

BUSINESS PLAN 2020



AMHSA
Alberta Municipal Health and Safety Association



OUR MISSION

VISION

To be the recognized leader of municipal safety excellence and an innovative provider of education programs

MISSION

To promote quality health and safety management systems by delivering excellent customer-focused safety education and consultation services

MANDATE

To provide meaningful safety training and education programs to our members in a cost-effective manner



TABLE OF CONTENTS

ORGANIZATIONAL STRUCTURE.....	6
BOARD OF DIRECTORS – 2019 – 2020	6
WCB PREMIUM RATES – 2014 – 2019	7
SAFETY ASSOCIATION LEVIES – 2019	8

2019 GOALS and OBJECTIVES — August 15, 2019

GOAL 1	11
Provide Cost-Effective Training and Education Services for the Prevention of Occupational Injuries and Disease.	
GOAL 2	17
Promote Effective Health and Safety Management to Alberta Municipalities, Associate Members and Others.	
GOAL 3	22
Monitor and Disseminate Government OHS Legislation and Policies that Impact Alberta Municipal and Associate Members.	
GOAL 4	24
Act as Certifying Partner in the Partnerships in Injury Reduction (PIR) Program in Cooperation with Workers' Compensation Board – Alberta and Alberta Labour and Immigration – Partnerships.	
MANAGING OUR FUTURE	26

2020 GOALS AND OBJECTIVES

GOAL 1	31
Promotion of education in occupational injury/illness incident prevention in the municipal industries in which AMHSA member employers are engaged.	

GOAL 2	36
Monitor and Disseminate Government OHS Legislation and Policies that Impact Alberta Municipalities and Associate Members.	
GOAL 3	37
Promote effective Health and Safety Management Systems (HSMS) as a Certifying Partner (CP) in the Partnerships in Injury Reduction (PIR) program in cooperation with Workers' Compensation Board – Alberta and Alberta Labour and Immigration – Partnerships.	
GOAL 4	38
Provide Customer Excellence to Alberta municipalities through cost-effective access to subject matter experts (SME) and strategic partners.	
GOAL 5	41
Demonstrate AMHSA value and accountability in supporting OHS Prevention Initiatives and Partnerships Annual Reporting Requirements for Performance Metrics that impact Alberta municipalities.	

2020 BUDGET

2020 OPERATING BUDGET	45
ADMINISTRATION.....	46
STAKEHOLDER SUPPORT	46

APPENDICES

(A) Acronyms	49
(B) 2019 Reports	50
(C) 2019 Membership Survey Highlights.....	52
(D) Quarterly Program Registration Income/Quarterly Financials	56
(E) Summary of Training	57

ORGANIZATIONAL STRUCTURE

ALBERTA MUNICIPALITIES

Counties & MDs	Cities	Towns	Villages	Summer Villages	Specialized Municipalities
65 [64 + 1]*	17	108	93	51	5

There are 339 regular members that correspond to approximately 62,328 municipal workers in Alberta (Referenced from WCB Safety Association Synopsis Aug 2018). **Special Areas*

AMHSA BOARD OF DIRECTORS 2019 - 2020

Position	Name	Organization
Chair	Jeremy Wickson	Alberta Municipal Supervisors Association (AMSA)
Vice Chair	Christopher Collier	The City of Calgary
Secretary/Treasurer	Paul Vargis	Canadian Union of Public Employees Local 37 (CUPE Local 37)
Director	Rhonda deVos	Other Cities - Employer
Director	Vacant	Alberta Water & Wastewater Operators Association (AWWOA)
Director	Mohinder Banga	Alberta Urban Municipalities Association (AUMA)
Director	Mircea Fagarasanu	The City of Edmonton
Director	Charlie Cutforth	Alberta Rural Municipal Administrators' Association (ARMAA)
Director	Brian Brewin	Rural Municipalities of Alberta (RMA – formerly known as AAMDC)
Director	Thomas Goulden	Local Government Administration Association (LGAA)
Director	Vacant	Canadian Union of Public Employees Local 30 (CUPE Local 30)
Director	Neil Riley	Other City – Workers
Director	Corey Nesdoly	Canadian Union of Public Employees Local 38 (CUPE Local 38 Calgary)
Director	Lanny Chudyk	Civic Service Union 52 (CSU 52)

WCB PREMIUM RATES (2014-2019)

	2014	2015	2016	2017	2018	2019
<u>Cities</u>	\$1.14	\$1.14	\$1.27	\$1.30	\$1.34	\$1.38
<u>Towns</u>	\$1.14	\$1.14	\$1.27	\$1.30	\$1.34	\$1.38
<u>Villages</u>	\$1.14	\$1.14	\$1.27	\$1.30	\$1.34	\$1.38
<u>MDs and Counties</u>	\$1.07	\$1.07	\$1.19	\$1.26	\$1.44	\$1.38
<u>Provincial Average</u>	<u>\$1.03</u>	<u>\$0.97</u>	<u>\$1.01</u>	<u>\$1.02</u>	<u>\$1.35</u>	<u>\$1.38</u>

NOTE:

All rates are per \$100 of insurable earnings.

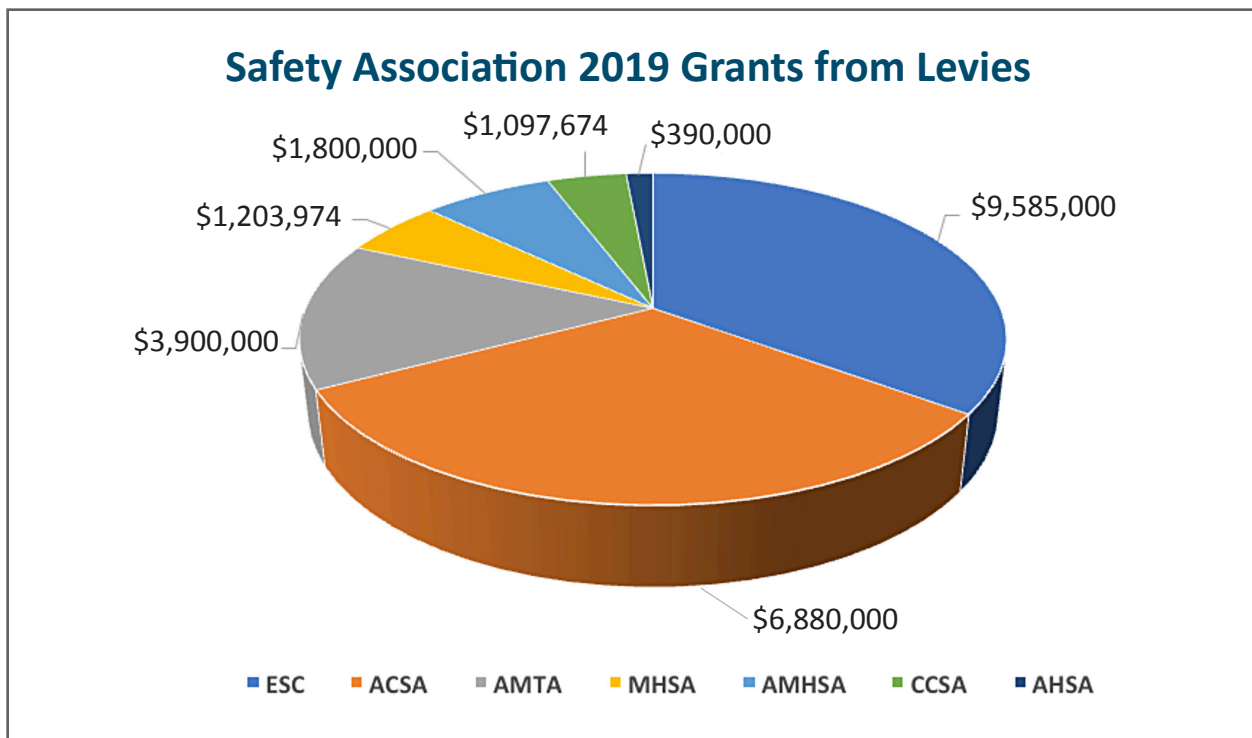
Source: Workers' Compensation Board – Alberta 2019 Premium Rates by Sector and Rate Group



2019 SAFETY ASSOCIATION LEVIES

Funded safety associations represent specific industries. The purpose is to promote workplace safety through education and other initiatives to those industries. These industries fund the safety associations through levies in their premium rates. The levies are calculated based on funding requests received from the safety associations. Levies may be a flat rate or calculated as a percentage of the required rate for claims.

In 2018, WCB-Alberta will collect **\$24,856,648** from contributing industries and transfer the funds to sponsoring associations. AMHSA's 2019 levy of \$1.8M represents only 7.2 % of this amount.



2020 GRANT LEVY

AMHSA is proposing no levy increase for any members – cities, municipal districts, counties, towns, and villages. The funding levy will remain at 3.75 cents per \$100 of payroll. Municipalities will continue to pay the lowest safety association levy in the province of Alberta. Chart revised according to latest data (averages):

2020 WCB Operating Grant Request

Based on Existing Levy:	\$ 1,800,000
Withdraw from WCB Association Balance:	\$ 125,000
Total Operating Request	\$ 1,925,000



2019 GOALS and OBJECTIVES

RESULTS TO AUGUST 15, 2019



GOAL 1

Provide Cost-Effective Training and Education Services for the Prevention of Occupational Injuries and Disease

Core/Fundamental Objectives

1. AMHSA COURSES OFFERED – CLASSROOM

1.01 Continue to offer the following classroom-based courses to members, associate members, and non-members:

Two-Day Training Courses

- Health and Safety Auditing
- Health and Safety Management Systems
- Leadership for Safety Excellence
- Mental Health First Aid

One-Day Training Courses

- Audit Refresher Training
- Defensive Driving
- Fall Protection
- Ground Disturbance, Trenching and Excavation
- Health and Safety Audit Refresher (*formerly Auditor Recertification*)
- Health and Safety Management Systems and Auditing – Small Employer (SECOR)
- ICS-200 Workshop
- Prime Contractor Safety
- Professional Driver Improvement
- Workplace Harassment Awareness and Violence Prevention

Half-Day Training Courses

- Accident/Incident Investigation
- Asbestos and Mould Awareness
- Cargo Securement: General
- Confined Space Entry
- Drug Awareness
- First Responder Wellness
- Flag Person: General
- Formal Workplace Inspections
- Hazard Identification, Assessment and Control
- Joint Work Site Health and Safety Committees
- MSD Prevention (Industrial Ergonomics)
- MSD Prevention (Office Ergonomics)

GOAL 1 *Continued*

- OHS Act, Regulations and Code Overview
- Overview of Trucking Compliance for Municipalities in Alberta
- Supervisor's Role
- Tailgate Meeting Essentials
- WHMIS 2015
- Working Alone
- Workplace Violence Prevention - City of Edmonton

Operator Safety Courses (1 Day)

- ATV Rider
- Backhoe/Loader
- Front End Loader
- Plow Truck Sander
- Road Grader
- Skid Steer Loader
- Utility Terrain Vehicle (UTV) Training

Train-the-Trainer

- Flag Person: Train-the-Trainer
- Orientation: Train-the-Trainer
- WHMIS 2015: Train-the-Trainer

The top 5 classroom courses to July 31, 2019:

1. Joint Work Site Health and Safety Committee/Health and Safety Representative
2. Workplace Harassment Awareness and Violence Prevention (Full Day)
3. Defensive Driving
4. Leadership for Safety Excellence
5. Operator Safety - Front-End Loader

1.02 Develop customized training programs and support (supply course materials, certificates, etc.) when sufficient training levels are anticipated.

AMHSA continues to develop customized training programs for several organizations. AMHSA has supported these efforts coordinating and scheduling instructors, developing materials, etc.

1. Contractor Safety Management Program – City of Calgary
2. Leadership for Safety Excellence – City of Edmonton
3. Leadership for Safety Excellence – City of Lethbridge

GOAL 1 *Continued*

1.03 Deliver on-site training courses as requested.

As of July 31, 2019, 309 courses have been scheduled with 5,007 participants. Additionally, in-house trainers have trained the following number of participants:

WHMIS - 225

Flag Persons - 56

Cargo Securement - 90

Ammonia and Toxic Gases in Arenas - Revised documents were published due to recent changes to legislation.

1.04 Deliver the following scheduled courses twice a year in the north and south: Health and Safety Management Systems, Auditing, Audit Refresher, SECOR, and Leadership for Safety Excellence.

The above courses were scheduled in the north and south twice prior to July 31st with the exception of SECOR which was put on hold due to changes to the program which have not been announced yet. AMHSA held additional classes in both their north and south training rooms in the area of mental health first aid and tailgate meeting essentials due to member demand.

1.05 Promote AMHSA's certificate programs and offer specific courses that will help students complete these programs.

AMHSA created a new logo for the certificate program that accompanies our scholarship campaign to help with promotions.



Targeted / Strategic Objectives

1.06 Strive to keep the number of cancelled courses below 3%.

Thirteen (13) of 309 courses, or 4% of courses were cancelled. All were with reasonable lead time by the host, and there is no major concern. The cancellation policy has been applied where applicable.

GOAL 1 *Continued*

2. AMHSA COURSES OFFERED – ONLINE

Fundamental Objectives

2.01 Continue to offer the following online courses to members, associate members, and non-members:

- Accident/Incident Investigation
- Aerial and Scissor Lift Safety
- Asbestos Awareness
- Backhoe Operation and Safety
- Back Safety
- Backing Safety Fundamentals
- Bear Awareness
- Behaviour-Based Safety (BBS)
- Boom Truck Awareness
- Cargo Securement Flatbeds
- Cargo Securement for Dry Vans
- Chainsaw Safety
- Chlorine Safety
- Compressed Gas Cylinders
- Confined Space Entry
- CRSP Exam Preparation
- CRSP Practice Examination Q&A
- Daily Pre-Trip Inspection
- Defensive Driving
- Defensive Driving Fundamentals
- Defensive Driving: 3 Demerit Reduction Program (Alberta)
- Dog Bite Prevention
- Drug and Alcohol-Free Workplace
- Electrical Safety Training System
- Non-Electrical Workers - 2015 Standard
- Emergency Procedures
- Excavator Operation and Safety
- Fall Protection (Alberta Edition)
- Fatigue Management for Supervisors
- Fire Extinguisher Use
- Firefighting & Fire Extinguisher Safety
- First Aid Basics Online
- First Responder Wellness 101
- Forklift Operator Safety
- Forklift Training (Counterbalanced)
- Formal Workplace Inspections
- Front End Loader
- Gas Detection
- Ground Disturbance 201
- Ground Disturbance Awareness Online
- Harassment Prevention
- Hazard Identification, Assessment & Control
- Heat Stress
- ICS 100
- Ladder Safety Awareness
- Leadership for Safety Excellence for Municipal Employees
- Leadership in Safety
- Lockout Tagout in the Workplace
- Manager's Role
- Motorized Pallet Jacks: Safe Operation
- Office Ergonomics
- Office Ergonomics Training
- Orientation: Train the Trainer
- Overhead and Gantry Crane Safety
- Overhead Cranes
- Pool Safety
- Prime Contractor – Generic
- Prime Contractor – City of Edmonton
- Prime Contractor – City of Calgary
- Professional Driver Improvement Course – PDIC (Proctored)
- Radio Communications
- Rigging and Slings (Advanced)
- Safety Knowledge Evaluation (SKE)
- Skid Steer Loader Operation and Safety
- Supervisor's Role
- Telehandler (Variable Reach Forklift)
- Traffic Control Persons for Construction
- Transportation of Dangerous Goods – TDG Online
- Verbal Judo - Essential Conflict Management
- Walking on Icy Surfaces
- Weights and Dimensions (Alberta)
- WHMIS 2015
- WHMIS 2015 Refresher
- Winter Driving Fundamentals
- Working Alone
- Workplace Harassment and Violence Prevention Training
- H₂S

GOAL 1 *Continued*

In addition to the above online course offerings and based on customer feedback received via surveys and evaluations, approximately 20 additional courses were added to the AMHSA portal including cannabis, drone safety, active shooter, and crane load techniques.

AMHSA's top five (5) online courses to July 31, 2019:

1. Hazard Identification, Assessment, and Control (905)
2. Accident/Incident Investigation (847)
3. Leadership for Safety Excellence – Online (668)
4. Formal Workplace Inspections (403)
5. Workplace Harassment and Violence Prevention Training (143)



2.02 Promote online courses.

Targeted / Strategic Objectives

2.03 Survey members about other online courses they would utilize.

As referred in 2.01, cannabis and drone safety courses were added due to member demand.

2.04 Develop online training programs based on member needs and changing demands.

ATV / UTV online training program in development.

2.05 Seek out partnerships to find and offer online training programs and share costs.

Chainsaw training and ATV / UTV training programs were developed in a shared-cost partnership with a subject matter expert.

2.06 Apply for special grants for new initiatives when grants become available.

AMHSA was awarded a \$10,000 Innovations grant for Impairment in the Workplace Workshops to be held in the fall 2019.

GOAL 1 *Continued*

3. AMHSA COURSE MATERIALS

3.01 Continue to revise and update existing training programs including print materials, videos, and exams in-house.

The largest materials update program to date has been AMHSA's classroom LSE to update post-June 30, 2018 legislation. Workplace Violence Prevention and Tailgate Meeting Essentials video footage were updated. Many other online courses were optimized for playback on mobile media.

3.02 Seek out effective and affordable professional printing services for course materials.

AMHSA initiated AON and an RFP process for printing of course materials.

3.03 Seek options for printing services for course materials (i.e. green options for reducing training material waste).

AMHSA determined it best to complete smaller print runs thus resulting in less disposal fees due to legislative changes and quality control.

4. AMHSA COURSES OFFERED

4.01 Ensure qualified, quality contracted trainers are utilized, including those certified through Alberta Safety Council (Defensive Driving and ATV Rider Safety) and Ives (heavy equipment operator courses).

4.02 Keep instructors up to date regarding AMHSA policies (e.g., billing, insurance, expectations) and current course materials.

4.03 Ensure quality of instructors by regularly reviewing evaluations and conducting annual performance reviews.

In May 2019, AMHSA held an Instructors Meeting in Red Deer and contracted the services of Outspoken Communications whose speaker delivered a powerful presentation on instructing skills and tips which was well received. AMHSA reset expectations with instructors. The instructor qualifications and evaluation policy were both engaged to ensure quality instructors and training. AMHSA had a 20% turnover of instructors as part of their instructor management change and has a very strong bench of instructors that are fully qualified, understand, and promote the AMHSA municipal culture of excellence. AMHSA will hold an instructor webinar in early November to again ensure quality control and a consistent training experience for students.

GOAL 2

Promote Effective Health and Safety Management to Alberta Municipalities, Associate Members, and Others

Core/Fundamental Objectives

5. COMMUNICATION

5.01 Promote AMHSA's services and resources through:

- Brochure
- Website
- Conferences and Trade Shows
- Newsletters
- Advertisements
- Safety Council Meetings
- Social Media

AMHSA had a 20% increase in Facebook followers to 273. AMHSA has contracted the services of Pixel Army to increase awareness through Google adwords campaign. Our services and resources were also promoted through member committees (i.e., NASC, SASC, ACSC), and the other methods listed above. Email blasts were also utilized to promote special events and courses, and Facebook was used to regularly to post audit tips (over 100).

5.02 Highlight resources, new courses and events using the homepage banner.

The AMHSA homepage banner has been featuring new courses and events such as the Impairment in the Workplace workshops, new online and classroom course offerings and other promotions. Courses promoted on the homepage included the new Joint Worksite Health and Safety Committees/Representative training program and our new LSE for Managers course. The WCB's mobile app was featured, as well as OHS Resources on the Alberta Government's website.

5.03 Expand AMHSA's services to other provincial municipal partners.

AMHSA continues to collaborate with the British Columbia Municipal Safety Association and held classroom courses in the Northwest Territories in 2019.

5.04 Explore the use of technology to improve internal and external communication systems.

AMHSA has utilized several new software programs including Skype, Zoom, (used for meetings, webinars, etc.), Microsoft Teams, and Proposify. AMHSA has begun loading LSE classroom exams onto the Learning Management System (LMS) so users may write their exams on their smart phones or tablets in the class. This expedites the receipt of course completion certificates process for the learners.

GOAL 2 *Continued*

5.05 Create tracking and reporting tool for AMHSA's progress and achievements.

AMHSA has kicked off a new dashboard project which is expected to be in beta version by Q4, 2019.

5.06 Update AMHSA's webpage to enhance user interface and experience.

Some webpage updates have been made. However, a large-scale upgrade to be mobile friendly is scheduled for 2020.

6. SMALL EMPLOYERS

6.01 Inform and educate smaller municipalities about health and safety management systems and the Association's services and resources available to small employers.

All inquiries from small municipalities and associate members related to creating and implementing effective health and safety management systems were addressed. Support and information were also provided about COR and SECOR.

AMHSA began acting as a stakeholder on the Continuing Care Safety Association's integrated toolkit development in 2019, which will result in the creation of a significant resource for small employers to utilize as they build and implement their health and safety management systems. The completed, customized toolkit which will include templates, sample policies, forms, and other educational components such as webinars, will be available August 2020.

6.02 Increase focus on smaller municipalities – promote health and safety training, act as Certifying Partner, and support networking opportunities.

All of AMHSA's services and resources were made available to all municipal employers, including training (classroom and online), OHS consultation, Partnerships in Injury Reduction, SECOR auditing, quality assurance, and member networking committee participation. The safety advisor mentor network continued to provide guidance to new/junior safety professionals in smaller municipalities.



IMPAIRMENT
IN THE WORKPLACE

Targeted / Strategic Objectives

6.03 Explore financial incentives (i.e., grant programs, creative sentencing) to support smaller municipalities that are building their health and safety management systems.

AMHSA applied for several OHS Innovation Grants and was successful in obtaining support for three Impairment in the Workplace seminars. Smaller municipalities were invited to participate in the events which were held in Edmonton, Calgary and Lethbridge.

AMHSA has been invited to submit proposals for alternative sentencing funding related to several fatal accidents that occurred in smaller municipalities. If successful, these proposals will result in initiatives targeting employers who perform the same types of work, including smaller municipalities.

7. MEMBER NETWORKING

7.01 Coordinate and participate in the Northern Alberta Safety Council, Southern Alberta Safety Council, and the Alberta Cities Safety Council.

AMHSA coordinated the June 2019 meeting of the Alberta Cities Safety Council, the April 2019 joint meeting of the Northern and Southern Alberta Safety Councils and the September Northern and Southern Alberta Safety Council meetings. A special guest speaker from Insight Corporate Care addressed psychological hazards at the meeting and was very well received by the members in attendance. Doug Grant, a retired fire captain, was the guest speaker at our SASC and ACSC meetings regarding AMHSA's First Responder online course; and the guest speaker for the ACSC meeting in December and Joint NASC/SASC meeting in April 2020, will be the Employer Appeals Advisor from the Fair Practices Office.

7.02 Grow the network of volunteer safety advisory members and continue to respond to requests for support/information from members. Facilitate communication between participants.

All requests for mentoring or provision of sample forms, policies, templates, etc, were fulfilled via the safety advisory mentor network and via the "safety advisors" email distribution list. Topics of interest to date in 2019 have included harassment and violence, joint worksite health and safety committees and representatives, sharing of specific safe work procedures, and development of training matrixes. The email distribution system that AMHSA created in 2019 now includes 60 safety advisors from across the province, from various sizes of municipalities. AMHSA monitors the conversations, contributing AMHSA resources and expertise and coordinating the official safety advisor mentor network.

GOAL 2 *Continued*

7.03 Participate in the conference planning committees for the Health, Safety, and Utilities Conference (formerly “RUSA conference”) and the Health and Safety Conference Society of Alberta (HSCSA).

AMHSA has continued to represent municipal interests and actively participates in both conference planning committees in 2019. We now co-host the Health, Safety, and Utilities Conference each year in December, and provide financial sponsorship in addition to administrative, promotional, and topic-related services and expertise. The December conference registrants are almost 100% municipal employees.

7.04 Support the LinkedIn groups for Northern and Southern Safety Councils and Cities.

These groups experienced decreased use in 2018, and due to higher-priority initiatives, they were not maintained or supported in 2019. Members have migrated to the “safety advisors” email distribution system referenced in 7.02.

7.05 Post items of interest and respond to inquiries via Facebook.

The AMHSA Facebook page was updated with current and relevant industry news and events and was used to promote AMHSA’s online and classroom training offerings. It regularly features news stories, information about legislation updates, course and event highlights, and auditing tips. AMHSA also shares posts and links from other organizations, such as WorkSafeBC, CCOHS, CSSE, and various Certifying Partners.

8. INCREASE OCCUPATIONAL HEALTH AND SAFETY AWARENESS

8.01 Promote OH&S awareness at four levels: (i) Elected Officials; (ii) Administrators; (iii) Public Works Supervisors and (iv) Workers.

AMHSA continued to promote awareness at the target levels through regular communications (e.g. newsletter), member networking groups, social media, conference trade show participation, and collaboration with other associations such as the Alberta Emergency Management Association and Alberta Urban Municipalities Association. AMHSA is also represented on the Industry Task Force and several conference committees, further extending our reach. The AMHSA board of directors represents the interests of the various groups as it is made up of representatives of both employers and workers, specific municipalities, unions, and municipal supervisors.

8.02 Participate in members’ health and safety functions to promote OH&S and the Association.

AMHSA continued to support members’ health and safety functions such as safety days, lunches and conferences by supplying branded prizes and swag, and attending events when invited. The City of Red Deer’s safety day included a trade show which AMHSA attended. Over 150 members visited the Association’s booth and received information about our services and resources.

GOAL 2 *Continued*

9. IDENTIFY CHAMPIONS

9.01 Identify champions for health and safety within the municipal sector and provide opportunities for them to promote health and safety and share their innovations with their peers.

At every safety council meeting, members participate in roundtable presentations where they are invited to share their health and safety innovations with their peers. Members also bring discussion items to the agenda and gain valuable advice from other municipalities. The Municipal Safety Newsletter also includes articles which featured initiatives from the City of Grande Prairie and the Town of Vegreville.

9.02 Promote and administer the AMHSA training awards program.

The following municipalities received awards for highest training engagement:

- City of Leduc
- Flagstaff County
- MD of Lesser Slave River No. 124
- Special Areas Board
- Town of Calmar
- Village of Rockyford
- Improvement District No. 09 (Banff)

A unique award this year, the Portal Award was given to the Town of Vegreville for its work populating and generating a training matrix and digital forms that other municipalities have been able to utilize as well.

9.03 Promote award programs of government and other groups – e.g., Work Safe Alberta Awards.

The OHS Innovation Grants program was promoted to members at meetings and via AMHSA's Municipal Safety Newsletter.

GOAL 3

Monitor and Disseminate Government OHS Legislation and Policies that Impact Alberta Municipal and Associate Members

Core/Fundamental Objectives

10. PARTNER LIAISON

10.01 Explore opportunities to partner with other health and safety associations and Certifying Partners.

AMHSA shared its Excel version of the Partnerships audit tool with three other Certifying Partners in 2019 and is working with one on development of an audit tool interpretation guide for both auditors and QA Analysts. Collaboration continues to be a focus for AMHSA, with other health and safety associations, members, and other stakeholders. We also worked in partnership with the Alberta Association for Safety Partnerships to convert the new audit tool to the eCompliance platform.

10.02 Liaise with Partnerships and integrate AMHSA's activities with their strategic objectives.

The Association continued to participate in the Certifying Partner group and the new provincial Strategic Steering Committee this year. We have also participated on the conference committee for an annual conference and invited Partnerships to participate. Our Alberta Labour representatives participate in all member committee and Board of Directors' meetings. Our bi-annual QA Audit took place in October, and we will integrate our COR action plan and processes with the findings and Partnerships standards. We continue to co-sign CORs with Alberta Labour - Partnerships. In addition, AMHSA's newsletter featured Alberta's OHS Resource Portal.

10.03 Liaise with the Workers' Compensation Board – Alberta.

The WCB has also continued to participate in AMHSA's member committee and Board of Directors' meetings. We follow the CORRS manual and processes related to Partnerships in Injury Reduction COR and SECOR audits. In addition, the WCB's announcement about its new President, my WCB mobile app for workers, and the review of policy consultation were included in AMHSA's newsletter.

GOAL 3 *Continued*

11. COMMUNICATION

11.01 Use “Municipal Safety News” to inform subscribers about new or revised legislation and government and WCB policies.

The March 2019 newsletter included information on the OHS Resource Portal and an article on the WCB’S new President. The May 2019 newsletter featured our annual Member Survey with a link for our members to access the survey directly. We also promoted training for our Joint Work Site Health and Safety Committee/Health and Safety Representative and WHMIS Train-the-Trainer courses as well as our Impairment in the Workplace Workshops. The September 2019 newsletter featured new webinars focusing on auditing tips and a total worker health, the latter of which was a partnership between the City of Lethbridge and AMHSA. Other items in this newsletter contained OHS eNews with links to updated resources for employers and workers, as well as promoting WCB’s myWCB mobile app for workers.

11.02 Publish news, events, and upcoming courses related to Alberta Labour and Immigration and WCB on the AMHSA website.

Alberta OHS resources are currently being promoted on a website banner on AMHSA’s homepage, and a link to Alberta Labour is also featured. WCB is featured on a banner related to their new mobile app for workers which also includes a link to the website.

11.03 Populate the SafetyNet resource library with documents and links.

When new resources, links, documents, templates, forms, policies, etc. become available, they were added to the library located at <https://www.amhsa.net/resources/safetynet-library/>. Many resources have been shared directly amongst members via the “safety advisors” email distribution.

GOAL 4

Act as Certifying Partner in the Partnerships in Injury Reduction (PIR) Program in Cooperation with Workers' Compensation Board – Alberta and Alberta Labour and Immigration – Partnerships

12. COR AND SECOR

12.01 Promote and support the Partnerships in Injury Reduction (PIR) program. This includes: The training and certification of auditors; administration and quality assurance of external and internal PIR audits and coordination; and communication with the Partnerships team.

All COR Certification, COR Maintenance, auditor qualification and baseline audits received were reviewed for quality assurance per established timelines. Training in the northern and southern regions of the province was ongoing. The new Audit Refresher course, with an optional second day, was offered more frequently than in past years throughout the province.

A new training standard was adopted and the COR-related courses (Health and Safety Management Systems, Auditing, and Audit Refresher) were revised and approved by Partnerships where required.

Communication with the Partnerships team was ongoing, and our cooperative relationship with Alberta Labour was strengthened in 2019.

12.02 Ensure quality assurance systems meet all Partnerships standards and comply with any reasonable recommendations from the Partnerships Quality Assurance Team's audits.

AMHSA's next QA Audit by Partnerships was conducted in October 2019. Once the report is received, we will develop an action plan to address opportunities for improvement and cooperate with Partnerships to implement changes per the deadlines. The Evaluation Program Manager continues to address extraordinary circumstances, such as Limited Scope Audits, Action Plans conducted in lieu of maintenance audits, auditor discipline, etc. An additional staff person and two (2) contract QA analysts are being utilized to conduct reviews. The revised Audit Refresher course includes valuable information to assist auditors in avoiding QA revisions.

All audits conducted on the Excel and eCompliance audit tools are reviewed, processed, and filed per AMHSA's procedure. An interpretation guide for QA analysts will be developed to assist in providing consistent quality assurance review feedback to auditors.

12.03 Contribute to the development, periodic review, and maintenance of PIR Standards.

AMHSA participated in the new General Certifying Partner group meetings, as well as the newly-formed Strategic Steering Committee meetings. In addition, a staff member is participating on the MSD sub-committee. Our COR Policies and Procedures document is being updated to reflect the changes due to adoption of the new Partnerships audit tool in 2019 and other changes to the Standards.

GOAL 4 *Continued*

12.04 Support members and associate members working towards attaining their COR or SECOR.

In the spring of 2019, AMHSA surveyed municipal and consultant/contract auditors about their experience with our PIR processes, audits, and service. The responses were tabulated, results communicated to members, and feedback considered to improve the system and resources. All COR and SECOR inquiries were addressed, and employers guided through the training and COR/SECOR attainment process.

AMHSA continued to focus on keeping its COR-holders and auditors informed as changes occurred due to revised standards, new audit tools, and legislation in 2019. This included an Audit Dispatch in quarterly AMHSA newsletters and publishing of two Auditor Updates so far this year. In addition, audit tips have been regularly posted to Facebook, and we provided PIR updates at all member meetings. The next Auditor Update will be distributed in October.

12.05 Support auditors and auditors-in-training.

To date in 2019, over 90 auditors have attained/renewed their auditor certification. Auditors who contact AMHSA staff with questions while preparing for and conducting internal and external audits, and while preparing action plans or conducting limited scope audits, are provided with guidance. Staff is available to assist via email, phone, or cell phone. Regular Auditor Updates are sent with information related to the new audit tool, training, deadlines, QA issues, and guidance regarding creation of quality audit reports. A series of webinars specifically for auditors and individuals considering becoming an auditor are in development and will begin in September.

Over 50 auditors have participated in Audit Refresher training in 2019, and 37 participants have attended auditing training, while 32 have attended Health and Safety Management Systems. Additional offerings have been scheduled for the fall.

12.06 Continue to utilize COR for certification process for AMHSA.

The Partnerships Yes/No SECOR audit tool was used to certify and maintain COR for AMHSA's small employer participants in the PIR program, while the Partnerships large employer tool was used for AMHSA's large employers. Our COR is administered by the Alberta Association for Safety Partnerships.

12.07 AMHSA will conduct annual auditing surveys.

Completed in the spring and results shared, see Objective 12.04.

12.08 AMHSA will form auditing member committees.

Volunteers were solicited early in the new year and via the annual Auditing survey in the spring, and it was determined that holding webinars for auditors on specific topics they requested was the priority strategy to address this group's needs in 2019. Two webinars were held in 2019: "Updates and Interview Sampling" and "So You Want to be an AMHSA Auditor."

MANAGING OUR FUTURE

MARKETING & COMMUNICATIONS

OBJECTIVES	ACTION ITEMS
Maintain and expand AMHSA's website	AMHSA is in the process of re-developing its website. AMHSA has solicited feedback from member users and staff to determine how best to improve the overall user experience.
Develop a Communications and Marketing Plan	This plan includes a list of strategies that required the establishment of priorities and timelines for completion. To date, this has been completed. AMHSA's website redesign was postponed due to the 2018 legislation enacted by the provincial government. AMHSA has, however, pinpointed some key areas that need to be addressed. A new website design to address those marketing needs is being planned in 2020.
Continue to seek green options for printed materials	<p>AMHSA continues to reduce material waste (i.e., printed materials) by reducing quantities of Business Plan, Annual Report and course manuals by offering digital versions that are distributed accordingly.</p> <p>AMHSA currently distributes its Business Plans and Annual Reports via hard copies, our website, quarterly newsletters, and Facebook page. AMHSA would like to continue to move in the direction of digitizing these printed materials as well as with the agendas for our Board, Planning and General Meetings.</p> <p>AMHSA is presently engaged in a pilot program using tablets.</p>
Promote AMHSA's success and services	<p>AMHSA continues to work from its communications plan and has been using several vehicles in 2019 to promote its services and successes to members and the public, including:</p> <ul style="list-style-type: none"> • Quarterly newsletters • Frequent eBlasts to our members (i.e., mini newsletters) • Auditor updates • Annual Report • Business Plan • Social media • Trade show participation • Website banners <p>AMHSA is co-hosting the 46th Annual Health, Safety & Utility Conference & Trade Show December 2-5, 2019, as well as sponsoring the 18th Annual Health & Safety Conference & Trade Fair in Banff (February 6 & 7, 2020).</p>

MANAGING OUR FUTURE

MARKETING & COMMUNICATIONS

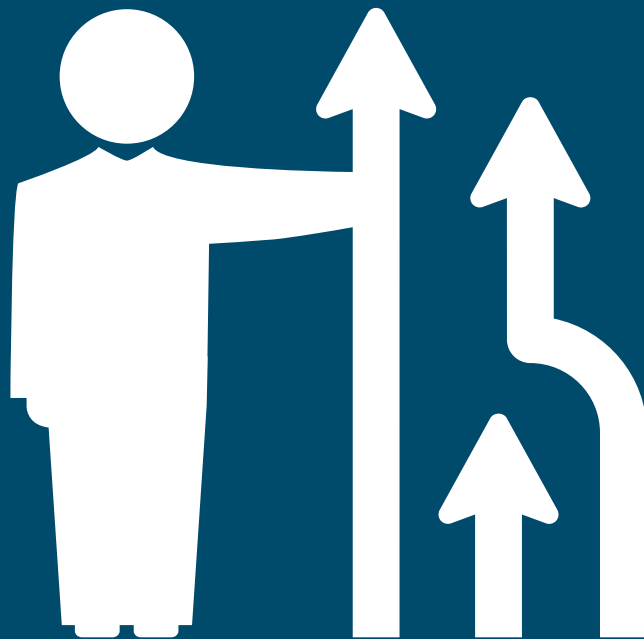
OBJECTIVES	ACTION ITEMS
Maintain the AMHSA COR	<p>AMHSA will undergo its external certification audit in Q4 2019. In preparation for the external audit, AMHSA has addressed deficiencies noted from its 2018 Maintenance Audit and Action Plan.</p> <ul style="list-style-type: none"> • 2018 COR – Internal Results – 85% • 2017 COR – External – 95% • 2016 SECOR – Internal – 83%



AMHSA ORGANIZATIONAL REVIEW

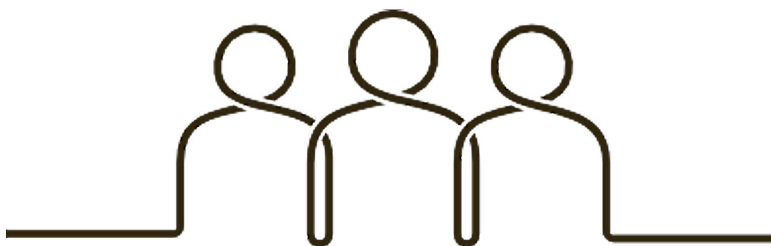
OBJECTIVES	ACTION ITEMS
Continue to implement the organizational review of AMHSA	<p>AMHSA will utilize a third party (AON) to provide AMHSA strategic guidance in employee compensation benchmarking and talent assessment processes.</p> <p>Peninsula HR will continue to provide AMHSA with Human Resource Services and employee management as required.</p>

2020 GOALS and STRATEGIES



2020 GOALS

- Promotion of education in occupational injury/illness incident prevention in the municipal industries in which AMHSA member employers are engaged.
- Represent the interests of AMHSA employers and workers in the municipal industry through member advocacy.
- Promote effective Health and Safety Management Systems (HSMS) as a Certifying Partner (CP) in the Partnerships in Injury Reduction (PIR) program in cooperation with Workers' Compensation Board – Alberta and Alberta Labour and Immigration – Partnerships.
- Provide customer excellence to Alberta municipalities through cost-effective access to subject matter experts (SME) and strategic partners.
- Demonstrate AMHSA value and accountability in supporting OHS Prevention Initiatives and Partnerships Annual Reporting Requirements for Performance Metrics that impact Alberta municipalities.



YOUR PARTNER
IN OHS EDUCATION

2020 STRATEGIES & OBJECTIVES



AMHSA has revised its legacy four (4) Business Plan Goals to five (5):

- Support AMHSA's Vision Statement of being the recognized leader of municipal safety excellence and an innovative provider of education programs.
- Satisfy new 2020 annual performance metric reporting requirements as a Certifying Partner (CP).
- Demonstrate accountability for OHS Prevention Initiatives and System Priorities.
- Support WCB Safety Association Business Plan submission criteria (Appendix G).

AMHSA's five (5) 2020 Goals are supported by Objectives, Supporting Strategies, and Metrics (where appropriate) in the following pages. Objectives related to the Association's future are included at the end of this document.

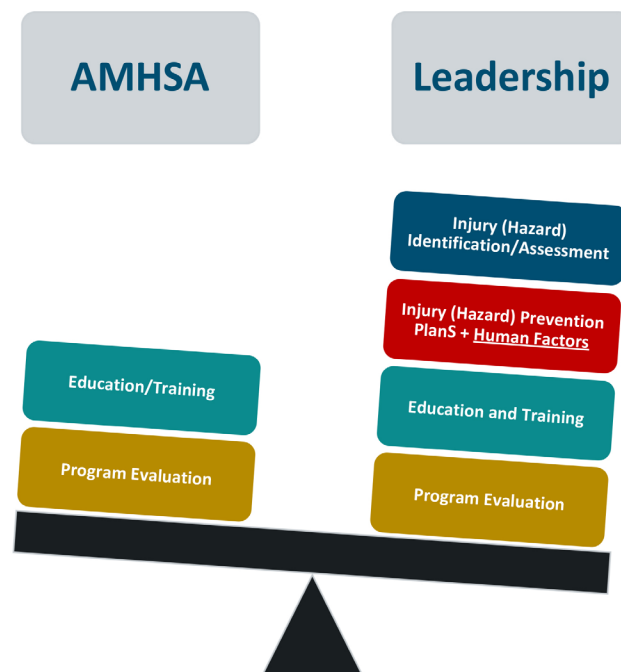
GOAL 1

Promotion of education in occupational injury / illness incident prevention in the municipal industries in which AMHSA member employers are engaged

1. OCCUPATIONAL INJURY/ILLNESS PREVENTION CAMPAIGNS

OBJECTIVE

In 2020, AMHSA will strategically pivot from its legacy primary incident/injury prevention strategy of educational training to one that supports its strong base of general safety education with targeted Prevention Campaigns for Municipal members primary mechanisms of injury.



SUPPORTING STRATEGY/METRIC

Using AMHSA Member input and WCB Iron Key incident/injury data for Municipalities as a point of reference, AMHSA will form Strategic Partnerships with occupational incident/injury prevention Subject Matter Experts (SME) to support targeted member injury prevention/reduction campaigns.

Campaign participation will be voluntary for AMHSA members and will include Implementation PowerPoints, Leader Toolkits, Posters, Tent Cards, and Toolbox Talks that can be adopted/branded by participating Municipal Members to support project vitality and success.

GOAL 1 *Continued*

1.1 Ergonomic/Musculoskeletal Injury (MSI)

MSI is a significant contributor to Municipal injury statistics year after year. MSI involves the muscles, nerves, tendons, ligaments, joints, cartilage, and spinal discs. MSI develops gradually over time or may result from an instantaneous event.

The AMHSA Ergonomic/MSI Prevention Campaign is anticipated to target six primary mechanisms of MSI injury:

Force		Lifting, Carrying & Grip Force <ul style="list-style-type: none"> Force as an MSI Risk Factor is defined as the amount of effort our bodies must use to lift objects, to use tools, or to move.
Work Posture		Reaching, Twisting, Kneeling, Squatting & Bending <ul style="list-style-type: none"> Work Posture is defined as positioning body parts and holding that position to complete a task objects, to use tools, or to move.
Repetition & Duration		Work Variety, being Unaccustomed to the Task <ul style="list-style-type: none"> Repetition and duration are defined as movements that are performed continuously using the same muscle group with little rest and recovery over an extended period of time.
Contact Stress		Pressing Muscles and/or Tendons on Sharp or Hard Surfaces <ul style="list-style-type: none"> Contact stress is concentrated pressure on a small part of the body
Vibration & Temperature		Work Performed with Vibration and Temperature <ul style="list-style-type: none"> Vibration is the transfer of energy to the body from an external source. Combining temperature and vibration greatly increases the potential of injury to the body.
Personal Factors		Personal Lifestyle <ul style="list-style-type: none"> Personal risk factors are defined as an individual's state of health, fitness, lifestyle and work habits.




GOAL 1 *Continued*



1.2 Line of Fire (LOF)

Line of Fire (LOF) hazards are a significant contributor to Municipal injury statistics year after year. LOF hazards refer to being in the path of hazardous energy that could result in employee injury. It is the path that an object will travel if “things go wrong.” Employees are in the LOF whenever they place any part of their body in this path.

The AMHSA LOF Prevention Campaign will target three mechanisms of injury:

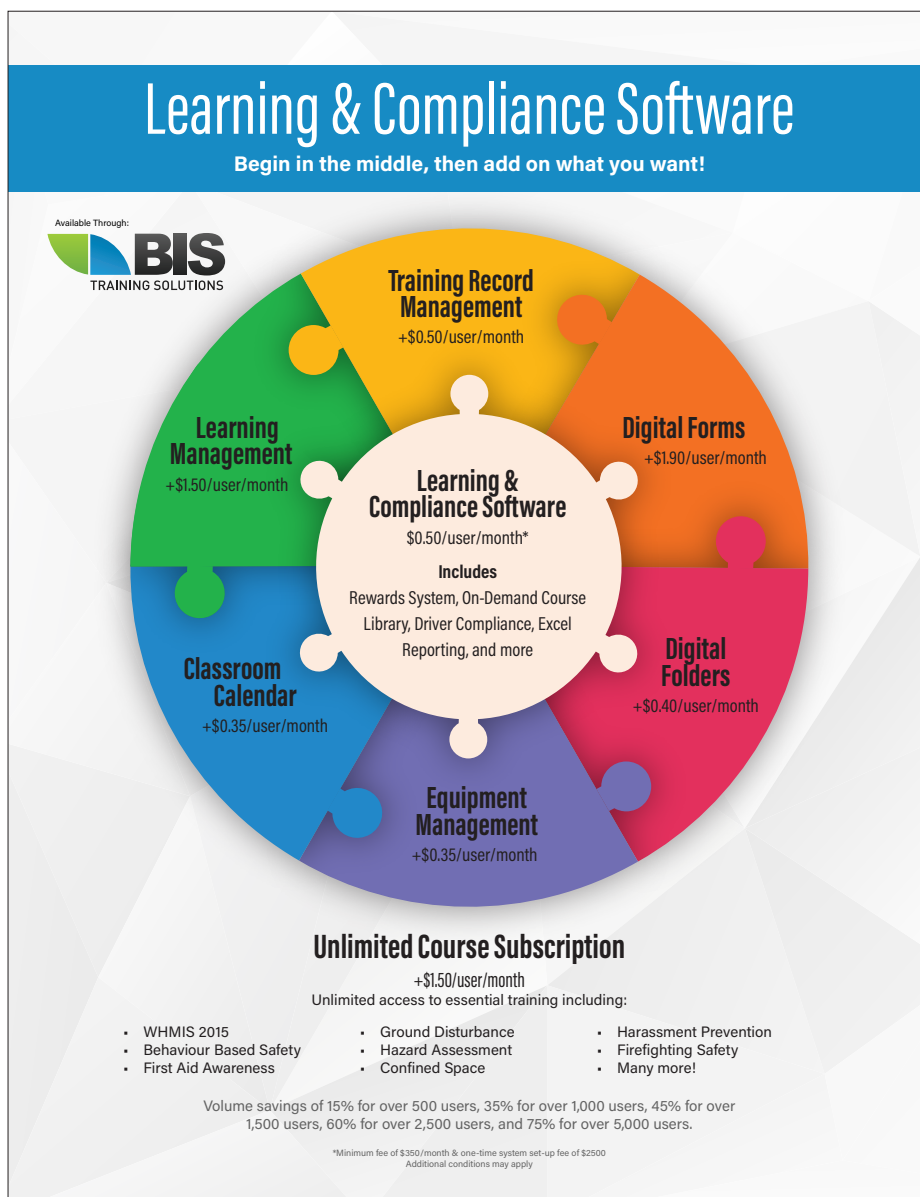
Striking Hazards		<ul style="list-style-type: none">• Striking Hazards involve striking OR being struck by an object• This includes falling objects
Crushing Hazards		<ul style="list-style-type: none">• Crushing Hazards include the potential for being entangled in machinery, or between objects
Stored Energy Hazards		<ul style="list-style-type: none">• Stored Energy Hazards result from the potential for contact with stored hazardous energy, such as electricity, heat, or chemicals

GOAL 1 *Continued*

1.3 Classroom/Online Education Courses

Offer classroom/online education courses and topic-specific webinars to members, associate members, and non-members that support occupational injury / illness incident prevention.

With efficiencies gained via lower cost delivery of online training as an alternative to classic pay-as-you-go classroom training; in 2020 AMHSA will strategically focus on increasing the volume / low cost availability of courses via subscription model online course delivery which also creates an opportunity for members to utilize software modules such as digital forms and training matrices for increased ability to determine who requires what type of training, and increased overall implementation of health and safety management systems.



GOAL 1 *Continued*

1.4 Topic-Specific Webinars

AMHSA will hold one webinar per month on varying topics important to members and associate members. Admission will be free, and they will often be positioned as “lunch and learns.”



1.5 Produce AMHSA-Awarded Tunneling, Boring, and Trenching Creative Sentencing Program

On August 14, 2019 AMHSA was awarded \$240,000 through Creative Sentencing to produce a Tunneling, Boring, and Trenching Safety Program that will have a targeted audience of Municipal supervisors and frontline workers involved in tunneling, boring, and/or trenching activities, and a secondary audience of service companies supporting municipal operations. AMHSA has the opportunity to support injury/illness prevention within the entire Municipal sector – and beyond.

Content will include but is not limited to:

- Use of Applicable Legislation
- Assessing Workface Hazards
- Reviewing and Understanding Safety Critical Aspects of Procedures/Designs of a Professional Engineer
- Communicating Critical Safety Information Effectively

ALTERNATIVE SENTENCING CONCEPT PROPOSAL

PREPARED FOR:
OHS Program Delivery,
Alberta Labour & Immigration,
Government of Alberta

PREPARED BY:
Alberta Municipal Health &
Safety Association (AMHSA)

DELIVERED ON:
August 7, 2019



SCOPE OF WORK

1 Tunneling, Boring, and Trenching E-Learning Training (2-Hour)

Establish common language and a basic understanding of tunneling, boring and trenching operations through an online course with interactive exercises and quizzes. A final test will ensure participants have the knowledge needed for success in further developing their skills in the classroom training.

2 Legislation, Hazard Assessment, and Critical Safety Communication Classroom Training (8-Hours)

This is where AMHSA really shines - developing and facilitating face-to-face learning on complex issues related to workplace safety culture, two-way safety communication, proactive hazard assessments, and how to understand safety aspects of certified procedures developed by a professional engineer. We use an approach that respects the diversity of today's workforce, individual learning styles, and the employer's need to ensure a competent workforce. This can include, but is not limited to, review of applicable legislation, case studies, practical exercises in assessing relevant work sites and field hazards, and role-playing.

This classroom training will be provided at member's locations and/or central locations as needed to meet member's needs.

3 Equipment Operation and Assessment Demonstration/Scenarios (4-Hours)

Augment the online and classroom training with a hands-on demonstration of specific types of equipment related to tunneling, boring, and trenching with a focus on how to assess the work site, the equipment, and the operational conditions for hazards and how to control them.

Recognizing that not all municipalities will have the ability to provide a work site with these operations, a video will be produced that can be used by any participants to practice or refresh their learning.

GOAL 2

Monitor and Disseminate Government OHS Legislation and Policies that Impact Alberta Municipalities and Associate Members

OBJECTIVE

AMHSA membership is diverse in terms of both the employer sizes and Industry Titles it represents (Villages, Towns, Municipal Districts, and Cities). Ensuring that AMHSA member needs and issues are represented supports AMHSA Vision, Mission, and Mandate.

SUPPORTING STRATEGY/METRIC

AMHSA will participate at strategic forums that present opportunities to represent/advocate for member needs and issues.

2.1 Industry Task Force (ITF) Association

The ITF Association works collaboratively to affect positive change in programs, practices, policy and legislation by representing the views of Alberta employers who are members of the ITF Association on matters related to Workers' Compensation in Alberta.

2.2 Strategic Steering Committee (SSC) and General Certifying Partner Committee (GCPC)

Attending SSC and GCPC has strategic benefit to both AMHSA and its members. AMHSA input has potential to influence Framing Documents from each of its working groups, COR Strategic Plans, CP Agreements and reporting metrics, and Employer Review Transition process.

2.3 Conference Board of Canada

AMHSA will become a member of The Conference Board of Canada to access health and safety thought leaders and maintain AMHSA as a Subject Matter Experts (SME). Benefits to AMHSA membership are anticipated to include:

- Discounts on Conference Board of Canada events, research publications, webinars
- Participation in Conference Board surveys focused on health and safety
- Access to research reports produced by the Centre

2.4 Health and Safety Conference Planning Committees

AMHSA will participate in planning committees for the Health, Safety & Utility Conference & Trade Show and Health and Safety Conference Society of Alberta (HSCSA) as the title co-sponsor.

GOAL 3

Promote effective Health and Safety Management Systems (HSMS) as a Certifying Partner (CP) in the Partnerships in Injury Reduction (PIR) Program in cooperation with the Workers' Compensation Board – Alberta and Alberta Labour and Immigration - Partnerships

OBJECTIVE

AMHSA will continue to offer best-in-class large and small employer COR programs and support participants. AMHSA will collaborate with stakeholders to contribute to the overall program direction and create new resources / tools. AMHSA will focus efforts in 2020 on the program-building needs of small municipal employers.

SUPPORTING STRATEGY/METRIC

3.1 Training and Standards

Offer appropriate resources and training – classroom, webinars, interpretation guides, audit tools.

Uphold standards related to training, processes, and Quality Assurance (QA).

3.2 Collaboration

Collaborate with other Health and Safety Associations (e.g., re audit tool), WCB, and Partnerships (e.g., employer review transition program).

3.3 Deliver quality COR program to small employers

Develop toolkit for small employers.

Develop delivery strategy for small employer resources.



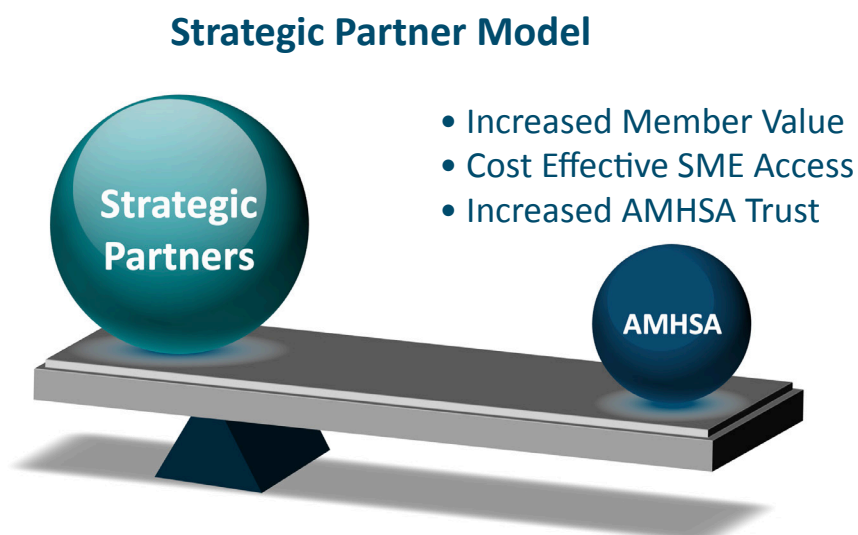
COR PROGRAMS
SMALL EMPLOYERS

GOAL 4

Provide customer excellence to Alberta municipalities through cost-effective access to subject matter experts (SMEs) and strategic partners

OBJECTIVE

To deliver customer excellence by forming Strategic Partnerships that increases member value, and provides increased member trust and cost-effective member access to leading SME.



SUPPORTING STRATEGY/METRIC

AMHSA Customer Excellence has several components to sustain AMHSA relevance and member value.

4.1 Obtaining Customer Insights

Understanding the needs of AMHSA members is critical to providing customer excellence. In 2020, AMHSA will obtain/maintain customer insights by performing post-AMHSA contact evaluations.

This action will encompass the solicitation of member feedback after attending AMHSA product offerings such as online or classroom training, webinars, and Safety Council Meetings (Northern Alberta, Southern Alberta, All-Cities).

GOAL 4 *Continued*

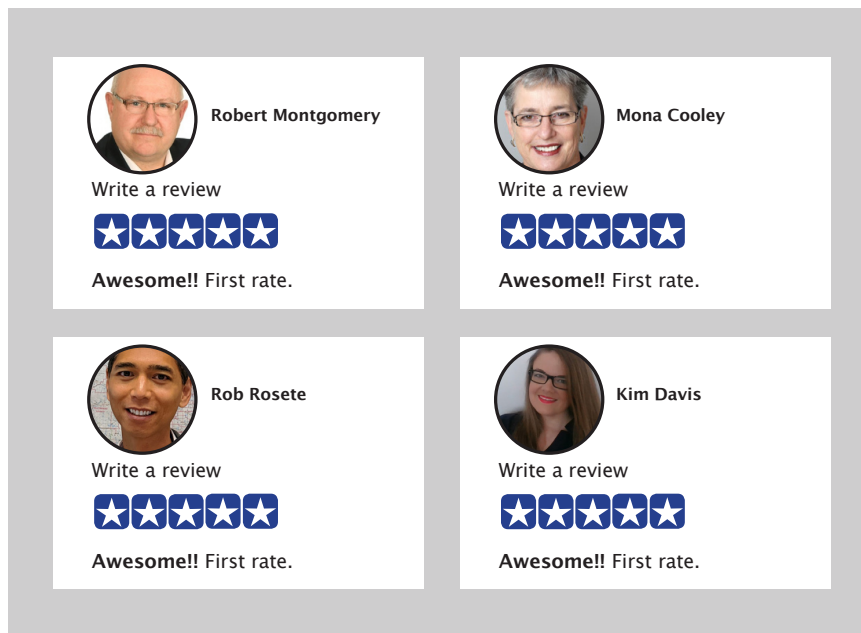
4.2 Creating Customized and Specialized Products and Services

AMHSA has consistently received member feedback that providing customized and specialized Leadership for Safety Excellence (LSE) content has value for their organizations. In 2020, AMHSA will develop the following customized or hybrid LSE offering:

- LSE – City of Lethbridge,
- LSE – Protective Services, Cities of Edmonton and Calgary
- LSE for Managers
- LSE for Senior Leadership Teams

4.3 Design and Implement Customer-Centric Processes

AMHSA has always believed that instructors are a key asset in delivering a best in class learning experience. To further build on this differentiator for AMHSA, AMHSA will pilot online instructor review technology (similar to Yelp).

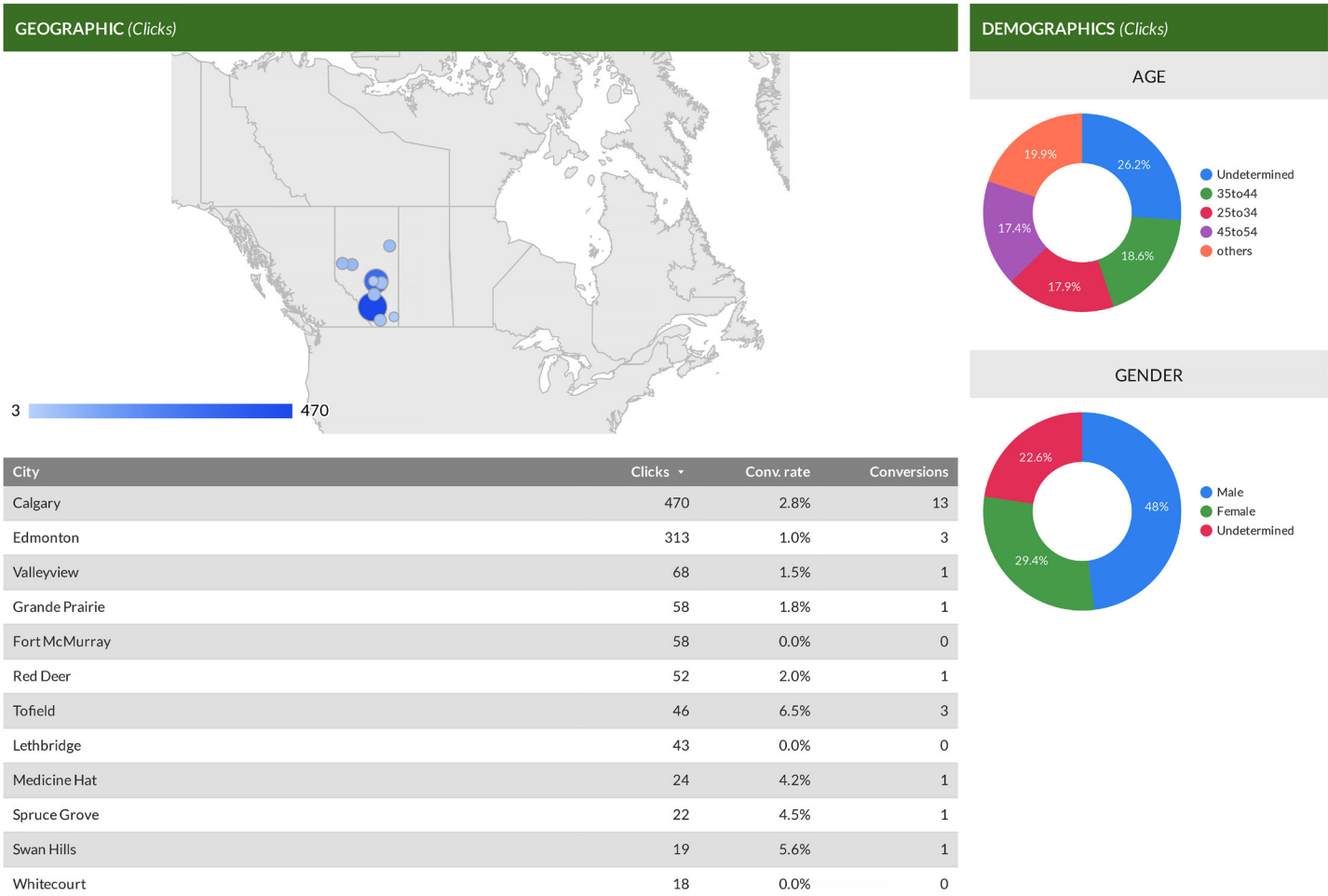


4.4 Create Performance Metrics & Action

Communicating effectively with AMHSA members and understanding the platforms they use are critical to the AMHSA customer experience. Obtaining, trending, and responding to user data and metrics will be an area of focus in 2020:

- AMHSA Website Crawlability
- Social Media Impressions
- Member Geographic and Demographic Usage

GOAL 4 *Continued*



GOAL 5

Demonstrate AMHSA value and accountability in supporting OHS Prevention Initiatives and Partnerships Annual Reporting Requirements for Performance Metrics that impact Alberta Municipalities

OBJECTIVE

Support new 2020 annual performance metric reporting requirements for Certifying Partner (CP) and demonstrate accountability for OHS Prevention Initiatives and System Priorities.

SUPPORTING STRATEGY/METRIC

5.1 Psychological Health

In 2020, AMHSA will strategically support its members in Psychological Health and leverage strategic partnerships as explained in Goal 4 to support external accountabilities of Safety Associations:

- Alberta Labour has identified psychosocial hazards (including workplace violence, harassment, and mental health) within its Top 3 System Priorities as part of its OHS Prevention Initiative.
- Starting in 2020, all Certifying Partners (CPs) must report annually on 14 specific measurements to Partnerships – including psychosocial hazards as a System Priority (9.2.2.5).



GOAL 5 *Continued*

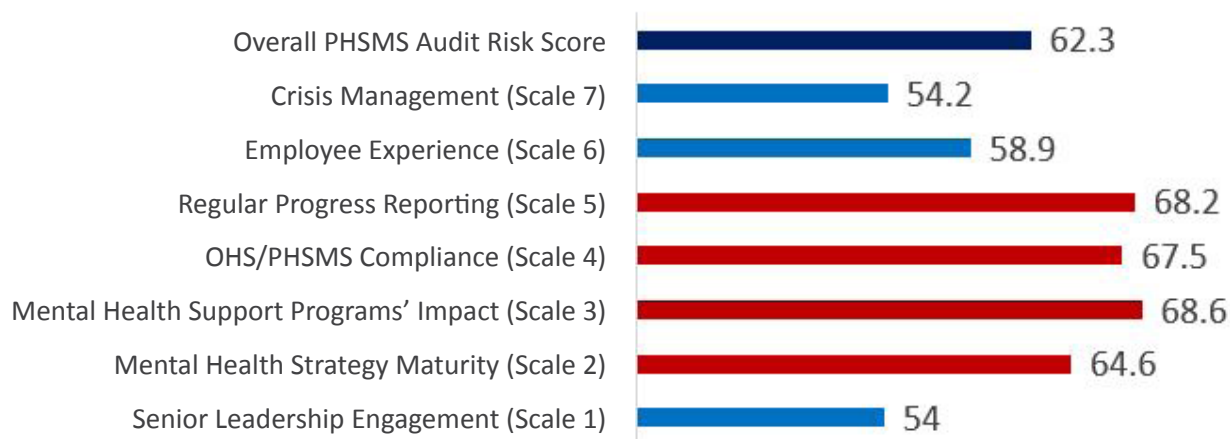
PSYCHOLOGICAL HEALTH IMPACT GROUP

The “Impact Group” will be a 24-month joint partnership between AMHSA and Howatt HR Consulting to establish a group of municipal organizations that work towards implementing the components of the Canadian Standards Association (CSA) *National Standard for Psychological Health and Safety in the Workplace*.

Participating AMHSA members will discuss barriers and workshop solutions:



- The link among stress, mental health, and mental illness
- What each employee can do to eliminate stigma
- Resiliency and mental health
- How many can support employees’ mental health in the workplace
- What every employee can do to create a psychological safe workplace
- How to cope with constant change

Over 24 months, the goal is to assist participating AMHSA members to influence seven scales that are aligned to CSA Standard:



MENTAL HEALTH COMMISSION OF CANADA TRAINING

AMHSA will provide strategic course offerings by the MHCC for members in:

Mental Health First Aid	Mental Health First Aid Canada	
The Working Mind	The Working Mind	



2020 BUDGET

The AMHSA Board of Directors approved the 2020 Budget at the August 2019 Board of Directors Meeting.

The 2020 Budget was based on a premium rate levy of 3.75 cents per \$100 of insurable earnings for all municipalities. There is no increase to levy rates for municipalities. The WCB Grant request for 2020 is \$1.8M.



2020 OPERATING BUDGET

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION 2019-2020 ACTUAL, PROJECTION AND BUDGETING					
	YTD 2019/06	2019 BUDGET	PROJECTION	2020 BUDGET	
ALLOCATION FROM CONTINGENCY	75,000	150,000	150,000		
GST REFUND (Q4 2018 - Q3 2019)	12,976	33,000	24,000		
REVENUE					REVENUE
WCB Grant	900,000	1,800,000	1,800,000	1,800,000	WCB Grant
AMHSA IN PERSON	347,243		550,000	500,000	AMHSA IN PERSON
AMHSA ONLINE	107,834		160,000	160,000	AMHSA ONLINE
BIS ONLINE	34,964		60,000	60,000	BIS ONLINE
Total Program Registrations	490,042	845,000	770,000	720,000	Total Program Registrations
Associate Memberships	2,500	11,000	5,000		
Interest Revenue	2,562	4,000	4,000	4,000	Interest Revenue
Total Sale of Materials	17,835	60,000	35,000	50,000	Total Sale of Materials
Shipping Revenue	1,829	3,000	3,600		
Other Revenues	800	4,000	2,000	11,000	Other Revenues
TOTAL REVENUE	1,503,544	2,710,000	2,793,600	2,585,000	TOTAL REVENUE
EXPENSE					EXPENSE
General Administration Expenses					General Administration Expenses
Total Wages	456,041	1,077,901	1,000,000	1,350,000	Wages and Benefits
Total Employee Benefits	100,194	231,478	189,000		
Total Office Travel & Subsistence	26,420	50,000	51,000	50,000	Office Travel & Subsistence
WCB Assessment (Premiums)	2,298	3,000	2,298		
Office - Rent	88,963	185,305	177,600	180,000	Office - Rent
Equipment Lease	3,248	16,000	6,600	8,000	Equipment Lease
Equipment/Furniture Purchases	5,747	18,000	14,400	20,000	Equipment/Furniture Purchases
Total Equip & Office Maintenance	10,100	17,000	18,000		
Office Supplies & Printing	33,803	58,516	68,000	128,000	General Office Expenses
Library Materials	-	3,000	-		
Postage & Courier	8,510	16,000	17,000		
Office - Other	2,244	2,500	4,600		
Telephone and Fax	11,598	25,000	23,000		
Interest, Bank, Finance Charges & Mercha	2,874	6,000	6,000	6,000	Bank, Merchant & Finance Charges
Office Insurance	-	4,000	4,000		
Advertising, Promotion & Membership	40,516	53,000	66,000	65,000	Advertising, Promotion & Membership
Contract Services	167,330	177,000	194,500	110,000	Contract Services
Professional Development	10,345	16,000	14,000		
IT, Web, Database Development, Mainte	65,101	150,500	140,000	150,000	IT & Web Expenses
Bad Debt	-	1,800	1,800	2,000	Bad Debt
Total General Administration Expenses	1,035,332	2,112,000	1,997,798	2,069,000	Total General Administration Expenses
Program Development and Training					Training Costs
Program - Materials	61,264	130,000	100,000	130,000	Program - Materials
Total Travel and Facility Rent	107,700	130,000	170,000	150,000	Total Travel and Facility Rent
Program - Instructor Fees	175,514	290,000	300,000	300,000	Program - Instructor Fees
Total Program Dev and Training	344,478	550,000	570,000	580,000	Total Training Costs
Board Expenses					Board Expenses
Total Board General	13,276	15,000	26,000	25,000	Board Expenses
Total Board Expenses	13,276	15,000	26,000	25,000	Total Board Expenses
Other Expenses					
GST Paid on Purchases (Exp)	13,845	33,000	28,000		
TOTAL EXPENSE	1,406,931	2,710,000	2,621,798	2,674,000	TOTAL EXPENSES
EXCESS REVENUE OVER EXPENSE	96,613	-	171,802	- 89,000	EXCESS REVENUE OVER EXPENSE
EXCESS EXCL GST & CONTINGENCY	22,483	- 150,000	25,802	- 89,000	EXCESS EXCL GST & CONTINGENCY

ADMINISTRATION

Alberta Municipal Health and Safety Association (AMHSA) continues to be registered under the Societies Act of Alberta. Brownlee LLP holds the Society annual return for 2019.

BOARD OF DIRECTORS MEETINGS

In accordance with the AMHSA Bylaws, a schedule for the 2020 meetings was established at the Board of Directors meeting on May 17, 2019.

Board meetings will be held:

- | | | |
|---|--------------------------|------------------------|
| • | Friday, January 31, 2020 | Red Deer, Alberta |
| • | Friday, May 15, 2020 | Calgary, Alberta |
| • | Friday, August 14, 2020 | Sherwood Park, Alberta |

The 2020 Annual General Meeting will be held prior to the Board meeting on Friday, May 15, 2020, in Calgary.

STAKEHOLDER SUPPORT

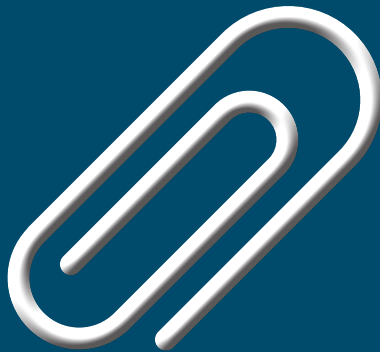
MEMBERS

AMHSA conducted its annual Member Survey in May 2019. AMHSA relies on members' feedback to inform us on how to best deliver customer-focused and relevant courses to our participant municipalities and small businesses.

The goals and findings can be seen in Appendix E.



2020 APPENDICES



APPENDIX A | ACRONYMS

AHSA	Alberta Hotel Safety Association
ACSC	Alberta Cities Safety Council
ACSA	Alberta Construction Safety Association
AMTA	Alberta Motor Transport Association
AMHSA	Alberta Municipal Health and Safety Association
APWSA	Alberta Public Works Supervisors Association
AMSA	Alberta Municipal Supervisors Association
APWA	Alberta Public Works Association
ARMAA	Alberta Rural Municipal Administrators Association
ASC	Alberta Safety Council
AUMA	Alberta Urban Municipalities Association
AWWOA	Alberta Water and Wastewater Operators Association
CCSA	Continuing Care Safety Association
COR	Certificate of Recognition
CPWA	Canadian Public Works Association
CSU	Civic Service Union
CSTS	Construction Safety Training System
CUPE	Canadian Union of Public Employees
HSCSA	Health and Safety Conference Society of Alberta
HSMS	Health and Safety Management System
LGAA	Local Government Administration Association
LTC	Lost Time Claims
MHSA	Manufacturers Health and Safety Association
NAOSH	North American Occupational Safety and Health
NASC	Northern Alberta Safety Council
PIR	Partnerships in Injury Reduction
RMA	Rural Municipalities of Alberta (formerly known as AAMDC)
RUSA	Rural Utilities Safety Association
SASC	Southern Alberta Safety Council
SCC	Safety Codes Council
SECOR	Small Employer Certificate of Recognition
SWOT	Strengths, Weaknesses, Opportunities and Threats
WCB	Workers' Compensation Board
WHMIS	Workplace Hazardous Materials Information System

APPENDIX B | 2019 REPORTS

The unaudited Operating and Project Reports to June 2019 as adopted by the AMHSA Board of Directors.

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION 2019-2020 ACTUAL, PROJECTION AND BUDGETING					
	2018 BUDGET	2019 BUDGET	PROJECTION ¹	2020 BUDGET	
REVENUE					REVENUE
WCB Grant	1,700,000	1,800,000	1,800,000	1,800,000	WCB Grant
AMHSA In-Person			550,000	500,000	AMHSA In-Person
AMHSA Online			160,000	160,000	AMHSA Online
BIS Online			60,000	60,000	BIS Online
Total Program Registrations	550,000	645,000	770,000	720,000	Total Program Registrations
Associate Memberships	10,000	11,000	5,000		
Interest Revenue	4,000	4,000	4,000	4,000	Interest Revenue
Total Sale of Materials	58,000	60,000	35,000	50,000	Total Sale of Materials
Shipping Revenue	2,500	3,000	3,600		
Other Revenues	4,000	4,000	2,000	11,000	Other Revenues ³
TOTAL REVENUE	2,328,500	2,527,000	2,619,600	2,585,000	TOTAL REVENUE
CONTINGENCY ALLOCATION	100,000	150,000	150,000	90,000	CONTINGENCY ALLOCATION
GST REFUND²	36,000	33,000	24,000		
TOTAL REVENUE & CONTINGENCY	2,464,500	2,710,000	2,793,600	2,675,000	TOTAL REVENUE & CONTINGENCY
EXPENSE					EXPENSE
General Administration Expenses					General Admin. Expenses
Total Wages	941,862	1,077,901	1,000,000	1,350,000	Wages and Benefits ⁴
Total Employee Benefits	234,014	231,478	189,000		
Total Office Travel & Subsistence	50,000	50,000	51,000	50,000	Office Travel & Subsistence
WCB Assessment (Premiums)	3,000	3,000	2,298		
Office - Rent	146,000	185,305	177,600	180,000	Office - Rent
Equipment Lease	7,000	16,000	6,600	8,000	Equipment Lease
Equipment/Furniture Purchases	15,000	18,000	14,400	20,000	Equipment/Furniture Purchases
Total Equip & Office Maintenance	22,000	17,000	18,000		
Office Supplies & Printing	53,224	58,516	68,000	129,000	General Office Expenses ⁵
Library Materials	3,000	3,000	-		
Postage & Courier	16,000	16,000	17,000		
Office - Other	2,500	2,500	4,600		
Telephone and Fax	25,000	25,000	23,000		
Interest, Bank, Finance Charges & Merch	7,000	6,000	6,000	6,000	Bank, Merchant & Finance Charges
Office Insurance	4,000	4,000	4,000		
Advertising, Promotion & Membership	47,000	53,000	66,000	65,000	Advertising, Promotion & Membership
Contract Services	210,600	177,000	194,500	110,000	Contract Services
Professional Development	12,000	16,000	14,000		
IT, Web, Database Development, Mainte	52,500	150,500	140,000	150,000	IT & Web Expenses
Bad Debt	1,800	1,800	1,800	2,000	Bad Debt
Total General Administration Expenses	1,853,500	2,112,000	1,997,798	2,070,000	Total General Admin. Expenses
Program Development and Training					Training Costs
Program - Materials	120,000	130,000	100,000	130,000	Program - Materials
Total Travel and Facility Rent	140,000	130,000	170,000	150,000	Total Travel and Facility Rent
Program - Instructor Fees	300,000	290,000	300,000	300,000	Program - Instructor Fees
Total Program Dev and Training	560,000	550,000	570,000	580,000	Total Training Costs
Board Expenses					Board Expenses
Total Board General	15,000	15,000	26,000	25,000	Board Expenses
Total Board Expenses	15,000	15,000	26,000	25,000	Total Board Expenses
Other Expenses					
GST Paid on Purchases ²	36,000	33,000	28,000		
TOTAL EXPENSE	2,464,500	2,710,000	2,621,798	2,675,000	TOTAL EXPENSES
TOTAL INCOME/LOSS	-	-	171,802	-	EXCESS REVENUE OVER EXPENSE

1 - Projection to end of 2019

2 - GST Refund and Expense are offsetting line items that may be off by one fiscal quarter

3 - Other Revenues in 2020 onwards also includes Associate Memberships and Shipping Revenue

4 - Total Wages & Benefits in 2020 onwards also includes wages, benefits, WCB Assessment & Professional Development

5 - General Office Expenses in 2020 also includes Office & Equipment Maintenance, Office Supplies, Office Insurance, Other, Postage & Telecommunications

APPENDIX B

SPECIAL PROJECT REPORT

As at June 30, 2019

EXTERNALLY RESTRICTED FUNDS

PROJECT	STATUS	BUDGET	PRIOR YEAR	YTD EXPENSE	CURRENT YR PROJECTION	2020+ PROJECTION	TOTAL EXPENSE	BALANCE
Edmonton Leasehold Improvement	Completed	350,000	9,220	31,416	-	-	40,636	(309,364)
Calgary Leasehold Improvement	Pending	309,364	-	-	-	309,364	309,364	-
*budget is the unused portion of Edmonton Leasehold Improvement								
Impairment in the Workplace Workshop	Pending	10,000	-	-	-	10,000	10,000	-
City of Calgary Contractor Management	In Progress	120,000	-	28,542	61,458	30,000	120,000	-
*\$24,000 receivable, \$60,000 to be billed in Sept and \$36,000 in 2020								
Sentencing Agreement-Boring & Trenching	Pending	240,000	-	-	40,000	200,000	240,000	-
*awaiting receipt of funds & includes A 1.0 FTE new temp staff member or contractor/subject matter expert shared with LSE Customized Versions								
LSE Customized Versions	Pending	290,000	-	-	-	290,000	290,000	-
*finalizing proposal & includes a 1.0 FTE new temp staff member or contractor/subject matter expert shared with Creative Sentencing Agreement								
TOTAL EXTERNALLY RESTRICTED PROJECTS		1,319,364	9,220	59,959	101,458	839,364	1,010,000	(309,364)

INTERNALLY RESTRICTED FUNDS

PROJECT	STATUS	BUDGET	PRIOR YEAR	YTD EXPENSE	CURRENT YR PROJECTION	2020+ PROJECTION	TOTAL EXPENSE	BALANCE
ePortals	On-going	15,000	5,600	3,600	1,200	4,600	15,000	-
*\$400 per municipality portal setup cost								
Workplace Violence Prevention	In Progress	15,000	7,370	1,500	6,130	-	15,000	-
ATV/UTV Course	In Progress	50,000	-	24,286	25,714	-	50,000	-
ICS 402/100 Online Incident Course	Completed	5,000	350	4,190	-	-	4,540	(460)
Tailgate Meeting Essentials Course	Completed	5,000	-	5,854	-	-	5,854	854
LSE for Senior Managers Course	In Progress	10,000	-	676	9,324	-	10,000	-
WCB Iron Key Data Analysis	Pending	15,000	-	-	5,000	10,000	15,000	-
*special project funding for 2019 and 2020 to identify key drivers then line item to be incorporated into operations budget								
Video Library Updating	Pending	30,000	-	-	10,000	20,000	30,000	-
*rights acquisitions and uploading to YouTube channel								
Website Metrics Infrastructure	Pending	10,000	-	-	5,000	5,000	10,000	-
MSD Slips/Trips/Falls & Line of Fire	Pending	10,000	-	-	5,000	5,000	10,000	-
Webinars	In Progress	35,000	-	207	14,793	20,000	35,000	-
Web Redesign	Pending	60,000	-	-	30,000	30,000	60,000	-
*includes end-user consultation								
General Course Development	On-going	24,000	-	3,845	6,000	12,000	21,845	(2,155)
*for non-specific online and in-person course development and review								
Mental Health Impact Group	Pending	125,000	-	-	-	125,000	125,000	-
*full funding request from WCB Association Balance to cover project								
TOTAL INTERNALLY RESTRICTED PROJECTS		409,000	13,320	44,159	118,161	231,600	407,240	(1,760)

Externally Restricted Projected Spending	940,822	Internally Restricted Projected Spending	349,761
Less: External funds receivable	<u>600,000</u>	Less: Internal funds receivable inc. GIC interest	<u>102,500</u>
External Requirements to end of 2020	340,822	Internal Requirements to end of 2020	247,261
Internal and External Cash Requirements	588,082	Net Special Project Funding Account Balance	588,901

*special account balance less amount to be transferred op acct

DIFFERENTIAL BETWEEN REQUIREMENTS AND ACTUAL BALANCE \$ 818.26

APPENDIX C

2019 MEMBERSHIP SURVEY HIGHLIGHTS



2019 Membership Survey

HIGHLIGHTS OF THE 2019 MEMBERSHIP SURVEY

AMHSA conducted its annual Member Survey in May 2019. We rely on members' feedback to inform us on how to best deliver customer-focused and relevant courses to our participant municipalities and small businesses. The goal of the survey was to:

1. Determine the level of customer satisfaction of our products and services, and discern what AMHSA services and products are working for them and what are not,
2. Understand whether those trained felt the skills and/or knowledge was/were applied to their jobs as a result of the training they received,
3. Hear what our members value most in classroom and online training and whether they attend training at all,
4. Know whether our members utilize other online training providers, and
5. Identify what software is used by our members to assist in managing safety training records, and

The survey was electronically delivered to over 600 recipients, and we received 123 responses. There were many responses, but in summary, what we heard from our survey:

- **What is your position within your municipality?**
A majority of our respondents are health and safety advisors/coordinators followed by managers/supervisors then other (i.e., those in administrative positions, health and safety committee members, human resources, fire services, etc.).
- **Are you satisfied with AMHSA's products and services?**
Over 96% of whom are satisfied with AMHSA's products and services.
- **How can we improve your experience with AMHSA?**
We noticed three categories that were consistent in comments:

Training – mostly pleased but there were comments requesting:

- Continued development of more online courses
- Offering more scheduling options and locations for available training
- Hands-on activities and real-life examples to aid in classroom training
- Online audit refresher and more audit training courses in general; and simplifying/streamlining of the audit tool and QA process

APPENDIX C

Website/Technical Services – we hear our members loud and clear that our website is slow and can be hard to navigate and are working with our web design contractor to solve that. We also hear that a few of our members would like:

- Templates that can be downloaded from our website for their own use
- To Hear From Us – so a Zendesk chat feature on our website now allows our members to easily “chat with us.”
- More Webinars
- More In-Depth Search “Engine” on our Website

Current Services – a third of our recipients are happy with their current experience with AMHSA

- **In looking at ALL of the services and products AMHSA offers, what is working for you and what is not.**
In summary, here is what they had to say:

What Works

- **Training**
 - Course offerings (both online and classroom)
 - Ability to book in-house training quickly and the fact that they can bring in-house training to their staff
 - Training is tailored to the municipal sector
 - The variety of online courses and the affordable costs
- **Resources**
 - Ability for internal staff to answer safety/legislative questions
 - SAFETAPP
- **Communications**
 - Newsletter and eBlasts are helpful
- **Municipal Safety Meetings**
 - Appreciate meeting, hearing and information sharing from other municipalities at these meetings
- **COR Process works well**

APPENDIX C

What is Not Working –

- **Website** – Slow; resource centre could be more advanced; digitizing library of films and making them available for viewing online
- **Templates** – Offering more to be downloaded for member use
- **Not Offering Online Orientation** – Would be a great help for community groups/volunteers
- **Audit Tool and Training** – to simplify it and offer it online again; auditor course to be offered more frequently
- **Information Sharing Among Municipalities**
- **Teleconferencing During Safety Council Meetings**
- **Over 65% of our worker respondents felt that they had acquired the skills and/or knowledge that could be applied to their jobs. Over 26% indicated this question was not applicable to them.**
- **Over 40% of municipal officials, CAOs and/or managers/supervisors were unsure as to whether those workers who participated in AMHSA training had acquired or applied the skills and/or knowledge to their jobs while almost 8% thought they had.**
- **As for municipalities who did not attend AMHSA training,**
 - ~ Over 18% responded that they did not have enough time to attend
 - ~ Over 15% responded that budget constraints kept them from the training
 - ~ Over 26% responded that location constraints kept them from training
 - ~ Over 5% were unsure of what training is offered
 - ~ Over 37% said it was not relevant
 - ~ Over 20% had other reasons
- **What our members value the most about classroom training:**
 - ~ Informed speakers/instructors who engage the audience
 - And real-life situations and examples that are municipality specific
 - ~ Ability to ask questions and having the one-on-one help
 - ~ The discussions and interactions
 - ~ The visual PowerPoints and handouts

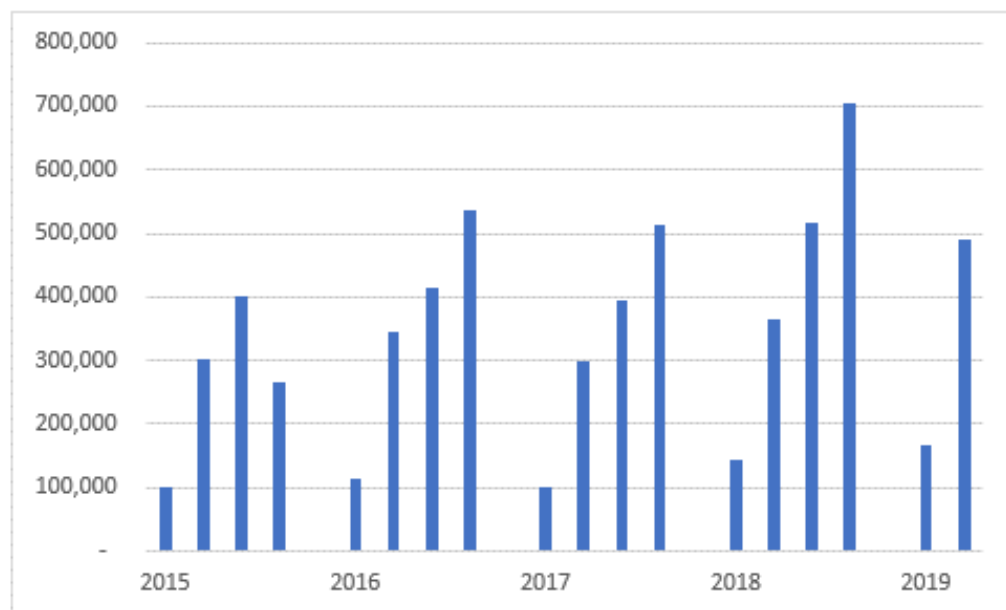
APPENDIX C

- **What our members value most about online training:**
 - ~ Flexibility
 - ~ Ease of use
 - ~ Variety of courses available
 - ~ Cost
- **Over 54% of our members do not use other online training providers while 45% do use other online providers.**
- **A majority of our members use software to assist in managing health and safety training records.**
- **As for additional topics to be covered in our quarterly eNewsletters, our members suggested the following:**
 - ~ Safety training links and alerts
 - ~ Worker testimonials, municipality spotlight stories, and significant incidents
 - ~ Safety statistics
 - ~ Hazard analysis
 - ~ Did You Know? Section
- **AMHSA learned that our eBlasts (i.e., mini newsletters with time-sensitive updates) are overwhelmingly helpful. (Tip to our members: You need to be subscribed to our newsletters in order to receive our eBlasts).**

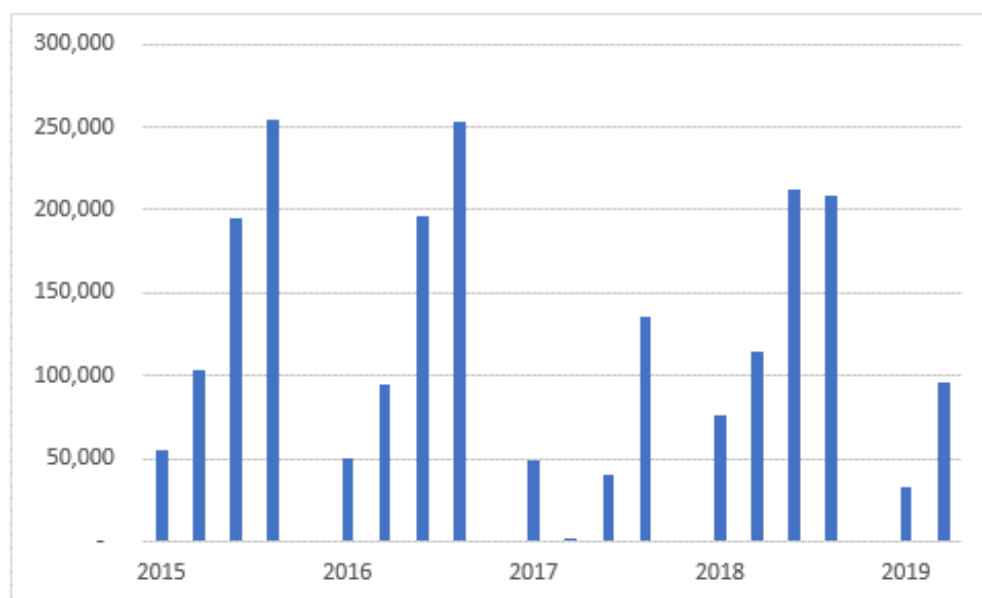
APPENDIX D

QUARTERLY PROGRAM REGISTRATION INCOME / QUARTERLY FINANCIALS MONTH END BALANCE

PROGRAM REGISTRATION INCOME



QUARTERLY FINANCIALS MONTH END BALANCE



APPENDIX E

SUMMARY OF TRAINING

2019 JULY YTD SUMMARY OF TRAINING

	2013 (Dec)	2014 (Dec)	2015 (Dec)	2016 (Dec)	2017 (Dec)	2018 (Dec)	2019 (July)
In-House	1,980	2,304	2,143	1,848	3,047	2,260	419
Online		599	2,021	3,842	6,068	11,167	5,798
On-Site	6,808	6,732	6,348	5,498	4,788	5,607	5,007
Total	8,788	9,635	10,512	11,188	13,903	19,034	11,224

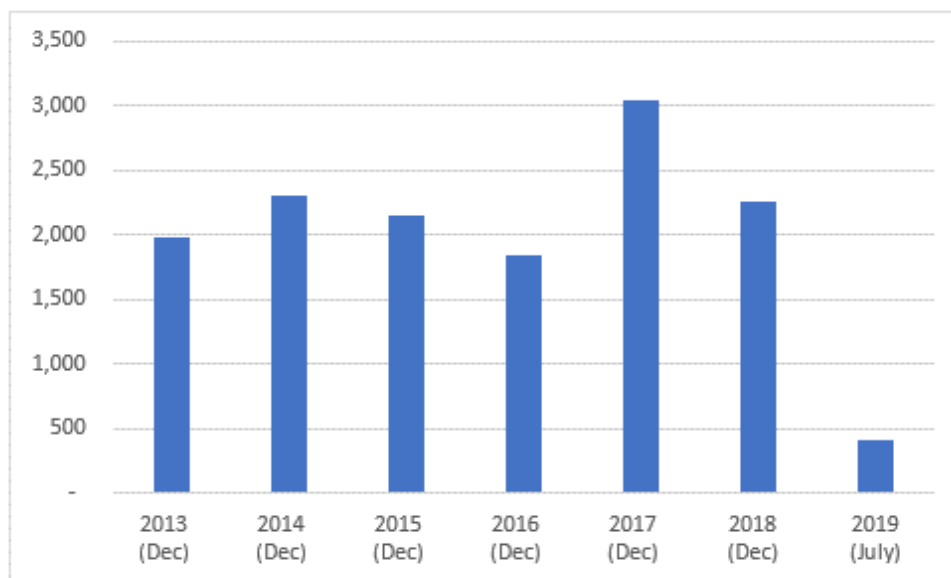
2019 JULY YTD SCHEDULED CLASSROOM COURSES

COURSES	2013	2014	2015	2016	2017	2018	2019 (July)
Classroom Courses Scheduled	650	601	608	574	478	480	109
Classroom Courses Cancelled	5	6	24	34	22	21	5
Percentage of Cancellations	1%	1%	4%	6%	5%	5%	5%

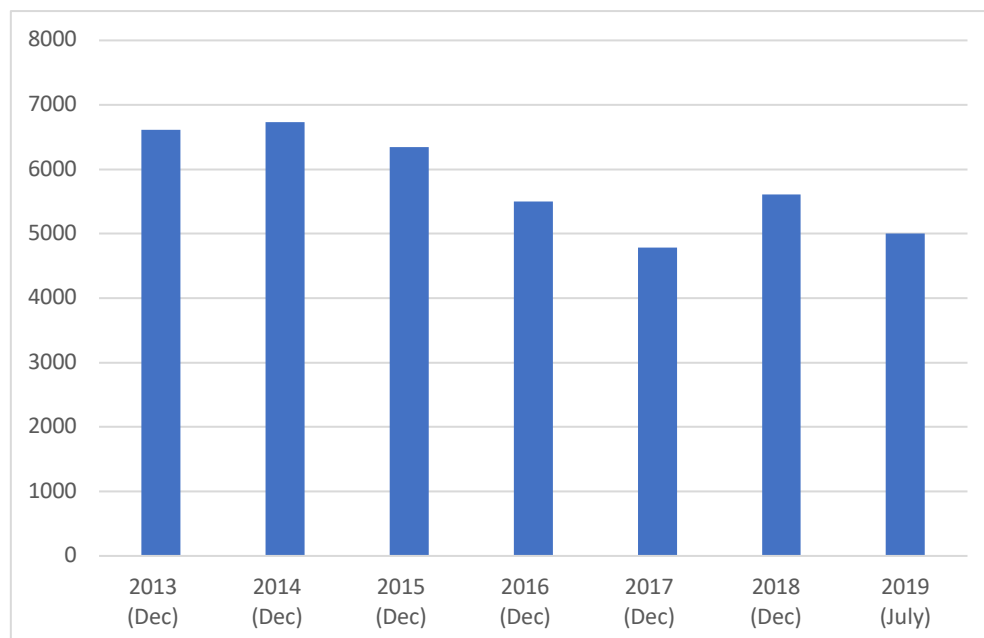
APPENDIX E

2019 JULY YTD TRAINING PARTICIPANTS

In-House

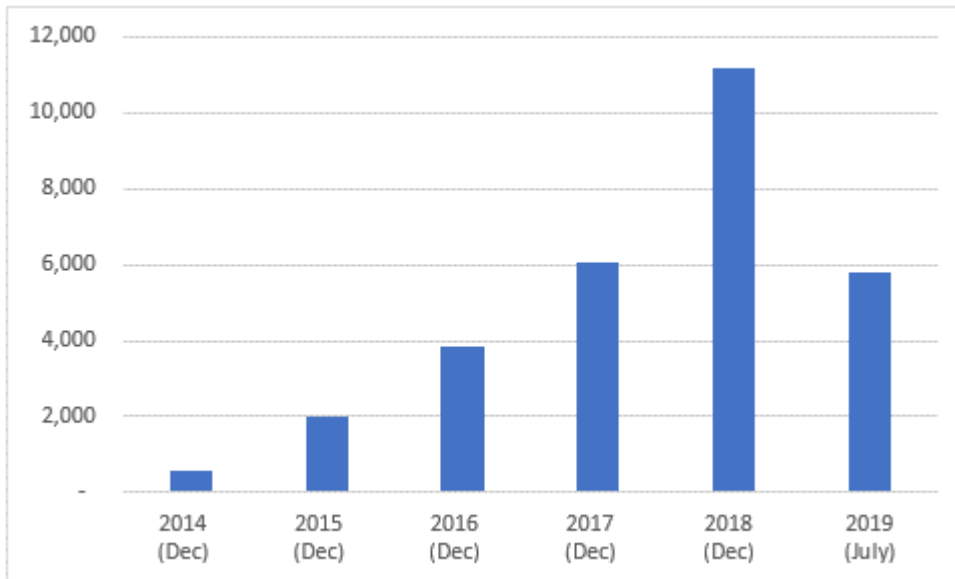


Classroom

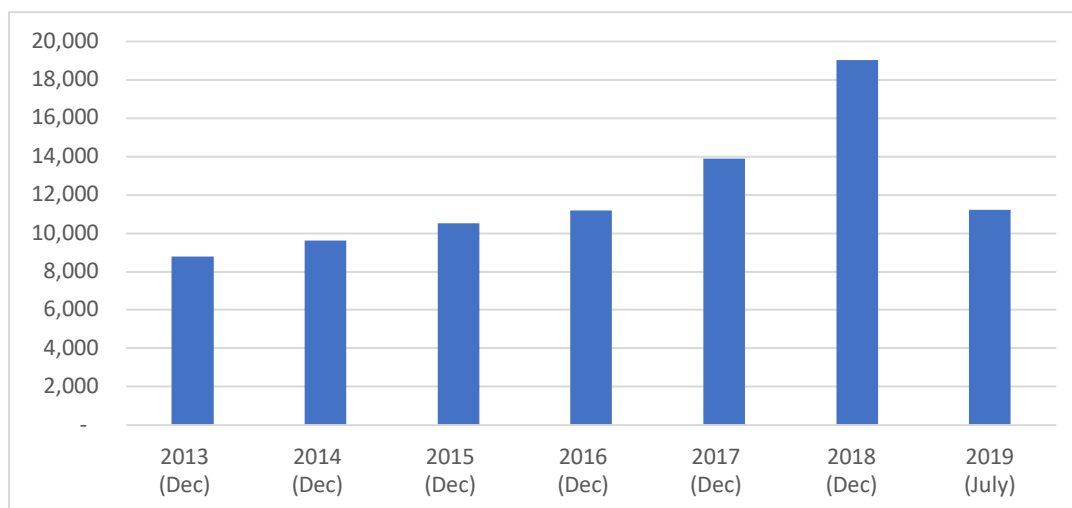


APPENDIX E

Online



TOTAL TRAINING 2019 JULY – CLASSROOM, ONLINE, AND IN-HOUSE TRAINING PARTICIPANTS



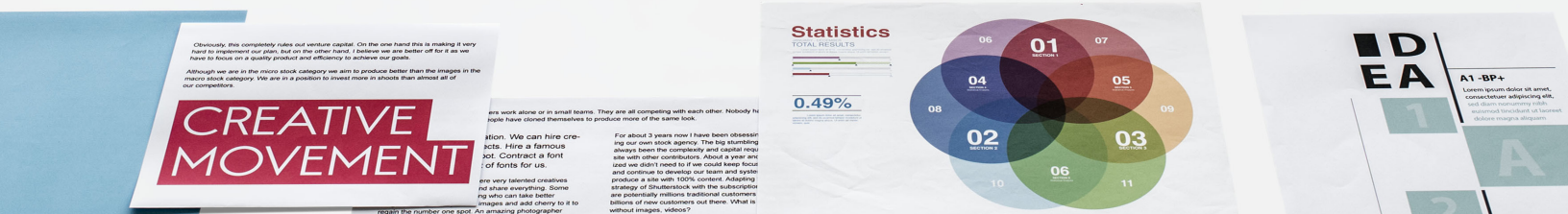
APPENDIX E

TOP 5 MOST POPULAR COURSES

Classroom Participants (On-Site)			Total	Online Course Completions		Total
2019 July				2019 July		
1	Joint Work Site Health and Safety Committee	924		Hazard Identification, Assessment, and Control		905
2	Workplace Harassment Awareness and Violence Prevention	527		Accident/Incident Investigation		847
3	Defensive Driving	381		Leadership for Safety Excellence - Online		668
4	Leadership for Safety Excellence	191		Formal Workplace Inspections		403
5	Ground Disturbance, Trenching, and Excavation	144		Workplace Harassment and Violence Prevention		133
2018 June				2018 June		
1	Defensive Driving	399		Hazard ID, Assessment and Control		1701
2	Leadership for Safety Excellence	252		Formal Workplace Inspections		910
3	Workplace Harassment and Violence	197		Accident/Incident Investigation		838
4	Ground Disturbance	170		Supervisors Role		695
5	Cargo Securement	169		WHMIS 2015		464
2017 YTD				2017 YTD		
1	Defensive Driving	442		Hazard ID, Assessment and Control		2122
2	Leadership for Safety Excellence	304		Formal Workplace Inspections		1296
3	WHMIS 2015	272		Accident/Incident Investigation		1345
4	Ground Disturbance	253		Supervisors Role		1026
5	Formal Workplace Inspections	251		WHMIS 2015		670
2016 YTD				2016 YTD		
1	Defensive Driving	716		Hazard ID, Assessment and Control		636
2	Leadership for Safety Excellence	387		Leadership for Safety Excellence- Online		627
3	Prime Contractor	326		WHMIS 2015		519
4	Accident/Incident Investigation	296		Accident/Incident Investigation		366
5	Ground Disturbance	290		Formal Workplace Inspections		213
2015 YTD				2015 YTD		
1	Defensive Driving	798		Leadership for Safety Excellence – Online		399
2	Prime Contractor	473		WHMIS + WHMIS 2015		290
3	Leadership for Safety Excellence	339		Accident/Incident Investigation		230
4	Hazard ID, Assessment and Control	327		WHMIS		181
5	Joint Health and Safety Committees	326		WHMIS 2015		151



WORK SAFETY





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