



Safety Association Guidelines

2025

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Safety Association Guidelines

Introduction

The Saskatchewan Worker’s Compensation Board (WCB) administers funds and works co-operatively with safety associations to promote injury prevention in a variety of industries. The WCB will consider requests for funding from employers in any of the rate codes established under *The Workers’ Compensation Act, 2013* (the “Act”), who have joined together to form a safety association to prevent injuries and promote safety.

WCB recognizes that the effectiveness of safety associations is dependent on comprehensive information concerning claims activity in their industry. Per WCB’s Safety Associations (POL 04/2019) policy, employers in Saskatchewan, in any industry code can set up and support a safety association to help prevent injuries and make workplaces safer through education and other initiatives (POL 04/2019, section 1). Safety associations can request a grant from the Saskatchewan WCB to fund their programs aimed at preventing injuries and ensuring safety for workers and employers in the industry code(s) they represent (POL 04/2019, section 2.). All employers in the industry rate code(s) represented by the safety association will contribute equitably to funding the grant as part of their workers’ compensation premium assessment. The WCB will include a

premium rate component for employers in the participating industry code(s) to support the safety association (POL 04/2019, section 4).

The Vice President of Prevention and Employer Services or designate is the Fund Administrator responsible for the administration of safety association programs in Saskatchewan.

These guidelines serve as a roadmap for safety associations, offering clear direction on how to establish and operate in alignment with Safety Associations policy (POL 04/2019).

Acronyms

Worker's Compensation Board (WCB)

Safety Association (SA)

Key Performance Indicators (KPI's)

Fund Administrator (FA)

Section 1: Roles and Responsibilities

1A Responsibilities of Safety Association(s)

Safety associations are responsible for promoting injury prevention and workplace safety for workers and employers within its represented rate code(s) through education, training, and other initiatives. These obligations include:

- **Compliance with WCB Policies:** Operate in accordance with WCB policies and guidelines, fulfilling obligations outlined in the agreement with the WCB.
- **Injury Prevention:** Develop and implement initiatives aimed at preventing workplace injuries through education, training programs, and awareness campaigns.
- **Safety Advisor:** Establish a non-voting position on the Safety Association Board of Directors for the WCB's designated Advisor.
- **Employers:** Ensure employers in the associated rate codes understand their obligations to provide a safe work environment. Regularly collaborate with key interested parties, provide information to support employers in developing effective safety programs.
- **Financial Accountability:** Ensure transparent and responsible management of funds received from the WCB or generated by other means, adhering to financial reporting requirements, audits as outlined in the funding agreement and using funds for approved purposes.
- **Human Resources:** Utilize an approved industry standard job evaluation process.
- **Collaborate:** Foster strong relationships and collaborate and communicate among members, safety associations, and the WCB to increase awareness of the safety association's programs, education, training and how to address safety concerns effectively.
- **Monitor and Evaluate:** Regularly assess the effectiveness of injury prevention initiatives and safety programs, adjusting as necessary to improve outcomes.
- **Reporting:** Provide timely and accurate reports to the WCB, detailing activities, expenditures, and outcomes achieved with funding received based on the provided schedule, in accordance with the funding agreement.
- **Continuous Improvement:** Strive for continuous improvement from a board governance perspective, industry safety best practices and injury prevention strategies, staying informed about emerging trends and best practices.
- **Member Satisfaction:** Obtain regular feedback from members to evaluate member satisfaction on the delivery of injury prevention and workplace safety programs. Such feedback is to be obtained at least once every five years.
- **Legal Requirements:** Ensure compliance with relevant legislation and regulations governing not for profit corporations and workplace safety and occupational health.

1B Responsibilities of the WCB

The WCB has the legal responsibility to ensure that the funds given to safety associations are used properly and in the best interest of all employers in the rate code(s). To achieve this objective, the WCB will:

- **Oversight:** Provide oversight and monitoring of safety associations to ensure compliance with WCB policy and funding agreement terms and conditions.
- **Funding Allocation:** Provide funding to safety associations based on the established process outlined in the funding agreements.
- **Financial Management:** Ensure transparency and accountability in the use of funds by safety associations, including effective use of funding for the intended purpose, proper financial reporting, and auditing procedures. This includes, but is not limited to reporting, financial, and operational auditing as part of the funding agreement.
- **Policy Guidance:** Provide guidance and support to safety associations and their Board of Directors regarding compliance with WCB policies and regulations.
- **Professional Development:** Facilitate the access for safety association leadership, staff and board members to relevant board governance, program evaluation and other training and support for effective association management.
- **Data Sharing:** Provide confidential injury data related to the hazards/risks in the safety association's class for planning purposes and estimated levy amounts.
- **Data Governance:** Safeguard member information and injury data to prevent unauthorized access or disclosure.
- **Collaboration:** Collaborate with safety associations to identify priorities, inform strategies, and implement initiatives aimed at improving workplace safety and injury prevention.
- **Performance Evaluation:** Evaluate the performance and effectiveness of safety associations in achieving their objectives and desired outcomes.
- **Engagement:** Facilitate communication and collaboration between safety associations, employers, workers, and other interested parties to promote a culture of safety.
- **Compliance Monitoring:** Monitor safety associations' compliance with funding agreements, including reporting requirements and adherence to approved budgets.
- **Continuous Improvement:** Continuously assess and improve funding mechanisms and support structures to enhance the effectiveness and impact of safety association initiatives.

Section 2: How to Establish a Safety Association

2A Application Funding

Groups interested in creating a safety association may refer to the process outlined in the [WCB Safety Association Policy POL 06/2020](#)

2B Steps to Establish a Safety Association.

To establish a safety association in Saskatchewan, the applicant must:

1. **WCB Act 2013 Section 146 and WCB Policy 06/2020 Safety Associations:** Review and become familiar with how WCB funds a safety association, WCB requirements for safety associations, and the obligations of a safety association.
2. **Research:** Conduct research to understand the need for a safety association in the industry or employer rate code(s) and identify potential interested parties and supporters.
 - Examine the existing WCB Assessment Rate Classification of Industries to identify which rate code(s) your safety association intends to represent. The association should cover a whole rate code or multiple rate codes within an industry class that address similar safety concerns. It is important to note that the association cannot solely serve specific sub-codes within a rate code.
 - Obtain the approximate number of workers and employers in each employer rate code from the WCB to understand the number of employers and workers the safety association will serve with its programs and services.
3. **Legal Requirements:** Become familiar with the legal requirements for establishing a nonprofit organization in Saskatchewan, including registration under the *Non-profit Corporations Act* or *Canada Not-for-Profit Corporations Act* (if applicable).
4. **Evidence of Support:**
 - Engage with employers, workers, industry associations, and other interested parties to gauge interest and gather support for establishing a safety association. Document evidence of support to accompany the application.
 - Evidence of support can include the results of a survey or membership vote, letters of support, etc. Support will be considered sufficient if the proposed safety association is endorsed by 50% plus 1 of the employers in the rate code or employers who account for 50% of the industry rate code(s) weighted payroll (POL 04/2019, section 7.)
 - Existing safety associations are not responsible for establishing industry support for the purpose of adding a new rate code(s) to their safety association. Requests for additional rate codes must be submitted to the Director of Prevention who will make recommendations to the Fund Administrator and the WCB Board for approval.

5. **At-Risk Industries:** At-risk industries will be considered for safety association funding if supported by at least 20% of the industry rate code(s) weighted payroll.
 - WCB considers an industry rate code(s) to be at-risk if it has been trending in the 80th percentile or higher than the provincial average for:
 - The time loss injury rate for a period no less than three consecutive years, and
 - The total injury rate for a period no less than three consecutive years.
 - The WCB may collaborate with the employers or employer groups in at-risk industry rate codes to assist in establishing evidence of sufficient industry support.
6. **Submit Evidence of Support to WCB:** Complete the application to establish a safety association and submit the application and the evidence of support to the WCB (POL 06/2020).
 - The WCB will review the application and evidence of support and will either request further information from the applicant or recommend the application to the WCB Board for approval. If the application does not include evidence of sufficient support, the WCB may offer advice on options to provide the required evidence.
 - If approved, the WCB Board will provide the applicant with written approval to establish the safety association.
7. **Not-for-Profit Organization:** Establish a non-profit organization as stipulated by [The Non-profit Corporations Act, 2022](#) and the [Non-profit Corporations Regulations, 2022](#), and/or the *Canada Not-for-profit Corporations Act* (NFP Act), and the *Income Tax Act*. A certified copy of the safety association's Certificate of Non-profit Incorporation will be required by the WCB. Federal non-profits must have a registered office in Saskatchewan.
8. **Board of Directors:**
 - Directors named in the initial application for not-for-profit status are responsible for establishing an initial set of bylaws and assembling members of the safety association to elect a Board of Directors.
 - The set of Board members may include expertise and experience in workplace safety, industry knowledge, governance, finance, and other relevant areas. The composition of the safety association Board of Directors should include equal representation from:
 - Worker representative(s), who may be:
 - A worker who has entered or works under a contract of service or employment with an employer registered in a rate code funding the safety association or
 - A member of an employees' union that only represents workers from employers in the rate code(s) funding the safety association (e.g., Saskatchewan Union of Nurses, Retail, Wholesale Department Union Store, etc. or
 - A worker who was seriously injured while working in the rate code funding the association.
 - Employer representatives(s) registered in a rate code funding the safety association.

- WCB will appoint an Advisor to attend safety association board meetings with access to relevant strategic, operational, and financial information. This WCB position is non-voting. If unable to attend, the WCB Advisor may designate another WCB representative in the event of an unavoidable absence.
- It is recommended that all board members, including the WCB advisor complete the SA specific board orientation within the first year of appointment.
- The board agenda may include a provision for an *in camera* session for the safety association's board members only. In camera discussions should be limited to confidential or sensitive issues i.e.: legal, personnel issues, association member issues of a confidential nature, or discussion of Board dynamics or performance.
- The audit committees' terms of reference include the requirement of the audit committee meeting *in camera* privately with the external auditors to discuss any matters the committee or the auditors believe should be discussed privately.
- Safety Associations have a requirement to be open and transparent as they represent their membership. Board governance business should not be discussed *in camera* to exclude individuals as fulsome board discussions are important on all agenda topics in which board meeting minutes are documented and filed.
- While the majority of board directors should represent workers and employers from the safety association's paid rate code(s), the safety association may allow directors who are neither a worker nor an employer in the industry rate code(s) represented by the safety association but possess special knowledge or expertise (e.g., accounting).
- The final board composition may vary between association based on their governance needs and representation of the industry (for example, there may be the need to have board members from other employer or worker organizations in order to best support the industry). Board composition questions may be brought to the WCB Director of Prevention for clarification by the safety association executive director, or board chair.
- All directors and non-voting members of the SA board are required to complete an annual confidentiality agreement signed and kept on file.
- It is recommended that safety associations' policies outline the term limits for board directors, utilizing current best practise for non-profit organizations, such as two subsequent three-year terms and then resignation from the board to allow the opportunity for other employers and workers to contribute toward the mandate of the organization.

2C Applying for Initial Funding

1. **Submit Letter of Intent:** The Board of Directors must submit a Letter of Intent and the Safety Association Funding Application to the Fund Administrator by June 30th to receive funding at

the start of the next calendar year. The Letter of Intent should outline the budgetary requirements of the safety association for the upcoming year and account for all funds in possession of the safety association at the time of submission (i.e., reserve fund and surplus balances).

The Letter of Intent must contain:

- The name of the safety association requesting the funding. This should be the name registered with the Corporations Branch of the Ministry of Justice.
 - Proposed budget for operations including capital and reserve fund balances, proposed allocations to capital and reserve funds and, if applicable, balances of surplus funds.
2. **Funding Agreement and Release of Funds:** Upon review of the Letter of Intent and the Safety Association Funding Application by the Fund Administrator and approval by the Board of the WCB, the safety association will enter into a multi-year Safety Association Funding Agreement with the WCB. Release of any funds, in initial and subsequent years, is contingent on the safety association entering into the signed agreement with the WCB.
 3. **Other Requirements**
 - Safety associations must avoid any direct or perceived conflicts of interest as defined in the Safety Association Funding Agreement with the WCB.

Section 3: How to Apply for Safety Association Annual Funding

3A Reporting Requirements – Funding Application

Prior to applying for annual funding, safety associations must first submit their annual reporting to the WCB by April 30th for the previous calendar year. Specific reporting requirements are outlined in the Safety Association Funding Agreements (Schedule B) and include the safety association's:

- Audited financial statements, notes, and auditor's report for the previous year's operations (i.e., January 1 to December 31).
- Statement of Assets and Liabilities submitted to Information Services Corporation with their annual financial statement.
- Proof of current liability and property insurance coverage.
- A signed *Confidentiality Undertaking* for each safety association employee, contractor, and director who may have access to confidential WCB information (such as that provided in the data sharing portion of the funding agreement).
- An annual report for the previous calendar year showing:
 - Detailed outcomes in relation to the operational plan initiatives.
 - A variance report showing budgeted and actual expenses for the previous calendar year and an explanation for annual variances greater than 10% and over \$7,500 for each budget category.
 - Surplus funds and management plan which may include:
 - plans for the use of the safety association's operating reserve.
 - A designated capital reserve fund (with project timeline).
 - Use in the current operational budget.
- While WCB does not require the use of specific templates it is recommended that the annual report be based off the funding application (same document and format that was submitted the prior year) so comparisons are easier to make. For example, the budget submitted the year prior, would not include the actuals determined at year end in another column.
- It is also recommended that the safety association report their finance statement in alignment with their audited financial statements, i.e., use the same general ledger system for their budget submission and reporting as they do for the third-party audit. This provides clarity and ease of comparison during the oversight review process.

3B Annual Funding Application Process

To be considered for funding, all applicants must complete and submit the Safety Association Funding Application and required supplemental attachments via email to fundadmin@wcbsask.com. Steps to apply for annual funding are:

1. **Letter of Intent:** On or before June 30, each safety association will provide the Fund Administrator with its preliminary request for annual funding for the following calendar year (i.e., Letter of Intent).

2. **Strategic Plan, Operational Plan, and Budget:** On or before July 31, each safety association will submit to the Fund Administrator the following:
 - A strategic plan outlining strategic objectives and key performance indicators (KPIs).
 - An operational plan for the next calendar year including information on proposed programs and activities to accomplish the KPI within each strategic objective, and associated targets.
 - A detailed funding request which includes the current year budget, current year actual expenses and proposed next year's budget with comments on differences from the current year's budget.
3. **Meet with Fund Administrator:** Between August 1 and August 31, the funding advisory committee (composed of the Fund Administrator and 2-3 WCB representatives, including but not limited to the Director of Prevention, a member of the finance services department)) will meet with the safety association to review and discuss the request for funding. The overall objective is to understand the alignment of expenditures to the association's mandate, current and projected budget variances, and the proposed next year budget and any changes in programs and activities.
 - **Note:** Any anticipated surplus from the current year should be included in the budget proposal for the next year.
4. **Projected Payroll/Levy:** The Fund Administrator will provide the safety association with information on the projected payroll/levy for the following year prior to the June 30 deadline for the letter of intent.
5. **Final Funding Request:** The Fund Administrator will provide a letter of preliminary funding approval by August 31, based on the budget and operational plan provided on July 31, and the meeting between the fund advisory committee and the safety association in August. This will be the amount approved by the fund administrator that will be taken to the WCB board for approval. Funding is not finalized until the board of WCB has approved the overall budget of the WCB.
6. **Mediation:** Safety Associations may request mediation of funding agreement budget amounts if the request for the next year is 5% less than the previous year. This request will be made between September 1 and September 15 of the annual budget cycle following the process outlined in Section 3D. Mediation may extend beyond the September 15 date, with the aim of being resolved before December of the same year in order to ensure quarterly payments are finalized in alignment with the rate setting process.
7. **Final budgets for WCB and subsequently the safety associations are not finalized until 30 days after the rate setting announcement, typically in the first part of December.** A final letter will be provided to the safety associations before the end of the calendar year with the approved amount for each quarterly payment.
8. **Payment is provided as four equal payments on the first day of the quarter (January, April, July, and October) or the nearest day in the event the payment date lands on a bank holiday.**

3C Funding Agreement and Release of Funds

Funding to the safety association for all or portions of the annual funding request is approved in accordance with the following process:

1. **WCB written approval:** WCB will provide written approval of all or portions of the funding request that are satisfactory to the WCB. The WCB may request changes to the funding request if the safety association's workplan does not adequately address supporting injury prevention and safety programs before written approval for all or portions of the funding request is given.
2. **Agreement:** Release of any funds will be contingent on the applicant entering into a signed Safety Association Funding Agreement with the WCB.
3. **Disbursement:** Annual funding is dispersed in four equal payments on the first business day of each quarter (January, April, July, October) via electronic transfer in accordance with Schedule B of the funding agreement.

3D Mediation (if required)

The Fund Administrator and the safety association will use the following mediation process with respect to any portion of the funding request which the Fund Administrator has not approved:

1. **Safety association written submission:** The safety association will provide the mediator and the Fund Administrator all the material they included in their request for funding along with a written submission including an explanation and rationale for the request for the portion of the funding the Fund Administrator has not approved. In its submissions, the safety association will include any plans, data, and any other relevant information.
2. **WCB written submission:** The Fund Administrator will provide the mediator with any additional material and a written submission including an explanation and rationale for not approving the portion of the funding not approved. In its submissions, the WCB will include any relevant WCB data, information on the impact of the request on premiums and/or levies and any other relevant information.
3. **Meetings:** The mediator will meet with the parties to assist them to resolve the difference. If the parties are not able to resolve the difference through collaboration, then the mediator will take on the role of arbitrator, will consider all the material submitted by the parties in mediation along with final submissions, and will decide on the funding request.
4. **Decision:** The arbitrator's decision will be binding on the Fund Administrator and the Fund Administrator will approve any funding request the arbitrator deems appropriate unless:
 - The decision will result in any rate increase; and/or
 - The decision will result in an increase in funding of more than 5% over the highest approved funding in the last five years. WCB board of directors' approval is required in the event of an increase in rates and/or increase in funding in excess of the 5%.
5. **Board notification:** The Fund Administrator will forward the arbitrator's decision to the WCB Board as the arbitrator's recommendation.

Section 4: Reporting and Other Requirements for Safety Associations

4A Safety Association Leadership Role

Each safety association receiving grant funding must ensure an individual is responsible for managing and directing the affairs of the safety association and will represent the association in annual meetings with a designated representative of the WCB. This leader will ensure information flows clearly and efficiently between the Fund Administrator, the safety association, and its Board of Directors.

4B Annual Report

To ensure the safety association is achieving its intended mission and purpose, the association must submit an annual report based on the approved Safety Association Operations Workplan. The annual report for the previous calendar year should include:

- Detailed outcomes in relation to the operational plan initiatives.
- A variance report showing budgeted and actual expenses for the previous calendar year and an explanation for variances greater than 10% and over \$7,500 for each budget category.
- Plans for use of surplus funds.
- A report on the status of and, where applicable, plans for the use of the safety association's operating reserve and capital reserves.

4C Quarterly Reports

Each quarter, safety associations are required to submit quarterly reports to the WCB that report variances in activities set out in the operational plan and variances in spending against the approved quarterly budget that are over 10% and over \$7,500.

Quarterly reports are reviewed by the WCB Director of Prevention and may be sent via the Fundadministrator@wcbsask.com email address. If there are any concerns resulting from the quarterly report, the Director of Prevention will reach out to the safety association Executive Director to discuss.

On a quarterly basis, a meeting is held with representatives from WCB, safety associations and The Ministry of Labour Relations and Workplace Safety to share information on initiatives in progress, collaboration on challenges, and celebration of successes and lessons learned.

4D Reports to Members

Safety associations are required to report information to their members to foster transparency and accountability to members. This information should include:

- Strategic plan approved by the safety association's Board and signed by the SA safety manager.
- Annual budget approved by the safety association's Board and signed by the safety manager.

- The safety association's annual report, no later than 120 days after the end of the association's fiscal year.
- The annual audited financial statements, no later than 120 days after the end of the safety association's fiscal year.
- The names of the safety association's Board and committee members.
- The safety's association's bylaws and constitution.
- The terms of reference of the safety association's Board and committees.

4E Compliance Review

The WCB will monitor and evaluate this information and reserves the right to audit the SA. The audit will be a formal inspection and verification of the safety association's financial and operational records, programs, and any other supporting documents to ensure funds are utilized appropriately and that the interests of all employers in the rate code(s) are represented.

4F Membership Feedback

The safety association must obtain feedback from its members at least once every five years to evaluate member satisfaction on the delivery of the safety association's programs. It is recommended that feedback be obtained continuously (via training feedback, employer surveys, etc.) and that this information has a process for internal review to support the changing needs of employers and workers within the safety association industries.

Feedback can be sought by any quantitative or qualitative means (e.g., surveys, interviews, focus groups). The safety association is encouraged to share the feedback and results with the WCB and other safety associations to support improvement across these organizations.

WCB regularly engages their customers to determine satisfaction of services and programs. Any information gathered by WCB that is relevant to the safety associations may be provided as part of the regular WorkSafe quarterly meetings, or via the Director of Prevention.

In the event of a complaint or concerns regarding a particular safety association that is brought to the attention of the WCB, the Director of Prevention will contact the Executive Director of the safety association to share this information and discuss resolution. Likewise, if there are employer concerns or complaints directed at WCB that the association becomes aware of, these will be communicated to the WCB advisor for escalation.

4G Use of Funds

Unless otherwise approved by the Fund Administrator in writing, safety associations must use funding from the WCB for the purpose of executing their strategic and operational plans and supporting member activities (professional development of staff, travel, etc.). WCB will formally review financial information within the categories below to understand how Safety Associations plan to use their funding for their association.

Eligible use of funds includes costs directly related to injury prevention and safety activities include:

Category	Details
Safety Training and Education	Training programs, workshops, seminars, webinars, town halls and related materials.
Marketing and Communications	Marketing, advertising, and outreach efforts aimed at raising awareness about safety initiatives, promoting membership in the association, and fostering collaboration among interested parties. Online content, public signage, manuals, posters, videos, and other print and digital educational materials.
Research and Development	Research projects aimed at identifying emerging safety trends, evaluating the effectiveness of safety interventions, and developing innovative approaches to injury prevention in the workplace.
Consulting Services	Safety experts, consultants focused on the delivery of the mandate of the safety association.
Advocacy	Funding for advocacy efforts aimed at influencing government policies, regulations, and industry standards related to workplace safety, for improved worker protections and injury prevention measures.
Administrative Expenses	Overhead costs such as office rent, utilities, insurance, legal fees, Board expenses, accounting services, and other administrative expenses necessary for the day-to-day operations of the association.
Salaries and Benefits	Wages and Benefits.
Technology and Infrastructure	Investment in technology infrastructure, software tools, and digital platforms to support online training, data management, communication, and collaboration among members.

Category	Details
Travel including Mileage and Meals	Expenses related to directly servicing their members in consulting, auditing and safety training or other safety association travel deemed practical and important. Reasonable travel allowances, including mileage rates may be determined with reference to the Government of Saskatchewan Human Resource Manual, Section 600: Travel and Other Payment Policies and the Appendix Section: PS 601-A. Travel Allowance or guidelines from the Canadian Revenue Agency (See appendix A-C)
Professional Development Industry Meetings	Expenses related to attending professional development, safety conferences, workshops, and industry events to stay updated on the latest association trends. Networking with other safety professionals and sharing best practices. This can include staff and Board Directors.
Gifts	<p>Absent any conflict or appearance of a conflict, gifts that represent the normal exchange of gifts between friends, the normal exchange of hospitality between persons doing business together, or tokens of nominal value exchanged as part of protocol may be accepted. The receipt of any gift with a value in excess of \$200, or any gifts received directly or indirectly from one source where the total cumulative value received in any fiscal year exceeds \$200 must be reported to the appropriate person in charge at the organization.</p> <p>More detailed guidance may be found in the Government of Saskatchewan Human Resource Manual Section 801: Conflict of Interest.</p>

4H Required Policies

In accordance with the *Non-profit Corporation Act, 2022*, as stated within the Funding Agreement, the safety associations must establish Board policy with respect to operating and capital reserve funds. The Funding Agreement defines these reserves as:

- Operating reserve funds – money set aside by the safety association to cover operating costs of the safety association in the event of unexpected expense or financial obligation up to six months of operating costs.
- Capital reserve funds – a reserve fund created by a safety association to fund a specific capital project.

- If surplus is not allocated to either the capital or operating reserve funds from a previous year, then it may be used against the future year budget.

It is recommended that the SA and WCB discuss the use of surplus funding before allocation to ensure alignment with the FA and each organization's understanding of the fund purpose. Both the WCB and the safety association may contribute to the operating and capital reserve funds. The safety association may also contribute funds from its cost recovery services to the reserve funds.

Appendix A: WCB Safety Association Annual Funding Cycle Calendar

Major Activity	Comments	Target Date
Q1 payment to SA	Q1 payment of current year deposited via e-transfer to SA from WCB.	January *
Third-party financial audit	SA complete a third-party financial audit under the non-profit act requirements, also included in annual report.	January 31
Reviews	Review of fourth quarter results as well as previous year's business and financial results.	January
AGM planning	Activities related to the planning and preparation of the AGM.	January
Develop annual report	Beginning the development of the annual report at this stage allows for sufficient time to meet the April 30 deadline.	February
AGM preparation	The AGM happens within the first 120 days of the year.	March 31
Q2 payment SA	Q2 payment of current year deposited via e-transfer to SA from WCB.	April 1*
First quarter results submission		April
Safety Association annual report submitted	SA completes annual report requirements and submits to the fund administrator for evaluation by the Director of Prevention.	April 30
AGM completed	The AGM has been completed within the first 120 days of the year.	April
Prepare applications	SA prepares the applications for the June deadlines.	May

Payroll projects and budgeting information	WCB sends SAs payroll projects and other budgeting information to support letter of intent.	May
Payroll assessment completed	Final previous year and provisional current year payroll is determined. 2025 projections determined at preliminary level.	FTE and Payroll estimates provided to associations May 31
Letter of intent	SA submits letter of intent with estimated next year budget amounts as well as surplus, reserve, and capital fund positions.	June 30
Annual funding		June 30
Preliminary list of estimated financial costs		June 30
Q3 payment SA	Q3 payment of current year deposited via e-transfer to SA from WCB.	July 1*
Funding application submission	SA submits funding applications, including updated strategic plan, operational plan, and preliminary budget for next year.	July 31
Second quarter results	SA submits second quarter results to WCB.	July 31
Multi-document submission date	Each SA submits: <ul style="list-style-type: none"> • Strategic Plan. • Operational Plan. • Detailed Funding Request for next fiscal year. • Annual signed confidentiality agreements of required board, staff, and consultants. • Current organizational chart and list of active board members. 	July 31
Q2 reporting of current year	This includes the variance reporting and operational plan updated for the first two quarters of the year.	July

**Please note that specific dates of payment may change based on holiday schedule. Payments are issued by the Director of Prevention, at least 1 week prior to the end of the previous month, in order to allow finance time to issue the transfer on the first working day of the new quarter.*

Additional budgetary information	WCB provides additional budgetary relevant information that may support SA application.	July
Budget meeting	SA and funding advisory committee (fund administrator, WCB finance and Director of Prevention) meet to review funding application (in-person).	August
Preliminary budget approval	Fund administrator will provide a letter indicating total budget amount approved based on budget meeting.	August 31
Mediation period	If there are disagreements between the SA and WCB regarding the funding application, the SA or WCB may request mediation (as per funding agreement).	September 1 - 15
Final board approved budget and operational plan	SA will submit the final, board approved operational and budget plan for the following year to the fund administrator.	September 30
Q4 payment SA	Final quarterly payment of the year is e-transferred to SA.	October 1*
WCB rate setting		October
Fiscal and administrative requirement preparation	After receiving approval of funding, SAs prepare for next fiscal financials and administrative requirements.	November
Employer review and consultation	Employers receive rate information 30 days after setting.	November-December (30 days after rate setting)
Final letter of approval	The final letter of approval for funding will be issued 30 days after rate setting, before the end of the calendar year with the finalized quarterly amounts and total budget allocation for the following year.	December

Appendix B: Letter of Intent

Letter of Intent - Funding Estimate Template

To be sent to the Fund Administrator by June 30 of each year to apply for next year's funding in an electronic format to: fundadmin@wcbsask.com

Date: **June XX 2024**

Name of safety association:

Year funds requested for: **2024**

Estimated funding request amount: \$

If funding request amount has increased from current year provide a brief explanation for the increase below.

Surplus/reserve funds amount: [insert]

As per current assets on last fiscal year's Audited Financial Statement

Provide the plan for using the surplus/reserve funds below.

Executive Director Signature

Executive Director Name (Please Print)

Appendix C: Safety Association Budget Template Example

Enter Safety Association (SA) Name Here				
Funding Period: From Jan 1 to Dec 31				
SA ANNUAL BUDGET REPORT				
Template Revised 202208				
BUDGET - SA OPERATIONS	BUDGETED 2023	ACTUAL 2023	\$ Variance	% Variance
Revenue:				
WCB SA Grant Funding	\$0.00			
Interest Revenue	\$0.00		0.00	#DIV/0!
Membership Revenue	\$0.00		0.00	#DIV/0!
Other Revenue	\$0.00		0.00	#DIV/0!
Initiatives-Programs Revenue	\$0.00		0.00	#DIV/0!
Total Revenue	\$0.00	\$0.00	0.00	#DIV/0!
Operations Expenses:				
Salaries	\$0.00		0.00	#DIV/0!
Benefits	\$0.00		0.00	#DIV/0!
Rent - Office	\$0.00		0.00	#DIV/0!
Building Maintenance & Repairs	\$0.00		0.00	#DIV/0!
Furniture & Equipment	\$0.00		0.00	#DIV/0!
Telecommunications & Freight	\$0.00		0.00	#DIV/0!
Office Supplies	\$0.00		0.00	#DIV/0!
Property Taxes & Insurance	\$0.00		0.00	#DIV/0!
Website & IT Services	\$0.00		0.00	#DIV/0!
Accounting & Legal Fees	\$0.00		0.00	#DIV/0!
Advertising, Sponsorships & Promotional Items	\$0.00		0.00	#DIV/0!
AGM, Board & Board Committee Meetings	\$0.00		0.00	#DIV/0!
Staff & SA Administration Meetings	\$0.00		0.00	#DIV/0!
Staff Professional Development	\$0.00		0.00	#DIV/0!
Staff Professional Development Travel	\$0.00		0.00	#DIV/0!
Miscellaneous	\$0.00		0.00	#DIV/0!
Initiatives-Program Expenses:				
Consultants & Contractors	\$0.00		0.00	#DIV/0!
Conference Registration & Meeting Expenses	\$0.00		0.00	#DIV/0!
Publications & Materials	\$0.00		0.00	#DIV/0!
Promotions	\$0.00		0.00	#DIV/0!
Technology	\$0.00		0.00	#DIV/0!
Travel	\$0.00		0.00	#DIV/0!
Total Expenses	\$0.00	\$0.00	\$0.00	#DIV/0!
Revenue less Expenses	\$0.00	\$0.00	\$0.00	#DIV/0!
Surplus/Reserve Funds Retained	\$0.00	\$0.00	\$0.00	#DIV/0!
Provide explanation below for financial variances greater than 10% and over \$7500.00 for each budget line item (including revenue and salaries).				

Appendix D: Safety Association Annual Funding Application Template

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Safety Association (SA) General Information

SA OPERATING OR TRADE NAME		
Year funding is requested for:	Funding application prepared by (name)	Date submitted to WCB
SA legal name		Saskatchewan ISC entity number
SA legal address		
SA mailing address (if different from legal address)		
SA website address		
Name of SA Executive Director	Phone number(s) <i>(include area code)</i>	Email address
Name of SA Board of Directors' Chair	Phone number(s) <i>(include area code)</i>	Email address
Name of each director on your Board of Directors	Position (finance committee, advisory committee, etc.)	Term of office elected for:

SA Annual Initiatives/Programs Plan

Strategic Objective(s)

1. Initiative/Program

Key Performance Indicators (KPIs)	Data Collection Methodology

Activity Description	Category	Inputs	Budget	Time Frame	Anticipated Output
1.1					
1.2					
1.3					
1.4					

Activity Description	Category	Inputs	Budget	Time Frame	Anticipated Output
1.5					

2. Initiative/Program

Key Performance Indicators (KPIs)	Data Collection Methodology

Activity Description	Category	Inputs	Budget	Time Frame	Anticipated Output
2.1					
2.2					
2.3					
2.4					
2.5					

3. Initiative/Program

Key Performance Indicators (KPIs)	Data Collection Methodology

Activity Description	Category	Inputs	Budget	Time Frame	Anticipated Output
3.1					
3.2					
3.3					
3.4					
3.5					

4. Initiative/Program

Key Performance Indicators (KPIs)	Data Collection Methodology

Activity Description	Category	Inputs	Budget	Time Frame	Anticipated Output
4.1					
4.2					
4.3					
4.4					
4.5					

5. Initiative/Program

Key Performance Indicators (KPIs)	Data Collection Methodology

Activity Description	Category	Inputs	Budget	Time Frame	Anticipated Output
5.1					
5.2					
5.3					
5.4					
5.5					

6. Initiative/Program

Key Performance Indicators (KPIs)	Data Collection Methodology

Activity Description		Category	Inputs	Budget	Time Frame	Anticipated Output
6.1						
6.2						
6.3						
6.4						
6.5						

7. Initiative/Program

Key Performance Indicators (KPIs)	Data Collection Methodology

Activity Description		Category	Inputs	Budget	Time Frame	Anticipated Output
7.1						
7.2						
7.3						

Activity Description		Category	Inputs	Budget	Time Frame	Anticipated Output
7.4						
7.5						

8. Initiative/Program						

Key Performance Indicators (KPIs)				Data Collection Methodology		

Activity Description		Category	Inputs	Budget	Time Frame	Anticipated Output
8.1						
8.2						
6.3						
8.4						
8.5						

9. Initiative/Program

Key Performance Indicators (KPIs)	Data Collection Methodology

Activity Description	Category	Inputs	Budget	Time Frame	Anticipated Output
9.1					
9.2					
9.3					
9.4					
9.5					

Approved by SA Board Chair: _____ (signature)

_____ (name)

Annual Funding Application Package Supplemental Attachments

- ☐ Completed SA Budget for year funding is being requested for using the budget template provided by the WCB.
- ☐ Board of Directors' meeting minutes documenting their approval to retain SA surplus/reserve funds and their approval of the plan for using the surplus/reserve funds.
- ☐ Organizational chart that describes the organizational structure of the SA.
- ☐ Copy of the insurance coverage that shows you have maintained Property Insurance, Comprehensive General Liability Insurance of at least \$5,000,000 per occurrence and director liability insurance coverage.

SA Annual Initiatives/Programs Plan Report

SA Name		For Year	
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Strategic Objective(s)

1. Initiative/Program

Activity Description		Anticipated Output	Actual Output Include explanation for variances.
1.1			
1.2			
1.3			
1.4			
1.5			

2. Initiative/Program			

Activity Description		Anticipated Output	Actual Output Include explanation for variances.
2.1			
2.2			
2.3			
2.4			
2.5			

3. Initiative/Program			

Activity Description		Anticipated Output	Actual Output Include explanation for variances.
3.1			

Activity Description		Anticipated Output	Actual Output Include explanation for variances.
3.2			
3.3			
3.4			
3.5			

4. Initiative/Program			

Activity Description		Anticipated Output	Actual Output Include explanation for variances.
4.1			
4.2			
4.3			
4.4			
4.5			

5. Initiative/Program

Activity Description		Anticipated Output	Actual Output Include explanation for variances.
5.1			
5.2			
5.3			
5.4			
5.5			

6. Initiative/Program

Activity Description		Anticipated Output	Actual Output Include explanation for variances.
6.1			
6.2			
6.3			
6.4			
6.5			

7. Initiative/Program

Activity Description		Anticipated Output	Actual Output Include explanation for variances.
7.1			
7.2			
7.3			
7.4			

Activity Description		Anticipated Output	Actual Output Include explanation for variances.
7.5			

8. Initiative/Program			

Activity Description		Anticipated Output	Actual Output Include explanation for variances.
8.1			
8.2			
8.3			
8.4			
8.5			

9. Initiative/Program

Activity Description		Anticipated Output	Actual Output Include explanation for variances.
9.1			
9.2			
9.3			
9.4			
9.5			

Appendix 1: SA Initiatives/Programs Plan – Definitions/Instructions

Strategic Objectives

Strategic objectives are long-term organizational goals. Strategic objectives should focus on addressing and impacting the primary trends within your industry. Strategic objectives must be measurable.

Initiatives/Programs

Initiatives/programs are an investment of resources dedicated to accomplishing a strategic objective. Initiatives/programs have outcomes that contribute to achieving your strategic objective.

Key Performance Indicators (KPIs)

For each initiative/program list the KPIs used to measure its outcome.

KPI Data Collection Methodology

Indicate the data/information (WCB statistical information, surveys, evaluations, etc.) to be collected for each KPI.

Activity Description

In each row list one of the activities (outputs), you will carry out to achieve the outcome of each initiative/program in the year funding is requested for. Focus on key activities that are likely to have the most impact and/or incur major costs.

Activity Categories

Training Course Delivery

Delivering/providing training courses, seminars and workshops (in classroom, virtual instructor-led, self-directed web training, etc.). Include training/instruction for programs such as industry standardized new worker orientation, industry professional designations, COR, SECOR, etc.

Training Course Development

Developing and/or revising training courses, seminars, workshops, manuals, workbooks, web training, etc.

Injury Prevention Promotion

Activities that promote injury prevention within your industry.

Research

Projects that involve research into emerging risks, hazards, or best practices.

SMS Audits

Conducting and administering safety management system (SMS) audits. Include COR and SECOR audits.

Consulting

Services and/or programs provided for employers specific to their operations around injury prevention such as SMS development, root cause incident investigations, site inspections, ergonomic assessments, FIT testing, noise testing, etc.

Other

If you feel the activity does not fall under the six activity categories mentioned above, please write "other" and specify the activity category.

Activity Inputs

The staff FTEs needed to implement the activity. The FTEs must be broken down by position. For example, 1 Safety Advisor FTE, 0.25 Training Coordinator FTE.

Activity Budget

The estimated net cost/budget (excluding staff FTEs) associated with the activity. This figure comes from your completed 'SA Initiatives/Programs Plan Budget Worksheet' in the 'SA Annual Funding Application Budget Template.'

Activity Time Frame

The start date and end date of the period during which an activity will occur (1st quarter, 3rd and 4th quarter, all year, etc.).

Activity Anticipated Output

An output is a direct, tangible, and measurable product of an activity. The anticipated output is usually expressed as a quantity of goods or services that are expected to be produced and/or delivered.

Appendix 2: Example of Completed SA Annual Initiatives/Programs Plan

Strategic Objective(s)
Reduce the Z1 rate code 'Time Loss Injury Rate' from 1.5% in 2020 to 1.2 % by year end 2024 and the 'Total Injury Rate' from 4.21% in 2020 to 4.1 % by year end 2024

1. Initiative/Program
Develop and deliver 1 new quality fall prevention instructor-led training course and 1 new quality fall prevention online training course utilizing strategies that maximize knowledge retention while considering the various demographics and locations of employers. This will enable employers to provide quality fall prevention training to their workers regardless of their location within the province and assist employers/workers to identify and control potential workplace fall hazards within their operations.

Key Performance Indicators (KPIs)	Timeline	Data Collection Methodology
Reduce the number of injuries from falls in the Z1 rate code from 2,000 in the year 2020 by 50%	Jan 1/2022 – Dec 31/2024	WCB Statistics
85% of fall protection training course participants improved and retained fall protection knowledge based on the training received.	Jun 1 – Dec 31/2022	Data analysis conducted on a minimum of 150 online training survey responses from surveys emailed 1 week after course completion.

Activity Description		Category	Inputs	Budget	Time Frame	Anticipated Output
1.1	Conduct research on industry trend and risks on fall hazards and protection.	Research	Research Analyst (Contractor)	\$5,000	6 Weeks Jan 10-Feb 28/22	2 reports on fall hazards industry trends and risks
1.2	Hire an education consultant to develop fall protection course curriculum, course materials and conduct course delivery training workshop for staff.	Training Course Development	Education Program Developer (Consultant)	\$28,000	8 Weeks Mar 7-May 6/22	(1) 1 two-day fall prevention instructor-led training program, course handouts, and learning gains/retention online survey (2) 1 online fall prevention training course and printable course handout. (3) 2-day course delivery training workshop for SA staff
1.3	Market fall protection courses at 3 industry conferences.	Injury Prevention Promotion	0.5 Safety Advisor FTE	\$20,000	May 10–11/22	Booths at 3 industry conferences with 250 free online and instructor led course registration cards redeemed by Dec 31/22
1.4	Conduct fall protection course training.	Training Course Delivery	0.5 Admin Staff FTE 2 Trainer FTEs	\$60,000	7 months Jun 1–Dec 31/22	28 instructor-led training sessions completed, and 250 participants complete online training course

Activity Description		Category	Inputs	Budget	Time Frame	Anticipated Output
1.5	Analyse responses from learning gains/retention online surveys returned.	Research	Research Analyst (Contractor)	\$25,000	3 months Oct 1-Dec 31/22	Report on learning retention % of fall prevention courses (instructor-led and online)

2. Initiative/Program

Provide consulting services to SA members that include inspections, noise testing, baseline SMS audits, emergency response planning, incident investigations, toolbox talks and ergonomic assessments (a complete listing of consulting services is available on the ABC SA website). Consulting services are provided to assist members with their injury prevention initiatives/programs and safety management system development/implementation.

Key Performance Indicators (KPIs)	Timeline	Data Collection Methodology
Respond to 1,800 member requests for consulting services.	Jan 1 - Dec 31/2022	Members Database/Calendar Entries/ Monthly Reports

Activity Description		Category	Inputs	Budget	Time Frame	Anticipated Output
2.1	Provide consulting services (inspections, noise testing, baseline SMS audits, emergency response planning, incident investigations, toolbox talks, ergonomic assessments, etc.) to members.	Consulting	5 Safety Advisor FTEs 0.25 Admin Assistant FTE	\$55,000	Jan 1 - Dec 31/22	1,800 requests for consulting services completed

3. Initiative/Program

Increase the number of Z code employers with COR certification from 50 in 2020 to 80 by Dec 31/2024. Companies with effective safety management systems have better safety records.

Key Performance Indicators (KPIs)	Timeline	Data Collection Methodology
30 companies in the Z1 rate code have registered into the COR Program.	Jan 1 – Dec 31/2022	COR Registration Compliance Declarations
30 companies in the Z1 rate code have completed the mandatory training for COR certification.	Jan 1 – Dec 31/2022	Training Course Completion Certificates

Activity Description	Category	Inputs	Budget	Time Frame	Anticipated Output
3.1 Market and communicate COR programs to membership using radio ads, digital sign ads and email blasts.	Injury Prevention Promotion	0.3 Multimedia Coordinator FTE 0.4 Marketing Coordinator FTE	\$60,000	Jan 1-Dec 31/22	50 Radio Spots 500 Email Blasts to Member Companies 12 Digital Ads in Rural Saskatchewan
3.2 Deliver mandatory COR certification courses monthly.	Training Course Delivery	2 Trainer FTEs	\$45,000	Jan 1-Dec 31/22	12 Safety Management Courses Delivered 12 Safety Auditor Training Courses Delivered 12 Leadership for Safety Excellence Courses Delivered

