

AMHSA

Health | Safety | Environment



20 26

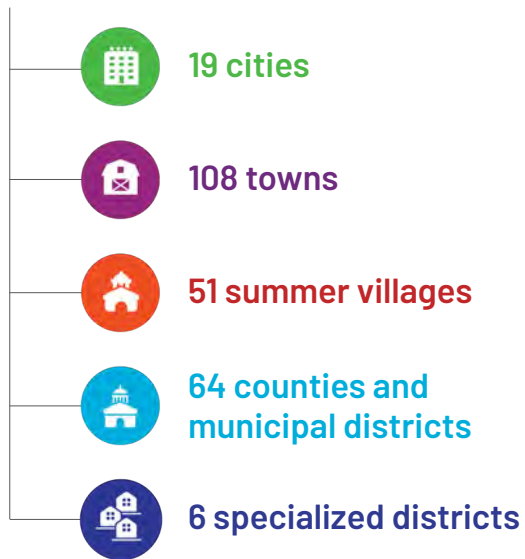
Business Plan

About Us

The Alberta Municipal Health and Safety Association (AMHSA) is an educational non-profit organization that promotes occupational health and safety and environmental (HSE) stewardship in the workplace.

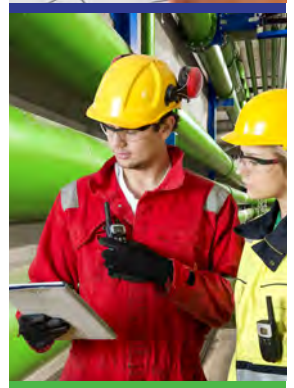
What's in it for you? The answer is value.

We have 60,000+ members in:



Since 1990, our mission has been to assist municipal employers and workers in implementing effective Health and Safety Management Systems (HSMS) and educating both employers and workers through classroom and online training.

As a recognized leader in municipal HSE excellence, we partner with municipal employers, workers, and strategic partners to educate, equip, and inform with knowledge and skills that will keep them and their co-workers safe, and reduce the costs associated with workplace incidents.





VISION

To be the recognized leader of municipal health, safety, and environment (HSE) excellence and an innovative provider of prevention, education, and business solutions.

MISSION

To guide municipal employers and workers in implementing effective HSE management systems, data-driven prevention campaigns, and to support the effective transfer of knowledge through classroom, virtual instructor-led, and self-paced learning.

MANDATE

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

VALUES

Integrity
Trust
Accountability
Openness
Results-Driven

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Executive Summary

The purpose of the AMHSA 2026 Business Plan is to articulate the annual and long-term goals, objectives, and risk-management tactics that will be used to support AMHSA's vision, mission, mandate, and values.

2026 - 2029 Strategic Planning Process

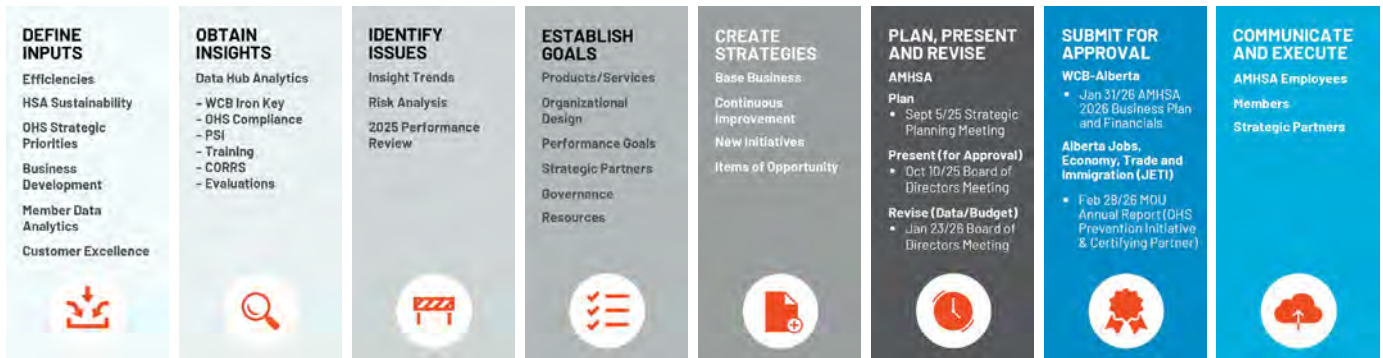
The 2026 Business Plan demonstrates AMHSA governance, values, accountability, and transparency across its diverse group of Interested Parties (IP):

- AMHSA Employees/Members/Board of Directors (BoD)
- Workers' Compensation Board of Alberta (WCB-Alberta)
- Alberta Jobs, Economy, Trade and Immigration (JETI)
- Memorandum of Understanding (MOU)/Strategic Partners



START



FINISH



Business Plan content includes, but is not limited to:



1. 2025 Business Plan - Results to Date
2. 2026 Business Plan - Strategies (Goals/Objectives), Programs/Plans, and Financials

When 2025 Year-to-Date Results/2026 Organizational Objectives also satisfy external IP annual reporting requirements, the following icons will be used:

Interested Party	Business Plan - Reporting Criteria
 Government of Alberta (GoA) JETI	2025 <ul style="list-style-type: none"> • Funded Certifying Partner (CP) MOU 2026 <ul style="list-style-type: none"> • Occupational Health and Safety (OHS) Prevention Initiative MOU • Certificate of Recognition (COR) CP MOU
 WCB-Alberta	2025 <ul style="list-style-type: none"> • Safety Association Terms and Conditions (Appendix G) • Safety Association Funding 2025 Key Dates 2026 <ul style="list-style-type: none"> • Safety Association Terms and Conditions (Appendix G) • Safety Association Funding 2026 Key Dates

WCB-Alberta Premium Rates

2022-2026

Industry Codes	2022	2023	2024	2025	2026
 Cities (95104)	\$1.77	\$2.02	\$2.45	\$2.71	\$3.01
 Towns (95101)	\$1.77	\$2.02	\$2.45	\$2.71	\$3.01
 Villages (95100)	\$1.77	\$2.02	\$2.45	\$2.71	\$3.01
 Municipal Districts (95102)	\$1.37	\$1.57	\$1.63	\$1.65	\$2.15

Source: [WCB-Alberta 2026 Premium Rates by Sector and Rate Group.](#)

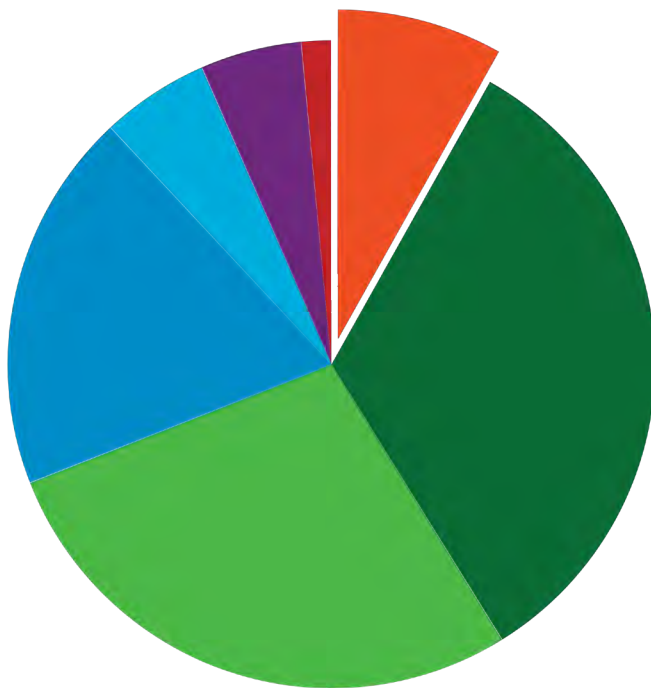


2026 Safety Association Levies

Funded safety associations represent specific industries. The purpose is to promote workplace safety to those industries through education and other initiatives. These industries fund the safety associations through levies in their WCB-Alberta premium rates.

Levies are calculated based on funding requests received from the safety associations. They 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.

2025 Safety Association Grants



- **Alberta Municipal Health and Safety Association (AMHSA)**
\$2,356,214
- **Alberta Construction Safety Association (ACSA)**
\$9,558,000
- **Energy Safety Canada (ESC)**
\$8,066,755
- **Alberta Motor Transport Association (AMTA)**
\$5,500,000
- **Continuing Care Safety Association (CCSA)**
\$1,558,737
- **Manufacturers' Health and Safety Association (MHSA)**
\$1,466,250
- **Alberta Hotel & Lodging Association (AHLA)**
\$430,000

Source: [WCB-Alberta 2025 Employer Fact Sheet](#)

Where shown as a dollar amount, the levy is added as a flat rate per \$100 of assessable earnings.

2026 Funding Request

AMHSA's 2026 funding request **remains unchanged from 2025** for the four industry codes it represents (95100: Villages, 95101: Towns, 95102: Municipal Districts, and 95104: Cities). Should WCB-Alberta municipal industry code premiums and OHS levy rate-setting remain unchanged in 2026, municipalities will continue to pay one of the lowest Health and Safety Association levies in the province of Alberta.

\$2,356,214

**TOTAL 2026 OPERATING
FUND REQUEST**

04

2025

Year-to-Date

Results

Results to Date

As of Dec. 31, 2025

What did AMHSA achieve in 2025?

Our 2025 Business Plan goals focused on the following:



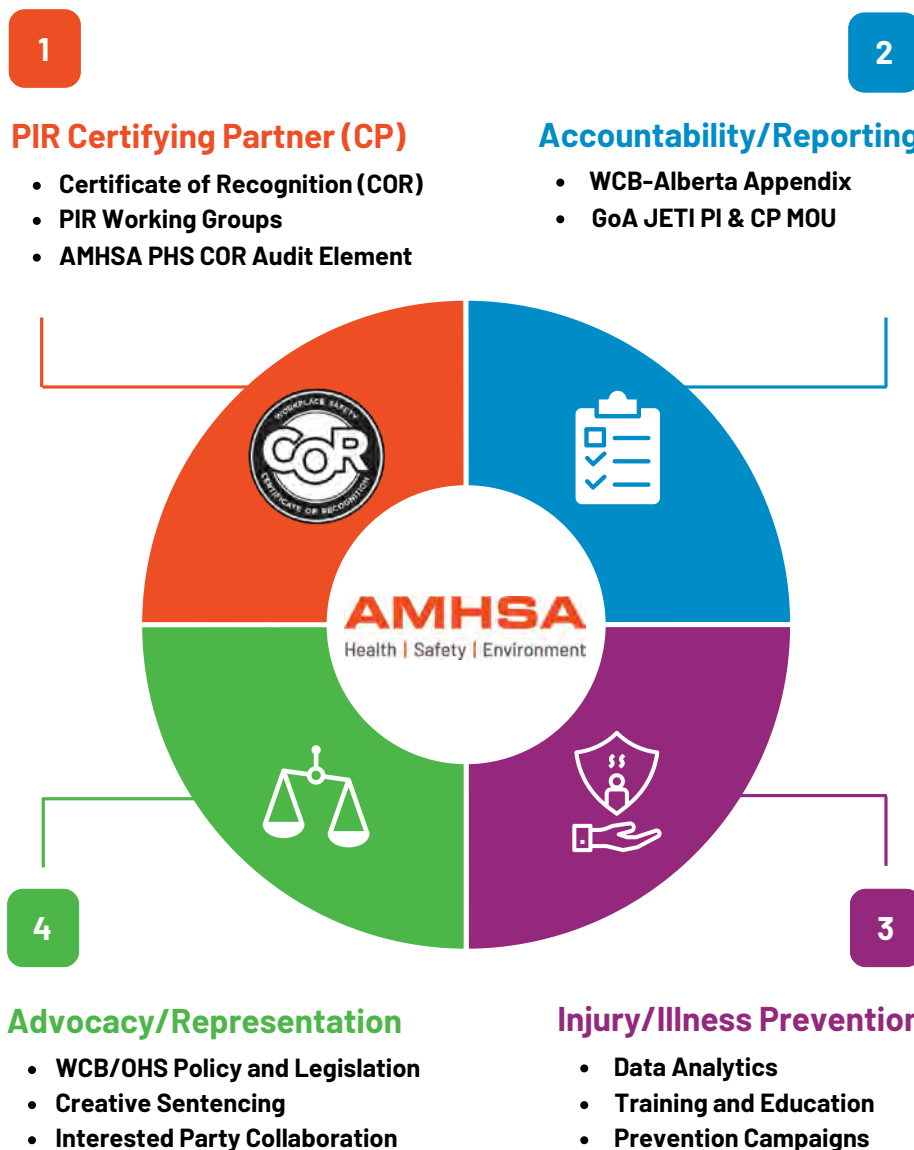
AMHSA's four (4) 2025 goals are supported by objectives, strategies, and metrics (where appropriate) further explained in subsequent pages of this Business Plan, and support Workers' Compensation Board - Alberta (WCB-Alberta) and Alberta JETI annual reporting metrics as shown on the following page.

Goal 01 Base Business

Objectives

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

Supporting Strategy/Metric



1.1 AMHSA as a Partnerships in Injury Reduction (PIR) Certifying Partner (CP)

i) Certificate of Recognition (COR)

Supporting Strategy/Metric

In 2025, AMHSA maintained high standards of quality and customer service within the COR program through the execution of COR CP support functions that include, but are not limited to:

- Conducting Quality Assurance (QA) Reviews
- Delivering Auditor Training
 - Health and Safety Management Systems (HSMS), Health and Safety Auditing, Audit Refresher
- Managing data entry in the Certificate of Recognition Registry System (CORRS)
- Reviewing and refining internal COR policies and processes
- Participating in PIR Working Groups (e.g., Auditor Discipline Working Group)
- Maintaining the Approved Consultant Auditor List and overseeing [Credly Digital Credential](#) management
- Updating and maintaining Government of Alberta (GoA) Partnerships-approved AMHSA Optional Psychological Health and Safety Management System (PHSMS) COR Audit Tool

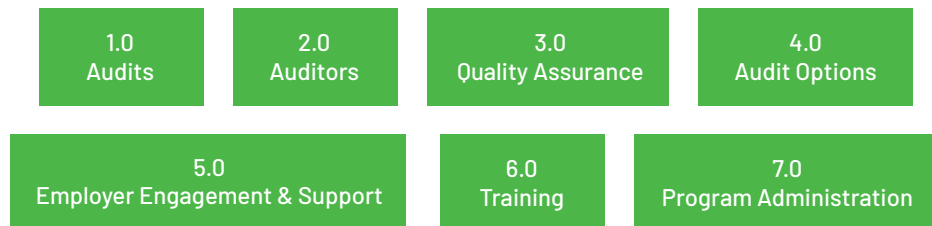


Refining Internal COR Policies and Processes

In 2025, AMHSA made significant progress in strengthening the COR Program framework for documenting procedures. This continued work allows AMHSA to stay ahead of legislative changes, maintain audit readiness, and respond efficiently to employer inquiries. It also helps maintain continuity of expertise and knowledge in a way that's transferable and enduring, something that's increasingly important as the COR program can be complex at times.

In total, AMHSA finalized 16 procedures, introduced centralized tracking and version control, and published key documents to the AMHSA website to assist auditors with clarity and consistency. This helps reduce confusion, supports fair and repeatable audit practices, and ensures everyone is working from the same expectations. This work makes the process easier to navigate for both auditors and the municipalities they support.

COR Program Framework



1.2 Accountability and Reporting

AMHSA supported 2025 Base Business by delivering on performance requirements that include, but are not limited to:

- Workers’ Compensation Board - Alberta (WCB-Alberta)–[Safety Association Terms and Conditions](#) (Appendix G)
- Alberta Jobs, Economy, Trade and Immigration (JETI)
 - COR CP MOU
 - OHS Prevention MOU
- AMHSA—Annual Report/Business Plan/Audited Financial Statement

62,231

workers were under AMHSA COR in 2025*

** These numbers are estimated as refund calculations are being finalized by WCB-Alberta*



1.3 Injury/Illness Prevention Campaigns







i) Injury/illness Prevention

In 2025, AMHSA delivered injury/illness campaigns that:

- Respond to municipal injury/illness data trends (WCB-Alberta, Potentially Serious Incident, etc.).
- Support the Government of Alberta (GoA) [OHS Prevention Initiative](#), which focuses on reducing common workplace injuries, protecting at-risk workers, and identifying higher-risk work situations.

Musculoskeletal Disorders (MSI/MSD)

MSI remains a leading mechanism of injury for non-fatal municipal incidents and are a significant source of WCB-Alberta claim costs. AMHSA again delivered its [MSI Prevention Campaign](#) which includes eight (8) evidence-based prevention campaign activities developed from 5-year analysis of municipal MSI injury data.

 <p>Force Lifting, carrying, and grip force</p>	 <p>Posture Reaching, twisting, kneeling, squatting & bending</p>	 <p>Repetition & Duration Lack of variety for a long period of time</p>
 <p>Contact Stress Pressing muscles and/or tendons on sharp or hard surfaces</p>	 <p>Cold Temperatures Work performed in cold temperatures</p>	 <p>Hot Temperatures Exposure to high temperatures</p>
 <p>Vibration & Jarring Work performed with vibrations</p>	 <p>Personal Risk Factors An individual’s state of health, fitness, lifestyle and work habits.</p>	

Slips, Trips, and Falls (STF)

In response to high numbers of municipal injury STF incidents that are weighted to occur in the winter months, AMHSA focused 2025 efforts on:

- [Winter Ready](#) campaign delivery of employee/leader training, posters, checklists, and policies.
- Promoting STF prevention materials from the GoA OHS Prevention Initiative [Resource Page](#).



Mental Health (Psychosocial Hazards)

In 2025, AMHSA again led amongst its peers in the area of mental health by promoting prevention materials from the GoA OHS Prevention Initiative [Resource Page](#) and delivering a range of evidence-based mental health programs.

First Responder Mental Health

Due to high numbers of first responders employed by municipalities, and contributed in part by [presumptive coverage](#) of traumatic psychological injuries of first responders by WCB-Alberta, AMHSA worked significantly in the area of first responder mental health in 2025. See the New Initiatives section of this report for more details.

- GoA Supporting Psychological Health in First Responders ([SPHIFR](#)) Grants

Psychological Health & Safety (PHS) eCertificate Programs

In partnership with Dr. Joti Samra of [MyWorkplaceHealth](#) (MWH) and [BC Municipal Safety Association](#) (BCMSA), AMHSA continued to deliver two five (5)-module self-paced eLearning [PHS eCertificate Programs](#).

- PHS for **People Leaders**
- PHS for **Employees**

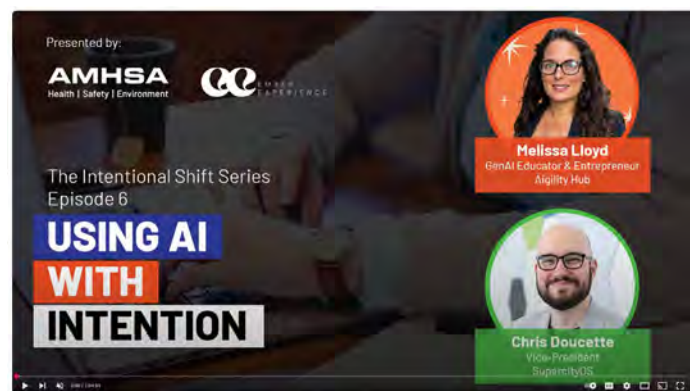
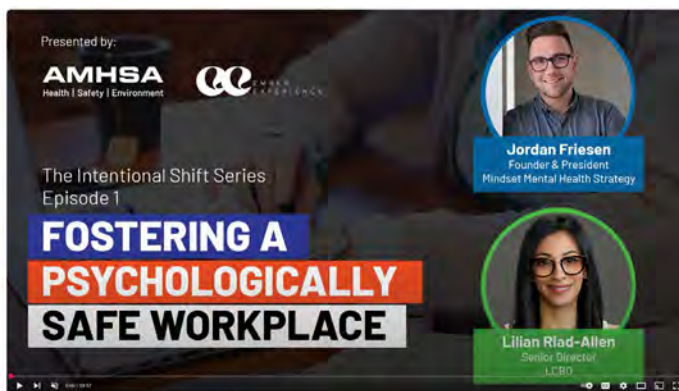


The Intentional Shift Webinar Series (Season 4)

AMHSA and its strategic partner, [Ember Experience](#), continued Season 4 of its successful [The Intentional Shift Webinar Series](#) (formerly known as “Maintaining Mental Fitness”) designed to support mental fitness for both organizations and individuals.



This series engages municipal leaders in important discussions about emerging challenges or issues related to establishing and fostering a psychologically safe workplace. It will be collaboratively developed to ensure that topics are relevant, timely, and meet the needs of municipal leaders in the western provinces, specifically Alberta.



Workers with Vulnerabilities (At-Risk Workers)

AMHSA had a continued focus on prevention tactics for municipal workforce types known to be at higher risk of injury and illness. This year, the focus was on seasonal workers hired annually at municipalities to perform work such as lawn maintenance, weed spraying, public works, lifeguards, tourism, etc.

A free member webinar, [Start Safe, Stay Safe: Protecting Your At-Risk Seasonal Workers Through Data-Driven OHS Prevention](#), was held in July 2025 with a supporting presentation from GoA OHS Effective Practices Specialist Team Lead, Dave Wojcicki.



WEBINAR & LIVE Q&A
Tuesday, July 22 • 11:00am - 12:00pm

Start Safe, Stay Safe:

Protecting Your At-Risk Seasonal Workers Through Data-Driven OHS Prevention

with OHS Effective Practices Specialist Team Lead, Dave Wojcicki

AMHSA
Health | Safety | Environment

Register today to secure your seat



ii) Training and Education

AMHSA continued to offer Instructor-Led Training (ILT), Virtual Instructor-Led Training (VILT), and eLearning (self-paced asynchronous) education courses, along with topic-specific webinars to members, associate members, and non-members that supported occupational injury and illness incident prevention.

Overview	2021	2022	2023	2024	2025	TOTAL
ILT and VILT	2,291	3,355	3,193	2,823	1,947	13,609
eLearning	25,554	27,425	26,825	28,151	29,523	137,478
In-House Registrations	442	397	620	390	244	2,093
Webinar Registrations	2,735	1,135	382*	140*	754	4,624

* Reporting not complete as data is inaccessible from Sept. 30, 2023 to Dec. 31, 2023 & Jan. 1 - Jul. 31, 2024.

Top 10 ILT and VILT Courses	2021	2022	2023	2024	2025	TOTAL
Leadership for Safety Excellence (LSE)	178	190	320	337	258	1,283
Defensive Driving	117	248	228	140	165	898
OHS Act, Regulation, & Code Overview	236	56*	98*	75*	117	582
H&S Committee / H&S Representative (HSR)	241	402	243	181	109	1,176
Ground Disturbance, Trenching, & Excavation™	37*	114	102	46*	109	408
Contractor Health and Safety Management (Half-Day)	18*	15*	173	73*	108	387
Supervisor's Role	52*	38*	83*	88	79	340
Operator Safety—Front-End Loader	54*	112	92*	79	79	396
Contractor Health and Safety Management (Full Day)	74	44*	82*	126	102	428
Audit Refresher	89	62*	58*	61*	80	350

Courses shown with an asterisk were not Top 10 courses in the column year depicted compared to the green cells Top 10 2025 ILT/VILT courses.










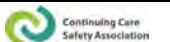




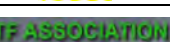




Top 10 eLearning Courses	2021	2022	2023	2024	2025	TOTAL
Leadership for Safety Excellence (LSE)	2,645	3,147	3,123	2,409	2,468	13,792
Incident Command System (ICS) 100	1,613	1,379	1,444	1,721	1,844	8,001
Hazard Identification, Assessment & Control	1,832	1,902	1,276	1,642	1,824	8,476
Defensive Driving	257*	533*	456*	561*	954	2,761
Chainsaw Safety	886	1,476	1,009	1,081	970	5,422
Workplace Harassment & Violence Prevention	381*	330*	1,096	1,051	999	3,857
WHMIS 2015 (AMHSA)	918	666	550*	785	871	3,790
WHMIS 2015 (GHS)	1,122	369*	400*	835	874	3,599
ATV/UTV	685	869	935	847	775	4,111
Workplace Inspection	645	725	745	653*	808	3,576

Courses shown with an asterisk were not Top 10 courses in the column year depicted compared to the blue cells "Top 10 2025 eLearning courses."

1.4 Memory Advocacy/Representation

i) Collaboration/Participation with Interested Parties

AMHSA invested heavily in relationships with other CPs and IPs on several items to promote education in occupational injury/illness prevention and leverage each organization's efforts and mandates.

OHS SYSTEM PRIORITY COLLABORATION TABLE																
Partner	OHS System Priorities						Representing Employer/Worker Interests			Partnerships/Management Systems						
	Cognitive Psychosocial Job Demands Analysis	Psychological Injury Working Group (PIWG)	PHS eCertificate Programs	Creative Sentence / SPHIFR Grant	OHS Proactive Inspection Program	OHS Strategic Steering Committee	Industry Task Force (ITF) Association	AMHSA Safety Council Meetings	Collaborative Memorandum of Understanding	ISO 45001 Training	AuditSoft Audit Tool	Auditor Discipline Working Group	Partnership Standards Working Group	Copycat Reader Plagiarism Detection	AMHSA Optional PHSMS Audit	CBSA Working Group
 AMHSA Health Safety Environment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
 AASP Alberta Association for Safety Professionals						✓					✓		✓			✓
 VRFP Vocational Research Foundation				✓												
 Alberta Construction Safety Association						✓						✓	✓			✓
 APFA Alberta Professional Firefighters Association						✓	✓						✓			✓
 Alberta Municipalities Strength In Members					✓			✓								
 AMTA Alberta Municipal Trades Association							✓				✓	✓	✓			✓
 AMSA Alberta Municipal Safety Association					✓											
 BC MUNICIPAL SAFETY Association			✓					✓								
 Continuing Care Safety Association											✓	✓	✓			✓
 COPYCAT READER Plagiarism Detector														✓		
 CSU52 Canadian Safety Union						✓										
 CUPE Canadian Union of Public Employees				✓												
 ENERGY SAFETY CANADA						✓						✓	✓			✓
 ITF ASSOCIATION	✓	✓					✓									
 Opening Minds MENTAL HEALTH COMMISSION OF CANADA				✓											✓	
 MHSA Municipal Health Safety Association													✓			
 Partnerships Alberta	✓			✓	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓
 WCB Workers' Compensation Board	✓	✓				✓	✓	✓				✓				✓

ii) Committee/Working Group Representation

PIR

AMHSA continued to support numerous Partnerships meetings, subcommittees, and Working Groups. Activities were focused on delivering updated training to small and large employer auditors, and COR modernization direction from the GoA.



- General CP Committee Partnerships Standards Working Group
- Complexity-Based Scalable Audit (CBSA) Working Group
- Auditor Discipline Working Group (Q4 2025 anticipated kickoff)

Strategic Steering Committee (SSC)

Only one (1) SSC meeting was hosted by GoA OHS Prevention Services in Q1 2025, primarily to move forward the ratification of MOU for COR CPs and Prevention Initiative (PI). In Q2 2025, the GoA engaged with AMHSA as a funded Safety Association to discuss the opportunity to transition the existing SSC into a Provincial Prevention Committee that has roots in previous committee activities.

WCB-Alberta/Industry Task Force (ITF) Association

The [ITF Association](#) works collaboratively to affect positive change in programs, practices, policy, and legislation by representing the views of Alberta employers who are members of the ITF Association on matters related to WCB-Alberta. AMHSA's Executive Director was re-elected to the ITF Executive as Treasurer, and represented AMHSA on the following Working Groups, advisory groups, and subcommittees:

ITF Association

- Psychological Injury Working Group (ITF Lead)
- Physiotherapy Services Subcommittee (ITF Lead)
- WCB/OHS Data Sharing Subcommittee (ITF Lead)
- Lost Time Claim (LTC) Recording Subcommittee
- [Policy Consultation Advisory Group](#) (PCAG)/Policy Consultation Subcommittee

Conference Board of Canada (CBOC)

AMHSA participated as a member of the CBOC Council for Safe Workplaces (CSW) and its Advisory Committee to provide member access and collaboration with North American health and safety thought leaders, helping to maintain AMHSA's competencies as a subject matter expert (SME).

The Conference Board of Canada

In Q2 2025, the CBOC provided notice that it made the decision to close the CSW. For the remainder of 2025 and 2026, AMHSA will alternatively participate in the CBOC [Council on Workplace Health and Wellness](#) (CWHW) to share with its member and associate members:

- Discounts to CBOC events, research publications, webinars
- Participation in CBOC surveys focused on health and wellness
- Access to produced research reports

Construction Research Safety Alliance (CSRA)

In support of AMHSA's ongoing focus on Serious Injury Fatality (SIF) Prevention, it participated again in 2025 on the CSRA [Communities of Practice \(CoP\)](#), where focus areas included, but were not limited to:



- Principles of Energy-Based Safety
- Tyranny of TRIR
- HECA in Practice
- What is SIF and Life Model
- Alternative Controls
- Finding STKY
- Incident Investigations and Learning
- Quality of Pre-Job Briefs
- Safety Analytics

Northern Alberta Institute of Technology (NAIT) OHS Diploma Program

AMHSA demonstrated leadership by investing in the development of future health and safety leaders with continued participation in the NAIT OHS Diploma Program:



- Program Advisory Committee (PAC) Member – Chair Role
- NAIT Occupational Health & Safety (OHS) Business Innovation Showcase - Gold Sponsor
- Student Mentor - Leading Change Project

Continuous Improvement

Objectives

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

Supporting Strategy/Metric

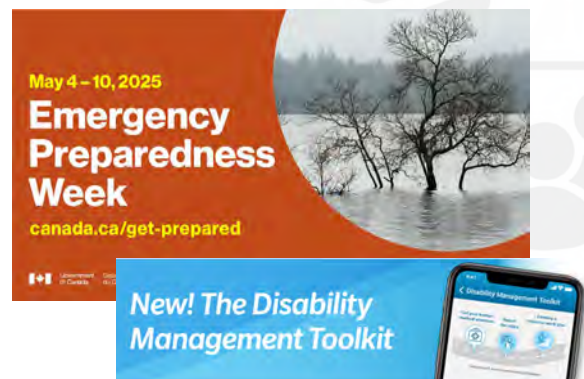


2.1 Continuing Education and Training

i) Disability Management and Operational Response

To support heard member feedback in its 2024 Member Survey that many municipal health and safety roles are or have expanded, AMHSA supported competency development and education opportunities for membership by promoting the following initiatives:

- Workers' Compensation Board - Alberta (WCB-Alberta) - [Disability Management Toolkit](#)
- Alberta OHS and Employment Standards - [Young Worker Safety and Disability Management](#)
- Alberta Emergency Management Agency (AEMA) - [Emergency Preparedness Week \(May 4 - May 10, 2025\)](#)



ii) Course Remediation/IACET Standards Alignment

Following AMHSA's successful 2024 certification as an International Accreditors for Continuing Education and Training (IACET) Accredited Provider, AMHSA continued its commitment to quality continuing education by further aligning with the American National Standards Institute (ANSI)/IACET Standard for Continuing Education and Training and integrating IACET principles across course development and Learning Event delivery.



Key initiatives included:

- Instructional design revision for increased IACET-alignment of offered AMHSA/MWH [PHS eCertificate Programs](#).
- Formalization and execution of processes for learner identification and instructor evaluations.
- Implementation of a quarterly review framework to assess Learning Event feedback, Continuing Education Unit (CEU) issuance, training participation, and organizational changes.
- Improved communications strategy to promote the value of IACET accreditation and its impact on AMHSA's credibility and member experience, including on the redesigned amhsa.net website to be completed in 2026.



iii) Leadership for Safety Excellence (LSE)

AMHSA continued efforts to revitalize LSE program elements by:

- Completed the filming of a four-video series that will be incorporated into training such as Supervisors Role to enhance the content and learner experience.
- Engaging with a global thought leader in the field of safety leadership and organizational change performance to support a wholesale remediation of 2 (two) keystone mandatory LSE modules.
 - Hazard Investigation
 - Hazard Identification, Assessment, and Control

iv) AMHSA & Strategic Partner Certification Programs

AMHSA began a review of its existing program certification framework to develop a multi-year continuous improvement plan for the AMHSA and Alberta Association of Recreation Facility Personnel (AARFP)/AMHSA Certificate Programs with peer Canadian Municipal Safety Associations. Upcoming work activities will focus on:

- Peer Safety Association training reciprocity
- Interprovincial designation recognition with BC Municipal Safety Association (BCMSA)
- Professional development requirements to maintain designations in good standing
- Code of Conduct standards



2.2 Certificate of Recognition (COR) Modernization

i) Government of Alberta (GoA) Partnerships in Injury Reduction (PIR) – Working Group / Committee Participation

COR modernization was supported through participation in the following GoA PIR Working Groups:

- Complexity-Based Scalable Audit (CBSA)
- General CP Committee
- Audit Standards Subcommittee

ii) COR Audit Tool Revision

AMHSA successfully performed maintenance on its COR Audit Tool to further support element substitution during maintenance years for municipalities using the Optional Psychological Health and Safety Management System (PHSMS) Audit Element.

Once the PHSMS Audit Element is selected—either level 1, 2 or 3—the Auditor is prompted to choose which regular COR element to replace. The corresponding psychological health and safety (PHS) audit questions are then automatically embedded into each of the existing COR elements. This reinforces the broader principle that PHS should be integrated into traditional health and safety management systems (HSMS) frameworks to enhance overall system effectiveness and alignment.

Further revisions included enabling spell check and optimizing the use of tool macros. The enhanced audit workbook was released in September and was met with favorable feedback.

2.3 Infrastructure, Products, and Services

i) Website Relaunch (Phase 1)

In 2024, AMHSA initiated a comprehensive website relaunch to replace outdated infrastructure, align information access with key user personas and overall enhance user experience.

Key benefits include improved technology risk mitigation, expanded analytics capabilities, and full internal control over content updates and additions. By enabling real-time updates and reducing reliance on external vendors, the new site helps AMHSA to respond quickly to emerging health, safety and environment (HSE) priorities and ensures members receive timely, relevant, and high-value information and support.



This project followed a phased approach. Detailed analysis and strategy development was completed in early 2025 and full development started in Q2 of 2025. The new website is on target to launch in early 2026.

ii) Customer Service Helpdesk Upgrade

To further enhance customer service, AMHSA implemented the [Zendesk](#) ticketing platform. This project was a strategic initiative to modernize customer service and improve service delivery. AMHSA was an existing Zendesk customer, with the old product performing simple chat window functionality. The upgrade introduced a clean, intuitive interface for ticket management, and greatly assisted in streamlining workflows for more timely and accurate customer service.



The rollout includes internal CRM enhancements, privacy safeguards, and technical segregation of data to support secure client interactions. After configuration activities in Q2 were complete, the Client Success team successfully adopted the technology in August 2025. The Learning & Design team was onboarded later in the year. The end goal is for all AMHSA team members to work with Zendesk, allowing for high-quality customer interactions across all departments.

This project is part of AMHSA's broader operational modernization strategy and aligns with long-term goals for service excellence, internal control, and scalable support infrastructure.

iii) Business Central Implementation

The transition to [Dynamics 365 Business Central](#), initiated in 2025, remains a cornerstone of AMHSA's commitment to modern, efficient, and transparent operations. The first phase was launched in Q1 2025, and integration efforts are actively underway.

The initial implementation was launched in Q1 of 2025 and the team continues to work closely with the implementation and consulting partners to optimize system use and build internal expertise. Ongoing training and collaboration are helping staff adopt the platform more effectively.

2.4 Member Advocacy and Representation/Connection

i) Member Value Enhancements

Peer Health and Safety Association (HSA) Environment Scan

The 2025 planned environmental scan of AMHSA-offered continuing education and programs to benchmark current pricing of member, associate member, and non-member products and services was delayed until Q4 and as a result will not be fully achieved until Q2 of 2026.

ii) Member Outreach

AMHSA continued to increase its efforts to engage with municipal Interested Parties (IPs). Goals were to forge better connections, understand current and emerging needs, and integrate received feedback into business products/strategies.

AMHSA exceeded its planned goals for increased attendance at member events (conferences, trade shows, safety days, etc.) and targeted marketing outreach (social media, industry publications, surveys, newsletters, etc.).



iii) Non-COR Holder Engagement/Employer Scorecard

The AMHSA Engagement Program was piloted mid-2025 with thirteen (13) employer engagements being completed to date, laying important groundwork for broader outreach and deeper connections moving forward.

As part of the engagement efforts, employers were surveyed to identify topics of interest for a webinar series focused on auditing and HSMS. The feedback helped define priority areas for 2025. One webinar—[Audit Report Writing & Auditor Governance](#)—has been delivered, with another planned for early 2026.

The Employer Scorecard is currently being piloted. Feedback from this phase will help confirm the accuracy of the data and ensure the scorecard is useful in highlighting health and safety performance, while also supporting meaningful discussions around continuous improvement.

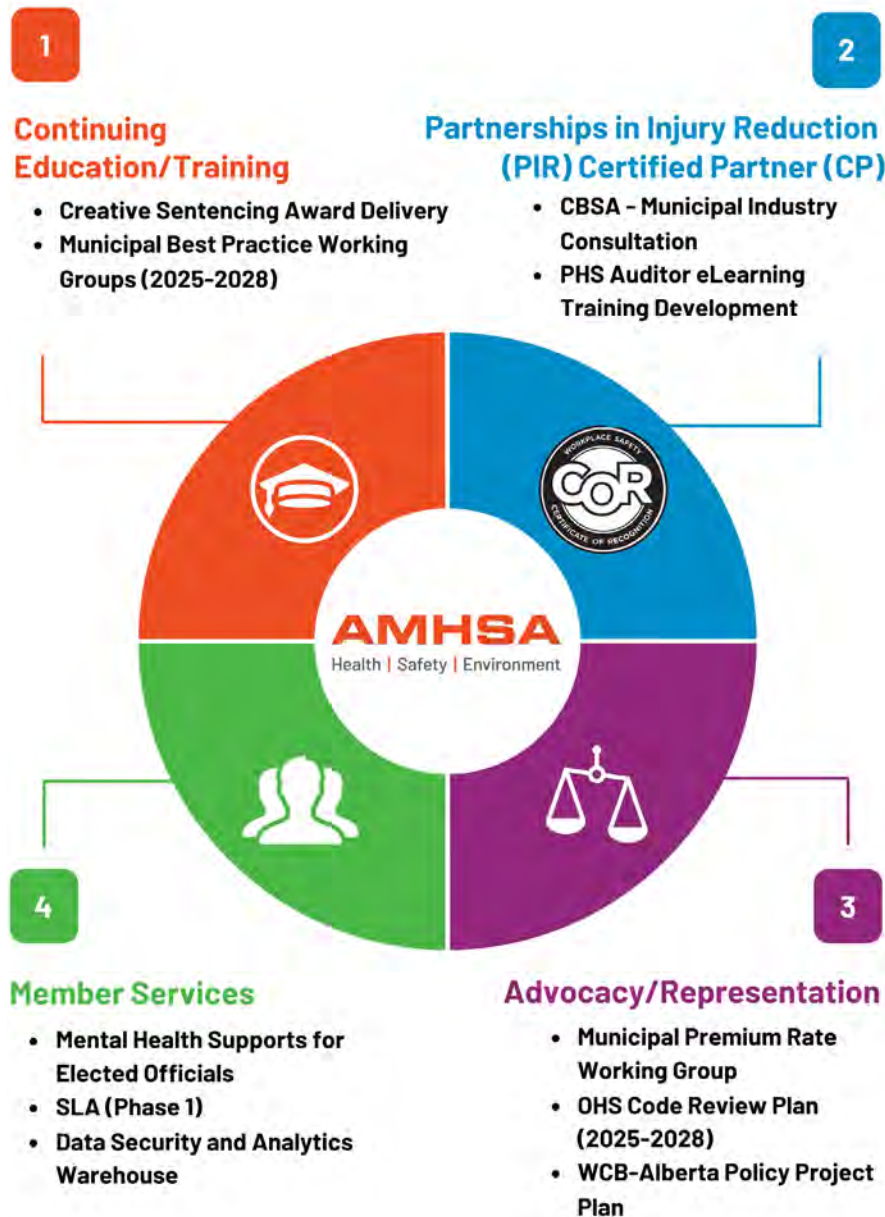


Goal 03 New Initiatives

Objectives

New Initiatives are those selected to support AMHSA sustainability/relevance, new regulatory requirements, and the need for products/services/processes (data-driven insight, member requested, current gaps, etc.).

Supporting Strategy/Metric



3.1 Continuing Education and Training

i) Creative Sentencing Award Delivery



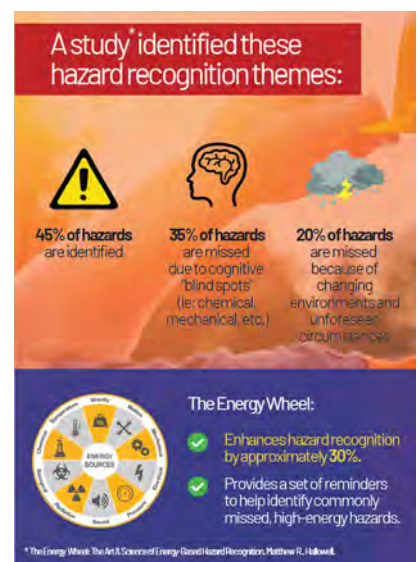
Line of Fire (LoF) Awareness Campaign

LoF hazards continue to be a leading cause of Potentially Serious Incidents (PSIs) and fatality events across Alberta industry sectors (including municipal). They occur when hazardous energy is not adequately controlled and makes contact with a worker, causing harm. Research shows that Serious Injuries and Fatalities (SIFs) are not caused by the same factors as lower-severity injuries.

AMHSA’s [LoF Awareness Campaign](#) draws awareness to sources of high-energy “Stuff That Kills You” (STKY) hazards and operational conditions that—if present without adequate controls—can lead to SIF incidents, and the best practices, tools, and resources available to support their prevention.

2025 activities to date have focused on:

- LoF Awareness Campaign—Free webinars
 - September 11, 2025 – Building an Energy-Based Safety Culture
 - December 4, 2025 - Applying the Science of Measurement and Control to Stop LoF Events
- Establishment of [LoF Awareness Working Group](#)



Enhance Safe Work Practices for Trenching and Excavating

In 2021, a tragic workplace fatality took place. A worker was constructing a berm at a mine near Fort McKay when an excavator he was working on slid into water at the mine. In the aftermath, AMHSA was a listed supporting organization in a creative sentence awarded to the David and Joan Lynch School of Engineering Safety and Risk Management to enhance safe work practices for trenching, excavating, and adjacent work. AMHSA's 2025/26 role is to provide support in the following:

- Consultation during research and review of related trenching and excavating best practices, case studies, and inspections and audits.
- Participate in activities for the development of a mobile app, associated checklists, and a decision tree.
- Support focus groups activities with subject matter experts (SMEs).
- Develop and implement a communication strategy to raise awareness of developed products (app and guideline).



iii) Municipal Best Practice/Standard Working Groups

To support AMHSA's focus on SIF Prevention and respond to 2024 Member Survey results indicating broad member interest for the creation of Best Practices that reduce potential duplication of municipal employer efforts, the highest scored Member Survey response of the three (3) Best Practice opportunities polled was selected for development.

Municipal Incident Management Standard

AMHSA worked with its energy-based safety strategic partner to develop a scope of work for 2026 deployment. This item is further described in the 2026 Business Plan under New Initiatives.

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

i) Complexity-Based Scalable Audit (CBSA) - Municipal Industry Consultation

This objective was deferred to 2026 due to an updated revision of the CBSA Journey Map timeline by Government of Alberta (GoA) Partnerships that does not identify a target date for industry consultation.

ii) CopyCat Reader—Artificial Intelligence (AI) Plagiarism Detector Launch

AI tools have become a regular part of everyday work. While these tools can save time and improve efficiency, they also pose risks, particularly with the ease and speed at which content can be copied or reused. This increases the potential for plagiarism, such as boiler-plated or templated audit notes submitted to AMHSA.

To help protect AMHSA's credibility while making the most of limited QA resources, AMHSA partnered with [CopyCat Reader](#) to develop and launch software that helps detect copied content and AI-generated content in COR audits.

In 2026, AMHSA will continue using CopyCat Reader and plans to expand its use through a pilot launch.

iii) Psychological Health and Safety (PHS) Auditor Training Support

AMHSA initiated—and will continue—work with a psychological health and safety management system (PHSMS) SME to develop learning objectives and content for two (2) supplementary PHS Auditor training courses:

1. Fundamentals of PHSMS
2. How to Conduct a PHSMS Audit

These courses are intended to support auditor awareness of, and closure of, identified competency gaps for traditional health and safety management system (HSMS) Auditors when asked to perform a PHSMS Audit.

iv) Auditor Investigation and Governance Process

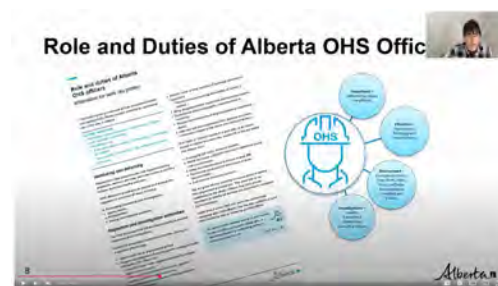
In June 2025, AMHSA piloted its enhanced Auditor Investigation and Governance process alongside the launch of Copycat Reader.

The pilot revealed unexpected insights, highlighting gaps that were not previously identified. To date, eleven (11) investigation triggers have been recorded, resulting in the outcomes outlined in this table.

These outcomes have provided valuable insights and will help to refine AMHSA's governance approach and proactively address emerging risks.

AMHSA has proactively shared requested information with fellow CPs and its governing body, both of whom have expressed interest in similar technologies. This collaborative exchange supports innovation and reinforces AMHSA's leadership in advancing audit governance.

Outcome	2021
Still Open	1
No Action Required	3
Education Letter Issued	4
3-Month Suspension	1
6-Month Suspension	2



3.3 Advocacy and Representation/Accountability

i) OHS Proactive Inspection Program (Municipal Expansion)—Member Support

AMHSA provided affected members awareness of, and support during, two (2) GoA Inspection Initiatives under the [OHS Proactive Inspection Program](#) by hosting a free member webinar with GoA OHS, producing quarterly OHS Compliance Snapshots on compliance orders from the regulatory Inspection Program, and creation of a free member [OHS Inspection Fact Sheet](#).

Municipal Inspection Initiative

This GoA Inspection Initiative included three (3) municipal industry sectors (Municipal Districts, Towns, and Villages) with advertised/specific areas of focus:

- Psychosocial hazards
- Part 27 - Violence and Harassment
- Tasks associated with caught, contact or struck with object, tools or equipment (mechanism of injury)
- Tasks associated with falls and or jumps
- Miscellaneous parts of the OHS Code

Municipal Districts (Industry Code 95102)

- | | | |
|-------------------------|------------------------|---|
| ✓ Public Works | ✓ Administration | ✓ Emergency Services |
| ✓ Agricultural Services | ✓ Parks and Recreation | ✓ Family and Community Support Services |

Towns (Industry Code 95101) and Villages (Industry Code 95100)

- | | | |
|----------------|------------------|----------------------|
| ✓ Public Works | ✓ Administration | ✓ Emergency Services |
|----------------|------------------|----------------------|

Major Projects Program

This GoA Inspection Program included OHS Officers conducting inspections at identified private and public sector project locations across Alberta valued at \$5 million or greater, with advertised core work objectives of:

- Consistent application of regulatory oversight, provincially
- Increased awareness of OHS law
- Increased and sustained compliance with OHS law

ii) Municipal Premium Rate Working Group (PRWG)

In 2024, AMHSA was approached by members to facilitate a Working Group with Workers' Compensation Board - Alberta (WCB-Alberta) with the aim of establishing a clear/plain language rate-calculation methodology, industry criteria, and participation/eligibility criteria for industry code 95104 (Cities)—which was not clear from the current WCB-Alberta Pricing Guide—validate the impact of municipalities with embedded first responders when compared to municipalities without (given the high occurrence of psychological injury), and empower municipal audiences with reliable data to inform operational decision-making during times of budget setting, Industry Custom Pricing (ICP) polling/pricing program option selection, etc.

In 2025, AMHSA worked with members and WCB-Alberta to support:

- PRWG Terms of Reference (TOR) finalization
- Facilitation of two (2) Working Group meetings
- Collection of member statistics for analysis by WCB-Alberta

iii) OHS Code – Review Engagements and Annual Priority Reviews (2025–26)

The GoA [OHS Code Review Cycle](#) identified the activity of performing an Occupational Exposure Limits (OELs) review in 2025/26. AMHSA was approved to become a member of the OEL Technical Working Group (TWG) to support the views of municipalities. OEL TWG members must have decision-making authority and can provide responses for their organization in the meetings for the purpose of consensus making on behalf of their organizations.

AMHSA'S Responsibilities as an OEL TWG Member

- Participating in virtual meetings and designating an alternate representative,
- Developing, circulating, and gathering written submissions as needed within their organization membership/industry sector to inform discussion,
- Engaging with their members to represent sector technical concerns, and
- Responding to government questions and conducting review.

AMHSA will liaise with members between OEL TWG meetings via a dedicated channel on the AMHSA Forum platform and with municipalities who have provided internal Industrial Hygienist contacts within their organization to AMHSA.

iv) WCB-Alberta Policy Project Plan

When opportunity/outreach from the GoA and/or WCB-Alberta occurs, AMHSA will support municipal Interested Parties (IPs) with education and communication on:

- GoA [OHS Code Review](#) engagements and/or [2025-26 OHS Code Review Plan](#), which may involve participation and gathering input from municipal industry experts to participate on GoA TWGs and research.
- WCB-Alberta policy development/consultation including, but not limited to, the [2025-2027 Policy Project Plan](#).

3.4 Member Services

i) Mental Health Supports for Elected Officials—Consultation

This activity was deferred to the 2026 Business Plan.

ii) Service Level Agreement (SLA) - Phase 1

A phased SLA project was designed to formalize and elevate standards of client service. Scope and vendor proposals for a comprehensive SLA framework have been gathered via the issuance of a public Request for Proposal (RFP) to industry SMEs.

This framework will define service expectations, establish performance benchmarks, and lay the foundation for future integration with Customer Relationship Management (CRM) and Customer Service Software (CSS) ticketing systems. The SLA will serve as a cornerstone for consistent, measurable, and transparent service delivery across AMHSA's operations.

iii) Data Security and Analytics Warehouse

Data Maturity reflects AMHSA's organizational capacity to manage data reliably, effectively, and securely while enabling informed decision-making. In support of this ongoing priority, and in response to increasing cyber risks targeting not-for-profit organizations, AMHSA is proactively validating and preparing for compliance with cybersecurity, information security, and records management requirements.

In 2025, AMHSA advanced its Data Maturity strategy by enhancing internal data security protocols (including penetration testing and audit controls), the implementation of an industry-leading cybersecurity training and testing platform, KnowBe4, and deploying a centralized data analytics warehouse. These initiatives helped ensure readiness for secure access to sensitive GoA datasets and support evidence-based service planning for Alberta municipalities.

The Data Analytics Warehouse was completed in Q4 of 2025 and captures WCB-Alberta-based health & safety, COR reporting, and Learning Event data. In Q4 2025, AMHSA instantiated a pilot program for individual Alberta municipalities to access their health & safety and COR data directly to better help service their strategic planning.

iv) Alberta Association of Recreation Facility Personnel (AARFP)

In Q4 2025, AMHSA intends to complete the signing of an MOU between AARFP and AMHSA.

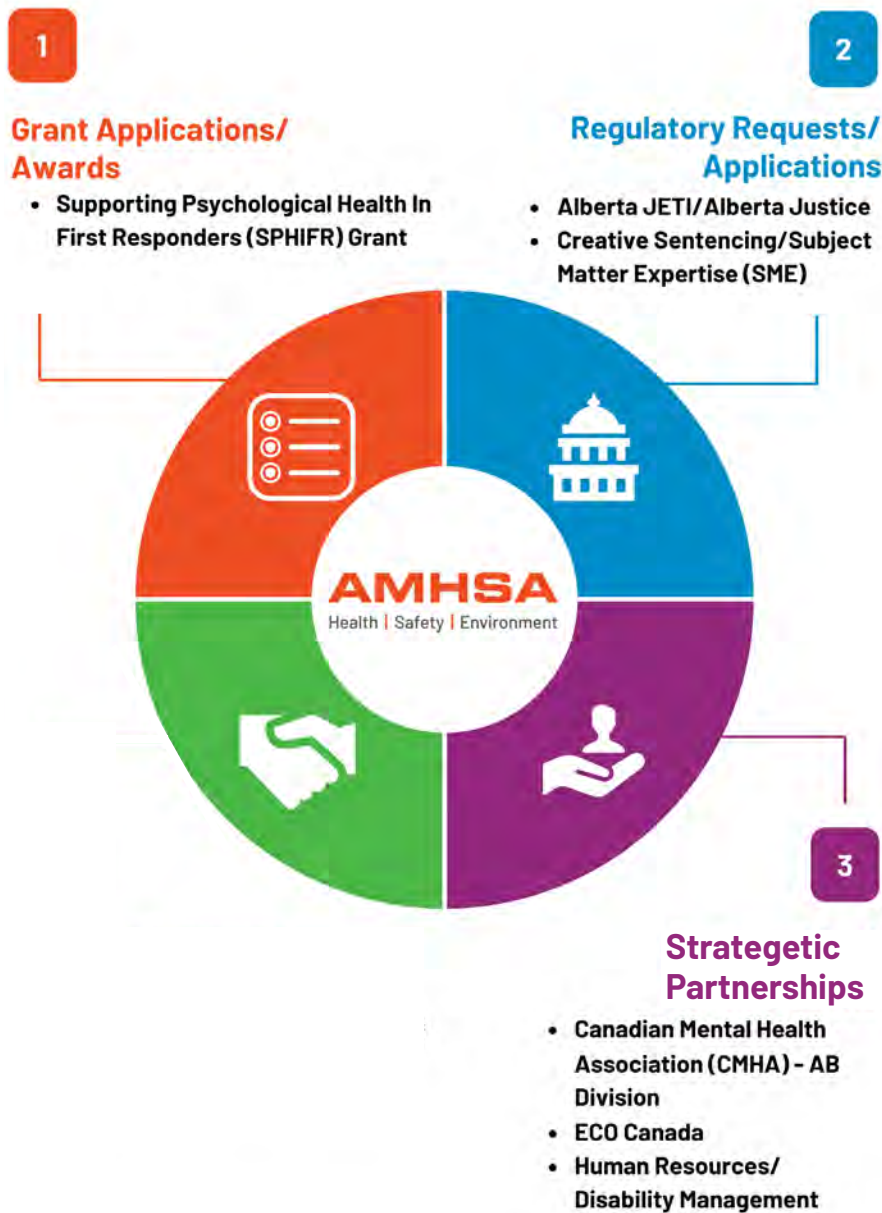


Goal 04 Items of Opportunity

Objectives

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.

Supporting Strategy/Metric



4.1 Grant Applications/Awards

i) Supporting Psychological Health in First Responders (SPHIFR) Grant

AMHSA was successfully awarded its submitted 2024/25 Government of Alberta (GoA) [Supporting Psychological Health in First Responders](#) (SPHIFR) Stream 1 Grant application in 2025.

This project expanded on the successfully received SPHIFR Stream 1 2021-22 and 2022-23 grants where AMHSA delivered evidence-based The Working Mind First Responder (TWMFR) mental health training from the Mental Health Commission of Canada (MHCC) to Alberta first responders and their families.

The 2024-2025 grant implements a sustainability plan that builds on the successes of previous grants by training TWMFR Facilitators within their own communities and organizations. This will help further deploy and sustain their mental health programs, a need consistently highlighted by first responder employers in 2021 to 2024 consultations.

The project aims to train approximately forty-eight (48) new licensed TWMFR Facilitators to deliver TWMFR program. This includes the ability to run focused Family Package sessions introduced during the last grant cycle in response to member feedback. Facilitators will participate in five (5) consecutive full-day training sessions (8 to 12 participants per class). Each applicant will need to submit a Letter of Support and complete an application form. Upon completing the training, they will need to sign a Facilitator Agreement.

4.2 Regulator Requests/Applications Applications - Alberta, Jobs, Economy, Trade, and Immigration (JETI)/Alberta Justice

No new regulator requests/applications were received from Alberta JETI/Alberta Justice in 2025.

4.3 Strategic Partnerships

No new strategic partnerships were contractually formed in 2025.



05

2026

Goals and
Strategies

Base Business

Objectives

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

Supporting Strategy/Metric



Partnerships in Injury Reduction (PIR) CP

- Certificate of Recognition (COR): Quality Assurance (QA), Auditor Training, On Site Audit Reviews (OSAR), Audit Tool Maintenance, etc.
- Partnerships Working Group Participation
- Government of Alberta (GoA) - Approved Optional Psychological Health and Safety Management System (PHSMS) COR Audit Tool



Accountability and Reporting

- WCB Alberta—Safety Association Terms and Conditions
- Alberta Jobs, Economy, Trade, and Immigration (JETI)
 - COR CP Memorandum of Understanding (MOU)
 - OHS Prevention Initiative MOU



Illness/Injury Prevention

- Data Analytics (WCB-Alberta, PSI, OHS Compliance, Training)
- IACET Continuing Education and Training Accredited Provider (Classroom, Virtual Instructor-Led Training, Online Self-Directed)
- Prevention Campaigns (MSI, LoF, STF, Psychosocial)



Member Advocacy and Representation/Connection

- WCB Policy and OHS Legislative Reform
- Creative Sentencing Proposal/Grant Applications
- Collaboration/Participation with Interested Parties (IPs)

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

Objective

Ensure continued compliance with external annual performance reporting requirements as a PIR CP, while upholding internally established service level agreements (SLAs) for customer service excellence.

i) Certificate of Recognition (COR)

AMHSA is committed to upholding high standards of quality and customer service within the COR program through the execution of COR CP support functions that include, but are not limited to:

- Quality Assurance (QA) Reviews
- Auditor Training (e.g., Health and Safety Management Systems (HSMS), Health and Safety Auditing, Audit Refresher)
- Data entry in the Certificate of Recognition Registry System (CORRS)
- Reviewing and refining internal COR policies and processes
- PIR Working Groups (e.g., Auditor Discipline Working Group)
- Approved Consultant Auditor List and overseeing Credly Digital Credential management
- AMHSA COR and Optional Psychological Health and Safety Management System (PHSMS) Audit Tools



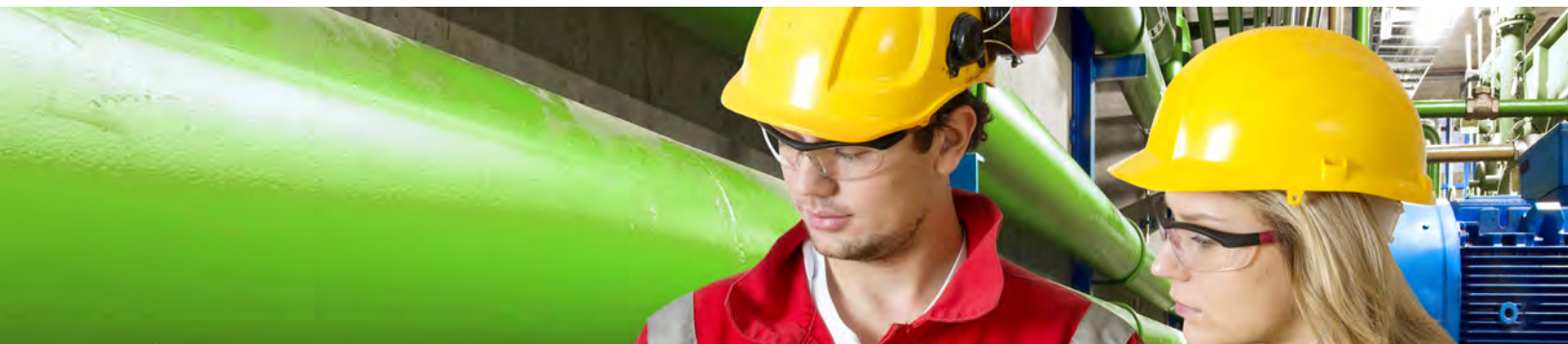
ii) Partnerships Working Group Participation

Although AMHSA's involvement in GoA PIR Working Groups is considered a base business goal, continuous improvement in COR modernization (and risk if not performed collaboratively with input from members) warrants enhanced emphasis on the Working Groups/Committees AMHSA will participate in:

- CP Committee
- Partnerships Standards Subcommittee
- Audit Discipline Working Group
- Adaptable Audit Tool (AAT) Working Group
- Auditor Qualification, Training, and Certification

iii) GoA PIR: Approved AMHSA Optional Psychological Health & Safety Management System (PHSMS) COR Audit Tool

Looking ahead to 2026, AMHSA will implement enhancements to the COR Audit Tool that will enable members to incorporate the Optional PHSMS Audit Element alongside the standard ten (10) COR elements. Additionally, the tool will support solely using the PHSMS element, offering greater flexibility in audit configuration and reporting.



1.2 Accountability and Reporting

i) Workers' Compensation Board - Alberta (WCB-Alberta) - Safety Association Terms and Conditions (Appendix G)

AMHSA will support 2026 Base Business by delivering on performance requirements that include, but are not limited to:

- WCB-Alberta - Safety Association Terms and Conditions (Appendix G)
- Alberta Jobs, Economy, Trade and Immigration (JETI)
 - COR CP MOU
 - OHS Prevention Initiative (PI) MOU
- AMHSA - Annual Report/Business Plan/Audited Financial Statements

ii) Alberta Jobs, Economy, Trade, and Immigration (JETI)

COR CP MOU

Provide to GoA OHS Prevention Services an annual report for the previous calendar year no later than February 28 following the prior reporting year, or on such other date as determined by Prevention Services.

OHS PI MOU

Provide to GoA OHS Prevention Services an annual report for the previous calendar year no later than February 28 following the prior reporting year, or on such other date as determined by Prevention Services.

1.3 Illness/Injury Prevention

i) Data Analytics

Continue the use of subject matter experts (SME), Data Scientists, and Data Engineering Strategic Partner to analyze data maintained in its secure data warehouse, ensuring that AMHSA injury/illness prevention initiatives are evidence-based and support fiduciary responsibility of member funded initiatives.

ii) Continuing Education and Training

Support the development and delivery of education and training that aligns with International Accreditors for Continuing Education and Training (IACET) 1-2018 Standard for Continuing Education and Training and principles for Instructor-Led Training (ILT), Virtual Instructor-Led Training (VILT), and eLearning (self-paced asynchronous) events.

iii) Injury/Illness Prevention Campaigns

Support base business operations and Government of Alberta (GoA) OHS System Priorities by delivering data-driven injury/illness prevention campaigns and continuing education training that:

- Responds to municipal injury/illness data trends (WCB-Alberta, Potentially Serious Incident (PSI), etc.)
- Prevent Serious Injury Fatalities (SIF) and operational conditions (precursors) that lead to SIF events.
- Supports the GoA OHS Prevention Initiative which focuses on reducing common workplace injuries, protecting workers with vulnerabilities, and identifying higher-risk work situations.
- Addresses municipal needs and challenges within AMHSA's Injury/Illness Prevention Campaigns.

1.4 Member Advocacy/Representation

i) OHS Proactive Inspection Program

Support the ongoing needs of membership impacted by the [GoA OHS Proactive Inspection Program](#) that ran from April 1, 2025 to March 31, 2026.

- Municipal Inspection Initiative (Municipal Districts, Towns, and Villages)
- Major Projects Program (Alberta private and public sector project locations valued at \$5 million or greater)

ii) WCB-AB Policy Consultation and OHS Legislative Reform

When opportunity/outreach from the GoA and or WCB-Alberta occurs, AMHSA will support municipal Interested Parties (IPs) with education and communication on:

- GoA [OHS Code Review](#) engagements and/or [2025-26 OHS Code Review Plan](#), which may involve participation and gathering input from municipal industry experts to participate on GoA Technical Working Groups and research.
- WCB-Alberta policy development and consultation including but not limited to the [2025-2027 Policy Project Plan](#).

iii) Creative Sentencing/Grant Applications

When opportunity, available resources, and organizational vision/mission alignment exist, AMHSA will pursue the submission of Creative Sentencing Proposals related to Alberta industry sector (non-municipal and/or municipal) worker disabling injury or fatality events/prosecutions and other grants opportunities eligible to Alberta not-for-profits.

iv) Collaboration/Participation with Interested Parties (IPs)

Collaboration is a hallmark of how AMHSA operates and base business operations in 2026 will continue to include investing in relationships with IPs (CP/Safety Association peers, regulators, strategic partners, members, Board of Directors (BoD), etc.) to promote education in occupational injury/illness prevention and leverage each organization's respective efforts and mandates.

Continuous Improvement

Objectives

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

Supporting Strategy/Metric



Course Remediation/IACET Standards Alignment

- Creating and updating course content
- Issuance of IACET Continuing Education Units (CEUs) for courses meeting IACET standards
- Participation in AMHSA CEU-eligible training for Board of Canadian Registered Safety Professionals (BCRSP)



Certificate of Recognition (COR) Modernization

- Complexity-Based Scalable Audit (CBSA)
- Auditor Investigation and Governance Process



Infrastructure, Products, and Services

- Website relaunch (phase 2)
- Human Resources Information System (HRIS) implementation
- Member OHS data analytics portal



Member Advocacy and Representation/Connection

- OHS Code Review (GoA Occupational Exposure Limit (OEL) Technical Working Group (TWG))
- Value enhancements in Continuing Education Units (CEUs)
- Member outreach

2.1 Course Remediation/IACET Standards Alignment

AMHSA will target the following areas for course remediation/alignment:

- Creating and updating course content to align with IACET standards
- Issuance of IACET Continuing Education Units (CEUs) for courses meeting IACET standards
- Participation in AMHSA IACET CEU-eligible training by the Board of Canadian Registered Safety Professionals (BCRSP) and the Board of Certified Safety Professionals (BCSP) across Canada/North America as a business opportunity to resource/offset training development costs of municipal members
- AMHSA branding to reflect AMHSA as an IACET Accredited Provider
- Communications and education to AMHSA members on the benefits and differentiators of IACET

2.2 Certificate of Recognition (COR) Modernization

Since its launch in 1989, the Certificate of Recognition (COR) program continues to benefit Alberta's municipal employers. However, as identified in a 2018 evaluation, the program must evolve to remain effective—embracing modernization and fostering continuous improvement.

i) Adaptable Audit Tool (AAT)

AMHSA will continue supporting COR modernization efforts initiated under the 2018 GoA COR Strategic Plan and the AAT Working Group formed in 2020 led by GoA PIR with CP representatives—including AMHSA. This group was established to develop a new audit instrument to replace the existing COR/SECOR tools.

This objective was deferred to 2026 due to an updated revision of the AAT Journey Map timeline by GoA Partnerships that does not identify a target dates for completion of future milestones.

ii) Auditor Investigation and Governance Process

Following the successful pilot of AMHSA's enhanced Auditor Investigation and Governance process, we are now positioned to assess strategic impact. The 2025 outcomes have surfaced critical insights that will inform governance modernization and strengthen AMHSA's ability to anticipate and mitigate emerging risks.

In 2026, AMHSA will focus on strengthening its decision-making framework by developing a decision tree to support consistent outcomes, improving bias detection protocols, and clearly communicating quality assurance expectations to QA Analysts, ensuring they are equipped to contribute effectively to the process.

2.3 Infrastructure, Products, and Services

i) Website Relaunch (Phase 2)

In 2026, Phase 2 of the AMHSA.net website will build on the foundation of the initial launch by introducing member-focused enhancements and deeper system integrations. Planned features include:

- A secure member login area with access to protected resources
- Enhanced integration with the BIS Learning Management System for more intuitive and controllable access to AMHSA learning events
- Integration of the Energy Wheel Calculator
- Expanded linking to the Zendesk Knowledge Base
- Potential integration of AMHSA Member Forums

These additions aim to improve usability, accessibility, and alignment with AMHSA's accredited status, while supporting ongoing promotions and bundled offerings. The initiative is designed to help reduce manual workflows, enhance member experience, and position the website as a central hub for training, support, and operational efficiency.

Scope and priorities will be re-evaluated in early 2026 to ensure alignment with evolving member needs and strategic goals, with input from both internal Interested Parties (IPs) and members.

ii) Human Resource Information System (HRIS) Implementation

This initiative was deferred from a previous business plan due to financial operational constraints and is targeted for 2026 implementation. No HRIS is currently used by AMHSA, and is intended to modernize internal people operations with key features such as payroll integration, analytics, time management, etc.

iii) Member OHS Data Analytics Portal

The [Municipal OHS Data Analytics Portal](#) provides a centralized platform for accessing and analyzing health and safety data, including Workers' Compensation Board (WCB-Alberta), Certificate of Recognition (COR), OHS Compliance, etc., with future integration of other related datasets to enable municipal members to make data-informed operational decisions.

2026 will focus on transitioning the program from a 2025 pilot project to an operational service with 25 new members. The goal is to add 150 Municipalities by the end of 2028. Member feedback from the 2025 Q4 pilot will be collected to guide enhancements in usability, training, and support.

2.4 Member Advocacy and Representation/Connection

i) OHS Code Review

GoA Occupational Exposure Limit (OEL) Technical Working Group (TWG)

This initiative continues from work started in 2025, where the GoA [OHS Code Review Cycle](#) identified the activity of performing an Occupational Exposure Limits (OELs) review in 2025/26.

See [New Initiatives](#) for more details.

ii) Value Enhancements

Continuing Education Units (CEUs)

How AMHSA assigns, tracks, awards, and reports on CEUs is an identified opportunity for improvement. This initiative will formalize internal ad hoc processes to ensure that professional development maintenance points awarded by professional certification bodies are current, align with issued certificates, and connect with Learning Management Systems (LMS) infrastructure.

iii) Member Outreach

Although member connectivity has been a key area of focus for AMHSA, the composition of AMHSA's membership and Interested Parties is diverse and complex enough to warrant additional efforts to engage with municipal leaders, human resource, health and safety, first responders, etc. in 2026.

Goal 03 New Initiatives

Objectives

New Initiatives are those selected to support AMHSA sustainability/relevance, new regulatory requirements, and the need for products/services/processes (data-driven insight, member requested, current gaps, etc.).

Supporting Strategy/Metric



Continuing Education and Training

- Creative Sentencing award delivery
 - Line of Fire (LoF) Awareness campaign
 - Enhance Safe Work Practices for Trenching and Excavating
- Leadership for Safety Excellence (LSE)



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

- Adaptable Audit Tool (AAT)—Municipal Industry Consultation
- Psychological Health and Safety (PHS)
 - PHS Auditor Training
 - PHS Audit Tool (Revision 2)



Advocacy and Representation/Accountability

- Municipal Best Practice Working Groups (2026-2028)
- OHS Code Review Plan (2026-2028)



Member Services

- Mental health supports for elected officials
- Zendesk upgrade phase 2 (SLA baseline)
- Data security and analytics warehouse

3.1 Continuing Education and Training

i) Creative Sentencing Award Delivery

AMHSA will continue in 2026 with the delivery of creative sentences either directly awarded to AMHSA or in which it is a named supporting partner.

- Line of Fire Awareness Campaign
- Enhance Safe Work Practices for Trenching and Excavating

ii) Leadership for Safety Excellence (LSE)

As available operating and financial conditions permit, AMHSA will work with a 2025 identified strategic partner to perform a wholesale remediation of 2 currently mandatory LSE modules with evidence-based content that is aligned with target audience groups and created in delivery format(s) desired by its audiences.

Current LSE Model	Envisioned LSE Revision
Hazard Identification, Assessment, and Control	Managing Risk
Incident Investigation	Learning from Incidents

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

i) AAT—Municipal Industry Consultation

In alignment with AMHSA's commitment to the AAT Working Group, industry engagement remains budgeted for 2026, despite the removal of timeline markers from the GoA project roadmap.

ii) Psychological Health and Safety (PHS)

PHS Auditor Training

In 2026, AMHSA will continue working with a PHSMS SME to develop content for two (2) supplementary PHS Auditor training courses: 1. Psychological Health and Safety Management Systems (PHSMS) 2. Psychological Health and Safety Auditing. These courses are intended to support members with the implementation of PHS in their workplaces and equip Auditors with the skills required to measure a PHSMS system and identify gaps.

PHS Audit Tool (Revision 2)

A revised draft will be refined and submitted for GoA Partnerships approval as an Optional COR Audit Element. New areas include considerations for mental health accommodations, human rights and the incorporation of PHS into everyday operations.

3.3 Advocacy and Representation/Accountability

i) Municipal Best Practice Working Groups (2026–2028)

To support AMHSA's focus on Serious Injury Fatality (SIF) Prevention and respond to 2025 Member Survey results that indicated broad member interest for the creation of Best Practices that reduce potential duplication of municipal employer efforts, the highest scored Member Survey response of the three (3) Best Practice opportunities polled was selected for development.

Municipal Best Practice Working Group

In 2026, AMHSA's energy-based safety strategic partner will facilitate a monthly municipal working group with AMHSA members to provide guidance on implementing Serious Injury Fatality (SIF) prevention strategies such as high-energy hazard identification, control inventories, Safety Classification and Learning (SCL) Model, and municipal sector-specific adaptations. The work also includes documentation of best practices and development of shared standards.

ii) OHS Code Review Plan (2026 - 2028)

The GoA [OHS Code Review](#) engagements and/or [2025-26 OHS Code Review Plan](#) highlight subjects for engagement review until the end of 2026 only.

- Part 36: Mining
- Part 40: Utility Workers—Electrical
- Occupational Exposure Limit (OEL) review
- Approach to referencing technical standards

Other parts of this business plan already identify the work AMHSA will complete related to the OEL Technical Working Group, however as opportunities exist, AMHSA will communicate to members other available opportunities to become involved and add insights for AMHSA to advocate for with its regulators.

Occupational Exposure Limits (OEL) Technical Working Group (TWG)

As part of the OHS Code Review Plan, AMHSA was approved to become a member of the OEL TWG to support the views of municipalities. OEL TWG members must have decision-making authority and can provide responses for their organization in the meetings for the purpose of consensus making on behalf of their organizations.

AMHSA's Responsibilities as an OEL TWG Member:

- Participating in virtual meetings and designating an alternate representative,
- Developing, circulating and gathering written submissions as needed within their organization membership/ industry sector to inform discussion,
- Engaging with their members to represent sector technical concerns, and
- Responding to government questions and conducting review.

AMHSA will liaise with members between OEL TWG meetings via a dedicated channel on the [AMHSA Forum](#) platform and with municipalities who have provided internal Industrial Hygienist contacts within their organization to AMHSA.

iii) Workers' Compensation Board - Alberta (WCB-Alberta) Industry Custom Pricing (ICP) Re-polling

In 2026, municipal industry codes (Villages, Towns, Municipal Districts, and Cities) are part of WCB-Alberta's ICP Re-Polling schedule. To ensure members are informed and engaged on this critical subject, AMHSA will engage with WCB-Alberta to:

1. Clarify specific timing of the municipal ICP re-polling, as the current posted [ICP re-polling schedule](#) only shows a very broad timeline of "2026."
2. Coordinate timing and locations of free member ICP informational events, hosted jointly by AMHSA and WCB-Alberta. The objective is to allow members to ask questions and support informed voting. AMSHA has requested alignment with existing 2026 municipal events/conferences to support full participation.
3. Verify what information/reporting can be made available to support municipal ICP re-polling voting decisions.

AMHSA will also develop a communications plan for 2026 that, at the time of writing, includes updates through the email newsletter, social media channels such as LinkedIn and AMHSA Forum, Safety Council meetings, and potentially a dedicated AMHSA Forum channel.

3.4 Member Services

i) Mental Health Supports for Elected Officials

Through ongoing interactions with municipal IPs, the potential need for enhanced mental health supports for municipal Elected Officials requires validation of heard messages, the drivers behind them, and what place AMHSA should or should not occupy in this space.

This activity was deferred from the 2025 business plan. In 2026, AMHSA intends to validate if a space exists to engage with municipal IPs and understand barriers to accessing support services already available (knowledge of services, methods of access, etc.), validate if/where groups are not covered, and potential avenues to close identified barriers and gaps through the delivery of assistance programs to elected officials.

ii) Zendesk Upgrade Phase 2 (SLA Baseline)

Following the progress made in 2025 for customer helpline improvements, AMHSA will monitor response times for tracked customer service activities. This baseline will establish the framework of a Service Level Agreement (SLA) that will eventually be tracked, communicated to members, and used as a customer service key performance indicator for AMHSA business operations to benchmark against like peers.

iii) Data Security and Analytics Warehouse

In 2026, AMHSA will continue to demonstrate responsible due diligence before applying for, and obtaining, additional PSI data from the GoA HSA Information Sharing Agreement. AMHSA will again source an external cybersecurity expert (and privacy if required) to perform penetration testing of its network systems/data analytics warehouse and implement any needed controls to validate adequacy of data and privacy controls.

Items of Opportunity

Objectives

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.

Supporting Strategy/Metric



Grant Applications/Awards

- Supporting Psychological Health in First Responders (SPHIFR) Grant
- Regulator Requests/Applications—Alberta Jobs, Economy, Trade, and Immigration (JETI)



Regulator Requests/Applications—Alberta Jobs, Economy, Trade, and Immigration (JETI)

- Creative sentencing awards



Strategic Partnerships

- Persual of a Memorandum of Understanding (MOU)—mental health/psychological health and safety (PHS), human resources/disability management, operational disaster response, etc.

4.1 Grant Applications/Awards

i) Supporting Psychological Health in First Responders (SPHIFR) Grant

If successfully awarded, AMHSA will execute its submitted 2025/26 Government of Alberta (GoA) [Supporting Psychological Health in First Responders](#) (SPHIFR) Stream 1 Grant application. This would be the 4th grant application that AMHSA has proposed for the SPHIFR Stream 1 program.

AMHSA will be notified in early 2026 if it was a successful applicant and will create and deliver a series of self-paced online microlearning “booster” sessions, so that learners who have taken The Working Mind First Responder (TWMFR) from the Mental Health Commission of Canada (MHCC) will have additional resources and sustained learning, potentially reducing or eliminating the recorded diminishing gains.

ii) Gender-Related Injury and Illness Prevention Program (GRIIPP) Grant

The GoA's GRIPP Grant provides funding to subject matter experts for projects related to the exploration of gender disparity, issues, and impacts in occupational health and safety (OHS), with the desired outcome of closing knowledge gaps and enhancing OHS outcomes for women in the workforce.

Where there is an opportunity, available resources for execution, partnership opportunities, and alignment with AMHSA's vision, mission, and values, AMHSA will collaborate with the appropriate partners and subject matter experts (SMEs) on a grant application.

4.2 Regulator Requests/Applications - Alberta, Jobs, Economy and Immigration (JETI)/ Alberta Justice

AMHSA supports the concept of using creative sentencing as provisioned under the GoA OHS 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 Business Plan activities.

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

4.3 Strategic Partnerships

AMHSA continues to approach and be approached by various organizations for strategic partnerships and opportunities. If a 2026 strategic partnership opportunity presents itself that supports AMHSA vision, values, mission, mandate, and if available resourcing permits execution – AMHSA will pursue an MOU accordingly. Potential Strategic Partnerships include, but are not limited to:

- Mental Health/PHS
- Human Resources/Disability Management
- Operational/Disaster Response
- Injury/Illness Prevention
- Continuing Education and Training

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2026

Budget

2026 Operating Budget

Alberta Municipal Health and Safety Association—2026 Budget with Budget Plan and Comparables

	2025 BUDGET	2025 YE PROJECTION	2026 BUDGET PROPOSAL
REVENUE			
WCB Grant	2,356,214	2,356,214	2,356,214
WCB Levy Recognized	-	-	450,000
WCB Revenue	2,356,214	2,356,214	2,806,214
AMHSA In-Person Courses	281,064	200,000	205,000
AMHSA Online Course Revenue	469,967	175,000	187,500
AMHSA Online Commission	-	-	58,725
AMHSA Course Royalties	-	-	120,000
BIS Online Course Revenue	372,293	335,000	340,000
Bis Course Commission	-	60,000	60,000
Portal Revenue	124,880	-	-
Subscription Revenue	-	185,000	192,000
System Access Revenue	-	111,000	112,000
Total Program Revenues	1,248,204	1,066,000	1,275,225
Other Revenues	83,500	159,380	159,380
TOTAL REVENUES	3,687,918	3,581,594	4,240,819
COST OF PROGRAM DELIVERED (COPD)			
Instructor Costs	235,425	230,000	232,375
AMHSA-Owned Online Course Completion Fees	33,000	35,000	40,000
Third-Party Online Course Costs	120,000	55,000	60,000
Portal Expenses	182,687	55,000	60,000
Subscription Expenses	-	-	30,000
System Access Expenses	-	-	75,000
BIS Hosting Fees	22,650	10,000	10,000
Learning & Development Software	14,500	-	-
Course Updating & Revisions	112,602	20,000	170,000
Safety Campaigns	47,489	20,000	27,500
Other Program Delivery Costs	92,180	100,000	108,000
TOTAL COST OF PROGRAM DELIVERY	860,533	525,000	812,875
NET REVENUE	2,827,385	3,056,594	3,427,944
OPERATING EXPENSES			
Wages, Benefits & HR	2,216,724	2,500,000	2,833,778
Salary Allocation to Special Projects	(250,000)	(350,000)	(451,000)
Office - Rent	198,505	215,000	235,777
Office - Travel and Subsistence	55,812	55,000	54,120
General Office Expenses	109,750	110,000	110,000
Bank, Merchant & Finance Charges	8,278	12,000	14,175
Advertising & Promotion	121,000	150,000	190,500
Accounting & Legal Fees	128,750	130,000	186,512
Human Resources	-	45,000	60,000
IT & Web Expenses	134,500	150,000	170,000
General Contracted Consulting	65,000	-	-
Bad Debt	2,500	-	2,500
Board Expenses	3,500	6,000	19,740
TOTAL OPERATING EXPENSES	2,794,319	3,023,000	3,426,102
EXCESS REVENUE OVER EXPENSES	33,066	33,594	1,842

2026 Special Projects Report

EXTERNALLY RESTRICTED FUNDS PROJECT	STATUS	BUDGET	PRIOR YEAR	YTD EXPENSE	CURRENT YR PROJECTION	2026 PROJECTION	TOTAL EXPENSE	2026 AMHSA HOURS
Line of Fire	In Progress	150,000	-	-	-	150,000	-	555
CSA Syncrude	In Progress	26,000	-	-	16,450	10,250	-	10
SPHIFR 3	In Progress	185,400	-	111,077	64,323	10,000	-	260
TOTAL						170,250		

INTERNALLY RESTRICTED FUNDS PROJECT								
Website Redesign	New Phase	-	-	-	-	67,625	-	255
Customer Service SLA Project	In Progress	54,000	-	-	-	50,000	-	150
Data Warehouse Project	In Progress	-	-	-	-	42,000	-	190
IT MSP	In Progress	-	-	-	-	5,000	-	100
Onboarding						-	-	19
OELT Working Group Meetings	In Progress	-	-	-	7,500	7,500	-	235 91
Data Labeling and Retention Config	New	-	-	-	-	36,500	-	109
COR Audit Tracking System (CATS)	New	-	-	-	-	25,000	-	110
Course Database	New	-	-	-	-	25,000	-	300
Penetration Test	New	-	-	-	-	15,000	-	12
Course Pricing Environmental Scan	New	-	-	-	-	5,000	-	155
Employer Engagement Pilot	New	-	-	-	-	15,000	-	125
CBSA Consultation	New	-	-	-	-	6,000	-	142
excel ONEAUDIT (PHS Audit 2.0)	New	-	-	-	-	13,500	-	135
HRIS Implementation	New	4,000	-	-	-	3,960	-	228
Hallowell SIF Reduction Working Group	New	-	-	-	-	105,000	-	265
AMHSA Conference	New	-	-	-	-	60,000	-	668
HSMS Videos	New	-	-	-	-	15,000	-	65
LSE Forgeworks	New	-	-	-	-	80,000	160,000	685
PHS Audit In-House 4 Module	New	-	-	-	-	80,000	-	1,405
Member-Facing MOU	New	-	-	-	-	35,000	-	32
TOTAL						692,085		
CAPITAL EXPENDITURES								
Laptops	In Progress	6,000	-	-	-	6,000	-	-
Leasehold Improvement	In Progress	-	-	-	-	13,479	-	-
Phase 1 Sherwood Park	In Dev	-	-	-	-	185,604	-	50
TOTAL						205,083		

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Appendices

2025 Appendices

Appendix A – Acronyms

AARFP	Alberta Association of Recreational Facility Personnel	IP	Interested Parties
AAT	Adaptable Audit Tool	ITF	Industry Task Force
ASCA	Alberta Construction Safety Association	JETI	Jobs, Economy, Trade, and Immigration
AEMA	Alberta Emergency Management Agency	LMS	Learning Management Systems
AHLA	Alberta Hotel and Lodging Association	LSE	Leadership for Safety Excellence
AI	Artificial Intelligence	MHCC	Mental Health Commission of Canada
AMHSA	Alberta Municipal Health and Safety Association	MHSA	Manufacturers' Health and Safety Association
AMTA	Alberta Motor Transport Association	MOU	Memorandum of Understanding
ANSI	American National Standards Institute	MSI	Musculoskeletal Injuries
BCMSA	BC Municipal Safety Association	MSD	Musculoskeletal Disorders
BCRSP	Board of Canadian Registered Safety Professionals	MWH	MyWorkplaceHealth
BoD	Board of Directors	OEL	Occupational Exposure Limits
CBOC	Conference Board of Canada	OHS	Occupational Health and Safety
CBSA	Complexity-Based Scalable Audit	OSAR	On Site Audit Reviews
CCSA	Continuing Care Safety Association	PHS	Psychological Health and Safety
CEU	Continuing Education Unit	PHSMS	Psychological Health and Safety Management System
CMHA	Canadian Mental Health Association	PI	Prevention Initiative
CoP	Communities of Practice	PIR	Partnerships in Injury Reduction
COR	Certificate of Recognition	PRWG	Premium Rate Working Group
CORRS	Certificate of Recognition Registry System	PSI	Potentially Serious Incidents
CP	Certifying Partner	QA	Quality Assurance
CRM	Customer Relationship Management	RFP	Request for Proposal
CSS	Customer Service Software	SCL	Safety Classification and Learning
CSW	Council for Safe Workplaces	SIF	Serious Injury Prevention
CWHW	Council on Workplace Health and Wellness	SLA	Service Level Agreement
ESC	Energy Safety Canada	SME	Subject Matter Expert
GoA	Government of Alberta	SPHIFR	Supporting Psychological Health in First Responders
HSA	Health and Safety Association	SSC	Strategic Steering Committee
HSE	Health, Safety, and Environment	STF	Slips, Trips, Falls
HSMS	Health and Safety Management System	STKY	"Stuff That Kills You"
IACET	International Accreditors for Continuing Education and Training	ToR	Terms of Reference
ICP	Industry Custom Pricing	TWG	Technical Working Group
ILT	Instructor-Led Training	TWMFR	The Working Mind First Responders
		VILT	Virtual Instructor-LEd Training
		WCB-Alberta	Workers' Compensation Board - Alberta

Appendix B - 2025 Operating Budget

The unaudited Operating and Project Reports, September 2025, as adopted by the AMHSA Board of Directors.

	2024 BUDGET	2024 YE PROJECTION	2025 BUDGET PROPOSAL	2026 BUDGET PLAN	2027 BUDGET PLAN	EXPLANATION
REVENUE						
WCB Grant	2,356,214	2,356,214	2,356,214	2,356,214	2,356,214	
AMHSA In-Person Courses	275,000	267,680	281,064	295,117	309,873	5% increase forecast
AMHSA-Owned Online Courses	400,000	416,159	469,967	528,115	590,904	Up 5% due to IACET focus
Third-Party Online Courses	220,000	252,293	372,293	378,293	384,593	Formerly BIS Online
Portal Subscription Revenue	140,000	124,880	124,880	124,880	124,880	
Total Program Registrations	1,035,000	1,061,012	1,248,204	1,326,405	1,410,250	
Other Revenues	113,491	119,491	83,500	85,380	87,329	Associate Memberships, interest, HSPC (CSSE), Sale of Material, COR fees
TOTAL REVENUE	3,504,705	3,536,717	3,687,918	3,767,999	3,853,793	
COST OF PROGRAM DELIVERY (COPD)						
Total In-Person Delivery Costs	400,000	310,881	235,425	230,697	230,457	Formerly Program Materials, Instructor Costs, Facility & Rent
AMHSA-Owned Online Course Completion Fees	-	-	33,000	34,650	36,383	Formerly AMHSA Online Course Revenue offset
Third-Party Online Course Costs	-	-	120,000	126,000	132,300	Formerly BIS Online Course Revenue offset
Portal Subscription Expenses	140,000	177,687	182,687	186,571	195,900	Formerly EHS Software Resale Expense
BIS Hosting Fees	22,530	22,530	22,650	23,783	24,972	Formerly included in IT & Web Expenses
Learning & Development Software	-	-	14,500	15,225	15,986	
Course Updating & Revisions	106,500	90,081	112,602	118,232	124,143	Formerly Program Development & Preparation
Injury/Illness Prevention Campaigns and Safety Council Meetings	32,000	33,989	47,489	43,038	45,190	Formerly General Operational Programming
Other Cost of Program Delivery Costs	27,000	49,034	92,180	64,039	65,991	Includes Resale Material, Postage & Shipping, Digital Concierge & COR Expenses
TOTAL COST OF PROGRAM DELIVERY	728,030	684,202	860,533	849,059	878,487	
NET REVENUE	2,776,675	2,852,515	2,827,385	2,918,940	2,975,305	
OPERATING EXPENSES						
Wages, Benefits & HR	1,773,652	1,801,314	2,216,724	2,268,228	2,352,894	Includes contracted workers.
Salary Allocation to Special Projects	(300,000)	(181,492)	(250,000)	(250,000)	(250,000)	Allocation to Special Projects
Office - Rent	188,768	189,052	198,505	208,430	218,851	
Office - Travel and Subsistence	62,950	56,859	55,812	57,566	59,399	
General Office Expenses	110,639	123,124	109,750	112,288	114,952	Formerly General Office Exp, Equipment Lease & Furniture Purchase
Bank, Merchant & Finance Charges	6,750	6,500	8,278	8,691	9,126	
Advertising & Promotion	169,000	120,500	121,000	118,450	127,088	includes Organizational Memberships.
Accounting & Legal Fees	84,500	138,000	128,750	115,000	110,000	Formerly in General Contract Consulting
IT & Web Expenses	145,447	118,000	134,500	125,200	125,200	Includes Computer Hardware Purchase, excludes BIS Hosting Fees
General Contracted Consulting	263,500	230,000	65,000	65,000	65,000	Formerly in Accounting & Other Contracted Services
Bad Debt	2,588	2,500	2,500	2,500	2,500	
Board Expenses	5,000	5,000	3,500	3,500	3,500	
TOTAL OPERATING EXPENSES	2,512,794	2,609,357	2,794,318	2,834,852	2,938,509	
EXCESS REVENUE OVER EXPENSES	263,881	243,158	33,067	84,088	36,796	

* Comparability between 2024 and future years is limited due to reporting structure and methodology changes as a result of new accounting software.

2025 Special Projects Report

EXTERNALLY RESTRICTED FUNDS PROJECT	STATUS	BUDGET	PRIOR YEAR	YTD EXPENSE	CURRENT YR PROJECTION	2025 PROJECTION	2026 PROJECTION	TOTAL EXPENSE	BALANCE
CS - KMS Audit & Action Plan	Complete	8,500	9,844	180	-	-	-	10,024	(1,524)*
CS - Aquatic Awareness Safety Campaign	Complete	30,000	20,414	17,800	-	-	-	38,214	(8,214)*
SPHIFR2	In Progress	382,750	125,580	176,008	92,000	-	-	393,588	(10,838)*
LOF Creative Sentencing	Not Started	100,000	-	-	-	-	-	-	-
TOTAL EXTERNALLY RESTRICTED PROJECTS		521,250	155,838	193,988	92,000	-	-	441,827	(20,577)*

* Externally restricted projects deficit balances funded by AMHSA in-kind employee contributions

INTERNALLY RESTRICTED FUNDS PROJECT									
Website Redesign	In Progress	125,000	-	30,883	5,000	75,000	15,000	125,883	(883)
PHS COR Training Courses Development	In Progress	125,000	-	7,275	10,000	110,000	-	127,275	(2,275)
Copy Cat Reader	In Progress	20,000	-	2,136	4,600	6,500	-	13,236	6,764
Optional PHS COR Element Implementation	In Progress	75,000	669	4,887	-	35,000	-	40,556	34,444
Customer Service SLA Project	In Progress	54,000	-	493	18,750	34,050	-	53,293	707
ZenDesk Upgrade/CRM	Not Started	50,000	-	854	5,000	45,000	-	50,854	(854)
LSE Revamp	In Progress	225,000	49,031	2,025	-	75,000	75,000	201,056	23,944
Date Warehouse Project	In Progress	50,000	-	957	15,913	32,307	-	49,177	823
Accounting Software Project	In Progress	120,000	1,544	126,107	30,000	15,000	-	172,651	(52,651)
Elected Officials Training	Not Started	100,000	-	-	-	100,000	-	-	-
Municipal Best Practice Creation	Not Started	25,000	-	-	-	25,000	-	-	-
Certification Program Refresh (AARFP, RMHS)	Not Started	25,000	-	-	-	25,000	-	-	-
LOF Refresh	Not Started	15,000	-	-	-	15,000	-	-	-
TOTAL INTERNALLY RESTRICTED PROJECTS		1,009,000	51,244	175,617	89,263	592,857	90,000	833,981	10,019

Externally Restricted Project Spending	92,000
Salary Transfer to Operating	127,323
EXTERNAL REQUIREMENTS TO END OF 2025	(35,323)
Internally Restricted Project Spending	772,120
Add: Salary Payable to Ops Account	91,000
INTERNAL REQUIREMENTS TO END OF 2025	863,120

Net Special Project Funding Account Balance	221,131
Internal and External Cash Requirements	827,797
DIFFERENTIAL BETWEEN REQUIREMENTS AND ACTUAL BALANCE	(606,666)

Fund from Contingency

AMHSA

Health | Safety | Environment

