

*Enabling*  
Ontario Service  
Sector Workplaces  
to be the  
*Healthiest*  
and *Safest*  
in the  
World



The 2003 Ontario Service Safety Alliance Annual Report



## **VISION**

Lead and inspire change:  
Workplace injury and illness are unacceptable.

## **MISSION**

Enable Ontario service sector workplaces to be the healthiest and safest in the world.

## **VALUES**

- We demonstrate the courage to lead through creativity, innovation and growth.
- We model integrity in everything we do; through stewardship, reliability and compassion.
- We build strong, enduring relationships based on trust.
- We are committed to finding ways to do things better.

## **STRATEGIC GOALS**

- Improve financial viability
  - Strengthen internal business processes
  - Leverage external stakeholders
  - Learn and grow
-

## Message from the Chair



2003 was a difficult year for the service sector in Ontario. West Nile disease, SARS, blackouts and fallout from the downturn in the US economy each took a toll on the economy, and devastated many businesses.

For those of us who weathered the storm, the OSSA mission of enabling service sector workplaces to become healthiest and safest in the world took on new meaning and purpose. Today, it is a tangible goal that is truly within our grasp. And it is one to which we should all aspire – not because of the status it denotes but because of the strength it represents to our individual workplaces and our economy.

OSSA is dedicated to, and capable of, assisting its members in achieving this goal. As owners and employers in Ontario's service sector, we must commit to – and invest in – prevention. That means not only looking at what we do within our own workplaces, but also understanding where our prevention dollars go and making sure that we are leveraging that investment to full advantage.

Last April, OSSA introduced its 2003 – 2008 strategic plan. In this Annual Report, you'll read about how that plan is already being put into action – with the constant goal of providing members with the best possible tools and services. I have every confidence in OSSA's management team that they will reach their goal – and help all our workplaces become healthiest and safest in the world.

Bob Meehan  
Chair, OSSA Board of Directors

## Message from the President and CEO



If we had to choose a common thread that ran through this past year, it would be turning strategy into action. So firmly rooted is OSSA's direction within the organization that you can talk to any one of our staff members and they can tell you about our vision, mission and the four strategic goals that will enable you, OSSA's clients, to become healthiest and safest in the world.

In 2003, every business decision we made was evaluated against its ability to support the strategic plan. From the plan stemmed new delivery channels and platforms including a division within OSSA that enables us to broaden our product and service offerings to the sector. We continued to deepen our relationships with firms that are truly leading and inspiring change such as our Groundbreakers, and started discussions with you about the need for the prevention system in Ontario to focus its time, energy and resources on strategic options for sustainability.

2003 was an exciting turning point for OSSA. It set the stage for the next five years where the service sector in Ontario will achieve even greater success in health and safety. On behalf of all the staff, we thank you, the clients and stakeholders, who are already working with OSSA to fulfill our mission. We look forward to pursuing new partnerships and relationships as we move forward.

Elizabeth Mills  
President & CEO  
Ontario Service Safety Alliance



*“Our commitment to quality and results will ensure that we remain the first choice provider of health and safety tools and knowledge to help our service sector clients be the healthiest and safest workplaces in the world.”*

*— John Bryden, Strategic Goal Champion*

(LEFT) **Denise Lam**, *Director of Human Resources, Wyndham Bristol Place, Toronto Airport*

(RIGHT) **John Bryden**, *Director, Client Services, Tourism and Hospitality, OSSA*

# Leveraging External Stakeholders

In 2003, we took a close look at the fundamental ways in which we understood and responded to the needs and attitudes of our external stakeholders. We began the process of establishing baseline measures for the various areas in which we expect to grow over the next five years including market penetration, customer satisfaction and our three customer service channels – consulting, client service line, and our website. We also identified the strategies we need to undertake to clearly define healthiest and safest in the world.

## Market Penetration

With many businesses still unaware of the health and safety association they fund, 2003 saw the beginning of our efforts to reach this untapped market. We identified the need to enhance our marketing and customer relationship management strategies to better reflect our goal of increasing market penetration and meeting the ever-growing demand for products and services.

## Increasing Stakeholder Advocacy

Understanding and supporting the issues facing our stakeholders was another important initiative in 2003. Meetings were held throughout the year to ensure that we stayed in touch with our clients' needs, and were able to share common health and safety issues and trends. These meetings also provided the opportunity for OSSA to share its success story and encourage client and stakeholder involvement in key initiatives.

## Gaining Client Feedback

Client feedback and surveys continued to provide OSSA with valuable information that enables us to assess the strength of our relationship with clients and validate the impact of these interactions.

Each year, the OSSA undertakes a Client Value Survey to measure corporate objectives surrounding levels of client satisfaction with OSSA's products and services.

Once again we saw strong results in 2003:

- 64% of respondents indicated that they have used both OSSA consulting services and products
- 94% of respondents were satisfied with their experience with purchasing a product and with consulting services, and
- 84% of respondents reported that their relationship with OSSA has had an impact on their approach to workplace health and safety.

The 2003 Attitudinal Survey explored attitudes and practices toward workplace health and safety among employers, with the goal of tracking perceptions over time and providing us with feedback on future directions. Results showed that total awareness of OSSA has increased significantly since 2001, putting awareness of the organization at the highest level since tracking began. Depth of awareness of OSSA continued to be moderately strong based on awareness of OSSA's primary activities and philosophy of workplace health and safety. Aligning attitudes with specific changes in business practices and behaviours will be the focal point of new lines of service offerings in the future.

## A Look Ahead

This strategic goal is all about getting results through quality, accountability and advocacy. Looking ahead, we will build on the accomplishments of 2003 to refine how we interact with our clients and stakeholders and the services we provide. We will conduct market research to determine the best methods to reach and retain more clients. What we learn from our market research will shape our marketing and communications strategy, and will feed a customer relationship strategy that will ensure we fill any identified gaps and provide our clients with the support they require to be successful. This, in turn, will allow us to enhance our interactions with our clients and stakeholders, increase market penetration and reach new levels of customer satisfaction.

*“The National Quality Institute’s Framework for Progressive Excellence builds upon our current strengths while aligning our business processes with a proven model for success.”*

*— Steve Boyle  
Strategic Goal  
Champion*

(LEFT)  
**Steve Boyle**  
Director  
Information Services  
OSSA

(RIGHT)  
**John Perry**  
Senior Vice President and  
Senior Quality Advisor  
National Quality Institute



# Strengthening Internal Business Processes

In 2003, OSSA took the first steps towards realigning our internal business processes to become more effective in meeting the needs of our clients. We formed a relationship with The National Quality Institute (NQI) that allows us to implement a framework for strategic process improvement. This framework will help to reduce rework, waste and costs while improving productivity and effectiveness in reaching and supporting our clients.

NQI is a Canadian, service-driven, independent, not-for-profit organization that provides strategic focus and direction for Canadian organizations to achieve excellence, enabling Canada to set the standard for quality and healthy workplace practices throughout the world. The NQI Progressive Excellence Program, NQI-PEP for short, will assist our executives, managers, consultants and everyone across our organization in the implementation of total quality principles and practices, providing excellent quality and value for our clients.

The four levels of the Progressive Excellence Program are recognized by certification from NQI. By setting progressive annual targets and achieving certification at each level, we can sustain a focus on excellence while closing gaps as we move through the framework.

At each step, the framework provides the direction for executing quality initiatives in every aspect of our business – while ensuring we are doing everything we can to make Ontario's workplaces the healthiest and safest in the world. A comprehensive set of criteria helps us achieve positive business results in all areas of our operation including leadership, planning, customer focus, people focus, process management, supplier/partner focus and overall performance. A common framework for all our internal business processes ensures consistency and optimization of existing resources.

## Looking Ahead

Currently, OSSA has enrolled as a Bronze NQI member and has adopted the NQI Framework of Excellence as the standard that our Internal Business Processes will attain. We will measure our progress through certification within the NQI Progressive Excellence Program and will achieve a minimum rating of Level One by June 2004.

Our aim will be to ensure that our business processes are both mature and effective within five years. We will strive to be the best at what we do, with the ultimate goal of receiving the Canada Award for Excellence in recognition of this achievement. The benefits to our clients will include higher productivity, increased revenue to support on-going development of quality products and services and the ability to reach more clients, more effectively.



*“With only 65 staff to serve the health and safety needs of over 81,000 service sector firms across the province, we must be relentless in our pursuit of strategic options for sustainability.”*

*— Barb Burns, Vice-President, Corporate Services*

(LEFT) **Barb Burns**, Vice President, Corporate Services, OSSA

(RIGHT) **Dean Hamilton**, Manager, Marketing and Business Development, Proventus

# Improving Financial Viability

OSSA recognizes that financial viability is an absolute necessity when it comes to our ability to enable service sector workplaces to become healthiest and safest in the world. In its 2001 Value for Money assessment of OSSA, KPMG noted the following:

“OSSA must be wary of its own success in establishing a stronger corporate image among stakeholders. Success in this regard could increase demand for its products and services which will result in further budgetary pressures.”

We are committed to providing access to health and safety products and services to our over 81,000 member firms. In 2003, we identified three areas of primary importance to ensure our long-term sustainability:

1. providing true value for money
2. promoting a prevention premium concept, and
3. implementing strategies to diversify our revenue streams.

## Value for Money

In 2003, we delivered our success story to clients and stakeholders. It outlined the return on investment that OSSA clients have experienced by using our products and services. This story also provided an opportunity to initiate conversations with our clients about our commitment to delivering true value for money.

Through the implementation of NQI's Progressive Excellence Program, our goal is to demonstrate value for money in all areas of our operation by 2007. We want to ensure that we are making responsible decisions about allocating internal resources and providing excellent stewardship of our funds. It is also essential that we provide the ultimate value to our clients and to our funder, the Workplace Safety and Insurance Board (WSIB).

## Prevention Premium

Most companies operating in Ontario pay premiums to the WSIB. A very small portion of these premiums flows through the WSIB to support the prevention activities of safe workplace associations like the OSSA. However, it is almost impossible for OSSA clients to determine how much of their premium or overhead dollars actually support OSSA – and that makes it impossible for them to determine if their premiums are being put to good use.

OSSA is striving to provide clarity, transparency and accountability to all parties with the long-term goal of achieving a funding formula that is fair and equitable to employers and safe workplace associations in the province.

## Proventus

In 2003, in response to increasing demand from our clients for products and services that fall outside OSSA's core offerings, we introduced Proventus. This innovative new division will provide OSSA members with access to an even broader range of products and training programs, as well as a variety of skilled and technical services.

## Looking Ahead

OSSA's relationship with NQI includes the opportunity to develop a value for money component to their Progressive Excellence Program. We will be identifying activities to be audited, and customizing and preparing our audit in conjunction with the implementation of our Progressive Excellence Program. We will continue to talk to clients and stakeholders about the prevention premium concept and will actively involve other safe workplace associations in our efforts. In addition, we will leverage our relationship with the Institute for Work and Health to continue to update and validate the success story that we introduced to our clients and stakeholders last year.

*“Knowledge Management is the caring for, sharing and growing of the body of knowledge – both within OSSA and with our clients – that will enable us to achieve our vision and mission.”*

*— Louisa Yue-Chan  
Strategic Goal  
Champion*

(LEFT)

**Louisa Yue Chan**

*Director, Client Services  
Vehicle Sales and Service  
OSSA*

(RIGHT)

**Jane Gibson**

*Director of Knowledge  
Transfer and Exchange  
Institute for Work and  
Health*



# Learning and Growing

Keeping up in a fast-paced environment can be challenging for any organization. As the leading source of health and safety information for the service sector in Ontario, it is our obligation to learn about new and better ways of integrating health and safety into organizations. To fulfill this role, we need to remain connected with emerging trends and knowledge, find ways to effectively manage those learnings, and translate the findings into effective products and services for our clients.

## Institute for Work and Health

The Institute for Work and Health (IWH) is an independent, not-for-profit organization with a mission to research and promote new ways to prevent workplace disability, improve treatment and optimize recovery and safe return to work. In 2003, the IWH began the process of assisting OSSA by:

1. refining its evaluation tools and defining performance indicators
2. researching and developing a set of best practices, and
3. developing a knowledge management model.

These activities will ensure that staff and clients have easy access to current and valuable information.

Tapped into the latest knowledge transfer practices in the field, the IWH has helped connect us to the people and organizations who are pioneering new and exciting approaches to workplace health and safety. The IWH and OSSA have also partnered on a pilot project to measure the relationship between the safety climate of a business and its health and safety performance.

The health and safety of new and young workers remains a high priority for OSSA. In 2003, we focused on two partnerships to help us understand and more effectively reach employees who will find their first jobs in the service sector.

## Laurentian University

In 2003, OSSA continued its partnership with Laurentian University in conducting a research project that looked at the risk perception of young workers. Scheduled for completion in 2004, the transfer of this knowledge to OSSA will result in new and enhanced product and service development to better support the needs of young workers.

## Safe Communities/Passport to Safety

Truly leading and inspiring change in health and safety begins in the homes and communities of the employees who come to work in the service sector every day. The Safe Communities Program works in partnership with the private and public sectors to improve the health and safety of workers and people throughout Canadian communities. Passport to Safety is an innovative national youth health and safety test and transcript program that verifies youth have a basic understanding of what they need to know to protect themselves from injury at work. In 2003, OSSA celebrated the growth of both of these groups and we continue to collaborate on opportunities for the future.

## Looking Ahead

In 2004, the Learn and Grow project team will continue to research, design and implement a knowledge management system that facilitates the transfer of knowledge both within OSSA and between OSSA and our stakeholders and clients.

The NQI Progressive Excellence Program will serve as the foundation for the framework of OSSA's new knowledge management system. The intent is to create an integrated, functional system that individuals or groups can utilize to resolve issues, determine best practices, and assist the organization in achieving its full potential.

# Financial Statements and Notes

## AUDITORS REPORT

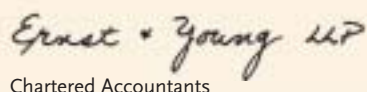
TO THE DIRECTORS OF ONTARIO SERVICE SAFETY ALLIANCE

We have audited the consolidated statement of financial position of **Ontario Service Safety Alliance** as at December 31, 2003 and the consolidated statements of revenue and expenses, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 2003 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the Corporations Act (Ontario), we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

Thornhill, Canada,  
February 23, 2004.



Chartered Accountants

ONTARIO SERVICE SAFETY ALLIANCE

Incorporated without share capital under the laws of Ontario

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31	2003 \$	2002 \$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents (note 3)	932,598	568,852
Accounts receivable (note 4)	70,878	218,724
Prepays and safety products	509,935	480,467
<b>Total current assets</b>	<b>1,513,411</b>	<b>1,268,043</b>
Property, plant and equipment, net (note 5)	104,164	169,987
	<b>1,617,575</b>	<b>1,438,030</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	494,524	503,094
Deferred revenue (note 6)	186,221	147,866
<b>Total current liabilities</b>	<b>680,745</b>	<b>650,960</b>
Deferred revenue (note 6)	467,689	356,208
<b>Total liabilities</b>	<b>1,148,434</b>	<b>1,007,168</b>
<b>Net assets</b>		
Unrestricted	469,141	430,862
	<b>1,617,575</b>	<b>1,438,030</b>

See accompanying notes

On behalf of the Board:                      Director                      Director

ONTARIO SERVICE SAFETY ALLIANCE

## CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

Year ended December 31	2003 \$	2002 \$
<b>REVENUE</b>		
Workplace Safety & Insurance Board		
Operating	7,455,495	6,994,820
Safety products	147,866	—
Safety products recoveries	809,595	723,237
Interest and other income	63,353	105,975
Amortization of deferred revenue – property, plant and equipment	65,823	83,469
Courses and seminar recoveries	62,020	10,003
Rent recoveries	—	55,853
	<b>8,604,152</b>	<b>7,973,357</b>
<b>EXPENSES</b>		
Salaries and benefits (note 7)	5,370,564	4,690,780
Program delivery	946,588	1,139,706
Office	443,073	529,362
Professional fees	391,548	259,508
Occupancy costs	315,758	296,086
Travel and business	313,459	362,733
Other personnel costs	277,616	253,229
Advertising and promotion	251,869	287,635
Special projects	147,866	—
Other	41,709	63,501
Amortization of property, plant and equipment	65,823	83,469
	<b>8,565,873</b>	<b>7,966,009</b>
<b>Excess of revenue over expenses for the year</b>	<b>38,279</b>	<b>7,348</b>

See accompanying notes

## CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

Year ended December 31	2003 \$	2002 \$
<b>Net assets, beginning of year</b>	<b>430,862</b>	423,514
Excess of revenue over expenses for the year	<b>38,279</b>	7,348
<b>Net assets, end of year</b>	<b>469,141</b>	430,862

See accompanying notes

## CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended December 31	2003 \$	2002 \$
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenses for the year	<b>38,279</b>	7,348
Add (deduct) items not involving cash		
Amortization of deferred revenue – property, plant and equipment	<b>(65,823)</b>	(83,469)
Amortization of property, plant and equipment	<b>65,823</b>	83,469
	<b>38,279</b>	7,348
Changes in non-cash working capital balances related to operations		
Accounts receivable	<b>147,846</b>	16,588
Prepays and safety products	<b>(29,468)</b>	(34,810)
Accounts payable and accrued liabilities	<b>(8,570)</b>	(152,146)
Deferred revenue	<b>214,989</b>	17,613
<b>Cash provided by (used in) operating activities</b>	<b>363,076</b>	(145,407)
<b>INVESTING ACTIVITIES</b>		
Purchase of property, plant and equipment	—	(168,607)
Proceeds on sale of property, plant and equipment	<b>670</b>	—
<b>Cash provided by (used in) investing activities</b>	<b>670</b>	(168,607)
<b>FINANCING ACTIVITIES</b>		
Deferred revenue related to property, plant and equipment	—	168,607
<b>Cash provided by financing activities</b>	—	168,607
<b>Net increase (decrease) in cash during the year</b>	<b>363,746</b>	(145,407)
Cash and cash equivalents, beginning of year	<b>568,852</b>	714,259
<b>Cash and cash equivalents, end of year</b>	<b>932,598</b>	568,852

See accompanying notes

## 1. DESCRIPTION OF THE ORGANIZATION

Ontario Service Safety Alliance (the "Association") was incorporated without share capital under the laws of Ontario on August 6, 1998 and is a designated entity under the Workplace Health and Safety Act.

The Association is an organization providing health and safety products and services to the service sector. The Association's mission is to be the leading provider of Health and Safety awareness, education assistance and training within the Ontario service industry. The Association is a not-for-profit organization under the Income Tax Act (Canada) and, as such, is exempt from income taxes.

## 2. SIGNIFICANT ACCOUNTING POLICIES

These consolidated financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. The significant accounting policies are as follows:

### Principles of consolidation

The consolidated financial statements include the accounts of Ontario Service Safety Alliance and its subsidiary, Proventus Inc. ("Proventus").

### Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, balances with the Association's bank and investments with original maturity dates of three months or less at the date of acquisition. Short-term investments are recorded at the lower of cost and market value.

### Property, plant and equipment

Property, plant and equipment are recorded at cost less accumulated amortization. Amortization is provided on a straight-line basis over the following periods:

Furniture and office equipment	5 years
Computer software	3 years

Leasehold improvements are amortized on a straight-line basis over the remaining term of the lease.

### Funding and net assets

The Health and Safety Association Surplus Recovery Policy (the "surplus policy") allows the Association to retain 100% of surplus funds. Surplus funds are to be recognized and applied towards the elimination of any unrestricted net assets deficiency. Remaining surpluses may be retained as unrestricted net assets but shall not cumulatively exceed 6% of the Workplace Safety and Insurance Board (the "WSIB") funding for the fiscal year. The unrestricted net assets balance is available for use by the Association without WSIB approval.

Surpluses in excess of the cumulative 6% maximum unrestricted net assets balance are recognized as deferred revenue for use within a twenty-four month period. Expenditure of these funds requires prior approval of the WSIB. If the deferred revenue is not expended within twenty-four months, the funds are to be transferred to the Prevention Dynamics Corporation.

### Revenue recognition

The Association, which is funded by the WSIB, follows the deferral method of accounting for funding. Restricted funding is deferred and recognized as revenue when the related expense occurs. Unrestricted funding is recognized as revenue when received or receivable. Funding received for capital expenditures is deferred and recognized as revenue over the estimated useful life of the capital asset.

Revenue earned in Proventus is recognized as services are rendered.

### Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the reporting year. Actual results could differ from those estimates.

# Financial Statements and Notes

## Financial instruments

The carrying values of cash and cash equivalents, accounts receivable, prepaids and safety products and accounts payable and accrued liabilities approximate fair values due to the short-term period to maturity of these financial instruments.

## Pension plan

The Association's contributions to a multi-employer, defined benefit pension plan are expensed when contributions are due.

## 3. CASH AND CASH EQUIVALENTS

Cash and cash equivalents are comprised of the following:

	2003	2002
	\$	\$
Cash	732,598	568,852
Short-term investments	200,000	—
	<b>932,598</b>	<b>568,852</b>

Cash of \$549,746 is restricted, as the use of these funds requires the concurrence of the WSIB that the proposed uses are in accordance with the Association's objectives.

## 4. CONCENTRATION OF CREDIT RISK

While the Association sells its products to many customers, one customer represents 21% (2002 – nil) of the accounts receivable year-end balance.

## 5. PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment consists of the following:

	2003		
	Cost	Accumulated amortization	Net book value
	\$	\$	\$
Furniture and office equipment	237,633	201,595	36,038
Computer software	301,191	270,787	30,404
Leasehold improvements	145,286	107,564	37,722
	<b>684,110</b>	<b>579,946</b>	<b>104,164</b>

	2002		
	Cost	Accumulated amortization	Net book value
	\$	\$	\$
Furniture and office equipment	240,634	171,616	69,018
Computer software	301,191	250,518	50,673
Leasehold improvements	145,286	94,990	50,296
	<b>687,111</b>	<b>517,124</b>	<b>169,987</b>

## 6. DEFERRED REVENUE

Deferred revenue consists of the following:

	2003	2002
	\$	\$
Property, plant and equipment	104,164	169,987
Operating	549,746	334,087
	<b>653,910</b>	<b>504,074</b>
Less current portion	186,221	147,866
	<b>467,689</b>	<b>356,208</b>

Changes in the deferred revenue balance are as follows:

	2003	2002
	\$	\$
Deferred revenue, beginning of year	504,074	401,323
Restricted funding in excess of the current year's expenditures	363,525	186,221
Funding used for current year's expenditures from prior year's restricted excess funding	(147,866)	(113,108)
Decrease in restricted funding relating to leasehold improvements	—	(55,500)
Property, plant and equipment funding	—	168,607
Amortization of deferred revenue – property, plant and equipment	(65,823)	(83,469)
Deferred revenue, end of year	<b>653,910</b>	<b>504,074</b>

## 7. PENSION PLAN

Substantially all of the employees of the Association are members of the WSIB Pension Plan (the "Plan"), which is a multi-employer defined benefit pension plan available to all eligible employees of the participating members. The most recent actuarial valuation of the Plan as at December 31, 2002 indicates the Plan is fully funded. Contributions to the Plan made during the year by the Association on behalf of employees amounted to \$418,285 (2002 – nil) and are included in the consolidated statement of revenue and expenses.

## 8. LEASE COMMITMENTS

The future minimum annual lease payments under operating leases for premises and computer equipment are approximately as follows:

	\$
2004	402,400
2005	365,400
2006	326,100
2007	320,600

## 9. SUBSEQUENT EVENT

Subsequent to the year end, the Association's wholly-owned subsidiary Proventus was wound-up with the operations formerly provided now carried out through the Association.

# 2003 OSSA Board of Directors

## CHAIR

### **Bob Meehan**

President/Owner  
Robert C. Meehan Ltd.

## DIRECTORS

### **Mike Baker**

Store Manager  
IKEA Canada

### **John Bennetto**

Director, Services Sector  
Workplace Safety and Insurance Board (WSIB)

### **Jill Bewer**

Disability Management/Safety Specialist  
TDL Group Limited

### **Christine Hackett-Czar**

Health & Safety Coordinator, Ontario  
Aramark Canada Limited

### **John Heffner Jr.**

President  
Heffner Toyota Limited

### **Maurizio Lobalsamo**

Senior Health & Safety Advisor  
Sobeys

### **Edward Meijer**

Managing Director  
Valhalla Inn

### **Elizabeth Mills**

President & Chief Executive Officer  
Ontario Service Safety Alliance

### **Keith Perron**

Tourism and Hospitality  
Ontario Place Corporation

### **Sandy Robinson**

Director of Operations  
The Hummingbird Centre

### **Frank Saraka**

Owner/President  
Saber Mdsg Limited

### **Conrad Turner**

Vice President, Human Resource & Administration  
Tannis Food Distributors

### **Alvin Weatherall**

Director of Risk Management – Resort Operations Group  
Blue Mountain Resorts Limited

### **Wayne Weatherbee**

General Manager, Small Business Services  
Workplace Safety and Insurance Board (WSIB)

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