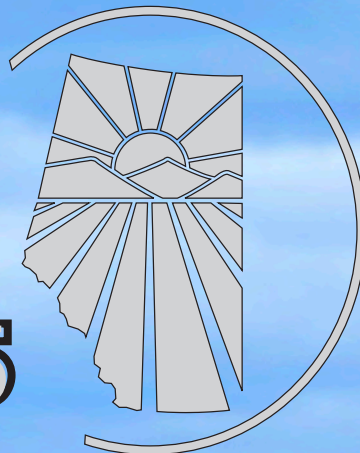


AMHSA

Business Plan 2015



Preventing workplace injury & illness since 1990

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VISION, MISSION AND GOALS

VISION

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

MISSION

*Providing education and consultation services
Promoting health and safety management*

GOALS

1. Provide cost-effective training and education services in the prevention of occupational injuries and disease.
2. Promote effective health and safety management by Alberta municipalities, associate members and others.
3. Monitor and disseminate information on government occupational health and safety legislation and policies which impact on Alberta municipalities and associate members.
4. Act as Certifying Partner in the PIR/Partnerships in Injury Reduction program in cooperation with Workers' Compensation Board – Alberta and Alberta Human Services – Partnerships.

MANDATE

Our mandate is to provide meaningful safety training and education programs to our members in a cost-effective manner.

ORGANIZATIONAL STRUCTURE

ALBERTA MUNICIPALITIES

Counties and MDs	Cities	Towns	Villages	Summer Villages	Specialized Municipalities
•65 •(64 + 1*)	•17	•109	•97	•51	•5

There are 343 Regular Members and this corresponds to approximately 58,000 municipal workers in Alberta.

* Special Areas

AMHSA BOARD OF DIRECTORS

Executive

Dr. Mircea Fagarasanu	City of Edmonton	Chair
Sharon Young	City of Calgary	Vice-Chair
George Beally	CUPE Local 38 (City of Calgary)	Secretary/Treasurer

Directors

George Wybenga	AWWOA
Jeremy Wickson	AMSA (M.D. of Taber)
Brad Mason	LGAA
Carolyn Kolebaba	AAMD&C
Mark Langlois	CUPE Local 37 (City of Calgary)
Rhonda deVos	Other City - Employer (City of Leduc)
Charlie Cutforth	ARMAA (County of Ponoka)
Kim Woolgar	CSU 52 (Edmonton Police Service)
Lorne Jacobsen	CUPE Local 30 (City of Edmonton)
Maryann Chichak	AUMA (Town of Whitecourt)
VACANT	Other City – Worker

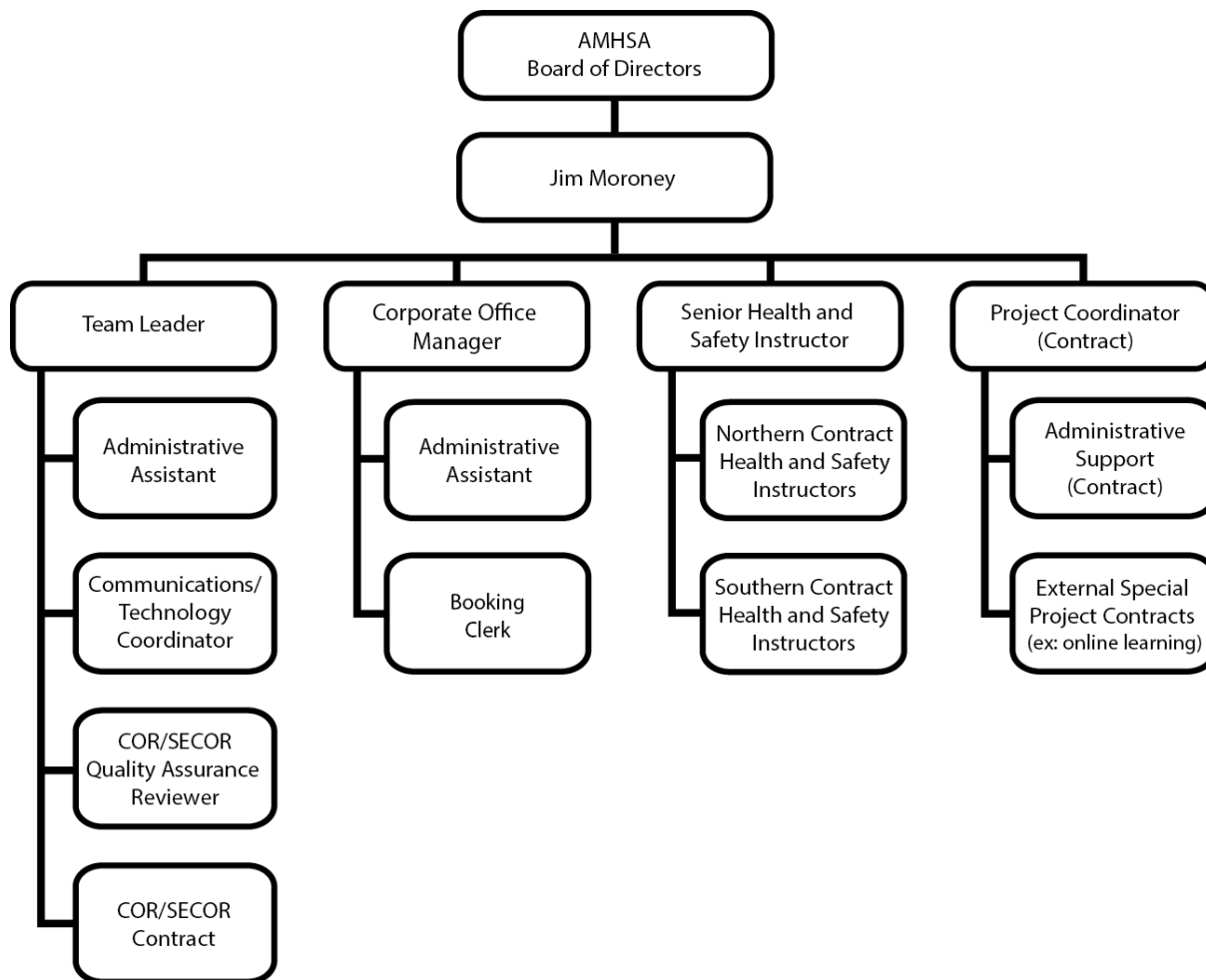
2014 ASSOCIATION STAFF

Jim Moroney	Executive Director
Shannon Thomas	Team Leader
Susanne L'Heureux	Training Coordinator (until August)
Tina Moroney	Safety Trainer/Claims Management Specialist
Krystal McDowell	Communications/Technical Coordinator
Jennyfer Harms	COR/Special Projects Assistant
Lisa Russell	Corporate Office Administrator
Carla Smith	Administrative Assistant

Plus contract Accountant/Bookkeeper, Operations Manager (until May) and Instructors

2015 ASSOCIATION STRUCTURE

The Alberta Municipal Health and Safety Association has set its sights on an exciting vibrant direction for 2015. It became evident early on that a new organizational structure would emerge as we position ourselves for future success. The increased pace of the changes in our world require us to become an increasingly flexible and dynamic organization. This is certainly reflected by the new structural changes that were undertaken.



WCB PREMIUM RATES (2010 – 2014)

	2010	2011	2012	2013	2014
Cities	\$1.31	\$1.26	\$1.33	\$1.20	\$1.14
Towns	\$1.32	\$1.27	\$1.34	\$1.20	\$1.14
Villages	\$1.32	\$1.27	\$1.34	\$1.20	\$1.14
Municipal Districts and Counties	\$1.25	\$1.27	\$1.37	\$1.21	\$1.07
Provincial Premium Rate	\$1.32	\$1.22	\$1.22	\$1.22	\$1.03

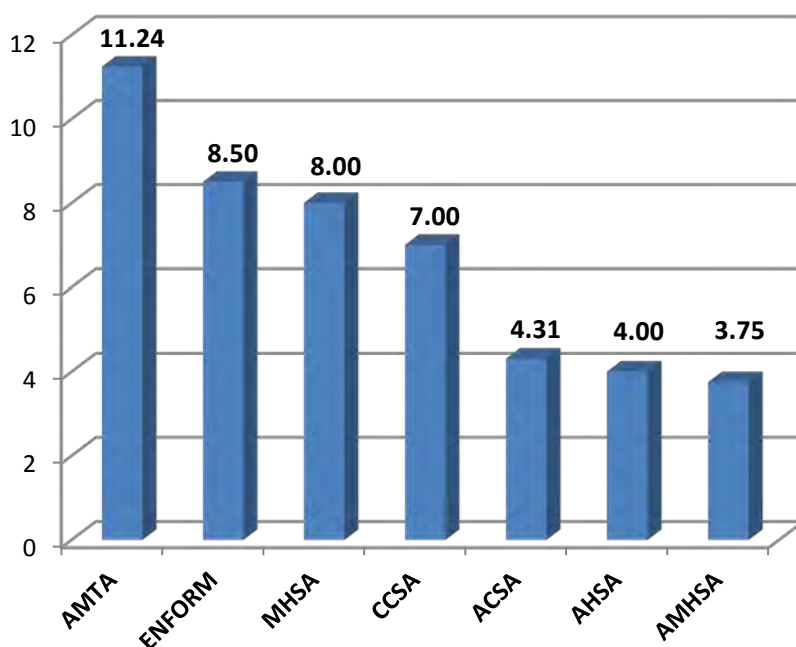
All rates are per \$100 of insurable earnings.

The premium rates for 2015 were not available at the time of creating this business plan.

2015 WCB GRANT LEVY

Funding for AMHSA is provided by a levy that was approved by the Board in 2013. It is based on 3.75 cents per \$100 dollars of payroll for all municipalities.

It is estimated that AMHSA will continue to have the lowest WCB levy of all funded safety associations in 2015.



- AMTA:** Alberta Motor Transport Association
- MHSA:** Manufacturers Health and Safety Association
- CCSA:** Continuing Care Safety Association
- ENFORM:** Safety Association for Upstream Oil and Gas Industry
- ACSA:** Alberta Construction Safety Association
- AHSA:** Alberta Hotel Safety Association

2014 OBJECTIVES: STATUS UPDATE



GOAL #1: Provide cost-effective training and education services in the prevention of occupational injuries and disease.

1. Course Offerings - Core/Fundamental Objectives		Status	Comments
1.1	<p>Continue to offer the following classroom-based courses to members, associate members and non-members:</p> <p>Two day:</p> <ul style="list-style-type: none"> • <i>Leadership for Safety Excellence</i> • <i>Health and Safety Management Systems</i> • <i>Health and Safety Auditing</i> <p>One day:</p> <ul style="list-style-type: none"> • <i>Audit Refresher</i> • <i>Cargo Securement</i> • <i>Defensive Driving</i> • <i>Fall Protection</i> • <i>Ground Disturbance, Trenching and Excavation</i> • <i>Health and Safety Management Systems and Auditing - Small Employer (SECOR)</i> • <i>Prime Contractor</i> • <i>Professional Driver Improvement</i> • <i>Workplace Violence Prevention</i> <p>Train-the-Trainer:</p> <ul style="list-style-type: none"> • <i>Flag Person</i> • <i>Orientation</i> • <i>WHMIS</i> <p>½ day:</p> <ul style="list-style-type: none"> • <i>Confined Space Entry</i> • <i>Flag Person General</i> • <i>Formal Workplace Inspections</i> • <i>Hazard Identification, Assessment and Control</i> • <i>Incident Investigation</i> • <i>Joint Health and Safety Committees</i> • <i>Musculoskeletal Injury Prevention (Office Environment and Physically Demanding)</i> • <i>OH&S Act, Regulation and Code Overview</i> • <i>Supervisor's Role</i> • <i>WHMIS General</i> • <i>Working Alone</i> <p>Operator Safety:</p> <ul style="list-style-type: none"> • <i>ATV</i> • <i>Backhoe/Loader</i> • <i>Front End Loader</i> • <i>Plow Truck Sander</i> • <i>Road Grader</i> • <i>Skid Steer</i> 	Ongoing	<p>All of the courses have been offered and are always available to host on-site.</p> <p>Courses are regularly advertised in the catalogue, via update emails to safety coordinators, on our website and in the newsletter.</p>
1.2	<p>Develop customized training programs and support offerings (supply course materials, certificates, etc.) when sufficient training levels are anticipated.</p>	Ongoing	<p>AMHSA has continued to develop customized training programs for several large municipalities (i.e., Cities of Edmonton, Calgary, Lethbridge, and Edmonton Police Service) and support those offerings.</p>

1.3	Deliver on-site training courses as requested.	Ongoing	Over 430 courses have been scheduled in 2014 and 4,097 participants reported to date. In addition, in-house trainers have trained 235 Flag Person and 1,370 WHMIS. Some on-site training is open to participants from outside municipalities and several members have booked on-site training that is only available to internal employees.
1.4	Deliver the following scheduled courses twice a year in the north and south: Health and Safety Management Systems, Auditing, Audit Refresher, SECOR and Leadership for Safety Excellence.	Ongoing	Health and Safety Management Systems, Auditing, Audit Refresher, and LSE have been offered in the north and south once this year with over 115 participants. The SECOR course was offered once with 5 attendees. All courses have been scheduled again for the fall.
1.5	Promote AMHSA's certificate programs and offer specific courses that will help students complete these programs.	Complete	A promotional piece appeared in the September Municipal Safety Newsletter and was posted on the Association's Facebook page. Our update at the next safety council meetings will also include certification programs.
1. Course Offerings - Targeted/Strategic Objectives		Status	Comments
1.6	Strive to keep the number of cancelled courses below 3%.	Ongoing	Only 8 courses were cancelled (and charged the cancellation fee) by hosts so far in 2014. This is equal to approximately 2%.
1.7	Offer pilot sessions - MSD Prevention Workshop for Supervisors.	Deferred	This session will be held in early 2015.
1.8	Offer pilot sessions - Fatigue Management Strategies for Employees.	In Progress	Planning has begun and we are awaiting a quote. Likely offer date will be fall or winter depending on contractor completing other work for AMHSA before starting development of this seminar
1.9	Offer pilot sessions – Critical Incident Stress Debriefing.	In Progress	Contractor has been contacted and AMHSA is awaiting quote and arranging date and location. Anticipated offering date is fall or winter.
1.10	Offer pilot session – Occupational Diseases workshop.	In Progress	This session will be held in the fall of 2014. Instructor has been confirmed.
1.11	Implement new pricing model for members and non-members.	Complete	The new pricing model for training was adopted by the Board in 2013 and implemented January 1, 2014. Pricing was also established for AMHSA's online Hazard Identification, Assessment, and Control course which was launched in Spring 2014.
1.12	Offer WCB's Return to Work seminar for municipalities in several locations across the province.	In Progress	Links to the WCB offerings are included on AMHSA's website and two sessions specifically for municipalities are being held in October.

1. Course Offerings - Special Projects		Status	Comments
1.13	Develop several online training programs – this may include WHMIS, TDG, Leadership for Safety Excellence, Health and Safety Management Systems, Contractor Safety, Defensive Driving, Working Alone, Flag Person and MSI Prevention.	In Progress	<p>The Hazard Identification, Assessment, and Control online course was launched in June and Formal Workplace Inspections was launched in September.</p> <p>Incident Investigation is currently under development. The fourth module – Supervisor’s Role – will be developed and launched in 2015.</p> <p>A Pool Safe program is also under development in cooperation with the BC Municipal Safety Association which will launch in the fall.</p> <p>AMHSA is exploring partnering with the City of Edmonton about development of Contractor Safety and Working Alone online training.</p>
1.14	Make existing online training programs available – this may include courses such as bear awareness, chainsaw safety, ladder safety, first aid recertification, winter driving, electrical safety, etc.	In Progress	<p>After review by the Association’s safety advisors, the following online programs from other providers have been made available on the AMHSA website:</p> <ul style="list-style-type: none"> • <i>Aerial Lifts and Scissor Lifts</i> • <i>Backing Safety Fundamentals</i> • <i>Bear Awareness</i> • <i>Chainsaw Safety</i> • <i>Confined Space Entry</i> • <i>Confined Space Entry and Monitor</i> • <i>Defensive Driving (demerit reduction program)</i> • <i>Defensive Driving Fundamentals</i> • <i>Emergency Procedures</i> • <i>Fall Protection Awareness</i> • <i>Firefighting & Fire Extinguisher Safety</i> • <i>Transportation of Dangerous Goods</i> • <i>WHMIS</i> • <i>WHMIS & TDG</i> <p>A schedule has been developed for release of additional online courses throughout the fall and into 2015. It was revised based on membership survey results and includes First Aid, Alcohol & Drug Awareness, and Professional Driver Development.</p>
1.15	Develop two new courses: MSD Prevention for Industrial, Field and Shop Workers; and MSD Prevention for Office Workers.	In Progress	The development of the MSD classroom course for both office and outside workers is 75% complete and will be launched in the fall.
1.16	Develop course on small employer health and safety management program building.	Complete	The new “Health and Safety Management Systems & Auditing – Small Employer” course was developed in the spring and the first offering was held for SECOR holders. Materials include a participant manual, instructor presentation and template binder for participants.

2. Course Materials - Core/Fundamental Objectives		Status	Comments
2.1	Continue to revise and update existing training programs including print materials, videos, and exams in-house.	Ongoing	Materials related to the following courses have been updated so far this year: <ul style="list-style-type: none"> • Ground Disturbance, Trenching and Excavation • Hazard Identification, Assessment and Control • Health and Safety Management Systems and Auditing – Small Employer (SECOR) • City of Edmonton LSE
2.2	Use professional printing services for course materials.	Ongoing	The Association continues to utilize the services of Ion Print Solutions for course materials. Printing is done from one location to take advantage of bulk pricing and for inventory control.
2.3	Review videos that are used in AMHSA courses to ensure quality, relevancy and applicability	Complete	This was completed in August.
2. Course Materials - Special Projects		Status	Comments
2.4	Retain adult education/editor to revise selected course materials.	In Progress	As online courses are developed from existing AMHSA materials we are consulting subject matter experts to review the current material and revise. We have used BIS for the Hazard Identification and Formal Workplace Inspection courses and are now working with the company Xpan International on the Pool Safe Program.

3. Trainers - Core/Fundamental Objectives		Status	Comments
3.1	Ensure qualified, quality contract trainers are utilized, including those certified through Alberta Safety Council (Defensive Driving and ATV Rider Safety) and Ives (heavy equipment operator courses).	Complete	The Association has continued to use qualified, experienced instructors. Required certifications are current.
3.2	Keep instructors up-to-date regarding AMHSA policies (e.g., billing, insurance, expectations) and current course materials.	Complete	An information update was sent from the Executive Director to all instructors in August.
3.3	Conduct in-class evaluations of contract trainers by participants and Association staff and communicate results.	Ongoing	An evaluation of a new Small Employer course and instructor was completed and revisions made to new course materials as a result. Staff attended the Small Employer course and the in-house instructor evaluated 3 different instructors in the fall.

3. Trainers - Targeted/Strategic Objectives		Status	Comments
3.4	Retain legal counsel to update trainer contracts.	Complete	This was completed in the first half of 2014.
3.5	Establish qualification standards for instructors.	Complete	An internal policy outlining the qualification criteria and evaluation process for new instructors was completed in June 2014.

4. Technology - Core/Fundamental Objectives		Status	Comments
4.1	Maintain the online data management system which tracks training programs, members, customers, requests, attendance, instructors, audits, and auditors.	Ongoing	Regular maintenance and updating of data has been conducted.
4.2	Continue to maintain and expand the Association's website (e.g. SafetyNet resources, meeting minutes, event listings, etc.).	Ongoing	Regular maintenance and updating of data has been conducted.
4. Technology - Special Projects		Status	Comments
4.3	Redesign and overhaul current website.	Completed	Newly designed and re-organized website was launched on June 2, 2014 with improved navigation and search functions, user-friendly design, areas for promoting events and courses, and integration of an online training portal.
4.4	Redesign and overhaul current database application	Ongoing	The new content management system launched in June. Data regarding municipalities, associate members, course participants, auditors and audits was transferred to the new system. A user manual was created and internal training conducted. The system includes improved reporting capabilities and customized searching for improved efficiency.



GOAL #2: Promote effective health and safety management to Alberta municipalities, associate members and others.

5. Communication - Core/Fundamental Objectives		Status	Comments
5.1	Promote the Association's services and resources through the catalogue, brochure, website, trade fairs, newsletters, advertisements, safety council meetings, and social media.	Ongoing	Staff have participated in numerous trade shows, safety councils (Cities, Northern and Southern) have had meetings with AMHSA updates and we have used the LinkedIn and Facebook groups to promote services and resources for members. Monthly newsletters highlight upcoming events of interest and courses throughout the province. Bi-weekly emails for the north and south promote upcoming courses to safety coordinators who opt-into the service.
5.2	Share promotional pieces and publications on AMHSA's website.	Complete	Annual Reports and Business Plans have been made available on the new website and Catalogues can be ordered online.
5.3	Communicate via the monthly Municipal Safety News, Auditor Updates, Instructor Newsletters and sending PIR Requirements to CAOs annually.	Ongoing	Monthly newsletters have been distributed, and Auditor Update was distributed and made available online in the Spring, PIR Requirements and status letters sent to CAOs early in the year and instructors were updated in the fall.
5.4	Publish an Annual Report and Business Plan, distribute and make available online.	Ongoing	The 2013 Annual Report was distributed and added to the website in May 2014 and the 2015 Business Plan will be printed and distributed and posted online after the 2015 Planning Meeting.
5.5	Promote AMHSA's success and services to Councils.	Complete	Safety Council meetings held in 2014 have included AMHSA updates which include services, resources, special projects, and provide highlights and accomplishments.
5. Communication - Targeted/Strategic Objectives		Status	Comments
5.6	Develop a marketing strategy,	Ongoing	This objective will be addressed in the fall of 2014.

6. Small Employers - Core/Fundamental Objectives		Status	Comments
6.1	Inform and educate smaller municipalities about health and safety management systems, and the Association's services and resources available to small employers.	Ongoing	All inquiries from smaller employers have been addressed. Support is provided for members and associate members, information provided about PIR and SECOR, and guidance given as they develop their health and safety management systems.
6.2	Maintain the AMHSA Small Employer Certificate of Recognition (SECOR) through the Alberta Safety Council.	Ongoing	AMHSA's safety management program includes conducting hazard assessments and formal workplace inspections, including OHS in all staff meetings, orienting new staff and providing relevant training. Documentation has been maintained and will be submitted with the Small Employer audit to the ASC in the fall.
6.3	Increase focus on smaller municipalities - promote health and safety training, act as Certifying Partner, and support networking opportunities.	Ongoing	A Small Employer Strategic Plan is currently in development which will include projects and tasks related to our smaller members who do and do not participate in PIR, with deadlines in 2014 and 2015.
6. Small Employer - Targeted/Strategic Objectives		Status	Comments
6.4	Review and update the Association's small employer resources and course materials to reflect recent Partnerships changes to the Standards.	Complete	The Partnerships SECOR audit tool was adopted, new course created, materials approved, and first session conducted. See 1.16.
6.5	Explore financial incentives to support smaller municipalities building their health and safety management systems.	Deferred	Not addressed due to number of other priorities and work done on new course development (see above and 1.16).
6.6	Adopt the new Partnerships Small Employer audit tool, update training materials, and retrain current auditors.	Complete	Audit tool adopted, incorporated into course materials, and made available on the website for SECOR participants.
6. Small Employer - Special Projects		Status	Comments
6.7	Develop online version of the Small Employer audit tool.	Ongoing	The online version of the newly-adopted SECOR audit tool is currently under development with eCompliance and in the staff testing phase. Expected launch and user testing is scheduled for late 2014.

7. Member Networking - Core/Fundamental Objectives		Status	Comments
7.1	Coordinate and participate in the Northern Alberta Safety Council, Southern Alberta Safety Council and the Alberta Cities Safety Council.	Complete	Spring 2014 meetings were coordinated and held. SASC: Banff in May, ACSC: Strathcona in May and NASC: Slave Lake in May. Each included updates from AMHSA, WCB and Partnerships as well as a roundtable for participants and discussion items. In addition, AMSHA continued to coordinate the LinkedIn groups for the safety councils.
7.2	Coordinate any member-requested committees (e.g., Contractor Safety).	Ongoing	Several inquiries about contractor safety have been addressed with northern municipalities participating in the discussions. Once the City of Calgary has hired their contractor safety employee the committee will be formed.
7.3	Grow the network of volunteer safety advisory members and continue to respond to requests for support/information from members.	Ongoing	The invitation to participate with be extended to additional safety coordinators in the southern part of the province in the fall.
7.4	Participate in the conference planning committees for the Rural Utilities Safety Association (RUSA) and the Health and Safety Conference Society of Alberta (HSCSA).	Ongoing	The COR/SECOR QA Analyst participates in both conference planning committees, representing municipal interests.
7.5	Support the LinkedIn groups for Northern and Southern Safety Councils and Cities.	Complete	Members are added, and discussions moderated. Items of specific interest and events and job postings are also added.
7.6	Post items of interest and respond to inquiries via Facebook.	Ongoing	News items, job postings, conferences and other items of interest to members have been posted.

8. Increase OHS Awareness - Core/Fundamental Objectives		Status	Comments
8.1	Review and update the video lending library and videos used in training programs.	Complete	This was completed in August.
8.2	Promote OH&S awareness at four levels: (i) Elected Officials (ii) Administrators, (iii) Public Works Supervisors, and (iv) workers.	Ongoing	AMHSA continues to have contact with the groups at conference of LGAA, RUSA, HSCSA, NAOSH, and AAMD&C.
8.3	Participate in members' health and safety functions to promote OH&S and the Association.	Complete	AMHSA staff participated in several members' functions related to NAOSH in 2014, including the joint safety day of the City and County of Leduc and Towns of Beaumont and Devon. A news article about the Parkland County safety event was published in the newsletter and promotional items were distributed at events where staff were unable to attend (e.g. City of Spruce Grove).

8.4	Participate in trade shows and conferences, including AAMD&C, AUMA, NAOSH, and the AHSC.	Ongoing	See 8.2. Fall conferences include CSSE (Calgary), RUSA (Red Deer) AARMA, Federation of Alberta Gas Co-Ops (Edmonton) and HSCSA (Edmonton).
8. Increase OHS Awareness - Special Projects		Status	Comments
8.5	Create an online compliance audit tool.	In Progress	AMHSA worked with eCompliance in consultation with several members to create a compliance audit tool which is ready for the user testing group. The user testing group was completed in August. We are using three platforms (hard copy, online checklist system and a management software system). We will issue certificates of completion to organizations that use the audit tool. The certificates will be issued annually and the criteria for the certificates is being finalized. System will launch in November.
8.6	Replace VHS format videos in lending library with DVDs	Completed	Investigated if DVDs were available for frequently requested videos.

9. Identify Champions - Core/Fundamental Objectives		Status	Comments
9.1	Identify champions for health and safety within the municipal sector and provide opportunities for them to promote health and safety and share their innovations with their peers.	Ongoing	Each participant in safety council meetings has the opportunity to share innovations during roundtable discussions. Safety awards are promoted to members so they can apply. Winners are advertised in the newsletter and on Facebook – e.g. Parkland County won a Canada's Safest Employer Award in 2014. Training awards are distributed and published in the monthly newsletters.
9.2	Promote and administer the AMHSA training awards program.	Complete	Winners were given letters and plaques, and results were published on the website and in the newsletter.
9.3	Promote the Work Safe Alberta awards.	Complete	Information was shared at safety council meetings and via the newsletter.



GOAL #3: Monitor and disseminate government occupational health and safety legislation and policies which impact Alberta municipalities and associate members.

10. Partner Liaison - Core/Fundamental Objectives		Status	Comments
10.1	Explore opportunities to partner with other health and safety associations and Certifying Partners.	Complete	Worked with the BC Municipal Safety Association in developing programs and a municipal stream of offerings at the fall 2014 CSSE conference. Staff also participated in committees with the other Certifying Partners in the PIR program.
10.2	Liaise with Alberta Human Services - Partnerships and integrate AMHSA's activities with their strategic objectives.	Ongoing	Partnerships consultants are invited to all board of directors meetings, the AGM, and all safety council meetings. They are consulted in regards to the COR and SECOR programs and auditing.
10.3	Liaise with the Workers' Compensation Board – Alberta	Ongoing	The WCB is invited to all board of directors meetings, the AGM, and all safety council meetings. They are consulted in regards to PIR refunds and funding issues. A meeting with the WCB is scheduled for August 2014.
10.4	Partner with the British Columbia Municipal Safety Association to coordinate a joint health and safety conference.	Complete	Instead of a separate conference, a stream of sessions related to municipal health and safety was developed and offered in conjunction with the September 2014 CSSE conference in Calgary.

11. Communication - Core/Fundamental Objectives		Status	Comments
11.1	Use "Municipal Safety News" to inform subscribers about new or revised legislation and government and WCB policies.	Ongoing	To date, articles have appeared regarding: <ul style="list-style-type: none"> • Heads Up videos • WCB Annual Returns • Lead at the Work Site (WorkSafe Alberta bulletin) • Psychological Health and Safety in the Workplace (CSA) • Talking About Work (Minister Lukaszuk) • National Day of Mourning • OH&S Employer Records Website • Canada's Anti-Spam Legislation • Work Right Campaign • WCB Electronic Injury Reporting System

11.2	Publish news, events, and upcoming courses on the AMHSA website.	Ongoing	Information is included for members about training; auditors about tips and tricks, deadlines, and recertification; new resources and events of interest to safety coordinators; job opportunities in the municipal health and safety field; legislation changes; training and professional development.
11.3	Populate the SafetyNet resource library with documents and links.	Ongoing	The library of resource documents and links has been incorporated in the new website and the search function improved.



GOAL #4: Act as certifying partner in the PIR/Partnerships in Injury Reduction Program in cooperation with Workers' Compensation Board - Alberta and Alberta Human Services - Partnerships.

12. Partnerships in Injury Reduction - Core/Fundamental Objectives		Status	Comments
12.1	Promote and support the Partnerships in Injury Reduction (PIR) program. This includes the training and certification of auditors; administration and quality assurance of external and internal PIR audits; and coordination and communication with the Partnerships team.	Ongoing	120 new auditors have been certified to date in 2014. All external, internal and qualification audits have been reviewed for quality assurance per established timelines.
12.2	Ensure quality assurance systems meet all Partnerships standards and comply with any reasonable recommendations from the Partnerships Quality Assurance Team's audits.	Ongoing	A COR/SECOR QA Analyst in Calgary has been trained and is now responsible for approximately half of the audits. The Team Leader completes the other half and deals with extraordinary circumstances, Limited Scope Audits, Action Plans, etc.
12.3	Contribute to the development, periodic review and maintenance of the PIR Standards.	Ongoing	AMHSA staff participate in both the CP Committee and the Audit Standard Sub-Committee.
12.4	Support members and associate members working towards attaining their COR.	Ongoing	AMHSA staff mentor employers working towards COR. Approximately 110 municipalities and associate members are projected to have a valid COR at the end of the year.
12.5	Support auditors and auditors-in-training.	Ongoing	Support is provided in-person, by telephone, email, and through articles in the newsletter and emailed Auditor Updates.

12. Partnerships in Injury Reduction - Targeted/Strategic Objectives		Status	Comments
12.6	Develop and pilot an online version of the large employer Municipal Audit Tool.	In Progress	The online version of the large employer COR audit tool has been developed with eCompliance and tested by staff. User testing will occur this fall, followed by training of auditors, and a period of voluntary adoption in 2015.
12.7	Research the effect of increased audit requirements on member auditors.	Deferred	A member sub-committee will be formed.

MANAGING OUR FUTURE

Strategic Objectives

- Clarify roles and responsibilities of board and Executive Director. Review AMHSA Policies and Bylaws. Completed and adopted by board.
- Ensure best practices are followed regarding procurement of goods and services. Establish procurement policy. Completed and adopted by board.
- Review training fees and subsidies/service model review. Completed and implemented in January 2014.

Develop a report with recommendations on future service delivery models on fee structure. Report on the degree of subsidization and budget impacts with recommendations. Ongoing.

2015 OBJECTIVES

The Strategic Plan is reviewed annually in September by the Strategic Planning board sub-committee and includes the following Strategic Directions:

- Influencing the Provincial Government
- Developing Partnerships
- Raising Awareness
- Measuring Health and Safety Initiatives
- Developing and Delivering Safety Education and Training
- Meeting Customers' Needs
- Managing our Future

Objectives related to AMHSA's 4 goals with milestones in 2015 have been incorporated into the following pages. Objectives related to the Association's future are included at the end of this document.

The objectives that remain virtually constant from year to year are considered **Core / Fundamental Objectives** while others are more **Targeted / Strategic** in nature and strive to address particular issues identified during strategic planning. Many of these targeted / strategic initiatives are fairly short term in nature but have the potential to evolve into core objectives. Both the Core and Targeted objectives are achieved through support in the Association's operating budget.

Projects funded outside of the WCB levy on municipalities are detailed under the heading of **Special Projects**.



GOAL #1: Provide cost-effective training and education services in the prevention of occupational injuries and disease.

1. COURSE OFFERINGS – CLASSROOM

Core/Fundamental Objectives:

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

Two-day

- *Leadership for Safety Excellence*
- *Health and Safety Management Systems*
- *Health and Safety Auditing*

One-day

- *Audit Refresher Training*
- *Health and Safety Management Systems – Small Employer*
- *Prime Contractor*
- *Workplace Violence Prevention*
- *Defensive Driving*
- *Fall Protection*

Operator Safety

- *ATV Rider*
- *Backhoe/Loader*
- *Front End Loader*
- *Plow Truck Sander*
- *Road Grader*
- *Skid Steer Loader*

1/2 day

- *Confined Space*
- *Formal Workplace Inspections*
- *Hazard Identification, Assessment and Control*
- *Incident Investigation*
- *Joint Health and Safety Committees*
- *MSD Prevention (Office Environment)*
- *MSD Prevention (Physically Demanding)*
- *OHS Act, Regulation and Code Overview*
- *Return to Work (WCB)*
- *Supervisor's Role*
- *Working Alone*
- *WHMIS - General Training*

Train-the-Trainer

- *Flag Person*
- *Orientation*
- *WHMIS*

- 1.2 Develop customized training programs and support offerings (supply course materials, certificates, etc.) when sufficient training levels are anticipated.
- 1.3 Deliver on-site training courses as requested.
- 1.4 Deliver the following scheduled courses twice a year in the north and south: Health and Safety Management Systems, Auditing, Audit Refresher, SECOR and Leadership for Safety Excellence.
- 1.5 Promote AMHSA's certificate programs and offer specific courses that will help students complete these programs.

Targeted/Strategic Objectives:

- 1.6 Strive to keep the number of cancelled courses below 3%.
- 1.7 Offer pilot sessions - MSD Prevention Workshop for Supervisors.
- 1.8 Offer pilot sessions - Fatigue Management Strategies for Employees.
- 1.9 Offer WCB's Return to Work seminar for municipalities in several locations across the province.
- 1.10 Research and develop course on GHS.
- 1.11 Update courses to include the changes in the new OH&S Code.

2. COURSE OFFERINGS – ONLINE

Core/Fundamental Objectives:

- 2.1 Continue to offer the following online courses to members, associate members and non-members:
 - *Backing Safety Fundamentals*
 - *Bear Awareness*
 - *Chainsaw Safety*
 - *Confined Space Entry*
 - *Confined Space Entry and Monitor*
 - *Defensive Driving*
 - *Defensive Driving Fundamentals*
 - *Fall Protection Awareness*
 - *Firefighting & Fire Extinguisher Safety*
 - *Hazard Identification, Assessment and Control (AMHSA)*
 - *Transportation of Dangerous Goods*
 - *WHMIS*
 - *WHMIS & TDG*
- 2.2 Promote online course offerings.

Targeted/Specific Objectives:

- 2.3 Survey members about other online course offerings they would utilize.
- 2.4 Develop several online training programs – this may include WHMIS, TDG, Leadership for Safety Excellence, Health and Safety Management Systems, Contractor Safety, Defensive Driving, Working Alone, Flag Person and MSI Prevention.
- 2.5 Make existing online training programs available – this may include courses such as bear awareness, chainsaw safety, ladder safety, first aid recertification, winter driving, electrical safety, etc.

Special Projects:

- 2.6 Develop new online courses per the 2013 WCB special dividends grant application, e.g., AMHSA's Supervisor's Role, Prime Contractor, MSD for Office and Outside Workers, and Workplace Violence Prevention.
- 2.7 Develop new course materials to address the impact of Global Harmonization on WHMIS and TDG.
- 2.8 Develop a set of Incident Command System Courses to address requests for training in emergency response and planning.

3. COURSE MATERIALS

Core/Fundamental Objectives:

- 3.1 Continue to revise and update existing training programs including print materials, videos, and exams in-house.
- 3.2 Use professional printing services for course materials.
- 3.3 Review videos that are used in AMHSA courses to ensure quality, relevancy and applicability.

4. TRAINERS

Core/Fundamental Objectives:

- 4.1 Ensure qualified, quality contract trainers are utilized, including those certified through Alberta Safety Council (Defensive Driving and ATV) and Ives (heavy equipment operator courses).
- 4.2 Keep instructors up-to-date regarding AMHSA policies (e.g., billing, insurance, expectations) and current course materials.
- 4.3 Conduct quality assurance on and performance reviews of instructors per established policy (2014).



GOAL #2: Promote effective health and safety management to Alberta municipalities, associate members and others.

5. COMMUNICATION

Core/Fundamental Objectives:

- 5.1 Promote the Association's services and resources through the
 - catalogue
 - brochure
 - website
 - trade fairs
 - newsletters
 - advertisements
 - safety council meetings
 - social media.
- 5.2 Highlight resources, new courses and events using the homepage banner.
- 5.3 Hold promotional events – e.g., seminars or “course of the month”.

6. SMALL EMPLOYERS

Core/Fundamental Objectives:

- 6.1 Inform and educate smaller municipalities about health and safety management systems, and the Association's services and resources available to small employers.
- 6.2 Increase focus on smaller municipalities - promote health and safety training, act as Certifying Partner, and support networking opportunities.

Targeted/Strategic Objectives:

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

7. MEMBER NETWORKING

Core/Fundamental Objectives:

- 7.1 Coordinate and participate in the Northern Alberta Safety Council, Southern Alberta Safety Council and the Alberta Cities Safety Council.
- 7.2 Coordinate any member-requested committees (e.g., Contractor Safety).
- 7.3 Grow the network of volunteer safety advisory members and continue to respond to requests for support/information from members. Facilitate communication between participants.
- 7.4 Participate in the conference planning committees for the Rural Utilities Safety Association (RUSA) and the Health and Safety Conference Society of Alberta (HSCSA).
- 7.5 Support the LinkedIn groups for Northern and Southern Safety Councils and Cities.
- 7.6 Post items of interest and respond to inquiries via Facebook.

8. INCREASE OCCUPATIONAL HEALTH AND SAFETY AWARENESS

Core/Fundamental Objectives:

- 8.1 Review and update the video lending library and videos used in training programs.
- 8.2 Promote OH&S awareness at four levels: (i) Elected Officials (ii) Administrators, (iii) Public Works Supervisors, and (iv) workers.
- 8.3 Participate in members' health and safety functions to promote OH&S and the Association.

9. IDENTIFY CHAMPIONS

Core/Fundamental Objectives:

- 9.1 Identify champions for health and safety within the municipal sector and provide opportunities for them to promote health and safety and share their innovations with their peers.
- 9.2 Promote and administer the AMHSA training awards program.
- 9.3 Promote award programs of government and other groups – e.g., Work Safe Alberta Awards.



GOAL #3: Monitor and disseminate government occupational health and safety legislation and policies which impact Alberta municipalities and associate members.

10. PARTNER LIAISON

Core/Fundamental Objectives:

- 10.1 Explore opportunities to partner with other health and safety associations and Certifying Partners.
- 10.2 Liaise with Alberta Jobs, Skills, Training and Labour - Partnerships and integrate AMHSA's activities with their strategic objectives.
- 10.3 Liaise with the Workers' Compensation Board – Alberta

11. COMMUNICATION

Core/Fundamental Objectives:

- 11.1 Use "Municipal Safety News" to inform subscribers about new or revised legislation and government and WCB policies.
- 11.2 Publish news, events, and upcoming courses related to AJSTL and WCB on the AMHSA website.
- 11.3 Populate the SafetyNet resource library with documents and links.

Targeted/Strategic Objectives:

- 11.4 Update the compliance audit to reflect new changes to the OH&S Code.



GOAL #4: Act as certifying partner in the PIR/Partnerships in Injury Reduction Program in cooperation with Workers' Compensation Board - Alberta and Alberta Jobs, Skills, Training and Labour - Partnerships.

12. COR AND SECOR

Core/Fundamental Objectives:

- 12.1 Promote and support the Partnerships in Injury Reduction (PIR) program. This includes the training and certification of auditors; administration and quality assurance of external and internal PIR audits; and coordination and communication with the Partnerships team.
- 12.2 Ensure quality assurance systems meet all Partnerships standards and comply with any reasonable recommendations from the Partnerships Quality Assurance Team's audits.
- 12.3 Contribute to the development, periodic review and maintenance of the PIR Standards.
- 12.4 Support members and associate members working towards attaining their COR or SECOR.
- 12.5 Support auditors and auditors-in-training.
- 12.6 Form External Peer Audit Process committee.

Targeted/Strategic Objectives:

- 12.7 Research the effect of increased audit requirements on member auditors.

Managing AMHSA's Future

Revenue

- Develop a report with recommendations on future service delivery models on fee structure. Report on the degree of subsidization and budget impacts with recommendations.
- Explore funding opportunities outside of WCB.
- Create strategic plan to increase membership levels.

Data Management

- Maintain the internal online data management system which tracks training programs, members, customers, requests, attendance, instructors, audits, and auditors.

Promotion and Communication

- Maintain and expand the Association's website.
- Develop a marketing strategy.
- Promote AMHSA's success and services.

Occupational Health and Safety

- Maintain the AMHSA Small Employer Certificate of Recognition (SECOR) through the Alberta Safety Council.

FINANCIAL: 2014 REPORTS AND 2015 BUDGET

The unaudited Operating and Project Reports for the first half of 2014 follow. These reports have been adopted by the AMHSA Board of Directors.

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT JANUARY 2014					
	CURRENT MTH	YTD	BUDGET	BALANCE	
1	ALLOCATION FROM CONTINGENCY	0.00	0.00	0.00	0.00
2	GST REFUND (2013)	0.00	0.00	20,000.00	20,000.00
	REVENUE				
3	WCB Grant	350,000.00	350,000.00	1,400,000.00	1,050,000.00
4	Total Program Registrations	8,877.00	8,877.00	460,000.00	451,123.00
5	Associate Memberships	1,000.00	1,000.00	6,500.00	5,500.00
6	Interest Revenue	0.00	0.00	3,000.00	3,000.00
7	Total Sale of Materials	3,489.00	3,489.00	48,000.00	44,511.00
8	Shipping Revenue	289.70	289.70	2,000.00	1,710.30
9	Other Revenues	0.00	0.00	3,000.00	3,000.00
10	TOTAL REVENUE (includes contingency/GST refund)	363,655.70	363,655.70	1,942,500.00	1,578,844.30
	EXPENSE				
11	Total Wages	51,881.40	51,881.40	669,371.41	617,490.01
12	Total Employee Benefits	9,255.57	9,255.57	166,262.62	157,007.05
13	Total Office Travel & Subsistence	3,095.46	3,095.46	53,000.00	49,904.54
14	WCB Assessment (Premiums)	0.00	0.00	3,000.00	3,000.00
15	Office - Rent	10,284.09	10,284.09	127,000.00	116,715.91
16	Equipment Lease	1,355.37	1,355.37	10,000.00	8,644.63
17	Equipment/Furniture Purchases	226.73	226.73	5,500.00	5,273.27
18	Total Equip & Office Maintenance	349.58	349.58	12,500.00	12,150.42
19	Office Supplies & Printing	3,141.03	3,141.03	25,465.97	22,324.94
20	Library Materials	0.00	0.00	3,000.00	3,000.00
21	Postage & Courier	1,724.13	1,724.13	17,500.00	15,775.87
22	Office - Other	63.98	63.98	2,500.00	2,436.02
23	Telephone and Fax	996.38	996.38	17,000.00	16,003.62
24	Interest, Bank, Finance Charges & Merchant Acct Fees	85.84	85.84	6,000.00	5,914.16
25	Office Insurance	0.00	0.00	5,000.00	5,000.00
26	Accounting/Audit & Legal	0.00	0.00	18,000.00	18,000.00
27	Accounting/Bookkeeping Contract	2,118.82	2,118.82	12,000.00	9,881.18
28	Advertising & Promotion	2,350.00	2,350.00	25,500.00	23,150.00
29	Contract Services	8,896.84	8,896.84	82,000.00	73,103.16
30	Total Prof Dev & Memberships	1,445.00	1,445.00	22,600.00	21,155.00
31	IT, Web, Database Development, Maintenance, Hosting	777.17	777.17	30,500.00	29,722.83
32	Bad Debt	0.00	0.00	1,800.00	1,800.00
33	Total Administration Expenses	98,047.39	98,047.39	1,315,500.00	1,217,452.61
	Program Development and Training				
34	Program - Materials	13,646.50	13,646.50	100,000.00	86,353.50
35	Total Travel and Facility Rent	7,381.81	7,381.81	170,000.00	162,618.19
36	Program - Instructor Fees	12,000.00	12,000.00	322,000.00	310,000.00
37	Total Program Dev and Training	33,028.31	33,028.31	592,000.00	558,971.69
	Board Expenses				
38	Total Board General	0.00	0.00	15,000.00	15,000.00
39	Total Board Expenses	0.00	0.00	15,000.00	15,000.00
	Other Expenses				
40	GST Paid on Purchases (Exp)	0.00	0.00	20,000.00	20,000.00
41	TOTAL EXPENSE	131,075.70	131,075.70	1,942,500.00	1,811,424.30
42	TOTAL INCOME/LOSS	232,580.00	232,580.00	0.00	(232,580.00)
	SUMMARY: G/L Bank Account Balance	564,749.36	Actual Bank Account Balance	635,700.81	
	Contingency Portion of G/L Balance	205,948.68	Accounts Receivable	33,991.08	
	Contingency Account Balance	0.00	Special Projects Account Balance	346,085.24	
	NOTES: For project allocations, please see attached project reports.		Amt for transfer from SP » Operate Acct	42,992.06	

**ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION
MONTHLY OPERATING FINANCIAL REPORT
FEBRUARY 2014**

	CURRENT MTH	YTD	BUDGET	BALANCE
1 ALLOCATION FROM CONTINGENCY	0.00	0.00	0.00	0.00
2 GST REFUND (2013)	0.00	0.00	20,000.00	20,000.00
REVENUE				
3 WCB Grant	0.00	350,000.00	1,400,000.00	1,050,000.00
4 Total Program Registrations	38,113.00	46,990.00	460,000.00	413,010.00
5 Associate Memberships	1,333.44	2,333.44	6,500.00	4,166.56
6 Interest Revenue	0.00	0.00	3,000.00	3,000.00
7 Total Sale of Materials	1,270.00	4,759.00	48,000.00	43,241.00
8 Shipping Revenue	119.06	408.76	2,000.00	1,591.24
9 Other Revenues	0.00	0.00	3,000.00	3,000.00
10 TOTAL REVENUE (includes contingency/GST refund)	40,835.50	404,491.20	1,942,500.00	1,538,008.80
EXPENSE				
11 Total Wages	51,680.84	103,562.24	669,371.41	565,809.17
12 Total Employee Benefits	12,827.37	22,082.94	166,262.62	144,179.68
13 Total Office Travel & Subsistence	2,377.30	5,472.76	53,000.00	47,527.24
14 WCB Assessment (Premiums)	1,090.95	1,090.95	3,000.00	1,909.05
15 Office - Rent	12,104.84	22,388.93	127,000.00	104,611.07
16 Equipment Lease	155.97	1,511.34	10,000.00	8,488.66
17 Equipment/Furniture Purchases	0.00	226.73	5,500.00	5,273.27
18 Total Equip & Office Maintenance	227.00	576.58	12,500.00	11,923.42
19 Office Supplies & Printing	2,576.06	5,717.09	25,465.97	19,748.88
20 Library Materials	0.00	0.00	3,000.00	3,000.00
21 Postage & Courier	2,097.15	3,821.28	17,500.00	13,678.72
22 Office - Other	425.00	488.98	2,500.00	2,011.02
23 Telephone and Fax	1,277.23	2,273.61	17,000.00	14,726.39
24 Interest, Bank, Finance Charges & Merchant Acct Fees	233.44	319.28	6,000.00	5,680.72
25 Office Insurance	0.00	0.00	5,000.00	5,000.00
Accounting/Audit & Legal	7,875.00	7,875.00	18,000.00	10,125.00
26 Accounting/Bookkeeping Contract	565.19	2,684.01	12,000.00	9,315.99
27 Advertising & Promotion	0.00	2,350.00	25,500.00	23,150.00
28 Contract Services	7,661.16	16,558.00	82,000.00	65,442.00
29 Total Prof Dev & Memberships	1,425.00	2,870.00	22,600.00	19,730.00
* IT, Web, Database Development, Maintenance, Hosting	0.00	777.17	30,500.00	29,722.83
30 Bad Debt	0.00	0.00	1,800.00	1,800.00
31 Total Administration Expenses	104,599.50	202,646.89	1,315,500.00	1,112,853.11
32 Program Development and Training				
34 Program - Materials	11,258.04	24,904.54	100,000.00	75,095.46
35 Total Travel and Facility Rent	15,540.82	22,922.63	170,000.00	147,077.37
36 Program - Instructor Fees	31,897.00	43,897.00	322,000.00	278,103.00
38 Total Program Dev and Training	58,695.86	91,724.17	592,000.00	500,275.83
Board Expenses				
39 Total Board General	0.00	0.00	15,000.00	15,000.00
42 Total Board Expenses	0.00	0.00	15,000.00	15,000.00
Other Expenses				
43 GST Paid on Purchases (Exp)	0.00	0.00	20,000.00	20,000.00
44 TOTAL EXPENSE	163,295.36	294,371.06	1,942,500.00	1,648,128.94
45 TOTAL INCOME/LOSS	(122,459.86)	110,120.14	0.00	(110,120.14)
SUMMARY: G/L Bank Account Balance	478,329.27	Actual Bank Account Balance		496,738.42
Contingency Portion of G/L Balance	205,948.68	Accounts Receivable		64,398.86
Contingency Account Balance	0.00	Special Projects Account Balance		315,092.09
NOTES: For project allocations, please see attached project reports.		Amt for transfer from SP » Operate Acct		19,553.20

**ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION
MONTHLY OPERATING FINANCIAL REPORT
MARCH 2014**

	CURRENT MTH	YTD	BUDGET	BALANCE
1 ALLOCATION FROM CONTINGENCY	0.00	0.00	0.00	0.00
2 GST REFUND (2013)	0.00	0.00	20,000.00	20,000.00
REVENUE				
3 WCB Grant	0.00	350,000.00	1,400,000.00	1,050,000.00
4 Total Program Registrations	47,224.00	94,214.00	460,000.00	365,786.00
5 Associate Memberships	875.03	3,208.47	6,500.00	3,291.53
6 Interest Revenue	0.00	0.00	3,000.00	3,000.00
7 Total Sale of Materials	1,555.00	6,314.00	48,000.00	41,686.00
8 Shipping Revenue	209.77	618.53	2,000.00	1,381.47
9 Other Revenues	4,570.93	4,570.93	3,000.00	(1,570.93)
10 TOTAL REVENUE (includes contingency/GST refund)	54,434.73	458,925.93	1,942,500.00	1,483,574.07
EXPENSE				
11 Total Wages	51,680.84	155,243.08	669,371.41	514,128.33
12 Total Employee Benefits	13,589.37	35,672.31	166,262.62	130,590.31
13 Total Office Travel & Subsistence	6,453.07	11,925.83	53,000.00	41,074.17
14 WCB Assessment (Premiums)	0.00	1,090.95	3,000.00	1,909.05
15 Office - Rent	10,284.09	32,673.02	127,000.00	94,326.98
16 Equipment Lease	15.00	1,526.34	10,000.00	8,473.66
17 Equipment/Furniture Purchases	2,490.39	2,717.12	5,500.00	2,782.88
18 Total Equip & Office Maintenance	1,000.13	1,576.71	12,500.00	10,923.29
19 Office Supplies & Printing	1,253.25	6,970.34	25,465.97	18,495.63
20 Library Materials	0.00	0.00	3,000.00	3,000.00
21 Postage & Courier	1,113.35	4,934.63	17,500.00	12,565.37
22 Office - Other	261.00	749.98	2,500.00	1,750.02
23 Telephone and Fax	4,896.41	7,360.02	17,000.00	9,639.98
24 Interest, Bank, Finance Charges & Merchant Acct Fees	543.06	862.34	6,000.00	5,137.66
25 Office Insurance	0.00	0.00	5,000.00	5,000.00
Accounting/Audit & Legal	0.00	7,875.00	18,000.00	10,125.00
26 Accounting/Bookkeeping Contract	2,980.26	5,664.27	12,000.00	6,335.73
27 Advertising & Promotion	5,604.92	7,954.92	25,500.00	17,545.08
28 Contract Services	9,950.68	26,508.68	82,000.00	55,491.32
29 Total Prof Dev & Memberships	92.25	2,962.25	22,600.00	19,637.75
* IT, Web, Database Development, Maintenance, Hosting	811.50	1,588.67	30,500.00	28,911.33
30 Bad Debt	0.00	0.00	1,800.00	1,800.00
31 Total Administration Expenses	113,019.57	315,856.46	1,315,500.00	999,643.54
32 Program Development and Training				
34 Program - Materials	6,734.66	31,674.20	100,000.00	68,325.80
35 Total Travel and Facility Rent	11,612.59	35,193.87	170,000.00	134,806.13
36 Program - Instructor Fees	26,700.00	71,047.00	322,000.00	250,953.00
38 Total Program Dev and Training	45,047.25	137,915.07	592,000.00	454,084.93
Board Expenses				
39 Total Board General	0.00	0.00	15,000.00	15,000.00
42 Total Board Expenses	0.00	0.00	15,000.00	15,000.00
Other Expenses				
43 GST Paid on Purchases (Exp)	0.00	0.00	20,000.00	20,000.00
44 TOTAL EXPENSE	158,066.82	453,771.53	1,942,500.00	1,488,728.47
45 TOTAL INCOME/LOSS	(103,632.09)	5,154.40	0.00	(5,154.40)
SUMMARY: G/L Bank Account Balance	250,342.58	Actual Bank Account Balance		318,412.50
Contingency Portion of G/L Balance	205,948.68	Accounts Receivable		77,697.97
Contingency Account Balance	0.00	Special Projects Account Balance		335,260.14
NOTES: For project allocations, please see attached project reports.		Amt for transfer from SP » Operate Acct		61,753.76

**ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION
MONTHLY OPERATING FINANCIAL REPORT
APRIL 2014**

	CURRENT MTH	YTD	BUDGET	BALANCE
1	ALLOCATION FROM CONTINGENCY	0.00	0.00	0.00
2	GST REFUND (2013)	0.00	0.00	20,000.00
	REVENUE			
3	WCB Grant	350,000.00	700,000.00	1,400,000.00
4	Total Program Registrations	58,173.43	152,387.43	460,000.00
5	Associate Memberships	500.00	3,708.47	6,500.00
6	Interest Revenue	0.00	0.00	3,000.00
7	Total Sale of Materials	2,880.00	9,194.00	48,000.00
8	Shipping Revenue	167.10	785.63	2,000.00
9	Other Revenues	(94.50)	4,476.43	3,000.00
10	TOTAL REVENUE (includes contingency/GST refund)	411,626.03	870,551.96	1,942,500.00
	EXPENSE			
11	Total Wages	51,680.84	206,923.92	669,371.41
12	Total Employee Benefits	13,042.83	48,715.14	166,262.62
13	Total Office Travel & Subsistence	7,366.90	19,292.73	53,000.00
14	WCB Assessment (Premiums)	(457.16)	633.79	3,000.00
15	Office - Rent	10,284.09	42,957.11	127,000.00
16	Equipment Lease	1,560.55	3,086.89	10,000.00
17	Equipment/Furniture Purchases	3,800.08	6,517.20	5,500.00
18	Total Equip & Office Maintenance	249.46	1,826.17	12,500.00
19	Office Supplies & Printing	1,458.81	8,429.15	25,465.97
20	Library Materials	0.00	0.00	3,000.00
21	Postage & Courier	1,109.48	6,044.11	17,500.00
22	Office - Other	51.49	801.47	2,500.00
23	Telephone and Fax	1,320.49	8,680.51	17,000.00
24	Interest, Bank, Finance Charges & Merchant Acct Fees	372.82	1,235.16	6,000.00
25	Office Insurance	52.53	52.53	5,000.00
	Accounting/Audit & Legal	0.00	7,875.00	18,000.00
26	Accounting/Bookkeeping Contract	1,478.22	7,142.49	12,000.00
27	Advertising & Promotion	2,321.44	10,276.36	25,500.00
28	Contract Services	9,067.78	35,576.46	82,000.00
29	Total Prof Dev & Memberships	2,184.29	5,146.54	22,600.00
*	IT, Web, Database Development, Maintenance, Hosting	498.25	2,086.92	30,500.00
30	Bad Debt	0.00	0.00	1,800.00
31	Total Administration Expenses	107,443.19	423,299.65	1,315,500.00
32	Program Development and Training			
34	Program - Materials	7,050.00	38,724.20	100,000.00
35	Total Travel and Facility Rent	15,658.22	50,852.09	170,000.00
36	Program - Instructor Fees	28,669.00	99,716.00	322,000.00
38	Total Program Dev and Training	51,377.22	189,292.29	592,000.00
	Board Expenses			
39	Total Board General	0.00	0.00	15,000.00
42	Total Board Expenses	0.00	0.00	15,000.00
	Other Expenses			
43	GST Paid on Purchases (Exp)	0.00	0.00	20,000.00
44	TOTAL EXPENSE	158,820.41	612,591.94	1,942,500.00
45	TOTAL INCOME/LOSS	252,805.62	257,960.02	0.00
	SUMMARY: G/L Bank Account Balance	454,645.76	Actual Bank Account Balance	491,084.89
	Contingency Portion of G/L Balance	100,000.00	Accounts Receivable	88,385.50
	Contingency Account Balance	105,948.68	Special Projects Account Balance	768,338.33
	NOTES: For project allocations, please see attached project reports.		Amt for transfer from SP » Operate Acct	20,958.07

**ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION
MONTHLY OPERATING FINANCIAL REPORT
MAY 2014**

	CURRENT MTH	YTD	BUDGET	BALANCE
ALLOCATION FROM CONTINGENCY	0.00	0.00	0.00	0.00
2 GST REFUND (2013)	0.00	0.00	20,000.00	20,000.00
REVENUE				
3 WCB Grant	0.00	700,000.00	1,400,000.00	700,000.00
4 Total Program Registrations	69,923.41	222,310.84	460,000.00	237,689.16
5 Associate Memberships	375.03	4,083.50	6,500.00	2,416.50
6 Interest Revenue	11.88	11.88	3,000.00	2,988.12
7 Total Sale of Materials	11,787.00	20,981.00	48,000.00	27,019.00
8 Shipping Revenue	801.10	1,586.73	2,000.00	413.27
9 Other Revenues	0.00	4,476.43	3,000.00	(1,476.43)
10 TOTAL REVENUE (includes contingency/GST refund)	82,898.42	953,450.38	1,942,500.00	989,049.62
EXPENSE				
11 Total Wages	51,680.84	258,604.76	669,371.41	410,766.65
12 Total Employee Benefits	11,706.39	60,421.53	166,262.62	105,841.09
13 Total Office Travel & Subsistence	6,851.53	26,144.26	53,000.00	26,855.74
14 WCB Assessment (Premiums)	(460.97)	172.82	3,000.00	2,827.18
15 Office - Rent	10,284.09	53,241.20	127,000.00	73,758.80
16 Equipment Lease	162.42	3,249.31	10,000.00	6,750.69
17 Equipment/Furniture Purchases	109.99	6,627.19	5,500.00	(1,127.19)
18 Total Equip & Office Maintenance	227.00	2,053.17	12,500.00	10,446.83
19 Office Supplies & Printing	4,221.76	12,650.91	25,465.97	12,815.06
20 Library Materials	0.00	0.00	3,000.00	3,000.00
21 Postage & Courier	2,865.48	8,909.59	17,500.00	8,590.41
22 Office - Other	701.95	1,503.42	2,500.00	996.58
23 Telephone and Fax	1,305.34	9,985.85	17,000.00	7,014.15
24 Interest, Bank, Finance Charges & Merchant Acct Fees	245.32	1,480.48	6,000.00	4,519.52
25 Office Insurance	0.00	52.53	5,000.00	4,947.47
25 Accounting/Audit & Legal	8,662.00	16,537.00	18,000.00	1,463.00
Accounting/Bookkeeping Contract	1,340.89	8,483.38	12,000.00	3,516.62
26 Advertising & Promotion	0.00	10,276.36	25,500.00	15,223.64
28 Contract Services	14,233.36	49,809.82	82,000.00	32,190.18
29 Total Prof Dev & Memberships	0.00	5,146.54	22,600.00	17,453.46
* IT, Web, Database Development, Maintenance, Hosting	348.00	2,434.92	30,500.00	28,065.08
30 Bad Debt	0.00	0.00	1,800.00	1,800.00
31 Total Administration Expenses	114,485.39	537,785.04	1,315,500.00	777,714.96
Program Development and Training				
34 Program - Materials	21,846.92	60,571.12	100,000.00	39,428.88
35 Total Travel and Facility Rent	25,741.60	76,593.69	170,000.00	93,406.31
36 Program - Instructor Fees	51,797.00	151,513.00	322,000.00	170,487.00
38 Total Program Dev and Training	99,385.52	288,677.81	592,000.00	303,322.19
Board Expenses				
39 Total Board General	3,146.35	3,146.35	15,000.00	11,853.65
42 Total Board Expenses	3,146.35	3,146.35	15,000.00	11,853.65
Other Expenses				
43 GST Paid on Purchases (Exp)	0.00	0.00	20,000.00	20,000.00
44 TOTAL EXPENSE	217,017.26	829,609.20	1,942,500.00	1,112,890.80
45 TOTAL INCOME/LOSS	(134,118.84)	123,841.18	0.00	(123,841.18)
SUMMARY: G/L Bank Account Balance	307,201.33	Actual Bank Account Balance		319,766.33
Contingency Portion of G/L Balance	100,000.00	Accounts Receivable		118,481.37
Contingency Account Balance	105,960.56	Special Projects Account Balance		268,338.33
NOTES: For project allocations, please see attached project reports.	Amt for transfer from SP » Operate Acct		49,080.29	

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION
MONTHLY OPERATING FINANCIAL REPORT
JUNE 2014

	CURRENT MTH	YTD	BUDGET	BALANCE
1	ALLOCATION FROM CONTINGENCY			
	0.00	0.00	0.00	0.00
2	GST REFUND (2013)			
	0.00	0.00	20,000.00	20,000.00
	REVENUE			
3	WCB Grant			
	0.00	700,000.00	1,400,000.00	700,000.00
4	Total Program Registrations			
	55,143.16	277,454.00	460,000.00	182,546.00
5	Associate Memberships			
	583.38	4,666.88	6,500.00	1,833.12
6	Interest Revenue			
	26.31	38.19	3,000.00	2,961.81
7	Total Sale of Materials			
	8,255.00	29,236.00	48,000.00	18,764.00
8	Shipping Revenue			
	258.16	1,844.89	2,000.00	155.11
9	Other Revenues			
	5.95	4,482.38	3,000.00	(1,482.38)
10	TOTAL REVENUE (includes contingency/GST refund)			
	64,271.96	1,017,722.34	1,942,500.00	924,777.66
	EXPENSE			
11	Total Wages			
	51,680.84	310,285.60	669,371.41	359,085.81
12	Total Employee Benefits			
	12,154.09	72,575.62	166,262.62	93,687.00
13	Total Office Travel & Subsistence			
	4,668.15	30,812.41	53,000.00	22,187.59
14	WCB Assessment (Premiums)			
	0.00	172.82	3,000.00	2,827.18
15	Office - Rent			
	10,032.36	63,273.56	127,000.00	63,726.44
16	Equipment Lease			
	15.00	3,264.31	10,000.00	6,735.69
	Equipment/Furniture Purchases			
	399.99	7,027.18	5,500.00	(1,527.18)
17	Total Equip & Office Maintenance			
	227.00	2,280.17	12,500.00	10,219.83
18	Office Supplies & Printing			
	6,486.70	19,137.61	25,465.97	6,328.36
19	Library Materials			
	0.00	0.00	3,000.00	3,000.00
20	Postage & Courier			
	1,068.10	9,977.69	17,500.00	7,522.31
21	Office - Other			
	76.48	1,579.90	2,500.00	920.10
22	Telephone and Fax			
	1,191.50	11,177.35	17,000.00	5,822.65
23	Interest, Bank, Finance Charges & Merchant Acct Fees			
	495.48	1,975.96	6,000.00	4,024.04
24	Office Insurance			
	0.00	52.53	5,000.00	4,947.47
25	Accounting/Audit & Legal			
	0.00	16,537.00	18,000.00	1,463.00
	Accounting/Bokkeeping Contract			
	1,449.21	9,932.59	12,000.00	2,067.41
26	Advertising & Promotion			
	4,532.32	14,808.68	25,500.00	10,691.32
27	Contract Services			
	7,343.60	57,153.42	82,000.00	24,846.58
28	Total Prof Dev & Memberships			
	0.00	5,146.54	22,600.00	17,453.46
*	IT, Web, Database Development, Maintenance, Hosting			
	389.11	2,824.03	30,500.00	27,675.97
30	Bad Debt			
	0.00	0.00	1,800.00	1,800.00
31	Total Administration Expenses			
	102,209.93	639,994.97	1,315,500.00	675,505.03
32	Program Development and Training			
34	Program - Materials			
	3,471.87	64,042.99	100,000.00	35,957.01
35	Total Travel and Facility Rent			
	19,412.86	96,006.55	170,000.00	73,993.45
37	Program - Instructor Fees			
	30,300.00	181,813.00	322,000.00	140,187.00
38	Total Program Dev and Training			
	53,184.73	341,862.54	592,000.00	250,137.46
	Board Expenses			
39	Total Board General			
	0.00	3,146.35	15,000.00	11,853.65
42	Total Board Expenses			
	0.00	3,146.35	15,000.00	11,853.65
	Other Expenses			
43	GST Paid on Purchases (Exp)			
	0.00	0.00	20,000.00	20,000.00
44	TOTAL EXPENSE			
	155,394.66	985,003.86	1,942,500.00	957,496.14
45	TOTAL INCOME/LOSS			
	(91,122.70)	32,718.48	0.00	(32,718.48)
	SUMMARY: G/L Bank Account Balance			
	173,879.95	Actual Bank Account Balance		185,857.42
	Contingency Portion of G/L Balance		Accounts Receivable	114,809.90
	Contingency Account Balance		Special Projects Account Balance	218,338.33
	NOTES: For project allocations, please see attached project reports.			Amt for transfer from SP » Operate Acct
				22,743.16

Alberta Municipal Health & Safety Association
Project Income Summary
JULY 2014 (YTD)

Project		Revenue	Expense	Net
WCB SD11 - Leasehold Improvements and Equipment	Brought Forward	200,000.00	226,921.94	
		200,000.00	226,921.94	-26,921.94
WCB SD11 - SECOR Audit Tool Development	Brought Forward	10,000.00	-	
		10,000.00	-	10,000.00
WCB SD11 - Online Audit Tool Member Training	Brought Forward	8,000.00	-	
		8,000.00	-	8,000.00
WCB SD11 - MSD Physical Demanding Course	Brought Forward	15,000.00	-	
	WorkSMART Ergonomics Ltd.		7,500.00	
		15,000.00	7,500.00	7,500.00
WCB SD11 - Online Course Development	Brought Forward	90,728.03	-	
		90,728.03	-	90,728.03
WCB SD11 - Project Administrative Support	Brought Forward	20,000.00	-	
		20,000.00	-	20,000.00
ABJ SP13 - Online Learning Project	Brought Forward	92,500.00	27,513.85	
	BIS Training Solutions		1,250.00	
	William J. Oak		400.00	
	William J. Oak		459.96	
	BIS Training Solutions		2,500.00	
	BIS Training Solutions		2,500.00	
	William J. Oak		888.96	
	BIS Training Solutions		3,120.00	
	William J. Oak		400.00	
	William J. Oak		860.48	
	William J. Oak		979.52	
	1708307 Alberta Ltd.		672.00	
	BIS Training Solutions		7,775.18	
	William J. Oak		1,021.44	
	William J. Oak		400.00	
	William J. Oak		990.94	
	William J. Oak		953.96	
William J. Oak		400.00		
William J. Oak		836.96		
1708307 Alberta Ltd.		1,359.31		

	William J. Oak		840.98	
	BIS Training Solutions		15,999.78	
	William J. Oak		400.00	
	William J. Oak		400.00	
	William J. Oak		847.48	
	William J. Oak		993.98	
	1708307 Alberta Ltd.		1,598.14	
	BIS Training Solutions		42.50	
	BIS Training Solutions		3,525.04	
	1708307 Alberta Ltd.		2,605.78	
	1708307 Alberta Ltd.		1,410.18	
		92,500.00	83,946.42	8,553.58
WCB SP13 - Online Course Development	Brought Forward	450,000.00	-	
	Global Incident Command Solutions		6,000.00	
	BIS Training Solutions		2,228.57	
	Xpan Interactive Ltd.		7,450.00	
	Global Incident Command Solutions		6,240.00	
		450,000.00	21,918.57	428,081.43
WCB SP13 - MSD Inside Worker	Brought Forward	15,000.00	-	
	WorkSMART Ergonomics Ltd.		7,500.00	
		15,000.00	7,500.00	7,500.00
WCB SP13 - Database	Brought Forward	90,000.00	-	
	Global Incident Command Solutions		5,340.00	
	Global Incident Command Solutions		5,760.00	
		90,000.00	11,100.00	78,900.00
WCB SP13 - Website	Brought Forward	25,000.00	5,714.29	
	Pixel Army		5,714.29	
	Pixel Army		14,331.41	
	Pixel Army		200.00	
	Pixel Army		300.00	
	Pixel Army		1,000.00	
		25,000.00	27,259.99	-2,259.99
WCB SP13 - Course Revisions	Brought Forward	15,000.00	-	
		15,000.00	-	15,000.00
WCB SP13 - SECOR Online Development	Brought Forward	15,000.00	14,000.00	
	Global Incident Command Solutions		1,000.00	
		15,000.00	15,000.00	0.00

2015 Operating Budget

The AMHSA Board of Directors approved the 2015 budget at the September 10, 2014 Board of Directors meeting. The motion regarding budget approval follows. The 2015 budget is based on a premium rate levy of 3.75 cents/\$100 of insurable earnings for all municipalities. The WCB grant request for 2015 is \$1,500,000.

MOTION: Moved by Director Woolgar and seconded by Director Young that the board of directors adopt the draft 2015 Budget as presented.

Carried Unanimously

REVENUES	
WCB Grant	1,500,000
Program Registrations	555,000
Associate Membership Fees	6,500
Interest	3,000
Sale of Materials	48,000
Shipping	2,000
GST Refund	36,000
Other	5,000
Total Revenues	\$ 2,155,500
EXPENSES	
Administrative	
Salaries and Benefits	924,048
Professional Development	15,000
Contract Services	190,000
Travel and Subsistence	60,000
WCB Premiums	1,500
Office Rent & Insurance	132,000
Equipment & Furniture Purchase, Lease & Maint.	29,500
Vehicle Maintenance	3,000
Office Supplies and Printing	
Library Materials	39,652
IT/Computer, Web, Email, Database Maint. & Hosting	3,000
Postage and Courier, Office Other	25,000
Telephone and Fax	22,500
Bank Charges, Finance, & Merchant Account Fee	23,000
Accounting, Audit, & Legal	6,500
Advertising, Promotions & Memberships	18,000
Bad Debt	30,000
Total Administrative Expenses	1,800
	\$1,524,500
Program Development and Training	\$ 580,000
Board of Directors	\$ 15,000
GST	\$ 36,000
TOTAL EXPENSES	\$ 2,155,500
TOTAL REVENUE	\$2,155,500
BALANCE	\$ 0

ADMINISTRATION

Board of Directors meetings will be held:

- December 10, 2014 – Calgary
- May 6, 2015 – Leduc

(In accordance with the AMHSA by-laws, a schedule for the remaining 2015 meetings will be established at the May meeting.)

The 2015 Annual General Meeting will be held on Wednesday, May 6, 2014 in Leduc. The Alberta Municipal Health and Safety Association (AMHSA) continues to be registered under the Societies Act of Alberta, Brownlee LLP holds the Society Annual Return for 2014.

STAKEHOLDER SUPPORT

Members

In May 2014 a membership survey was sent to all AMHSA members, and made available online. The results were overwhelmingly positive and highlights were published on our website and in our newsletter in October. Respondents were asked to indicate their level of satisfaction with our products and services, and have historically always rated their satisfaction from Extremely Satisfied to Satisfied (no Very Dissatisfied responses were received again this year).

Associations

AMHSA will be seeking letters of support of this Business Plan from the Alberta Urban Municipalities Association (AUMA) and the Alberta Association of Municipal Districts and Counties (AAMD&C). Letters of support of the 2014 Business Plan were received from both associations last year.

APPENDICES

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D: 2014 Membership Survey	46

APPENDIX A: ACRONYMS

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

APPENDIX B: COURSE PARTICIPANTS

COURSE	2010	2011	2012	2013
Audit Refresher (formerly Auditor Update/Recertification)	53	86	49	52
Cargo Securement: Train-the-Trainer	---	---	13	16
Confined Space Entry	135	196	422	270
Defensive Driving	526	611	856	984
Fall Protection	29	75	78	21
Flag Person: General Training	---	---	22	56
Flag Person: Train-the-Trainer	34	99	68	53
Formal Workplace Inspections	572	325	343	398
Ground Disturbance, Trenching and Excavation	288	285	246	320
Hazard Identification, Assessment & Control	570	519	673	561
Health and Safety Auditing	82	132	102	86
Health and Safety Excellence: A Brief Overview (Presentation)	---	---	---	47
Health and Safety Management Systems	126	118	173	121
Health and Safety Management Systems and Auditing – Small Employer	2	13	---	14
Incident Investigation	384	248	305	265
Joint Health & Safety Committees	355	329	284	273
Leadership for Safety Excellence	282	437	632	558
LSE – Customized (City of Edmonton)	79	113	94	153
LSE – Customized (City of Lethbridge)	23	55	46	66
LSE – Module 1 Customized (City of Edmonton)	---	35	1	70
LSE – Module 2 Customized (City of Edmonton)	---	36	4	70
LSE – Module 3 Customized (City of Edmonton)	---	16	---	70
LSE – Module 4 Customized (City of Edmonton)	---	19	---	57
LSE – Modules 1 & 2 Customized (City of Edmonton)	109	157	107	148
LSE – Modules 3 & 4 Customized (City of Edmonton)	71	125	96	138
MSI Prevention (Office Environment)	100	120	79	106
MSI Prevention (Physically Demanding)	74	105	161	50
Operator Safety - ATV Safety	---	---	12	33
Operator Safety - Chainsaw Safety Awareness	26	---	---	---
Operator Safety - Backhoe/Loader	11	18	68	27
Operator Safety - Front End Loader	34	29	115	36
Operator Safety - Plow Truck Sander	152	23	29	33
Operator Safety - Road Grader	73	44	58	32
Operator Safety - Skid Steer Loader	167	91	98	98

Orientation: Train-the-Trainer	172	90	47	46
Overview of OHS Act, Code & Regulation	8	184	133	30
Prime Contractor	20	183	179	278
Supervisor's Role	167	227	180	236
Understanding HSMS (presentation)	---	---	---	5
WHMIS General Training	---	31	58	58
WHMIS: Train-the-Trainer	70	86	53	64
WHMIS Overview	52	12	---	---
Working Alone	---	39	65	247
Workplace Violence Prevention (City of Edmonton Workshop)	228	133	192	111
Workplace Violence Prevention	253	309	463	339
SUB-TOTAL 1	5,387	5,778	6,608	6,696
Flag Person: Worker	407	369	907	379
WHMIS: Worker	2,211	2,419	3,983	1,596
SUB-TOTAL 2	2,618	2,788	4,890	1,975
TOTAL	8,005	8,566	11,498	8,671

--- Not offered

Note: As of 2010, the total number of participants for each course includes both members and associate members.

2014

As of August 1, 2014, there have been 379 courses scheduled and 6,461 participants reported (there will be more once instructors have handed in recent roster sheets). This total number of participants includes in-house WHMIS and Flag Person training conducted by AMHSA-certified trainers.

Top 5 courses to date:

Course	# of offerings	# of participants
Defensive Driving	36	577
Workplace Violence Prevention	28	448
Hazard Identification, Assessment, and Control	30	377
Ground Disturbance, Trenching and Excavation	25	362
Leadership for Safety Excellence	24	288

APPENDIX C: WCB LOSS CLAIMS REPORT – CERTIFYING PARTNER SYNOPSIS

AMHSA's Funded Safety Association Synopsis follows, which covers:

- Insurable Earnings and Premiums: 2009 – 2014 (year to date)

- Claim Costs: 2008 – 2014
 - Total Claims
 - Duration Bands
 - Total Claims Costs
 - Most Expensive LTC Analysis
 - Disabling Claims Components
 - Frequency Rates
 - Severity Rates
 - Average Cost Per LTC

- Injured Worker's Age: 2009 - 2014
 - Number of LTCs
 - Average Severity of a Claim

- Top 5 Comparison: 2009 - 2014
 - Type of Accident
 - Part of Body
 - Nature of Injury

Safety Association Synopsis - Funded

ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION (Based On Industry)

Insurable Earnings and Premiums - for Years: 2009 to 2014

Rate Year	Number of Employers with Insurable Earnings	Newly Opened Account	Total Insurable Earnings	Estimated Total Workers*	Net Premium**
2009	387	4	\$2,856,855,458	54,803	\$32,322,943
2010	390	6	\$3,058,812,244	55,258	\$36,072,768
2011	388	3	\$3,300,978,417	56,596	\$37,409,359
2012	386	2	\$3,480,518,536	56,964	\$40,850,721
2013	378	0	\$3,711,619,295	58,038	\$40,729,751
2014 YTD	379	4	\$3,820,500,400	56,102	\$42,328,672

* Estimated number of full time equivalent workers based on average industry wage

** Net premium is premium paid by employers after pricing adjustments for experience rating plus Poor Performance Surcharge and PIR, where applicable

Distribution of Accounts By Insurable Earnings (\$Thousands)

Rate Year	<= \$500,000		> \$500,000 and <= \$1 Million		> \$1 Million and <= \$5 Million		> \$5 Million and <= \$20 Million		> \$20 Million	
	Accts	Total Ins Earn	Accts	Total Ins Earn	Accts	Total Ins Earn	Accts	Total Ins Earn	Accts	Total Ins Earn
2009	195	\$26,966	41	\$28,353	99	\$273,608	39	\$323,992	13	\$2,203,937
2010	197	\$27,058	39	\$27,507	97	\$265,765	43	\$347,436	14	\$2,391,046
2011	188	\$25,642	45	\$31,740	97	\$279,572	44	\$380,620	14	\$2,583,405
2012	186	\$27,004	43	\$30,612	94	\$270,185	50	\$451,985	13	\$2,700,732
2013	174	\$25,229	47	\$33,870	87	\$251,851	56	\$503,808	14	\$2,896,861
2014 YTD	174	\$26,471	45	\$33,729	85	\$246,617	59	\$520,887	16	\$2,992,796

Note: The current year insurable earnings are based on estimates.

N/A columns indicate there are not enough employers available to display the information

- Based on industries that have had a levy added to the rate to fund ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION

- Claims are recorded based on the year of occurrence. For each occurrence year, transactions on claim costs and TTDs are based on a 15 month period. For example, for claims occurring in 2013, the transaction period would be from January 1, 2013 to March 31, 2014

- YTD is January to current month of the current calendar year

Report ID: LR000127457

Data As Of: 2014-07-19

Run Date: 2014-07-25

Page 1 of 8

Safety Association Synopsis - Funded

ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION (Based On Industry)

Claim Costs - for Years: 2009 to 2014

Total Claims								
Accident Year	Number of Claims	Claim Costs	Number of LTCs	Total LTC Costs	TTD Days	Modified Work Ever Performed Claims	Medical Aid Claims	Disabling Injury Claims
2009	3,046	\$10,625,836	1,549	\$9,288,282	25,392	1,475	1,497	2,285
2010	2,896	\$10,117,658	1,465	\$8,807,188	26,024	1,447	1,431	2,119
2011	3,098	\$10,977,847	1,486	\$9,517,357	24,285	1,464	1,612	2,171
2012	3,685	\$12,342,094	1,431	\$10,623,873	26,406	1,432	2,254	2,112
2013	3,863	\$13,455,983	1,403	\$11,593,211	27,479	1,580	2,460	2,201
2014 YTD	2,102	\$4,171,970	707	\$3,351,742	9,619	758	1,395	1,129

Duration Bands - Total LTCs					
Accident Year	<= 8 Days	> 8 Days and <= 30 Days	> 30 Days and <= 60 Days	> 60 Days	Total Lost Time Claims
2009	936	372	143	98	1,549
2010	825	367	187	86	1,465
2011	871	381	142	92	1,486
2012	832	350	146	103	1,431
2013	817	334	140	112	1,403
2014 YTD	420	197	60	30	707

Total Claims Costs					
Accident Year	Compensation	Medical Aid	Rehabilitation	Economic Loss	Total
2009	\$4,456,260	\$6,103,091	\$66,485	\$0	\$10,625,836
2010	\$4,830,459	\$5,236,613	\$50,586	\$0	\$10,117,658
2011	\$5,162,186	\$5,443,786	\$98,201	\$273,674	\$10,977,847
2012	\$5,720,911	\$5,906,075	\$62,234	\$652,875	\$12,342,094
2013	\$6,307,743	\$6,285,848	\$137,496	\$724,896	\$13,455,983
2014 YTD	\$2,022,182	\$2,135,034	\$14,754	\$0	\$4,171,970

N/A columns indicate there are not enough employers available to display the information

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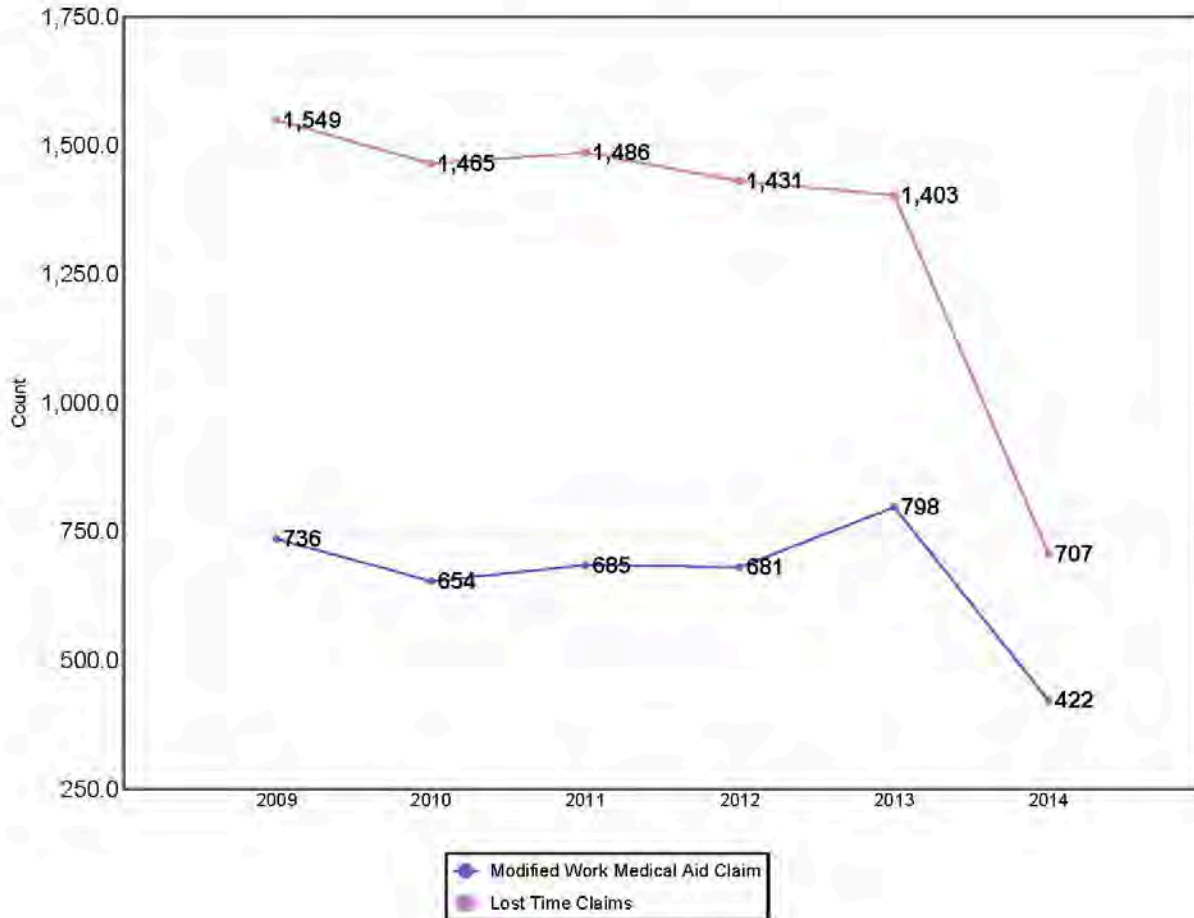
- YTD is January to current month of the current calendar year

Safety Association Synopsis - Funded

ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION
(Based On Industry)

Claim Costs - for Years: 2009 to 2014

Disabling Claims Components



Disabling Claims include Lost Time Claims or Medical Aid Claims with Modified Work

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Report ID: LR000127457

Data As Of: 2014-07-19

Run Date: 2014-07-25

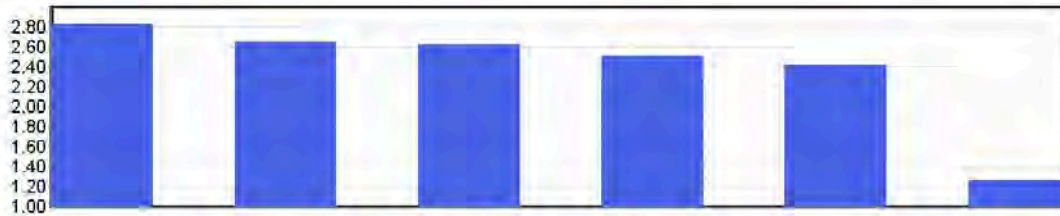
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Safety Association Synopsis - Funded

ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION (Based On Industry)

Claim Costs - for Years: 2009 to 2014

Frequency Rates (Lost Time Claims per 100 Workers)

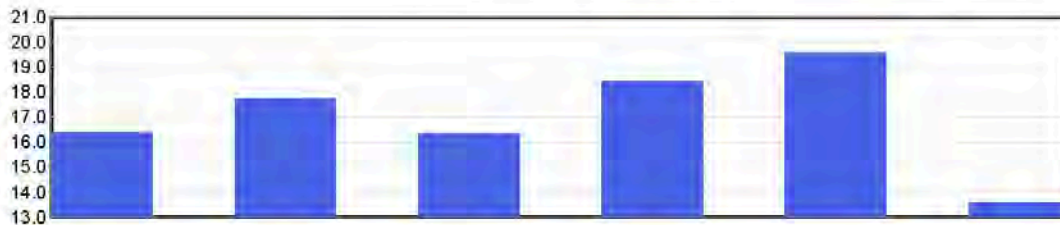


Frequency Rate	2009	2010	2011	2012	2013	2014 YTD
	2.83	2.65	2.63	2.51	2.42	1.26

Frequency Rate = (Total Lost Time Claims * 100) / Person Years

Person Years = Total Insurable Earnings / (Avg Hourly Wage * 2000 Hours)

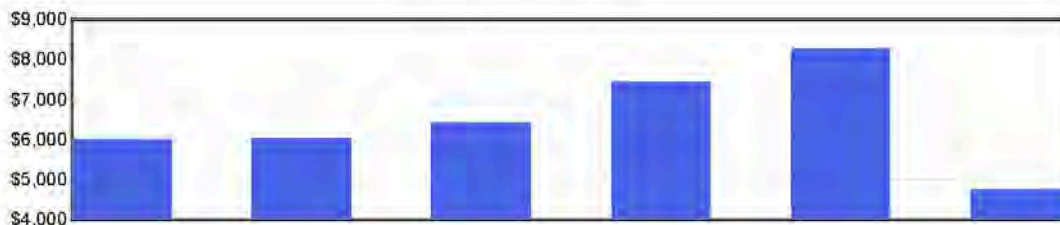
Severity Rates (Temporary Total Disability Days per Lost Time Claim)



Severity Rate	2009	2010	2011	2012	2013	2014 YTD
	16.4	17.8	16.3	18.5	19.6	13.6

Severity Rate = Total TTDs / Total LTCs

Average Cost Per LTC



Avg Cost / Claim	2009	2010	2011	2012	2013	2014 YTD
	\$5,996	\$6,012	\$6,405	\$7,424	\$8,263	\$4,741

Average Cost Per LTC = Total LTC Costs / Total LTCs

N/A columns indicate there are not enough employers available to display the information

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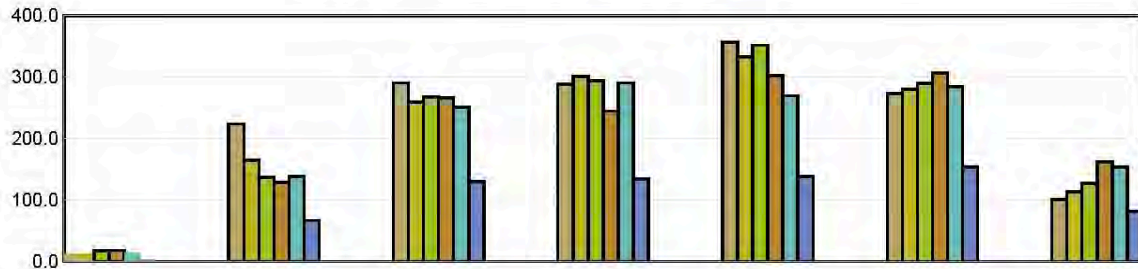
Safety Association Synopsis - Funded

ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION (Based On Industry)

Injured Worker's Age - for Years: 2009 to 2014

Number of LTCs

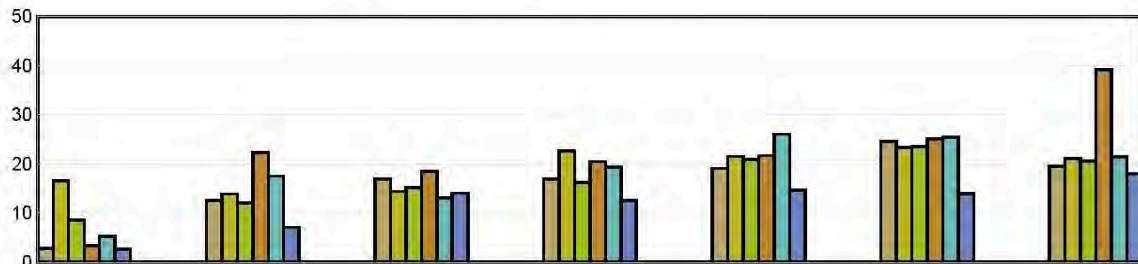
(by age of injured worker and by occurrence year)



	Under 19	19 to 26	27 to 34	35 to 42	43 to 50	51 to 58	Over 58
2009	13	224	291	289	357	274	101
2010	12	165	260	301	333	280	114
2011	17	137	268	294	352	290	127
2012	18	129	267	245	303	307	162
2013	14	138	251	291	270	285	154
2014 YTD	3	67	130	134	138	154	81

Average Severity of a Claim

Temporary Total Disability Days per Lost Time Claim
(by age of injured worker and by occurrence year)



	Under 19	19 to 26	27 to 34	35 to 42	43 to 50	51 to 58	Over 58
2009	2.85	12.54	16.93	16.94	19.11	24.50	19.56
2010	16.58	13.87	14.38	22.60	21.53	23.40	21.11
2011	8.59	11.99	15.15	16.22	20.98	23.46	20.59
2012	3.39	22.26	18.41	20.47	21.67	25.06	39.17
2013	5.29	17.52	13.03	19.39	26.02	25.40	21.47
2014 YTD	2.67	7.09	14.05	12.53	14.65	13.95	18.01

LTCs with no birthdate recorded are not included in band subtotals

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Safety Association Synopsis - Funded

ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION (Based On Industry)

Top 5 Comparison - for Years: 2009 to 2014

Type of Accident							
Top 5 by Total LTCs							
Type of Accident	2009	2010	2011	2012	2013	2014 YTD	Totals
Falls	301	236	256	274	291	158	1,516
Overexertion	317	282	293	240	222	133	1,487
Bodily Reaction and Exertion	236	283	238	259	255	117	1,388
Highway/Non-Highway M.V. Accident	154	145	160	136	142	65	802
Struck by Object	98	105	121	107	86	50	567

Type of Accident	Total LTCs (2009 to date)	Percentage of LTCs	Average Duration	Total TTD	Average LTC Costs	Total LTC Costs
Falls	1,516	18.9 %	20.04	30,377	\$7,022	\$10,644,718
Overexertion	1,487	18.5 %	16.92	25,165	\$5,931	\$8,819,373
Bodily Reaction and Exertion	1,388	17.3 %	16.61	23,050	\$6,417	\$8,907,037
Highway/Non-Highway M.V. Accident	802	10.0 %	17.16	13,762	\$6,485	\$5,200,813
Struck by Object	567	7.1 %	12.04	6,824	\$4,363	\$2,473,939
All Others	2,281	28.4 %	17.45	39,796	\$7,512	\$17,135,771
Totals	8,041	100.0 %	17.28	138,974	\$6,614	\$53,181,652

Part of Body							
Top 5 by Total LTCs							
Part of Body	2009	2010	2011	2012	2013	2014 YTD	Totals
Back	389	387	343	300	282	137	1,838
Trunk	151	166	168	151	161	77	874
Foot(Feet)/Ank(s)/Toe(s)	185	166	137	163	147	75	873
Multiple Parts	137	125	156	124	146	66	754
Knee(s)	151	133	117	152	122	66	741

Part of Body	Total LTCs (2009 to date)	Percentage of LTCs	Average Duration	Total TTD	Average LTC Costs	Total LTC Costs
Back	1,838	22.9 %	13.34	24,521	\$4,759	\$8,747,889
Trunk	874	10.9 %	21.19	18,522	\$9,394	\$8,210,775
Foot(Feet)/Ank(s)/Toe(s)	873	10.9 %	17.13	14,955	\$5,392	\$4,707,246
Multiple Parts	754	9.4 %	17.59	13,262	\$8,242	\$6,214,405
Knee(s)	741	9.2 %	23.27	17,241	\$8,641	\$6,402,724
All Others	2,961	36.8 %	17.05	50,473	\$6,383	\$18,898,614
Totals	8,041	100.0 %	17.28	138,974	\$6,614	\$53,181,652

N/A columns indicate there are not enough employers available to display the information

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Safety Association Synopsis - Funded

ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION (Based On Industry)

Top 5 Comparison - for Years: 2009 to 2014

Nature of Injury							
Top 5 by Total LTCs							
Nature of Injury	2009	2010	2011	2012	2013	2014 YTD	Totals
Sprains/Strain	944	913	888	847	836	429	4,857
Superficial Wounds	161	128	154	152	121	63	779
Fracture/Dislocation/Nerve Damage	113	108	107	99	113	53	593
Oth Traumatic Injuries	88	76	87	73	73	36	433
Open Wound	62	70	74	64	61	34	365

Nature of Injury	Total LTCs (2009 to date)	Percentage of LTCs	Average Duration	Total TTD	Average LTC Costs	Total LTC Costs
Sprains/Strain	4,857	60.4 %	16.24	78,900	\$5,942	\$28,858,087
Superficial Wounds	779	9.7 %	10.74	8,368	\$3,821	\$2,976,308
Fracture/Dislocation/Nerve Damage	593	7.4 %	33.57	19,906	\$10,549	\$6,255,666
Oth Traumatic Injuries	433	5.4 %	14.86	6,433	\$7,252	\$3,140,184
Open Wound	365	4.5 %	11.15	4,068	\$3,918	\$1,430,191
All Others	1,014	12.6 %	21.00	21,299	\$10,376	\$10,521,216
Totals	8,041	100.0 %	17.28	138,974	\$6,614	\$53,181,652

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D: 2014 MEMBERSHIP SURVEY

The combined results of the print and online 2014 membership survey follow.

Municipality:	Number of Employees	
	Permanent:	Seasonal:
Town of Westlock	--	--
Calgary HandiBus	160	--
County of Stettler	75/65/72	20/10/12
Town of Chestermere	100/120	60/50
Sturgeon County	150	60
--	26	6
Flagstaff County	65	40
Lamont County	50	30
Town of Olds	65	14
Woodlands County	54	15
Village of Champion	3	1
Killam	15	5
City of Lethbridge	935	699
Valleyview	33	4
City of Edmonton	13000	2000
Mountain View County	87	4
M.D. of Foothills	200	85
Special Areas	--	--
Wetaskiwin	130	30
Forestburg	7	3
Red Deer County	80	20
Taber	45	25
Barrhead	44	6
Ponoka	44	15
Drayton Valley	179	25
Lacombe County	100	20
City of Spruce Grove	225	75
Smoky Lake County	--	--
Lac La Biche County	180	40
MD of Greenview No. 16	86	30
Rockyview County	262	70-90
Town of Devon	57	18
Village of Hussar	2	--
Town of Viking	--	--
MD of Bonnyville	80	50
Parkland County	210	50
Town of Cardston	30	19

County of Minburn	55	10-15
Leduc County	200	30
Lac St. Anne County	65	25
Town of Turner Valley	40	14
Village of Eldora	4	1
MD of Spirit River	10	--
Town of Didsbury	65	7
Town of Slave Lake	76	18
Town of Balck Diamond	35	10
Village of Marwayne	5	0
Yellowhead County	75	25
Village of Hines Creek	5	3
Kananaskis Improvement District	4	10
--	4	2
Village of Heisler	2	--
Town of Pincer Creek	--	--
Vulcan county	47	19
Regional Mun. of Wood Buffalo	1207	47
Town of Wembley	9	3
Town of Castor	12	15
Beaver County	55	12
Village of Breton	5	14
Town of Grimshaw	21	10
Town of Wainwright	50	15
Village of Clyde	2	4
Special Areas Board	99	110
Town of Three Hills	21	2
Town of Canmore	290	4
Town of Gibbons	17	6
County of Barrhead NO. 11	29	8
County of Wetaskawin	11	15
Town of Magrath	14	--
Town of Bonnyville	53	22
MD of Big Lakes	50	10
Clearwater County	80	50

Overall, how satisfied are you with our products and services?

Extremely Satisfied	18
Very Satisfied	34
Satisfied	22
Dissatisfied	-
Very Dissatisfied	-

- *Prime Contractor - Brad Bruneau; also WHMIS which we taught in-house and leadership for safety excellence, again which we taught in-house*
- *We find the courses offered very useful. The move towards online courses (where suitable) is very promising. We would like to see a condensed version of the LSE course. This would serve as a refresher or for low risk areas.*
- *One (1) employee completed health and safety peer auditor certification in 2013.*
- *Tried to attend courses that were cancelled due to low enrollment.*
- *Instructors were knowledgeable and interacted well with staff.*

Did your municipality participate in any AMHSA training courses?

Yes	55
No	23
I don't know	--

If your municipality participated in AMHSA training courses, did the training help with the development and implementation of your municipality's health and safety program?

Yes	49
No	3
Unsure	--

- *The staff member who took the course left the municipality before the program was initiated.*
- *Question should be changed to read "help with the development, implementation or augmentation..." Training definitely augments and supports our program*
- *I took "The Supervisor's Role" and it helped me with rolling out ideas and better understand supervisor responsibility*
- *By offering municipalities the option of hosting AMSHA's courses in-house saves both time and money. This efficiency allows for more training opportunities for more of LSAC's staff.*
- *All training contains valuable information to implement in our program*
- *They were very helpful in providing basic knowledge and skills to employees*
- *Due diligence and stronger commitment to safety*
- *We are currently working to certify another Auditor and increasing education overall*
- *Provided a basic knowledge of the key elements of a health and safety program and what items are needed when an audit is due*
- *It gave employees more of an understanding of why we participate in H&S and the contents of our manual*

If your municipality participated in AMHSA training courses did the training improve the health and safety awareness of the employees that attended?

Yes	48
No	--
Unsure	4

- *I received many positive comments from the staff who attended, I see this as having a positive effect on LSAC's HIS program*
- *Employees seem to be more involved overall*
- *All employees are now aware of the implementation of hiring a contractor and what their rules and responsibilities are*
- *Better understanding on what exactly constitutes a confined space*
- *Good awareness and understanding of what is needed to complete our program in preparation for an audit*

If your municipality did not participate in AMHSA training programs, why not?

Unaware of training	1
Too costly	2
Not relevant	6
Poor location	6
Not enough time to attend	9

- *We participated in several training courses over the 2012 year (workplace violence prevention, prime contractor, hazard Identification, Assessment and Control, JHSC, Working Alone, Supervisors Role, OH&S Act, Reg. Code, Formal Workplace Inspections, Incident Investigation)*
- *I'm a dork and enjoy not knowing things*
- *We are too small*
- *Courses are becoming more costly and not as many in our area*
- *The County of Minburn did not require any AMHHA courses in 2014*
- *We are working on getting the framework for our safety program in place. Once that is complete we will take advantage of your courses for our employees*
- *Nothing for my guys at this time, and has to be close to go to it*
- *We are in Northwestern Alberta and there has been no training offered in this area*
- *As a Government of Alberta entity, we utilize their training programs and departmental in-house training*
- *I am not sure which courses we should be training*
- *Often oil companies allow us to join in on their training*
- *We are in the process of updating safety procedures and the CAO will be attending a Health and Safety Management course in June*

What other courses would you like AMHSA to offer your employees?

- *Train-the-Trainer*
- *Emergency response planning*
- *Chain saw*
- *Unsure*
- *TDG, confined space rescue, picker truck*
- *None come to mind*
- *Due diligence, personal protective equipment, OHS ticketable provisions compliance*
- *LSE for low risk areas/condensed version*
- *Possibly more with a management & supervisory focus towards emergency management and safety*
- *Investigations*
- *N/A*
- *TDG Train-the-Trainer*
- *Prime contractor professional driver development (possibly)*
- *TDG, creating and designing manuals*
- *Chain saw*
- *Chainsaw Safety*
- *Aerial platform, first aid, fire fighter*
- *Traffic accommodation and developing SWP and SOP*
- *Safe work practice, Safe job Procedures (target tasks that pose a risk)*
- *Council orientation canned presentation*
- *OH&S program*
- *Fall protection, Joint Health and safety committees*
- *TDG*
- *Learning how to evaluate a program ie. Disability within a management system*

- *Winter Driving safety*
- *Chainsaw safety, transportation of dangerous goods*
- *UTV Rider, Chainsaw operator*
- *TDG Train the Trainer, Load securement, Animal services worker safety (dog pound, animal control), Lock-out/tag-out, Transfer station attendant training for dangerous goods*

Do you like the concept of online safety training?

Yes	65
No	7

Does your municipality utilize online safety training?

Yes	25
No	49

If yes, which courses and providers?

- *WHMIS and TDG*
- *Worksafe Alberta mini modules*
- *TDG, Hatscan*
- *We have purchased WHMIS online but haven't offered to any employees as of yet*
- *WHMIS – AUMA.ca*
- *Online safety training is appropriate in situations where it is difficult to have employees attend instructor-led training (e.g. Fire, Police and Transit). So my answer for would be Yes for these employees but No for other employees - I think instructor-led sessions where there is interaction with the group is better*
- *In house modules on Duty to Accommodate, Workplace Violence, Contractor Management, Working Alone, Wellness, Ergonomics*
- *Incident Command System 100, AB Gov Basic Emergency Management, AB Gov Fire Dept uses an online course, can't recall the name or provider*
- *WHMIS*
- *Portage College entry level water waste water training*
- *HR Downloads, WHMIS and incident investigations*
- *UTV Rider, chainsaw operator*
- *WHMIS(Danatec)*
- *None from AMHSA however have done other webinars for more specific department training such as HR, IT, and finance*
- *WHMIS (not sure of provider)*
- *WHMIS and bob cat safety*
- *We will be using awareness training*
- *In house, custom made*
- *WHMIS (Note: online needs to be more user friendly)*
- *H2S Awareness (Danatec), ICS 100 (AEMA) and Basic Emerg. Mgmt. (AEMA)*
- *Will be using Montie Safety training with quizzes in the near future*
- *CICT*
- *Will be looking at this in the future*
- *Looking at MSDS WHMIS*
- *AUMA Risk Management*
- *Planning to in 2014*
- *We do subscribe to the Montie Safety video – DVD license*
- *WHMIS (Danatec)*
- *TDA, WHMIS (Metiatlantic)*

What current AMHSA courses do you think would be best suited to online delivery?

- *Ones that are not currently available through the Alberta OH&S website*
- *Formal workplace inspections, WHMIS, working alone, ohs act, regulation and code overview*
- *Unsure*
- *Auditing courses, return to work (any WCB related) MSI Prevention*
- *WHMIS TDG*
- *Leadership for Safety Excellence for those employees in situations where it is difficult to have employees attend instructor-led training*
- *Working Alone JHSC WCB - Both*
- *LSE, Audit refresher, Prime Contractor, Workplace Violence, Working Alone*
- *Defensive driving, incident investigation, inspections - facility & vehicle components, hazard ID, how to write SOPs (supervisors appear to be struggling with this, how detailed)*
- *WHMIS, TDG, Supervisors role*
- *Basic WHMIS course, but it would need to be inexpensive.*
- *WHMIS, OHS Regulation Code, MSI Prevention etc. Those courses which don't require face to face examples of equipment or processes. Can't say enough though about an accomplished and passionate instructor in the classroom setting.*
- *Auditor refresher, working alone, Joint health and safety committee*
- *WHMIS, TDG, Orientation Train-the-trainer, Joint Health & Safety Committee, Supervisors Role*
- *Supervisor's Role; Orientation; MSI prevention*
- *Joint Health & Safety Workplace Inspections*
- *JHSC, OHS, Incident Investigation, Orientation train the trainer, Leadership*
- *WHMIS*
- *OH&S, any course that doesn't involve active training on equipment or machinery*
- *Not sure – leave that to AMSHA flag person*
- *1day certifications, auditor refresher, investigations and inspections*
- *Flag course Train- to –trainer, defensive driving*
- *Supervisors Role , prime contractor, flag person general training, OHS act reg and code, Formal workplace inspections*
- *Health and Safety Auditing*
- *Health and Safety management system*
- *Workplace Violence prev, Hazard ID and control, Workplace Insp, OH&S ACT, working alone ,WHMIS*
- *Defensive driving and WHMIS general training*
- *Defensive driving*
- *Health and Safety Management systems, confined space entry, joint health and safety committees, MSI prevention*
- *WHMIS, workplace violence prevention*
- *Unsure*
- *WHMIS, Flag person general, Joint health and safety committees, workplace violence, return to work action plan, defensive driving, audit refresher*
- *Continue to offer as many courses online as possible*
- *WHMIS*
- *Audit refresher, any course that does not require hands on such as train the trainer courses*
- *Continue to find ways to offer as many courses as you can*
- *WHMIS for sure*
- *WHMIS, Flag person, Fall protection, ATV rider, working alone*
- *Health and safety management system and auditing – WHMIS – incident investigations- defensive driving- courses requiring less hands on training*
- *Any theory portion of course*
- *WHMIS*
- *All the courses offered*

Is your municipality registered in the PIR (Partnerships in Injury Reduction) Program?

Yes	53
No	15

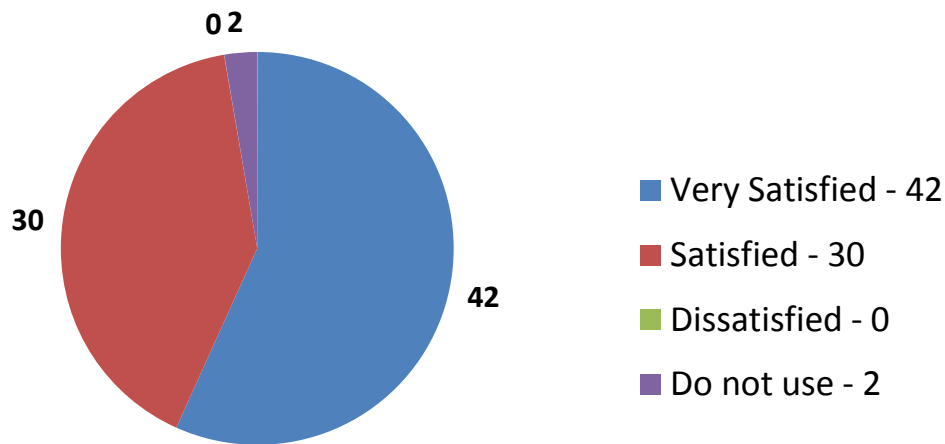
If yes, has your municipality achieved a Certificate of Recognition (COR)?

Yes	48
No	4
Working towards COR	6

If no, do you need help with the process?

Yes	2
Not interested	6

Please rate your overall satisfaction with the customer service received from AMHSA



Are there ways you felt we exceeded your expectations or areas where improvement is needed?

- *Have not used, other than to register for the odd course*
- *Happy to date*
- *Quality of facilitators always key to success of learning sessions.*
- *Course instructors have been good*
- *During audit crunch times getting assistance to audit related questions on very short notice is awesome*
- *You always exceed my expectations.*
- *Response time for questions is fantastic*
- *Everyone I have talked to is always helpful and very friendly and positive.*
- *Exceeded with assistance after a workplace fatality and assistance with audit and other items after the flood of 2013.*
- *Some of the courses could be offered more frequently.*
- *Your office is a great source of safety information that I've needed to know in my capacity of safety leader in my organization.*
- *Your staff is always so pleasant to talk to and willing to help us. I spoke to Shannon recently and she is willing to keep me in mind for any upcoming auditor refresher courses since I am unable to attend the ones in April or June.*
- *The instructors I've had in all of the courses I've attended have been exceptional! Very engaging and knowledgeable.*

- *AMHSA staff are very personable and friendly!*
- *We had several in house training sessions in the spring and Susanne went over and above to meet our requests, even when they sometimes weren't very clear!*
- *Support with audits*
- *Knowledge of instructors*
- *Always prompt, helpful, open and willing to consider unique environments*
- *Always receive immediate response and flexibility is always offered. Appreciate speaking with instructors in advance to review expectations, appreciate the follow up during that session and assistance with audit questions*
- *Great trainers and very flexible*
- *Always quick to respond even if just to say it will take a few days to get an answer*
- *Offer training in a location to meet the needs of the neighbouring municipalities as well (lots of us up here too!)*
- *Shannon does an outstanding job anytime I call with questions!*
- *Anytime I have questions all staff at AMSHA has been very helpful*
- *Always available to help*
- *Very friendly and energetic*
- *Continue the great work you all do*
- *I have never received poor service from the North or South offices. The staff in the North office is exceptional in speedy responses to inquiries (as this is the office I mostly deal with). The staff at the South office are always helpful*
- *Lady that I talked to when I had questions about my audit was very helpful*

Do you have suggestions about how we can improve our products and services?

- *Revise, update existing educational materials to reflect current practices*
- *Offer more seats per equipment training course.*
- *AMHSA's own health and safety newsletter on monthly topics relevant to the work/month going on in Alberta industries (i.e. like some publications have: comfort zone - skilven publications, ohs insider compliance, OHS Canada magazine)*
- *Awesome communication with the MD and AMHSA employee Tina Moroney, both with assistance after the fatality and after/during the flood.*
- *As stated in the previous answer; the frequency for some courses could be increased. But it probably has to do with supply and demand.*
- *Would love to see a more centralized training venue (maybe Red Deer County could help)??*
- *Keep up the good work*
- *Ask an expert help with legislation questions; offer online access to CSA standards and other legislation*
- *More scheduled courses*
- *Have surveys online*
- *Our biggest obstacle is cost of sending employees a distance for training and we do not have enough staff to fill a course here even if we partner*
- *Keep up the great work*
- *More online training*
- *Online would be a great form of delivery*
- *Offer courses in the Peace region*
- *More online versions*
- *Continue with online course development/ training*
- *Keep up the good work continue to develop online courses and offer course material digitally. I have a stack of books, I'd rather have them on my computer*
- *The COR auditor is expensive to maintain for the small rebate we get. We can still manage a program and protect our staff and operate a program equivalent.*
- *Continue to expand online resources*

- *Keep up the excellent work*
- *Continue to be satisfied with service*
- *More online training courses*
- *All is good*
- *Not at this time, perhaps logo icon to be places on municipal websites indicating they are a COR recognized workplace*
- *Allow audits to be conducted/ evaluated early in the year. This allows a focus towards the audit in the fall, and have a target date of Jan/Feb/March (in my opinion- this process allows an audit focus from all)*
- *More discussion/ info specific to challenges of municipal government, political safety course*
- *More trainers*

What AMHSA services does your municipality utilize/appreciate the most?

- *Facilitation of the COR process*
- *Safety training*
- *Training options*
- *Training*
- *The courses*
- *We utilized services while preparing for COR*
- *Training: On-site instructors that are knowledgeable Very affordable*
- *Audit and action plan reviews and QA evaluations*
- *Training, and audit support*
- *In-house training option is very convenient*
- *Being able to pick up the phone and have a question answered or directed to EXACTLY where to locate an answer.*
- *Advice from your wonderful staff*
- *The peer auditing program.*
- *Training and safety knowledge/resources...*
- *Training at a reasonable cost. On-site training that we can invite other municipalities to in order to help costs*
- *Courses available*
- *Affordable training; networking; sample documents; data bases; addition of online training*
- *Training*
- *Audit support*
- *Courses and support*
- *The publications*
- *Training*
- *Training auditor support*
- *Auditor re-certification*
- *Training- trainers are willing to make class site specific and specific needs in the organization*
- *Safety courses and DVD's for safety meetings*
- *We haven't used very many services from AMSHA in the past and plan on increasing over the coming years*
- *Safety related courses*
- *Courses in the past*
- *Training*
- *Newsletters via email*
- *Training and participation in peer auditing with other municipalities*
- *Access to training and technical assistance with programs*
- *Audit support and coordination*
- *Your staff is always very helpful and very knowledgeable*
- *Like that I can use you guys as a resource, it's very helpful to know I can bring my questions to you*

- *Training and knowledge*
- *Contact person and training*
- *This is sometimes debated. Maybe some small municipalities can partner on COR auditors and remove the requirement of requiring a partner auditor for small municipalities. Maybe for a joint safety program for 5 or 6 small municipalities in an area*
- *I love that I can call Shannon when I have questions. She is a wonderful resource and does an outstanding job*
- *TRAINING- the ease of arranging and the cost of same with a low affect to budgets. Purchases of course training modules-quick return on orders and cost of same*
- *Training onsite- easiest way to get people to courses and learning new skills (or refreshing old ones)*
- *Training courses offered by AMSHA newsletter with safety updates/info*
- *Training courses*
- *Low training cost and flexibility*
- *I use the website to find answers that I am looking for*
- *Information, multiple course listings and locations*
- *Direction for obtaining courses, direction relating to “special circumstances”*
- *Onsite training, knowledge of instructors*
- *The group email*

Do you use any of the following forms of social media for work-related communication?

LinkedIn	20
Facebook	34
Twitter	15

***Reducing the human & financial costs of
workplace illness, injuries & property damage.***

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