



# ANNUAL REPORT 2013

## OUR MISSION

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

## 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.

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**Promoting Safety in Ottawa for over 50 years**

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2013-2014

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## BOARD OF DIRECTORS

|                    |                         |
|--------------------|-------------------------|
| Keith McIntosh     | Chair                   |
| Gerry Brownlee     | Senior Vice-Chair       |
| Michelle Hamelin   | Secretary               |
| Paul Lynch         | Treasurer               |
| Tania Lafreniere   | Vice-Chair              |
| Jodie Callaghan    |                         |
| Damien Coakeley    |                         |
| Joanne Lloyd-Jones |                         |
| Sylvia Monteiro    |                         |
| Kevin Robson       | Vacated                 |
| Paulette Hatch     | Resigned September 2013 |
| Laurie Nicholson   | Resigned September 2013 |

## STAFF

|                        |   |
|------------------------|---|
| Sophia Hanafi          | Executive Director                                    |
| Kathleen Cameron       | Manager of Public Safety Programs and Human Resources |
| Don Killens            | Manager, Road Safety Programs                         |
| Erin Welch             | Accounts Administrator                                |
| Maria-Christina Lepore | Registrar   |
| Sherry Cashman-Billie  | Public Education and Marketing Coordinator            |
| Jessica Pounder-Dunbar | Traffic Safety Outreach Coordinator                   |
| Lillian Green          | Traffic Safety Outreach Coordinator                   |
| Angie Coloumbe         | Adult Crossing Guard Program Assistant                |
| Kate Boyd              | Children's Safety Village Project Developer           |

# CHAIR' S REPORT

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## 2013

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The details of activities are laid out in the reports from the Executive Director and the Committees. I think it is worth highlighting, however, several important milestones. Renewal of the Adult Crossing Guard program demonstrates the trust that the OSC has garnered among key partners. That trust is manifested in, among other things, the commitments of support we have received for the Safety Village redevelopment project. This support will be crucial as we continue to advance the project.

As we review 2013 and recognize our achievements, it is important also to acknowledge our challenges. For example, implementation of the Association Management System did not meet expectations and results of the Motorcycle Training Program were disappointing. Regarding the latter, the Board is firmly committed to ensuring the ongoing success of the motorcycle programs, and took steps at the end of 2013 and into 2014 in order to review the year, and deliver improved results for 2014 and beyond.

The Board is in fact committed to ensuring that each program has the best opportunity to succeed. As a result, work has continued to develop the plan for the future, building on the Mission Statement approved in 2012. The Board initiated an independent review of the dynamic and structure of OSC in order to ensure it operates effectively. This work is ongoing. Future planning work also continued into 2013 with a set of approved strategic drivers. This work continues as we look to ourselves as a Board and an organization to examine the results we want and pursue the necessary steps to make sure they are achieved.

I will take the opportunity to thank my fellow Board members for their input and hard work. Their individual efforts have made the role of Chair easier.

Finally, I thank all the OSC staff and volunteers for their hard work and dedication through another year. Ultimately it is that passion, dedication, and hard work that allows us to successfully deliver our programs. I look forward to a successful year.

Keith McIntosh  
Chair

# EXECUTIVE DIRECTOR'S REPORT

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2013

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This year the Ottawa Safety Council (OSC) experienced challenges, growth and successes. We are proud of the accomplishments of 2013. The OSC's reputation of providing high quality safety education is well-known and well-deserved. Our programs are developed and delivered by an outstanding group of volunteers and staff. We thank them for their enthusiasm, dedication and commitment to excellence in 2013 and celebrate the contribution they make.

Our financial position remains solid. We continued to aim for a balanced budget and this year we came within 0.003% of meeting that goal.

The OSC took risks to move forward and lay the foundation for program development and continued improvement to our management systems. We were challenged by the growing pains of a new association management system. Overall, the benefits of streamlining the registration process and reducing cost and human error were worth the hard work the staff put into the project and the subsequent learning curve for our volunteers and students. We had hoped to fully develop the registration and sign-up system for the motorcycle training program in 2013 but time and financial constraints mean that this phase of the project will stretch into 2014. Even so, by the end of 2013 we were able to experience the human resource and financial process improvements made possible by the new system.

The contract for the Adult Crossing Program, a key program of the OSC, expired at the end of the 2013 school year. This program has seen a tenfold growth since its inception in 2002. Signing a new contract with the City of Ottawa was imperative for the OSC's continued success. Fortunately, the value that the OSC brings to this program with its well-trained and supervised crossing guards and the diligence of the office staff proved to be an unbeatable combination. The contract has been renewed and the new term ensures continuation of the program and the OSC's financial stability into the 2020's.

Ultimately, meeting our mission to advocate for and deliver high quality risk reduction and injury prevention programs for the Ottawa community-at-large is the primary goal and is the measure of our success.

The Motorcycle Training Program continues to be the most recognized program the OSC offers. The feedback we receive from students is consistently very positive. We are indebted to the volunteer instructors and mechanics that are the backbone of the program. In 2013 we saw nine instructors leave the program due to family changes, moves away from Ottawa and other commitments. We thank them all and wish them all the best. However, even though many instructors increased their "personal best" for the number of courses taught, for the second year our enrollment numbers were affected by a reduction

in the pool of volunteers. This year the decline in registrations was compounded by the rocky start with the new registration system. We are committed to greater collaboration between the office staff and volunteers and to improve the association management system to bring our enrollment numbers back up to capacity. Overall, Ontario colleges and schools saw a decline in students in beginner riding courses. We hope that in 2014 Ottawa will once again be the contrarian to this trend.

The programs designed with older children in mind are SMART Camp, Children's Workshops, Bike Rodeos and School Zone Traffic Safety Outreach. We would like to thank our Outreach Coordinators, summer camp staff and children's workshop instructors for their contributions. These programs continue to be popular and the feedback we receive is positive. We saw a decrease in enrollment in 2013 and again, a reduction in staff resources is identified as the primary cause as well as reduced marketing. We are reviewing these areas for 2014.

One of OSC's strengths is to learn from our experience to build our future. Using the motorcycle training program model, we launched the BEST FIT Car Seat Inspection and Installation Program this year. This volunteer-based program uses the Child Passenger Safety Association of Canada's training and recertification program to ensure qualified technicians provide the best service possible to the parents, grandparents and caregivers of infants and children using car seats. In 2013, 9411 babies were born in Ottawa<sup>1</sup> and with provincial legislation requiring every child to be securely buckled into an approved child restraint system (car seat), this program holds tremendous potential for growth for the OSC. We thank Safer Roads Ottawa and the Ministry of Transportation for their support of this program.

The Ottawa Children's Safety Village project received the formal endorsement of the Board of Directors. After careful consideration of our progress, the Board gave the approval to hire a project developer to take the staff lead on this project. A small group of directors and staff attended the International Children's Safety Village Conference in Cobb County, Georgia in November. The inspiration and information they brought home invigorated the committee and will help us to achieve our goal of a gold-standard safety village in Ottawa.

We strive to promote our programs when we advocate for safety activities that are relevant to our community. Representatives of the OSC have attended several events throughout the year, bringing the OSC's safety messages to a diverse audience. This year, we participated in the following activities:

- Ottawa International Motorcycle Show
- Motorcycle Awareness Month and the kick-off at City Hall
- Mothercraft's Touch a Truck
- Bayshore Shopping Centre Road Safety Event
- Bicycle Safety Demonstrations at the Diefenbaker Classic, Fitzroy Harbour Days, Mountain Equipment Co-op Bikefest, Kinburn Swampfest, Kids Day Kanata
- Bike Rodeos at the O-YA, the Osgoode Youth Association

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<sup>1</sup> Source: BORN Information System, extracted: May 14, 2014, Ottawa Public Health

- Pedestrian Safety (Demonstration/Booth) at Council on Aging of Ottawa's Multicultural Seniors Transportation Information Session

Engaging like-minded organizations is a key component of our success and we continue to work with several external organizations to further the safety message. This year we worked with Safer Roads Ottawa, Ottawa Public Health, Green Communities Canada, Society of Ottawa Area Riders (SOAR), Ottawa Police Service, Mothercraft, Eastern Ontario Car Seat Coalition, City of Ottawa Parks and Recreation, Ottawa Fire Service, the Ottawa Student Transportation Authority, Ontario Ministry of Transportation and others. We are also indebted to our commercial sponsors for their generous donation of space for our BEST FIT Car Seat program: Myers Motors and Midas Muffler.

Collectively, the staff in the office gave another year of good service to our employees in the field, volunteers, students and clients. We had one position turnover when we said goodbye to Jessica Pounder-Dunbar when she left to take a teaching position in a Montessori school and said hello to Lillian Green, an Aussie teacher transplanted to Canada for one year. I would like to thank everyone for their commitment to the OSC.

The Board of Directors is the governing body of the OSC and these volunteers are essential to our existence. As with any other group, there is some turnover but this year we had the benefit of the return of almost all of the officers and most of the directors. Their review of the mission, vision and values of the OSC was an exciting process to be part of and we are all pleased to move forward with our new mission, vision and tagline statement. Keith McIntosh, Chair, led this process and along with many other contributions, made sure that "Fun" is a part of our guiding values. It's important for all of us to remember that while we all work and volunteer to provide valuable safety education, we also need to remember to have fun along the way. My sincere thanks to Keith and all of the Board members for their good guidance and thoughtful contribution to the OSC.

The OSC has been on a steady trajectory of improvement and growth. Even during times when we face challenges I believe it's important to step back and look at the big picture. The OSC is thriving and is on solid ground for the future. Many thanks to all who have made 2013 another good year. I look forward to an even better 2014 for our organization and the people we serve.

Respectfully submitted,

**Sophia Hanafi, CAE**  
**Executive Director**

| Achievements in 2013   | Goals for 2014   |
|--|--|
| <p><i>Governance</i></p> <ul style="list-style-type: none"> <li>• Develop a Strategic Plan</li> </ul> <p><b>Achieved:</b> Revised the Mission, Vision and Values statements, Identified Strategic Goals, Key Objectives, and mapped out the Strategic Initiatives</p> <p><i>Major Campaign</i></p> <ul style="list-style-type: none"> <li>• Develop the Children’s Safety Village Rebuild Project</li> </ul> <p><b>Achieved:</b></p> <ul style="list-style-type: none"> <li>• Hired Kate Boyd, MALT, as Project Developer in May 2013</li> <li>• Conducted community outreach to residents and stakeholders</li> <li>• Received letters of endorsement from key stakeholders</li> <li>• Entered discussions with the National Capital Commission for potential sites</li> <li>• Sought information and knowledge from existing Safety Villages in Canada and the United States</li> <li>• Began seeking funding from foundations</li> <li>• Set up infrastructure to receive donations</li> <li>• Developed a Business Plan</li> <li>• Construction/Development plans for the CSV developed (2014-2017)</li> <li>• Marketing Plan developed</li> </ul> <p><i>Improve Communications</i></p> <ul style="list-style-type: none"> <li>• Complete Phase One of the Association Management System development and implementation</li> </ul> <p><b>Partially Achieved:</b> The majority of Phase One was completed with some components delayed until 2014. Elements of the existing system were identified for correction implementation in 2014. Forecasted improvements to registration and financial systems were met.</p> | <p><i>Governance</i></p> <ul style="list-style-type: none"> <li>• Continue to develop the Strategic Plan by revising the organization structure to reflect Strategic Imperatives</li> </ul> <p><i>Major Campaign</i></p> <ul style="list-style-type: none"> <li>• Secure key elements for Safety Village: land, major sponsors and public champions</li> <li>• Begin fundraising campaign</li> </ul> <p><i>Improve Communications</i></p> <ul style="list-style-type: none"> <li>• Complete Phase One of the Association Management System and correct areas that are not meeting the requirements</li> <li>• Review and enhance communications between Board, staff and volunteers to improve working relationships and provide for good decision-making</li> </ul> <p><i>Program Development</i></p> <ul style="list-style-type: none"> <li>• Review programs for efficacy and positive return on human and financial investment</li> </ul> <p><i>Responsible Human Resource Management</i></p> <ul style="list-style-type: none"> <li>• Review staff structure and compensation for the management and administrative team</li> <li>• Continue to update Human Resource policies and procedures</li> <li>• Assess and improve Health and Safety practices</li> </ul> <p><i>Legislation</i></p> <ul style="list-style-type: none"> <li>• Ensure compliance with new and existing legislation regarding working with and serving people with disabilities, privacy</li> </ul> |

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| <p><i>Responsible Management of Human Resources</i></p> <ul style="list-style-type: none"> <li>• Review Staff Structure and compensation for the management and administrative staff</li> </ul> <p><b>Partially achieved:</b> Organization structure is under review as part of the Strategic Plan</p> <ul style="list-style-type: none"> <li>• Review Human Resources policies and set out a plan for policy development</li> </ul> <p><b>Partially achieved:</b> Policy manual was developed by Megan Skentelbery. The manual is currently under review by HR Committee.</p> | <p>protection, anti-spam legislation, health and safety measures, and others as required.</p> |
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# NEW OSC INITIATIVES

2013

## **Children’s Safety Village Rebuild Committee**

Chair: Gerry Brownlee

In May 2013, we hired a Project Developer to help guide the Children’s Safety Village (CSV) Rebuild Project. The first six-months of the contract were focused on creating a foundation of information and resources for the project. A survey was completed by 64 people and 3 focus groups were convened. The feedback received was invaluable and is being used and considered as we shape the direction of the CSV.

| Achievements in 2013   | Goals for 2014  |
|--|---|
| <ul style="list-style-type: none"> <li>• Project developer hired on six month contract (May – October). This contract was been extended until December 1, 2013.</li> <li>• Community surveys and focus groups conducted</li> <li>• Property options with the NCC were explored</li> <li>• Project introduction meetings were held with:               <ul style="list-style-type: none"> <li>○ Ottawa District School Board</li> <li>○ Ottawa Catholic School Board</li> <li>○ Ottawa Paramedics Service</li> <li>○ Individual fundraising experts</li> <li>○ Interested individual stakeholders (including one from Ottawa Police Service)</li> <li>○ Former CSV Program Coordinator – Elyse McCann</li> <li>○ Safer Roads Ottawa (several meetings to explore connections and introductions to other City services/departments)</li> </ul> </li> <li>• Visited three Ontario CSV programs</li> </ul> | <ul style="list-style-type: none"> <li>• Secure land for the Safety Village and set in motion the process required to begin construction (permits, zoning, hiring contractors, etc.)</li> <li>• Secure a major funding/project supporter</li> <li>• Hire a fundraiser to successfully guide and manage the required capital campaign</li> <li>• Engage community stakeholders to provide input and direction to the future CSV</li> </ul> |

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| <p>(Niagara, Peel, Kingston (in development))</p> <ul style="list-style-type: none"> <li>• Attended the Children’s Safety Village International Conference in Atlanta, GA (USA)</li> <li>• Wrote and submitted several grant applications and letters of application to independent funding foundations. <ul style="list-style-type: none"> <li>○ We received funding support from the Harry P Ward Foundation</li> </ul> </li> <li>• We received letters of endorsement from: <ul style="list-style-type: none"> <li>○ Ottawa District School Board</li> <li>○ Ottawa Catholic School Board</li> <li>○ Queensway Carleton Hospital</li> </ul> </li> <li>• We registered with CanadaHelps.org to receive online donations</li> <li>• We explored a number of donor management software programs and spoke with other agencies who utilize these programs.</li> <li>• Business Case for the CSV was developed (2013 – 2023)</li> <li>• Construction/Development plans for the CSV developed (2014-2017)</li> <li>• Marketing Plan developed</li> <li>• The project received some media exposure – Kitchissippi Times and on CBC Radio One</li> </ul> |  |
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# REPORTS

2012

## Marketing Committee

Chair: Joanne Lloyd-Jones

### Public Events led by OSC in 2013

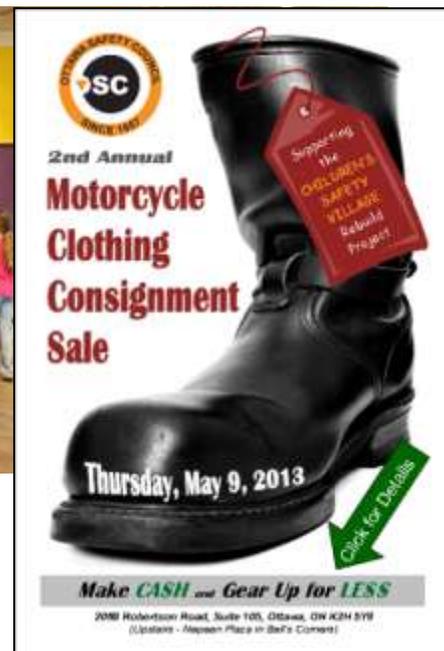
BEST FIT Car Seat Program Launch (October)



Operation Road Safety – Bayshore Shopping Centre (May)



Motorcycle Clothing Consignment Sale (May)



**Other Events the OSC participated in:**

- Ottawa International Motorcycle Show (Jan)
- SOAR Motorcycle Awareness Launch (Apr)
- Diefenbucker Classic (May)
- Touch A Truck (Jun)
- MEC Bikefest (Jun)
- Harbour Days (Jul)
- Kinburn Swampfest (Aug)
- Kids Day Kanata (Sep)
- Multicultural Seniors Transportation Information Session (Oct)

| <b>Achievements in 2013</b>   | <b>Goals for 2014</b>  |
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| <ul style="list-style-type: none"> <li>• To have full enrollment for Summer Safety Camp<br/><b>Partly Achieved:</b> 78% enrollment</li> <li>• To increase OSC membership, and public participation in our microsite.<br/><b>Overtaken by events:</b> Microsite is no longer active, superseded with Social Media sites.</li> <li>• To increase our Facebook and Twitter followers in order to expand our awareness campaign.<br/><b>Achieved:</b> Current numbers, Twitter; 318 Followers, Facebook Page; 804 “Likes”.</li> <li>• To assist in the recruitment of new volunteers for the new Best Fit Car Seat Installation Program, launched in the fall.<br/><b>Achieved:</b> 6 Volunteers were trained in 2013 and 6 were programmed for training in Spring 2014. There were 6 active volunteers by December 31, 2013.</li> <li>• To support the Ottawa Safety Village renewal initiative and to assist in recruitment of volunteers.<br/><b>Achieved:</b> Posted information to our Website, Facebook and Twitter. Distributed information</li> </ul> | <ul style="list-style-type: none"> <li>• To increase membership in the OSC and identify roles in which our members can participate.</li> <li>• To continue to increase our use of social media in order to expand awareness of the OSC and to increase event participation from members of the community</li> <li>• To market the Car Seat Installation Program, both for increased community participation and recruitment of new volunteers for training</li> <li>• To continue to support the Ottawa Safety Village renewal initiative, from a marketing perspective</li> <li>• To continue to assist in marketing of our other programs including Motorcycle Safety, Public Safety Programs, Bike Rodeos, Defensive Driving Program, and others.</li> <li>• To advance awareness of our new Walking School Bus trial with the community at large.</li> <li>• To assist in the recruitment and</li> </ul> |

|   |   |
|---|---|
| <p>at events.</p> <ul style="list-style-type: none"> <li>To continue to assist in marketing of our other programs, including the Motorcycle Training Programs, Public Safety Programs, and Bike Rodeos, and others.</li> </ul> <p><b>Achieved:</b> Radio, Web Ads, Attendance at the events listed above.</p> <ul style="list-style-type: none"> <li>To promote School National Safety Week</li> </ul> <p><b>Achieved:</b> Posted a collage of pictures on the OSC Website of our Adult Crossing Guard team as a reminder and thanks for the part they play in school safety.</p> <ul style="list-style-type: none"> <li>To promote Children’s Workshops.</li> </ul> <p><b>Achieved:</b> Email blasts announcing dates of workshops sent to “newsletter” database and OSC staff. Posted to Website, Facebook and Twitter.</p> <ul style="list-style-type: none"> <li>To continue with our awareness campaign for safety related issues in our community.</li> </ul> <p><b>Achieved:</b> Attended several events listed above promoting motorcycle, bicycle, and pedestrian safety.</p> <ul style="list-style-type: none"> <li>To increase enrollment in our Defensive Driving Program through new marketing strategies. Continue with our awareness campaign for safety related issues in our community.</li> </ul> <p><b>Achieved:</b> 36 students in 2013 compared to 25 in 2012 equating to a 44% increase. Also, in 2013 there were 3 Group DDC courses delivered with 10 students in each course. <li>To attend seasonal events in order to support the efforts of the OSC staff.</li> <p><b>Achieved:</b> Marketing Committee Members attended a range of events as listed in this report.</p> </p> | <p>retention of School Crossing Guards through new marketing strategies.</p> <ul style="list-style-type: none"> <li>To promote Childrens' Workshops and National School Safety Week.</li> </ul> |
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## Administration

The Association Management System (AMS) was introduced during the Spring of 2013. Phase One was aimed at providing on-line registration for students and instructors in the motorcycle training program. The benefits of this new system will reduce human error, ensure a consistent balance of the student-instructor ratio and provide us with the ability to generate many new reports. This will also assist us in meeting potential additional reporting requirements for the Ministry of Transport. The AMS has proven to be generally successful but does require bugs and defects to be rectified and, in one or two areas, software changes to achieve the Phase One aims completely.

| Achievements in 2013   | Goals for 2014  |
|--|---|
| <ul style="list-style-type: none"> <li>• Develop an Association Management System to:               <ul style="list-style-type: none"> <li>○ Track all interactions we have with our students, clients, volunteers and staff.<br/><b>Partially achieved:</b> Volunteers and students with the Motorcycle Training Program are now tracked. Other programs are not yet on-line.</li> <li>○ Program registration that is available on-line.<br/><b>Achieved:</b> On-line registration in place.</li> <li>○ Instructor availability paired with student demand.<br/><b>Partly Achieved:</b> More work has to be completed to fully satisfy this requirement as the system currently requires continuous manual intervention.</li> <li>○ Regular communications.<br/><b>Partly Achieved:</b> Automated communication templates require review and amendment for site and date / time information.</li> <li>○ Tracking and reporting functions.<br/><b>Partly Achieved:</b> Tracking functions are good; reporting functions are improving and require a little more</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Identify and rectify bugs and defects from Phase 1 work.</li> <li>• Implement a formal software change control system.</li> <li>• Improve visibility of course data to staff and volunteers.</li> <li>• Develop a “User” Manual.</li> <li>• Adopt the AMS as the “MTP System of Record”.</li> <li>• Refine Phase 2 Requirements for implementation in 2015.</li> </ul> |

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| work to achieve full functionality. |  |
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## Human Resources (Operations) 2013 Report

Kathleen Cameron is the Manager of Public Safety Education and Human Resources monitoring and controlling the core HR function responsible for the operations of the Adult Crossing Guard, Traffic Safety Outreach, Summer Camp and Car Seat Program. In the second half of 2013 45 adult crossing guards were recruited to satisfy a small increase in new locations and replacement and back-ups for existing locations. In addition, two new internal supports to the OSC and Adult Crossing Guard program, Angie Coulombe and Ligia Jadao, were hired.

| <b>Achievements in 2013</b>  | <b>Goals for 2014</b>  |
|--|--|
| <ul style="list-style-type: none"> <li>• Train all office personnel and counselors in WHMIS.<br/><b>Achieved:</b> Ongoing as new hires and volunteers on board.</li> <li>• Prepare Emergency Preparedness Plan and Business Continuity Plan.<br/><b>In progress.</b></li> <li>• Review Bill 168 – Violence and Harassment policy.<br/><b>Achieved:</b> Reviewed with all guards at annual meeting in June 2013.</li> <li>• Train volunteers to deliver bike rodeos in the community.<br/><b>In Progress.</b></li> <li>• Train 10-15 volunteers to deliver car seat clinics.<br/><b>Partly Achieved:</b> Six trained in 2013 with six more booked for training in Spring 2014.</li> <li>• Launch Best Fit Car Seat program<br/><b>Achieved:</b> Officially launched in October 2013.</li> <li>• Recruitment: Work more closely with schools to recruit from parent/community base.</li> </ul> | <ul style="list-style-type: none"> <li>• Identify training requirements for all staff and volunteers and construct a system that ensures all staff and volunteers are trained according to requirements in a timely fashion.</li> <li>• Build a team to work on the Business Continuity and Emergency Preparedness plan which will include Management and Staff representation.</li> <li>• Identify and communicate requirements for volunteers</li> <li>• Create volunteer handbook for all volunteers.</li> <li>• Continue to build our volunteer base for bike rodeos and car seat clinics.</li> <li>• Increase number of certified child restraint systems technicians to 20 by end of year 2014.</li> <li>• Build a recruitment and on boarding strategy for volunteers.</li> <li>• Continue working on strengthening communication in schools and building relationships.</li> <li>• Review performance indicators and assess efficiencies of current programs and personnel.</li> </ul> |

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| <p><b>Achieved</b> with some schools. Continue to work on creating relationships with the schools.</p> <ul style="list-style-type: none"><li>• Augment ACG program with additional support.</li></ul> <p><b>Achieved:</b> Hired an assistant for the administrative aspect of the ACG program and an HR assistant to assist with recruitment and hiring.</p> |  |
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# PROGRAMS

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2013

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## **Adult Crossing Guards**

### **Advancements and Improvements**

The OSC renewed their Purchase of Service Agreement with the City of Ottawa to continue to offer the Adult Crossing Guard program in June 2013. Seven additional locations were included for 2013-2014, and 4 Team Sector Lead positions were approved.

### ***Recruitment***

Lawn signs advertising “Crossing Guard needed at this location” were strategically placed at those intersections requiring a guard which resulted in the hiring of 30 new guards between mid-July and the end of August. An additional 15 guards were hired between September and December.

An HR assistant was also hired to focus on recruitment and orientation of new guards as well as hiring for all programs and recruitment of volunteers.

### ***Communication***

Communication between the Adult Crossing Guards and OSC was significantly improved with the addition of an administrative assistant to handle the large volume of requests and questions that arise in the Adult Crossing Guard program.

Communication between OSC and community partners such as Safer Roads Ottawa and OPS was also strengthened through a joint effort to address road safety issues. In October, four specific locations were identified for police to monitor and, during the week of October 28-November 1<sup>st</sup>, the Traffic Escort Unit participated in the enforcement locations involving Adult School Crossing Guards.

Officers were assigned the AM and the PM time periods when Crossing Guards were managing pedestrians and traffic and more than 40 tickets were issued during that week of enforcement.

This blitz drew the attention of CBC television and, in November, David Gerow from CBC TV interviewed two Kanata crossing Guards, Caroline Cross and Beth Beaven, as well as Program Manager Kathleen Cameron. The 10 minute feature story spoke to the daily challenges the crossing guards face in traffic, including motorists not observing the rules of the road, not stopping for the guard, and the rude comments and harassment they endure from drivers. This interview was followed up with an in-studio interview conducted by Lucy VanOldenbarnev with Kathleen and Caroline. The story initiated many positive comments and support in the community.

## **Health and Safety**

Regular Health and Safety tips and updates are now relayed to the Crossing Guards by a regular monthly newsletter. Consistency of site visits has improved with additional staff resources. Issues are now addressed as they arise.

## **Challenges**

Managing coverage for locations where a guard cannot make their shift continues to present challenges. Last minute phone calls for coverage (early morning and evening calls) doubled in 2013 compared to the previous school year, primarily due to a small number of guards calling in for minor reasons. Additionally, many guards did not return to their posts in September requiring a mass recruitment effort during the months of July and August to ensure all locations were staffed by the first day of school.

## **School Zone Traffic Safety Outreach**

The new agreement with the City reduced the number of presentations required per month from 15 to 9 presentations, albeit that the number of children served per presentation appears to have increased.

|                           | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> |
|---------------------------|-------------|-------------|-------------|-------------|
| <b>Schools reached</b>    | 43          | 79          | 63          | 64          |
| <b>Presentations made</b> | 143         | 287         | 292         | 102         |
| <b>Students taught</b>    | 9086        | 21,588      | 16,962      | 11,405      |

## **Challenges**

The reduction in contracted presentations resulted in the full time School Zone Traffic Safety Outreach Coordinator being reduced to a part time position which has presented a challenge to recruit and retain a good quality candidate. The role of the position is under review and changes will be proposed in 2014.

## **Public Safety Education Outreach**

### **Best Fit Car Seat Program**

In June 2013, four volunteers and two staff members were trained and certified by the Child Passenger Safety Association of Canada (CPSAC) as Children's Restraint Systems Technicians. This enabled the provision of Car Seat Clinics in the Ottawa Community.

As a result of the training, on October 3, 2013, as part of the Ontario Seatbelt Campaign, the OSC along with Councilor Keith Egli, Chair of the City of Ottawa's Transportation Committee,

Bob Rintoul, General Manager for Myers Cadillac Chev Buick GMC, and representatives from the Ottawa Police Service and Ottawa Paramedic Service, officially launched the Best Fit Car Seat Program.

Since the initial launch, we have been able to secure partnerships with Ottawa Fire Services, Myers Motors, and Midas Motors to use their facilities for car seat clinics. We continue to build and foster healthy relationships with our external partners to deliver this much needed community service.

| <b>Best Fit Car Seat Clinics</b> | <b>July 2013 to December 2013</b> |
|----------------------------------|-----------------------------------|
| Number of Car Seat Clinics       | 2                                 |
| Number of Installs               | 11                                |

### **Children's Workshops**

Children's workshops are offered once a month and we are seeing an increase in registration. Demand for some of our programs, especially bike rodeos, continues to exceed capacity.

| <b>Students</b>  | <b>2012</b><br><small>May - December</small> | <b>2013</b>    |
|--|--|----------------|
| Children's Workshops<br>(Home Alone, Street Proofing, Babysitter Training) | Approx.<br>221                               | Approx.<br>293 |
| Bike rodeos  | Approx.<br>211                               | Approx.<br>275 |
| Special events (Bayshore Road Safety Event)                                | Approx.<br>220                               | Approx.<br>233 |

### **Summer Camp**

|   | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>Change</b> |
|---|-------------|-------------|-------------|---------------|
| <b>Total Participants</b>                     | 81          | 133         | 110         | 20% Decrease  |
| <b>Returning campers</b>                      | 5           | 5           | 12          |               |
| <b>Subsidized spots<br/>(1 child, 1 week)</b> | 22          | 1           | 15          |               |
| <b>Groupon Enrollments</b>                    | 10          | 62          | 24          |               |

## Road Safety 2013 Report

Road Safety encompasses the Motorcycle Training Program and the Defensive Driving Course. Don Killens was the Program Manager for these programs during 2013.

### **Motorcycle Training Program Statistics** *(with thanks to Chief Instructor Frank Kevins for data)*

| Course Name                                     | 2011      |             | 2012      |             | 2013      |             |
|---|-----------|-------------|-----------|-------------|-----------|-------------|
|   | # Courses | # Students  | # Courses | # Students  | # Courses | # Students  |
| Gearing Up M1-Exit                              | 20        | 917         | 22        | 920         | 20        | 775         |
| Introduction to Gearing Up                      | 5         | 70          | 6         | 87          | 5         | 80          |
| Experienced Rider Course / Skilled Rider Course | 12        | 202         | 9         | 135         | 9         | 86          |
| M2-Exit   | 28        | 97          | 23        | 93          | 16        | 63          |
| M2-Exit Preparation                             | 2         | 21          | 4         | 33          | 13        | 37          |
| <b>Totals</b>                                   | <b>67</b> | <b>1307</b> | <b>64</b> | <b>1268</b> | <b>63</b> | <b>1041</b> |

The number of students taught in 2013 was a significant decrease from recent years. A number of factors impacted the 17% overall reduction:

- Drop in number of Instructors due to retirement from the program. In 2013 there were 41 active Instructors, a 20% decrease over 2012;
- Elimination of Instructors who were not Canada Safety Council (CSC) certified that had previously taught non CSC approved courses; and
- The delayed launch of the Association Management System (AMS).

The loss of the non CSC Instructors was anticipated with only four of those completing the new Instructor Training in 2012. This meant that the remaining Instructor's time had to be maximized and this was achieved with seven Instructors volunteering and completing more teaching hours than in any previous year and only one Instructor not meeting the minimum commitment to teach 80 hours.

The planned 2014 New Instructor Training program was delayed due to:

- Significant changes to the Driver Certification Program to be introduced for the 2015 season; and
- Uncertainty over the provision of Instructors at a senior level to deliver the training.

It was decided that it would be more beneficial to complete the next course in January 2015 once the new course curriculum was in place as this would minimize the need for retraining.

### **Driver Certification Program Changes**

The new Ministry of Transportation's Driver Certification Program was received in November 2013 and is effective from September 30, 2014 (after the 2014 teaching season completes).

The Gearing Up M1 Exit Course curriculum will be compiled by the CSC and distributed to all of the training establishments for the 2015 season. The impact to our current course is not overly onerous due to a number of meetings between the Ministry of Transportation and the Training Establishments where initial contention was discussed and resolved.

The M2 Exit Course requires each training establishment to develop a curriculum for course delivery and John Holland is leading the effort to prepare the OSC's curriculum for approval by the Ministry of Transportation. The impact to our current course is relatively onerous due to a number of significant changes in the program. Options are also being explored with respect to developing a curriculum jointly with other training establishments in order to reduce the burden.

### **Parking Lot Zoning**

In 2013, a call was made to the City concerning noise made by motorcycles in the Kanata Research Park, parking lot at MITEL. The zoning at the parking lots in the Kanata Research Park does not include the facility to conduct the activities for the Motorcycle Training Program. As a consequence, training at the MITEL parking lot was stopped. However, this may also impact the OSC's ability to utilize the Alcatel Parking Lot, with a loss of approximately 50% of our training space.

Discussions were held with local Councilors and City Planners who agreed to support the OSC in the 2014 zoning by law review but the City later confirmed that there would be no change to zoning for the KRP lot.

In addition, under the new Driver Certification Program, OSC will have to supply a zoning map to the Ministry of Transportation for all training sites and it is unknown whether any "Grandfather" provisions would be granted for non compliant sites.

Therefore, OSC has two options to consider:

- Submit a rezoning application for the entire KRP. This is an expensive and potentially lengthy process with no guarantee of success. A ROI will take several years.
- Seek an alternate site that has the appropriate zoning approvals. There are potential sites in Ottawa but detailed investigation and negotiation with owners would be required.

Both options will be pursued in 2014.

### **Significant Changes**

- In 2013, the Experienced Rider Course (ERC) was withdrawn when the CSC decided to create a similar course called the Skilled Rider Course (SRC). One reason for the change was that the SRC is accredited by the CSC and offers a certificate recognized by some insurance agencies. Ten training establishments will at some time in the future provide SRC training, but currently there are only three teaching the course, including the OSC.
- OSC delivered nine SRC in 2013, six private courses and three public courses. The overall feedback was that the course did not meet the student expectations (from both the student and

instructor cadre) and that the ERC should be brought back. In 2014, OSC will continue to offer the SRC but at a reduced level and reintroduce the ERC with a new and structured curriculum that follows the same criteria as the CSC courses.

### Motorcycle Advisory Committee

- In 2012, the composition of the Motorcycle Advisory Committee (MAC) was changed to be a group comprising the Chief Instructors and Program Manager chaired by the Executive Director with the aim of reaching out to seek the input and participation of other instructors when appropriate.
- During 2013, a number of volunteer Instructors expressed strong opinions about the Motorcycle Training Program which, in part, could be attributed to being more isolated from the planning aspects of the program. At the end of 2013, the MAC was enhanced to include Program Leads and their Assistants which resulted in an improved flow of communication among the Instructors.
- It is planned to continue with this enhanced MAC in 2014 with slow refinement being made to achieve a cohesive group that can represent the Instructor body to the OSC and provide assistance to the business, based on their site experiences.

### Achievements and Goals

| Achievements in 2013  | Goals for 2014   |
|---|--|
| <ul style="list-style-type: none"> <li>• Introduce an on-line registration system for students and volunteers that will link to class lists, on-line payment and report creation.<br/><b>Achieved:</b> See AMS Report</li> <li>• Implement the plan to develop leadership skills within the instructor body and provide opportunities for those who seek additional responsibility.<br/><b>Partly Achieved:</b> Will continue into 2014.</li> <li>• Train two Skilled Rider Course trainers.<br/><b>Achieved.</b></li> <li>• Train instructors to deliver the SRC.<br/><b>Achieved.</b></li> <li>• Identify program leads for our four courses.<br/><b>Achieved.</b></li> </ul> | <ul style="list-style-type: none"> <li>• Continue to develop AMS               <ul style="list-style-type: none"> <li>• Identify and rectify bugs and defects from Phase 1 work.</li> <li>• Improve visibility of course data to staff and volunteers.</li> <li>• Adopt the AMS as the “MTP System of Record”</li> </ul> </li> <li>• Implement the plan to develop leadership skills within the instructor body and provide opportunities for those who seek additional responsibility.</li> <li>• Develop new ERC Curriculum.</li> <li>• Train instructors to deliver the ERC</li> <li>• Review and redefine the motorcycle fleet maintenance program.</li> <li>• Review Volunteer Instructor Equipment issues and set up a replacement plan.</li> <li>• Implement formal meetings with every volunteer group: M1 Exit, M2 Exit,</li> </ul> |

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Adhere to the motorcycle fleet maintenance program by purchasing new motorcycles (no motorcycle purchases were made in 2012).<br/><b>Achieved.</b></li> <li>• Provide rain pants for instructors (last provided in 2008).<br/><b>Achieved</b></li> <li>• Implement formal meetings with every volunteer group: Gearing Up (M1 Exit), M2 Exit, Skilled Riders Course, lecturers, mechanics and demo riders.<br/><b>Carried Forward to 2014</b></li> <li>• Increase the number of demo riders to relieve the demand on certified instructors.<br/><b>Achieved:</b> Three new Demo Riders trained.</li> <li>• Deliver development days / group activities for the volunteer body.<br/><b>Carried Forward to 2014.</b></li> </ul> | <p>Experienced / Skilled Riders Course, lecturers, mechanics and Demo Riders.</p> <ul style="list-style-type: none"> <li>• Deliver development days / group activities for the volunteer body.</li> </ul> |
|--|---|

## ACKNOWLEDGEMENTS

We would like to thank the following businesses and organizations for their continued support by providing program space in 2013:

Alcatel-Lucent  
General Dynamics Canada  
Kanata Research Park Corporation  
Ministry of Public Works and Government Services Canada  
National Research Council  
Meyers Automotive Group  
Midas Muffler

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



The Ottawa Safety Council is a member of:

