



*Women Building Futures  
Work Proud*



# *Report to the Community*

*2015 & 2016*



# OUR VALUES

---



## SAFETY

We instill a culture of safety, empowering our graduates to keep workplaces safe.



## COMPASSION

We show humanity and acceptance; we are mindful of the impact of our words and actions.



## TEAMWORK

We collaborate in pursuit of our common vision.



## EMPOWERMENT

We instill confidence and autonomy in others and ourselves.



## TRUST

We deliver on our promises and believe others will do the same.



## SUSTAINABILITY

We commit to building long-term organizational sustainability



## COURAGE

We encourage innovation and accept failures as lessons that make us stronger.

# MESSAGE FROM THE BOARD CHAIR AND CEO

---

These continue to be exciting times for Women Building Futures (WBF). Our vision of “being valued for empowering women to succeed in non-traditional careers, inspiring positive economic change for women and forever transforming the face of industry in Canada” guides us forward as we graduate more women into more construction trades with more industry partners making it possible.

WBF is recognized as a labour force solution that provides career opportunities for qualified underemployed women. In 2016, strategic alliances with the Alberta Construction Safety Association, BuildForce Canada, SureHire Occupational Testing Services and a growing number of unions added strength to this unique value proposition. In turn, we have attracted new employers and industry partners, earned return business, and overall deepened our impact for all stakeholders.

Feedback among employers and industry partners clearly indicates that the top two reasons they value WBF are the unrivalled preparedness of our alumni for the realities of the workplace, together with the wraparound support WBF provides its students and the employers who hire them.

2016 also marked a new phase for the organization with the retirement of the founding Chief Executive Officer, as well as our longtime Board Chair, complemented with the successful transitioning to our new CEO and Board Chair.

We acknowledge and thank our industry and government partners, our customers (employers), LIFT Philanthropy Partners and our funding agencies, as well as our instructors, staff and volunteer Board of Directors and Board Committee members.

**We are excited to keep moving forward.**

JudyLynn Archer  
*President and CEO*

Sharon Bell  
*Chair, Board of Directors*





**JASMINE NEVINS**  
EQUIPMENT OPERATOR  
HEAVY EQUIPMENT OPERATOR PROGRAM #4

At almost 30 years of age, Jasmine Nevins has been in the construction industry for about 11 years now. She first heard about WBF from her mother. In fact, it was her mother that insisted she take the Heavy Equipment Operator program six years ago. It was also her mother that hooked her up with her first construction job.

When asked what she likes about the work, Jasmine answered, "It's never the same any day. There's always work no matter what time of year. But that's not the only benefit, she adds, "I have found that I can now be paid what I want, as opposed to what they want to pay me. It gives me the chance to do the things in life I choose to do, when I want to do it."

As for challenges on the jobsite, Jasmine is not crazy about working in the winter because she doesn't like being in the seat all day, so she's always in and out of the equipment to check on it or chain it down. Other than that it's all smooth sailing.

Jasmine credits working in construction as giving her the power to independent and a provider, as well as provide the freedom she needs. Her plans for the future include getting her tower crane ticket and buying her first home within the next five years.

# KEY PERFORMANCE INDICATORS

## WBF OPERATIONAL/CAPACITY METRICS

### # OF WOMEN REACHED

	2015	2016
Number of women engaged through outreach activities, such as phone call, interview, WBF info events, marketing/advertising activities.	5,833	6,287 Target achieved 8% increase

Information Session Registration 3,379. Phone calls 2,908. Formula has been kept consistent for year-over-year comparison to show growth. There is still opportunity for WBF to expand on this definition to include other ways of reaching women (ie. social media).

### PROGRAM COMPLETION RATE

	2015	2016
Percentage of program participants who graduate through program delivery and/or complete courses.	93%	90% Target achieved

166 students completed WBF courses and 155 women completed WBF programs. Program completion rate was 93%. Course completion rate was 88%.

### # OF INDIGENOUS GRADUATES

	2015	2016
Number of Indigenous program graduates (similar to above).	23%	28% Target missed (35%) 5% increase

Programs: 28% of the students and 28% of the graduates. Courses: 34% of the participants and 35% of all those who completed.

### SATISFACTION RATE AMONG GRADUATES

4

	2015	2016
Survey results on qualitative improvements in lifestyle for graduates after program completion. Lifestyle improvements may include increased confidence, health improvement, more independence, etc. This survey can also capture the magnitude of improvements, contributing to the powerful success stories of graduates.	96%	95% Target achieved

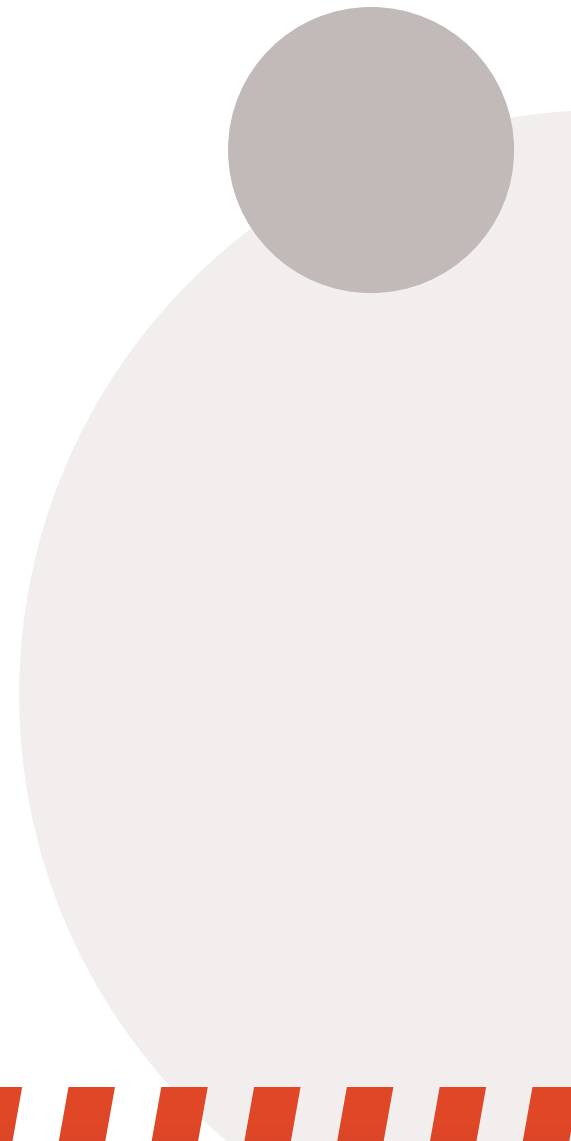
With a large variety of programs, many more of which are employer driven, it is a positive result to see that Graduate satisfaction ratings have remained high at 95%

## LIFT-WBF PARTNERSHIP PERFORMANCE METRICS

### INCREASED PROGRAM CAPACITY

	2015	2016
Increased number of available participant slots in WBF as an organization.	278	537 Target achieved 93% increase

This marks the first year that course capacity surpassed program capacity. A total of 228 seats were available in 2016 programs, and a total of 309 seats were available for 2016 courses for a total of 537 seats.



# KEY PERFORMANCE INDICATORS

## SOCIAL IMPACT METRICS

### # OF SKILL DEVELOPMENT/EDUCATIONAL COURSE COMPLETED

	2015	2016
Number of WBF skill development/educational courses completed by students.	55	166 Target achieved 202% increase

KPI reflects the number of women that completed a course in each year. Significant increase in number of courses offered in 2015 (9) and 2016 (30).

### WAGE INCREASE AFTER GRADUATION

	2015	2016
Average of the total percentage increase in total compensation for WBF graduates.	184%	132% Target achieved

Based on wage increase for those who were employed after graduation. Average income before WBF was \$11.62 per hour. Average income after WBF was \$27.00 per hour. Total of 25 women were moved from earning no income (counted those earning less than \$1.00 per hour) to earning income.

### RATE OF GRADUATES EMPLOYED IN TARGET INDUSTRIES WITHIN 6 MONTHS

	2015	2016
Percentage of all WBF graduates employed in construction/trades within 6 months of graduation.	91%	93% Target achieved 2% increase

For second year in a row during an economic downturn, WBF not only met its 90% placement rate, but exceed it by 3 percentage points in 2016.

## POTENTIAL FUTURE METRICS

### # OF INDIGENOUS WOMEN REACHED

	2015	2016
In addition to measuring outreach with all women, specifically tracking engagement with Indigenous women, will help to capture the impact WBF has within Indigenous communities at the individual level.	n/a	367

Reached through the following initiatives – 5-day Career Builder, Academic Readiness, Application Solutions, Career Basics, Career Essentials, Information Sessions, Meet and Greets, Tools for Training and Urban Sessions.

**SHANNON KAY**  
RED SEAL ELECTRICIAN  
JOURNEYWOMAN START #42

It's been a long journey for Shannon Kay, but worth every step. Born and raised in Edmonton to a Gwich'in mother from Fort McPherson, NWT and a Cree father from the Peace River region, Shannon attended an information session at WBF in 2010. After seeing video footage of a woman electrician, she thought, "I could do that" and decided to pursue a career she never thought possible.

At the time, Shannon had been out of school for about 10 years and hadn't completed her high school, so she went to P.A.L.S. (Project Adult Literacy Society) for the academic tutoring that allowed her to pass the WBF trade entrance exam. Shannon then secured funding through Oteenow, an employment and training agency dedicated to finding First Nations and Inuit people in Edmonton and area, careers that work.

Once Shannon started her training at WBF, she found she really enjoyed welding, but stuck with her original goal to become a journeyman electrician. Fast forward six years and Shannon is now working as a Red Seal Electrician in Beaumont, Alberta. Her favourite parts about the job site is the support from her co-workers, learning something new every day, being busy and working hard.

While Shannon found the early starts an issue because of her son's daycare hours, she was able to negotiate with her employer to modify her hours so she could get her son to daycare without her being late for work.

What's next for Shannon? "I'm looking forward to sharing my knowledge with others, teaching them the right way to do something so they don't make mistakes."



# 2015-2016 BOARD OF DIRECTORS

---

**JudyLynn Archer**

President & CEO  
Women Building Futures

**Sharon Bell**

Chair  
Consultant and Instructor

**Angela Armstrong**

Vice Chair/Secretary  
Prime Capital Group

**Anna Dawyd** to June 2016

Treasurer/Chair Audit  
Committee

**Perri Sinal** July 2016

Treasurer/Chair Audit  
Committee  
JR Shaw School of Business  
- NAIT

**Micki Ruth**

Chair Governance  
Committee  
Retired

**Kathy Anders**

Director  
Foster Park Brokers Inc.

**Angelina Bakshi**

Director  
Veridant Inc.

**Steve Cribb**

Director  
SpruceLand Properties Inc.

**Trina Gendall**

Director  
Bentall Kennedy

**Laura Lunt**

Director  
Pembina Pipeline  
Corporation

**Joelle McLaren**

Director  
California Closets

**Beverly Nalder**

Director  
Clark Builders

**Cathy Paul**

Director  
Mid Market - BMO Bank of  
Montreal

**Amanda Rosychuk**

Director  
EPCOR Utilities



# STATEMENT OF FINANCIAL POSITION

December 31, 2016, with comparative information for 2015

	2016	2015
<b>Assets</b>		
Current assets:		
Cash	\$ 5,516,971	\$ 4,543,226
Restricted cash	294	82,701
Accounts receivable	503,120	178,827
Prepaid expenses	11,857	5,514
	6,032,242	4,810,268
Capital assets	8,012,143	8,002,549
	<u>\$ 14,044,385</u>	<u>\$ 12,812,817</u>
<b>Liabilities and Fund Balances</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 392,329	\$ 169,784
Deferred contributions	2,577,337	1,613,961
Deferred revenue	388,534	239,599
Loan payable	323,287	362,547
	3,681,487	2,385,891
Deferred capital contributions	6,896,847	6,898,345
	<u>10,578,334</u>	<u>9,284,236</u>
Net assets:		
Invested in capital assets	792,009	741,657
Internally restricted	867,000	867,000
Unrestricted	1,807,042	1,919,924
	3,466,051	3,528,581
Commitments		
	<u>\$ 14,044,385</u>	<u>\$ 12,812,817</u>

# STATEMENT OF OPERATIONS

Year ended December 31, 2016, with comparative information for 2015

	2016	2015
<b>Revenues:</b>		
Grants	\$ 1,636,042	\$ 1,359,388
Tuition	1,660,040	2,171,111
Sponsorship	737,500	942,630
Rental income	294,867	298,988
Donations and casino	70,526	58,964
Other	40,496	81,866
Interest income	19,721	16,658
	<b>4,459,192</b>	<b>4,929,605</b>
<b>Expenditures:</b>		
Salaries and benefits	2,499,297	1,871,411
General and administrative	763,179	875,540
Marketing and advertising	594,087	332,886
Program expenses	466,530	676,085
Building expenses	105,027	111,853
Bad debts	51,632	-
Interest and bank charges	12,813	13,729
	<b>4,492,565</b>	<b>3,881,504</b>
(Deficiency) excess of revenues over expenditures before amortization	(33,373)	1,048,101
Amortization of deferred capital contributions	596,304	453,235
Amortization of capital assets	(625,461)	(485,156)
	(29,157)	(31,921)
<b>(Deficiency) excess of revenues over expenditures</b>	<b>\$ (62,530)</b>	<b>\$ 1,016,180</b>

Extracted from the 2016 financial statements, audited by KPMG LLP.

# ACKNOWLEDGEMENTS

Women Building Futures would like to thank all of our many partners who have contributed to our success in helping to build extraordinary futures for women — our strategic partners, workforce development partners, donors, supporters, suppliers, workforce employers and Employers of Choice.

Able Contracting  
Acklands-Grainger  
AECOM  
Air Liquide Canada Inc.  
Alberta Carpenters Training Fund  
Alberta Construction Safety Association  
Alberta Highway Services  
Alberta Ironworkers Apprenticeship and Training Plan (Local 720)  
Alberta Motor Transport Association  
Alberta Roadbuilders & Heavy Construction Association  
All Type Electric  
Alpine Heating  
AltaPro  
AltaSteel  
Always Plumbing & Heating  
Artizan Energy Solutions  
Batten Industries  
BFI Constructors  
Big Puma  
Binder Construction  
Bison Technical  
Blanket Irrigation  
Boardwalk  
Boilermakers (Shell-Scotford)  
Borger Group of Companies  
Boyce Builders  
Brewsters  
Brock Canada  
Brookfield Residential  
BuildForce Canada  
C & M Plumbing  
Cachon  
Canadian Natural  
Canadian Women's Foundation  
Canem  
Caron Transport  
CEDA  
Chandos Construction

Chevron  
Christenson Developments  
City of Edmonton  
City of Spruce Grove  
City of St. Albert  
City of Stony Plain  
CLAC  
Clark Builders  
Clear Skies Heating and Air Conditioning  
CN Rail  
CNRL  
Collins Industries  
Corpro  
CPP  
CSM Compressor  
D & D Contracting  
Delnor Construction  
Diamond V Construction  
Diavik Mine ER  
Diversified Transportation  
Dolo's Tile & Hardwood  
DR Steel  
Driving Force  
Edmonton Exchanger  
Enbridge  
Epcor  
Equipment Operator  
Expocrete  
Fath Group of Companies  
Fillmore Construction  
Finning  
Flatiron  
Fluor Constructors Canada  
Foothills Creamery  
Fraser Electric  
Friend's Company  
FRP  
G & J Parking Lot Maintenance  
Gateway Mechanical  
Gateway Trailer Repairs

Government of Alberta  
Government of Canada  
Graham Brothers  
Hawkeye Line Locators  
Heat & Frost Insulators Local 110  
Heavy North  
Hoistings Ltd.  
Horizon Machine and Design Inc.  
Ideal Contract Services  
Impact Auto Auctions  
Imperial  
Independent Electric  
Indie Sheet Metal Ltd.  
International Brotherhood of Boilermakers Local 146  
International Brotherhood of Electrical Workers Local 424  
International Union of Operating Engineers Local No. 955  
Jackal Electric  
Jetco Mechanical  
JV Driver  
KBR Wabi  
Keyera  
Kiewit  
Kinder Morgan Trans Mountain Expansion Project  
KLS Earthworks  
Larch Mechanical  
Leacross Foundation  
Leader Mechanical  
Ledcor Group of Companies  
Leduc Plumbing & Heating  
Lehigh Hanson  
LIFT Philanthropy Partners  
Mainroad Contracting Ltd.  
Mammoet Canada Western Ltd.  
MCG Construction  
Merit Contractors Association  
Nason Contracting Group LTD

---

Northern Gateway Pipelines  
North West Redwater Partnership  
North West Refining  
Norwest Construction  
NuEnergy  
O'Hanlon Paving  
Paragon FusionClad (PPC) Ltd.  
Paragon Ventilation  
Parkland County  
Parlee McLaws LLP  
Payneless Electric  
PCL Energy  
PCL Industrial  
Pembina  
PermaCorp Group of Companies  
Plains Midstream Canada  
Progressive Contractors  
Association of Canada  
Provincial Electrical  
Pyramid  
RAM Mechanical  
Residential Maintenance Services  
RH Construction Services  
Ridge Development Corp  
Rowes Construction

RTL-Westcan Group of Companies  
Saipem Canada  
Sarens Canada  
Seneca Electrical  
Sheet Metal Workers  
International Association Local 8  
Shell Canada Ltd.  
Sherwood Air  
Sierra Flooring  
Silent-Aire  
Sinclair Electric  
Smyth Stolarz Construction  
Spiffy Clean Company  
St. Albert School Board  
Standard General  
Star Mechanical  
Steelcraft Inc.  
Stellar Electrical  
Strathcona County  
Strike Group  
Stuart Olson  
Studon  
Suncor  
Supreme Steel  
SureHire Occupational Testing

Tarpon Energy  
Taurus Construction  
TCL Supply  
Technicanic Limited  
Territorial Electric  
Total E&P Canada  
Tradesmen Enterprise  
TransAlta  
TransCanada  
Transonic Electrical  
United Association of Plumbers  
& Pipefitters Local Union 488  
United Rentals  
United Safety  
University of Alberta  
Up-To-Code Mechanical  
Volker Stevin  
Waiward  
Weathermakers  
Weinrich Contracting  
Weldwork Fabricators Inc  
Whitemud Ironworks  
Willbros  
Willowridge Construction  
WorleyParsonsCord

# OUR VISION

---

Women Building Futures is valued for empowering women to succeed in non-traditional careers, inspiring positive economic change for women and forever transforming the face of industry in Canada.



*Women Building Futures*  
*Work Proud*

**WBF Global Headquarters**  
10315 109 Street, Edmonton, AB T5J 1N3 Canada

**WBF Training Centre and Housing**  
10326 107 Street, Edmonton, AB T5J 1K2 Canada

**Office** 780 452 1200  
**Toll Free** 1 866 452 1201  
**Email** [reception@womenbuildingfutures.com](mailto:reception@womenbuildingfutures.com)

[womenbuildingfutures.com](http://womenbuildingfutures.com)