

Alberta Municipal Health and Safety Association

AMHSA

Health | Safety | Environment

Business Plan

– 2024

Alberta Municipal Health and Safety Association

Vision

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

Mission

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

Mandate

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

Values

Integrity, Trust, Accountability, Openness, Results Driven.

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Base Business

Items critical to AMHSA fulfilling its bylaws, vision, mission, and value statements, and/or those required by WCB-Alberta, Alberta Jobs, Economy and Trade, or the AMHSA Board of Directors.

GOAL 2 – Page 17

Continuous Improvement

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

GOAL 3 – Page 21

New Initiatives

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

GOAL 4 – Page 24

Items of Opportunity

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

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GOAL 1 – Page 28

Base Business

Items critical to AMHSA fulfilling its bylaws, vision, mission, and value statements, and/or those required by WCB-Alberta, Alberta Jobs, Economy and Trade, or the AMHSA Board of Directors.

GOAL 2 – Page 31

Continuous Improvement

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

GOAL 3 – Page 36

New Initiatives

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

GOAL 4 – Page 40

Items of Opportunity

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— 01

Executive Summary

Executive Summary

The purpose of the AMHSA 2024 Business Plan is to articulate the annual and long-term goals, objectives, and risk management tactics that will be used to support AMHSA's values, vision, mission, and mandate.



Business Plan content includes but is not limited to:

- 2023 Business Plan – Results to Date
- 2024 Business Plan – Strategies (Goals/Objectives), Programs/Plans, and Financials

When 2023 Results to Date/2024 Organizational Objectives also satisfy external Interested Party annual reporting requirements, the following icons will be used:

Metric	Business Plan – Reporting Criteria Development
 <p>MOU Annual Reporting Metric</p>	<p>Reporting requirement for Memorandum of Understanding</p> <ul style="list-style-type: none"> Outcome #1 – Actions taken to support OHS system priorities, enhanced collaboration of CPs, government, and other Interested Parties Outcome #2 – Continuous improvement of training and education Outcome #3 – Enhanced applicability of services/engagement with industry
 <p>WCB Appendix G</p>	<p>Reporting requirement for Appendix G Safety Association Terms/Conditions</p> <ul style="list-style-type: none"> Required elements of Business Plan Results to date Business Plan for following year Sharing resources

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WCB Premium Rates

WCB-Alberta Premium Rates 2019-2023

Industry Code	Industry Rates/Year (\$100 of insurable earnings)				
	2019	2020	2021	2022	2023
Cities (95104)	\$1.38	\$1.56	\$1.60	\$1.77	\$2.02
Towns (95101)	\$1.38	\$1.56	\$1.60	\$1.77	\$2.02
Villages (95100)	\$1.38	\$1.56	\$1.60	\$1.77	\$2.02
Municipal Districts (95102)	\$1.58	\$1.61	\$1.43	\$1.37	\$1.57

Source: [WCB-Alberta 2023 Premium Rates by Sector and Rate Group](#).

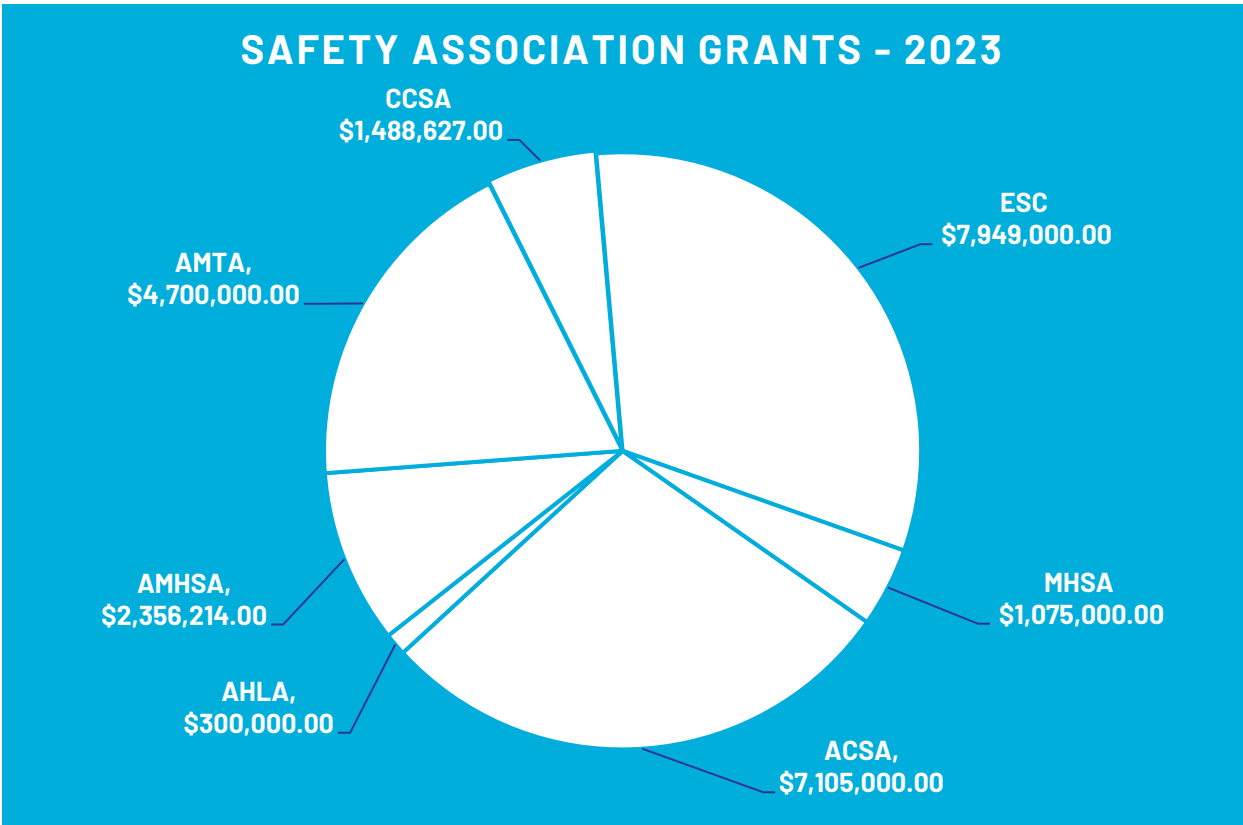
Note: 2024 industry rates unavailable at the time of 2024 Business Plan creation.

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2023 Safety Association Levies

2023 Safety Association Levies

Funded safety associations represent specific industries. The purpose is to promote workplace safety through education and other initiatives to those industries. These industries fund the safety associations through levies in their WCB-Alberta premium rates. The levies are calculated based on funding requests received from the safety associations. Levies may be calculated as a flat rate per \$100 of insurable earnings (AMHSA municipal members) or as a percentage of the total components comprising the industry rate prior to the application of adjustment factors.



Source: [WCB-Alberta 2023 Safety Associations Employer Fact Sheet \(April 21, 2023 • WCB-555\)](#)
Where shown as a dollar amount, the levy is added as a flat rate per \$100 of assessable earnings.

2024 Funding Request

AMHSA's 2024 funding request remains unchanged from 2023 for the four industry codes it represents (95100: Villages, 95101: Towns, 95102: Municipal Districts, and 95104: Cities) in 2023. Should WCB-Alberta municipal industry code premiums and OHS levy rate setting remain unchanged in 2024, municipalities will continue to pay one of the lowest safety association levies in the province of Alberta.

2024 Operating Grant Request	
Total 2024 operating request	\$2,356,214

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2023 Goals and Objectives

2023 Goals and Objectives

Results To Date (Sept. 30, 2023)

What did AMHSA achieve in 2023?

Our 2023 Business Plan goals focused on the following:

- **Base Business**

Items critical to AMHSA fulfilling its bylaws, vision, mission, and value statements, and/or those required by WCB-Alberta, Alberta Jobs, Economy and Trade, or the AMHSA Board of Directors.

- **Continuous Improvement**

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

- **New Initiatives**

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

- **Items of Opportunity**

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

AMHSA's four 2023 goals are supported by objectives, strategies, and metrics (where appropriate) further explained in subsequent pages of this Business Plan, and support WCB-Alberta and Alberta Jobs, Economy and Trade annual reporting metrics as shown below.

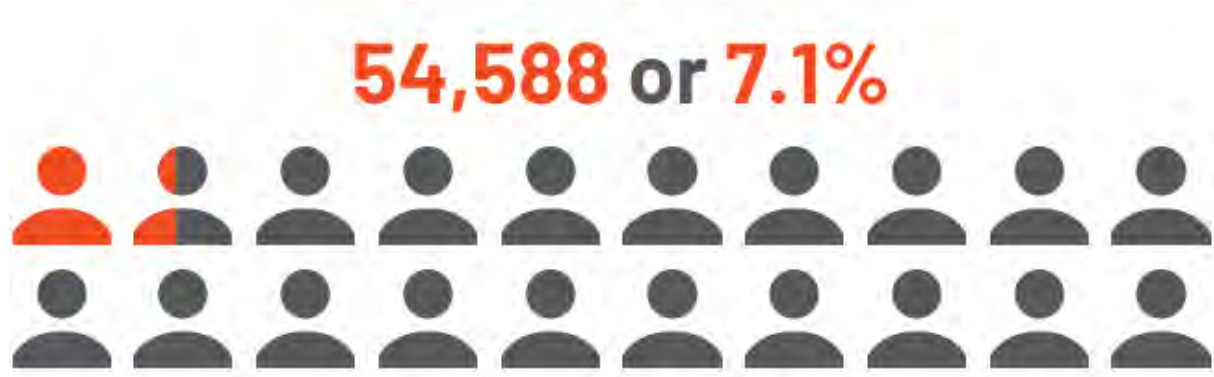
Objectives

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

Supporting Strategy/Metric

1.1 Partnerships in Injury Reduction (PIR)

Estimated 2023 Workers Under AMHSA COR



Source: WCB-Alberta Estimate Data to March 10, 2023

1.1.1 Certificate of Recognition (COR)


In 2023 AMHSA supported Base Business by executing CP support functions that included but were not limited to:

- Quality Assurance Reviews
- Auditor Training (Health and Safety Management Systems, Health & Safety Auditing, and Audit Refresher)
- On Site Audit Reviews (OSAR)
- CORRS Data Entry
- PIR Working Group Participation
- Audit Tool Maintenance

1.2 Accountability and Reporting

AMHSA supported 2023 Base Business by delivering on performance requirements that include but were not limited to:

- WCB-Alberta – Safety Association Terms and Conditions (Appendix G)
- Alberta Jobs, Economy and Trade – CP Memorandum of Understanding (MOU)
- AMHSA – Annual Report/Business Plan/Audited Financial Statements

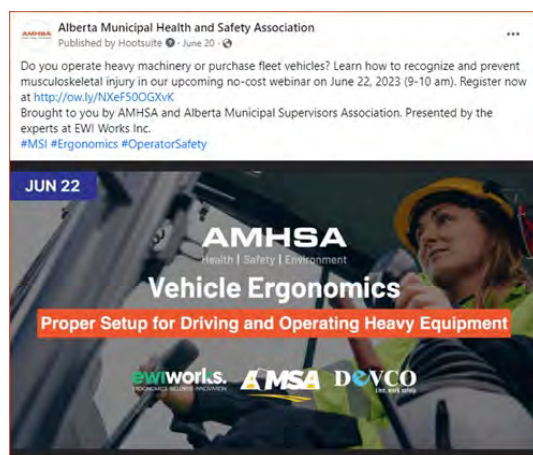
Metric	Business Plan – Reporting Criteria Development
 <p>WCB Appendix G</p>	<p>4.1.1 General and 4.1.2 2023 Results to Date</p> <ul style="list-style-type: none"> • 1.3 – Promote education in areas of occupational injury/illness prevention • 1.4 – Monitor/disseminate government OHS legislation and policies • 1.1 – Promote effective HSMS as a certifying partner • 1.1/1.2 – Provide cost-effective access to SME and strategic partners • 1.1/1.2 – Support OHS Prevention Initiatives and key performance metrics
 <p>MOU Annual Reporting Metric</p>	<p>Outcome #1 – Actions taken to support OHS System Priorities</p> <ul style="list-style-type: none"> • 1.3 – Data-driven occupational injury/illness prevention campaigns <ul style="list-style-type: none"> ○ Musculoskeletal injury (MSI) ○ Psychosocial Hazards ○ Slips/Trips/Falls (Winter Ready) ○ Creative sentencing • 1.4.3 – Collaboration with certifying partners and others <p>Outcome #2 – Continuous improvement of training and education</p> <ul style="list-style-type: none"> • 1.4.2 – Classroom, virtual instructor led, and online education courses <p>Outcome #3 – Enhanced applicability of services and engagement with industry</p> <ul style="list-style-type: none"> • Executive Summary 2023–2025 strategic planning process • 1.4.2 – Classroom, instructor led, and online education courses • 1.4.3 – Collaboration with certifying partners and others

1.3 Injury/Illness Prevention

In 2023, AMHSA supported base business operations by delivering injury/illness prevention campaigns that:

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

a) Musculoskeletal Disorders (MSI)



AMHSA supported its [MSI Injury Prevention Campaign](#), held six no-charge learning events to date in 2023, and continued to deliver no-charge online ergonomics training; 361 members took office ergonomics training; 164 members utilized the no-charge online ergonomics self-adjustment tool.

b) Slips/Trips/Falls



In response to high numbers of municipal injury slip, trip and fall incidents that are weighted to occur in the winter months, AMHSA focused 2023 efforts on:

- Winter Ready campaign delivery of employee/leader training, posters, checklists, and policies.
- Promoting slip/trip/fall prevention materials available on the GoA OHS Prevention Initiative Resource Page

c) Psychosocial Hazards (PSH)

Psychological Health and Safety Certification

Due to unanticipated continuity challenges with AMHSA's PHSF Certification program provider, a new partnership was formed in 2023 with Dr. Joti Samra and MyWorkplaceHealth to deliver 2 self-paced PHS Certification eLearning courses.

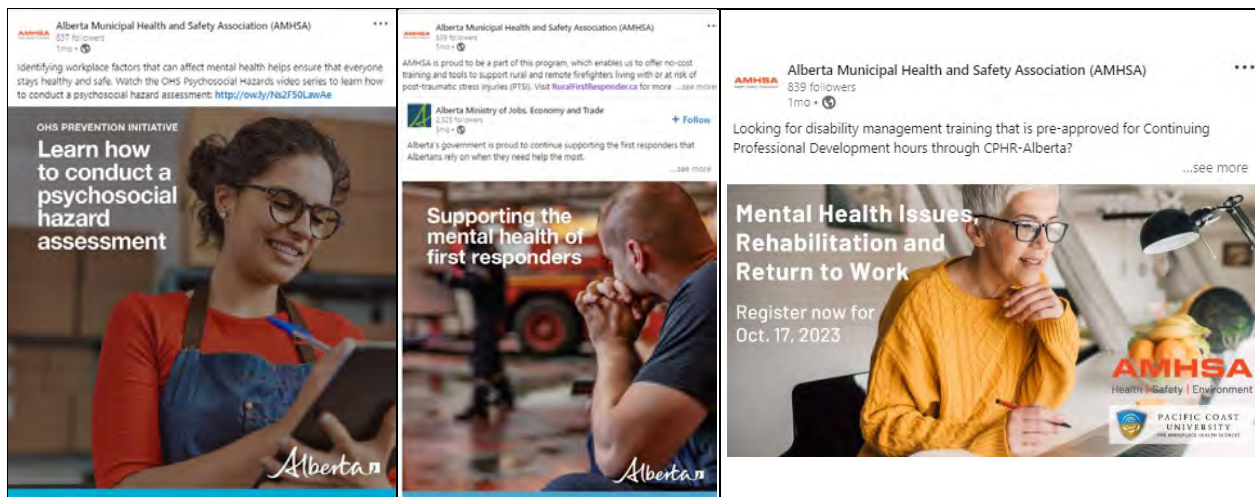


SPARK Psychological Municipal Psychological Health Impact Group – Version 3.0 (SPARK)

In 2023, AMHSA offered new and expanded products and services that better reflect the changing operational needs of members in supporting psychologically safe workplaces. The SPARK program was developed with our strategic partner, Ember Experience, and takes over from the former Impact program. SPARK offers members four different options for program participation, as well as a selection of ala carte services.

Psychosocial Hazard (PSH) Working Group

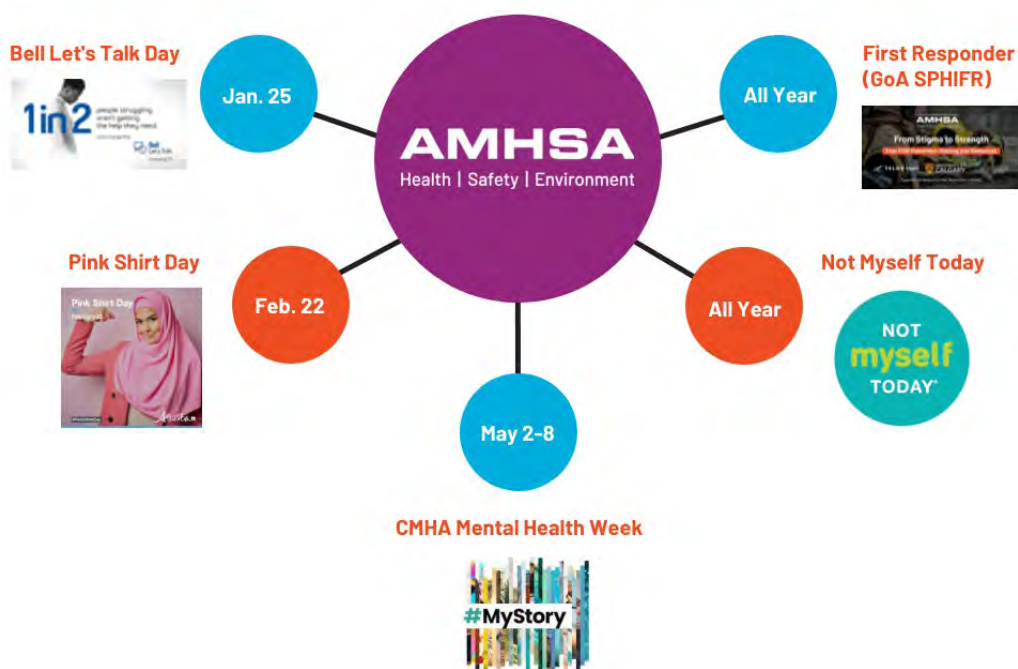
2023 activities focused on OHS and AMHSA resource promotion for a range of mental health resources.



Mental Health Campaigns

To complement the array of mental health products AMHSA offers members, support for mental health literacy campaigns was again a focus for 2023.

2023 Mental Health Campaigns



1.3.1 Training and Education

AMHSA continued to offer classroom and online education courses along with topic-specific webinars to members, associate members, and non-members that supported occupational injury and illness incident prevention.

Overview

Metric	2019	2020	2021	2022	2023 YTD	TOTAL
Classroom Registrations	7,686	2,677	2,706	2,411	2,460	17,940
Online Completions	6,622	11,653	23,941	25,600	17,671	85,487
In-House Registrations	1,148	469	483	156	361	2,617
Webinar Registrations		4,855	2,735	1,135	382	9,107

Top 10 Classroom Courses

Classroom Course	2019	2020	2021	2022	2023 YTD	TOTAL
Leadership for Safety Excellence	515	226	178	154	233	1,306
H&S Committee / H&S Representative (HSR)			60	407	228	695
Cargo Securement	261	42	101	42	215	661
Defensive Driving	594	125	141	111	183	1,154
Ground Disturbance, Trenching, & Excavation	280	115	43	93	156	687
Flag Person: General	96	55	78		152	381
Workplace Harassment & Violence Prevention	737	151	94	103	103	1,188
OHS Act, Regulation, & Code Overview	404	34	275	45	100	858
Operator Safety: Skid Steer	175	76	89	112	90	542
Hazard Identification, Assessment, & Control	486	75	63	55	62	741

Top 10 Online Courses

Online Course	2019	2020	2021	2022	2023 YTD	TOTAL
Leadership in Safety	720	1,005	1,827	1,318	1,392	6,262
Hazard Identification, Assessment, & Control	1,108	1,328	2,372	2,173	1,263	8,244
ICS 100	84	1,429	1,557	1,322	999	5,391
Leadership for Safety Excellence	526	606	872	1,777	981	4,762
IPAC Basic Awareness	N/A			934	878	1,812
Workplace Harassment & Violence Prevention	N/A		416	775	842	2,033
Chainsaw Safety	532	561	896	1,463	774	4,226
ATV/UTV	10	184	482	1,175	752	2,603
H&S Committee / H&S Representative (HSR)				582	731	1,313
Accident/Incident Investigations	179	1,340	1,362	1,116	670	4,226

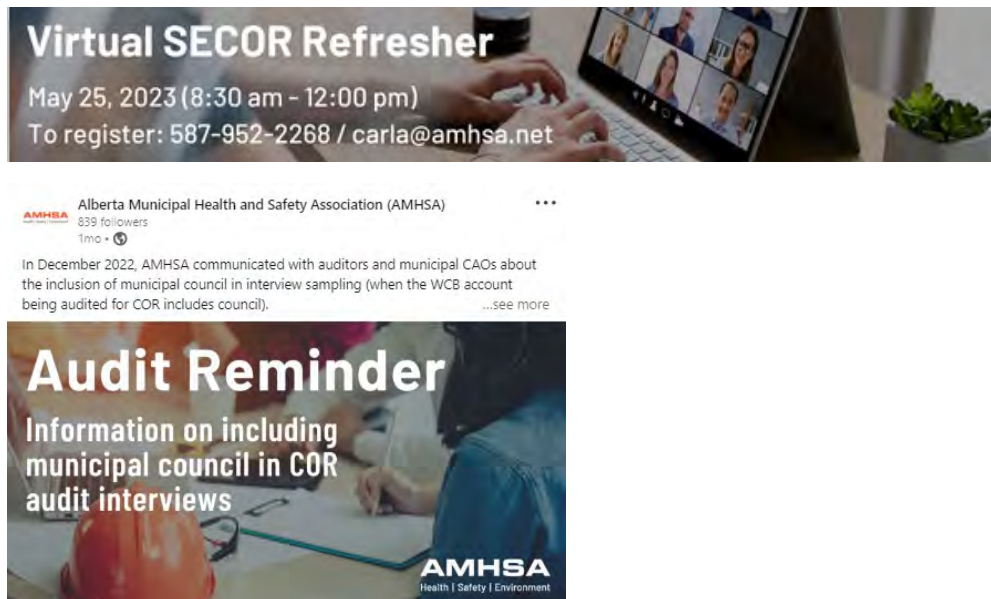
1.4.1 Collaboration/Participation with Interested Parties

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

Partner	OHS System Priorities						Representing Employer/Worker Interests			Partnerships/Management Systems						
	Maintaining Mental Fitness (MMF) Webinars	Psychological Injury Working Group (PIWG)	Psychosocial Hazard Working Group	AMHSA MSI Prevention Campaign	MSD Working Group	OHS Strategic Steering Committee	Industry Task Force (ITF) Association	AMHSA Safety Council Meetings	Pacific Coast University Disability Training	ISO 45001 Training	AuditSoft Audit Tool	Small Employer Toolkit	Excel COR Audit Tool	Harmonization Working Group	Auditor Qualification Working Group	CBSA Working Group
AMHSA Health Safety Environment	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
AASP Alberta Association of Safety Professionals						✓					✓			✓	✓	✓
Alberta Construction Safety Association			✓		✓	✓								✓	✓	✓
AFPA Alberta Federation of Public Employees						✓	✓								✓	✓
Alberta Municipalities Association	✓															✓
AMTA Alberta Manufacturers' Trade Association			✓		✓		✓			✓	✓			✓	✓	✓
AMSA Alberta Manufacturers' Safety Association				✓												
APWA Alberta Professional Workers' Association				✓												
BC MUNICIPAL SAFETY Association	✓															
Continuing Care Safety Association	✓		✓		✓						✓	✓	✓	✓	✓	✓
CSSE Canadian Society of Safety Engineers	✓															
CUPE Canadian Union of Public Employees									✓							
CUPE			✓		✓	✓				✓	✓			✓	✓	✓
ITF ASSOCIATION		✓					✓									
MHSA Manitoba Health Services Association			✓		✓								✓	✓	✓	
Alberta			✓		✓	✓		✓						✓	✓	✓
WCB Workers' Compensation Board		✓	✓		✓	✓	✓	✓	✓					✓	✓	✓

1.4.2 Committee/Working Group Representation

a) Partnerships in Injury Reduction (PIR)



In 2023 AMHSA continued to support numerous partnership meetings, subcommittees, and working groups:

- General Certifying Partner Committee (includes Standards review)
- Complexity Based and Scalable Audit (CBSA)
- COR Harmonization and Measurement

Activities were focused on implementation of the revised large employer audit tool, delivering updated training to small and large employer auditors, and participation in CBSA as a result of the COR modernization direction from the Government of Alberta.

b) Strategic Steering Committee (SSC)

2023 SSC meeting focus was primarily on the Prevention Initiative (Cycle 2, CP/HSA MOU commitments, and performance measures). Being a member of the SSC has strategic benefit for AMHSA and its members by representing and advocating municipal interests in working group framing documents, COR strategic plans, CP agreements, reporting metrics, employer review process – and SSC mandate to steward:

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

c) WCB-Alberta/Industry Task Force (ITF) Association

The ITF (Industry Task Force) Association works collaboratively to effect positive change in programs, practices, policy, and legislation by representing the views of Alberta employers who are members of the ITF Association on matters related to Workers' Compensation in Alberta.

AMHSA's Executive Director was re-elected again in 2023 to the ITF Executive as Treasurer, and represented AMHSA on the following working groups, advisory groups, and subcommittees:

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

d) OHS Prevention Initiatives Working Groups

See Goal 1, 1.3 Injury/Illness Prevention for explanation of AMHSA's continued efforts to support this initiative.

e) Conference Board of Canada (CBOC)

In 2023, AMHSA participated as a member of the CBOC Council for Safe Workplaces (CSW) and its Advisory Committee. This provided access and collaboration with North American Health and Safety thought leaders and helped maintain AMHSA's competencies as a subject matter expert (SME). Though benefit of membership, AMHSA shared with member and associate members:

- Discounts on Conference Board of Canada events, research publications, webinars
- Participation in Conference Board surveys focused on health and safety
- Access to research reports produced by the Centre

f) Construction Safety Research Alliance (CRSA)

AMHSA again participated on the CRSA-Community of Practice (COP) where focus areas included but were not limited to:

- Safety Culture – Measuring the Unmeasurable
- Leveraging Emotional Engagement Techniques and Adult Learning Principles to Transform Safety Training
- Capacity model; Prevention, Capacity for Failure, Learning
- Does VR-based safety training work?
- High-Energy Controls Assessment (HECA)

g) NAIT OHS Diploma Program

To promote the capabilities and certification paths of graduates and first year co-op students to potential employers. In 2023, AMHSA again participated on the NAIT OHS Diploma Program:

- Program Advisory Committee (PAC)
- Program Promotion Subcommittee
- Diploma Industry Event Night as a Gold Sponsor





Continuous Improvement

Objectives

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

Supporting Strategy/Metric

Metric	Goal 2 – Reporting Criteria Development
 WCBC Appendix G	WCBC Appendix G – General (4.11), 2022 Results to Date (4.1.3), Sharing Resources (5.0) <ul style="list-style-type: none"> • 2.1/2.2/2.3 – Monitor/disseminate government legislation and policies • 2.1/2.2/2.3 – Support OHS Prevention Initiatives/performance metrics • 2.1/2.2/2.3 – Provide cost-effective access to SME/strategic partners • 2.1/2.3 – Promotion/education in injury/illness prevention
 MOU Annual Reporting Metric	Alberta Jobs, Economy and Trade MOU – Outcome #1, Outcome #2, Outcome #3 <ul style="list-style-type: none"> • 2.1/2.3 – Enhanced collaboration of CPs with each other, government, and other Interested Parties • 2.1/2.2/2.3 – Actions taken to support OHS system priorities • 2.1/2.3 – Continuous improvement of training and education

AMHSA Wins Workplace Wellness Award



Each year, CMHA, Alberta Division recognizes mental health leaders, innovators, and volunteers who advance the mental health of all Albertans. The Division Awards Program provides the opportunity to recognize the outstanding achievement of volunteers, as well as individuals and organizations in the community who best exemplify the spirit of the CMHA in Alberta. (Source: [CMHA Alberta](#))

2.1.1 Certificate of Recognition (COR) Optional Psychological Health & Safety Element – Launch

AMHSA utilized an external PHS subject matter expert (SME) with knowledge of the mental health “National Standard” and international ISO 45003:2021 OHS Management – Psychological Health and Safety at Work Standard to support the development of an Optional Psychological Health and Safety (PHS) COR Element to assist municipal employers in assessing the effectiveness of a need for new mental health programs.

In 2023 AMHSA implemented the new COR Optional PHS Element to support:

- Member selection of the three scalable levels available in the audit tool to accommodate the range of members needs and maturity level of their PHS program
- Equivalency evaluations of mental health training used by municipalities to satisfy worker education requirements
- COR members in maintenance years

2.1.2 Municipal Psychological Health Impact Group – Version 3.0 (SPARK)

In 2023, AMHSA further integrated feedback received from previous impact group participants and municipal members for a greater variety of participation options. This change is in recognition that municipalities have different levels of operational readiness, available resources, psychological health and safety program maturity, and organizational culture. 2023 changes include:

- Four distinct tiers to “meet municipalities where they are” in their journey to support psychologically safe workplaces, as well as an “a la carte” options to meet specific operational needs
- Micro-site redevelopment and launch to support changes in external psychological health and safety subject matter experts/strategic partners who will facilitate the program

2.1.3 Maintaining Mental Fitness

Maintaining Mental Fitness (MMF Season 4) is planned for Q4 2023 which is beyond the Sept 30th threshold for reporting.

2.1.4 Psychological Health and Safety Facilitator (PHSF) Certification Program

See Goal 1.3 c (PHS Certification) for update on this initiative.

2.2 Certificate of Recognition (COR) Modernization

Support effective communication and change management with membership that result from provincial changes to the Partnerships in Injury Reduction (PIR) Certificate of Recognition (COR) program.

2.2.1 COR Working Group – Implementation

In 2023 AMHSA participated in and communicate COR modernization changes from Partnerships subcommittees, and working groups:

- General Certifying Partner Committee
- Complexity Based and Scalable Audit (CBSA)
- Auditor Qualifications, Training and Certification (AQTC) – currently on hold
- Audit Standards Subcommittee
- COR Harmonization and Measurement

2.2.2 Audit Tool Revision

Communication to membership and integration of changes as a Certifying Partner related to COR/SECOR audit tool changes. 2024 will include focused communication and consultation regarding CBSA prototype.

2.2.3 Employer Review

AMHSA will participate in Partnerships working groups to represent member views and impacts of changes to Employer Review such as Employer Abstracts, On-site Audit Review (OSAR), etc.

2.3 Infrastructure, Products, and Services

2.3.1 Internal Systems

In 2023, AMHSA began a reinvestment plan for several aging or absent platforms that either have significant public facing contact with members and/or impact to member experience.

[AMHSA Intranet Page](#)

In 2023 an interim website refresh was performed until a more detailed website relaunch can be started in 2024.

[Financial Accounting / Client Relationship Management \(CRM\)](#)

In 2023, an intensive vendor discovery/evaluation/selection process was performed to support fiduciary responsibility and change management during 2024 systems implementation.

2.3.2 Line of Fire (LOF) Prevention/Reduction Campaign

Efforts to complete scheduled 2023 LOF milestones were hampered by a lack of sufficient access to Potentially Serious Incident (PSI) data. In Q3-Q4 of 2023, AMHSA completed a data analysis project utilizing available PSI data, however intends to apply in 2024 for a HSA Data Sharing Agreement to allow for sufficient interpretation of data and evidence based objectives and strategies.

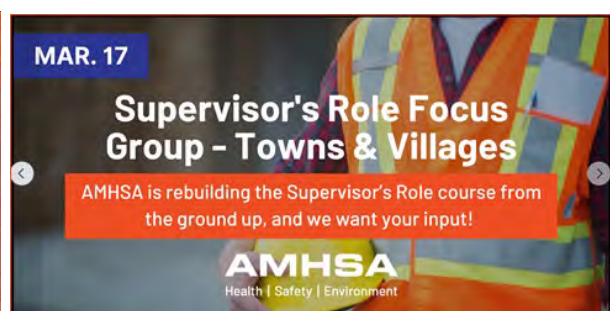
2.3.3 IACET Accreditation Application

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

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

2.3.4 Leadership for Safety Excellence (LSE) – Phase 2

In 2023, Phase 2 revisions began to Supervisor's Role modules. This included interested party consultation through Supervisor's Role Focus Groups to ensure municipal input, a revision of both the eLearning and instructor-led courses, and a thorough scan of HSE leadership education. The revised Supervisor's Role instructor-led course is scheduled to launch in October 2023.



2.4 Member Experience/Connections

2.4.1 Customer Service Metrics

In 2023, AMHSA re-committed to customer service by executing the following initiatives:

- Defining customer service level agreement (SLA)
- Re-defining customer service metrics
- Zen desk upgrade
- Supporting client success training

2.4.2 Non-COR Holder Engagement

Currently, a population of AMHSA members are non-COR holders, which presents an opportunity for AMHSA to support this demographic in the development and improvement of their health and safety management systems, even if they choose not to pursue COR certification.

In 2023, AMHSA included this cohort in its data analytics project to develop an Employer Scorecard that can be used in 2024 and beyond to support targeted member engagements.

2.4.3 Member Outreach

In 2023, AMHSA continued to engage with municipal members to ensure that member needs are understood, integrated into business products/strategies, and represented at working groups and meetings that AMHSA attends with regulators and other interested parties.



- Interested Party Consultations
- Alberta Municipalities Conference
- Western Cities Conference
- CPHR-AB Conference
- Alberta Health and Safety Conference
- Safety Council Meetings
- Trade Shows

Objectives

New Initiatives are those selected to support:

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

Supporting Strategy/Metric

Metric	Goal 3 – Reporting Criteria Description
 WCB Appendix G	WCB Appendix G – General (4.11), 2023 Results to Date (4.1.3), Industry Support (4.3) <ul style="list-style-type: none"> • 3.1/2.2/2.3 – Monitor/disseminate government legislation and policies • 3.1 – Support OHS Prevention Initiatives/performance metrics • 3.2/3.3 – Provide cost-effective access to SME/strategic partners • 3.1 – Promotion/education in injury/illness prevention
 MOU Annual Reporting Metric	Alberta Jobs, Economy and Trade MOU – Outcome #1, Outcome #2, Outcome #3 <ul style="list-style-type: none"> • 3.1.2/3.1.3 – Enhanced collaboration of CPs with each other, government, and other Interested Parties • 3.2 – Actions taken to support OHS system priorities • 3.1.1/3.2/3.3 – Continuous improvement of training and education

3.1 Partnerships in Injury Reduction Certified Partner (CP)

3.1.1 Consultant Auditor Management

This initiative was partially deferred in 2022 when the Auditor Qualifications, Training and Certification (AQTC) Working Group was put on hold in April of 2022 until the Complexity Based and Scalable Audit (CBSA) is created.

3.2 Advocacy/Accountability

Support municipal interests during periods of OHS legislative reform, WCB-Alberta process and resource changes, and accountability Memorandum of Understanding (MOU).

3.2.1 Legislative Reform – Member Representation



In 2023, AMHSA supported municipal Interested Parties with education and communication on changes to Alberta's OHS Code via monthly newsletters and awareness events. In January 2023, AMHSA hosted the OHS Expert Panel and Q&A webinar with guests from the Government of Alberta and Bennett Jones LLP. In March 2023, AMHSA offered a no cost webinar on updates to noise exposure legislation, presented in partnership with EHS Partnerships.

3.2.2 Alberta Jobs, Economy and Trade – CP Memorandum of Understanding (MOU)

In 2023, AMHSA participated in preparatory SSC discussions related to forthcoming MOU revisions to the Alberta Jobs, Economy and Trade – Certifying Partner (CP) MOU to support Interested Party accountabilities.

3.2.3 WCB-Alberta Psychological Injury Process

AMHSA continued to support membership in the incorporation and representation of municipal views into changing process and resources to support psychologically safe workplaces and address compensable psychological injury trends. In June 2023, AMHSA provided members with the opportunity to participate in WCB-Alberta's Cognitive-Psychosocial Job Demands Analysis pilot program.

3.2.4 Industry Custom Pricing (ICP) Repolling



In August 2023, Workers' Compensation Board – Alberta (WCB-Alberta) notified Cities (Industry Code 95104) regarding an upcoming vote on participation in the Industry Custom Pricing (ICP) program as a result of members asking for a re-poll to determine if the industry group should revert to standard pricing or remain in ICP.

As the municipal industry representative, AMHSA hosted a virtual webinar to support municipalities with information, awareness, and an opportunity to ask questions prior to the voting deadline and provide an overview of the ICP program and the impacts of a decision to remain in ICP or return to standard pricing.

3.2.5 Day of Mourning

AMHSA continued to support membership in Day of Mourning awareness and elevation in 2023.



3.3 Member Services

3.3.1 EP Designation Launch

In September 2022, AMHSA received notification that its application for the EP Employer designation had been approved by the Canadian Environmental Certification Approvals Board (CECAB). In 2023, AMHSA announced its status as Environmental Professional (EP) with ECO Canada.

3.3.2 Digital Credentialing Pilot AMHSA Program

In Q2 2023 AMHSA began a pilot digital credentialing program using the Credly platform, including a Application Programming Interface (API) integration with its Learning Management System (LMS) and Credly. The intended outcomes of this pilot program include but are not limited to:

- Increased member connection
- Certification validation/fraud prevention/automation
- AMHSA certification/designation promotion
- Brand elevation



3.3.3 AMHSA Conference

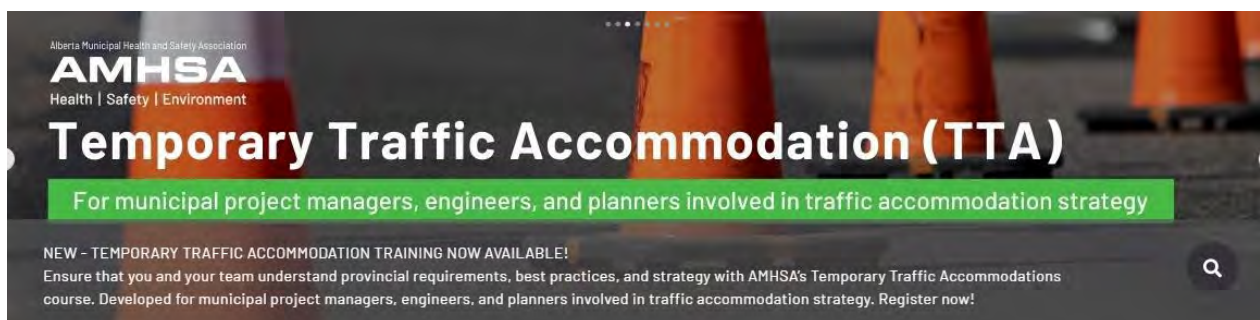
In response to member and Board of Director inquiries related to AMHSA having its own annual conference, AMHSA began discovery into providers, member feedback and long-term feasibility. After sufficient discovery, this item was deferred to 2024 to ensure that it has the desired impact and preparation for blended hybrid delivery.

3.4 Training

3.4.1 Workplace Violence and Threat Assessment

The facilitation of 2-day WAVR-21 (Workplace Assessment of Violence Risk) training co-sponsored with the Canadian Association of Threat Assessment Professionals (CATAP) was to have been delivered at AMHSA's 2023 Conference in support of workplace violence prevention and psychosocial hazards awareness but has been deferred to 2024.

3.4.2 Temporary Traffic Accommodation (TTA)





In response to member request, AMHSA deployed this course which is recommended for municipal workers tasked with the design and implementation of Temporary Traffic Accommodations and provides participants with the knowledge and skills necessary to develop and justify a Traffic Accommodation Strategy.

Objectives


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

Supporting Strategy/Metric

Metric	Goal 4 – Reporting Criteria Description
 WCB Appendix G	WCB Appendix G – General (4.11), 2023 Results to Date (4.1.3), Industry Support (4.3) <ul style="list-style-type: none"> • 4.1/4.3 – Monitor/disseminate government legislation and policies • 4.5 – Support OHS Prevention Initiatives/performance metrics • 4.1/4.2/4.3 – Provide cost-effective access to SME/strategic partners • 4.3 – Promotion/education in injury/illness prevention
 MOU Annual Reporting Metric	Alberta Jobs, Economy and Trade MOU – Outcome #1, Outcome #2, Outcome #3 <ul style="list-style-type: none"> • 4.3 – Enhanced collaboration of CPs with each other, government, and other Interested Parties • 4.5 – Actions taken to support OHS system priorities • 4.1/4.4 – Continuous improvement of training and education

4.1 Grant Applications/Awards


4.1.1 Supporting Psychological Health in First Responders (SPHIFR) Grant



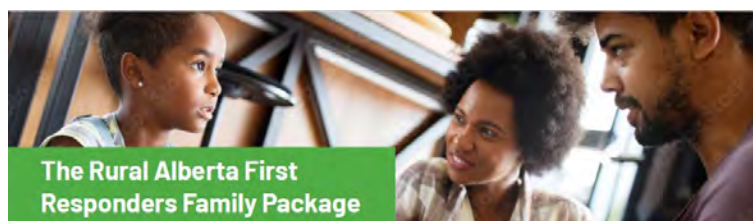
FREE Mental Health Support for Alberta Rural First Responders and their Families

AMHSA offers the only comprehensive, evidence-based mental health program that includes customized content for Alberta Rural First Responders and their families.

Learn more and register at RuralFirstResponder.ca

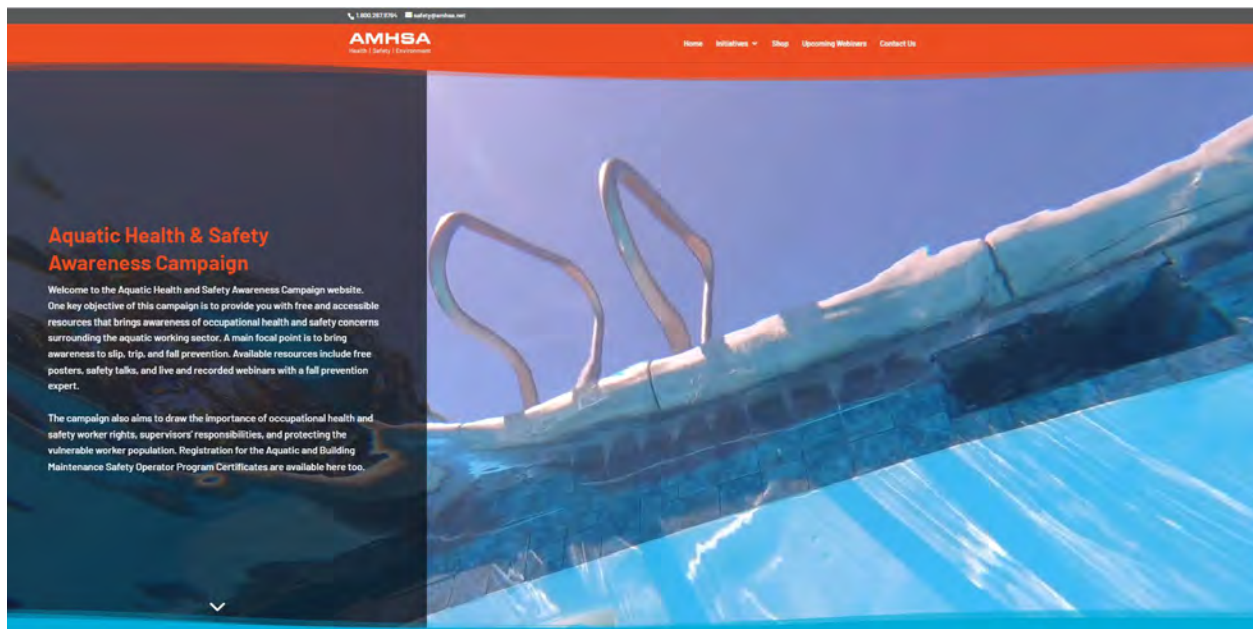
Program Partners: 

In 2023, AMHSA was re-awarded a [Stream 1 \(Services\) Supporting Psychological Health in First Responders \(SPHIFR\) grant](#) from the Government of Alberta for the delivery of a novel iteration of The Working Mind First Responder (TWMFR) from the Mental Health Commission of Canada (MHCC) to provide specialized training and tools to rural and remote first responders living with or at risk of post-traumatic stress injuries (PTSI) and their families. In 2023, AMHSA was approved to widen the scope of the project to include fire services, emergency health care workers, law enforcement, paramedical, and indigenous first responders.



4.2 Regulatory Requests/Applications

Aquatic Health and Safety Awareness Program



In 2022, AMHSA was awarded a creative sentencing award to develop a campaign and materials for the promotion of fall protection safety in recreation facilities, with a planned launch date for the campaign in early 2024.

In support of its 8 Project Charter Campaign Objectives, progress updates included but were not limited to:

- Retention/use of Subject Matter Expert (SME) fall protection engineer to provide awareness and recommendations for use of fall protection near drained pools
- Hosting multiple Aquatic Health & Safety Working Group meetings
- Drafting of Aquatic Health & Safety materials (posters, micro-site, etc.)
- Identification of 14 organizations/municipalities that will collaborate to promote the campaign

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2024 Goals and Strategies

Proposed 2024 Operational Strategies

For 2024, AMHSA will again continue four organizational strategies that are supported by departmental strategies (actions, objectives, and metrics where appropriate) as they are implemented in 2024. Within each organizational strategy, featured departmental strategies are outlined in the sections of the Business Plan below.

1

Base Business

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

2

Continuous Improvement

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

3

New Initiatives

New Initiatives are those selected to support:

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

4

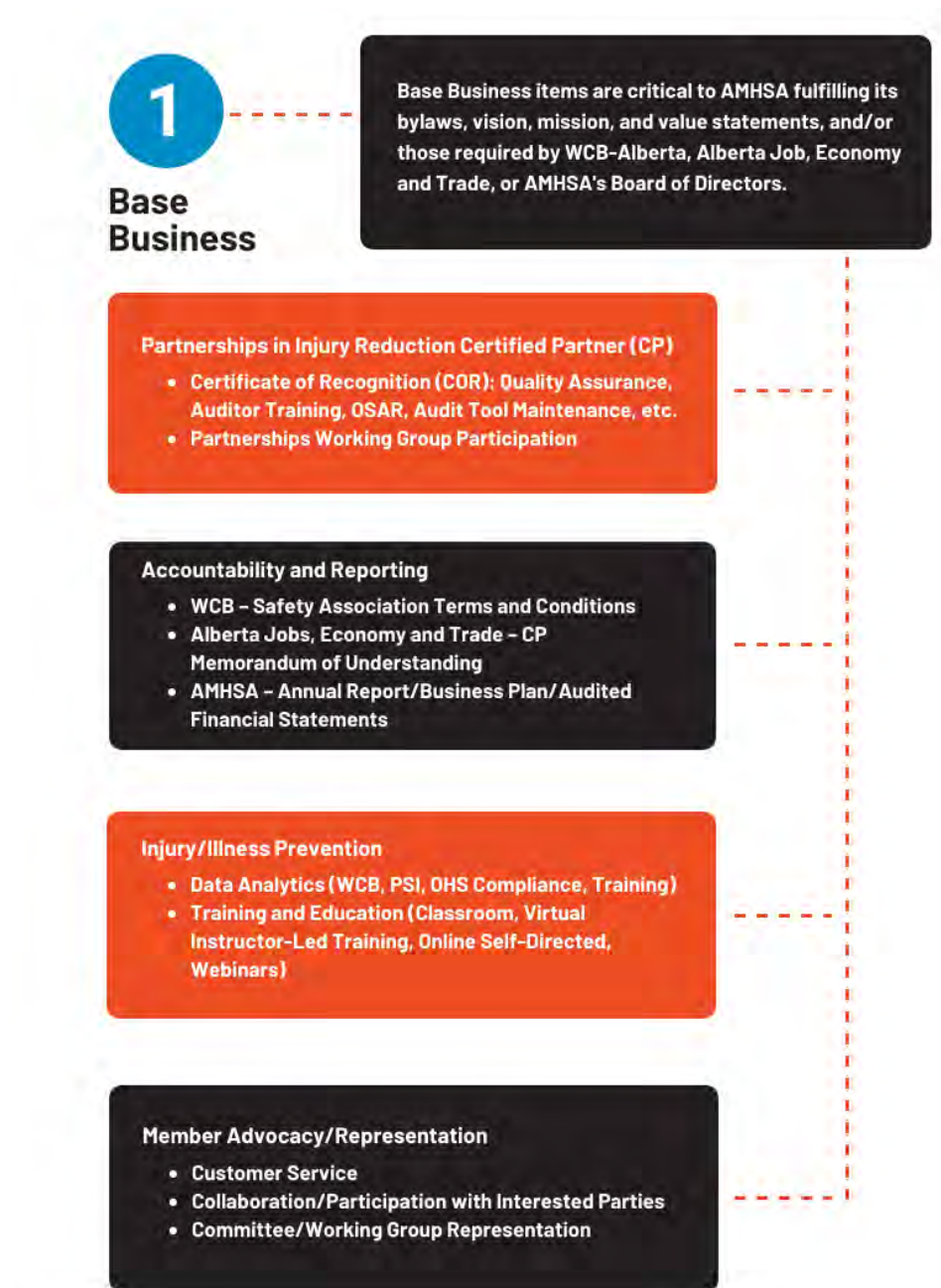
Items of Opportunity

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

Objectives

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

Supporting Strategy/Metric



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

1.1.1 Certificate of Recognition (COR)

Objective

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

Supporting Strategy/Metric

AMHSA will maintain its high level of quality and customer service in the COR program through the execution of Certificate of Recognition (COR) Certified Partner (CP) support functions that including but not limited to:

- Quality Assurance Reviews
- Auditor Training (Health and Safety Management Systems, Health & Safety Auditing, and Audit Refresher)
- On Site Audit Reviews (OSAR)
- CORRS Data Entry
- Internal COR Policy/Processes Review
- PIR Working Group Participation
- Audit Tool Maintenance

1.2 Accountability and Reporting

Objective

Meet or exceed annual reporting requirements for AMHSA as a Funded Health and Safety Association (HSA), Certifying Partner (CP) to WCB-Alberta and Alberta Jobs, Economy and Trade OHS Prevention Services Branch, and support continued accountability to AMHSA Board of Directors/Interested Parties through good governance and transparent public-facing reporting documents.

Supporting Strategy/Metric

Meet or exceed annual reporting requirements as prescribed by:

- WCB-Alberta – Appendix G Safety Association Terms and Conditions (April 3, 2018)
- Alberta Jobs, Economy and Trade – CP Memorandum of Understanding (Aug. 5, 2020)
- AMHSA – Annual Report/Business Plan/Audited Financial Statements

1.3 Injury/Illness Prevention Campaigns

Objective

Deliver data-driven injury/illness prevention campaigns that:

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

Supporting Strategy/Metric

Deliver data-driven injury/illness prevention campaigns that support the GoA OHS Prevention Initiative:

- Slips/Trips/Falls
- Psychosocial Hazards
- Musculoskeletal Disorders
- Protection of Vulnerable Workers

1.3.1 Training and Education

Objective

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

Supporting Strategy/Metric

In 2024, AMHSA will continue focus on occupational injury/illness training and education:

- Prevention campaigns
- Classroom, instructor led, hybrid, and self-paced education courses
- Topic-specific webinars

1.4 Member Advocacy/Representation/Customer Service

1.4.1 Collaboration/Participation with Interested Parties

Objective

Continue strong collaborations in 2024 with other HSAs, CPs, government, and Interested Parties.

Supporting Strategy/Metric

Consultation where appropriate with:

- Peer Certifying Partners (CP) and Health and Safety Associations (HSA)
- Practitioners – Health and Safety, Human Resource/Disability Management, Risk Management, Environment, etc.
- Organized Labour
- Municipal and Operational Leaders
- Regulators
- Certifying Bodies (ECO Canada, Board of Canadian Registered Safety Professionals, etc.)
- Memorandum of Understanding (MOU) and Subject Matter Expert (SME) Strategic Partners

1.4.2 Committee and Working Group Representation

Objective

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

Supporting Strategy/Metric

In 2024 AMHSA will continue to participate in: Continued to support meetings, subcommittees, and working groups:

- Partnerships in Injury Reduction (PIR)
- Strategic Steering Committee (SSC)
- WCB-Alberta/Industry Task Force (ITF) Association
- OHS Prevention Initiatives Working Groups
- Conference Board of Canada (CBOC)
- Construction Safety Research Alliance (CRSA)
- NAIT OHS Program Advisory Committee (PAC)

Continuous Improvement

Objectives

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

Supporting Strategy/Metric



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

Objective

Support Psychological Hazards as an OHS System Priority, PHS as a health and safety professional competency, PHS Management System (PHSMS) development through Optional COR PHS Element, and advocacy/representation for effective disability management of psychological injury/illness in municipal workers and first responders.

Supporting Strategy/Metric

2.1.1 Cognitive-Psychosocial Job Demands Analysis (JDA)

Top Municipal Injury/Illness Positions

In 2024, AMHSA proposes to complete Cognitive-Psychosocial JDA for the Top 5 municipal psychological injury/illness positions and post for municipal members to use for:

- Safe Return to Work (RTW) Planning
- Hazard Assessment / Risk Registry
- Position Description Modernization

Cognitive-Psychosocial JDA Workshops

AMHSA intends to host in collaboration with WCB-Alberta, [Cognitive-Psychosocial JDA Workshops](#) to support:

- Competencies of Human Resource, Disability Management, Health & Safety, and Operational professionals
- Reduction of claim costs, claim duration, and severity
- Psychologically and physically safe workplaces

2.1.2 Psychological Health and Safety (PHS) Certification Program(s)

In 2024, AMHSA will launch both eLearning PHS Certificate Programs to members in collaboration with British Columbia Municipal Safety Association (BCMSA) as the first reciprocal/portable municipal PHS Certification in Canada.



2.1.3 Maintaining Mental Fitness (MMF) – Season 5

In 2024, AMHSA intends to launch Season 5 of its very successful educational webinar series designed to support mental fitness for both organizations and individuals. Partnering organizations for the Season 5 campaign have not been finalized, but are anticipated to continue with municipal associations, mental health thought leaders, and disciplines charged with supporting psychologically safe workplaces (operational leaders, health and safety, human resources, etc.).

2.1.4 SPARK Psychological Health & Safety Campaign

In 2024, AMHSA will further integrate feedback received from 2023 [SPARK](#) participants and municipal members. This change is in recognition that municipalities have different levels of operational readiness, available resources, psychological health and safety program maturity, and organizational culture.



2.2 Certificate of Recognition (COR) Modernization

Objective

Support effective communication and change management with membership that result from provincial changes to the Partnerships in Injury Reduction (PIR) Certificate of Recognition (COR) program.

Supporting Strategy/Metric

2.2.1 Psychological Health & Safety Management System (PHSMS) – COR Audit Element

In 2024 AMHSA will further utilize an external PHS subject matter expert (SME) with knowledge of the mental health “National Standard” and international ISO 45003:2021 OHS Management – Psychological Health and Safety at Work Standard to support Health and Safety Auditor professional competencies and the deployment of AMHSA’s GoA approved Optional Psychological Health and Safety (PHS) COR Element to assist municipal employers in assessing the effectiveness of a need for new mental health programs.

In 2024 AMHSA will implement 2 (two) new PHS COR Auditor Training resources:

- What is a PH&S Management System?
- How to Conduct a PH&S Audit?

2.2.2 COR Working Groups

In 2024, AMHSA will continue to participate in and communicate COR modernization changes from Partnerships subcommittees, and working groups:

- General Certifying Partner Committee

- Complexity Based and Scalable Audit (CBSA)
- Auditor Qualifications, Training and Certification (AQTC)
- Audit Standards Subcommittee
- COR Harmonization and Measurement

2.3 Infrastructure, Products, and Services

Objective

Invest into internal AMHSA systems to reduce rework/errors, increase efficiency/employee engagement, support association longevity, and modern/customer centric “self-serve” platforms that members expect.

Supporting Strategy/Metric

In 2024, AMHSA will begin a reinvestment plan for several aging or absent platforms that either have significant public facing contact with members and/or impact to member experience:

- AMHSA Intranet Page
- Financial Accounting
- Client Relationship Management (CRM)

2.3.1 Digital Credentialing Pilot AMHSA Program

In 2023 AMHSA began a pilot digital credentialing program using the Credly platform. In 2024 AMHSA will implement Application Programming Interface (API) integration with its Learning Management System (LMS) and Credly, and expand to support “stacked credentialing” and professional certification/designation maintenance with continued intended outcomes of:

- Increased member connection
- Certification validation/fraud prevention/automation
- AMHSA certification/designation promotion
- Brand elevation

2.3.2 Line of Fire (LOF) Prevention/Reduction Campaign

In 2024, AMHSA intends to re-invest in its [LOF Prevention Campaign](#) by utilizing data obtained from its 2023 data analytics campaign and through application/participation in the GoA Health and Safety Association (HSA) Information Sharing Agreement which is hoped to provide greater insight into Potentially Serious Injury (PSI):

- Hazardous energy sources
- Corrective Actions
- Involved tools and equipment
- Class/craft of labour groups affected

2.3.3 IACET Accreditation/Post Accreditation

AMHSA will learn in early 2024 if its application was successful for accreditation to the [ANSI/IACET 2018-1 Standard for Continuing Education and Training](#) with the International Accreditors for Continuing Education and Training (IACET). If successful, AMHSA will continue in post-accreditation with:

- Continuous improvement for ongoing developing effective and valuable continuing education and training
- Issuance of IACET Continuing Education Units (CEU)
- Demonstrated leadership brand differentiation amongst its peers

2.3.4 Leadership for Safety Excellence (LSE)

In 2024, AMHSA intends to continue investing in the multi-year remediation and production of LSE program offerings that:

- Follow ANSI/IACET principles
- Include modern and relevant interactive modules for workers, supervisors, managers and senior leaders
- Incorporate feedback from municipal members
- Are in formats desired by today's complex and diverse municipal operational needs

2.4 Member Experience/Connection

Objective

To strategically define customer service expectations, establish metrics, and anchor or establish positive member connections with AMHSA audiences and interested parties.

Supporting Strategy/Metric

2.4.1 Customer Service Metrics

In 2024, AMHSA will demonstrate its commitment to customer service by executing the following initiatives:

- Implementing 2023 evaluated/selected customer service metrics
- Increased tracking of participant training evaluations
- Client success training

2.4.2 Member Outreach

In 2024, AMHSA will increase efforts to engage with municipal members to ensure that member needs are better understood, integrated into business products/strategies, and represented at working groups and meetings that AMHSA attends with regulators and other interested parties.

- Interested Party Consultation
- Conferences and trade shows
- Marketing outreach
- Member outreach (non-COR holders, first responders, etc.)

2.4.3 Non-COR Holder Engagement

Currently, a population of AMHSA members are non-COR holders, which presents an opportunity for AMHSA to support this demographic in the development and improvement of their health and safety management systems, even if they choose not to pursue COR certification.

In 2024, AMHSA will implement a target Non-COR Engagement Strategy using datasets refined in 2023 to aid in facilitating conversations with municipal leaders on the benefits of a strong HSMS and addressing compliance/performance trends.

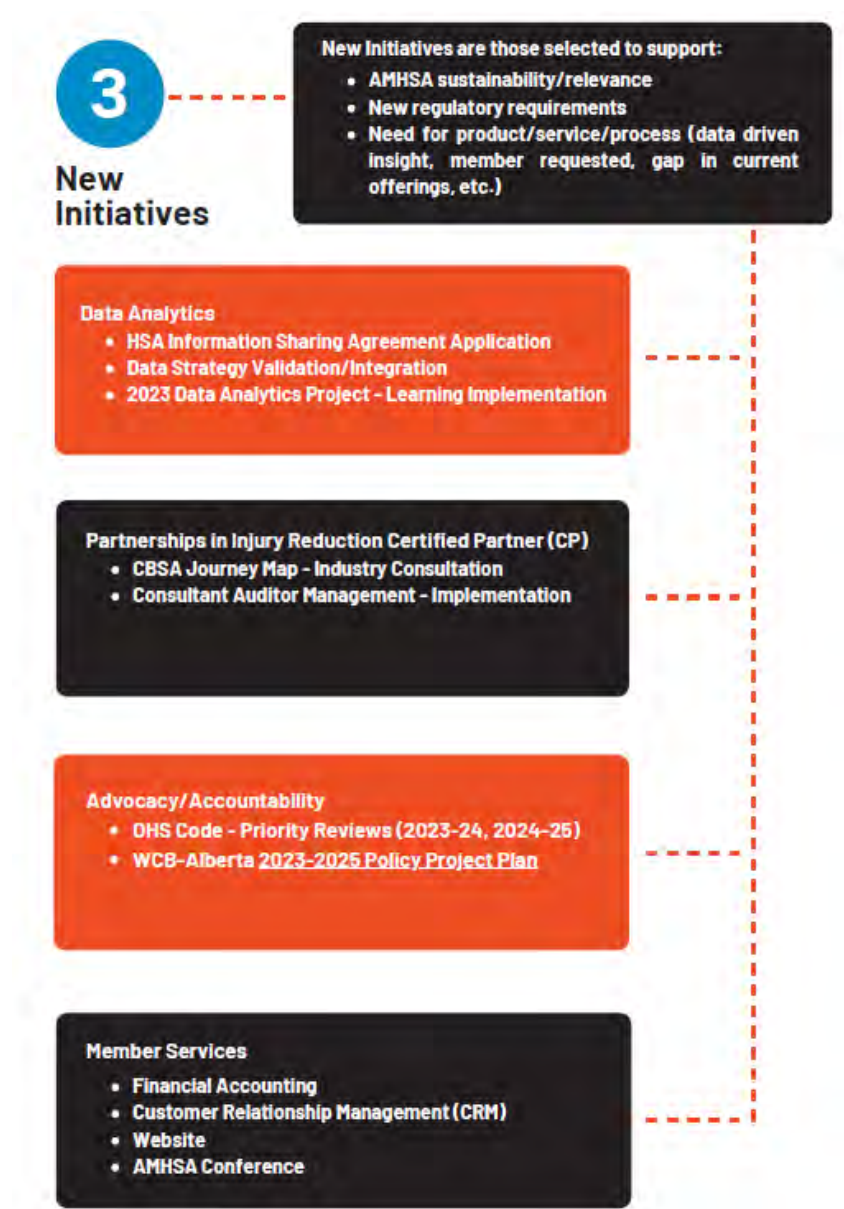
New Initiatives

Objectives

New Initiatives are those selected to support:

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

Supporting Strategy/Metric



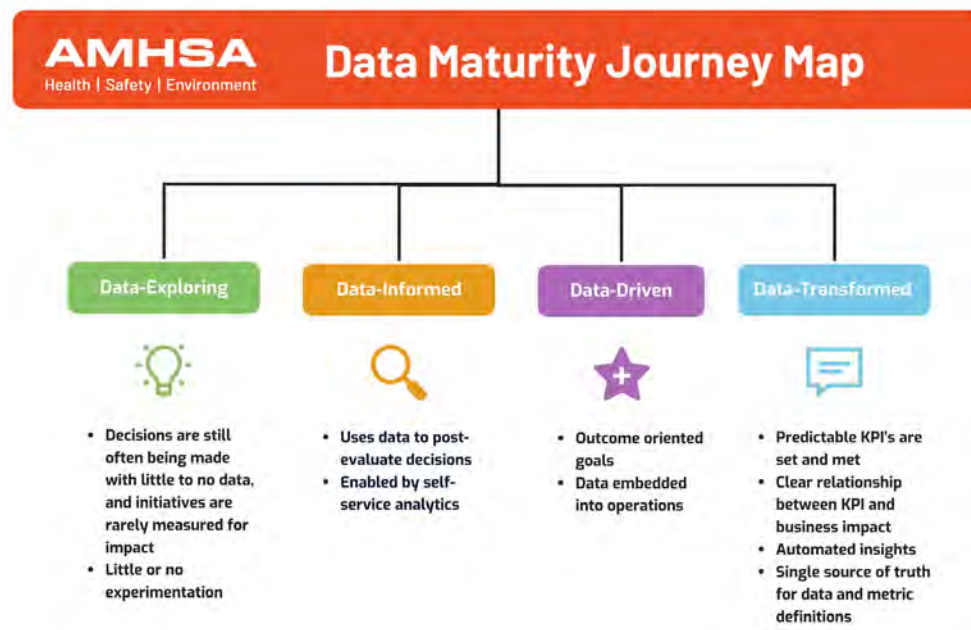
3.1 Data Analytics

Objective

Support data Informed decision making within AMHSA in support of fiduciary responsibility and high-performance culture.

Supporting Strategy/Metric

Apply systems and metrics to support AMHSA in its Data Maturity Journey.



3.1.1 HSA Information Sharing Agreement Application

As insufficient current data exists to support targeted Line of Fire program development from Potentially Serious Incident (PSI) data, AMHSA intends to apply in 2024 to the GoA for participation in the Health and Safety Association (HSA) Information Sharing Agreement. It is anticipated that new datasets will allow for the development of or insight into:

- Targeted Striking, Crushing, and Stored Energy hazard campaigns
- Required member policy templates
- Needed training courses
- Potential best practices

3.1.2 Data Strategy Validation/Integration

If approved by the AMHSA Board of Directors/GoA, prior to obtaining data from participation in the HSA Information Sharing Agreement, AMHSA proposed to action a Data Analytics Strategy:

- Validate established data security and protection protocols
- Implement Business Intelligence (BI) tools
- Establish and maintain internal data analytics competencies
- Report
- Audit for effectiveness

3.1.3 2023 Data Analytics Project - Learning Implementation

In 2024, AMHSA intends to integrate 2023 data analytics project insights to improve products/services:

- Non-COR Holder Engagement Strategy
- Training participant evaluations
- Injury/Illness Prevention Campaigns

3.2 Partnerships in Injury Reduction Certified Partner (CP)

Objective

Implement an improved qualification, credit and maintenance process required to become and maintain status as a certified AMHSA Auditor and engage members as part of Interested Party Industry Consultation identified in CBSA Journey Mapping.

3.1.1 CBSA Journey Map - Industry Consultation

As part of "Industry Consultation" identified in Complexity Based and Scalable Audit (CBSA) Journey Mapping, AMHSA will perform in 2024 Interested Party Consultation using an array of methods:

- In-person / hybrid events
- Webinars
- Surveys

3.1.2 Consultant Auditor Management

This initiative was partially deferred in 2022-23 when the Auditor Qualifications, Training and Certification (AQTC) Working Group was put on hold in April of 2022 until the Complexity Based and Scalable Audit (CBSA) had been created. AMHSA will restart this initiative in 2024 when the AQTC reconvenes to ensure alignment with other CP's and will continue work AMHSA began in 2023 to develop internal decision-making processes for Auditor Code of Conduct using external subject matter experts in the field of administrative justice.

3.2 Advocacy/Accountability

Objective

Support municipal interests during periods of OHS legislative reform/review, WCB-Alberta process and resource changes, and accountability Memorandum of Understanding (MOU).

3.2.1 OHS Code – Annual Priority Reviews

Where opportunity exists, AMHSA will support municipal Interested Parties with education and communication on OHS Code Annual Priority Reviews.

2023-24	2024-25
Part 27: Violence and Harassment	Part 3: Specifications and Certifications
Part 33: Explosives (continuation)	Part 4: Chemical Hazards, Biological Hazards, and Harmful Substances, including review of OELs
Part 36: Mining (continuation)	Part 10: Fire and Explosion Hazards
Occupational exposure limit (OEL) review	Part 18: Personal Protective Equipment
	Part 26: Ventilation Systems
	Part 6: Cranes, Hoists and Lifting Devices
	Part 28: Working Alone
	Part 34: Forestry

3.2.2 WCB-Alberta 2023-2025 Policy Project Plan

Through AMHSA or its role on the Industry Task Force (ITF) Association, it is intended in 2024 to support members with awareness of and solicit feedback on relevant WCB-Alberta [2023-2025 Policy Project Plan](#) and provide directly to WCB-Alberta or Policy Consultation Advisory Group (PCAG).

3.3 Member Services

3.3.1 Systems

In 2023 AMHSA evaluated and selected systems/vendors that will be implemented in 2024 including but not limited to:

- Financial Accounting
- Customer Relationship Management (CRM)
- Website

The implementation of these systems is anticipated to enhance member experience, modern expectations for self-service access, and reduce effort/time/error associated with aging legacy systems.

3.3.2 AMHSA Conference

In response to member and Board of Director inquiries related to AMHSA having its own annual conference, AMHSA will host an event in 2024 to assess member feedback and long-term feasibility. This item was deferred from 2023.

Items of Opportunity

Objectives

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

Supporting Strategy/Metric



4.1 Grant Applications/Awards

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

Objective

Execute if successfully awarded 2024/25 Government of Alberta Supporting Psychological Health in First Responders (SPHIFR) Stream 1 Grant application.

Supporting Strategy/Metric

If AMHSA is notified in early 2024 that it is a successful Stream 1 applicant for its proposed virtual delivery of a novel iteration of The Working Mind First Responder (TWMFR) from the Mental Health Commission of Canada (MHCC) to underserved, at risk first responders and family members, AMHSA will implement in 2024-25.

4.2 Regulatory Requests/Applications

Objective

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

Supporting Strategy/Metric

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

4.3 Strategic Partnerships

Objective

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

Supporting Strategy/Metric

AMHSA continues to be approached by various organizations for strategic partnerships and opportunities. If a 2024 strategic partnership opportunity present itself that supports AMHSA vision, values, mission, mandate, and available resourcing permit execution – AMHSA will pursue MOU accordingly.

Potential Strategic Partnerships include but are not limited to:

- Canadian Mental Health Association – AB Division
- ECO Canada
- Human Resources / Disability Management
- Operational/Disaster Response

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2024 Budget

2024 Budget

The AMHSA Board of Directors was presented the 2024 Budget at the Oct. 13, 2023, Board of Directors Meeting.

The 2024 Budget was based on a WCB-Alberta funding dollar request of \$2,356,214 that equates to a premium rate levy of \$0.0475 per \$100 of insurable earnings for the four industry codes AMHSA represents (95100: Villages, 95101: Towns, 95102: Municipal Districts, and 95104: Cities).

2024 Operating Budget

ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION 2024 BUDGET w BUDGET PLAN AND COMPARABLES

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION 2024 BUDGET w BUDGET PLAN AND COMPARABLES						
	2023 BUDGET	2023 YEAR PROJECTION	2024 BUDGET PROPOSAL	2025 BUDGET PLAN	2026 BUDGET PLAN	Explanation
REVENUE						
WCB Grant	2,356,214	2,356,214	2,356,214	2,356,214	2,356,214	
AMHSA In Person	275,000	282,699	275,000	300,000	300,000	
AMHSA Online	400,000	420,669	400,000	400,000	400,000	
BIS Online	180,000	262,193	220,000	190,000	200,000	
Portal Revenue	120,000	104,469	140,000	130,000	140,000	
Total Program Registrations	975,000	1,070,030	1,035,000	1,020,000	1,040,000	
Other Revenues	50,002	96,770	113,491	65,000	70,000	interest, associate membership, CSSE funding, shipping, materials
TOTAL REVENUE	3,381,216	3,523,014	3,504,705	3,441,214	3,466,214	
Contingency Allocation	0	0	-	-	-	
TOTAL REVENUE & CONTINGENCY	3,381,216	3,523,014	3,504,705	3,441,214	3,466,214	
EXPENSES						
General Administrative Expenses						
Wages & Benefits	2,108,755	1,678,303	1,784,652	2,200,000	2,300,000	
Allocation to Special Projects	(290,000)	(176,179)	(300,000)	(300,000)	(300,000)	Allocation to Special Projects
Office Travel & Subsistence	30,000	20,917	62,950	40,000	45,000	
Office - Rent	180,000	191,274	188,768	190,000	190,000	
Equipment Lease	5,000	5,418	4,639	5,000	5,000	
Equipment/Furniture Purchases	10,000	13,353	24,000	10,000	10,000	
General Office Expenses	100,000	114,438	122,000	100,000	100,000	2023 includes memberships
Bank, Merchant & Finance Charges	11,000	8,496	6,750	11,000	11,000	
Advertising, Promotion	100,600	69,708	154,000	90,000	100,000	2022 includes memberships
Contract Services (accounting & other)	80,000	164,999	323,500	80,000	80,000	L&D resource and Data Analytics
Contract Services (HR, legal & other)	80,000	36,000	25,500	80,000	80,000	
IT & Web Expenses	222,190	148,729	154,977	210,000	220,000	
Bad Debt	2,000	2,000	2,588	2,000	2,000	
Board Expenses	3,000	1,131	5,000	3,500	3,500	
Total General Administrative Expenses	2,642,545	2,228,587	2,559,324	2,721,500	2,846,500	
Training Costs						
Program Development & Preparation	90,000	61,988	106,500	100,000	105,000	to include data analysis
General Operating Programming	35,000	20,993	47,000	30,000	30,000	injury reduction campaigns and such
EHS Software Resale Expense	88,000	121,584	140,000	96,000	96,000	
Program - Materials	50,000	66,969	60,000	50,000	50,000	
Total Travel and Facility Rent	82,000	108,560	120,000	90,000	95,000	
Program - Instructor Fees	192,500	205,529	220,000	210,000	210,000	
Total Training Costs	537,500	585,623	639,500	576,000	586,000	
TOTAL EXPENSES	3,180,045	2,864,210	3,252,824	3,297,500	3,432,500	
EXCESS REVENUE OVER EXPENSES	201,171	658,804	251,881	143,714	33,714	

SPECIAL PROJECT REPORT

2024

EXTERNALLY RESTRICTED FUNDS PROJECT	STATUS	BUDGET	PRIOR YEAR	YTD EXPENSE	CURRENT YR PROJECTION	2024 PROJECTION	2025 PROJECTION	TOTAL EXPENSE	BALANCE
CS - KMS Audit & Action Plan	In Progress	8,500	541	4,398	5,500	-	-	10,440	1,940
CS - Aquatic Awareness Safety Campaign	In Progress	30,000	6,930	4,603	2,000	16,467	-	30,000	-
SPIFR2	In Progress	392,125	-	29,065	392,125	-	-	421,190	(29,065)
TOTAL EXTERNALLY RESTRICTED PROJECTS		430,625	7,471	38,066	399,625	16,467	-	461,629	(31,004)
INTERNALLY RESTRICTED FUNDS PROJECT	STATUS	BUDGET	PRIOR YEAR	YTD EXPENSE	CURRENT YR PROJECTION	2024 PROJECTION	2025 PROJECTION	TOTAL EXPENSE	BALANCE
Web Redesign	In Progress	80,000	23,368	627	5,000	125,000	25,000	178,995	(98,995)
Psychological Health - MMF	In Progress		7,025	1,338	5,000	-	-	13,363	
	Received		5,550	-	-	-	-	5,550	
	Net	10,000	1,475	1,338	5,000	-	-	7,813	2,187
IACET Accreditation Project	In Progress	150,000	116,389	28,200	13,000	-	-	157,589	(7,589)
SPARK	In Progress	15,000	1,211	7,293	7,500	-	-	16,004	(31,004)
LSE Online	In Progress	225,000	38,241	10,048	10,000	100,000	100,000	258,289	(33,289)
LSE Instructor Led Class	In Progress	30,000	27,101	3,555	1,000	20,000	5,000	56,656	(26,656)
LSE-BCMSA	In Progress		21,600	4,855	20,000	-	-	46,455	
	Received		66,500	-	-	-	-	66,500	
	Net	(17,500)	(44,900)	4,855	20,000	-	-	(20,045)	2,545
Accounting Software Project	In Progress	120,000	1,544	2,926	4,000	112,000	-	120,470	(470)
Customer Service Metrics/Zen	In Progress	25,000	-	-	2,000	23,000	-	25,000	-
CRM	In Progress	20,000	-	-	2,000	18,000	-	20,000	-
Optional PHS COR Element Implementation	In Progress	75,000	-	-	32,000	55,000	-	87,000	(12,000)
Psychological H&S Certification	In Progress	168,000	8,552	1,942	20,000	137,506	-	168,000	
TOTAL INTERNALLY RESTRICTED PROJECTS		900,500	172,981	60,785	121,500	590,506	130,000	1,075,772	(205,272)
Externally Restricted Projected Spending	416,092		Internally Restricted Projected Spending				842,006	to be transferred from contingency	
Less: External funds receivable	-		Less: Internal funds receivable				168,000		
External Requirements to end of 2025	416,092		Internal Requirements to end of 2025				674,006		
Internal and External Cash Requirements	1,090,098		Net Special Project Funding Account Balance				664,749		
			*see reconciliation account						
DIFFERENTIAL BETWEEN REQUIREMENTS AND ACTUAL BALANCE			\$(425,349)						

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Appendices

2024 Appendices

Appendix A – Acronyms

ACSC	<i>Alberta Cities Safety Council</i>
ACSA	<i>Alberta Construction Safety Association</i>
AMTA	<i>Alberta Motor Transport Association</i>
AMHSA	<i>Alberta Municipal Health and Safety Association</i>
APWSA	<i>Alberta Public Works Supervisors Association</i>
AMSA	<i>Alberta Municipal Supervisors Association</i>
APWA	<i>Alberta Public Works Association</i>
ARMAA	<i>Alberta Rural Municipal Administrators Association</i>
ACSC	<i>Alberta Cities Safety Council</i>
AB MUNIS	<i>Alberta Municipalities (formerly AUMA)</i>
AWWOA	<i>Alberta Water and Wastewater Operators Association</i>
CCSA	<i>Continuing Care Safety Association</i>
COR	<i>Certificate of Recognition</i>
CPWA	<i>Canadian Public Works Association</i>
CSU	<i>Civic Service Union</i>
CSTS	<i>Construction Safety Training System</i>
CUPE	<i>Canadian Union of Public Employees</i>
HSCSA	<i>Health and Safety Conference Society of Alberta</i>
HSE	<i>Health, Safety, and Environment</i>
HSMS	<i>Health and Safety Management System</i>
KPI	<i>Key Performance Indicator</i>
LGAA	<i>Local Government Administration Association</i>
LTC	<i>Lost Time Claims</i>
MHSA	<i>Manufacturers Health and Safety Association</i>
NAOSH	<i>North American Occupational Safety and Health</i>
NASC	<i>Northern Alberta Safety Council</i>
OHS	<i>Occupational Health and Safety</i>
PIR	<i>Partnerships in Injury Reduction</i>
RMA	<i>Rural Municipalities of Alberta (formerly known as AAMDC)</i>
RUSA	<i>Rural Utilities Safety Association</i>
SASC	<i>Southern Alberta Safety Council</i>
SECOR	<i>Small Employer Certificate of Recognition</i>
SWOT	<i>Strengths, Weaknesses, Opportunities and Threats</i>
WCB	<i>Workers' Compensation Board</i>
WHMIS	<i>Workplace Hazardous Materials Information System</i>

Appendix B – 2023 Reports

The unaudited Operating and Project Reports, September 2023, as adopted by the AMHSA Board of Directors.

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION QUARTERLY OPERATING FINANCIAL REPORT Q3 – AS OF SEPTEMBER 2023				
	YTD	YTD %	PROJECT	BUDGET
REVENUE				
WCB Grant	1,767,161	75%	2,356,214	2,356,214
AMHSA In-Person	171,571	61%	282,699	275,000
AMHSA Online	282,151	67%	420,669	400,000
BIS Online	174,085	66%	262,193	180,000
Portal Revenue	69,925	67%	104,969	120,000
Total Program Registrations	697,732	65%	1,070,530	975,000
Other Revenues	94,657	98%	96,770	50,002
TOTAL REVENUE	2,559,549	73%	3,523,513	3,381,216
Contingency Allocation				
TOTAL REVENUE & CONTINGENCY	2,559,549	73%	3,523,513	3,381,216
EXPENSES				
General Administrative Expenses				
Wages & Benefits	1,076,777	64%	1,678,303	2,108,755
Allocation to Special Projects	- 84,079	48%	- 176,179	- 290,000
Office Travel & Subsistence	7,077	34%	20,990	30,000
Office - Rent	132,068	69%	191,274	180,000
Equipment Lease	2,433	45%	5,418	5,000
Equipment/Furniture Purchases	8,491	64%	13,353	10,000
General Office Expenses	71,323	63%	114,038	100,000
Bank, Merchant & Finance Charges	4,131	49%	8,496	11,000
Advertising, Promotion & Membership	36,537	52%	69,708	100,600
Contract Services - Accounting-related & Other	149,991	91%	164,999	80,000
Contract Services - HR-related & Legal	17,599	51%	34,803	80,000
IT & Web Expenses	78,095	53%	148,560	222,190
Bad Debt			2,000	2,000
Board Expenses	131	12%	1,131	3,000
Total General Administrative Expenses	1,500,575	66%	2,276,894	2,642,545
Training Costs				
Program Development & Preparation	26,562	43%	61,988	90,000
General Operating Programming	7,118	34%	20,993	35,000
EHS Software Resale Expense	84,003	69%	121,584	88,000
Program - Materials	45,160	67%	66,969	50,000
Total Travel and Facility Rent	62,707	58%	108,564	82,000
Program - Instructor Fees	111,739	54%	205,529	192,500
Total Training Costs	337,288	58%	585,627	537,500
TOTAL EXPENSES	1,837,863	64%	2,862,520	3,180,045
EXCESS REVENUE OVER EXPENSES	721,687		660,993	201,171

SPECIAL PROJECT REPORT

As of Sep 30, 2023

EXTERNALLY RESTRICTED FUNDS PROJECT	STATUS	BUDGET	PRIOR YEAR	YTD EXPENSE	CURRENT YR PROJECTION	2024 PROJECTION	2025 PROJECTION	TOTAL EXPENSE	BALANCE
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DIFFERENTIAL BETWEEN REQUIREMENTS AND ACTUAL BALANCE			\$(425,349)						

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