

Alberta Municipal Health and Safety Association

**AMHSA**

Health | Safety | Environment

# 2025

## ANNUAL REPORT

Navigating Health & Safety Complexities  
for Tomorrow's Challenges



## OUR VISION

To be a recognized leader in municipal HSE (Health, Safety, and Environment) excellence, delivering innovative, cost-effective health, safety, and environmental training, education, and solutions to our members.



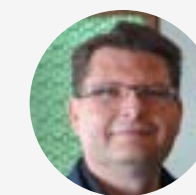
# ABOUT US

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

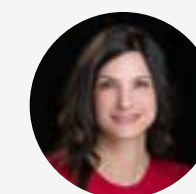
What's in it for you? The answer is value. We have a membership of 62,000+ members in 19 cities, 105 towns, 78 villages, 63 Municipal Districts, 51 Summer Villages and six specialized districts.

Since 1990, our mission has been 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.

### OUR LEADERSHIP TEAM



**Craig Hrynychuk**  
Executive Director/CAO



**Olana Todoruk**  
Director, Learning and Assurance



**Caitlin Herman**  
Director, Corporate Services

### OUR CORE SERVICES

- Partnerships in Injury Recution (PIR) Certifying Partner (CP)
- Member Advocacy & Representation
- Classroom, Virtual, Hybrid, Self-directed Online Training
- Injury/Illness Prevention Campaigns
- Workplace Mental Health
- Training Development
- OHS Data Analytics



62,000+  
members



19 Cities



78 Villages



63 Municipal  
Districts



51 Summer  
Villages



6 Specialized  
Districts



105 Towns

# A MESSAGE FROM OUR BOARD EXECUTIVE

Dear members,

On behalf of the AMHSA Board of Directors, I am pleased to present the 2025 Annual Report that summarizes progress made on goals, objectives, and key performance indicators set forth in our 2025 Business Plan and 2025 – 2028 Strategic Plan.

AMHSA and its professional, diverse team continue to make great strides in improving and expanding upon its customer-focused health, safety, and environment education and consultation services. AMHSA continues to offer and refine our training and resources for supporting psychologically and physically safe workplaces.

The Board of Directors which is composed of a balanced mix of municipal worker and employer organizations continues to fully support AMHSA and its visible achievement of vision, mission, and value statements.



“

**“I have been honoured to serve as Board of Director Chairperson and am appreciative of AMHSA’s continued pragmatic focus on Serious Injury & Fatality (SIF) Prevention in 2025 and beyond.”**

**Martin Biro**

AMHSA Board Chairperson

”



# A MESSAGE FROM OUR CAO/EXECUTIVE DIRECTOR

Dear members,

In a review of 2025 challenges and achievements, several themes and pillars of excellence were evident and worthy of highlight in our Annual Report.

- Advocacy and Representation
- Injury/Illness Prevention
- Organizational Investment
- Strategic Leadership

These themes structure our 2025 Annual Report, and hope that when you are reading it, see yourselves - as they are only achieved through the continued support of our interested parties including but not limited to our exceptional workforce, Board of Directors, membership, strategic partners, and regulators.



“

I wish to extend my thanks to our employees, members, Board members, and interested parties for their continued trust and confidence in AMHSA.

”

**Craig Hrynychuk**

Chief Administrative Officer (CAO) and  
Executive Director

# THANK YOU TO OUR 2025 BOARD MEMBERS

**Martin Biro**

CHAIRPERSON

Alberta Municipal Supervisors Association  
(AMSA)

WORKER REPRESENTATIVE

**Chris Redeker**

VICE CHAIRPERSON

CUPE Local 38 (Canadian Union of Public Employees - Calgary)

WORKER REPRESENTATIVE

**Jason Wallsmith**

TREASURER/SECRETARY

Local Government Administration Association of Alberta (LGAA)

EMPLOYER REPRESENTATIVE

**Alyson Winkelaar**

DIRECTOR

Civic Service Union 52 (CSU 52)

WORKER REPRESENTATIVE

**Dan Rites**

DIRECTOR

Alberta Water and Wastewater Operators Association (AWWOA)

WORKER REPRESENTATIVE

**Laura Swain**

DIRECTOR

ARMAA (Alberta Rural Municipal Administrators' Association)

EMPLOYER REPRESENTATIVE

**Dawn Nixon-Swanberg**

DIRECTOR

The City of Calgary

EMPLOYER REPRESENTATIVE

**Dusty Schlitter**

DIRECTOR

City of Edmonton

EMPLOYER REPRESENTATIVE

**Tyler Gandam**

DIRECTOR

Alberta Municipalities (AB Muni)

EMPLOYER REPRESENTATIVE

**Rhonda deVos**

DIRECTOR

Other Cities

EMPLOYER REPRESENTATIVE

**Robin Orsulak**

DIRECTOR

Canadian Union of Public Employees, Local 37  
(CUPE Local 37)

WORKER REPRESENTATIVE

**Russell Sieben**

DIRECTOR

Canadian Union of Public Employees, Local 30  
(CUPE Local 30)

WORKER REPRESENTATIVE

**Josh Bishop**

DIRECTOR

RMA (Rural Municipalities of Alberta)

EMPLOYER REPRESENTATIVE

**Brian Oliver**

DIRECTOR

Other Cities

WORKER REPRESENTATIVE

# TABLE OF CONTENTS



**01**  
Advocacy and Representation  
Page: 7



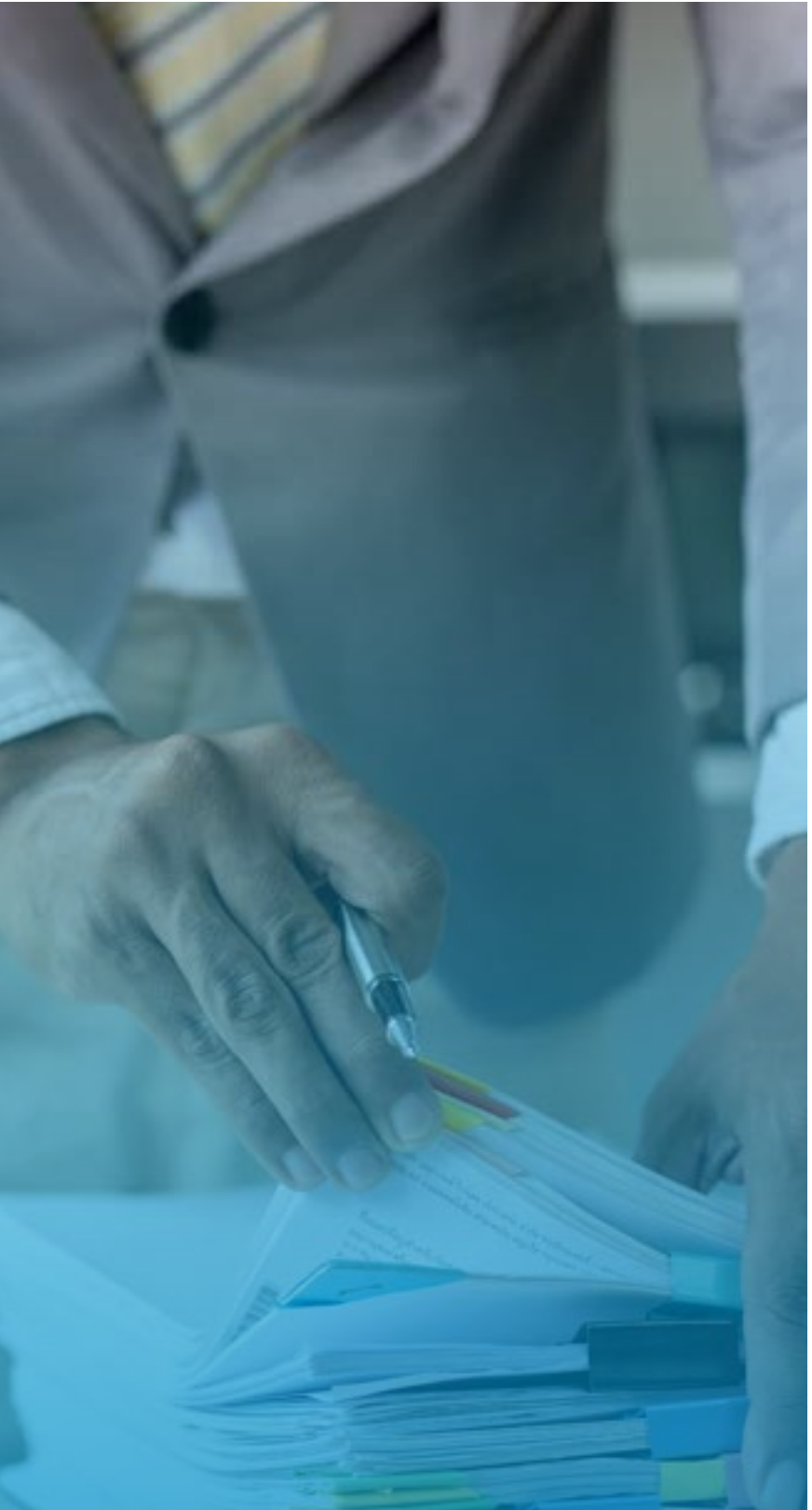
**02**  
Injury/Illness Prevention  
Page: 12



**03**  
Organizational Investment  
Page: 17



**04**  
Strategic Leadership  
Page: 21



**05**  
Audited Financial Performance  
Page: 23

## ADVOCACY AND REPRESENTATION

# Amplifying municipal voices: Advancing safety outcomes by taking action

We actively advocate on behalf of members by serving as a trusted representative and by amplifying municipal voices.

We ensure that requirements remain:

- Practical
- Clear
- Achievable

Through representation and ongoing engagement, we support safer workplaces while preparing municipalities for the challenges ahead.

Ensuring health and safety concerns are getting heard requires alignment between:



Legislation



Best practice



Municipal operations

**Member connection:** Ensuring your concerns come through loud and clear

Member advocacy begins with listening. Doing so allowed us to:

- Gather member insights
- Bring forward shared priorities
- Contribute to discussions that influence municipal health and safety
- Create solutions grounded in real operational needs, constraints, and scenarios

In 2025, AMHSA engaged with municipal members by attending conferences and tradeshows and sponsoring events throughout Alberta.



# Our Influence & Partnerships

In 2025, AMHSA's participation and Strategic Partnerships created a positive IMPACT and INFLUENCE on a range of working groups, committees, and executives. These significant contributions of time and resources helped support accountability, good governance, member advocacy/representation, and industry leadership.

## Industry Task Force (ITF) Association

ITF Executive (Treasurer)  
Psychological Injury Working Group

## Jobs Economy Trade & Immigration (JETI)

Strategic Steering Committee (SSC)  
Certifying Partner (CP) Group  
COR Working Group(s)  
OEL Technical Working Group  
Part 40 Technical Working Group

## Conference Board of Canada (Signal 49)

Council for Safe Workplaces (CSW)  
CSW Advisory Group

## WCB-Alberta

Policy Consultation Advisory Group (PCAG) - ITF Delegate  
Psychological Injury Working Group (PIWG)



## Mental Health

MyWorkplaceHealth  
Mental Health Commission of Canada (TWM, TWMFR, MHFA)  
Canadian Mental Health Association (NMT)  
The Intentional Shift Webinar

## OHS Education

NAIT OHS Program Advisory Committee (PAC)  
UNB OHS Certificate Scholarship Sponsor  
University of Colorado

## Municipal Partners

Alberta Municipalities  
British Columbia Municipal Safety Association (BCMSA)  
Alberta Recreation Facility Personnel (AARFP)

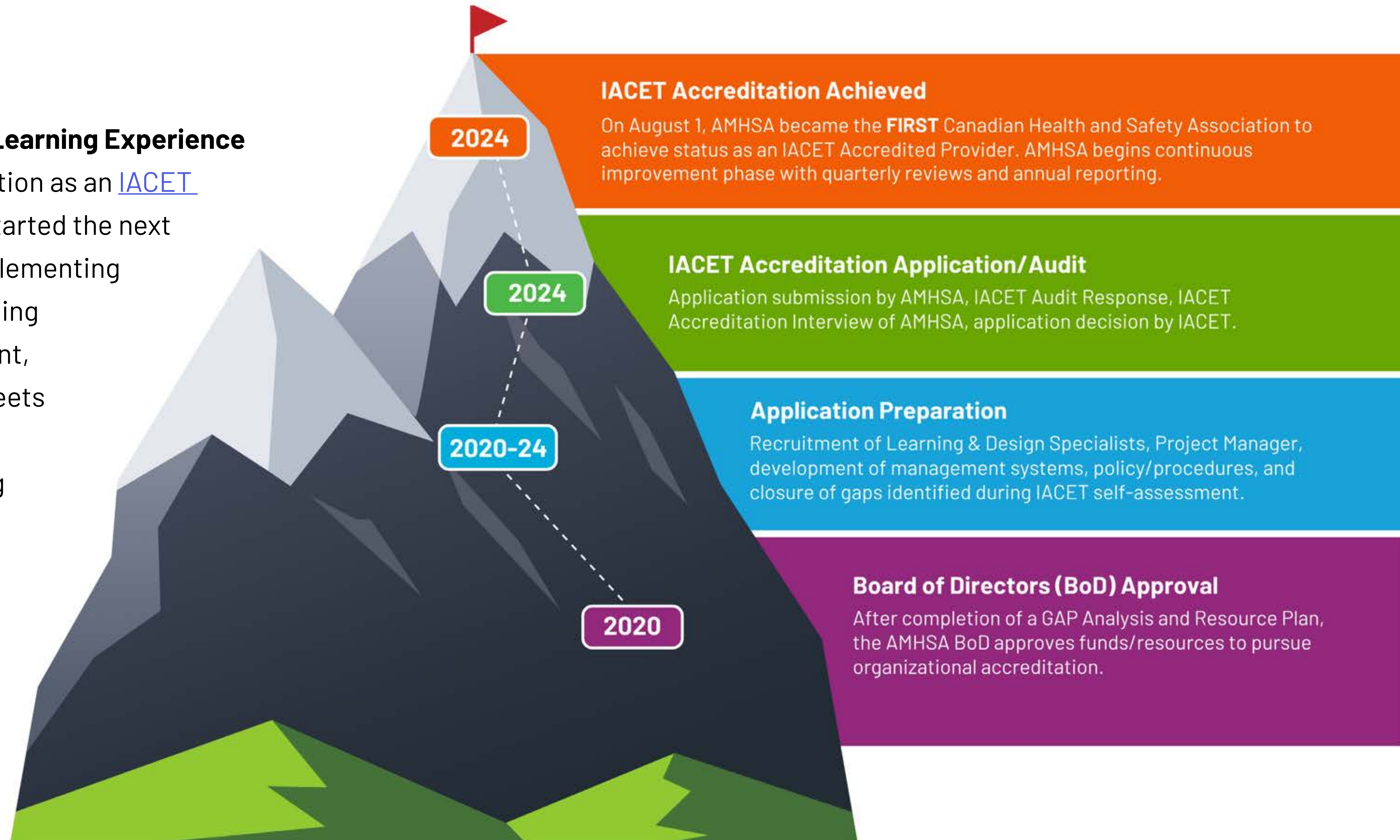
## Thought Leaders/SME

Construction Safety Research Alliance (CRSA)  
Safety Function (Human Factors)  
EWI Works (MSI Prevention)  
MyWorkplaceHealth (MWH)

# JOURNEY TO IACET ACCREDITATION

## What's next: Elevating Our Learning Experience

Following our 2024 certification as an [IACET Accredited Provider](#), 2025 started the next leg of AMHSA's journey - implementing standardization across learning materials to create consistent, professional training that meets our members' needs and delivers customized learning experiences.



# COR plus more: 2 new info streams for easier involvement

In 2025, AMHSA's employer engagement evolved to better address the complexity of supporting COR participation. Our approach involved two complementary information streams:

1

## Understanding the basics

This stream raises awareness and supports non-COR holders through webinars, one-on-one consultations, and practical guidance. Employers gain a better understanding of what the process of achieving COR looks like.

2

## Data-informed support

This stream introduces a more data-informed support model. WCB Iron Key and Clad indicators are used, alongside an AMHSA-developed scorecard to identify employers who may benefit from additional, targeted support.

## Audit Instrument Enhancements

COR Excel Audit workbook refined in 2025 to better reflect realities of municipal operations. Important usability enhancements were made:

- Ability to substitute PHS element during maintenance years during scalable levels.
- Addition of spell-check and macro functionality to better support audits involving multiple contributors.
- Ability to incorporate PHS alongside all 10 COR elements or complete as stand-alone audit planned for 2026.
- Improvements strengthen workbook while maintaining COR program rigour.
- Informed by direct feedback from members and auditors.

By highlighting trends, comparing performance to peers, and having collaborative discussions with municipalities (while acknowledging current data limitations and the need for ongoing validation) this approach strengthens Partnerships' Employer Review process and helps ensure COR remains closely linked to meaningful prevention outcomes.



# QA and Program Integrity Improvements

Our quality-assurance (QA) process continued to improve in 2025. A high standard of integrity is integral to a strong COR program.



Includes audit intake and CORRS data accuracy to On-Site Audit Reviews (OSAR) and timely QA feedback.



Ensures municipalities experience a certification process they can trust, and that decisions reflect accurate information and a careful review process.



Reflects AMHSA's Business Plan commitments and core Certifying Partner (CP) responsibilities of audit oversight, auditor training, and audit tools.



Reinforces our emphasis on quality and accountability as cornerstones of AMHSA's municipal COR program.



## COR Modernization with AAT/CBSA



- Participated in GoA Partnerships working groups, supported municipal prep for Adaptable Audit Tool (AAT, formerly CBSA).
- As small-scale testing advanced, beginning with a proof-of-concept in Sask. followed by limited trials in Alta., we worked to ensure municipal perspectives were well-represented.
- Further analysis and reactivation of the working groups planned for spring 2026, ahead of a broader Alberta pilot anticipated for the fall.

- AMHSA is continuing to develop guidance and resources to help municipalities proactively prepare to navigate changes with clarity and confidence.
- Alberta's COR program continues to evolve, and we remain committed to early member engagement and a proactive approach.



## INJURY AND ILLNESS PREVENTION

# Taking action to prevent illness and injuries? The answers are yes and yes.

The signals and patterns are definitely there:

-  Recurring incidents
-  Emerging trends
-  Early indicators

Yet for municipalities, turning indicators that signal where risk of injury and illness might be increasing into meaningful solutions is not always straightforward.



## Prevention campaigns turn awareness into action

Team AMHSA delivered a series of impactful [injury and illness prevention campaigns](#) throughout 2025.

Our messaging was shaped by municipal data trends, including WCB-Alberta insights and Potentially Serious Incident (PSI) indicators.

This work also supported the Government of Alberta's OHS Prevention Initiative, which prioritizes reducing musculoskeletal injuries, slips, trips and falls, and psychosocial hazards.

The popular [Intentional Shift](#) webinar series, with its important focus on fostering psychologically safe workplaces, continued during the year. Municipalities like yours face unique workplace hazards and risks. These campaigns shifted focus from awareness to action by delivering timely, relevant, and forward-looking guidance to reduce harm where it's most likely to occur.



**AMHSA is taking action.** We're here to help you respond to risk through prevention strategies grounded in data, shaped by real municipal scenarios, and focused on reducing harm where it's most likely to occur.





# TRAINING ADDS VALUE AND VALUABLE KNOWLEDGE

Workplaces continue to face evolving risks. That's why helping you gain knowledge is a key part of risk reduction.

**AMHSA training** is an impactful way to translate requirements into safe, day-to-day practice.

In **2025**, we delivered hands-on, instructor-led training built for real-world roles.

254



INSTRUCTOR-LED TRAINING SESSIONS

1,947



PARTICIPANTS

Beyond compliance, these trainings supported municipalities in developing the knowledge, confidence, and consistency needed to:

- Identify hazards
- Make better day-to-day decisions
- Reduce the likelihood of injury and illness

To ensure training remains relevant and effective, we collect

feedback after each session from both participants and hosting organizations, using it to continuously improve course delivery and relevance.

**99.25%** of respondents successfully acquired and applied course knowledge and skills in their roles. This reinforces the role of training as a meaningful driver of safety outcomes, and a foundation for municipal readiness.

# A crucial grant is making lasting changes for **first responders**

Funding provided by the Government of Alberta via the Supporting Psychological Health in First Responders (SPHIFR) supports mental health in first responders and emergency workers.

AMHSA's received a [2024 - 25 Stream 1 SPHIFR Grant](#) to deliver FREE, 5-day The Working Minds First Responder (TWMFR) [Facilitator Certification Training \(FCT\)](#) and Family Package programs to equip Certified Facilitators with the tools to deliver this evidence-based program within their organizations and communities, whenever and wherever it's needed most. The program is developed and delivered by the Mental Health Commission of Canada/Opening Minds (MHCC).

In importance, it's a crucial link to a program that supports lasting change by embedding knowledge and leadership at a local level.

[The Working Minds First Responder \(TWMFR\) Facilitator Certification Training \(FCT\)](#) course equips Certified Facilitators with the tools to deliver this evidence-based program within their organizations and communities, whenever and wherever it's needed most. The program is developed and owned by the Mental Health Commission of Canada/Opening Minds (MHCC).

First responders face difficult and devastating situations in their line of work, which can leave lasting impacts well beyond the moment of response. Unfortunately, many end up with **Post-Traumatic Stress Injuries (PTSI), with ripple effects that extend to their friends, family, and community.**



In 2025, **44 people** completed the training and attained their certifications, strengthening long-term prevention and resilience across Alberta's first responder community.

# GETTING HAZARDOUS ENERGY UNDER CONTROL

## Serious Injury & Fatality (SIF) Prevention

Line of Fire (LoF) hazards. They're often the result of hazardous energy not fully controlled before it reaches a worker. And they continue to be a leading contributor to PSIs (Potentially Serious Incidents) and fatality events.

SIF research underscores that catastrophic incidents arise from different conditions than lower severity injuries. That's why AMHSA created the SIF Prevention [LoF Awareness Campaign](#).

It helps municipalities identify high-energy STKY (S\*\*\* That Kills You) hazards, and conditions that lead to SIF events when controls are insufficient. And it teaches members about practical prevention tools and best practices.



In 2025, AMHSA delivered two free SIF Prevention webinars:

**Sept. 11:** Building an EnergyBased Safety Culture

**Dec. 4:** Applying the Science of Measurement and Control to Stop LoF Events



A **LoF Awareness Working Group** was also established to support shared learning and sustained prevention capacity.

# Building a deeper connection: PHS integration with COR

In 2025, we built upon our leadership in Psychological Health and Safety (PHS) by laying the groundwork for future enhancements to how PHS is integrated within the Certificate of Recognition (COR) program.

This included identifying the foundational requirements for PHS-related auditor training, and planning for needs assessment work to determine what competencies auditors will require to effectively assess PHS management systems.

**Areas of focus include:**



**Interviewing approaches**



**Confidentiality considerations**



**Risk escalation sensitivities**

At the same time, AMHSA advanced a refresh of the optional PHS audit element (PHS 2.0). This expanded our scope to reflect emerging practices in mental-health accommodations, human-rights considerations, and alignment with the National Standard and ISO 45003.

These efforts further extend the momentum established in the 2024–2025 Business Plan, continuing the support for municipalities to integrate psychosocial risk more meaningfully into COR-aligned health and safety management systems.



## ORGANIZATIONAL INVESTMENT

# Growing our capacity helps you grow your municipal HSE solutions toolbox

The strong service and value being delivered to members needs to continue at a consistently high level. Not just for the short term, but on a long-term basis. In order to make this happen, continuous investment in organizational capacity is required.

**AMHSA is taking action.** We've made a serious commitment to invest in tools, technology, and internal capabilities to better help municipalities stay responsive, resilient, and ready for evolving health, safety and environment (HSE) demands.



To strengthen service reliability and modernize how inquiries get managed organization-wide, we took action by implementing the Zendesk ticketing platform as a strategic step toward improved customer service and service delivery.

Configuration work was completed in Q2 of 2025. In August, the Client Success team adopted Zendesk, and the Learning and Design team onboarded later in the year.

The long term goal? All AMHSA team members will be use Zendesk, enabling high quality, consistent customer interactions across every department. This project is a component of our broader operational modernization strategy, supporting long term goals for:

- Service excellence
- Stronger internal controls
- More scalable support infrastructure



# Continuing to get strategic about **security**

In 2025, AMHSA advanced its data maturity strategy by:



**Strengthening internal security protocols**  
(including penetration testing and audit controls)

**Adopting KnowBe4**  
cybersecurity training and testing

**Deploying a centralized analytics warehouse**  
The end result? A stronger foundation for secure access to sensitive datasets and more evidence based planning that supports municipalities.



## Ensuring our info flows faster than ever for our audiences

How will we support users digitally as HSE priorities shift in the future? With faster updates, clearer pathways to information, and stronger internal control thanks to the amhsa.net website rebuild.

We initiated a comprehensive website relaunch to modernize the platform, align navigation with key user personas, and improve the overall user experience.

### The new site:

- ✓ Mitigates technology risk
- ✓ Expands analytics capability
- ✓ Brings content updates fully in-house
- ✓ Allows for real-time changes
- ✓ Creates fewer vendor dependencies
- ✓ Is more able to respond to emerging HSE priorities

Delivered through a phased approach, the website work moved from analysis and strategy in early 2025 to full development in Q2 2025, with the relaunch targeted for Q3 2026.

## Strong is getting stronger: New data groundwork strengthens capabilities

AMHSA continued to strengthen our data capabilities in 2025, laying important groundwork for more informed COR-related decision-making.

A key focus was the [Member OHS Data Dashboard](#), which progressed from pilot use into preparation for a Phase 1 launch in 2026.

Designed as a secure, self-serve tool that gives employers a clearer, a more comprehensive picture of their safety performance in one place, the dashboard brings together:

- WCB trend data
- Benchmarking results
- COR audit history
- A consolidated employer report card

We also began planning a new COR Audit Tracking System (CATS) to replace a collection of legacy systems with a single, scalable platform. Once implemented, CATS is expected to better support certification management, secure data retention, and future integrations such as Credly or the LMS.

**Together, these initiatives build the evidence base and operational readiness needed to support a more modern COR program.**



## Improving auditor governance, adding integrity tools

Maintaining confidence in COR results depends on the credibility of the audit process itself.

In late 2025, AMHSA moved Copycat Reader from pilot use into full operations, embedding it as a pre-screening measure before audits advance to formal review. The tool helps identify recycled content and templated audit notes early, allowing concerns to be addressed before they affect certification outcomes.

This shift was reinforced by broader governance improvements. We updated the Auditor Code of Ethics and investigation process, expanded auditor education (including a focused webinar on report writing) and published clearer information about how auditor governance decisions are made.

Early year-end results reflect that balanced approach to oversight, with outcomes ranging from education letters to formal suspensions, depending on the circumstances.



## New hires help our team help your team be more proactive

Prevention outcomes rely on timely access to expertise, tools, and learning, especially when members are managing complex risks.

Team AMHSA increased our ability to deliver consistent support and maintain momentum across training, advisory services, and initiatives by onboarding new team members in senior leadership, finance, client success, and learning and design.

These added capacities and competencies support us in helping members move from reactivity to proactivity, providing the resources you need when you need them.

## Prioritizing what's next together: Collaboration paves the way for continued progress

Meaningful progress and better safety outcomes continue to be built through collaboration. AMHSA is taking action. By working alongside key partners, peers, and thought leaders, we're helping to strengthen alignment, guide the development of new best practices and resources, and support collective readiness for future challenges.

### Real discussions about mental fitness spark honest, meaningful conversations

SPARK, our collaboration with Ember Experience, proudly launched season four of an educational webinar series in support of mental fitness across municipal organizations. The series, now titled *The Intentional Shift*, is designed to engage municipal leaders in thoughtful, practical discussions about evolving psychosocial risks and what it takes to establish and sustain psychologically safe workplaces. Each session is developed in collaboration with subject matter experts to ensure the content remains timely, relevant, and grounded in the realities facing municipalities—particularly across Alberta and the western provinces.

Psychological health in municipal workplaces is shaped by leadership, organizational culture, and how emerging challenges are recognized and addressed. In this context, creating space for honest conversations and shared learning is critical.

### 280 participants

Overall, 280 participants had taken part in the series, underscoring the ongoing demand for guidance that supports healthier, more resilient work environments.



## Certification programs: Reviewing to keep relevant

As expectations for municipal safety professionals continue to evolve, certification programs must remain credible and relevant.

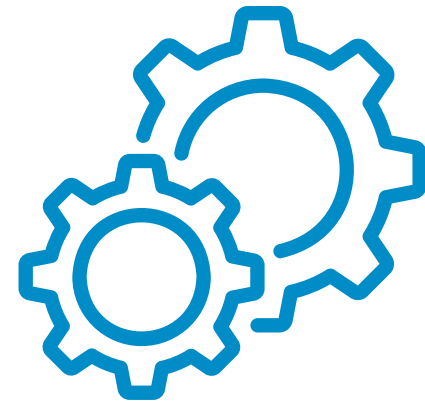
In 2025, AMHSA began reviewing its program certification framework to develop a multi-year continuous improvement plan for the AMHSA and AARFP/AMHSA certificate programs, informed by engagement with peer Canadian municipal safety associations.

In order to create a more consistent, future-ready certification framework, upcoming work will focus on:

- Training reciprocity
- Interprovincial designation recognition with the BC Municipal Safety Association (BCMSA)
- Clearer professional development requirements
- Strengthened code of conduct standards



# OUR FINANCIAL PERFORMANCE - 2025



**\$3,592,635**  
New Assets



**\$367,010**  
Restricted Income  
Recognized



**\$90,217**  
Restricted Income for  
Future Years



**\$1,112,254**  
Capital Assets

Excess of revenue over expenses before  
amortization: \$449,991



Net excess of revenue over expenses:  
\$ 207, 818

If you have interest in viewing a full accounting of AMHSA's finances, please view our [2025 Independent Auditor's Report](#) and/or [2025 Audited Financial Statements](#).