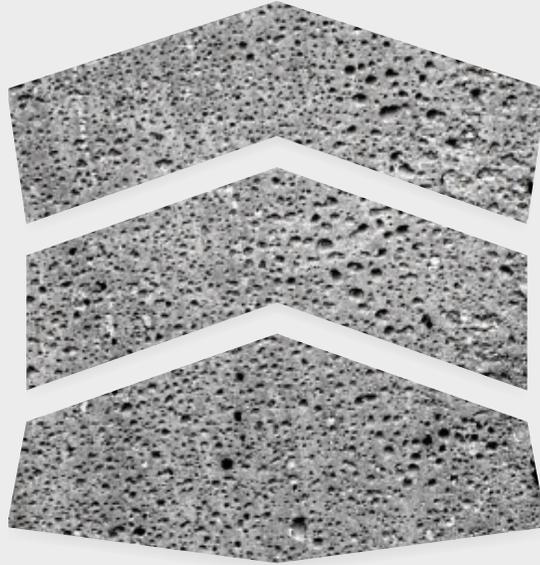


2015 ANNUAL REPORT





SCA 2015 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.

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’re going to work to not only attract investment to Saskatchewan, but encourage investors to build with Saskatchewan companies”

2015 was a year of change for the construction industry in Saskatchewan. Collapsing oil prices created hesitation for investors in Saskatchewan and cast a pall over the local economy, in spite of the strong economic fundamentals in the province. While there is every reason to be positive about Saskatchewan’s economy, the reality on the ground – for mid-sized contractors in particular – has felt very different in 2015. There is more competition, work is scarcer, pricing has gotten tighter, and cash is flowing less readily.

At the SCA, our first indication of change was a big decline in the number of members interested in foreign recruitment. This came about because there was more labour available coming out of the oil industry, and because companies were adding new employees at a slower pace to deal with the financial uncertainty. Knowing things were different for our members but not necessarily understanding how different, it became very important for SCA staff to get out of our office and spend more time with you.

This Summer we launched a new, important, and ongoing initiative to regularly engage one-on-one with individual member companies in their place of business. We travelled across the province, meeting with members and asking you about the opportunities and challenges you face. We wanted to know what keeps you up at night, and where you hope to take your business in the future. This approach is based on a simple truth – the business of the SCA is supporting your business. If we don’t know your business, we can’t support it. We’re committed to getting to know you and your business, and so far the results have been very positive.

Based on the feedback we’ve received to date, the SCA Board adjusted our five-year strategic plan to focus our role on providing leadership within the industry, encouraging investment into the province, growing opportunities for your business, and making sure our business is sustainable. Because of what we heard from members, we’re going to make sure that you’re better able to respond to the changing demand that owners are placing on construction companies. We’re going to work to not only attract investment to Saskatchewan, but encourage investors to build with Saskatchewan companies. We’re going to work to ensure that your membership is a signal to others of your company’s commitment to quality work, ethical practices, and excellent service.

Our member engagement efforts are not a one-time thing. They are, and will be, part of our core work going forward. SCA’s work will be

driven by the feedback we hear from our members. This will help ensure that we can be responsive enough to assist your company in dealing with the changing environment you face all the time. It isn’t easy for an organization to be continually flexible and responsive, but here at the SCA we believe we have the right plan, and the right team to make it possible.

Of course this is only possible because of the great leadership delivered by your Board of Directors. Led by Chairperson Corey Hunchak of Clearlite Glass, the SCA Board has shown courage and commitment in continuing to move the organization forward. Every member of the Board volunteers their time and effort to serve your industry, and they do an incredible job of it. Please take the time to thank them for their service.

A great staff team is also essential to building and sustaining a responsive organization. At the SCA we are very fortunate to have an incredible team of individuals who are truly committed to serving you. John Lax, Amanda Thicke, and Kristin Wagman are the management team that provide organizational leadership and guidance, expert delivery of programs and services, and support me in executing on the strategic vision of the Board. This crackerjack management team is supported by a superb staff team, including Doug Folk, Megan Jane, Howard Jesse, and Erwin Klempner. Together we seek to continue building an association that will serve your needs now and into the future.

This annual report on the activities of the SCA in the past year will provide you, our member, with information on the work of our team. A document cannot capture the full scope of work, or impact of work, but I do believe that it reflects how this past year has been a success. As you review this document, I hope you will come to the same conclusion that I did. In 2015, the SCA continued to move in the right direction, made good progress, and was set up well for future success. 2016 will see more change at the SCA as we continue to reorient the association towards a responsive, member-service focused, mission-driven organization. We are closer to that reality than ever before because of the engagement of members, the support of a great Board, and the work of an amazing staff. It’s been my pleasure to be along for the ride in the last two and a half years, and I look forward to what this next year will bring.

Mark Cooper, MBA, PMP
President and CEO



Message from Board Chair – Corey Hunchak

“We have a strong board made up of industry leaders and we are seeing more and more members wanting to be involved”

It has been a busy year serving you as our current board chair and I look forward to serving the Saskatchewan construction industry for my second term and appreciate the SCA Board's endorsement to extend my term. Our vision and five year plan is well underway and has been reviewed last month at our SCA Board Retreat, which I hope becomes an annual or at least bi-annual process that will assist the board and our staff to ensure we are on the right track and focusing our resources to best serve the industry.

It has been a pleasure working with Mark and his staff and the evolution of our board to where we are today. The industry is always evolving and we need to stay relevant and engaged with our members and our partner associations. The SCA has made huge advancements in this area and we are currently enjoying a mutual respect and affinity with government, partner associations, and our members that has not been seen in the industry for the decade and a half that I have been involved with the local and provincial associations. We have a strong board made up of industry leaders and we are seeing more and more members wanting to be involved with the SCA Board and have the largest and most qualified slate of nominees for the one Director-at-Large position available for this upcoming year. This, in my opinion, is the highest accolade we as a board can have. The willingness of our members to want to be engaged and volunteer the most valuable and limited resource they have, their time, to make our industry better goes to show that our association and our industry are headed in the right direction.

With the federal election completed and a provincial election around the corner, our government advocacy work will be paramount this upcoming year. We have made substantial gains in this area in the past couple years and we want to ensure that we maintain and strengthen our current relationships and build new ones where needed. Work in areas like WCB reform and prompt payment legislation were key topics this past year and will continue to be on the agenda this coming year. I assume all member companies enjoyed seeing their WCB rebate cheque this summer as the SCA, in conjunction with other industry partners, played a key role in making that rebate a reality.

I look forward to another great year working with the incoming board, new and current staff and with Mark to best serve our members to build a better construction industry in Saskatchewan. Thank you to our outgoing board for your dedication and time this past year, it was a pleasure working with all of you.

Sincerely,

Corey Hunchak
SCA Board Chair

SCA Board of Directors



Corey Hunchak, Chair,
Clearlite Glass



Jason Duke, Treasurer,
Certa Pro Painters



Sam Shaw, Past Chair
C&S Builders



David Kanciruk,
Associated Asbestos Abatement



Laird Ritchie,
Ledcor Construction Limited



Rob Istace, Alliance Energy



Sean Hamelin, PCL Construction



Allan Webb, RNF Ventures Ltd

SCA Staff Members

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

Workforce Development –
Career Coach – 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

Manager – John Lax,
johnl@scaonline.ca

Coordinator – Megan Jane,
meganj@scaonline.ca



Ron Smith, W.F. Botkin Construction



Cory Richter, Quorex Construction



Janis Dubreuil, Allan Construction



Justin Hoyes, All 'N All Construction



Tyler Pochynuk,
Clark Roofing (1964) Ltd.



Jan McLellan Folk,
Alliance Energy Ltd.



Mark Cooper, President/Staff SCA

Advocacy Report

A Unified Construction Industry with a Coherent Message

The SCA continues to collaborate with industry stakeholders and develop partnerships that enable us to act as the principal voice of non-residential construction in Saskatchewan. By developing strong networks and cultivating deep knowledge the SCA pursues the goal of best representing our membership and their diverse viewpoints through a coherent and unified message at the provincial level.

Through our message we seek to ensure that provincial government agencies, investors and our members are on the same page working towards development and investment that benefits our members, industry and the province as a whole.

Our message and our priorities are determined by the commitment and knowledge represented on the industry Advisory Council. The Advisory Council is made up of representatives from 24 distinct industry associations with experience, expertise and vested interests in Saskatchewan construction.

The Advisory Council helps the SCA build coalitions, deliver a broader voice in advocacy and set priorities that align to member and industry needs. For 2015, the Advisory Council chose to focus on two priority policy themes:

- » Safety, and
- » Improving public procurement practices.

The SCA has made progress on several fronts in these areas and, where goals have not yet been reached, the voice of the non-residential construction industry has been clearly represented to decision-makers.

Safety

In addressing the Safety priority policy area the SCA worked extensively with strategic partners and achieved several significant achievements in relation to the WCB. These include:

- » A change in how WCB distributes surplus funding, resulting in a return of cash to the construction employers. Around \$18 million was returned to companies we represent, including members. For companies receiving refund cheques the average was over \$4,500. The SCA is proud to have been a key part of the coalition that delivered this change.
- » The SCA had direct involvement, thanks to our ongoing partnerships, into the appointment of new WCB Board members. This helped to ensure that new Board members are aware of construction employer concerns, and are better prepared to assist in addressing employer priorities.
- » Through the lobbying of the SCA and our many industry partners, we secured broader industry consultation on WCB's Experience Rating program. Although the results are not yet known, the SCA pushed hard to make changes to the program that reflect the priorities of construction employers.

Improving public procurement practices

Procurement is an ongoing priority of the SCA to ensure that the process is transparent, accountable and fair to our members.

Some successes in this broad policy area include:

- » The provincial government's Action Plan for Priority Saskatchewan reflected extensive feedback from the non-residential construction industry. This was a result of the work SCA and our partners did to engage directly with Priority Saskatchewan throughout its consultation process.
- » Through the work of the SCA and our coalition partners, we secured a spot at the table with government decision-makers as they crafted government procurement policy with respect to the Action Plan. We recommended, and secured, changes that ensure our members will have fairer access to procurement opportunities.



- » The SCA was there to encourage the government to proceed with policy changes regarding Crown procurement, and to support the government when they implemented a procurement policy that enables Crowns to favour New West companies from Saskatchewan, Alberta, and British Columbia.

- » The SCA and our partners will be at the table with government decision-makers as we design, develop, and roll-out the next generation of procurement procedures, guides, and directives for all procuring agents across government.

While there is more work to be done, the SCA has clearly defined a path to success when advocating on behalf of the Saskatchewan non-residential construction industry. Our mandate continues to come from a diverse set of industry stakeholders and our focus is on being accountable to our members and integrated partners.

If you have any questions, comments or concerns with respect to any of the advocacy work of the SCA, please contact John Lax, SCA Manager, at 306-525-0171 or by email at johnl@scaonline.ca.

Member Services Report

In 2015, Member Services continued to deliver quality communications, events, and programs, working to develop more of what our members want. We spent a considerable amount of resources on our member engagement strategy and much of our work was driven by our members and our work with integrated partners.

That work has not gone unnoticed. Member satisfaction ratings are higher than the previous two years, and our membership numbers have remained stable at more than 1,350.

Communications

In 2015, we continued our comprehensive communications and marketing strategy, continuing to build on our brand. We reached out to members and partners in a variety of ways – our newsletter, social media, e-mails, and our quarterly magazine.

Monthly E-Newsletter

On the first Thursday of each month, we send all members our e-newsletter, SCA News. Our average open rate is 36 per cent, well above the industry average of 22 per cent, and consistent with 2014's 33 per cent.

Quarterly Magazine – We Build

We Build just published its eighth issue, Looking Forward and Looking Back. Each issue of this magazine is distributed to more than 2,000 members and stakeholders, and has received a significant amount of positive feedback. The magazine continues to generate a profit for the association through advertisement revenue. All published issues are available on the association website.

Website – www.scaonline.ca

Most of the efforts to improve the SCA website were to improve the functionality of the online membership directory and improve the experience for the user. While our website continues to be a work in progress, we are headed in the right direction.

Each association member has access to the online directory where they can log in, view the directory, and make changes to their profile. Members can also select trade listings for the

Membership Roster and Buyer's Guide.

Traffic to our site continues to increase, and we anticipate more growth as we continue to make improvements.

Social Media

In 2015, SCA continued being a presence on Facebook (facebook.com/SaskConstAssociation), Twitter (@WeBuildSK), and through our website. On Facebook, we have almost 550 followers, Twitter has attracted more than 520 followers, and the blog is the most viewed item in our newsletter, and on our website. Last year there were 17 blog posts from SCA staff.

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 2015, the format of the member trade listings switched to Master Format Specifications, giving members more options, and making the listings consistent with industry standards. Events

In our 2015 reporting year, we held a number of events for members.

- » On October 23, 2014, we hosted our 50th Anniversary and Member Awards Gala banquet at Prairieland Park in Saskatoon. The event was attended by more than 300 members and stakeholders and awards were given six categories. The Community Builder award was presented to Alliance Energy Ltd., the Industry Builder award was presented to the Morsky Group, the Innovation in Action award was presented to PCL Construction Management Inc., the Project Recognition awards were presented to Westridge Construction Ltd. and RNF Ventures Ltd., and the Lifetime Achievement award was presented to Darrell Kincaid. We also presented Leon Friesen and Michael Fougere with Honourary Life Memberships for their service to the association.



-
- » On October 23, 2014, we hosted a Joint Board Meeting for our integrated partners. The Boards of the Moose Jaw, Prince Albert, Regina, Saskatoon, and Saskatchewan Heavy Construction Associations, met with the SCA Board to discuss the opportunities to collaborate and to improve services offered to members. Work on this initiative continues and there are plans for the boards to meet again.
 - » On November 27, 2014, we hosted our Annual General Meeting jointly with the Regina Construction Association.
 - » On June 4, 5, and 6, 2015, we hosted our Annual Summer Meeting at Elk Ridge Resort, Waskesiu. More than 170 association members had the opportunity to attend information sessions, network, and enjoy some comradery out of the office. We held six different morning education sessions, and had a general meeting. In the afternoons, 270 golfers enjoyed the courses, while other attendees participated in a boat tour, fishing derby, and wine pairing session. The evening banquets well attended and we heard positive feedback on the live music.
 - » On September 15 and 16, 2015, and at the Annual Summer Meeting, we hosted a session called Construction Productivity 101 in Regina, Saskatoon, and Waskesiu. Sponsored by the Ministry of Economy, these sessions were well attended and well received.
- » SCA members can access services from Injury Solutions Canada at a discounted rate. Injury Solutions provides assistance with workers compensation claims, return to work programs, etc.
 - » 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.

We thank all our members who supported us last year, and continue to support the association by attending events, sponsoring, and participating on committees.

2016 Annual Summer Meeting, June 2, 3, 4, 2016



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.

Engagement

In 2015, the SCA launched a member engagement strategy which consists of SCA staff meeting with members at their offices and job sites. Last year, SCA staff met with about ten per cent of our full members. The feedback we received from our members has been used to guide association strategies and activities. Feedback is also shared with our integrated partners to help ensure we are providing the services our members want and need.

The overall response to this strategy has been very positive from both our members, and our partners. In the next year, SCA will continue this strategy and has dedicated resources for this purpose.

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

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

Programs

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

- » The ESSO Fleet Card Program continues to be available to SCA members. This program offers great discounts on bulk fuel purchases.

Industry Workforce Development Report

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

Skills and trades 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 strategic vision for construction industry employment is to promote opportunities for youth to participate hands on in the construction trades through trades training leading to employment, scholarships, career awareness activities and more. In order to meet the demand for effective programs for youth ready to begin a career in the construction industry, partnerships and coordinated initiatives with other agencies have been set in motion, with emphasis placed on providing diversity. To make the career selection process easier for youth starting out, we are also providing career promotion materials, websites and giving presentations in the classroom.

Action plans are continuously developed to support our industry employers in building and maintaining 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 Construction Data Warehouse
- » Data partnership with Sask Trends Monitor
- » Partnership with SaskBuilds
- » SCA Assessment of Non-Residential Construction Cost Drivers

2. Tools used in 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
- » SCA Annual Scholarship Fundraising Program totaled over \$12,500
- » Administered four federally funded Skills Link Programs in Weyburn, Saskatoon, and Regina
- » Delivered Career Spotlight events
- » Attended over 25 Career Fairs
- » Represented SCA on five Training Boards
- » Participated in Try A Trades Career Events
- » Planned Career Snapshot Events and developed elementary school construction kits
- » Administered and led the Trade Up Sask Website initiative
- » Presented an SCA Scholarship at the SATCC Awards Dinner
- » 20 students from Southern Saskatchewan were chosen from the SCA Summer Youth Internship Program, and of those, 14 students are now currently working in the Skilled Trades

4. Redistribution of Provincial and Canadian Skilled Workers

- » Referred potential workers and clients to Saskjobs, employers, and the Trade Up Website.



5. Recruitment of Foreign Workers

- » Attended foreign jobs expos in Ireland and Poland
- » Established and maintained FTP site of foreign workers
- » Continued 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

SCA Partnership with the Ministry of Economy

Project Objectives and Final Outcomes

Project Objectives:

The purpose of the agreement between the SCA and the Ministry of Economy is to support the work plan developed by SCA's Industry Workforce Development team to create awareness, develop programs and resources to support their industry to develop, attract and retain the people with the skills, abilities and experience needed in the industry.

Final Outcomes:

- » Saskatchewan residents, particularly youth, have a greater awareness and understanding of training requirements and career opportunities in the construction industry.
- » Educational institutes have gained a better understanding of employment in the construction trades.
- » Industry employers have a greater awareness of the value of employing underrepresented population segments and enhancing participation in the apprenticeship system.
- » Industry stakeholders have access to information on specific needs in the construction industry to assist in future planning (i.e. training needs, major projects, etc.).
- » 20 youth have gained experience in the construction trades through a mentor company, 90% of which have obtained long-term employment.

The following activities were undertaken to support Career Promotion and Recruitment, such as:

1. Promoting the trades as a first career choice through social media and participating as the managing partner of the Trade Up Saskatchewan website;
2. Participating in career fairs, Try-a-Trades and classroom Presentations;
3. Promoting the Saskatchewan Careers website and Saskjobs website to youth and industry employers;
4. Coordinating student's construction career Spotlights and inviting teachers/guidance counselors to visit commercial job sites to better understand construction trades employment;
5. Preparing, presenting and attending major conferences in the trades training sector and SCA initiatives;
6. Participating on various Boards and committees such as: Skills Canada, Regina/Saskatoon Trades and Skills Centers/SIIT Construction Careers Steering Committee, Sk Construction Association;

Industry Workforce Development Report Continued

7. Supporting the development of Industry-Education Councils across the province;
8. Supporting the Saskatchewan Apprenticeship Trade Certification Commission (SATCC) – Saskatchewan Youth Apprenticeship (SYA) Industry Scholarship;
9. Coordinating the Summer Internship Program to provide 20 summer employment opportunities for high school graduates interested in pursuing careers in construction.

On their own initiative, SCA is undertaking to supplement additional components to build on the Workforce Development work plan for their industry, which will enhance the outcomes for all stakeholders. This includes Market Intelligence from Sask Trends Monitor and Retention issues highlighted by SATCC.

Industry Workforce Development Upcoming Initiatives

In addition to our ongoing work, the following new initiatives were in development for 2015 and will continue to be in 2016. 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: Time and Location TBD

- » Following the success of last year's event, 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, similar to the one held in Saskatoon on May 28 and 29, 2015.

Trade Up Saskatchewan

- » Trade Up Saskatchewan is in the process of re-branding, but will continue to be promoted as a complete solution to promoting construction careers to Saskatchewan students.

Career Promotion and Awareness – Tool Kits, Career Snapshot, Try-A-Trade, Career Fairs, and Career Spotlights

- » Adding to SCA's impressive list of career promotion activities, two new activities were introduced in 2015. In partnership with Saskatchewan Apprenticeship and Saskatchewan School Divisions, SCA has supported the development of Division 3 Construction Tool Kits. These tool kits are the first formal introduction children in Saskatchewan have in relation to careers in construction. Among other learning outcomes, youth are able to determine if they have the aptitude for a career in the trades.
- » In addition, SCA has developed a new activity called a Career Snapshot. This event has evolved from the half-day Career Spotlight event where students tour and observe a live commercial job site to a full day event where students work with an SCA member company to build something from start to finish.

Canada Job Grant

- » With their training partners, SCA will continue to explore opportunities for our members to access the Canada Job Grant and offer on the job training for their employees.

Saskatchewan Indian Institute of Technologies and Sask Polytechnic Partnership

- » As a part of our mission to succeed with Aboriginal engagement in the trades, we are developing a partnership with Aboriginal communities and the construction industry, more specifically – with SCA members. This program will be similar to that currently offered at the Regina Trades and Skills Centre, in that it will teach students the necessary skills to become certified in a given trade, but it will occur on the First Nation's Reserve. These training camps are geared towards mining but are a step in the right direction to forming relationships with Aboriginal communities.

Staff in Saskatoon

- » The SCA will be hiring a new Career Coach to work out of Saskatoon.

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, 2015 and the statements of operations - all funds, 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, 2015 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.

The image shows a handwritten signature in black ink that reads "MWC LLP". The letters are written in a cursive, slightly slanted style.

Chartered Professional Accountants

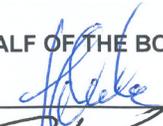
Regina, Saskatchewan
November 12, 2015

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Statement of Financial Position September 30, 2015

	Operating Fund	Restricted Funds	2015	2014
ASSETS				
CURRENT				
Cash	\$ 498,438	\$ 3,989	\$ 502,427	\$ 395,309
Accounts receivable	37,985	19,087	57,072	127,950
Goods and services tax recoverable	10,572	-	10,572	6,263
Prepaid expenses	3,916	-	3,916	5,300
	550,911	23,076	573,987	534,822
CAPITAL ASSETS (Note 3)	26,951	-	26,951	32,129
INVESTMENT (Note 4)	169,817	-	169,817	166,242
	\$ 747,679	\$ 23,076	\$ 770,755	\$ 733,193
LIABILITIES AND NET ASSETS				
CURRENT				
Accounts payable	\$ 113,884	\$ 1,035	\$ 114,919	\$ 10,997
Deferred revenue (Note 5)	11,245	-	11,245	69,648
	125,129	1,035	126,164	80,645
NET ASSETS	622,549	22,041	644,590	652,548
	\$ 747,678	\$ 23,076	\$ 770,754	\$ 733,193
CONTINGENT LIABILITY (Note 8)				
LEASE COMMITMENTS (Note 9)				

ON BEHALF OF THE BOARD


 _____ Director

 _____ Director

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Statement of Operations - All Funds For the Year Ended September 30, 2015

	Operating Fund	Restricted Funds	2015	2014
REVENUES				
Administration fee	\$ 19,778	\$ 3,700	\$ 23,478	\$ 27,686
Advertising	98,525	-	98,525	91,820
Affinity programs	3,299	-	3,299	3,383
Event registrations	135,195	-	135,195	116,603
Fees	15,855	-	15,855	35,710
Government contributions	10,000	234,557	244,557	333,948
Interest	6,561	-	6,561	6,825
Membership dues	508,402	-	508,402	371,138
Other	2,049	-	2,049	1,785
Plan Deposit fund	-	95	95	143
Rental	32,000	-	32,000	32,000
Scholarships	10,869	-	10,869	20,000
Sponsorship	160,600	13,600	174,200	134,432
	<u>1,003,133</u>	<u>251,952</u>	<u>1,255,085</u>	<u>1,175,473</u>
EXPENSES				
Member services	250,012	775	250,787	190,091
SCA internal	557,553	-	557,553	570,736
Governance	43,111	-	43,111	13,243
Advocacy	83,436	-	83,436	87,854
Industry Workforce Development	61,243	266,913	328,156	341,183
	<u>995,355</u>	<u>267,688</u>	<u>1,263,043</u>	<u>1,203,107</u>
EXCESS OF REVENUES (EXPENSES)	<u>\$ 7,778</u>	<u>\$ (15,736)</u>	<u>\$ (7,958)</u>	<u>\$ (27,634)</u>

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Statement of Operations - Operating Fund

Year Ended September 30, 2015

	2015	2014
REVENUE		
Administration fee	\$ 19,778	\$ 24,586
Advertising	98,525	91,820
Affinity programs	3,299	3,383
Event registrations	135,195	116,603
Fees	15,855	35,710
Government contributions	10,000	70,000
Interest	6,561	6,825
Membership dues	508,402	371,138
Other	2,049	1,785
Rental	32,000	32,000
Scholarships	10,869	20,000
Sponsorship	160,600	113,032
	1,003,133	886,882
EXPENSES		
Member Services		
Administration	28,415	30,276
Affinity program	24	-
Roster	41,643	38,968
Database	2,751	-
Summer meeting	106,987	103,440
Meetings and events	9,424	16,152
Banquet	43,334	-
Member recruitment and engagement	13,580	-
Sponsorship	3,854	-
SCA Internal		
Administration	490,820	419,871
Property management	44,598	35,695
Communications	22,135	115,170
Governance		
Administration	11,855	5,294
Board	8,076	2,181
Advisory Council	127	162
Committees	71	116
AGM	420	5,491
Strategic planning	22,562	-
Advocacy		
Administration	55,175	4,074
Research	28,261	83,781
Industry Workforce Development		
Administration	6,486	6,818
Immigration	43,888	12,640
Scholarship fund	10,869	20,000
	995,355	900,129
EXCESS OF REVENUES (EXPENSES)	\$ 7,778	\$ (13,247)

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Statement of Operations - Restricted Funds

Year Ended September 30, 2015

	Plan Deposit Fund	Gold Seal Fund	Trade Up Fund	Workforce Development Fund	2015	2014
REVENUE						
Government contributions	\$ -	\$ -	\$ -	\$ 234,557	\$ 234,557	\$ 263,948
Administration fee	-	3,700	-	-	3,700	3,100
Sponsorship	-	-	13,600	-	13,600	21,400
Plan Deposit fund	95	-	-	-	95	143
	95	3,700	13,600	234,557	251,952	288,591
EXPENSES						
Member Services						
Gold Seal	-	775	-	-	775	1,251
Plan Deposit	-	-	-	-	-	4
Industry Workforce Development						
Ministry of Economy	-	-	-	108,927	108,927	109,193
Summer Internship	-	-	-	16,508	16,508	17,227
Skills Link	-	-	-	109,122	109,122	131,341
Trade Up Saskatchewan	-	-	32,356	-	32,356	43,962
	-	775	32,356	234,557	267,688	302,978
EXCESS OF REVENUES (EXPENSES)	\$ 95	\$ 2,925	\$ (18,756)	\$ -	\$ (15,736)	\$ (14,387)



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 corroboratively 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.

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We build Saskatchewan.

Mission:

The SCA exists to create extraordinary value for members through:

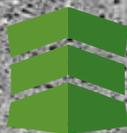
- » providing industry leadership;
- » encouraging investment in Saskatchewan;
- » growing business opportunities for members; and
- » maintaining a sustainable organization

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.



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