

BUSINESS PLAN 2021



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.



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EXECUTIVE SUMMARY

The purpose of the AMHSA 2021 Business Plan is to articulate the annual and long-term goals, objectives, and risk management tactics that will be used to support the AMHSA Vision and Mission of being the recognized leader of municipal safety excellence and an innovative provider of education programs, and promoting quality health and safety management systems and customer-focused safety education and consultation services.

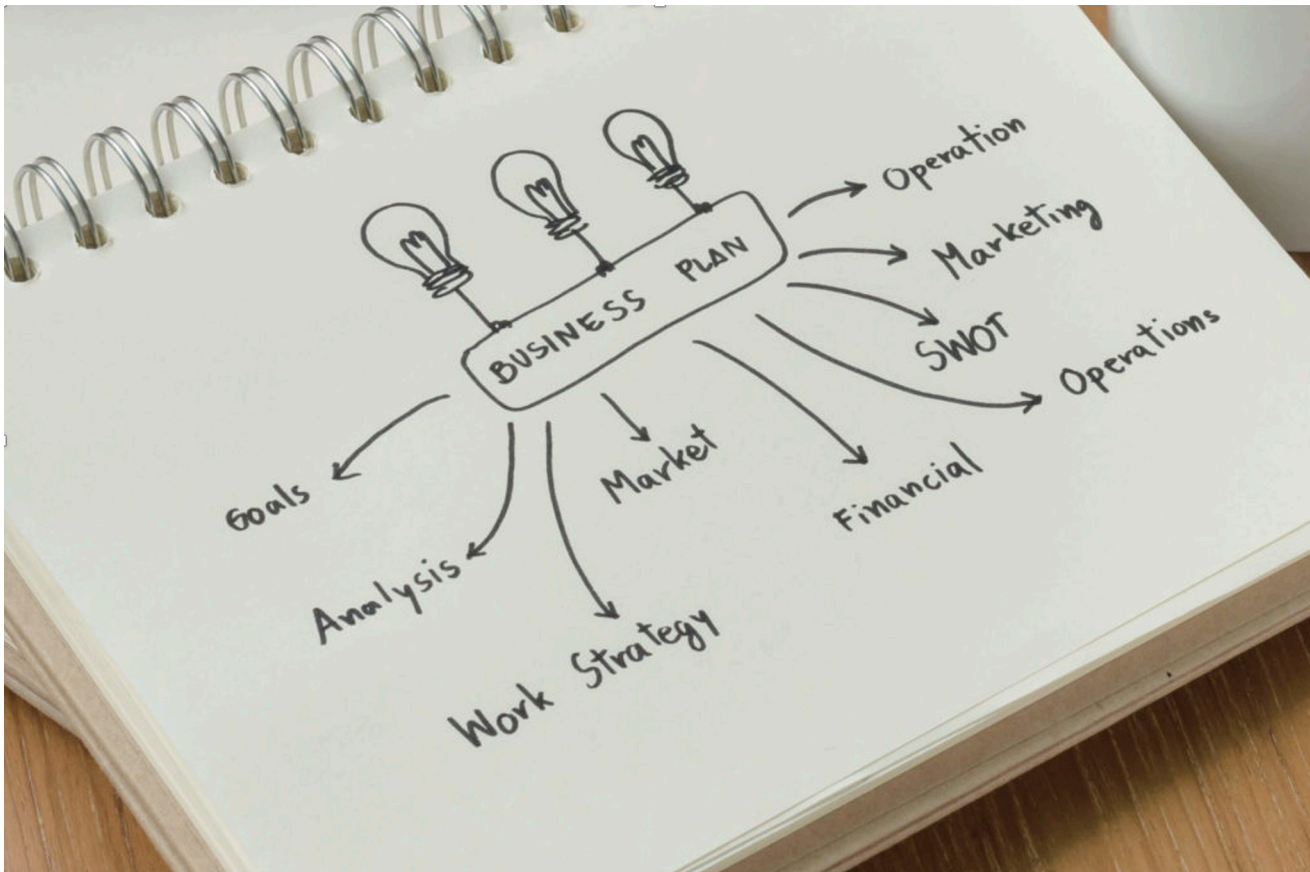


Image Source: Donorbox Nonprofit Business Plan, retrieved Sept 30, 2020

The 2021 Business plan will also demonstrate AMHSA Governance, Accountability, and Transparency across its diverse group of stakeholder relationships:

2021 Planning Stakeholder Relationships

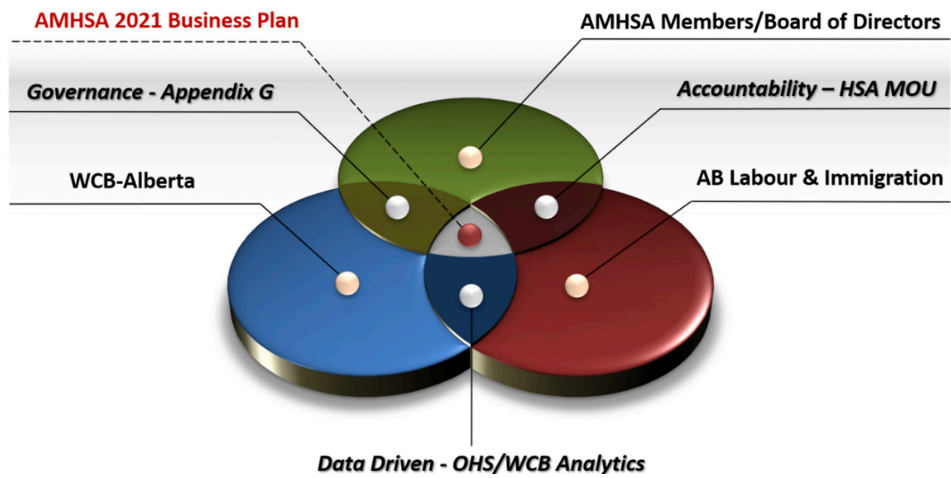




Image Source: Original Image created by AMHSA for 2021 Business Plan

The content of this Business Plan includes but is not limited to:

- 2020 Business Plan - Results to Date
- 2021 Business Plan - Strategies (Goals/Objectives), Programs/Campaigns/Plans, and Financials where relevant, and/or when 2020 Results to Date/2021 Goals and Objectives also satisfy external stakeholder annual reporting requirements – they will be highlighted with the following icons:

Metric	Business Plan - Reporting Criteria Description
 MOU Annual Reporting Metric	New 2020 reporting requirements for <i>Memorandum of Understanding</i> <ul style="list-style-type: none">• Outcome #1 - Actions taken to support OHS System Priorities, enhanced collaboration of CPs, government, and other stakeholders• Outcome #2 - Continuous improvement of training and education• Outcome #3 - Enhanced applicability of services and engagement with industry
 WCB Appendix G	Annual reporting requirements for <i>Appendix G Safety Association Terms and Conditions</i> <ul style="list-style-type: none">• Required Elements of Business Plan• Results to Date• Business Plan for Following Year• Sharing Resources

ORGANIZATIONAL STRUCTURE

ALBERTA MUNICIPALITIES

Counties & MDs	Cities	Towns	Villages	Summer Villages	Specialized Municipalities
64 [63 + 1]*	19	107	86	51	6

Source: [Alberta Government 2019 Municipal Affairs Population List](#)
Note: * Represents Municipal Population Summary Special Areas
There are 333 regular members that corresponds to approximately 62,631 municipal workers in Alberta.

AMHSA BOARD OF DIRECTORS 2021

Position	Name	Organization
Chair	Christopher Collier	City of Calgary
Vice Chair	Vacant	
Secretary/ Treasurer	Jeri Wolfe	Other Cities - Employer
Director	Vacant	Alberta Municipal Supervisors' Association (AMSA)
Director	Vacant	City of Edmonton
Director	Vacant	Alberta Rural Municipal Administrators' Association (ARMAA)
Director	Mohinder Banga	Alberta Urban Municipalities Association (AUMA)
Director	Dan Rites	Alberta Water & Wastewater Operators Association (AWWOA)
Director	Thomas Goulden	Local Government Administration Association (LGAA)
Director	Vacant	Canadian Union of Public Employees Local 30 (CUPE Local 30)
Director	Scott Cush	Canadian Union of Public Employees Local 37 (CUPE Local 37)
Director	Corey Nesdoly	Canadian Union of Public Employees Local 38 (CUPE Local 38)
Director	Lanny Chudyk	Civic Service Union (CSU 52)
Director	Vacant	Rural Municipalities of Alberta (RMA)
Director	Vacant	Other City – Workers

WCB PREMIUM RATES (2015-2020)

INDUSTRY CODE	INDUSTRY RATE/YEAR					
	2015	2016	2017	2018	2019	2020
Cities (95104)	\$1.14	\$1.27	\$1.30	\$1.34	\$1.38	\$1.56
Towns (95101)	\$1.14	\$1.27	\$1.30	\$1.34	\$1.38	\$1.56
Villages (95100)	\$1.14	\$1.27	\$1.30	\$1.34	\$1.38	\$1.56
Municipal Districts (95102)	\$0.99	\$1.19	\$1.26	\$1.44	\$1.58	\$1.61

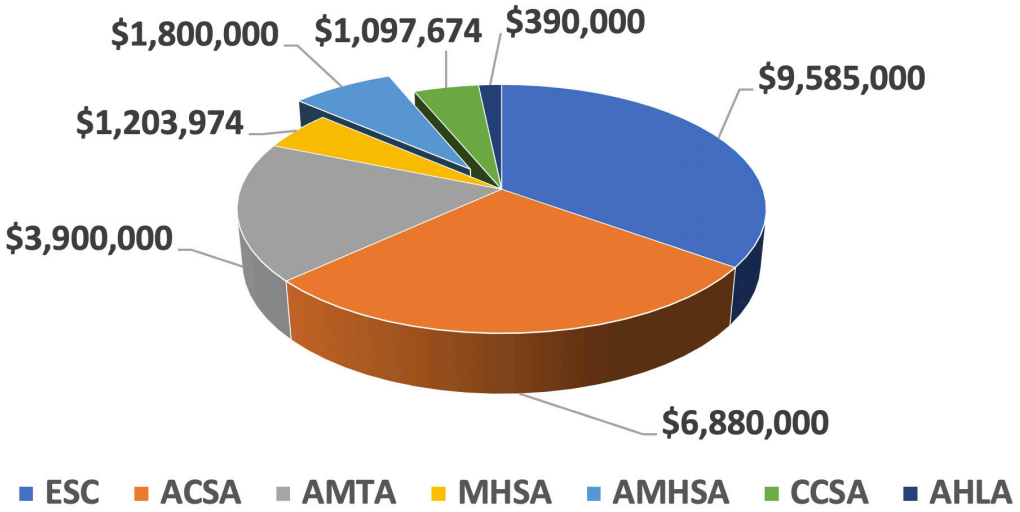
Source: [WCB – Alberta 2020 Premium Rates by Sector and Rate Group](#)
Note: * Industry Rates above are per \$100 of insurable earnings
2021 Industry Rates unavailable at the time of 2021 Business Plan creation



2020 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 WCB premium rates. The levies are calculated based on funding requests received from the safety associations. Levies may be calculated as a flat rate per \$100 of insurable earnings (AMHSA municipal members) or as a percentage of the total components comprising the industry rate prior to the application of adjustment factors.

Safety Association Grants - 2020



Source: [WCB-Alberta 2020 Safety Associations Employer Fact Sheet \(EFS\)](#)

2021 GRANT LEVY

AMHSA is not proposing a levy increase for the four (4) industry codes it represents (95100 Villages, 95101 Towns, 95102 Municipal Districts, and 95104 Cities) in 2021. The funding levy will remain at \$0.0375 (3.75 cents) per \$100 of insurable earnings. Should Industry/Levy Rate setting by WCB-Alberta remain unchanged in 2021, municipalities will continue to pay one of the lowest safety association levies in the province of Alberta.

2021 WCB Operating Grant Request

Based on Existing Levy:	\$ 1,800,000
Total 2021 Operating Request	\$ 1,800,000



2020 GOALS AND OBJECTIVES

RESULTS TO DATE (September 30, 2020)





What did AMHSA achieve in 2020?

Our 2020 Business Plan goals focused on the following:

- Promotion of education in occupational injury and 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 (SMEs) and strategic partners.
- Demonstrate AMHSA value and accountability in supporting OHS Prevention Initiatives and Partnerships' Annual Reporting Requirement for Performance Metrics that impact Alberta municipalities.

AMHSA's five 2020 Goals were supported by objectives, strategies, and metrics (where appropriate) further explained in subsequent pages of this Business Plan and support WCB-Alberta and Alberta Labour annual reporting metrics as shown below.

Metric	Business Plan - Reporting Criteria Description
 <p>WCB Appendix G</p>	<p>4.1.1 General & 4.1.2 2020 Results to Date</p> <ul style="list-style-type: none"> • Goal 1 – Promotion/education in occupational injury/illness prevention • Goal 2 – Monitor/Disseminate Government OHS Legislation and Policies • Goal 3 – Promote effective HSMS as a Certifying Partner (CP) • Goal 4 – Provide cost-effective access to SME and Strategic Partners • Goal 5 – Support OHS Prevention Initiatives and Key Performance Metrics
 <p>MOU Annual Reporting Metric</p>	<p>Outcome #1 - Actions taken to support OHS System Priorities</p> <ul style="list-style-type: none"> • Goal 1 – Injury/Illness Prevention Campaigns <ul style="list-style-type: none"> o Ergonomic/Musculoskeletal Injury (MSI) o Psychological Hazards o Slips/Trips/Falls (Winter Ready) <p>Outcome #2 - Continuous improvement of training and education</p> <ul style="list-style-type: none"> • 1.4 - Subscription Model Online Course Delivery • 1.5/1.6 - AMHSA Awarded Creative Sentencing • 2.0 - Classroom and Online Education Courses <p>Outcome #3 - Enhanced applicability of services/engagement with industry</p> <ul style="list-style-type: none"> • 1.7 - Collaboration with Certifying Partners and Others

GOAL 1

2020 RESULTS TO DATE / HIGHLIGHTS OF ACHIEVEMENTS

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

OBJECTIVES

1. DATA DRIVEN - OCCUPATIONAL INJURY/ILLNESS PREVENTION CAMPAIGNS

In 2020, AMHSA strategically pivoted from its legacy primary incident/injury prevention strategy of educational training to one that supports its strong base of general safety education with targeted data driven prevention campaigns for municipal members primary mechanisms of injury and in support of Alberta Labour selected Disease and Injury [System Priorities](#).

Supporting Strategy/Metric

Using AMHSA member input and WCB Iron Key incident/injury data for municipalities as a point of reference, AMHSA formed strategic partnerships with occupational incident/injury prevention subject matter experts (SMEs) to support targeted member injury prevention/reduction campaigns.

Campaign participation was voluntary for AMHSA members. Implementation resources to support participants included: Toolbox Talks, awareness presentations, leader toolkits, posters, tent cards, and Plan-Do-Check-Act (PDCA) resources that can be adopted/branded by participating municipal members to support project vitality and success.

1.1 Ergonomic/Musculoskeletal Injury (MSI) Support for Municipal Members



Year after year, Musculoskeletal injuries are a significant contributor to Municipal injury statistics. To address this challenge, AMHSA partnered with Dr. Linda Miller at EWI Works as our SME to provide a series of webinars focused on how to identify and prevent MSIs in the workplace, how to implement an MSI program, dynamic warm-up, field and office ergonomics, coaching workshops, and offered free resources so that our members could implement a safety program at their workplace.

The AMHSA Ergonomic/MSI Prevention Campaign targets eight primary mechanisms of MSI injury:

- Force
- Posture
- Repetition and Duration
- Contact Stress
- Vibration and Jarring
- Cold Temperatures
- Hot Temperatures
- Personal Risk Factors

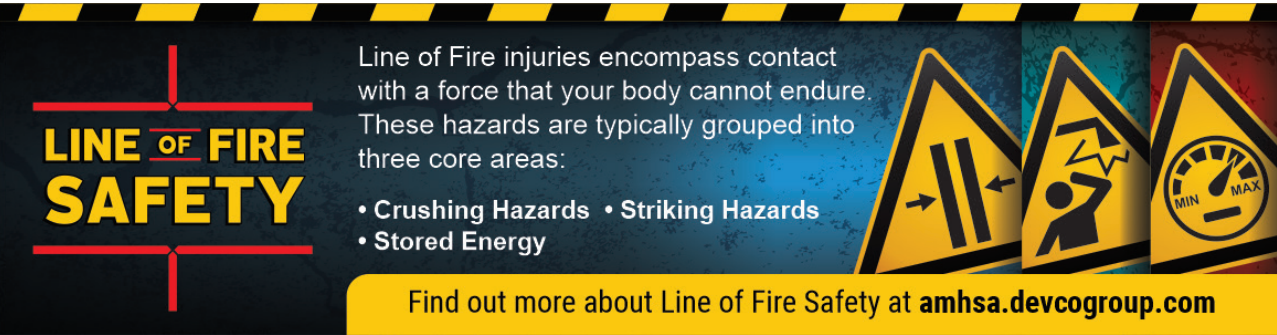
Over 100 health and safety advisors were registered for coaching sessions at no charge



In June, AMHSA held a COVID-19 Return to Work Virtual full-day Workshop providing our municipal workers with pertinent information on how to safely bring back workers, how to reduce mental, ergonomic and workplace harms, and offered tips on how to increase resilience that leads to reduced claims and more productive employees. This event was co-sponsored by Howatt HR, EWI Works, Safety Function, and the Alberta Construction Safety Association.

GOAL 1 Continued

1.2 Line of Fire (LOF)



Another significant contributor to municipal statistics every year is Line of Fire (LOF) hazards which refer to being in the path of hazardous energy that could result in employee injury. Line of fire is the path that an object will travel if “things go wrong.” Employees are in the line of fire whenever they place any part of their body in this path. AMHSA provided webinars and supporting resources that focused on the definition of Line of Fire, situational awareness, techniques for staying aware, and the impact at the workplace.

The AMHSA LOF Prevention Campaign targeted three mechanisms of injury:

- Striking hazards
- Crushing hazards
- Stored energy hazards

Over 50 health and safety advisors were registered for training sessions at no charge.



GOAL 1 Continued

1.3 Winter Ready

Continually in the top three (3) municipal injury statistics is slips, trips and falls. Aggregate data proved that a majority of these injuries and claims occur during the winter months. AMHSA brought a rigorous campaign to capture the attention of municipal workers in the office and field utilizing such tools as training for employees, training for leaders, posters, checklists, and policies.



GOAL 1 *Continued*

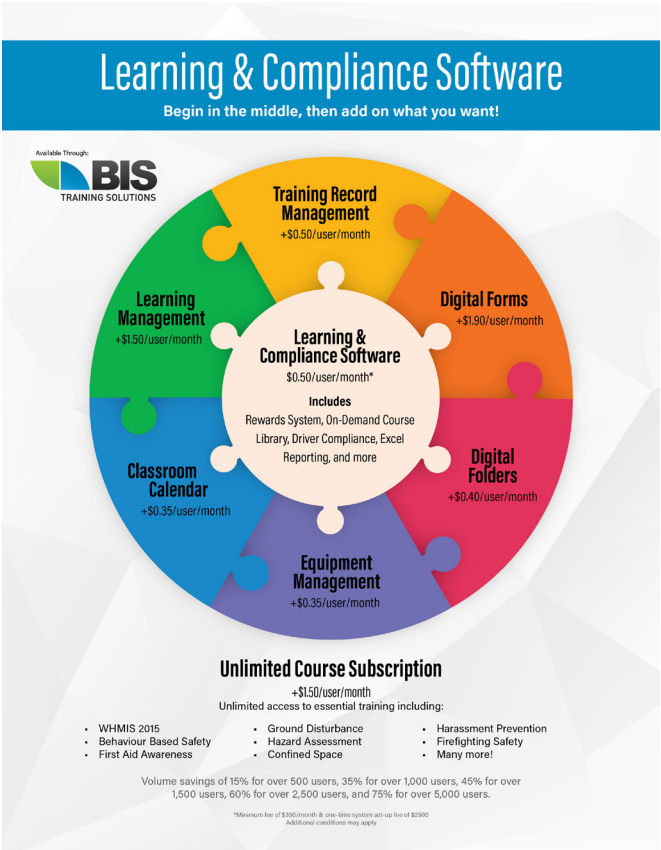
1.4 Subscription Model Online Course Delivery

AMHSA is offering its subscription model as an alternative to the classic pay-as-you-go training. This service increased the volume of courses available, lowered member costs of online delivery, created an opportunity for members to utilize software modules such as digital forms and training matrices to determine who requires what type of training, and increased overall implementation of health and safety management systems.

AMHSA ensures employers across the province have access to health and safety training by hosting monthly webinars for all employers to learn about the digital HSE software tools available.

AMHSA made available its online subscription course model in mid-2020, in addition to a library of over 20 municipal specific digital forms such as hazard identification, and competency assessments. Ten municipalities took advantage of this assortment of products.

AMHSA held 18 webinars with over 75 attendees and created a community of practice sharing forms and useful tips on navigating software and training matrices for easier dissemination of HSMS documentation and education.



1.5 Creative Sentence Order - Trenchless Underground Construction

In July, AMHSA launched our Trenchless Underground Construction safety program that includes a prerequisite online course followed by instructor-led training. This program provides municipal employees with a practical understanding of tunneling and trenchless underground construction methods from a health and safety perspective enabling them to develop situational hazard awareness. The targeted audience includes municipal supervisors and frontline workers involved in tunneling activities, and a secondary audience of service companies supporting municipal

GOAL 1 *Continued*

operations. This provides AMHSA with the opportunity to support injury/illness prevention within the entire Municipal Sector – and beyond.

The third component of the program is a video, showing examples of the types of equipment and activities discussed in the online and instructor-led components. The video production was delayed due to restrictions in access to active sites and will be available in mid Q4 2020.



1.5 Creative Sentence Order - Lawn Maintenance Safety Program

In July, AMHSA launched our Lawn Maintenance safety project that arose from a Creative Sentence following a fatality within a member municipality. The program has four components and is on track for full delivery in March 2021, in time for employee training prior to the spring season. The four components are:













- Online course to facilitate learning in remote areas and at a student's own pace;
- Instructor-led learning to orient students to the key duties involved in lawn maintenance activities and to support open communication between workers and supervisors;
- On-site practical session to orient students to the specific lawn maintenance equipment that they will use;
- An online resource toolkit with ready access to videos, expert tips, and practical tools such as templates.

Municipal members are involved in the project with input to curriculum development, testing of components and active involvement in demonstrations for the video and online segments. The online course and online resource toolkit will be complete by the end of 2020.

GOAL 1 Continued

1.7 Collaboration with Certifying Partners and Others

Per MOU reporting 1.1 and 1.2 AMHSA invested heavily in relationships with other CPs and stakeholders on several items to promote education in occupational injury / illness prevention and leverage each organization’s efforts and mandates.

Partner	Weekly COVID-19 Mental Health Webinars	Zoom Training Event Hosting	March 12th Workplace Mental Health Workshop	Work Reboot 2.0 June 18	COVID-19 Return to work Zoom event June 23	June 24&25 Psychological Leader Facilitator	NASC, SASC, and AB Cities Safety Meetings	Injury Prevention Initiative MSI	Injury Prevention Initiative Psychological	Injury Prevention Initiative - Slips, Trips & Falls - Winter Ready	ACSA Annual Conference Attendance	ISO 45001 Training	AuditSoft Audit Tool	Small Employer	Auditor Training Standardization Committee	Excel Audit Tool
 AASP <small>Alberta Association for Safety Partnerships</small>	✓												✓			
 Alberta Construction Safety Association	✓			✓	✓			✓	✓		✓	✓				
 AMTA												✓			✓	
 AUMA										✓						
 BC MUNICIPAL SAFETY Association	✓	✓								✓						
 Continuing Care Safety Association	✓	✓	✓			✓							✓	✓		✓
 ENERGY SAFETY CANADA				✓	✓	✓			✓				✓		✓	
 MHSA <small>A SAFER WORKPLACE STARTS HERE</small>		✓			✓	✓										
 Alberta			✓			✓	✓									
 Partnerships in Injury Reduction							✓									
 RMA <small>RURAL MUNICIPALITIES OF ALBERTA</small>							✓			✓						
 WCB <small>Workers' Compensation Board Alberta</small>			✓			✓	✓	✓	✓							

GOAL 1 Continued

GOAL 1 *Continued*

2.0 Classroom and Online Education Courses

AMHSA continued to offer classroom and online education courses along with topic-specific webinars to members, associate members, and non-members that supported occupational injury and illness incident prevention. Due to the COVID-19 pandemic, AMHSA saw a 70% reduction rate in classroom registrations. To address this reduction, AMHSA offered live webinar training in the following subjects:

- Audit
 - Audit Refresher
 - City of Edmonton LSE
 - Defensive Driving
 - Drug Awareness
 - Flag Person General
 - Flag Person: Train-the-Trainer
 - Formal Workplace Inspections
 - Hazard Identification, Assessment & Control
- Incident Investigation
 - Joint Work Site Health & Safety Committee/Health & Safety Representative
 - Manager’s Leadership for Safety Excellence
 - OH&S Act, Regulations & Code Overview
 - Prime Contractor Safety
 - Professional Driver Improvement
 - Supervisor’s Role
 - Tailgate Meeting Essentials

Overview (to September 30, 2020):

METRIC	2013	2014	2015	2016	2017	2018	2019	2020	Total
Classroom Registrations	6,808	6,732	6,348	5,498	4,935	5,570	7,620	1,874	45,385
Online Completions		599	2,021	3,842	5,105	7,213	7,434	7,950	34,164
In-House Registrations	1,980	2,304	2,143	1,848	3,047	2,260	1,147	369	15,098
Webinar Registrations								97	97
Total	8,788	9,635	10,512	11,188	13,087	15,043	16,201	10,290	

Years 2017-2020 updated due to new calculations based on successful course completions versus attempts and categorized by completion date.

GOAL 1 *Continued*

Classroom (to September 30, 2020):

METRIC	2013	2014	2015	2016	2017	2018	2019	2020	Total
Classes Booked	650	601	608	574	509	581	672	302	4,497
Classes Cancelled*	5	6	24	34	25	41	45	126	306
% of Total	1%	1%	4%	6%	5%	7%	7%	42%	

98.9% of workers completing AMHSA feedback surveys believe they have acquired skills/knowledge that can be applied to their job.

98.5% of employers completing AMHSA feedback surveys believe their workers have applied skills/knowledge to their job that was acquired through training provided by the CP

Top 10 Classroom Courses (by registration to September 30, 2020):

METRIC	2017	2018	2019	2020	Total Courses
Joint Work Site Health and Safety Committee/Health and Safety Representative	175	131	1,735	612	2,653
Defensive Driving (Class)	449	532	591	89	1,661
Leadership For Safety Excellence (class)	312	465	515	172	1,464
Workplace Harassment Awareness and Violence Prevention (Full Day)	228	146	729	79	1,182
Hazard Identification, Assessment, and Control (Class)	175	248	486	75	984
Ground Disturbance, Trenching, and Excavation	256	229	275	87	847
Occupational Health and Safety Act, Regulations, and Code Overview	84	195	396	17	692
Cargo Securement	185	188	261	42	676
Prime Contractor (class)	258	193	146	72	669
Accident/Incident Investigation (Class)	218	187	203	28	636

GOAL 1 *Continued*

Top 10 Online Courses (by registration):

METRIC	2017	2018	2019	2020	Total
Hazard Identification, Assessment, and Control	829	1,333	1,088	808	4,058
Accident/Incident Investigation	670	816	1,242	560	3,288
WHMIS 2015	1,111	1,048	490	353	3,002
Leadership in Safety	445	645	730	653	2,473
Leadership for Safety Excellence	597	708	606	401	2,312
Chainsaw Safety	480	500	550	418	1,948
Formal Workplace Inspections	326	475	500	376	1,677
ICS 100	6	46	101	1062	1,215
Workplace Harassment & Violence Prevention Training	43	187	430	550	1,210
Supervisor's Role	241	297	421	195	1,154





GOAL 2

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

OBJECTIVE

AMHSA’s membership is diverse in terms of both the employer sizes and Industry Codes it represents (Villages, Towns, Municipal Districts, and Cities) with AMHSA ensuring that the needs and issues are represented across this varied cross section of members.

Supporting Strategy/Metric

Metric	Goal 2 - Reporting Criteria Description
 MOU Annual Reporting Metric	WCB Appendix G – General (4.11) & 2020 Results to Date (4.1.3) <ul style="list-style-type: none">• 2.1/2.2/2.5 - Monitor/Disseminate Gov Legislation & Policies• 2.2 - Support OHS Prevention Initiatives/Performance Metrics• 2.3 - Provide cost-effective access to SME/Strategic Partners• 2.4 - Promotion/education in injury/illness prevention
 WCB Appendix G	Alberta Labour MOU - Outcome #1, Outcome #2, Outcome #3 <ul style="list-style-type: none">• 2.1/2.3 - Enhanced applicability of services/engagement with industry• 2.2 - Actions taken to support OHS System Priorities• 2.4 - Continuous improvement of training and education• 2.5 - Enhanced applicability of services/engagement with industry

2.1 Industry Task Force (ITF) Association

The ITF (Industry Task Force) Association works collaboratively to effect 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.

AMHSA’s Executive Director was recently elected to the ITF Executive as Treasurer, and has participated in several initiatives that benefit both AMHSA Board and membership:

- Appeals Commission for Alberta Worker’s Compensation Part-Time Commissioners Interview Panel.
- [WCB-Alberta Policy Consultation Advisory Group \(PCAG\)](#) that works with the WCB Board of Directors and provides input and advice on policy priorities for the year.

GOAL 2 *Continued*

- Psychological Injury Working Group Subcommittee, to review Policy & Legislation for better understanding, interpretation and application of policy/legislation, define criteria by which Psychological claims are accepted, and Return to Work (RTW) challenges.
- Providing feedback to the Government of Alberta on the Workers’ Compensation Act using the Written Submission Guide provided.
- Facilitated virtual meeting platforms to support ITF Meetings, AGM, and WCB-Alberta consultations.

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’s 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. In addition to the SSC and GCPC, AMHSA staff also participated in three SSC-formed working groups:

- COR Harmonization
- Risk-Based Scalable Audit Tool / COR Plus
- Training and Auditor Certification

2.3 Conference Board of Canada

In 2020 AMHSA participated as a Conference Board of Canada Health and Safety Leadership Centre (HSLC) member, that provided access and collaboration with North American Health and Safety thought leaders, and helped maintain AMHSA’s competencies as a Subject Matter Expert (SME). Through benefit of membership, AMHSA shared with member and associate members:

- 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 co-hosts the annual Health, Safety and Utilities Conference every year in December. AMHSA also supports this conference with a \$10,000 annual sponsorship and actively participates on the conference planning committee with resources, promotions, and technical expertise. The committee planning for the 2020 conference was halted due to COVID-19, and the conference was cancelled. As of the date of publication, the planning is focused on offering a virtual AGM and guest speaker this December, and the full conference in December 2021.

GOAL 2 *Continued*

AMHSA also sits on the Alberta Health and Safety Conference Board and actively participates in the planning process of the conference. This year, several AMHSA members attended the conference in February 2020 in Banff. AMHSA also had a large booth presence in support of the new injury/illness prevention campaigns. As of the date of publication of this Business Plan, this conference is currently on hold and may move forward with a virtual offering in 2021.

2.5 Member Consultation on Alberta Occupational Health and Safety (OHS) Legislative Reform

In July, the Alberta Government announced its intention to review the OHS legislation to re-examine the framework for OHS and re-balance it with the aim of improving health and safety outcomes while reducing regulatory burden. Our members were given the opportunity to make their voice known as an individual, as a representative of their municipal organization, or through AMHSA as their Health and Safety Association.

In addition to the legislation reform, members were given the opportunity to direct any OHS-related questions on the Alberta Government’s COVID-19 relaunch strategy to AMHSA that were then directed to the government.

AMHSA solicited member feedback via Survey Monkey, consulted external OHS Legal Counsel for Subject Matter Expert (SME) input, and AMHSA Board Chair for governance/stewardship, then submitted a balanced submission to Alberta Immigration and Labour representative of member, executive, legal, and association views.



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 - Partnerships

OBJECTIVE

AMHSA continued to offer best in-class large and small employer COR programs and support participants. AMHSA collaborated with stakeholders to contribute to the overall program direction and created new resources / tools especially in response to COVID-19 for municipal employers which included the following:

Supporting Strategy/Metric

3.1 Training and Standards

- In April, AMHSA held two free webinar training sessions to provide our auditors with information related to using the documentation-only audits for 2020. In these webinars, participants received the latest news, guidance sampling, documentation-only audit tool tutorials and a Q&A period. We also provided regular Auditor Updates and revised our Health and Safety Auditing and Audit Refresher courses based on temporary COVID-19 processes and as a result of our 2019 QA Audit.
- AMHSA continued to uphold standards related to training, processes, and Quality Assurance (QA).
- AMHSA staff also participated in the Covid-19 CP Subcommittee (responsible for revising auditing standards and procedures during the pandemic), the SECOR Subcommittee (responsible for revising the small employer audit tool to align with the revised 2018 OHS legislation), and the Return to Normal Auditing Subcommittee (formed to ensure a safe auditing transition for 2021).

3.2 Collaboration

- In mid-March, due to COVID-19, AMHSA collaborated with Alberta Labour – Partnerships and the other Certifying Partners to update standards, created new audit tools to meet the new pandemic standards, created a new QA form and procedures, and CP procedures for processing the 2020 audits and COR extensions. The new Excel Audit Workbook, AuditSoft and eCompliance were uploaded onto AMHSA’s website for easy access for our COR-holders and auditors-in-training.

GOAL 3 *Continued*



3.3 Deliver quality COR program to small employers

- AMHSA developed a toolkit for small employers, in collaboration with the Continuing Care Safety Association.



GOAL 4

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

OBJECTIVE

AMHSA formed many strategic partnerships in 2020 to deliver customer excellence, increase member value and member trust, and provide cost effective member access to Leading SMEs in areas such as ergonomics, line of fire, and mental health.

Supporting Strategy/Metric

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

4.1 Obtaining Customer Insights

For AMHSA to better understand the needs of its members and to provide customer excellence, AMHSA focused on obtaining customer insights by performing post-AMHSA contact evaluations.

These evaluations encompassed the solicitation of member feedback after they attended AMHSA product offerings such as online or classroom training, webinars, Safety Council Meetings (Northern Alberta, Southern Alberta, and Alberta Cities), and any other special training events AMHSA offered.

Feedback we have received to date on a variety of AMHSA’s services include the following:

Maintaining Mental Fitness:

“Everyone needs Dr. Bill Howitt’s research-based wisdom. Why not embrace his clearly presented mindsets and little steps needed to achieve mental fitness. Here’s to happiness, mindfulness, and mental fitness! Thanks!”

“These sessions are amazing. Very few people think about the topics presented in these sessions on a regular basis, yet not giving these topics due treatment can result in directionless, pain-filled lives. Thank you so very much for sharing!”

MSI Webinar Series:

“Ready-to-go initiative.”

“Keep providing resources as part of your commitment to our membership. Thank you.”

GOAL 4 *Continued*

Safety Council Meetings:

“I really like the idea of Zoom meetings. It helps with time management. It was very well done and would like to continue this way so travel is not involved.”

“I was very pleased to attend the meeting via Zoom. Normally, I am not able to attend due to other commitments and travel, etc., so this removed the barrier, and I hope that going forward, we can continue with this option.”

4.2 Creating Products and Services that Members Want

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

- LSE for Managers
- LSE for Senior Leadership Teams
- Contractor Safety Management – City of Calgary

* LSE design for the City of Lethbridge was postponed to 2021 due to City of Lethbridge organizational re-prioritization.

* AMHSA’s final proposal to Protective Services (Cities of Edmonton and Calgary) was deemed too high and was not accepted.

4.3 Design and Implement Customer-Centric Processes

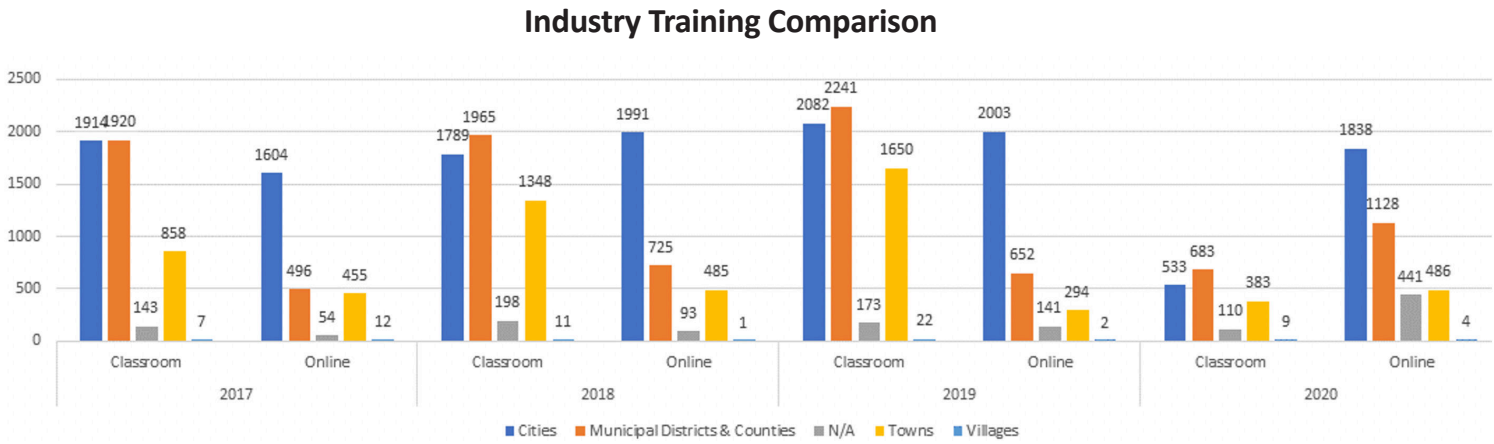
AMHSA’s instructors are a key asset in delivering a best-in-class learning experience. To further build upon this differentiator for AMHSA, AMHSA plans to pilot access to an online instructor review technology system (similar to Yelp) by end of 2020.

GOAL 4 *Continued*

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 were accomplished in 2020:

- AMHSA Website Crawlability increased from 45% to 90%
- Social Media Impressions (statistics to August 31, 2020)
 - LinkedIn: 14,247 total impressions
 - Facebook: Reached 3,410
- Member Geographic and Demographic Usage – Northern and Southern Alberta



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

AMHSA supported new 2020 annual performance metric reporting requirements as a Certifying Partner (CP) and demonstrated accountability for OHS Prevention Initiatives and System Priorities.

Supporting Strategy/Metric

5.1 Psychological Health

In 2020, AMHSA supported its members in psychological health and leveraged strategic partnerships as explained in Goal 5 in our Business Plan 2020 to support external accountabilities of Safety Associations:

- Alberta Labour 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).

(a) *Psychological Health Impact Group*



To address this strategic goal in 2020, AMHSA partnered with Howatt HR Consulting to provide a 12 to 24 month impact group to our municipal membership with the skills to implement components of the Canadian Standards Association (CSA) [*National Standard for Psychological Health and Safety in the Workplace*](#) into their health and safety management systems.

GOAL 5 *Continued*

As this product did not exist in the market, it was an ambitious goal and resulted in feedback from our membership that it was initially perceived to be a research study versus a work site product that would provide tangible results. There were also questions about what competency their leadership would receive and what the results would be.

As a result of our members’ feedback and changing conditions that occurred in Alberta (i.e., government changes, reduced tax collection and sector pressure, job loss and furlough of workforce, and COVID-19 pandemic), AMHSA updated the program to an “Impact Group version 2” that gives far more competency-based deliverables, such as a psychological safety toolbox and the offerings of benchmarking, coaching and implementation to our municipal members who choose to participate. Four municipalities participated in The Impact Group” in 2020.

AMHSA also added an ala-carte model that allows non-Impact Group members to join in a pay-as-you-go route for core elements that they can select to help them move forward with their psychological health and safety management system to ensure it is in compliance with Alberta’s Occupational Health and Safety legislation.

(b) Workplace Mental Health in Alberta Workshop - Creating Psychologically Safe Workplaces in Adverse Economic Times



On March 12, 2020, AMHSA organized and hosted an all-day interactive workshop, networking lunch, and panel discussion with leading experts in workplace psychological safety and HR strategy including: Dr. Bill Howatt from Howatt HR; Dr. Lisa Ross-Rodriguez, Director of OHS Prevention Strategies; Michelle Semotiuk, Manager Special Care Services with WCB-Alberta; Jennifer Miller, Q.C., Partner at Bennett Jones LLP; Olana Todoruk, Senior Director Benefit Services AUMA; and Craig Hrynychuk, Executive Director of AMHSA. Workshop’s topics included:

- Constructing a psychological health strategy
- Reviewing your mental health metrics and determining if you are being effective
- Learning strategies for resiliency
- Strategizing effective metrics in mental health
- Connecting with other HR/OHS professionals to share best practices

GOAL 5 *Continued*



AMHSA was proud to present an impressive lineup of professionals on our panel – (L to R): Craig Hrynychuk, Executive Director of AMHSA; Dr. Bill Howatt of Howatt HR; Michelle Semotiuk, Manager Special Care Services of WCB Alberta; Jennifer Miller, Q.C., and Partner at Bennett Jones LLP; Olana Todoruk, Senior Director Benefit Services with AUMA; Dr. Lisa Ross-Rodriguez, Director OHS Prevention Strategies; and Jesse Adams, Head of Strategy and Operations at Howatt HR.

(c) Tactics for Maintaining Mental Fitness During COVID-19 Pandemic – Weekly Webinars



On March 24, 2020, AMHSA, in partnership with Howatt HR, Canadian Society of Safety Engineers (CSSE), and the Alberta Urban Municipalities Association (AUMA) kicked off a weekly series of 30-45-minute webinars that were offered free to our members, non-members and partners. These weekly discussions were designed to examine the key behaviors that organizations and individuals can do to maintain mental fitness during the COVID-19 pandemic. A new topic and micro-skill were introduced each week to support charging the mental health battery. To date, we have offered 20 webinars. Our website hosts the recorded webinars and downloads so that anyone can access them for viewing on demand and any other available information for free. Over 5,000 participations have been recorded to date.

GOAL 5 *Continued*

(d) COVID-19 Return to Work Virtual Workshop



On June 23, 2020, AMHSA partnered with Howatt HR, EWI Works, Safety Function, and Alberta Construction Safety Association in presenting a full-day virtual workshop to over 200 participants covering the following modules:

- Risk management (addressed by speaker Dr. Matthew Hallowell, Safety Function)
- Ergonomics (addressed by Dr. Linda Miller, EWI Works), and
- Psychological health and wellness (Dr. Bill Howatt, Howatt HR)

The goal of the workshop was to address workers returning to work safely while reducing mental, ergonomic and workplace harms, increasing resilience leading to reduced claims and more productive employees. AMHSA once again brought together a panel consisting of three industry experts in workplace health and safety, ergonomics, and mental health with the goal of guiding the return back to a vastly changed work environment.

(e) Competent Psychological Health and Safety (PHS) Leader



On June 24, AMHSA and Howatt HR kicked off its 2-day Psychological Health and Safety Certification program for the Impact and non-Impact Groups that included over 40 participants such as HR and OHS professionals, Joint Work Site Health and Safety Committee/Representative Members, and Union Leaders.

GOAL 5 *Continued*

This two-day event provided 16 hours of interactive work that included an overview of a psychological health and safety management system and the facilitator’s competency, information on the National Standard, measurement and evaluation considerations, and three steps to implement a strategy. Our participants were provided with access to Howatt HR tools such as the Strategic Compass, Organizational Typology, and a Foundation Workbook. The competencies covered in this event were:



- Overview of a PHSMS strategy
- Overview of the facilitator competency
- What you need to know about the National Standard for Psychological Health and Safety in the Workplace
- Measurement and evaluation considerations
- Three steps to implementing your strategy

Future sessions will continue to be held in 2020 and throughout 2021.

(f) Mental Health Commission of Canada Training

AMHSA offered two MHCC Mental Health First Aid classroom training sessions, one off-site for a municipality member and the other that was open to the public. Due to the pandemic, all classroom courses were halted by MHCC with the goal to train its instructors in October 2020, on how to deliver these two courses via a live webinar platform that will be available in November.

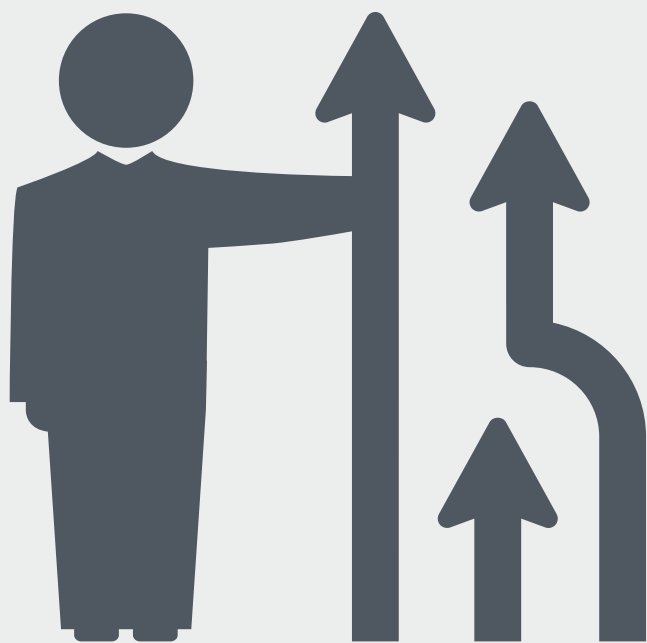
AMHSA offered The Mental Health Commission of Canada’s The Working Mind – Managers and The Working Mind – Employee to its members, scheduled in October and November 2020. Both classes were 100% filled.

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

(g) 2021 Grant Applications

In August 2020, AMHSA applied for a Mental Health and Addiction COVID-19 Community Funding Grant offered by Alberta Health. The \$427,000 grant is currently being assessed with a decision to be made by the government within approximately two months of the August 21st application deadline.

2021 GOALS AND OBJECTIVES



PROPOSED GOALS AND STRATEGIES

AMHSA introduced a new direction and new strategic goals in 2020. For 2021, AMHSA will continue to implement the same five goals, and move into the Check and Act phases of the Plan, Do, Check, Act (PDCA) cycle. In addition, specific individual initiatives will be added to address member needs or legislative changes.



AMHSA's five (5) 2021 Goals are supported by Actions that will be further developed with objectives, supporting strategies, and metrics (where appropriate) as they are initiated in 2021.

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

- Continue Injury / illness Prevention Campaigns;
- Develop the Psychological Health and Safety Certification Program;
- Continue Municipal Impact Group;
- Develop a Predictive Calculator App for potential injury severity;
- Incorporate legislative updates to online and instructor-led courses;
- Look for opportunities to apply for grants to fund AMHSA work and for ways to support potential future Creative Sentence projects;
- Complete the Lawn Maintenance Creative Sentence project.

- 2) **Represent the interests of AMHSA employers and workers in the municipal industry through member advocacy**
- Industry participation on Industry Task Force (ITF), Certificate of Recognition (COR) Working Groups, Strategic Steering Committee (SSC) and General Certifying Partner Committee (GCPC), OHS Prevention Initiatives Working Groups (Musculoskeletal Injury, Psychological), Health and Safety Conference Planning Committees and Conference Board of Canada;
 - Increase member contact on an on-going basis, engaging with all levels of the municipal organizations;
 - Provide guidance bulletins relative to municipal operations for legislative changes;
 - Provide topic-specific advocacy as appropriate.
- 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 Workers' Compensation Board – Alberta and Alberta Labour and Immigration – Partnerships.**
- Incorporate legislative updates to online and instructor-led courses;
 - Introduce an optional Certificate of Recognition element for Psychological Health and Safety.
- 4) **Provide customer excellence to Alberta municipalities through cost-effective access to subject matter experts (SMEs) and strategic partners.**
- Continue AMSHA's Customer Excellence initiatives;
 - Explore partnership for virtual and potentially in-person conferences and/or tradeshow.
- 5) **Demonstrate AMHSA value and accountability in supporting OHS Prevention Initiatives and Partnerships' Annual Reporting Requirements for Performance Metrics that impact Alberta municipalities.**
- Investigate ways to increase member participation in AMHSA training and campaigns;
 - Report on progress on AMHSA's goals in the 2020 Annual Report by June 2021;
 - Analysis of course participant feedback for continuous improvement of instruction and course material.

GOAL 1

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

1.1 Occupational Injury/Illness Prevention Campaigns

Objective

In 2021, AMHSA will continue with targeted Prevention Campaigns for municipal members addressing areas of primary mechanisms of injury determined through data analysis of municipal data such as WCB claims, Potentially Serious Injuries, and compliance orders. The scope of this goal includes psychological health and safety.

Supporting Strategy/Metric

Using AMHSA Member input and WCB Iron Key incident/injury data for Municipalities as a point of reference, AMHSA will continue with the Strategic Partnerships established in 2020 with occupational incident/injury prevention Subject Matter Experts (SME) and will develop additional partnerships as needed. The primary areas of focus for 2021 will continue to be:

- Ergonomic/Musculoskeletal Injury (MSI)
- Line of Fire (LOF)
- Slips/Trips/Falls through Winter Readiness Program followed by a new Spring Readiness Program
- Psychological Health and Safety

1.1.1 Ergonomic/Musculoskeletal Injury (MSI)

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

The AMHSA Ergonomic/MSI Prevention Campaign targets six (6) primary mechanisms of MSI injury:

GOAL 1 *Continued*

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 and Bending <ul style="list-style-type: none">Work Posture is defined as positioning body parts and holding that position to complete a task
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 & Jarring		Work Performed with Vibration and Jarring <ul style="list-style-type: none">Vibration is the transfer of energy to the body from an external source.
Cold Temperatures		Work Performed in cold temperatures <ul style="list-style-type: none">Personal risk factors are defined as an individual's state of health, fitness, lifestyle and work habits.
Hot Temperatures		Work Performed in hot temperatures <ul style="list-style-type: none">Exposure to high temperatures can contribute to burns, dehydration, heat stress, heat exhaustion and heat stroke.
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*



1.1.2 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 objectThis 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*

1.1.3 Slips/Trips/Falls (Winter Ready)

Continually in the top three municipal injury statistics is slips, trips, and falls. Aggregate data proves that a majority of these injuries and claims occur during the winter months.

AMHSA plans to build on the rigorous 2020 campaign to capture the attention of municipal workers in the office and field utilizing such tools as training for employees, training for leaders, posters, checklists, and policies. In 2021, AMHSA will layer in “spring ready” checklists, webinar and tools to further build out capacity and tools to focus on the shoulder season.



1.1.4 Topic-Specific Webinars

AMHSA will continue to hold many webinars hosted or supported by Subject Matter Experts throughout 2021 on varied topics important to members and associate members. Admission to most of AMHSA’s webinars will be free.



GOAL 1 *Continued*

1.1.5 Mental Health Commission of Canada (MHCC) Training



AMHSA will continue to make available to its members in 2021, mental health literacy and anti-stigmatization training from the MHCC available to its members in 2021.

1.1.5 Psychological Health and Safety Facilitators Certification Program

In collaboration with our strategic partner, Howatt HR, AMSHA will design a certification program to provide professionals the core competencies, foundational knowledge and skills to support in facilitating the design, implementation, and management of a psychological health and safety management system (PSHMS).

Through the creation of a cross-industry Steering Committee, AMSHA will also invite other health and safety associations to participate in the development of the program.

The certification program is intended for HR and OHS professionals, employees assigned a role to support a PHSMS, and health and safety and/or wellness committee members. All courses and the capstone are to be completed within 24-months of starting the program.



Initially, this will be an AMSHA-Certified program. AMHSA will investigate the possibility of having this program accredited by an inter-provincial accrediting body in the longer term.

GOAL 1 *Continued*

PHS 101 - Foundation in Psychological Health and Safety	Course Dates Tuesday, January 26, 2021 Wednesday, January 27, 2021
PHS 102 - Prevention: Program Selection, Measurement, and Evaluation	Course Date Monday, November 23, 2020
PHS 103 - Influencing: Social Connection and Culture	Course Date Wednesday, February 17, 2021
PHS 104 - Mental Health and Illness, Stress, and Resiliency Foundation	Course Date Wednesday, March 24, 2021
PHS 105 - Respectful Workplace Foundation	Course Date Wednesday, April 28, 2021
PHS 106 - Capstone	Course Date Wednesday, October 28, 2021

1.1.7 Municipal Psychological Health Impact Group

Objective

In 2021, AMHSA will complete Phase 2 and begin Phase 3 of the Municipal Impact Group program, with the four municipalities currently in the group. These phases will focus on strategic coaching, leader and employee training utilizing the inputs from the Employee Experience scorecard and Mental Fitness Index:

Supporting Strategy/Metric

2021 initiatives include four full-day sessions and individual coaching sessions. Using the program roadmap developed with our strategic partner, Howatt HR, success will be measured through percent completion of the planned initiatives.

GOAL 1 *Continued*

1.2 Predictive Calculator App

Objective

In 2021, AMHSA will work with our current Human Factor/Hazardous Energy strategic partner, Dr. Hallowell, in efforts to develop a BETA version of an APP that uses the magnitude of physical energy to predict the most likely severity of an injury or condition at the workplace. Such a resource has the potential benefit of validating operational risk contained in Corporate Risk Registries, classifying incidents and near miss including Potentially Serious Incidents (PSI), Serious Injury and Fatality (SIF), and Potential SIF (PSIF) events.

Supporting Strategy/Metric

AMSHA will collaborate with other health and safety associations in the development of the BETA version APP so that the benefits are shared across multiple industries. The intention is to provide the APP free of charge to municipal members.

1.3 Incorporate Legislative Updates

Objective

In 2021, AMHSA will assess all courses (both online and classroom/instructor-led) to determine the impacts if any, of any changes in the Alberta OHS legislation resulting from the review in 2020. If legislation changes become effective in 2021, AMSHA will also support members to understand how the changes impact their specific operations.

Supporting Strategy/Metric

AMSHA will collaborate with other health and safety associations in the development of the BETA version APP so that the benefits are shared across multiple industries. The intention is to provide the APP free of charge to municipal members.

1.4 Grants and Creative Sentences

Objective

In 2021, AMHSA will continue to actively seek opportunities to apply for grant funding, either individually or within strategic partnerships. In addition, AMHSA will continue to support Alberta Labour by providing proposals for Creative Sentences to reduce future incidents.

Supporting Strategy/Metric

Where specific municipal impacts are unclear, AMHSA will work directly with member.

GOAL 1 *Continued*

1.5 Complete Lawn Maintenance Creative Sentence Project

Objective

The Lawn Maintenance program will be completed and ready for the start of seasonal work in 2021. Pilots of the instructor-led portions will be completed in March 2021 with participation from key stakeholders and interested municipal members.

The program has four components:

- Online course to facilitate learning in remote areas and at a student’s own pace;
- Instructor-led learning to orient students to the key duties involved in lawn maintenance activities and to support open communication between workers and supervisors;
- On-site practical session to orient students to the specific lawn maintenance equipment that they will use;
- An online resource toolkit with ready access to videos, expert tips, and practical tools such as templates.

Municipal members are involved in the project with input to curriculum development, testing of components and active involvement in demonstrations for the video and online segments.

Supporting Strategy/Metric

Throughout the first year of implementation of the program, AMHSA will gather feedback from participants and will adjust the material as needed, in preparation for the 2022 lawn maintenance season.



GOAL 2

Represent the interests of AMHSA employers and workers in the municipal industry through member representation/advocacy

2.1 Industry Participation

Objective

AMHSA’s membership is diverse in terms of both the employer sizes and Industry Titles it represents (Villages, Towns, Municipal Districts, and Cities), so it can be challenging to ensure that AMHSA member needs and issues are represented appropriately to support the AMHSA Vision, Mission, and Mandate.

Supporting Strategy/Metric

AMHSA will continue to participate at strategic forums representing and advocating for member needs and issues.

2.1.1 Industry Task Force (ITF) Association

The ITF (Industry Task Force) Association works collaboratively to effect 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. AMHSA’s Executive Director was elected as Treasurer for the 2020 – 2021 year.

2.1.2 Certificate of Recognition Working Groups (CORWG)

Beginning in 2020 and continuing into 2021, AMHSA will provide three resources for the working groups: COR Harmonization, Risk-Based Scalable Audit Tool/COR Plus, and Auditor Qualification, Training and Certification.

2.1.3 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. AMSHA’s Executive Director will continue to participate on these committees in 2021.

2.1.4 OHS Prevention Initiatives Working Groups

AMHSA will continue to participate in two working groups: Musculoskeletal Injury and Psychological Health. These working groups allow AMHSA an opportunity to share our work-in-progress and learnings with interested parties in other industries, as well as to learn from others to improve AMHSA’s product deliveries to members.

GOAL 2 *Continued*

2.1.5 Health and Safety Conference Planning Committees

AMHSA will participate in planning committees for the Health, Safety & Utility Conference & Trade Show (formerly RUSA) for 2021 and the Health and Safety Conference Society of Alberta (HSCSA) as the title co-sponsor. In 2021, AMHSA will also explore opportunities to participate in virtual conferences and tradeshow, in anticipation of lower travel opportunities for members.

2.1.6 Conference Board of Canada

AMHSA became a member of The Conference Board of Canada in 2020 to access Health and Safety thought leaders and maintain AMHSA as a Subject Matter Experts (SME). Benefits to AMHSA membership 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

2.2 Member Engagement

Objective

In 2020, AMHSA's analysis of member engagement and participation indicated that there is a large variability in how members interact with AMSHA. In 2021, AMSHA will engage more formally with all levels of municipal organizations and will initiate contact with members with low participation/usage rates of AMSHA products and services.

Supporting Strategy/Metric

AMHSA will refine our stakeholder engagement strategy, incorporating up-to-date information on member participation in courses, the COR program, injury prevention campaigns, and general support services. A cross section of members will be engaged using a variety of techniques such as formal and informal surveys, post course evaluations, and direct contact.

2.3 Member Advocacy

Objective

One of AMHSA's roles is to advocate for common concerns across the municipal industry. Where a request is made by a member, AMSHA will advocate on a topic-specific basis as appropriate.

Supporting Strategy/Metric

AMHSA will gather information from interested municipal members to determine the extent to which an issue or concern affects multiple members. For significant investments of time, AMHSA will consult with the Board of Directors before engaging external parties.

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 – Partnerships

AMHSA will continue to offer best-in-class large and small employer COR programs and to support participants. AMHSA will collaborate with stakeholders to contribute to the overall program direction and create new resources / tools. AMHSA will focus efforts in 2021 on the program-building needs of small municipal employers.

3.1 Legislative Updates

Objective

AMHSA will update the Health & Safety Management System course, Auditor Training course, and Auditor Refresher course as needed to address legislative changes in 2021 as needed.

Supporting Strategy/Metric

3.1.1 Training and Standards

AMHSA will continue to offer appropriate resources and training – classroom, webinars, audit tools, auditor updates, and auditor mentoring to meet a variety of member and consultant auditor needs.

AMHSA will implement the findings from the QA audit in 2020, to uphold standards related to training, processes, and Quality Assurance (QA).

3.1.2 Collaboration

AMSHA will collaborate with other Certifying Partners (e.g. Continuing Care Safety Association regarding the Excel audit tool), WCB, and Partnerships (e.g., employer review transition program).

3.1.3 Deliver Quality COR program to Small Employers

The Small Employer toolkit was developed in 2020 in collaboration with the Continuing Care Safety Association. In 2021, AMHSA will enhance the Stakeholder Engagement strategy to support small employers in implementing the toolkit.

GOAL 3 *Continued*

3.2 Optional Psychological Health & Safety Audit Element

Objective

The Partnerships Standard 1.19 - Element Substitutions for COR Maintenance allows Certifying Partners to support the use of element substitutions with optional elements to their COR-holders. This allows employers to substitute up to three approved audit elements for 3 selected elements of an approved audit tool (with restrictions), or to add an optional element to their maintenance audit.

Supporting Strategy/Metric

AMHSA will collaborate with strategic partners (e.g. Howatt HR, other Certifying Partners) to develop an optional audit element on psychological safety and submit it to Partnerships for approval. Once approved, we will make the element available to our Certifying Partners, train our auditors on its use, and implement the Standard 1.19 required processes related to application, tracking, and training.



GOAL 4

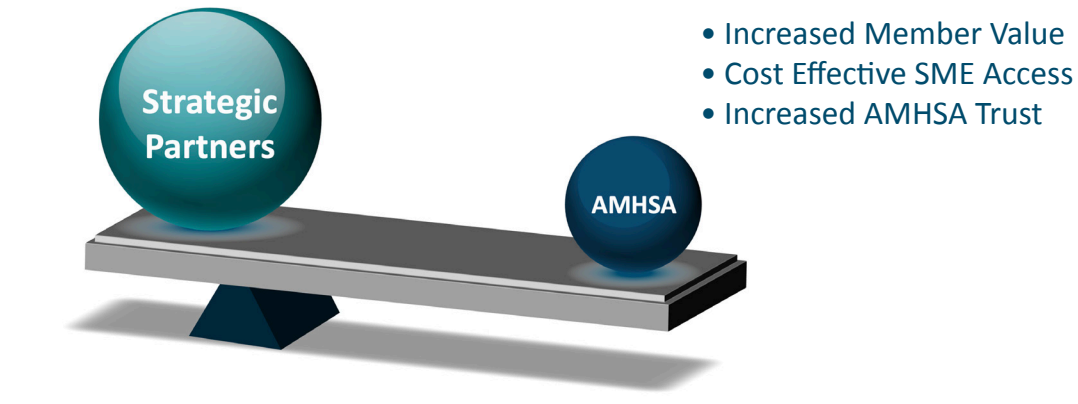
Provide customer excellence to Alberta municipalities through cost-effective access to subject matter experts (SMEs) and strategic partners

4.1 Customer Excellence

Objective

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

Strategic Partner Model



Supporting Strategy/Metric

AMHSA Customer Excellence has several components to sustain AMHSA relevance and member value. This goal has not changed for 2021, although with the current environment related to COVID-19, virtual and online product delivery has taken, and will continue to have a higher profile in 2021.

4.1.1 Obtaining Customer Insights

Understanding the needs of AMHSA members is critical to providing customer excellence. In 2021 AMHSA will continue to 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, Alberta Cities).

GOAL 4 *Continued*

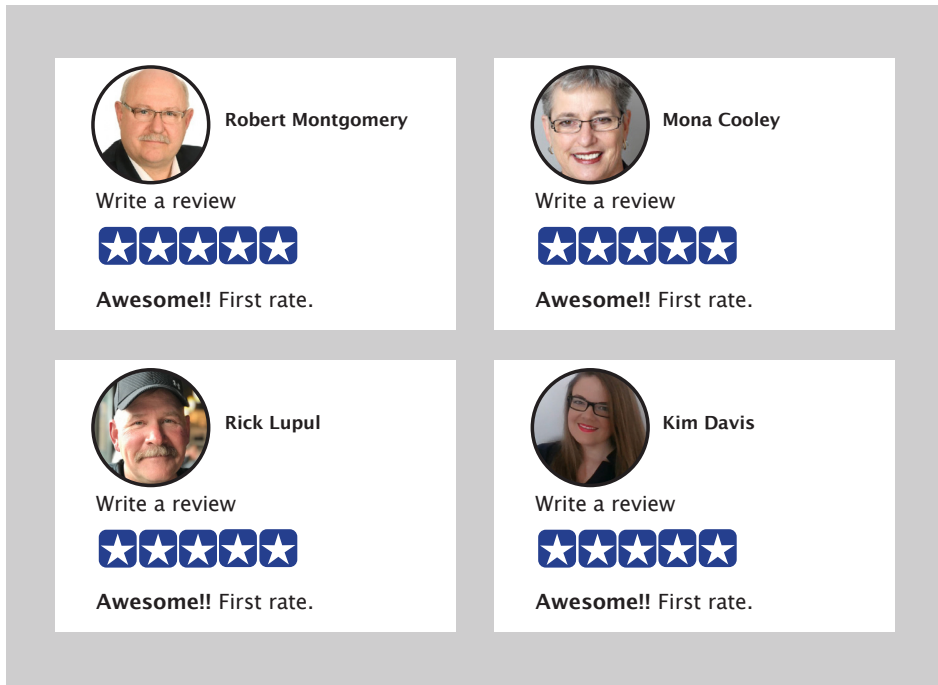
4.1.2 Creating Products and Services that Members Want

AMHSA has consistently received member feedback that providing customized and specialized Leadership for Safety Excellence (LSE) content has value for their organizations. In 2021, AMHSA will develop the following customized or hybrid LSE offerings:

- Updated LSE material for both online and instructor-led courses
 - ◆ Include Psychological Health and Safety
 - ◆ Incorporate Energy Based Hazard Assessment concepts
- LSE for Managers
- LSE for Senior Leadership Teams and Council

4.1.3 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 assess the 2020 pilot online instructor review technology, to determine its effectiveness.



GOAL 5

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

5.1 Member Participation

Objective

As a specific deliverable within the Member Engagement goal (2.2), AMSHA will seek to understand where current training and injury prevention campaigns may not be meeting specific member’s needs.

Supporting Strategy/Metric

In 2021, AMHSA will strategically canvas our members to provide updates on current training programs, injury prevention campaigns, and possibilities for customization options.

5.2 Progress Reporting

Objective

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

Supporting Strategy/Metric

AMHSA will provide updates on our progress towards our 2020 goals by the end of June 2021.


5.3 Continuous Improvement

Objective

AMHSA’s analysis of course participant feedback will be used for continuous improvement of instruction and course material.

Supporting Strategy/Metric

In 2021, course participant feedback will be used more rigorously as input to course revision and instructor feedback.



2021 BUDGET

The AMHSA Board of Directors was presented the 2021 Budget at the October 2020 Board of Directors Meeting.

The 2021 Budget was based on a premium rate levy of 3.75 cents per \$100 of insurable earnings for all Alberta municipalities. There is no increase to levy rates proposed for municipalities in 2021. The WCB Grant request for 2021 is \$1.8M.



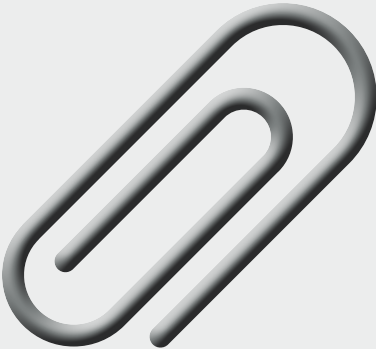
2021 OPERATING BUDGET

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION 2020-2021 ACTUAL, PROJECTION AND BUDGETING Q3 - JULY TO SEPTEMBER 2020					
	YTD SEPT 2020	2020 PROJECTION	2020 BUDGET	2021 BUDGET	Explanation
REVENUE					
WCB Grant	1,350,000	1,800,000	1,800,000	1,800,000	WCB Grant
AMHSA IN PERSON	145,236	170,236	500,000	450,000	AMHSA IN PERSON
AMHSA ONLINE	166,122	216,122	160,000	240,000	AMHSA ONLINE
BIS ONLINE	80,928	97,928	60,000	100,000	BIS ONLINE
Total Program Registrations	392,286	484,286	720,000	790,000	Total Program Registrations
Interest Revenue	4,604	5,604	4,000	6,000	Interest Revenue
Sale of Materials	9,700	12,200	50,000	10,000	Sale of Materials
Other Revenues	7,498	9,498	11,000	10,000	Other Revenues
TOTAL REVENUE	1,764,088	2,311,588	2,585,000	2,616,000	TOTAL REVENUE
Contingency Allocation	0	0	90,000		
TOTAL REVENUE & CONTINGENCY	1,764,088	2,311,588	2,675,000	2,616,000	
EXPENSES					
General Administrative Expenses					
Wages & Benefits	1,010,202	1,400,852	1,350,000	1,531,805	Wages & Benefits
Allocation to Special Projects	(95,436)	(145,436)		- 186,000	
Office Travel & Subsistence	11,151	16,151	50,000	40,000	Office Travel & Subsistence
Office - Rent	124,691	169,691	180,000	180,000	Office - Rent
Equipment Lease	6,146	8,146	8,000	8,000	Equipment Lease
Equipment/Furniture Purchases	6,931	11,931	20,000	15,000	Equipment/Furniture Purchases
General Office Expenses	73,555	98,555	129,000	130,000	General Office Expenses
Bank, Merchant & Finance Charges	4,193	6,693	6,000	11,000	Bank, Merchant & Finance Charges
Advertising, Promotion & Membership	32,150	40,150	65,000	65,000	Advertising, Promotion & Membership
Contract Services	89,313	119,313	110,000	130,000	Contract Services
IT & Web Expenses	105,864	150,864	150,000	190,000	IT & Web Expenses
Bad Debt	0	2,000	2,000	1,500	Bad Debt
Total General Adminsitrative Expenses	1,368,760	1,878,910	2,070,000	2,116,305	Total General Adminsitrative Expenses
Training Costs					
Program Development & Preparation	9,014	13,014	0	35,000	Program Development & Preparation
Program - Materials	61,759	73,759	130,000	80,000	Program - Materials
Total Travel and Facility Rent	40,082	60,082	150,000	110,000	Total Travel and Facility Rent
Program - Instructor Fees	105,840	150,840	300,000	255,000	Program - Instructor Fees
Total Training Costs	216,696	297,696	580,000	480,000	Total Training Costs
Board Expenses					
Board Expenses	3,124	5,124	25,000	8,000	Board Expenses
Total Board Expenses	3,124	5,124	25,000	8,000	Total Board Expenses
TOTAL EXPENSES	1,588,580	2,181,731	2,675,000	2,604,305	TOTAL EXPENSES
EXCESS REVENUE OVER EXPENSES	175,508	129,858	0	11,695	

* 2020 Year to date Operating budget is presented in Appendix B

* 2020 Year to date Operating budget is presented in Appendix B

2021 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 | 2020 REPORTS

The unaudited Operating and Project Reports September 2020 as adopted by the AMHSA Board of Directors.

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION QUARTERLY OPERATING FINANCIAL REPORT YTD TO SEPTEMBER 2020				
	YTD	YTD %	PROJECT	BUDGET
REVENUE				
WCB Grant	1,350,000	75%	1,800,000	1,800,000
AMHSA IN PERSON	145,236	29%	170,236	500,000
AMHSA ONLINE	166,122	104%	216,122	160,000
BIS ONLINE	80,928	135%	97,928	60,000
Total Program Registrations	392,286	54%	484,286	720,000
Interest Revenue	4,604	115%	5,604	4,000
Sale of Materials	9,700	19%	12,200	50,000
Other Revenues	7,498	68%	9,498	11,000
TOTAL REVENUE	1,764,088	68%	2,311,588	2,585,000
Contingency Allocation	0	0%	0	90,000
TOTAL REVENUE & CONTINGENCY	1,764,088	66%	2,311,588	2,675,000
EXPENSES				
General Administrative Expenses				
Wages & Benefits	1,010,202	75%	1,400,852	1,350,000
Allocation to Special Projects	(95,436)		(145,436)	
Office Travel & Subsistence	11,151	22%	16,151	50,000
Office - Rent	124,691	69%	169,691	180,000
Equipment Lease	6,146	77%	8,146	8,000
Equipment/Furniture Purchases	6,931	35%	11,931	20,000
General Office Expenses	73,555	57%	98,555	129,000
Bank, Merchant & Finance Charges	4,193	70%	6,693	6,000
Advertising, Promotion & Membership	32,150	49%	40,150	65,000
Contract Services	89,313	81%	119,313	110,000
IT & Web Expenses	105,864	71%	150,864	150,000
Bad Debt	0	0%	2,000	2,000
Total General Administrative Expenses	1,368,760	66%	1,878,910	2,070,000
Training Costs				
Program Development & Preparation	9,014		13,014	0
Program - Materials	61,759	48%	100,759	130,000
Total Travel and Facility Rent	40,082	27%	70,082	150,000
Program - Instructor Fees	105,840	35%	170,840	300,000
Total Training Costs	216,696	37%	354,696	580,000
Board Expenses				
Board Expenses	3,124	12%	5,124	25,000
Total Board Expenses	3,124	12%	5,124	25,000
TOTAL EXPENSES	1,588,580	59%	2,238,731	2,675,000
EXCESS REVENUE OVER EXPENSES	175,508		72,858	0

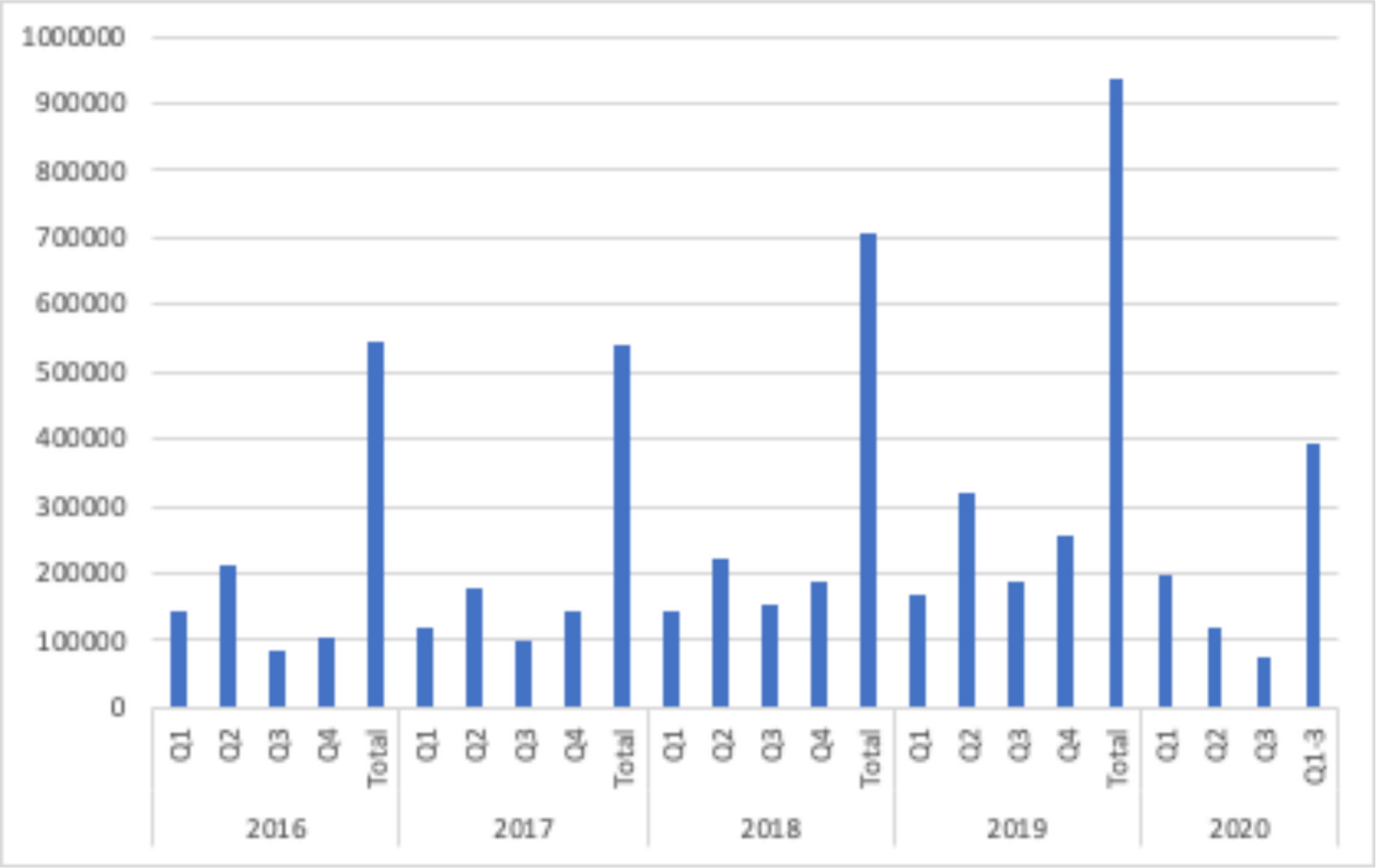
APPENDIX B

SPECIAL PROJECT REPORT										
As at September 30, 2020										
EXTERNALLY RESTRICTED FUNDS			PRIOR	YTD	CURRENT YR	2021	2022	2023	TOTAL	
PROJECT	STATUS	BUDGET	YEAR	EXPENSE	PROJECTION	PROJECTION	PROJECTION	PROJECTION	EXPENSE	BALANCE
Calgary Leasehold Improvement	In Progress	309,364	-	10,340	245,000	50,000	-	-	305,340	4,024
City of Calgary Contractor Management	In Progress	120,000	81,191	15,921	25,000	-	-	-	122,112	(2,112)
CSA - Boring & Trenching	In Progress	240,000	13,208	259,709		-	-	-	272,917	(32,917)
CSA - Lawn Maintenance	In Progress	300,000	-	73,893	75,000	150,000	-	-	298,893	1,107
TOTAL EXTERNALLY RESTRICTED PROJECTS		969,364	94,399	359,863	345,000	200,000	-	-	999,262	(29,898)
INTERNALLY RESTRICTED FUNDS			PRIOR	YTD	CURRENT YR	2021	2022	2023	TOTAL	
PROJECT	STATUS	BUDGET	YEAR	EXPENSE	PROJECTION	PROJECTION	PROJECTION	PROJECTION	EXPENSE	BALANCE
ATV/UTV Course	Closed	50,000	20,630	18,717	-	-	-	-	39,347	10,653
WCB Iron Key Data Analysis	In Progress	15,000	3,720	2,909	2,000	6,000	-	-	14,629	371
Video Library Updating	Pending	15,000	-	-	-	6,500	2,500	2,500	11,500	3,500
MSD Slips/Trips/Falls & Line of Fire	In Progress	30,000	6,659	45,236			-	-	51,895	(21,895)
Webinars	In Progress	12,000	5,589	9,672	2,000	-	-	-	17,260	(5,260)
Web Redesign	In Progress	20,000	-	379	20,000	-	-	-	20,379	(379)
2020 COVID	In Progress	69,400	-	62,196	7,204	-	-	-	69,400	0
Mental Health Impact Group	In Progress	125,000	5,331	68,391	120,300	91,400	60,000	-	345,421	(220,421)
	Received		25,000	68,000	-	-	-	-	93,000	
	Net		(19,669)	391	120,300	91,400	60,000	-	252,421	252,421
Joint Workplace H&S Online Course	In Progress	80,000	7,184	115,025		-	-	-	122,209	(42,209)
LSE Legal & Rebrand	Pending	75,000	-	-	25,000	50,000	-	-	75,000	-
LSE for Mgrs & Senior Mgrs Course	In Progress	25,000	13,951	-	5,000	10,000	-	-	28,951	(3,951)
LSE Customized Versions	Pending	20,000	-	-	-	20,000	-	-	20,000	-
RFP Preparation-formerly Grande Prairie LMS	In Progress	10,000	-	1,108	8,982		-	-	10,090	
TOTAL INTERNALLY RESTRICTED PROJECTS		546,400	38,063	255,634	253,396	120,900	62,500	2,500	732,992	193,250
Externally Restricted Projected Spending	545,000	Internally Restricted Projected Spending				439,296				
Less: External funds receivable	22,500	Less: Internal funds receivable				-				
External Project Requirements	522,500	Internal Project Requirements				439,296				
Internal and External Cash Requirements	961,796	Net Special Project Funding Account Balance				1,053,926				
*special account balance less amount to be transferred op acct										
DIFFERENTIAL BETWEEN REQUIREMENTS AND ACTUAL BALANCE			\$ 92,130.22							

APPENDIX C

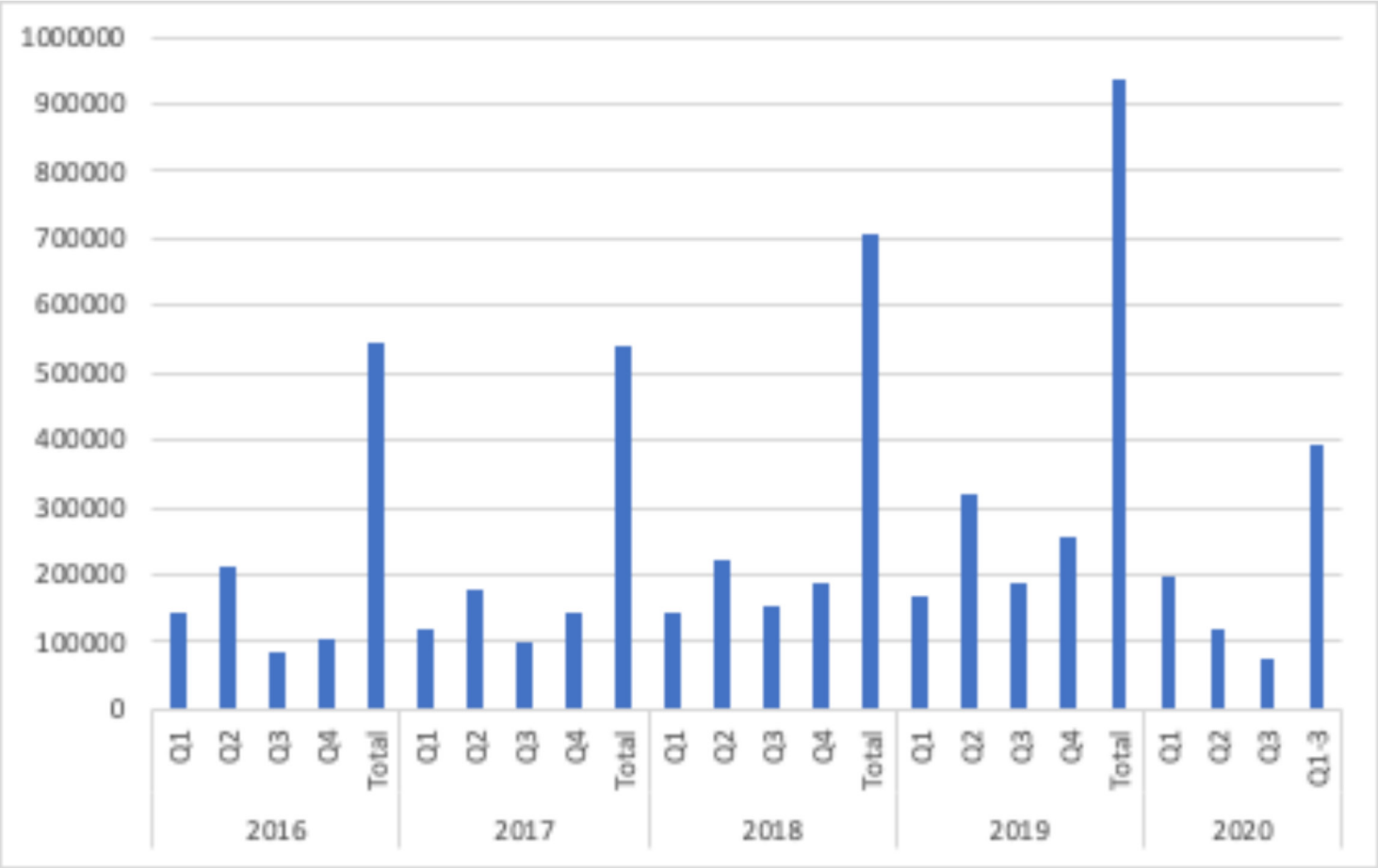
QUARTERLY PROGRAM REGISTRATION INCOME / QUARTERLY FINANCIALS MONTH END BALANCE (SEPT 30, 2020)

PROGRAM REGISTRATION INCOME



APPENDIX C

QUARTERLY FINANCIALS MONTH END BALANCE



Notes:

2016-2019 have contingency allocation removed as this falsely increases the surplus/decreases the deficit and to make it comparable to 2020 which has no contingency allocation per quarter.

2016-2019 has no reallocation of salary from operations to projects therefore it has been added back to 2020 to make it comparable to other years



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SCAN ME
