



ottawa  
safety  
council | conseil de  
sécurité  
d'ottawa



ANNUAL  
REPORT | **2018**



**PLANNING  
AND GROWTH**



## Our Vision

Guiding communities towards safe roads, no matter how travelled.

## Our Mission

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

## Our Values

1. Integrity, honesty and professionalism
2. Sustainable programs and organizational goals that promote wellness and safety.
3. Road safety through prevention and education
4. Collaboration and empowerment through community engagement

## Who We Serve

The OSC provides road safe services, education, training and awareness to all members of our community.

# Strategic Plan:

2018-2021

### Goal 1:

**Deliver all program offerings at a high-level of quality that ensures the highest level of customer satisfaction.**

The organization will seek ways to improve its programs to ensure delivery at an "A-level" that highlights improving customer experiences and satisfaction. We will judge a programs quality based on its financial sustainability, optimal operational efficiency and content/delivery strength.

#### Strategies:

- a) Quality – Conduct annual detailed assessments of each program highlighting areas of strength and weakness, and barriers preventing the program from operating at "A-level". Prepare a detailed plan highlighting key initiatives required to bring programs to an "A-level".
- b) Customer Satisfaction – Collect customer satisfaction data for each program, identify issues and implement actions to resolve.
- c) Best practices – Develop a process to gather stats that can establish program baselines and can be shared with the community at-large.

### Goal 2:

**Focus and grow program offerings in the Ottawa region.**

The OSC delivers a core set of programs focused on road safety that are unique and differentiated. Many of the current programs offer potential for expansion within the Ottawa region. Where it makes sense, the OSC will focus on growing and expanding its program offerings in the Ottawa region.

#### Strategies:

- a) Develop a three-year roadmap for each current program, showing what we would like each program to look like in 3 years, the intermediate steps to get there, marketing plans and the resources needed to get there.
- b) Identify new opportunities that align with current trends in road safety in areas that are not effectively delivered by others.
- c) Develop benchmarks to establish what programs we do best and how they may compare to others providing similar services.
- d) Implement a process for assessing new opportunities and program offerings.

### **Goal 3: Seek opportunities outside the Ottawa region where the OSC can add value and the associated risks can be well managed.**

The OSC has received interest in its programs and delivery model from communities outside the Ottawa region. The OSC will keep scanning the environment for communities that may benefit from OSC's services and assess those opportunities when they arise.

#### **Strategies:**

- a) Conduct a gap analysis of program offerings that match OSC's current services in major communities within 450km of Ottawa.
- b) Develop an expansion plan roadmap highlighting target communities that could benefit from OSC's programs and services.
- c) Grow programs in at least 2 other communities within 450km of Ottawa. Any expansion to include a fully developed plan that adequately manages OSC's risks

### **Goal 4: Become a trusted advisor on road safe services, education, training and awareness in the communities we serve.**

Building on the strength of its programs, the OSC has the opportunity to engage communities and organizations on road safety initiatives through advocacy and influence. The organization will work to become a trusted advisor to stakeholders and other community leaders related to road safe topics.

#### **Strategies:**

- a) Develop and maintain a stakeholder management plan, with the objective of strengthening partnerships with existing stakeholders and fostering relations with Influencers.
- b) Secure at least three speaking engagements per year to position OSC as leading voice on road safety.
- c) Enhance our social media content and presence to reach and expand audience. Measure and track reach and expansion on a monthly basis.
- d) Develop research-based value-add content (i.e., white papers) on community road safety topics that bring relevant information to stakeholders and the community. Publish at least one white paper per year.

### **Goal 5: Strengthen OSC's financial and economic sustainability.**

The OSC's current cash position imposes limitation on its program deliver and potential expansion and, ultimately, its ability to deliver on its mission to the fullest. The OSC will build its cash reserves in order to provide the organization with better financial stability and allow flexibility of choice in program offerings in the years to come.

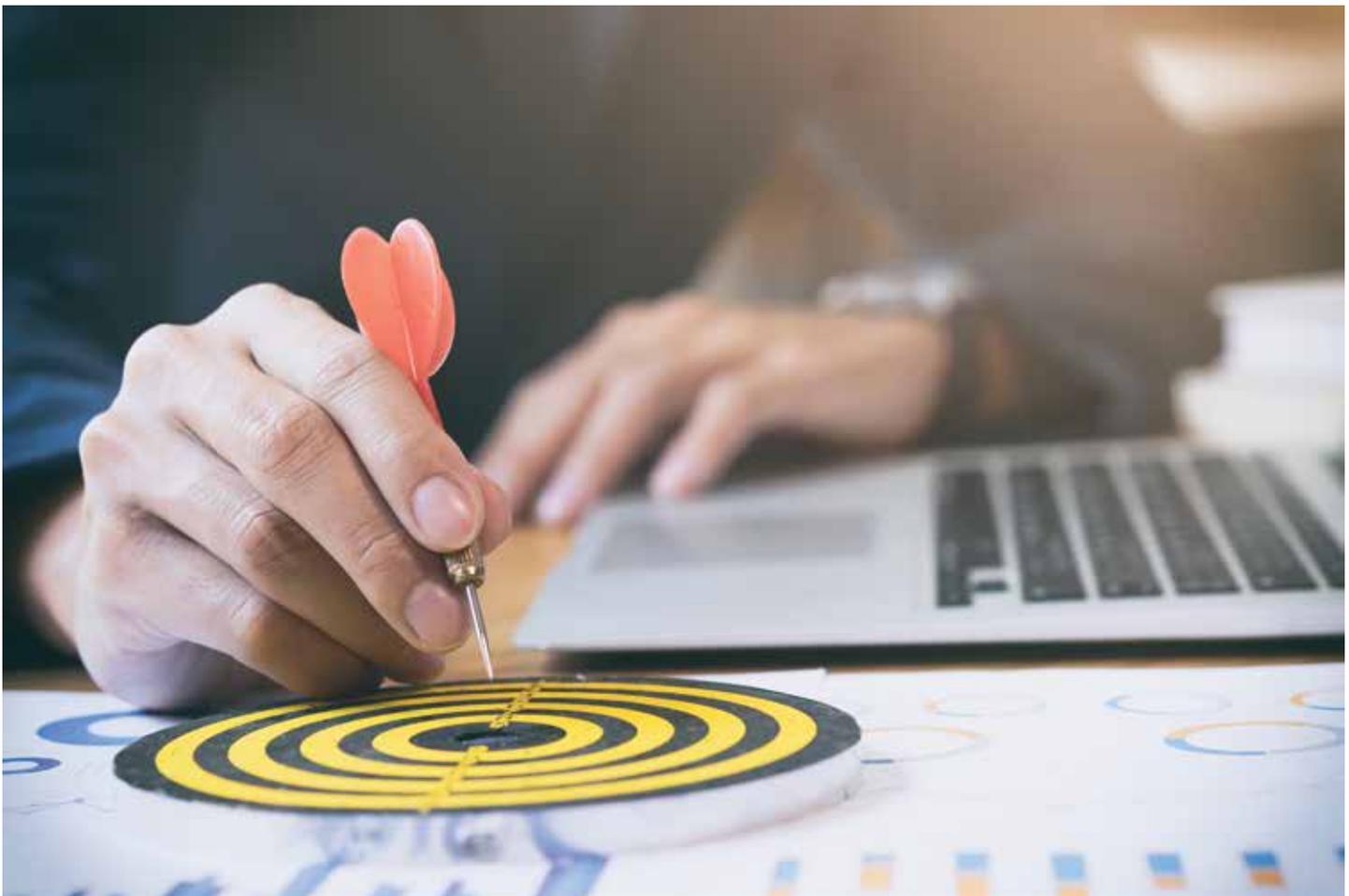
#### **Strategies:**

- a) Build the OSC's cash reserves to six months of operating expenses (\$500,000).  
Develop new sources of revenue through sponsorship and fundraising. Target a steady rate of \$200,000 within 3 years.  
Ensure each program is financially stable within 3 years.
- b) Implement and maintain an active corporate risk management process with semi-annual updates.

# 2019 OPERATIONAL GOALS

Adult Crossing Guard (ACG)	Target	Program Goals
Hole Rate	0.16%	<ul style="list-style-type: none"> <li>Execute contract amendment for 2019-2021</li> </ul>
Scheduled Shifts	84,392	<ul style="list-style-type: none"> <li>Identify and implement further operational processes and systems to increase overall quality of program delivery .</li> <li>Conduct a gap analysis of program offerings that match current services in communities within 450km of Ottawa for benchmarking purposes</li> <li>Develop an expansion plan roadmap highlighting target communities that could benefit from our ACG program</li> </ul>
Satisfaction Survey	90%	<ul style="list-style-type: none"> <li>Execute contract amendment for 2019-2021</li> </ul>
Walking School Bus (WSB)		
Participation Rate	75%	<ul style="list-style-type: none"> <li>Conduct thorough operational review to identify gaps for improvement to processes</li> <li>Develop a collaborative strategy to promote to schools with an active route with goal of increasing participation through awareness</li> </ul>
Average monthly of walkers	122	
Walksafe		
# of Presentation Days	250	<ul style="list-style-type: none"> <li>Upgrade internal systems and processes to manage program and contact management</li> <li>Research similar programs in other communities and establish best practices where feasible</li> <li>Create and maintain an outreach strategy to schools</li> </ul>
# of Students reached	25,000	
Cycle Safe		
# of Bike Rodeos	45	<ul style="list-style-type: none"> <li>Research similar programs in other communities and establish best practices to incorporate where feasible</li> <li>Leverage growing network of schools</li> </ul>
# of children educated	2340	

Motorcycle Training Program (MTP)	Target	Program Goals
M1X - # of students	790	<ul style="list-style-type: none"> <li>Recruit, onboard and train 10 new instructors for GU</li> <li>Update and implement a fleet management framework</li> </ul>
M2X	95	
ERC	70	
BestFit Car Seat		
# of Clinics	72	<ul style="list-style-type: none"> <li>Focus on building a system for outreach to secure demand and book weekly clinics</li> <li>Create and execute a city-wide car seat awareness program through outreach and social media</li> </ul>
# of Clinic Installs	756	
# of Home Installations	12	



# PLANNING AND GROWTH



Dear Fellow Members,

The 2018 fiscal year proved to be another great year filled with opportunity, growth and continuous improvement at the Ottawa Safety Council. It was the first full year under the organization's new CEO, Shari Black. Shari very effectively transitioned into her new role and guided the organization with a steady hand. She has brought passion and dedication to the role, has very effectively pursued the organization's mandate, and has raised the OSC's profile both in the Ottawa region and across Ontario. Whether the School Zone Safety Programs, our signature Motorcycle Training Program or the BestFit program, Shari and the OSC's dedicated staff of employees and volunteers are delivering each at the highest level.

We welcomed six very talented Board members throughout the course of 2018. Along with the returning members, the Board placed a high priority on developing the organization's long-term strategy. In early 2018, the Board reset the OSC's Vision and Mission statements to better reflect and capture the work that the organization is doing. They clearly reflect the focus on road safety in our community and the means by which we will deliver this.

Armed with our new Vision and Mission statements, the Board formulated a 3-year Strategic Plan, covering 2018-2021, to take the organization into the future.

When taken together, we believe the OSC has the opportunity to build on the great work it currently does, and extend its reach to the benefit of communities in the Ottawa region and across the province, and ultimately contribute to our Vision of safer roads no matter how travelled.

We modernized the OSC's by-laws and approved them at the 2018 Annual General Meeting. Following the Members' special resolution, chief amongst the Board's accomplishments has been moving the OSC under the Canada Not-for-Profit Act and eliminating its historical geographic restriction to operate solely in the Ottawa-Carleton Region. As the OSC continues to deliver its many programs, it will be able to consider expanding its operations and offer its expertise to other communities when and where it makes sense to do so, in line with the goals in our strategic plan. We implemented a structured assessment tool that we are now using to carefully evaluate all new opportunities, and to ensure that any new work undertaken will not pose risks to our existing programs.

It has been an honour to serve as Board Chair this past year and to have the opportunity to contribute the ensuring the safety of fellow members of our community. I very much look forward to continuing to serve as Board Chair, and with the incoming Board, execute on our strategic plan and guide the OSC to delivering best-in-class road safe services.

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 are keeping our communities safe!

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Jk' or similar initials, written in a cursive style.

**Ziyad Rahme**, CHAIR

Dear Fellow OSC Members;

A reflection on 2018 must begin with a sincere thank you to our volunteer motorcycle instructors, the BestFit car seat technicians, our CycleSafe and WalkSafe presenters, our many Crossing Guards and our community partners. These dedicated ambassadors breathe life into our programs and help support road safety in our community. I am especially grateful to the OSC office team from whom I have learned so much and who continue to greet each day with a smile and bring their ingenuity and passion to the job every single day.

On behalf of our team, we thank our Board of Directors for their time, their commitment to the OSC and their support of this CEO. The OSC will benefit for years to come from the Boards commitment and dedication to developing its Strategic Plan.



What a pleasure to reflect and review on this first full year as CEO of the Ottawa Safety Council. One word to describe the year is transition. The year of transition includes but isn't limited to:

- adjusting to a smaller team of MTP instructors while the new Coordinator initiated and supported the season,
- creating new or fine-tuning existing operational processes such as an incident reporting matrix and risk assessment matrix,
- successfully launching Crossing Guard Appreciation Day with a Mayoral Proclamation,
- the growth and transition of the ACG program by 16% to a total of 224 intersections,
- doubling the number of Walk Safe presentations,
- increasing bike rodeo delivery despite the loss of funding,
- realizing a financial surplus that will help to fuel our reserves for the future,
- developing a rigorous annual operational plan aligned with the implementation of the 3-year plan, and approval of continuation allowing the OSC to deliver programming in communities outside of Ottawa.

The alignment of our Strategic Plan with our Mission and Vision provides focus for the operations of the OSC to reach program milestones. The goals of the Strategic Plan are linked to every key aspect of the Operational Plan. The vision that it supports, the goals within it, and most importantly the people behind our efforts are the reasons why I am proud to have the opportunity to be a part of this organization.

In this year of transition, our impact has been positive to the bottom line, our strategic goals and our community at large. The growth and delivery of our programs and positive stakeholder relations are helping to literally extend road safety within our community.

In 2019, we look forward to extending the ACG contract with the City of Ottawa for another 2 years, onboarding new instructors within the Gearing Up Program, launching our partnership with the Ottawa Police Services 529 Garage initiative and continuing to build best practices within all our programs.

There is no doubt that there will be continued transition. Change is inevitable. However, with this Board and our terrific team I look forward with optimism, enthusiasm and energy.

A handwritten signature in black ink that reads "Shari Black".

**Shari Black**, CEO

# BOARD OF DIRECTORS

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**Ziyad Rahme**

Chair

**Adrian Benjamin**

Sr. Vice Chair

**Trevor Stewart**

Vice Chair

**Shaun Jaberolansar**

Treasurer

**Mimi Moore**

Secretary

**Alfred Coates**

Director

**Alyson Gaffney**

Director

**Greg Kostiuk**

Director

**Lauren Marcotte**

Director

# OSC STAFF

---

**Shari Black**

CEO

**Sherry Cashman**

Finance Coordinator

**Erin Welch**

HR and Finance Coordinator

**Lisa Millar**

Controller

**Anamika Nandy**

Marketing Specialist

**Kelly Banks**

Manager, School Zone Safety

**Kristen Guptill**

BestFit Coordinator

**Kim Iverson**

MTP Coordinator

**Virginia Quinn**

ACG Coordinator

**Rodd Heino**

CycleSafe / WalkSafe Coordinator

**Jessica Sheridan**

(Term)Manager, School Zone Safety

**Ashley Burns**

Program Assistant



**Ottawa Safety Council**

613-238-1513

[www.ottawasafetycouncil.ca](http://www.ottawasafetycouncil.ca)

 @ottawasafetycouncil,

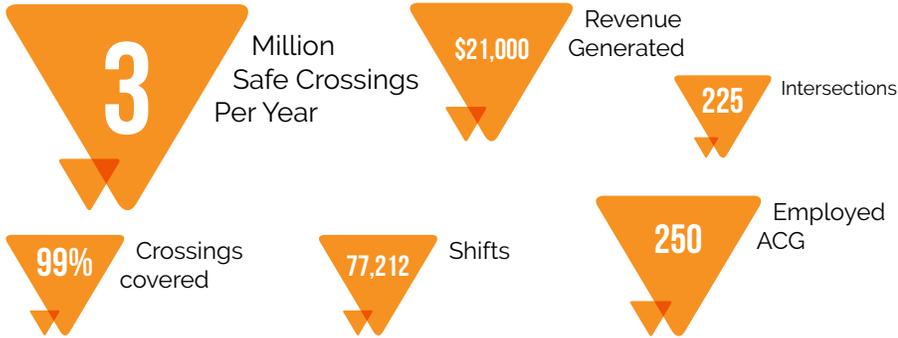
 @safetyottawa

 @ottawasafetycouncil

# SAFETY BY THE NUMBERS

## SCHOOL ZONE SAFETY

### ADULT CROSSING GUARD



### WALKING SCHOOL BUS



### WALKSAFE

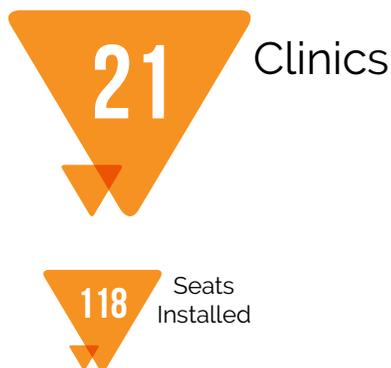


### CYCLESAFE

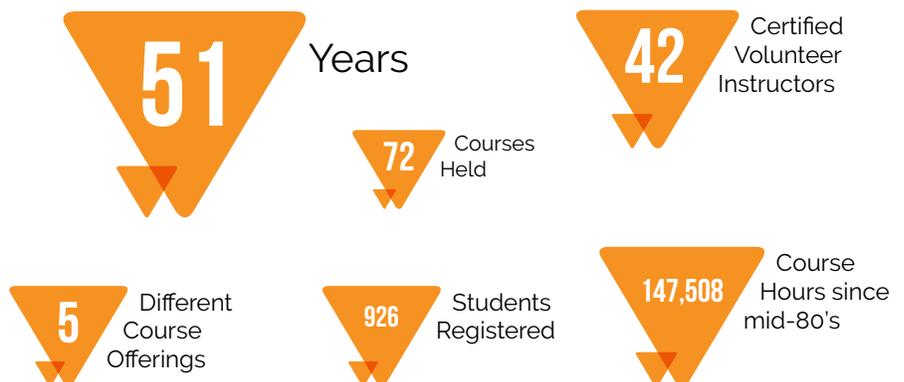


## ROAD SAFETY

### BESTFIT



### MOTORCYCLE TRAINING PROGRAM



# SCHOOL ZONE SAFETY



## Adult Crossing Guard (ACG)

### Key Strategic Accomplishments

The major focus of the ACG program in 2018 was to appreciate the dedicated employees that cross Ottawa's children daily in all weather and traffic conditions. The first ever Adult Crossing Guard Appreciation day was held on May 18th at Roch Carrier Public School in Kanata South to coincide with National Road Safety Week. It was a perfect sunny day for the event that was attended by many important school zone safety partners, Councillor Hubley, Councillor Qadri and the Mayor of Ottawa, Jim Watson, who made an official proclamation of Ottawa's first ever Crossing Guard Appreciation Day. We gained 9 new intersections in the 2017/18 school year, and another 9 in September 2018, as well as funding for an additional Team Lead (five in total).

Students presented Guards in attendance with thank you cards and Dennis Bresee, the winner of the Ottawa's Favourite Crossing Guard contest, was awarded the Marie Armstrong Crossing Guard Award plaque. A special thanks to Councillor Hubley and his staff for helping set up the mayoral proclamation. The 2019 proclamation event is gearing up to be even bigger and better and will be an annual focus moving forward.

The OSC also implemented a School Zone Safety Employee of the Month Award, which gave students, parents, and co-workers the opportunity to nominate their crossing guard through an online survey. Employee of the Month was ultimately determined based on the survey results, attendance and employees' commitment to the organization.



The OSC continued to focus on expanding our network across the province and establishing our reputation as a trusted and experienced advisor with respect to administering school zone safety programs. The Ontario School Crossing Programs Steering Committee formalized its mandate and the OSC is an active participant.

With strategic plans for growth on the horizon, the OSC's ACG program was examined closely from a financial, operational and staffing perspective to determine its capacity and the resources needed for possible expansion of the delivery of ACG services into other communities.

# Walking School Bus

It was a big year in student travel planning, with the Government of Ontario pledging \$3M in grants in 2017 to support active transportation in Ontario schools over the next three years. Green Communities Canada is administering the grant process and awarded \$1M to various communities in 2018. OSTA and the City of Ottawa partnered to submit a successful application and the OSC was brought in to assist.

The new initiative involves piloting the addition of screened and trained volunteer walking school bus leaders to existing routes. With funding for the WSB limited to providing a handful of schools with services at any given time, the aim of the pilot is to test the potential success of transitioning well established walking school bus routes over to the local community to manage with the use of volunteer leaders. The OSC would be in charge of assisting with the administration of volunteer routes - scheduling, equipping, training, coordinating and recognizing the volunteer Leaders.

Additionally, in September 2018 we launched our second double WSB route with Half Moon Bay and St. Benedict partnering to stretch funding and make the Walking School Bus accessible to more students. So far we have had strong participation and the schools are big supporters of WSB!



## WSB Junior Leader Program

Not only do Junior Leaders help with safety and provide extra eyes and ears on the walking school, they also promote safe and active transportation in their schools! Here are some Junior Leaders from Connaught PS and Convent Glen PS who tracked the steps of the WSB to show their classmates how far they walked. Junior Leaders who show dedication and commitment are awarded for their hard work with a trip to Arbraska Laflèche Aerial Park each June.



# WalkSafe

Early in 2018, the revamped content that had been developed the previous year was piloted and launched to rave reviews!

New elements to make the program more experiential were added. These included a 12 foot by 5-foot rollout zebra crosswalk, life-size traffic and pedestrian lights, a traffic soundtrack of important noises students need to look out for when walking, role-play scenarios to be acted out on the crosswalk demonstrating dangerous and safe behaviors and puzzle activities to highlight how distraction interferes with concentration.

The Grade 5/6 presentations were completely overhauled from one 30 minute session, to 2 one-hour sessions for data collection outside at an intersection and then data review back in the classroom around things such as stopping distance, observed pedestrian and motorist behaviors and the dangers of distraction.

Teachers felt that the new material met curriculum expectations, was age appropriate and engaging for students and the props/visual aids (i.e., Field Guide and speed detector) were excellent learning tools. Below are some of the comments that we received from the school faculty:

**"This is really eye-opening to see just how far it takes a vehicle to stop. Can you imagine if the vehicle was going much faster than 50 km?"**

**"The students seem really excited about the data collection, they are really into it."**

**"It was fabulous. The students really had a good look at the reality of hazards and what the need to make sure to be aware of as pedestrians."**

Students were very excited about the data collection portion using the speed detectors. Back in the classroom, students were engaged with the presenter and manipulating the data. They were quite impressed when they came to the conclusion that a vehicle going 50km/hour would travel the whole length of the gym before coming to a complete stop.

The new programming has now replaced the old and is being delivered regularly in both French and English schools across the City.



# CycleSafe

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2018 brought some challenges to the Cycle Safe program with the loss of our regular funding source from the previous years. The program is in great demand and we did not want to interrupt this momentum so we continued to deliver the program using reserve fund monies while we re-grouped and developed a new sponsorship funding model.

Despite this setback, we still delivered 48 bike rodeos to 2500 youth in Ottawa, with a noticeable increase in the number of community based rodeos outside of the schools and developed a third French rodeo kit and hiring of 2 bilingual staff, allowing us to offer the program for the first time ever in the French schools.

With funding from the Ministry of Transportation's Road Safety Challenge Grant, the program was able to purchase a new Bike Rodeo kit, print stickers, and waterless tattoos, an additional bike rodeo flag, and print promotional material. We also strengthened and developed new connections with the City of Ottawa to cross-promote cycling programs and share messages.

The new sponsorship model developed focuses on securing philanthropic partnerships with corporate and business entities in the Ottawa area to continue to deliver school and community-based programs, as well as working to establish ourselves more prominently within Ottawa's very active cycling community. 2019 will see the fruition of this groundwork as we implement a sponsorship strategy that will build our sponsor network and establish an ongoing stewardship strategy and see the development of the strong case for support/sponsor proposal to attract high-level sponsors. Other strategies include plans to pilot combination Bike Rodeo/Car Seat clinic events, as well as launch a fee for service type "birthday party" bike rodeo for smaller private groups.



# ROAD SAFETY

## BESTFIT



### Key Strategic Accomplishments

BestFit slowed down considerably during the majority of 2018 with a focus on recruiting and hiring a Program Coordinator who would take the lead on building awareness for the program. The vacancy of the position through the spring and summer saw significant continued demand for car seat installation support and services, resulting in a weekly car seat clinic at 301 Moodie Drive simply to meet regular demand. The highlight of 2018 was the hiring of a new Full-Time BestFit Coordinator! In September we welcomed Kristen Guptill to the OSC Team and she hit the ground running!

From September to December, The BestFit Team grew to a team of 6 certified Child Passenger Safety Technicians, including one certified Instructor. Three indoor clinic locations were secured across the city in the communities of Stittsville, Barrhaven, and Vars. We partnered with Ottawa Fire Services as well as Dilawri Barrhaven to make this happen.

Barbara Baines, an expert in the car seat safety community has agreed to act as a mentor to Kristen and assist in any way she can. Barb has been a great resource for the development of the program!

We are in the process of recruiting 2 new technicians to add to our BestFit Team. The program changed the name of the Do-It-For-Me service, to Home Installations, to more accurately describe the service, and as a result, we have seen the use of this service increase significantly. To accommodate the increase in demand, significant improvements to our website have been made. The registration is much more robust and user-friendly, and clients can now register for a Home Installation online.

Myers Orleans came on board, which provided us with a much better location in the East End of Ottawa. Clinics have been filling up regularly every Saturday in both Barrhaven and Orleans.

We have visited several Early ON Playgroups, hosted by Community Resource Centres across Ottawa to provide parents and caregivers with general information on car seat safety and to promote the BestFit Program. In doing so, we are reaching families with various socio-economic backgrounds, as these centers act as an excellent community hub and provide services to a wide range of people and families. Our goal is to attend 2-3 playgroups a month.



# Motorcycle Training Program

## Key Strategic Accomplishments

### 2018 was a fantastic year.

The two chiefs, program leads and the entire instructor volunteer base were truly amazing. Forty-one passionate volunteer instructors share their time and experience every weekend to ensure the students receive the best road safety training. Once the spring comes, the instructors all return to the OSC and the MTP begins once again like clockwork.

- ◆ We had new program leads who stepped up to take on new positions.
- ◆ Gearing Up 2 full Womens Courses-Fully Booked
- ◆ 3 Full Experienced Rider Courses – Fully Booked
- ◆ 5 Gearing Up Introduction Courses
- ◆ M2X West and East were full with 31 Courses –Fully Booked
- ◆ M2X Preparation Courses were offered for every M2X Course – Fully booked
- ◆ 72 Total Courses were offered
- ◆ 926 Students signed for the course

	2015		2016		2017		2018	
	# 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	779	22	768	20	802	19	714
Intro to Gearing Up	4	64	3	44	9	104	5	53
M2 Exit	30	122	33	129	25	114	27	104
M2 Exit Prep	13	26	4	20	5	10	18	15
Experienced Rider Course	11	160	8	118	8	114	3	40
<b>Totals</b>	<b>80</b>	<b>1151</b>	<b>70</b>	<b>1079</b>	<b>67</b>	<b>1144</b>	<b>72</b>	<b>926</b>



# PARTNERSHIP AND ACKNOWLEDGEMENTS



## Special thanks to the Marie Armstrong family

The Marie Armstrong family generously sponsors the cash prize for Ottawa's Favorite Crossing Guard of the year

				
				
				
			<div data-bbox="927 1430 1159 1541" style="border: 1px solid black; padding: 5px; text-align: center;"> <p>Ottawa School Crossing Programs Steering Committee</p> </div>	

# FINANCIAL STATEMENTS



## Independent Auditor's Report

To the Members of the Ottawa Safety Council  
Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of the Ottawa Safety Council (the "organization"), which comprise the statement of financial position as at December 31, 2018, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies. In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2018, and its results of operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the organization's financial reporting process.

## Independent Auditor's Report (continued)

### Auditor's Responsibilities for the Audit of the Financial Statements.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

- ◆ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ◆ Obtain an understanding of internal control relevant to the audit 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 organization's internal control.
- ◆ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ◆ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### 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 basis consistent with that of the preceding year.

*Baker Tilly Ottawa LLP*

Chartered Professional Accountants, Licensed Public Accountants  
May 2, 2019  
Ottawa, Ontario

# FINANCIAL STATEMENT

## Statement of Financial Position

December 31	2018	2017
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 239,803	\$ 109,966
Accounts receivable (Note 1)	247,386	238,906
Prepaid expenses	39,664	39,442
	<b>526,853</b>	<b>388,314</b>
<b>Capital assets (Note 2)</b>	<b>100,093</b>	<b>131,512</b>
	<b>\$ 626,946</b>	<b>\$ 519,826</b>
<b>Liabilities and Net Assets</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	115,043	131,039
Government remittances payable	29,553	24,328
Deferred revenue	1,339	9,467
Current portion of long-term debt (Note 4)	8,473	33,254
	<b>154,408</b>	<b>198,088</b>
<b>Long-term debt (Note 4)</b>	<b>-</b>	<b>8,469</b>
	<b>154,408</b>	<b>206,557</b>
<b>Net assets</b>		
Invested in capital assets (Note 5)	91,620	89,789
Internally restricted net assets (Note 6)	218,913	225,100
Unrestricted net assets (deficiency)	162,005	(1,620)
	<b>472,538</b>	<b>313,269</b>
	<b>\$ 626,946</b>	<b>\$ 519,826</b>

On behalf of the Board:

	Invested in Capital Assets	Internally Restricted Net Assets	Unrestricted Net Assets	2018 Total	2017 Total
Ziyad Rahme Chair					
Adrian Benjamin Senior Vice-Chair					
<b>Balance (deficiency), beginning of year</b>	\$ 89,789	\$ 225,100	\$ (1,620)	\$ 313,269	\$ 314,380
<b>Excess (deficiency) of revenue over expenses for the year</b>	(39,250)	-	198,519	159,269	(1,111)
<b>Investment in capital assets (Note 6)</b>	7,831	(6,187)	(1,644)	-	-
<b>Principal repayments of term loan</b>	33,250	-	(33,250)	-	-
<b>Balance, end of year</b>	\$ 91,620	\$ 218,913	\$ 162,005	\$ 472,538	\$ 313,269

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

# FINANCIAL STATEMENT

## Statement of Operations

For the year ended December 31	2018	2017
<b>Program revenue</b>		
School Zone Safety Programs (Note 8)	\$ 2,697,159	\$ 2,497,752
Children's Safety Programs	-	5,125
Motorcycle Program	355,222	405,185
	<b>3,052,381</b>	2,908,062
<b>Other revenue</b>	<b>31,508</b>	35,442
<b>Total revenue</b>	<b>3,083,889</b>	2,943,504
<b>Expenses</b>		
Programs		
Manuals, supplies and equipment	58,896	73,676
Amortization of vehicles	9,853	18,475
Vehicle maintenance and fuel	11,136	19,794
Merchant fees	8,881	12,736
	<b>88,766</b>	124,681
Payroll and personnel		
Wages and benefits	2,427,754	2,419,345
Meals, travel and allowances	85,630	100,759
Contracting and other fees	5,310	9,582
Recruitment, retention and team building	29,897	61,163
	<b>2,548,591</b>	2,590,849
Facilities and overhead		
Rent and storage fees	67,940	62,069
Telephone and internet	7,522	7,744
Interest on bank loan and term loan	910	2,403
	<b>76,372</b>	72,216
General and administrative		
Professional fees, dues and memberships	69,159	44,525
Advertising and promotion	39,226	21,356
Board expenses	14,237	15,518
Insurance	43,892	43,487
Bank fees	2,515	3,679
Office supplies	12,465	11,734
Amortization of capital assets excluding vehicles	17,240	16,570
Loss on disposal of capital assets excluding vehicles (Note 2)	12,157	-
	<b>210,891</b>	156,869
<b>Total expenses</b>	<b>2,924,620</b>	2,944,615
<b>Excess (deficiency) of revenue over expenses for the year</b>	<b>\$ 159,269</b>	\$ (1,111)

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

# FINANCIAL STATEMENT

## Statement of Cash Flows

For the year ended December 31	2018	2017
<b>Cash flows from (used in) operating activities</b>		
Excess (deficiency) of revenue over expenses for the year	\$ 159,269	\$ (1,111)
Adjustment for		
Amortization of capital assets	27,093	35,045
Loss on disposal of capital assets (Note 2)	12,157	-
	<u>198,519</u>	<u>33,934</u>
Changes in non-cash working capital items		
Accounts receivable	(8,480)	9,724
Prepaid expenses	(222)	20,915
Accounts payable and accrued liabilities	(15,996)	18,437
Government remittances payable	5,225	(16,654)
Deferred revenue	(8,128)	9,467
	<u>170,918</u>	<u>75,823</u>
<b>Cash flows from (used in) investing activities</b>		
Acquisition of capital assets	<u>(7,831)</u>	<u>(7,209)</u>
<b>Cash flows from (used in) financing activities</b>		
Principal repayments of bank loan and term loan	<u>(33,250)</u>	<u>(31,488)</u>
<b>Increase in cash during the year</b>	<b>129,837</b>	<b>37,126</b>
<b>Cash, beginning of year</b>	<b>109,966</b>	<b>72,840</b>
<b>Cash, end of year</b>	<b>\$ 239,803</b>	<b>\$ 109,966</b>

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



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