



ottawa safety council

ANNUAL REPORT 2012

OUR MISSION

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

Promoting Safety in Ottawa for over 50 years

Suite 105-2068 Robertson Road, Ottawa, ON K2H 5Y8
T: (613) 238-1513 Fax: (613) 238-8744
info@ottawasafetycouncil.ca www.ottawasafetycouncil.ca

2012-2013

BOARD OF DIRECTORS

Keith McIntosh	Chair
Gerry Brownlee	Senior Chair
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Rock Lavigne	Vice Chair
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Jodie Callaghan	
Damien Coakeley	
Jennifer Ennis	
Joanne Lloyd-Jones	
Sylvia Monteiro	
Stephen Peterson	Resigned November 2012
Suresh Srikant	Vacated

STAFF

Sophia Hanafi	Executive Director
Don Killens	Manager, Road Safety Programs
Kathleen Cameron	Manager of Public Safety Programs and Human Resources
Erin Welch	Accounts Administrator
Maria-Christina Lepore	Registrar
Sherry Cashman-Billie	Public Education and Marketing Coordinator
Regina Johnson	Traffic Safety Outreach Coordinator (until June 2012)
Jessica Pounder-Dunbar	Traffic Safety Outreach Coordinator

CHAIR' S REPORT

2012

I am happy to report that we have closed another with OSC in a stronger position that we started. Consistent with the last two years, the Board has continued to make investments for the future success of the organization.

The details of activities are effectively laid out in the reports from the Executive Director and the Committees. I think it is worth highlighting, however, that the investments the Board is choosing to make are shifting away from basic infrastructure that supports day to day operations, and are now more geared to sustaining and growing our programs. This includes the Association Management System, the development of the new car seat program, and the initiative to hire a Project Developer for the Children's Safety Village. This hiring represents a significant milestone. I believe this project is an opportunity to make profound positive impact in our community.

The Board has also taken the time to stake out a plan for OSC's future. With a new Mission Statement that more accurately reflects the role of the Organization the Board has laid out the steps for a Strategic Plan that will guide our decisions over the coming years.

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 significantly easier. Rock Lavigne, first elected to the Board in 2010, is not seeking reelection in order to pursue other endeavors. I want to thank him for his consistent pragmatism, and steady leadership.

Finally, I thank Sophia Hanafi and the OSC staff and volunteers for their hard work and dedication through another year. Ultimately it is that hard work that results in the successful delivery in our programs. I look forward to another successful year.

Keith McIntosh
Chair

EXECUTIVE DIRECTOR'S REPORT

2012

Now in its 55th year, the Ottawa Safety Council continues to grow and thrive. We have the advantage of long-standing programs that provide stability and consistency and newer programs that allow us to test our capacity in new arenas. All of our programs give us a welcome opportunity to improve our systems, delivery and client satisfaction.

We take pride in our longest running program, the Motorcycle Training Program, which is celebrating its 45th anniversary this year. Over 300 volunteers have supported this program. These dedicated men and women not only spend a great deal of time on the range helping new and experienced motorcycle riders to increase their skills, they also devote many hours to learning and improving their teaching abilities. Since we began collecting statistics in 1989, we have records of over 108,518 volunteer hours donated by our instructors. Recently we learned that the program's founder, Stuart Munro, has been posthumously elected to the Canadian Motorcycle Hall of Fame. Our congratulations go to Stuart's family.

Damien Coakely, a director on our board, boosted our Defensive Driving program by highlighting our course in the traffic courts as a viable opportunity to address poor driving charges. Our registration has gone up significantly and the course is on more solid footing.

The Adult Crossing Guard service, part of the School Zone Traffic Safety program, continues to grow at a steady pace. With the addition of new locations in September we are now responsible for 140 intersections. We are in the last year of a five-year purchase of services contract with the City of Ottawa; we are taking steps to ensure a new contract with the City is signed in 2013. As any prudent organization would do, we are examining alternatives in the event that we are not asked to continue to deliver this valuable service. In the meantime, the Adult Crossing Guards continue to do their job in all conditions of weather, providing safe passage for thousands of school-aged children that enjoy the many benefits of walking to school.

Our other children's programs, School Zone Traffic Safety Outreach and the Public Safety Education Programs continue to thrive. This year our Summer Safety Camp was fully subscribed and the feedback we received was very favourable. Thank you to Jessica, Erica, Rachel, Eric and Brett. We were also fortunate to have two co-op students with the camp, Rebecca and Alisha. Thanks to all of our summer camp staff. We look forward to seeing many of you again next summer.

The Ottawa Safety Council is constantly looking for ways to fulfill our mandate and secure our future sustainability. We constantly look for opportunities to work with community organizations, all levels of government and like-minded partners. We continue to work

with long-standing collaborators such as Green Communities Canada's School Travel Planning committee, Mothercraft, FirstStudent and others.

This year we began working closely with Safer Roads Ottawa (SRO), a partnership between Ottawa Fire Services, Ottawa Paramedic Service, Ottawa Police Service, Ottawa Public Health and the Public Works Department. SRO's mandate to preventing or eliminating road deaths and serious injuries is in alignment with our own mandate. Through our partnership we have come into contact with other community groups that share our goals. Some of the groups we have interacted with include the EnviroCentre, Citizens for Safe Cycling, Ottawa Parks and Recreation, Walk Ottawa, Ottawa Public Health, RightBike and others. We ran the "Thank a Crossing Guard" campaign with the full support of SRO in the fall. Details on this important event and campaign are highlighted in the School Zone Traffic Safety report.

I was honoured to receive the Queen Elizabeth II Diamond Jubilee Medal this year for my contribution to safety for the citizens of Ottawa. This award was by Raynald Marchand, General Manager, and Carole Deavey, National Projects Manager of the Canada Safety Council. I share this award with my colleagues, volunteers and all of the people who work with the Ottawa Safety Council. Safety is never one person's responsibility but a shared commitment. Promoting safety is a team effort and I'm proud to be linked with two outstanding organizations dedicated to promoting safety. We all share this award.

This report represents our efforts and contributions to advocate for and deliver high quality risk reduction and injury prevention programs for the Ottawa community-at-large. This work could not have been done without the support of many people.

The directors on the OSC board have collectively contributed many hours of effort and service to the organization. Without these dedicated volunteers the OSC could not function. I would like to thank Keith McIntosh, Chair, for his guidance and attention to the details that ensure we make good decisions based on solid evidence and analysis. His support has helped me to provide a better a higher level of service to our organization.

There are very few people that have come into contact with our staff that have anything other than positive praise for the level of service received. My thanks go to all of the team members at "Head Office" for another year very well done.

As I complete my fifth year with the Ottawa Safety Council, I am happy to see how much progress our organization has made. Many thanks to all who have worked with me on this journey and I look forward to continuing my work with the Ottawa Safety Council.

Respectfully submitted,

Sophia Hanafi, CAE
Executive Director

What we did in 2012	What we plan to do in 2013
<p><i>Governance</i></p> <ul style="list-style-type: none"> • Review the Mission and Values statements <p><i>Major Campaign</i></p> <ul style="list-style-type: none"> • Initiate the Children’s Safety Village Re-build project - ACHIEVED <p><i>Improve Communications</i></p> <ul style="list-style-type: none"> • Implement an Association Management System - UNDERWAY <p><i>Improve Program Delivery</i></p> <ul style="list-style-type: none"> • Assess and improve ACG policies and procedures to optimize program delivery - ACHIEVED 	<p><i>Governance</i></p> <ul style="list-style-type: none"> • Develop a Strategic Plan <p><i>Major Campaign</i></p> <ul style="list-style-type: none"> • Develop the Children’s Safety Village Rebuild Project <p><i>Improve Communications</i></p> <ul style="list-style-type: none"> • Complete Phase One of the association management system development and implementation; embark on Phase Two <p><i>Responsible Management of Human Resources</i></p> <ul style="list-style-type: none"> • Review staff structure and compensation for the management and administrative staff • Review Human Resources policies and set out a plan for policy development
What we will continue in 2013	
<p><i>Improve Program Delivery</i></p> <ul style="list-style-type: none"> • Improve public recognition of the OSC’s courses and services <p><i>Responsible Management of Human Resources</i></p> <ul style="list-style-type: none"> • Continue to improve Human Resource policies and procedures • Assess and improve Health and Safety practises 	

NEW OSC INITIATIVES

2012

Children's Safety Village Rebuild Committee

Chair: Gerry Brownlee

This year has seen us continue the planning process for the re-build project.

Our Vision: The Children's Safety Village will be a Main Street replica where children can learn the safety rules of home, school and road through a variety of programs in a self-contained village with streets, intersections, buildings, sidewalks, bicycles and working electric cars.

Mission statement: The Ottawa Children's Safety Village team is dedicated to building a safer future for citizens of all ages, and is an advocate for safety precautions and initiatives that prevent unnecessary injury and loss of life.

Activities to date:

1. Jodie Callaghan stepped up to chair the fundraising/development committee. Thanks to Jodie!
2. Damien Coakeley took on the role of land acquisition chair. Thanks Damien!
3. Special mention to Jim McIntyre who supported both committees and thanks to many other volunteers who helped us with the planning process over the past 12 months
4. We began the process of identifying and validating key community stakeholders
5. We also began the process of hiring a Project Developer to lead us through detailed planning, stakeholder on-boarding and public project kick-off.

Upcoming activities:

1. On-board our Project Developer
2. Complete detailed project plan and begin stakeholder information sessions
3. Identify key community stakeholders
4. Begin fundraising by exploring public grant opportunities
5. Hold project kick-off event

REPORTS

2012

Marketing Committee

Chair: Joanne Lloyd-Jones

In 2012, the marketing committee and staff of the OSC continued with our marketing campaign designed to increase our visibility and brand awareness in the community. As there were more funds allocated to marketing in 2012, when compared to 2011, we were able to hold several public events, such as “Children’s Safety Saturday” and “Thank a Crossing Guard”.

Christine Brown worked together with the Marketing Committee until June, 2012. She left OSC, and since July, Sherry Cashman-Billie has been the staff member in charge of marketing, and through her diligent work we have met many of our goals for 2012. We look forward to new members of the committee from the board for 2013-14, as we expand our initiatives.

Significant Challenges

- Develop a process to measure levels of public awareness and success of awareness campaign
- Increase enrollment in Defensive Driving Program
- Improve our marketing strategy to recruit and retain School Crossing Guards
- Develop strategies to drive citizens identified in our survey to our website, and increase membership in OSC



Goals & Achievements in 2012	Goals for 2013
<ul style="list-style-type: none"> • Build an annual marketing strategy; secure Board approval - ACHIEVED • Develop a baseline to understand our current brand recognition within the community <ul style="list-style-type: none"> ○ Partner with Rogers Communications to develop an on-line survey concerning brand recognition in the Ottawa community and developed a list of citizens interested in safety, and interested in receiving ongoing messages from OSC to measure our reach - ACHIEVED • Build a microsite to communicate with those who have completed the survey and indicated their willingness to receive on-going messages - ACHIEVED <ul style="list-style-type: none"> ○ Partner with Rogers Communications to develop the microsite ○ Marketing Coordinator to update and keep current data on microsite, with some assistance of Rogers staff • Increase attendance at summer camp to reach full capacity – 95% ACHIEVED • Achieve full staffing of the Adult Crossing Guards by September, 2012 – NOT ACHIEVED due to additional locations • Defensive Driving Program increase by 100% over 2011 (4 classes) – NOT ACHIEVED Increase of 20% (5 classes) • Increase in-house and off site Public Safety Programs 50% over 2011 (52 classes) – NOT ACHIEVED. Decrease of 36% (33 classes) 	<ul style="list-style-type: none"> • To have full enrollment for Summer Safety Camp • To increase OSC membership, and public participation in our microsite • To increase our Facebook and Twitter followers in order to expand our awareness campaign • To assist in the recruitment of new volunteers for the Car Seat Installation Program • To support the Ottawa Safety Village renewal initiative, and to assist in recruitment of volunteers • To continue to assist in marketing of our other programs, including the Motorcycle Training Programs, Public Safety Programs, and Bike Rodeos, and others • To promote School National Safety Week • To promote Children’s Workshops • To continue with our awareness campaign for safety related issues in our community • To increase enrollment in our Defensive Driving Program through new marketing strategies • To attend seasonal events in order to support the efforts of the OSC staff

Administration

Infrastructure

The work leading up to the awarding of a contract for the development of the Association Management System (AMS) was concluded in November 2012. Maria-Christina Lepore, with the assistance of Erin Welch and Don Killens, will guide the software developers, Pixelera, through the process into 2013. Phase One will provide us with 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 assist us in meeting potential additional reporting requirements for the Ministry of Transport.

Our primary goals for 2012 included:

- Developing an Associated Management System to
 - Track all interactions we have with our students, clients, volunteers and staff
 - Program registration that is available on-line
 - Instructor availability paired with student demand
 - Regular communications
 - Tracking and reporting functions

These goals are on track and will be carried over to 2013.



Motorcycle Instructors 2012

The Motorcycle Training Program will be the first to benefit from our new Association Management System.

Human Resources (Operations) 2012 Report

Kathleen Cameron is the Manager of Public Safety and Human Resources. Kathleen is responsible for over 160 employees and her program responsibilities include the Adult Crossing Guard program, the School Zone Traffic Safety Program, the Public Safety Education Outreach Program and the Summer Safety Camp. She provides human resource management to employees, with the exception of some office staff, and provides day-to-day HR support to the Executive Director.

We experienced growth and change in our staff team in 2012. We said good-bye to Regina Johnson (SZTS Outreach Coordinator), Holly Vullings (temporary placement) and Christine Brown (Education & Marketing Coordinator). We wish them all the best. We also welcomed Jessica Pounder-Dunbar (SZTS Outreach Coordinator) and Sherry Cashman-Billie (Public Education and Marketing Coordinator). In the last weeks of December we welcomed Angie Coulombe on contract as Admin Assistant. Our team looks forward to a productive and fulfilling year in 2013.

Goals and Achievements for 2012	Goals for 2013
Adult Crossing Guard Employee Agreements written, signed and returned - ACHIEVED	Health and Safety: <ul style="list-style-type: none"> • Emergency Preparedness plan • Re-train all staff including Adult Crossing Guards on Bill 168 – Violence and Harassment • Train all office personnel and summer camp counselors on WHIMIS • Revision of Bill 168 – Violence and Harassment policy
AODA training completed and Compliance report completed and submitted - ACHIEVED	New program initiatives: <ul style="list-style-type: none"> • Volunteer program for Bike Rodeos and Car Seat Technicians • Car seat clinics
Trained three individuals through the YSB training placement program and hired one permanently, retained one for the duration of the program and brought on the third placement at the end of December. – ACHIEVED	Recruitment <ul style="list-style-type: none"> • Work more closely with schools to recruit from their parent/community base
	Hire an Administrative Assistant for the Adult Crossing Guard program

PROGRAMS

2012

Adult Crossing Guards

Advancements and Improvements

Training and Development

- All staff and volunteers have received the on-line training for the Accessibility for Ontarian with Disabilities Customer Service. (AODA)
- Certification for new guards and re-certification in First Aid/CPR for approximately 80 guards over the course of 2012.
- One Joint Health and Safety member received her Certification.

Recruitment

- In the summer and fall of 2012 twenty-five new guards were hired to fill ten new locations and provide backup in specific areas. Recruitment methods that worked well were word of mouth advertising through our incentive program and ads on Kijiji.

Communication

- **Adult Crossing Guard Employee Manual** – The policy manual for the Adult Crossing Guard program was revised and augmented to include policies and procedures regarding attendance, disciplinary procedure, incident reporting, and reporting to police. The new manual was distributed at the annual meeting held in June 2012, and mailed out to those guards unable to attend. All guards signed off that they received the manual and understood the policies.
- **Employee Agreements** – New contractual agreements outlining the terms and conditions of the guards employment were issued for signature. New agreements will be issued at the beginning of each new school term.

Health and Safety

Dress code and Appropriate Footwear Policy was put in place for all of the Adult Crossing Guards and signed off by all guards before the end of the year. The appropriate Footwear policy will assist in preventing trips, slips, falls and abrasions/cuts. This will be enforced while conducting site visits.

The Joint Health and Safety Committee continued to meet quarterly and identified no new safety issues but focused on ongoing issues regarding traffic and guards not always following safe

crossing procedures due to lack of appropriate training. An on-site training program which includes four shifts shadowing an experienced guard, and evaluation by the supervisor on the 4th shift was put in place.

Challenges

- Recruitment and retention of Adult Crossing Guards over the winter months.
- High absenteeism from January to March
- Having sufficient back up guards to manage high absenteeism
- Meeting coverage requests
- Recruitment in specific areas of the city including Ottawa South and Riverside South.

Achievements

The Thank a Crossing Guard Campaign kicked off on September 29th with Mayor Jim Watson proclaiming October 2012 as School Zone Safety Awareness Month at a well-attended event at Ben Franklin Place. Mayor Watson and Councillor Marianne Wilkinson presented plaques to all of the crossing guards present. Mike Casey from FirstStudent spoke of the cooperative relationship between crossing guards and school bus drivers. Nicola Frederick of Rogers Radio presented Kathleen with a plaque representing the almost 5000 signatures of radio listeners that went on-line to “Thank a Crossing Guard.” Also in attendance were Dr. Isra Levy, Medical Officer of Health, Chief Monty Malloy, Ottawa Fire Service and Inspector John McGetrick, Ottawa Police Services, Phil Landry and Scott Muir from Ottawa Public Works Department.

Thank a Crossing Guard event, Ben Franklin Place, Saturday, September 29, 2012



Thank a Crossing Guard event, Ben Franklin Place, Saturday, September 29, 2012



Sophia Hanafi, Mayor Jim Watson



Chief Monty Malloy, Ottawa Fire Service, Inspector John McGetrick, Ottawa Police Services, Kathleen Cameron, Dr. Isra Levy,

(back row) Phil Landry, Manager, Public Works, Inspector Rock Lavigne, OPS & OSC Vice Chair, Joanne Lloyd-Jones, OSC Director, Nicola Frederick, Rogers Radio



*Roja Gowru
Councillor Marianne Wilkinson*

With SRO's support, we gathered City Councillors Keith Egle, Alan Hubley, Katherine Hobbs, Bob Monette and Peter Hume, Dr. Isra Levy, Medical Officer of Health, Ottawa Public Health, Assistant Deputy Chief Sean Tracey, Ottawa Fire Services, and Constable Stephanie Cuming, Ottawa Police Services over five days to congratulate individual crossing guards at their post for the week-long "Crossing Guard of the Day" event to coincide with National School Safety Week. The Crossing Guards honoured this year were Christos Dimitriou, Barbara Atkins, Anne Lowell, Kim Massé, and Ron Whatley.



Dr. Levy (Ottawa Public Health), Sophia Hanafi (OSC), Kathleen Cameron (OSC), Christos Dimitriou, Councillor Keith Egle, Scott Muir (City of Ottawa)



*Adult Crossing Guard
Kim Massé*



Scott Muir, Councillor Peter Hume, Constable Stephanie Cuming, Ron Whatley, Sophia Hanafi

School Zone Traffic Safety Outreach

The winter months of 2012 saw a slight dip in the number of presentations booked through the schools, but picked up again in March. Regina Johnson was especially busy in May and June with special presentations for the City revolving around the new roundabout at Stonehaven and Bridgestone in Kanata.

In September, Jessica Pounder-Dunbar was hired to take over the program from Regina. The number of presentations consistently met required numbers for the city, and then decreased again over the winter months.

	2010	2011	2012
Schools reached	43	79	63
Presentations made	143	287	292
Students taught	9086	21,588	16,962

Challenges

School Zone Traffic Safety Outreach Coordinator Retention

Since the inception of the School Zone Traffic Safety Program in September of 2008, we have employed seven qualified and highly competent educators for the Outreach position. Going through the hiring process, training and orientation and introduction to the elementary school client base 1.4 times each year has been problematic. These highly employable people are attractive to employers who can offer a permanent, higher-paid position.

Public Safety Education Outreach

Christine Brown managed the program for the first half of the year and focused on reaching out to other community groups for partnership opportunities. She attended the University of Ottawa's Safety Blitz, made connections with MADD and ThinkFirst (helmet safety), the Health and Wellness Fair, coordinated the OSC Children's Safety Saturday, both at Westgate Shopping Centre. Sherry Cashman-Billie took over coordinating the program in June of 2012 and focused on restructuring the program. This involved revising manuals and creating a schedule and registration process that was more streamlined. Sherry and Jessica Pounder-Dunbar, our SZTS Outreach Coordinator, developed a two-hour traffic and pedestrian safety workshop for children aged 6-8. Children's workshops are offered once a month and we are seeing an increase in registration. We hired new PSEO instructors throughout the year. 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.



Bike Rodeos continue to be a very popular program. Rodeos are delivered to schools, at community centres, to individual groups and at public events.

Summer Camp

The Summer S.M.A.R.T. camp boasted full registration for all seven weeks over the summer, reaching 133 children ages 4-8 with our safety messages. The advertising for Groupon was popular and was instrumental in achieving full registration.

We returned to Lakeview Public School in the Britannia area after a one-year relocation to a school in the Shillington neighborhood. This location is preferred by many parents. We look forward to having a consistent location for the camp to reduce the need to reach out to a new target audience whenever the camp moves.

Summer Camp Numbers

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Increase /Decrease</u>
Total Participants	88	81	133	64% increase
Returning campers	25	5	5	No change
Subsidized spots (1 child, 1 week)	1	22	1	95% decrease
Groupon Enrollments	0	10	62	52% increase

Summer Camp Goals

Goals for 2012	Goals for 2013
<p>Within a fun, energetic environment, the SMART Safety Camp will:</p> <ul style="list-style-type: none"> • Educate children on the benefits of physical fitness and activity to their health and well-being • Educate children on all aspects of protecting their personal safety including traffic safety, stranger danger, bike and helmet safety, basic first aid, fire safety, what to do if they are lost • Join the two concepts of health and safety to bring a more holistic approach to living • Increase participation in summer camp to reach full capacity of 175 campers (based on 5 counselors) – NOT ACHIEVED as we did not get the full complement of counselors through CSJ 	<p>Within a fun, energetic environment, the SMART Safety Camp will:</p> <ul style="list-style-type: none"> • Educate children on the benefits of physical fitness and activity to their health and well-being • Educate children on all aspects of protecting their personal safety including traffic safety, stranger danger, bike and helmet safety, basic first aid, fire safety, what to do if they are lost • Join the two concepts of health and safety to bring a more holistic approach to living • Increase participation in summer camp to reach full capacity of 140 campers (based on 4 counselors)



Road Safety 2012 Report

Road Safety encompasses the Motorcycle Training Program and the Defensive Driving Course. Don Killens is the Program Manager for these programs. During 2012 Don increased his certifications and received signing authority certification for all programs and became a Chief Instructor.

2012 was a year of instructor growth for the Motorcycle Training Program. In January the bi-annual training commenced for 16 new instructors. In May, 11 of those volunteers graduated with the Canada Safety Council Gearing Up – Instructor designation. The usual reason that a volunteer does not complete the training is the time commitment required. A considerable amount of time is spent by volunteers and staff to accomplish this, as each new instructor spends about 150 hours to become accredited. Experienced instructors then help coach during year one, as the new instructors are exposed to the program.

However, even with 11 new instructors, we were still very tight for instructors. We sought to continue with similar numbers of registrations as enjoyed in 2011. In spite of instructor shortages, we were still able to increase our student count for the Gearing Up course.

Registrations	2011	2012
Gearing Up	917	920
Gearing Up Intro	70	87
ERC	202	135
M2 Exit	97	93
M2 Exit Preparation	21	33
	1307	1268

The question of instructor allowances and reimbursements has been considered several times over recent years. In 2012 we scrutinized our policies and contemplated a variety of options. We sought legal advice and in February approved the recommendation to maintain volunteer status for the Motorcycle Training Instructors.

Maria-Christina Lepore, Registrar and Don Killens, Program Manager have now been employed by the OSC for two years. Don's experience as an instructor has proven to be invaluable and his enthusiasm for all things wheeled has driven the program's improvement. Maria was the lead on the development process for our new association management system, a tool we hope will positively change the way we are able to interact with our students, volunteers and employees. Maria's diligence with this project is commendable.

We put more emphasis on enrolling new riders into the Gearing Up Intro course. This three-hour course exposes students to the very basics of motorcycle riding. The opportunity for a student to get a taste of riding a motorcycle before committing to an evening and two full days of instruction has been very successful. Of the 87 students that took Gearing Up Intro, 27 went on to take Gearing Up (M1 Exit). We feel that we have provided a useful service to new students. We allowed 60 people to determine that riding was not their sport before going through the

intensity of Gearing Up training and testing and made the learning environment smoother for other students and instructors. We are the leader in providing this course in Canada.

On the advice of the Ontario Ministry of Transportation we decided to use the MOST II test to evaluate the skills of riders seeking their M licence as this provided a more objective assessment.

Advancements and Improvements

- With a full season (2011) of experience, program staff has improved the instructors' support infrastructure. For example, the delivery of student information to all course coordinators has been updated and now provides consistent and more complete information. A backpack is delivered for every course which contains information and forms that are completed with reporting requirements, including MTO, reducing the amount of paperwork that must otherwise be completed outside in all weathers at the end of a demanding weekend of teaching.
- As program staff became more comfortable with the registration system modifications have decreased. However, the inefficiencies of the current manual system continue to limit operations; creating new reports is nearly impossible.

Significant Change

- The Experienced Rider Course (ERC) became obsolete when the Canada Safety Council (CSC) decided to create a similar course called the Skilled Rider Course. One reason for the change was that Skilled Rider Course is accredited by the CSC and offers a certificate recognized by some insurance agencies. In September the OSC hosted the Skilled Rider Course Instructor Course for programs throughout Canada. It is expected that approximately 10 programs will at some time in the future provide Skilled Rider Course training, but currently there are only three programs teaching Skilled Rider Course, including the OSC.
- The Program Manager continues to assume duties volunteers performed in the past. In June the Program Manager attended the MTO M2 Exit Signing Authority training program. Additionally in September he also became a Chief Instructor by completing the Skilled Rider Course training.

Motorcycle Advisory Committee

- With the retirement of three Chief Instructors the composition of the Motorcycle Advisory Committee (MAC) took on a significantly different appearance. Following the exemplary example provided by the previous committee chair, Gerry Brownlee, the Executive Director commenced chairing this committee of two Chief Instructors and the Program Manager. The MAC will be reaching out to seek the input and participation of other instructors when appropriate.

Instructors

- In 2011 a comprehensive survey was developed to solicit instructor comment. Each week this survey is sent to the instructors and coordinators that taught, asking them to comment on location, equipment, co-instructors and coordinator, self-evaluation and suggestions to improve the experience for both instructor and student. The responses from the survey have provided valuable information to the Executive Director, the program staff and the Chief Instructors that is either responded to immediately or kept as a composite record for later use. This survey proved its worth and was improved for 2012.
- Instructor evaluations have become more comprehensive. Information from the weekly survey, the program staff and the knowledge of the Chief Instructors are compiled to give the instructor a broader evaluation.
- A survey was sent out at the end of the 2012 teaching season to determine the level of involvement each instructor desired. A plan has been developed to provide mentoring and preparation for future roles for those who are interested in greater responsibility.

Motorcycle Storage

- For the past approximately 20 years the motorcycles have spent the winter months stored in 2 – 53’ trailers located at General Dynamics. In July these worn out trailers were removed and replaced by 3 – 40’ purchased containers. The transition has produced a safer storage location with a small increase in space. We are grateful to Tony Hendriks for leading this important project.

Review of M2 Exit Program

Other programs throughout Ontario also offer the M2 Exit Course. The number of students processed is approximately double our numbers. The Program Manager has attended and observed two programs while conducting this course. The conclusion drawn is that the product we produce is equal or superior due to a 2 student: 1 instructor ratio, the use of a demo rider and an extra evening teaching skills in a parking lot. We will continue to offer this program to the high standard we have set for past many years.

- **Market Share**

Five agencies currently offer similar motorcycle training services in the Ottawa area. There appears no current change in the market share and we continue to be the largest school offering more programs and teaching more successful students than all of our competitors combined.



What we did in 2012	What we plan to do in 2013
<ul style="list-style-type: none"> • Eliminated two training programs, Scooter and Basic Refresh to focus on other programs - ACHIEVED • Press the Canada Safety Council to establish a revised Experienced Rider Course <ul style="list-style-type: none"> ○ Train instructors to deliver this course ○ Ensure that current ERC instructors have the opportunity to become CSC-certified instructors in advance of the new course - ACHIEVED • Add one further course to the Gearing Up Program schedule, raising our course offerings to 21 - ACHIEVED • Add one further location to our training sites for 2012 (180 Corkstown Rd.) - ACHIEVED 	<ul style="list-style-type: none"> ○ Introduce an on-line registration system for students and volunteers that will link to class lists, on-line payment and report creation. ○ Implement the plan to develop leadership skills within the instructor body and provide opportunities for those who seek additional responsibility. ○ Train two Skilled Rider Course trainers. ○ Train instructors to deliver the SRC ○ Identify program leads for our four courses ○ Adhere to the motorcycle fleet maintenance program by purchasing new motorcycles (no motorcycle purchases were made in 2012) ○ Provide rain pants for instructors (last provided in 2008) ○ Evaluate the return on off-site courses ○ Move Program Manager's volunteer time to paid time (241 hours in 2012) ○ Implement formal meetings with every volunteer group: Gearing Up (M1 Exit), M2 Exit, Skilled Riders Course, lecturers, mechanics, and demo riders. ○ Increase the number of demo riders to relieve the demand on certified instructors. ○ Deliver development days / group activities for the volunteer body.

ACKNOWLEDGEMENTS

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Alcatel-Lucent
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Kanata Research Park Corporation
Ministry of Public Works and Government Services Canada
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