

2022 Business Plan

AMHSA

Alberta Municipal Health and Safety Association



ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION

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.

VALUES

Integrity, Trust, Accountability, Openness, Results Driven.

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Base Business – Items Critical to AMHSA fulfilling its bylaws, vision, mission, and value statements, and/or those required by WCB, Alberta Labour and Immigration, or the AMHSA Board of Directors.

GOAL 2 – Page 37

Continuous Improvement – Items selected to improve existing AMHSA products, services, and processes that have identified efficiency opportunities or require updating to remain relevant and performing at a high level.

GOAL 3 – Page 41

New Initiatives – Items selected to support AMHSA sustainability and relevance, new regulatory requirements, the need for product/service/process (data-driven insight, member-requested items, gaps in current offerings, etc.).

GOAL 4 – Page 45

Items of Opportunity – Items that will be evaluated and selected for adoption based upon alignment with available resources, values, vision, strategic planning, member needs, etc.

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01

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY



The purpose of the AMHSA 2022 Business Plan is to articulate the annual and long-term goals, objectives, and risk management tactics that will be used to support AMHSA's values, vision, mission, and mandate.



Business Plan content includes but is not limited to:

- 2021 Business Plan – Results to Date
- 2022 Business Plan – Strategies (Goals/Objectives), Programs/Plans, and Financials

When 2021 Results to Date/2022 Organizational Objectives also satisfy external stakeholder annual reporting requirements, the following icons will be used:

Metric	Business Plan – Reporting Criteria Description
 MOU Annual Reporting Metric	Reporting requirement 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/engagement with industry
 WCB Appendix G	Reporting requirement for <i>Appendix G Safety Association Terms/Conditions</i> <ul style="list-style-type: none"> • Required elements of Business Plan • Results to date • Business Plan for following year • Sharing resources



02

WCB PREMIUM RATE SUMMARY

WCB PREMIUM RATES (2015-2021)

Industry Code	Industry Rate/Year (\$100 of insurable earnings)				
	2017	2018	2019	2020	2021
Cities (95104)	\$1.30	\$1.34	\$1.38	\$1.56	\$1.60
Towns (95101)	\$1.30	\$1.34	\$1.38	\$1.56	\$1.60
Villages (95100)	\$1.30	\$1.34	\$1.38	\$1.56	\$1.60
Municipal Districts (95102)	\$1.26	\$1.44	\$1.58	\$1.61	\$1.43

Source: *WCB-Alberta 2021 Premium Rates by Sector and Rate Group.*

Note: 2022 industry rates unavailable at the time of 2022 Business Plan creation.

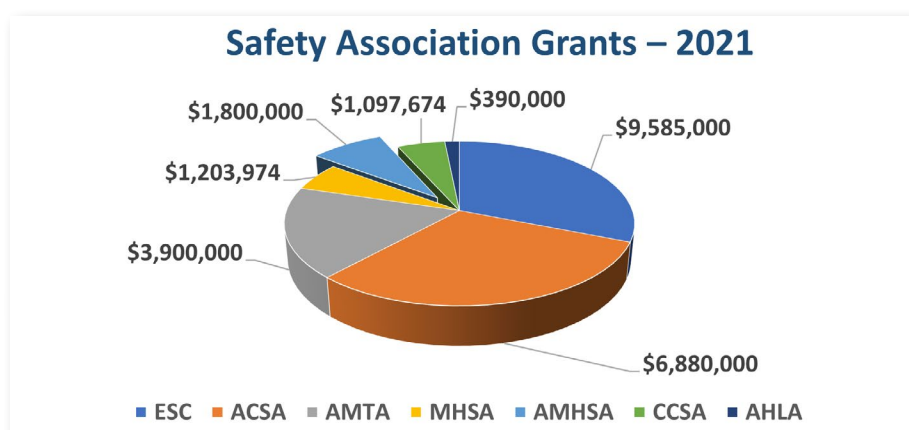


03

2021 SAFETY ASSOCIATION LEVIES

2021 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.



Source: [WCB-Alberta 2021 Safety Associations Employer Fact Sheet](#).
WCB-Alberta Safety Association Employer Fact Sheet WCB-555 (March 29, 2021).

2022 GRANT LEVY

AMHSA is not proposing a levy increase for the four industry codes it represents (95100: Villages, 95101: Towns, 95102: Municipal Districts, and 95104: Cities) in 2022. The funding levy request will remain at \$0.0375 (3.75 cents) per \$100 of insurable earnings. Should industry/levy rate setting by WCB-Alberta remain unchanged in 2022, municipalities will continue to pay one of the lowest safety association levies in the province of Alberta.

2022 WCB Operating Grant Request	
Based on existing levy	\$1,800,000
Total 2022 operating request	\$1,800,000



04

2021 GOALS AND OBJECTIVES

2021 GOALS AND OBJECTIVES



RESULTS TO DATE (SEPT. 30, 2021)

What did AMHSA achieve in 2021?

Our 2021 Business Plan goals focused on the following:

- Promote education in areas of occupational injury and illness incident prevention in the municipal industries in which AMHSA member employers are engaged.
- Monitor and disseminate government Occupational Health and Safety (OHS) legislation and policies that impact Alberta municipalities and associate members.
- 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 (WCB-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 2021 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 – 2021 Goals and Objectives
 <p>WCB Appendix G</p>	<p>4.1.1 General and 4.1.2 2021 Results to Date</p> <ul style="list-style-type: none"> • Goal 1 – Promote education in areas of occupational injury/illness prevention • Goal 2 – Monitor/disseminate government OHS legislation and policies • Goal 3 – Promote effective HSMS as a certifying partner • 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 – Data driven occupational injury/illness prevention campaigns <ul style="list-style-type: none"> ◦ Ergonomic/musculoskeletal injury (MSI) ◦ Slips/Trips/Falls (Winter Ready) ◦ Creative sentencing ◦ Collaboration with certifying partners and others <p>Outcome #2 – Continuous improvement of training and education</p> <ul style="list-style-type: none"> • 2.0 – Classroom, virtual instructor led, and online education courses <p>Outcome #3 – Enhanced applicability of services and engagement with industry</p> <ul style="list-style-type: none"> • Executive Summary 2022-2024 strategic planning process • 1.6 – Collaboration with certifying partners and others • 2.0 – Classroom, virtual instructor led, and online education courses

2021 RESULTS TO DATE/HIGHLIGHTS OF ACHIEVEMENT

GOAL 1

Promote education in areas of occupational injury and illness incident prevention in the municipal industries in which AMHSA member employers are engaged.

Objectives

Data-Driven Occupational Injury/Illness Prevention Campaigns

In 2021, AMHSA complemented its strong base of general safety education with data-driven prevention campaigns targeted at the primary mechanisms of injury for municipal members. These campaigns directly support Alberta Labour selected Disease and Injury [System Priorities](#).

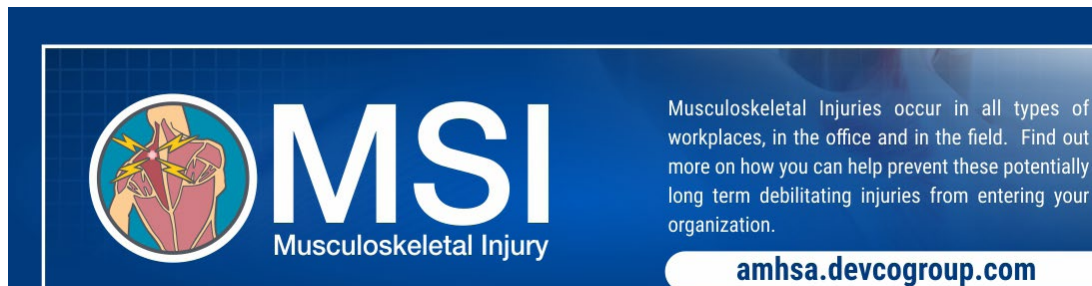
Supporting Strategy/Metric

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, free webinars and coaching sessions, 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

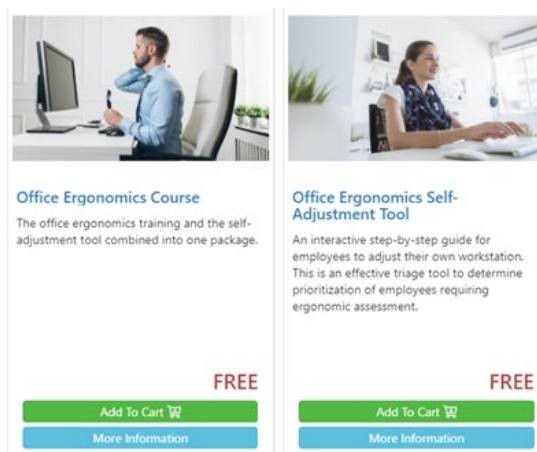
(a) AMHSA Municipal MSI Prevention Campaign



Year after year, musculoskeletal injuries are a significant contributor to municipal injury statistics. To address this challenge, AMHSA partnered with EWI Works as our SME to provide a series of webinars and interactive coaching sessions focused on how to identify and prevent MSIs in the workplace. Implementation elements included dynamic warm-up, field and office ergonomics, and free resources. The AMHSA Ergonomic/MSI prevention campaign targets eight primary mechanisms of MSI injury:



In response to the COVID-19 pandemic and continued working from home, AMHSA made available a long-term free Office Ergonomics Course and Office Ergonomics Self Assessment Tool for all AMHSA members and subscribers to AMHSA branded training portals. Over 100 Health and Safety Advisors registered for the no-charge coaching sessions in 2021 and earned a complimentary certificate of training.



MSI Webinar Series – What Our Members Are Saying:

“Terrific and really useful. I was able to get real answers to concrete problems.”

“It was great to get detail about good ergonomic equipment and what would help to reduce MSI in the home set up. Overall, it was great!”

(b) MSI Risk Factor Evaluation Tools

In 2021 AMHSA was named a workplace partner with the University of Alberta Department of Physical Therapy on a WorkSafeBC grant to answer the question:

“What is the scientific evidence supporting current evaluation tools for identifying musculoskeletal injury risk factors?”

A team was assembled to review the literature and is in the process of screening relevant articles and extracting data from the studies. AMHSA anticipates having results in Q4 2021 that can be shared with municipal members to support their MSI prevention strategies as well as being integrated into the AMHSA MSI Injury Prevention/Reduction campaign.

1.2 Line of Fire (LOF)



A 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:



AMHSA focused its efforts in 2021 on starting up a pilot program with Rocky View County, where AMHSA held nine training sessions for over 130 team members including emergency services personnel, and provided custom visual aids.

1.3 Winter Ready

Continually in the top three municipal injury statistics are 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.



AMHSA focused its efforts in 2021 on starting up a pilot program with the Town of Strathmore. Three training sessions were held for over 15 personnel including leadership, and custom visual aids were provided.

1.4 Creative Sentence Order – Trenchless Underground Construction Awareness

The Trenchless Underground Construction Awareness (TUCA) safety 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.

In 2021, focus was placed on promotion of the 2020 launched TUCA safety program. TUCA was proudly featured in the Quarter 2, 2021 edition of the Alberta Roadbuilders & Heavy Construction Association (ARHCA) [Alberta Heavy](#) magazine to promote available eLearning, instructor led, and video site walk-through components of TUCA courses.



Image: Alberta Roadbuilders & Heavy Construction Association, and Alberta Municipal Health and Safety Association. (2021, Quarter 2). Innovative Trenchless Underground Construction Awareness Safety Training. *Heavy Duty*. Retrieved Oct. 8, 2021, Pages 53-55.

1.5 AMHSA Awarded Lawn Maintenance Creative Sentencing Concept

The Lawn Maintenance Safety Program (LMSP) was piloted as scheduled in time for spring 2021 seasonal hiring. The mandatory pre-requisite eLearning course was released on May 3, and two instructor-led courses were piloted in April. Following the conclusion of members' lawn maintenance activities, the courses will be reviewed for effectiveness and required content changes, with updates intended to be completed in time for the 2022 spring hiring season.














Currently, the eLearning module is available at no cost on AMHSA's website and to over 500 resellers via AMHSA's strategic partner BIS Safety Software. The Practical In-Field Toolkit is available to course participants and the public, through AMHSA's website. The toolkit is a compilation of short clips from the eLearning course (appropriate for refreshing training or for toolbox/safety talks), and sample documents showing hazard assessments, policies and procedures, and sample forms for inspections and other key activities.

AMHSA would like to thank participating municipalities that gave generously with their own documents and with their employees' time.



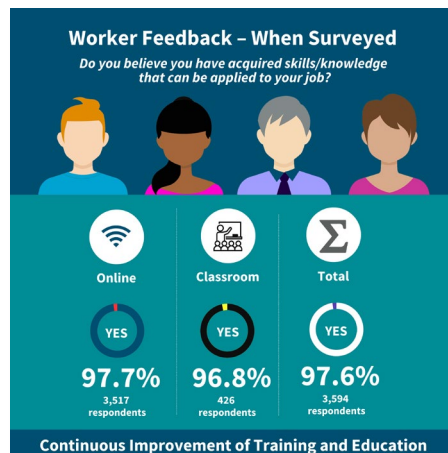
1.6 Collaboration with Certifying Partners and Others

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	OHS System Priorities					Representing Employer/Worker Interests			Partnerships/Management Systems						
	Maintaining Mental Fitness (MMF) Webinars	Psychological Injury Working Group (PIWG)	Psychosocial Hazard Working Group	MSD Working Group	OHS Strategic Steering Committee	Industry Task Force (ITF) Association	AMHSA Safety Council Meetings	Pacific Coast University Disability Training	ISO 45001 Training	AuditSoft Audit Tool	Small Employer Toolkit	Excel COR Audit Tool	Harmonization Working Group	Auditor Qualification Working Group	CBSA Working Group
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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2.0 Classroom, Virtual Instructor Led, 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. AMHSA offers a suite of certified and best-in-class courses to meet members needs in operator safety, defensive driving, safety leadership, soft skills, and psychological safety.



Overview (to Sept. 30, 2021):

Metric	2017	2018	2019	2020	2021	Total
Classroom Registrations	4,935	5,570	7,620	1,874	1,726	21,725
Online Completions	5,105	7,213	7,434	7,950	12,976	40,678
In-House Registrations	3,047	2,260	1,147	469	393	7,316
Webinar Registrations				5328	2,346	7,674
Total	13,087	15,043	16,201	15,621	17,441	77,393

Note: Years 2017-2022 updated due to new calculations based on successful course completions vs. attempts, categorized by completion date.

Classroom (to Sept. 30, 2021):

Metric	2017	2018	2019	2020	2021	Total
Classes Booked	509	581	672	302	173	2,237
Classes Cancelled*	25	41	45	126	28	265
% of Total	5%	7%	7%	42%	16%	2,502

Top 10 Classroom Courses (By Registration to Sept. 30, 2021):

Classroom Course	2017	2018	2019	2020	2021	Total
Joint Work Site Health and Safety Committee/Health and Safety Representative	175	131	1735	612	214	2,237
Defensive Driving (Class)	449	532	591	89	108	1,769
Leadership For Safety Excellence (Class)	312	465	515	172	114	1,578
Workplace Harassment Awareness and Violence Prevention (Full Day)	228	146	729	79	79	1,261
Hazard Identification, Assessment and Control (Class)	175	248	486	75	43	1,027
Ground Disturbance, Trenching, and Excavation	256	229	275	87	25	872
Occupational Health and Safety Act, Regulations, and Code Overview	84	195	396	17	173	865
Cargo Securement	185	188	261	42	0	676
Prime Contractor (Class)	258	193	146	72	75	744
Accident/Incident Investigation (Class)	218	187	203	28	20	656

Top 10 Online Courses (By Registration):



Online Course	2017	2018	2019	2020	2021	Total
Hazard Identification, Assessment, and Control	829	1,333	1,088	808	1,709	5,767
Accident/Incident Investigation	670	816	1,242	560	639	3,927
WHMIS 2015	1,111	1,048	490	353	1,759	4,767
Leadership in Safety	445	645	730	653	1,279	3,752
Leadership for Safety Excellence	597	708	606	401	214	2,526
Chainsaw Safety	538	546	587	667	635	2,973
Formal Workplace Inspections	326	475	500	376	506	2,183
ICS 100	5	11	83	691	565	1,355
Workplace Harassment and Violence Prevention Training	43	187	430	550	267	1,477
Supervisor's Role	241	297	421	195	138	1,292

Monitor and disseminate government Occupational Health and Safety (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
 WCB Appendix G	WCB Appendix G – General (4.11), 2021 Results to Date (4.1.3), Sharing Resources (5.0) <ul style="list-style-type: none"> • 2.1/2.2/2.3 – Monitor/disseminate government legislation and policies • 2.1/2.2/2.3 – Support OHS Prevention Initiatives/performance metrics • 2.1/2.2/2.3 – Provide cost-effective access to SME/strategic partners • 2.1/2.3 – Promotion/education in injury/illness prevention
 MOU Annual Reporting Metric	Alberta Labour MOU – Outcome #1, Outcome #2, Outcome #3 <ul style="list-style-type: none"> • 2.1/2.3 – Enhanced collaboration of CPs with each other, government, and other stakeholders • 2.1/2.2/2.3 – Actions taken to support OHS system priorities • 2.1/2.3 – Continuous improvement of training and education

Supporting Strategy/Metric

2.1. Industry Participation

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 re-elected in 2021 to the ITF Executive as Treasurer.

2.1.2 Certificate of Recognition Working Groups

In 2021, AMHSA employees participated in three GSPC/SSC-formed working groups:

- Certificate of Recognition (COR) Harmonization/Measurement Group
- Complexity Based and Scalable Audit Instrument (CBSA)
- Auditor Qualifications, Training, and Certification Group (AQTC)

See section 3.1.2 for further working group descriptions.

2.1.3 Strategic Steering Committee (SSC)/General Certifying Partner Committee (GCPC)

As a member of the SSC in 2021, AMHSA participation supported SSC mandate to steward the:

- OHS Prevention Initiative and system priorities
- Integration of the overall OHS system
- Revitalization and ongoing relevance of the COR program

Attending 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.

2.1.4 OHS Prevention Initiatives Working Groups

AMHSA supported all three Prevention Initiative Working Groups (Psychosocial Hazard, Slips/Trips/Falls, Musculoskeletal Disorder) in 2021 by:

- Participating directly on working groups
- Creating a dedicated [OHS Prevention Initiatives](#) tab on the AMHSA intranet page that links membership to Government of Alberta [Prevention Initiative Resources](#)
- Featuring prevention initiative updates in AMHSA publication and events

Additional details on AMHSA's participation in the Psychosocial Hazard Working Group are located in [Section 5.1.2](#).

2.1.5 Conference Board of Canada (CBOC)

In 2021 AMHSA participated as a member of the CBOC Health and Safety Leadership Centre (HSLC) and its Advisory Committee. This provided access and collaboration with North American Health and Safety thought leaders, and helped maintain AMHSA's competencies as a subject matter expert (SME). Though 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

2.2 Member Engagement/Consultation

2.2.1 Alberta Occupational Health and Safety (OHS) Legislative Reform

In March, the Alberta Government announced its intention to update and improve occupational health and safety laws to make them easier to understand, apply for employers and workers, and ensure health and safety rules keep pace with changes to workplaces, standards, new best practices and technological advances. Changes required by the *Ensuring Safety and Cutting Red Tape Act* included first year review of the [three-year review plan](#) for the OHS Code.

AMHSA solicited member feedback via SurveyMonkey, consulted external OHS legal counsel for subject matter expert (SME) input, and AMHSA Board Executive for governance/stewardship, then submitted in May, a balanced submission to the Deputy Minister of Labour and Immigration that reflected member, executive, legal, and association views.

2.2.2 Dissemination of OHS Legislation and Policy Updates



AMHSA was a proud sponsor of the Alberta Local Section of the American Industrial Hygiene Association (AIHA) Virtual Professional Development Courses (PDC) and AGM on March 17-18, 2021. This sponsorship provided opportunity for the dissemination of OHS legislation and policy updates that impact Alberta municipalities and associate members, including a regulatory update on Bill 47 by Lisa Chen of the Government of Alberta.

2.3 Member Advocacy

2.3.1 WCB-Alberta Policy Consultation Advisory Group (PCAG)

In 2021, AMHSA's Executive Director participated as an Employer Representative of the PCAG. The PCAG works with the WCB Board of Directors and provides input and advice on policy priorities for the year. 2021 participation has provided opportunity for municipal member representation in [WCB-Alberta Policy Development and Consultation](#).

2.3.2 Psychological Injury Working Group (PIWG)

The PIWG Subcommittee reviews policy and legislation for better understanding, interpretation and application of policy and legislation, define criteria by which psychological claims are accepted, and Return to Work (RTW) challenges. 2021 activities have facilitated a modified work subcommittee to develop psychosocial tools and resources:

- Psychological claim injury dashboard
- Cognitive demands analysis (CDA)
- Job jar concept
- Psych occupational injury service (OIS) pilot

2.3.3 Employer Safety Associations Immunization Information Session

On July 3, 2021 AMHSA attended the Employer Safety Associations Immunization Information Session. At this session, Dr. Deena Hinshaw (Chief Medical Officer of Health) and Trish Merrithew-Mercredi (Assistant Deputy Minister, Public Health and Compliance) joined employer safety associations to discuss Alberta's immunization plan, and vaccination in Alberta. Information conveyed at this meeting was used to support member pandemic response needs.

2.3.4 Infection Prevention and Control (IPAC)

During the global pandemic, AMHSA members have had more need than ever to integrate biological hazards into their Health and Safety Management Systems (HSMS) to support requirements for:

- Hazard identification, assessment and control
- Certificate of recognition

In support of this member need, AMHSA partnered with the Public Services Health & Safety Association (PSHSA) to license a free Alberta version of IPAC Basic Awareness eLearning Training to AMHSA members. Developed in consultation with infection control consultants and epidemiologists, this 30-minute eLearning program will equip workers on what actions can be taken to protect themselves from workplace infectious hazards.

2.3.5 19 to Zero



19 to Zero is a dedicated coalition of academics, public health experts, behavioural economists, and creative professionals working to shift public perceptions around COVID-19 behaviours and vaccination. In 2021, AMHSA participated in the 19 to Zero Staff Engagement and Employer COVID-19 Vaccine Toolkit Working Group which contributed to free online resources:

- COVID-19 employee survey template
- Townhalls/slide decks
- Corporate challenges – senior leader endorsement, pledges, badges, stories
- Company policies

2.4 Additional 2021 Initiatives

2.4.1 Industry Code Expansion

Since its establishment in 1990, AMHSA membership has remained within the same four industry codes of Cities, Towns, Villages, Municipal Districts/Counties. In 2021, AMHSA initiated a review of the industry codes included in the AMHSA membership base to assess the potential to pursue expanding to additional industry codes using the established WCB-Alberta Safety Association Requirements for New Industries application process. The additional industry codes are those not represented by another safety association and with operations similar to existing member operations.



The analysis indicated that expanding to include four additional industry codes (with approximately 93 additional employers) providing services similar to those of municipal members, was not feasible in 2022. However, AMHSA's 2022 Business Plan will include initiatives to engage potential associate members and non-COR holders and through these efforts, AMHSA will connect with key employers in the four industries of interest.

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 (WCB-Alberta) and Alberta Labour and Immigration – 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

Metric	Goal 3 – Reporting Criteria Description
 WCB Appendix G	WCB Appendix G – General (4.11), 2021 Results to Date (4.1.3), Industry Support (4.3) <ul style="list-style-type: none"> • 3.1/2.2/2.3 – Monitor/disseminate government legislation and policies • 3.1 – Support OHS Prevention Initiatives/performance metrics • 3.2/3.3 – Provide cost-effective access to SME/strategic partners • 3.1 – Promotion/education in injury/illness prevention
 MOU Annual Reporting Metric	Alberta Labour MOU – Outcome #1, Outcome #2, Outcome #3 <ul style="list-style-type: none"> • 3.1.2/3.1.3 – Enhanced collaboration of CPs with each other, government, and other stakeholders • 3.2 – Actions taken to support OHS system priorities • 3.1.1/3.2/3.3 – Continuous improvement of training and education

Supporting Strategy/Metric

3.1 Legislative Updates

3.1.1 Training and Standards

- AMHSA completed all required actions identified in the 2020 Action Plan resulting from the Certifying Partner Quality Assurance Audit conducted by PIR. Actions included updates to training materials, AMHSA COR policies and reviews with quality assurance reviewers.
- AMHSA maintained an increased level of contact with its certified auditors to ensure that PIR's protocols for COR audits during the pandemic were understood and fulfilled. This includes modifications to the Excel audit tool to allow various types of audits to be conducted (documentation only; documentation and interviews; documentation, interviews and observations).
- The series of management system courses were conducted virtually in 2021, to address the pandemic conditions.
 - Five Health and Safety Management System courses were held for 50 participants
 - Two Auditor Training courses were conducted, resulting in 19 new certified auditors
 - Five Audit Refresher courses were held for 63 certified auditors
- AMHSA continued to uphold standards related to training, processes and quality assurance (QA). Through the General Certifying Partner Working Group, AMHSA provided input to the standards that PIR is revising in 2021.

3.1.2 Collaboration



AMHSA collaborated with WCB-Alberta and PIR to revise pandemic audit protocols, ensuring that COR auditors were able to conduct effective audits in a safe manner using remote access tools.

AMHSA continued to provide resources to participate on three COR working groups:

COR Harmonization/Measurement

The working group reviewed leading and lagging indicators used by members to monitor the progress of their health and safety management systems and the COR programs used to assess their effectiveness.

A selected group of metrics were presented to PIR and WCB for development into standard reporting available to all Health and Safety Associations.

Complexity Based and Scalable Audit Instrument (CBSA)

This working group developed a framework to determine the complexity of an employer's operation, incorporating factors such as their size, type of operational risk profile, and past experience.

Auditor Qualifications, Training, and Certification (AQTC)

The Auditor Qualifications, Training, and Certification (AQTC) Working Group worked collaboratively to establish and promote standards associated with serving Alberta's COR program and permitting harmonization across Western Canada. The ultimate goal is to align the efforts of all CPs to share resources, and reduce redundancy by establishing a common set of multijurisdictional Safety Management System (SMS) Auditor standards that drive improvement in health and safety outcomes for all Canadians.

3.1.3 Deliver Quality COR Programs to Small Employers

AMHSA continued to promote the toolkit for small employers, which was developed in collaboration with the Continuing Care Safety Association.

3.2 Optional Psychological Health and Safety Audit Element

AMHSA developed a project charter for the development of an optional COR element focusing on psychological health and safety. This initiative is deferred until 2022 to better align with other ongoing activities through the COR working group on complexity based scalable audits and the Leadership for Safety Excellence (LSE) relaunch. The foundational material that is being considered for the LSE relaunch will be similar to the components assessed in the optional COR element.

3.3 Additional 2021 Initiatives Undertaken



ISO 45001:2018 Training

Based on the sold out 2020 pilot offering of International Standard for Occupational Health and Safety Management System (ISO 45001:2018) training, AMHSA again hosted in 2021:

- Requirements Training (two days)
- Internal Auditor (one day)
- Lead Auditor (one day)

This training supports AMHSA's:

- Vision to be a leader in health and safety management systems
- Role as a certifying partner
- Recent COR recognition granted to ISO 45001:2018 certification

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 2021 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.

Supporting Strategy/Metric

Metric	Goal 4 – Reporting Criteria Description
 WCB Appendix G	WCBC Appendix G – General (4.11), 2021 Results to Date (4.1.3), Industry Support (4.3) <ul style="list-style-type: none"> • 4.1/4.3 – Monitor/disseminate government legislation and policies • 4.5 – Support OHS Prevention Initiatives/performance metrics • 4.1/4.2/4.3 – Provide cost-effective access to SME/strategic partners • 4.3 – Promotion/education in injury/illness prevention
 MOU Annual Reporting Metric	Alberta Labour MOU – Outcome #1, Outcome #2, Outcome #3 <ul style="list-style-type: none"> • 4.3 – Enhanced collaboration of CPs with each other, government, and other stakeholders • 4.5 – Actions taken to support OHS system priorities • 4.1/4.4 – Continuous improvement of training and education

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 and any other special training events AMHSA offered.

The 2021 Annual Member Survey produced a 700% increase in responses over the previous year. Here is an example of the comments we received:

“It is really great value that AMHSA adds with easily customizable resources”

4.2 Orientations How to Webinar

Subscription Model Online Course Delivery, Online Training and Policy Content Hosting



AMHSA has helped over 20 municipalities make their training budgets go further by utilizing electronic health and safety management software to deploy custom training, policies, digital forms and subscription model course delivery, as an alternative to classic pay-as-you-go training. This service increased the volume of courses available and lowered member costs of training delivery. Many municipalities using the service were able to deploy training and orientations via training matrices, increasing penetration of training to workers who need it most.

4.3 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 2021, AMHSA developed the following customized or hybrid LSE offerings:

- LSE for Managers
- LSE for Senior Leadership Teams

4.4 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, a new dynamic online instructor review technology system was successfully implemented. Members now have visibility to potential instructors' review ratings, the types of courses they teach, and their upcoming courses by topic.



jeff@amhsa.net

Instructor Rating: ★★★★★ 3.6/4 30 Review(s)



bob@amhsa.net

Instructor Rating: ★★★★★ 3.9/4 51 Review(s)



jewel@amhsa.net

Instructor Rating: ★★★★★ 3.7/4 164 Review(s)

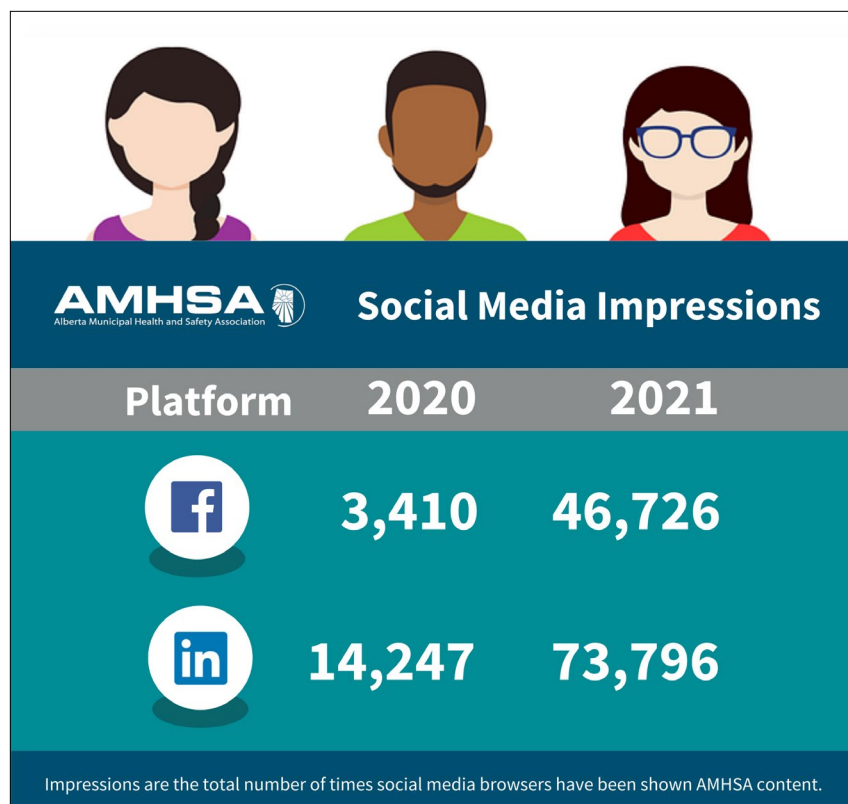


rick@amhsa.net

Instructor Rating: ★★★★★ 3.9/4 250 Review(s)

4.5 Create Performance Metrics and Action Within Member Communication

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 areas of focus and improvement in 2021:





Demonstrate AMHSA value and accountability in supporting OHS Prevention Initiatives and Partnerships' annual reporting requirement for performance metrics that impact Alberta municipalities.

Objective

Support annual performance reporting requirements as a certifying partner and demonstrated accountability for OHS Prevention Initiatives and system priorities.

Supporting Strategy/Metric

Metric	Goal 5 – Reporting Criteria Description
 WCBC Appendix G	WCBC Appendix G – General (4.11), 2021 Results to Date (4.1.2), Sharing Resources (5.0) <ul style="list-style-type: none"> • 5.1.1 – Support of employers in represented industries • 5.1.2/5.1.7 – Support OHS Prevention Initiatives/performance metrics • 5.1.3/5.1.5 – Provide cost-effective access to SME/strategic partners • 5.1.4/5.1.6 – Promotion/education in injury/illness prevention
 MOU Annual Reporting Metric	Alberta Labour MOU – Outcome #1, Outcome #2, Outcome #3 <ul style="list-style-type: none"> • 5.1.3/5.1.5 – Enhanced applicability of services and engagement with industry • 5.1.2/5.1.7 – Actions taken to support OHS system priorities • 5.1.4/5.1.6 – Continuous improvement of training and education

Supporting Strategy/Metric

5.1 Psychological Health

In 2021, AMHSA supported its members in psychological health and leveraged strategic partnerships to support external accountabilities of safety associations:

- Psychosocial hazards as a top-three system priority of the [OHS Prevention Initiative](#)
- Annual partnerships reporting on 14 specific measurements including psychosocial hazards as a system priority (9.2.2.5)

5.1.1 Municipal Psychological Health Impact Group



In 2021 AMHSA again partnered with Howatt HR Consulting to provide a 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.

AMHSA completed the second year of The Impact Group in which participants received competency-based deliverables such as a psychological safety toolbox, and offerings of benchmarking, coaching and implementation. Approximately 18,000 members are represented in The Impact Group.

5.1.2 Psychosocial Hazard (PSH) Working Group

In support of the Government of Alberta's [OHS Prevention Initiative](#), the PSH Working Group continued to work in 2021 to support this top-three system priority. AMHSA sits on the PSH Working Group as an initiative partner, and took a leadership role in the creation of employer and worker web content/resources that demonstrate the:

- Case for psychosocial safety (legal case, business case)
- Barriers to psychological hazards (stigma, lack of knowledge, aversion to change)

Final PSH prevention materials are scheduled to be posted to the Government of Alberta OHS Prevention Initiative [Resource Page](#) in November 2021 to support already launched Slips/Trips/Falls campaign materials.

5.1.3 Maintaining Mental Fitness (MMF) – Tactics During the COVID-19 Pandemic



In 2021, AMHSA, in partnership with Howatt HR Consulting, and the Alberta Urban Municipalities Association (AUMA), commenced Season 2 of its bi-weekly free webinars offered to our members, non-members and partners. These micro-skill webinars were designed to examine the key behaviors that organizations and individuals can perform to maintain mental fitness during the COVID-19 pandemic. In 2021, AMHSA offered 12 webinars.

Our website hosts the recorded 2021 webinars and downloads so that anyone can access them for viewing on demand and any other available information for free. Over 2,000 participations have been recorded to date.

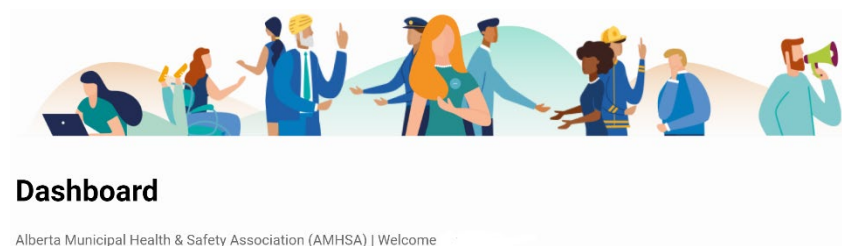
Maintaining Mental Fitness – What Our Members Are Saying:

"It was loaded full of very useful, insightful information, thanks!"

"Great that you are providing these opportunities to get the discussions going!!! Understanding these concepts and putting them into action really helps to build resilience in our every day lives.!!!"

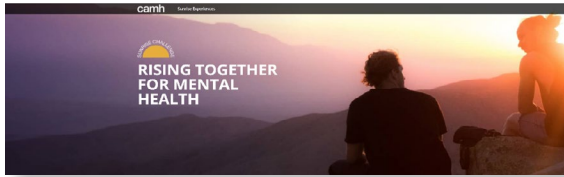
5.1.4 Mental Health Campaigns

Canadian Mental Health Association (CMHA) – Not Myself Today® (NMT)



In 2021, AMHSA was again a Champion supporter of the CMHA [NMT Program](#). NMT is an evidence-based, practical solution to help employers like AMHSA transform mental health at work. This workplace mental health initiative helps companies build greater awareness, reduce stigma, and foster safe and supportive cultures.

CAMH Sunrise Challenge™



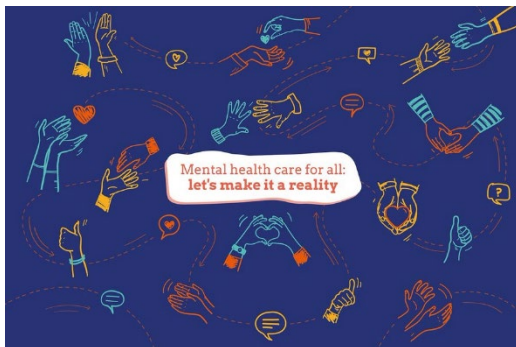
During the month of May 2021, AMHSA participated in the Centre for Addiction and Mental Health (CAMH) [Sunrise Challenge™](#). This event challenged Canadians to “wake up with the sun” in support for ground-breaking mental health research, suicide prevention initiatives, and helping to change the way the world sees and treats mental illness.

CMHA Mental Health Week



During May 3-9, AMHSA participated in the Canadian Mental Health Association (CMHA) [Mental Health Week](#). AMHSA utilized the CMHA Mental Health Week Toolkit to feature social media posts, organizational e-signatures, Yammer pages, and communications in support of mental health using the 2021 theme of “#GetReal about how you feel”.

World Mental Health Day



In October, AMHSA featured the World Health Organization (WHO) [World Mental Health Day](#). AMHSA utilized WHO World Mental Health Day campaign material to feature social media posts, organizational e-signatures, Yammer pages, and communications in support of mental health using the 2021 theme of Mental health care for all: let's make it a reality.

5.1.5 Psychological Health and Safety (PHS) Facilitator's Certification



The [AMHSA PHS Certification](#) program consists of five individual courses and a capstone project. Individual PHS courses may be taken in any order, students may register in individual courses or complete all six as part of the full certification program. For certification, all courses must be successfully completed within 24 months, and include:

PHS 101 - Psychological Health and Safety Foundation	Course Dates January 18-19, 2022 January 25-26, 2022	Register Now!
PHS 102 - Program Evaluation	Course Date February 15-16, 2022	Register Now!
PHS 103 - Influencing: Social Connection and Culture	Course Date March 22-23, 2022	Register Now!
PHS 104 - Mental Health 101	Course Date April 19-20, 2022	Register Now!
PHS 105 - Respectful Workplace Foundation	Course Date May 17-18, 2022	Register Now!
PHS 106 - Capstone	Course Date June 21-22, 2022	Register Now!

5.1.6 Mental Health Commission of Canada (MHCC) Training



In 2021, AMHSA again offered multiple training offerings from the Mental Health Commission of Canada (MHCC) in support of workplace mental health and the Government of Alberta OHS Prevention Initiative. Due to the global pandemic, classroom courses were suspended by MHCC, and virtual classes were offered once supported by MHCC. AMHSA offered both The Working Mind (TWM) Managers and Employee, and Mental Health First Aid (MHFA) to its members. A total of 73 members completed this MHCC training in 2021.

5.1.7 2021 Grant Applications

Supporting Psychological Health in First Responders (SPHIFR) Grant Program

In August 2021, AMHSA applied for \$163,335 of Stream 1 (Services) SPHIFR grant funding offered by the Government of Alberta. AMHSA proposed the virtual delivery of a novel iteration of The Working Mind First Responder (TWMFR) from the Mental Health Commission of Canada (MHCC) to underserved, at-risk rural/remote fire service members. AMHSA's proposed solution included four elements:

- Virtual training
- PTSI content
- Espri TELUS Health mobile app
- Evaluation

In early 2022, successful applicants will be notified.

05

2022 GOALS AND STRATEGIES

2022 GOALS AND STRATEGIES

Proposed 2022 Operational Strategies

For 2022, AMHSA will implement four organizational strategies that are supported by departmental strategies (actions, objectives, and metrics where appropriate) as they are implemented in 2022. Within each organizational strategy, featured departmental strategies are outlined in the sections of the Business Plan below.



1

Base Business

Base Business items are critical to AMHSA fulfilling its bylaws, vision, mission, and value statements, and/or those required by WCB-Alberta, Alberta Labour and Immigration, or AMHSA's Board of Directors.

Partnerships in Injury Reduction Certified Partner (CP)

- Certificate of Recognition (COR): Quality Assurance, Auditor Training, Health and Safety Management Systems and Audit Refresher Training, Audit Tool Maintenance, etc.
- Partnerships Working Group Participation

Accountability and Reporting

- WCB – Safety Association Terms and Conditions
- Alberta Labour – CP Memorandum of Understanding (MOU)
- AMHSA – Annual Report/Business Plan/Audited Financial Statements

Injury/Illness Prevention

- Data Analytics (WCB, PSI, OHS Compliance, Training)
- Training and Education (Classroom, Virtual Instructor-Led Training, Online Self-Directed, Webinars)

Member Advocacy/Representation/Customer Service

- Collaboration/Participation with Stakeholders
- Committee/Working Group Representation

1.1 Partnerships in Injury Reduction (PIR) Certified Partner (CP)

1.1.1 Certificate of Recognition (COR)

Objective

AMHSA will maintain its high level of quality and customer service in the COR program through ongoing quality reviews of internal COR policies and processes, and updating all processes, audit tools, and training materials to reflect any PIR changes in the COR standards/protocols resulting from the Bill 47 and Code review changes.

Supporting Strategy/Metric

Participation in COR working groups and close collaboration with AMHSA's PIR consultant will provide AMHSA with details of PIR changes and effective dates so that policies, processes, tools and materials can be updated in a timely manner.

1.1.2 PIR Working Group Participation

Objective

In 2019, PIR initiated three working groups related to the COR program, with the objective of improving the COR program by improving consistency across certifying partners and industries, making the audit instrument more reflective of the health and safety risk profile of individual employers, and streamlining the processes to train and certify COR auditors. AMHSA provided representatives for each working group to assess the potential impacts on AMHSA COR holders and to summarize input to the decisions impacting the future program.

Supporting Strategy/Metric

Continuing into 2022, AMHSA will provide resources for active working groups: Complexity Based Scalable Audits and Auditor Qualifications. The Complexity Based Scalable Audit Working Group will be defining the criteria to determine the type of audit (i.e. complexity) that an individual employer must use to gain or maintain their COR. The complexity calculation will match an employer's level of risk with an appropriate complexity of COR audit and will tailor members' audit programs in the future to more closely reflect their needs. AMHSA's participation on these two working groups supports the member advocacy role to ensure that the diversity of AMHSA's COR holders is considered in decisions for future processes and audit instruments.

1.2 Accountability and Reporting

1.2.1 WCB-Alberta Appendix G/Alberta Labour and Immigration Certifying Partner (CP) MOU

Objective

Meet or exceed annual reporting requirements for AMHSA as an HSA and CP to WCB-Alberta and Alberta Labour and Immigration OHS Prevention Services Branch.

Supporting Strategy/Metric

Meet or exceed annual reporting requirements as prescribed by:

- WCB-Alberta – [Appendix G Safety Association Terms and Conditions](#) (April 3, 2018)
- Alberta Labour and Immigration – CP Memorandum of Understanding (Aug. 5, 2020)

1.2.2 AMHSA – Annual Report/Business Plan/Audited Financial Statements

Objective

Support continued availability and transparency of AMHSA public-facing reporting documents.

Supporting Strategy/Metric

AMHSA will continue to support transparent public-facing reporting documents by adhering to its bylaws with respect to annual financial auditor selection. AMHSA will work with the auditors to implement suggestion for improvement and ensure compliance within Revenue Canada guidance for non-profit associations.

1.3 Injury/Illness Prevention

1.3.1 Data Analytics

Objective

Support AMHSA in its continued evolution as a data driven organization that makes fact-based decisions in the best interests and support of its diverse stakeholders.

Supporting Strategy/Metric

In 2022, AMHSA will continue to use available and credible sources of truth including WCB Iron Key, OHS Compliance, Potentially Serious Incident (PSI), Certificate of Recognition Registry System (CORRS), and member training to support:

- Government of Alberta [OHS Prevention Initiative](#)
- AMHSA's fiduciary duty for the responsible use of members funds on prevention campaigns and education that respond to measurable municipal trends
- Identification of emerging trends in occupational injury and illness, management system performance, and risk mitigation

1.3.2 Training and Education

Objective

Continue delivery of AMHSA injury/illness training and education products and services in support of municipal injury prevention/reductions, OHS Prevention Initiative, and annual reporting requirements.

Supporting Strategy/Metric

In 2022, AMHSA will continue focus on occupational injury/illness training and education:

- Prevention campaigns (Line of Fire, Musculoskeletal Injury, Slips/Trips/Falls, Psychological Health and Safety)
- Classroom, webinar, virtual, and self-paced instruction

1.4 Member Advocacy/Representation/Customer Service

1.4.1 Collaboration/Participation with Stakeholders

Objective

Continue strong collaborations in 2022 with other HSAs, CPs, government, and stakeholders/interested parties.

Supporting Strategy/Metric

Continue strong collaborations in 2022 with other HSAs, CPs, government, and stakeholders/interested parties.

1.4.2 Committee and Working Group Representation

Objective

Participate in committee and working groups that support member advocacy, representation, and customer service goals and objectives.

Supporting Strategy/Metric

In 2022 AMHSA will continue to participate in:

Conference Board of Canada HSLC	Industry Task Force Association Executive
WCB-Alberta Policy Consultation Advisory Group	Certifying Partner Working Groups
NAIT OHS Program Advisory Committee	Strategic Steering Committee (SSC)
WCB-Alberta Psychological Injury Working Group	Construction Safety Research Alliance (CRSA)

2

Continuous Improvement

Continuous Improvement items have been selected to improve existing AMHSA products, services, and processes that have identified efficiency opportunities or to require update to remain relevant/high-performance.

Workplace Mental Health/Psychological Health and Safety

- Municipal Psychological Health Impact Group – Version 2.0
- Optional Certificate of Recognition (COR) PHS Element
- Canadian Mental Health Association (CMHA) Not Myself Today® (NMT) Version 9.0 Launch (Internal AMHSA)

Quality Assurance/Curriculum Updates/Customer Excellence

- Leadership for Safety Excellence – Version 2.0
- Flag Person/Traffic Accommodation Plan – Development/Delivery

Revenue Diversification

- International Organization for Standardization (ISO) Offerings
- Member Portals
- Training Resale Opportunities

Governance

- MSI Campaign – Vehicle Ergonomics/Industrial Ergonomics

2.1 Workplace Mental Health/Psychological Health and Safety (PHS)

2.1.1 Municipal Psychological Health Impact Group – Version 2.0

Objective

Support continuous improvement of the AMHSA Municipal [Psychological Health Impact Group](#).

Supporting Strategy/Metric

In 2022, AMHSA will utilize received Psychological Health Impact Group stakeholder feedback, emerging mental health trends from the global pandemic, and legislative reform changes (if relevant) to ensure that the Psychological Health Impact Group remains responsive to member needs and operating environments.

2.1.2 Optional COR Psychological Health and Safety (PHS) Element

Objective

With the increasing understanding of the importance of mental health in the workplace, AMHSA's many psychological health and safety offerings have seen increased participation through 2020 and 2021. AMHSA would like to see this important topic included in members' Health and Safety Management System (HSMS) implementation and offer members a means of assessing the need for new programs and/or assessing the effectiveness of their current programs.

Supporting Strategy/Metric

Continuing into 2022, AMHSA will resource a project to develop an optional PHS element that can be used concurrently with COR audits. AMHSA will coordinate with the Complexity Based and Scalable Audit Instrument Working Group to determine how optional elements can be offered by certifying partners. An external PHS subject matter expert (SME) will be engaged to provide specific content and questions for this optional element.

AMHSA acknowledges that the Canadian Standards Association (CSA) [National Standard for Psychological Health and Safety in the Workplace](#) is the best-in-class standard for adoption, however many municipal members are constrained in the resources required to deploy this complex standard. The optional PHS element is anticipated to enable scalable implementation of a reduced standard, that will allow for the later implementation of higher standards when resourcing permits.

2.1.3 Canadian Mental Health Association (CMHA) Not Myself Today (NMT)

Objective

Continued visible support for psychological health and safety within AMHSA.

Supporting Strategy/Metric

It is critically important for AMHSA as an employer and leader in municipal health and safety to continue demonstrating visible leadership and support for its internal employees. In 2022 AMHSA will continue support for NMT and will launch version 9.0 of the campaign (internal AMHSA).

2.2 Quality Assurance/Curriculum Updates/Customer Excellence

2.2.1 Leadership for Safety Excellence (LSE) – Version 2.0

Objective

To produce a best-in-class LSE program offerings that include modern and relevant interactive modules for workers, supervisors, managers and senior leaders.

Supporting Strategy/Metric

In 2022, AMHSA will engage municipal stakeholders at an early stage, to ensure development of a contemporary and relevant health and safety leadership learning experience for workers, supervisors, managers and senior leaders. A phased stakeholder engagement and project plan will guide 2022-2023 version 2.0 LSE activities.

2.2.2 Flag Person/Traffic Accommodation

Objective

To transform current AMHSA flag person training to omni-channel learning experience Traffic Accommodation Program, ensuring that training competencies are delivered to the current Traffic Safety Act within Alberta, and appealing to learnings across all ages. The program will also assist municipalities with their in-house training on the topic.

Supporting Strategy/Metric

AMHSA will enlist the expertise of multiple subject matter and learning design experts within the municipal and traffic safety sectors to build a best-in-class program. Overall classroom, online, and in-house training numbers are targeted to increase 100% by spring of 2023 (late 2022 launch).

2.3 Revenue Diversification

2.3.1 International Organization for Standardization (ISO) Offerings

Objective

Offer ISO training that supports operational and competency needs of members, management, system recognition by regulators, and additional revenue.

Supporting Strategy/Metric

Recent volatility in municipal insurable earnings that annually fund AMHSA core services and prevention initiatives can present potential risk if not managed. Diversification of revenue streams provides for more stable and predictable investments into often capital-intensive products, services, and processes that members want.

In 2022, AMHSA will continue to offer ISO 45001:2018 Occupational Health and Safety Management System training in support of a recent partnerships standard change that permits employers certified to this standard to be eligible to apply to a certifying partner for COR certification.

AMHSA will also explore opportunities to support ISO training in additional management systems, risk management, business continuity/resilience/recovery, and social responsibility competencies in response to received feedback from members.

2.3.2 Member Portals/Electronic HSMS Solutions

Objective

AMHSA will further penetrate the municipal safety market with value-added electronic health and safety management system software custom branded for municipalities. This software assists municipalities by providing digital safety forms, asset management, custom course content, hazard identifications, driver's management, training matrix assignments, reporting and more.

Supporting Strategy/Metric

AMHSA will double the number of members served by their electronic health and safety management solution from 2,500 to 5,000 and increase their number of portals from 35 municipalities to 45.

2.3.3 Training Resale Opportunities

Objective

A pillar objective at AMHSA is to deliver value by ensuring municipalities continue to pay one of the lowest safety association levies in the province of Alberta. To achieve this objective, AMHSA continues to supplement this funding with a "value approach" of layering in alternate sources of revenue.

AMHSA is also developing courses with the objective for strategic resale. Courses designed for our members will be designed from the onset to be able to be white labelled for use in other markets, to generate alternate, supplemental sources of revenue.

AMHSA will leverage their professional services by offering Digital Concierge, digital and in-person course hosting and booking services with an eye to members' additional offerings in areas such as environmental and supplementary auditing education.

Supporting Strategy/Metric

Our overall alternate sources of revenue goal is to reduce our WCB grant dependence from 74% of overall revenue to 72% in 2022.

2.4 Governance

2.4.1 Musculoskeletal Injury (MSI) Prevention/Reduction Campaign

Objective

Broaden existing [AMHSA MSI prevention campaign](#) content to further address both vehicle and industrial ergonomics.

Supporting Strategy/Metric

In 2022 AMHSA will expand MSI prevention campaign content to support:

- Campaign relevance/value
- Member requests
- OHS Prevention Initiative
- Certifying partner/health and safety association reporting requirements

Expanded 2022 content will include:

- Toolbox talks
- Posters
- Awareness presentations
- Training

3

New Initiatives

New Initiatives are those selected to support:

- AMHSA sustainability/relevance
- New regulatory requirements
- Need for product/service/process (data driven insight, member requested, gap in current offerings, etc.)

Partnerships in Injury Reduction Certified Partner (CP)

- Consultant Auditor Management
- Targeted Engagement with non-COR holders

Advocacy/Accountability

- OHS Reform – Stakeholder Representation
- Canadian Standards Association (CSA) Association Program – 2022 Member Participation

Leadership/Best Practice

- Occupational Disease/Leading Indicators
- External Training Accreditation – International Accreditors for Continuing Education and Training (IACET)

Scope/Sustainability

- Industry Code Engagement of Non-Represented Industries
- Vision Statement/Scope Modernization

3.1 Partnerships in Injury Reduction Certified Partner (CP)

3.1.1 Consultant Auditor Management

Objective

Implement an improved qualification, credit and maintenance process required to become a certified AMHSA Auditor.

Supporting Strategy/Metric

AMHSA will implement an improved auditor qualification process in line with the progress of the Auditor Qualifications, Training and Certification Working Group. Opportunities to align with best practices of certifying partners regarding credit given for external courses as well as the requirements to maintain auditor certification will be explored.

3.1.2 Targeted Engagement with Non-COR Holders

Objective

AMHSA’s mission is to promote quality health and safety management systems (HSMS). Currently, a relatively low percentage of AMHSA members are COR holders, this presents an opportunity for AMHSA to support the development or improvement of their health and safety management systems, even if they choose not to pursue a COR certification.

Supporting Strategy/Metric

AMHSA will engage with non-COR holder members (often smaller municipalities) to provide information on the benefits of a strong HSMS and the benefits (both financial and operational) of obtaining a COR.

This initiative will integrate with the activity to engage:

- Key employers in industries similar to AMHSA members, who are currently not within the AMHSA membership base (see Section 3.4.1)
- Current associate members to promote AMHSA’s products and services

3.2 Advocacy/Accountability

3.2.1 Legislative Reform – Stakeholder Representation

Objective

Support municipal stakeholders during periods of OHS legislative reform.

Supporting Strategy/Metric

AMHSA will support municipal stakeholders with advocacy, representation, and communication during the following known or anticipated phases of OHS legislative reform:

- 2022 deferred OHS Code Implementation
- 2022/2023 OHS Code Review Cycle

3.2.2 CSA Association Member

Objective

Become CSA Association Member to support member discounts.

Supporting Strategy/Metric

Participation as a CSA Association Member is anticipated to provide the following benefits:

Members	AMHSA
Continuing education/professional development	Attract and retain members
Discounts on CSA products	Receive a promotional fee
Networking opportunities at classes	Relevant content for AMHSA newsletters

3.3 Leadership/Best Practice

3.3.1 Occupational Disease/Leading Indicators

Objective

Determine if interest and business case exist for the establishment of a working group to develop an awareness campaign for municipal occupational disease or a best practice for leading indicators.

Supporting Strategy/Metric

To substantiate if a working group or awareness campaign is required for municipal occupational disease trends, in 2022 AMHSA will perform an in-depth analysis of occupational disease statistics with the assistance of an occupational medicine physician. If statistical analysis supports additional action, AMHSA will solicit interest from municipal members to establish a working group and terms of reference to determine scope and required resources for a likely multi-year initiative.

To substantiate if a working group or best practice is required for municipal leading indicators, AMHSA will perform an environmental scan of existing municipal leading indicators before determining likely next steps such as leading indicator best practices benchmarking.

3.3.2 External Training Accreditation

Objective

Apply for organizational accreditation to the ANSI/IACET Standard for Continuing Education and Training.

Supporting Strategy/Metric

AMHSA will apply for accreditation to the [ANSI/IACET 2018-1 Standard for Continuing Education and Training](#) with the International Accreditors for Continuing Education and Training (IACET) to:

- Drive continuous improvement by adopting recognized models for developing effective and valuable continuing education and training
- Facilitate issuance of IACET Continuing Education Units (CEU)
- Demonstrate leadership brand differentiation amongst its peers

3.4 Scope/Sustainability

3.4.1 Industry Code Engagement of Non-Represented Industries

Objective

Strategically engage key employers within three industry codes that are within municipal WCB premium rate-setting groups, but are not AMHSA members.

Supporting Strategy/Metric

AMHSA will engage with key employers with a focus on the benefits of using AMHSA's services and potentially becoming associate members in three industry codes:

- Irrigation drainage districts
- Water treatment/distribution
- Fire protection co-operatives

3.4.2 Vision Statement/Scope Modernization

Objective

Modernize current AMHSA vision statement to reflect products, services, and processes either currently offered but not reflected in the vision statement, or those requested by membership.

Supporting Strategy/Metric

AMHSA will perform two revisions to its current vision statement.

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

Health Inclusion

The lack of reference to “health” in AMHSA’s vision statement both dates the statement to times in which “occupational health” was just emerging and unintentionally excludes “mental health” which has become an expected subject by both AMHSA members and its regulators.

Environment Inclusion

Surveys of membership indicate that topics such as environment, sustainability and CSR reporting are included in regular role duties, however AMHSA does not offer these programs. It is proposed that the topic of environment be added to facilitate later long-term growth opportunities for AMHSA to remain relevant and value added to membership. It is anticipated that strategic partnerships with environment SMEs will be required to support later 2022-2024 member offers.

4

Opportunistic

Items of Opportunity are not formally anchored in the AMHSA Business Plan, but will be evaluated and selected for adoption based upon alignment with available resources, values, vision, strategic planning, member needs, etc.

Grant Applications/Awards

- Supporting Psychological Health in First Responders (SPHIFR) Grant
- University of New Brunswick (UNB) OHS Diploma Scholarship
- ECO Canada Employer Designation – Application

Regulatory Requests/Applications

- Alberta Labour and Immigration/Alberta Justice
- Creative Sentencing/Subject Matter Expertise
- LMS Program Creation/Delivery

Sponsorships/Collaborations

- Disability Management
- Operational Response

Strategic Partnerships

- Formalize MOU with strategic partners in support of AMHSA vision, values, mission, and mandate

4.1 Grant Applications/Awards

4.1.1 Government of Alberta Supporting Psychological Health in First Responders (SPHIFR) Grant

Objective

Execute if successfully awarded 2022 Government of Alberta Supporting Psychological Health in First Responders (SPHIFR) Grant application.

Supporting Strategy/Metric

If AMHSA is notified in early 2022 that it is a successful Stream 1 applicant for its proposed virtual delivery of a novel iteration of The Working Mind First Responder (TWMFR) from the Mental Health Commission of Canada (MHCC) to underserved, at risk rural/remote fire service members, AMHSA will implement the four elements of its proposed solution per its submitted project schedule to the Government of Alberta. Details of AMHSA's 2021 Stream 1 (Services) SPHIFR grant application are contained within [Goal 5 Section 5.1.7](#).

4.1.2 OHS Diploma Scholarship

Objective

Partner with University of New Brunswick (UNB) to offer an Occupational Health and Safety (OHS) Diploma Scholarship to municipal members.

Supporting Strategy/Metric

After establishment of a memorandum of understanding with UNB for an OHS Certificate Scholarship, the program was deployed with great success and positive from members. Several members requested that AMHSA inquire about the ability to offer a diploma scholarship instead of certificate. In 2022 AMHSA will aim to cast a net at developing municipal health and safety professionals with a new OHS Diploma Scholarship. AMHSA anticipates an increase of 20% in municipal applicants for this OHS scholarship.

4.1.3 Employer Designation Application

Objective

Support a soft 2022 expansion into the topic of environment by AMHSA in response to member surveys.

Supporting Strategy/Metric

Pursue AMHSA Employer Designation application with ECO Canada.

4.2 Regulatory Requests/Applications

Objective

AMHSA supports the concept of using creative sentencing as provisioned under the Alberta Occupational Health and Safety Act, to affect positive change after a tragic health and safety incident. It would be ideal if such incidents did not occur, but if AMHSA can provide subject matter expertise to develop training or other products to prevent recurrence of tragedies, then such applications/initiatives will be prioritized within the Business Plan activities.

Supporting Strategy/Metric

Depending on the circumstances, AMHSA would collaborate with a SME and/or strategic partner to develop, implement, and/or promote, the highest quality product possible.

4.3 Sponsorships/Collaborations

4.3.1 Disability Management Education

Objective

Respond to member survey responses by adding 2022 disability management education offerings

Supporting Strategy/Metric

In a 2021 survey, municipal stakeholders were asked:

“If your role is Health and Safety, do you have regular expanded duties that are not reflected in your title? List all applicable.”

52% of survey respondents indicated “Disability Management.”

In response, AMHSA will utilize strategic partners to support events such as lunch and learns and other forums that support the development of member disability management competencies.

4.3.2 Operational Response Education

Objective

Respond to member survey responses by pursuing additional operational response education offerings to members.

Supporting Strategy/Metric

In a 2021 survey, municipal stakeholders were asked:

“If your role is Health and Safety, do you have regular expanded duties that are not reflected in your title? List all applicable.”

44% of survey respondents indicated “Operational Response (Incident Response/ Command, Business Continuity, Disaster Recovery).”

In response, AMHSA will utilize strategic partners to support member operational response competencies, focusing 2022 efforts in incident response/command.

4.4 Strategic Partnerships

Objective

Formalize MOU with strategic partners in support of AMHSA vision, values, mission, mandate.

Supporting Strategy/Metric

AMHSA continues to be approached by various organizations for strategic partnerships and opportunities. If a 2022 strategic partnership opportunity present itself that supports AMHSA vision, values, mission, mandate, and available resourcing permit execution – AMHSA will pursue MOU accordingly.



06

2022 BUDGET

2022 BUDGET

The AMHSA Board of Directors was presented the 2022 Budget at the Oct. 15, 2021 Board of Directors Meeting.

The 2022 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 2022. The WCB grant request for 2022 is \$1.8M.

2022 Operating Budget

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION 2022 BUDGET w BUDGET PLAN AND COMPARABLES

	2021 BUDGET	2021 YE PROJECTION	2022 BUDGET PROPOSAL	2023 BUDGET PLAN	2024 BUDGET PLAN
REVENUE					
WCB Grant	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
AMHSA In Person	450,000	165,305	250,000	275,000	300,000
AMHSA Online	240,000	425,051	300,000	310,000	320,000
BIS Online	100,000	176,946	130,000	140,000	150,000
EHS Software Resale			100,000	110,000	120,000
Total Program Registrations	790,000	767,302	780,000	835,000	890,000
Interest Revenue	6,000	3,151	4,000	4,500	5,000
Sale of Materials	10,000	10,773	10,000	9,500	9,500
Other Revenues	10,000	21,385	20,000	25,000	30,000
TOTAL REVENUE	2,616,000	2,602,611	2,614,000	2,674,000	2,734,500
Surplus / Contingency Allocation	0	0	120,000	185,000	265,000
TOTAL REVENUE & CONTINGENCY	2,616,000	2,602,611	2,734,000	2,859,000	2,999,500
EXPENSES					
General Administrative Expenses					
Wages & Benefits	1,531,805	1,595,321	1,684,377	1,768,596	1,857,026
Allocation to Special Projects	(186,000)	(125,212)	(200,000)	(190,000)	(180,000)
Office Travel & Subsistence	40,000	5,547	20,000	30,000	40,000
Office - Rent	180,000	168,771	180,000	180,000	180,000
Equipment Lease	8,000	4,355	5,000	5,000	5,000
Equipment/Furniture Purchases	15,000	28,209	15,000	10,000	10,000
General Office Expenses	130,000	64,575	100,000	100,000	100,000
Bank, Merchant & Finance Charges	11,000	6,128	11,000	11,000	11,000
Advertising, Promotion & Membership	65,000	33,406	65,000	66,000	67,000
Contract Services	130,000	144,532	175,000	160,000	150,000
IT & Web Expenses	190,000	136,753	190,000	200,000	210,000
Bad Debt	1,500	1,500	1,500	1,500	1,500
Board Expenses			2,500	3,000	3,500
Total General Administrative Expenses	2,116,305	2,063,885	2,249,377	2,345,096	2,455,026
Training Costs					
Program Development & Preparation	35,000	28,316	85,000	85,000	85,000
Program - Materials	80,000	28,192	50,000	50,000	50,000
Total Travel and Facility Rent	110,000	23,804	55,000	60,000	70,000
Program - Instructor Fees	255,000	142,310	175,000	192,500	210,000
Injury Reduction Campaigns			39,000	35,000	30,000
EHS Software Resale Expense			80,000	88,000	96,000
Total Training Costs	480,000	222,622	484,000	510,500	541,000
Board Expenses					
Board Expenses	80,000	2,017			
Total Board Expenses	8,000	2,017			
TOTAL EXPENSES	2,604,305	2,288,524	2,733,377	2,855,596	2,996,026
EXCESS REVENUE OVER EXPENSES	11,695	314,087	623	3,404	3,474

2022 Special Project Budget

EXTERNALLY RESTRICTED FUNDS

PROJECT	STATUS	BUDGET	PRIOR YEAR(S)	YTD EXPENSE	CURRENT YR PROJECTION	2023 PROJECTION	2024 PROJECTION	2025 PROJECTION	TOTAL EXPENSE	BALANCE
CSA - Boring & Trenching	Closed 2021	240,000	294,119	-	-	-	-	-	294,119	(54,119)
CSA - Lawn Maintenance	Closed 2021	300,000	300,339	-	-	-	-	-	300,339	(339)
Calgary Leasehold Improvement	Closed 2021	309,364	10,340	-	-	-	-	-	10,340	299,024
TOTAL EXTERNALLY RESTRICTED PROJECTS		849,364	604,798	-	-	-	-	-	594,458	(54,458)

INTERNALLY RESTRICTED FUNDS

PROJECT	STATUS	BUDGET	PRIOR YEAR(S)	YTD EXPENSE	CURRENT YR PROJECTION	2023 PROJECTION	2024 PROJECTION	2025 PROJECTION	TOTAL EXPENSE	BALANCE
2020 COVID	Closed 2021	69,400	66,696	-	-	-	-	-	66,696	2,704
WCB Iron Key Data Analysis	Closed 2021	15,000	18,559	-	-	-	-	-	18,559	(3,559)
Video Library Updating	In Progress	35,000	7,000	-	7,000	7,000	7,000	7,000	35,000	-
MSD Slips/Trips/Falls & Line of Fire	Closed 2021	100,000	98,381	-	-	-	-	-	98,381	1,619
RFP Preparation-formerly Grande Prairie LI	In Progress	10,000	1,206	-	8,000	-	-	-	9,206	794
Web Redesign & Forums	In Progress	65,000	25,229	-	20,000	20,000	-	-	65,229	(229)
Joint Workplace H&S Online Course	In Progress	165,000	125,044	-	40,000	-	-	-	165,044	(44)
Psychological Health - MMF	In Progress	10,000	2,421	-	7,500	-	-	-	9,921	79
IACET Accreditation Project	In Progress	75,000	57,850	-	25,000	-	-	-	82,850	(7,850)
Mental Health Impact Group	In Progress		226,274	-	60,000	-	-	-	286,274	
	Received		93,000	-	-	-	-	-	93,000	
	Net	125,000	133,274	-	60,000	-	-	-	193,274	193,274
LSE Online	In Progress	225,000	74,183	-	100,000	50,000	-	-	224,183	817
LSE Instructor Led Class	In Progress	30,000	14,041	-	-	-	-	-	14,041	15,959
LSE Customized Versions	Terminated	40,000	-	-	-	-	-	-	-	40,000
Microsoft Accounting System	Pending 2022	100,000	-	-	75,000	25,000	-	-	-	-
TOTAL INTERNALLY RESTRICTED PROJECTS		1,064,400	623,884	-	342,500	102,000	7,000	7,000	982,384	243,564

Externally Restricted Projected Spending	-	Internally Restricted Projected Spending	458,500
Less: External funds receivable	-	Less: Internal funds receivable	-
External Project Requirements	-	Internal Project Requirements	458,500

Internal and External Cash Requirements	458,500	Net Special Project Funding Account Balance	485,548
		*Special Project account balance less amount to be transferred to op acct.	

DIFFERENTIAL BETWEEN REQUIREMENTS AND ACTUAL BALANCE

\$ 27,048

*2021 Year To Date Operating Budget is presented in Appendix B.



07

2022 APPENDICES

2022 APPENDICES

Appendix A – Acronyms

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
ACSC	All Cities 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
KPI	Key Performance Indicator
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 – 2021 Reports

The unaudited Operating and Project Reports, September 2021, as adopted by the AMHSA Board of Directors.

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION QUARTERLY OPERATING FINANCIAL REPORT YTD TO SEPTEMBER 2021				
	YTD	YTD %	PROJECT	BUDGET
REVENUE				
WCB Grant	1,350,000	75%	1,800,000	1,800,000
AMHSA IN PERSON	120,305	73%	165,305	450,000
AMHSA ONLINE	345,051	81%	425,051	240,000
BIS ONLINE	136,946	77%	176,946	100,000
Total Program Registrations	602,302	78%	767,302	790,000
Interest Revenue	2,151	68%	3,151	6,000
Sale of Materials	8,773	81%	10,773	10,000
Other Revenues	19,385	91%	21,385	10,000
TOTAL REVENUE	1,982,611	76%	2,602,611	2,616,000
Contingency Allocation	0		0	0
TOTAL REVENUE & CONTINGENCY	1,982,611	76%	2,602,611	2,616,000
EXPENSES				
General Administrative Expenses				
Wages & Benefits	1,220,321	76%	1,595,321	1,531,805
Allocation to Special Projects	(75,212)	60%	(125,212)	(186,000)
Office Travel & Subsistence	547	10%	5,547	40,000
Office - Rent	123,771	73%	168,771	180,000
Equipment Lease	2,855	66%	4,355	8,000
Equipment/Furniture Purchases	23,209	82%	28,209	15,000
General Office Expenses	44,575	69%	64,575	130,000
Bank, Merchant & Finance Charges	3,628	59%	6,128	11,000
Advertising, Promotion & Membership	23,406	70%	33,406	65,000
Contract Services	104,532	72%	144,532	130,000
IT & Web Expenses	96,753	71%	136,753	190,000
Bad Debt	0	0%	1,500	1,500
Total General Administrative Expenses	1,568,385	76%	2,063,885	2,116,305
Training Costs				
Program Development & Preparation	18,316	65%	28,316	35,000
Program - Materials	18,192	65%	28,192	80,000
Total Travel and Facility Rent	13,804	58%	23,804	110,000
Program - Instructor Fees	92,310	65%	142,310	255,000
Total Training Costs	142,622	64%	222,622	480,000
Board Expenses				
Board Expenses	17	1%	2,017	8,000
Total Board Expenses	17	1%	2,017	8,000
TOTAL EXPENSES	1,711,024	75%	2,288,524	2,604,305
EXCESS REVENUE OVER EXPENSES	271,587		314,087	11,695

SPECIAL PROJECT REPORT

As at September 30, 2021

EXTERNALLY RESTRICTED FUNDS

PROJECT	STATUS	BUDGET	PRIOR YEAR(S)	YTD EXPENSE	CURRENT YR PROJECTION	2022 PROJECTION	2023 PROJECTION	2024 PROJECTION	TOTAL EXPENSE	BALANCE
CSA - Boring & Trenching	In Progress	240,000	291,517	2,602	-	-	-	-	294,119	(54,119)
CSA - Lawn Maintenance	In Progress	300,000	174,299	86,041	40,000	-	-	-	300,339	(339)
Calgary Leasehold Improvement	Closed	309,364	10,340	-	-	-	-	-	10,340	299,024
TOTAL EXTERNALLY RESTRICTED PROJECTS		849,364	476,156	88,643	40,000	-	-	-	604,798	244,566

INTERNALLY RESTRICTED FUNDS

PROJECT	STATUS	BUDGET	PRIOR YEAR(S)	YTD EXPENSE	CURRENT YR PROJECTION	2022 PROJECTION	2023 PROJECTION	2024 PROJECTION	TOTAL EXPENSE	BALANCE
2020 COVID	In Progress	69,400	66,696	-	-	-	-	-	66,696	2,704
WCB Iron Key Data Analysis	In Progress	15,000	7,505	8,054	3,000	-	-	-	18,559	(3,559)
Video Library Updating	In Progress	15,000	-	388	6,500	2,500	2,500	2,500	14,388	612
MSD Slips/Trips/Falls & Line of Fire	In Progress	100,000	69,574	13,807	15,000	-	-	-	98,381	1,619
RFP Preparation-formerly Grande Prairie LM	In Progress	10,000	2,601	(1,395)	-	-	-	-	1,206	8,794
Web Redesign & Forums	In Progress	45,000	1,113	11,615	12,500	20,000	-	-	45,229	(229)
Joint Workplace H&S Online Course	Closed	80,000	121,496	3,548	-	-	-	-	125,044	(45,044)
Psychological Health - MMF	In Progress	-	-	2,421	-	-	-	-	2,421	(2,421)
IACET Accreditation Project	In Progress	125,000	7,651	25,199	70,000	25,000	-	-	127,850	(2,850)
Mental Health Impact Group	In Progress		164,075	62,200	30,000	60,000	-	-	316,274	
	Received		93,000	-	-	-	-	-	93,000	
	Net	125,000	71,075	62,200	30,000	60,000	-	-	223,274	223,274
LSE Legal & Rebrand	In Progress	175,000	-	9,183	65,000	100,000	-	-	174,183	817
LSE for Mgrs & Senior Mgrs Course	In Progress	30,000	13,951	90	15,000	-	-	-	29,041	959
LSE Customized Versions	Pending	40,000	-	-	20,000	20,000	-	-	40,000	-
TOTAL INTERNALLY RESTRICTED PROJECTS		829,400	232,515	103,941	167,000	202,500	2,500	2,500	710,956	234,992

Externally Restricted Projected Spending	40,000	Internally Restricted Projected Spending	374,500
Less: External funds receivable	-	Less: Internal funds receivable	-
External Project Requirements	40,000	Internal Project Requirements	374,500

Internal and External Cash Requirements	414,500	Net Special Project Funding Account Balance	485,548
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*special account balance less amount to be transferred op acct

DIFFERENTIAL BETWEEN REQUIREMENTS AND ACTUAL BALANCE **\$ 71,048.48**

AMHSA

Alberta Municipal Health and Safety Association

**Offices in Calgary
and Sherwood Park**

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