

Guiding communities towards road safety.



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d'ottawa

Annual Report

17

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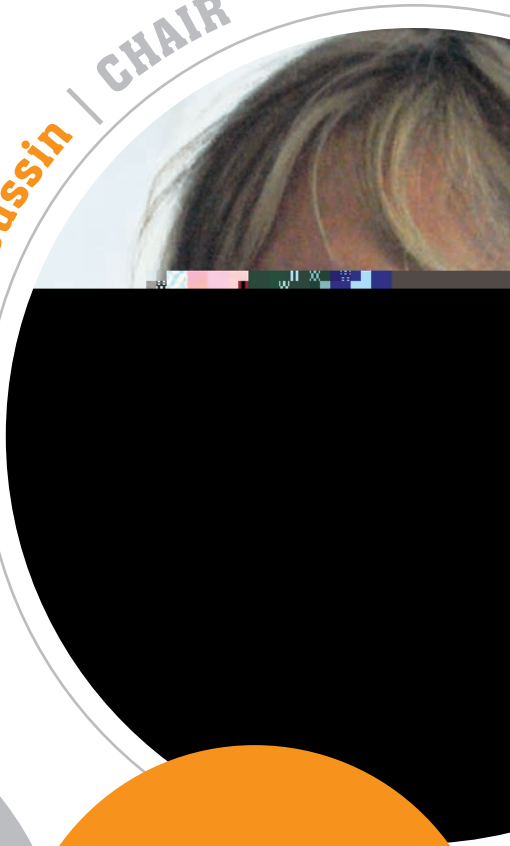




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Carrie E. Roussin | CHAIR



OUR MISSION

To deliver best-in-class
road safe services,
education, training and
awareness throughout
our communities.

Annual Report

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Message from the Chair

The 2017 fiscal year proved to be quite an exciting year for the Ottawa Safety Council (OSC), particularly given the changes we faced. It is always difficult to say goodbye to key staff and wonderful colleagues, but when we are lucky enough to find energetic and talented replacements, we all win! This past year, after a lengthy but thorough recruitment process led by our Board, we welcomed a new Chief Executive Officer, Shari Black. Shari has very effectively transitioned into her new role and is now pursuing our Board's strategic directions with vigor.

The Strategy Committee continued last year's work and confirmed a renewed Ottawa Safety Council mandate. In November, we sought and received agreement from our members to pursue incorporation activities and related changes in order to legally permit the OSC to operate outside the narrow confines of the former region of Ottawa-Carleton. While we have changed approaches over the year, we are now confident the organization will soon have all the appropriate legal underpinnings to expand delivery of our programs, where desired. A new set of modern bylaws and updated articles of incorporation are key indicators of our progress.

Please know that all of us on the Board are very proud of our Adult Crossing Guards, Walking School Bus and Pedestrian Safety Presentations, all of which have been doing well and continue to be improved and adapted to our city's needs. Notably, the success of our School Zone Safety programs continues to be of interest to other communities across the province, as many of them are looking for assistance. As a result, a number of opportunities continue to present themselves for the OSC to share its learnings and expertise. By removing our geographical restrictions, the OSC will be well-

situated to share with and assist other municipalities across the province or elsewhere in Canada. However, members should know that their Board is cautious, and evaluates each such opportunity carefully to ensure that any new work undertaken will not pose risks to our existing programs.

The Board also recognizes the longstanding and continued success of our motorcycle training programs that teach both new and experienced riders how to stay safe. These programs remain integral to not only our history but also our future.

It has been an honour to serve as Board Chair this past year, and while I am unable to continue volunteering on the Board, I know that I am leaving it in very good hands. Your new incoming Board is highly motivated and exceptionally talented and will guide the Ottawa Safety Council through the challenges ahead. I leave knowing that Ziyad Rahme, as incoming Board Chair, will continue to guide the organization towards its new strategic directions, all the while delivering best-in-class road safety programs.

Finally, I'd like to thank all the members for supporting our Board, as well as extend my appreciation for the employees, volunteers, Board members and friends of the Ottawa Safety Council. Your combined efforts have made the Ottawa Safety Council one of the most respected and successful local organizations. Working together, you all are keeping our communities safe!

Yours sincerely,



Carrie E. Roussin

Message from the CEO

When you're asked to take the wheel, you never know quite what to expect. There may be speedbumps ahead. Or a sharp turn. And there's always the fear of getting lost or distracted.

Becoming the new CEO of the Ottawa Safety Council (OSC) was a huge transition for me, at a time when the organization was experiencing transitions of its own. Thankfully, as I have travelled the highways and byways of my new role, I have found myself surrounded with resourceful, passionate, capable people committed to building and delivering programs that will help move our community towards greater road safety.

To the team within the OSC, thank you for welcoming me with an open mind, sharing your passion for community road safety and supporting me as I transition into the role. You are sincerely a wonderful group of colleagues.

To those who have left us in the last year, thank you for your commitment and dedication to moving the OSC forward towards our goals.

To the current Members of the Board, I cannot thank you enough for the opportunity to lead the OSC. Your dedication and support are significant and appreciated.

Now that I've had a chance to put the pedal to the metal, I believe that the future direction of this organization is driven by capacity, knowledge and passion for community road safety services.

The Motorcycle Training Program is the cornerstone of the Ottawa Safety Council. At the end of my first week, I had the opportunity to meet most of the volunteer instructors at the end-of-season banquet. I cannot begin to share my respect and admiration for this tireless group of volunteers, many of whom have committed weekend after weekend, year after year, to the tune of thousands of cumulative hours. Our students are often realizing bucket list experiences and, under the guidance and evaluation of our instructors, are going onto our roads prepared and confident. We could not provide this level of safety education without the outstanding commitment and example of our volunteers leading this program. Early this year, the program welcomed Kim Iverson into the role of Motorcycle Training Program Coordinator. Kim has stepped in with enthusiasm, a great sense of humour and a level of integrity and dedication that matches her peers on the instruction side.

There have been significant changes to School Zone Safety programming, beginning with finally having a dedicated Coordinator for Pedestrian Safety and Cycle Safe. The Pedestrian Safety Program has been fully revamped and the feedback to date has been fantastic. Demand for both Cycle Safe and Pedestrian Safety is exceeding our ability to supply. As a result, we look forward to finding new ways to connect with industry to secure ongoing funding to help ensure that our children are confident and safe pedestrians and cyclists on our roads.

Finally, the Adult Crossing Guard program is now at a full 199 warranted intersections with consistently low vacancies. The professionalism of our team of Crossing Guards is beyond compare, as parents, teachers and children can (and do) attest. With an eye on the future, we look forward to building relationships outside of Ottawa to help municipalities learn from our gold-standard program.





Shari Black | CEO

Guiding
communities
towards
road safety.

OUR VISION

The Ottawa Safety Council:
Guiding communities
towards safe roads, no
matter how travelled.

The Ottawa Safety Council is a community of individuals from across our city sharing and applying a commitment to community road safety—on the roads and in our school zones. It is an absolute privilege to work with and learn from everyone—volunteers, employees, stakeholders, partners, sponsors and more.

With a new mission and vision to mark our path, I look forward to helping shape further opportunities with existing programs and investigating opportunities for new road safety programs as we roll up our sleeves and build a three-year strategic plan. This is the right team at the right time. Together, we are all guiding communities towards road safety.

Thank you for welcoming me into the driver's seat, for laughing with me as I learn, and for sharing your passion for safer roads no matter how travelled.

Drive, ride and walk safe,



Shari

Board Members and Staff

Board of Directors

Carrie Roussin	Chair
Adrian Benjamin	Sr. Vice Chair
Tamara Miller	Vice Chair
Greg Kostiuk	(Interim) Secretary/Treasurer
Damien Coakeley	Immediate Past Chair
Ziyad Rahme	Director
Trevor Stewart	Director
Mimi Moore	Director
Shaun Jaberolansar	Director

Staff

Shari Black	Chief Executive Officer
Kelly Banks	Manager, School Zone Safety Programs
Virginia Quinn	Program Coordinator, Adult Crossing Guard Program
Kim Iverson	Program Coordinator, Motorcycle Training Program
Kerry Darlington	Program Coordinator, Pedestrian Safety, Cycle Safe
Sherry Cashman	Finance/Admin Coordinator
Erin Welch	HR Coordinator
Jessica Leeks	Marketing/Communications Coordinator
Taylor O'Dell	Administrative Assistant



Board Accomplishments 2017



- Oversaw a rigorous recruitment initiative and successfully onboarded our new CEO and established her new performance objectives.
- Urgently filled two unexpected Board vacancies via interim appointments.
- Undertook a more comprehensive director recruitment campaign to target the area's top talent for 2018.
- As supported by our members, incorporated a separate organization legally able to bid on any contract proposals, consistent with the corporation's experience and expertise.
- Prepared for and assessed a number of such proposals (including an initial Toronto contract for crossing guards (replacements only)).
- Debated and approved new mission and vision statements for the corporation, consistent with our road safety mandate.
- Drafted a new modern and comprehensive set of bylaws to better support our corporation.
- Reassessed financial priorities and addressed potential shortfall in 2018 budget.
- Maintained a balanced budget.
- Took necessary steps to ensure our budget provides a long-term surplus to address strategic goals of ensuring equipment replacement, enabling 6 months' operating costs and funding researching/planning new activities.

School Zone Safety

Adult Crossing Guard Program

The Adult Crossing Guard program, the Ottawa Safety Council's (OSC) largest program, continued to grow in size and efficiencies in 2017. Many operational improvements were achieved in 2015, and 2016 was focused on nurturing a mutually beneficial relationship with our partners at the City of Ottawa. In 2017 we saw a culmination of the efforts of the previous two years and, with the program running extremely smoothly, this allowed us time for fine-tuning, preparing a strategic plan for expansion and elevating our community profile moving forward.

Part of our focus was on expanding our network across the province. One of the most effective events we attended was the Ontario Traffic Council's Ontario School Crossing Programs Steering Committee meeting in April 2017. This meeting brought representatives from across Ontario together for the first time ever to share resources and best practises. The OSC was invited to make a presentation on our outstanding coverage rate, and it was received with a great deal of interest. We are now an established member of this committee and have been called upon to contribute best practises and further presentations. Pictures of our Guards were also featured in the Ontario Traffic Council's newly revamped *School Crossing Guard Guide*.

Fine-tuning of the Adult Crossing Guard program included the addition of ShiftBoard scheduling software, which has increased efficiencies in the largest administrative aspects of the program: back-filling vacancies and conducting payroll. This new software is also very appreciated by the Guards, in particular the back-ups, who are able to view upcoming vacancies and build their own schedules.

The OSC's Crossing Guards are extremely dedicated and reliable, and have told us that they feel appreciated and happy to be contributing to their community. Families and students can rely on their Guard to be there to help them get to and from school safely, rain (and snow...and ice) or shine!



By the numbers...

IN THE NEWS...

In November 2017, Caroline Cross was recognized as a finalist for Crime Prevention Ottawa's 2017 Community Safety Award for going above and beyond her duty as a Crossing Guard in Kanata and showing an active commitment to improving safety conditions for students on their way to school. Check out the video on YouTube! (<https://youtu.be/6LkuvUUbYsg>)

IN THE NEWS...

In April 2017, Crossing Guard Sue Deugo was featured in Bruce Deachman's Capital Voices column in the *Ottawa Citizen*. One of 150 Ottawans profiled in anticipation of Canada's sesquicentennial celebrations, Sue describes how, in her 16 years as a Crossing Guard, she has only missed one day. Read the full article online. (ottawacitizen.com/news/local-news/capital-voices-ive-never-missed-a-day-except-for-one-time)

220
employed in
School Zone Safety

199
intersections
(including **10** new ones in 2017)

71,911
scheduled shifts

Over **3 million**
safe crossings

99.8%
coverage rate

About the Winner of Ottawa's Favourite Crossing Guard Contest 2017

"Crossing Guard Dave without knowing it made my son's first year at school an easy transition. My son started school last September and every morning he would cry. I then started mentioning how the cross guard is there every day, even if it's raining or even a snow storm with -40° weather. Every morning starting in November before leaving the house we would always play a game called "Will the cross guard be there?" It would make my son so excited to get in the car and to get to school to see if he was there. At Christmas time my son came to me and told me he wanted to take his money from his piggy bank and buy Dave something for Christmas. My son sees him as a super hero that is always there helping."

—Parent of St. Marguerite d'Youville CS

Walking School Bus

The strength of the partnership between OSC and the Ottawa Student Transportation Authority (OSTA) in delivering the Walking School Bus program continued in 2017, with the expansion of new and existing initiatives. These included:

- Increasing the ratio of students to adult leaders on the bus and eliminating waiting lists. Adding trained Junior Leaders (Grade 5 and 6 students) allowed us to do this successfully, increasing the registration capacity of a route by 30%.
- Successfully piloting a shared route for two schools in close proximity to one another.
- Adding a very well received pedestrian safety component to OSTA's Safety Day (traditionally focused on the yellow school bus only) at four locations across the city.

In addition, the Walking School Bus Junior Leader program was fleshed out and implemented at additional schools. "Safe Walking Ambassador" components were added to the program as well, and included:

- Holding contests that encouraged Junior Leaders to track the steps of the bus on their step-o-meter posted in the school.
- Making announcements and presentations on safe, active transportation.
- Holding iWalk events.



IN THE NEWS...

In January 2017, the Ottawa Safety Council's Walking School Bus was highlighted in an article in *The Star* as the inspiration behind similar programs in other towns in Ontario. Read the full article online. (www.thestar.com/yourtoronto/education/2017/01/30/step-by-step-schools-push-to-get-kids-walking.html)

Over **2,000**
safe trips to school with
Walking School Bus
Leaders in 2017

73%
participation rate in 2017
(up from **64%** in 2015 and **70%** in 2016)

By the
numbers...

Pedestrian Safety

It was a big year for the Pedestrian Safety program. Due to the growing demand for the program in 2015 and 2016, the City of Ottawa increased its funding to the program. The Ottawa Student Transportation Authority (OSTA) also recognized the need and demand for the program and got on board to fund the presentations.

The most exciting development for this program was a complete overhaul to the content to bring it up to date. In our busy, fast-paced modern world, motorists and pedestrians these days are increasingly distracted and in a rush. More cars than ever are on our streets. Motorists often do not follow rules. Personal computing devices are ever-more prevalent.

A revamp committee was struck, made up of school board curriculum specialists, Ottawa Public Health, the City, EnviroCentre and OSTA. The OSC took the lead in compiling all partners' feedback to create a new curriculum that was age appropriate, aligned with curriculum requirements, engaging, exciting and experiential.

We are truly proud of the final product and there is nothing else like it being delivered in Canada. Our next goal with this program is to ensure that we have funding to deliver it to every school, in both the English and French boards in Ottawa, every two years so that students receive all four lessons.

JK to Grade 2

For the JK through Grade 2 presentations, we added life-like elements that bring the outdoor environment into the classroom, including a roll-out 12' x 5' crosswalk, traffic noise soundtracks, and working life-size models of traffic and pedestrian lights.

Grades 3 and 4

We introduced the concept of distraction into the Grade 3-4 curriculum, using puzzles to demonstrate to students how distractions affect their concentration and are therefore dangerous to their safety when walking.

Grades 5 and 6

The Grade 5-6 curriculum was completely overhauled and now includes two one-hour sessions. Students go out into their school zone and record observations on hazardous behaviours among pedestrians, cyclists and motorists (including having some fun using a speed detector to record vehicle speeds). In the second session, students are led through a series of calculations and graphing exercises to determine things such as average speeds and whether a driver who glances at their cell phone for 1 second will stop in time for the crosswalk. All activities encourage reflection and discussion on how to be a safe pedestrian despite these hazards. The goal is to prepare students for the reality of the environment they are walking in and to foster a mindset that distraction is dangerous, in the hope that this will transfer over to when they begin to drive themselves in a few years.

IN THE NEWS...

All of our hard work revamping the Pedestrian Safety program in 2017 was highlighted on CBC's Ottawa Morning with Hallie Cotnam in January 2018, when she interviewed our own Kelly Banks, Manager of the School Zone Safety Programs, about teaching kids about how distraction affects safety. Have a listen! (www.cbc.ca/listen/shows/ottawa-morning/segment/15487867)

Cycle Safe Program

January 2017 marked the Cycle Safe program's strategic move under our School Zone Safety umbrella. Offering the Cycle Safe program alongside our other School Zone Safety programs has helped the program to blossom and grow. Along with our school bike rodeos, we also opened the program up to more community organizations and successfully ran 14 community-based outdoor activities, an over 60% increase from 2016.

With more demand for our program came the need to redesign our equipment to be lighter, more portable, conventional and strong. Set up and tear down had to happen in a reasonable amount of time yet still deliver the same fun and experiential curriculum loved by all school-aged children.

Thanks to the Ontario Ministry of Transportation's Road Safety Challenge grant, we were able to not only redesign our original equipment kit but also produce a second kit to service more than one school at the same time.

We were also lucky enough to be graced by a celebrity presence at two separate events! Mayor Jim Watson made an appearance on August 19 at the Overbrook Community Center, and Councillor Keith Egli of Ward 9 joined us at the General Burns Community on May 13.

2,162
children reached in 2017
(thanks to continued sponsorship
by Safer Roads Ottawa)

14
successfully run
community-based
outdoor activities
(an over 60% increase from 2016)

By the
numbers...



"Many thanks for coming out tonight to do the bike rodeo with the 173 Sparks! It was a great opportunity for the girls to learn the basics and get comfortable on their bikes and scooters. All the girls had so much fun and I can tell they are proud of their accomplishments with the safety skills and knowledge you gave them."

IN THE NEWS...

On May 3, 2017, the City of Ottawa awarded the Ottawa Safety Council the Bruce Timmermans Organizational Award to "honour our efforts to proactively and publicly promote cycling as a viable, environment-friendly mode of transportation." The Bruce Timmermans Awards have been presented every year since 1999 to recognize outstanding contributions in Ottawa's cycling community. The awards are named after long-time cycling educator and advocate, Bruce Timmermans, who was an active member of the Ottawa Bicycle Club, a founding member of Citizens for Safe Cycling, and worked to promote cycling and safety for cyclists.



Road Safety

Motorcycle Training Program

The Motorcycle Training Program celebrated its 50th birthday in 2017 with an overall increase of nearly 7% in registered students over last year (and that's despite having two fewer course dates to choose from compared to 2016). It was a banner year for the Motorcycle Training Program with over 900 registrants in the Canada Safety Council flagship "Gearing Up" and "Gearing Up Intro" courses alone.

With over 1,100 students signed up over the year in all courses combined, our instructors were very busy. It started with "Refresh" training at the end of April, when we were still surrounded by snowbanks, and yet their commitment and dedication towards ensuring safe riding habits were an inspiration to every student.

The summer went by too quickly and as the fall arrived, we celebrated our instructors and the time they spend ensuring their students are properly trained and safe on the roads. A large awards ceremony followed by "See you next year" truly expresses the investment they have in this program.

This season marks the introduction of Kim Iverson in the role of Motorcycle Training Program Coordinator. Kim is off to a terrific start as we gear up for the new season.

*"James and Graham were very encouraging and patient. I could relax from intensity. James found out and resolved my stalling problem, which I could figured out before.
Thanks James and Graham."*



By the numbers...

In the news...

In July 2017, Catherine Marion from Rogers TV's Daytime Ottawa spoke with Zeke Checroune and Bill Pope about the Ottawa Safety Council's weekend motorcycle safety courses. Check it out! (www.youtube.com/watch?v=eaj5EJhopTI)

MTP STATS 2014-2017

50

years of offering the Motorcycle Training Program

55

certified volunteer instructors

146,845

hours of motorcycle instructor experience since mid-80's

6

different course offerings

(ranging from beginners to experienced riders and more)

69

scheduled courses offered throughout 2017

1,157

registered students in 2017

(up from 1,085 in 2016)

	2014		2015		2016		2017	
	# of Courses	# of Students Registered	# 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	20	802
Intro to Gearing Up	6	91	4	64	3	44	9	104
M2 Exit	26	109	30	122	33	129	25	114
M2 Exit Prep	12	40	13	26	4	20	5	10
Experienced Rider Course	9	113	11	160	8	118	8	114
Winterization	1	18	1	12	1	6	2	13
Totals	76	1077	81	1163	71	1085	69	1157
Increase/(Decrease)	18.8%	1.9%	6.6%	8.0%	-12.3%	-6.7%		

Best Fit Program

Best Fit remains under the Road Safety Programs umbrella. By conducting more clinics, we increased revenue by 64% over 2016 and we continue to see the need for our services in the community. The participation continues to rise — we installed over 690 seats at 57 clinics in 2017.

Moving forward we are looking to hire a part-time Best Fit Coordinator who will broaden the reach of Best Fit beyond car seat installation clinics and focus on promotion, advocacy and awareness on car seat security and safety for the most vulnerable of passengers. Safer Roads Ottawa has once again committed to partially fund this position for 2018 as we review, revamp and reconsider the most effective program option for Best Fit within Ottawa.

The Best Fit program will continue to generate earned media opportunities for OSC. Additional media exposure will help spread not only the word of the Best Fit program but also of car seat safety in general. The program continues a more significant presence in trade shows and maintaining a social media presence. All of these will serve to establish OSC as the leading voice of car seat safety.

Proper booster installation still remains a serious risk for vulnerable passengers. With this in mind, we look forward to targeting an awareness program aimed at educating these young passengers directly.

By the numbers...

691

Seats Installed at 57 clinics

14

Mobile installations

92

community education opportunities (training, guest speaker opportunities etc.)





IN THE NEWS...

In September 2017, Rogers TV ran a Daytime Ottawa segment featuring Dylan Black talking to the Ottawa Safety Council's Sharalyn Crossfield and then-CEO Julie Vogt about the importance of using a child car seat correctly. You can watch the episode on YouTube!

(www.youtube.com/watch?v=KFS359pWoLc)

Committee Reports

Strategy Committee

Ziyad Rahme, Strategy Committee Chair

Over the past year, the Strategy Committee developed an updated mission and vision statements to better reflect the evolution of the organization, its current suite of program offerings, and future directions the organization is embarking on. The new statements are more streamlined and focused, and follow best practices for not-for-profit organizations.

The OSC's new mission statement ("To deliver best-in-class road safe services, education, training and awareness throughout our communities") reflects the fact that OSC delivers, in unique and differentiated ways, different types of programs and services focused on themes related to road transportation, regardless of the mode of transportation.

The OSC's new Vision statement ("Guiding communities towards safe roads, no matter how travelled") describes the future we are all working towards as an organization.

The Strategy Committee, together with the Governance Committee, also conducted work on developing strategies and plans in preparation for a possible bid on the Toronto Adult Crossing Guard Program.

Finally, building on work started in the previous year, the Strategy Committee continued to monitor programs and track outcomes against operational goals that were set at the beginning of the year. This included an assessment of strengths and weaknesses of each program, and opportunities for improvement.

With the above work now complete, the Strategy Committee has turned its attention to the development of a three-year strategic plan for the organization, which will synthesize much of the Committee's work over the past year. While effort on this is still at the early stages, we are targeting completion of the plan by the end of the summer.





Governance Committee

Adrian Benjamin, Governance Committee Chair

The Governance Committee is responsible for ensuring that the OSC and its Board of Directors execute their duties and operations in compliance with the law and our own internal rules as outlined in the OSC Bylaws. The Committee also acts as an advisory body for governance issues, thus maintaining and improving how the organization is governed in the interest of its members and the community. This year, the Committee was strengthened with the advice and expertise of two lawyers: Directors Mimi Ryan Moore and Shaun Jaberolansar.

The Governance Committee's main focus this year was to address the OSC legal status to pursue new business opportunities outside its geographical location (the Ottawa-Carleton region, as outlined in our current letters patent). In the fall of 2017, a Special OSC Members Meeting was held where members passed a special resolution authorizing the OSC to amend its letters patent to remove the geographical restriction. Since then, the Committee sought legal advice and can proceed by way of continuance. Therefore, at the 2018 Annual General Meeting it will be proposed that the OSC submit an application for continuance under the *Canada Not-for-profit Corporations Act* (Forms 4011 and 4002) which will at the same time amend the objects/purpose of the OSC and eliminate the current geographic restrictions.

As we look to the future with confidence, the Governance Committee has completed a comprehensive review and upgrade of the OSC's Bylaws which will be presented to the membership at the 2018 AGM for ratification and adoption. The revised OSC bylaws were generated using a federal web tool, to ensure consistency with federal legislative requirements. In so doing, the federal website provided bylaws that are in conformity with the Act. The new OSC Bylaws were approved unanimously, by the Board of Directors.

The Governance Committee will continue to research and implement guidelines for Board performance review and Directors' training and development, as well as look at oversight and compliance matters with respect to various legislative requirements.

"Didn't know what to expect going in but pleased to see the instructors were clear, patient, approachable and fun to be around. They definitely instilled confidence in each of the participants. Although I've been a passenger on a bike for years, it's taken a long time to work up to wanting to consider riding my own, and I actually did better and felt more comfortable than I thought, so I'm definitely looking forward to advancing with the help of OSC."

Finance Committee

Greg Kostiuk, Interim Secretary/Treasurer

The Finance Committee successfully released the 2018 OSC Budget with adjustments to provide increased surplus and reserves. As part of this budget process, a unique analysis tool was implemented as part of the Excel spreadsheet budget. This flexible tool provides the CEO with the ability to easily and efficiently view key OSC program indicators and monitor variances for dynamically forecasting potential impact and budget risk.

The Committee audited the 2017 financial statements provided by our accountant, Collins Barrow, with satisfactory result. Our accountant from Collins Barrow, Benoit Groulx, also formally presented the report to the entire Board for clarity and answered questions regarding content. The 2017 financial statement was accepted and approved by the Board.

The Finance Committee will continue to meet with the CEO on a regular basis to monitor key budget indicators, review quarterly reports, and conduct internal audits as required as part of normal process and activity. Overall, the OSC is financially stable and is positioned to support moderate economic growth in line with our mission and vision statements.

Additionally, the former Secretary/Treasurer, Arthur Kostaras, submitted his resignation from the Board and his position mid-term. This created a need to fill the Secretary/Treasurer position, and as such a current OSC Director, Greg Kostiuk, volunteered to fill the role and was accepted with a unanimous vote from the Board.



Guiding communities towards road safety in 2018

The Ottawa Safety Council experienced an eventful year in 2017, defining a new mission and vision, welcoming a new CEO late in the year, and experiencing other changes and growth as indicated in this report. Throughout 2018, we will continue our leadership transition with our new CEO and look forward to completing a full annual cycle under her guidance. As well, three staff members will be on maternity leave in 2018 creating even more transition for our small team.

Our major goal for 2018 will be to develop a three-year strategic plan that is aligned with our new mission and vision statements and then to align each program within the new strategy.

Staff implementation plans will continue to map the way forward and regular performance feedback and monitoring will help to ensure success.

Specifically, the OSC will:

- Complete a three-year strategic plan that includes ways to generate an additional \$100,000 towards reserve, as well as identify growth opportunities with existing or potentially new programs.
- Identify a potential corporate donor base where realistic.
- Identify, research and recommend two other Adult Crossing Guard opportunities for expansion within Ontario.
- Continue to develop speaking and media engagement opportunities to increase awareness of OSC activities, programs and overall road safety advocacy.
- Further initiate opportunities to increase the capacity to deliver OSC programs and information in French.
- Renew the OSC website, specifically the back-end in terms of providing enhanced functionality for e-commerce transactions. Additional focus will provide greater accessibility of timely information to our Motorcycle Training Program instructors.
- Review membership composition options and make recommendations based on best practices.
- Follow through on commitment to conduct and evaluate employee and client satisfaction surveys.



"I love my job! I love wishing all the children and everyone I come across on my shifts a happy day! I have not had a single complaint about the Ottawa Safety Council, nor can I foresee any. We get paid very well, are treated with utmost respect and praised for our work on a regular basis! I am very grateful for this job!"

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.

Ottawa Student Transport Authority

The Ottawa Student Transportation Authority (OSTA) contracts the OSC to provide, train and administer the leaders for OSTA's Walking School Bus program. In 2017, OSTA also began to fund the OSC's Pedestrian Safety presentations to elementary age students. OSTA and OSC are committed to these innovative programs with the goal of providing education and safe active transportation to students and families. The OSC looks forward to continuing to work in partnership with OSTA to enhance the efficiency and effectiveness of the Walking School Bus program and reach every student in Ottawa with important pedestrian safety lessons.

Safer Roads Ottawa

As one of our strongest like-minded partners in road safety, Safer Roads Ottawa has supported and funded our road safety programs with both cash and in-kind donations since 2012. Safer Roads Ottawa 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 Safer Roads Ottawa for its generosity in 2017 and its continued support for years to come.



City of Ottawa

The City of Ottawa and the OSC have enjoyed a long-standing partnership for over 15 years. Steady expansion and providing the highest quality of services and programming in both the Adult Crossing Guard and Pedestrian Safety programs have been the partnership's major strategic focus. The OSC and the City of Ottawa work closely and collaboratively to identify road safety needs for elementary students and provide resources to meet these needs. Thanks to the City of Ottawa and the OSC, our children are safer and empowered to make safe pedestrian choices on their daily trips to and from school.



OSTA
Ottawa Student
Transportation
Authority



Special Thanks and Acknowledgements

Ontario Ministry of Transportation

Ottawa Police Services

Ottawa-Carleton District School Board

Ottawa Catholic School Board

EnviroCentre (Active & Safe Routes to School program)

Councillor Hubley and Councillor Wilkinson

Ontario School Crossing Programs Steering Committee

Ottawa Public Health

Nokia

General Dynamics

Kanata Honda

Abbott Point of Care





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sécurité
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Financial Statements

For the year ended December 31, 2017

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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, 2017, 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.

Ottawa Safety Council

Statement of Financial Position

December 31	2017	2016
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Assets

Current

Cash	\$ 109,966	\$ 72,840
Accounts receivable (Note 1)	238,906	248,630
Prepaid expenses	38,599	38,014
Inventory	843	22,343
	388,314	381,827

Capital assets (Note 2)

131,512	159,348
\$ 519,826	\$ 541,175

Liabilities and Net Assets

Current

Bank loan (Note 3)	\$ -	\$ 73,211
Accounts payable and accrued liabilities	131,039	112,602
Government remittances payable	24,328	40,982
Deferred revenue	9,467	-
Current portion of long-term debt (Note 4)	33,254	-
	198,088	226,795

Long-term debt (Note 4)

8,469	-
206,557	226,795

Net assets

Invested in capital assets (Note 5)	89,789	86,137
Internally restricted net assets (Note 6)	225,100	182,611
Unrestricted net assets (deficiency)	(1,620)	45,632
	313,269	314,380
	\$ 519,826	\$ 541,175

On behalf of the Board:



Carrie Roussin
Chair



Adrian Benjamin
Senior Vice-Chair

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Ottawa Safety Council Statement of Changes in Net Assets

For the year ended December 31, 2017

	Invested in Capital Assets	Internally Restricted Net Assets	Unrestricted Net Assets	2017 Total	2016 Total
Balance, beginning of year	\$ 86,137	\$ 182,611	\$ 45,632	\$ 314,380	\$ 318,292
Transfer for other internally imposed restrictions (Note 6)	-	44,389	(44,389)	-	-
Subtotal	86,137	227,000	1,243	314,380	318,292
Excess (deficiency) of revenue over expenses for the year	(35,045)	-	33,934	(1,111)	(3,912)
Investment in capital assets (Note 6)	7,209	(1,900)	(5,309)	-	-
Principal repayments of bank loan and term loan	31,488	-	(31,488)	-	-
Balance (deficiency), end of year	\$ 89,789	\$ 225,100	\$ (1,620)	\$ 313,269	\$ 314,380

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Ottawa Safety Council Statement of Operations

For the year ended December 31	2017	2016
Program revenue		
School Zone Safety Programs (Note 8)	\$ 2,497,752	\$ 2,336,528
Children's Safety Programs	5,125	35,015
Motorcycle Program	405,185	384,732
	<u>2,908,062</u>	<u>2,756,275</u>
Other revenue	<u>35,442</u>	<u>35,674</u>
Total revenue	<u>2,943,504</u>	<u>2,791,949</u>
Expenses		
Programs		
Manuals, supplies and equipment	73,676	75,414
Amortization of vehicles	18,475	42,624
Vehicle maintenance and fuel	19,794	14,538
Merchant fees	12,736	13,263
	<u>124,681</u>	<u>145,839</u>
Payroll and personnel		
Wages and benefits	2,419,345	2,282,124
Meals, travel and allowances	100,759	86,517
Contracting and other fees	9,582	10,223
Recruitment, retention and team building	61,163	32,146
	<u>2,590,849</u>	<u>2,411,010</u>
Facilities and overhead		
Rent and storage fees	62,069	65,284
Telephone and internet	7,744	9,621
Repairs and maintenance	112	9,603
Interest on bank loan and term loan	2,403	2,185
	<u>72,328</u>	<u>86,693</u>
General and administrative		
Professional fees, dues and memberships	44,525	34,207
Advertising and promotion	21,356	27,599
Board expenses	15,518	12,810
Insurance	43,487	45,004
Bank fees	3,679	3,014
Office supplies	11,622	15,111
Amortization of capital assets excluding vehicles	16,570	14,574
	<u>156,757</u>	<u>152,319</u>
Total expenses	<u>2,944,615</u>	<u>2,795,861</u>
Deficiency of revenue over expenses for the year	<u>\$ (1,111)</u>	<u>\$ (3,912)</u>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Ottawa Safety Council

Statement of Cash Flows

For the year ended December 31

2017

2016

Cash flows from (used in) operating activities

Deficiency of revenue over expenses for the year	\$ (1,111)	\$ (3,912)
Adjustment for		
Amortization of capital assets	<u>35,045</u>	<u>57,198</u>
	33,934	53,286
Changes in non-cash working capital items		
Accounts receivable	9,724	(229,144)
Prepaid expenses	(585)	4,215
Inventory	21,500	(17,258)
Accounts payable and accrued liabilities	18,437	30,659
Government remittances payable	(16,654)	5,200
Deferred revenue	<u>9,467</u>	<u>-</u>
	75,823	(153,042)

Cash flows from (used in) investing activities

Proceeds of redemption of short-term investments	-	31,842
Acquisition of capital assets	<u>(7,209)</u>	<u>(133,018)</u>
	(7,209)	(101,176)

Cash flows from (used in) financing activities

Proceeds from bank loan	-	93,000
Principal repayments of bank loan and term loan	<u>(31,488)</u>	<u>(19,789)</u>
	(31,488)	73,211

Increase (decrease) in cash during the year **37,126** **(181,007)**

Cash, beginning of year **72,840** **253,847**

Cash, end of year **\$ 109,966** **\$ 72,840**

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Ottawa Safety Council

Summary of Significant Accounting Policies

December 31, 2017

Nature of Organization	The Ottawa Safety Council (the "organization") was issued Letters Patent as a not-for-profit organization under the Corporations Act of Ontario. The organization's mission is to advocate and deliver high quality risk reduction and injury prevention programs for the Ottawa community at large. 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.
Basis of Presentation	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.
Financial Statements	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.
Use of Estimates	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. 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.
Financial Instruments	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. <u>Measurement of financial instruments</u> The organization initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions, if any. 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.

Ottawa Safety Council

Summary of Significant Accounting Policies

December 31, 2017

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 accounts payable and accrued liabilities, and long-term debt.

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 consists of student manuals to support the organization's Motorcycle Program. Inventory is carried at the lesser of cost and 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, 2017

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. 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 for other functions. Indirect expenses are not allocated among functions.

Ottawa Safety Council

Notes to Financial Statements

December 31, 2017

1. Accounts Receivable

Accounts receivable are comprised of:

	2017	2016
City of Ottawa	\$ 207,207	\$ 199,868
Other accounts	23,143	43,480
Government remittances receivable	8,556	5,282
	\$ 238,906	\$ 248,630

2. Capital Assets

	2017				2016
	Cost	Accumulated Amortization	Net Book Value		Net Book Value
Vehicles	\$ 256,612	\$ 235,419	\$ 21,193	\$	32,044
Office furniture and equipment	67,077	61,576	5,501		6,675
Computer hardware and software	52,169	31,997	20,172		25,825
Leasehold improvements	101,511	16,865	84,646		94,804
	\$ 477,369	\$ 345,857	\$ 131,512	\$	159,348

3. Credit Facilities

As at December 31, 2017 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, 2017, the organization had the full balance available to draw under this credit facility.

The organization's bank loan payable as at December 31, 2016 in the amount of \$73,211 represented the balance of a construction loan for leasehold improvements to its premises in the amount of \$93,000. The construction loan beared interest at 3.55% and was repayable in blended monthly installments of \$2,727, with the balance payable on its maturity date of April 2017. This facility was renewed at maturity in the amount of \$63,101 and converted to the term loan set out in Note 4 to these financial statements.

Ottawa Safety Council

Notes to Financial Statements

December 31, 2017

3. Credit Facilities (continued)

The organization also has available a VISA credit card account limit of \$30,000 from the same chartered bank as the previously described facilities.

Any advances and borrowings from the chartered bank, including the term loan set out in Note 4 to these financial statements, are secured by a general security agreement consisting of first ranking interest in all personal property of the organization.

4. Long-Term Debt

	2017	2016
Term loan, bearing interest at 4.23%, repayable in blended monthly installments of \$2,864, due in April 2019	\$ 41,723	\$ -
Less: Portion due within one year	33,254	-
	<u>\$ 8,469</u>	<u>\$ -</u>

Principal repayments required over the next two years are as follows:

2018	\$ 33,254
2019	8,469
	<u>\$ 41,723</u>

5. 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:

	2017	2016
Capital assets - net book value (Note 2)	\$ 131,512	\$ 159,348
Less: Bank loan (Note 3)	-	(73,211)
Long-term debt (Note 4)	(41,723)	-
	<u>\$ 89,789</u>	<u>\$ 86,137</u>

Ottawa Safety Council

Notes to Financial Statements

December 31, 2017

6. Internally Restricted Net Assets

During the 2017 fiscal year, the organization's Board of Directors reviewed the internally restricted net assets policy and approved changes. A summary of the changes follows.

- The Motorcycle Fund was decreased by \$25,611 to \$46,000.
- The Work Stoppage Fund with a balance of \$111,000 was transferred to the Operating Reserve and closed.
- The Operating Reserve was created with a transfer of \$111,000 from the Work Stoppage Fund and \$35,000 from Unrestricted Net Assets.
- The Strategic Development Reserve was created with a transfer of \$35,000 from Unrestricted Net Assets.

Also, during the 2017 fiscal year an amount of \$1,900 has been transferred from the Motorcycle Fund as a result of the purchase and replacement of motorcycles during the year.

The balance and purpose of the internally restricted net assets at the end of the fiscal year of \$225,100 (2016 - \$182,611) are as follows:

- \$44,100 (2016 - \$71,611) allocated to the Motorcycle Fund, which is available for the purchase and replacement of motorcycles;
- \$nil (2016 - \$111,000) allocated to the Work Stoppage Fund to provide for the funding of operations in the event of conflicts that may impact City of Ottawa servicing;
- \$146,000 (2016 - \$nil) allocated to the Operating Reserve to provide temporary sustained funding and time to deal with major events; and
- the remaining \$35,000 (2016 - \$nil) allocated to the Strategic Development Reserve to allow for expansion, general marketing awareness as set out in the organization's strategic direction and plan, when needed, and R&D for new program development.

These internally restricted net assets 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, 2017

7. 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 commenced on March 1, 2016 and ends on February 28, 2026.

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

2018	\$ 69,569
2019	73,940
2020	74,525
2021	79,707
2022	80,743
Thereafter	<u>255,686</u>
	<u>\$ 634,170</u>

The organization has a right to terminate the lease agreement should the contract described in Note 8 be ended between the organization and the City of Ottawa. If the organization elects to exercise its right to terminate its lease, the agreement sets out the following schedule of repayments which represents the termination amounts payable as at February 28 or 29 of the applicable lease year.

2018	\$ 69,068
2019	61,324
2020	51,257
2021	41,853
2022	32,166
2023	22,932
2024	14,087
2025	5,959

8. 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 \$2,497,752 (2016 - \$2,336,528). The initial term of the agreement expired and was renewed for a period of two years commencing July 1, 2017 and ending July 1, 2019, with the option of renewing the agreement for an additional two-year term.

Ottawa Safety Council

Notes to Financial Statements

December 31, 2017

9. 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, 2017.

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 its financial liabilities, and commitments and contingencies. The organization is exposed to this risk mainly in respect of its accounts payable and accrued liabilities, government remittances payable, long-term debt, and commitments and contingencies.

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. Although not considered a significant risk, credit risk also exists in relation to the organization's cash balances.

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.

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The organization's revenue and expenses as well as its financial instruments are substantially all in Canadian currency. Consequently, the organization is not significantly exposed to foreign exchange fluctuations.

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 long-term debt set out in Note 4 to these financial statements.

Ottawa Safety Council

Notes to Financial Statements

December 31, 2017

9. **Financial Instrument Risks and Concentrations** (continued)

Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The organization is not exposed to significant other price risk since its financial instruments are not traded in the market.

Changes in risks

There have been no significant changes in the organization's financial instruments risk exposures during the year ended December 31, 2017.

10. **Subsequent Event**

In January 2018 Community Road Safety Toronto was incorporated under the Canada Not-for-profit Corporations Act. The Ottawa Safety Council is the sole member and would therefore control this new organization. The purpose of this new organization is to deliver best-in-class road safe services, education, training and awareness throughout the Greater Toronto Area. Active operations are yet to commence.

Ottawa Safety Council

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