



**ottawa
safety
council**

**conseil de
sécurité
d'ottawa**



ANNUAL REPORT 2016

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OUR VISION

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

Our mission is to 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

Dear Fellow Members

Throughout 2016, we continued our strategic journey now that we have decided to steer away from the Safety Village initiative. Our thinking on the OSC's direction and our future focus is exciting, yet caused painful decisions along the way.

We tasked our CEO with preparing a strategic analysis and from those results, develop several possible alternatives for our consideration. In November, Julie presented her findings to our strategy committee who reviewed the data and began the tough work of deliberating the pros and cons of each alternative.

The strategy committee presented its findings to the full board, and more thoughtful discussion and deliberation resulted in the board opting to narrow OSC's focus to road safety, no matter how traveled.

So, what does this mean? First, it recognizes the strength of our School Zone Safety Suite (Adult Crossing Guards, Walking School Bus and Pedestrian Safety Education). Second, it reaffirms the commitment to our motorcycle training programs that teach new riders how to be safe and reminds experienced riders that safety really should come first. Finally, it necessitated the elimination of several of our children's programs previously delivered at the old Safety Village in Britannia.

OSC will no longer offer babysitter training, Home Alone workshops, or summer camps. Each of these courses are taught elsewhere in Ottawa, many by the City of Ottawa itself. The camps proved logistically challenging without the permanent Safety Village location.

We are, however, keeping the bike rodeos because they do promote road safety and the lion's share of them are delivered at our local schools. These programs will be transferred under the school zone safety umbrella.

Also staying with us is the Best Fit car seat program. Our infants, toddlers, and children – the most vulnerable of our road users – are depending on us to teach their caregivers how to keep them safe in the car. We have chosen to devote additional resources to this program in order to expand its reach throughout our community. Safer Roads Ottawa agrees with our thinking on Best Fit and has helped us out by partially funding a full-time Coordinator to really propel this program to all corners of Ottawa.

It has been my pleasure and honour to serve as board chair this past year – however, while I look forward to watching the success continue on into 2017 and beyond, I must add a personal note. I am

stepping down as the Chair of the Board of Directors to pursue professional opportunities outside of Ottawa. As I must concentrate on these opportunities, despite my desire to retain the Chair's position, I simply cannot commit the requisite amount of time to the duties that I know are required. I will not do half a job. As such, the Board has recommended, and I wholeheartedly endorse, that Ms. Carrie Roussin assume the Chair's position. I remain committed to the Ottawa Safety Council Board of Directors as immediate Past Chair.

I want to take the time here to thank each and every one of my Board colleagues, not only over the past year, but for the past five years that I have served. The experience that I have obtained from being so involved and the friendships that I have made will be, undoubtedly, everlasting.

Yours sincerely,

Damien M. Coakeley, M.A.
Chair



LETTER FROM THE CEO

Dear Fellow OSC Members

The Chair's letter outlined several important decisions our board made in order to shore up our services and focus OSC resources (both human and financial) on our strongest and most impactful programs. I believe that those decisions will benefit the OSC in the long run as we career toward the 2020's and beyond.

Sadly, we said goodbye to our Children's Program Coordinator, Debbie Baker, and our long-time Director of Programs and Policies, Kathleen Cameron. I know that you'll join me in wishing them all the best as they embark on their new endeavors.

As I write this, we are celebrating one year in our new office on Moodie Drive. We love it here – the light from the atrium roof brightens our spirits every day. The move was tough, as all moves inevitably are, but we're settled in now and humming merrily along.

2016 saw a substantial rise in participation in our bike rodeos, our car seat installations, and our pedestrian safety

presentations. We are including financial highlights in the sections that follow. We hope to capitalize on that growth in 2017 by updating and modernizing our pedestrian safety curriculum, by continuing to provide value with our bike rodeos, and expand our Best Fit car seat program with the help of Safer Roads Ottawa.

Our motorcycle program had another powerful season by teaching nearly 1,100 students overall! Our volunteer instructors hit the asphalt weekend after weekend to help license new riders by emphasizing safe riding above all. We took an important governance step in this program by changing the prior Motorcycle Advisory Committee (MAC) into two committees – the MAC and the MOC (Motorcycle Operating Committee). Running a program of this size and scope with volunteers requires input from a great many, and by having our Chief Instructors and Program Leads (the MOC) focus on the care and feeding of the program from an instructor

development and curriculum adherence standpoint, it left the MAC to deal with tradeshow/marketing, communications among instructors, and a variety of other non-asphalt pieces of business. Thanks to all who contributed!

We recognize that we must continue to refine and change our programs to reach out to the public in a variety of ways. I'm looking forward to watching the continued development of the OSC into 2017!

Respectfully submitted,

**Julianne Vogt, B.Sc., MBA, CPA,
CMA**
Chief Executive Officer

ROAD SAFETY

BEST FIT





Our Best Fit Program now sits under our Road Safety Programs umbrella.

By conducting more clinics, we nearly doubled revenue in this program throughout 2016 and we see the need for our services in the community. The participation continues to rise — we installed nearly 100 more seats than we did in 2015. Our workshops flagged a bit, however. We are not seeing as much interest in these as we have in the past.

We have decided to add a full-time coordinator in 2017 to push this program forward to meet the community's needs. Safer Roads Ottawa agrees and committed to a grant to partially fund this position for its first year as we ramp up our services.

This program continues to generate earned media opportunities for OSC. CEO Julie Vogt appeared on television twice touting the Best Fit program for CTV Morning Live! and Daytime Ottawa.

Moving Strategy Forward

With the addition of the Coordinator, we can launch OSC's *Do-It-For-Me* mobile car seat installation service.

More media exposure (earned media is a wonderful thing!) will help spread not only the word of the Best Fit program, but of car seat safety in general. A heavier presence in trade shows than in prior years, establishing a FaceBook presence, plunging into *Mommy Groups* on social media. All of these will serve to establish OSC as the leading voice of car seat safety.

ROAD SAFETY MOTORCYCLE TRAINING

"Have you ever thought about how many lives you may have saved?"

2016 in Review

We closed the 2016 season with a solid 1,085 students receiving motorcycle instruction from us. The passion of our volunteer instructor cadre remains unparalleled.

Our foundation program, Canada Safety Council's Gearing Up saw 762 students on the range. Our Senior Chief Instructor, Arthur Castonguay, reports that our result places us third among other Canada Safety Council programs in Ontario and #1 in the greater Ottawa area.

Chief Castonguay wrote a piece for our website that speaks to the reason we do what

we do. He wrote, "When I had the pleasure of meeting the late Stuart Munro (early OSC motorcycle training pioneer who lends his name to our new instructor award) a few years ago, he asked, 'Have you ever thought about how many lives you may have saved?' Certainly a sobering question, but does capture the spirit of why many of us are involved in motorcycle training."

Again we honoured award recipients at a Motorcycle Banquet at the Army Ottawa Officers' Mess Hall in November 2016. We give service awards for hours of service to the community and myriad other honours well deserved by their dedicated recipients.


Looking Forward

2017 marks the 50th anniversary of the Ottawa Safety Council's Motorcycle Training Program. We look forward to remembering those who came before us and built the foundation on which we operate today. Without their legacy and tireless passion for what we do, 28,000 riders would not have been trained by us throughout the years. We honour them, our current instructors, and will pave the way ahead as we continue to serve the Ottawa community.

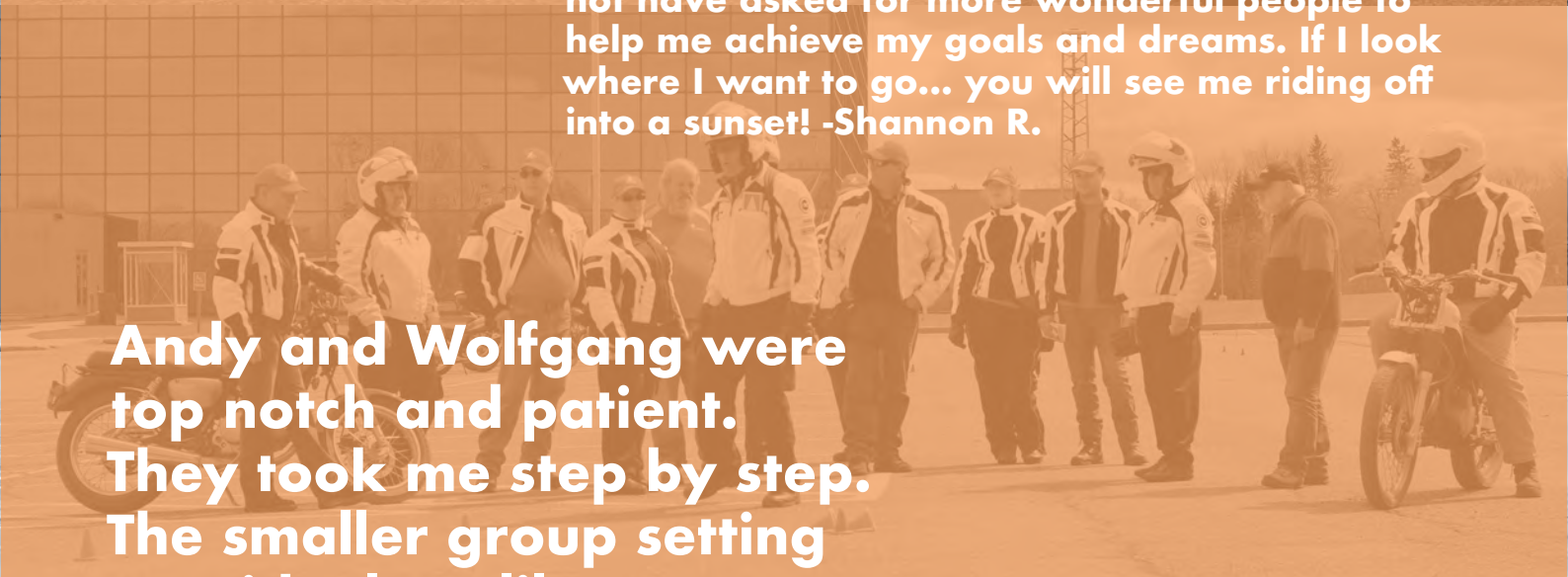
	2014		2015		2016	
	# of Courses	# of Students Registered	# of Courses	# of Students Registered	# of Courses	# of Students Registered
Gearing Up (M1 Exit)	22	706	22	779	22	768
Intro to Gearing Up	6	91	4	64	3	44
M2 Exit	26	109	30	122	33	129
M2 Exit Prep	12	40	13	26	4	20
Experienced Rider Course	9	113	11	160	8	118
Winterization	1	18	1	12	1	6
Totals	76	1077	81	1163	71	1085
Increase/(Decrease)	18.8%	1.9%	6.6%	8.0%	-12.3%	-6.7%




"I did the M2 exit course a few weeks ago. I must say it was a pleasure and confidence inspiring."



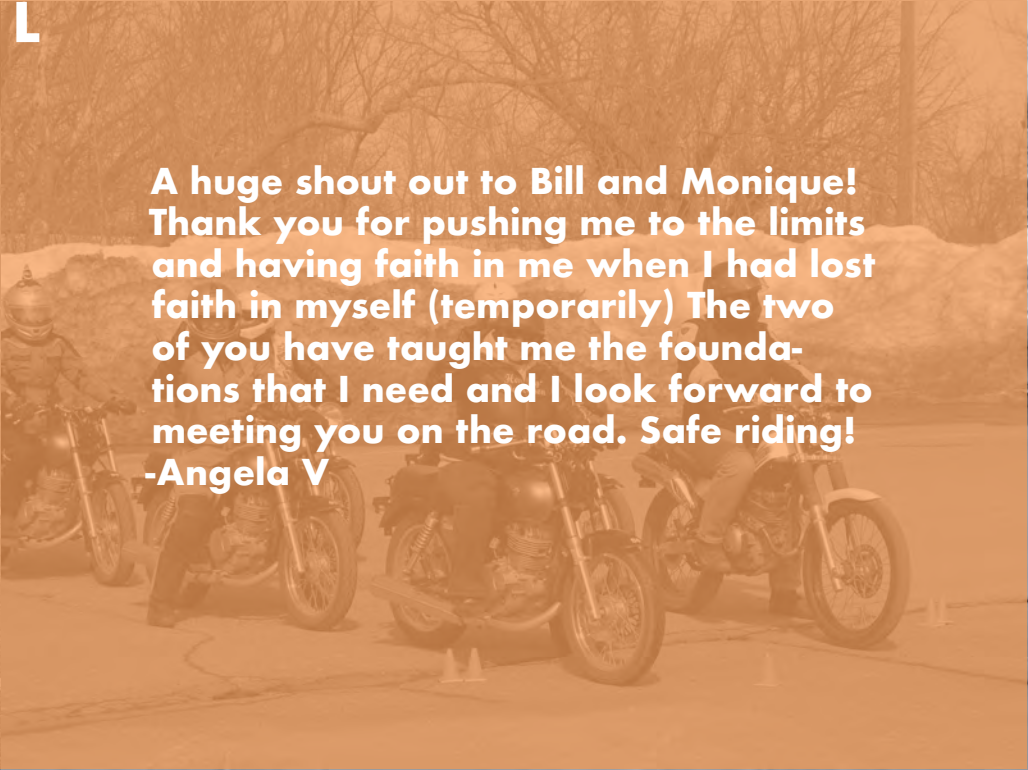
A HUGE thank you to Rod, Bill and Liz for giving me the confidence to believe in myself. I could not have asked for more wonderful people to help me achieve my goals and dreams. If I look where I want to go... you will see me riding off into a sunset! -Shannon R.



Andy and Wolfgang were top notch and patient. They took me step by step. The smaller group setting was ideal! -Jalil L



A huge shout out to Bill and Monique! Thank you for pushing me to the limits and having faith in me when I had lost faith in myself (temporarily) The two of you have taught me the foundations that I need and I look forward to meeting you on the road. Safe riding! -Angela V



SCHOOL ZONE SAFETY WALKING SCHOOL BUS

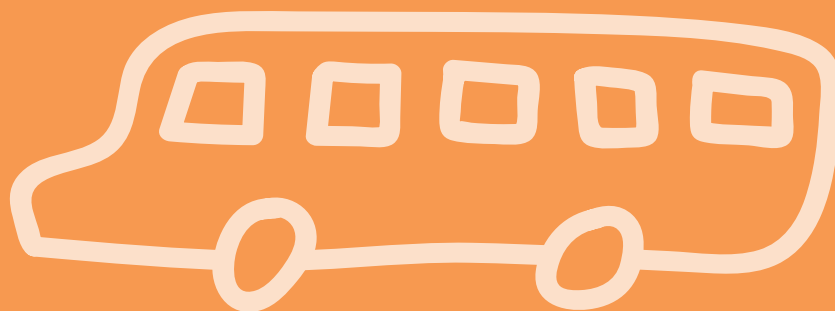


The Walking School Bus program continued to grow and gain attention in 2016! We developed exciting new program elements (i.e., Junior Leader Program) and we continued to develop and nurture our relationships with Ottawa Student Transportation Authority (OSTA). We are a solid and trusted partner within their new Active Transportation charter focus, evidenced in the fact that we are now the frontline of communication with parents when they register their children for the program.



- In the 2016 our Walking School Bus Leaders made **OVER 2,000 SAFE TRIPS TO SCHOOL!**
- We gained **4 NEW ROUTES** through the Ministry of Health's Healthy Kids Community Challenge in Spring 2016 (as per Ottawa Public Health and OSTA).
- We ended 2016 with routes at 13 schools, the latest one being added in December, with a total of **19 LEADERS** across these routes.
- Participation rates increased further from the previous years up from **64% in 2015 to 70% in 2016!**



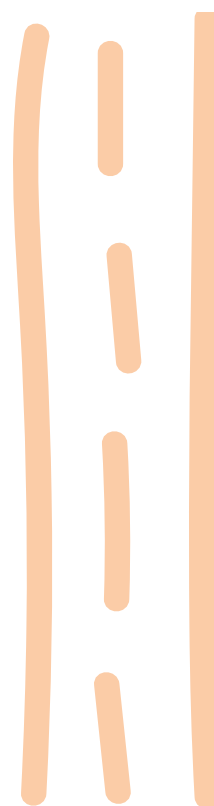


PEDESTRIAN SAFETY PRESENTATIONS

After successfully maxing out funding the previous two school years (and maintaining a waiting list for presentations) 2016 was all about looking forward and setting a strategy for revamping and expanding the program. We had a very successful year and accomplished key steps in setting the stage for future growth:

- In 2016, our Pedestrian Safety Presenters educated over 10,700 school-age children in 43 schools on how to be safe walking and crossing the street in traffic
- We acquired funding to purchase a full set of equipment (i.e., model pedestrian light and model traffic light) for four presenters (up from two).
- We hired a Francophone presenter and had all of our material translated into French, including the website, in order to be able to launch the presentations to the French school boards in 2017.

Most exciting is the striking of a committee involving OSC, Green Communities Canada, Safer Roads Ottawa, key school board contacts, Ottawa Public Health and the City of Ottawa. This committee started the process of revamping the content of the presentations, splitting them up into four different age appropriate lesson plans and making them more experiential and interactive (i.e., roll-out crosswalks, audio soundtrack of city noises, etc.), building on previous lessons, better linked to curriculum and adding in new elements of safety such as the dangers of distracted driving. The revamp is well under way and will be piloted in the fall of 2017. Stay tuned for what we believe is a cutting edge program thanks to input from our knowledgeable partners.



SCHOOL ZONE SAFETY

NEW!

INTRODUCING JUNIOR LEADERS

New in 2016, we're introducing the Walking School Bus Junior Leader Program!

In partnership with the Ottawa Student Transportation Authority, the most exciting new program to be added to the Ottawa Safety Councils School Zone Safety complement is the WSB Junior Leader program!

The Junior Leader program is a great opportunity to engage the "tween" age bracket encouraging them to use active and safe travel to school and increasing participation in the WSB through peer to peer modelling. Junior Leaders (or JL's as we like to affectionately refer to them) walk with the bus daily, positioning themselves strategically at the front, middle and rear of the bus in order to assist the adult leaders with keeping the walkers safe. More eyes and ears increases safety, as well as the potential for more students to join the bus. The pilot has been a resounding success, with Junior Leaders now implemented on 6 routes.

Not only do JL's make things safer for the walkers, the addition of Junior Leaders on route has also contributed to increased registration and participation in the WSB program, which has seen a steady incline

in both the number of students registered per route and the number actively walking daily (up from 50% in 2015 to 80% currently) since its inception in 2014.

Who are these amazing students? Specifically screened and selected through an application process with the assistance of the school faculty, they are an energetic group of Grade 5 & 6 students who are confident, personable, mature, dependable, trustworthy and responsible, exhibiting positive attitudes and acting as positive role models to their peers. Through the Junior Leader program these students gain increased physical activity, an enhanced awareness of pedestrian safety, leadership/teamwork skills and a sense of pride in an important job well done. Not to mention it is FUN and they get special perks such as hot chocolate days and a fun, educational field trip just for them at the end of the year!

To prepare them for their important job, Junior Leaders receive hands-on training in their roles, duties and behavior expectations, as well as crosswalk and pedestrian safety and emergency procedures. Leadership building, conflict resolution and guidance techniques for working with younger children are also included in the

training. Graduated JL's receive their very own orange safety vest and alert whistle (for emergency purposes only!).

An added bonus of the Junior Leader program is the increased awareness it brings to the Walking School Bus program in the school community. Special program elements such as a Safe Walking Ambassador program that encourages Junior Leaders to spread the word of the benefits of active transportation in their schools and pedometers/Step-o-meter tracking posters that hang in the school, all put a spotlight on how walking to school can be fun! Did you know a walking school bus with 20 students registered takes enough steps in a school year to walk all the way to Whitehorse, Yukon (10,623,000 steps to be exact!).

The Junior Leader program will continue to grow and expand to more routes in 2017 with the goal of allowing the walking school buses to accommodate more walkers. With the help of the Junior Leaders lending a responsible, helping hand everyone will get to school safe!



SCHOOL ZONE SAFETY ADULT CROSSING GUARDS

2016 Year in Review

- Our Adult Crossing Guards once again assisted with over 3 million safe crossings.
- We gained 14 new intersection assignments between the 2015/16 and 2016/17 school year, for a total of 189.
- Of the 69,525 shifts that were scheduled in 2016, we had 68 holes for a hole rate of 0.098%.

OSC had an extremely successful year in 2016, with many key accomplishments! 2015 saw operational improvements that are paying off for Ottawa's citizens. In 2016, we turned our focus to helping the City in whatever way we can.

With the help of our Team Leads, we were able to deliver in the area of pedestrian counts and site inspections. We are now tracking this data quarterly in a spreadsheet for the City, whereas we previously handed them a binder of count sheets.

We developed new policies to address shortfalls, fleshed out training processes, and we communicate more effectively with the Guards. Employee performance issue tracking is systematic and we deal with matters proactively to ensure that we are providing the best, most consistent service possible to the community.

Community engagement continued to grow in 2016. Participation in the Ottawa's Favorite Crossing Guard Contest increased by 58% and doubled the amount of schools that participated.

The Guards are being empowered in their roles, appreciated regularly, and we encourage their feedback. This is evident in the more than 90% employee retention rate between the 2015/16 and 2016/17 school year.

The newest employee satisfaction survey was sent out in the fall via the SZS staff newsletter. Highlights from the survey include:

- 100% of respondents Agreed or Strongly Agreed that they understood the mission of the Ottawa Safety Council and most importantly, how they directly contributed to the mission.
- 95% of respondents Agreed or Strongly Agreed that they felt appreciated by the community.

Looking towards the future

Our goal for 2017 is to fine-tune operations and technology, specifically in the addition of scheduling software that ties directly to our payroll and accounting system.

Challenges & Risks

One of the final challenges the Guard program currently faces continues to be hiring. The crossing guard position is only suitable for certain demographics (i.e., retirees and individuals that are not seeking full-time/steady employment). This sometimes results in new back-up Guards leaving the team for other employment when they secure it. We will work to vary our recruitment marketing efforts to different audiences and through different sources.

Weather and holes (although they are greatly reduced) still remain a risk to be mitigated. Poor weather can shut down City transit and lengthen travel time considerably, resulting in Guards being late for or unable to get to their shifts. We are working towards having a more robust on-call/back-up fleet to handle these last-minute events.

Even in stormy or frigid weather, our guards made it to their shifts 99.9% of the time.

SCHOOL ZONE SAFETY BIKE RODEO

We're Winners!

The City of Ottawa presented the Ottawa Safety Council with the 2016 Bruce Timmerman Organizational Award for our contribution to bike safety in Ottawa! We are proud of the work we do and thrilled to receive such a prestigious community award.

We once again thank our partner, Safer Roads Ottawa, for funding 25 bike rodeos spreading bike safety education to over 2,000 of Ottawa's youngest riders! The weather worked with us throughout 2016 (except for the May snow at the Preston Street CycloFest!) and we moved our numbers up the scale as a result.

New for 2016 was the "rock dodge" to our Mini-Main Street bike rodeo experience and the smiles on the faces of our participants let us know that we hit the mark. Remember 2-V-1! That's a proper helmet fit!





CHILDREN'S PROGRAMS

Sadly, 2016 was the last year for Ottawa Safety Council's summer camp program and its children's workshops. We thank the tremendous presenters, the coordinator, Debbie Baker, and everyone who contributed to the delivery of these programs throughout the years.

Camp

Despite our best efforts, summer camp saw only 95 children throughout the summer season – far short of its capacity of 140 children. The kids had fun, though, and our special guests were second only to the electric cars in participant ratings. We donated our cars to the local charity Children At Risk (CAR) so that they can continue to be enjoyed by Ottawa's children. Much of our camp materials went to CAR as well, with Crystal Bay Elementary School benefitting from some of our safety village signage and traffic lights for their pedestrian safety village. As well, OSC donated the balance of its Children's Safety Village fund to Crystal Bay's effort and we are looking forward to seeing the result!

Outreach

It was encouraging to see that OSC exceeded its budgeted classroom workshops number indicating that the community seemed to be embracing the Outreach roster, nearly doubling the expected number of sessions.

That success came with a cost, however. During the 3rd and 4th quarters of 2016, the Director of Programs took over the administration of our Best Fit car seat program to allow the Children's Program Coordinator to focus on the remaining children's programs. The cost per participant rose significantly, reflecting the enormous amount of effort that scheduling and marketing these offerings took.

We anticipate the City of Ottawa will fill in the offerings gap by "upping" the number of sessions that community centers hold. We have introduced our main instructor to the folks we deal with so that she can continue offering "Home Alone" and "Street Proofing" at these centers, contracted directly by them.

It was our pleasure to serve the Ottawa Community with both of these worthwhile programs.

COMMITTEE REPORTS

Governance

By *Tamás Király, Committee Chair*

The task of the Governance Committee is to make sure that the OSC and its Board complies with the law and our own internal rules; it also assists the Board in improving how its work is organized, strengthening the leadership skills and competence of the Directors. In brief, the job of this Committee is to maintain and improve how our organization is governed in the interest of its members and the community.

Building on the achievements of last year, the Committee had yet another active and productive year. We started a discussion on various governance models (the traditional “hands-on” model, the policy governance and the results-based models) to further improve how the OSC is governed. The Committee discussed available Board development and training resources, and made a proposal for a training session for every new Board in June, following the OSC AGM. Our aim is to carry on with the annual Board self-assessment survey, and we made a suggestion for introducing a short meeting evaluation survey for Directors.

The Committee completed the outstanding Board officer job descriptions (Treasurer and Vice-Chair), and prepared a draft Terms of Reference for the Board Executive Committee. A procedure for the use of a Consent Agenda was established, as well as a new Executive Limitations policy (together with the Finance Committee) setting out rules on signing authority for payments and contracts for Board and staff leaders. The Governance Committee also gave a careful review of the disciplinary process of Board members, and the procedure to revoke the appointment of a Board officer and remove a Director in case of a breach of our Code of Conduct.

The Committee initiated a clarification of the appointment process of Board officials, a streamlining of the committee structure of the Board, and looked into the application process in case members decide on a review of OSC's Letters Patent.

Finance

By *Carrie Roussin, Treasurer*

The first quarter of 2016 started off well as the committee continued to receive financial updates from the CEO and

execute its oversight strategy. As the year wound down, we recognized that this committee requires an engaged Treasurer to propel the work forward. In light of that, Carrie Roussin replaced Michael Patrick as Treasurer for the remainder of the board year. In its final meeting of 2016, the committee ensured that the audit would proceed according to the established timeframe and began developing a policy for funding the internally restricted funds given the chosen strategic direction.

The financial year closed with a clean audit. The committee will finalize the development of the reserves policy and allocate the unrestricted net assets to internally restricted net assets appropriately.

Finally, with the incoming Treasurer, the committee will resume its work on the OSC's financial policies to ensure that they are in line with best practices and include today's electronic world in their scope.

Human Resources

By *Tamara Miller Committee Chair*

2016 was another busy year for the Human Resources Committee as we

worked together to see several key HR-related items through to completion.

Most notably, we developed an Executive evaluation framework that will ensure a consistent and ongoing dialogue between the CEO and the Board's Executive Evaluation Committee. OSC members can rest assured that key strategic objectives will be reviewed and discussed on an ongoing basis as we all work together toward a safer Ottawa!

We are looking forward to 2017 as we work collaboratively with other committees towards an increased focus on risk management for the OSC.

Strategy

By Scott Widdowson Committee Chair

The OSC Board formed its newest committee, the Strategy & Risk committee, to tackle the tough challenge of setting our course for the coming years. Not only did this committee embark on a lengthy journey to discover OSC's identity as it moves forward, it also initiated a risk review of OSC's operations and policies. Even with the full-out effort of this committee, we are still in the first leg of these exercises on both the strategy and

risk fronts.

From the strategic arena, the committee developed a plan to assess each program OSC offered. We are clearly the community leaders in several (Adult Crossing Guard Program, Bike Rodeos, and the Walking School Bus, and our Motorcycle Programs). Other programs show potential for rising to top of mind in the near future (Pedestrian Safety Training, for example). The Best Fit program, while heartfelt and well intentioned, must be revisited to revise the business model to reach a greater number of the 9,000 Ottawa parents welcoming new little ones each year. We set the objective for our CEO to ensure that all active programs reached the 'A-Level' status (i.e. financially self-sustaining, logistically sound, and unique in content/delivery) throughout 2017 and 2018.

Sadly, the Children's Program suite did not meet the criteria we set. These programs are not unique; some are offered in as many as six other organizations throughout Ottawa. We realized that these programs were holdovers from the old Children's Safety Village, and were unable to thrive without that unique

venue. Without that unique venue, the programs, summer camp in particular, fell flat in terms of being financially self-sustaining. With a heavy heart, we recommended to the Board that the OSC should wind these programs down for eventual elimination by the 2nd quarter of 2017.

The work performed highlighted the core focus of the Ottawa Safety Council – road safety, no matter how traveled. Given this narrowed new focus, we recommended keeping the bike rodeos because they are an A-Level program and fit the road safety theme. We have now housed them under the School Zone Safety suite of offerings.

The risk side of our work followed a Chartered Professional Accountant framework included opening the door to the CPA 20 Questions on Risk, resulting in a risk document. This document is allowing the OSC to take the next steps in its growth and this work will continue into the 2017/2018 board year. The Strategy & Risk committee will resume its work and continue to refine the mission and vision for tomorrow's OSC!

REPORT ON GOALS FOR 2016

2016

BOARD

- Complete the risk identification and management process as defined by CPA Canada – our tireless board made significant strides in its risk project. Several questions now rest in the hands of committees for completion. The strategy committee will now look at ways to eliminate or mitigate these risks as it continues to redefine the OSC.
- Establish a Strategy/Risk Committee that will highlight the major risks facing the OSC, and incorporate risk mitigation strategies in the strategic plan – this committee, struck in September, studied the CEO's strategic analysis in depth. The committee met monthly (sometimes more!) during the work-intensive fall, culminating in a report to the full board at its January mini-retreat.
- 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 – in its evaluation of the E.D.'s role, this committee recommended that the job title change to CEO, a practice becoming more and more common in the not-for-profit and charitable sectors. The board established objectives and evaluated the CEO's performance against those objectives.
- Complete financial policies manual – due to the inactivity of the finance committee for most of the 2016 year, the board did not move any financial policies forward. This item is carried over to the 2017/2018 board year with a high priority status.
- Re-assess strategic priorities and complete the strategic plan – the strategy committee recommended that the OSC needed another year to fully flesh out its future intentions. Even so, one thing was clear – OSC eliminated its children's programs in order to devote its focus and resources to road safety, no matter how traveled. The strategy process will continue throughout the 2017/2018 board year as the board assesses several new opportunities presented in the road safety space.



STAFF

- Increase the number of offerings in French —we hired two French-speaking pedestrian safety presenters (one for French immersion schools and one for French schools) and the response has been tremendously positive. We offered Home Alone in French as well.
 - Develop a media plan for both earned and unearned media (including social media) – The OSC had regular and meaningful posts and tweets in both the Facebook and Twitter arenas, with Mayor Jim Watson signing up as our 1,000th follower on Facebook! The squeezed OSC budget did not allow for much unearned media, so we made the most of what we could afford with infotutorials on our 2016 summer camp and sponsored social media posts for Best Fit and the motorcycle training programs. Our earned media appearances skyrocketed in 2016, with over a dozen television, radio and newspaper appearances throughout the year.
 - Increase speaking engagements to build OSC awareness throughout the community – Julie spoke several times throughout the community, including before the City of Ottawa transportation committee as an advocate for speed cameras in school zones. Senior staff spoke on Ottawa's Walking School Bus offering at nearly a dozen schools throughout the city, informed the City's soon-to-be-parents about car seat safety at 5 workshop events, and had booths at major community events (including The Big Give, KidsFest, and Preston Street Cyclofest).
 - Explore grant/outside funding opportunities to supplement our program revenue -2016 saw grant funding rise to outperform budgeted expectations by \$30,000!
 - Revitalize the membership sector to include a wide variety of OSC stakeholders interested in bringing safety into the greater Ottawa community
- our strategic work has shown us that OSC's membership does not adequately reflect the organization's stakeholder makeup. While we solidified additional membership benefits (e.g., a \$25 -\$50 discount on CAA service) and raised the membership fee from \$1 to \$10 to accurately reflect the value of a membership, we recognize that the board must do more work on this issue. Memberships did, however, rise to nearly 3 times their 2015 levels.
- Revise all customer/stakeholder surveys to allow ease of result tabulation, consistency of form and incorporate results into KPI scorecards – the most difficult chore was to create the motorcycle student surveys and this was completed for deployment in the 2017 season. Not only did we add demographic information, but are now administering the surveys electronically rather via paper. We are looking forward to seeing the results!

2016 – 2017



Board of Directors

Damien M. Coakeley

Carrie Roussin

Scott Widdowson

Keith McIntosh

Michael Patrick

Adam Lloyd-Jones

Tamara Miller

Wallace Beaton

Tamas Kiraly

Adrian Benjamin

Ziyad Rahme

Chair

Vice-Chair/Treasurer

Sr. Vice Chair

Immediate past Chair

Treasurer (terminated January, 2017)

Director

Director

Director

Director

Director

Director



Staff

Julie Vogt

Kathleen Cameron

Kelly Banks

Debbie Baker

Virginia Quinn

Erin Welch

Sherry Cashman

Corinne Rikkelman

Zeke Checroune

Kerry Darlington

Chief Executive Officer

Director of Program and Policy Development

Manager, School Zone Safety Programs

Coordinator, Children's & Best Fit Programs

Program Coordinator, Adult Crossing Guard Program

Finance/HR Coordinator

Finance/Admin Coordinator

Marketing/Communications Coordinator

Manager, Road Safety

Program Assistant

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!

Ottawa Student Transportation 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

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!



OSTA
Ottawa Student
Transportation
Authority



SPECIAL THANKS TO

Ottawa Public Health

Nokia

General Dynamics Canada

Ontario Ministry of Transport

Benson Auto Parts

Abbott Point of Care





ottawa
safety
council

conseil de
sécurité
d'ottawa



Financial Statements

For the year ended December 31, 2016



Ottawa Safety Council
Financial Statements
For the year ended December 31, 2016

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Independent Auditor's Report

**To the Members of the
Ottawa Safety Council**

Report on the Financial Statements

We have audited the accompanying financial statements of the Ottawa Safety Council, which comprise the statement of financial position as at December 31, 2016, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Independent Auditor's Report (continued)

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Ottawa Safety Council as at December 31, 2016, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Other Matter

The 2015 corresponding amounts (prior to their reclassification as explained in Note 9 to the financial statements) are based on the financial statements reported on by the Ottawa Safety Council's former auditor who expressed an unqualified opinion on those financial statements on March 21, 2016.

Report on Other Legal and Regulatory Requirements

As required by the Corporations Act of Ontario, we report that, in our opinion, the accounting principles in Canadian Accounting Standards for Not-for-Profit Organizations have been applied on a consistent basis.

Collins Barrow Ottawa LLP

Chartered Professional Accountants, Licensed Public Accountants
March 15, 2017
Ottawa, Ontario

Ottawa Safety Council

Statement of Financial Position

December 31 **2016** 2015

Assets

Current

Cash	\$ 72,840	\$ 253,847
Short-term investments	-	31,842
Accounts receivable (Note 1)	248,630	19,486
Prepaid expenses	38,014	42,229
Inventory	22,343	5,085
	381,827	352,489

Capital assets (Note 2)	159,348	83,528
	\$ 541,175	\$ 436,017

Liabilities and Net Assets

Current

Bank loan (Note 3)	\$ 73,211	\$ -
Accounts payable and accrued liabilities	112,602	81,943
Government remittances payable	40,982	35,782
	226,795	117,725

Net assets

Invested in capital assets (Note 4)	86,137	83,528
Internally restricted net assets (Note 5)	182,611	106,844
Unrestricted net assets	45,632	127,920
	314,380	318,292
	\$ 541,175	\$ 436,017

On behalf of the Board:



Damien Coakeley
Chair



Carrie Roussin
Vice-Chair / Treasurer

Ottawa Safety Council Statement of Changes in Net Assets

For the year ended December 31, 2016

	Invested in Capital Assets	Internally Restricted Net Assets	Unrestricted Net Assets	2016 Total	2015 Total
Balance, beginning of year	\$ 83,528	\$ 106,844	\$ 127,920	\$ 318,292	\$ 493,166
Excess (deficiency) of revenue over expenses for the year	(57,198)	-	53,286	(3,912)	(174,874)
Investment in capital assets	133,018	-	(133,018)	-	-
Proceeds of bank loan	(93,000)	-	93,000	-	-
Principal repayments of bank loan	19,789	-	(19,789)	-	-
Transfer to unrestricted net assets (Note 5)	-	(35,233)	35,233	-	-
Transfer for other internally imposed restrictions (Note 5)	-	111,000	(111,000)	-	-
Balance, end of year	\$ 86,137	\$ 182,611	\$ 45,632	\$ 314,380	\$ 318,292

Ottawa Safety Council Statement of Operations

For the year ended December 31	2016	2015
Program revenue		
School Zone Safety Programs (Note 7)	\$ 2,336,528	\$ 2,002,951
Children's Safety Programs	35,015	25,736
Motorcycle Program	384,732	377,213
	<u>2,756,275</u>	<u>2,405,900</u>
Other revenue	<u>35,674</u>	<u>6,561</u>
Total revenue	<u>2,791,949</u>	<u>2,412,461</u>
Expenses		
Program		
Manuals, supplies and equipment	75,414	49,539
Amortization of vehicles	42,624	22,367
Vehicle maintenance and fuel	14,538	14,174
Merchant fees	13,263	11,689
	<u>145,839</u>	<u>97,769</u>
Payroll and Personnel		
Wages and benefits	2,282,124	2,064,732
Meals, travel and allowances	86,517	83,357
Contracting and other fees	10,223	10,758
Recruitment, retention and team building	32,146	43,597
	<u>2,411,010</u>	<u>2,202,444</u>
Facility and Overhead		
Rent and storage fees	65,284	67,653
Telephone and internet	9,621	16,748
Repairs and maintenance	9,603	4,287
Interest on bank loan	2,185	-
	<u>86,693</u>	<u>88,688</u>
General and Administrative		
Professional fees, dues and memberships	34,207	40,124
Advertising and promotion	27,599	61,244
Board expenses	12,810	20,089
Insurance	45,004	39,833
Bank fees	3,014	3,564
Office supplies	15,111	14,252
Amortization of capital assets excluding vehicles	14,574	19,328
	<u>152,319</u>	<u>198,434</u>
Total expenses	<u>2,795,861</u>	<u>2,587,335</u>
Deficiency of revenue over expenses for the year	<u>\$ (3,912)</u>	<u>\$ (174,874)</u>

Ottawa Safety Council Statement of Cash Flows

For the year ended December 31	2016	2015
Cash flows from (used in) operating activities		
Deficiency of revenue over expenses for the year	\$ (3,912)	\$ (174,874)
Adjustment for		
Amortization of capital assets	<u>57,198</u>	41,695
	53,286	(133,179)
Changes in non-cash working capital items		
Accounts receivable	(229,144)	362,314
Prepaid expenses	4,215	(9,013)
Inventory	(17,258)	865
Account payable and accrued liabilities	30,659	(11,337)
Government remittances payable	<u>5,200</u>	35,782
	<u>(153,042)</u>	245,432
Cash flows from (used in) investing activities		
Proceeds of redemption of short-term investments	31,842	-
Acquisition of capital assets	<u>(133,018)</u>	(38,397)
	<u>(101,176)</u>	(38,397)
Cash flows from (used in) financing activities		
Proceeds from bank loan	93,000	-
Principal repayments of bank loan	<u>(19,789)</u>	-
	<u>73,211</u>	-
Increase (decrease) in cash during the year	(181,007)	207,035
Cash, beginning of year	<u>253,847</u>	46,812
Cash, end of year	\$ 72,840	\$ 253,847

Ottawa Safety Council

Summary of Significant Accounting Policies

December 31, 2016

Nature of Organization	<p>The Ottawa Safety Council (the "organization") was issued Letters Patent as a not-for-profit organization under the Corporations Act of Ontario.</p> <p>The organization's mission is to advocate and deliver high quality risk reduction and injury prevention programs for the Ottawa community at large.</p> <p>The organization is registered as a charitable organization and in accordance with subsection 149 (1)(f) of the Income Tax Act (Canada) is exempt from income taxes.</p>
Basis of Presentation	<p>These financial statements have been prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations which are part of Canadian generally accepted accounting principles and include the following significant accounting policies.</p>
Financial Statements	<p>These financial statements include the assets, liabilities, net assets, revenue and expenses of the organization and all committees and programs under the control of the organization's Board of Directors.</p>
Use of Estimates	<p>The preparation of financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.</p> <p>Significant estimates include assumptions used in establishing the useful lives and related amortization of capital assets, establishing the fair value of contributed assets received, if any, and estimating provisions for accrued liabilities.</p>
Financial Instruments	<p>Financial instruments are financial assets or financial liabilities of the organization where, in general, the organization has the right to receive cash or another financial asset from another party or the organization has the obligation to pay another party cash or other financial assets.</p> <p><u>Measurement of financial instruments</u></p> <p>The organization initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions, if any.</p> <p>The organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in operations.</p>

Ottawa Safety Council

Summary of Significant Accounting Policies

December 31, 2016

Financial Instruments
(continued)

Measurement of financial instruments (continued)

Financial assets measured at amortized cost include cash and accounts receivable. Financial liabilities measured at amortized cost include the bank loan, and accounts payable and accrued liabilities.

The organization has no financial assets or financial liabilities measured at fair value.

Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in operations.

Transaction costs

The organization recognizes its transaction costs in operations in the period incurred. However, the financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

Inventory

Inventory represents student manuals to support the organization's Motorcycle Program. Inventory is carried at the lesser of cost or replacement cost.

Capital Assets

Tangible capital assets are recorded at cost. Tangible capital assets include vehicles, office furniture and equipment, computer hardware and leasehold improvements.

Intangible capital assets are recorded at cost. Intangible capital assets include computer software.

Contributed capital assets are recorded at fair value at the date of contribution.

Amortization expense is charged to the operations using the following annual rates:

Vehicles	5	years straight-line basis
Office furniture and equipment	4	years straight-line basis
Computer hardware and software	4	years straight-line basis
Leasehold improvements	10	years straight-line basis

Capital assets under development are not amortized until development is complete and are put in use.

Ottawa Safety Council

Summary of Significant Accounting Policies

December 31, 2016

Capital Assets
(continued)

When a capital asset no longer has any long-term service potential to the organization, the write-down being the excess of its net carrying amount over any residual value is recognized as an expense in the Statement of Operations. A write-down is not reversed in subsequent years.

Revenue Recognition

The organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred or the fiscal year to which the contribution relates. Contributions with respect to the acquisition of capital assets, if any, are deferred and amortized to revenue on the same basis as the related capital asset. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Program fees are recognized as revenue as service is provided and collectibility is reasonably assured.

Interest and other investment income is unrestricted and is recognized in operations as it is earned in accordance with the organization's financial instruments significant accounting policy as previously described.

Contributed Services and Materials

Volunteers contribute a significant number of hours per year to assist the organization in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in these financial statements. Contributed materials, if any, are not recognized in these financial statements.

Allocation of Expenses

The organization's expenses are presented in the Statement of Operations on a functional basis. Expenses are allocated to their applicable function. Certain expenses incurred can be considered indirect expenses. Indirect expenses are not allocated among functions.

Ottawa Safety Council Notes to Financial Statements

December 31, 2016

1. Accounts Receivable

Accounts receivable are comprised of:

	2016	2015
City of Ottawa	\$ 199,868	\$ -
Other trade accounts	43,480	14,119
Government remittances receivable	5,282	5,367
	\$ 248,630	\$ 19,486

2. Capital Assets

	2016				2015
	Cost	Accumulated Amortization	Net Book Value		Net Book Value
Vehicles	\$ 254,712	\$ 222,668	\$ 32,044	\$	35,576
Office furniture and equipment	66,099	59,424	6,675		3,688
Computer hardware and software	47,837	22,012	25,825		31,168
Software under development	-	-	-		13,096
Leasehold improvements	101,511	6,707	94,804		-
	\$ 470,159	\$ 310,811	\$ 159,348	\$	83,528

3. Credit Facilities

As at December 31, 2016 the organization has available to it an operating line of credit of \$100,000, which bears interest at the bank's prime rate plus 2.90%. The advances under the operating line of credit can be drawn in increments of \$5,000, with interest payable monthly. As at December 31, 2016, the organization had the full balance available to draw under this credit facility.

The organization's bank loan payable represents a construction loan for leasehold improvements to its premises in the amount of \$93,000. The construction loan bears interest at 3.55% and is repayable in blended monthly installments of \$2,727, with the balance payable on its maturity date of April 2017.

Ottawa Safety Council Notes to Financial Statements

December 31, 2016

3. Credit Facilities (continued)

The organization also has available several VISA credit card accounts with varying limits from the same chartered bank as the previously described facilities.

Any advances and borrowings from the chartered bank are secured by a first ranking interest in all personal property of the organization.

4. Net Assets Invested in Capital Assets

Net assets invested in capital assets represents the organization's own financial resources applied to capital assets and is calculated as follows:

	2016	2015
Capital assets - net book value (Note 2)	\$ 159,348	\$ 83,528
Less: Bank loan (Note 3)	(73,211)	-
	\$ 86,137	\$ 83,528

5. Internally Restricted Net Assets

The organization's Board of Directors has internally restricted resources in the amount of \$182,611 (2015 - \$106,844), comprising \$111,000 (2015 - \$nil) allocated to the Work Stoppage Fund, and the remaining \$71,611 (2015 - \$84,650) allocated to the Motorcycle Fund.

During the 2016 fiscal year an amount of \$13,039 has been transferred from the Motorcycle Fund as a result of the purchase and replacement of motorcycles during the year.

In addition, an amount of \$22,194 that had been been restricted as at December 31, 2015 in the Children's Safety Village Fund was transferred to unrestricted net assets to fund a specific \$10,000 donation, and the remaining \$12,194 was transferred to unrestricted net assets for general purposes.

Also, a transfer of \$111,000 was made from unrestricted net assets to the Work Stoppage Fund to provide for the funding of operations in the event of conflicts that may impact City of Ottawa servicing.

These internally restricted funds are not to be used for other purposes without approval of the organization's Board of Directors.

Ottawa Safety Council Notes to Financial Statements

December 31, 2016

6. Commitments and Contingencies

The organization rents its premises at a fixed rate plus a proportionate share of all costs and expenses incurred by the landlord in operating the building. The lease for the premises ends on February 28, 2026.

Estimated future payments of rent under the lease for the next five years and thereafter are as follows:

2017	\$ 69,755
2018	74,441
2019	78,811
2020	79,397
2021	84,578
Thereafter	<u>356,728</u>
	<u>\$ 743,710</u>

The organization has a right to terminate the lease agreement should the crossing guard contract described in Note 7 be ended between the organization and the City of Ottawa. If the organization elects to exercise its right to terminate its lease, the following schedule of repayments represents the termination amounts set out in the agreement.

End of year 1	\$ 77,498
End of year 2	69,068
End of year 3	61,324
End of year 4	51,257
End of year 5	41,853
End of year 6	32,166
End of year 7	22,932
End of year 8	14,087
End of year 9	5,959

7. Economic Dependence

The organization has a contract with the City of Ottawa for the provision of services for the School Zone Safety Programs comprising the Adult School Crossing Guard Program and the School Zone Traffic Safety Outreach Program. Revenue generated from these two programs amounted to \$2,336,528 (2015 - \$2,002,951). The term of the agreement is for the period commencing August 15, 2013 and ending July 1, 2017, with the option of renewing the agreement for two two-year terms.

Ottawa Safety Council

Notes to Financial Statements

December 31, 2016

8. Financial Instruments Risks and Concentrations

The organization is exposed to various risks through its financial instruments. The following analysis provides a measure of the organization's risk exposure and concentrations as at December 31, 2016.

The organization is not involved in any hedging relationships through its operations and does not hold or use any derivative financial instruments for trading purposes.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its accounts payable and accrued liabilities, government remittances payable and the bank loan.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The organization's main credit risks relate to its accounts receivable. The organization is exposed to concentration risk as disclosed in Note 1 to these financial statements.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The organization is mainly exposed to interest rate risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fixed interest rate instruments present a fair value risk, whereas floating interest rate instruments present a cash flow risk. The organization is exposed to a fair value risk on its fixed interest rate bank loan set out in Note 3 to these financial statements.

Changes in risks

There have been no significant changes in the organization's financial instruments risk exposures during the year ended December 31, 2016.

9. Corresponding Amounts and Financial Disclosures

In certain instances, 2015 fiscal year corresponding amounts and financial disclosures presented have been reclassified to conform with the financial statement presentation and financial disclosures adopted for the 2016 fiscal year.



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