

Attachment 1
School Crossing Guard (SCG) Survey
February 2020

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Section 1: Overview

In Q1 of 2020, a market survey was sent to twelve municipalities across Ontario to determine where gaps and opportunities existed with the City of Vaughan’s SCG Program, in order to improve upon current processes. More specifically, the department was seeking to perform an in-depth assessment on rate of pay, hours of work, incentives and the administrative structure of other municipalities SCG programs.

The following twelve municipalities were included in the survey: Brampton, Guelph, King City, Markham, Ottawa, Toronto, Burlington, Richmond Hill, Mississauga, Niagara, Oakville & London. Out of the twelve, nine provided a response to the survey. Those municipalities that did not provide a response had information pulled from publicly available documents where applicable (London, Mississauga).

The following chart outlines which municipalities provide in-house services, versus those that outsource the SCG Program to vendors.

In-House	Outsourced	Vendor
Richmond Hill, Oakville, King City, Burlington, Brampton, Mississauga, Niagara, Guelph	London	Stinson Security Services Limited
	Ottawa	Ottawa Safety Council
	Markham	Staffing Services
	Toronto	Carraway (Toronto, East York & Scarborough) ASP Inc (North York & Etobicoke)

Section 2: Compensation Structure

2.1 Rate of Pay

Municipality	Job Rate
Vaughan	\$14.00
Brampton	\$15.74
Guelph	\$15.00
King City	\$17.34
Markham	\$17.00
Ottawa	\$17.50
Toronto	\$15.68
Burlington	\$18.28
Richmond Hill	\$15.00
Mississauga	\$16.40
Niagara	\$18.12
Oakville	\$18.66
London	No response
Total Market Index Rate	\$17.00
Total Difference	-17.65%
Market Index Rate including only comparators (Brampton, Markham, Richmond Hill, Mississauga, Oakville)	\$16.40
Comparator Difference	-17.14%

2.2 Pay Structure

There is a split between municipalities who have pay structured in so that it includes ranges, versus one rate. The municipalities below offer a pay structure that supports a salary range:

Municipality	Range	Criteria
Markham	\$17.00 – \$18.50	Seniority
Ottawa	\$16.75 – \$17.50	Seniority
Burlington	\$14.63 – \$18.28	Seniority
Richmond Hill	\$14.00 – \$15.00	Seasons worked Year 1-3: \$14.00 Year 4: \$14.50 Year 5: \$15.00
Niagara	\$16.31 – \$18.12	6-month probation period
Oakville	\$15.34 – \$18.66	Rate increases for each year they return Step 1 \$15.54 Step 2 \$16.08 step 3 \$16.94 step 4 \$17.82 Step 5 \$18.66

Structuring pay in this manner may encourage retention, as it rewards those who have accrued tenure with the organization, however, in order for it to be successful, there would need to be a just-noticeable difference in incremental pay in so that it would act as a motivator, otherwise the department may run the risk of having an additional cost that would result in minimal to no impact.

2.3 Minimum Wage Increase

Vaughan, Guelph, Ottawa, Burlington & Richmond Hill have all increased wages as a result of the 2018 minimum wage increase (\$14.00), as these municipalities were paying below the mandated rate at the time of implementation. The increase in minimum wage did not have a negative impact on departments, with almost, if not all municipalities citing no cost effect on the operations of the program.

At the time of implementation, Brampton, King City, Toronto & Markham were paying above minimum wage, and were not required to make any adjustments to their current rates. However, Brampton, who had been compensating 30% above the minimum wage rate prior to the increase, did not adjust their rates further and is now experiencing recruitment & retention issues as a result of the compression. Toronto & Markham’s SCG Program is outsourced, with vendors who have been compensating above the minimum wage since their services have been used. It is important to note however that although Markham is compensates at \$17.00/hour, this rate had been introduced five years ago when stations had been reduced to 30 minute shifts, in order to promote retention.

Mississauga, Oakville & London were unaccounted for as they did not respond to the survey.

2.4 Travelling Allowance

Typically, only spare guards will receive travelling allowances, with most municipalities basing rates on cents per kilometer. Assuming guards travel greater than 5 kilometers per day, Vaughan compensates 21.95% above the average.

Municipality	Travelling Allowance	Based Upon 5 km/day
Vaughan	\$6.00/day if >5km	\$6.00
Brampton	0.59/km	\$2.95
Guelph	0.52/km	\$2.60
King City	Does not offer – states location in posting	N/A
Markham	Rover guards paid based on circumstance and calculated based on cents per km driven.	N/A
Ottawa	No rate based on km - On-Call guards receive \$20/day to offset mileage and their shift rate. Regular back-up guards do not receive this	N/A
Toronto	Does not offer	N/A
Burlington	0.50/km	\$2.50
Richmond Hill	\$7.25/day if > 1.2 km	\$7.25
Mississauga	Up to 1.6 km home to crossing \$48.72/month 1.7 to 3.2 km home to crossing \$97.44/month 3.3 to 4.8 km home to crossing \$146.16/month 4.9 km+ home to crossing \$194.88/month	\$6.29
Niagara	\$10.00 flat rate/day worked	\$10.00
Oakville	0.57/km	\$2.85
London	N/A	N/A
Average allowance per day		\$4.92
Difference		21.95%

Section 3: Hours of Work

3.1 Maximum Hours per Week

The chart below outlines the maximum hours of week that guards are permitted to work.

Municipality	Maximum Hours/Week
Vaughan	15
Brampton	20
Guelph	10
King City	10
Markham	15

Ottawa	20
Toronto	32
Burlington	10
Richmond Hill	15
Mississauga	17.5
Niagara	15
Oakville	15
London	No response
Average hours/week	16.25 hrs/week
Median	15 hrs/week

3.2 Maximum shifts per day

Most municipalities cover two (2) shifts per day, having one shift in the morning, and one shift in the afternoon. Toronto may have three (3) shifts per day, as they operate on a larger scale, with higher density of traffic during lunch time hours. Those municipalities that have '2-3' shifts indicates that some but not all locations provide lunch time service.

Municipality	Shifts/day
Vaughan	2-3
Brampton	2-3
Guelph	2
King City	2
Markham	2
Ottawa	2
Toronto	3
Burlington	2
Richmond Hill	2
Mississauga	2-3
Niagara	2-3
Oakville	2-4
London	No response

3.3 Shift Times

Generally, across municipalities, guards work an average of 30 to 45 minutes per shift, with start and end times varying. The City of Toronto has included an additional incentive - if guards work all 3 scheduled shifts within the day, they will then be compensated for a total of 6.5 hours. In addition, Toronto has included a 30-minute buffer time, increasing hours to 1.5 hrs/shift, which allows for better management and deployment of standby staff.

Municipality	Shifts/day	Total Max hrs/day
Vaughan	8:00 – 8:30AM, 3:10 – 3:45PM	1.05
Brampton	30 minutes before and after bell	1.15
Guelph	7:50 – 8:50 AM, 2:45-3:55PM	2.10
King City	8:10-9:10AM, 3:15-4:15PM	2

Markham	7:30-9:00AM, 3:00-4:00PM	3
Ottawa	7:30-9:25AM, 2:20-4:15PM	4
Toronto	8:00-8:30AM, 11:00-12:00PM, 2:30-3:30PM	4.5
Burlington	8:00 – 9:00AM, 3:00 – 4:00PM	2
Richmond Hill	7:25-8:10AM, 2:20-3:30PM	2
Mississauga	No response	No response
Niagara	7:55-9:10AM, 11:25 – 1:45PM, 2:40- 4:00PM	2.25
Oakville	Morning and afternoons shifts vary in times depending on school start time and some have lunch shifts	No response
London	No response	No response
	Average # of hours worked/day	2.41

Section 4: Incentives

4.1 Holiday & P.A. Day Pay

Holiday pay is offered by five municipalities and for statutory holidays only. Four municipalities offer paid P.A. days; Vaughan & Brampton pay for all scheduled P.A. days and Richmond Hill pays a maximum of 6 days. Guelph appears to be implementing practices that are similar to ESA public holiday pay, indicating that they only compensate those guards who have worked the day before and the day after the P.A. day.

Municipality	Holiday Pay	P.A. Days
Vaughan	Statutory holidays	Yes all P.A. days
Brampton	Statutory holidays	Yes all P.A. days
Guelph	Statutory holidays	Those who work the day before and the day after
King City	No	No
Markham	Statutory holidays	No
Ottawa	Statutory holidays + 4% vacation pay	No
Toronto	Statutory holidays	No
Burlington	Statutory holidays & march break and Christmas break	Yes all PA days
Richmond Hill	No	Paid max 6 days
Mississauga	No response	No response
Niagara	Statutory holidays + 4% vacation pay	No
Oakville	No	Yes after 3 months probation
London	No response	No response

4.2 On-Call Pay

On-call pay is not common for all municipalities, however, could be used as incentive for stand-by guards if there are persisting issues with absenteeism.

Municipality	Shifts/day
Vaughan	No
Brampton	3.5 hrs/day – if they aren't doing crossings, they are training new guards, delivering items to guards or attending school sessions
Guelph	Paid for morning & afternoon shift if able to work
King City	No
Markham	No
Ottawa	\$20/day
Toronto	Yes
Burlington	Yes
Richmond Hill	No
Mississauga	No response
Niagara	Rovers do not work, but they are guaranteed three hours of pay so long as they are available to work. They are required to checkin via phone at 7am, 10am and 2pm for any assignments.
Oakville	On-call pay is two hours per day
London	No response

4.3 Equipment

Municipality	Shifts/day
Vaughan	<ul style="list-style-type: none"> All guards receive: stop sign, cap, rain suit (coat, pants & hood), whistle & lanyard and safety vest All permanent full time guards receive: winter coat, winter hat, gloves After one month, all guards receive equipment
Brampton	<ul style="list-style-type: none"> All guards receive stop sign, rain coat, lanyard, vest, winter hat, gloves. After 3 months they receive a winter coat
Guelph	<ul style="list-style-type: none"> Stop sign, (& Flashing paddle for non traffic signal locations), ball cap, tongue, water resistant rain 6-in-one jacket with hood & rain pants , safety vest, winter hat, scoop and garden claw (for sand/salt)
King City	<ul style="list-style-type: none"> Stop sign, hi-vis safety vest for the summer, winter jacket with hood and orange hi vis - all items must be returned
Markham	<ul style="list-style-type: none"> All guards receive stop sign, safety vest and rain coat.
Ottawa	<ul style="list-style-type: none"> Stop paddle, safety vest, summer hat, winter hat, fall/spring coats
Toronto	<ul style="list-style-type: none"> All staff regardless of full-time, part-time, or standby status receive full uniform and

	equipment including winter items consisting of a Parka and toque
Burlington	<ul style="list-style-type: none"> All guards receive: stop sign, cap(summer and winter), rain suit lanyard (badge) safety vest & safety cuffs. Staff to supply pants, shoes & gloves All items must be returned before being replaced
Richmond Hill	<ul style="list-style-type: none"> Safety vest, stop sign & whistle
Mississauga	<ul style="list-style-type: none"> Stop paddle, safety vest, raincoat, summer hat, mittens/gloves, footwear allowance
Niagara	<ul style="list-style-type: none"> Stop Paddle, Safety Vest, Reflective armbands, hi-vis rain coat, rain pants, spring/summer ball cap, fall/winter toque, hi-vis short-sleeved uniform shirt, hi-vis long-sleeved uniform shirt, navy-blue cargo style uniform pants, six-in-one hi-vis coats, ID badge top paddle, safety vest, raincoat, reflective armband, summer hat, winter hat, 6 in coat, footwear allowance, uniform pants, uniform shirts
Oakville	<ul style="list-style-type: none"> Stop paddle, safety vest, raincoat, reflective armband, whistle, sunscreen, summer hat, winter hate, mittens/gloves
London	<ul style="list-style-type: none"> No response

4.4 Non-monetary benefits

Banquets/luncheons at the expense of the organization are common amongst most municipalities. It gives the chance for the

Municipality	Non-monetary benefits
Vaughan	<ul style="list-style-type: none"> Banquet/luncheon for guards that is paid for by the City Service awards for long term employees Gift cards
Brampton	<ul style="list-style-type: none"> Banquet in June, Access to EAP program, Half price gym membership, Access to on line learning (Lynda.net)
Guelph	<ul style="list-style-type: none"> All new staff are provided with peer to peer mentoring, Winter meeting with dinner included. Guard appreciation morning coffee and snacks. (Annually Ontario wide appreciation on the first Wed after March Break.)
King City	<ul style="list-style-type: none"> N/A
Markham	<ul style="list-style-type: none"> N/A
Ottawa	<ul style="list-style-type: none"> Discounts at various stores and memberships, Special appreciation nights at NHL games, Monthly coffee socials

	<ul style="list-style-type: none"> • Awards (i.e., Best Back-up Guard), • ACG appreciation day - mayoral proclamation, • Thank a Guard program, • Fave Crossing Guard contest, • End of year luncheon, • Tenure bonuses, • Attendance bonuses
Toronto	<ul style="list-style-type: none"> • Year-end Staff BBQ
Burlington	<ul style="list-style-type: none"> • Year-end banquet/Christmas luncheon
Richmond Hill	<ul style="list-style-type: none"> • Luncheon paid for by the City
Mississauga	No response
Niagara	<ul style="list-style-type: none"> • Year-end Appreciation • Years of Service Recognition event/dinner, • Pre-Winter break coffee/tea/hot choco/Timbbits social hour; • full uniform, footwear allowance.
Oakville	None
London	No response

4.5 Additional Bonuses

Municipality	Non-monetary benefits
Markham	\$250 referral bonuses offered to guards who successfully refer a guard who reaches the 3 month probationary period.
Ottawa	Monthly perfect attendance draw - 4 Guards names picked, each get \$100 bonus

4.6 Lunch Service

Municipality	Non-monetary benefits
Vaughan	<ul style="list-style-type: none"> • provided at a limited # of crossings
Brampton	<ul style="list-style-type: none"> • provided if warranted by # of students
Guelph	<ul style="list-style-type: none"> • Guelph removed the only lunch service offered at the original first seven start up locations from 2004-2006 as of June 2018.
King City	<ul style="list-style-type: none"> • Does not provide
Markham	<ul style="list-style-type: none"> • Does not provide
Ottawa	<ul style="list-style-type: none"> • No lunch crossings
Toronto	<ul style="list-style-type: none"> • Does not provide
Burlington	<ul style="list-style-type: none"> • Does not provide
Richmond Hill	<ul style="list-style-type: none"> • Does not provide
Mississauga	<ul style="list-style-type: none"> • No response
Niagara	<ul style="list-style-type: none"> • provided at a limited # of crossings
Oakville	<ul style="list-style-type: none"> • Does not provide

London	
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4.7 Appreciation/Recognition Initiatives

Municipality	Non-monetary benefits
Vaughan	<ul style="list-style-type: none"> • Christmas gift card of \$10 , • 15 Year Service Recognition Award at Annual Training - 2019 • New Guard Award, (2) Everyday Hero Award (7 guards received this award). • Total of 8 awards given at training in 2019.
Brampton	<ul style="list-style-type: none"> • perfect attendance award, • long service awards, • crossing guard of the year
Guelph	<ul style="list-style-type: none"> • Christmas card with \$5 dollar gift card. • Appreciation card (March) with a \$10 dollar gift card.
King City	<ul style="list-style-type: none"> • No
Markham	<ul style="list-style-type: none"> • Christmas cards, • service recognition, • occasional performance/attendance-based bonuses.
Ottawa	<ul style="list-style-type: none"> • special appreciation nights at NHL games, monthly coffee socials, • awards (i.e., Best Back-up Guard), • ACG appreciation day - mayoral proclamation, • Thank a Guard program, • Fave Xing Guard contest, • end of year luncheon, • tenure bonuses, • attendance bonuses etc.
Toronto	<ul style="list-style-type: none"> • CSA of the month - gift card is provided • Weekly employee spotlight - Gift card • Daily recognition of employees performing exceptionally well - Coffee gift card • Retirement card, chocolate and small gift handed out to staff who were city guards inherited by Carraway who retire this year.
Burlington	<ul style="list-style-type: none"> • 5, 10, 15, 20, 25, 30, 35, 40, 45 year recognition award with gift.
Richmond Hill	<ul style="list-style-type: none"> • Service Awards to recognize service at 5 year intervals ie. 5, 10, 15 etc.
Mississauga	<ul style="list-style-type: none"> • No response
Niagara	<ul style="list-style-type: none"> • Years of service awards - Ten and 20 years. • Recognition of anyone retiring with 20 years+ service as a Guard (special award from the Mayor's office).

	<ul style="list-style-type: none"> • City has an Employee Recognition program in general and I have recommended Guards for this award several times and they have won.
Oakville	<ul style="list-style-type: none"> • Gift cards (\$20) at Christmas • Above and Beyond Gift cards • Years of service award and a token
London	<ul style="list-style-type: none"> • No response

4.8 Recruitment Methods

Most municipalities cited issues with recruitment. This position may be difficult to recruit for due to:

- Weather conditions: must be available and willing to work in all forms of weather,
- Working conditions: must be able to move briskly & repeatedly, stand & hold a stop sign for an extended period of time, have good vision & hearing
- Cost burden of application: screening process requires VSC checks at the expense of the guard
- Need for work: some guards hours offered just aren't enough to keep interest

Outlined below are recruitment methods that municipalities have used.

Municipality	Recruitment Methods
Vaughan	<ul style="list-style-type: none"> • All City Resources with the assistance of Corporate Communications and Recreation • Local Newspapers • Local Events /Attending local community centres • Senior Clubs • Local Schools • Costi – Employment Agencies • Printed Ads
Brampton	<ul style="list-style-type: none"> • City Resources • Workopolis • School Newsletters, • Attending community events • Send letters to guards asking for guard
Guelph	<ul style="list-style-type: none"> • Newspaper • Radio • Social media • School boards post ads on their webpage and the specific schools' webpages. • One-month blitz on local medical buildings screens and internal city screens. • A-Frame board - on location, rec centre, school hallway.
King City	<ul style="list-style-type: none"> • City website • Social media • Newspaper • Roadside signs near the crossing location

Markham	<ul style="list-style-type: none"> • Advertisements in local newspapers, schools, school events, sandwich boards on street corners • referral bonus programs • summer on-foot house-to-house recruitment drives with flyer handouts.
Ottawa	<ul style="list-style-type: none"> • Those mentioned by you • Facebook ads • door hangers/flyers • booths etc.
Toronto	<ul style="list-style-type: none"> • Online job postings (indeed and other job sites) • Government and private employment agencies • Neighbourhood recruitment outreach (person to person) • Local schools • Print media including posters and post-cards • Direct Mail campaign <p>Recruitment is focused on Local initiatives. 90% of all staff work within the districts they live</p>
Burlington	<ul style="list-style-type: none"> • All City resources. • Local Newspaper • Community/Senior Centres • Retirement Residences
Richmond Hill	<ul style="list-style-type: none"> • All City resources. • Local Newspaper • Community/Senior Centres • Retirement Residences
Mississauga	<ul style="list-style-type: none"> • No response
Niagara	<ul style="list-style-type: none"> • Crisis declaration sparked interest, brought about by a report that was going to Council to bump up pay. Story was picked up by local media. • Increased advertising by HR at Seniors' Rec Centre, • Social media • Local papers • full-uniform tends to draw interest (highly noticeable), • asking current guards to take applications for people they know who might be interested (these were given out at August Orientation meeting), • Job Fair 2020 (biggest impact)
Oakville	<ul style="list-style-type: none"> • Advertise at schools and recreation Centres • Recruitment drives • Targeted pamphlets in certain areas of need as well

London	<ul style="list-style-type: none"> No response
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Section 5: Administrative Structure

5.1 Administrative Structure & Benefits

Most SCG programs fall under the Transportation & Traffic division, allowing for alignment & compliance of policies and procedures, as guards are operating on public streets. Those municipalities that are outsourced tend to have a more streamlined process, as they do not have the added responsibility of communicating with other departments to maintain the program.

Municipality	Administrative Structure	Benefits
Vaughan	<ul style="list-style-type: none"> Technical and administrative roles fall under one group. Resides within the Public Works Portfolio under the Transportation and Fleet Management Services Department. The SCG's report into the Supervisor of Crossing Guards & Administration, who receives administrative & clerical support from Operations Admin Assistants at times to help with the various admin tasks 	<ul style="list-style-type: none"> Alignment of the Crossing Guard Program with Transportation Services is ideal. The Supervisor works closely with traffic technical staff on studies/warrants, policy/procedures and communicating with the public and MMC. Operational constraints with having only one Supervisor oversee 114 outside staff. More time spent on administrative tasks and daily issues, than on health and safety requirements, metrics and on overall program development and direction. Downfall: still lacking support to have health and safety inspections completed.
Brampton	<ul style="list-style-type: none"> Under Public Works, Traffic Services. There is one Supervisor, Crossing Guards, two Team Lead positions that are all full time. There is a senior rover to assist in the field 	<ul style="list-style-type: none"> Alignment with Traffic Services provides for collaboration with Traffic Services regarding signal timing, pavement markings, etc. Complete our own warrant studies. Crossing Guard Supervisor and Team Lead are responsible for crossing guards, Brampton Safety Council, Peel Safe and Active Routes to School and other active transportation. We have 230 crossing guards. With the two full

		<p>time Team Lead positions this allows us to see all guard on site at least 4 times per year and focus on Health and Safety.</p> <ul style="list-style-type: none"> • MTO has reviewed our policies and practices after a serious injury and they requested a quiz to be added when hiring. No downfall
Guelph	<ul style="list-style-type: none"> • The program is with Transportation Services team, which is part of the Infrastructure, Development & Enterprise Department. • Coordinator administers the day to day program needs, collects and analysis study data, advertising, interviews, payroll exceptions, public concerns and all training. • The Coordinator reports to a manager 	<ul style="list-style-type: none"> • Benefit - Traffic Investigations supports the program.
King City	<ul style="list-style-type: none"> • Crossing Guards (all are contract, none are FT) report to the Parks Supervisor under the Manager of Parks (part of Parks, Recreation & Culture Department). • Admin support via Parks division 	<ul style="list-style-type: none"> • Alignment with PRC is good - some overlap with EPW. • FT Parks Operators will handle coverage when contracted Crossing Guards are absent
Markham	<ul style="list-style-type: none"> • Our private operation is streamlined such that all activities of the program filter through the Assistant V.P. Of Operations. This includes phones, communication, payroll, office management and coordinating daily backup efforts with rovers and backups. • A Supervisor provides station-to-station attention, dealing with daily issues of roster adjustments, coordinating backups, auditing stations to ensure correct protocols and general liaison between guards and the office. 	<ul style="list-style-type: none"> • We don't see any downside to this structure. In the eyes of our company, we have developed a lean and productive system, utilizing over 30 years of Crossing Guard program administrative experience. Health and Safety inspections occur regularly, and we do not have the issue of having to communicate with other entities or departments to maintain the program effectively and efficiently. We feel that we have fine-tuned our process. We look upon ourselves as the crossing guard industry experts. There are no

		other companies that specialize in this field.
Ottawa	<ul style="list-style-type: none"> We have a program Manager - 40% of time spent on the Guard program, a Coordinator (90% of time) that does all the scheduling, a Recruiter and HR Manager (70% each) and a Finance Coordinator (20%). The City is split into five zones and we have a Team lead in each zone that goes around to do ped counts and site inspections 	<ul style="list-style-type: none"> No benefit/downside.
Toronto	<ul style="list-style-type: none"> Carroway Safety manages the school crossing guard program for 55-60% of the program on behalf of the City of Toronto's Transportation division 	<ul style="list-style-type: none"> Outsourcing the School Crossing Guard program has been successful. SCG are inspected
Burlington	<ul style="list-style-type: none"> SCG program is under transportation department. SCG report to supervisor of crossing guards. Admin assistance provided by transportation admin associate. 	<ul style="list-style-type: none"> Ideal - Assistant supervisor assists with completion of H & S items.
Richmond Hill	<ul style="list-style-type: none"> Technical and administrative roles falling under one group. The SCG Program resides within the Public Works Operations division. The SCG's report into the Supervisor of Business & Technical Services, who receives administrative & clerical support from Operations Clerks at times to help with the various admin tasks 	<ul style="list-style-type: none"> Unable to comment on this section
Mississauga	No response	No response
Niagara	<ul style="list-style-type: none"> SCG program falls under the Transportation Services Department and specifically under the Traffic Engineering Division. The School Crossing Guard Coordinator heads up the program. This position used to be contracted out to a member of the Core of Commissionaires who are contracted to do Parking Enforcement, but was brought in-house as a non-union city position about six years ago. 	<ul style="list-style-type: none"> It's convenient having the program under the Traffic Division for purposes of warrants, street signs and line painting operations; however, there is an extremely significant 'human' element to the program which might fit better elsewhere (in a less engineering-minded area). It is difficult for one person to manage daily

	<ul style="list-style-type: none"> • The Coordinator reports to the Manager of Traffic Engineering. 	<p>operations of staff. All hiring aspects, in-house training, paperwork, out-fitting of uniform and equipment, HR related training is conducted by Coordinator, plus daily scheduling, check-in, timesheets, supervision.</p> <ul style="list-style-type: none"> • Program has expanded over the past six years to incorporate road safety messaging, training and initiatives for staff, pedestrians (especially elementary students) and motorists. We have partnered with other stake holders to promote and encourage Active and Safe Travel for school. We have our own In-Class Road Safety Program which we offer free to local elementary schools' Primary Divisions. We have initiated a regional committee for all municipalities in Niagara region to work together and are heavily involved with the OTC's new provincial School Crossing Programs Committee. Difficulties to manage time between the numerous pedestrian safety programs and initiatives and daily operations of program.
Oakville	<ul style="list-style-type: none"> • Falls under the traffic section in the Roads and Works department. • There is a Supervisor, Traffic Operations. The Program Leader, Traffic Services reports to that Supervisor and is responsible for the coordination of the crossing guards. They 	<ul style="list-style-type: none"> • This is a good place for the program to sit. • There is coordination with the Engineering and Construction Department that needs to happen as well but sitting in the

	have a senior coordinator and two other coordinators as well (all PT positions)	operational section of traffic is ideal.
London	No response	No response

5.2 Reporting Structure

Those municipalities that exhibit a higher supervisor to crossing guard ratio tend to have an administrative structure that allows for additional support in the daily operations of the program, and utilizes positions such as Coordinators to deal with administrative aspects of the program, such as scheduling, and Team Leads/Rovers to perform site visits and assist in the field, so that tasks & responsibilities are distributed in so that the Supervisor has the support they need to effectively manage the program.

Municipality	Reporting Structure	Supervisor to Crossing Guard Ratio
Vaughan	Supervisor of Crossing Guards & Administration	0.0008
Brampton	Supervisor of Crossing Guards	0.0086
Guelph	Coordinator reports to the Manager, Transportation Engineering	0.02
King City	Parks Supervisor	0.25
Markham	Assistant V.P., Operations	Negligible: 2 supervisory staff operate the entire program, including all accounting, payroll and logistics.
Ottawa	Team Leads and Coordinator and all Guards report to the School Zone Safety Manager	0.006: two office staff that manage the Guards, and over 300 Guards. 5 team leads - but they are not supervisors, they just report issues to the Manager
Toronto	Operations Manager	0.02
Burlington	Supervisor of School Crossing Guards	0.0227
Richmond Hill	Supervisor of Business & Technical Services	0.025
Mississauga	Supervisor, Crossing Guards	0.02
Niagara	Manager, Traffic Engineering	0.016
Oakville	Supervisor of Traffic Operations	0.03
London	No response	0.03

5.3 Health & Safety Inspections

The completion of Health & Safety inspections varies from daily to annually, and is for the most part, dependent upon the department's capacity to complete inspections. Due to there being multiple crossing guard locations, there may be not enough time and/or resources to complete inspections as often as municipalities would like. As a result, departments tend to become reliant upon staff and/or the public to report any concerns/issues, so that they can be addressed in a timely manner. Some municipalities have in a sense 'outsourced' the inspection to the Joint Health & Safety Committee, who is familiar with OHS compliance procedures & protocol, and would be able to quickly spot when there is deviation from, while

the department focuses on the performance evaluation of guards. To be proactive, municipalities have also provided Health & Safety training prior to guards first day, so that they are aware of expectations and can help minimize and identify risk.

Municipality	Health & Safety Inspections
Vaughan	<ul style="list-style-type: none"> • Complete inspection of each location twice a year • Current structure of the program, unable to complete all inspections. • Created a health and safety inspection, which all guards are aware of and provided with a copy of the inspection.
Brampton	<ul style="list-style-type: none"> • Completed quarterly by the Health and Safety Committee • Crossing Guard Staff conduct on site evaluations 4 times per year at all crossings. • The guard and Team Lead, Senior Rover review the evaluation and review with the guard upon contract renewal
Guelph	<ul style="list-style-type: none"> • Reliant upon staff to call in concerns for immediate follow up • Inspection report completed annually, while conducting an evaluation of staff
King City	<ul style="list-style-type: none"> • No formal health and safety inspections currently completed. • Crossing Guards are given health and safety orientation upon hiring. • JHSC members have job shadowed; inspections of these locations are conducted from a review standpoint (of use) vs. health and safety specific
Markham	<ul style="list-style-type: none"> • Completed regularly • All guards are audited on a rotating basis, and coordinated by the office every few months
Ottawa	<ul style="list-style-type: none"> • Completed twice quarterly by Team Leads
Toronto	<ul style="list-style-type: none"> • Completed in September at the beginning of the program • Health and Safety inspections are completed at least once a year. • Investigations conducted throughout the year as required
Burlington	<ul style="list-style-type: none"> • Completed daily • All guards provided a checklist for H&S to submit for issues. • Assistant and supervisor make daily trips to field. Monthly safety talks were implemented in Jan 2020.
Richmond Hill	<ul style="list-style-type: none"> • Completed during H&S orientation training • Audits occur on site to ensure rules & proper procedure are followed
Mississauga	<ul style="list-style-type: none"> • Completed 1 -4 times • Dependent upon departments capacity
Niagara	<ul style="list-style-type: none"> • Completed 3 times per year

	<ul style="list-style-type: none"> • As per Handbook, they are to be carried out twice per year while Guards are present and then once in August before start of school year. • School Crossing Guard Coordinator is currently responsible for all site inspections. This is becoming extremely difficult to complete. • Attempting to move this responsibility to our JH&SC, which Coordinator currently sits on
Oakville	<ul style="list-style-type: none"> • Completed in the spring and fall • Carried out twice a year. All inspections are completed on schedule. Report is kept and forwarded to the Joint Health and Safety Committee
London	<ul style="list-style-type: none"> • No response