

ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION

2017 BUSINESS PLAN



ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION

VISION

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

MISSION

To promote quality health and safety management systems by delivering excellent customer-focused safety education and consultation services

MANDATE

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

GOALS

Provide cost-effective training and education services for the prevention of occupational injuries and disease

Promote effective health and safety management by Alberta municipalities, associate members, and others

Monitor and disseminate information on government occupational health and safety legislation and policies that impact Alberta municipalities and associate members

Act as Certifying Partner in the Partnerships in Injury Reduction (PIR) program in cooperation with Workers' Compensation Board - Alberta and Alberta Labour - Partnerships



your partner in OHS education

TABLE OF CONTENTS

ALBERTA MUNICIPALITIES.....	1
BOARD OF DIRECTORS – 2016/2017	1
AMHSA EMPLOYEES – 2016	2
ORGANIZATIONAL CHART – 2016.....	3
WCB PREMIUM RATES – 2012 - 2016	4
GRANT LEVY – 2017	5
SAFETY ASSOCIATION LEVIES – 2016.....	5

2016 GOALS and OBJECTIVES – Results to August 15, 2016

GOAL 1	8
Provide Cost-Effective Training and Education Services for the Prevention of Occupational Injuries and Disease	
GOAL 2	15
Promote Effective Health and Safety Management to Alberta Municipalities, Associate Members, and Others	
GOAL 3	19
Monitor and Disseminate Information on Government Occupational Health and Safety Legislation and Policies which impact Alberta Municipalities and Associate Members	
GOAL 4	20
Act as Certifying Partner in the Partnerships In Injury Reduction (PIR) Program in Cooperation with Workers' Compensation Board – Alberta and Alberta Labour – Partnerships	
MANAGING OUR FUTURE	21

2017 OBJECTIVES

2017 STRATEGIC PLAN	24
GOAL 1	25
Provide Cost-Effective Training and Education Services in the Prevention of Occupational Injuries and Disease	

TABLE OF CONTENTS

GOAL 2	29
Promote Effective Health and Safety Management to Alberta Municipalities, Associate Members, and Others	
GOAL 3	31
Monitor and Disseminate Information on Government Occupational Health And Safety Legislation and Policies which impact Alberta Municipalities and Associate Members	
GOAL 4	32
Act as Certifying Partner in the Partnerships In Injury Reduction (PIR) Program in Cooperation with Workers' Compensation Board – Alberta and Alberta Labour – Partnerships	
2017 BUDGET	
2017 OPERATING BUDGET	34
ADMINISTRATION	36
STAKEHOLDER SUPPORT	36

APPENDICES

(A) Acronyms	38
(B) Financial: 2016 Reports & 2017 Budget	39
(C) Special Project Financial Report.....	45
(D) Cumulative Program Registration Income and Quarterly Financials Month End Balance	46
(E) Cumulative Classroom and Online Training Participants YTD	47
(F) Online Training Participants YTD.....	48
(G) 2016 Membership Survey Results	49
(H) 2016 Membership Survey Participants.....	69

ORGANIZATIONAL STRUCTURE

ALBERTA MUNICIPALITIES

Counties & MDs	Cities	Towns	Villages	Summer Villages	Specialized Municipalities
65 [64 + 1] *	17	108	93	51	5

- There are 339 regular members that corresponds to approximately 60,100 municipal workers in Alberta.
*Special Areas

BOARD OF DIRECTORS 2016-2017

Position	Name	Organization
Chair	Jeremy Wickson	Alberta Municipal Supervisor's Association (AMSA)
Vice Chair	Chris Collier	City of Calgary
Secretary/ Treasurer	Paul Vargis	Canadian Union of Public Employees Local 37 (CUPE Local 37)
Director	Rhonda DeVos	Other Cities - Employer
Director	George Wybenga	Alberta Water and Wastewater Operators Association (AWWOA)
Director	Nichole Adams	Alberta Urban Municipalities Association (AUMA)
Director	Luisa Su	City of Edmonton
Director	Charlie Cutforth	Alberta Rural Municipal Administrators' Association (ARMAA)
Director	VACANT	Alberta Association of Municipal Districts and Counties (AAMDC)
Director	Christine Beveridge	Local Government Administration Association (LGAA)
Director	Lorne Jacobsen	Canadian Union of Public Employees Local 30 (CUPE Local 30)
Director	Neil Riley	Other City - Workers
Director	Paul Cardiff	Canadian Union of Public Employees Local 38 (CUPE Local 38)
Director	VACANT	Civic Service Union 52 (CSU 52)

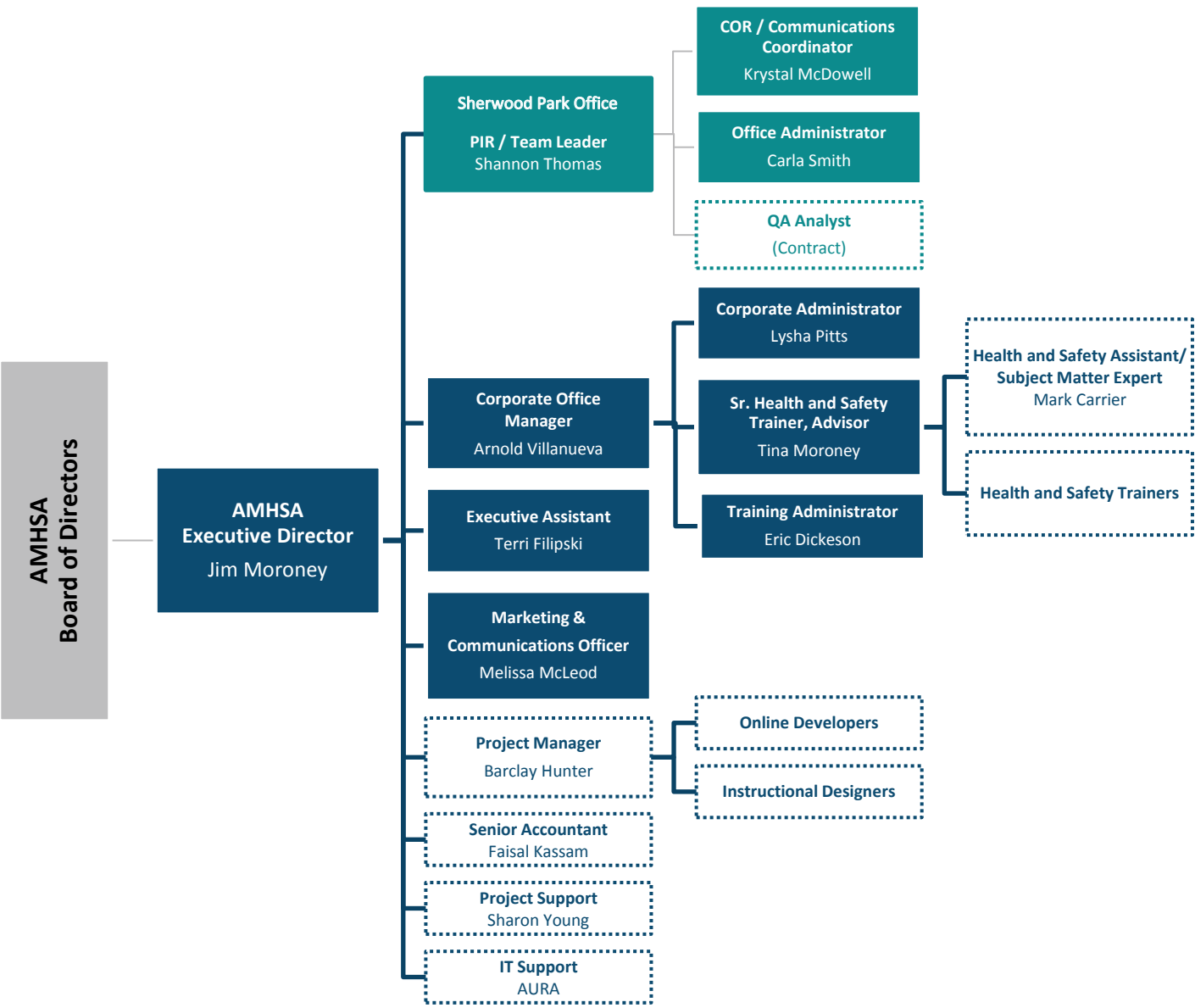
2016 AMHSA EMPLOYEES

Jim Moroney, IHT, BSc, CRSP, CSP	Executive Director
Shannon Thomas	PIR / Team Leader
Arnold Villanueva	Corporate Office Manager
Terri Filipski	Executive Assistant
Melissa McLeod	Marketing and Communications Officer
Krystal McDowell	COR / Communications Coordinator
Tina Moroney	Senior Safety Trainer, Advisor
Eric Dickeson	Training Administrator
Lysha Pitts	Corporate Office Administrator
Carla Smith	Administrative Assistant
Tasha Levesque	Instructional Designer (until June 2016)

NOTE

AMHSA also employs a Contract Accountant/Bookkeeper, Contract Course Instructors, and an Audit QA Analyst.

2016 ORGANIZATIONAL CHART



- LEGEND
- Board of Directors
 - Corporate Office
 - Sherwood Park Office
 - External Contractors

WCB PREMIUM RATES (2012-2016)

	2012	2013	2014	2015	2016
Cities	\$1.33	\$1.20	\$1.14	\$1.14	\$1.27
Towns	\$1.34	\$1.20	\$1.14	\$1.14	\$1.27
Villages	\$1.34	\$1.20	\$1.14	\$1.14	\$1.27
MDs and Counties	\$1.37	\$1.21	\$1.07	\$1.07	\$1.19
Provincial Average	\$1.22	\$1.22	\$1.03	\$0.97	\$1.01

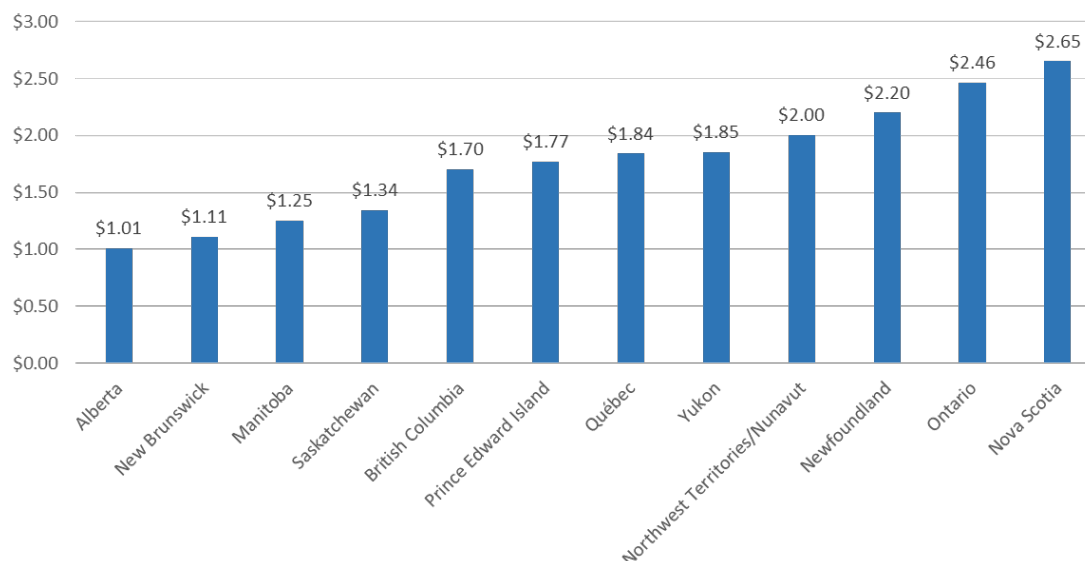
NOTE

All rates are per \$100 of insurable earnings.

(The premium rates for 2017 were unavailable at the time of creating this agenda.)

Alberta employers have the lowest premium rates in the country for 2016. The graph below depicts the average forecasted 2016 premium rates across the country.*

2016 PROVINCIAL LEVIES



*Information obtained from the Association of Workers' Compensation Boards of Canada website.

Note: Ontario's values reflect 2015.

2017 GRANT LEVY

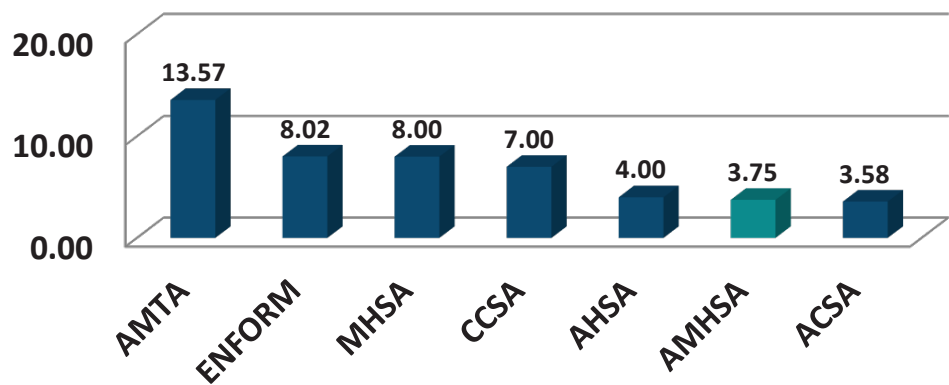
AMHSA is proposing no levy increase for any members – cities, municipal districts, counties, towns, and villages.

The funding levy will remain at 3.75 cents per \$100 of payroll. Municipalities will continue to pay some of the lowest safety association levies in the province of Alberta.

Chart revised according to latest data (averages):

2017 WCB Operating Grant Request	
Based on Existing Levy:	\$1,600,000
Withdrawal from WCB Association Balance:	\$ 0
<hr/>	
Total Operating Grant Request for 2017:	\$1,600,000

2016 SAFETY ASSOCIATION LEVIES*



**Based on averages*

LEGEND

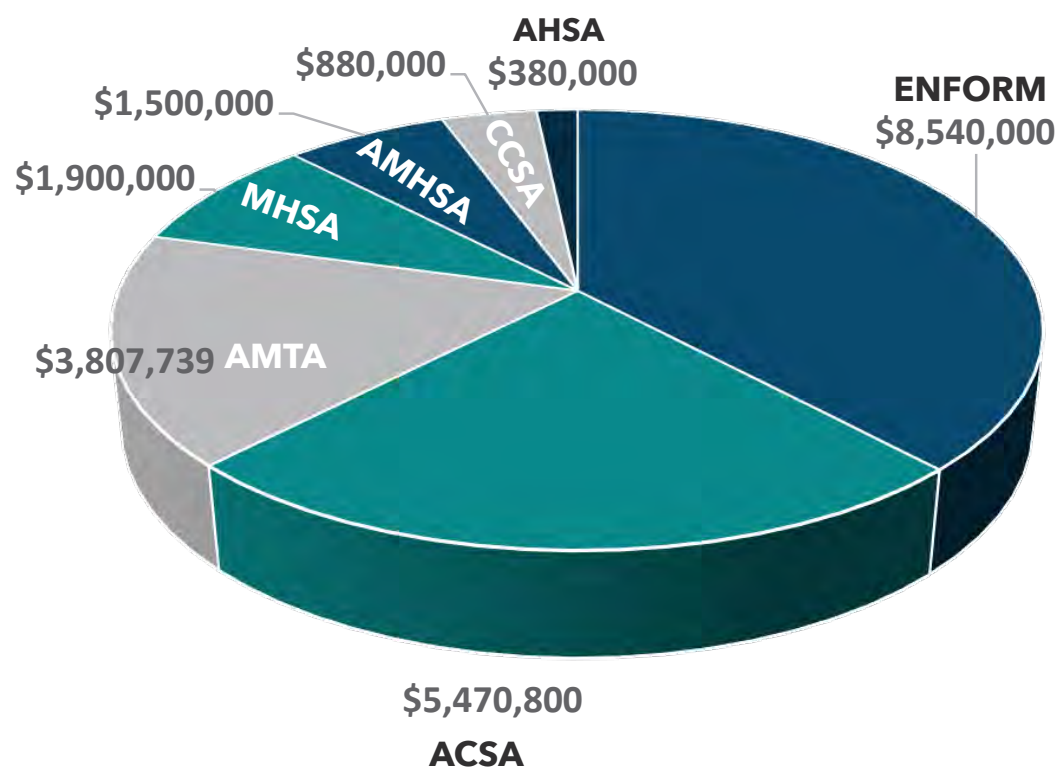
AMTA	Alberta Motor Transport Association
ENFORM	Petroleum (6.5 base levy, 8.5 base levy plus PSAC, 18.5 base levy plus CAGC)
MHSA	Manufacturers Health and Safety Association
CCSA	Continuing Care Safety Association
AHSA	Alberta Hotel Safety Association
ACSA	Alberta Construction Safety Association

2016 SAFETY ASSOCIATION LEVIES*

Funded safety associations represent industries in promoting workplace safety through education and other initiatives. Certain industries fund industry sponsored safety associations through levies in their premium rates. These industries are polled by the applicable association for their consent.

Levies are calculated based on funding requests received from the safety associations. Levies may be a flat rate or calculated as a percentage of the required rate for claims.

AMHSA's levy of \$1.5 million represents only 6.7% of an estimated \$22.5 million collected by WCB-Alberta and its contributing industries whose funds are transferred to sponsoring associations.



ALBERTA LABOUR OHS PROGRAMS

Industries subject to provincial health and safety regulation have a levy applied to provide funding to Alberta Labour OHS programs. WCB collects **\$46.8 million** which is transferred to OHS.

2016

GOALS AND OBJECTIVES

RESULTS TO AUGUST 15, 2016

GOAL 1

PROVIDE COST-EFFECTIVE TRAINING AND EDUCATION SERVICES FOR THE PREVENTION OF OCCUPATIONAL INJURIES AND DISEASE

OBJECTIVE 1 - AMHSA COURSES - CLASSROOM

	STATUS	COMMENTS
1.01 <p>Continue to offer the following classroom-based courses to members, associate members, and non-members:</p> <p>2-Day Training Courses</p> <ul style="list-style-type: none"> • Leadership for Safety Excellence (LSE) • Health and Safety Management Systems • Health and Safety Auditing <p>1-Day Training Courses</p> <ul style="list-style-type: none"> • Audit Refresher Training • Defensive Driving • Fall Protection • Ground Disturbance, Trenching and Excavation Safety • Health and Safety Management Systems - SECOR • Prime Contractor • Professional Driver Improvement • Workplace Violence Prevention <p>Half-day (1/2) Training Courses</p> <ul style="list-style-type: none"> • Confined Space Entry • Cargo Securement • Flag Person - General • Formal Workplace Inspections • Hazard Identification Assessment and Control • Accident/Incident Investigation • Joint Health and Safety Committees • Musculoskeletal Disorder Prevention (Office) • Musculoskeletal Disorder Prevention (Industrial) • Occupational Health & Safety Act, Regulations and Code Overview) • Supervisor's Role • WHMIS - General • Working Alone • Workplace Violence Prevention - City of Edmonton <p><i>(continued on next page)</i></p>	Ongoing	<p>All of the courses have been offered, and are always available to host on-site. Courses are promoted regularly via various communication channels, such as AMHSA's course catalogue, through e-advertisements to safety coordinators, through bi-weekly training updates and advertised in AMHSA's newsletter.</p>

GOAL 1

OBJECTIVE 1 - AMHSA COURSES - CLASSROOM

		STATUS	COMMENTS
1.01	<p>1-Day Operator Safety Courses</p> <ul style="list-style-type: none"> • All-Terrain Vehicle Rider • Backhoe/Loader • Front End Loader • Plow Truck Sander • Road Grader • Skid Steer Loader <p>1-Day Train-the-Trainer Course</p> <ul style="list-style-type: none"> • Flag Person • Orientation • WHMIS 	Ongoing	
1.02	<p>Develop customized training programs and support (supply course materials, certificates, etc.) when sufficient training levels are anticipated.</p>	Ongoing	<p>AMHSA continues to develop customized training programs for several organizations (i.e. Cities of Edmonton, Calgary, Lethbridge; Edmonton Police Service; and AWWOA). AMHSA has supported these efforts by coordinating and scheduling instructors, developing and printing materials, etc.</p> <p>Two new classroom courses are under development. Much of the material for these two courses was provided by the BC Municipal Safety Association as part of a reconciling with AMHSA's financial commitment to the development of the</p> <ul style="list-style-type: none"> • On-line Pool Safe Program • Asbestos Mould Awareness • Safety Presentation Skills
1.03	<p>Deliver on-site training courses as requested.</p>	Ongoing	<p>As of June 30, 2016, over 360 courses have been scheduled with approximately 3,662 participants. Additionally, in-house trainers have trained the following number of participants: 386 Flag Persons, 584 WHMIS and 190 in Cargo Securement.</p>
1.04	<p>Schedule specific courses twice a year in the north and south parts of the province.</p> <ul style="list-style-type: none"> • Leadership for Safety Excellence (LSE) • Health and Safety Management Systems • Health and Safety Auditing • Audit Refresher • Health and Safety Management Systems and Auditing - Small Employer 	Ongoing	<p>Health and Safety Management Systems was hosted twice in Calgary and twice in Sherwood Park, with 33 participants. Health and Safety Auditing was scheduled and also offered twice in each region with 37 students. Audit Refresher was scheduled by AMHSA twice in Sherwood Park and three times in Calgary so far this year, with approximately 40 attendees. The Small Employer course was hosted once, in Red Deer, with 6 participants.</p> <p>All of these core courses have been scheduled for September 2016 in both the northern and southern regions of the province.</p>

GOAL 1

OBJECTIVE 1 - AMHSA COURSES - CLASSROOM

		STATUS	COMMENTS
1.05	Promote AMHSA's certificate programs and offer specific courses to assist students in completing these programs.	Ongoing	Promotional information was shared at the safety council meetings.
1.06	Strive to keep the number of cancelled courses below 3%.	Ongoing	<p>22 of the 360 on-site courses have been cancelled to date in 2016. Presently the goal of keeping course cancellations below 3% hasn't been met since this represents 6% of the courses being cancelled.</p> <p>Although the major reasons for course cancellations include poor weather conditions and instructor illnesses, an issue with associate members cancelling has been identified. The majority of cancelled courses were later rescheduled.</p>
1.07	Update courses to include changes to the new Occupational Health and Safety Code.	On Hold	Delays in the release of the new Occupational Health and Safety Code has resulted in this initiative being suspended. Once the code is released AMHSA's courses will be updated.

GOAL 1

OBJECTIVE 2 - AMHSA ONLINE COURSES

		STATUS	COMMENTS
2.01	<p>Continue to offer the following online courses to members, associate members, and non-members:</p> <ul style="list-style-type: none"> • Accident/Incident Investigation • Aerial and Scissor Lifts • Air Brakes Study Guide • Leadership for Safety Excellence (LSE) • Articulated Boom (Knuckle Boom) • Asbestos Awareness • Backing Safety Fundamentals • Bear Awareness • Boom Truck Awareness • Cargo Securement Flatbeds • Cargo Securement for Dry Vans • Chainsaw Safety • Compressed Gas Cylinders • Confined Space Entry • Overhead Cranes • Daily Trip Inspections • Defensive Driving • Defensive Driving - 3 Demerit Reduction Program • Defensive Driving Fundamentals • Fall Protection • Fatigue Management for Supervisors • Firefighting and Fire Extinguisher Safety • First Aid Basics • Forklift Training - Counter Balanced • Formal Workplace Inspections • Ground Disturbance for Supervisors 201 • Harassment Prevention • Hazard Identification, Assessment, and Control • Heat Stress • Ladder Safety Awareness • Lock-out Tag-out in the Workplace • Overhead Cranes • Overhead and Gantry Crane Safety • Radio Communications • Rigging & Slings Safety • Supervisor's Role • Transportation of Dangerous Goods • Vehicle Mounted Aerial Lift - Bucket Trucks • WHMIS / WHMIS 2015 • WHMIS and TDG • Winter Driving Fundamentals • Pool Safety • Back Safety • Conflict Management: Verbal Judo • Fire Extinguisher Use • Traffic Control Persons for Construction 	Ongoing	<p>AMHSA has continued to offer all of the courses. Most popular Online Courses in 2015 were:</p> <ul style="list-style-type: none"> • LSE273 • Hazard ID134 • Accident/Incident 70 • Backing Safety..... 66 • Formal Workplace Inspections..... 56 <p>Most popular Online Courses in 2016 are: (to June 30th)</p> <ul style="list-style-type: none"> • LSE273 • Hazard ID125 • Accident/Incident 76 • Lockout/Tagout..... 44 • WHMIS 2015 40
2.02	<p>Promote online courses.</p> <p><i>(continued on next page)</i></p>	Ongoing	<p>Online courses are promoted through various communications channels including: printed AMHSA course catalogue; AMHSA web page; AMHSA's Facebook page; in-person at member meetings; quarterly <i>(formerly monthly)</i> newsletter; training updates, and branded e-advertisements</p>

OBJECTIVE 2 - AMHSA ONLINE COURSES

		STATUS	COMMENTS
2.02	Promote online courses.	Ongoing	The goal for the following year is to create a more cohesive schedule to ensure we maximize advertising and promotional opportunities. We plan to do this by creating print material that can be disseminated at industry events, i.e. tradeshow, conferences, etc., by targeting industry publications (i.e. SafetyNET) and municipal newsletters.
2.03	Survey members about other online courses they would utilize.	Completed	<p>The annual membership survey distributed in May included a question on online courses. Responses included:</p> <ul style="list-style-type: none"> • Audit Refresher/Recertification • Flag Person • MSI Prevention • Overhead Power Lines • Senior Leadership Training • Substance Abuse Awareness for Supervisors • Workplace Violence Prevention • Health Safety Management Systems
2.04	<p>Develop online training programs based on member needs and changing demands.</p> <p><i>(continued on next page)</i></p>	In Progress	<p>Courses Completed (2015 - 2016)</p> <ul style="list-style-type: none"> • Hazard Identification Assessment and Control • Formal Workplace Inspections • Supervisors Role • Accident / Incident Investigation • Leadership for Safety Excellence (Package) • Orientation: Train-the-Trainer • Joint Health and Safety Committees • Dog Bite Prevention • Behaviour-Based Safety • Pool Safety <i>(developed in conjunction with British Columbia Municipal Safety Association)</i> • Chainsaw Operator Safety <p>Course presently in development include the following:</p> <ul style="list-style-type: none"> • Workplace Violence Prevention • Occupational Disease • Working Alone • Incident Command Systems 402 and 100 • Incident Command Systems 200 • Managers Role (Condensed LSE) • Prime Contractor

GOAL 1

OBJECTIVE 2 - AMHSA ONLINE COURSES

		STATUS	COMMENTS
2.04	Develop online training programs based on member needs and changing demands. <i>(continued)</i>	In Progress	<p>Courses in the queue:</p> <p>2016 - 2017 Scheduled additions to Online Courses:</p> <ul style="list-style-type: none"> • Confined Space Entry and Rescue • Welding • Electrical Hazard Identification and Risk • Electrical Safety Training System - Non Electrical Workers • Dairy Farming Equipment Safety (<i>mowers, tractors, small equipment</i>) • H2S • Office Safety • Bucket Trucks • Basic Rigging and Signal Person Crane Operations • Intermediate and Advanced Rigging • Alcohol and Drug Awareness
2.05	Seek out partnerships to find and offer online training programs and share costs.	Ongoing	<p>In 2016 AMHSA continued its development work on Chainsaw Safety in partnership with another organization.</p> <p>AMHSA also completed its work on behaviour-based safety in 2016 in partnership with three other organizations.</p>

OBJECTIVE 2 - SPECIAL PROJECTS | ONLINE COURSES

		STATUS	COMMENTS
2.06	<p>Develop new online courses per the WCB special dividends grant application, e.g.</p> <ul style="list-style-type: none"> • AMHSA's Supervisor's Role, • Prime Contractor, • Musculoskeletal Disorder Prevention for Outside Workers • Musculoskeletal Disorder Prevention for Office Workers, and • Workplace Violence Prevention 	In Progress	<p>Supervisor's Role, Formal Workplace Inspections, Incident Investigation, and Hazard Identification and Control were created as part of the LSE course.</p> <p>City of Edmonton provided AMHSA with some courses that could go online but priorities shifted to focus on LSE for managers.</p>
2.07	Implement incident command system courses to address request for training a number and response in planning.	In Progress	<p>The Incident Command system 402 and 100 was forecasted to be completed by September 2016.</p> <p>Incident Command System 200 will be considered only after the initial pilot programs have been completed.</p>

GOAL 1

OBJECTIVE 3 - COURSE MATERIALS

		STATUS	COMMENTS
3.01	Continue to revise and update existing training programs including print materials, videos, and exams.	Ongoing	The most significant changes to materials this year has been the changes to the new Instructor's Leaders Guide for Workplace Violence course.
3.02	Use professional printing services for course materials.	Ongoing	The Association continues to utilize the services of Ion Print Solutions for course materials. AMHSA also continues to utilize Makeda for the creation of the MSD courses for office workers and outside workers and all the related materials for Workplace Violence Prevention.
3.03	Seek options for course material printing services. Example: Green options for reducing training material waste.	Ongoing	Presently working with online course developer to create systems that will allow for the reduction of printing of training materials. AMHSA is working for a full integration of its systems by December 2016.

OBJECTIVE 4 - TRAINERS

		STATUS	COMMENTS
4.01	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	AMHSA has continued to use qualified, experienced instructors. AMHSA requires certifications for courses that involve the operation of heavy equipment or motorized vehicles. AMHSA supported new 'equipment' instructors in their IVES certification process. AMHSA continues to expand its list of available instructors.
4.02	Keep instructors up-to-date regarding AMHSA policies (e.g., billing, insurance, expectations), and current course materials.	Complete	Contracts were reviewed in early 2016 and new contracts were established and updated with all instructors.
4.03	Conduct quality assurance and performance reviews of instructors.	Ongoing	To date AMHSA has completed 5 quality assurance reviews (<i>observations of in-class instruction</i>) on the most popular instructors. A new instructor has also been observed as part of a plan to carefully coach new instructors to meet AMHSA's expectations. One instructor was removed from specific training.

GOAL 2

PROMOTE EFFECTIVE HEALTH AND SAFETY MANAGEMENT TO ALBERTA MUNICIPALITIES, ASSOCIATE MEMBERS, AND OTHERS

OBJECTIVE 5 - MARKETING & COMMUNICATIONS

		STATUS	COMMENTS
5.01	Promote the Association's services and resources through the catalogue, brochure, website, trade fairs, newsletters, advertisements, safety council meetings, and social media.	Ongoing	<p>Staff have participated in numerous trade shows, including Alberta Water and Wastewater Operators Association, Alberta Association of Municipal Districts and Counties, Local Government Administration Association, Alberta Association of Recreation, Western Conference on Safety, and Alberta Rural Municipal Administrators Association.</p> <p>AMHSA has also participated in Safety Council (Cities, Northern, and Southern) meetings to provide updates; and has used LinkedIn and Facebook groups to promote services and resources for members.</p> <p>Quarterly 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-in to the service.</p> <p>The course catalogue and website were updated at the beginning of 2016.</p>
5.02	Highlight resources, new courses, and events using the homepage banner.	Ongoing	<p>Rolling banner on front page of AMHSA's website was used to highlight events and topics of interest including:</p> <ul style="list-style-type: none"> • Auditor Updates • Safety Council Meetings • Auditor Training • WHMIS 2015 • Course updates • AMHSA-supported industry and community annual events, i.e.; Day of Mourning, HSCSA Conference, etc. • AMHSA 2015 Annual Report
5.03	Hold promotional events - e.g., seminars or "course of the month".	Planning	<p>This is anticipated to be part of the planning for fall and winter. AMHSA is working with the RUSA Conference to deliver special pre-conference sessions on WHMIS 2015: Train-the-Trainer, and Flag Person: Train-the-Trainer.</p> <p>AMHSA coordinated several of the safety-related conference sessions.</p>

GOAL 2

OBJECTIVE 6 - SMALL EMPLOYERS

		STATUS	COMMENTS
6.01	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 small employers have been addressed. Support is provided for members and associate members, information provided about PIR and SECOR, and guidance given as they develop health and safety management systems.
6.02	Increase focus on smaller municipalities - promote health and safety training, act as Certifying Partner, and support networking opportunities.	Ongoing	A revised plan to provide existing and potential new small municipalities with more support was devised in 2015. The plan hinges largely on the allocation of existing resources in 2016.
6.03	Explore financial incentives to support smaller municipalities building their health and safety management systems.	Ongoing	Presently awaiting staffing to develop financial planning for support of these initiatives. It's anticipated that some recent contract consultants will assist AMHSA with some of these new initiatives. The first segment of the pilot project should be completed in late fall of 2016.

OBJECTIVE 7 - MEMBER NETWORKING

		STATUS	COMMENTS
7.01	Coordinate and participate in the Northern Alberta Safety Council, Southern Alberta Safety Council, and the Alberta Cities Safety Council.	Ongoing	A joint meeting of the southern and northern groups was held in January (hosted by Red Deer County); the Cities group met in July (Camrose); the Northern group met in August (County of Two Hills); and, the Southern group met in September (Town of Taber). A follow-up meeting is scheduled for January.
7.02	Grow the network of volunteer safety advisors and continue to respond to requests for support/information from members. Facilitate communication between participants	Ongoing	New health and safety coordinators continue to be matched up with experienced municipal mentors. Several ongoing partnerships have been formed and requests for help with specific areas of program development have been completed.

GOAL 2

OBJECTIVE 7 - MEMBER NETWORKING

		STATUS	COMMENTS
7.03	Participate in the conference planning committees for the Rural Utilities Safety Association (RUSA) and the Health and Safety Conference Society of Alberta (HSCSA).	Ongoing	AMHSA is representing municipal interests and actively participating in both conference planning committees.
7.04	Support the LinkedIn groups for municipal safety councils.	Ongoing	Members are added, and discussions moderated. Items of specific interests, events, and job postings are also added.
7.05	Post items of interest and respond to inquiries via Facebook.	Ongoing	<p>The AMHSA Facebook page is updated with current and relevant industry news and events, and promotes AMHSA's online and classroom training.</p> <p>The Association also shares posts and links from organizations such as the Mental Health Commission of Canada, WorkSafeBC, CCOHS, CSSE, and various safety magazines. Also highlighted are events and notices from municipal government social media accounts. Maintaining a social media presence is time sensitive and heavy. It can be truly effective as a stakeholder engagement tactic, however requires constant and consistent monitoring to be truly effective. Our goal is to further increase our online social media presence in the coming year.</p>

OBJECTIVE 8 - INCREASE OCCUPATIONAL HEALTH & SAFETY AWARENESS

		STATUS	COMMENTS
8.01	Promote OHS awareness at four levels: <ul style="list-style-type: none"> i. Elected Officials ii. Administrators iii. Public Works Supervisors iv. Workers 	Ongoing	AMHSA continues to attend conferences sponsored by the following organizations: LGAA, RUSA, HSCSA, AUMA/AMSC and AAMDC
8.02	Participate in members health and safety functions to promote Occupational Health and Safety and the Association.	Ongoing	AMHSA supports and provides assistance for the Rural Utilities Safety Association and the promotion of its annual conference.

GOAL 2

OBJECTIVE 9 - IDENTIFY CHAMPIONS

		STATUS	COMMENTS
9.01	Identify champions of health and safety within the municipal sector and provide opportunities for them to promote health and safety and to share their innovations with their peers.	Ongoing	Each participant in safety council meetings has the opportunity to share innovations during roundtable discussions. Minutes are distributed following these meetings to those who were unable to attend.
9.02	Promote and administer the AMHSA training awards program.	Completed	<p>The annual AMHSA Training Recognition Award was disseminated to various Alberta municipalities to recognize their commitment to OHS training through AMHSA.</p> <p>Winners are promoted via the website, newsletter, and social media.</p> <p>Beginning in 2016, awards were sent out to coincide with the number of municipalities that begin scheduling and budgeting for OHS training.</p>
9.03	Promote government award programs, e.g., Work Safe Alberta Awards.	Completed	Information was shared at safety council meetings and via the newsletter.

GOAL 3

MONITOR AND DISSEMINATE INFORMATION ON GOVERNMENT OCCUPATIONAL HEALTH AND SAFETY LEGISLATION AND POLICIES WHICH IMPACT ALBERTA MUNICIPALITIES AND ASSOCIATE MEMBERS

OBJECTIVE 10 - PARTNER LIAISON

		STATUS	COMMENTS
10.01	Explore opportunities to partner with other health and safety associations and Certifying Partners.	Ongoing	Work continues with the British Columbia Municipal Safety Association in developing programs. Staff participate in committees with the other Certifying Partners in the PIR program. A number of safety associations (including AMHSA) are reviewing their individual Learning Management Systems and course tracking and invoicing systems. AMHSA is partnering with the AHSA to create a safety / preparation survey for AMHSA use.
10.02	Liaise with Alberta Labour - Partnerships and integrate AMHSA's activities with their strategic objectives.	Ongoing	Partnerships consultants are invited to all AMHSA board of directors meetings, the Annual General Meeting (AGM), and all safety council meetings. They are consulted in regards to the COR and SECOR programs and auditing.
10.03	Liaise with the Workers' Compensation Board - Alberta.	Ongoing	The Alberta 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. Currently, staff are involved in a project with WCB to assist AMHSA's poor performing employers and have meet on several occasions.

OBJECTIVE 11 - COMMUNICATION TOOLS

		STATUS	COMMENTS
11.01	Use AMHSA's newsletter, Municipal Safety News, to inform subscribers about new or revised legislation and government and WCB policies.	Ongoing	Examples of some feature articles include: <ul style="list-style-type: none"> • PIR Luncheon • WHMIS 2015 • WCB: Annual Return Deadline • Fatality Reports
11.02	Publish news, events, and upcoming courses on the AMHSA website.	Ongoing	AMHSA has published news, events and information on upcoming courses on the AMHSA website.
11.03	Populate the SafetyNet resource library with documents and links.	Ongoing	The library of resource documents and links has been incorporated in the website and the search function was upgraded in 2015.
11.04	Update the compliance audit to reflect new changes to the Occupational Health & Safety Code.	Ongoing	AMHSA continues to wait for the government to complete its approval of the new legislation,

GOAL 4

ACT AS CERTIFYING PARTNER IN THE PARTNERSHIPS IN INJURY REDUCTION (PIR) PROGRAM IN COOPERATION WITH WORKERS' COMPENSATION BOARD - ALBERTA AND ALBERTA LABOUR - PARTNERSHIPS

OBJECTIVE 12 - COR AND SECOR

		STATUS	COMMENTS
12.01	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	All COR certification, COR maintenance, auditor qualification, and baseline audits are reviewed for quality assurance per established timelines. Training in the northern and southern regions of the province is ongoing.
12.02	Ensure quality assurance systems meet all Partnerships standards and comply with any reasonable recommendations from the Partnerships Quality Assurance Team's audits.	Ongoing	<p>AMHSA is adjusting its resources to strengthen the Quality Assurance Process for COR.</p> <p>A new QA process was developed for online eCompliance audits and AMHSA has trained a contractor to assist with those reviews. The Team Leader continues to address extraordinary circumstances, Limited Scope audits, action plans conducted in lieu of maintenance audits, etc. Guidelines for auditors have been developed and were distributed, as well as regular Auditor Updates about upcoming changes to the COR/ Auditing process and report-writing issues.</p> <p>All audits conducted on the Excel audit tool are reviewed, processed and filed per the existing procedure.</p> <p>The Partnerships QA Team audited AMHSA's quality assurance reviews and processes at the end of September 2015. AMHSA reported on addressing the recommendations in the report in 2016.</p>
12.03	Contribute to the development, periodic review, and maintenance of the PIR Standards.	Ongoing	AMHSA staff have been participating in the CP committee, the Audit Standard sub- committee, and the Training sub-committee. Our COR Policies and Procedures document will be updated to reflect the changes due to adoption of the new Partnerships audit tool in 2018.
12.04	Support members and associate members working towards attaining their COR or SECOR.	Ongoing	There are 72 new auditors which have been certified to date on the eCompliance audit tool in 2016.
12.05	Support auditors and auditors in training.	Ongoing	AMHSA continues to provide technical support and training for auditors. AMHSA also covers the costs of the ecompliance audit when municipal auditors use this audit tool.
12.06	Collaborate and form partnerships with other safety associations.	Ongoing	AMHSA attends meetings that include other certifying partners. The purpose of these meetings is to develop new guidelines and standards for the COR audit. Collaborating and working together in this fashion will make it easier for all the individual organizations to agree upon standards thus making it easier for individuals to transfer skill sets between organizations.

MANAGING OUR FUTURE

REVENUE

OBJECTIVES	ACTION ITEMS
Explore funding opportunities outside of WCB.	<ul style="list-style-type: none"> AMHSA successfully submitted a \$20,000 proposal for the development of an online Occupational Disease Awareness Course. There were no funds available from the judicial resolution process related to fines of employers. AMHSA had sufficient funds to proceed with its online course development and did not submit a proposal for additional funding from the WCB Surplus Distribution.
Create strategic plan to increase membership levels.	<ul style="list-style-type: none"> A draft plan was completed. The implementation of the plan has been put on hold as a new focus on providing members with high quality service in the midst of increasing workloads has necessitated the delay on the implementation of this plan.

MARKETING & COMMUNICATIONS

OBJECTIVES	ACTION ITEMS
Maintain and expand the Association's website.	<ul style="list-style-type: none"> This has been done. Comments from the recent survey are mixed. Some suggest the website is wonderful while others find the website difficult to navigate. This is likely an ongoing process as AMHSA strives to integrate its new technology and changing communication parameters for the website.
Develop a Communications and Marketing Plan.	<ul style="list-style-type: none"> A new marketing strategy was developed by the Marketing and Communications Officer. The plan includes a list of strategies that will require the establishment of priorities and timelines for completion.
Promote AMHSA's success and services.	<ul style="list-style-type: none"> The promotion of AMHSA's success and services were promoted at AMHSA's September board meeting and safety council meetings.

MANAGING OUR FUTURE

DATA MANAGEMENT

OBJECTIVES	ACTION ITEMS
Maintain the internal online data management system which tracks training programs, members, customers, requests, attendance, instructors, audits, and auditors.	<ul style="list-style-type: none">The internal online data management system is being maintained. However, numerous reoccurring problems continue in the customer management system (CMS) which also affect invoicing and course registration process. AMHSA will be switching to a new CMS that integrates a variety of essential services. Planning for the implementation has been ongoing in 2016.

OCCUPATIONAL HEALTH & SAFETY

OBJECTIVES	ACTION ITEMS
Maintain the AMHSA Small Employer Certificate of Recognition.	<ul style="list-style-type: none">Maintain the AMHSA Small Employer Certificate of Recognition (SECOR) through the Alberta Safety Council. This was maintained in 2015 and AMHSA will be moving to a large employer COR in 2016.

2017 OBJECTIVES

2017 STRATEGIC PLAN

The Strategic Plan was approved at the September 2016 Board of Directors Meeting. The following objectives were established in September:

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

Objectives related to AMHSA's four (4) goals, with milestones in 2017, 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 relatively 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 AMHSA's 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 Special Projects.

GOAL 1

PROVIDE COST-EFFECTIVE TRAINING AND EDUCATION SERVICES FOR THE PREVENTION OF OCCUPATIONAL INJURIES AND DISEASE

OBJECTIVE 1 - AMHSA COURSES - CLASSROOM

FUNDAMENTAL OBJECTIVES

- 1.01 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 Defensive Driving Fall Protection Ground Disturbance, Trenching, and Excavation Safety Health and Safety Management Systems and Auditing- Small Employer Prime Contractor Professional Driver Improvement Workplace Violence Prevention
Half-day	Accident/Incident Investigation Cargo Securement Confined Space Flag Person - General Formal Workplace Inspections Hazard Identification, Assessment, and Control Joint Health and Safety Committees Musculoskeletal Disorders (Office) Musculoskeletal Disorders (Industrial) OHS Act, Regulation and Code Overview Supervisor's Role WHMIS 2015 - General Training Working Alone Workplace Violence Prevention - City of Edmonton

(continued on next page)

GOAL 1

OBJECTIVE 1 - AMHSA COURSES - CLASSROOM

1.01 Continue to offer classroom-based courses to members, associate members, and non-members.

Operator Safety	ATV Rider
	Backhoe/Loader
	Front End Loader
	Plow Truck Sander
	Road Grader
	Skid Steer Loader

Train the Trainer	Flag Person
	Orientation
	WHMIS 2015

- 1.02 Develop new classroom-based courses.
- 1.03 Develop customized training programs and support (supply course materials, certificates, etc.) when sufficient training levels are anticipated.
- 1.04 Deliver on-site training courses as requested.
- 1.05 Deliver the following scheduled courses twice per year in the north and south: Health and Safety Management Systems, Auditing, Audit Refresher, Small Employer Certificate of Recognition (SECOR), and Leadership for Safety Excellence (LSE).
- 1.06 Promote AMHSA’s certificate programs and offer specific courses that will help students complete these programs.
- 1.07 Engage larger municipalities to ensure AMHSA continues to deliver services of value.

TARGETED/STRATEGIC OBJECTIVES

- 1.08 Strive to keep the number of cancelled courses below 3%.
- 1.09 Update courses to include the changes in the new OHS Code.

GOAL 1

OBJECTIVE 2 - ONLINE COURSES

FUNDAMENTAL OBJECTIVES

- 2.01 Continue to offer the following online courses to members, associate members, and non-members:

Accident/Incident Investigation	Formal Workplace Inspections
Aerial and Scissor Lifts	Ground Disturbance for Supervisors 201
Air Brakes Study Guide	Harassment Prevention Training
Articulated Boom (Knuckle Boom)	Hazard Identification Assessment and Control
Asbestos Awareness	Heat Stress
Backing Safety Fundamentals	Ladder Safety Awareness
Bear Awareness	Leadership for Safety Excellence (LSE)
Boom Truck Awareness	Lock-out Tag-out in the Workplace
Cargo Securement Flatbeds	Overhead and Gantry Crane Safety
Cargo Securement for Dry Vans	Radio Communications
Chainsaw Safety	Rigging and Sling Safety
Compressed Gas Cylinders	Supervisor's Role
Confined Space Entry and Monitor	Transportation of Dangerous Goods
Overhead Cranes	Vehicle Mounted Aerial Lift - Bucket Trucks
Daily Trip Inspections	Transportation of Dangerous Goods 2015
Defensive Driving	WHMIS 2015
Defensive Driving - 3 Demerit Reduction Program	Winter Driving Fundamentals
Defensive Driving Fundamentals	Back Safety
Fall Protection	Conflict Management Verbal Judo
Fatigue Management for Supervisors	Fire Extinguisher Use
Firefighting and Fire Extinguisher Safety	Pool Safety
First Aid Basics	Traffic Control - Persons for Construction
Forklift Training - Counter Balanced	Dog Bite Prevention

- 2.02 Promote online courses.

TARGETED/STRATEGIC OBJECTIVES

- 2.03 Survey members about other online courses they would utilize.
- 2.04 Internally develop online training programs based on needs and changing demands.
- 2.05 Add new online training programs from shared network based on needs and changing demands of stakeholders.
- 2.06 Implement the new set of Incident Command System Courses to address requests for training in emergency response and planning.

GOAL 1

OBJECTIVE 3 - COURSE MATERIALS

- 3.01 Continue to revise and update existing training programs including print materials, videos, and exams.
- 3.02 Use professional printing services for course materials.
- 3.03 Seek alternative and progressive options for printing and dissemination of course materials i.e., Green options for reducing training material waste.

OBJECTIVE 4 - TRAINERS

- 4.01 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).
- 4.02 Keep instructors up-to-date regarding AMHSA policies (e.g., billing, insurance, expectations) and current course materials.
- 4.03 Ensure quality of instructors by regularly reviewing evaluations and conducting annual performance reviews.

GOAL 2

PROMOTE EFFECTIVE HEALTH AND SAFETY MANAGEMENT TO ALBERTA MUNICIPALITIES, ASSOCIATE MEMBERS, AND OTHERS

OBJECTIVE 5 - MARKETING & COMMUNICATIONS

FUNDAMENTAL OBJECTIVES

- 5.01 Promote the Association's services and resources through:
- Advertisements - print and online
 - Catalogue
 - Brochure
 - Newsletters
 - Safety Council Meetings
 - Social Media
 - Trade Fairs
 - Website
- 5.02 Highlight resources, new courses, and events using the homepage banner.
- 5.03 Hold promotional events - e.g. seminars, "Course of the month", etc.

OBJECTIVE 6 - SMALL EMPLOYERS

FUNDAMENTAL OBJECTIVES

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

TARGETED/STRATEGIC OBJECTIVES:

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

GOAL 2

OBJECTIVE 7 - MEMBER NETWORKING

FUNDAMENTAL OBJECTIVES

- 7.01 Safety Councils: coordinate and participate in the Northern Alberta Safety Council, Southern Alberta Safety Council and the Alberta Cities Safety Council.
- 7.02 Grow the network of volunteer safety advisors and continue to respond to requests for support/information from members. Facilitate communication between participants.
- 7.03 Conferences: participate in the conference planning committees for the Rural Utilities Safety Association (RUSA) and the Health and Safety Conference Society of Alberta (HSCSA).
- 7.04 Social Media: engage with stakeholders via the LinkedIn groups for Northern and Southern Safety Councils and Cities; post items of interest and respond to inquiries via Facebook.

OBJECTIVE 8 - INCREASE OCCUPATIONAL HEALTH AND SAFETY AWARENESS

FUNDAMENTAL OBJECTIVES

- 8.01 Promote OHS awareness at four levels:
 - i. Elected Officials
 - ii. Administrators
 - iii. Public Works Supervisors
 - iv. Workers
- 8.02 Participate in members' health and safety functions to promote OHS and the Association.

OBJECTIVE 9 - IDENTIFY CHAMPIONS

FUNDAMENTAL OBJECTIVES

- 9.01 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.
- 9.02 Promote and administer the AMHSA training awards program.
- 9.03 Promote award programs of government and other groups, i.e., Work Safe Alberta Awards.

GOAL 3

MONITOR AND DISSEMINATE INFORMATION ON GOVERNMENT OHS LEGISLATION AND POLICIES THAT IMPACT ALBERTA MUNICIPALITIES AND ASSOCIATE MEMBERS

OBJECTIVE 10 - PARTNER LIAISON

FUNDAMENTAL OBJECTIVES

- 10.01 Explore opportunities to partner with other health and safety associations and Certifying Partners.
- 10.02 Liaise with Partnerships and integrate AMHSA's activities with their strategic objectives.
- 10.03 Liaise with the Workers' Compensation Board - Alberta.

OBJECTIVE 11 - COMMUNICATION

FUNDAMENTAL OBJECTIVES

- 11.01 Use "Municipal Safety News" to inform subscribers about new or revised legislation, and about government and WCB policies.
- 11.02 Publish news, events, and upcoming courses related to Alberta Labour and WCB on AMHSA website.
- 11.03 Continue to populate the SafetyNet resource library with documents and links.

TARGETED/STRATEGIC OBJECTIVES:

- 11.04 Update the compliance audit to reflect new changes to the OHS Code.

GOAL 4

ACT AS CERTIFYING PARTNER IN THE PARTNERSHIPS IN INJURY REDUCTION PROGRAM (PIR) IN COOPERATION WITH WORKERS' COMPENSATION BOARD AND ALBERTA LABOUR - PARTNERSHIPS

OBJECTIVE 12 - COR AND SECOR

FUNDAMENTAL OBJECTIVES

- 12.01 Promote and support the Partnerships in Injury Reduction (PIR) program. This includes:
 - (1) the training and certification of auditors;
 - (2) administration and quality assurance of external and internal PIR audits; and,
 - (3) coordination and communication with the Partnerships team.
- 12.02 Ensure quality assurance systems meet all Partnerships standards and comply with any reasonable recommendations from the Partnerships Quality Assurance Team.
- 12.03 Contribute to the development, periodic review, and maintenance of the PIR Standards.
- 12.04 Support members and associate members working towards attaining their COR or SECOR.
- 12.05 Support auditors and auditors-in-training.
- 12.06 Explore AMHSA Certification process for an alternative to COR and SECOR.

2017 BUDGET

The AMHSA Board of Directors approved the 2017 Budget at the September 7, 2017 Board of Directors Planning Meeting.

The 2017 budget was based on a premium rate levy of 3.75 cents per hundred dollars of insurable earnings for all municipalities. There was no increase to the levy rates. The WCB Grant request for 2017 was \$1.6 million.

2017 OPERATING BUDGET

DESCRIPTIONS	2017 APPROVED BUDGET (\$)
GST Refund	36,000.00
Allocation from Contingency	100,000.00
REVENUES	
W.C.B. Grant	1,600,000.00
Total Program Registrations	570,000.00
Associate Membership Fees	15,000.00
Interest Revenue	4,500.00
Total Sale of Materials	40,000.00
Shipping and Revenue	2,000.00
Other Revenues	3,000.00
Total Revenues (includes GST Refund)	2,370,500.00
EXPENSES	
Salaries	866,241.35
Benefits	191,029.92
Staff Travel and Subsistence	80,000.00
WCB Premium - Annual	1,100.00
Office Rent	134,000.00
Equipment Leasing	6,000.00
Equipment Furniture and Computers	15,000.00
Office Equipment and Office Maintenance	13,700.00
Office Supplies and Printing	50,628.73
Library Materials	3,000.00
Postage and Courier	20,000.00
Office - Other	2,500.00
Telephone and Fax	20,000.00
Banking Fees	8,000.00
Office Insurance	5,000.00
Advertising & Membership Fees	30,000.00
Contract Services	214,000.00
Professional Development	15,000.00
IT Support and Infrastructure	52,500.00
Bad Debt	1,800.00
Total Admin Expenses	1,729,500.00

2017 OPERATING BUDGET

PROGRAM DEVELOPMENT AND TRAINING	2017 APPROVED BUDGET (\$)
Program - Materials	120,000.00
Total Travel and Facility Rent	170,000.00
Program - Instructor Fees	300,000.00
Total Program Expenses	590,000.00
Board Expenses	15,000.00
GST Paid on Purchases	36,000.00
Total Expenses	2,370,500.00
Total Revenue	2,370,500.00
Balance	0.00

ADMINISTRATION

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 2016.

BOARD OF DIRECTORS MEETINGS

Board meetings will be held:

- December 14, 2016 Calgary, AB
- May 10, 2017 Leduc, AB

In accordance with the AMHSA bylaws, a schedule for the 2017 meetings will be established at the Annual General Meeting in May.

The 2017 Annual General Meeting will be held prior to the Board meeting on Wednesday, May 10, 2017 in Leduc, Alberta.

STAKEHOLDER SUPPORT

MEMBERS

In May 2016, a membership survey was sent to all AMHSA members and was made available online. The results were overwhelmingly positive.

Respondents were asked to indicate the level of satisfaction with AMHSA's products and services. The majority of the respondents range from satisfied to extremely satisfied. Direct contact with unsatisfied customers was made in the attempt to improve customer service.

2017 APPENDICES

APPENDIX A | ACRONYMS

AHSA	Alberta Hotel Safety Association
AAMDC	Alberta Association of Municipal Districts and Counties
ACSC	Alberta Cities Safety Council
ACSA	Alberta Construction Safety Association
AMTA	Alberta Motor Transport Association
AMHSA	Alberta Municipal Health and Safety Association
APWSA	Alberta Public Works Supervisors Association
AMSA	Alberta Municipal Supervisors Association
APWA	Alberta Public Works Association
ARMAA	Alberta Rural Municipal Administrators Association
ASC	Alberta Safety Council
AUMA	Alberta Urban Municipalities Association
AWWOA	Alberta Water and Wastewater Operators Association
CCSA	Continuing Care Safety Association
COR	Certificate of Recognition
CPWA	Canadian Public Works Association
CSU	Civic Service Union
CSTS	Construction Safety Training System
CUPE	Canadian Union of Public Employees
HSCSA	Health and Safety Conference Society of Alberta
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
SECOR	Small Employer Certificate of Recognition
SWOT	Strengths, Weaknesses, Opportunities and Threats
WCB	Workers' Compensation Board
WHMIS	Workplace Hazardous Materials Information System

APPENDIX B | FINANCIAL

2016 REPORTS & 2017 BUDGET

The unaudited Operating and Project Reports for the first half of 2016 follow, as adopted by the AMHSA Board of Directors.

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT JANUARY 2016				
	CURRENT MTH	YTD	BUDGET	BALANCE
ALLOCATION FROM CONTINGENCY	8,333.33	8,333.33	100,000.00	91,666.67
GST REFUND (Q4 2015 - Q3 2016)	5,578.80	5,578.80	36,000.00	30,421.20
REVENUE				
WCB Grant	375,000.00	375,000.00	1,500,000.00	1,125,000.00
Total Program Registrations	27,977.84	27,977.84	510,000.00	482,022.16
Associate Memberships	1,750.00	1,750.00	6,500.00	4,750.00
Interest Revenue	57.40	57.40	5,000.00	4,942.60
Total Sale of Materials	2,820.00	2,820.00	48,000.00	45,180.00
Shipping Revenue	188.86	188.86	2,500.00	2,311.14
Other Revenues	95.50	95.50	6,000.00	5,904.50
TOTAL REVENUE (includes contingency/GST refund)	421,801.73	421,801.73	2,214,000.00	1,792,198.27
EXPENSE				
Total Wages	60,997.28	60,997.28	873,563.32	812,566.04
Total Employee Benefits	16,278.07	16,278.07	196,977.48	180,699.41
Total Office Travel, Subsistence & Vehicle	5,807.34	5,807.34	80,000.00	74,192.66
WCB Assessment (Premiums)	0.00	0.00	2,500.00	2,500.00
Office - Rent	10,577.29	10,577.29	127,000.00	116,422.71
Equipment Lease	365.00	365.00	8,000.00	7,635.00
Equipment/Furniture Purchases	1,116.01	1,116.01	15,000.00	13,883.99
Total Equip & Office Maintenance	2,901.19	2,901.19	10,000.00	7,098.81
Office Supplies & Printing	2,370.63	2,370.63	51,659.20	49,288.57
Library Materials	0.00	0.00	3,000.00	3,000.00
Postage & Courier	832.84	832.84	20,000.00	19,167.16
Office - Other	0.00	0.00	2,500.00	2,500.00
Telephone and Fax	1,689.55	1,689.55	27,000.00	25,310.45
Interest, Bank, Finance Charges & Merchant Acct Fees	667.11	667.11	6,500.00	5,832.89
Insurance	0.00	0.00	5,000.00	5,000.00
Advertising, Promotion & Membership	3,481.19	3,481.19	30,000.00	26,518.81
Contract Services	4,341.59	4,341.59	129,800.00	125,458.41
Professional Development	0.00	0.00	15,000.00	15,000.00
IT, Web, Database Development, Maintenance, Hosting	1,972.24	1,972.24	38,500.00	36,527.76
Bad Debt	0.00	0.00	1,000.00	1,000.00
Total Administration Expenses	113,397.33	113,397.33	1,643,000.00	1,529,602.67
Program Development and Training				
Program - Materials	6,205.29	6,205.29	120,000.00	113,794.71
Total Travel and Facility Rent	8,122.19	8,122.19	140,000.00	131,877.81
Program - Instructor Fees	20,327.00	20,327.00	260,000.00	239,673.00
Total Program Dev and Training	34,654.48	34,654.48	520,000.00	485,345.52
Board Expenses				
Total Board General	0.00	0.00	15,000.00	15,000.00
Total Board Expenses	0.00	0.00	15,000.00	15,000.00
Other Expenses				
GST Paid on Purchases (Exp)	1,680.51	1,680.51	36,000.00	34,319.49
TOTAL EXPENSE	149,732.32	149,732.32	2,214,000.00	2,064,267.68
TOTAL INCOME/LOSS	272,069.41	272,069.41	0.00	(272,069.41)
SUMMARY: G/L Bank Account Balance	732,586.16	Actual Bank Account Balance		785,168.22
Contingency Portion of G/L Balance	347,626.76	Accounts Receivable		48,222.12
Contingency Account Balance	257,616.81	Special Projects Account Balance		602,804.55
Actual WCB Association Balance (2014)	188,228.00	Amt for transfer from SP » Operate Acct		98,074.44

APPENDIX B | FINANCIAL

2016 REPORTS & 2017 BUDGET

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT FEBRUARY 2016				
	CURRENT MTH	YTD	BUDGET	BALANCE
ALLOCATION FROM CONTINGENCY	8,333.33	16,666.66	100,000.00	83,333.34
GST REFUND (Q4 2015 - Q3 2016)	0.00	5,578.80	36,000.00	30,421.20
REVENUE				
WCB Grant	0.00	375,000.00	1,500,000.00	1,125,000.00
Total Program Registrations	57,714.45	85,692.29	510,000.00	424,307.71
Associate Memberships	1,000.00	2,750.00	6,500.00	3,750.00
Interest Revenue	57.41	114.81	5,000.00	4,885.19
Total Sale of Materials	6,067.00	8,887.00	48,000.00	39,113.00
Shipping Revenue	125.24	314.10	2,500.00	2,185.90
Other Revenues	642.00	737.50	6,000.00	5,262.50
TOTAL REVENUE (includes contingency/GST refund)	73,939.43	495,741.16	2,214,000.00	1,718,258.84
EXPENSE				
Total Wages	61,350.95	122,348.23	873,563.32	751,215.09
Total Employee Benefits	15,845.63	32,123.70	196,977.48	164,853.78
Total Office Travel, Subsistence & Vehicle	4,831.92	10,639.26	80,000.00	69,360.74
WCB Assessment (Premiums)	775.70	775.70	2,500.00	1,724.30
Office - Rent	10,577.29	21,154.58	127,000.00	105,845.42
Equipment Lease	149.49	514.49	8,000.00	7,485.51
Equipment/Furniture Purchases	10,260.38	11,376.39	15,000.00	3,623.61
Total Equip & Office Maintenance	678.45	3,579.64	10,000.00	6,420.36
Office Supplies & Printing	4,219.98	6,590.61	51,659.20	45,068.59
Library Materials	0.00	0.00	3,000.00	3,000.00
Postage & Courier	1,127.36	1,960.20	20,000.00	18,039.80
Office - Other	0.00	0.00	2,500.00	2,500.00
Telephone and Fax	1,118.53	2,808.08	27,000.00	24,191.92
Interest, Bank, Finance Charges & Merchant Acct Fees	584.80	1,251.91	6,500.00	5,248.09
Insurance	0.00	0.00	5,000.00	5,000.00
Advertising, Promotion & Membership	1,219.00	4,700.19	30,000.00	25,299.81
Contract Services	13,153.41	17,495.00	129,800.00	112,305.00
Professional Development	239.95	239.95	15,000.00	14,760.05
IT, Web, Database Development, Maintenance, Hosting	2,234.20	4,206.44	38,500.00	34,293.56
Bad Debt	0.00	0.00	1,000.00	1,000.00
Total Administration Expenses	128,367.04	241,764.37	1,643,000.00	1,401,235.63
Program Development and Training				
Program - Materials	25,605.64	31,810.93	120,000.00	88,189.07
Total Travel and Facility Rent	13,140.95	21,263.14	140,000.00	118,736.86
Program - Instructor Fees	31,027.50	51,354.50	260,000.00	208,645.50
Total Program Dev and Training	69,774.09	104,428.57	520,000.00	415,571.43
Board Expenses				
Total Board General	0.00	0.00	15,000.00	15,000.00
Total Board Expenses	0.00	0.00	15,000.00	15,000.00
Other Expenses				
GST Paid on Purchases (Exp)	3,281.56	4,962.07	36,000.00	31,037.93
TOTAL EXPENSE	201,422.69	351,155.01	2,214,000.00	1,862,844.99
TOTAL INCOME/LOSS	(127,483.26)	144,586.15	0.00	(144,586.15)
SUMMARY: G/L Bank Account Balance	576,636.84	Actual Bank Account Balance		646,934.79
Contingency Portion of G/L Balance	339,293.43	Accounts Receivable		80,544.81
Contingency Account Balance	257,618.84	Special Projects Account Balance		602,859.93
Actual WCB Association Balance (2014)	188,228.00	Amt for transfer from SP » Operate Acct		110,869.44

APPENDIX B | FINANCIAL

2016 REPORTS & 2017 BUDGET

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT MARCH 2016				
	CURRENT MTH	YTD	BUDGET	BALANCE
ALLOCATION FROM CONTINGENCY	8,333.34	25,000.00	100,000.00	75,000.00
GST REFUND (Q4 2015 - Q3 2016)	0.00	5,578.80	36,000.00	30,421.20
REVENUE				
WCB Grant	0.00	375,000.00	1,500,000.00	1,125,000.00
Total Program Registrations	58,881.32	144,573.61	510,000.00	365,426.39
Associate Memberships	0.00	2,750.00	6,500.00	3,750.00
Interest Revenue	53.72	168.53	5,000.00	4,831.47
Total Sale of Materials	6,415.00	15,302.00	48,000.00	32,698.00
Shipping Revenue	352.76	666.86	2,500.00	1,833.14
Other Revenues	150.00	887.50	6,000.00	5,112.50
TOTAL REVENUE (includes contingency/GST refund)	74,186.14	569,927.30	2,214,000.00	1,644,072.70
EXPENSE				
Total Wages	62,544.78	184,893.01	873,563.32	688,670.31
Total Employee Benefits	15,710.39	47,834.09	196,977.48	149,143.39
Total Office Travel, Subsistence & Vehicle	4,934.91	15,574.17	80,000.00	64,425.83
WCB Assessment (Premiums)	0.00	775.70	2,500.00	1,724.30
Office - Rent	10,577.29	31,731.87	127,000.00	95,268.13
Equipment Lease	154.49	668.98	8,000.00	7,331.02
Equipment/Furniture Purchases	0.00	11,376.39	15,000.00	3,623.61
Total Equip & Office Maintenance	826.42	4,406.06	10,000.00	5,593.94
Office Supplies & Printing	3,279.37	9,869.98	51,659.20	41,789.22
Library Materials	0.00	0.00	3,000.00	3,000.00
Postage & Courier	2,547.97	4,508.17	20,000.00	15,491.83
Office - Other	0.00	0.00	2,500.00	2,500.00
Telephone and Fax	1,449.93	4,258.01	27,000.00	22,741.99
Interest, Bank, Finance Charges & Merchant Acct Fees	289.94	1,541.85	6,500.00	4,958.15
Insurance	0.00	0.00	5,000.00	5,000.00
Advertising, Promotion & Membership	650.00	5,350.19	30,000.00	24,649.81
Contract Services	4,643.35	22,138.35	129,800.00	107,661.65
Professional Development	2,939.90	3,179.85	15,000.00	11,820.15
IT, Web, Database Development, Maintenance, Hosting	3,476.11	7,682.55	38,500.00	30,817.45
Bad Debt	0.00	0.00	1,000.00	1,000.00
Total Administration Expenses	114,024.85	355,789.22	1,643,000.00	1,287,210.78
Program Development and Training				
Program - Materials	17,409.45	49,220.38	120,000.00	70,779.62
Total Travel and Facility Rent	10,029.35	31,292.49	140,000.00	108,707.51
Program - Instructor Fees	25,196.00	76,550.50	260,000.00	183,449.50
Total Program Dev and Training	52,634.80	157,063.37	520,000.00	362,936.63
Board Expenses				
Total Board General	0.00	0.00	15,000.00	15,000.00
Total Board Expenses	0.00	0.00	15,000.00	15,000.00
Other Expenses				
GST Paid on Purchases (Exp)	2,085.76	7,047.83	36,000.00	28,952.17
TOTAL EXPENSE	168,745.41	519,900.42	2,214,000.00	1,694,099.58
TOTAL INCOME/LOSS	(94,559.27)	50,026.88	0.00	(50,026.88)
SUMMARY: G/L Bank Account Balance	436,262.78	Actual Bank Account Balance		506,405.98
Contingency Portion of G/L Balance	330,960.09	Accounts Receivable		105,180.40
Contingency Account Balance	257,620.74	Special Projects Account Balance		602,911.75
Actual WCB Association Balance (2014)	188,228.00	Amt for transfer from SP » Operate Acct		131,411.94

APPENDIX B | FINANCIAL

2016 REPORTS & 2017 BUDGET

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT APRIL 2016				
	CURRENT MTH	YTD	BUDGET	BALANCE
ALLOCATION FROM CONTINGENCY	8,333.33	33,333.33	100,000.00	66,666.67
GST REFUND (Q4 2015 - Q3 2016)	0.00	5,578.80	36,000.00	30,421.20
REVENUE				
WCB Grant	375,000.00	750,000.00	1,500,000.00	750,000.00
Total Program Registrations	74,589.58	219,163.19	510,000.00	290,836.81
Associate Memberships	500.00	3,250.00	6,500.00	3,250.00
Interest Revenue	2,007.44	2,175.97	5,000.00	2,824.03
Total Sale of Materials	15,069.00	30,371.00	48,000.00	17,629.00
Shipping Revenue	563.43	1,230.29	2,500.00	1,269.71
Other Revenues	(47.95)	839.55	6,000.00	5,160.45
TOTAL REVENUE (includes contingency/GST refund)	476,014.83	1,045,942.13	2,214,000.00	1,168,057.87
EXPENSE				
Total Wages	65,772.58	250,665.59	873,563.32	622,897.73
Total Employee Benefits	16,358.90	64,192.99	196,977.48	132,784.49
Total Office Travel, Subsistence & Vehicle	3,816.59	19,390.76	80,000.00	60,609.24
WCB Assessment (Premiums)	0.00	775.70	2,500.00	1,724.30
Office - Rent	10,039.66	41,771.53	127,000.00	85,228.47
Equipment Lease	139.49	808.47	8,000.00	7,191.53
Equipment/Furniture Purchases	3,015.19	14,391.58	15,000.00	608.42
Total Equip & Office Maintenance	1,158.29	5,564.35	10,000.00	4,435.65
Office Supplies & Printing	1,873.70	11,743.68	51,659.20	39,915.52
Library Materials	0.00	0.00	3,000.00	3,000.00
Postage & Courier	1,966.85	6,475.02	20,000.00	13,524.98
Office - Other	0.00	0.00	2,500.00	2,500.00
Telephone and Fax	1,013.00	5,271.01	27,000.00	21,728.99
Interest, Bank, Finance Charges & Merchant Acct Fees	437.39	1,979.24	6,500.00	4,520.76
Insurance	0.00	0.00	5,000.00	5,000.00
Advertising, Promotion & Membership	1,860.04	7,210.23	30,000.00	22,789.77
Contract Services	11,095.65	33,234.00	129,800.00	96,566.00
Professional Development	0.00	3,179.85	15,000.00	11,820.15
IT, Web, Database Development, Maintenance, Hosting	928.38	8,610.93	38,500.00	29,889.07
Bad Debt	0.00	0.00	1,000.00	1,000.00
Total Administration Expenses	119,475.71	475,264.93	1,643,000.00	1,167,735.07
Program Development and Training				
Program - Materials	22,465.78	71,686.16	120,000.00	48,313.84
Total Travel and Facility Rent	20,199.76	51,492.25	140,000.00	88,507.75
Program - Instructor Fees	39,450.00	116,000.50	260,000.00	143,999.50
Total Program Dev and Training	82,115.54	239,178.91	520,000.00	280,821.09
Board Expenses				
Total Board General	0.00	0.00	15,000.00	15,000.00
Total Board Expenses	0.00	0.00	15,000.00	15,000.00
Other Expenses				
GST Paid on Purchases (Exp)	2,422.54	9,470.37	36,000.00	26,529.63
TOTAL EXPENSE	204,013.79	723,914.21	2,214,000.00	1,490,085.79
TOTAL INCOME/LOSS	272,001.04	322,027.92	0.00	(322,027.92)
SUMMARY: G/L Bank Account Balance	688,526.08	Actual Bank Account Balance		743,024.78
Contingency Portion of G/L Balance	166,666.67	Accounts Receivable		117,421.42
Contingency Account Balance	414,232.86	Special Projects Account Balance		454,267.16
Actual WCB Association Balance (2014)	188,228.00	Amt for transfer from SP » Operate Acct		(18,588.06)

APPENDIX B | FINANCIAL

2016 REPORTS & 2017 BUDGET

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT MAY 2016				
	CURRENT MTH	YTD	BUDGET	BALANCE
ALLOCATION FROM CONTINGENCY	8,333.33	41,666.66	100,000.00	58,333.34
GST REFUND (Q4 2015 - Q3 2016)	6,986.71	12,565.51	36,000.00	23,434.49
REVENUE				
WCB Grant	0.00	750,000.00	1,500,000.00	750,000.00
Total Program Registrations	67,374.19	286,537.38	510,000.00	223,462.62
Associate Memberships	0.00	3,250.00	6,500.00	3,250.00
Interest Revenue	79.65	2,255.62	5,000.00	2,744.38
Total Sale of Materials	5,912.50	36,283.50	48,000.00	11,716.50
Shipping Revenue	338.86	1,569.15	2,500.00	930.85
Other Revenues	362.63	1,202.18	6,000.00	4,797.82
TOTAL REVENUE (includes contingency/GST refund)	89,387.87	1,135,330.00	2,214,000.00	1,078,670.00
EXPENSE				
Total Wages	69,356.58	320,022.17	873,563.32	553,541.15
Total Employee Benefits	15,605.56	79,798.55	196,977.48	117,178.93
Total Office Travel & Subsistence	6,150.14	25,540.90	80,000.00	54,459.10
WCB Assessment (Premiums)	616.00	1,391.70	2,500.00	1,108.30
Office - Rent	10,577.29	52,348.82	127,000.00	74,651.18
Equipment Lease	271.49	1,079.96	8,000.00	6,920.04
Equipment/Furniture Purchases	3,159.49	17,551.07	15,000.00	(2,551.07)
Total Equip & Office Maintenance	1,553.45	7,117.80	10,000.00	2,882.20
Office Supplies & Printing	3,864.26	15,607.94	51,659.20	36,051.26
Library Materials	0.00	0.00	3,000.00	3,000.00
Postage & Courier	1,225.22	7,700.24	20,000.00	12,299.76
Office - Other	61.00	61.00	2,500.00	2,439.00
Telephone and Fax	1,711.06	6,982.07	27,000.00	20,017.93
Interest, Bank, Finance Charges & Merchant Acct Fees	461.74	2,440.98	6,500.00	4,059.02
Office Insurance	0.00	0.00	5,000.00	5,000.00
Advertising, Promotion & Membership	9,165.10	16,375.33	30,000.00	13,624.67
Contract Services	4,695.59	37,929.59	129,800.00	91,870.41
Professional Development	0.00	3,179.85	15,000.00	11,820.15
IT, Web, Database Development, Maintenance, Hosting	2,247.07	10,858.00	38,500.00	27,642.00
Bad Debt	0.00	0.00	1,000.00	1,000.00
Total Administration Expenses	130,721.04	605,985.97	1,643,000.00	1,037,014.03
Program Development and Training				
Program - Materials	28,127.62	99,813.78	120,000.00	20,186.22
Total Travel and Facility Rent	21,440.28	72,932.53	140,000.00	67,067.47
Program - Instructor Fees	38,900.00	154,900.50	260,000.00	105,099.50
Total Program Dev and Training	88,467.90	327,646.81	520,000.00	192,353.19
Board Expenses				
Total Board General	3,188.72	3,188.72	15,000.00	11,811.28
Total Board Expenses	3,188.72	3,188.72	15,000.00	11,811.28
Other Expenses				
GST Paid on Purchases (Exp)	2,683.58	9,731.41	36,000.00	26,268.59
TOTAL EXPENSE	225,061.24	946,552.91	2,214,000.00	1,267,447.09
TOTAL INCOME/LOSS	(135,673.37)	188,777.09	0.00	(188,777.09)
SUMMARY: G/L Bank Account Balance	548,161.60	Actual Bank Account Balance		589,235.44
Contingency Portion of G/L Balance	158,333.34	Accounts Receivable		118,406.52
Contingency Account Balance	414,239.50	Special Projects Account Balance		454,340.17
Actual WCB Association Balance (2014)	188,228.00	Amt for transfer from SP » Operate Acct		(11,638.06)

APPENDIX B | FINANCIAL

2016 REPORTS & 2017 BUDGET

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT JUNE 2016				
	CURRENT MTH	YTD	BUDGET	BALANCE
ALLOCATION FROM CONTINGENCY	8,333.34	50,000.00	100,000.00	50,000.00
GST REFUND (Q4 2015 - Q3 2016)	0.00	12,565.51	36,000.00	23,434.49
REVENUE				
WCB Grant	0.00	750,000.00	1,500,000.00	750,000.00
Total Program Registrations	71,731.25	358,268.63	510,000.00	151,731.37
Associate Memberships	750.00	4,000.00	6,500.00	2,500.00
Interest Revenue	43.28	2,298.90	5,000.00	2,701.10
Total Sale of Materials	6,087.50	42,371.00	48,000.00	5,629.00
Shipping Revenue	261.29	1,830.44	2,500.00	669.56
Other Revenues	1,456.67	2,658.85	6,000.00	3,341.15
TOTAL REVENUE (includes contingency/GST refund)	88,663.33	1,223,993.33	2,214,000.00	990,006.67
EXPENSE				
Total Wages	88,012.51	408,034.68	873,563.32	465,528.64
Total Employee Benefits	16,871.44	96,669.99	196,977.48	100,307.49
Total Office Travel & Subsistence	3,888.33	29,429.23	80,000.00	50,570.77
WCB Assessment (Premiums)	0.00	1,391.70	2,500.00	1,108.30
Office - Rent	10,577.29	62,926.11	127,000.00	64,073.89
Equipment Lease	139.49	1,219.45	8,000.00	6,780.55
Equipment/Furniture Purchases	0.00	17,551.07	15,000.00	(2,551.07)
Total Equip & Office Maintenance	1,403.90	8,521.70	10,000.00	1,478.30
Office Supplies & Printing	10,221.04	25,828.98	51,659.20	25,830.22
Library Materials	0.00	0.00	3,000.00	3,000.00
Postage & Courier	1,258.48	8,958.72	20,000.00	11,041.28
Office - Other	68.98	129.98	2,500.00	2,370.02
Telephone and Fax	1,020.61	8,002.68	27,000.00	18,997.32
Interest, Bank, Finance Charges & Merchant Acct Fees	264.26	2,705.24	6,500.00	3,794.76
Office Insurance	0.00	0.00	5,000.00	5,000.00
Advertising, Promotion & Membership	629.90	17,005.23	30,000.00	12,994.77
Contract Services	2,700.36	40,629.95	129,800.00	89,170.05
Professional Development	1,725.00	4,904.85	15,000.00	10,095.15
IT, Web, Database Development, Maintenance, Hosting	2,610.92	13,468.92	38,500.00	25,031.08
Bad Debt	0.00	0.00	1,000.00	1,000.00
Total Administration Expenses	141,392.51	747,378.48	1,643,000.00	895,621.52
Program Development and Training				
Program - Materials	808.02	100,621.80	120,000.00	19,378.20
Total Travel and Facility Rent	15,047.94	87,980.47	140,000.00	52,019.53
Program - Instructor Fees	31,800.00	186,700.50	260,000.00	73,299.50
Total Program Dev and Training	47,655.96	375,302.77	520,000.00	144,697.23
Board Expenses				
Total Board General	0.00	3,188.72	15,000.00	11,811.28
Total Board Expenses	0.00	3,188.72	15,000.00	11,811.28
Other Expenses				
GST Paid on Purchases (Exp)	1,848.80	8,896.63	36,000.00	27,103.37
TOTAL EXPENSE	190,897.27	1,134,766.60	2,214,000.00	1,079,233.40
TOTAL INCOME/LOSS	(102,233.94)	89,226.73	0.00	(89,226.73)
SUMMARY: G/L Bank Account Balance	400,492.32	Actual Bank Account Balance		447,872.31
Contingency Portion of G/L Balance	150,000.00	Accounts Receivable		116,569.82
Contingency Account Balance	414,245.14	Special Projects Account Balance		454,377.81
Actual WCB Association Balance (2014)	188,228.00	Amt for transfer from SP » Operate Acct		27,835.22

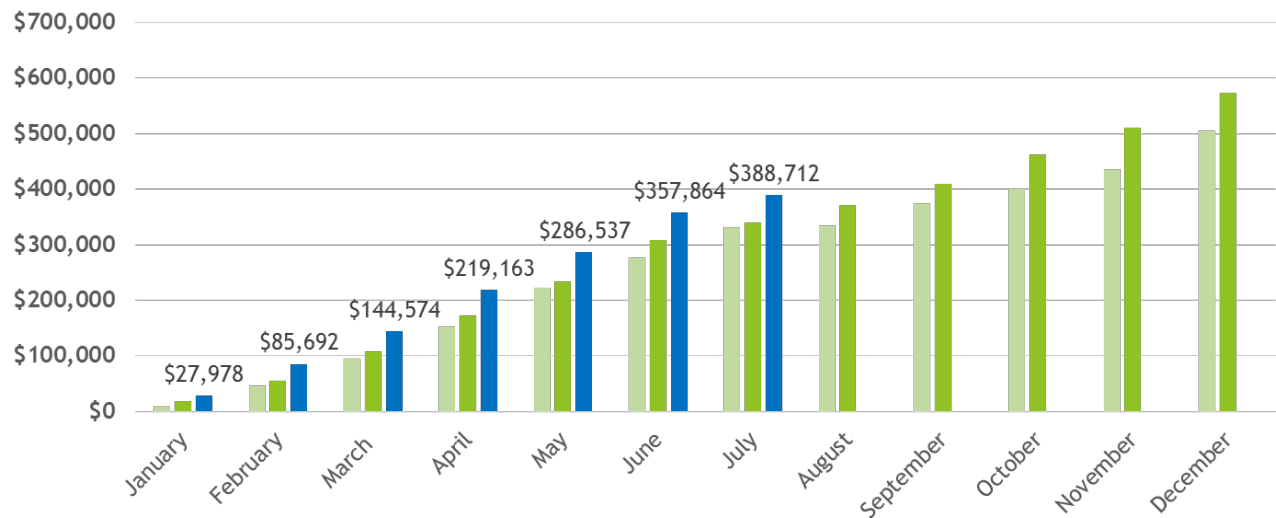
APPENDIX C | SPECIAL PROJECT FINANCIAL REPORT

Alberta Municipal Health & Safety Association					
Project Income Summary					
JULY 2016 (YTD)					
Project			Revenue	Expense	Net
WCB SP13 - DATABASE	Brought Forward		50,000.00	25,454.18	
	BIS Training Solutions			522.50	
	BIS Training Solutions			950.00	
	BIS Training Solutions			372.50	
	BIS Training Solutions			950.00	
	BIS Training Solutions			1,100.00	
	BIS Training Solutions			1,012.50	
	BIS Training Solutions			900.00	
			50,000.00	31,261.68	18,738.32
WCB SP15 AUDIT TOOL COMPETENCY VALIDATION	Brought Forward		50,000.00	5,000.00	
	BIS Training Solutions			5,500.00	
			50,000.00	10,500.00	39,500.00
WCB SP15 ONLINE COURSE DEVELOPMENT	Brought Forward		423,647.31	-	
	BIS Training Solutions			1,880.95	
	Global Incident Command Solutions			10,000.00	
	BIS Training Solutions			42.50	
	Global Incident Command Solutions			15,000.00	
	BIS Training Solutions			5,500.00	
	GOV'T OF AB - NEW FUNDING	20,000.00			
	Global Incident Command Solutions			12,500.00	
	Global Incident Command Solutions			7,500.00	
	BIS Training Solutions			5,850.00	
	BIS Training Solutions			9,960.78	
	Global Incident Command Solutions			8,000.00	
	Global Incident Command Solutions			15,000.00	
	BIS Training Solutions			7,200.00	
	BIS Training Solutions			190.00	
			443,647.31	66,200.78	377,446.53
WCB SP15 - ONLINE CERTIFICATE OF RECOGNITION	Brought Forward		50,000.00	-	
			50,000.00	-	50,000.00
SPECIAL PROJECTS INTEREST INCOME	Brought Forward		6,758.34	-	
			6,758.34	-	6,758.34
NET CLOSED PROJECT BALANCE	Brought Forward		-	1,139.18	
			-	1,139.18	-1,139.18
TOTAL SPECIAL PROJECTS			600,405.65	109,101.64	491,304.01
Remaining Special Projects			BUDGET	EXPENSES	BALANCE
Behaviour Based Safety			15,000.00	10,200.00	4,800.00
Chainsaw Safety			45,000.00	21,310.78	23,689.22
Incident Command 402/100			50,000.00	40,200.00	9,800.00
Incident Command 200			40,000.00	-	40,000.00
Managers' Role			40,000.00	40,000.00	-
Workplace Violence Prevention			38,000.00	35,690.00	2,310.00
Train-The-Trainer			2,500.00	1,880.95	619.05
Prime Contractor			50,000.00	-	50,000.00
Mental 1st Aid			30,000.00	-	30,000.00
Working Alone			25,000.00	-	25,000.00
MSD Online			30,000.00	-	30,000.00
Occupational Disease			35,000.00	15,000.00	20,000.00
Defensive Driving			25,000.00	-	25,000.00
Totals			425,500.00	164,281.73	261,218.27

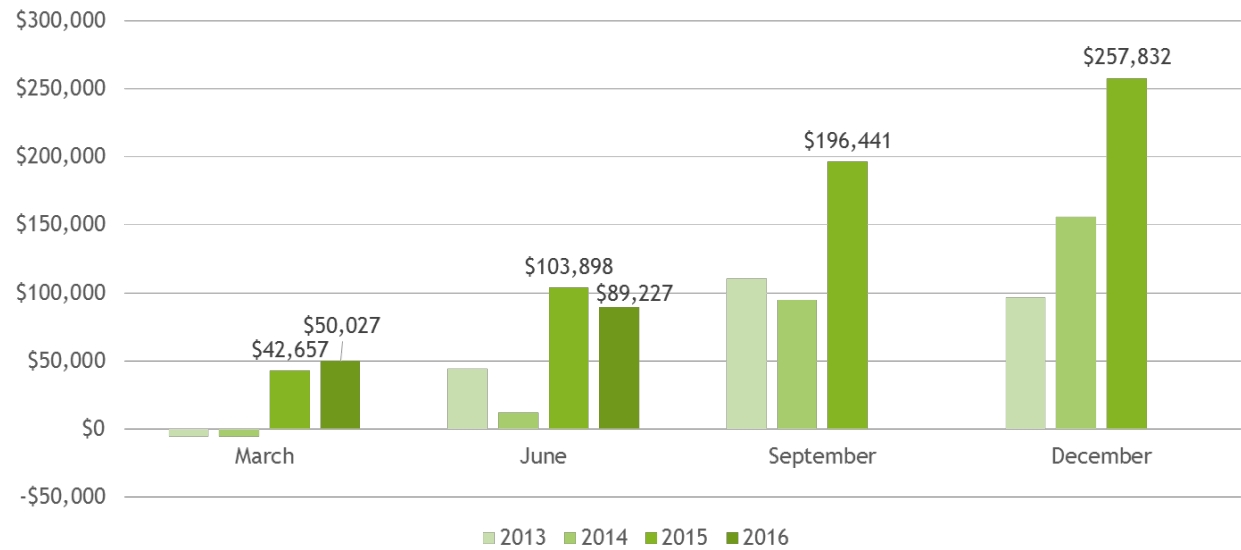
APPENDIX D

CUMULATIVE PROGRAM REGISTRATION INCOME AND QUARTERLY FINANCIALS MONTH END BALANCE

Cumulative Program Registration Income



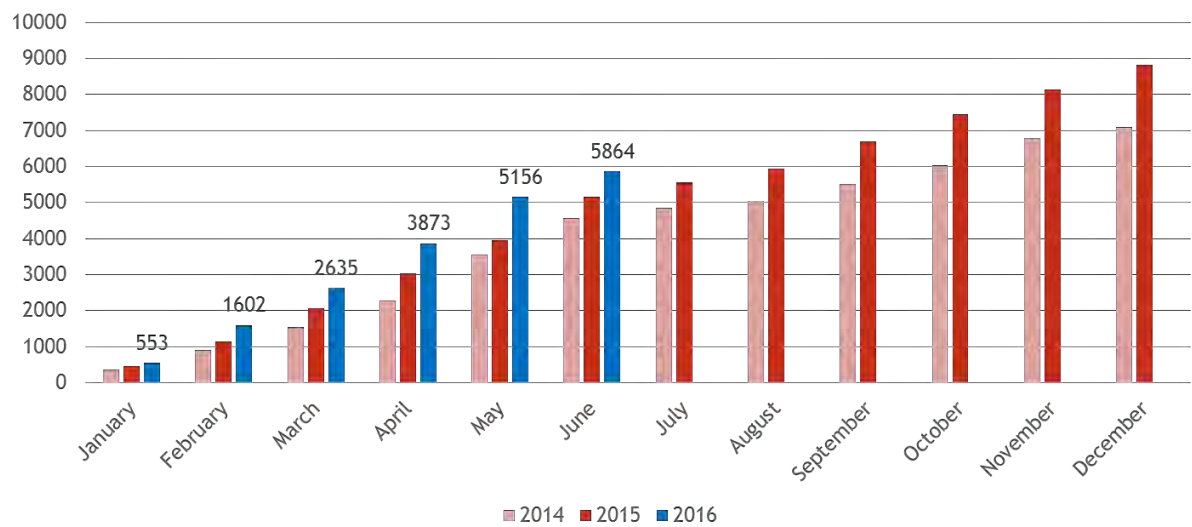
Quarterly Financials Month End Balance



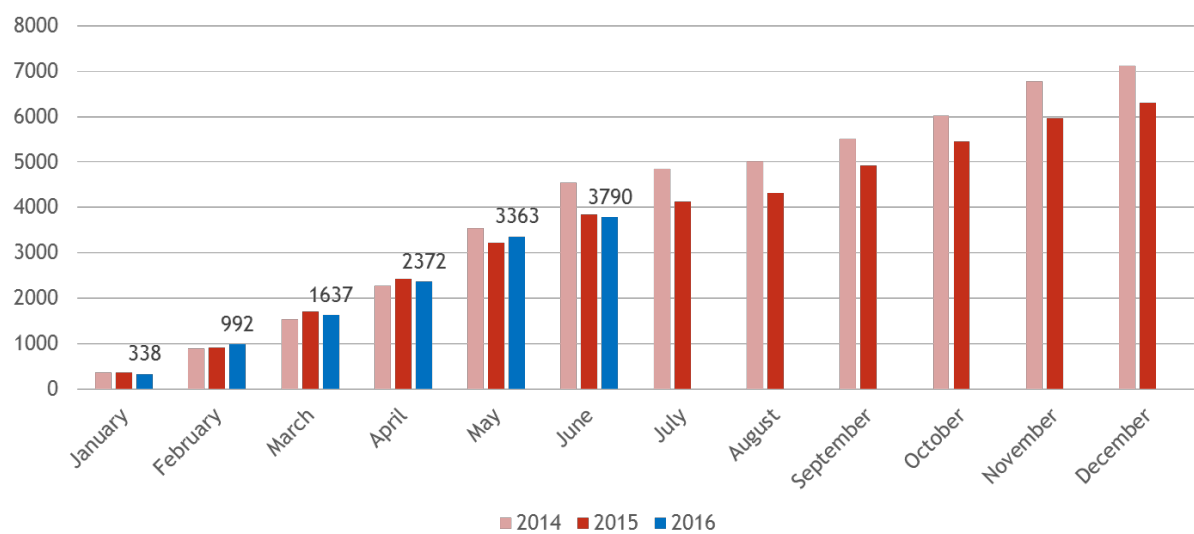
APPENDIX E

CUMULATIVE CLASSROOM AND ONLINE TRAINING PARTICIPANTS YTD

Cumulative Classroom and Online Training Participants YTD

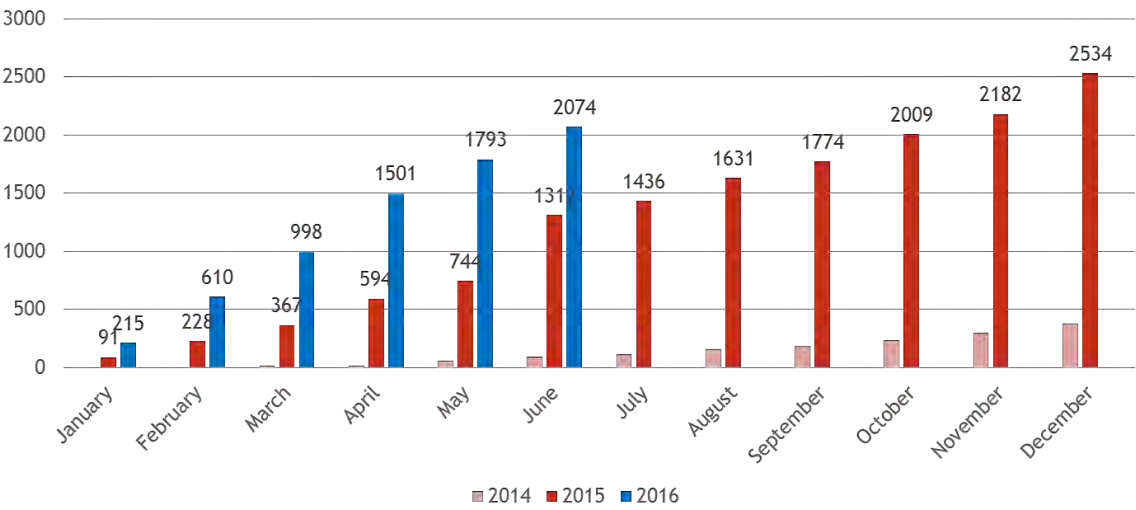


Cumulative Classroom Training Participants



APPENDIX F

ONLINE TRAINING PARTICIPANTS YTD

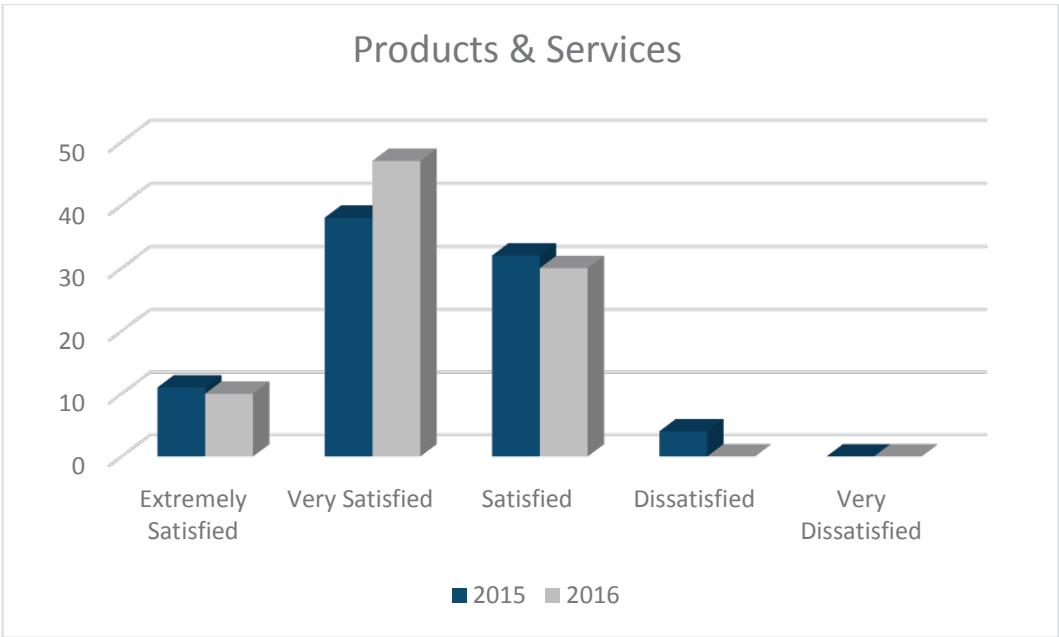


APPENDIX G

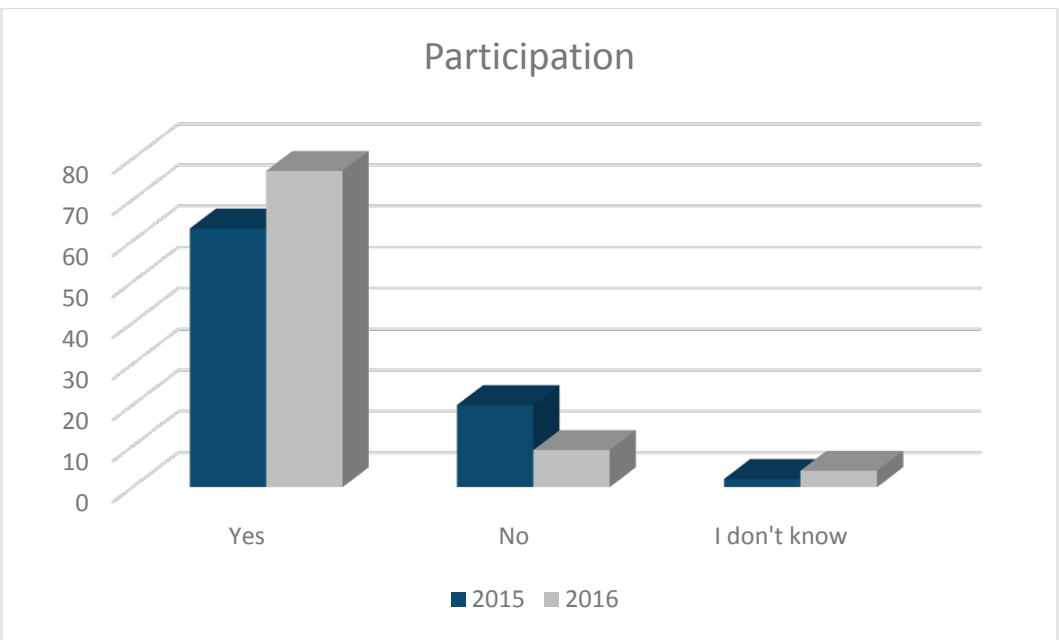
2016 MEMBERSHIP SURVEY RESULTS

The combined results of the annual print and online 2016 membership survey are as follows:

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



2. Did your municipality participate in any in any AMHSA training courses?



APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

3. Did the training help with the development and implementation of your municipalities Health & Safety program?

► YES

- Ability to conduct in-house flag person training each season for new summer terms.
– *Mountain View County*
- Verified that standards that they had been trained internally were provincially accepted standards.
– *Calgary Parking Authority*
- Training met industry standards for certification expiry. – *County of Wetaskiwin*
- Training was for Auditor status. – *Rocky Mountain House*
- It is working well with the LSE (Leadership for Safety Excellence) for all of our supervisors and managers. – *Town of High River*
- I would not have been able to complete our safety manual and also our first audit without the suggested courses and most defiantly without the help and support of AMHSA! "Thank you Shannon", as without her (AMHSA) help it would have been far to exhausting... Thank god for such well-placed knowledge. – *Industrial Machine Inc.*
- It filled holes in our safety program that were lacking and noticeable on our external audit.
– *Town of Drumheller*
- Our Health & Safety policies and program include safety training. We endeavor to have staff participation in regular training sessions. – *Willow Creek Regional Waste Management Services Commission*

► NO

- 4-hour course – spent less than 5 minutes on the book that was provided. Course gave great insights to how the Challenger blew up and how the Titanic sank. How about focusing in on the process of investigating that we can relate to? – *City of Grande Prairie*
- We already had that in place. – *Red Deer County*
- Already implemented however allows staff to keep up to date on training. – *Town of Slave Lake*
- Not enough meat in the course.
- Enhanced

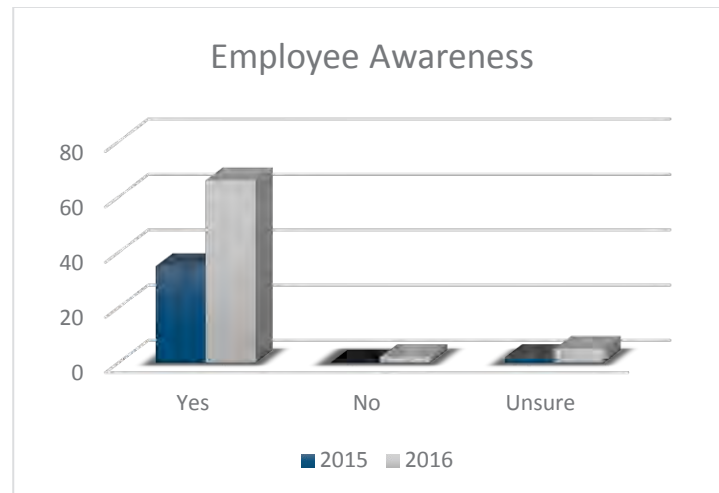
► UNSURE

- Not aware if training contributed to the development of Health & Safety program.

APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

4. Did the training improve the Health and Safety awareness of the employees that attended?



► YES

- 2 team seasonal staff that attended Train the Trainer for flag person, conducted the 2016 flag person training course among their peers. – *Mountain View County*
- I often receive very positive feedback from participants. – *County of Grande Prairie*
- Received positive feedback from those that participated. – *MD of Taber*
- Yes; we find that after the training, those employees take that awareness with them into the field and actually talk to others about it. – *Red Deer County*
- As our company already had its own Health & Safety (nothing like AMHSA however) we had a great record for very few if any issues, as we grew from 4 to 6 to 9 employees started to see more things popping up as to safety and near miss reports. Since the implementation of SECOR we have seen a reduction in near miss reports and also better understanding of how our new SECOR system works and proper paper to follow, safety procedures and in a nut shell owners have fully been onboard with each new front line change. – *Industrial Machine Inc.*
- It was beneficial to our employees. *Town of Drumheller*
- Most were 16 year old students. – *City of Grande Prairie*
- Very much so – on the H&S Management Systems, not so much on the Audit course. Very poor teacher. – *Calgary Zoo*
- During the training session, the instructor pointed out that some of our staff, while not unsafe, had some bad habits. This was a good opportunity to correct those habits. – *Willow Creek Regional Waste Management Services Commission*

► NO

- 5 minutes using the booklet provided is hardly enough time. – *City of Grande Prairie*

APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

5. If your municipality did not participate in AMHSA training program, why?

Unaware of Training	4
Poor Location	2
Too Costly	0
Not enough time to attend.....	4
Not Relevant	2

6. What other courses would you like AMHSA to offer your employees? (open-ended response)

- Confined Space Entry and Rescue combined, Hands on Defensive Driving
- *County of Stettler*
- Operator Safety - Backhoe Loader, Front End Loader, Plow Truck Sander, Road Grader
- *MD of Opportunity*
- Hands-on driver training
- *MD of Smoky Lake*
- Fit testing Train the Trainer - *Camrose County*
- Classroom course on Dog Safety - *Brazeau County*
- Incident Investigation for Supervisors (higher level than basic currently offered) - *City of Leduc*
- None at this time the list is fairly extensive - *City of Edmonton*
- Nothing off the top of my head - *Town of Rocky Mountain House*
- Accident/Incident Investigation, Audit Refresher, Joint Health & Safety Committees, Leadership for Safety Excellence, OHS Act, Regulation, and Code Overview, Prime Contractor - *Town of Raymond*
- In-formal Workplace Accident Investigations, Getting to the root cause by asking the 5-why's
- *City of Grande Prairie*
- N/A - *Town of Hanna*
- H2S Awareness, Substance Abuse Awareness for Supervisors - *County of Grande Prairie*
- Workers Liability, Worker to Supervisor, Hazard Assessment Office, more office oriented safety courses
- *Town of Stettler*
- LSE for Management - *Town of High River*
- Field Equipment Operating Course, field course - *City of Spruce Grove*
- Unsure at this time - *Town of Pincher Creek*
- Practices & Procedures development, Cutting Torch Safety - *City of Edmonton*
- Something to help us keep in line with proper axle weights as put out by the province - *MD of Taber*
- National Safety Code - *City of Red Deer*

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APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

6. What other courses would you like AMHSA to offer your employees? (open-ended response)

- Perhaps risk based course – *City of Calgary*
- Safety Presentation Skills. Having a Safety Leader who is able to keep his or her audience ensures a higher level of engagement and information retention. Generally, field personnel don't have the opportunity for that type of training – *Red Deer County*
- This is good – *City of Edmonton*
- Could there be any courses for the managers as to our role in dealing with and also working with the audits on a 12 month basis, there are supervisors yes, can there be a Managers course or certain amount of courses to a certain certification? Just a thought – *Industrial Machines Inc.*
- Operator Safety – Skid Steer, Confined Space Entry, WHMIS 2015, WHMIS 2015 Train the Trainer (maybe) – *Wolf Creek Public Schools*
- Hands on Chainsaw Training (2 day course) – *Leduc County*
- List is ok – *City of Edmonton*
- Unsure – *City of Edmonton*
- WHMIS – *Town of Taber*
- None that I can think of at this time – *Yellowhead Regional Library*
- Not sure yet – *Strathcona County*
- None – *Parkland County*
- Selection is good – *Lac La Biche County*
- Ok for now – *City of Spruce Grove*
- Operator Safety – farm equipment tractor and mower, general safety update (covering changes in OHS and general refreshers in all areas) – *Town of Bon Accord*
- Confined Space Rescue, Dozer, Excavator, Auto lift
- Defensive Driving, Supervisors Role, Former Workplace Inspections, Hazard ID and Control – *City of Grande Prairie*
- First Aid. Trench Rescue – *City of Spruce Grove*
- Dealing with Difficult People (municipal setting), Security (building & technology) – *Red Deer County*
- Winter Driving – *Town of Cardston*
- Lock out Tag out, Electrical Inspection and Safety, Fire Safety – *DuPont Canada*
- Executive Role in Organizational Health & Safety – *Calgary Zoo*
- Rigging. Slings, Craning – *Willow Creek Regional Waste Management Services Commission*
- Hazard ID, Prime Contractor, LSE – *County of St. Paul*
- Building Lockdown Procedures, Parks Operator Courses i.e. Bucket Truck, Chipper, Mower – *City of Chestermere*

APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

7. What did you like about the classroom training?

- The interaction and discussion, what I learn from other municipalities
- Good instructor, good manual
- Small class size, easy to ask questions
- AMHSA instructors are helpful and knowledgeable
- The interaction with the students and the trainer
- Convenient time and location when we are available, group participation
- Focus is on municipal services and their employees
- Personal expertise of some of the instructors
- Opportunity to discuss and network with other municipalities as well as internally
- Have not used
- We had a great instructor that kept the class engaging
- Affordable, educational, the training can be brought to us, then more employees get trained
- Good materials provided and excellent instructors
- The class sizes were the right size as there were lots of involvement from the instructor to the students
- Small classes that allow for one on one time with students as well as lots of student questions and input
- It was all city employees
- Personal hands on training locally
- Face to face is still a preferred method of delivery. I know participants really enjoyed the unique perspectives of the instructors brought forward
- Depends on the instructor but the one on one
- The content and instructors
- Knowledge of the instructors
- That the trainers have experience and most present very well
- Gets the course done in one day
- Instructors are more than willing to explain in great detail
- Good chance for students to get one on one if needed
- The trainers are well prepared and do a good job on the presentations
- Good instructors
- Professional, instructors were very knowledgeable and well prepared

(continued on next page)

APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

7. What did you like about the classroom training?

- I really liked the feedback or comments from others during instruction and the opportunity to ask any questions. Instructors are always very patient and knowledgeable
- Feedback and interactions
- Hands on is better than on-line as the education is in the discussion not just watching a video or a PowerPoint. People have good stories
- As our company grows and factories official trainer (equipment, forklift, road repairs, arenas – Zamboni, street cleaning – snow blowers, asphalt etc.) I liked the fact your trainers are well versed, this was and is a foremost with training
- Engagement of staff in learning
- It was done at our municipality
- Interactive classroom participation can be very valuable
- The interaction between people
- Very professional, to the point, engaging
- In person works well for some staff
- Like that there are other municipalities taking training as will. Gives the opportunity to how others do things
- Liked the auditor refresher course at Nisku
- Educated effective instructors – courses good length of time (not too long)
- The training for the employees was excellent, the instructors were knowledgeable and kept the participants motivated and engaged. The training I took for the auditor refresher course (the new audit tool) was not up to the same standard. The instructor for that refresher course spoke more about herself and her qualifications and would not even allow the participants to introduce themselves. I was not impressed with that course.
- Experience of the instructors
- The availability of scheduling
- People pay more attention to it than the online courses and retain it longer
- Municipal emphasis
- It's in a classroom setting where others can interact with you and explore other life experience
- Interactive, great instructors
- I prefer the online training
- Have not participated in any classroom training as of yet
- Teacher/student interaction/discussions
- Instructor was on-site at our facility as it was an equipment operator safety course. Landfill personnel were relaxed in a familiar atmosphere
- Very interactive

APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

8. If any, what were some of the challenges with booking or attending classroom courses, and how can we improve?

- Booking at Strathcona County is an issue because of the construction and the commute time. Otherwise, I have no challenges. Of course, with the busy schedules, not everyone can always be accommodated on a specific date
- At first there only a few offered in Calgary and they were difficult to get into.
- No
- Frequency of some courses (i.e. WHMIS Train the Trainer) - unable to attend due to unexpected surgery dates, now waiting for next course to become available
- Didn't experience any challenges
- None
- Experience has been good
- None at this time, I have not heard of any concerns in this regard
- Attendance numbers. Perhaps help to coordinate municipalities. For example if a municipality wants to book an open course and a neighbouring municipality also has that open course booked for around the same time, bring it to the attention of the second municipality in case they were not aware so that one course can be hosted for both rather than two dates with potential for neither municipality to meet the minimum class size
- You make us fill out 3 dates and locations with number of staff. It is hard to know all that information when trying to book a class. It would be easier to book with a min and max number. Give us a date. We can put it out to our staff that need the course, and then find the appropriate class room to host. To many hoops to jump through to book training
- None
- Just having enough available dates to attend, especially Calgary and South
- Sometimes it is the distance to course, but doesn't happen often
- Grande Prairie is a long way for anywhere else in the province
- We had no problems with course bookings
- Getting left over course materials back to AMHSA has always been a challenge. If this is supposed to be couriered it would be nice for the instructor to arrange the shipping documents and contact the courier company before they leave
- Some courses aren't offered enough. Would be nice to have more regularly scheduled classes for the topics that are required more frequently
- Booking: one class cancelled. Attendance: location sometimes too far
- It would be nice to be able to register multiple employees under one registration name, for example we register our operations department one at a time all done by the Administrative Assistant, and the outside workers do not all have email addresses
- To get 1 to 3 people trained in a timely manner is hard, if you ran classes this would help I believe

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APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

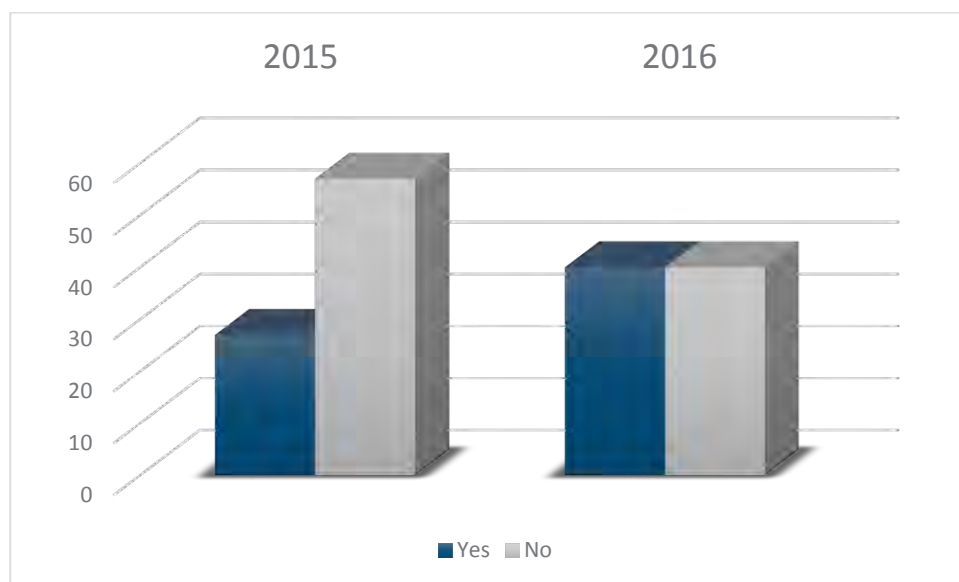
8. If any, what were some of the challenges with booking or attending classroom courses, and how can we improve?

- Everything has always been very smooth and easily taken care of
- We currently have good communication with AMHSA in setting up our training needs
- I had no issues and am not aware of any issues
- We've really not experienced anything significant
- I found it easy
- Availability at times
- Really only had the one issue for myself (not speaking for the company). The courses taken were mainly wrapped around municipalities and not guys like me in the private sector, your trainers however do their best to answer any questions, our roles and also our working the private sector not the same as the municipalities. Can you consider a bit more regarding private sector?
- We had no problems booking
- If we could online with a PO instead of a credit card, that would be easier
- No concerns
- Not always in Edmonton so hard to get to other venues
- Sometimes the classes seems to general at times
- None
- Booked a course where the instructor did not show up, rebooking the course has always been a bit of a challenge just because days not worked for my schedule. However there are many dates to choke from throughout the year
- Never had an issue
- No challenges experienced
- Selecting the 3 dates is a little cumbersome at times when you are booking several different course
- Booking online is not very user friendly – prefer the phone
- Minimum sizes especially for Train the Trainer courses
- This year I noticed that there was not very good communication in terms of whether or not any students had signed up from out of our organization. This makes it a challenge for arranging meals
- We look to the County of GP to offer the courses so that they can be held in our region. There have not been any lately
- Too far away
- Time employee is gone from work
- Again, pretty new to the AMHSA site so have not had the opportunity to even consider training course
- No challenges or problems

APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

9. Have you utilized any of AMHSA's online training?



10. What other courses would you like AMHSA to offer online?

- We were not aware of the online courses
- Flag person, Boat Operator
- Overhead Powerlines
- Respirator Awareness Training
- Lineup is pretty good
- Maybe SR. Leadership training
- Online is a very good way to deliver these courses in a timely manner. May not work for all learners but will for majority of next generation
- Online MSI Prevention courses and substance abuse awareness for supervisors
- Looks good so far
- Auditor recertification. I did not get anything out of the last course I attended
- Practices and Procedures development
- This is a pretty comprehensive list
- An orientation package for new employees pertaining to Hazard ID, Inspections, Responsibilities, Right to Refuse Work, etc...
- Wow, can't think of anything at this time. AMHSA has done a bang up job of listening to what folks have requested and have amassed a great list

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APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

10. What other courses would you like AMHSA to offer online?

- I was not aware of this extensive list. I look for training courses to fulfill my CRSP training requirement. I will look into some of these courses
- Workplace Environmental Awareness, Spill Prevention and Response
- List is OK
- Audit Refresher, Health & Safety Management Systems
- It would be nice if you could put the three documents Work Safe Alberta released: Leading Indicators, Hazard Assessment and Supervisors Roles and Responsibilities
- Good Selection
- Multiple person online courses say 3 or 4 facilitated by a mentor or in-house safety professional
- Workplace Violence
- WHMIS Refresher
- Dealing with Difficult People (municipal setting); Security (building and technology)
- The list looks pretty comprehensive

11. What do you like about our online courses?

- Easy to use
- Available at any time
- Easy to access, convenient, easy to fit into work schedule
- I like how you can do it at your own pace
- Convenience for time/location
- Employees able to access and complete at their own convenience
- Less cost and easier to get staff to
- Ease of access
- Access from anywhere, anytime
- I will be looking to use some of these online courses
- Ability to do them as scheduling permits
- For the most part it is pretty easy to use
- Able to do at your own pace
- Good quality I have been told
- Can work on it in sections. Pictures provide good illustration of the content (better than verbal stories from an instructor). No deadline to finish (although a deadline would encourage more speedy completion. Affordable
- The ability to start and stop med course is quite beneficial to our workers

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APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

11. What do you like about our online courses?

- Easy to access
- I prefer classroom courses above online
- Can be accessed 24/7
- Unsure, but most online courses are popular because of their convenience
- Online courses are a great option when travel and time away from the office is a challenge. They are also great if they are a "refresher". When an employer gets a traffic ticket, back to "Defensive Driving". LOL
- When you have a single employee, you can train them up quickly instead of waiting for a group
- The workers that watched the online course found the information valuable
- Ease of accessibility, use, and printed materials that we are available with a certificate
- Ease of access
- Great variety of courses and ease of use
- I have only tried 2 so far
- Easy to access
- Ease of signing up. One email and the course is key is sent within one working day
- Available to individuals
- Flexible scheduling don't need a minimum class size
- Easy access
- Tests to confirm you get it
- Easy access
- Complete course on own time schedule. Don't have to travel to course
- Convenient - time sensitive
- Can get lots of employees through

12. If any, what were some of the challenges with our online courses and how can we improve?

- I have completed one online course thus far with no challenges!
- None
- Easy to use and set up
- You to pay by credit card. It would be great if we could get an account type process for our staff to log into and take the courses and then be billed at the end of the month
- Engagement with other people
- None
- We have an employee who is somewhat challenged with reading and writing skills. The ability to take course online with a scribe present would be beneficial
- Arranging a group session of an online course was a challenge - it would be nice to have written the instructions on the website that explained how to go about booking/running a group online course

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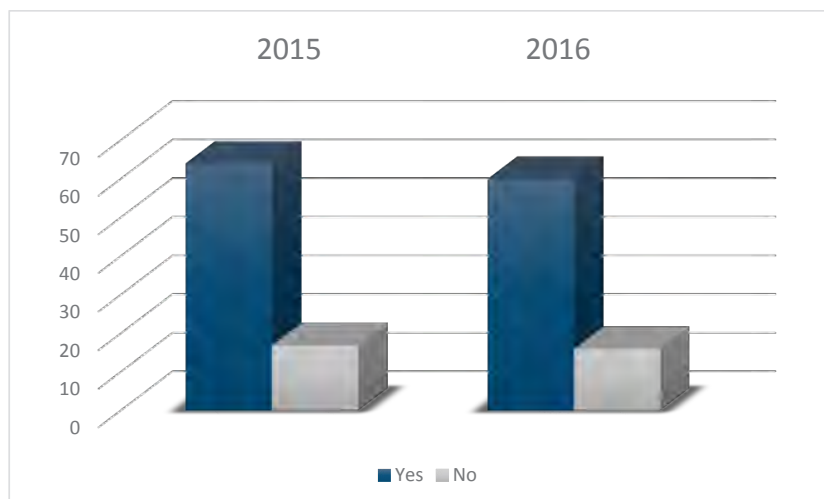
APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

12. If any, what were some of the challenges with our online courses and how can we improve?

- Some found it very confusing. Some were unable to stop in mid lesson if their job needed them. Staff computer illiterate but need to the course done
- Can't be modified to target specific audience
- I put it off for a long time. A new manual was not provided, but I had one from a previous course. I believe have the manual helps recall of the content
- Not all employees who are taking online courses have emails
- No CEU's that some people need
- No Concerns
- Defensive Driving by BIStrainer would allow them to not do course work and go right into the test. Which defeats the purpose of the course
- WHMIS 2015 was really dry and people do not need the level of detail the course provided
- Not enough computers
- Allow me to sign up my own people for courses without waiting for the key to be provided to me...
- Our employees that can most benefit from the online courses do not use computers
- volume cost reduction would be nice, buy 2 get 1 free
- Costs are way too high considering cost of in-house training or having enough people for a full in the seat course. Would have used a lot more money if were reasonable. Should be a discount for using more than one of the same course. Some courses are definitely US based
- Add testing to all courses
- Create an online "invoicing" request ... rather than just the credit card option
- Make online courses easier to give to groups all at the same time using an overhead projector

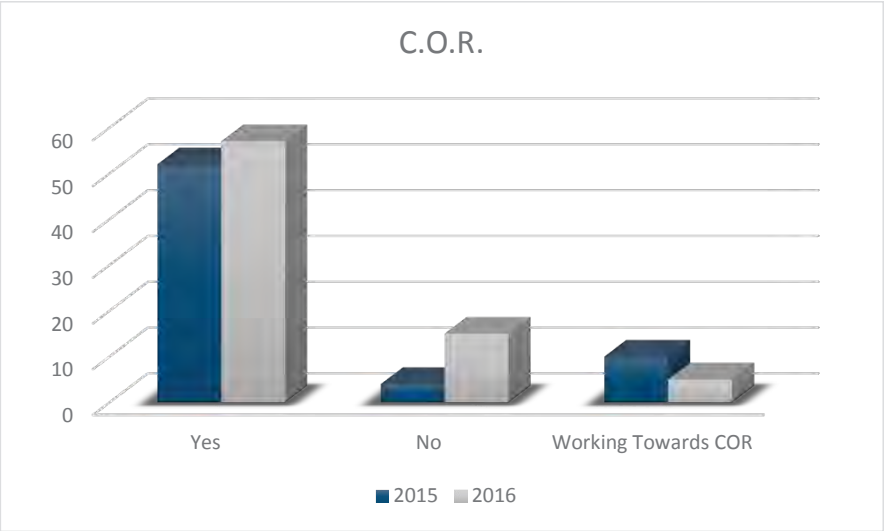
13. Is your municipality registered in the Partnership in Injury Reduction (PIR) program?



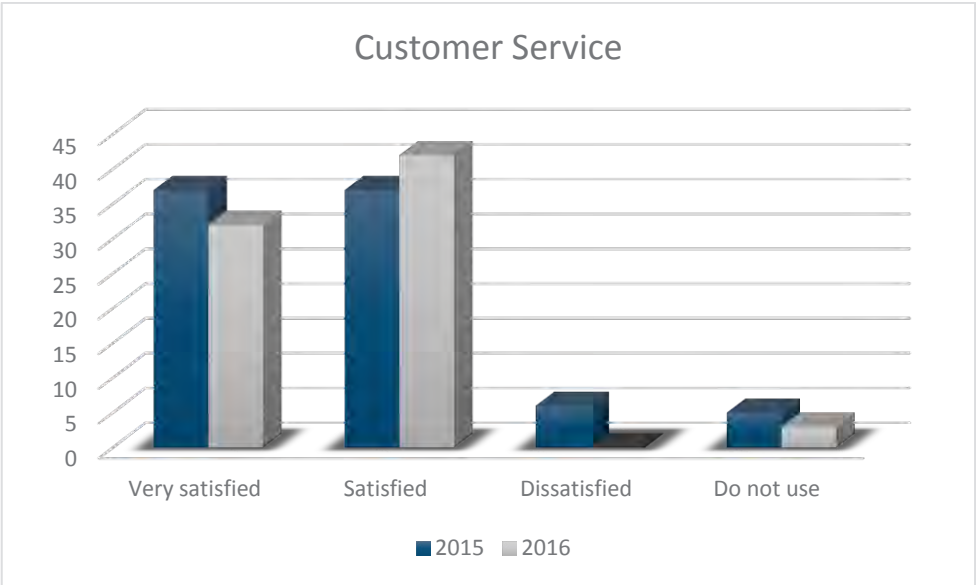
APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

14. Has your municipality achieved Certificate of Recognition (COR)?



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



APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

16. Are there situations where your expectations were exceeded or are there areas where improvement is needed?

- Don't know as our Safety Coordinator is our direct contact with AMHSA
- Response time to emails is timely and adequate
- Fast and prompt service
- Was impressed with how quickly it was to arrange an on-site trainer
- We appreciate that AMHSA is willing to work with the municipality on extension to deadline when necessary
- Would like to see more lobbying provincial government on municipal safety issues and pressure/encouragement on municipal administrators on legislative compliance, not an option!
- Replacement certificates were sent and received in a very short period of time
- Not at this time
- Appreciate the coordination of the North, South and Cities Safety Council meetings, Linked pages and newsletters
- No
- My only concern is booking training. Everything else with AMHSA has always been a good experience in working with staff
- The staff is very friendly and promptly returns calls. Very helpful
- Meetings are a great way to network, but distance is an issue
- The trainer attended in very bad weather conditions and still was able to conduct the course
- Tina and Morgan are always very accommodating when it comes to booking training. Sometimes we don't always give them a lot of time but they try to make it work and that is very much appreciated
- Yes we have been very satisfied
- An office visit was much more appreciated last year. It gave positive feedback and encouragement to continue with SECOR
- Everyone is always more than willing to help and answer all questions
- I have heard that the new audit tool is not user friendly and not well liked. Any changes happening with this?
- None at this time
- Not really
- All around it's been a great experience
- I have had negative feedback from one of the facilitators. At the same time, one of my clients was very happy to have the facilitator come and do a custom course
- The staff at AMHSA are a great resource for safety-related questions and can make suggestions to improve a process or strategy

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APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

16. Are there situations where your expectations were exceeded or are there areas where improvement is needed?

- Yes, I completed the audit for the City of Edmonton as team leader. Shannon Thomas made the whole process easier. She answered every question and call and email. She even made time for me to come to her office to assist in the pre-audit approval of the interviews and site selection
- Always a quick call back
- Each question and each time I called to speak with Shannon I was always surprised at her overall knowledge. She went above and beyond each time...WOW!
- Great, friendly staff at both North and South office
- All good
- No concerns
- Very quick to get information, Shannon and her team are fantastic and very helpful during audit time
- The online eCompliance audit tool has an issue with attaching documents i.e. org charts
- Choose instructors that will focus on learning objectives and not themselves
- The availability of having questions answered by a phone call away is great!! Staff is willing and helpful at all times
- AMHSA has done a great job
- Incident Investigations 101 – Just the basics, for any one worker in the city. Formal Investigations is too heavy for the average person. The average person has never heard of the 5 Why's
- Also quick with a response to a question. Always available for help and resources. Great Job!!
- Your staff is always friendly, helpful and can answer all questions
- Your people are awesome - particularly Shannon and Tina
- I like the amount of courses AMHSA now has to offer. I like the low prices for members

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

- More videos available for purchase
- More detailed course material, offer the ability for individuals to challenge course material or offer refresher courses
- More resources such as safety practices/procedures, templates etc.
- Further to last question, this pressure/encouragement is overall and consistent, not only on a request basis. Mun safety shouldn't be different than private sector
- Options for self-defence courses as some of employees do find themselves in difficult situations with customers
- New audit tool still needs work; cost/audit/auditor and not all new questions applicable to all sizes of municipalities
- Have you taken the courses yourself to see if they are what you think they are?

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APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

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

- The transition to the new COR audit protocol has been a nightmare. It is not the new tool that is the issue but rather the failure to effectively communicate the changes to protocol among municipalities. We have also caught wind that AMHSA may be doing away with the peer audit system. If this is the case AMHSA needs to ensure that this information is well communicated to municipalities. I also think that instead of getting rid of peer auditors it would be more effective to ensure auditors are properly trained on the audit process and instructors are clear and capable of delivering training on this process as well (the audit refresher course left a lot up to interpretation).
- Easier access to online payment and registration
- Online library is very limited in subject matter. Would be nice to have a list of what is populated in the library instead of typing in different things hoping something will pop up
- I'm just learning about you know, after 1.5 years. Unfortunately my inbox was flooded with spam when I took the office, your email has avoided my countless unsubscribes and now caught my attention with a survey
- Get more small municipalities on board with SECOR
- I really like the option of attending in "Red Deer" vs Calgary or Edmonton as it saves me 3 hours of driving. Red Deer County is hosting "WHMIS Train the Trainer" at our facility with attendees from the Central Region because we believe that others have the same travel challenges and like to help out. We have also hosted the Northern & Southern group meetings to centralize attendance. It's a real bonus for me too; I won't lie!!
- Yes, if you ever need a person to train the Audit Refresher course in the Edmonton area, I would be interested. I am certified with 4 certifying partners and have used the eCompliance tool for over 5 years
- No, keep up your fantastic ethics
- Watch the length
- The website could be more user friendly, would appreciate more sample forms. Perhaps an SOP registry, schedule more time for round table discussions at SASC and NASC - this is the best part of those meetings
- More courses of Train the Trainer on a bunch of online or minor courses. Make it easier for the small towns to train that do not have big budgets to send people overnight to places
- In class sessions are best for learning
- It would be nice to be able to get safety videos online to show at staff safety meetings

APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

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

- Access to training
- Utilize classroom courses and appreciate the knowledgeable instructors that come out
- All the training we need
- The training, both classroom and online
- Training
- The low-cost, quality training is an invaluable service. The assistance from all the staff has been exceptional. The networking groups AMHSA spearheaded has been an invaluable tool
- On-site trainers
- Peer auditing program
- Insurance, business directory of services for special rates for municipal
- The biggest thing we use is, some of the staff we can bounce ideas off of to help build a better program. That has been really helpful
- Training - COR Program - Experienced people on staff with AMHSA
- Client hosted courses
- Just getting started on the started on the safety aspects for the Town of Raymond
- The online and local courses
- Safety contacts from other municipalities. A resource for training courses
- AMHSA's courses are both online an in-house continues to be appreciated and a well-used addition to our safety program. I would appreciate some more information on the other services AMHSA provides
- We do almost all training through AMHSA. Thank for your hard work!
- The audit system
- Training (x6)
- I'd like to understand what services you offer better
- SECOR audit assistance/forms and templates
- Everything
- Reasonable priced safety training
- The training courses
- The City of Red Deer utilizes the vast majority of AMHSA's course load yearly
- We really appreciate having the option of on-site instruction for our personnel when we have the minimum numbers. It sometimes is the difference between them having or not having the training with schedules and travel
- The Sherwood Park folks
- Leadership in Health & Safety and Equipment Operation

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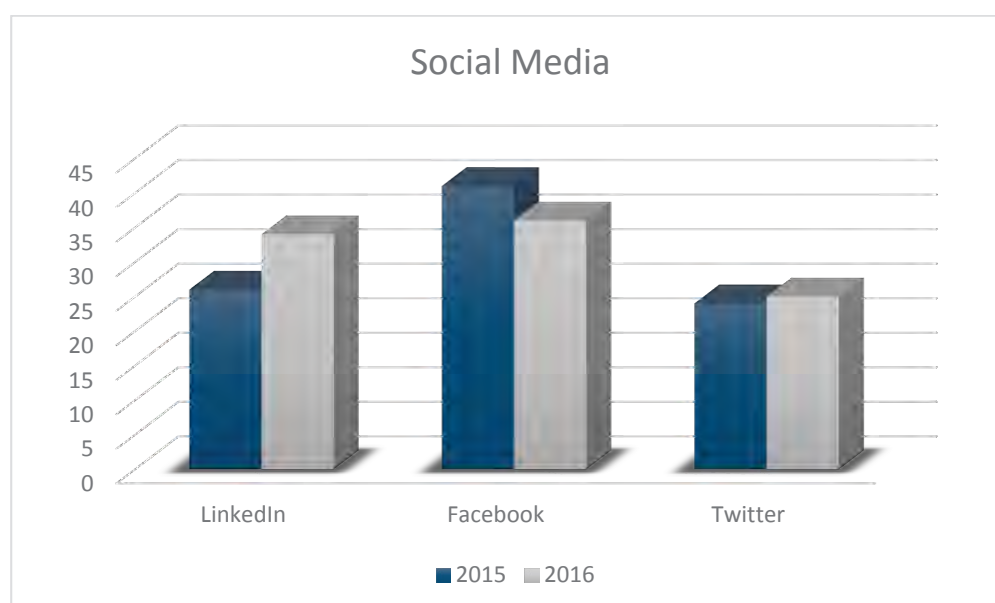
APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

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

- Not sure how to answer this one, we are a private dealership
- Classroom training
- The online video training is used most by our organization
- All
- Auditor Recertification
- Audit completion, support and assistance
- Safety videos
- I appreciate the SASC/NASC meetings and the availability of safety information being a phone call away
- Recently WHMIS course materials
- Helpfulness around the audit
- A resource to ask questions or look for direction. Having the database of all municipalities where we can identify other safety professionals in a similar role is a great resource
- The news letter
- Support when it comes to Health & Safety of our organization; training; one on one personal service
- Help with PIR and answering any questions and online training
- Support, general knowledge, a resource to draw on

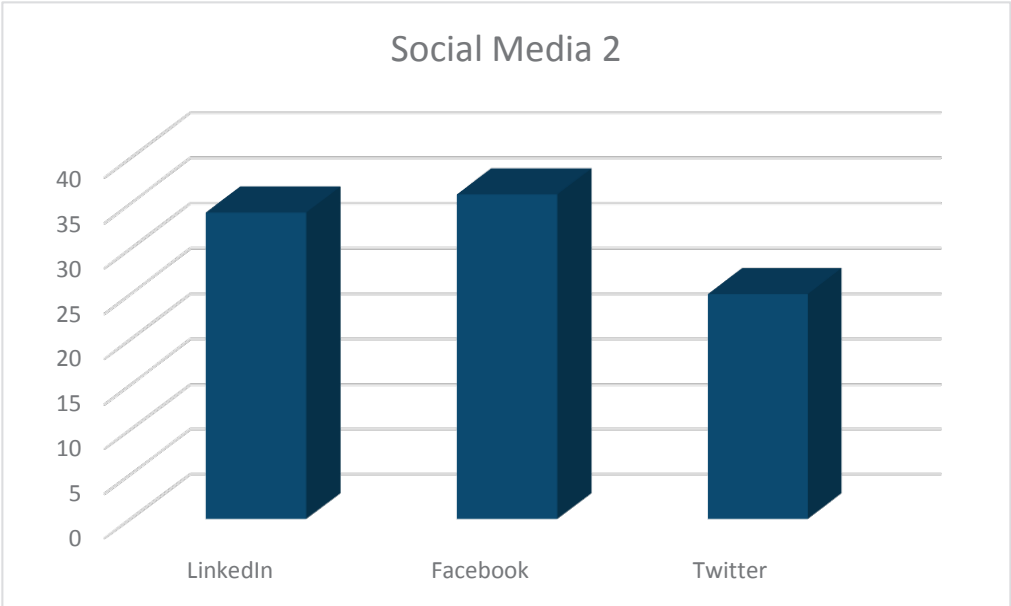
19. Do you use any of the following forms of social media for work-related communications?



APPENDIX G

2016 MEMBERSHIP SURVEY RESULTS

20. Do you follow AMHSA on any of these social media sites?



APPENDIX H

2016 MEMBERSHIP SURVEY PARTICIPANTS

Organization	Number of Employees	
	Permanent	Seasonal
Town of Irricana	8	3
Village of Kitscoty	5	4
Town of Stony Plain		
Cranston Residents Association	18	5
County of Stettler No.6	63	13
Mountain View County	61	39
M.D of Opportunity		
Municipal District of Smoky River No.130	22	16
Camrose County	90	30
County of Northern Lights	33	16
Town of Innisfail	60	12
Brazeau County	85	25
Calgary Parking Authority	243	
City of Edmonton	12000	1000
City of Leduc	467	39
Town of Sylvan Lake	100	35
Village of Caroline	5	0
Town of Rocky Mountain House	93	10
County of Paintearth	45	20
County of Wetaskiwin	120	15
Town of Pincher Creek	34	20
Town of Raymond	28	56
Village of Forestburg	8	5
City of Grande Prairie	800	400
Town of Carstairs	6	0
Hanna	100	130
Town of Provost	16	4
County of Grande Prairie	233	276
Town of Stettler	60	22

APPENDIX H

2016 MEMBERSHIP SURVEY PARTICIPANTS

Organization	Number of Employees	
	Permanent	Seasonal
Town of High River	138	25
City of Spruce Grove	280	70
Town of Slave Lake	70	20
Wheatland County	95	25
Village of Mannville	6	7
Clearwater County	110	50
Flagstaff County		
Town of Granum	4	1
Cypress County	60	15
Town of Morinville	66	18
Village of Champion	4	2
Parkland County	300	70
Village of Holden	4	1
Town of Pincher Creek	60	10
County of Newell		
Town of Barrhead		
City of Edmonton	12000	2000
Municipal District of Taber	50	30
City of Red Deer	1200	450
City of Calgary	14000	800
City of Airdrie	364	336
Red Deer County	95	20
Taking Care of Safety	1	
City of Edmonton	10000	3000
Industrial Machine Inc.	9	0
Wolf Creek Public Schools	900	
Town of Drumheller	110	20
MD of Bighorn	24	2
Village of Hussar	2	0

APPENDIX H

2016 MEMBERSHIP SURVEY PARTICIPANTS

Organization	Number of Employees	
	Permanent	Seasonal
Leduc County	200	40
Thorhild County	61	11
City of Edmonton	11000	2000
City of Calgary	14000	800
City of Edmonton	2500	
Hanna	20	35
Town of Taber	100	25
Yellowhead Regional Library	22	
Town of Slave Lake	76	44
Strathcona County	1600	50
Parkland County / RUSA	200	60
Drumheller & District Solid Waste Management Association c/o Town of Drumheller	4	5
Town of Claresholm	35	3
Lac La Biche County		
MD of Foothills No. 31	180	85
Town of Bon Accord	14	6
Flagstaff County	61	41
MD Spirit River	11	5
City of Cold Lake		
City of Grande Prairie	900	300
GS Holdings Company Ltd.	10	75
Red Deer County	91	18
Town of Cardston	32	30
Town of Vermilion	35	8
DuPont Canada	12	20
Calgary Zoo	200	400
Willow Creek Regional Waste Management Services Commission	4	
County of St. Paul	72	50
City of Chestermere	148	50



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