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SCA 2014 ANNUAL REPORT

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 1,300 members and offers a wide variety of services and programs. In 2014, the SCA celebrated its 50th anniversary year.

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.





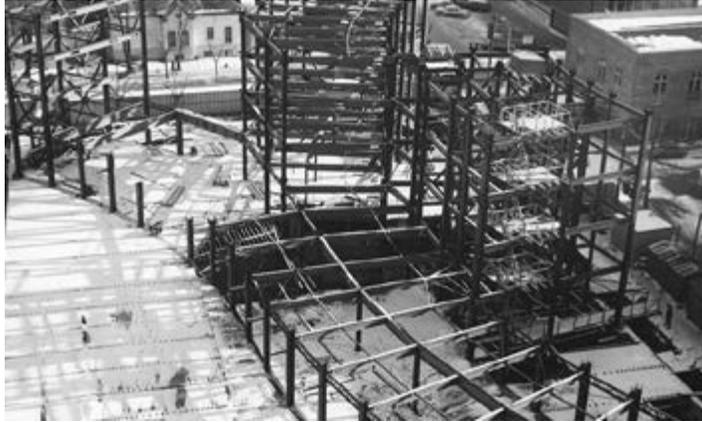


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Message from the President – Mark Cooper

“we will never stop striving to be the best”

2014 was a very busy year for the SCA. It seemed like every day either involved changing the way we look at our work, adding new things to our agenda, or completely transforming our existing work to be more mission focused. As SCA President it has been both a great challenge, and real privilege, to help lead this work over the past year.

In 2014 we received our new strategic direction, in the form of a plan that charts out the next five years of your association. From what I can tell, it is going to be a vibrant five years. Our organizational mission has become all about adding value to our individual members through our work.

To be honest, this has meant a new way of thinking at the SCA office. It has necessitated a pretty significant transformation of our team. In this past year we have added new team members, and our existing members have had to adapt to the new direction, all while maintaining the momentum of their existing work. I am proud of the SCA team that we have today, and I want to take a moment and thank them each. To Doug, Howard and Erwin who run our Workforce Development team – thanks for all you do to attract new people to the construction industry and to match them with member employers. To our new Communications Coordinator, Uju, thank you for the energy and enthusiasm you bring to our work. To Lindsay and the Look Matters team that invested so much in our communications and branding plan in the last year, thanks for believing in us. To Kristin, our Manager of Member Services, thanks for all you do to keep the focus on our members and on always producing quality work. Finally, to Amanda, our Finance Manager, thanks for helping lead us through this period of growth and transition.

This year we performed much better financially than was originally anticipated during the budget process. The significant expansion of our sponsorship and advertising revenue lines certainly helped with that, as we strove to diversify our revenue sources. While we performed well financially, we also invested in improving our communications – the main advice that our members had during the last survey.

Today the SCA has monthly e-newsletters that come out on the first Thursday of every month. We have the quarterly magazine, which is distributed to all of our members as well as to owners, the design community, politicians, and investors. Now we are active on social media – Facebook and Twitter in particular. I attend industry events across the province all of the time in an effort to engage with members. We have also had individual meetings with more than 100 members. At the SCA we are fully committed to engaging with our members, and providing important information about the work we do on your behalf.

The work to fully implement the SCA vision of supporting a prosperous construction industry and a better quality of life for the people of Saskatchewan will never be done. In our office, we know that we have a long way to go to consistently be the type of organization our members expect of us. Rest assured though that we will never stop striving to be the best for you that we can be. While our work is never done, I am proud of what we have done in this past year. The information contained in this Annual Report provides some sense of the work we have done. I hope that when you read it, you are proud too.

Thank you for the honour of serving you in this past year. I look forward to continuing to do so in 2015.

Yours in service,

Mark Cooper, MBA, PMP
President and CEO



Message from Board Chair – Sam Shaw

“SCA is stronger today than it was”

I have served as SCA Board Chair for the last two years. These years have been a time of real change and growth for the association. I am pleased that I can say with confidence that the SCA is stronger today than it was when I came into the role of Chair in late 2012.

Our process for change began with hiring a new President, Mark Cooper, in 2013, who has brought a new energy and style to the position. Soon after the hiring, the Board of Directors undertook a survey of SCA members to determine your priorities, and then build a five-year strategic plan based on those priorities. Over the last year, we have refined that plan, and overseen our administration as they have ensured that plan is reflected through all components of our operations.

The five-year plan, which runs from October 2014 until September 2019, is focused on completely transforming the SCA so that it can be a vital link in ensuring your company, and our industry, is very prosperous. This is captured right in our vision statement, which reads: The SCA provides collaborative and trusted leadership that sustains a prosperous construction industry and a better quality of life for the people of Saskatchewan.

To achieve this vision of a sustainably prosperous construction industry and better quality of life, we have refined a mission statement which clearly articulates our priorities. We believe that our priorities are reflective of your priorities. Our mission is to:

Create extraordinary value for members through:

- » Providing members with a competitive advantage in the marketplace;
- » Encouraging investment in Saskatchewan;
- » Growing business opportunities for members; and
- » As the voice of the industry, advocating to government and the public.

We know that this mission, which is focused on enhancing and supporting your business, will ensure we are moving in the right direction in the months and years ahead.

The SCA Board has tasked our administration to deliver on this mission on an ongoing basis. Throughout this annual report, and in the communications you will see from the SCA in the coming months, we will be providing you with details on how we are making sure that everything the SCA does is focused on creating value for you.

When I hand the gavel of Chairman to Corey Hunchak of Clearlite Glass on November 27, 2014, I know that I will be handing him the Chairmanship of an SCA that is on the right track. It has been a privilege to serve as Chair of this association, and I look forward to seeing what the future holds.

Sincerely,

Sam Shaw
SCA Board Chair

SCA Board of Directors



Sam Shaw, Chair, C&S Builders



Corey Hunchak, Vice-Chair
Clearlite Glass



Jason Duke, Treasurer,
Certa Pro Painters



Kelly Miller, Past Chair,
RNF Ventures Ltd.



Rob Istace, Alliance Energy



Dave Kanciruk,
Associated Asbestos Abatement



Laird Ritchie,
Ledcor Construction Limited



Mike Lamontagne,
Westridge Construction

SCA Staff Members

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

Vice-President of Industry Workforce Development –
Doug Folk, dougf@scaonline.ca

Manager of Member Services –
Kristin Wagman,
kristinw@scaonline.ca

Finance Manager –
Amanda Thick,
accounting@scaonline.ca

Human Resources – Career Coach -
Erwin Klempler, erwink@scaonline.ca

Career Coach Skills Link Program -
Howard Jesse, howardj@scaonline.ca

Communications & Marketing Coordinator – Uju Nweze,
communications@scaonline.ca



Sean Hamelin, PCL Construction



Randy Schentag
Graham Construction



Todd Craigen, PCL Construction



Allan Webb, RNF Ventures Ltd.



Ron Smith, W.F. Botkin Construction



Mark Cooper, President/Staff SCA

Advocacy Report

The Voice of a Unified Construction Industry

The SCA acts as the primary voice of the entire non-residential construction industry. We do our best to represent the sometimes very different viewpoints within our industry, and to take the various perspectives and work together to form them into a cohesive message. The SCA is able to do this thanks to the great work of the industry Advisory Council.

The Advisory Council includes representatives from more than 20 industry associations from the non-residential construction sector. The purpose of the Council is to identify advocacy topics of common interest, to work together to establish common positions on these topics, and then to advocate those common positions.

In the 2014 year, the Council established five priority policy areas:

- » Improving WCB accountability to employers;
- » Improving public procurement practices;
- » Advancing the case against the bundling of projects;
- » Preparing for P3s as a public procurement methodology; and
- » Introducing financial incentive for COR certified companies.

The SCA has been focused on making progress in each of these areas over the last year. What follows is a brief report on the work in each of these five priorities. In each case, a bullet-list summary is provided with respect to the specific objective, the activities we have undertaken, and the outcomes so far.

WCB Accountability

- » The Objective:
 - WCB needs to be more responsive to construction employer concerns and more engaged with those employers in addressing workplace safety.

- » Activities in 2014:
 - Met with Cabinet to discuss WCB concerns;
 - Met with WCB CEO and Senior Manager;
 - Met with WCB Board Members;
 - Met with Minister Don Morgan and WCB leaders to discuss issues;
 - Lobbied for a seat for construction on the upcoming WCB Committee of Review;
 - Engaged Hill and Knowlton – a public affairs firm – to lobby on behalf of the industry;
 - Dedicated an issue of the We Build magazine to talking about WCB concerns; and
 - Scheduled two member engagement sessions where members can interact directly with WCB senior leaders about their concerns.
- » Outcomes in 2014:
 - WCB is better aware of construction industry concerns today than ever before;
 - The industry is speaking with one voice, and a consistent message, on this issue; and
 - SCA is seen as a leader on this file – positioning us for success in the near future.

Improving Public Procurement Practices

- » The Objective:
 - Make provincial procurement processes more transparent and easier to navigate for construction companies.
- » Activities in 2014:
 - Met with Cabinet to discuss this issue;
 - Met with the Council of Deputy Ministers;
 - Met with Minister Wyant twice, Minister McMorris twice, Minister Campeau once;
 - Did media interviews on this issue – in particular about unfair trade practices in other provinces;
 - Met multiple times with leaders from SaskBuilds and from Priority Saskatchewan;
 - Dedicated the first issue of the We Build magazine to this topic;
 - Engaged Hill and Knowlton to lobby on this issue;

- Re-started the Saskatchewan Construction Panel – a group of industry and government leaders – with this issue in mind; and
- Launched a working group to standardize procurement documents and processes within government.
- » Outcomes in 2014:
 - Government acknowledges they need to do better in terms of fairer access to public procurement, and more standardized documentation and processes;
 - Industry is speaking with one voice, and a consistent message, on this issue;
 - SCA is seen as a leader on this file – which sets us up well for the future; and
 - The working group to establish standardized documentation for procurement is underway and should have a report by mid-2015.

Project Bundling

- » The Objective:
 - Stop the province from bundling the schools; and
 - Make the case that bundling is not a good public practice.
- » Activities in 2014:
 - Met with Cabinet, the Council of Deputy Ministers, senior government officials, and individual Ministers multiple times to discuss this;
 - Worked closely with a broad coalition from industry; and
 - Did multiple media interviews on this file.
- » Outcomes in 2014:
 - The SCA failed to stop the school bundling, although our lobbying did help to make the case for smaller bundles; and
 - The political pressure raised by our industry makes it unlikely the government will pursue another bundle in the immediate future, but our work isn't done yet to ensure this.

Preparing for P3s

- » The Objective:
 - Make sure that the industry is ready for engagement in Public-Private Partnerships.

- » Activities in 2014:
 - Hosted member engagement sessions bringing construction companies from other provinces with experience with P3s to talk about the pros and cons;
 - Co-hosted the 2014 P3 Summit in Regina to discuss issues related to P3s; and
 - Included articles and columns in the We Build magazine on this topic.
- » Outcomes in 2014:
 - Companies seem to be better aware of how to engage in P3s and how to build the partnerships necessary for success.

COR Financial Incentives

- » The Objective:
 - Ensure that COR certified companies receive discounts on their WCB costs.
- » Activities in 2014:
 - Worked with SCSA to ensure they hired a President who would partner with us on this file;
 - Worked with new SCSA President to begin building the case for this;
 - Started building a coalition of industry partners that agree on the same outcome;
 - Engaged with WCB on some of the obstacles preventing this; and
 - Made the case to various government Ministers about the safety benefits of incentive programs.
- » Outcomes in 2014:
 - No outcomes to date. A proposal is expected in 2015, with possible implementation in either 2015 or 2016.

From this brief report, it should be clear that the SCA is heavily engaged in advocating on behalf of the construction industry in Saskatchewan. Our mandate comes from a diverse group of industry stakeholders, and in addition to our focus on being accountable to our partners, we are always working to be accountable to our members on these issues as well. If you have questions, comments, or concerns with respect to any of the advocacy work of the SCA, please contact SCA President Mark Cooper at 306-525-0171 or by email at president@scaonline.ca.

Member Services Report

The SCA wants to be recognized by our members for the valuable, professional, and excellent service we provide. We make it a priority to engage and build relationships with our members, and our five integrated partners.

In 2014, Member Services focused our efforts on enhancing communications with our over 1,300 members and keeping them informed, hosting quality networking and industry events, and improving the overall quality of service members receive from us.

Efforts over the past year have shown results in all areas.

Communications

In 2014, we made significant investments to enhance the communications and marketing activities of the association. Working with a consultant, we developed a comprehensive communications and marketing strategy, and were able to grow our network and our communications tools. We also launched a brand new logo and brand.

» Monthly E-Newsletter

On the first Thursday of each month, we send all members our e-newsletter, SCA News. Our average “open” rate for the email is well above the industry average.

» Quarterly Magazine – *We Build*

We are particularly proud of the launch of our quarterly magazine, *We Build*. This magazine has been well received, with a circulation of nearly 2,000, and has generated a profit for the association. All three issues published in 2014, themed Industry Workforce Development, Procurement, and Safety and the SCA’s 50th Anniversary, are available on our website.

» Website – www.scaonline.ca

While our website continues to be a work in progress, we have made significant efforts to improve the functionality of the online membership directory. This directory is designed to complement the printed membership roster and allows every member to log in, view the directory, and make

changes to their own profile. Traffic to our site has increased significantly over the last year, and we anticipate more growth as we continue to make improvements.

» Social Media

In 2014, SCA became a presence on Facebook ([facebook.com/SaskConstAssociation](https://www.facebook.com/SaskConstAssociation)), Twitter (@WeBuildSK), and started a President’s Blog on our website. On Facebook, we have almost 500 followers, Twitter has attracted more than 220 followers, and the President’s blog is the most viewed item in our newsletter, and on our website. Last year there were 13 blog posts from President Mark Cooper.

» Membership Roster and Buyer’s Guide

The SCA continues to publish the *Membership Roster and Buyer’s Guide*. Last year, we printed and distributed more than 1,600 copies to our members. This book lists all members by association and also lists members by their trades in the Buyer’s Guide.

- » In 2014, we made our *Membership Roster and Buyer’s Guide* available online. Members are now able to go online and edit their information, as well as search through other members companies.

Next year, we plan to further enhance our communications with our members and will be growing our social networks and improving our website.

Events

In 2014, we held a number of events for members.

- » On October 15 and 16, 2013, we hosted a session called the Pros and Cons of P3s for members in Regina and Saskatoon, which featured a panel including John Schubert, Brian Savage, Dean Drevniok, Robert Lashin, Manley McLachan, and Patrick Waunch. 73 people attended in Regina and 82 attended in Saskatoon.

- » On June 5, 6, and 7, 2014, we hosted our Annual Summer Meeting at Elk Ridge Resort, Waskesiu. 185 association members had the opportunity to relax and unwind, play golf, attend information sessions, and network. Despite the rainy weather, we heard great feedback from attendees on agenda changes, which included more information sessions in the mornings, and activities for non-golfers in the afternoons. All sessions and events were well attended, and we will be looking to add more in 2015.
- » On September 9, 2014, we co-hosted the second annual Saskatchewan P3 Summit with the Saskatchewan Chamber of Commerce, and the Saskatchewan Heavy Construction Association. This event was well attended, and had great participation from industry.
- » In August, September, and October, we spent a significant amount of time planning for our 50th Anniversary and Member Awards Gala banquet, held in October 2014.
- » Throughout the year, we also attended several local construction associations' events, including galas, golf tournaments, awards banquets, and the Western Canadian Construction Conference, to further network with our members and partners.

Programs

We are continuing our work to bring our members important and relevant programs and services.

- » After attending a recruitment mission in Ireland in October 2013, we developed our Skilled Workers Immigration Program. Working in partnership with the team of professionals at Imagine Immigration & Consulting Services, we are able to provide guidance and assistance to member companies who want to use immigration to help address labour shortages. Imagine Immigration will provide SCA members with the necessary assistance and professional advice to help them navigate the immigration system in an easy and efficient manner.
- » The ESSO Fleet Card Program continues to be available to

SCA members. This program offers great discounts on bulk fuel purchases.

- » For the coming year, we are on track to develop more member programs that will bring even more value to membership in the Saskatchewan Construction Association.

In 2014, we invested significant resources in improving member services, and are committed to doing even more next year. We thank all our members who supported us last year, and continue to support the association by attending events, sponsoring, and participating on committees.

If you have any comments or questions about the services we provide, please contact the SCA office.

Save the Date - Upcoming Member Events



Annual Summer Meeting, June 4, 5, 6, 2015
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.



Member Awards Banquet, November 6, 2015
Queensbury Convention Centre, Regina

Industry Workforce Development Report

Overview and Report: A Collaborative Approach for Construction workers in Saskatchewan

Skills shortages have been consistently identified as one of the most significant threats to the economic competitiveness of Saskatchewan's construction companies. The SCA's coordinated approach to accessing skilled trades' workers initiative is a creative, employer driven solution that seeks to match labour market demands with supply across Saskatchewan. It speaks to skills shortages that have been identified across Saskatchewan that could impact the economic well-being and competitive ability of Saskatchewan construction companies.

Vision

The SCA's vision of the Employment Strategy is to promote opportunities for youth to participate in the construction trades through direct trades training and employment, scholarships, career awareness activities and more. We have developed partnerships and coordinated initiatives with other agencies to help deliver effective programs targeting youth who are ready to enter the construction labour force. We are also providing career promotion materials, websites and presentations to help youth make a more informed decision about a career in construction.

A particular emphasis was placed on developing skills and work opportunities for youth that will lead to a more diversified construction workforce in Saskatchewan. Action plans were developed to support construction industry employers build markets by creating internal effectiveness through effective human resource recruitment and retention strategies. New to the strategic plan was: to establish "demand side" capabilities, extend the youth programming vision to include interprovincial domestic and foreign workers, and to expand the "retention side" of current programming.

Goals

1. Investment Outlook:

Identifying Construction Labour Needs in Saskatchewan

- » Build Force Canada projections
- » SCA Data Warehouse
- » Sask Trends Monitor
- » Saskbuilds
- » SCA Assessment of Non-Residential Construction Cost Drivers

2. Communicating Construction:

Industry Workforce Development Initiatives

- » Trade Up Sask Website
- » Social Media Outreach – Facebook and Twitter
- » SCA Website – Newsletter – We Build Magazine
- » SCA Board - Advisory Council – HR Managers
- » Brochures – Posters - Presentations

3. Saskatchewan Youth:

Education - Career Promotion – Direct Entry Programs

- » Secured federal and provincial funding for \$400,000
- » Summer Internship Program
- » SCA Annual Scholarship Fundraising Program totaled \$20,000
- » Administered three federally funded Skills Link Programs
- » Delivered Career Spotlight events
- » Attended multiple Career Fairs
- » Represented SCA on five Training Boards
- » Participated in Try A Trades Career Events
- » Planned Career Snapshot Events and elementary school construction kits
- » Administered and led the Trade Up Sask Website initiative

4. Redistribution of Provincial and Canadian Skilled Workers

- » Potash Corporation Career Fair
- » Referred potential workers and clients to SaskJobs, employers and the Trade Up website



Students at Morsky Group's heavy equipment operator career spotlight at the gravel pit near MacLean.

5. Recruitment of Foreign Workers

- » Attended foreign jobs expos in Ireland
- » Established and maintained FTP site of foreign workers
- » Established a contract with a foreign recruitment consultant
- » Established a working relationship with the governments SINP Consultants

6. Retention: Construction Industry Workforce Initiatives

- » Data Warehouse
- » Promoted CCA and Local Association's Education Workshops
- » Human Resource Binder and Toolkit
- » Human Resource Managers Group
- » Saskatchewan Polytechnic Project Management Certificate and Degree Program
- » Canada Job Grant Presentations to members



Students touring the new Moose Jaw hospital construction site, facilitated by Graham Construction and Engineering.

Industry Workforce Development Report Continued

Upcoming Initiatives

In addition to our ongoing work, the following new initiatives are in development for 2015.

Supply Chain Forum: Conference and Trade Show, November 4 and 5, 2015

SCA will be hosting the first ever construction industry Supply Chain Forum: Conference and Trade Show at Evraz Place in Regina. The event will be a great opportunity for contractors to learn more about the construction market and procuring work in Saskatchewan and beyond. It will also be a great opportunity for our members from the Supply community to promote their services and products to contractors.

Career Manual for the Construction Trades

The SCA has coordinated with our Trade Up Partners to create a new manual for high school counsellors, parents, and job coaches to help prepare youth for a construction career. The purpose of the manual will be to provide educators and parents with accurate information about apprenticeship and securing employment in the construction industry. The manual will be launched soon, and will be available on the Trade Up Sask and SCA websites.

Try-a-Trades Event: Saskatoon, May 28 and 29, 2015

Together with Skills Canada and the Saskatoon District Industry Education Council, the SCA is planning to host a Try-a-Trades event in conjunction with the Skills Canada National Competition to be held in Saskatoon on May 28 and 29, 2015.

Trade Up Saskatchewan

Trade Up Saskatchewan will continue to be promoted as a complete solution to promoting construction careers to Saskatchewan students.

Career Promotion and Awareness – Tool Kits, Career Snapshot

Adding to SCA's impressive list of career promotion activities, two new activities are planned for 2015. In partnership with Saskatchewan Apprenticeship and Saskatchewan School Divisions, SCA will be supporting the development of Division 3 Construction Tool Kits. These tool kits will be the first formal introduction children in Saskatchewan will have in relation to careers in construction. Among other learning outcomes, youth will be able to determine if they have the aptitude for a career in the trades.

In addition, SCA will be developing a new activity called a Career Snapshot. This event has evolved from the half day Career Spotlight event where students tour a commercial job site, to a full day event where in the afternoon students will be able to perform the work they observed in the morning jobsite tour.

Canada Job Grant

With their training partners, SCA will be exploring opportunities for our members to access the Canada Job Grant and offer on the job training for their employees.

Financial Statements

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, 2014 and the statements of revenues and expenditures, 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, 2014 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 Notes 12 and 13 which disclose the impact of a prior period adjustment related to an error in the opening deferred revenue balance.

Other Matter

The financial statements of Saskatchewan Construction Association Inc. for the year ended September 30, 2013, were audited by another Chartered Accountant who expressed an unqualified opinion on those statements dated November 7, 2013.

Regina, Saskatchewan
November 6, 2014



Mintz & Wallace
Chartered Accountants LLP

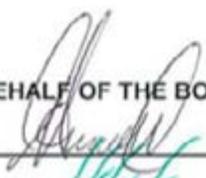
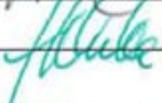
SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Statement of Financial Position

September 30, 2014

	Operating Fund	Restricted Funds	2014	2013
ASSETS				
CURRENT				
Cash	\$ 296,358	\$ 98,951	\$ 395,309	\$ 490,772
Accounts receivable	40,563	87,387	127,950	34,927
Goods and services tax recoverable	6,263	-	6,263	8,864
Prepaid expenses	5,300	-	5,300	4,362
Due to (from) other funds (Note 3)	93,371	(93,371)	-	-
	441,855	92,067	534,822	538,925
CAPITAL ASSETS (Note 4)	32,129	-	32,129	34,632
INVESTMENT (Note 5)	166,242	-	166,242	162,743
	\$ 640,226	\$ 92,967	\$ 733,193	\$ 736,300
LIABILITIES AND NET ASSETS				
CURRENT				
Accounts payable	\$ 10,555	\$ 440	\$ 10,995	\$ 43,103
Deferred revenue (Note 6)	14,900	54,748	69,648	13,013
	25,455	55,188	80,643	56,116
NET ASSETS	614,771	37,779	652,550	680,184
Net assets	614,771	37,779	652,550	680,184
	\$ 640,226	\$ 92,967	\$ 733,193	\$ 736,300
CONTINGENT LIABILITY (Note 8)				

ON BEHALF OF THE BOARD


 _____ Director

 _____ Director

See notes to financial statements

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Statement of Revenues and Expenditures

Year Ended September 30, 2014

	Operating Fund	Restricted Funds	2014	2013 (Restated)
REVENUES				
Membership dues	\$ 371,138	\$ -	\$ 371,138	\$ 338,128
Sundry (<i>Schedule 6</i>)	445,530	24,643	470,173	333,527
Enterprise Saskatchewan	70,000	-	70,000	-
Ministry of Economy grant	-	132,391	132,391	171,879
Service Canada grant	-	131,770	131,770	162,265
	<u>886,668</u>	<u>288,804</u>	<u>1,175,472</u>	<u>1,005,799</u>
EXPENDITURES				
Advertising	250	5,481	5,731	16,958
Advocacy research	83,328	-	83,328	-
Amortization	10,582	-	10,582	8,966
Annual general meeting	5,491	-	5,491	3,460
Bad debts	919	-	919	1,671
Building repairs	5,527	-	5,527	807
Committee	-	141	141	232
Communications	50,400	-	50,400	-
Employee benefits and contract salary	59,642	112,502	172,144	153,866
Events and projects	16,152	-	16,152	9,617
Immigration	12,640	-	12,640	-
Insurance	4,590	-	4,590	5,082
Leased equipment	1,960	-	1,960	1,944
Legal and audit	11,817	-	11,817	7,629
Meetings and conventions	13,274	8,226	21,500	31,549
Memberships and subscriptions	3,155	495	3,650	920
Office	32,681	4,042	36,723	32,800
Penalties and interest	(100)	-	(100)	744
Printing	7,741	3,997	11,738	6,967
Promotions	63,650	150	63,800	89,730
Roster	38,968	-	38,968	33,897
Salaries and consulting	250,987	13,411	264,398	185,367
Scholarship	20,000	-	20,000	10,000
Skills link	-	131,341	131,341	136,882
Sponsorship	9,573	-	9,573	5,278
Summer internship	-	17,227	17,227	17,468
Summer meetings	103,440	-	103,440	92,377
Telephone	-	675	675	-
Travel	25,105	5,291	30,396	10,344
Utilities and building maintenance	68,355	-	68,355	64,371
	<u>900,127</u>	<u>302,979</u>	<u>1,203,106</u>	<u>928,926</u>
EXCESS OF REVENUES (EXPENDITURES)	<u>\$ (13,459)</u>	<u>\$ (14,175)</u>	<u>\$ (27,634)</u>	<u>\$ 76,873</u>

See notes to financial statements

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Operating Fund

(Schedule 1)

Year Ended September 30, 2014

	2014	2013
REVENUES		
Membership dues	\$ 371,138	\$ 338,128
Sundry (Schedule 6)	445,530	308,577
Enterprise Saskatchewan	70,000	-
	886,668	646,705
EXPENDITURES		
Advertising	250	10,255
Advocacy research	83,328	-
Amortization	10,582	8,966
Annual general meeting	5,491	3,460
Bad debts	919	1,671
Building repairs	5,527	807
Communications	50,400	-
Employee benefits and contract salary	59,642	44,911
Events and projects	16,152	9,617
Immigration	12,640	-
Insurance	4,590	5,082
Leased equipment	1,960	1,944
Legal and audit	11,817	7,629
Meetings and conventions	13,274	23,227
Memberships and subscriptions	3,155	920
Office	32,681	28,515
Penalties and interest	(100)	744
Printing	7,741	3,519
Promotions	63,650	88,730
Roster	38,968	33,897
Salaries and consulting	250,987	153,567
Scholarship	20,000	10,000
Sponsorship	9,573	5,278
Summer meetings	103,440	92,377
Travel	25,105	6,644
Utilities and building maintenance	68,355	64,371
	900,127	606,131
EXCESS OF REVENUE (EXPENDITURES)	\$ (13,459)	\$ 40,574

See notes to financial statements

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Plan Deposit Fund (Schedule 2)
Year Ended September 30, 2014

	2014	2013
REVENUES		
Sundry (Schedule 6)	\$ 143	\$ -
EXPENDITURES		
Office	4	-
EXCESS OF REVENUE (EXPENDITURES)	\$ 139	\$ -

Gold Seal Fund (Schedule 3)
Year Ended September 30, 2014

	2014	2013
REVENUES		
Sundry (Schedule 6)	\$ 3,100	\$ 450
EXPENDITURES		
Office	1,252	103
EXCESS OF REVENUE (EXPENDITURES)	\$ 1,848	\$ 347

Trade Up Fund (Schedule 4)
Year Ended September 30, 2014

	2014	2013
REVENUES		
Ministry of Economy grant	\$ 6,400	\$ 62,600
Sundry (Schedule 6)	21,400	24,500
	27,800	87,100
EXPENDITURES		
Advertising	2,476	4,603
Committee	141	232
Employee benefits and contract salary	24,480	14,250
Office	2,464	262
Printing	840	-
Promotions	150	-
Salaries and consulting	13,411	31,800
	43,962	51,147
EXCESS OF REVENUE (EXPENDITURES)	\$ (16,162)	\$ 35,953

See notes to financial statements

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Workforce Development Fund

(Schedule 5)

Year Ended September 30, 2014

	2014	2013
REVENUES		
Ministry of Economy grant	\$ 125,991	\$ 109,279
Service Canada grant	131,770	162,265
	257,761	271,544
EXPENDITURES		
Advertising	3,005	2,100
Employee benefits and contract salary	88,022	94,705
Meetings and conventions	8,226	8,322
Memberships and subscriptions	495	-
Office	323	3,919
Printing	3,156	3,448
Promotions	-	1,000
Skills link	131,341	136,882
Summer internship	17,227	17,468
Telephone	675	-
Travel	5,291	3,700
	257,761	271,544
EXCESS OF REVENUE (EXPENDITURES)	\$ -	\$ -

Schedule of Sundry Revenue

(Schedule 6)

Year Ended September 30, 2014

	Operating Fund	Restricted Funds	2014	2013
Administration fee	\$ 27,372	\$ 3,100	\$ 30,472	\$ 19,079
Advisory Council fee	13,000	-	13,000	13,000
Affinity fees	3,383	-	3,383	3,977
Annual general meeting	1,925	-	1,925	1,750
Event registration	15,187	-	15,187	-
Interest	6,825	-	6,825	4,569
Membership roster	61,295	-	61,295	52,730
Office rent	32,000	-	32,000	32,000
Plan Deposit Fund fee	-	143	143	-
Saskatchewan Construction magazine advertising	52,020	-	52,020	-
Scholarship - silent auction	20,000	-	20,000	10,240
Sponsorships	113,032	21,400	134,432	115,257
Summer meeting	99,491	-	99,491	80,925
	\$ 445,530	\$ 24,643	\$ 470,173	\$ 333,527

See notes to financial statements

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Mission:

The SCA exists to create extraordinary value for members through:

- » providing members with a competitive advantage in the marketplace;
- » encouraging investment in Saskatchewan;
- » growing business opportunities for members; and
- » as the voice of the industry, advocating to government and the public.

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.



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