



The Voice of **Saskatchewan** Business

Making Saskatchewan the best place to live, work and invest.



A large-scale industrial manufacturing scene. A welder in protective gear is working on a massive, reddish-brown metal component, possibly a turbine or boiler part, which is being machined or welded. The scene is dimly lit, with a bright light source from the welding process illuminating the worker and the immediate area. The background shows the interior of a large industrial facility with various structures and equipment.

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 **Brandt**

“This Annual Report is a reflection of the success we share as a Chamber, as members and as a province. It gives you a snapshot of what your investment has provided in the past year or so, and we hope you agree that the return on investment for your business is impressive.”

**Steve McLellan,
Chief Executive Officer**

TABLE OF CONTENTS

Message from the CEO	1
Message from the Chair	3
Board of Directors	7
Staff	9
Financials	11
ACCE	17
Canadian Chamber of Commerce	19
Chairs Invitational Dinner	21
Events	25
ABEX Awards	27
Saskatchewan Map	29
Energy Efficiency	33
Carbon Pricing	35
Financial Literacy	37
Committee Restructuring	41
Discover China	43
The Fight Against Federal Tax Changes	45
Education Opportunities	49
Northern Business	51
Environmental Scan	53
Sponsors	58

Message from the Chief Executive Officer



The last year was one for the history books. We fought federal tax changes, experienced the change in leadership of both the government and opposition parties and kept up the pressure with regards to getting Saskatchewan businesses a fair deal on carbon emission regulations. And that's just some of it!

Our focus on the economy, skills and immigration, workplace safety, and tax policy remains strong. We added efforts around mental health and domestic violence training, focusing on safety in the workplace, with very positive results.

While the view in the rearview mirror is a unique one, it's nowhere near as impressive or as exciting as the one out the front window.

Saskatchewan businesses have been operating on this land for centuries and successfully faced challenges head-on and embraced opportunities with continual success. Even with an economy that has changed from a few years ago, confidence remains high.

Engagement with the membership remains critical, and we had great success in this area. Event attendance, sponsor support, and policy input were all stellar. While we have changed some of the ways in which we get member input – less committees and more task forces – the input remains strong.

This Annual Report is a reflection of the success we share as a Chamber, as members and as a province. It gives you a snapshot of what your investment has provided in the past year or so, and we hope you agree that the return on investment for your business is impressive.

As always, thanks to all our members – your opinions and your valuable time as part of the Saskatchewan business community allow us to advocate for the success of this province in a meaningful way. It's because of that spirit of teamwork that this province and your Chamber succeeds.

All the very best in the next year.

Steve McLellan,
Chief Executive Officer

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Danny Harms
3rd Generation Farmer
Harms Farms

Matthew Durdan
Field Representative
Crop Production Services

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Message from the Chair



2017 was the year of the end of an era with the announcement from Premier Wall that he was stepping down after ten years of serving Saskatchewan as its Premier. Premier Wall accomplished much during his tenure but one of the most important achievements was the change of attitude he was able to instill in all of us. People are now positive about Saskatchewan and its role in the country and the world. The increased confidence among Saskatchewan businesses helped Saskatchewan grow into the thriving province that it is today.

We welcome Premier Moe and are looking forward to continuing the good working relationship between the government and the Chamber, as the voice of Saskatchewan business. We are confident that the consultative process that is the cornerstone of business-friendly decisions will only be enhanced with Premier Moe.

The summer of 2017 was a tumultuous time with the announcement by the federal government of proposed tax changes. The changes would have negatively impacted tens of thousands of businesses. It was amazing to see the Chamber network across Canada speak as one voice, a voice that ultimately the federal government could not ignore.

We applaud the development of the "Made in Saskatchewan" climate change strategy. Our members have been firm that the Chamber should continue to support opposing the implementation of a federal carbon pricing program. The Energy Efficiency Task Force formed by the Chamber in the fall of 2016 concluded its recommendations, with the primary objectives to reduce GHG emissions and to increase industry competitiveness. The Chamber continues to advocate for technological investments and incentives to reduce emissions.

Some internal changes were made with bylaw changes to enhance our governance structure. We also made some significant changes to our committee structures, recognizing that changing times means changing demands. We are

moving away from the traditional expert committees and focusing our attention on engaging a representative membership by bringing together experts on key issues within a clearly defined period to create usable advocacy products. We will focus the expertise of our members through 100 day task forces and expert panels to work on key issues as identified in our ongoing strategic plan.

Engagement with our members remains fundamental to the success of our organization and we never forget that it is the voice of our members that we represent. The Chair's Invitational Dinner and the Make a Connection Breakfast are just a few of the events that allow for dialogue and the sharing of expertise among members as well as government officials.

Patricia Warsaba,
Chair



Opportunity

Some see unbroken earth as barren. Some see endless skies as boring.
Some see a sunset as a reason to sleep.

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Board of Directors



Patricia Warsaba
2017-2018 Chair
McKercher LLP

"I am interested in how powerful the group of business people coming together can be, and I am honoured to be chairing the Voice of Business in Saskatchewan."



Shawna Nelson
Immediate Past-Chair
Sheraton Cavalier and The James Hotel

"One of the things that really drew me to the Chamber was the business connections and getting to know some of the business leaders in our community and learning from them."



Michael Cossar
1st Vice-Chair

"I'm proud to serve with the great members of the Chamber Board and team, who all work hard to serve the interests of Saskatchewan businesses in both good times and more challenging ones. Steve and his team are plugged in to Saskatchewan business and collaborate effectively with local chambers."



Clayton Veresh
2nd Vice-Chair
MNP

"As the leader of Private Enterprise for MNP in Southern Saskatchewan, I have directly observed the valuable role the Chamber plays in making connections and voicing the issues that matter to Saskatchewan business."



Bruce Bodine
Director
The Mosaic Company

"The Chamber provides a unique provincial platform for business to advocate on the issues that can have a real impact on how we operate. It increases the likelihood that Saskatchewan industries will remain competitive, which is critical for the growth and wellbeing of our province."



Natashia Stinka
Director
Canpotex

"The Chamber's strength is its network. These connections allow it to understand and provide a collective voice on the issues facing Saskatchewan's business community."



Sean Young
Director
Young's Equipment

"Everyone benefits from a strong, competitive business environment. The Chamber's work to help foster, and improve, a climate conducive to business is extremely important, and being able to play a small role in that is very rewarding."



Evan Doecker
Director
Doecker Industries Ltd

"The Chamber provides a powerful voice to advocate on behalf of Saskatchewan businesses, and coordinates fantastic forums for top notch networking opportunities."



Greg Hanwell
Director
Beer Bros. Gastropub and Deli

"Business is the lifeblood of Saskatchewan, a province where entrepreneurship has always been strong. The Saskatchewan Chamber exists to give voice to the broad needs of all Saskatchewan businesses big and small."



Valerie Sluth
Director
Praxis Consulting Ltd.

"Saskatchewan's business community is strong and successful but we can do so much more to accelerate growth by coming together under a common voice with a clear agenda. This is why I believe in the work of the Chamber and contribute my time to be part of this important organization."



Khurram Awan
Director
Miller Thompson LLP

"With the Chamber, I intend to continue advocating for policies which will maintain a vibrant and strong provincial economy, and it provides me with a great opportunity to network with other business people across the province."



Monica Kreuger
Director
Global Infobrokers Inc.

"The provincial Chamber has a different focus, has a broader perspective and is more aligned with member concerns right across the province, not just the big cities and I think that the perspective we have as a Chamber is crucial."



Tim Schroh
Director
Affinity Credit Union

"What drives me to the Chamber of Commerce is the collective voice, especially around advocacy, and I think that brings back value to the business community."

Staff



Steve McLellan
Chief Executive Officer

Steve is responsible for overseeing operations, strategic planning, reporting to the Board, representing the Chamber with various organizations, and representing the Saskatchewan Chamber in the media.



Michele Geres
Executive Assistant & Secretary to the Board

Michele is responsible for all administrative support to the CEO and staff. She coordinates SCC Board meetings, elections and processes, plus coordination of the China tour.



Curtis Hemming
Director of Government Relations

Curtis coordinates Chamber advocacy and lobbying activities, in addition to leading the Financial Literacy and Entrepreneurship files.



Cindy Wright
Director of Special Events

Cindy is responsible for coordination and logistics of all Saskatchewan Chamber events.



Elissa LaLiberte
Director of Membership Engagement

Elissa is the liaison between the Saskatchewan Chamber of Commerce and its members, ensuring that the Chamber is engaged with its membership in all areas. She also works on all events, sponsorships, and new projects.



Joshua Kurkjian
Director of Research & Policy Development

Joshua's primary role is to research and develop policy on issues and opportunities for business in Saskatchewan. He also works to gather direct input from Chamber members and selected experts to ensure the Chamber has the best information on current and emerging issues.



Morgana van Niekerk
Director of Marketing & Communications

Morgana is responsible for creating and managing the Chamber's internal and external communication plan, as well as ensuring that the Saskatchewan Chamber continues to be known as the Voice of Saskatchewan Business.

A photograph of four men, likely Mosaic employees, standing in front of industrial structures. They are wearing high-visibility yellow safety jackets with reflective stripes, white hard hats with the Mosaic logo, and work gloves. The man in the center has his arm around the man to his right. In the background, there are large metal structures and a tall concrete tower with the Mosaic logo on top. The sky is clear and blue.

Together, we're creating a legacy we can all share.

The Priers

At Mosaic, we believe our success is rooted in our people. Generation after generation, we've built a company and community where they can grow. Through innovation, sustainability and strength – our commitment reflects their efforts to create a legacy we can all share. Together, we can see tomorrow from here.

mosaicco.com



Financial Statements

Saskatchewan Chamber of Commerce Inc.

Financial Statements – Extract

December 31, 2017

Statement of Operations

For the year ended December 31,	2017	2016
Revenues		
Business memberships	\$ 560,974	\$ 603,258
ABEX Awards	249,605	276,465
Chamber group insurance	208,506	181,093
Member services	80,942	76,002
Local chamber memberships	35,910	37,550
Conference	25,200	28,923
Political Forum	23,875	18,125
Interest income	15,912	15,276
General administration revenue	13,161	12,129
Publications	7,740	13,050
Summer student grants	3,284	21,642
Loss on disposal of equipment	-	(2,489)
	1,225,109	1,281,024
Expenditures		
ABEX Awards	132,926	149,776
Amortization of equipment	5,697	11,791
Amortization of intangible assets	1,827	1,827
Committees	69,696	73,072
Communication	11,269	5,717
Conference	8,760	15,755
Member services	42,814	70,678
Office and administration	57,890	63,805
Political Forum	11,466	7,280
Professional fees	42,939	34,964
Rent	90,025	88,973
Salaries and related benefits	703,122	686,503
Telephone and utilities	12,005	9,958
Travel	23,385	29,683
	1,213,821	1,249,782
Excess of revenues over expenditures	\$ 11,288	\$ 31,242

Financials continued on page 13.



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Darin Holst

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Business

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Financial Statements

Statement of Financial Position

December 31,	2017	2016
Assets		
Current		
Cash	\$ 157,128	\$ 48,294
Short term investments	671,816	812,851
Accounts receivable	85,441	44,989
Government remittances receivable	2,983	3,552
Prepaid expenses	1,692	8,475
Due from related party	5,996	-
	925,056	918,161
Equipment	19,458	22,824
Intangible asset	4,567	6,394
	\$ 949,081	\$ 947,379
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 103,483	\$ 73,608
Deferred revenue	260,220	298,007
Due to related party	-	1,674
	363,703	373,289
Net Assets		
Internally restricted funds	300,000	300,000
Unrestricted funds	285,378	274,090
	585,378	574,090
	\$ 949,081	\$ 947,379

Audited financial statements available at

www.saskchamber.com



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IMPOSING



POWER PLANT
AND ALSO OFFICE
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IMPOSING



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It's been 115 years since our founder Walter Hill came to Saskatchewan with a vision of building this province into a hub of economic and professional growth. From the development of Regina's first skyscraper and residential community in 1914, to our current projects of Westerra, Aurora and Agriculture Place, this vision has remained and continues to inspire our builds across this great province. Our roots have, and always will be here on the prairies and, like you, we are proud to call Saskatchewan our home.

From our retail destinations across Saskatchewan, to our office properties in downtown Regina and residential communities in between, we continue to celebrate the past, be thankful for our present, and look forward building the future of Saskatchewan.

LET'S BUILD TOGETHER.

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“The benefit we enjoy the most is the ability to network with government as well as other key business leaders in the province. The events allow us, in a really nice environment to actually connect and get to know our politicians in our province. The investment has been such a great return for us.”

**Cindy Fuchs
Canadian Red Cross**



Association of Chamber of Commerce Executives (ACCE)



Top: ACCE Annual Award Show

Bottom: Patricia Warsaba, Steve McLellan and Elissa LaLiberte

For the second consecutive year, the Saskatchewan Chamber of Commerce was named a finalist for the 2017 Chamber of the Year Award by the Associations of Chamber of Commerce Executives (ACCE).

The Chamber of the Year Award is North America's only award recognizing the leadership role that chambers have in communities. Chambers are evaluated on membership retention, organizational strength, innovative practices, and advocacy efforts. The Saskatchewan Chamber's nomination package showcased its creation of the Saskatchewan Financial Literacy Network and the work done by the Northern Business Task Force.

Patricia Warsaba, Steve McLellan and Elissa LaLiberte travelled to Nashville, Tennessee from July 16-19, 2017, for the ACCE's Annual Conference where the final judging and interviews were held to determine the Chamber of the Year recipient. Nominations were reviewed and evaluated by a committee of veteran Chamber executives and former Chamber of the Year recipients. While the Georgia Chamber of Commerce ultimately received the coveted Chamber of the Year Award, the Saskatchewan Chamber of Commerce was proud to be selected among the top two State and Provincial Chambers in North America.

During the four-day conference the Saskatchewan Chamber team also attended seminars on topics including community development, Chambers for the next generation, event strength, thought leadership, digital disruption, global opportunities, inclusivity, and more.

"Being in the top-two in North America of all the State chambers is truly amazing."

Steve McLellan



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Fredericton

Canadian Chamber of Commerce



Top: New Brunswick Legislature

Bottom: Canadian Chamber of Commerce Policy Session



THE CANADIAN
CHAMBER
OF COMMERCE

The Saskatchewan Chamber of Commerce (SCC) continued to partner with the Canadian Chamber of Commerce (CCC) on a wide variety of advocacy activities in 2017.

The most significant initiative was the successful fight against the proposed federal tax changes, but there was also work done in response to the renegotiation of the North American Free Trade Agreement (NAFTA), pipelines, skills development, and overall Canadian tax competitiveness.

The SCC also participated in numerous Canadian Chamber policy committees, travelled to Fredericton to participate in the CCC's annual policy session, and held a Saskatchewan/Manitoba Policy Caucus prior to that event in Fredericton.

While there has been a lot of advocacy work done in partnership with the CCC, the SCC has also continued to encourage even greater interaction between the CCC and provincial and city Chambers across the country on research and advocacy projects. As there is often a shared end goal, particularly with issues of national scope, it makes sense for all of these Chambers to collaborate as much as possible. Planning also began for a 2018 CCC "Day on the Hill" event in Ottawa where the SCC, along with other provincial Chambers, will

hold meetings with federal government Ministers and senior officials.

Finally, the SCC, through its involvement with the Chamber of Commerce Executives of Canada (CCEC), has continued to encourage the creation of more professional development opportunities for Chamber staff across the country. Various SCC staff participated in CCEC training webinars and other activities during the year.

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around the world

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employees
11 nationalities

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Chair's Invitationa

The 2017 Chair's Invitational Dinner was held at the Conexus Art Centre on September 16th, 2017. The event was once again sold out with over 200 guests.

Representatives of the provincial government connected with business leaders and members of the Saskatchewan Chamber of Commerce over a Saskatchewan-themed meal.

Topics of discussion included transportation routes within the province and connecting Saskatchewan with other provinces, Saskatchewan's water and potential threats from invasive species, legalization of marijuana and other points of interest or concern from guests.

Thank you to our sponsors: Enbridge Inc., Chartered Professionals in Human Resources, Helicopter Transport Services Canada, Potash Corporation, RBC Financial Group.



Kent Campbell, Deputy Minister to the Premier

1 Dinner

Top left: Clare Isman, Senior Advisor to the Deputy Minister to the Premier

Top right: Rupen Pandya, CEO SaskBuilds

Bottom left: Deborah Jordan, Ministry of Health

Bottom right: Monica Kreuger and guest





“As a consultant and business owner, the networking that this event provided was invaluable. It would have taken me months to organize and meet with leadership and colleagues from so many different sectors and government ministries.”

**Scott Langen MBA, CMC, PMP
Praxis Consulting Ltd.**

Events



SCC Annual Conference 2017

The Saskatchewan Chamber Annual Conference was held on May 10th and 11th at the Delta Hotel in Regina. A total of 51 conference delegates, as well as 45 Chair's Luncheon guests had an opportunity to network with local Chambers from across Saskatchewan and take advantage of the educational opportunities on offer.

Thank you to our sponsors: CN, TransCanada Pipelines, SaskPower, Saskatchewan Workers' Compensation Board, ChamberPlan Insurance, CAA and Canpotex



Top: Dolapo Fadare

Bottom: Patricia Warsaba

Make a Connection Reception 2017

The 2017 edition of Make a Connection Reception was held on April 6th at the Queensbury Convention Centre in Regina. This sold-out event gave members the opportunity to connect with Deputy Ministers, Crown Corporation Presidents and Chiefs of Staff to establish or reaffirm good working relationships.

Thank you to our sponsors: CPA Saskatchewan and The Mosaic Company

Political Forum 2017

In 2017, Political Forum was again an opportunity for members to present issues that matter with Saskatchewan's elected officials. The sold-out event was held on January 12th at the Hotel Saskatchewan and connected members with 9 cabinet ministers and 9 critics from the Opposition. Panel sessions covered issues of importance to the membership, including investment and growth, the environment, and human resources.

Thank you to our sponsors: Deloitte LLP, The Mosaic Company, Scotiabank



POLITICAL FORUM 2017

1. Shawna Nelson
2. Cam Cooper and guest
3. The Saskatchewan Party at Political Forum
4. The Official Opposition at Political Forum



MAKE A CONNECTION RECEPTION 2017

5. Alanna Koch

SCC ANNUAL CONFERENCE 2017

6. Curtis Hemming and Murray Wood during media panel



ABEX

The Saskatchewan Chamber of Commerce strives to support businesses around the province and is honoured to recognize Saskatchewan business success with the annual ABEX Awards.

As the largest event celebrating business enterprise in the province, the 34th ABEX Awards once again celebrated Saskatchewan's business excellence on October 21st, 2017 at TCU Place in Saskatoon.

This year's Saskatchewan-themed awards, presented by Conexus Credit Union, saw Saskatchewan's northern businesses receiving many of the awards of the evening. AREVA Resources Canada was inducted into the 'Saskatchewan Business Hall of Fame' while Geoff Gay received the 'Business Leader of the Year' award, and 'Community Leader of the Year' was awarded to Chief Tammy Cook-Searson. As the long-time CEO of the Greater Saskatoon Chamber of Commerce, Kent Smith-Windsor was the 2017 recipient of the Roger Phillips Chamber Builder Award. This award honours an individual who has made significant contributions to the Saskatchewan Chamber network.

This year, 82 ABEX nominations were received, 50 finalists were selected, and 11 Saskatchewan businesses received Awards. By striving for excellence, these winners personify business success in Saskatchewan.

For the 34th edition of the ABEX Awards, two Lifetime Achievement Awards were presented to Bruce Johnstone and to Doug Elliott. The Lifetime Achievement Awards are presented to individuals who have achieved distinction in their field and whose expertise has helped to shape the Saskatchewan business landscape.

Thank you to our sponsors:

Conexus Credit Union, Potash Corporation, Miller Thomson LLP, Innovation Saskatchewan, Minard's Leisure World, Saskatchewan Trade and Export Partnership, Cogent Chartered Professional Accountants LLP, Saskatchewan Indian Gaming Authority, Saskatchewan Polytechnic, SaskEnergy, Cameco, PFM Capital Inc., Handy Special Events, Ministry of the Economy, David Aplin Group, WorkSafe Saskatchewan, CPA Saskatchewan, Information Services Corporation, EVRAZ Inc. NA, Saskatchewan Construction Safety Association, Crowe MacKay, Doepker Industries Ltd., WESK, SaskTel, Leader Post, Star Phoenix, and Great West Life.

Top: Emcee's Terri Harris and John Lagimodiere

Middle: Community Leader of the Year Chief Tammy Cook-Searson

Bottom: Business Leader of the Year Geoff Gay with his family

ABEX Award Winners



Priority Focus - Energy Efficiency
North Ridge Development Corporation
Award Sponsored by SIGA



Roger Phillips Chamber Builder
Kent Smith-Windsor



Service
CAA Saskatchewan
Award Sponsored by Minard's Leisure World



Young Entrepreneur
N.L. Construction Inc.
Award Sponsored by Cameco



Business Hall of Fame
AREVA
Presented by Conexus Credit Union



Business Leader of the Year
Geoff Gay
Award Sponsored by Saskatchewan Polytechnic



Business of the Year
CAA Saskatchewan
Award Sponsored by David Aplin Group



Community Involvement
S & E Trusted Online Directories Inc.
Award Sponsored by Cogent Chartered Professional Accountants



Community Leader of the Year
Chief Tammy Cook-Searson
Award Sponsored by SaskEnergy



Export
Vendasta
Award Sponsored by Saskatchewan Trade and Export Partnership



Growth and Expansion
The Deveraux Group of Companies
Award Sponsored by PFM Capital Inc.



Innovation
IntraGrain Technologies Inc.
Award Sponsored by Innovation Saskatchewan



Marketing
Diamonds of Detroit
Award Sponsored by Handy Special Events



New Venture
9 Mile Legacy Brewing Co.
Award Sponsored by Saskatchewan Ministry of the Economy



Lifetime Achievement
Bruce Johnstone



Lifetime Achievement
Doug Elliott

The map displays the Commercial Network in Saskatchewan, with major cities and towns marked. The network is highlighted in red, and the CYPRESS HILLS are marked in green. Major cities include Lloydminster, North Battleford, Saskatoon, Prince Albert, Regina, and Yorkton. The map also shows the location of the CYPRESS HILLS and the Commercial Network.

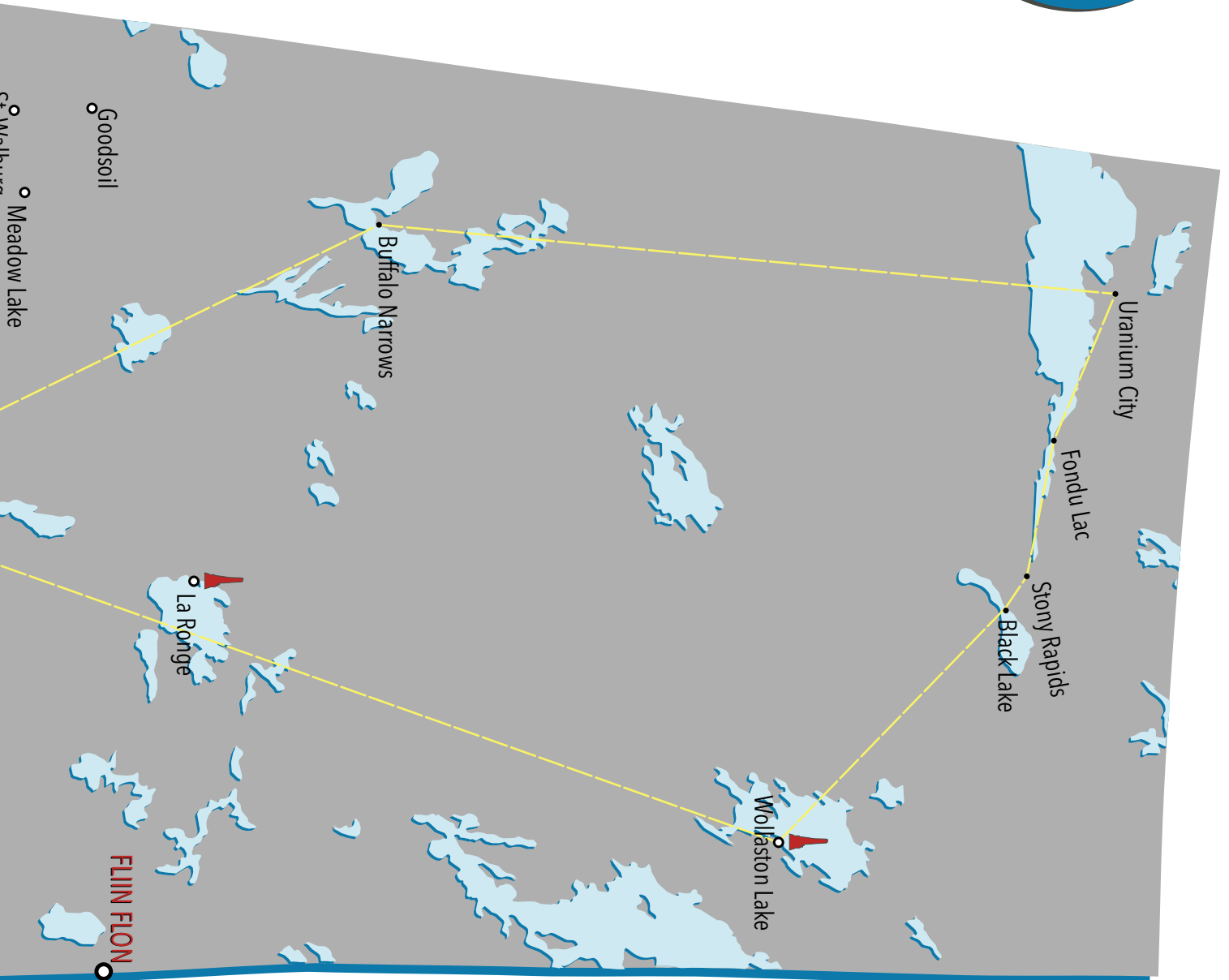
ABEX Winners since 2000

Northern Business Task Force



SASKATCHEWAN
CHAMBER *of* COMMERCE

KATCHEWAN



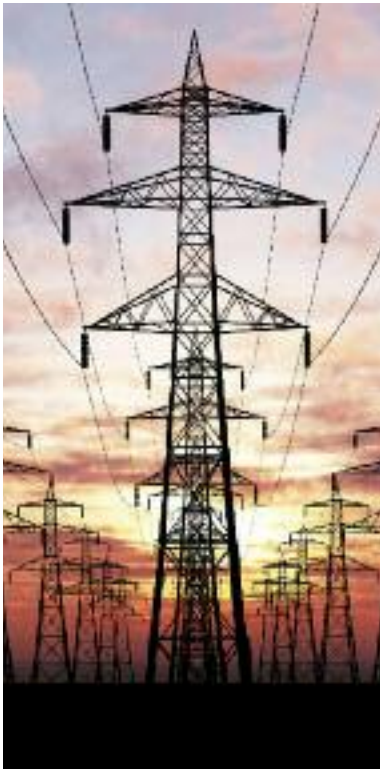


“The Chamber provides us with “credible networking”. We attend Chamber events and we know everything is set up, and structured in a way that allows us to spread our wings, introduce ourselves to companies across this province.”

**Mike Tate
Shermco Industries**



Energy Efficiency



The theme of energy efficiency played an integral part in the Saskatchewan Chamber of Commerce's research and advocacy efforts throughout 2017. In a member survey issued in November 2016, a large majority of those surveyed indicated that reducing greenhouse gas emissions was important. However, respondents also stated that the Saskatchewan Chamber of Commerce should continue to oppose the implementation of a carbon pricing scheme and instead support technological investments and incentives that reduce emissions.

In response, the Saskatchewan Chamber of Commerce established the Energy Efficiency Task Force in early 2017. The mandate of the Task Force was to create a series of policy recommendations to advance the implementation of energy efficiency measures as a means of achieving meaningful reductions in carbon emissions. Task Force members had specialized knowledge and training in the area of energy conservation and were familiar with a suite of Demand Side Management (DSM) programs offered by utility providers aimed at the commercial-industrial sector.

The Saskatchewan Chamber of Commerce continues to maintain that reducing energy consumption per unit of production makes both business and environmental sense,

and is an important first step toward tackling climate change in this province.

The *Energy Efficiency Strategy* was released to the general public in November 2017. The two main objectives of the recommendations were to reduce carbon emissions, and also increasing Saskatchewan industry competitiveness. The responses from those working in the energy management sector have been overwhelmingly positive.

Copies of the full report, along with the executive summary have been received by the Saskatchewan Minister of Energy and Resources, as well as the Minister of the Environment, Dustin Duncan and is also available on the Sask Chamber website. The Chamber will continue to meet with officials from those Ministries to promote the recommendations.

Moving into 2018, the Saskatchewan Chamber of Commerce will continue to build upon the momentum generated by the report's recommendations. As there is currently an immature market in the province for private sector energy management services, the next phase will focus on creating a forum where vendors, service providers, and consulting firms can meet and discuss opportunities for growth and innovation.

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Carbon Pricing and Climate Change Policy



**Minister of the Environment and
Climate Change Minister McKenna with
Steve McLellan and Joshua Kurkjian**

Through its Environment Committee, the Saskatchewan Chamber of Commerce was active in both its research and advocacy efforts on the carbon file for 2017. As indicated in a November 2016 member survey, the Saskatchewan Chamber of Commerce continued to support the provincial government's opposition to the implementation of a federal carbon pricing scheme, and instead advocated for technological investments and incentives to reduce carbon emissions.

Throughout 2017, the Saskatchewan Chamber of Commerce met with officials from both the Saskatchewan Ministry of Environment and Environment and Climate Change Canada (ECCC) to express its concerns.

- In May 2017, the Government of Canada released its technical paper on the federal carbon pricing backstop plan that would be imposed on provinces that did not have their own climate change strategy in place by 2019. As a part of our research and advocacy efforts, the Saskatchewan Chamber of Commerce consulted extensively with large industrial emitters in the province to better understand the economic implications of such a policy. In addition, the Saskatchewan Chamber published a brief summary and analysis of the technical paper that was circulated to members, and submitted formal comments to Environment and Climate Change Canada.
- Also in May 2017, the Chamber met with the Parliamentary Secretary to the Minister of Environment and Climate Change, Jonathan Wilkinson, to discuss the details outlined in the technical paper and to communicate the concerns expressed by our members. In July, the Chamber was granted the opportunity to meet with the Minister of the Environment and Climate Change, Catherine McKenna, along with technical experts from both the Department of Finance and ECCC at the Chamber office in Regina.
- In December 2017, the Government of Saskatchewan released its long-awaited climate change strategy. At the core of the Made-in-Saskatchewan plan is a focus on the use of offsets, performance credits, as well as sector-specific, output-based emissions intensity standards aimed at large emitters. The Saskatchewan Chamber of Commerce formally endorsed the Government of Saskatchewan's plan as it is tailored to the province's economic situation and covers a broad range of carbon emissions - all without a direct tax.

The Saskatchewan Chamber of Commerce commends the Government of Saskatchewan and its climate change strategy for creating a flexible and results-based regulatory process that articulates clearly specified benchmarks and allows industry to seek out the most cost-effective pathways for compliance.

As a business owner, you never log off.

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Campbell Collegiate students at ABEX Awards

Financial Literacy and Youth Entrepreneurship



Top: Jordan McFarlen, Patricia Warsaba, Minister Gord Wyant and Shawn Davidson

Bottom: Campbell Collegiate Business Celebration night

The Saskatchewan Chamber of Commerce (SCC) continued to financially contribute and support the Saskatchewan Financial Literacy Network (SFLN) in 2017.

The SCC also continued its advocacy efforts to persuade the provincial government to create mandatory, stand-alone classes on both financial literacy and youth entrepreneurship within Saskatchewan's K-12 curriculum, with much success.

On March 27, 2018 Deputy Premier and Minister of Education, the Honourable Gord Wyant announced that Financial Literacy will be introduced into the K-12 curriculum in the 2018/2019 school year. This important step forward for Saskatchewan's youth is a testament to the advocacy efforts of the Chamber and its partner organizations. Chamber members, partners and teachers applauded the Ministry of Education on this announcement and look forward to the implementation of the curriculum in Saskatchewan schools.

Encouraging the provincial government to participate in the financial literacy portion of the next round of Programme for International Student Assessment (PISA) testing has been another important part of the SCC's advocacy activities on this issue.

The Saskatchewan Chamber has also continued to financially contribute and participate in the governance of Junior Achievement of Saskatchewan. This organization has continued its rapid growth across the province and is now providing youth entrepreneurship programming to more students than ever before.

Continuing to provide free tickets for high school, college, and university business students to attend SCC events, like the Achievement in Business Excellence (ABEX) Awards, Political Forum, Conference on Business, and the Chair's Invitational Dinner, have also helped to connect these young people with established business operators within the Saskatchewan Chamber's membership. In 2017, the SCC had more business students attend its events than in any previous year.

The SCC has also continued its financial support of various business student-related events in high schools, colleges, and universities, including the Campbell Business Celebration Night, the Saskatchewan Business Teachers' Association (SBTA) High School Business Case Competition, the Hill Business Dinner, and various activities held by the University of Saskatchewan Junior Chamber of Commerce.



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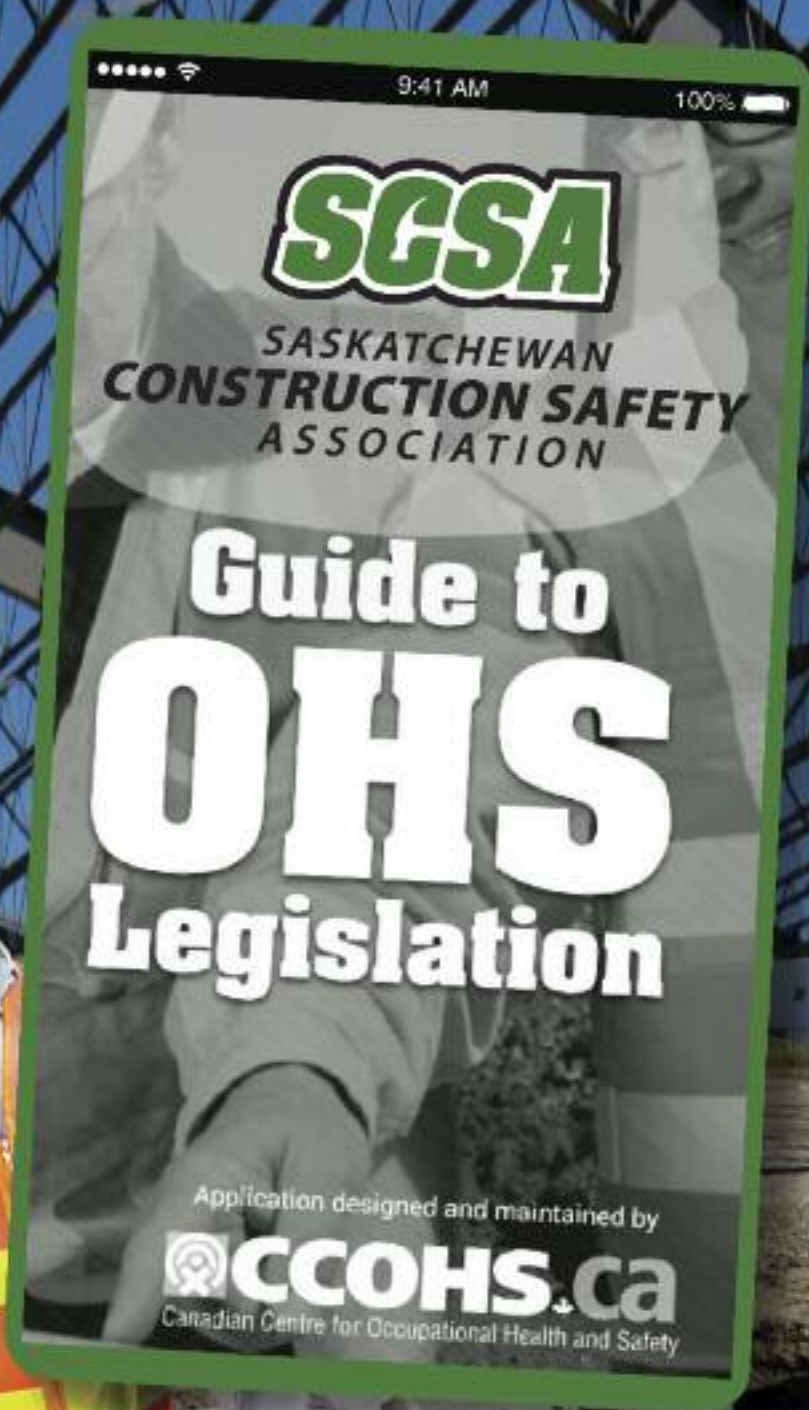


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Jessica Theriault, David Stevenson and David Brock

Committee Restructuring



Ron Styles, Bob Schutzman and Joshua Kurkjian

For many decades, the Saskatchewan Chamber of Commerce has utilized expert committees comprised of hard-working volunteers to engage with members, identify and act upon issues of importance to the business community, and create sound policy recommendations. These past efforts are important and have delivered many positive results over the years.

The second half of 2017 brought with it profound changes to the Chamber's policy input process.

Since the Chamber originally formed its expert committees, the ways for Chamber members to interact with committees, as well as with each other, has changed. New communication tools, coupled with members' limited availability to participate in meetings led to a review of the committee structure.

As a result of this review, the Finance, Human Resources, Investment & Growth, and Youth, Education & Training Expert Committees no longer meet as of December 31, 2017. In place of these committees, Expert Advisory Panels have been created to focus on select key issues that align with the objectives outlined in the Saskatchewan Chamber of Commerce's Strategic Plan. Members with expertise on a select key issue are invited to participate on an Expert Advisory Panel. The Environment Committee is

continuing in its present form and will lead on the carbon tax files as well as other current and pressing environmental issues.

Furthermore, 100-Day Task Forces will be created on an ad-hoc basis to address issues in real-time, resulting in a report and a series of recommendations. In 2017, the first 100-Day Task Force successfully produced a report on Energy Efficiency.

The Water Council for Saskatchewan, also created in 2017, is continuing in its present form but will move towards being a stand-alone entity in the future.

The Saskatchewan Chamber members have and will continue to play a critical role in identifying key issues and opportunities that may be on the horizon. While member input into the policy-making process will always remain a constant, how the policy process works has been updated. These various changes will serve the Chamber well and will make the policy input process stronger than ever.

The Saskatchewan Chamber of Commerce Board of Directors and staff sincerely appreciate the time and expertise of our members, and we never forget that it is your voice that we represent.

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The Great Wall of China

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Top: Tour group in Shanghai

Bottom: Canal tour in Suzhou

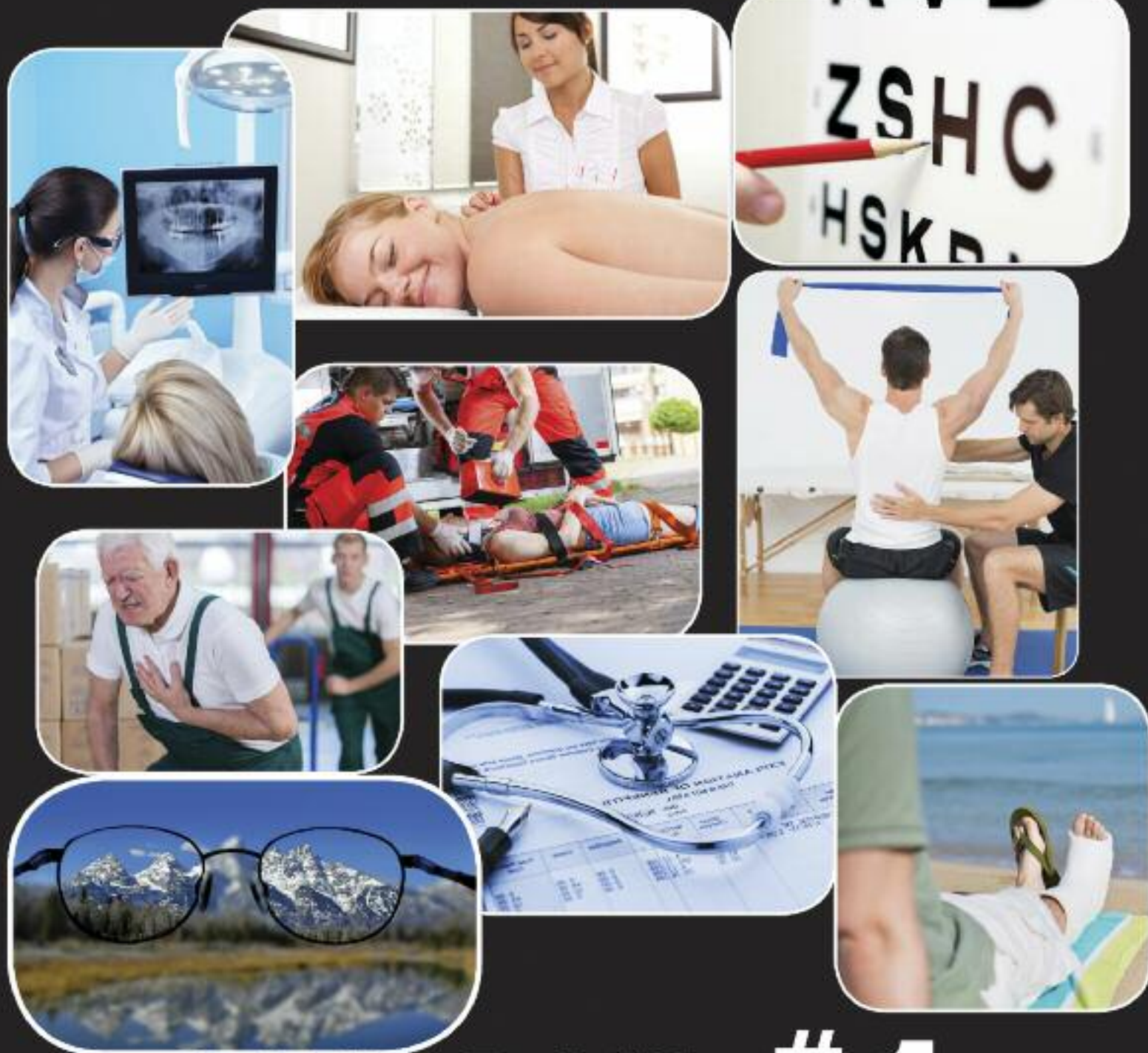
In 2017, the Saskatchewan Chamber of Commerce and the Chamber of Commerce Executives of Saskatchewan partnered with Citslinc International to offer an 11-day all-inclusive tour of Beijing, Suzhou, Hangzhou and Shanghai, departing April 7, 2018 and returning April 17, 2018. Citslinc International is one of the largest providers of foreign tours to China and works exclusively with over 800 Chambers of Commerce in Canada and the US. Over 20,000 people travelled with Citslinc International on Chamber tours last year alone!

This fully escorted trip is an introduction to the people, history, culture, commerce and daily life of this exciting country. The itinerary is packed with sights and activities that will provide a full and rewarding experience including visits to historic sites like the Great Wall of China and Tiananmen Square. There is also an opportunity to make business contacts in China.

The trip promotion was opened to the general public and received a large amount of interest. In April 2018, there will be 180 people from all over Saskatchewan, as well as some from Alberta and BC, traveling to China with Citslinc International. This number also includes several chamber representatives that will be accompanying the group.

Due to the overwhelming response received for this trip, the Saskatchewan Chamber of Commerce hopes to plan more trips in the future with Citslinc as well as other chamber travel companies. Overall, this trip's success is a great credit to the chamber network and its high level of customer service!

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The Fight Against the Federal Tax Changes



**Curtis Hemming and Joshua Jurkjian
sending petition results to Federal
Finance Minister Bill Morneau**

On July 18, 2017, the Federal Minister of Finance, Bill Morneau, unveiled draft legislation intended to make changes to planning strategies used by Canadian Controlled Private Corporations (CCPCs).

The three strategies targeted were:

- (i) income sprinkling
- (ii) converting a CCPC into capital gains, and
- (iii) passive investment income held inside a CCPC. In response to Minister Morneau's announcement, the Saskatchewan Chamber of Commerce received numerous phone calls and emails from members on this issue and the message was consistently loud and clear – the business community strongly opposed the proposed tax changes.

Throughout the summer, the Saskatchewan Chamber of Commerce's multi-faceted research and advocacy efforts included:

- Consulting with tax planning experts, accountants, and professional services firms.
- Writing a report, *Issue in Focus Taxation: Proposed Changes to the Taxation of Private Corporations in Canada*, intended to better inform our members.
- Submitting an open letter to Minister Morneau outlining the SCC's concerns and counter-recommendations.

- Meeting with the Parliamentary Secretary to the Minister of Finance, Joël Lightbound in Regina along with other stakeholders.
- Creating an online petition administered through our website that collected responses from 600 employers representing over 15,000 employees.
- Addressing members of the Senate of Canada's Standing Committee on National Finance in Saskatoon in November 2017.

In response to overwhelming criticism, on October 16th Minister Bill Morneau and Prime Minister Justin Trudeau announced significant amendments to the earlier proposed measures.

Here are some advocacy wins:

- The Small Business Rate on the first \$500,000 of income will decrease from 10.5% to 9% by 2019.
- The Federal Government will not move forward with limiting access to the indexed Lifetime Capital Gains Exemption.
- The Federal Government is abandoning its plan to curtail the conversion of income to capital gains.

However, the Federal Government is unwisely choosing to go ahead with some of the more controversial measures.

These include:

- The measure to curtail income splitting for family members not deemed by the CRA as active in the business will move forward but the reasonableness test will be simplified.
- The taxation of passive investment income will go ahead, but a new threshold of \$50,000 in income annually will be exempt from the new, higher tax. Draft legislation is anticipated for Federal Budget 2018.

In 2018, the Saskatchewan Chamber of Commerce will continue to recommend that the Federal Government establish a Royal Commission-type panel to undertake a comprehensive review of the tax system. The business community should be proud of its advocacy efforts around this issue.

The significant amendments made by the Federal Government, along with the Standing Committee on National Finance's final report urging the Federal Government to scrap the tax changes entirely serve as a testament to the power of the Chamber network.



Left to right: Joshua Kurkjian, Joël Lightbound - Parliamentary Secretary for the Minister of Finance, and Steve McLellan met in Regina



“The Saskatchewan Chamber has been instrumental in the Northern Business Taskforce, it has brought a lot of awareness to southern Saskatchewan about the potential in northern Saskatchewan.”

**Geoff Gay
Athabasca Basin Development**

Education Opportunities for Members: Mental Health First Aid, and Domestic Violence and the Workplace



An increased focus on mental health and wellness continues to be a priority for the Saskatchewan Chamber of Commerce, not only as a business advocacy group but as part of the broader Saskatchewan community.

Creating an environment in the workplace that allows individuals to support each other in times of mental stress is the goal of the Mental Health First Aid training that the Chamber offered to its membership, as presented by Bridges Health. This two-day training, certified by the Mental Health Commission of Canada, focused on recognizing signs of mental distress and providing guidelines and practical examples of what can be done to assist.

Along with a renewed focus on mental health, the Chamber also supported organizations dealing with the effects of domestic violence.

With this in mind, the Chamber partnered with PATHS, the Provincial Authority for Transitional Housing Saskatchewan, for two training sessions aimed at providing guidance on the creation of policies for businesses that would provide support structures for employees dealing with intimate partner violence. By creating these support structures, employees feel protected and stable in their workplace and will be able to focus on being productive.

In order to uplift our communities and promote workplace safety, continued focus on mental health and domestic violence is vital. Cities, rural municipalities and northern communities all need support structures in place, offering training opportunities and creating safe platforms for open discussions are an important part in creating a safe business and social environment.




Top: Domestic Violence seminar presented by PATHS

Bottom: Mental Health First Aid Training presented by Bridges Health

Canada-wide, the losses to employers due to intimate partner violence add up to \$77.9 million and Saskatchewan has the highest rate of reported domestic violence incidents in Canada. Having policies in place to deal with these situations as they affect employees and the workplace can ensure a more productive and permanent workforce, and create stability for affected employees.





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Ice road outside Wollaston Lake

Northern Business



Photos taken on a flight during the Northern Business Task Force Tour

The Saskatchewan Chamber of Commerce (SCC) continued to advocate on a variety of items highlighted in its Northern Business Task Force Report from 2014.

The Northern Business Task Force was made up of representatives from companies and organizations that operate in northern Saskatchewan, as well as individuals who have specific knowledge and expertise in the social and economic issues that northern Saskatchewan faces. Through ongoing discussions on current and future issues, the Task Force submitted twelve recommendations focusing on solutions aimed at accelerating northern Saskatchewan's economic and social development.

Additional progress during 2017 included the Saskatchewan Chamber continuing to encourage both SaskPower and the federal government to create new programs to encourage residential and commercial energy efficiency improvements in Saskatchewan's remote northern communities. In February 2017, the SCC created a new 100 Day Energy Efficiency Task Force that issued a report containing a variety of recommendations that would benefit northern Saskatchewan.

While the Government of Saskatchewan has said low commodity prices will not allow

them to fund all or part of the Wollaston Lake road, the federal government has indicated that they are very interested in assisting with this project, as it will create a reliable road connection between Wollaston Lake and southern Saskatchewan.

The federal government also announced that communities in Saskatchewan that were eligible for receiving the Nutrition North Canada subsidy would see their subsidy on Level 1 healthy foods increase from \$0.05/kg to \$1.60/kg. This was a significant increase that has brought down food costs in those areas.

Northlands College, Saskatchewan Polytechnic, First Nations University of Canada, and other institutions are continuing to develop new courses that are more focused on the needs of northern businesses and residents.

In late 2015, Industry Canada announced that Saskatchewan would be receiving \$7.42 million through the Connecting Canadians program to expand high-speed internet in northern Saskatchewan communities. SaskTel also contributed \$2.48 million to this project, and by the beginning of 2017, there were 26 communities in northern Saskatchewan with significantly improved high speed internet service.



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Environmental Scan: Ten Demographic and Economic Indicators

The Chamber and its members had what could be called a “mixed” year in 2017. On a positive note, the population continued to grow and the slump in the provincial economy came to an end. Less positively, the slump was not replaced with growth. Instead, the economy went into a kind of holding pattern.

In this summary, ten demographic and economic indicators are used to describe 2017 in Saskatchewan.

Demographic Trends

The Saskatchewan population is growing at a healthy pace. In the year ending October 2017, the population grew at an annual rate of 1.25%. International immigration is the main reason for the increase.

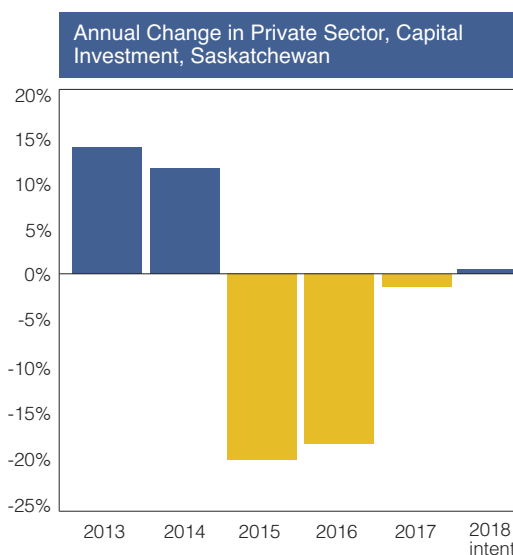
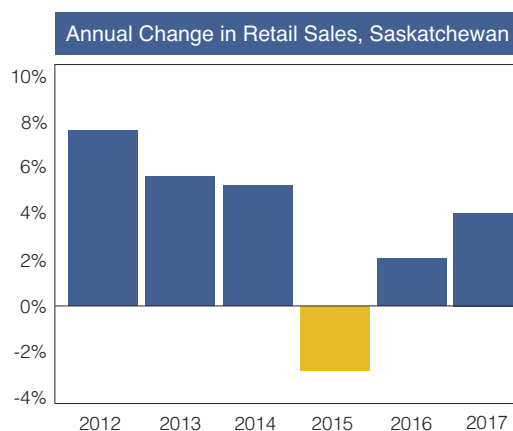
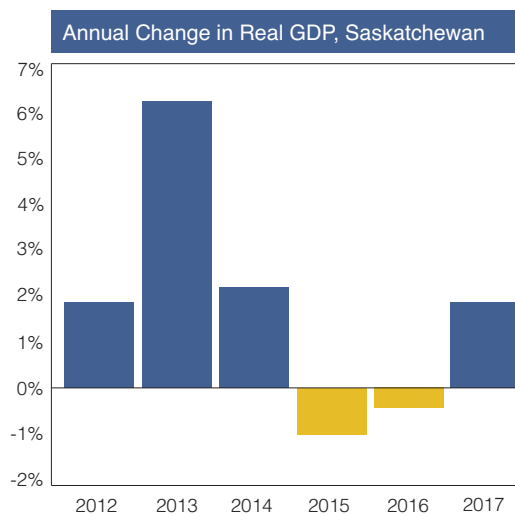
Economic Trends

Economists typically use the gross domestic product after adjusting for inflation (real GDP) to measure economic prosperity. By that measure, Saskatchewan went through a shallow but prolonged recession in 2015 and 2016. Growth in 2017 is estimated at 1.7%.

Four Economic Engines

One way to analyze economic growth is to look at the four engines that make up the GDP. The four engines are consumers, businesses, governments, and out-of-province buyers of our goods and services.

- Business investment, the second engine, declined for three consecutive years from the peak in 2014 including a drop of 1.0% in 2017. The most recent survey of businesses suggests that capital investment will grow by 0.5% in 2018.
- Government spending slowed in 2017 as the provincial government, the most important of the three levels of government, reduced spending because of lower resource revenues.



- Consumer spending has recovered from the slowdown in 2015. Retail sales, one of the best indicators of consumer spending, grew by 2.2% in 2016 and 4.0% in 2017. Much of the sales growth in 2017 was the result of a 9.5% increase in unit sales of new motor vehicles.

- Data on international and interprovincial trade, the fourth engine, are not available but the value of international merchandise trade is a useful proxy. The value of international merchandise exports (net of imports) fell in 2017 for the third consecutive year because of a decline in commodity prices. *Continued on page 55.*

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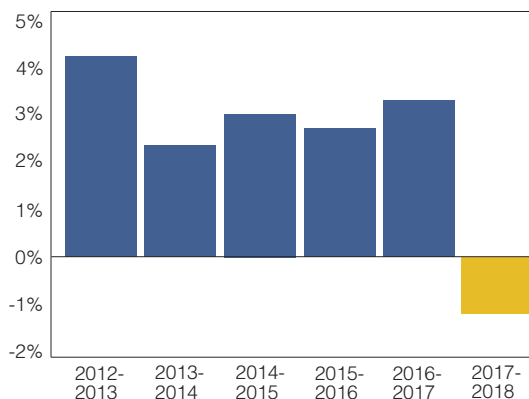


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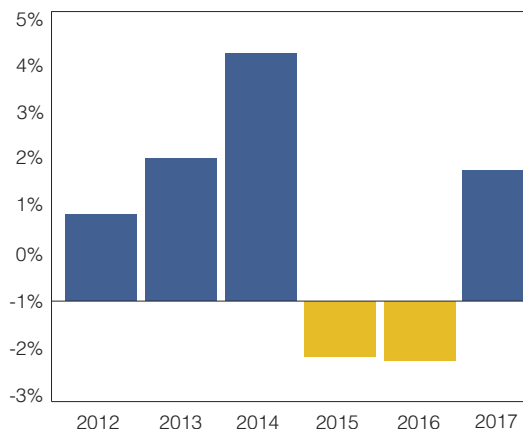


Environmental Scan: Ten Demographic and Economic Indicators Continued

Annual Change in Provincial Government Spending (general revenue fund), Saskatchewan



Annual Change in Average Household Income After Taxes and Adjusted for Inflation, Saskatchewan



Employment

The total number of people employed is a useful summary measure that reflects economic activity across all sectors. Employment growth slowed to 0.5% in 2015 and declined by 0.9% in 2016. There was a further, modest (0.2%) decline in 2017.

Personal Income

Adjusted for inflation, personal income after taxes fell in both 2015 and 2016 because of lower employment earnings. The estimate for 2017 is for a modest increase.

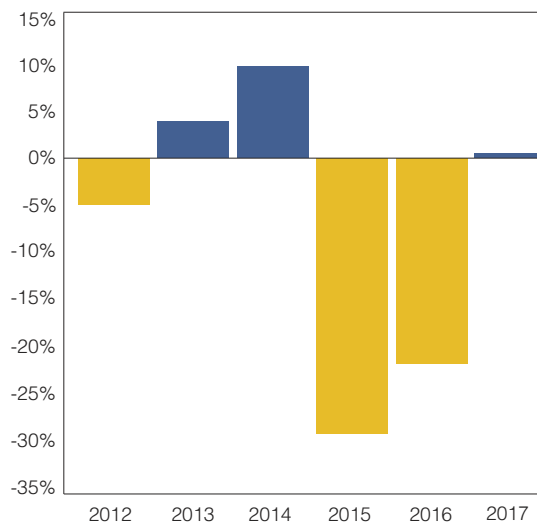
Net Farm Income

Agriculture is one of the most important sectors in the economy and net farm income is a useful summary measure of the health of the sector. Net cash income increased at double digit rates in 2014 (+17%) and 2015 (+27%) before falling back slightly in 2016. Preliminary figures suggest an increase of 4% in 2017.

Value of Mineral Sales

The resource sector is another important sector in the provincial economy. The value of mineral sales fell at double-digit rates in 2015 and 2016 from the peak of \$23 billion in 2014. Preliminary data suggests sales in 2017 will be near the 2016 level.

Annual Change in Value of Mineral Sales, Saskatchewan



Source: Sask Trends Monitor from Statistics Canada Data

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