



**SASKATCHEWAN
CONSTRUCTION
ASSOCIATION**

SCA 2015-16 ANNUAL REPORT

We Build Saskatchewan

The Saskatchewan Construction Association (SCA) is a non-government, industry-led association that delivers a strong provincial advocacy voice of Saskatchewan's dynamic construction industry, and valuable services to its members. The SCA has more than 1,400 members and offers a wide variety of services and programs.

The SCA has integrated membership agreements with the Moose Jaw Construction Association, Prince Albert Construction Association, Regina Construction Association, Saskatoon Construction Association and Saskatchewan Heavy Construction Association. Members of these associations are also members of the SCA, and the Canadian Construction Association.



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MESSAGE FROM THE PRESIDENT

Mark Cooper

2015-16 was a successful year for the SCA while being a challenging one for the industry we serve. This duality of fates is not uncommon for industry associations, as companies turn to membership to build relationships and find work. It has been said that when the industry is struggling, it is good for associations. I tend to think of it a bit differently though, believing that whether industry is struggling or thriving, there is always an opportunity for an attentive association to meet the evolving needs of its members. Here at the SCA, we're working hard to build a workplace culture that ensures we're focused on you, our members. In this message, I want to focus on how 2015-16 went for the association, and how we continue to adapt and grow to meet your needs.



FINANCIAL PERFORMANCE

In 2015-16, the SCA had strong financial performance. The SCA over performed in several key revenue categories, seeing only our Sponsorship come in under budget. We believe that this under performance was caused primarily by two things: (1) the staff lead for this file was changed in the second quarter, which created a gap in our sponsorship solicitation efforts; and (2) the economic realities facing many of our member companies limited their sponsorship contributions. Despite the economic challenges of our industry, the SCA still saw membership growth and produced better revenue than budgeted.

Meanwhile, with industry struggling, the SCA was aggressive in managing expenditures. We spent nearly 6.7% less than budgeted, while expanding operations into Saskatoon and growing from seven staff to ten staff during the last year. Our largest savings came in travel costs, which benefitted from a permanent presence in Saskatoon.

Our small growth in revenue, and effort to manage expenses, resulted in a surplus approximately \$68,000 more than budgeted. These funds will be invested into SCA reserve funds, with 50% allocated to the operating reserve and 50% allocated to the Strategic Opportunities fund. This furthers the strategic objective set by the SCA Board to ensure the sustainability of the association.

OPERATIONAL PERFORMANCE

2015-16 saw continued refinements to the SCA staff team as we grow and adapt to meet the needs of members. This year we expanded operations, adding three team members in Saskatoon. As mentioned, our constant presence in Saskatoon reduced the travel demands on Regina-based staff while simultaneously ensuring better and more immediate connections with our members across the province.

While we focused on growing our presence in the northern part of the province, we also added a full-time staff member responsible for leading our policy and communications work. The addition of John Lax has strengthened SCA's policy, advocacy, and communications effectiveness and provided staff depth in this critical component of our work.

In 2015-16 we also made changes to our office space. The SCA finished our move out of the shared space with the Regina Construction Association and Saskatchewan Heavy Construction Association, leaving us with no ownership responsibilities for that property. We renewed our lease for our Regina office, at a lower lease amount than previous. Finally, we added an office space in Saskatoon, leasing space from the Saskatoon Construction Association. At the end of the day, these changes resulted in space that is more functional and costs less.

“We focused on delivering a simple message – now is a great time to build in Saskatchewan.”

STRATEGIC PERFORMANCE

The SCA's 2015-2020 Strategy Map has ten outcomes that the organization is pursuing. Each year, we develop an operating plan that links our daily work to our strategic objectives. 2015-16 was the first of five years for this Strategy Map. In this year, we undertook 29 new projects. This does not include ongoing work, or initiatives which we're repeating. 23 of the 29 projects were fully completed on time, and a further five are nearing completion.

While the 2015-16 operating plan attempted to address all ten strategic outcomes of the organization to some extent, the plan focused more heavily on three outcomes: ensuring that the construction industry is unified and works collaboratively towards the collective good; making sure that members are better informed, connected, and engaged; and refining our governance and operational processes. I believe our operational focus, and our successes, in 2015-16, reflect this focus on these outcomes.

With an organizational vision to ensure a prosperous construction industry and better quality of life for all Saskatchewan people, the economic realities of this past year made it challenging for the SCA to move forward on that vision. Positive forward momentum was sustained through efforts to engage the public, media, and interested audiences around the topic of the economics of Saskatchewan. John Lax and I took the opportunity to present to multiple groups, and we focused on delivering a simple message – now is a great time to build in Saskatchewan. This message resonated with audiences and helped to stem the flow of negativity and pessimism that was all too common from others in this past year.

In the end, 2015-16 proved to be a successful year for the SCA. We moved into our new five-year strategic plan with a focus on achieving what was possible while simultaneously growing our capacity to achieve more in the future. We built new partnerships and fostered existing ones. We enhanced our member engagement efforts and got



better at communicating with existing members while connecting with potential members. We fought back against cynicism and negativity, while delivering a positive and facts-based story about the economic opportunities in Saskatchewan. We did all of that, while building a solid and sustainable foundation for the organization. The SCA is better off today than it was a year ago, and is poised for greater success this year. As President and CEO, I can't ask for anything more than that.

Mark Cooper, MBA, PMP
President and CEO

MESSAGE FROM THE BOARD CHAIR

Corey Hunchak

It has been an honor to serve as your Board Chair for the past two years and I leave the Chair knowing that the SCA will be in good hands with the incoming Chair and one of the most immersed boards that I have had the privilege serve with. Once again, we had a great slate of candidates for the one Member-at-Large position, ensuring that our 2016 Board of Directors will do an amazing job serving our industry.



Although 2015-16 was a somewhat turbulent year that saw cuts in government funding, the de-integration of one of our member associations, and a slightly depressed economy we are looking at 2016-17 with optimism. With every door that closes a new one opens - offering new and exciting opportunities. Mark Cooper and his staff work tirelessly to serve this industry and adapt to our ever-changing environment and will ensure we evolve with the times and remain relevant to our members. I look back at how far we have come as an association in such a short time and I am extremely proud to have been a part of our transformation and I am privileged to have worked with such amazing individuals, both staff and board members.

Even with some of the hardships of the past year we were able to make some major advancements on the Prompt Payment, Member Engagement, and WCB files and for the second year in a row we can enjoy substantial rebates from WCB and strides towards WCB Premium reform which will be no small task.

I look forward to working with the incoming board as the Past Chair in the upcoming year and would like to personally thank the outgoing Past Chair, Sam Shaw, for all his years of service, his mentorship, and friendship. He has been a huge asset to the association and his presence at the board table will be sorely missed.

Finally I would like to thank Mark and his staff for making my time as your Chair so enjoyable. Their hard work and dedication to our industry are a testament to their character and the amount of time and effort that go into their jobs sometimes go unnoticed and underappreciated. My only hope is that they know how much I appreciated everything they did for me in my time on the board. It has been truly an honor to work with you these past years.

Sincerely,

A handwritten signature in black ink, appearing to read 'Corey Hunchak'. The signature is fluid and cursive.

Corey Hunchak
SCA Board Chair

A particular emphasis was placed on developing skills and work opportunities for youth that will lead to a more diversified construction workforce in Saskatchewan.

SCA BOARD OF DIRECTORS

Introducing the Team



COREY HUNCHAK, CHAIR,
Clearlite Glass



JASON DUKE, VICE CHAIR
Certa Pro Painters



SAM SHAW, PAST CHAIR
C&S Builders



CAROLE MORSKY
The Morsky Group



ROB ISTACE
Alliance Energy Ltd.



LAIRD RITCHIE
Ledcor Construction Limited



CORY RICHTER
Quorex Construction



JAN MCLELLAN FOLK
Alliance Energy Ltd.



MILES DYCK
Gang-Nail Trusses



BRIAN WALLACE
Wallace Construction Specialties



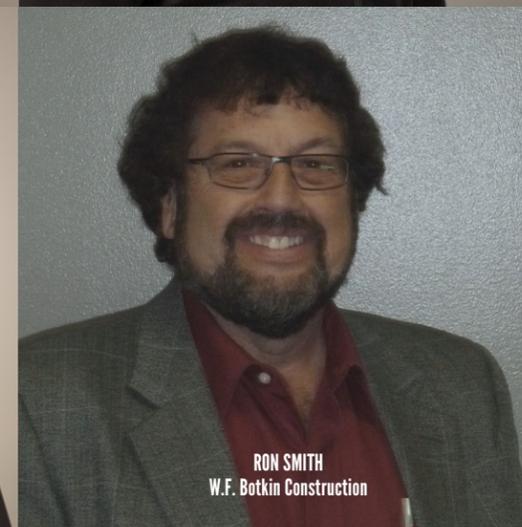
TYLER POCHYNUK
Clark Roofing (1964) Ltd.



SHAUN CRIPPS
S & K Mechanical Ltd.



JUSTIN HOYNES
All 'N All Construction



RON SMITH
W.F. Botkin Construction

SCA TEAM MEMBERS

President and Chief Executive Officer – Mark Cooper, president@scaonline.ca

Manager – John Lax, johnl@scaonline.ca

Manager – Erwin Klempner, workforce@scaonline.ca

Industry Workforce Development Coordinator - Alieka Beckett

Skills Link Career Coach Shawn McCall, shawnm@scaonline.ca

Senior Advisor to the President & CEO - Derek Lothian, derekl@scaonline.ca

Manager - Amanda Thick, amandat@scaonline.ca

Executive Coordinator Megan Jane, meganj@scaonline.ca

Skills Link Career Coach Jon Thiessen, jont@scaonline.ca

ADVOCACY REPORT

Our Members

The SCA continues to represent the interests of its members and the non-residential construction industry as a whole through partnerships, relationships and collaboration. Our business is connecting people and securing a positive business environment in Saskatchewan. To this end, we work with members, industry associations, investors, governments and government agencies to encourage open dialogue and mutual respect for demands throughout the construction supply pyramid.

To achieve these goals the SCA employs multiple channels from direct advocacy and civic engagement to data management and industry leadership through committees, councils and partnerships. In all of these activities the SCA is committed to demonstrating the highest standards of professionalism and adherence to our Mission and Values. This enables us to work in a nonpartisan manner with all relevant stakeholders to achieve outcomes that support the construction sector and the province.

Our priorities are determined by industry conditions and focused by pan-industry collaboration through the SCA Advisory Council – a committee of the SCA Board of Directors that brings together over representatives from over 20 construction-related industry associations. The Advisory Council represents the best, most diverse voice of non-residential construction in Saskatchewan and the commitment of its members provides a clear voice and usual consensus on industry opinion.

In 2015-16, the SCA's key advocacy portfolios included:

- Safety
- Public Procurement
- Prompt Payment
- TransformSK
- Data Management

Safety

After securing the refund of WCB overfunding to businesses in 2014-15 the SCA continued to work with industry partners to present a coherent and unified front on issues relating to the WCB. In particular, the SCA has argued:



- WCB premiums constitute a reasonable business insurance program that industry supports. However, as a business service, the WCB should refund surplus funding on a regular basis to ensure the service they provide is priced appropriately and not placing undue burden on Saskatchewan employers.

- WCB governance should be in line with governance best practices seen throughout the rest of the economy. Currently the WCB is run by a full-time three person Board of Directors who oversee governance and manage the appeals process. The organization should have a proper board of part-time directors who only concern themselves with governance oversight while a full-time staff manages operations processes. Finally, appeals should be handled by independent professional appeals specialists.

In 2015-16 the WCB refunded another \$241 million to employers, thanks in large part to the advocacy work of the SCA and its partners. The SCA will continue to advocate to maintain the precedent of surplus refunds and to ensure proper rate setting moving forward. No progress has been made on governance issues to date, but the SCA will continue working towards appropriate changes.

Prompt Payment

The SCA is a member of Prompt Payment Saskatchewan, the working group spearheading the effort for a Saskatchewan-based solution to the construction specific issue of delayed

payments through the building process. It is a problem that affects everyone as it increases building cost and exhausts administrative capacity.

The group was formed in early 2016 and, to date, has worked on education, research and consensus-building discussions.

The principles that Prompt Payment Saskatchewan has agreed to, hold that every contract for construction services in Saskatchewan, without exception, should include:

- a payment cycle;
- the right to suspend work;
- a dispute mechanism;
- interest on overdue payments; and
- transparency and disclosure

Public Procurement

The SCA led industry partners in working closely in consultation with Priority Saskatchewan throughout 2016. SCA advocacy has ensured a seat at the table and a voice in the development of new Saskatchewan public procurement processes and standards that will apply to all government ministries and Crown agencies.

The new standards will also bring Best Value to the fore in government procurement, enabling the government to work with the private sector to develop more thoughtful solutions that better address problems and consider the cost of projects

The SCA is committed to demonstrating the highest standards of professionalism and adherence to our Mission and Values.

over their life cycle rather than just best initial cost. Manuals have now been finalized and the government is developing a training program – again, in consultation with industry.

The SCA is also working through the joint industry-government Saskatchewan Construction Panel (SCP) to inform other public agencies (including school boards, health regions, post secondary institutions and municipalities) about the benefits of Priority Saskatchewan's approach.

The SCA will continue to stay involved in procurement improvement by engaging with members and partners in the training, implementation and review processes moving forward.

TransformSK

TransformSK is the largest public consultation in Saskatchewan history. As the provincial government looks for ways to transform the provincial budget and its ministries, the SCA has taken up the invitation to participate in developing the next generation of Saskatchewan prosperity by forming a coalition with four other provincial business associations. This coalition includes the the Saskatchewan Chamber of Commerce, the Saskatchewan Mining Association (SMA), the Saskatchewan Manufacturing Council (SMC) and the Agricultural Producers Association of Saskatchewan (APAS). The coalition will meet with thought leaders and the public in communities across the province.

While the consultation will happen in the 2016-17 operating year, the concept and planning was executed in 2015-16.

Data Management

The SCA has an ongoing commitment to provide meaningful, accurate construction and economic data to our members and other groups engaged with the industry. In this regard, the SCA works closely with Sask Trends Monitor to create and report high quality reports and presentations on Saskatchewan economic performance for the purposes of business and investment planning.

Key indicators the SCA tracks on a regular basis include labour market numbers and building permit reports.

MEMBER ENGAGEMENT

Engagement Strategy

In 2015-16 the SCA transitioned its member engagement strategy to adjust for shifting market pressures brought about by a slower economy and new operational challenges. The SCA continued to deliver a valuable mix of member services including communications, events and directly connecting with our members. However, the organization also spent much of the year working aggressively to diversify and expand its revenue mix while improving member services processes. The result is a more refined capability to engage, support and effectively represent the members who drive our work.

In the second quarter of 2015-16 the SCA added Derek Lothian to the team with responsibility for member engagement. Derek's expertise in association work and program development has already helped the SCA focus its energy on effective member services offerings and high value advocacy and stakeholder engagement initiatives.

What the SCA has continued to do

Communications

In 2015-16 the SCA continued building success through a comprehensive communications and marketing strategy aimed at supporting our members and integrated partners. The communications platforms of the SCA aim to keep the industry working towards common goals by positioning the SCA as experts of record, informing our membership and presenting those industry positions to relevant stakeholders.

- *We Build*

We Build is the SCA's quarterly magazine which presents features, staff updates and expert articles around themes each issue. Each issue is distributed to more than 2,000 members and stakeholders. We are working towards making We Build not just the most valuable source of Saskatchewan construction-related news and information, but the de facto voice of the non-residential building industry in Saskatchewan. All published issues are available on the association website.

- *Membership Roster and Buyer's Guide*

The SCA continues to publish the Membership Roster and Buyer's Guide which lists members by association and trades. This valuable resource enables our members to connect directly with each other.

- *Social Media & Web*

The SCA continued to have strong social media engagement on Facebook (facebook.com/SaskConstAssociation) and Twitter (@WeBuildSK). The Association also embarked on a strategy development process to improve and tie all of our digital media properties together to better enable stakeholder and media engagement.

The SCA web presence includes: SCA News – our e-newsletter is distributed to membership on the first Thursday of each month; the SCA website (scaonline.ca) including the SCA blog and the online directory where members can edit their profile and select trade listings for the Membership Roster and Buyer's Guide.

Events

The SCA hosts an annual Summer Meeting at Elk Ridge Resort, Waskesiu. In June 2016 more than 170 association members attended the three day event featuring information sessions, networking opportunities and summer activities like golf and fishing.

Throughout the year, the SCA also attends local construction associations' events, including galas, golf tournaments, awards banquets, to further network with our members and partners.

Our 2017 Annual Summer Meeting will kick off with a Welcome Reception the evening of Wednesday, May 31 and run through the evening of Friday, June 2 at Elk Ridge Resort, Waskesiu. Join us for networking, education sessions, industry meetings, golf, entertainments and much more. Space is limited – watch for registration information in your inbox.



Our 2017 Annual Summer Meeting will kick off with a Welcome Reception the evening of Wednesday, May 31 and run through the evening of Friday, June 2 at Elk Ridge Resort, Waskesiu.

Engagement Strategy

The second half of 2015-16 was all about positioning for change, centered around four priority areas of focus:

- Establishing SCA's position as the industry connector;
- Facilitating linkages between member companies on issues of common interest;
- Enhancing the up-front value proposition of membership in the SCA and its integrated partners; and
- Growing the SCA's influence through proactive collaboration.

2016 progress towards these objectives included:

- Developed the concept for and successfully completed an RFP for the SCA's new Advantage Construction Savings Program (for launch in 2016-17).

- Brought five of the province's most influential associations together for #TransformSK – the largest pan-industry consultation in Saskatchewan's history (to continue through the first half of 2016-17).

- Began to explore the launch of sub-sector working groups, hosting introductory meetings with four of Saskatchewan's major AV integrators, and 18 of its leading flooring companies.

- Continued to strengthen provincial-local association collaboration, jointly progressing important new initiatives, including a transition towards membership-based account management, as well as the launch of the first-ever Saskatchewan Construction Week.



FINANCIAL STATEMENTS



Chartered Professional
Accountants LLP

INDEPENDENT AUDITOR'S REPORT

To the Members of Saskatchewan Construction Association Inc.

We have audited the accompanying financial statements of Saskatchewan Construction Association Inc., which comprise the statement of financial position as at September 30, 2016 and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

(continues)

Independent Auditor's Report to the Members of Saskatchewan Construction Association Inc.
(continued)

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan Construction Association Inc. as at September 30, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Emphasis of Matter

Without modifying our opinion, we draw your attention to Note 10 which outlines the impact of the loss of Ministry of Economy funding.

Chartered Professional Accountants

Regina, Saskatchewan
November 15, 2016

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

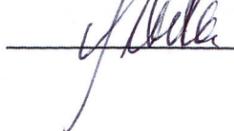
Statement of Financial Position

September 30, 2016

	Operating Fund	Restricted Funds	2016	2015
ASSETS				
CURRENT				
Cash	\$ 495,229	\$ -	\$ 495,229	\$ 502,427
Investments (Note 3)	174,000	-	174,000	169,817
Accounts receivable	50,663	46,171	96,834	57,072
Goods and services tax recoverable	4,061	-	4,061	10,572
Prepaid expenses	5,203	-	5,203	3,916
Due to (from) other funds	23,915	(23,915)	-	-
	753,071	22,256	775,327	743,804
CAPITAL ASSETS (Note 4)	20,874	-	20,874	26,951
	\$ 773,945	\$ 22,256	\$ 796,201	\$ 770,755
LIABILITIES AND NET ASSETS				
CURRENT				
Accounts payable	\$ 39,597	\$ 4,231	\$ 43,828	\$ 114,920
Deferred revenue (Note 5)	36,695	-	36,695	11,245
	76,292	4,231	80,523	126,165
NET ASSETS	697,653	18,025	715,678	644,590
	\$ 773,945	\$ 22,256	\$ 796,201	\$ 770,755
CONTINGENT LIABILITY (Note 9)				
LEASE COMMITMENTS (Note 10)				

ON BEHALF OF THE BOARD

 Cory Richter Director

 _____ Director

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Statement of Operations

For the Year Ended September 30, 2016

	Operating Fund	Restricted Funds	2016	2015
REVENUES				
Membership dues	\$ 567,783	\$ -	\$ 567,783	\$ 508,402
Government grants	-	257,520	257,520	244,557
Sponsorship	122,658	-	122,658	174,200
Event registrations	85,948	-	85,948	135,195
Advertising	56,289	-	56,289	98,525
Fees	20,010	-	20,010	15,855
Administration fee	16,577	900	17,477	23,478
Scholarship fundraising	16,449	-	16,449	10,869
Other	12,514	-	12,514	2,049
Rental	8,000	-	8,000	32,000
Interest	6,459	-	6,459	6,561
Affinity programs	2,106	-	2,106	3,299
Prompt payment sponsorship	1,313	-	1,313	-
Plan Deposit fund fee	-	93	93	95
	916,106	258,513	1,174,619	1,255,085
EXPENSES				
Member services	148,850	214	149,064	250,787
SCA internal	627,736	-	627,736	557,553
Governance	21,391	-	21,391	43,111
Advocacy	23,423	-	23,423	83,436
Industry Workforce Development	19,602	262,315	281,917	328,155
	841,002	262,529	1,103,531	1,263,042
EXCESS OF REVENUES (EXPENSES)	\$ 75,104	\$ (4,016)	\$ 71,088	\$ (7,957)

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Operations - Operating Fund

(Schedule 1)

Year Ended September 30, 2016

	2016	2015
REVENUE		
Membership dues	\$ 567,783	\$ 508,402
Sponsorship	122,658	160,600
Event registrations	85,948	135,195
Advertising	56,289	98,525
Fees	20,010	15,855
Administration fee	16,577	19,778
Scholarship fundraising	16,449	10,869
Other	12,514	2,049
Rental	8,000	32,000
Interest	6,459	6,561
Affinity programs	2,106	3,299
Prompt payment sponsorship	1,313	-
Government grants	-	10,000
	916,106	1,003,133
EXPENSES		
Member Services		
Administration	6,368	28,415
Affinity program	-	24
Roster	651	41,643
Database	4,302	2,751
Summer meeting	107,547	106,987
Meetings and events	426	9,424
Banquet	-	43,334
Member recruitment and engagement	25,311	13,580
Sponsorship	4,245	3,854
SCA Internal		
Administration	616,229	490,819
Property management	4,127	44,598
Communications	7,380	22,135
Governance		
Administration	12,740	11,854
Board	6,253	8,076
Advisory Council	1,473	127
Committees	140	71
AGM	785	420
Strategic planning	-	22,562
Advocacy		
Administration	9,715	55,175
Research	13,708	28,261
Industry Workforce Development		
Administration	3,311	6,486
Immigration	-	43,888
Scholarship fund	16,291	10,869
	841,002	995,353
EXCESS OF REVENUES (EXPENSES)	\$ 75,104	\$ 7,780

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Operations - Restricted Funds

(Schedule 2)

Year Ended September 30, 2016

	Plan Deposit Fund	Industry Project Reserve Fund	Trade Up Fund	Workforce Development Fund	2016	2015
REVENUE						
Government grants	\$ -	\$ -	\$ -	\$ 257,520	\$ 257,520	\$ 234,557
Administration fee	-	900	-	-	900	3,700
Sponsorship	-	-	-	-	-	13,600
Plan Deposit fund fee	93	-	-	-	93	95
	93	900	-	257,520	258,513	251,952
EXPENSES						
Member Services						
Gold Seal	-	214	-	-	214	775
Industry Workforce Development						
Ministry of Economy	-	-	-	133,395	133,395	108,927
Summer Internship	-	-	-	-	-	16,508
Skills Link	-	-	-	124,125	124,125	109,122
Trade Up Saskatchewan	-	-	4,795	-	4,795	32,356
	-	214	4,795	257,520	262,529	267,688
EXCESS OF REVENUES (EXPENSES)	\$ 93	\$ 686	\$ (4,795)	\$ -	\$ (4,016)	\$ (15,736)



2015 – 2020 STRATEGY MAP

VISION

The SCA provides collaborative and trusted leadership that sustains a prosperous construction industry and a better quality of life for the people of Saskatchewan.

VALUES

Our distinguishing values are the pursuit of:

- Genuine collaboration and partnerships
- Consistent transparency and accountability
- Deep knowledge and strong networks
- High standards of quality

MISSION

The SCA exists to create extraordinary value for members through:

- Providing industry leadership
- Encouraging investment in Saskatchewan
- Growing opportunities for members
- Maintaining a sustainable organization

STRATEGIC DIRECTION

Outcomes

- Providing industry leadership**
 - The construction industry in Saskatchewan is able to respond to evolving demands from owners.
 - The construction industry in Saskatchewan is unified and works collaboratively towards the collective good.
- Encouraging investment in Saskatchewan**
 - The SCA is a trusted advisor to the public, government, owners, consultants and the industry.
 - The construction industry in Saskatchewan is recognized as efficient and effective at delivering value for owners.
 - Public policies support the growth and development of the construction industry in Saskatchewan.
- Growing opportunities for members**
 - Membership provides seamless access to value-enhancing services and programs province-wide.
 - Membership demonstrates the corporate commitment of members to ethical and excellent service.
- Maintaining a sustainable organization**
 - The associations are less dependent on membership fees.
 - Members are better informed, connected, and engaged.
 - Governance and operational processes are well refined.

2016 SCA CORPORATE SPONSORS

The SCA Thanks All of Our 2016 Sponsors!



PLATNIUM



GOLD



SILVER



BRONZE



Mission

The SCA exists to create extraordinary value for members through:

- » providing industry leadership;
- » encouraging investment in Saskatchewan;
- » growing business opportunities for members; and
- » maintaining a sustainable organization

Vision

The SCA provides collaborative and trusted leadership that sustains a prosperous construction industry and a better quality of life for the people of Saskatchewan.