



SASKATCHEWAN
CHAMBER *of* COMMERCE

The Voice of Business in Saskatchewan



ANNUAL REPORT

2016-2017

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Saskatchewan Chamber of Commerce Officers



Shawna Nelson
Chair
Sheraton Cavalier Saskatoon



Patricia Warsaba
1st Vice-Chair
McKercher LLP



Michael Cossar
2nd Vice-Chair



Randy Beattie
Immediate Past Chair
PFM Capital Inc

Saskatchewan Chamber of Commerce Board Members



Kendal Netmaker
Neechie Gear Inc.



Natasha Stinka
Canpotex



Peter Clarke
Seed Hawk Inc.



Greg Hanwell
Beer Brothers
Gastropub & Deli



Monica Kreuger
Global Infobrokers Inc. &
Praxis Group of Schools



Ricardo Silva



Tim Schroh
Affinity Credit Union



Clayton Veresh
MNP LLP



Sean Young
Young's Equipment Inc.

Saskatchewan Chamber of Commerce Staff



Steve McLellan
CEO



Michele Geres
Administrative Assistant



Cindy Wright
Director of Special Events



Curtis Hemming
Director of Government
Relations



Joshua Kirkjian
Director of Research &
Policy Development



Jesse Chatterson
Director of Membership
Sales



Elissa LaLiberte
Director of Marketing &
Membership Engagement



Jennie Avram
Director of
Communications

CHAIR'S REPORT

It's hard to remember a year that went by as fast as this one, my year as Chair of the Saskatchewan Chamber of Commerce.

We were busy! Our CEO Steve, the staff, our boards, our committees, our 100 day task forces – we were working hard for our members!

What kept us on the straight and narrow was having a solid strategic plan. I can honestly say from our Strat Planning day back in June to where we are now – a lot of items have progressed significantly in a positive way.

Our committee work is instrumental in moving files forward and delivering the outcomes voiced by our membership. Without the hard work and expertise of our committee members, we would not be one of the most active Chambers in North America.

We are grateful for our partnerships and the sponsorships received throughout the year that support many of our events and projects. These activities enable the Chamber and its member's opportunities to meet and have great discussions with our government, deputy ministers, CEOs of the Crown Corporation and industry. I even got to meet the Ambassador of Ukraine at the Chairs Dinner!

This year I wanted to invest in board growth and development and in particular, examine more closely something that is very important to all of us, how we engage with our Aboriginal business community. Off the top in January, we had the pleasure of having John

Lagimodiere provide the board and staff with Aboriginal awareness training. This certainly was for me very insightful. I am confident that as a board, we are on the right path to working on our relationships and partnerships with the Aboriginal business community.

Carbon Tax – the new dirty word! What does it mean to Saskatchewan businesses – well we know what our members think as we conducted a survey and have had discussions with large industrial members. Yes we are against the imposition of carbon tax – the word “tax” alone means no. However, in the meantime we are conducting some research on this issue with experts and we feel it's our responsibility and obligation to our membership to know the full course of actions available if one is put in place. We've been working on files such as Water, Labor Market, Immigration system, Workplace Safety, Mental Health in the Workplace, k-12 Curriculum renewal – check out our website it's all there for you to see and read.

The biggest project that I've seen this organization tackle was TransformSk, a major accomplishment that was spearhead by our valiant CEO Steve McLellan. He deserves at least a new set of tires!

As Past Chair I'm excited to be representing our provincial chamber by fulfilling a board seat on the Canadian Chamber of Commerce. I will continue to ensure that on a national level, our voice is heard on Saskatchewan issues.



Shawna Nelson, Chair

In closing, the seat is hot Patricia. There is still much work to be done. I've placed the poker in the fire on a few things that you will need to keep burning. However, you are not alone. You have one of the best teams to support you and backing of the true drivers of our organization - 700 members and 10,000 businesses through our local chamber networks!

As one wise man said, “Stay Calm and Saskatchewan On!”

Respectfully submitted,
Shawna Nelson, Chair

CEO's REPORT



Steve McLellan, CEO

Every year is busy but few have two elections, a major consultative effort, a rebate in the hundreds of millions of dollars and a potential tax that could cost business in Saskatchewan millions, plus all the regular files that in 'normal years' keeps the Saskatchewan Chamber busy. But 2016/17 was such a year. I reference the time since our last annual meeting, not just 2016, to give a fuller perspective on what we have been active on. And while I attempt to hit on the key points, our website has our full library of letters to and from governments, policy documents and of course our reports written internally or by outside agencies in our collective efforts to advocate for business.

On Track 2016 was a policy document that was created to serve both the Federal and Provincial elections. It contained policy outlines that would mean positive growth for business and incremental growth for Saskatchewan.

The Federal election in October 2016 brought a Liberal majority and while Saskatchewan lost seats in government, it meant the Hon. Ralph Goodale was back in Cabinet and held a very powerful voice. To have more than one MP on the government side would be great but we have always worked very closely with Mr. Goodale and that will continue.

The April 2017 provincial election returned the Saskatchewan Party with a majority; little has changed in how we deal with Government.

TransformSK was a reaction to the Minister of Finance's call for ideas that could be transformational in how the government does business, serves the public and earns its revenues.

From a concept that began on June 1, we had a remarkable success forming partnerships with 5 other business groups, held 60 sessions in 14 communities and received hundreds of ideas.

These were all condensed into a report called 'The Upstream Economy- A Transformative Dialogue for Transformative Change'. It contains 45 Calls to Action that will encourage discussion on how we can work together to achieve the kind of transformational change that was hoped for. This work will continue in 2017 and beyond.

Membership challenges came in both retention and new member sales. The economy was soft in many sectors and we felt the pinch. While sponsorships were solid, new sales dropped by more than half and renewals took a 10% drop from historical averages.

New sales remained a priority but we targeted more strategically and also went to a 'farmer' rather than 'hunter' mode. We cultivated a mindset of retention rather than going out with a focus on hunting for new members. It worked! We retained a large percentage of our membership. Though the rates decreased, the engagement stayed strong.

We were very active on the WCB file in a couple areas with the rebate of the surplus being one that had the greatest impact on business.

The new Board is doing a great job of reducing the timelines for appeals. That along with implementation of the Committee of Review recommendations will make 2017 and beyond very progressive.

We were very glad to have been active in a positive and productive manner with the WCB Board and management to ensure the \$241 million surplus in investments were returned to businesses. Very focused advocacy work resulting in good outcomes.

Carbon was the key word for our Environment Committee for 2016/17. The fact the Federal government said they would impose a tax on the province if one was not in place by 2018 was of great interest. The impact on business could be catastrophic if done in a manner that would harm our energy intense and trade reliant sectors and others.

We undertook a member survey, held numerous meetings with Sask Power, the Ministry of the Environment and other issue experts to learn all we could about carbon pricing and reducing GHG emissions.

We saw some transitions in staffing with the departure of Kristin McKee who had served the chamber since 2006 and Marilyn Leier who left in early 2017.

We welcomed Joshua Kirkjian as Director of Research and Policy Development and also Michele Geres as Executive Assistant and Secretary to the Board.

The Sask Chamber's Strategic Plan was updated in June of 2016 and we have been following its key themes to guide our actions. The value of having the Strategic Plan is that we can both plan and measure our success in priority areas and I am happy to say progress was seen in all areas. A full recap will be presented over the summer.

On a final note we were very pleased to be a Finalist for the Association of Chambers of Commerce Executives (ACCE) Chamber of the Year Awards for State and Provincial Chambers for 2015. We had a very thorough process and to be recognized in such a significant manner was rewarding for the whole team- staff and volunteers.

The past year was a very busy but certainly a positive year for the Saskatchewan Chamber. I want to thank all the staff for their dedicated effort and the Board and volunteers for their guidance and support.

The leadership of Shawna Nelson as Chair was incredible and very much appreciated.

Respectfully submitted,
Steve McLellan, CEO

ENVIRONMENT COMMITTEE

Throughout the year, the Environmental Committee actively addressed a number of important issues affecting business in the province. In November 2016 the Chamber surveyed members on the issue of carbon pricing and the feedback we received was loud and clear. While the vast majority of respondents concluded that reducing carbon emission was important, almost three quarters opposed the use of carbon pricing (be it in the form of a tax or through cap and trade) as the mechanism to achieve such reductions, due to the negative impacts on our export competitiveness. The feedback we received around carbon pricing served to inform our research and advocacy efforts moving forward. Letters were sent to both Premier Brad Wall and Prime Minister Justin Trudeau that clearly articulated our members' concerns about the proposed pan-Canadian framework. Our research and advocacy efforts are currently underway as we draw closer to the federally imposed carbon floor price deadline of January 1, 2018.

Our members have made it clear that the Chamber should continue to oppose the implementation of a future carbon pricing scheme and instead support technological investments and incentives in order to reduce emissions. In response, the Chamber established the Energy Efficiency Taskforce during the fall of 2016. The mandate of the Energy Efficiency Taskforce is to create a series of recommendations to advance the implementation of energy efficiency measures as the first step toward reducing emissions through energy conservation. Taskforce members have specialized knowledge on energy conservation and the related Demand Side Management programs aimed at the commercial sector. A final report containing a list of recommendations will be communicated to the appropriate levels of government starting in the spring of 2017.

The Chamber decided to focus its efforts on the current state of provincial water resource management, given the impact of severe flooding taking place throughout Southeastern Saskatchewan and the threat posed by invasive species such as Zebra Mussels to our resort communities. Businesses in the province have a significant reliance on water for their use in operations like irrigation, manufacturing, potash mining, and livestock. The Water Management Council was formed in March of 2016 with the goals of changing the current governance structure on water use management to be more focused and to create a comprehensive provincial water strategy with key stakeholders. A two-day water summit is currently in the works with a tentative date for late fall 2017.

Thank you to the following Committee members: Marcella Adams (Sifto Canada); Niran Harrison (University of Saskatchewan); Greg Johnson (Meadow Lake OSB); Lori Parks (SaskEnergy); Rangi Jeerakathil (MacPherson Leslie & Tyerman); Todd Lewis (Agricultural Producers' Association of Saskatchewan); Kimber Osiowy (Tervita Corporation); Siân Pascoe (Canadian Association of Petroleum Producers); Erika Ritchie (Ministry of the Environment); Darlene Sakires (Canadian Association of Petroleum Producers); Brad Sigurdson (Saskatchewan Mining Association); Jessica Theriault (Mosaic Canada); Jim Heffernan (5 Spheres Consulting Inc.); Barbara Hanbidge (Ducks Unlimited Canada); Wayne Clifton (Clifton Associates); Gay Patrick (Saskatchewan Potash Producers); Chris Masich (McKercher LLP); Erin Robertson (K + S Potash Canada GP); Amanda Kostiuik (K + S Potash Canada GP); Pamela Schwann (Saskatchewan Mining Association); Toby Thorp (Clifton Associates). Thank you also to the Chamber staff for their support, including Steve McLellan, Marilyn Leier, and Curtis Hemming.

- R. J. (Bob) Schutzman, Chair (EVRAZ Inc. NA Canada)

FINANCE COMMITTEE

The Finance Committee looks at issues relating to taxation as well as other issues affecting the economic environment. The Committee could benefit from the addition of a member with an accounting background. Attempts to recruit an appropriate candidate are ongoing.

There were many topics that came up for discussion this year. Our intention had been to form a 100-day task force to more fully explore one or more specific topics.

The key topic that we planned to focus on was the impact, repercussions of, and potential opportunities arising from the implementation of a Carbon Tax as prescribed by the Federal Liberals. The Provincial Government has given no indication that a plan is in development should a Carbon Tax be imposed, and has instead communicated only that they are committed to fighting such a measure. Our belief is that we should be armed with knowledge, and using information to develop options in order to successfully adapt. Before we could initiate a task force to delve into this topic, the Johnson Shoyama Institute agreed to take on the project at no cost to the SCC. Their initial report should be complete in mid-July. Policy recommendations will follow after the information is developed.

We re-visited the existing SCC policy regarding creation of a Sask Futures Fund utilizing royalty revenues to save for the future. Stuart Wilson did a review and the committee recommended that our existing policy should remain in place, while acknowledging that the provincial government has no current appetite to pursue.

The committee had a presentation regarding Social Impact Bonds and their potential as resource tools for projects that have social significance but limited government funding. In general we concluded that given appropriate oversight and realistic achievement parameters that these instruments can be quite effective and that the use of them should be implemented on a case-by-case basis.

We also examined the use of Municipal Infrastructure Bonds as a resource for communities to fund infrastructure projects without reliance on government funding. Historically, there has been little interest in the use of this investment vehicle. Further investigation is necessary but in light of the cuts to municipal spending contained in the recent budget there is probably opportunity as a funding solution.

The provincial budget has received ample media coverage and analysis. Our feeling is that this may be a missed opportunity to introduce a Harmonized Sales Tax rather than merely expanding the PST. We applaud the reduction in corporate income tax albeit modest. The budget, while unpopular with many, did appear to strike a balance between reducing government reliance on resource revenue and avoiding measures that would hamper economic growth.

Going forward into the next year, it is the goal of the finance committee to adopt the 100 Day Task Force model to delve more deeply into one, or more, issue that could result in specific policy recommendations.

Thank you to our committee members: Darren Carlson (McDougall Gauley); Gord Archibald (Association of Regina Realtors); Norm Hall (Agriculture Producers Association); John Hopkins (Regina District Chamber of Commerce); Jack Upshall (Investors Group); Stuart Wilson (University of Regina); Curtis Hemming (SCC); Joshua Kirkjian (SCC); and Steve McLellan (SCC).

- Greg Hanwell, Chair (Beer Bros. Gastropub & Deli)

HUMAN RESOURCES COMMITTEE

Over the past year the HR committee focused on: Skills Enhancement – We are working on the development of a Campus Saskatchewan concept, which would include a database of post-secondary training opportunities and working towards a gathering of public and private post-secondary institutions to exchange information on services and demand, key issues and opportunities. Our goal is to work towards a single planning desk as recommended in The Upstream Economy (report on Transformational Change).

The Labour Market Task Force rolled back the Labour Market Information Unit mandate and has become a forum for key stakeholders to host discussion around labour market information. The recently signed Canadian Free Trade Agreement (CFTA) will create change in terms of labour mobility. While the immediate impact is not likely to be extremely large, over time, the general commitment is that all parties should increase harmonization and reduce licensing requirements. We will continue to monitor and support changes that increase access.

OH&S has psychological health and safety to their mandate. Our committee supports the focus on mental health and encourages SCC members to educate themselves on the importance of creating a safe workplace for physical and mental health. On a related topic, we are working on the impact of domestic violence on the workplace and how businesses can create processes to connect employees to resources as soon as possible.

Immigration –The provincial government wants to attract international entrepreneurs and is looking at creating a program for international students looking to obtain permanent residency who can transition their training to an entrepreneurship opportunity. They hope to launch the program in 2017. We continue to work towards a better Temporary Foreign Worker program such that all industries and sizes of business benefit.

Workers Compensation Board – We reviewed, supported and recommended the WCB Committee of Review recommendations to the SCC Board which include a change in the Board structure. There has been a significant steady decrease in total claims in the last 5 years with 88% of all employers having filed no injuries in the past year. We will continue to stay on top of issues affecting labour, immigration, entrepreneurship, and post secondary training.

Ms. Kreuger is the SCC rep on the U of S Senate and recently appointed and confirmed to the executive. Most recently the focus has been on adjusting to the new reality of the budget, and the ongoing enhancement of educational facilities and teaching/learning processes, in particular in Health Sciences. Discussions on the role of the Senate and how to enhance it, will be taking place this year.

- Monica Krueger, Chair (Global Infobrokers)

MEMBERSHIP REPORT

While membership gains have been steady over the last few years, we knew that 2016 would be a struggle. With subpar commodity prices and businesses analyzing every dollar, expectations for new members were very low.

In 2016 we were able to welcome 30 new members with an average membership value of \$755. Knowing that new member sales would be challenge in 2016, we altered our strategy and staff spent more time interacting with current members to ensure a steady rate of renewal.

While we did not acquire as many new members as in past years, our retention remained strong in 2016, sponsorships grew, as did event attendance.

INVESTMENT & GROWTH COMMITTEE

The Investment and Growth Committee continued its mandate of reviewing and creating policies to support and sustain economic growth and development in Saskatchewan, all in conjunction with the key strategies developed by the Chamber.

The Committee was active this year in reviewing the potential impact on Saskatchewan business of potential international trade negotiations, growing protectionism in key markets (particularly the United States), carbon pricing, and water management. These issues are expected to continue to be of significant focus in the upcoming year. The Committee is greatly assisted by the efforts of the Chamber's staff, including Steve McLellan, Curtis Hemming and Marilyn Leier.

The Committee members consist of Thomas Benjoe (RBC Financial Group); Brad Farquhar (Nomad Capital Corp.); Gord Gillespie (West Wind Group of Companies); Saqib Khan (University of Regina); Kent Smith-Windsor (Greater Saskatoon Chamber of Commerce); Jim Thiessen (Cumberland Regional College); Abe Toews (Beyond Wealth Management); Ricardo Silva; Dezarae Senft (Miller Thomson); Rhonda Ekstrom (Global Transportation Hub); Nevon Faucher (Royal Bank of Canada); and Jeremy Welter (Agricultural Producers Assoc. of Saskatchewan).

- Natasha Stinka, Chair (Canpotex)

YOUTH, EDUCATION & TRAINING COMMITTEE

The Saskatchewan Financial Literacy Network (SFLN) is alive and well, hosting another forum in May 2017. We encourage you to check out the SFLN website at www.sfln.ca as it provides a one stop resource portal to all who require financial literacy information. We thank the following who have graciously agreed to be the inaugural board. Randy Beattie, Chair (PFM Capital Inc.), Cameron Choquette (Student Rep), Jacques DeCorby (Conexus Credit Union), Michael Delainey (RBC Royal Bank), Curtis Hemming (Saskatchewan Chamber of Commerce), Frederick Khonje (Affinity Credit Union), Karen Kot-Erickson (Scotiabank), Tim St. Vincent (Credit Counselling Society), and Janet Uchacz-Hart (Saskatoon Industry-Education Council).

Ongoing work includes K-3 reading levels – a foundation for success and how this relates to future graduation rates and the gap in funding between on- and off-reserve aboriginal students. Work continues to promote the need for financial literacy to be included in school curriculums. To that end, separate meetings were held with individuals from the Ministry of Education including the Honorable Don Morgan, Minister of Education, Rob Currie, Assistant Deputy Minister and Lisa Lambert, Legislative Secretary. Committee members also attended curriculum development meetings facilitated by Ms. Lambert.

The YET committee continues partnerships with the Aboriginal Youth Entrepreneurship Program (AYEP) and with Junior Achievement and continue to invite students to our events.

We had presentations from a variety of speakers including Judge David M. Arnot, Chief Commissioner with the Saskatchewan Human Rights Commission on Citizenship and Citizenship Education. Also, representatives from Whitecap Dakota First Nation & the Saskatoon Public School Division shared partnership success stories.

Thank you to our committee members: Ann Cook (Progressive Discover-E Inc.); Lorian Kennedy Linder (Tourism Saskatchewan); Darren McKee (SSBA); DonnaLyn Thorsteinson (SREDA); Jessie Usselman (Affinity Credit Union); Marion McBride (Agricultural Producers Assoc. of Saskatchewan); Tanya Ringdahl (Sunwest School Division); Jacqueline Zabolotney (Association of Saskatchewan Realtors); Alon Zack (Third Rock Management); and Shawna Nelson (Sheraton Cavalier).

- Tim Shroh, Chair (Affinity Credit Union)

ADVOCACY REPORT

Late 2016 and early 2017 have been full of advocacy-related activities for the Saskatchewan Chamber of Commerce. Whether it was the SCC's partnership with other organizations to undertake the #TransformSK initiative, or the changes in SCC advocacy tactics as the federal and provincial governments have determined their own priorities, the SCC has had no shortage of government policy decisions to comment on, as well as many of its own positions to speak to the media and politicians about.

In addition to all of the major decisions made by the provincial and federal governments, the SCC has continued to use its many advocacy events throughout the year to promote its positions as well. Whether it is the Make a Connection Reception, Provincial Political Forum, the Chair's Invitational Dinner, or other events throughout the year, they all have significant roles in helping the Chamber to share the views of Saskatchewan's business community with elected officials and those who work within government.

Meetings with federal and provincial politicians, government staff, government committees, and other organizations will clearly continue to be an important part of the SCC's overall advocacy plan in 2017 and 2018. Since even the best ideas or recommendations will not get implemented if nobody knows about them, it is important for the Chamber to get its suggestions in front of decision makers as often as possible.

The SCC's five Expert Committees, Energy Efficiency Task Force, and Northern Business Task Force have continued to be a source of good ideas and thoughtful consideration when it comes to creating and communicating the Chamber's policy positions. There are a variety of emerging issues that these groups have started to look at more closely over the past year, including water management and renewable energy, and there will likely be even more topics that they delve into over the next while.

To continue having timely positions on issues to discuss with politicians and government officials, it is important that the SCC continue to conduct research and create policy resolutions on issues of importance to its members. While the Committees have played a significant role in directing the SCC's research activities, there were also many good ideas that came out of the 60 #TransformSK community consultation meetings that were held around the province in late 2016. More roundtable conversations (whether as SCC policy roundtables or #TransformSK follow-up meetings) will be held throughout 2017 and 2018, plus there will likely be opportunities for new research projects (both internal and external) on a variety of issues and topics in the months to come.

While the SCC has been very focused on #TransformSK over the past year, there has still been a lot of work done on creating new policy resolutions, creating timely research documents, and discussing creative ideas that can benefit Saskatchewan's business community. The SCC's priority in 2017 and 2018 will be determining how to most effectively get those ideas and recommendations communicated, focused on, and implemented.

THE ABEX AWARDS

The 2016 ABEX Awards, presented by Conexus Credit Union, was held on October 22, 2016 at TCU Place in Saskatoon with 806 guests in attendance. A total of 13 awards were presented chosen from 86 nominations.

The Community Cornerstone Award

Sponsored by SaskEnergy

Standard Motors

The Community Involvement Award

Sponsored by BHP Billiton

Cornerstone Credit Union

The Priority Focus Award

Sponsored by SIGA

Park Town Hotel

The Exports Award

Sponsored by Saskatchewan Trade & Export Partnership

Crestline Coach Ltd

The Growth & Expansion Award

Sponsored by PFM Capital Inc.

The Saskatoon Cooperative Association Limited

The Marketing Award

Sponsored by Handy Special Events

Hillberg & Berk

The Innovation Award

Sponsored by Innovation Saskatchewan

Hospitality Network Canada (2011) Inc.

The New Venture Award

Sponsored by the Saskatchewan Ministry of the Economy

Black Bridge Brewery

The Service Award

Sponsored by Minard's Leisure World

Viterra

The Young Entrepreneur of the Year Award

Sponsored by Cameco

Elysia Vandenhurk and Natasha Vandenhurk, Three Farmers Products

The Business of the Year Award

Sponsored by David Aplin Group

Hillberg & Berk

Sponsors

PotashCorp

Graham Construction

WorkSafe Saskatchewan & Workers' Compensation

Board

CPA Saskatchewan

EVRAZ Inc. NA

SaskWater

Prairie Manufacturer Magazine

Women Entrepreneurs of Saskatchewan Inc.

Alliance Energy

Harvard Developments Inc., A Hill Company

Enbridge

ISC

Miller Thomson LLP

SaskTel

Saskatchewan Construction Safety Association

Great West Live, London Life & Canada Life

SASKATCHEWAN BUSINESS HALL OF FAME

Presented by the Conexus Credit Union

Founded in Estevan in 1976, Prairie Mud Service has grown to become a leader in the industry, providing service to major, junior, and private oil and gas companies with operations in Saskatchewan, Alberta, Manitoba, North Dakota and Montana.

Owners, Ray and Doris Frehlick built the business through true grit, determination, exceptional customer service, in-depth knowledge of the industry, ongoing education and an unwavering commitment to honesty, integrity and to their employees.

While the company has survived many of the inevitable 'boom and bust' cycles that the oil industry experiences all too frequently, Prairie Mud's continued success and perseverance comes as no surprise to those who know the Frehlicks. They are tireless workers and recognize the importance of adapting to changes in the industry.

Another pillar of Prairie Mud's decades-long success can be attributed to the company's care for its community. One would be hard-pressed to find a community initiative in Estevan that Prairie Mud and the Frehlicks have not been a part of.

For its longstanding contributions to the growth of our province, and the sustained support of community initiatives, we are pleased to induct Prairie Mud Service into the 2016 Saskatchewan Chamber of Commerce Business Hall of Fame.



BUSINESS LEADER OF THE YEAR

Sponsored by Saskatchewan Polytechnic

Arising from humble Saskatchewan farming roots, a young, 27 year old Gavin Semple began his journey in 1972 as a territory salesman at Brandt Machine and Manufacturing – one of Canada's first grain auger manufacturers. A mere four years later he became President & GM and soon after, a primary shareholder. Gavin then hired his son Shaun and together they transformed the modest local manufacturing company into a diverse, international industrial giant.



With annual revenues exceeding \$1.5 billion, nearly 2000 employees and a growing international audience, Brandt serves the agriculture, forestry, rail, mining, construction, and tube and pipe industries in over 20 countries. The company's Brandt Tractor Ltd. division has grown to become the world's largest, privately held John Deere Construction & Forestry Equipment dealer.

Thriving under Gavin's steady guidance, The Brandt Group of Companies has been honoured with numerous business awards, including Canada's Best Managed Companies Platinum Award, the Saskatchewan Applied Science & Technologists 2008 Outstanding Employer Award, and was inducted into the Saskatchewan Business Hall of Fame in 2005. Well-deserved, individual recognition includes numerous Hall of Fame inductions, the Saskatchewan Order of Merit and an honorary Doctor of Laws degree from the University of Regina.

SASKATCHEWAN CHAMBER OF COMMERCE 'ROGER PHILLIPS CHAMBER BUILDER' AWARD

Ms. Tenney held the position of Executive Director for the Lloydminster Chamber of Commerce from December 1997 until 2015 during which time Pat played an important role in the expansion of business in the region. During her tenure, Pat was an unwavering advocate for the City of Lloydminster and its unique set of opportunities and challenges as Canada's only city which straddles provincial borders.

In addition to Pat's tireless efforts on behalf of her community, she also played an active role with the Alberta Chamber Executives, the Chamber of Commerce Executives of Saskatchewan and the Chamber of Chamber Executives of Canada. In fact, this is not the only time that Pat has been recognized for her dedication; Pat was the recipient of the Alberta Chamber Executive of the Year award in 2008 and again in 2014. In addition, she was recognized nationally in 2014 when she received the Chamber of Commerce Executives of Canada's Executive of the Year Award.

For her leadership, her expertise and her dedication, Pat Tenney embodies the spirit of the chamber network and is a very deserving recipient of the 2016 Roger Phillips Chamber Builder Award.



SPECIAL EVENTS & PROJECTS

POLITICAL FORUM 2016

Political Forum was held on January 14th at the Hotel Saskatchewan in Regina. The event was sold out with 147 people in attendance, including six Opposition critics and 14 cabinet ministers. Small discussion groups as well as a 'bear pit' session gave attendees the opportunity to discuss finance, investment and growth, environment, and human resources issues with elected officials. Thank you to our sponsors; Deloitte LLP and McKercher LLP.

MAKE A CONNECTION RECEPTION

The chamber held another successful Make a Connection Reception on June 2nd at the RCMP Heritage Centre, the event was sold out with 162 guests in attendance. The reception offered a casual setting which allowed members to connect with 43 Deputy Ministers, Crown Corporation Presidents and Chiefs of Staff. Thank you to our event sponsors; CPA Saskatchewan and The Mosaic Company.

THE CHAIR'S INVITATIONAL DINNER

The 2nd Annual Chair's Invitational Dinner was also a sold out success. This event was held at the Hotel Saskatchewan on September 29th. The event served as a connector between Deputy Ministers, Crown Presidents and the Saskatchewan Chamber of Commerce Board and members. Only a limited number of tickets were made available for this exclusive dinner event and all sold very quickly, a total of 196 people attended. Thank you to our sponsors; Enbridge Pipelines, Potash Corporation of Saskatchewan, and RBC Financial Group.

SCC ANNUAL CONFERENCE

The 2016 SCC Annual Conference was held on May 11th and 12th at the Sheraton Cavalier Hotel in Saskatoon. Attendees were treated to presentations on Board Success, e-Tools of the Trade, and Marketing. The Hon. Perrin Beatty, President & CEO of the Canadian Chamber of Commerce delivered a keynote presentation titled; "Top 10 Barriers to Competitiveness". There were a total of 51 conference delegates as well as 54 additional guests for the Chair's Luncheon on May 12th. Thank you to our 2016 SCC Annual Conference Sponsors: CN, TransCanada Pipelines, SaskPower, Saskatchewan Workers' Compensation Board, ChamberPlan Insurance, First Data, CAA, WestWind, and SGI.



Thank You to the 2017 SCC Annual Conference Sponsors



The Saskatchewan Chamber of Commerce greatly appreciates the contributions of all the 2016 SCC Annual Conference Sponsors, without whose generous, ongoing support the Conference would not be possible.

71st Annual General Meeting Minutes

Minutes of the 71st Annual General Meeting of the Saskatchewan Chamber of Commerce held at the Sheraton Cavalier Hotel in Saskatoon on May 12, 2016 at 9:45 a.m.

The 2015/16 Chair, Mr. Randy Beattie, Regina presided and a quorum being present, declared the meeting convened. Mr. Beattie briefed members on voting procedures.

On a motion by Mr. Bruce Anderson, Regina; seconded by Mr. John Hopkins, Regina, the agenda of the 71st Annual General Meeting was approved.

Minutes

On a motion by Mr. John Hopkins, Regina; seconded by Ms. Shawna Nelson, Saskatoon; the minutes of the 70th Annual General Meeting held on May 6, 2015 in Regina were approved.

Outgoing Chair's Report

Mr. Beattie provided an update of the activities of the past year which included a federal and provincial election. The Board's key focus was the Saskatchewan Chamber's Strategic Plan.

CEO Report

Mr. Steve McLellan presented the CEO report for the Saskatchewan Chamber of Commerce. He thanked the staff, committee members, the Board and the membership for their contributions over the past year. Attendance at Saskatchewan Chamber events increased over the past year. Major advocacy initiatives and the importance of the Chamber Network were also highlighted during the year.

Financial Reports

Mr. Michael Cossar, Saskatoon presented the 2015 financial statements.

The audited Financial Reports of the Saskatchewan Chamber of Commerce for the year ending December 31, 2015 were detailed and adopted on a motion by Mr. John Hopkins, Regina and seconded by Ms. Linda Machniak, North Battleford.

The audited Financial Reports of the Saskatchewan Chamber of Commerce Foundation for the year ending December 31, 2015 were detailed and adopted on a motion by Mr. John Hopkins, Regina and seconded by Mr. Greg Breeze, Prince Albert.

Nominations

Mr. Bruce Anderson, Regina presented the report on behalf of the Nominations Committee. There were three open positions on the Board, each for a three year term. Three nominations were received. The results of the Saskatchewan Chamber of Commerce elections for the three open seats on the Board of Directors were reported:

Saskatchewan Chamber of Commerce Inc.

Financial Statements

December 31, 2016

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Independent Auditors' Report

To the Board of Directors of Saskatchewan Chamber of Commerce Inc.

We have audited the accompanying financial statements of Saskatchewan Chamber of Commerce Inc., which comprise the statement of financial position as at December 31, 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.

Auditors' 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 auditors' 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 auditors consider internal control relevant to the organization'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 organization'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.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan Chamber of Commerce Inc. as at December 31, 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.



Regina, Canada
April 6, 2017

Chartered Professional Accountants

Saskatchewan Chamber of Commerce Inc.

Statement of Operations

For the year ended December 31,	2016	2015
Revenues		
Business memberships	\$ 603,258	\$ 574,768
ABEX Awards	276,465	278,515
Chamber group insurance	181,093	169,478
Member services	76,002	69,550
Local chambers memberships	37,550	37,910
Conference	28,923	28,675
Summer student grants	21,642	-
Political Forum	18,125	12,375
Interest income	15,276	13,858
Publications	13,050	14,613
General administration revenue	12,129	12,613
Research services	-	10,750
Loss on disposal of equipment	(2,489)	-
	1,281,024	1,223,105
Expenditures		
ABEX Awards	149,776	157,455
Amortization of equipment	11,791	10,591
Amortization of intangible assets	1,827	913
Committees	73,072	58,334
Communication	5,717	2,627
Conference	15,755	20,930
Member services	70,678	49,848
Office and administration	74,830	80,485
Political forum	7,280	10,818
Professional fees	23,939	28,573
Rent	88,973	83,943
Salaries and related benefits	686,503	668,821
Telephone and utilities	9,958	9,390
Travel	29,683	35,031
	1,249,782	1,217,759
Excess of revenues over expenditures	\$ 31,242	\$ 5,346

Saskatchewan Chamber of Commerce Inc.**Statement of Changes in Net Assets**

	Balance, beginning of year	Excess of revenues over expenditures	2016 Balance, end of year
Internally restricted funds	\$ 300,000	\$ -	\$ 300,000
Unrestricted funds	242,848	31,242	274,090
	\$ 542,848	\$ 31,242	\$ 574,090

	Balance, beginning of year	Excess of revenues over expenditures	2015 Balance, end of year
Internally restricted funds	\$ 300,000	\$ -	\$ 300,000
Unrestricted funds	237,502	5,346	242,848
	\$ 537,502	\$ 5,346	\$ 542,848

Saskatchewan Chamber of Commerce Inc.

Statement of Financial Position

December 31, 2016 2015

Assets

Current

Cash	\$ 48,294	\$ 105,125
Short term investments (note 3)	812,851	676,519
Accounts receivable	44,989	51,644
Government remittances receivable	3,552	2,420
Prepaid expenses	8,475	12,618

918,161 848,326

Equipment (note 4)	22,824	31,351
Intangible asset (note 5)	6,394	8,221

\$ 947,379 \$ 887,898

Liabilities

Current

Accounts payable and accrued liabilities	\$ 73,608	\$ 45,915
Deferred revenue (note 6)	298,007	299,135
Due to related party (note 7)	1,674	-

373,289 345,050

Net Assets

Internally restricted funds (note 8)	300,000	300,000
Unrestricted funds	274,090	242,848

574,090 542,848

\$ 947,379 \$ 887,898

Commitments (note 10)

Approved on behalf of the board:

_____ Member _____ Member

Saskatchewan Chamber of Commerce Inc.

Statement of Cash Flows

For the year ended December 31,	2016	2015
Operating activities		
Cash received from customers	\$ 1,248,130	\$ 1,226,652
Cash received from a related party	10,702	10,750
Cash paid to suppliers	(504,025)	(505,041)
Cash paid to employees and equivalents	(686,503)	(668,821)
Interest received	13,944	7,424
	82,248	70,964
Financing activity		
Advances from related party (note 7)	1,674	2,692
Investing activities		
Purchase of short term investments	(135,000)	(17,648)
Purchase of equipment	(5,753)	(7,355)
Purchase of intangible asset	-	(9,135)
	(140,753)	(34,138)
Increase (decrease) in cash	(56,831)	39,518
Cash, beginning of year	105,125	65,607
Cash, end of year	\$ 48,294	\$ 105,125

Non-monetary transactions (note 10)

Saskatchewan Chamber of Commerce Inc.

Notes to the Financial Statements

December 31, 2016

1. Nature of operations

Saskatchewan Chamber of Commerce Inc. (the organization) is a not-for-profit organization incorporated under the Non-Profit Corporations Act of Saskatchewan. The organization was formed to be the voice of Saskatchewan business, making Saskatchewan a better place to live, work, and invest. The organization is not subject to income taxes under the Income Tax Act.

2. Significant accounting policies

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant policies are detailed as follows:

(a) Revenue recognition

The organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Investment income includes dividends and interest income recorded on the accrual basis, as well as realized investment gains and losses and unrealized gains and losses on financial instruments subsequently measured at fair value. Investment income is included in the statement of operations, deferred or reported directly in net assets depending on the nature of any external restrictions imposed on the investment income.

Member fees and dues are recognized as revenue proportionately over the period to which they relate.

(b) Equipment

Equipment is recorded at cost. The organization provides for amortization using the declining balance method at rates designed to amortize the cost of the assets over their estimated useful lives, as set out in note 4.

One half of the year's amortization is recorded in the year of acquisition. No amortization is recorded in the year of disposal.

(c) Intangible assets

Intangible assets are recorded at cost. The organization provides for amortization using the straight-line method at rates designed to amortize the cost of the intangible assets over their estimated useful lives.

December 31, 2016

2. Significant accounting policies (continued)

(d) Financial instruments

Financial assets originated or acquired or financial liabilities issued or assumed in an arm's length transaction are initially measured at their fair value. In the case of a financial asset or financial liability not subsequently measured at its fair value, the initial fair value is adjusted for financing fees and transaction costs that are directly attributable to its origination, acquisition, issuance or assumption. Such fees and costs in respect of financial assets and liabilities subsequently measured at fair value are expensed.

Subsequent measurement:

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, and due to related party.

The organization subsequently measures short term investments at fair value, without adjustment for transaction costs and with changes in fair value recognized in operations in the period in which they occur.

At the end of each reporting period, management assesses whether there are any indications that financial assets measured at cost or amortized cost may be impaired. If there is an indication of impairment, management determines whether a significant adverse change has occurred in the expected timing or the amount of future cash flows from the asset, in which case the asset's carrying amount is reduced to the highest expected value that is recoverable by either holding the asset, selling the asset or by exercising the right to any collateral. The carrying amount of the asset is reduced directly or through the use of an allowance account and the amount of the reduction is recognized as an impairment loss in operations. Previously recognized impairment losses may be reversed to the extent of any improvement. The amount of the reversal, to a maximum of the related accumulated impairment charges recorded in respect of the particular asset, is recognized in operations.

(e) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

Saskatchewan Chamber of Commerce Inc.

Notes to the Financial Statements

December 31, 2016

3. Short term investments

Description	Maturity	Interest	2016	2015
MCAN Mortgage Corp GIC	05/01/17	2.15%	\$ 71,007	\$ 71,010
Peace Hills Trust	10/06/17	2.25%	75,397	75,398
Concentra Fin. GIC	10/19/17	1.86%	90,334	90,334
Equitable Bank	10/30/17	1.85%	75,328	75,329
Access Credit Union GIC	04/17/18	2.25%	182,855	182,863
Home Trust GIC	05/17/18	2.25%	76,051	-
Access Credit Union GIC	06/11/18	2.25%	96,185	96,189
Access Credit Union GIC	09/22/18	1.85%	85,430	-
Access Credit Union GIC	10/05/18	1.85%	60,264	-
Access Credit Union GIC	09/22/16	1.70%	-	85,396
			\$ 812,851	\$ 676,519

4. Equipment

				2016	2015
	Rate	Cost	Accumulated amortization	Net book value	Net book value
Furniture and fixtures	20%	\$ 176,085	\$ 162,819	\$ 13,266	\$ 15,329
Leasehold improvements	20%	37,206	30,500	6,706	8,432
Computer equipment	30-55%	19,893	17,041	2,852	7,590
		\$ 233,184	\$ 210,360	\$ 22,824	\$ 31,351

5. Intangible asset

				2016	2015
	Cost	Accumulated amortization		Net book value	Net book value
Website	\$ 9,134	\$ 2,740		\$ 6,394	\$ 8,221

The website is amortized using the straight-line method over five years.

Saskatchewan Chamber of Commerce Inc.

Notes to the Financial Statements

December 31, 2016

6. Deferred revenue

	2016	2015
Business memberships	\$ 266,882	\$ 290,385
Political Forum	19,125	8,750
ABEX Awards	12,000	-
	\$ 298,007	\$ 299,135

7. Related party transactions

The organization controls the Saskatchewan Chamber of Commerce Foundation Inc. (the "Foundation") by virtue of its ability to appoint the Foundation's Board of Directors.

During the year, the organization had the following transactions with the Foundation:

	2016	2015
(a) Revenue		
Research services	\$ 7,202	\$ 10,750
Administrative fee	3,500	3,500
	\$ 10,702	\$ 14,250

These transactions are in the normal course of operations and have been valued in these financial statements at the exchange amount which is the amount of consideration established and agreed to by the related parties.

(b) Related party balance

Due to Saskatchewan Chamber of Commerce Foundation Inc.	\$ 1,674	\$ -
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The balance due to Saskatchewan Chamber of Commerce Foundation Inc. is unsecured, bears no interest, and has no specific terms of repayment.

8. Internally restricted funds

The Board of Directors have internally restricted \$300,000 (2015 - \$300,000) for future operating needs. The amount is not available for other purposes without the approval of the Board of Directors.

Saskatchewan Chamber of Commerce Inc.

Notes to the Financial Statements

December 31, 2016

9. Investments

The organization controls the Saskatchewan Chamber of Commerce Foundation Inc. (the Foundation). The Foundation performs research and advocates on issues related to economic development and education. The Foundation is incorporated under the Non-Profit Corporations Act of Saskatchewan and is a registered charity under the Income Tax Act. The organization appoints the Foundation's Board of Directors.

The Foundation has not been consolidated in the organization's financial statements. Financial statements of the Foundation are available upon request. Financial summaries of this unconsolidated entity as at December 31, 2016 and 2015 and for the years then ended are as follows:

Saskatchewan Chamber of Commerce Foundation Inc. Financial Position

	2016	2015
Total assets	\$ 24,245	\$ 32,708
Total net assets	\$ 24,245	\$ 32,708

Results of Operations

	2016	2015
Total revenues	\$ 7,865	\$ 88,598
Total expenses	16,328	64,051
Excess (deficiency) of revenues over expenditures	\$ (8,463)	\$ 24,547

Cash Flows

	2016	2015
Cash from (used in) operations	\$ (8,463)	\$ (46,611)
Cash from (used in) a financing activity	(1,674)	(2,692)
Decrease in cash	\$ (10,137)	\$ (49,303)

Saskatchewan Chamber of Commerce Inc.

Notes to the Financial Statements

December 31, 2016

10. Commitments

The organization has various equipment and premises lease commitments that end the latest of June 30, 2018. The annual minimum lease payments are as follows:

	Premises	Equipment
2017	\$ 45,618	\$ 1,344
2018	22,809	-

11. Non-monetary transactions

During the year, the organization entered into multiple non-monetary transactions. The non-monetary transactions were valued at the more readily determinable value of the service given up or the service received as part of the exchange. The non-monetary transactions during the year are as follows:

- (a) Exchanged a table at the ABEX awards and ad space in Action! Online magazine with Saskatchewan Polytechnic for recognition at the business and industry dinners for 2016 as a silver level sponsor. This transaction resulted in \$1,200 in ABEX Awards revenue, \$3,600 in publications revenue, and \$4,800 in committees expense.
- (b) Exchanged four tickets at the ABEX awards and ad space in Action! Online magazine with Tourism Saskatchewan for recognition as the sponsor of the service excellence award at the Saskatchewan Tourism awards. This transaction resulted in \$600 in ABEX Awards revenue, \$900 in publications revenue, and \$1,500 in committees expense.
- (c) Received contributed services from Handy Group of Companies as a sponsorship of the ABEX awards and for payment of their membership. This transaction resulted in \$7,500 of ABEX Awards revenue, \$970 in business memberships revenue, and \$8,470 of ABEX Awards expenses.

12. Financial instruments

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

(a) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The organization's exposure to credit risk relates to accounts receivable and arises from the possibility that a debtor does not fulfil its obligations. Management believes this risk is minimized through detail monthly review of outstanding accounts. The organization performs continuous evaluation of its financial assets and records impairment in accordance with the stated policy.

Saskatchewan Chamber of Commerce Inc.

Notes to the Financial Statements

December 31, 2016

13. Comparative figures

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.

Saskatchewan Chamber of Commerce Foundation Inc.

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December 31, 2016

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Independent Auditors' Report

To the Board of Directors of Saskatchewan Chamber of Commerce Foundation Inc.

We have audited the accompanying financial statements of Saskatchewan Chamber of Commerce Foundation Inc., which comprise the statement of financial position as at December 31, 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.

Auditors' 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 auditors' 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 auditors consider internal control relevant to the organization'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 organization'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.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan Chamber of Commerce Foundation Inc. as at December 31, 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.



Regina, Canada
April 6, 2017

Chartered Professional Accountants

Saskatchewan Chamber of Commerce Foundation Inc.

Statement of Operations

For the year ended December 31,	2016	2015
Revenues		
Public contributions	\$ 5,500	\$ 100
Conference auction	2,365	1,790
Research contributions	-	86,708
	7,865	88,598
Expenditures		
Donations	1,450	-
Mentorship	1,400	2,200
Office and administration (note 3)	3,526	3,531
Production	-	80
Professional fees	2,750	2,200
Project funding	-	2,080
Research services (note 3)	7,202	53,960
	16,328	64,051
Excess (deficiency) of revenues over expenditures	\$ (8,463)	\$ 24,547

Saskatchewan Chamber of Commerce Foundation Inc.

Statement of Changes in Net Assets

	Balance, beginning of year	Deficiency of revenues over expenditures	2016 Balance, end of year
Unrestricted funds	\$ 32,708	\$ (8,463)	\$ 24,245
	\$ 32,708	\$ (8,463)	\$ 24,245

	Balance, beginning of year	Excess of revenues over expenditures	2015 Balance, end of year
Unrestricted funds	\$ 8,161	\$ 24,547	\$ 32,708
	\$ 8,161	\$ 24,547	\$ 32,708

Saskatchewan Chamber of Commerce Foundation Inc.

Statement of Financial Position

December 31,	2016	2015
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Assets

Current

Cash	\$ 22,571	\$ 32,708
Due from related party (note 3)	1,674	-
	\$ 24,245	\$ 32,708

Net Assets

Unrestricted funds	\$ 24,245	\$ 32,708
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Funds held in trust (note 4)

Approved on behalf of the board:

_____ Director	_____ Director
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Saskatchewan Chamber of Commerce Foundation Inc.

Statement of Cash Flows

For the year ended December 31,	2016	2015
Operating activities		
Cash receipts from customers	\$ 7,865	\$ 17,440
Cash paid to suppliers	(14,878)	(64,051)
Cash paid as donations	(1,450)	-
	(8,463)	(46,611)
Financing activity		
Advances from (to) related party	(1,674)	(2,692)
Decrease in cash	(10,137)	(49,303)
Cash, beginning of year	32,708	82,011
Cash, end of year	\$ 22,571	\$ 32,708

Saskatchewan Chamber of Commerce Foundation Inc.

Notes to the Financial Statements

December 31, 2016

1. Nature of operations

Saskatchewan Chamber of Commerce Foundation Inc. (the organization) was incorporated under the Non-Profit Corporations Act of Saskatchewan. The organization was formed to educate the public on related business issues. The organization is a charitable organization registered under the Income Tax Act and as such, is exempt from income taxes and is able to issue receipts for donations.

2. Significant accounting policies

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant policies are detailed as follows:

(a) Revenue recognition

The organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Investment income includes interest income recorded on the accrual basis, as well as realized investment gains and losses and unrealized gains and losses on financial instruments subsequently measured at fair value. Investment income is included in the statement of operations, deferred or reported directly in net assets depending on the nature of any external restrictions imposed on the investment income.

Revenues from and expenses of fundraising activities are recognized in operations at the conclusion of the fundraising event. Amounts received and expended prior to conclusion are deferred and taken into operations upon completion of the event.

Saskatchewan Chamber of Commerce Foundation Inc.

Notes to the Financial Statements

December 31, 2016

2. Significant accounting policies (continued)

(b) Financial instruments

Financial assets originated or acquired or financial liabilities issued or assumed in an arm's length transaction are initially measured at their fair value. In the case of a financial asset or financial liability not subsequently measured at its fair value, the initial fair value is adjusted for financing fees and transaction costs that are directly attributable to its origination, acquisition, issuance or assumption. Such fees and costs in respect of financial assets and liabilities subsequently measured at fair value are expensed.

Subsequent measurement:

Financial assets measured at amortized cost consists of cash.

At the end of each reporting period, management assesses whether there are any indications that financial assets measured at cost or amortized cost may be impaired. If there is an indication of impairment, management determines whether a significant adverse change has occurred in the expected timing or the amount of future cash flows from the asset, in which case the asset's carrying amount is reduced to the highest expected value that is recoverable by either holding the asset, selling the asset or by exercising the right to any collateral. The carrying amount of the asset is reduced directly or through the use of an allowance account and the amount of the reduction is recognized as an impairment loss in operations. Previously recognized impairment losses may be reversed to the extent of any improvement. The amount of the reversal, to a maximum of the related accumulated impairment charges recorded in respect of the particular asset, is recognized in operations.

(c) Donated material and services

Donated materials and services are not recorded because their fair market value is not readily determinable. With the exception of volunteer time, such material and services are not considered significant.

(d) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

Saskatchewan Chamber of Commerce Foundation Inc.

Notes to the Financial Statements

December 31, 2016

3. Related party transactions

The organization is related to Saskatchewan Chamber of Commerce Inc. by way of common control. Transactions and balances with these related parties are as follows:

	2016	2015
(a) Expenses		
Research Services	\$ 7,202	\$ 10,750
Administrative fees	3,500	3,500
	<u>\$ 10,702</u>	<u>\$ 14,250</u>

These transactions are in the normal course of operations and have been valued in these financial statements at the exchange amount which is the amount of consideration established and agreed to by the related parties.

(b) Related party balance		
Due from Saskatchewan Chamber of Commerce Inc.	\$ 1,674	\$ -
	<u>\$ 1,674</u>	<u>\$ -</u>

The balance due from Saskatchewan Chamber of Commerce Foundation Inc. is unsecured, bears no interest, and has no specific terms of repayment.

4. Funds held in trust

As at December 31, 2016 the organization holds \$348,205 (2015 - \$314,158) in trust for the Raj Manek Foundation. During the year, the trust funds generated investment income of \$1,486 which was capitalized to the trust asset and liability. The trust assets and the related trust liabilities are not recorded in the financial statements.