



ottawa  
safety  
council | conseil de  
sécurité  
d'ottawa



# ANNUAL REPORT **2019**

# CONTENTS

---

Letter from the Chair	3
Letter from the CEO	4
The Work We Do	5
Adult Crossing Guard (ACG)	6
CycleSafe	9
BestFit Annual Report 2019	10
Motorcycle Training Program	12
Walking School Bus	14
Financials	15





# LETTER FROM THE CHAIR

---

Dear Fellow Members,

The 2019 fiscal year proved to be another great year filled with opportunity, growth and continuous improvement at the Ottawa Safety Council.

Whether the School Zone Safety Programs, our signature Motorcycle Training Program or the BestFit program, the OSC's dedicated employees and volunteers delivered each at the highest level.

In 2018, the Board formulated a 3-year Strategic Plan covering the years 2018-2021. In 2019, the Board's focus was very much on implementing various aspects of the plan. We have very diligently built up the organization's financial reserves to a stable level that not only provides a buffer against unforeseen contingencies but also has allowed us to start re-investing in the future of the organization. We are upgrading critical infrastructure. We are also investing in forward looking initiatives, such as the development of an awareness and marketing campaign that will enhance the OSC's position as a leading voice of safety in the community and contribute to our Vision of safer roads no matter how travelled.

One of the OSC's long-term goals is to expand its operations and offer its expertise to other communities where it makes sense to do so. An opportunity arose in 2019 to bid on delivering the City of Toronto's Crossing Guard service. After a careful assessment, the

OSC declined to bid on the opportunity as we felt the risks to the organization were too high at the time. However, we carefully assessed the requirements and used it as a basis for implementing improvements to our program. We are confident that we will be better prepared in the future if and when opportunities arise.

It has been an honour to serve as Board Chair and to have the opportunity to contribute to ensuring the safety of fellow members of our community. However, as I complete my second year as Board Chair, the organization, along with all residents of our community and citizens of our country, are faced with the great challenges posed by the COVID-19 pandemic. We take very seriously the health and welfare of staff, volunteers and students, and have made the necessary adjustments to ensure that everyone is safe. While the disruptions to the organization have been significant, the careful stewardship of the organization over the past number of years have left us in a good position to weather the storm and emerge stronger on the other side.

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 who have helped us through this difficult period. Working together, I am confident that once we re-start operations, we will be as strong as ever in keeping our communities safe!



**Ziyad Rahme**, Board Chair  
Ottawa Safety Council

# LETTER FROM THE CEO

---

Looking back at 2019, the OSC had a great year. As we move through a new year, we continue to operate with a key focus on ensuring all programs are delivered at the highest level of service.

Last year, we made the pivotal decision to begin upgrading our payroll and scheduling systems, improving the efficiency of program coordination for WalkSafe, CycleSafe and BestFit. We also continued to roll out the BestFit clinics on a regular basis and onboarded nine new volunteer instructors within the MTP program. We extended our reach into the community and by the numbers, OSC is very strong. By the end of 2019, we were delivering crossing guard services to 241 warranted intersections and delivering the WalkSafe program to 25,000 local elementary students. Our connection to the community continues to grow and evolve as we exceeded both our financial and delivery expectations. Every one of our achievements are the result of collaboration, partnership and teamwork. Every single crossing guard, WalkSafe or CycleSafe facilitator, BestFit technician and MTP instructor brings commitment and voice to road safety in Ottawa. Perhaps the biggest voices belong to the dedicated internal team and board of directors who invest time, creativity and passion into every program and initiative OSC offers. It is a pleasure to serve our stakeholders. As the OSC team continues to progress into 2020, our goal is to remain committed to our strategic plan with a focus on raising a voice to road safety and building community towards road safety accountability in Ottawa, with a goal of helping to reduce serious injury and fatality on our roads.

**Shari Black, CEO**  
Ottawa Safety Council



# THE WORK WE DO

---

1

We help make sure motorcyclists are road-ready with extensive motorcycle training programs designed for those that have never ridden or are experienced riders who want to refresh their skills.

2

We make sure our most vulnerable citizens are safe on the road from the very start with our BestFit Car Seat Program offering weekly car seat clinics, home installations and group workshops.

3

We hire, train and manage Adult Crossing Guards who are dedicated to ensuring children are safe while travelling to and from school every day.

4

We encourage increased physical activity in children during the school year by administering Walking School Bus programs at various schools.

5

We teach students from kindergarten to grade six road safety principles through engaging Pedestrian Safety presentations.

6

We provide young bicyclists, kindergarten through grade four, the chance to learn safe riding skills and road safety through our interactive Cycle Safe program.

# ADULT CROSSING GUARD (ACG)

---

2019 was a year of growth, planning and strategy for the ACG program, with the aim of creating additional value-added services for the City of Ottawa and positioning ourselves for 2021 when the contract is up for tender.





The ACG program had 31 intersections added throughout 2019 after Ottawa City Council held two special meetings to approve additional funding for a backlog of intersections that met warrants. Such unprecedented annual growth in the program was mostly positive; however, it did bring some recruitment challenges. To address these challenges, we began to put together a more comprehensive recruitment strategy. A survey of our current employee's interests, previous employment experience and reasons for becoming a crossing guard revealed interesting trends. It also allowed us to gain a better understanding of our Guards and how we could target our recruitment efforts more effectively.

We welcomed a full-time Recruiter and Administrative Assistant, Stephanie Dotto, to the team. Stephanie's primary focus is to implement the recruitment strategy and get out into the community to target our demographic, trial different non-traditional recruitment methods and ultimately generate more interest in the Crossing Guard position.

Along with implementing a new recruitment strategy, we bolstered our current retention efforts by developing an official ACG Appreciation Program. Along with things we have already been doing, such as the attendance and tenure bonuses, employee of the month, ACG Appreciation Day with Mayor Jim Watson and the Ottawa's favourite Crossing Guard contest, we also created a "perks" package that allows ACGs exclusive discounts to gym memberships, CAA, outdoors stores and access to Perkopolis.com. To create a feeling of fellowship and community, we also organized informal social events for Guards who are interested, including an ACG Appreciation Night at the Ottawa Senators and monthly coffee socials in four locations across Ottawa, where Guards can drop in, have a coffee on the OSC and meet their fellow school zone safety heroes.

We also kicked off the lengthy and involved process of procuring new payroll, HR and geo-fencing clock-in/out software to streamline operations and bring an extra level of delivery guarantee to our ACG services as the program continues to grow year after year.

We have also started to map out additional value-added services to the ACG program. Increasingly, our Guards are having issues with motorists disregarding their authority to stop traffic. In an effort to address these issues, we will be piloting a few initiatives going into 2020, including infraction tracking at all intersections, flashing stop paddles and partnering with Safer Roads Ottawa to more effectively target intersections with high levels of non-compliance and generate media attention around the issue.

Finally, in order to streamline the collection and compilation of pedestrian count and site inspection data, we began working with one of our Team Leads to develop a downloadable app that allows pedestrian data collection to be done on tablets and smart phones. No such traffic tally counter app currently exists, and ours will have the capacity to be modified for other types of traffic collection data should municipalities want to use it for their purposes as well.

The aims with all of these upgrades, refinements and additional services are to create strategies that we can share with other municipalities and continue to position ourselves as the gold standard of ACG services in Ontario. The challenges the OSC faces (i.e., recruitment, compliance, weather, etc.) are not unique to Ottawa, and by working to solve these issues and sharing our knowledge, the OSC will continue to enjoy an established reputation as a trusted and experienced advisor with respect to administering school zone safety programs within the province.









# CYCLESAFE

---

After an extensive search of cycling programming, education and research, 2019 was a year of revamping the content and structure of CycleSafe.

While learning the basic skills needed to ride a bike is important, there does not seem to be sufficient focus on the practical safety awareness skills that vulnerable, first-time road users need to be aware of. Things such as how to maneuver in traffic, ride on different terrains, near parked cars, emergency stopping, falling safely, hazard scanning, shoulder checking, being visible to motorists, etc. are not sufficiently covered.

To address these gaps in programming and better prepare students for the environment they will be cycling in, the OSC began a revamp of our traditional “bike rodeo” that we have been offering for years. Thanks to our in-house cycling expert and enthusiast, Rodd Heino, who brings with him over 30 years of cycling experience, we were able to create a new program that is geared towards children in Grade 1 through 6 and will better prepare them to share our roads safely while riding. It is a complete program that progresses over three different modules (Grades 1/2,

Grades 3/4 and Grades 5/6) similar in scope to the WalkSafe program, and is tied to Ontario curriculum requirements.

The newly revamped CycleSafe program does not require all students to have their own bike/helmet, nor will it always be subject to weather (it can be done in a gym). It does not require volunteers from the school to assist with the delivery. It can be delivered off-season to generate revenue and instructor engagement year round. No longer “one-size fits all,” the revamped program will be tailored to the ages of the students, their levels of understanding and their need for safety awareness while cycling (i.e., younger kids = fun learning basic riding skills they can practise while cycling with their parents; older kids = fostering safety awareness and empowering them to keep themselves safe when cycling on their own).

Thanks to Enbridge’s generous donation of \$5000 towards the CycleSafe program at the end of 2019, we are focused on putting together the various lesson plans, having our content reviewed by an educational consultant to ensure it is effective, building CycleSafe program kits for the instructors, securing additional sponsorships/funding, and promoting and launching the new program to schools and community groups starting in the spring.

# BESTFIT ANNUAL REPORT 2019

---

2019 was a solid year of growth and stability for the BestFit Program. We ended the year with a total of **67** clinics and **660** installations, which is more than double our numbers from the previous year.





We delivered over 20 car seat safety presentations this year to a variety of community groups, which increased our program's reach. We also participated in three live Facebook Q&As, hosted by Parenting in Ottawa (Ottawa Public Health – OPH). Working with OPH has been a great way to increase parent engagement and to generate discussion and education on car seat safety.

July was a challenging month as we were down two technicians due to medical leave. However, this didn't slow us down for long. In a few short weeks, we managed to recruit, hire and train four new technicians and were back up to 49 installations for August. We also had the honour of having Barbara Baines deliver the CPST training. Barbara has over 40 years of experience working in the car seat industry, including 30 years with Transport Canada. She is internationally recognised for her contributions in helping to keep children safe on the road. Her continued mentorship to Kristen and support of the BestFit Program is invaluable.

The highlight of 2019 was the month of September – we reached a total of 74 installations. We had a successful clinic sponsored by Andrew Fleck Children's Services. The plan is to offer these ongoing, throughout the Spring, Summer and Fall. We also had some media coverage through CTV Ottawa. They did a live segment on car seat safety with the BestFit Coordinator.

We ended the year with a strong team of six technicians in addition to our Full-time Coordinator. In 2020, we are looking forward to developing more community partners, adding a fourth clinic location, and implementing a few new initiatives. After leading the program for just over a year, Kristen has been able to identify a few key areas of concern, where car seat education is greatly needed, and she is looking forward to targeting these areas in 2020.

## What are people saying about BestFit?

*"The staff were awesome and the session was really informative. We are really happy that we booked with the Ottawa Safety Council. Keep up the great work!"*

*"Thanks to the Ottawa Safety Council, I feel much better that my baby is safe in his car seat. Kristen went out of her way to help me ensure my car seat was installed correctly! Thank you so much!"*

*"Thorough and very kind-hearted! My kiddo was so fussy throughout the installation but the instructor was patient, engaging, and just really caring! She also really knew her stuff! We learned so much and really appreciate @ottawasafetycouncil's seat inspections!"*

# MOTORCYCLE TRAINING PROGRAM

---

2019 started out as a difficult year as there were above average fatal motorcycle accidents, which meant fewer motorcycle training program registrations effective throughout Ontario. Our chiefs were contacted by the Ottawa Safety Council and the Canada Safety Council for the Ottawa Citizen and CTV News to discuss the increase in accidents.

The chiefs re-iterated the importance of road safety, including being aware at all times watching out for all others on the road, sharing the road, and looking ahead for potential potholes or damage to the road.

Despite the challenging start, 2019 also brought the Motorcycle Training Program (MTP) great new beginnings as we offered our New Instructor program, which is offered every two years with 2019 being one of those years. All final nine instructors passed and received their certification through the Canada Safety Council. We also promoted a senior instructor, who became a chief, bringing our total to four, which allowed every program to have a dedicated chief. As well, a select crew of five instructors were put through to receive their Coordinator and Signing Authority status through the Ontario Ministry of Transportation, which means these instructors can now test students.

Our Motorcycle Training Program offers the most course selections: Experienced Rider Course, Gearing Up M1 Exit, including a Women's Only Course, Gearing Up Introduction, M2 Exit, M2 Exit Preparation and a Winterization Course. We also offer more training sites than any other organization in Ottawa and the surrounding areas. Our students come from Belleville, Cornwall and many other cities to take our courses, and the MTP continues to grow. Last year, forty-two committed and enthusiastic instructors spent their evenings and weekends actively volunteering to pass on all of their knowledge in road safety and years of motorcycling skills to our MTP students.



**52**  
YEARS

**42**  
ACTIVE CERTIFIED  
INSTRUCTORS

**9** NEW INSTRUCTORS OF **9**  
CERTIFIED WITH CANADIAN  
SAFETY COUNCIL

**5** COURSES OFFERED / **63** COURSES

COURSES

**20**  
GU

**4**  
GUI

**26**  
M2X

**5**  
ERC

**7**  
M2X

**1**  
WINTER

STUDENTS

**717**

**48**

**115**

**56**

**13**

**7**

**956** REGISTERED STUDENTS

# WALKING SCHOOL BUS

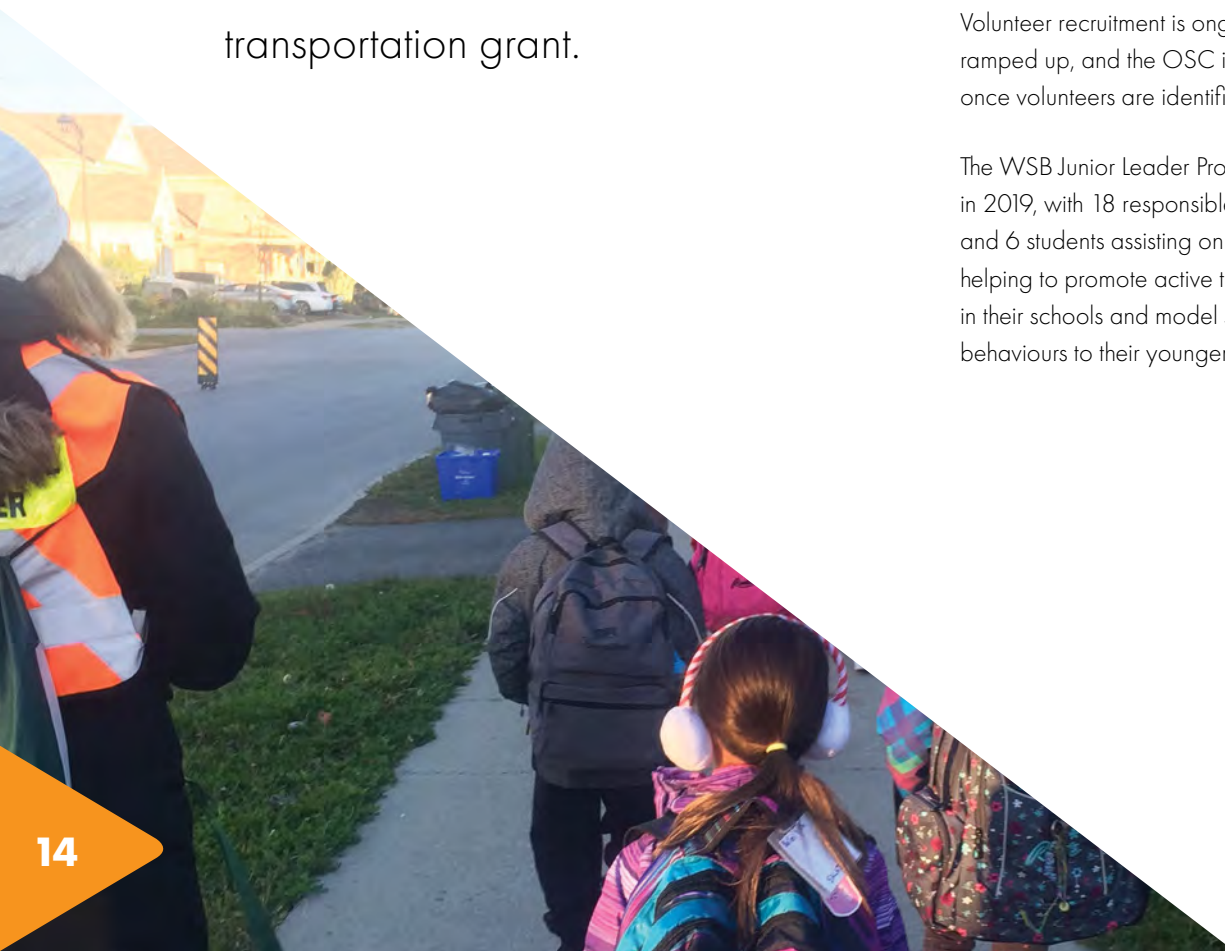
---

The *hybrid* Walking School Bus (WSB) program pilot kicked off in the fall of 2019 as a partnership between the Ottawa Safety Council (OSC), the Ottawa Student Transportation Authority (OSTA) and the City of Ottawa's Transportation Demand Planning Department, and funded by Green Communities Canada through the Government of Ontario's active transportation grant.

Hybrid walking school buses are the same as the paid leader model, except for the addition of volunteers to assist with walking the students to school. The decision was made to keep a paid leader on the hybrid routes for consistency and reliability during the pilot and until it could be determined whether volunteer recruitment would provide a challenge. OSTA is in charge of the recruitment of the volunteers and the OSC's role in this pilot program is to assist with the administration of hybrid routes in terms of scheduling, equipping, training, managing and recognizing the volunteer Leaders. There are currently five routes that are a part of the pilot.

Volunteer recruitment is ongoing, efforts have ramped up, and the OSC is ready to go once volunteers are identified.

The WSB Junior Leader Program continued in 2019, with 18 responsible Grade 5 and 6 students assisting on 17 routes, and helping to promote active transportation in their schools and model safe pedestrian behaviours to their younger peers.





Ottawa Safety Council  
301 Moodie Drive, Suite 103  
Ottawa, Ontario  
K2H 9C4

---

Date

Baker Tilly Ottawa LLP  
301 Moodie Drive, Suite 400  
Ottawa, Ontario  
K2H 9C4

Dear Baker Tilly Ottawa LLP:

This representation letter is provided in connection with your audit of the financial statements of Ottawa Safety Council (the "organization") for the year ended December 31, 2019 for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

We confirm that to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

**Financial statements**

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated April 2, 2019 for the preparation of the financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations; in particular, the financial statements are fairly presented in accordance therewith.
2. We have assessed that the organization is able to continue as a going concern and the financial statements have been prepared on a going concern basis.
3. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
4. Related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Canadian Accounting Standards for Not-for-Profit Organizations.
5. All events subsequent to the date of the financial statements and for which Canadian Accounting Standards for Not-for-Profit Organizations require adjustment or disclosure have been adjusted or disclosed.
6. The effects of uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial statements as a whole. A list of the uncorrected misstatements is attached to the representation letter.
7. The accounting policies selected and the application thereof is appropriate, including those for complex areas of accounting and areas involving management's judgement and estimates, for example, revenue recognition and fair value measurements.
8. We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.

9. We are aware of the environmental laws and regulations that impact on the organization and we are in compliance. There are no known environmental liabilities that have not been accrued for or disclosed in the financial statements.
10. The nature of all material measurement uncertainties has been appropriately disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.
11. We have informed you of all outstanding and possible claims, whether or not they have been discussed with legal counsel.
12. There are no derivative or off-balance sheet financial instruments held at year end.
13. We have made the appropriate determination, accounting and disclosure in the financial statements of the costs, assets and obligations associated with employee future benefits.
14. All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.
15. Pledges or assignments of the organization's assets as security for liabilities are as disclosed in the notes in the financial statements.

#### **Information provided**

16. We have provided you with:
  - Access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
  - Additional information that you have requested from us for the purpose of the audit; and
  - Unrestricted access to persons within the organization from whom you determined it necessary to obtain audit evidence.
17. All transactions have been recorded in the accounting records and are reflected in the financial statements.
18. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
19. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the organization and involves:
  - Management;
  - Employees who have significant roles in internal control; or
  - Others where the fraud could have a material effect on the financial statements.
20. We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the organization's financial statements communicated by employees, former employees, analysts, regulators or others.
21. We have disclosed to you, and the organization has complied with, all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debts.



22. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.
23. We have disclosed to you the identity of the organization's related parties and all the related-party relationships and transactions of which we are aware.
24. The minute books of the organization are a complete record of all meetings and resolutions of the organization throughout the year and to the present date.

**Journal entry approval**

25. We approve of and acknowledge responsibility for the journal entries summarized in the accompanying schedule.

Yours very truly,

---

Shari Black, Chief Executive Officer

**Ottawa Safety Council  
Reclassifying Journal Entries  
December 31, 2019**

<b>Number</b>	<b>Account name</b>	<b>Account</b>	<b>Debit</b>	<b>Credit</b>
R1	Government Remittance Payable Reclass	2500FS		7,405.64
R1	Government Remittance Reclass	2100FS	7,405.64	
	To reclassify EHT and WSIB for F/S presentation purposes.			
R2	Government Remittance Reclass	2100FS	21,344.44	
R2	Government Remittance Payable Reclass	2500FS		21,344.44
	To reclassify source deductions from payroll accrual for F/S presentation.			
R3	OTHER:Gain on Disposal	5411	4,000.00	
R3	Loss (Gain) on disposal of vehicles	5411A		4,000.00
	To reclassify gain from disposal of vehicles from gains/losses from other capital assets.			



### Schedule of Uncorrected Misstatements

Description of Misstatement	Proposed Adjustments Dr (Cr)				
	Statement of Operations		Statement of Financial Position		
	Identified Misstatements	Likely Aggregate Misstatements	Assets	Liabilities	Opening Net Assets
Tenant lease inducement not amortized over term of the lease	31,187	378	-	(31,187)	30,809
a) Totals		378	-	(31,187)	30,809
b) Misstatements corrected by management		-	-	-	-
c) Likely aggregate misstatements net of corrections (a - b)		378	-	(31,187)	30,809
d) Effect of unadjusted misstatements from previous year's errors		-	-	-	-
e) Aggregate likely misstatements (c + d)		378	-	(31,187)	30,809
f) Final overall materiality		65,000	65,000	65,000	65,000
g) Amount remaining for further possible misstatement (f - e)		64,622	65,000	33,813	34,191



# ANNUAL REPORT **2019**

301 Moodie Dr. Suite 103  
Ottawa ON K2H 9C4  
613.238.1513  
[info@ottawasafetycouncil.ca](mailto:info@ottawasafetycouncil.ca)  
[ottawasafetycouncil.ca](http://ottawasafetycouncil.ca)