

ALBERTA MUNICIPAL HEALTH AND SAFETY ASSOCIATION

BUSINESS PLAN 2018





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

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ORGANIZATIONAL STRUCTURE

ALBERTA MUNICIPALITIES

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

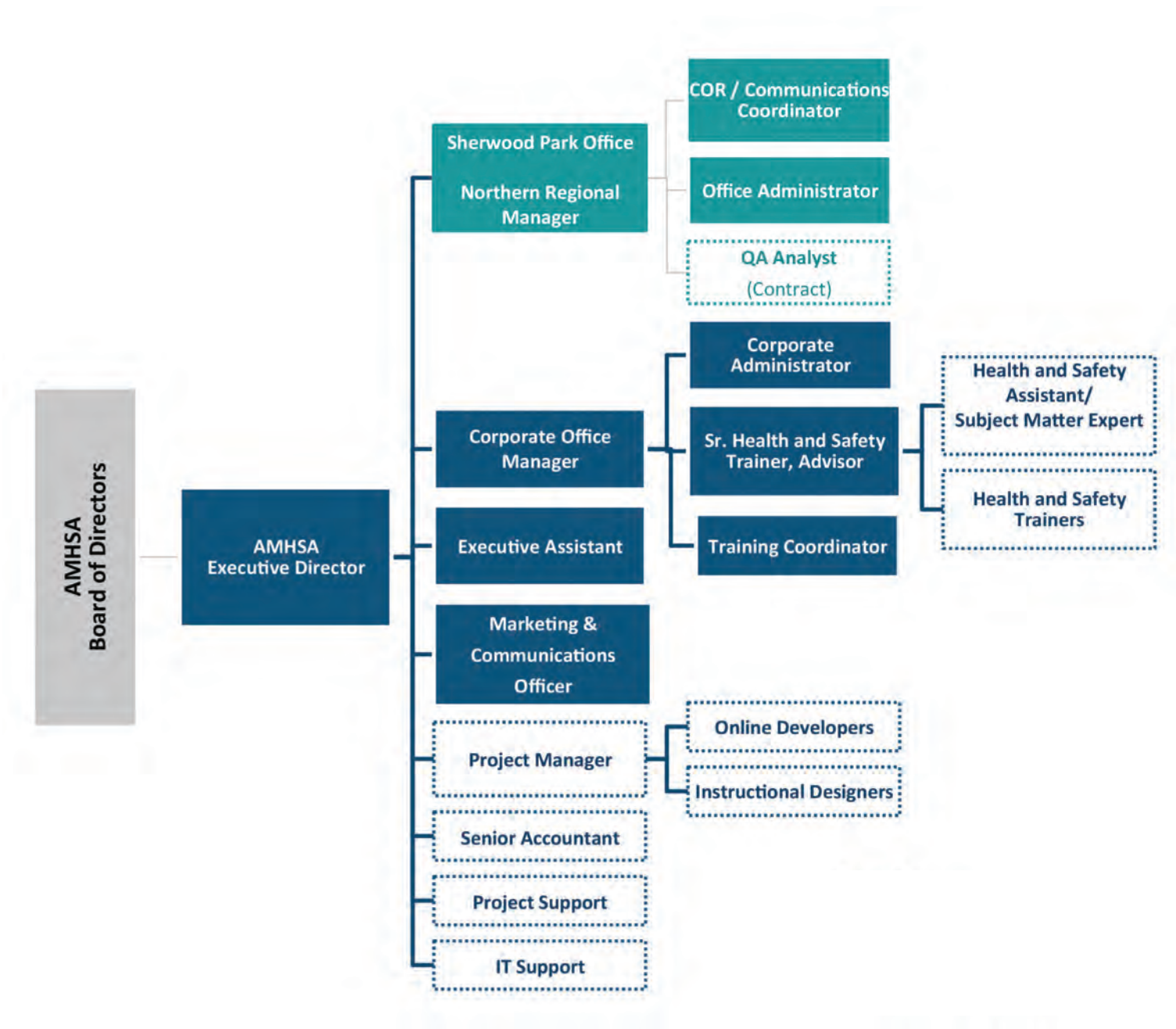
There are 339 regular members that corresponds to approximately 60,100 municipal workers in Alberta.

**Special Areas*

AMHSA BOARD OF DIRECTORS 2017 - 2018

Position	Name	Organization
Chair	Jeremy Wickson	Alberta Municipal Supervisors Association (AMSA)
Vice Chair	Christopher 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	Vacant	Alberta Water & Wastewater Operators Association (AWWOA)
Director	Buck Buchanan	Alberta Urban Municipalities Association (AUMA)
Director	Mircea Fagarasanu	City of Edmonton
Director	Charlie Cutforth	Alberta Rural Municipal Administrators' Association (ARMAA)
Director	Randy Taylor	Alberta Association of Municipal Districts and Counties (AAMDC)
Director	Thomas Goulden	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	Lanny Chudyk	Civic Service Union 52 (CSU 52)

2017 ORGANIZATIONAL CHART



- Legend**
- Board of Directors
 - Corporate Office
 - Sherwood Park Office
 - External Contractors

WCB PREMIUM RATES (2012-2017)

	2012	2013	2014	2015	2016	2017
Cities	\$1.33	\$1.20	\$1.14	\$1.14	\$1.27	\$1.30
Towns	\$1.34	\$1.20	\$1.14	\$1.14	\$1.27	\$1.30
Villages	\$1.34	\$1.20	\$1.14	\$1.14	\$1.27	\$1.30
MDs and Counties	\$1.37	\$1.21	\$1.07	\$1.07	\$1.19	\$1.26
Provincial Average	\$1.22	\$1.22	\$1.03	\$0.97	\$1.01	\$1.02

NOTE:

All rates are per \$100 of insurable earnings.

(The premium rates for 2018 were unavailable at the time of creating this agenda.)

Alberta employers have the lowest premium rates in the country for 2017. The graph below depicts the average forecasted 2017 premium rates across the country.*

2017 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 the second lowest safety association levy in the province of Alberta. Chart revised according to latest data (*averages*):

2017 WCB Operating Grant Request

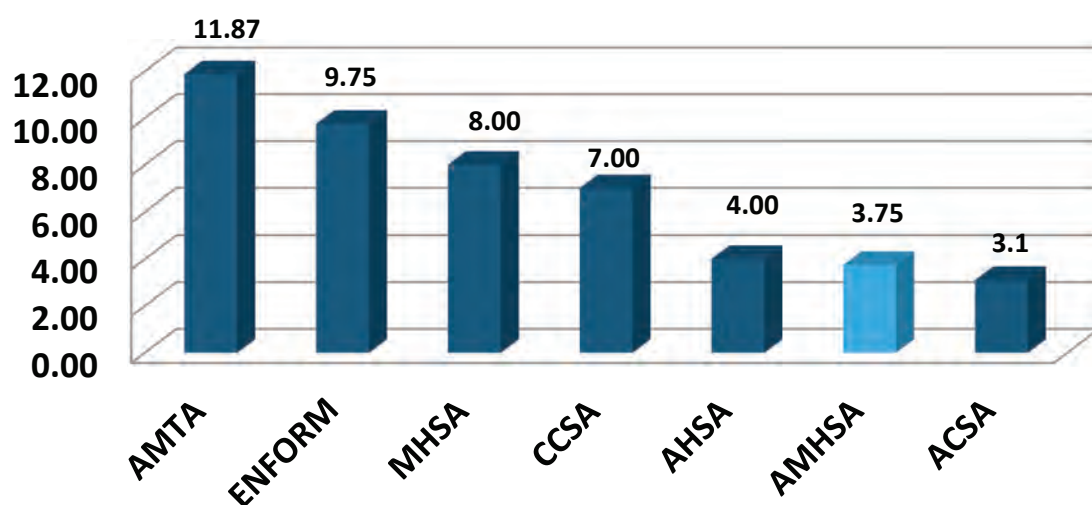
Based on Existing Levy: \$ 1,700,000

Withdrawal from WCB Association Balance: \$ 100,000

Total Operating Grant Request for 2017: \$ 1,800,000

Note: AMHSA made a request in August, 2017, to withdraw \$350,000 from the WCB Association Balance for the purpose of leasehold improvements. This money will be accounted for in the Special Project Fund and not in the Operational Budget for 2018. AMHSA is awaiting a formal response from the WCB at the time of this report.

2017 SAFETY ASSOCIATION LEVIES*



**Based on averages*

LEGEND

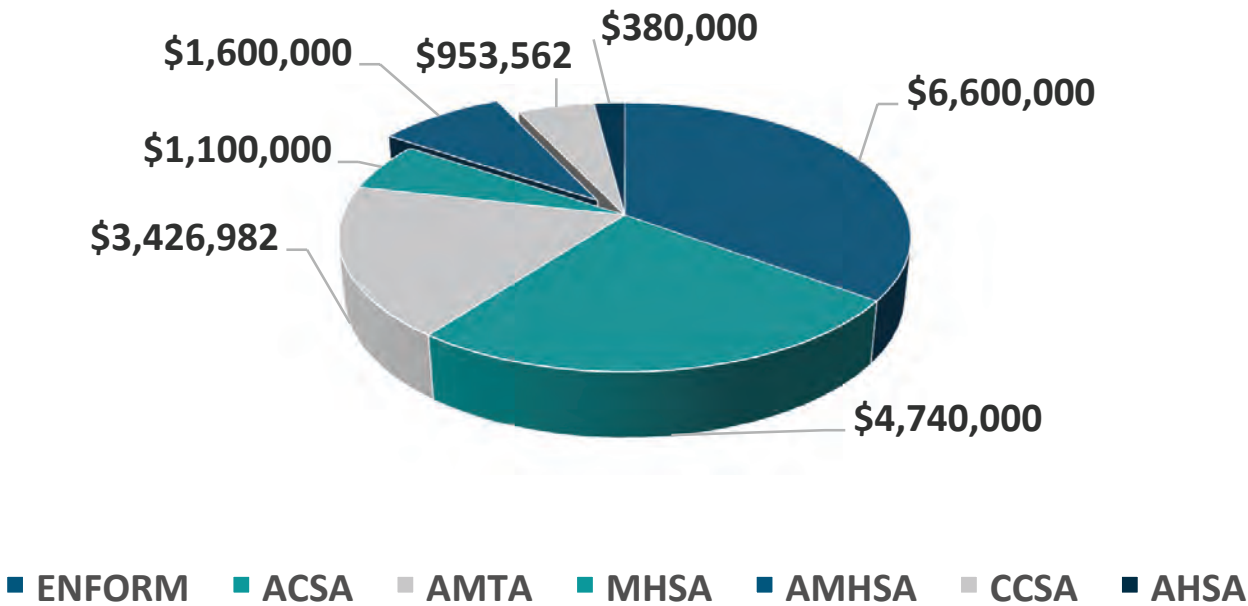
AMTA	Alberta Motor Transport Association
ENFORM	Petroleum (6.5 base levy, 8.5 base levy plus PSAC, 18.5 base levy plus CAGC)
MHSA	Manufacturers Health and Safety Association
CCSA	Continuing Care Safety Association
AHSA	Alberta Hotel Safety Association
AMHSA	Alberta Municipal Health and Safety Association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

2017 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 premium rates. The 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.

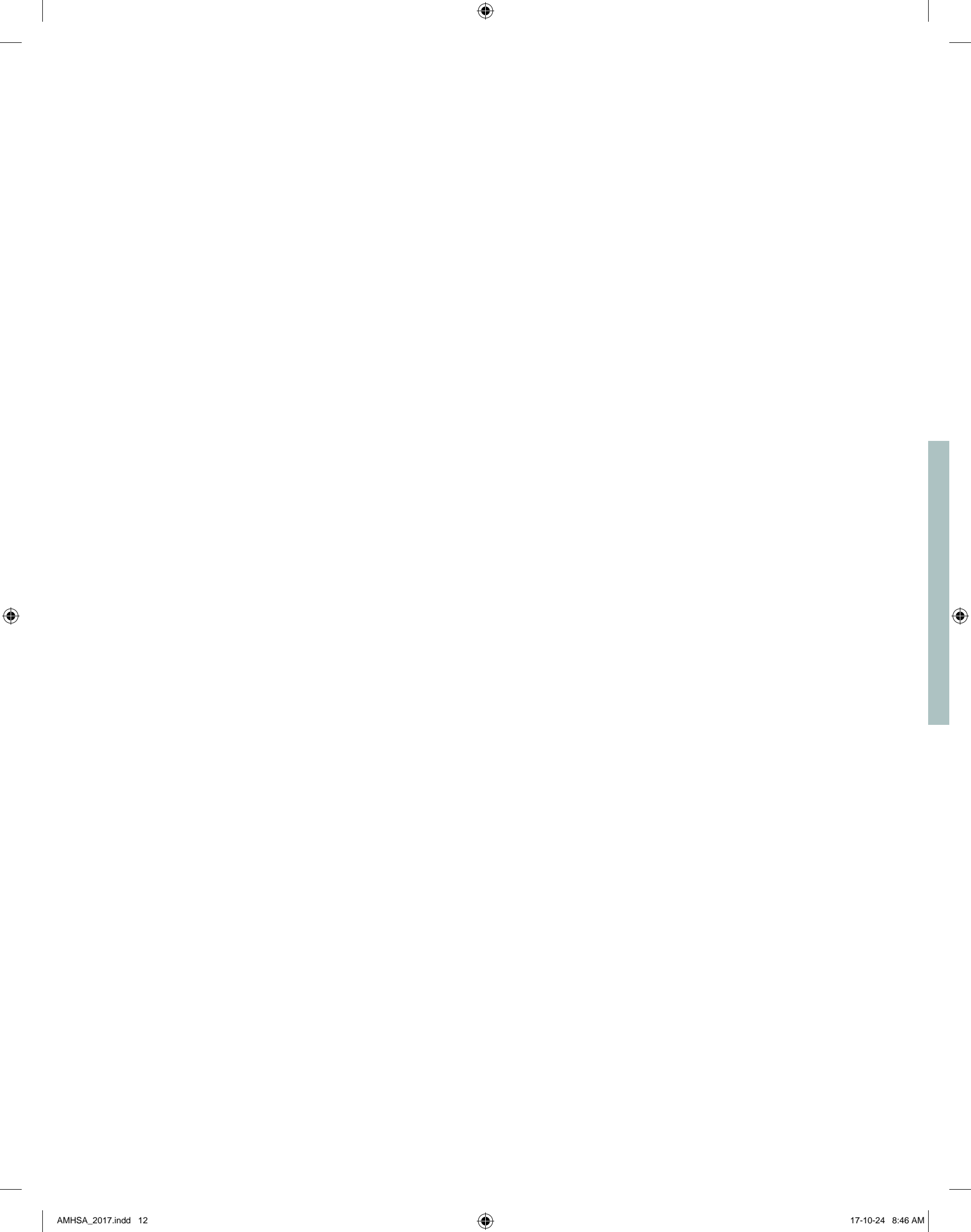
In 2017, WCB-Alberta will collect approximately **\$1.9M** from contributing industries and transfer the funds to sponsoring associations. AMHSA's levy of \$1.6M represents only 8.5% of this amount.

Safety Association 2017 Levies



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.





2017 **GOALS AND OBJECTIVES**

RESULTS TO AUGUST 15, 2017



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>Two-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>One-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 and Auditing – Small Employer • Prime Contractor • Professional Driver Improvement • Workplace Violence Prevention <p>Half-Day Training Courses</p> <ul style="list-style-type: none"> • Accident/Incident Investigation • Cargo Securement • Confined Space Entry • Flag Person – General • Formal Workplace Inspections • Hazard Identification Assessment and Control • 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 	Ongoing	<p>All of the courses have been offered and are always available to host on-site.</p> <p>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 quarterly newsletters.</p> <p>The top five (5) classroom courses in 2017, to June 30, were (2016 YTD comparison):</p> <ul style="list-style-type: none"> • Defensive Driving: 342 (2016: 569, -40%) • WHMIS 2015: 257 (2016: 49, +424.50%) • Formal Workplace Inspections: 194 (2016: 84, +131%) • Ground Disturbance, Trenching and Excavation: 181 (2016: 249, -27%) • Leadership for Safety Excellence: 173 (2016: 286, -39.5%) <p>Full Classroom Summary:</p> <ul style="list-style-type: none"> • Classroom Courses: 294 (2016: 382 -23%) • Classroom Participants: 3,162 (2016: 3799 -16.76%)

GOAL 1

OBJECTIVE 1 - AMHSA COURSES - CLASSROOM

		STATUS	COMMENTS
1.01	One-day Operator Safety Courses (Continued) <ul style="list-style-type: none"> • All-Terrain Vehicle Rider • Backhoe/Loader • Front End Loader • Plow Truck Sander • Road Grader • Skid Steer Loader One-Day Train-the-Trainer Courses <ul style="list-style-type: none"> • Flag Person • Orientation • WHMIS 	Ongoing	
1.02	Develop customized training programs and support (supply course materials, certificates, etc.) when sufficient training levels are anticipated.	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>New classroom courses are under development. Much of the material for these new courses were provided by the BC Municipal Safety Association as part of reconciling with AMHSA's financial commitment to the development of the:</p> <p><u>Crew Talks (Classroom)</u></p> <ul style="list-style-type: none"> • (awaiting final proof from printers) <p><u>Asbestos and Mold Awareness (Classroom)</u></p> <ul style="list-style-type: none"> • anticipated completion date as September 2017 <p><u>Online Pool Safe Program</u></p> <ul style="list-style-type: none"> • completed <p><u>Working Alone - student manual</u></p> <ul style="list-style-type: none"> • completed review and require the need to address additional comments and edits

GOAL 1

OBJECTIVE 1 - AMHSA COURSES - CLASSROOM

		STATUS	COMMENTS
1.03	Deliver on-site training courses as requested.	Ongoing	<p>As of June 30, 2017, over 290 courses have been scheduled with approximately 3,162 participants. Additionally, in-house trainers have trained the following number of participants:</p> <ul style="list-style-type: none"> 408 Flag Persons (2016: 423, -3.5%) 1388 WHMIS (2016: 644, +115%) 16 Cargo Securement (2016: 233, -30.5%)
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>Audit Refresher was scheduled and ran six (6) times to date in 2017, at varying locations throughout Alberta, with 65 Participants. Advanced Audit Tool training was also scheduled six (6) times and had 42 participants.</p> <p>Both courses are currently scheduled to run four (4) more times in 2017 with 43 participants already registered.</p>
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>Eight (8) of the 305 onsite courses have been cancelled to date in 2017. Presently, the goal of keeping course cancellations below 3% has been met since this represents 2.6% of the courses being cancelled.</p> <p>The major reasons for course cancellations include poor weather conditions, instructor illnesses, and municipalities with low attendance numbers.</p>

GOAL 1

OBJECTIVE 1 - AMHSA COURSES - CLASSROOM

		STATUS	COMMENTS
1.07	Update courses to include changes to the new Occupational Health and Safety Code.	On Hold	Delays for the release of the new Occupational Health & Safety code has resulted in this initiative being suspended. Once the code is released, AMHSA’s courses will be updated.

GOAL 1

OBJECTIVE 2 - COURSE MATERIALS

		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 • Articulated Boom Truck (Knuckle Boom) • Asbestos Awareness • Back Safety • Backing Safety Fundamentals • Basic Rigging • Bear Awareness • Behaviour-Based Safety (BBS) • Boom Truck Awareness • Cargo Securement Flatbeds • Cargo Securement for Dry Vans • Chainsaw Safety • Compressed Gas Cylinders • Confined Space Awareness & Rescue • Confined Space Entry • Daily Pre-Trip Inspection • Defensive Driving • Defensive Driving Fundamentals • Defensive Driving: 3 Demerit Reduction Program (Alberta) • Dog Bite Prevention • Drug and Alcohol-Free Workplace • Electrical Safety Training System Non-Electrical Workers - 2015 Standard • Emergency Procedures • Fall Protection • Fatigue Management for Supervisors • Fire Extinguisher Use • Firefighting & Fire Extinguisher Safety • First Aid Basics Online • Forklift Training (Counterbalanced) • Formal Workplace Inspections • Gas Detection • Ground Disturbance for Supervisors 201 • H2S • Harassment Prevention • Hazard Identification, Assessment, and Control • Heat Stress • Intermediate and Advanced Rigging • Joint Health and Safety Committees Awareness 	Ongoing	<p>AMHSA has continued to offer all of the courses:</p> <p>The top five (5) online courses in 2017, to June 30, were: <i>(2016 Comparison)</i></p> <ul style="list-style-type: none"> • WHMIS 2015: 802 <i>(2016: 409, +96%)</i> • Hazard Identification, Assessment and Control: 396 <i>(2016: 373, +6%)</i> • Chainsaw Safety: 249 <i>(2016: 19, +1210%)</i> • Leadership for Safety Excellence for Municipal Employees: 233 <i>(2016: 394, -41%)</i> • Accident/Incident Investigation: 166 <i>(2016: 286, -42%)</i> <p>Fall Online Summary (2017 YTD):</p> <ul style="list-style-type: none"> • Purchased: 1,742 • Direct Access: 1,177 • Total: 2,919 <i>(2016: 2414, +21%)</i> <p>**Note: of the 249 Chainsaw Safety Courses, 17 were purchased by Municipal Members, meaning 93% of the online Chainsaw Safety Course sales were to outside organizations.</p>

GOAL 1

OBJECTIVE 2 - COURSE MATERIALS

		STATUS	COMMENTS
2.01	<ul style="list-style-type: none">• Ladder Safety Awareness• Leadership for Safety Excellence for Municipal Employees• Lockout Tagout in the Workplace• Office Ergonomics• Office Ergonomics Training• Oilfield Driver Safety Program• Orientation: Train the Trainer• Overhead and Gantry Crane Safety• Overhead Cranes• Pool Safety• Radio Communications• Rigging and Slings Safety• Safety Knowledge Evaluation (SKE)• Signal Person & Crane Operations• Supervisor's Role• Traffic Control Persons for Construction• Transportation of Dangerous Goods – TDG Online• Vehicle Mounted Aerial Lift (Bucket Trucks)• Verbal Judo - Essential Conflict Management• Welding Safety• WHMIS 2015• WHMIS 2015 and 1988• Winter Driving Fundamentals• Workplace Violence Prevention Training		

GOAL 1

OBJECTIVE 2 - COURSE MATERIALS

		STATUS	COMMENTS
2.02	Promote online courses.	Ongoing	<p>Online courses are being promoted through various communication channels including: AMHSA's course catalogue; AMHSA's webpage; AMHSA's Facebook page; in-person at member meetings; training updates; quarterly (<i>formerly monthly</i>) e-Newsletters; and branded e-advertisements.</p> <p>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.), and by targeting industry publications (i.e., SafetyNET) and municipal newsletters.</p>

GOAL 1

OBJECTIVE 2 - COURSE MATERIALS

		STATUS	COMMENTS
2.03	Survey members about other online courses they would utilize.	Ongoing	<p>The annual member survey distributed in June, 2017, included a question on what additional online courses they would like to see AMHSA provide. Responses included:</p> <ul style="list-style-type: none"> • Audit Refresher • Conducting Effective Audit Interviews • Defensive Driving Training Course (offering physical driving) • Driving Fundamentals and Attitudes • Lawnmower (simple and large) Safety • Managing Drugs & Alcohol in the Workplace (Managers & Supervisors) • Marijuana Legislation • Mental Health • Musculoskeletal Disorder Prevention • New and Young Workers • Office Ergonomics • Operator Safety – Brush Chipper • Operator Safety – Weed Wacker (3) • Pre- / Post-Trip Vehicle Inspections • PPE – Use, Care of, Limitations, Maintenance • Root Cause Analysis • Staff Understanding of Behavior-Based Safety • WCB Claims Management • Wild Animal / Bird / Insect Awareness • Working Alone • Working in Traffic

GOAL 1

OBJECTIVE 2 - COURSE MATERIALS

		STATUS	COMMENTS
2.04	Develop online training programs based on member needs and changing demands.	In Progress	<p>Courses presently in development include the following:</p> <p><u>Fit for Duty</u></p> <ul style="list-style-type: none"> Research nearing completion and preliminary overview of online course and workshop in design phase. <p><u>Prime Contractor (Safety Management)</u> –</p> <ul style="list-style-type: none"> Alpha review and edits have been completed. Beta review schedule for completion in August 2017. <p><u>All-Terrain Vehicle Awareness</u></p> <ul style="list-style-type: none"> Story board and script are in progress. <p><u>Pool Safe</u></p> <ul style="list-style-type: none"> Receiving feedback on the Alberta version - presently pending completion based on the finalization of Working Alone and the Asbestos Mould projects. <p><u>Working Alone</u></p> <ul style="list-style-type: none"> Online script to be finalized upon completion of Student Manual.
2.05	Seek out partnerships to find and offer online training programs and share costs.	Ongoing	AMHSA has been working with BCMsa on three (3) courses.

GOAL 1

OBJECTIVE 2 - COURSE MATERIALS

		STATUS	COMMENTS
2.06	<p>Develop new online courses per the WCB special dividends grant application. For example:</p> <ul style="list-style-type: none"> • AMHSA's Supervisor's Role • Musculoskeletal Disorder Prevention for Outside Workers • Musculoskeletal Disorder Prevention for Office Workers • Prime Contractor • Workplace Violence Prevention 	In Progress	<p>Supervisor's Role, Formal Workplace Inspections, Incident Investigation, and Hazard Identification 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	<p>Implement Incident Command System (ICS) Courses to address requests for training in emergency response and planning.</p>	In Progress	<p>The Incident Command System 402 and 100 were forecasted to be completed by September, 2017.</p> <p>Incident Command System 200 will be considered only after the initial pilot programs have been completed.</p> <p>ICS 100 Online introduces the ICS and provides the foundation for higher level ICS training. This course describes the history, features, and principles as well as the organizational structure of the ICS.</p> <p>One-hour online course</p> <p>Prerequisite: None required.</p> <p>ICS 402 Online is an ICS orientation for executives, municipal managers, administrators, and policy makers. It provides a basic understanding of CIS, unified and area command, and multi-agency coordination to those persons responsible for establishing or implementing policy but who normally are not a part of the on-scene ICS organization. This course also discusses responsibilities and information transfer between executives and incident commanders. By the end of this unit the student will be able to:</p>

GOAL 1

OBJECTIVE 2 - COURSE MATERIALS

		STATUS	COMMENTS
2.07	<p>Implement Incident Command System (ICS) Courses to address requests for training in emergency response and planning.</p> <p><i>(Continued)</i></p>	In Progress	<ul style="list-style-type: none"> Define the role of an executive relative to the ICS; Describe the various ways ICS can be applied; Describe the basic organization of ICS and know the functional responsibilities of the Command and General staffs; Have basic familiarity with ICS terminology; Understand the differences between on-incident ICS organizations and activities and the activities accomplished by Emergency Operations Centres (EOCs); Describe the three (3) major responsibilities of an executive as related to an incident; and Explain the administrative, logical, financial and reporting implications of large incident operations. <p>Target Audience: Executives, municipal managers, administrators, and policy makers. This is a 1.5-hour online course.</p> <p>Prerequisite: None.</p> <p>ICS 200 Online known as the Basic Incident Command System (I-200) is a four hour online course that introduces how the ICS is used to manage single resources and the management required for initial action incidents and provides the foundation for higher level ICS training. This course builds on I-100, going into more detail of the features and principles and organizational structure of the Incident Command System. Course participants will be better prepared to function as an initial Incident Commander. At the successful completion of this course, students will be able to demonstrate a basic knowledge of managing single resources and establishing command using the Incident Command System. The target audience includes persons who may be first on the scene of an incident and be assigned to a supervisory position in a larger incident and ICS organization.</p>

GOAL 1

OBJECTIVE 2 - COURSE MATERIALS

		STATUS	COMMENTS
2.07	Implement Incident Command System (ICS) Courses to address requests for training in emergency response and planning. (Continued)	In Progress	<p>Target Audience: Basic ICS is intended for front-line supervisors and responders who may be first on the scene and need to effectively establish command and initiate elements of ICS. It is also intended for staff that may fill roles within larger organizations.</p> <p>ICS 200 is a 4-hour online course.</p> <p>Prerequisite: Successful completion of I-100.</p> <p>ICS 200 Blended is a 4-hour online (plus a one-day workshop) offered as a combination of online training outlined above and a full-day workshop that allows the participants to apply some of the knowledge they acquired through the online course.</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 Instructor's Leaders Guide for WHMIS 2015 Train the Trainer.
3.02	Use professional printing services for course materials.	Ongoing	<p>The Association utilizes the services of different printer providers to strike a balance between the quality and costs of printing. AMHSA has entered into a new agreement in 2017 with a new printer provider.</p> <p>AMHSA has reviewed contractor agreements and confirmed intellectual property assignment to AMHSA. All printing vendors to disclaim IP rights for production work.</p>
3.03	Continue to seek options for course material printing services. Example: Green options for reducing training material waste.	Ongoing	Presently working with online course developer(s) to create systems that will allow for the reduction of printing of training materials. In some cases, course manuals will be used specifically for classroom training with the option for the student to purchase the manual.

GOAL 1

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, experience instructors. AMSHA requires certifications specifically for course that involve the operation of heavy equipment or motorized vehicles. New equipment instructor are supported in their IVES certification process by AMHSA. 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 keep current course materials.	Complete	Contracts were reviewed in 2017 and new contracts were established and updated with all instructors while a number of new instructors were added to AMHSA list of available contract instructors.
4.03	Ensure quality of instructors by regularly conducting observations of all contractors.	Ongoing	AMHSA has been conducting random checks on its instructors in 2017.

GOAL 2

Promote Effective Health and Safety Management to Alberta Municipalities, Associate Members, and Others

OBJECTIVE 5 - MARKETING & COMMUNICATIONS

		STATUS	COMMENTS
5.01	<p>Promote the Association's services and resources through:</p> <ul style="list-style-type: none"> • Advertisements – print and online • Catalogue • Brochure • Newsletters • Safety Council Meetings • Social Media (Facebook and LinkedIn) • Trade Shows • Website 	Ongoing	<p>Staff has participated in numerous trade shows including, Alberta Waste and Water Operator Association, Alberta Association of Municipal Districts and County's, Local Government Administration Association, Alberta Association Recreation Facilities Personnel, Western Conference on Safety, 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. 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-into the service. The catalogue and website are both being updated at this time.</p>
5.02	<p>Highlight resources, new courses and events using the homepage banner.</p>	Ongoing	<p>Rolling banner on AMHSA website on front page to date have highlighted events, topics of interest, and visuals including:</p> <ul style="list-style-type: none"> • AMHSA-supported industry and community annual events (i.e., Day of Mourning, HSCSA Conference, etc.) • AMHSA 2016 Annual Report • Auditor Updates • Auditor Training • Course Updates • Holiday Office Closures • Province-wide Safety Council Meetings • Quarterly e-Newsletters • WHMIS 2015 • And any and all other pertinent and important AMHSA updates

GOAL 2

OBJECTIVE 5 - MARKETING & COMMUNICATIONS

		STATUS	COMMENTS
5.03	Hold promotional events – e.g., seminars, “Course of the Month,” etc.	Partially Achieved	<p>AMHSA is working with the RUSA Conference to deliver special pre-conference sessions from the Workers’ Compensation Board - Employer Information and Return to Work.</p> <p>AMHSA decided that rather than hold promotional events on a monthly basis, it would support members by offering a free optional second day for the Audit Refresher course.</p>

GOAL 2

Promote Effective Health and Safety Management to Alberta Municipalities, Associate Members, and Others

OBJECTIVE 6 - SMALL EMPLOYERS

		STATUS	COMMENTS
6.01	Inform and educate smaller municipalities about health and safety management systems, and ensure that the Association's services and resources are available to small employers.	Ongoing	All inquiries from smaller employers have been addressed. Support is provided for members / associate members, information provided about PIR and SECOR, and guidance given as they develop their 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	AMHSA supports smaller municipalities: <ul style="list-style-type: none"> • Through training and the NASC / SASC support network. AMHSA also continues to act as certifying partner, however, many smaller municipalities do not participate; • With their health and safety policies and procedures by providing a template with which they can modify for their own purposes; and • By providing assistance with fatalities investigation(s).
6.03	Explore financial incentives to support smaller municipalities building their health and safety management systems.	Ongoing	AMHSA has been successful in receiving three (3) grant applications which will be designed to support a number of different training initiatives. There were no specific grant applications available for specifically supporting health and safety initiatives for smaller municipalities in 2017.

GOAL 2

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 Council.	Ongoing	<ul style="list-style-type: none"> A joint meeting of the Southern and Northern groups was held in January, 2017 (in Stettler) with an April 12, 2018 meeting in the County of Paintearth; The Cities group met in June, 2017, in the City of Leduc; The Southern group met on September 28, 2017, in the County of Newell; and The Northern group met on October 4, 2017, in Red Deer County.
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.
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 are moderated. Items of specific interest, events and job postings are also added.

GOAL 2

OBJECTIVE 7 - MEMBER NETWORKING

		STATUS	COMMENTS
7.05	Post items of interest and respond to inquiries via Facebook.	Ongoing	<p>AMHSA's 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.</p> <p>Maintaining a social media presence is effective as a stakeholder engagement tactic. Our goal is to continue to increase our online social media presence.</p>

GOAL 2

OBJECTIVE 8 - INCREASE OCCUPATIONAL HEALTH AND SAFETY AWARENESS

		STATUS	COMMENTS
8.01	Promote OHS awareness at four levels: <ul style="list-style-type: none"> • Elected Officials • Administrators • Public Works Supervisors • Workers 	Ongoing	<p>AMHSA's 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.</p> <p>Maintaining a social media presence is effective as a stakeholder engagement tactic. Our goal is to continue to increase our online social media presence.</p>
8.02	Participate in members' health and safety functions to promote Occupational Health and Safety and the Association.	Ongoing	<p>AMHSA is co-hosting the RUSA Conference in Red Deer December 4-7, 2017. AMHSA is also sponsoring the following events:</p> <ul style="list-style-type: none"> • 7th Annual Western Canada Emergency Services Leadership Seminar in Leduc – October 19-21, 2017; and • 16th Annual Health & Safety Conference & Trade Fair at the Fairmont Banff Springs – October 26-27, 2017 (AMHSA is a board member of the Health & Safety Conference Society of Alberta). <p>AMHSA also manages the meetings with the Alberta Cities Safety Council, Northern Alberta Municipal Safety Council and the Southern Alberta Municipal Safety Council.</p>

GOAL 2

OBJECTIVE 9 - IDENTIFY CHAMPIONS

		STATUS	COMMENTS
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.	Ongoing	Each member participant in safety council meetings has the opportunity to share and learn about innovations during roundtable discussions. Minutes are distributed following these meetings to those who were unable to attend and are also available for all members to view on AMHSA's website. These minutes also include any and all reports from Alberta Government's Partnership in Injury Reduction, Workers' Compensation Board, and municipal reports from members.
9.02	Promote and administer the AMHSA training awards program.	Ongoing	<p>The annual AMHSA Recognition Award is disseminated to various Alberta municipalities to recognize their commitment to OHS training through AMHSA.</p> <p>Winners are promoted via the website, quarterly e-Newsletter, and social media. Beginning in 2016, awards have been sent out every September to coincide with the number of municipalities that begin scheduling and budgeting for OHS training.</p>
9.03	Promote government award programs (i.e., Work Safe Alberta Awards).	Completed	Information was shared at safety council meetings and via the e-Newsletter.

GOAL 3

Monitor and Disseminate Information on Government OHS 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	<p>Work continues with the BC 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.</p> <p>AMHSA has also partnered with the Alberta Association Of Safety Partnerships and to other certifying partners on the development of the new audit protocols for the eCompliance audit tool. This provided a substantial savings.</p>
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, 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	<p>The Alberta WCB representatives are 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.</p> <p>Currently, AMHSA’s staff is involved in a project with WCB to assist AMHSA’s poor performing employers and have meet on several occasions.</p>

GOAL 3

OBJECTIVE 11 - COMMUNICATION TOOLS

		STATUS	COMMENTS
11.01	Use AMHSA's newsletter - <i>Municipal Safety News</i> - to inform subscribers about new and/or revised legislation and about 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 its website. AMHSA Website - oversight/direction re: requirements gathering/project chartering; scope/timelines for completing website design.
11.03	Populate the SafetyNet resource library with documents and links.	Ongoing	The library of resource documents and links has been incorporated on the website and the search function has been upgraded.
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	<p>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. The new Audit Refresher course has been offered throughout the province and feedback is being used to improve it and tailor it based on participants' needs.</p> <p>The Health and Safety Management Systems and Health and Safety Auditing courses have been updated to meet the 2016 content Standard and received approval from Partnerships. Training has been scheduled throughout the province.</p>
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 (QA) Process for COR.</p> <p>A new QA process is being developed for the new 2016 Excel audit tool. The Team Leader continues to address extraordinary circumstances, Limited Scope audits, action plans conducted in lieu of maintenance audits, etc. An additional staff person and two (2) contract QA analysts are being utilized to conduct reviews. The new Audit Refresher course includes valuable information to assist auditors in avoiding QA revisions.</p> <p>All audits conducted on the Excel and eCompliance audit tools are reviewed, processed and filed per AMHSA's procedure.</p> <p>The Partnerships QA Team is auditing AMHSA's quality assurance reviews and process at the end of September, 2018.</p>

GOAL 4

		STATUS	COMMENTS
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 is being 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	<p>In early spring, 2017, AMHSA surveyed municipal and consultant/contract auditors who receive technical support and training from AMHSA. The response to the survey resulted in a number of changes. Some of the more substantial changes include:</p> <ul style="list-style-type: none"> • Extending the audit submission deadlines from Nov 15 to Dec 1; • Providing an optional day of training to the new audit tool (for free); and • Selecting only one instructor with extensive municipal experience to deliver the new training to ensure consistency. <p>All COR and SECOR inquiries are addressed and employers guided through the process.</p>
12.05	Support auditors and auditors-in-training.	Completed	To date in 2017, 59 auditors have attained/renewed their auditor certification. Auditors contact AMHSA staff with questions while preparing for and conducting internal and external audits, and while preparing action plans or conducting limited scope audits. Staff are available to assist via email, phone, or cell phone. Regular auditor updates are sent with information related to the new audit tool, training, deadlines, QA issues, and guidance regarding creation of quality audit reports.
12.06	Explore AMHSA Certification process for an alternative to COR and SECOR.	Ongoing	This item has not yet been addressed. AMHSA plans to develop resources for smaller employers that do not see value in the SECOR program, to ensure they understand their OH&S responsibilities and can begin building their health and safety management systems.

MANAGING OUR FUTURE

REVENUE

OBJECTIVES	ACTION ITEMS
Explore funding opportunities outside of WCB	<p>In 2017, AMHSA was awarded three grants by Alberta Labour and the OHS Innovation and Engagement Groups program in the amount of \$80,000 designated to be applied to three projects as follows:</p> <ul style="list-style-type: none"> • \$10,000 – Fit for Duty Seminar • \$20,000 – Fit for Duty Firefighters Training Course • \$50,000 – Mental Health for First Responders Online Course <p>AMHSA's skill sets applicable to writing grants coupled with compliance to reporting are both beneficial in consideration of such grants. AMHSA will continue to demonstrate its commitment to members and use the grants to create relevant customer-focused OHS courses and resources.</p>
Create strategic plan to increase membership levels	<p>A draft plan was completed to increase associate membership levels. The implementation of the plan has been put on hold as a new focus on providing existing members with high quality service in the midst of increasing workloads has necessitated the delay on the implementation of this plan.</p>

MARKETING & COMMUNICATIONS

OBJECTIVES	ACTION ITEMS
Maintain and expand the Association's website	<p>AMHSA is in the process of re-developing its website. AMHSA is soliciting feedback from users to determine how best to improve the overall user experience.</p>
Develop a Communications and Marketing Plan	<p>A new marketing strategy was developed by the Marketing Communications Officer. The plan includes a list of strategies that will require the establishment of priorities and timelines for completion.</p>
Continue to seek green options for printed materials	<p>Presently, AMHSA is working to reduce material waste (i.e., printed materials) such as the Business Plan, Annual Report and course manuals by offering digital versions that are distributed accordingly. AMHSA currently distributes its Business Plans and Annual Reports via our website, Facebook page, and quarterly newsletters. AMHSA would like to continue to move in the direction of digitizing these printed materials as well as with the agendas for our Board, Planning and General Meetings.</p>

MANAGING OUR FUTURE

MARKETING & COMMUNICATIONS

OBJECTIVES	ACTION ITEMS
Promote AMHSA's success and services	<p>AMHSA developed a communications plan in 2016 and has been using several vehicles in 2017 to promote its services and successes to members and the general public, including:</p> <ul style="list-style-type: none">• Quarterly newsletters• Auditor updates• Annual Report• Business Plan• Social media• Trade show participation• Co-hosting the RUSA conference and sponsoring both the 7th Annual Western Canada Emergency Services Leadership Seminar in Leduc (October 19-21, 2017) and the 16th Annual Health & Safety Conference & Trade Fair in Banff (October 26-27, 2017).

DATA MANAGEMENT

OBJECTIVES	ACTION ITEMS
Maintain the internal online data management system which tracks training programs, members, customers, requests, attendance, instructors, audits, and auditors	<p>AMHSA uses Microsoft SharePoint as its primary, internal networking, workflow and document management platform. In addition to SharePoint, AMHSA has a new training management system that integrates a variety of essential services. The new system has been up and running since January, 2017, and includes a number of customizable system features such as course student notifications, course/certification tracking, and targeting specific users for new, upcoming programs.</p> <p>The new training management system also enables municipalities to run their own cloud-based safety portal which allows for:</p> <p>The creation of user accounts to store employees' information, including start dates, company IDs, and driving credentials, as well as documents such as resumes and new hire forms;</p> <ul style="list-style-type: none">• The uploading of historical training records for new and existing employees, including expiry dates and certificates; and <p>The accessing of a central course library, comprised of training programs developed by leading subject matter experts from across the country which are then easily accessed via a central course library based on identified needs that are billed monthly based on course completion.</p>

MANAGING OUR FUTURE

OCCUPATIONAL HEALTH & SAFETY

OBJECTIVES	ACTION ITEMS
Maintain the AMHSA Small Employer Certificate of Recognition (SECOR)	AMHSA successfully transitioned from a SECOR to a COR in 2016.

AMHSA ORGANIZATIONAL REVIEW

OBJECTIVES	ACTION ITEMS
Initiate and implement an organizational review of AMHSA	<p>Wendy Ellen, Inc., has been providing AMHSA with exceptional service in strategic guidance for conducting our organizational review.</p> <p>Their continued support was integral in facilitating our process for managing risk and decision--making in our continuous improvement efforts.</p>



2018 **OBJECTIVES**



2018 STRATEGIC PLAN

The Strategic Plan was approved at the September 2017 Board of Directors Meeting, and the following objectives were established:

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

Objectives related to AMHSA's 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 these **Targeted / Strategic** initiatives are fairly short-term in nature but have the potential to evolve into core objectives. Both the Core and Targeted objectives are achieved through support in the Association's operating budget.

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

2018 STRATEGIC PLAN

GOAL 1

Provide Cost-Effective Training and Education Services for the Prevention of Occupational Injuries and Disease

1. AMHSA COURSES OFFERED – CLASSROOM

CORE / 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 – Small Employer
- Prime Contractor
- Professional Driver Improvement
- Workplace Violence Prevention

Half-Day

- Cargo Securement
- Confined Space
- Flag Person – General
- Formal Workplace Inspections
- Hazard Identification, Assessment and Control
- Accident/Incident Investigation
- Joint Health and Safety Committees
- MSD Prevention (Office Environment)
- MSD Prevention (Physically Demanding)
- OHS Act, Regulation and Code Overview
- Return to Work (WCB)
- Supervisor's Role
- WHMIS 2015 - General Training
- Working Alone
- Workplace Violence Prevention City of Edmonton

2018 STRATEGIC PLAN

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 a year in the north and south: Health and Safety Management Systems, Auditing, Audit Refresher, SECOR and Leadership for Safety Excellence.
- 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 they find a 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 OH&S Code.

2018 STRATEGIC PLAN

2. AMHSA COURSES OFFERED – ONLINE FUNDAMENTAL OBJECTIVES

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

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

2018 STRATEGIC PLAN

2.02 Promote online courses.

TARGETED / STRATEGIC OBJECTIVES

2.03 Survey members about other online courses they would utilize.

2.05 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.

3. AMHSA COURSE MATERIALS

3.01 Continue to revise and update existing training programs including print materials, videos, and exams in-house.

3.02 Use professional printing services for course materials.

3.03 Seek options for printing services for course materials (ie. Green options for reducing training material waste).

4. AMHSA COURSES OFFERED – ONLINE

4.01 Ensure qualified, quality contracted 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.

2018 STRATEGIC PLAN

GOAL 2

Promote Effective Health and Safety Management to Alberta Municipalities, Associate Members and Others

CORE / FUNDAMENTAL OBJECTIVES

5. COMMUNICATION

- 5.01 Promote the Association's services and resources through the:
- Catalogue
 - Brochure
 - Website
 - Trade Fairs
 - Newsletters
 - Advertisements
 - Safety Council Meetings
 - Social Media
- 5.02 Highlight resources, new courses and events using the homepage banner.
- 5.03 Expand AMHSA's services to other provincial municipal partners.
- 5.04 Explore the use of technology to improve internal and external communication systems (Ex: Zen Desk).
- 5.05 Create tracking and reporting tool for AMHSA's progress and achievements.

6. SMALL EMPLOYERS

- 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.

2018 STRATEGIC PLAN

TARGETED / STRATEGIC OBJECTIVES

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

7. MEMBER NETWORKING

- 7.01 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 advisory members and continue to respond to requests for support/information from members. Facilitate communication between participants.
- 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).
- 7.04 Support the LinkedIn groups for Northern and Southern Safety Councils and Cities.
- 7.05 Post items of interest and respond to inquiries via Facebook.

8. INCREASE OCCUPATIONAL HEALTH AND SAFETY AWARENESS

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

9. IDENTIFY CHAMPIONS

- 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 – e.g., Work Safe Alberta Awards.

2018 STRATEGIC PLAN

GOAL 3

Monitor and Disseminate Government OHS Legislation and Policies that Impact Alberta Municipalities' Associate Members

CORE / FUNDAMENTAL OBJECTIVES

10. PARTNER LIAISON

- 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.

11. COMMUNICATION

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

TARGETED / STRATEGIC OBJECTIVES

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

2018 STRATEGIC PLAN

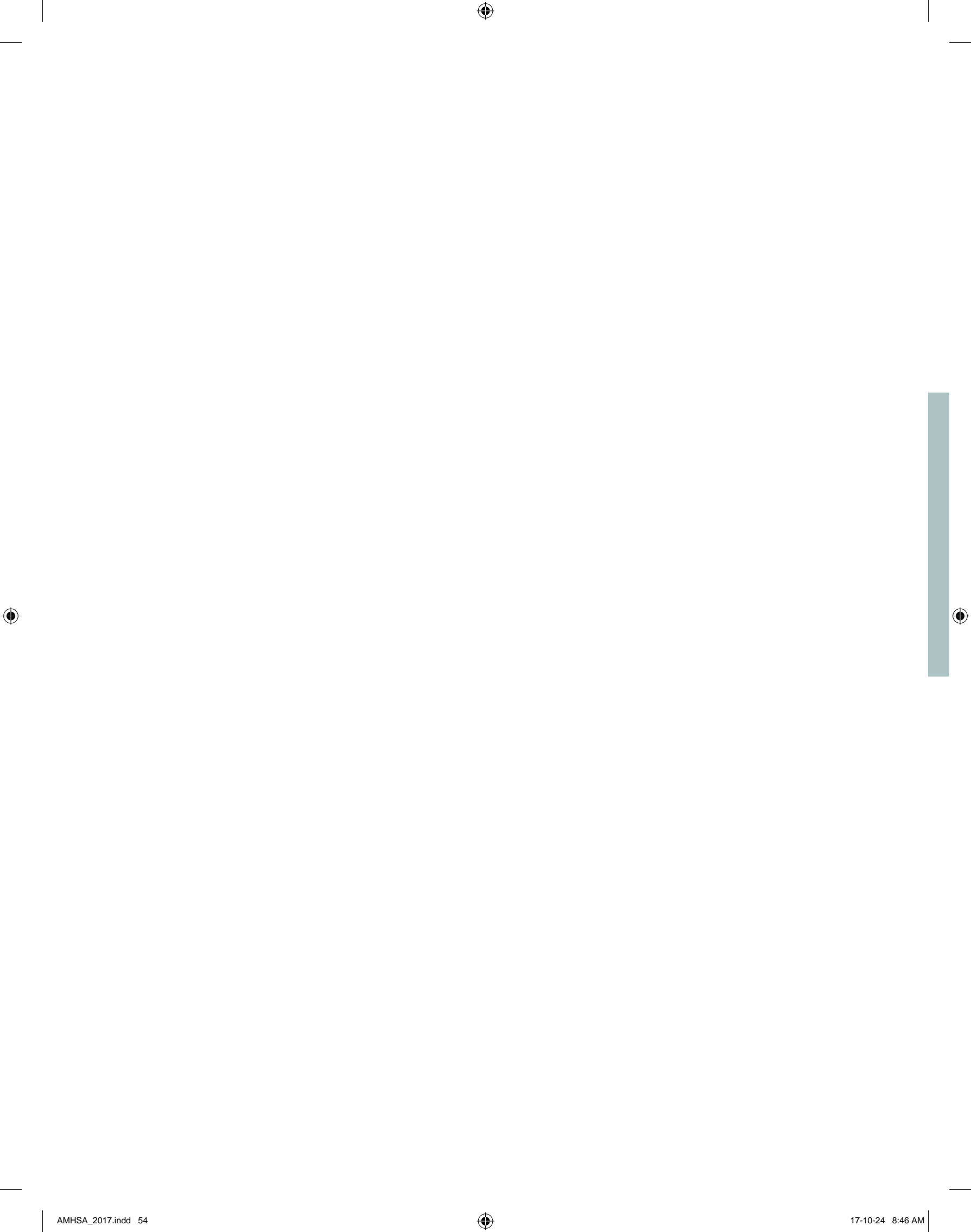
GOAL 4

Act as Certifying Partner in the PIR – Partnership in Injury Reduction Program – in Cooperation with Worker’s Compensation Board – Alberta Labour - Partnerships

CORE / FUNDAMENTAL OBJECTIVES

12. COR AND SECOR

- 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.
- 12.02 Ensure quality assurance systems meet all Partnerships standards and comply with any reasonable recommendations from the Partnerships Quality Assurance Team’s audits.
- 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’s Certification process for an alternative to COR and SECOR.





2018 **BUDGET**

The AMHSA Board of Directors approved the 2018 Budget at the September 8, 2017, Board of Directors Planning Meeting.

The 2018 budget was based on a premium rate levy of 3.75 cents per \$100 of insurable earnings for all municipalities. There was no increase to the levy rates. The WCB Grant request for 2018 was \$1.7 million.



2018 OPERATING BUDGET

Descriptions	2016 Actual Budget	2017 Approved Budget	2018 Draft Budget
GST Refund	27,920.83	36,000.00	36,000.00
Allocation from Contingency	100,000.00	100,000.00	100,000.00
REVENUES	Actual 2015	2017 Budget	2018 Draft
W.C.B. Grant	1,500,000.00	1,600,000.00	1,700,000.00
Total Program Registrations	544,257.82	570,000.00	550,000.00
Associate Membership Fees	9,000.00	15,000.00	10,000.00
Interest Revenue	3,186.46	4,500.00	4,000.00
Total Sale of Materials	57,643.50	40,000.00	58,000.00
Shipping and Revenue	2,462.03	2,000.00	2,500.00
Other Revenues	3,733.90	3,000.00	4,000.00
Total Revenues (includes GST Refund)	2,248,204.54	2,370,500.00	2,464,500.00
Descriptions	2016 Actual Budget	2017 Approved Budget	2018 Draft Budget
Salaries	809,625.88	866,241.35	941,861.71
Benefits	180,476.25	191,029.92	234,014.35
Staff Travel and Subsistence	47,450.41	80,000.00	50,000.00
WCB Premium - Annual	2,700.94	1,100.00	3,000.00
Office Rent	131,114.44	134,000.00	146,000.00
Equipment Leasing	6,474.40	6,000.00	7,000.00
Equipment Furniture and Computers	26,524.19	15,000.00	15,000.00
Office Equipment and Office Maintenance	22,530.72	13,700.00	22,000.00
Office Supplies and Printing	54,699.73	50,628.73	53,223.94
Library Materials	0.00	3,000.00	3,000.00
Postage and Courier	13,771.30	20,000.00	16,000.00
Office - Other	386.73	2,500.00	2,500.00
Telephone and Fax	23,809.82	20,000.00	25,000.00
Banking Fees	5,564.74	8,000.00	7,000.00
Office Insurance	3,554.53	5,000.00	4,000.00
Advertising & Membership Fees	47,451.32	30,000.00	47,000.00
Contract Services	89,338.31	214,000.00	210,600.00
Professional Development	8,896.11	15,000.00	12,000.00
IT Support and Infrastructure	34,781.12	52,500.00	52,500.00
Bad Debt	187.95	1,800.00	1,800.00
Total Admin Expenses	1,509,338.89	1,729,500.00	1,853,500.00
Program Development and Training	2016 Actual Budget	2017 Approved Budget	2018 Draft Budget
Program - Materials	117,837.00	120,000.00	120,000.00
Total Travel and Facility Rent	132,110.59	170,000.00	140,000.00
Program - Instructor Fees	289,171.50	300,000.00	300,000.00
Total Program Expenses	539,119.09	590,000.00	560,000.00
Board Expenses	11,765.49	15,000.00	15,000.00
GST Paid on Purchases	33,111.50	36,000.00	36,000.00
Total Expenses	2,093,334.97	2,370,500.00	2,464,500.00
Total Revenue	2,248,204.54	2,370,500.00	2,464,500.00
Balance	154,869.57	0.00	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 2017.

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 2017.

BOARD OF DIRECTORS MEETINGS

Board meetings will be held:

Friday, May 18, 2018	Banff, Alberta
Wednesday, September 5, 2018	Leduc, Alberta

In accordance with the AMHSA Bylaws, a schedule for the 2018 meetings was established at the Board of Directors meeting on May 10, 2017.

The 2018 Annual General Meeting will be held prior to the Board meeting on Friday, May 18, 2018, in Banff, Alberta.

STAKEHOLDER SUPPORT

MEMBERS

In June, 2017, a membership survey was sent to all AMHSA members and was made available online. The results were overwhelmingly positive.

It should be noted that any significant comments regarding suggestions for improvement on courses and/or training were followed up by phone or via email by AMHSA staff.

- AMHSA received strong results for satisfaction of its products and services. There were no dissatisfied or very dissatisfied customers;
- All respondents believed that the training provided helped improve health and safety awareness;
- Approximately 70% of the respondents had utilized some of AMHSA's online training; and
- Most respondents preferred a variety of learning methods ranging from classroom to online to on-site courses.

AMHSA's survey is always used to help develop priorities in selecting the types of services AMHSA will provide in the future and the types of training programs it will develop and deliver.



2018 **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

2017 REPORTS AND 2018 BUDGET

The unaudited Operating and Project Reports for the first half of 2017 follow, as adopted by the AMHSA Board of Directors.

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT JANUARY 2017				
	CURRENT MTH	YTD	BUDGET	BALANCE
ALLOCATION FROM CONTINGENCY	8,333.33	8,333.33	100,000.00	91,666.67
GST REFUND (Q4 2016 - Q3 2017)	0.00	0.00	36,000.00	36,000.00
REVENUE				
WCB Grant	400,000.00	400,000.00	1,600,000.00	1,200,000.00
Total Program Registrations	22,119.88	22,119.88	570,000.00	547,880.12
Associate Memberships	2,000.00	2,000.00	15,000.00	13,000.00
Interest Revenue	22.91	22.91	5,000.00	4,977.09
Total Sale of Materials	6,620.00	6,620.00	40,000.00	33,380.00
Shipping Revenue	352.29	352.29	2,000.00	1,647.71
Other Revenues	0.00	0.00	2,500.00	2,500.00
TOTAL REVENUE (includes contingency/GST refund)	439,448.41	439,448.41	2,370,500.00	1,931,051.59
EXPENSE				
Total Wages	66,045.91	66,045.91	866,241.35	800,195.44
Total Employee Benefits	16,577.71	16,577.71	191,029.92	174,452.21
Total Office Travel, Subsistence & Vehicle	9,777.50	9,777.50	80,000.00	70,222.50
WCB Assessment (Premiums)	106.73	106.73	1,100.00	993.27
Office - Rent	11,197.58	11,197.58	134,000.00	122,802.42
Equipment Lease	1,434.94	1,434.94	6,000.00	4,565.06
Equipment/Furniture Purchases	3,503.29	3,503.29	15,000.00	11,496.71
Total Equip & Office Maintenance	470.86	470.86	13,700.00	13,229.14
Office Supplies & Printing	3,279.74	3,279.74	50,628.73	47,348.99
Library Materials	0.00	0.00	3,000.00	3,000.00
Postage & Courier	875.22	875.22	20,000.00	19,124.78
Office - Other	0.00	0.00	2,500.00	2,500.00
Telephone and Fax	1,414.17	1,414.17	20,000.00	18,585.83
Interest, Bank, Finance Charges & Merchant Acct Fees	421.17	421.17	8,000.00	7,578.83
Insurance	80.93	80.93	5,000.00	4,919.07
Advertising, Promotion & Membership	10,727.64	10,727.64	30,000.00	19,272.36
Contract Services	7,517.08	7,517.08	214,000.00	206,482.92
Professional Development	685.00	685.00	15,000.00	14,315.00
IT, Web, Database Development, Maintenance, Hosting	3,653.56	3,653.56	52,500.00	48,846.44
Bad Debt	0.00	0.00	1,800.00	1,800.00
Total Administration Expenses	137,769.03	137,769.03	1,729,500.00	1,591,730.97
Program Development and Training				
Program - Materials	1,924.26	1,924.26	120,000.00	118,075.74
Total Travel and Facility Rent	5,134.87	5,134.87	170,000.00	164,865.13
Program - Instructor Fees	10,090.00	10,090.00	300,000.00	289,910.00
Total Program Dev and Training	17,149.13	17,149.13	590,000.00	572,850.87
Board Expenses				
Total Board General	91.95	91.95	15,000.00	14,908.05
Total Board Expenses	91.95	91.95	15,000.00	14,908.05
Other Expenses				
GST Paid on Purchases (Exp)	820.22	820.22	36,000.00	35,179.78
TOTAL EXPENSE	155,830.33	155,830.33	2,370,500.00	2,214,669.67
TOTAL INCOME/LOSS	283,618.08	283,618.08	0.00	(283,618.08)
SUMMARY: G/L Bank Account Balance	766,570.98	Actual Bank Account Balance		768,209.35
Contingency Portion of G/L Balance	246,536.24	Accounts Receivable		50,792.55
Contingency Account Balance	415,002.40	Special Projects Account Balance		304,531.02
Actual WCB Association Balance (2015)	246,097.00	Amt for transfer from SP » Operate Acct		50,240.95

APPENDIX B | FINANCIAL

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT FEBRUARY 2017				
	CURRENT MTH	YTD	BUDGET	BALANCE
ALLOCATION FROM CONTINGENCY	8,333.33	16,666.66	100,000.00	83,333.34
GST REFUND (Q4 2016 - Q3 2017)	8,860.00	8,860.00	36,000.00	27,140.00
REVENUE				
WCB Grant	0.00	400,000.00	1,600,000.00	1,200,000.00
Total Program Registrations	27,145.70	49,265.58	570,000.00	520,734.42
Associate Memberships	1,050.38	3,050.38	15,000.00	11,949.62
Interest Revenue	22.89	45.80	5,000.00	4,954.20
Total Sale of Materials	4,367.50	10,987.50	40,000.00	29,012.50
Shipping Revenue	196.24	548.53	2,000.00	1,451.47
Other Revenues	500.00	500.00	2,500.00	2,000.00
TOTAL REVENUE (includes contingency/GST refund)	50,476.04	489,924.45	2,370,500.00	1,880,575.55
EXPENSE				
Total Wages	67,850.79	133,896.70	866,241.35	732,344.65
Total Employee Benefits	16,296.61	32,874.32	191,029.92	158,155.60
Total Office Travel, Subsistence & Vehicle	2,272.24	12,049.74	80,000.00	67,950.26
WCB Assessment (Premiums)	0.00	106.73	1,100.00	993.27
Office - Rent	11,197.58	22,395.16	134,000.00	111,604.84
Equipment Lease	139.49	1,574.43	6,000.00	4,425.57
Equipment/Furniture Purchases	0.00	3,503.29	15,000.00	11,496.71
Total Equip & Office Maintenance	539.42	1,010.28	13,700.00	12,689.72
Office Supplies & Printing	758.06	4,037.80	50,628.73	46,590.93
Library Materials	0.00	0.00	3,000.00	3,000.00
Postage & Courier	2,350.39	3,225.61	20,000.00	16,774.39
Office - Other	0.00	0.00	2,500.00	2,500.00
Telephone and Fax	1,232.72	2,646.89	20,000.00	17,353.11
Interest, Bank, Finance Charges & Merchant Acct Fees	211.83	633.00	8,000.00	7,367.00
Insurance	0.00	80.93	5,000.00	4,919.07
Advertising, Promotion & Membership	1,149.14	11,876.78	30,000.00	18,123.22
Contract Services	30,665.19	38,182.27	214,000.00	175,817.73
Professional Development	431.37	1,116.37	15,000.00	13,883.63
IT, Web, Database Development, Maintenance, Hosting	3,788.95	7,442.51	52,500.00	45,057.49
Bad Debt	0.00	0.00	1,800.00	1,800.00
Total Administration Expenses	138,883.78	276,652.81	1,729,500.00	1,452,847.19
Program Development and Training				
Program - Materials	19,780.07	21,704.33	120,000.00	98,295.67
Total Travel and Facility Rent	5,394.18	10,529.05	170,000.00	159,470.95
Program - Instructor Fees	9,900.00	19,990.00	300,000.00	280,010.00
Total Program Dev and Training	35,074.25	52,223.38	590,000.00	537,776.62
Board Expenses				
Total Board General	0.00	91.95	15,000.00	14,908.05
Total Board Expenses	0.00	91.95	15,000.00	14,908.05
Other Expenses				
GST Paid on Purchases (Exp)	2,702.92	3,523.14	36,000.00	32,476.86
TOTAL EXPENSE	176,660.95	332,491.28	2,370,500.00	2,038,008.72
TOTAL INCOME/LOSS	(126,184.91)	157,433.17	0.00	(157,433.17)
SUMMARY: G/L Bank Account Balance	600,331.41	Actual Bank Account Balance		646,934.79
Contingency Portion of G/L Balance	238,202.91	Accounts Receivable		53,860.71
Contingency Account Balance	415,020.88	Special Projects Account Balance		304,535.43
Actual WCB Association Balance (2015)	246,097.00	Amt for transfer from SP » Operate Acct		50,638.45

APPENDIX B | FINANCIAL

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT MARCH 2017				
	CURRENT MTH	YTD	BUDGET	BALANCE
ALLOCATION FROM CONTINGENCY	8,333.34	25,000.00	100,000.00	75,000.00
GST REFUND (Q4 2016 - Q3 2017)	0.00	8,860.00	36,000.00	27,140.00
REVENUE				
WCB Grant	0.00	400,000.00	1,600,000.00	1,200,000.00
Total Program Registrations	66,411.90	115,677.48	570,000.00	454,322.52
Associate Memberships	1,500.00	4,550.38	15,000.00	10,449.62
Interest Revenue	20.67	66.47	5,000.00	4,933.53
Total Sale of Materials	4,153.00	15,140.50	40,000.00	24,859.50
Shipping Revenue	367.86	916.39	2,000.00	1,083.61
Other Revenues	0.00	500.00	2,500.00	2,000.00
TOTAL REVENUE (includes contingency/GST refund)	80,786.77	570,711.22	2,370,500.00	1,799,788.78
EXPENSE				
Total Wages	69,972.75	203,869.45	866,241.35	662,371.90
Total Employee Benefits	17,008.94	49,883.26	191,029.92	141,146.66
Total Office Travel, Subsistence & Vehicle	3,707.37	15,757.11	80,000.00	64,242.89
WCB Assessment (Premiums)	0.00	106.73	1,100.00	993.27
Office - Rent	11,197.58	33,592.74	134,000.00	100,407.26
Equipment Lease	285.95	1,860.38	6,000.00	4,139.62
Equipment/Furniture Purchases	541.61	4,044.90	15,000.00	10,955.10
Total Equip & Office Maintenance	0.00	1,010.28	13,700.00	12,689.72
Office Supplies & Printing	7,574.61	11,612.41	50,628.73	39,016.32
Library Materials	0.00	0.00	3,000.00	3,000.00
Postage & Courier	1,047.51	4,273.12	20,000.00	15,726.88
Office - Other	0.00	0.00	2,500.00	2,500.00
Telephone and Fax	1,292.00	3,938.89	20,000.00	16,061.11
Interest, Bank, Finance Charges & Merchant Acct Fees	666.56	1,299.56	8,000.00	6,700.44
Insurance	0.00	80.93	5,000.00	4,919.07
Advertising, Promotion & Membership	1,292.54	13,169.32	30,000.00	16,830.68
Contract Services	34,923.67	73,105.94	214,000.00	140,894.06
Professional Development	2,027.10	3,143.47	15,000.00	11,856.53
IT, Web, Database Development, Maintenance, Hosting	4,132.74	11,575.25	52,500.00	40,924.75
Bad Debt	0.00	0.00	1,800.00	1,800.00
Total Administration Expenses	155,670.93	432,323.74	1,729,500.00	1,297,176.26
Program Development and Training				
Program - Materials	1,289.40	22,993.73	120,000.00	97,006.27
Total Travel and Facility Rent	14,188.75	24,717.80	170,000.00	145,282.20
Program - Instructor Fees	32,030.00	52,020.00	300,000.00	247,980.00
Total Program Dev and Training	47,508.15	99,731.53	590,000.00	490,268.47
Board Expenses				
Total Board General	0.00	91.95	15,000.00	14,908.05
Total Board Expenses	0.00	91.95	15,000.00	14,908.05
Other Expenses				
GST Paid on Purchases (Exp)	1,044.57	4,567.71	36,000.00	31,432.29
TOTAL EXPENSE	204,223.65	536,714.93	2,370,500.00	1,833,785.07
TOTAL INCOME/LOSS	(123,436.88)	33,996.29	0.00	(33,996.29)
SUMMARY: G/L Bank Account Balance	533,057.96	Actual Bank Account Balance		539,226.50
Contingency Portion of G/L Balance	229,869.57	Accounts Receivable		82,115.99
Contingency Account Balance	415,037.57	Special Projects Account Balance		304,539.41
Actual WCB Association Balance (2015)	246,097.00	Amt for transfer from SP » Operate Acct		50,638.45

APPENDIX B | FINANCIAL

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT APRIL 2017				
	CURRENT MTH	YTD	BUDGET	BALANCE
1 ALLOCATION FROM CONTINGENCY	8,333.33	33,333.33	100,000.00	66,666.67
2 GST REFUND (Q4 2016 - Q3 2017)	0.00	8,860.62	36,000.00	27,139.38
3 REVENUE				
4 WCB Grant	400,000.00	800,000.00	1,600,000.00	800,000.00
5 Total Program Registrations	21,791.58	141,353.35	570,000.00	428,646.65
6 Associate Memberships	0.00	4,550.38	15,000.00	10,449.62
7 Interest Revenue	1,022.90	1,089.37	5,000.00	3,910.63
8 Total Sale of Materials	11,253.50	26,394.00	40,000.00	13,606.00
9 Shipping Revenue	759.68	1,676.07	2,000.00	323.93
10 Other Revenues	0.00	500.00	2,500.00	2,000.00
11 TOTAL REVENUE (includes contingency/GST refund)	443,160.99	1,017,757.12	2,370,500.00	1,352,742.88
12 EXPENSE				
13 Total Wages	68,835.12	272,704.57	866,241.35	593,536.78
14 Total Employee Benefits	16,138.53	66,021.79	191,029.92	125,008.13
15 Total Office Travel, Subsistence & Vehicle	3,187.83	19,810.63	80,000.00	60,189.37
16 WCB Assessment (Premiums)	506.47	613.20	1,100.00	486.80
17 Office - Rent	11,197.58	44,790.32	134,000.00	89,209.68
18 Equipment Lease	2,252.28	4,112.66	6,000.00	1,887.34
19 Equipment/Furniture Purchases	0.00	4,044.90	15,000.00	10,955.10
20 Total Equip & Office Maintenance	2,087.03	3,468.56	13,700.00	10,231.44
21 Office Supplies & Printing	1,498.30	13,113.92	50,628.73	37,514.81
22 Library Materials	0.00	0.00	3,000.00	3,000.00
23 Postage & Courier	794.66	5,782.20	20,000.00	14,217.80
24 Office - Other	0.00	0.00	2,500.00	2,500.00
25 Telephone and Fax	1,638.20	5,577.09	20,000.00	14,422.91
26 Interest, Bank, Finance Charges & Merchant Acct Fees	55.53	1,355.09	8,000.00	6,644.91
27 Insurance	0.00	80.93	5,000.00	4,919.07
28 Advertising, Promotion & Membership	19,732.69	32,908.10	30,000.00	(2,908.10)
29 Contract Services	8,894.78	63,565.47	214,000.00	150,434.53
30 Professional Development	0.00	3,143.47	15,000.00	11,856.53
31 IT, Web, Database Development, Maintenance, Hosting	4,825.05	17,452.18	52,500.00	35,047.82
32 Bad Debt	0.00	(170.45)	1,800.00	1,970.45
33 Total Administration Expenses	141,644.05	558,374.63	1,729,500.00	1,171,125.37
34 Program Development and Training				
35 Program - Materials	15,400.70	39,261.93	120,000.00	80,738.07
36 Total Travel and Facility Rent	7,199.42	33,254.68	170,000.00	136,745.32
37 Program - Instructor Fees	20,950.00	73,870.00	300,000.00	226,130.00
38 Total Program Dev and Training	43,550.12	146,386.61	590,000.00	443,613.39
39 Board Expenses				
40 Total Board General	0.00	91.95	15,000.00	14,908.05
41 Total Board Expenses	0.00	91.95	15,000.00	14,908.05
42 Other Expenses				
43 GST Paid on Purchases (Exp)	3,190.40	9,376.86	36,000.00	26,623.14
44 TOTAL EXPENSE	188,384.57	714,230.05	2,370,500.00	1,656,269.95
45 TOTAL INCOME/LOSS	254,776.42	303,527.07	0.00	(303,527.07)
46 SUMMARY: G/L Bank Account Balance	828,440.51	Actual Bank Account Balance		743,024.78
47 Contingency Portion of G/L Balance	220,258.81	Accounts Receivable		74,071.54
48 Contingency Account Balance	416,056.06	Special Projects Account Balance		304,543.82
49 Actual WCB Association Balance (2015)	246,097.00	Amt for transfer from SP » Operate Acct		(108,961.55)

APPENDIX B | FINANCIAL

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT MAY 2017				
	CURRENT MTH	YTD	BUDGET	BALANCE
1 ALLOCATION FROM CONTINGENCY	8,333.33	41,666.66	100,000.00	58,333.34
2 GST REFUND (Q4 2016 - Q3 2017)	0.00	8,860.62	36,000.00	27,139.38
3 REVENUE				
4 WCB Grant	0.00	800,000.00	1,600,000.00	800,000.00
5 Total Program Registrations	75,849.48	217,202.83	570,000.00	352,797.17
6 Associate Memberships	0.00	4,550.38	15,000.00	10,449.62
7 Interest Revenue	1,037.53	2,126.90	5,000.00	2,873.10
8 Total Sale of Materials	6,135.00	32,529.00	40,000.00	7,471.00
9 Shipping Revenue	411.90	2,087.97	2,000.00	(87.97)
10 Other Revenues	892.34	1,392.34	2,500.00	1,107.66
11 TOTAL REVENUE (includes contingency/GST refund)	92,659.58	1,110,416.70	2,370,500.00	1,260,083.30
12 EXPENSE				
13 Total Wages	100,688.82	373,393.39	866,241.35	492,847.96
14 Total Employee Benefits	24,675.79	90,697.58	191,029.92	100,332.34
15 Total Office Travel & Subsistence	7,780.03	27,590.66	80,000.00	52,409.34
16 WCB Assessment (Premiums)	0.00	613.20	1,100.00	486.80
17 Office - Rent	10,442.13	55,232.45	134,000.00	78,767.55
18 Equipment Lease	168.65	4,281.31	6,000.00	1,718.69
19 Equipment/Furniture Purchases	0.00	4,044.90	15,000.00	10,955.10
20 Total Equip & Office Maintenance	1,872.50	5,341.06	13,700.00	8,358.94
21 Office Supplies & Printing	7,587.86	20,701.78	50,628.73	29,926.95
22 Library Materials	0.00	0.00	3,000.00	3,000.00
23 Postage & Courier	1,676.21	7,458.41	20,000.00	12,541.59
24 Office - Other	0.00	0.00	2,500.00	2,500.00
25 Telephone and Fax	1,321.24	6,898.33	20,000.00	13,101.67
26 Interest, Bank, Finance Charges & Merchant Acct Fees	281.52	1,636.61	8,000.00	6,363.39
27 Office Insurance	0.00	80.93	5,000.00	4,919.07
28 Advertising, Promotion & Membership	613.81	33,521.91	30,000.00	(3,521.91)
29 Contract Services	23,483.55	87,049.02	214,000.00	126,950.98
30 Professional Development	0.00	3,143.47	15,000.00	11,856.53
31 IT, Web, Database Development, Maintenance, Hosting	4,895.48	22,347.66	52,500.00	30,152.34
32 Bad Debt	0.00	(170.45)	1,800.00	1,970.45
33 Total Administration Expenses	185,487.59	743,862.22	1,729,500.00	985,637.78
34 Program Development and Training				
35 Program - Materials	29,536.84	68,798.77	120,000.00	51,201.23
36 Total Travel and Facility Rent	16,725.92	49,980.60	170,000.00	120,019.40
37 Program - Instructor Fees	34,870.00	108,740.00	300,000.00	191,260.00
38 Total Program Dev and Training	81,132.76	227,519.37	590,000.00	362,480.63
39 Board Expenses				
40 Total Board General	4,360.32	4,452.27	15,000.00	10,547.73
41 Total Board Expenses	4,360.32	4,452.27	15,000.00	10,547.73
42 Other Expenses				
43 GST Paid on Purchases (Exp)	1,974.14	11,351.00	36,000.00	24,649.00
44 TOTAL EXPENSE	272,954.81	987,184.86	2,370,500.00	1,383,315.14
45 TOTAL INCOME/LOSS	(180,295.23)	123,231.84	0.00	(123,231.84)
46 SUMMARY: G/L Bank Account Balance	599,721.25	Actual Bank Account Balance		589,235.44
47 Contingency Portion of G/L Balance	211,925.48	Accounts Receivable		100,853.02
48 Contingency Account Balance	416,089.32	Special Projects Account Balance		305,548.09
49 Actual WCB Association Balance (2015)	246,097.00	Amt for transfer from SP » Operate Acct		(107,611.55)

APPENDIX B | FINANCIAL

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT JUNE 2017				
	CURRENT MTH	YTD	BUDGET	BALANCE
1 ALLOCATION FROM CONTINGENCY	8,333.34	50,000.00	100,000.00	50,000.00
2 GST REFUND (Q4 2016 - Q3 2017)	0.00	8,860.62	36,000.00	27,139.38
3 REVENUE				
4 WCB Grant	0.00	800,000.00	1,600,000.00	800,000.00
5 Total Program Registrations	77,325.11	294,527.94	570,000.00	275,472.06
6 Associate Memberships	500.00	5,050.38	15,000.00	9,949.62
7 Interest Revenue	78.26	2,205.16	5,000.00	2,794.84
8 Total Sale of Materials	9,115.00	41,644.00	40,000.00	(1,644.00)
9 Shipping Revenue	243.89	2,331.86	2,000.00	(331.86)
10 Other Revenues	2,057.68	3,450.02	2,500.00	(950.02)
11 TOTAL REVENUE (includes contingency/GST refund)	97,653.28	1,208,069.98	2,370,500.00	1,162,430.02
12 EXPENSE				
13 Total Wages	68,835.12	442,228.51	866,241.35	424,012.84
14 Total Employee Benefits	15,331.38	106,028.96	191,029.92	85,000.96
15 Total Office Travel & Subsistence	5,745.33	33,335.99	80,000.00	46,664.01
16 WCB Assessment (Premiums)	0.00	613.20	1,100.00	486.80
17 Office - Rent	11,160.59	66,393.04	134,000.00	67,606.96
18 Equipment Lease	1,230.14	5,511.45	6,000.00	488.55
19 Equipment/Furniture Purchases	0.00	4,044.90	15,000.00	10,955.10
20 Total Equip & Office Maintenance	2,569.16	7,910.22	13,700.00	5,789.78
21 Office Supplies & Printing	11,000.19	31,701.97	50,628.73	18,926.76
22 Library Materials	0.00	0.00	3,000.00	3,000.00
23 Postage & Courier	932.62	8,391.03	20,000.00	11,608.97
24 Office - Other	0.00	0.00	2,500.00	2,500.00
25 Telephone and Fax	1,499.60	8,397.93	20,000.00	11,602.07
26 Interest, Bank, Finance Charges & Merchant Acct Fees	292.17	1,928.78	8,000.00	6,071.22
27 Office Insurance	0.00	80.93	5,000.00	4,919.07
28 Advertising, Promotion & Membership	9,849.81	43,371.72	30,000.00	(13,371.72)
29 Contract Services	16,381.36	103,430.38	214,000.00	110,569.62
30 Professional Development	2,843.25	5,986.72	15,000.00	9,013.28
31 IT, Web, Database Development, Maintenance, Hosting	1,519.83	23,867.49	52,500.00	28,632.51
32 Bad Debt	0.00	(170.45)	1,800.00	1,970.45
33 Total Administration Expenses	149,190.55	893,052.77	1,729,500.00	836,447.23
34 Program Development and Training				
35 Program - Materials	26,305.00	95,103.77	120,000.00	24,896.23
36 Total Travel and Facility Rent	15,956.64	65,937.24	170,000.00	104,062.76
37 Program - Instructor Fees	26,985.71	135,725.71	300,000.00	164,274.29
38 Total Program Dev and Training	69,247.35	296,766.72	590,000.00	293,233.28
39 Board Expenses				
40 Total Board General	0.00	4,452.27	15,000.00	10,547.73
41 Total Board Expenses	0.00	4,452.27	15,000.00	10,547.73
42 Other Expenses				
43 GST Paid on Purchases (Exp)	2,929.04	14,280.04	36,000.00	21,719.96
44 TOTAL EXPENSE	221,366.94	1,208,551.80	2,370,500.00	1,161,948.20
45 TOTAL INCOME/LOSS	(123,713.66)	(481.82)	0.00	481.82
46 SUMMARY: G/L Bank Account Balance	384,868.54	Actual Bank Account Balance		447,872.31
47 Contingency Portion of G/L Balance	203,592.14	Accounts Receivable		106,305.86
48 Contingency Account Balance	469,739.66	Special Projects Account Balance		305,568.15
49 Actual WCB Association Balance (2015)	246,097.00	Amt for transfer from SP » Operate Acct		(74,811.55)

APPENDIX B | FINANCIAL

ALBERTA MUNICIPAL HEALTH & SAFETY ASSOCIATION MONTHLY OPERATING FINANCIAL REPORT JULY 2017				
	CURRENT MTH	YTD	BUDGET	BALANCE
1 ALLOCATION FROM CONTINGENCY	8,333.33	58,333.33	100,000.00	41,666.67
2 GST REFUND (Q4 2015 - Q3 2016)	0.00	8,860.62	36,000.00	27,139.38
3 REVENUE				
4 WCB Grant	400,000.00	1,200,000.00	1,600,000.00	400,000.00
5 Total Program Registrations	37,867.62	332,395.56	570,000.00	237,604.44
6 Associate Memberships	500.00	5,550.38	15,000.00	9,449.62
7 Interest Revenue	90.69	2,295.85	5,000.00	2,704.15
8 Total Sale of Materials	3,240.00	44,884.00	40,000.00	(4,884.00)
9 Shipping Revenue	72.86	2,404.72	2,000.00	(404.72)
10 Other Revenues	0.00	3,450.02	2,500.00	(950.02)
11 TOTAL REVENUE (includes contingency/GST refund)	450,104.50	1,658,174.48	2,370,500.00	712,325.52
12 EXPENSE				
13 Total Wages	68,926.92	511,155.43	866,241.35	355,085.92
14 Total Employee Benefits	10,086.76	116,115.72	191,029.92	74,914.20
15 Total Office Travel & Subsistence	1,216.97	34,552.96	80,000.00	45,447.04
16 WCB Assessment (Premiums)	0.00	613.20	1,100.00	486.80
17 Office - Rent	11,197.58	77,590.62	134,000.00	56,409.38
18 Equipment Lease	2,520.56	8,032.01	6,000.00	(2,032.01)
19 Equipment/Furniture Purchases	12,380.00	16,424.90	15,000.00	(1,424.90)
20 Total Equip & Office Maintenance	4,094.94	12,005.16	13,700.00	1,694.84
21 Office Supplies & Printing	1,386.51	33,088.48	50,628.73	17,540.25
22 Library Materials	0.00	0.00	3,000.00	3,000.00
23 Postage & Courier	36.75	8,427.78	20,000.00	11,572.22
24 Office - Other	0.00	0.00	2,500.00	2,500.00
25 Telephone and Fax	1,079.17	9,477.10	20,000.00	10,522.90
26 Interest, Bank, Finance Charges & Merchant Acct Fees	560.96	2,489.74	8,000.00	5,510.26
27 Office Insurance	0.00	80.93	5,000.00	4,919.07
28 Advertising, Promotion & Membership	1,535.89	44,907.61	30,000.00	(14,907.61)
29 Contract Services	10,527.68	113,958.06	214,000.00	100,041.94
30 Professional Development	3,000.00	8,986.72	15,000.00	6,013.28
31 IT, Web, Database Development, Maintenance, Hosting	1,371.09	25,238.58	52,500.00	27,261.42
32 Bad Debt	0.00	(170.45)	1,800.00	1,970.45
33 Total Administration Expenses	129,921.78	1,022,974.55	1,729,500.00	706,525.45
34 Program Development and Training				
35 Program - Materials	731.84	95,835.61	120,000.00	24,164.39
36 Total Travel and Facility Rent	5,346.51	71,283.75	170,000.00	98,716.25
37 Program - Instructor Fees	16,621.43	152,347.14	300,000.00	147,652.86
38 Total Program Dev and Training	22,699.78	319,466.50	590,000.00	270,533.50
39 Board Expenses				
40 Total Board General	0.00	4,452.27	15,000.00	10,547.73
41 Total Board Expenses	0.00	4,452.27	15,000.00	10,547.73
42 Other Expenses				
43 GST Paid on Purchases (Exp)	1,602.61	15,882.65	36,000.00	20,117.35
44 TOTAL EXPENSE	154,224.17	1,362,775.97	2,370,500.00	1,007,724.03
45 TOTAL INCOME/LOSS	295,880.33	295,398.51	0.00	(295,398.51)
46 SUMMARY: G/L Bank Account Balance	638,285.60	Actual Bank Account Balance		661,068.94
47 Contingency Portion of G/L Balance	195,258.81	Accounts Receivable		86,250.44
48 Contingency Account Balance	469,796.73	Special Projects Account Balance		305,601.77
49 Actual WCB Association Balance (2016)	397,866.00	Amt for transfer from SP » Operate Acct		(73,789.05)

APPENDIX C |

SPECIAL PROJECT FINANCIAL REPORT

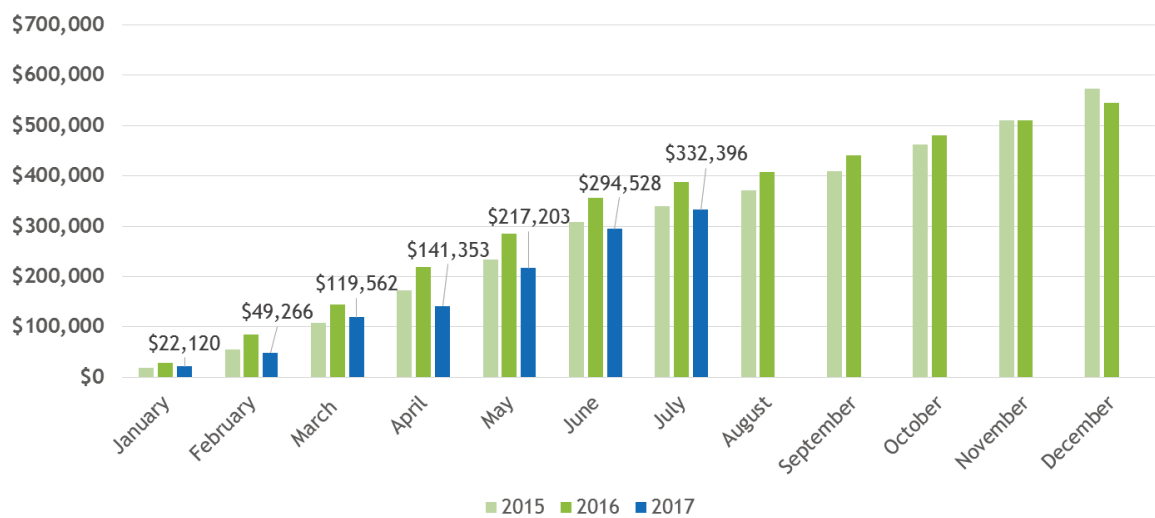
Alberta Municipal Health & Safety Association					
Project Income Summary					
JULY 2017 (YTD)					
Project			Revenue	Expense	Net
WCB SP13 - DATABASE	Brought Forward		50,000.00	59,129.18	
	BIS Training Solutions			350.00	
	BIS Training Solutions			1,350.00	
	BIS Training Solutions			400.00	
	BIS Training Solutions			150.00	
	BIS Training Solutions			872.50	
			50,000.00	62,251.68	- 12,251.68
WCB SP15 AUDIT TOOL COMPETENCY VALIDATION	Brought Forward		50,000.00	39,500.00	
	Alberta Association for Safety Partnerships			11,950.00	
			50,000.00	51,450.00	- 1,450.00
WCB SP15 ONLINE COURSE DEVELOPMENT	Brought Forward		443,647.31	123,240.26	
	BIS Training Solutions			166.25	
	BIS Training Solutions			47.50	
	Global Incident Command Solutions			20,000.00	
	Global Incident Command Solutions			10,000.00	
	Global Incident Command Solutions			10,000.00	
			443,647.31	163,454.01	280,193.30
WCB SP15 - ONLINE CERTIFICATE OF RECOGNITION	Brought Forward		50,000.00	-	
			50,000.00	-	50,000.00
FIREFIGHTING COURSE	Government of Alberta		80,000.00	-	
	Customized Fitness			450.00	
			80,000.00	450.00	79,550.00
ePORTALS	BIS Training Solutions			400.00	
			-	400.00	- 400.00
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			680,405.65	279,144.87	401,260.78
PROJECT			BUDGET	EXPENSES	BALANCE
Behaviour Based Safety			15,000.00	10,200.00	4,800.00
Chainsaw Safety			45,000.00	31,958.26	13,041.74
Defensive Driving			25,000.00	-	25,000.00
Dog Bite			-	7,466.25	- 7,466.25
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	-
Mental 1st Aid			30,000.00	-	30,000.00
MSD Online			30,000.00	-	30,000.00
Occupational Disease			35,000.00	33,602.00	1,398.00
Prime Contractor			50,000.00	20,000.00	30,000.00
Train-The-Trainer			2,500.00	1,880.95	619.05
ATV Training (under review)					
Working Alone			25,000.00	-	25,000.00
Workplace Violence Prevention			38,000.00	36,270.00	1,730.00
			425,500.00	261,577.46	163,922.54

APPENDIX D |

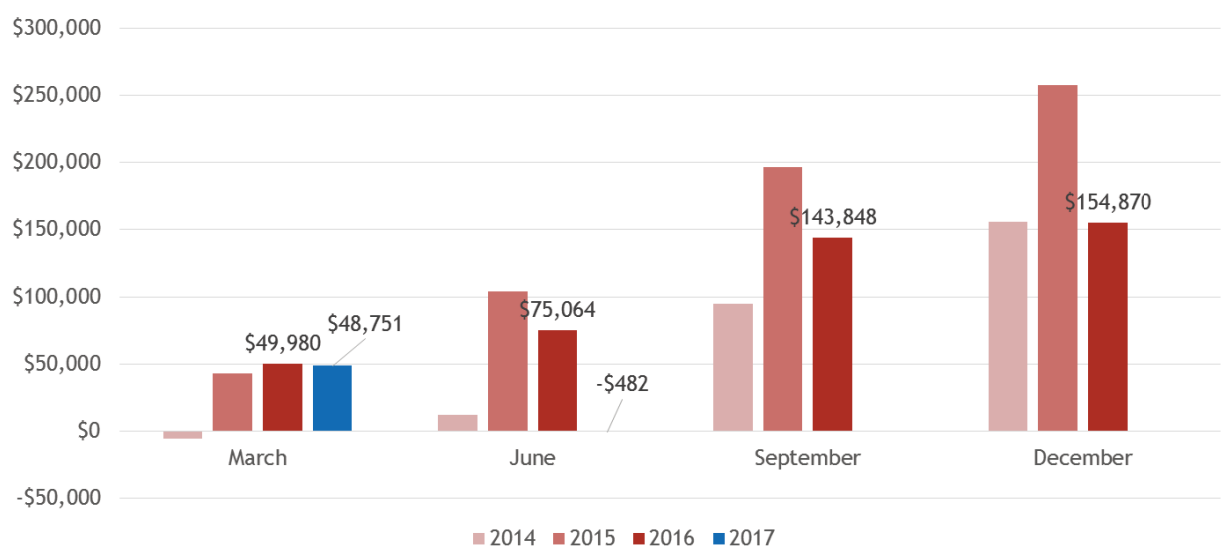
PROGRAM REGISTRATION INCOME AND

QUARTERLY FINANCIALS MONTH END BALANCE

PROGRAM REGISTRATION INCOME

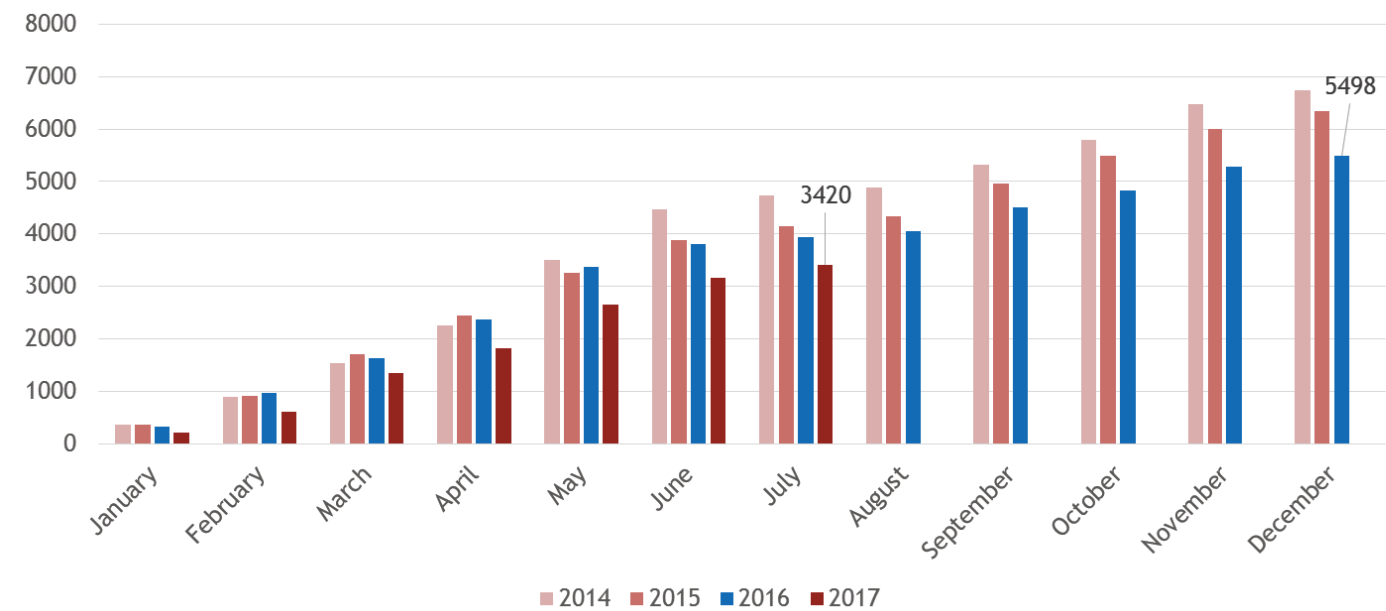


QUARTERLY FINANCIALS MONTH END BALANCE

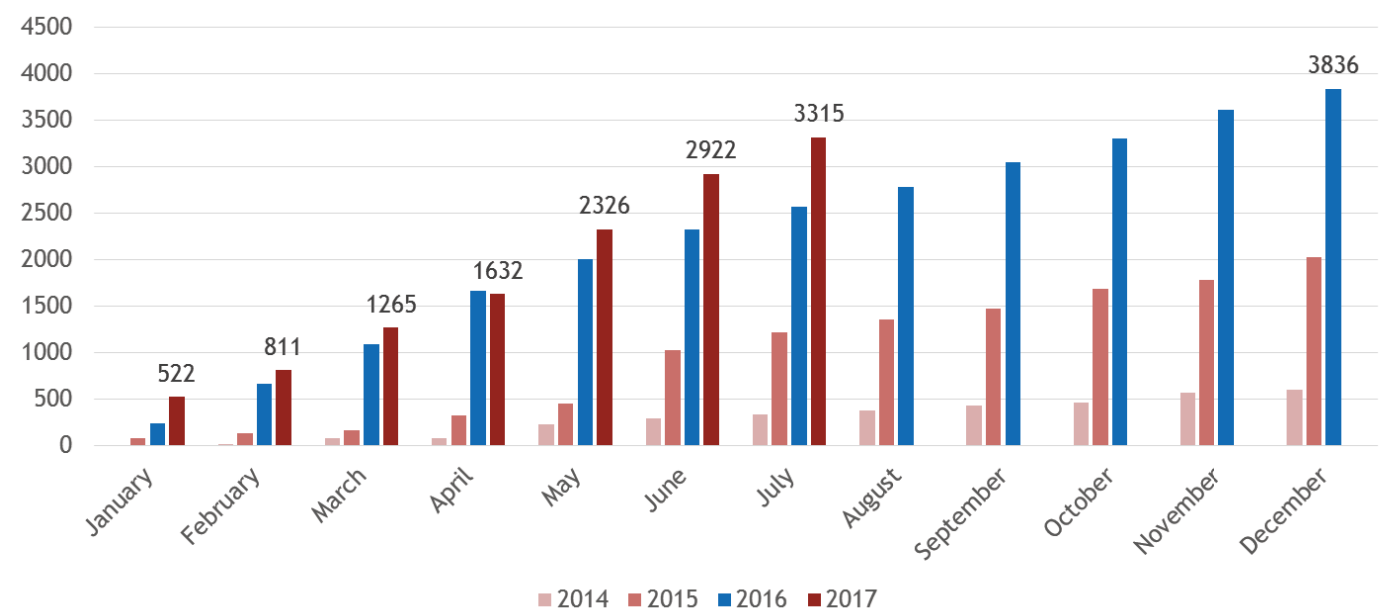


APPENDIX E | CLASSROOM AND ONLINE TRAINING PARTICIPANTS YTD

CLASSROOM TRAINING PARTICIPANTS

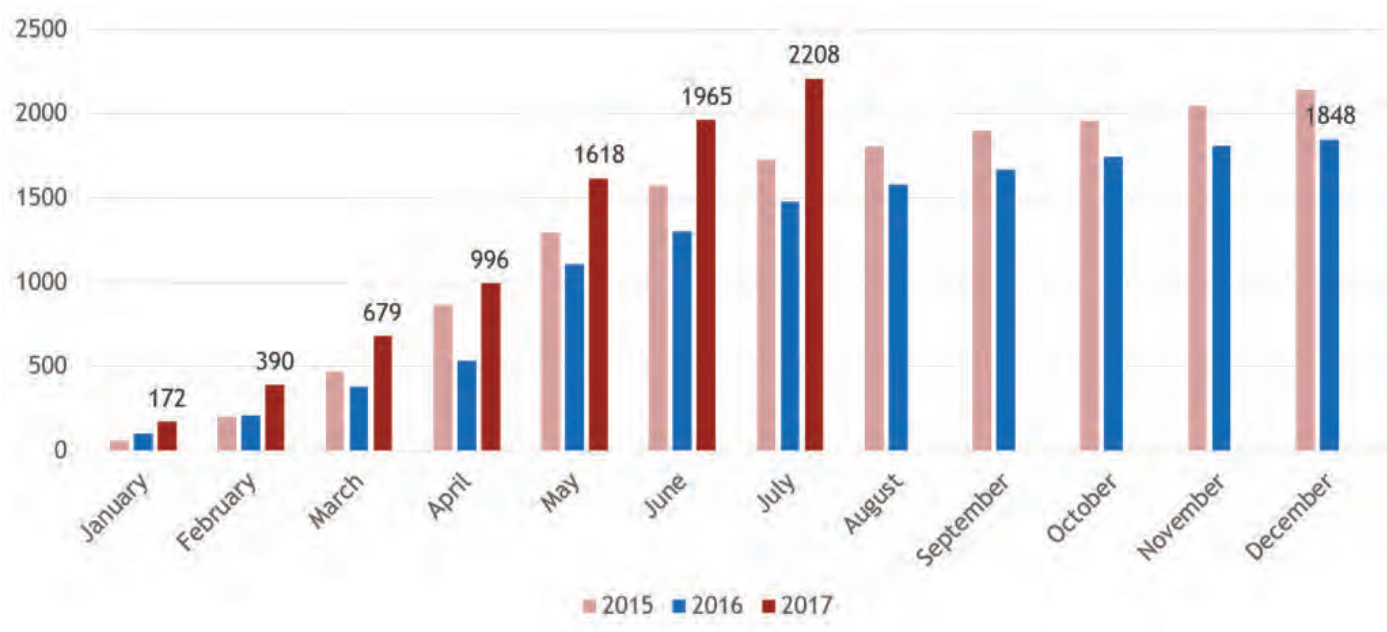


ONLINE TRAINING PARTICIPANTS YTD

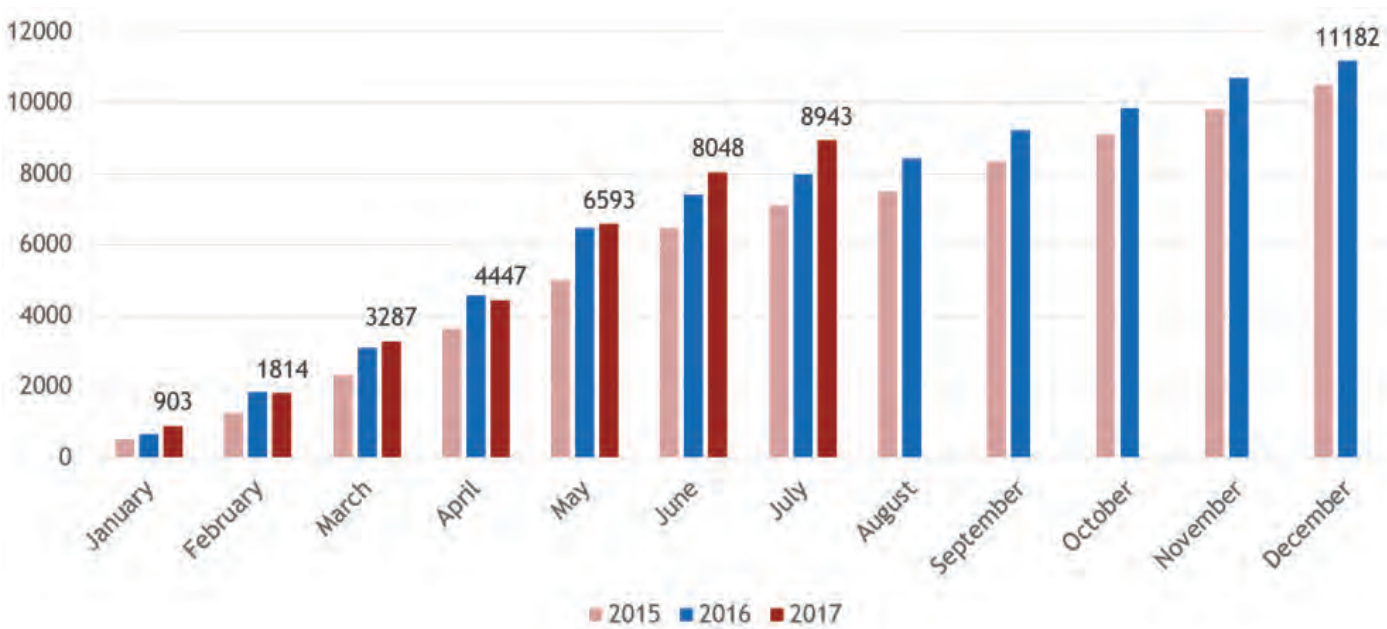


APPENDIX F | IN-HOUSE TRAINING PARTICIPANTS AND TOTAL TRAINING YTD

IN-HOUSE TRAINING PARTICIPANTS YTD



TOTAL TRAINING YTD CLASSROOM, ONLINE AND IN-HOUSE TRAINING PARTICPANTS



APPENDIX G |

2017 MEMBERSHIP SURVEY RESULTS



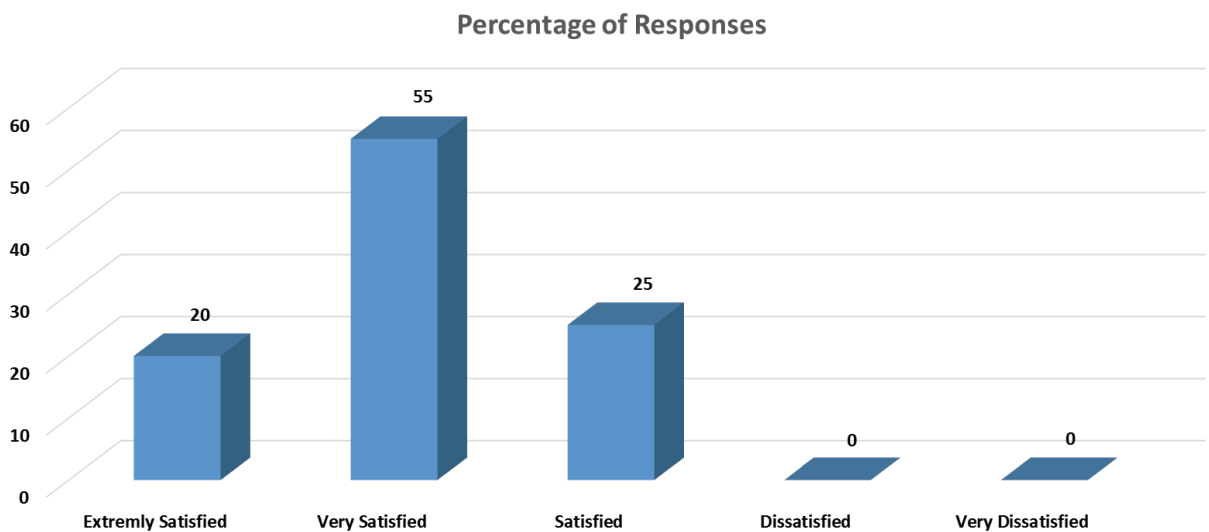
Highlights of the 2017 Membership Survey

It should be noted that any significant comments regarding suggestions for improvement were followed up individually by phone or email by AMHSA staff.

- o AMHSA received strong results for satisfaction of its products and services. There were no dissatisfied or very dissatisfied customers.
- o All respondents believed that the training provided helped improve health and safety awareness.
- o Approximately 70% of the respondents had utilized some of AMHSA’s online training
- o Most respondents preferred a variety of learning methods ranging from classroom to online to on-site courses.

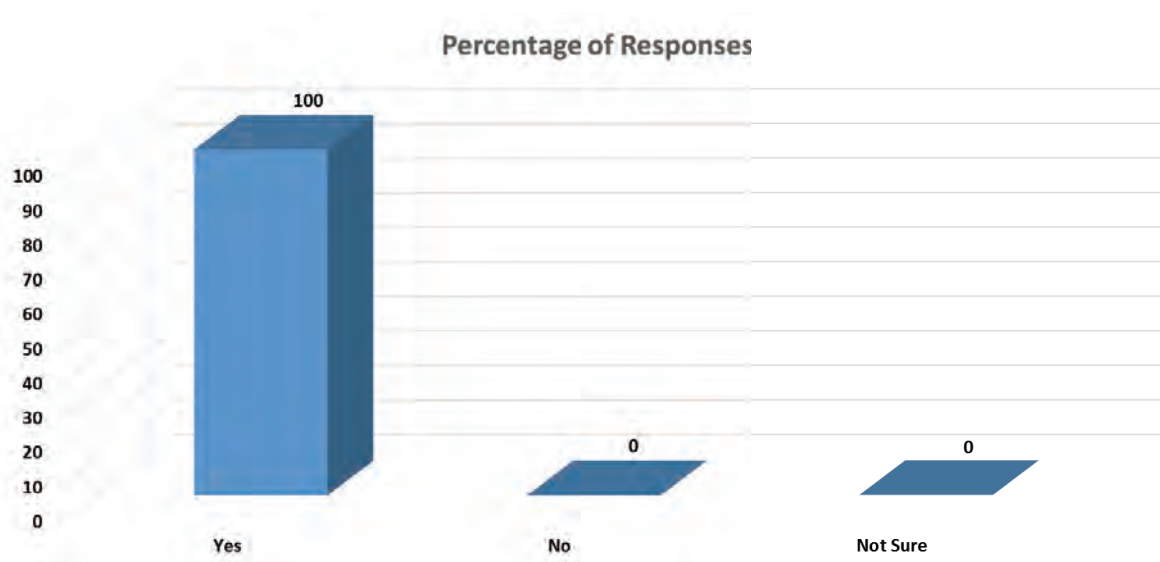
The survey was used to help develop priorities in selecting the types of services AMHSA will provide in the future and the types of training programs it will develop and deliver.

Overall, how satisfied are you with AMHSA’s products and services?

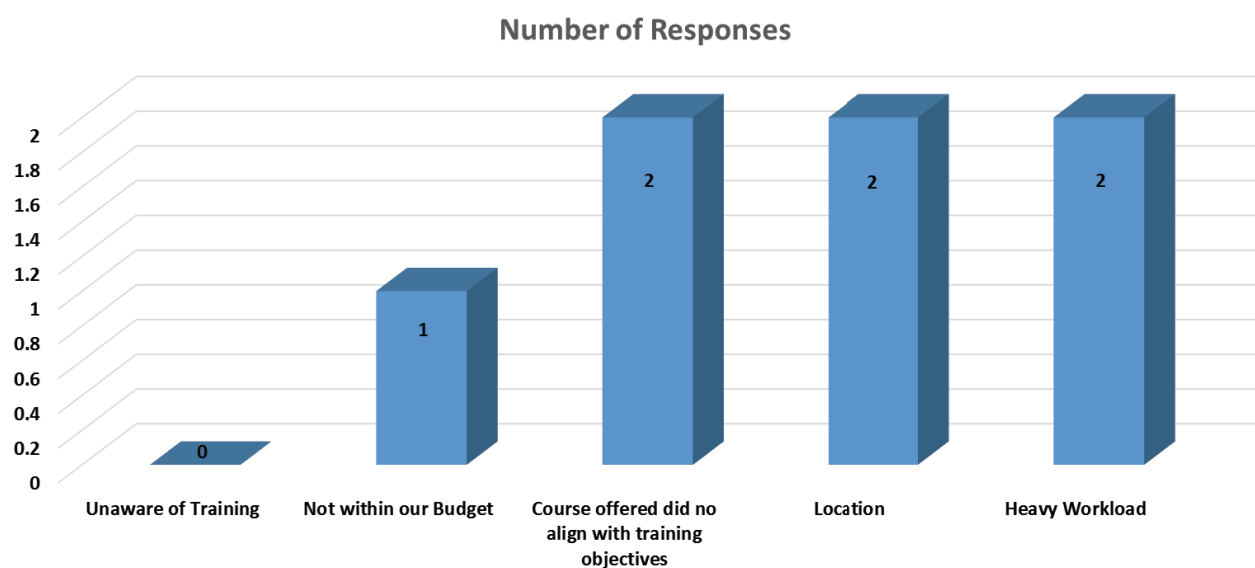


APPENDIX G | 2017 MEMBERSHIP SURVEY RESULTS

Did the training improve the health and safety awareness of the employees who attended?



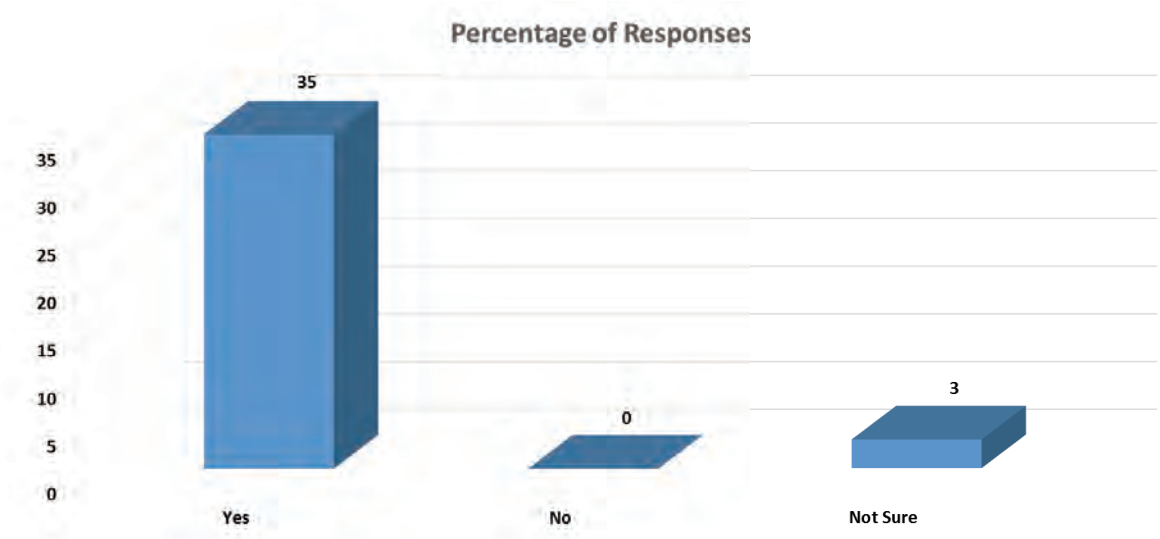
If your municipality did not attend AMHSA training, why not?



APPENDIX G |

2017 MEMBERSHIP SURVEY RESULTS

Did the training improve the health and safety awareness of the employees who attended?



If you and/or your employees participated in a classroom course or courses, what did you find most helpful?

Comments:

- Live instructors to answer questions.
- Knowledgeable instructors, CEUs for certification.
- Education.
- Course content, ability to network and share ideas on how to tackle items.
- The trainers’ experience on the subject.
- The instructor’s personal experiences add a lot to the course.
- N/A
- Affordable and accessible.
- All the logistics are taken care of by AMHSA in the background.
- That it was local and easy to attend.
- Didn’t participate in classroom.
- Legislation.
- N/A
- Interaction with the instructors.

APPENDIX G |

2017 MEMBERSHIP SURVEY RESULTS

Comments cont'd:

- Discussion amongst the group.
- Courses are very informative.
- N/A
- Instructors are pretty flexible.
- Unsure, new to position.
- Classroom and instructor knowledge.
- Course instructors who have personal experience relevant to the courses they teach.
- Classroom setting provides dialogue between participants that on-line courses cannot. Ultimately, we learn more this way.
- Practical examples.
- Did not participate in courses.
- Class and instructor interaction.
- Instructor's experience relevant to the topic; interactive exercises; and videos.
- Classroom courses were useful for getting a better understanding of the topics based on instructors' experience v. just reading the information in a book.
- Our Public Works participated in Load Securement and Defensive Driver programs. Classroom courses are a good fit for our field crews.
- I find the courses very useful. Our municipality is looking at more training once a training objective has been finalized by the senior management.
- N/A
- Hands-on training and the use of equipment.
- The knowledge of the instructors and their commitment to each employee taking the training.
- Working with peers in the same room that allows for everyone to be on the "same page" when it comes to the training/task.
- Open discussions and skilled presenters.
- Instructor experience and practical working knowledge.
- Hearing what other municipalities are doing/experiencing. Clarity/reminders on processes.
- Interaction with peers.
- AMHSA instructors coming to our organization.
- Instructor knowledge.
- The courses are a good length (not drawn out like some other courses we have been on).
- Ability to customize material to City of Lethbridge.
- Health and Safety of the Employees and their responsibilities.
- The instructor was able to relate his work experience to the course making it relevant to the participants.
- On-site instruction was awesome.

APPENDIX G |

2017 MEMBERSHIP SURVEY RESULTS

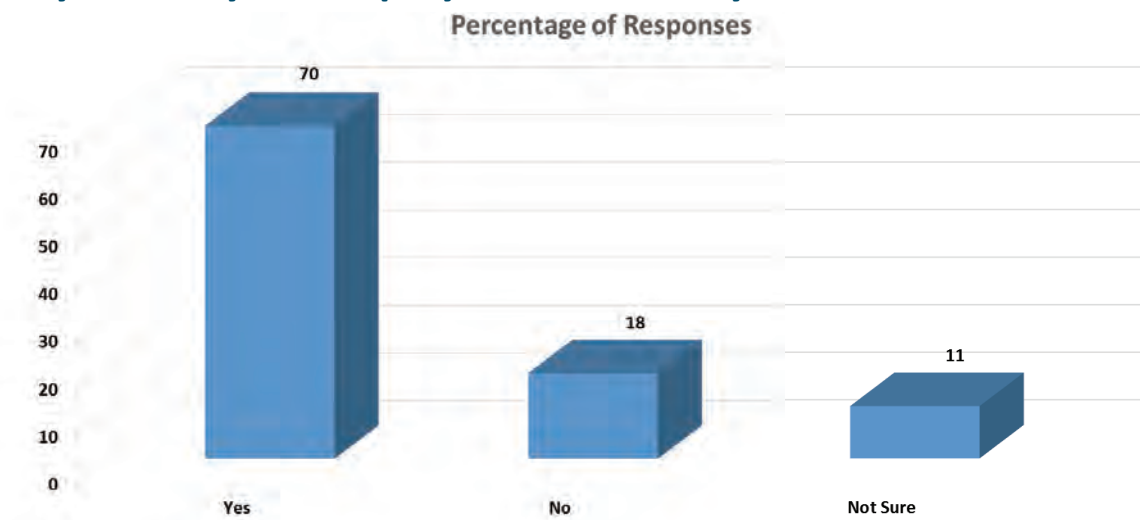
Do you have any suggestion(s) as to how we can optimize your classroom learning experience?

Comments:

- No.
- Coffee! LOL.
- More customization to reflect our policies.
- More examples showing the benefits of applying the learnings.
- Ensure that instructors are qualified not only in safety, but in instructional techniques.
- Practical components are always helpful – when students can apply the learning. Such as other course providers do a confined space simulation in a tank. If that's not possible, even doing a trip to a job site or parking lot to do flagging.
- Unsure, new to position.
- Practical applications.
- Provide a month-long (4 weeks) training session that can be held in Grand Prairie. Other municipalities could participate in this as well. Travel is always an issue with us, so bringing it here will increase our participation. Maybe it will only be a week or 2 weeks. An instructor who can provide training in a host of different courses would be ideal. LSE, WHMIS, Incident Investigations, Workplace Inspections, OH&S Legislation and the Supervisor; perhaps the most popular courses? Just an idea, of course, but municipalities can provide the room setting. If you provide the trainer, I would love to see a 4-5 day training course devoted to the Supervisor; what do they need to know? What is absolutely critical to having a supervisor get trained on? Call it a Supervision Intensive Management Training Course, maybe.
- N/A
- Offer more training in the South. Lethbridge or Medicine Hat.
- Not at this time.
- None.
- More “municipal” safety challenge discussions and industry best practice sharing.
- No.
- More hands on.
- Instructors keeping up with Generational Gap (lots of different generations of employees which mean different learning styles).
- Find instructors that do not put students to sleep and provide critique questionnaires at the end of the course. WHMIS 2015.
- No.

APPENDIX G | 2017 MEMBERSHIP SURVEY RESULTS

Have you and\your employees utilized any AMHSA online training?



If you have taken our online training courses, what did you like most?

Comments:

- Able to complete course on my time, stop and restart any number of times.
- Ease of access, simple to use.
- The fact that you can take the training at your leisure.
- I have not personally, but an employee did once and was not impressed with the online course.
- Condensed time.
- The ease of shopping.
- Reasonably priced and able to do in a short period of time.
- Easy access and availability.
- Ease of doing it from work.
- Easy use.
- Convenience and cost.
- Time commitment is yours.
- Convenience, cost, variety available.
- Easy to access anytime, anywhere.
- N/A
- Convenience.
- A few of staff has taken online courses. This is a great format for office staff that are comfortable with computers. Courses are easy to follow and well presented.
- The ease of completing the course without leaving work.
- All the courses seem well rounded with the learning materials.
- The opportunity to take the training on an open-ended schedule based on availability of the worker. As the seasons ramp up within a municipality, booking an in-house training session becomes more and more difficult for municipalities with smaller work forces. Online training opportunities fill that gap.

APPENDIX G |

2017 MEMBERSHIP SURVEY RESULTS

Comments cont'd:

- Ease of taking courses.
- Easy access.
- Flexibility: Employees can be flexible with the time/day they take the training.
- Ability to do group training on short notice.
- The Transportation of Dangerous Goods applied to municipalities.
- Ability to complete as time permitted. No travel required. Reasonably priced.

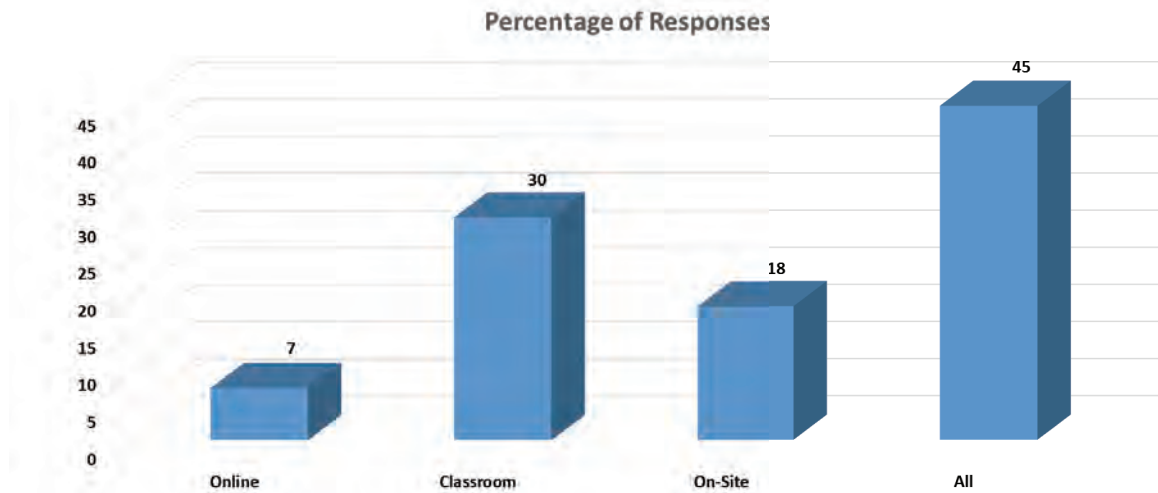
What suggestions would you have for optimizing your online experience?

Comments:

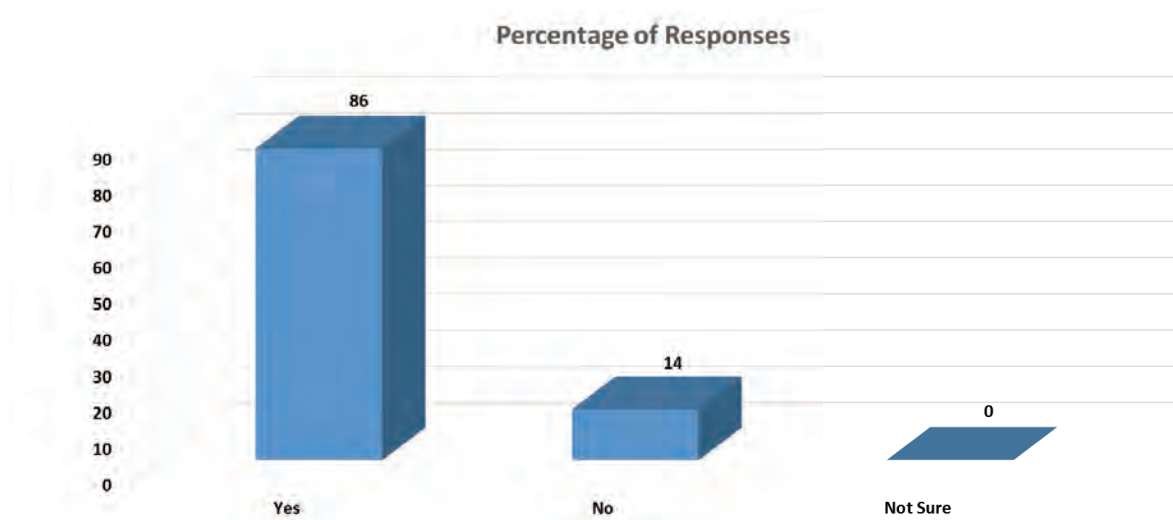
- Looking forward to the portal, more options.
- Allow an account to be set up to purchase courses. Using credit cards is a chore in my organization and deters me from performing courses and materials.
- More interactive.
- Offering some more courses.
- The WHMIS training was a lot of knowledge spoken at a very rapid pace. Need to slow it down and do more quizzes to make sure students are absorbing it all.
- Applying videos to industry (provincially) not states or other provinces.
- Testing, testing, and testing. The more questions you ask and the participant must answer, the better the understanding will be.
- N/A
- Ensure instructions are simple enough for people with limited computer experience; use consistent language for directions.
- Not sure. Need to find ways to have more buy-in from employees for using the online format for training.
- None.
- Keep adding to the list. Nothing in specific jumps out as definitely needed for us.
- N/A
- Handbook for administrators on how to set up employees, departments, etc.
- Allowing an option for multiple employees to take the same online course together; and all receive a certificate ... even if that means different pricing for # of employees. Currently, only office staff can benefit from online training as our field staff do not have computers. If we were to bring in field workers inside to do an online course, we would need to do it in a group setting to maximize time/productivity/meeting room as it would take way too long to put field staff through an online course individually as we do not have extra computers sitting vacant in the office for field staff, and it's hard to book a meeting room for 1 person or get the employee to do the online course on their own time.
- Make online courses available for groups, instead of 1 course – 1 participant. The group learning atmosphere is better in a classroom but with the versatility of numerous online courses available at a moment's notice.

APPENDIX G | 2017 MEMBERSHIP SURVEY RESULTS

Which learning method do you and/or your employees prefer?

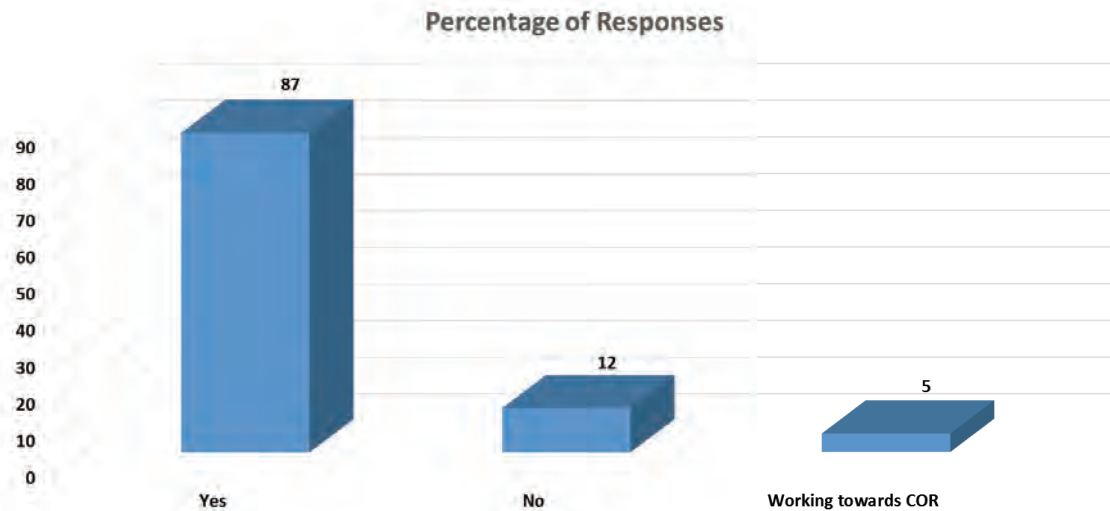


Is your municipality registered in the Partners in Injury Reduction program (PIR)?



APPENDIX G | 2017 MEMBERSHIP SURVEY RESULTS

Has your municipality achieved a Certificate of Recognition (COR)?



What AMHSA service(s) does your municipality utilize that you find the most effective?

Comments:

- Online training (x3).
- Equipment operator training.
- COR and training.
- Training, videos, auditor support all equal (love Shannon's help!).
- Training (x5).
- Training is top notch.
- Instructors and resources for audit reviews.
- Professional advice.
- Courses (x2)
- Unsure (x2) – new to position.
- Right now, online learning and audit training.
- Training on a host of subjects.
- Training the trainer.
- Training and networking (x2) with others; website resources.
- Auditing and training support.
- Online/in-class training.
- Direct conversation with knowledgeable staff, ESPECIALLY in the North Office. With the seeming revolving door of staff in the South Office, the stability of the North Office means that your municipality's history is respected and understood. This provides a tight-knit working relationship that is appreciated beyond comparison.

APPENDIX G | 2017 MEMBERSHIP SURVEY RESULTS

Comments cont'd:

- Conferences, meetings, and education sessions.
- Classroom training (x2), and spring/fall meetings of the Northern Alberta Safety Association.
- Audit information and update email.
- Training and auditing.
- Courses, both online and classroom; newsletters; friendly staff.
- Peer auditing and the LSE course.
- Certifying Partner.

What new service(s) would you like AMHSA to provide and/or optimize?

Comments:

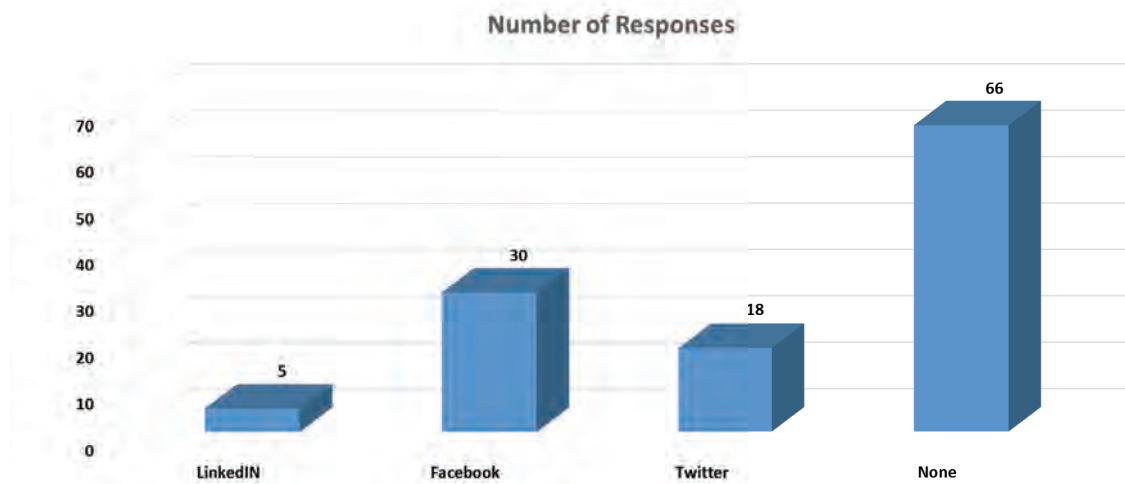
- TDG Classroom training.
- Some new training videos – DVDs.
- More facilitation of information sharing between members.
- Presentations to senior leadership and CAOs showing the benefits of creating safety culture.
- Publicly recognized certification programs such as the NCSO – the existing programs are available but not widely known and do not allow participants to gain the same recognition as the NCSO designation.
- Online training.
- N/A
- Unsure – new to position.
- Supervisor Boot Camp. JJB Consulting in London, Ontario, provides an excellent course on this very topic. It is a great way to get supervisors and managers up to speed on a variety of duties that are required by any supervisor.
- Electronic reporting and electronic safety apps.
- Analyzing and using statistics to direct the program; innovating and engaging exercises for safety meetings.
- More comprehensive and in-depth training for all management staff to understand how and why they need to support, demonstrate and enforce workplace H&S.
- Recommend considering ATV / UTV Train-the-Trainer and ATV / UTV training options. It is often hard for smaller municipalities, or those who are fairly remote, to be able to send staff for the training required for this task.
- Hands-on training options (x2).
- Better training on the new audit tool when it's ready to be released. Streamlined classroom training for online courses. Want to have a group take the course but each employee needs to sign in separately. Bit of a hassle when employees don't have a computer/other mobile device to sign into but all to take at the same time.
- Larger selection of videos for purchase in addition to the rentals.

APPENDIX G | 2017 MEMBERSHIP SURVEY RESULTS

Comments cont'd:

- Group online training.
- Would absolutely LOVE it if AMHSA had a safety software management system that included key element templates with all appropriate line items (i.e., Hazard Assessment – activity, safety hazard, risk matrix, ranking, health hazard, risk matrix, ranking, administrative/engineering controls, PPE, overall task ranking). Also, a database for safe work practices/procedures that are standard for all membership users to adopt or slightly revise.

Which of AMHSA's following social media sites do you visit?



Would you suggest any change to AMHSA's website to optimize your experience?

Comments:

- It is good.
- I've sent online requests for training and not received a reply.
- Mobile optimization.
- Having resources such as examples of policies and directives. Many municipalities have created great examples that could be shared instead of re-inventing the wheel.
- Include a forum section and promote / raise monthly questions for discussion among members.
- It is easy to navigate so unsure of an answer.
- None. All good so far (x2).
- Not at this time. I find that AMHSA treats its website as a living document that is constantly being updated to suit its users' needs.

APPENDIX G |

2017 MEMBERSHIP SURVEY RESULTS

Comments cont'd:

- Add an index to the SafetyNet Library so that you don't have to always search for what you are trying to find. This would also show what is available to use as a reference tool if you are not searching for something specific but rather browsing.
- N/A (x3).
- Not at this time (x3)
- No (x2)
- Not at this time. I find that AMHSA treats its website as a living document that is constantly being updated to suit its users' needs.
- Add an index to the SafetyNet Library so that you don't have to always search for what you are trying to find. This would also show what is available to use as a reference tool if you are not searching for something specific but rather browsing.

What are your municipality's training priorities for 2017 and 2018?

Comments

- More employees taking online training.
- Equipment operation training and auditor training for the new protocol.
- WHMIS 2015 and audit refresher.
- Transportation audit (NSC) requirements, including hours of service, trip inspections and load securement.
- New employee orientations, WHMIS 2015 or GHS.
- Root cause analysis for supervisors and mental health.
- Asbestos awareness.
- Same annual priorities.
- Training supervisors.
- Same moving forward as they have been in the past.
- Awareness.
- Step up our program.
- Ground disturbance and confined space.
- Renew courses that are expiring.
- Maintain existing qualifications of staff.
- Increase staff safety knowledge and re-training; a lot of staff are baby boomers so we need a succession plan.
- Ensuring we are up to code on contractors, confined space.
- LSE as an onsite course here at the City; formal workplace inspections and incident investigations.
- WHMIS, defensive driving, investigations and various equipment training.
- Worker safety.
- Hazard identification, assessment and control; working alone; grader and loader safety; workplace investigations; and defensive driving.

APPENDIX G | 2017 MEMBERSHIP SURVEY RESULTS

Comments cont'd:

- LSE.
- Basic maintenance of required fleet and H&S program training requirements.
- Management and supervisor H&S training, orientation training, and individual operator courses.
- Obtain SECOR certification.
- Backhoe and Bobcat training.
- Training for employees that are relevant to the different job(s) that they are doing.
- Theory training (online) for new workers to assist the supervisor/manager in charge of the worker to ensure that appropriate knowledge is being provided to the worker. We see a need for 3 online training sessions at a minimum for a new hire, and as many as 6 sessions for those working in the field.
- Orientation and training of firefighters.
- Drug & alcohol awareness in the workplace; more on marijuana, etc., and changes.
- Workplace violence – de-escalating.
- Chainsaw training, forklift training, safe backing-up training, fire extinguisher training, overhead crane and hoisting and rigging training.
- Manager/supervisor training and auditor re-certification.
- Fall protection.
- Equipment training (public operations); psychological health & safety; and just culture.
- As they develop.
- Trying something new.
- Undetermined at this time. Priority will be revisiting all documentation to meet the changed expectations in audit instrument.

In addition to the classroom courses listed at the end of this survey, what NEW courses would you like AMHSA to provide?

Comments:

- Transportation of Dangerous Goods (x2).
- Root Cause Analysis and Lockout Tagout Training.
- RCA and mental health.
- Nothing at this time (x2).
- Good list.
- Blended workplace violence prevention and working alone.
- Audit refresher course.
- Workplace violence prevention.
- Unsure – new to position.
- Staff understanding of behavior-based safety.
- Supervisor Boot Camp, but call it something else. JJB Consulting has this course in spades.
- N/A

APPENDIX G | 2017 MEMBERSHIP SURVEY RESULTS

Comments cont'd:

- Improving safety culture and having a safety conversation.
- Managing drugs and alcohol in the workplace (managers and supervisors) and marijuana legislation, etc.; understanding mental health in the workplace.
- None.
- Something with ATV / UTV; chainsaw training that includes felling would be beneficial.
- Legalized/recreational marijuana; policy development.
- Mental health (advanced course); incident aftermath or something similar to teaching supervisors about the legal process after an incident; asbestos OH&S for worker taking asbestos containing samples.
- Hoisting and rigging; overhead crane and truck mounted crane; risk management; ground disturbance – train-the-trainer; cargo/load securement – train-the-trainer; working alone – train-the-trainer.
- National Safety Codes basics.
- Chainsaw safety.

In addition to the online courses listed at the end of this survey, what NEW courses would you like AMHSA to provide to your employees?

Comments:

- RCA and mental health.
- Nothing at this time (x2).
- Good list.
- Working alone.
- Musculoskeletal disorder prevention.
- Staff understanding of behavior-based safety.
- Lawnmowers 101 as a lot of municipalities have students, and they all use a large to very large mower. Also, how about a course that covers simple push mowers to 50 HP 3-wing, 9 blade mowers that travel 30 KMs per hour on a roadway. And whipper snippers as well!
- N/A
- Auditor refresher and conducting effective audit interviews.
- Managing drugs and alcohol in the workplace (managers/supervisors) and marijuana legislation, etc.; understanding mental health in the workplace.
- None (x2).
- Nothing to add at this time; this list has good depth to it.
- Defensive driving on training course so employees get to physically drive – not just classroom-based. Also, use of best practices for string trimmers (weed-eaters and whackers); wild animal bird awareness as there is more than bears out there.
- New and young workers; pre-and post-trip vehicle inspections; PPE and use/care of, limitations and maintenance; office ergonomics; driving fundamentals and attitudes; operator safety – brush chipper; operator safety – weed eater/whacker; working in traffic; WCB claims management.

The following municipalities participated in the survey:

ORGANIZATION	Number of Employees	
	Permanent	Seasonal
Beaver County	45	15
Brazeau County	85	22
City of Chestermere	138	60
City of Edmonton	12,000	3,000
City of Grand Prairie	700	300
City of Lethbridge	1,600	200
City of Red Deer	1,500	200
City of Spruce Grove	270	50
City of Wetaskiwin	120	25
Cold Lake Fire – Rescue	-	-
County of Barrhead	30	18
County of Forty Mile No. 8	40	40
County of Grand Prairie	233	280
County of Newell	-	-
County of St. Paul	72	45
Cypress County	60	15
Lac La Biche County	200	50
Lac Ste. Anne County	80	20
Lacombe County	97	33
Lamont County	60	20
Mountain View County	87	45
Municipal District of Foothills	160	70
Municipal District of Spirit River	11	5
Municipal District of Taber	80	12
Municipal District of Willow Creek	45	15
Municipality of Crowsnest Pass	60	80
Starland County	34	30
Town of Barrhead	35	6
Town of Cardston	30	20
Town of Devon	67	30
Town of Didsbury	71	7
Town of Drayton Valley	152	40
Town of Drumheller	100	30
Town of Hanna	21	40
Town of Hinton	130	5
Town of Provost	17	6
Town of Stettler	50	25
Town of Stony Plain	108	65
Town of Vegreville	94	25
Village of Breton	4	9
Village of Cremora	5	1
Village of Hussar	2	0
Village of Marwayne	5	1







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