Zone Safety Programs
Coordinator, Motorcycle Training & Defensive Driving Programs
Coordinator, Children's & Best Fit Programs
Program Assistant, Adult Crossing Guard Program
HR/Finance Coordinator
Finance/Admin Coordinator
Marketing/Communications Coordinator



KATHLEEN CAMERON
DIRECTOR OF
PROGRAM AND POLICY
DEVELOPMENT



SHERRY CASHMAN
FINANCE/ADMIN
COORDINATOR



ERIN WELCH
HR/FINANCE
COORDINATOR



CORINNE RIKKELMAN
MARKETING/
COMMUNICATIONS
COORDINATOR

Partnerships



CANADA SAFETY COUNCIL

The OSC's long-standing partnership with the Canada Safety Council (CSC) dates back to the 1970s. Both organizations recognized the importance of teaching motorcycle safety and the OSC has been teaching the CSC's Gearing Up program since its inception. Widely recognized as the gold standard in motorcycle training programs, Gearing Up continues to be a strong foundation of the OSC's motorcycle education.

Our partnership with CSC doesn't end there, however. We also teach the CSC's popular Home Alone course to ten-year-olds as well as its Babysitting Training course. We are excited to be hiring a French-speaking instructor to offer both of these programs in French as we move through 2016 and beyond!



OSTA
Ottawa Student
Transportation
Authority

OTTAWA STUDENT TRANSPORT AUTHORITY

"OSTA has enjoyed its association with OSC. With OSC's experience in safety, we feel confident that our Walking School Bus Program leaders are trained and will keep the children safe as they walk to school each day." - Vicky Kyriaco, General Manager/Chief Administrative Officer

Ottawa Student Transportation Authority (OSTA) contracted the OSC to provide, train, and administer the leaders for OSTA's Walking School Bus program. With 6 routes in the spring and 8 routes in the fall of the 2015/2016 school year, OSTA and OSC join in their commitment to provide safe active transportation to these schools. The smiling faces of our leaders and their charges are evidence of the positive benefits of walking in the mornings! For 2016, with OSTA's support, we are planning the launch of a pilot program that places 5th and 6th graders as Junior Leaders on the routes as both organizations work to enhance the program's efficiency and effectiveness as we move through 2016 and beyond!



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

SAFER ROADS OTTAWA

As one of our strongest like-minded partners in road safety, Safer Roads Ottawa (SRO) has supported and funded our road safety programs with both cash and in-kind donations since 2012. SRO is our largest funder for our bike rodeos both

in the school setting and at community events. We share the passion to keep our children safe in car seats and to teach our youngest citizens about pedestrian safety. We thank SRO for its generosity during 2015 and its continued support for years to come!



CITY OF OTTAWA

The City of Ottawa, the OSC's largest long-standing partner, works with us in several ways. First, for over 15 years, we have provided adult crossing guards at locations determined by the City to ensure that Ottawa's children and other pedestrians cross the street safely during those busy school times every morning and afternoon. Further, we provide guards for various construction sites as requested by the City. This program recorded nearly 7,000 guard shifts per month which resulted in nearly 3 million safe crossings during 2015!

Another major program funded by the City of Ottawa is our School Zone Traffic Safety Education Outreach. This program provides pedestrian safety education for elementary school students from JK through Grade 6 throughout Ottawa. This important initiative reminds children of the rules of the road and helps to keep safety in the forefront rather than as an afterthought.

Together, the City of Ottawa and OSC are keeping Ottawa's children aware, educated, and safe!

Acknowledgements



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Ottawa Public Health
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Abbott Point of Care
Green Communities Canada



2015 ANNUAL REPORT

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July 10/15
Thankyou to OSC staff,
My children have loved
going to your camp. Both
my husband and I wished
~~that~~ they had have a great camp
like yours as a child.

Thankyou for
a great week :)

The Pollockes