



# WE GOT THIS

WOMEN BUILDING FUTURES  
ANNUAL REPORT TO THE COMMUNITY 2017



2017 WAS THE TIME TO:

**CHALLENGE**

THE STATUS QUO INSIDE OUR WALLS  
AND IN THE WORLD AROUND US

**ENGAGE**

WITH WOMEN, NOT JUST  
IN ALBERTA, BUT ACROSS CANADA

**PARTNER**

WITH INDUSTRY IN WAYS WE'VE  
NEVER DONE BEFORE

**LEAD**

THE CONVERSATION ABOUT  
WOMEN WORKING IN INDUSTRY

**THIS IS ABOUT CHANGE**

**REAL CHANGE**

WE'RE GOING TO CHAMPION WOMEN'S  
REPRESENTATION IN CONSTRUCTION AND  
MAINTENANCE WITH RIGOUR, PASSION,  
INNOVATION AND A BELIEF THAT TOGETHER  
WITH WOMEN, INDUSTRY, GOVERNMENT AND  
COMMUNITIES ACROSS THE COUNTRY...

**WE GOT THIS**

# An Unforgettable Year at Women Building Futures

As the new Chair of the Board of Directors and new President and CEO, we want to extend a sincere thank you for your support, participation and contribution to a significant year in the history of Women Building Futures (WBF).

**IT WAS A YEAR OF APPRECIATIVE REFLECTION.** Everyone here at WBF acknowledged our past, honoured the significant contributions of our predecessors, and admired and amplified the strengths we have. We renewed our commitment to our mission, vision and values, and reinforced our promise to create a stronger organization for future successors.

**IT WAS A YEAR OF PLANNING FOR THE FUTURE.** The Board of Directors approved our [Extraordinary Growth Strategic Vision 2017-2020](#). Viewed as an industry thought leader and agent of change, WBF's commitments and priorities will ensure we continue to see beyond the horizon, to identify potential opportunities and forever transform the face of industry in Canada.

**IT WAS A YEAR OF UNPRECEDENTED GROWTH.** We launched our online platform and expanded the scope of services for Indigenous women and their communities. This, along with new projects and enhanced marketing efforts, resulted in record high interest and demand from both women and industry. To support our growth, we welcomed new staff, expanded our office space in Edmonton and opened our first satellite location in Fort McMurray.

**IT WAS A YEAR OF TRANSFORMING OPINIONS.** The launch of our YOU GOT THIS awareness campaign provided us with the platform to begin transforming opinions on a national scale. The phenomenal results of this campaign are just beginning to be realized. With the creation of our WORK PROUD workshops, we connected directly with industry to build an inclusive culture in their organizations. We continued to play a pivotal role as a thought leader through policy development, consultations and speaking engagements.

**IT WAS A YEAR OF ONGOING CELEBRATION.** We took the time to celebrate the achievements of our founding president and her establishment of the WBF Family of Endowed Funds. We also celebrated ongoing support from industry leaders and renewed interest from community stakeholders. While appreciating the support from existing partners, we welcomed new partnerships that are aligned with our mission and committed to helping our growth across Canada.

At Women Building Futures we can say **WE GOT THIS** only because of the ongoing support from our loyal stakeholders, our dedicated staff and our volunteer Board of Directors. Thank you!



**Kathy Kimpton**  
PRESIDENT & CEO



**Angela Armstrong**  
BOARD CHAIR

# The State of Women in Industry

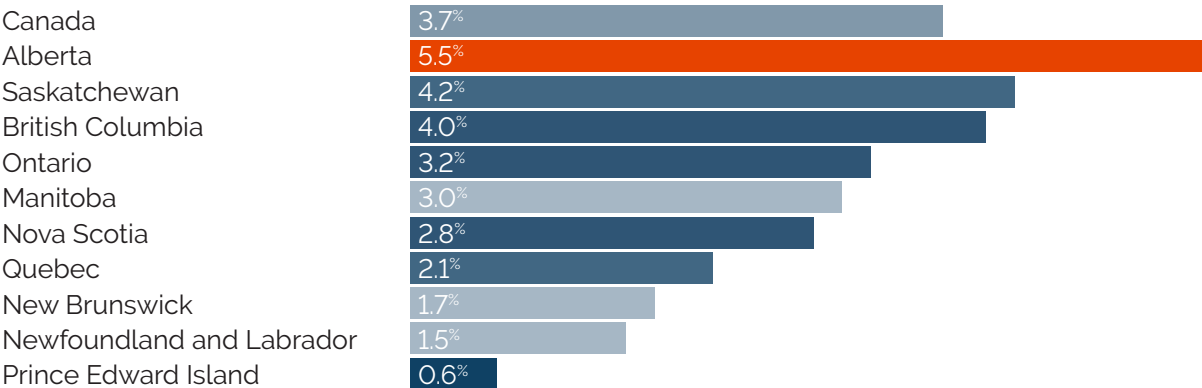
The construction and maintenance industry is facing an anticipated loss of close to 250,000 skilled workers, 21% of its current labour force, by 2026.<sup>1</sup> This imminent challenge has led many organizations to rethink their approach to workforce attraction and retention, identify new labour pools, and move more skilled workers through the apprenticeship process.

The approximately 6.2 million women in Canada between 20 and 44 years of age<sup>2</sup> represent a significant working-age population. **If industry were to attract just 1% of these women, they would bring in 62,000 new workers and address 25% of the forecasted workforce shortage.**



WBF believes women stand at the forefront of addressing this labour shortage. Women make up an estimated 47% of the Canadian labour force,<sup>3</sup> but less than 4% of the onsite construction and maintenance trades workforce across Canada.<sup>4</sup> The western provinces show the highest rates of female participation.

## Women's Share of Total Employment in Onsite Construction, %



1 BuildForce Canada, Construction & Maintenance Looking Forward National Summary 2017-2026. (Ottawa: BuildForce Canada, 2017). 1 & 9.

2 Statistics Canada. Population by sex and age group, 2017. (Table 051-0001). Last updated 2017-09-27. [www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo10a-eng.htm](http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo10a-eng.htm) (accessed January 29, 2018).

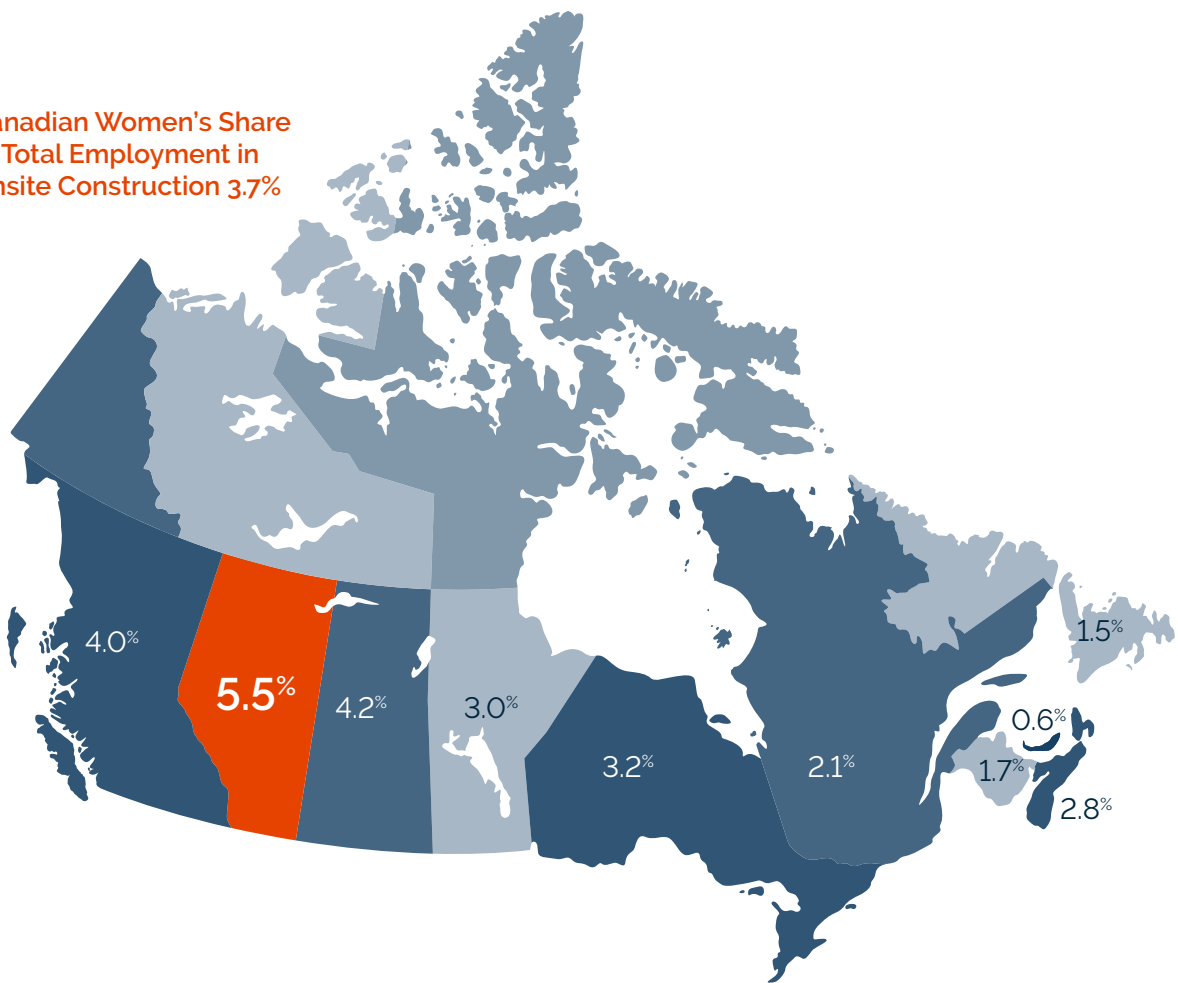
3 Statistics Canada, Labour Force Survey estimates (LFS) by sex and detailed age group, unadjusted for seasonality, monthly. (Table 282-0001). [www5.statcan.gc.ca/cansim/a26?id=2820001](http://www5.statcan.gc.ca/cansim/a26?id=2820001) (accessed August 28, 2017).

4 BuildForce Canada, Aboriginal People and Women's Representation in Canada's Construction and Maintenance Workforce. (Ottawa: BuildForce Canada, 2016). 6.

5 Statistics Canada, Registered Apprenticeship Information System (RAIS) 2015. Percent Increase of Female Workers. CANSIM TABLE 477-0072. (Construction Electrician, Carpenter, Plumber, Welders, Steamfitter/Pipefitter, Heavy Duty Equipment Technician, Millwright, New registrations between 2005 and 2015 and total registration status) (accessed June 27, 2017).

6 Statistics Canada, Registered Apprenticeship Information System (RAIS) 2015. Percent Increase of Female Workers. CANSIM TABLE 477-0054. (Carpenter, Electrician, Heavy Duty Equipment Mechanic, Millwright, Plumber/Steamfitter/Pipefitter, Sheet Metal Worker, Welder, Completed Apprenticeships between 2005 and 2015) (accessed June 27, 2017).

Canadian Women's Share  
of Total Employment in  
Onsite Construction 3.7%



**Alberta is a leader when it comes to women in construction and maintenance trades and occupations.**

The province has the highest participation rate at 5.5% and has shown significant progress in female apprenticeships.

Across select Red Seal trades, new female apprenticeship registrations almost doubled from 2005 to 2015 in Alberta, which demonstrates that more women are entering construction-related trades.<sup>5</sup>

While attraction into the trades is an important part of preparing the future workforce, completion is critical. Women have shown they are committed, with rates of female apprenticeship completion in select trades having tripled over the same time period.<sup>6</sup>

**WBF has operated in Alberta for almost two decades.** Since our inception, we've had close to 1,500 graduates from our programs, and that number continues to grow year-over-year. We have a model that works, and we demonstrate a consistently high rate of success.

If we can have the impact we've had in Alberta, imagine what we can do when we reach women across Canada.

**WOMEN ARE SUCCEEDING IN THE TRADES EVERY SINGLE DAY. OUR GOAL IS TO SIGNIFICANTLY INCREASE THAT NUMBER SO THAT, BY 2020, WOMEN IN CANADA HAVE MORE ROLE MODELS THAT CAN SAY:**

**"I'VE WALKED THAT PATH. I DID IT. YOU CAN TOO."**



# Commitment to Women

## CORE METRIC:

95% OF WBF GRADUATES WERE EMPLOYED IN THE CONSTRUCTION AND MAINTENANCE INDUSTRY WITHIN THE FIRST SIX MONTHS OF GRADUATING\*

## 1) QUALITY SERVICES AND TRAINING

We are evolving our programs, services, modes of delivery and partnerships to reach and serve more women, and to deliver a greater number of qualified workers to the workforce.

157%

average increase in earned income on first day of hire

9,813

women connecting with WBF

190

WBF graduates

95%

likelihood that graduates would recommend the program they completed

### KEY MILESTONES

Online presence is enhanced with a new website

Fort McMurray location opens its doors

Online training and services are launched

Pathway to Apprenticeship Program is created to support students through their apprenticeship until they earn their journeyman status

**“Having the opportunity to share my personal experiences to help empower other Indigenous women to take a chance on themselves, and have an organization take a chance on me, has been one of the most rewarding experiences of my life. The legacy I am able to leave not only to my children but to my other Indigenous sisters is an honour I will carry with me for the rest of my career.”**

Arlene Twin  
WBF Indigenous Engagement Advisor

## 2) INDIGENOUS PARTICIPATION

We are creating awareness among Indigenous women that leads to increased graduation and apprenticeship completion rates.

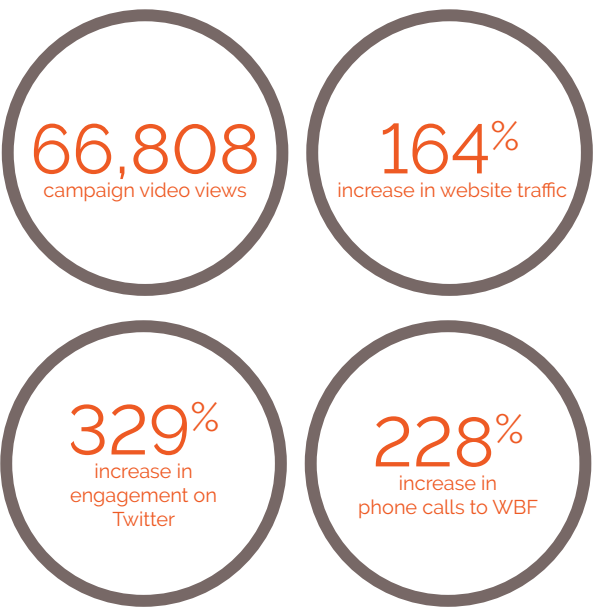


### KEY MILESTONES

- Services to Indigenous women expand with the addition of Career Navigators
- WBF and the Native Women's Association of Canada partner to support Indigenous women in trades across Western Canada
- First all-Indigenous program prepares 10 students to work on the Trans Mountain Expansion Project Pipeline
- Senior Strategist in Indigenous Relations joins the leadership team to bring Indigenous perspective to organizational planning and growth
- Construction Boot Camp is the first program to be delivered in partnership with a First Nation, with eight graduates from Paul First Nation

## 3) TRANSFORMING OPINION

We are transforming society's views of the trades by positioning trades as a first-choice career and lifestyle option for women, and WBF as the destination for women who want to explore, enter or advance their careers in the trades.



### KEY MILESTONES

WBF's YOU GOT THIS campaign launches with national reach



# Commitment to Industry

CORE METRIC:

94% OF WBF'S INDUSTRY PARTNERS WOULD RECOMMEND HIRING A WBF GRADUATE

4) STRATEGIC GROWTH

We are working with industry leaders and using future-focused labour market information to drive strategic growth in programming and services across Canada.



KEY MILESTONES

First solar energy workshop trains nine alumni with renewable energy skills

Professional Class 1 Driver program debuts with a 100% graduation rate

WBF's open house and YOU GOT THIS campaign launch engages industry and government

Work Proud initiative is piloted with five partners to build an inclusive culture

Pathway to Apprenticeship Program runs in Fort McMurray with a 100% employment rate and with all graduates registered as apprentices







## Helena Joe Nieuwendyk

### DRIVER AT CARON TRANSPORT

Professional Class 1 Driver Program #1

As a single mother to three kids, Helena is no stranger to hard work. She trained with WBF and earned her Class 1 driver's licence in 2017. The moment she drove a semi-truck towing a 53-foot trailer behind her, she knew she'd found a career that not only would allow her to provide for her family, but also that she'd enjoy and be proud of.

"My proudest moment was when someone asked me what I did for a living. Their first response was, 'A woman truck driver with three kids? WOW, good for you! You must be tough and courageous!' I thought yeah, we all are tough and courageous. All 12 of us who graduated together and all us women who take this leap, whatever our reasons."

### MY #WBF REALTALK

"Never give up! You will fall down at some point, but get back up, wipe off the dirt and do it again and again and again! You CAN do this!"

### WHAT I GAINED

"INDEPENDENCE"

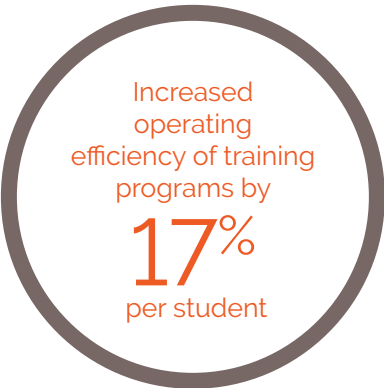
# Commitment to Stakeholders

CORE METRIC:

ACHIEVEMENT OF OUR TARGETS WILL BE DETERMINED IN 2018

5) FISCAL SUSTAINABILITY

Our future-focused, disciplined business model mitigates financial risk through realistic allocation of resources and diversification of revenue sources. Achievement of our targets will be determined in 2018.



KEY MILESTONES

Implementation of a new accounting system further strengthens reporting, planning and decision-making

WB Foundation Family of Endowed Funds is established by WB Foundation's founding President & CEO, JudyLynn Archer

KPMG is hired to refine risk register and develop a systematic mitigation process

New long-term planning process is implemented for WB Foundation's programming schedule to support strategic growth and expansion





**Candice Seckenski**

**OPERATOR AT ALTASTEEL**

Journeywoman Start Class #73

Candice didn't let a layoff keep her down. In search of a new career and a sense of purpose, she attended a WBF Information Session and filled out an application the same day for the Journeywoman Start program. Learning about six different trades opened her eyes to a world of opportunity and led her to a position with AltaSteel, a company that employs apprentices in a number of trades.

"I am a very confident person and I enjoy learning new things. This has really helped me at my current position. In two years from now I still see myself at AltaSteel, putting my time in and doing everything I'm capable of to further my advancement. On the personal side of things, I plan to be owning my own home and building the life I want."

MY **#WBF** REALTALK

"Do it now. Don't wait, don't hesitate, don't underestimate yourself. Believe that you can accomplish anything and that you deserve whatever life you strive for."

**WHAT I GAINED**

**KNOWLEDGE**

# Commitment to Our Organization

## CORE METRIC:

74% OF EMPLOYEES WOULD RECOMMEND WBF AS A PLACE TO WORK

## 6) ORGANIZATIONAL CAPACITY

We ensure we are operating in an efficient and effective manner by creating an organizational foundation based upon excellence in people, processes and planning.

This has been a year of significant growth in our staff. With increased capacity and expertise, our team is building its processes to work efficiently together and achieve our strategic priorities.



**"I love living in the realm of possibility and I believe in the potential for more women to lead in the construction sector. This is the first workplace I've been in where I've felt that I can be my authentic self and do work that is truly meaningful to me."**

Gabrielle Raheem  
WBF Business Process Manager

## 7) PUBLIC RELATIONS AND AWARENESS

We are strategically building and managing relationships to expand on opportunities to tell **The WBF Story** through formal and informal means.



WBF IS INVITED TO KEY EVENTS AS A THOUGHT LEADER ON A NUMBER OF TOPICS.

### HIGHLIGHTS

**Labour Forecasts** Oil Sands Trade Show and Conference

**Worker Retention** BuildForce National Construction & Maintenance Industry Strategy Summit

**Empowering Indigenous Women** AMIK Indigenous Engagement Event

**Gender Equality** Canada 150 Conversations

**Training** Alberta Transportation's Minimum Entry-Level Training (MELT) Program Stakeholder Engagement Workshop



**Kirsten Morphy**  
**COMPLETING TRAINING AS A  
1<sup>ST</sup> YEAR ELECTRICIAN**

*Journeywoman Start Class #73*

Kirsten knew she wanted a career she would feel good about. She loves building things and working with her hands, so she thought working in the trades would be a good fit. After completing the Journeywoman Start program and deciding she wanted to work in the electrical field, she started her technical training and is looking forward to becoming a journeyman.

"My proudest moment was when I was indentured as an electrician. That was something I wanted so badly for two years and to finally get that blue book in my hands was such an amazing feeling. I would have never dreamed that less than a year after finishing at WBF I'd be starting my first year of school."

**MY #WBF REALTALK**

"As long as you stay humble and have a positive attitude, you will succeed at anything you put your mind to! Having a positive attitude has helped me on the job site. I am so grateful for my job and I count my blessings every day."

**WHAT I GAINED**

**"CONFIDENCE"**



# Commitment to Our Organization

## 8) THE WBF WAY

We remain distinct by being true to our mission and mindful of our values. We embrace diversity and foster a culture of mutual respect and understanding.



**“When I look around at the WBF team, I see people from many backgrounds with different skill sets. That’s what makes this a great place to work. We can all learn from each other and contribute to our organization in a different way.”**

Wendy Andrew  
WBF Indigenous Recruitment Advisor

### WBF VALUES:



SAFETY



COMPASSION



TEAMWORK



EMPOWERMENT



TRUST



SUSTAINABILITY



COURAGE



## Christina Fraser

### HAUL TRUCK DRIVER AT TECK COAL

Operator Readiness #3

To say Chris is determined is a bit of an understatement. She knew she wanted to be an operator and set her sights on operating a big machine. After completing the Operator Readiness program, she found out about Teck and the opportunity to drive a haul truck in the Rockies. Chris felt certain this was exactly what she was looking for, so she applied three different ways, including driving five hours to hand deliver her resume. After a tough interview, Chris was hired and began a career that will help her achieve her goals, financially and professionally.

"I'm saving up for retirement now and just bought myself a modest house in what I feel is the most beautiful part of Canada. Looking forward to 2020, I see myself as an ambassador for more women to be successful at this mine. We need more women and I want to be there waiting for them!"

## MY #W3F REALTALK

"Open-mindedness and acceptance of constructive criticism has helped me on the job site. The foremen and dispatchers are the experienced ones. Listen to them and accept feedback with a positive attitude."

## WHAT I GAINED

"FINANCIAL INDEPENDENCE"

# WITH OUR 2017 PARTNERS, WE GOT THIS

## STRATEGIC GROWTH PARTNERS

Alberta Construction Safety Association	ConocoPhillips Canada	Mammoet Canada Western Ltd.
Alberta Motor Transport Association	The Coordinating Committee of Registered Employers' Organizations as represented by CLRA, ECAA and the BCA Partners BTA and GPMC	MEG Energy
Alberta Roadbuilders & Heavy Construction Association	Fluor Canada	Native Women's Association of Canada
Blakes, Cassels & Graydon LLP	Grey Birch Foundation	NW Refining
Brookfield Residential	Imperial	Parlee McLaws LLP
BuildForce Canada	KPMG LLP	Plains Midstream Canada
Canadian Natural	Leacross Foundation	Suncor Energy Foundation
Canadian Women's Foundation	LIFT Philanthropy Partners	SureHire Occupational Testing
Capital Power	LNG Canada	Union 52 Benevolent Society
Chevron		
CLAC		

## TRAINING PARTNERS

Alberta Carpenters Training Fund	Gridworks Energy Group
Alberta Construction Safety Association	HSE Integrated
Alberta Ironworkers Apprenticeship and Training Plan Local 720	International Association of Heat & Frost Insulators & Allied Workers Local 110
As Per Safety & Rescue Ltd.	Keyano College
Cranemasters	SafeCom Training Services
Fusion Safety Services	Safety Coordination Services
Gennaro Transport Training	Spectrum Safety Services
MacEwan University	Western Canada Fire & First Aid

## SUPPORTED BY

Government of Canada
Government of Alberta
City of Edmonton



## Karlayne Bearhead

### 2<sup>ND</sup> YEAR APPRENTICE MILLWRIGHT

Journeywoman Start Class #67

Karlayne heard that Women Building Futures' Indigenous Engagement Team would be visiting her community of Paul First Nation, so she jumped at the chance to learn more about the programs. A desire to learn about as many trades as possible led her to apply for the Journeywoman Start program. Not surprisingly, choosing one trade to focus on after graduation was difficult to imagine for Karlayne, so she chose a trade that would give her the chance to learn a bit of everything.

"I chose to be a Millwright because it's very broad and I get to experience lots of different trades in one. My goal is to be the best tradesperson I can be. After getting my Red Seal, I plan to pursue my dual ticket with welding. Then, hopefully, I'll have the excitement of seeing an eager apprentice looking up at me one day."

### MY #WBF REALTALK

"The biggest challenge is that we're not always as physically strong as the guys at work. But we can still get the job done."

### WHAT I GAINED

"TIME WITH FAMILY"

# 2017 EMPLOYERS OF CHOICE AND PROGRAM SPONSORS

AECOM	Gridworks Energy Group	Tartan Industrial Services
Alberta Highway Services	Ideal Contract Services	Taurus Projects
AltaPro	Jackal Electric	> Town of Stony Plain
AltaSteel	Jen-Col Construction Ltd.	> Trans Mountain Pipeline Expansion Project
ATCO Electric	JV Driver	> United Rentals
ATCO Pipelines & Liquids	Kandrea Insulation	Volker Stevin
BFI Constructors	> KBR Wabi	Waiward Steel
Binder Construction	Keyera	Waste Management
> Borger Group of Companies	> KLS Earthworks	Watt & Stewart
Brock Canada	Ledcor	> Westcan Bulk Transport
Canadian National	Lehigh Hanson	Whitemud Ironworks
Carlson Construction	Mainroad Contracting	Willbros
> Caron Transportation Systems	> Mammoet Canada Western Ltd.	Willowridge Construction
> CEDA International	National Oilwell Varco	
Chandos Construction	> North West Redwater Partnership	
City of Edmonton	Northstar Sharp's	
> City of Spruce Grove	O'Hanlon Paving	
> City of St. Albert	Pagnotta Industries, Inc.	
Clark Builders	Paradox Access Solutions	
> Cummins	> Parkland County	
Delnor Construction	PCL Energy	
> Diversified Transportation	PCL Industrial Constructors	
Edmonton Public Library	Pembina Pipeline Corporation	
EllisDon	Prairie Gold Scaffolding Ltd.	
Emcee Construction & Management Ltd.	Schendel Mechanical Contracting Ltd.	
> Enbridge Pipelines	Sheritt International	
ENTREC	SITE	
Fath Industries	> SMS Equipment	
Fillmore Construction	Stuart Olson	
> Finning Canada	> Suncor Energy	
Fluor Constructors	Supreme Steel	
Golderado Contracting		

> Denotes Employer of Choice companies that also sponsored a program



# Board of Directors

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CORPORATION

Governance Chair  
**Angelina Bakshi**  
VERIDANT INC.



# Statement of Financial Position

December 31, 2017, with comparative information for 2016

	2017	2016
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 4,903,210	\$ 5,516,971
Restricted cash	66,144	294
Accounts receivable	991,815	503,120
Prepaid expenses	87,354	11,857
	6,048,523	6,032,242
Capital assets	8,213,158	8,012,143
	<b>\$ 14,261,681</b>	<b>\$ 14,044,385</b>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 617,246	\$ 392,329
Deferred contributions	2,453,171	2,577,337
Deferred revenue	356,802	388,534
Loan payable	283,707	323,287
	3,710,926	3,681,487
Deferred capital contributions	7,094,348	6,896,847
	10,805,274	10,578,334
Net assets:		
Invested in capital assets	835,103	792,009
Internally restricted	867,000	867,000
Unrestricted	1,754,304	1,807,042
	3,456,407	3,466,051
Commitments		
	<b>\$ 14,261,681</b>	<b>\$ 14,044,385</b>

Extracted from the 2017 financial statements, audited by KPMG LLP.

# Statement of Operations

Year ended December 31, 2017, with comparative information for 2016

	2017	2016
Revenues:		
Grants	\$ 3,518,830	\$ 1,636,042
Tuition	2,119,466	1,660,040
Sponsorship	588,855	737,500
Rental income	277,458	294,867
Other	266,577	40,496
Donations and casino	20,145	70,526
Interest income	18,650	19,721
	6,809,981	4,459,192
Expenditures:		
Salaries and benefits	3,395,642	2,499,297
Marketing and advertising	1,377,069	594,087
General and administrative	1,271,937	763,179
Program expenses	565,455	466,530
Building expenses	161,514	105,027
Interest and bank charges	13,480	12,813
Bad debts	1,225	51,632
	6,786,322	4,492,565
Excess (deficiency) of revenues over expenditures before amortization	23,659	(33,373)
Amortization of deferred capital contributions	761,000	596,304
Amortization of capital assets	(794,303)	(625,461)
	(33,303)	(29,157)
Deficiency of revenues over expenditures	\$ (9,644)	\$ (62,530)



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**GLOBAL HEADQUARTERS**  
10315 109 STREET  
EDMONTON, AB T5J 1N3

**TRAINING CENTRE AND HOUSING**  
10326 107 STREET  
EDMONTON, AB T5J 1K2

**FORT MCMURRAY OFFICE**  
UNIT 107, 427 GREGOIRE DRIVE  
FORT MCMURRAY, AB T9H 4K7