



2016 Corporate Environment, Health and Safety (EHS) Annual Report

April 26, 2017

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1 Overview

The City of Calgary reports annually on its corporate performance related to environmental stewardship and a safe and healthy work environment. The primary purpose of this report is to provide a summary of The City's corporate environmental and occupational health and safety compliance and performance for 2016.

The City's environmental and safety management systems support our employees, contractors and partners to integrate environmental and safety considerations into day-to-day activities as well as longer term strategic plans. The systems are aligned to externally recognized standards and are regularly audited by external parties to provide assurance that The City is meeting or exceeding these standards. The City builds and strengthens critical management systems to achieve environment and safety outcomes for The Corporation.

The City's Action Plan for the 2015-2018 business cycle has three priority areas which drive actions and outcomes related to the environment and/or employee safety: a healthy and green city, a well-run city and a city of inspiring neighbourhoods. The City has a duty to demonstrate corporate social responsibility and leadership for environmental stewardship and protection of the workforce through continual improvement of environmental, health and safety (EHS) performance.

1.1 Corporate values

Our shared corporate values provide a basis to make decisions and guide our actions to be successful, including being individually responsible and collectively accountable. The City's corporate stewardship responsibilities include:

1. Environmental stewardship – Encouraging responsible use and protection of the natural environment through conservation and sustainable practices to protect and improve the quality of life in the community.
2. Safe and healthy work environment – Protecting the health and safety of ourselves, the people we work with, and the public.

1.2 Code of Conduct

The City's newly-revised Code of Conduct consists of nine corporate policies, including two which guide behaviours on environment and health and safety:

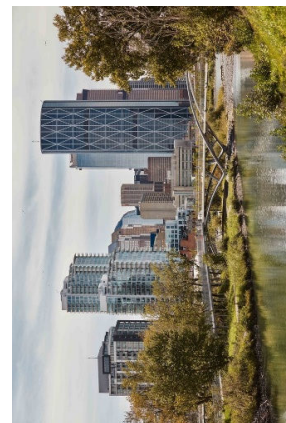
1. The City of Calgary's Environmental Policy provides employees with clear direction on expectations related to environmental legislation, requirements, objectives and targets in their daily activities.
2. The City's Occupational Health & Safety Policy guides efforts on continuous improvement of the corporation's health and safety performance and management system. Safety is a shared responsibility, and the policy requires leadership by management and the participation of all employees.

2 Milestones and Highlights for 2016

2.1 Certificate of Recognition (COR) Safety Management System Audit

The Corporation successfully completed an external audit of its occupational health and safety management system, which included a safety documentation review, visits to key City facilities across The Corporation and interviews with over 400 employees at all levels of the organization. The City received a score of 87 per cent, achieving its Certificate of Recognition (COR) for another three-year cycle. The passing score demonstrates that The City's system conforms to the provincial standard set by the Partnerships in Injury Prevention program. This is a joint program sponsored by Alberta Labour and Alberta's Workers' Compensation Board. Participation in this program allows The City to maintain best practices in workplace safety. The City requires most of its major contractors to maintain a Certificate of Recognition in their respective industry partnership programs. The City's Occupational Health & Safety Management System, based on the COR elements, forms the basis for achieving compliance and performance objectives and managing risk.

2.2 Corporation-wide Environmental Management System



A framework was developed in 2016 for implementation of a renewed corporation-wide environmental management system, based on the revised ISO 14001 international standard for environmental management. The framework provides a coordinated, risk-based and City-specific approach to environmental management and sustainability. It applies recognized standards, and integrates and aligns with existing City business practices and programs. A set of environmental risk profile criteria was established to guide future business unit decisions about using the ISO 14001 standard as an appropriate risk management control.

2.3 Corporation-wide Online Safety Reporting System

The City's new single online system for managing safety data originally went live in early 2015. User testing and deployment continued to groups of business units through 2016, and now proactive safety activities such as inspections, meetings, hazard assessments, and audits will also be captured. Continued roll-out of the system including a mobile application for field staff and cross-corporate sharing of incident investigation results will allow for improved and timelier safety reporting, analysis and decision-making across the organization.

2.4 Climate Program

The City developed a Climate Program in 2016, focused on corporate leadership support, capacity building, the development of a Climate Resilience Plan for climate change mitigation and adaptation, integration and alignment with existing plans, and education. The Climate Resilience Plan will include actions on energy efficiency, renewables and a low carbon economy as well as adaptive actions to reduce the vulnerability and risks associated with the impacts from severe weather events and climatic changes. It will align to other key initiatives and plans such as the Corporate Energy Plan and the 100 Resilient Cities program. Previous surveys of public opinion indicated that

Calgarians want more information and leadership from The City on climate change. Nearly two thirds of Calgarians are concerned about global warming and the impacts of climate change. A climate vulnerability and risk assessment for Calgary was completed in 2016 and will inform where resource investment will result in the most benefit to decrease climate vulnerabilities and minimize the risks of climate change impacts on Calgary's built, natural, economic and social systems.

2.5 Corporate Energy Plan 2016 – 2026

A Corporate Energy Plan was approved for implementation in 2016. Through the plan, The City has reduced its energy consumption and resulting greenhouse gas (GHG) emissions by investing in on-site renewable energy and energy efficiency initiatives such as efficient lighting retrofits and automated building controls. The decrease in demand for some City services also played a role in reducing energy consumption and GHG emissions. The Corporate Energy Plan provides guidance for corporate actions on energy cost savings, energy efficiency and carbon emission reductions over the next ten years. Individual business units are developing performance measures specific to their service lines, and defining their contribution to overall effectiveness, costs, and environmental impact for The City. For example, the Transportation Department Energy Management Plan was developed in alignment with the Corporate Energy Plan, recognizing that diesel use by city buses and electricity consumption for street lighting are among the highest energy use functions at The City. Longer term changes aimed at more sustainable transportation infrastructure are set out in the Calgary Transportation Plan. Potable water production and wastewater treatment also consume a substantial proportion of The City's energy budget. Energy management strategies and programs are being developed to improve the efficiency of energy use at the water and wastewater treatment plants. For example, there is an on-going program at the Bonnybrook Wastewater Treatment Plant to use bio-gas (methane) to produce both electricity and heat for the plant.

2.6 ReTree YYC

In 2016, ReTree YYC planted approximately 9,400 trees and more than 94,000 trees were pruned for preservation. The ReTree YYC program was established to help Calgary's urban forest recover from the September 2014 snowstorm. The program includes pruning damaged trees, replanting lost trees, educating citizens on taking care of their own trees and improving resiliency. The City continued public urban forestry stewardship through education programs for citizens and community groups to raise awareness of tree preservation practices. The 2016 Citizen Satisfaction Survey indicated that 95 per cent of Calgarians were satisfied with Calgary's parks, playgrounds and open spaces.

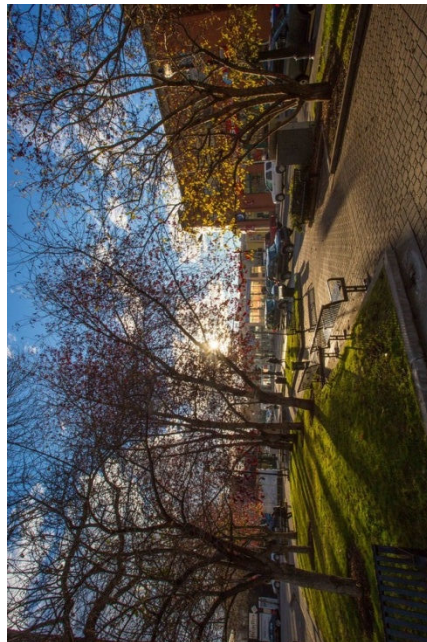


3 Corporate Environmental Management

The City of Calgary's Environmental Policy addresses The City's broader environmental stewardship role and within its own operations a commitment to:

- Develop and implement strategies to mitigate impacts, promote conservation and minimize consumption of natural resources including land, air and water.
- Develop and implement strategies to prevent pollution, protect and enhance the natural environment, reduce waste generation, reduce GHG emissions and respond to climate change.
- Integrate environmental considerations into all decisions and approvals relating to growth, planning, infrastructure, transportation and development.

The Policy provides direction for City business units to work together to continually improve performance and comply with environmental legislation, standards and requirements. All City business units follow key environmental controls through various strategic plans and corporation-wide policies and programs. In addition, the Policy encourages all employees to embed environmental considerations into day-to-day activities.



Ten business units with higher environmental operating risks have formal environmental management systems registered under ISO 14001, an international standard for effective environmental management. These environmental management systems are collectively known as EnviroSystem and they are audited annually to maintain their registrations. Those business units that are registered to the ISO 14001 standard are currently transitioning from the previous version of the standard (ISO 14001:2004) to the most recent revision (ISO 14001:2015). The new version of the standard places more emphasis on ensuring environmental considerations are fully integrated into strategic business planning.

ISO 14001 registered business units have environmental professionals embedded within their operations to coordinate their environmental initiatives, build processes to provide due diligence in environmental hazard management and coordinate auditing and reporting requirements. Environmental and sustainability subject matter experts are also embedded in other key areas of the organization to provide expertise related to climate change resiliency, energy management, sustainability and growth strategies.

Environmental governance at The City provides policy frameworks, rules and standards by which the municipality must operate. It supports employees in being accountable for managing environmental compliance and risk and improving performance. Examples of environmental governance include the Green Driving Policy and Standard and the Sustainable Environmental & Ethical Purchasing Policy, as well as recent improvements to the Internal Audit Program.

The Corporation has programs and services to manage environmental risks, promote environmental stewardship and continually improve environmental performance. Examples of these programs include contaminated sites management, the Corporate Waste Diversion Program, the Substance Release Reporting Program and the redevelopment or reuse of City-owned brownfields.

In collaboration with other business units, Environmental and Safety Management monitors corporate performance on environmental compliance and environmental stewardship. The following pages use a results-based accountability (RBA) approach to communicate the 'story' behind environmental performance and actions The City will take to support continual improvement.

3.1 Climate Change



Calgary is becoming more vulnerable to a range of impacts from climate change including floods, droughts, rising temperatures and more frequent and intense storm events as a result of increasing temperatures and changing precipitation. Recently the provincial and federal governments announced mandated climate actions such as the Alberta Climate Leadership Plan and the federal government's adaptation measures and cap on greenhouse gas (GHG) emissions - requirements to which The City must adhere.

A broad administrative umbrella, The Climate Program, was established to provide strategic direction to reduce carbon and respond to the risks of climate change in a coordinated, planned and timely manner. It provides a "One City, One Voice" approach that will result in effective management practices, business and budget prioritization, and strategic oversight.

The City of Calgary has been a leader and is well prepared to build resiliency in the face of climate change. Existing plans such as the Flood Resilience Plan, Corporate Energy Management Plan, Calgary Transportation Plan, and Community Greenhouse Gas Reduction Plan support energy efficiency, carbon and cost reduction and improved infrastructure and services to protect Calgarians and The Corporation. Project-level actions include alternative fuel trials and process gas capture to reduce GHGs; electricity co-generation to reduce costs and GHGs; solar mapping information to educate Calgarians; and flood protection berms to protect from future flooding.

The Climate Resilience Plan is the physical planning document that will include objectives and measures to guide priorities and actions for business units, and opportunities for the industrial, commercial and institutional sectors and community to take collaborative action on climate change. It is also the plan that will be developed to meet the provincial requirements for mitigation and adaptation planning. Engagement and plan development will take place during 2017. It is anticipated that the plan will be presented to Council in Q1 2018. Timeline drivers for the Climate Program include:

1. A readiness to respond: Developing projects that enable The City to capitalize on grant programs released annually by the provincial and federal governments. The City should be in a position to have plans/proposals in place that align with funding availability.
2. Impacts of the carbon levy: Reducing corporate and community impacts and capitalizing on opportunities early on will ensure a readiness to offset the impact of the carbon levy.
3. Business plan and budget process 2019 - 2022: This process starts in 2018. Climate risk analysis takes more than a year to conduct. Preparing Administration in advance will increase efficiencies for prioritization and providing recommendations to Council. Work already underway since 2016 is well suited to set The City up for success in its readiness to respond to impacts of the carbon levy and business planning for 2019 – 2022 business plan and budget cycle.

3.2 Environmental Compliance

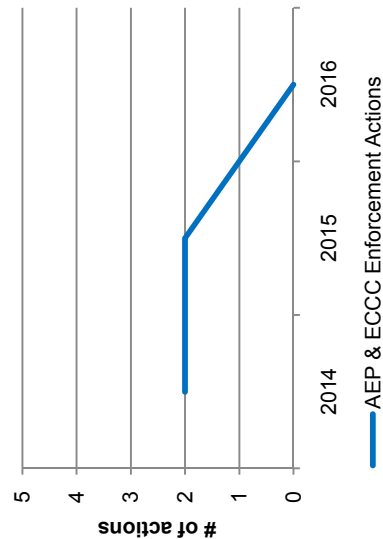
Through The City of Calgary's Environmental Policy, The City has committed to ensuring its operations comply with and conform to environmental legislation, standards and other requirements. The City manages its environmental compliance through the plan-do-check-act cycle of its environmental management system. Management of environmental compliance aligns with the Council Priority of "a well-run city."

Items of note:

- Provincial and federal regulators did not take any environmental enforcement action against The City in 2016.
- The City's environmental substance release reporting performance is improving.
- Internal auditing has supported business units identify gaps in awareness regarding environmental compliance obligations.

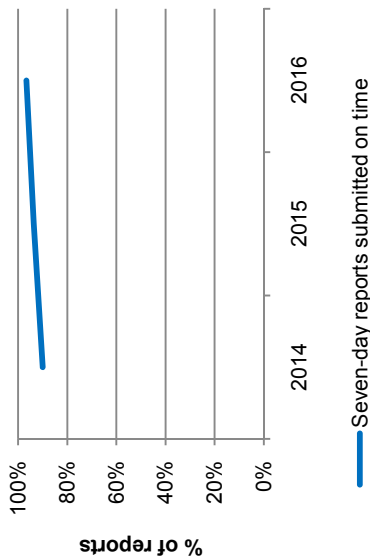
How are we doing?

Enforcement actions by provincial and federal regulators



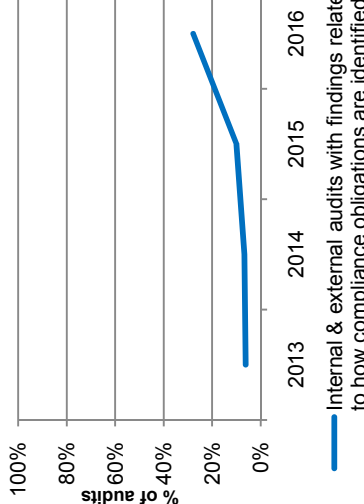
Between 2014 and 2015, Alberta Environment and Parks (AEP) issued one administrative penalty and two warning letters to The City; Environment and Climate Change Canada (ECCC) laid one charge. These enforcement actions were related to events that occurred between 2011 and 2015. No enforcement action was taken against The City in 2016.

Substance release reports submitted to regulator within legislated timeframe



A written release report must be submitted to AEP within seven days of notifying them of a reportable substance release. The City uses an internal 311 service request to document, track and report substance releases. The 311 system supports compliance with the seven-day reporting timeline.

Per cent of business unit audits that found issues with how compliance obligations are identified



The revised ISO 14001 standard expands requirements related to identifying, understanding and evaluating compliance obligations. To support transition to the revised standard, audits conducted in 2016 had an increased focus on verifying that business unit processes are sufficiently identifying the environmental compliance requirements that apply to their operations.

Actions for 2017

- Develop and implement professional development opportunities to enhance compliance knowledge amongst internal environmental auditors.
- Update the Corporate Substance Release Reporting Program to ensure continued compliance with regulatory reporting requirements.
- Continue transitioning ISO 14001-registered business units to the revised ISO 14001 standard.
- Deliver Capital Construction Environmental Training for project managers and operational construction staff.
- Continue to monitor emerging factors affect the management of corporate environmental compliance including the expanded expectations of the revised ISO 14001 standard, the South Saskatchewan Regional Plan, and potential new authorities and obligations under the City Charter.

3.3 Environmental Stewardship

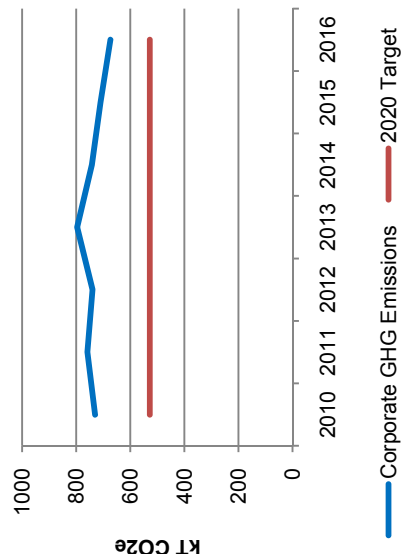
As part of its environmental stewardship responsibilities, The City aims to lead by example to conserve, protect and enhance the environment. The City of Calgary's Environmental Policy includes commitments to conserve resources, prevent pollution and continually improve environmental performance. Corporate environmental stewardship aligns with the Council Priority of "a healthy and green city" and also supports the Council Priority of "a well-run city" by minimizing environmental risks.

Items of note:

- Investment in renewable energy and energy efficiency initiatives is reducing corporate greenhouse gas (GHG) emissions.
- Ten brownfield projects were completed in 2016 including two redevelopment projects and eight dispositions.
- While the number of reported corporate substance releases went up, those releases with the potential to have an adverse effect on the environment and/or human health remained the same.

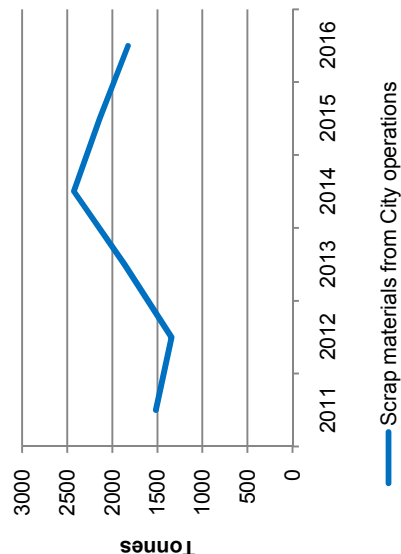
How are we doing?

Corporate greenhouse gas emissions



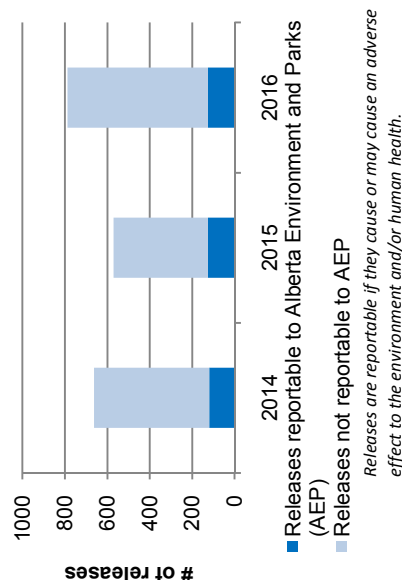
The City has reduced its energy consumption and resulting greenhouse gas (GHG) emissions through investment in renewable energy and energy efficiency initiatives such as efficient lighting retrofits and automated building controls. The decrease in demand for some City services also plays a role in reducing energy consumption and GHG emissions. Corporate GHG emissions comprise approximately four per cent of city-wide GHG emissions.

Tonnes of corporate scrap materials recycled



The City's investment recovery program looks for innovative ways to recycle and re-use scrap materials including metal, batteries, used oil and electronic waste. The amount of scrap material generated and recycled every year varies with City operations and projects. The amount of money recovered from the sale of scrap materials fluctuates based on commodity prices. Approximately \$418,000 was recovered in 2016.

Corporate substance releases to air, land and water



Releases are reportable if they cause or may cause an adverse effect to the environment and/or human health.

The City uses the 311 system to document, track and report substance releases. The total number of City releases reported to 311 increased by 38 per cent between 2015 and 2016. The number of those releases reportable to Alberta Environment and Parks remained the same. Increasing awareness of internal reporting requirements may have led to greater internal reporting of smaller releases to 311.

Key Partners

Internal: All City business units and employees.

External: Provincial government (e.g. Alberta Environment and Parks, Energy Efficiency Alberta), Federal government (e.g. Environment and Climate Change Canada, Fisheries and Oceans Canada), multi-stakeholder groups (e.g. Federation of Canadian Municipalities), civic partners, contractors, developers, community organizations and citizens.

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4 Occupational Health and Safety Management

The City's Occupational, Health and Safety (OHS) Policy supports The City's commitment to provide a safe and healthy work environment for its employees. As a Corporation, we are responsible for providing safe work environments for all employees and employees are responsible for doing work safely and leading by example to support safe work practices.

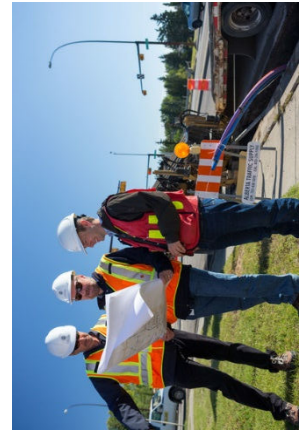


Safety governance provides policy frameworks, standards and rules by which the municipality must operate. The City's Occupational Health and Safety (OHS) Management System provides the policy, directives and expectations to manage health and safety at The City of Calgary and continually improve our safety performance. Examples include the Corporate Emergency Response Plan (ERP) Program Framework, the Incident Management Standard and oversight of the online safety reporting system.

The City has a Corporate Safety Strategy that identifies opportunities to strengthen corporate safety culture to improve safety performance. It focuses on five strategic result areas:

- **Safety Culture:** Define and foster shared values and attitudes about safety.
- **Leadership:** Create the conditions for leaders to be effective safety champions through a focus on modeling positive behaviour and reinforcing desired safety values and beliefs.
- **Governance:** Integrate governance, risk and compliance in a seamless approach to safety decision making.
- **Programs and Services:** Develop the framework for safety programs and services that makes it easy to take actions to create a safe work environment.
- **Evaluation and Measurement:** Develop a performance measurement system to drive improvement.

OHS programs and services are provided to The Corporation and business units to manage safety risks, promote a healthy and safe workplace and continually improve performance. Examples of these programs include safety advisory services, occupational hygiene services, coordination of Workers' Compensation Board incident reporting, and provision or coordination of training and safety resources.



The OHS management system is audited to the standards of the provincial Partnerships in Injury Reduction (PIR) program. A successful audit shows that the employer's health and safety management system has been evaluated by a certified auditor and meets provincial standards. Organizations that achieve a passing audit score are awarded a Certificate of Recognition (COR). An external party audits The City every three years to ensure The City meets the current standards and requirements of the provincial certifying partner, PIR.

The City now has a corporate-wide online safety reporting system, which is an important component of the OHS management system. Through this system incidents can be reported and investigated, hazardous conditions and near misses can be identified and addressed, hazard assessments can be maintained and safety meetings and inspections can be tracked. The first full year of implementation of this system across The City occurred in 2016. The safety reporting system improves corporate safety reporting and trends analysis so that support and resources can be aligned to focus on areas for improvement.

In collaboration with other business units, Environmental and Safety Management monitors occupational health and safety compliance and performance. The following pages use a results-based accountability (RBA) approach to communicate the 'story' behind The City's performance, as well as actions The City will take to support continual improvement.

4.1 Occupational Health & Safety Compliance

Through the Occupational Health and Safety (OHS) Policy, The City has committed to ensuring its operations comply with OHS legislation requirements. It is also important for The City to conform to the standards established within its own OHS Management System. The City manages its OHS compliance through the plan-do-check-act cycle of its OHS Management System. Management of OHS compliance aligns with the Council Priority of “a well-run city”.

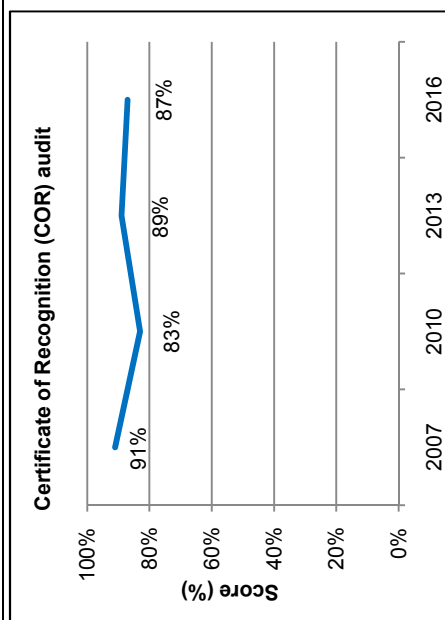
Items of note:

- The City maintained its Certificate of Recognition (COR), achieving an overall score of 87 per cent on the COR audit.
- The City's compliance with incident reporting timelines is improving.

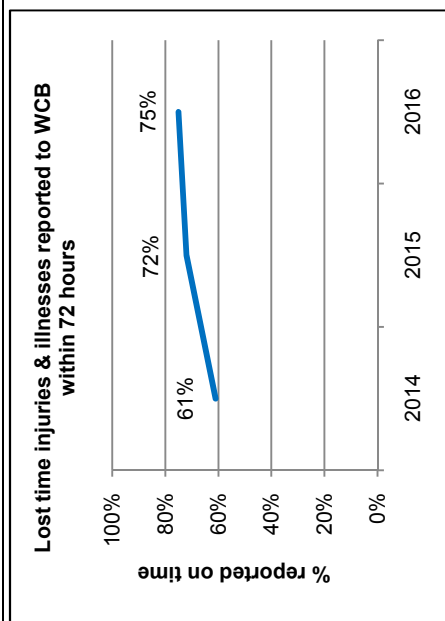
Key Partners

Internal: Law Department, Supply Management, Corporate Project Management Centre, Fleet Services, Joint Worksite Health & Safety Committees.
External: Alberta OHS, Alberta Municipal Health & Safety Association, Industry Task Force Association.

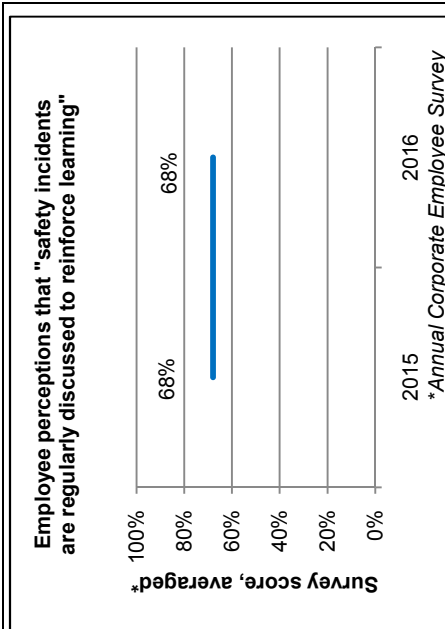
How are we doing?



In 2016, The City's OHS management system was audited against the standard set by the provincial Partnership in Injury Reduction program. The City achieved an overall score of 87 per cent and maintained its COR. Areas of strength included organizational commitment and orientation and training. Key opportunities for improvement identified by the audit were related to incident investigations and the reporting of near-misses and hazardous conditions.



Injuries and illnesses must be reported to the Workers' Compensation Board (WCB) within 72 hours of the employer receiving notification that the incident has resulted in lost time or medical treatment being sought. Having a team of WCB Coordinators has improved The City's compliance with reporting timelines. The new online safety reporting system and delivery of the Workers' Compensation Matters course are also contributing to improved compliance.



The City's Incident Management Standard requires that incident investigation results be shared with all employees involved. The Corporate Employee Survey scores indicate that employee perceptions of The City's conformance with this requirement were unchanged from 2015 to 2016.

Actions for 2017

- Develop an action plan to address COR Audit recommendations, taking into consideration safety data trends, risks and safety climate results from the Corporate Employee Survey. Focus on increasing near-miss and hazardous condition reporting, enhancing incident investigations and communicating investigation results.
- Conduct a review of OHS legislative requirements applicable to each business unit's operations to heighten The City's understanding of business unit-specific compliance requirements and risks.
- Deliver Workplace Hazardous Materials Information System (WHMIS) training to support compliance with new requirements under the *Hazardous Products Regulations*.
- Continue to analyze data from the online safety reporting system to identify opportunities to improve OHS compliance.
- Continue to monitor emerging factors that may affect the management of OHS compliance including the planned changes to Alberta's OHS Act and OHS Code, Alberta's review of the WCB, and The City's plan to include contractor safety in future COR audits.

4.2 Providing a Safe and Healthy Work Environment

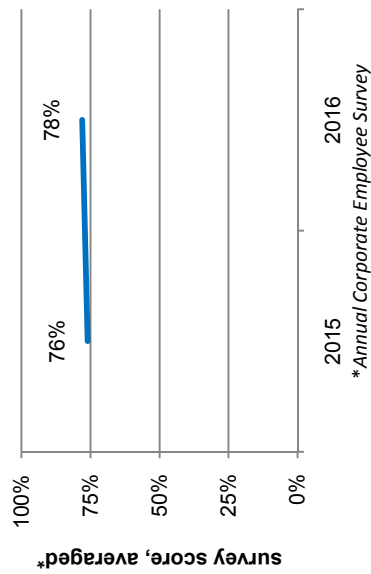
The City's Occupational Health and Safety Policy outlines The City's commitment to providing a safe and healthy work environment for its employees. The policy also sets out expectations for employees to contribute to a safe and healthy work environment as a shared responsibility. Through implementation of the Corporate Safety Strategy, The City aims to continually improve its occupational health and safety performance, which aligns with the Council Priority to be "a well-run city."

Items of note:

- The total recordable injury frequency decreased in 2016, representing fewer medical aid injuries to employees.
- Employees missed an average of 21 days of work when injured. This reflects higher severity of some injuries and a decreased ability to accommodate.

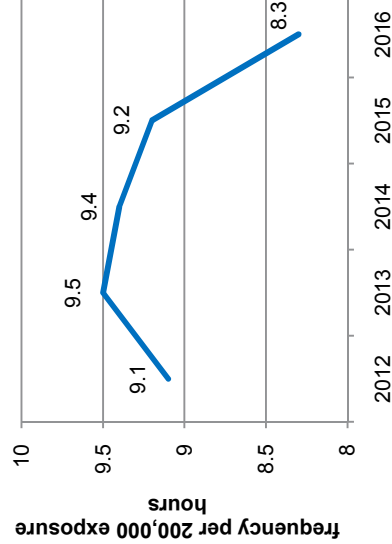
How are we doing?

Employee perceptions: "I receive information about the safety hazards of my job"



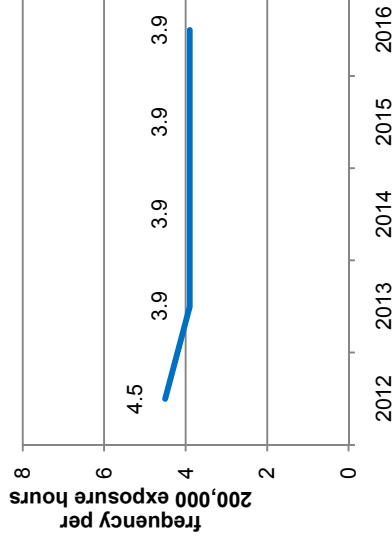
To reduce the number and severity of occupational injuries and illnesses, The City focuses on improving the assessment of hazards related to the work that our employees do and reinforcing the role of supervisors in communicating safety hazards to their employees. The annual Corporate Employee Survey results indicate an increase in the percentage of employees that feel they receive information about the hazards relevant to their jobs.

Total Recordable Injury Frequency



The City's Total Recordable Injury Frequency (TRIF) is decreasing. Recordable injuries and illnesses include medical aid incidents (those that result in medical treatment being sought, but do not result in lost time) and lost time incidents (those that result in the employee losing time from work). Business units have each set a target for TRIF and these targets were used to develop the corporate-level Action Plan (2015 – 2018) target.

Lost Time Claim Frequency (LTCF)



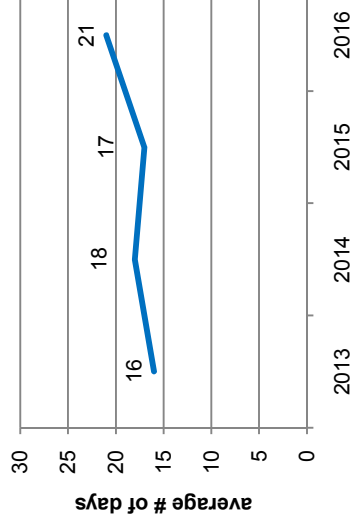
The reduction of total recordable injuries is attributable to a decrease in the number of medical aid incidents; the frequency of incidents resulting in lost time has remained relatively the same.

Key Partners

Internal: Senior Safety Committee, Human Resources, Law, business unit safety champions.

External: Alberta Occupational Health & Safety (OHS), Alberta Municipal Health & Safety Association (AMHSA), Workers' Compensation Board (WCB).

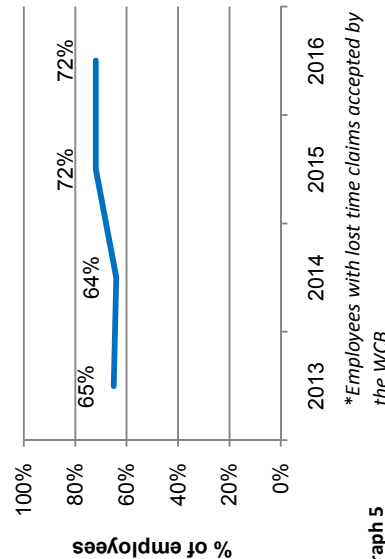
Average days lost per lost time claim



Graph 4

The average number of days lost per lost time claim was 21, an increase over 2015. This increase is partially due to challenges in providing accommodated work for injured employees in a timely fashion. The severity of some employee injuries also contributed to the overall increase in days lost.

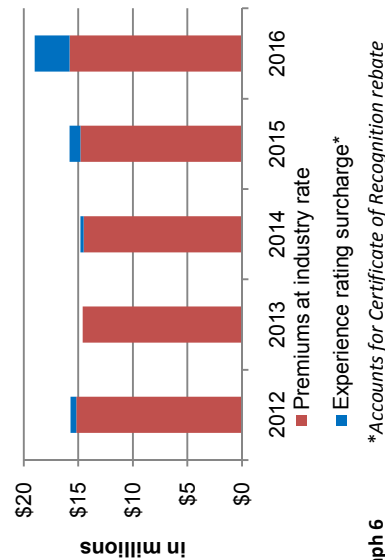
Per cent of injured employees* accommodated



Graph 5

In 2016, 11 per cent of injured employees with lost time claims could not be accommodated at any time during their claim due to a lack of medical clearance to work. Of the employees that could be accommodated, 72 per cent were provided with an accommodation. Efforts to reduce costs and increase efficiencies across The City have reduced the availability of some types of work that were used to accommodate injured employees.

Workers' Compensation Board (WCB) premiums



Graph 6

The increase in WCB premiums is due to increased wages paid out by WCB for an increased number of days lost, as well as a 12 per cent rise in the industry rate applied across the "Cities" industry. In order to reduce the amounts paid out by WCB and lower premiums, continued management effort is required to prevent recordable incidents and provide accommodated positions for injured employees.

Actions for 2017

- Update the Occupational Health & Safety Management System, incorporating the recommendations of the COR Audit.
- Implement the Safety Culture Framework through business unit-specific safety work plans to reduce the number and severity of work-related injuries and illnesses. The Safety Culture Framework focuses on injury prevention through tactics and actions that can be implemented at the business unit level.
- Encourage and enable employees to identify and report hazardous conditions and near-misses. Identifying and addressing/correcting hazardous conditions and near-misses leads to the prevention of injuries and illnesses.
- Deliver updated incident investigation training for supervisors to improve the quality and consistency of incident investigation, including root cause analysis.
- Promote shared learning through improved communication of incident investigation results within and between business units using a corporately developed process.
- Roll out online safety reporting dashboards to business units to improve internal communication and visibility on safety performance. The dashboard information will help business units concentrate efforts on their unique safety needs.
- Continue implementation of online safety reporting, including roll out of a mobile application to allow staff to report safety incidents and actions from the field.
- Collaborate with Human Resources (Wellness) to incorporate new expectations for managing psychological risk factors into corporate safety processes. For example, work to update Job Demands Analyses for 911 positions is currently being piloted.