

**Saskatchewan Apprenticeship
and Trade Certification Commission**

**BUSINESS PLAN
2009-2010**

Commission Board adopted September 23, 2009

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A. SATCC BUSINESS PLAN 2009-2010

A.1 Goals, Key Actions and Performance Measures

Goal 1

Service Delivery Excellence - To identify, develop, deliver, and evaluate services and service targets to meet the needs of internal and external clients.

Key Actions

Ensure programs and services are delivered to apprentices, employers and tradespeople to meet the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) quality of service standard

Outcomes and Performance Measures:

Communicate with each new apprentice at least once during the year to explain the on-the-job training guides and the role of mentors

Implement Essential Skills profiles in all Saskatchewan designated trades

| | Goal 2009-10 | Projected 2008-09 | Goal 2008-09 |
|--|--------------|-------------------|--------------|
| Increased number of registered apprentices | 9500 | 8900 | 8500 |
| Increased new apprentice registrations | 3000 | 2700 | 2400 |
| Increased youth apprentices registered | 4000 | 3500 | 3500 |
| Deliver apprentice technical training required by registered apprentices | 5460 | 5364 | 4700 |
| Increased allowance claims processed | 4700 | 4500 | 4500 |
| Increased number of employer consultations | 3700 | 3500 | 3500 |
| Increased work experience assessments processed | 19000 | 17000 | 17000 |
| Learning disability assessments processed as required | 60 | 60 | 60 |
| Written examinations marked and returned | 1900 | 1800 | 1500 |
| Practical examinations marked and returned | 500 | 450 | 400 |
| Increased journey person certificates issued | 1200 | 1150 | 1200 |
| Industry board/committees meetings held as required | 115 | 120 | 120 |

Goal 2

Staff Resources - To recruit and maintain a positive, flexible, and knowledgeable staff with access to training for innovative and technological change to ensure successive growth.

Key Actions

SATCC Staff Training and Development Plan budget set at 1.5% of SATCC total salary budget

Continued implementation of SATCC Staff Training and Development Plan for all employees (e.g. client service, change management, technology change, equity awareness) and expanded to add a personal well-being dimension (e.g. retirement planning, aging parents)

Implement governance and leadership training for Board members and senior management

Outcomes and Performance Measures:

Efficient staff with superior customer service and management skills

Low turnover rate at SATCC

More engaged, knowledgeable, active Board members

Goal 3

To promote apprenticeship as a valuable and rewarding career choice.

Key Actions

Analyse the Saskatchewan Youth Apprenticeship (SYA) Program for efficiencies, enhancement and implement

Revise the Aboriginal Apprenticeship Initiatives (AAI) program eligibility parameters and evaluate changes

Revise and document process of assessing foreign trained worker experience

Work with immigrant serving agencies, Saskatchewan Institute of Applied Science and Technology (SIASST) and other government agencies to create a transitional path to employment, training and trade certification for new Canadians

Actively support SIASST Foreign Credential Recognition Program

Through board membership and financial contribution, support the operations of the Regina and Saskatoon Trades and Skills Centres to promote articulation of short-term programming with designated trades

Outcomes and Performance Measures:

Increase in apprenticeship registrations from diversity groups

Increase in foreign skilled tradespeople available to work in Saskatchewan

Goal 4

Communication - To develop timely, accurate and clear communication methods based on what is needed to communicate and with whom we need to communicate.

Key Actions

Identify, develop and implement organizational communication needs
Incorporate key messages from the Ministry of Advanced Education, Employment and Labour (AEEL) and provincial government to ensure strategic alignment
Develop key messages for stakeholders and the general public

Outcomes and Performance Measures:

Increase awareness of apprenticeship and skilled trades as a career option to targeted diversity groups and the general public.
Increase in numbers of employers participating in apprenticeship training and trade certification.
Increased public recognition that careers in the skilled trades provides rewarding career opportunities.

Goal 5

Managing Financial Resources - To ensure sufficient financial resources for the continued delivery of services to internal and external clients.

Key Actions

Identify needs and changes to operations to forecast financial needs
Identify stakeholder resources and need for projects
Determine processes for streamlining (includes technical options and office structures)

Outcomes and Performance Measures:

Develop annual budget
Meet revenue generation target of 10%
Identify project priorities and prioritize operations with stakeholders
Financial support, eliminate redundancies
Access to new data and statistics
Develop and implement technical options

Goal 6

Innovation - Improve processes and technology to streamline programs and activities to provide consistent, accurate information and services to internal and external clients.

Key Actions

Implement a plan for regular review of new or key initiatives (eg AAI, SYA, online training)
Undertake a pilot initiative to deliver specialized training, such as electrician upgrading through internet delivery
Implement a field services work plan for each district based on industry, demographics and key partners in the district
Identify and encourage innovative and collaborative approaches to technical training by employers, unions, SIAST, regional colleges and other training partners

Identify, operational and program efficiencies through the enhancement of current technology or implementation of new technologies

Outcomes and Performance Measures:

Increased productivity
Reduced human error
Expedited service to internal and external clients
Consistent application of internal processes and policies
Consistent service/information to apprentices/clients
Increased industry satisfaction

A.2 Key Initiatives

All new and ongoing initiatives are important to the Commission in terms of its operations and the allocation of staff and financial resources. The highest priority new initiatives in 2009-2010 are described in this section.

Training and Certification

The Commission's main focus is to ensure that an effective infrastructure and quality services are in place so that apprenticeship skills development will be achieved and skilled journeypersons are available for the Saskatchewan labour market.

The Commission expends the vast majority of its resources, human, financial and capital on activities and programs that support this focus, including:

- Planning, coordinating and contracting for the delivery of apprenticeship technical training delivered by training partners;
- Maintaining current and relevant industry standards for occupations, curricula, training and certification;
- Receiving, reviewing and registering new apprentice applications on an ongoing basis;
- Administering entrance, diagnostic, level exemption, practical, proficiency, endorsement and journeyperson examinations to apprentices and tradespeople, including follow-up one to one support;
- Maintaining details of work experience and technical training for each apprentice throughout the two to four year apprenticeships;
- Maintaining a permanent database for each apprentice and tradesperson who has attended courses, taken examinations or been issued certificates in Saskatchewan – over 90,000 are on file;
- Revising technical training and testing materials to address changing workplace practices through regular meetings with trades experts to ensure the program remains current;
- Developing a full range of materials each new trades it is designated and implemented; and
- Interacting with other provinces/territories at meetings and conferences ensuring national industry standards are addressed and Red Seal products, such as examinations and occupational analyses, reflect industry standards.

The Commission develops an annual Training Needs Assessment and subsequently, an Annual Training Plan for the delivery of technical training courses. The 2009-2010 budget allows for 5,460 apprentices to take training based on their level of technical training and experience at the workplace. The workplace experience of each apprentice is reviewed by the assessment officer at least twice annually.

Apprentices may receive a “living away from home” allowance while attending in-class technical training if they are required to maintain two residences. SATCC registers, processes, and pays these allowances. Allowance administration and income tax receipt generation are labour intensive activities that represent a significant use of Commission resources.

2009-2010 Human Resources Plan

By the end of 2009-10, the Commission expects to have the full-time equivalent (FTE) of 72.54 positions. A full staff complement would result in annual salary expenditures of \$3.7 million. The human resource priorities include the expansion of the Commission’s service delivery capacity administratively, resulting in an increase of 3 FTEs. In addition, the Commission will continue to strengthen the team environment at the Commission; further develop and implement the staff training/development plan; and promotion of employment equity as an exemplary employer. Senior Management will continue to lead the development of the Human Resource Renewal framework to guide the organization through the next five years. The Commission is negatively impacted by the extensive and time consuming processes required for hiring.

The key human resource challenges for the Commission are to:

- Reduce the vacancy rate;
- Develop short term replacement and longer-term succession plans;
- Address existing shortfalls in administrative and service delivery capacity;
- Establish and resource a Commission structure to ensure sufficient capability to support program and client service delivery;
- Develop and maintain a healthy and supportive team environment; and
- Maintain a strategic approach to learning and development to ensure alignment to the strategic priorities of the Commission and government.

Emphasis by industry and government on the current and anticipated shortage of trained tradespersons has increased the demand and expectations for the services provided by the Commission. The current challenge includes providing adequate administrative capacity to support the apprenticeship program and improve the level and quality of service to meet the expectations. Services such as evaluation of trade time and foreign credentials have significant human resource implications.

Increased focus on apprenticeship and the skilled trades has resulted in higher demand for field services which in turn generates more demand for training as well as administrative services. Staffing plans for 2009-10 will address anticipated short and medium term needs.

Teamwork is the ability to work together toward a common vision. The key to ensuring a strong Commission team will be:

- Sufficient staff and operating resources to do the work;
- A healthy Union/Management Committee;
- An active Employee Development Committee;
- An active Employment Equity Committee;
- An efficient, customer service friendly workplace environment;
- Regular staff meetings;
- Open and regular communication; and
- Input by staff and Board of Directors into the strategic planning process and a common understanding of the strategic directions of the organization.

Commission employees must be properly prepared both to perform their jobs and to contribute to the strategic objectives of the organization. In 2006-07, the Commission implemented a new approach to encourage participation in staff training and development. The budget target for the Employee Development Program (EDP) is 1.5% of the salary budget or approximately \$55,800 in 2009-2010.

As one mechanism for identifying and allocating funds for staff training and development, the Commission will continue to offer and evaluate the EDP. Its purpose is to provide development opportunities that merge the goals of individuals with the Commission and society, and is largely managed by each work unit. By acknowledging that an individual contributes to a better workplace and a better world by continually reflecting and inquiring and working towards better physical well-being, the expectation is that this program will recognize the need for greater self-direction and for a reduction in barriers to growth

The Commission respects and values diversity in its workforce and continues to promote diversity through its staffing actions where appropriate. A representative proportion of all equity groups has been essentially attained, with the exception of women in non-traditional roles and people with disabilities. As opportunities from retirements and vacancies arise, the Commission will continue to pursue a fully representative workforce. The Commission Board's Representative Workforce Committee is currently being supported by the Commission's Director of Corporate Services. The mandate of the committee is to identify initiatives that will encourage and promote proportionate equity representation in the skilled trades workforce of the province.

The proposed 2009-2010 additional positions consist of the following:

- Trade Time Assessment Officer: There is currently one trade time assessment officer and two assistants. However, the growing numbers of workers coming from other areas of Canada and from other countries is increasing the workload significantly. This position is required to provide additional resources for the evaluation of work experience, which is key to the success of apprentices and trades people in achieving journey person certification.
- Financial Manager: As part of a succession planning strategy and to meet the growing resource demands in the financial area of SATCC, it is proposed that a Financial Manager be hired to assist the Director of Corporate Services in the

responsibilities related to the area of financial management. This position will permit greater focus on more strategic matters and relieve the Director of some of the detailed routine daily tasks.

- IT Systems Support Analyst: SATCC currently has one individual who is conversant in the electronic systems required to maintain the ongoing function of this organization. This is a risk to the organization which must be addressed as quickly as possible. The position will also provide additional resources to meet the growing demand for information to better support the Commission's clients.

The 73.54 total does not include one FTE (Program Development Officer) approved in 2007-08 being used for vacancy management.

The 2009-10 budget for salary is \$ 3,719,200 which includes an anticipated 10% vacancy rate.

2009-2010 Infrastructure Plan

The Commission head office is located in Regina at 2140 Hamilton Street. The current lease was renegotiated effective July 1, 2007 for 10 years and covers space costs only. All operating and leasehold improvement costs are additional. Given the long-term commitment to the building, the Commission has undertaken a space analysis to achieve optimum utilization of the existing space and provide for a more coherent and efficient flow of work.

The Commission consulted a professional space planner to help develop a plan that will meet the needs of the operation in the Regina office. Preliminary estimates have indicated that the renovations will cost approximately \$1,400,000, of which \$400,000 will be expended in 2008-2009. \$150,000 has been incorporated into the 2009-2010 budget for the completion of mechanical/electrical system replacement, file system implementation and window replacement.

2009-2010 Communication Plan and Key Messages

The goal of SATCC's communication plan for 2009-10 is to support the Commission's strategic plan by positioning apprenticeship training and certification as a major part of the solution to the issue of the shortage of skilled tradespersons.

As the Saskatchewan economy grows and the population ages, the need for skilled workers in the mining, construction, manufacturing, and agriculture value-added sectors increases. Apprenticeship must play a key role in meeting the skilled workforce training needs of the province. As a system, the challenge is to attract more employers to participate in workplace-based training and certification, and to encourage more young people, Aboriginal people and women to pursue skilled trades careers. A strong emphasis on communications and promotions will support these goals.

The SATCC communications challenge is four-fold:

- Improve awareness of apprenticeship opportunities and career options in the skilled trades to students, teachers, counselors, administrators and parents in the K-12 system;

- Improve awareness of apprenticeship opportunities and career options in the skilled trades to Aboriginal people, women, immigrants and other equity group members;
- Encourage more employers to participate in apprenticeship training and trade certification by hiring and training apprentices; and
- Increase public recognition that careers in the skilled trades provide rewarding, first-choice career opportunities.

Throughout 2009-2010, the following communications and marketing goals will focus on several identified operational and program priorities listed below.

- Promoting skilled trades careers by increasing awareness of the variety of skilled careers and the scholarships that are available to youth pursuing opportunities in the skilled trades;
- Advancing equity group participation by promoting the benefits of the apprenticeship and trade certification program as a workplace-based training culture to Aboriginal people, women, and immigrants;
- Promoting the benefits of registering and training apprentices to the business community;
- Celebrating the apprenticeship milestones (65th of apprenticeship training in Saskatchewan, 10th of the SATCC and 50th of the Red Seal in Canada); and,
- Continuing to profile outstanding achievement in trade certification through the annual Apprenticeship Awards event.

SATCC will incorporate key messages from AEEL as listed below.

Effectiveness

Increasing training and employment opportunities for apprentices and reviewing the current journeyman to apprentice ratio, in consultation with industry and labour, is critical to meet our skilled labour shortage.

Responsiveness

We are committed to ensure post-secondary institutions contribute to the goals of building an innovative economy, increasing training and educational seats and keeping tuition affordable for students. Program priorities that support this message include the SYA scholarship, AAI, women in non-traditional trades.

Inclusiveness

Developing a long-term provincial initiative between First Nations, post-secondary institutions and industry to increase the number of First Nations workers in the labour force will be key to ensure everyone benefits in the growing economy.

Innovative

Recognizing the skills and abilities of people who move to Saskatchewan. This message links to the SATCC initiative for assessing foreign work experience and foreign credential recognition.

Excellence

We must position Saskatchewan to be gold medal winners by establishing a Saskatchewan scholarship fund, to be matched by scholarship funding raised by post-secondary institutions. (The Minister noted a link to SATCC as a partner in the post-secondary education system that needed to become more integrated throughout this sector. We need to work together to equip people with more post-secondary tools.)

The Canadian Apprenticeship Forum (CAF), conducted extensive research with audiences when developing the following key messages for youth, parents, and educators. To benefit the promotion of apprenticeship training in Saskatchewan the SATCC will build on these messages.

Employer Messages:

- **Training:** Hands-on training is one of the best ways to learn. Hiring apprentices helps pass on your – and your journeypersons' – knowledge and experience. In addition, training a new generation of trades people will help your business stay on the leading edge.
- **Skilled Workforce:** Ensuring a skilled workforce is available now and in the future is important for the sustainable growth of your business. By hiring apprentices, you'll ensure that you have qualified and productive employees today and tomorrow.
- **Competitiveness:** With an apprenticeship program, you get workers with on-the-job and technical training laying the foundation for improving your competitiveness in the future.
- **Profitability:** Given the importance of a healthy bottom line, it's critical to train a motivated and skilled workforce to meet your needs and to ensure a competitive advantage. Apprentices require good academic skills and, with your on-the-job training, it makes for a profitable and smart investment for you and your business.
- **Training. Talent. Profit:** That's what apprenticeship is all about. Hiring apprentices makes good business sense.
- **Inclusiveness.** Saskatchewan's workforce and economy needs people from all races, genders and walks of life."

Youth:

- **Respect:** Skilled trades play an important role in our economy and our society. Think about it, the sector touches almost every aspect of our lives from the homes we live in; to the cars we drive, to the food we eat. Canada depends on the work of skilled trades and needs skilled trades people.
- **Career Opportunities:** With over 47 designated trades to choose from, the skilled trades sector truly does offer something for everyone. As an apprentice, you receive post-secondary education through on-the-job training and technical training. Apprenticeship and trade certification provides you with the skills to work almost anywhere in Canada. Skilled trades people are in demand all across the country. As the baby boom generation retires, this demand is only going to increase.

- **Good Pay:** People in skilled trades are rewarded for their efforts with good pay. In fact, as an apprentice, you can start making money right away because you 'earn while you learn'. The best part, though, is that as a tradesperson you get paid well doing work you enjoy.

SATCC will continue to use the following messages which were previously developed.

Employers:

Skilled Trades: Train for gain.

Your business needs drive the apprenticeship program.

You've got to train to create and keep the best skilled workers.

Apprenticeship training is an investment in your business.

You are transferring critical knowledge that our economy needs.

Youth:

Skilled Trades: Good pay. Respect.

Earn while you learn.

Stay in school to maximize your apprenticeship and career options.

Apprenticeship is a combination of on-the-job training and technical training.

Apprenticeship opens doors to a world of opportunities.

Skilled careers offer respect, great career opportunities, job mobility and good pay.

Women and Aboriginal People:

Skilled Trades: For everyone.

Immigration and Foreign Worker Recognition

In 2008-2009, a project initiated by the Saskatchewan Immigrant Nominee Program (SINP) saw the development of a "process map" to assist foreign trained tradespersons who are considering immigration to Canada to determine how best to integrate their skills with Canadian standards. Malatest and Associates worked with Commission staff to design the process map. It is being revised to more closely reflect actual practice in the four compulsory certification trades.

Commission staff are revising and documenting the process of assessing foreign trained work experience to help expedite processes at the Commission. The Commission is also active in supporting SIAST's Foreign Credential Recognition Program which will assist employers in understanding the skills of people wishing to immigrate to Canada. The Commission has participated at the committee level, and also in a mission to the Philippines and Ukraine. Every application from an offshore tradesperson is unique and must be handled with sensitivity, fairness and dispatch.

A.3 2009–2010 Budget

Budget Overview

The 2009-2010 provincial budget provides funding of \$ 17.9 M for the SATCC. This is an increase of \$3.9 M over the 2008-2009 budget allocation. To accommodate the 5,544 apprentices who require technical training in 2009-2010, the SATCC has re-

examined its priorities and taken the following steps: the AAI will not be expanded; the SATCC will not be able to provide upgrade/update training for trade certification candidates; leasehold improvements planned for 2009-2010 are postponed; projected new staff positions will be reduced by one; and the accumulated surplus of \$1.03M will be re-purposed for operations.

Based on the resources available, the SATCC will be able to purchase 5,460 technical training seats in 2009-2010, leaving a shortfall of 84 training seats in 2009-2010. This will widen the gap between the number of apprentices who require apprenticeship technical training and the number of training seats available. Those not trained in the 2009-2010 training year will add to the training demand in 2010-2011 and subsequent training years.

Historically, the Commission receives provincial grant funding to cover staff collective agreement costs, increased technical training costs resulting from collective agreement costs, as well as funding to provide additional technical training required as a result of heightened participation in apprenticeship training.

The Commission is one of two eligible recipients of funds which contractors must pay for each hour of labour worked on Saskatchewan Property Management (SPM)-funded projects. The amount of revenue from this initiative has been estimated at \$25,000. The Commission understands that this requirement may be removed from SPM contracts in the future. However, revenue is still anticipated for longer term contracts which have not yet been completed.

The 2008-2009 forecast anticipates that the accumulated surplus will be increased by \$852,800 and the financial assets (cash) will be increased by \$518,200. The operating budget for the 2009-2010 fiscal year will result in an operating deficit of \$912,800 before depreciation. These calculations are predicated on the assumptions that the government funding for April, May and June, 2010 will be maintained at 2009-2010 levels

The largest Commission expenditure is related to the purchase of apprenticeship technical training, which is budgeted this year at \$15.4 million, representing approximately 5,460 training seats. The unprecedented growth in the number of apprentices is expected to continue in 2009-2010. As of April 30, 2009, there were 9,037 registered apprentices, compared to 8,130 as of June 30, 2008, an increase of 907 in ten months (13% annualized).

While institutional technical training is a critical component of the apprenticeship program and consumes some 75% of the budget, it is but one of several competing priorities within the work-based training and certification program. The business plan and budget provide for expanded service capacity in the areas of administrative support. Every effort is being made to devote the needed resources to maintain industry occupational standards and provide adequate field services to apprentices and employers, while meeting the demands for apprenticeship technical training.

Critical cost drivers for the Commission include:

Number of registered apprentices;
Service delivery to apprentices, tradespeople and employers;
Apprenticeship technical training delivery;
Staffing to meet increased demand for services;
Infrastructure; and
Resources required for new initiatives.

Critical revenue drivers for the Commission include:

Provincial funding; and
Revenue generation from client fees.

The province provided one time funding of \$3,500,000 in 2008-2009 to assist in meeting the demands for additional technical training. The 2009-2010 budget assumes that this amount has been built into the grant base but no additional funds have been added for growth in demand, which has increased by more than 60% since 2005. The cost of technical training continues to increase as a result of collective agreement costs and inflation. In addition to these factors, increased demand will place additional pressure on resources.

Since 2004-2005, the Commission has achieved its goal of generating 10% of its revenue from non-government sources. There have been no increases in client fees since July 1, 2004, while direct training costs have increased by 19.5% during that same timeframe. The Commission estimates that \$2,265,700 or 11.2% of the \$20,183,700 total revenue will be derived from various sources other than provincial grant revenue. There is no planned change to apprenticeship fees in 2009-2010.

The Commission continues to work towards identifying further measures that might enhance the cost-effectiveness or efficiency of the program, such as the use of technology in technical training delivery and the increased use of RPL (recognition of prior learning) to credit individuals for previous training and work experience. In addition to operating in a cost-effective manner, the Commission ensures that programs are efficient and cost-effective for clients and funding support groups.

Advancing Apprenticeship Program Delivery Capability: The staffing positions proposed in this budget will help to meet the increasing demand for client services provided by the Commission. Staffing remains a significant activity in the organization as a result of vacancies and retirements.

Critical Assumptions

- The demand for services by new and existing apprentices will continue to grow at a similar level to the current year.
- The provincial economy will remain stable during 2009-2010.
- The incremental costs of provincial government employee collective agreements settled under a provincial government bargaining mandate will be fully funded by the provincial government.

Saskatchewan Apprenticeship and Trade Certification Commission
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| | June 2008 <u>Actual YTD</u> | 2008-2009 <u>Forecast</u> | 2009-2010 <u>Budget</u> |
|-----------------------------------|--|--|--|
| Financial Assets | | | |
| Due from General Revenue Fund | \$ 1,323,600 | \$ 1,841,800 | \$ 717,100 |
| Accounts Receivable | 54,200 | 54,200 | 54,200 |
| Inventory | 3,800 | 3,800 | 3,800 |
| Total Financial Assets | 1,381,600 | 1,899,800 | 775,100 |
| Liabilities | | | |
| Accounts Payable | 129,900 | 129,900 | 129,900 |
| Accrued Vacation Leave | 152,800 | 152,800 | 152,800 |
| Unearned Revenue | 6,000 | 6,000 | 6,000 |
| Total Liabilities | 288,700 | 288,700 | 288,700 |
| Net Financial Assets | 1,092,900 | 1,611,100 | 486,400 |
| Non-Financial Assets | | | |
| Tangible Capital Assets | 194,100 | 528,600 | 625,500 |
| Inventory of Promotional Supplies | 11,600 | 11,600 | 11,600 |
| Prepaid Expenses | 33,200 | 33,200 | 33,200 |
| Total Non-Financial Assets | 238,900 | 573,400 | 670,300 |
| Accumulated Surplus | \$ 1,331,800 | \$ 2,184,500 | \$ 1,156,700 |

Saskatchewan Apprenticeship and Trade Certification Commission
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| | June 2008 | 2008-2009 | 2009-2010 | |
|--------|---------------------------------------|------------------------|----------------------|-----------------------|
| | <u>Actual YTD</u> | <u>Forecast</u> | <u>Budget</u> | |
| Note1 | Revenue | \$ 15,221,900 | \$ 20,696,200 | \$ 20,183,700 |
| | Training Expenditures | 11,194,400 | 14,713,300 | 15,445,400 |
| | Operating Expenses | | | |
| | Salaries | 2,952,700 | 3,239,500 | 3,719,100 |
| Note 2 | Office Exp- Contract Services | 711,500 | 969,000 | 1,071,400 |
| Note 3 | Advertising, Promotion, Printing | 197,600 | 367,800 | 353,600 |
| | Meals, Mileage, Accommodation | 323,600 | 367,900 | 438,600 |
| Note 4 | Office Supplies | 178,000 | 78,700 | 68,400 |
| | Subtotal Operating Expenses | 4,363,400 | 5,022,900 | 5,651,100 |
| | Surplus(Deficit) before Amortization. | (335,900) | 960,000 | (912,800) |
| | Forecast/Budgeted Amortization | 149,600 | 107,200 | 115,000 |
| | Net (Deficit)/Surplus | \$ (485,500) | \$ 852,800 | \$ (1,027,800) |
| | Capital Purchases | | | |
| | Building Improvements | \$ 2,900 | \$ 414,900 | \$ 150,000 |
| | Computer Hardware | 31,500 | - | 41,500 |
| | Computer Software | - | - | - |
| | Office Equipment | - | 3,900 | 2,400 |
| | Office Furniture | 32,500 | 23,000 | 18,000 |
| | | \$ 66,900 | \$ 441,800 | \$ 211,900 |
| | Board and Other Expenses | | | |
| | Honorariums | \$ 50,500 | \$ 52,700 | \$ 51,400 |
| | Specialized Consulting | 11,000 | 107,200 | 20,000 |
| | Other Travel | 10,200 | 9,800 | 5,000 |
| | Board/Committee Travel | 64,600 | 72,000 | 70,000 |
| | | \$ 136,300 | \$ 241,700 | \$ 146,400 |

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to 2009-2010 Budget

- Note 1 Apprenticeship 'Revenues' are comprised of accounts 280101 to 280107, 280110, 280111.
- Note 2 Office Expenses- contract services include space lease, telephone, insurance, photocopy rental, postal services, courier and freight costs, bank service charges and building improvements expensed
- Note 3 Total includes advertising, promotion, printing costs plus sponsorships and scholarships. (Accounts 570000 & 570091). \$50,000 is included in this figure for Saskatchewan Youth Apprenticeship Scholarships and promotional materials. The liability and commitment for the scholarships are recorded in 2009, but will be paid out in future years.
- Note 4 Office supplies include stationery and general office supplies, reference materials and printed forms and computer software and office equipment that has been expensed.

Saskatchewan Apprenticeship and Trade Certification Commission

2009-2010 Budget Detail

| | June 30, 2008 | 2008-2009 | 2009-2010 |
|---|----------------------|-------------------|-------------------|
| | <u>Balance</u> | <u>Forecast</u> | <u>Budget</u> |
| Revenue: | | | |
| 280101 Advanced Education, Employment and Labour Grant | \$12,808,994.00 | \$17,786,000 | \$17,333,000 |
| - Fee for STB Admin. | 160,000.00 | 160,000 | 160,000 |
| - Aboriginal Initiatives Grant | 400,000.00 | 400,000 | 400,000 |
| 280102 Centennial Merit Scholarship | 18,625.00 | 25,000 | 25,000 |
| 280103 Client Fees | 1,629,900.25 | 2,143,700 | 2,143,700 |
| 280105 Company Contributions | 37,219.62 | 36,000 | 24,000 |
| 280106 Products & Services | 1,099.10 | 200 | 0 |
| 280107 Interest | 126,626.62 | 52,800 | 60,000 |
| Subtotal Revenue | 15,182,464.59 | 20,603,700 | 20,145,700 |
| 280108 ICEMS Cash Receipts-(upon consolidation) | 12,442.31 | | |
| 280110 Awards and Miscellaneous | 27,034.58 | 60,500 | 6,000 |
| 280111 ICEMS Admin Services Income | 0.00 | 32,000 | 32,000 |
| Total Revenue & Cash Receipts | 15,221,941.48 | 20,696,200 | 20,183,700 |
| 280501 Salary & Operating Expenditures: | | | |
| Salaries | | | |
| 513000 Out of Scope Salaries & CEO | 426,903.08 | 413,800 | 499,900 |
| 513100 In Scope Salaries | 2,182,431.73 | 2,553,300 | 3,556,600 |
| Total Perm. Salaries | 2,609,334.81 | 2,967,100 | 4,056,500 |
| 514000 Casual/Term Salaries | 238,558.11 | 135,000 | |
| 514300 Part-Time Salaries | 88,005.88 | 65,000 | |
| 514400 Student Program | 13.94 | 0 | |
| Total Non-Perm. Salaries | 326,577.93 | 200,000 | 0 |
| 516000 Overtime | 23,653.27 | 18,000 | 12,000 |
| 516200 T.P.H.D. | 3,015.92 | 500 | 0 |
| 518300 N. District Allowance | 1,036.36 | 0 | 0 |
| 519300 Car Allowances | 4,800.00 | 4,800 | 4,800 |
| 519400 Honorariums | 50,760.25 | 52,700 | 51,400 |
| 519900 Leave Entitlements | (11,359.50) | (3,600) | 0 |
| Vacancy factor at 10% | 0.00 | 0 | (405,600) |
| Total Other: | 71,906.30 | 72,400 | (337,400) |
| Total Salaries | 3,007,819.04 | 3,239,500 | 3,719,100 |

Saskatchewan Apprenticeship and Trade Certification Commission

2009-2010 Budget Detail

| | June 30, 2008 | 2008-2009 | 2009-2010 |
|---|-----------------------|------------------------|----------------------|
| | <u>Balance</u> | <u>Forecast</u> | <u>Budget</u> |
| Contractual Services | | | |
| 520000 Medical and Related | 440.00 | 0 | 500 |
| 521100 Specialized Consulting Services | 11,875.17 | 107,200 | 20,000 |
| 521323 Employee and Family Assistance | 200.00 | 2,300 | 1,200 |
| 521350 Fees (Conf. fees, Staff training, Copyright) | 18,251.41 | 5,000 | 10,500 |
| 521360 Protection Services | 556.00 | 1,200 | 1,200 |
| 521370 Misc. Professional/Janitorial/Moving Services | 27,013.92 | 30,900 | 36,000 |
| 521800 Legal Fees | 315.00 | 0 | 20,000 |
| 521900 System Consulting | 0.00 | 65,000 | 70,000 |
| 522000 Rent of Space | 290,015.95 | 304,500 | 300,000 |
| 522100 Office Equipment Rental | 1,131.22 | 7,100 | 6,000 |
| 522101 Audio Visual Equipment | 344.89 | 500 | 800 |
| 522200 Photocopier Rental | 10,950.46 | 9,300 | 9,600 |
| 522201 Per Impression Duplicating | 6,789.37 | 5,700 | 6,000 |
| 522300 Other Equipment Rental | 246.75 | 300 | 300 |
| 522500 Insurance | 1,730.19 | 2,100 | 2,100 |
| 523000 Access Copyright | 25.00 | 200 | 200 |
| 524050 Office Equipment Repairs | 0.00 | 0 | 200 |
| 524600 Maintenance | 572.25 | 0 | 0 |
| 525000 Postal, Courier, Freight | 79,252.23 | 72,100 | 72,000 |
| 525410 Telephone Costs | 52,678.40 | 52,500 | 54,000 |
| 525420 Long Distance Charges | 5,889.96 | 4,300 | 4,800 |
| 525430 Cell Phones | 7,750.69 | 9,700 | 9,600 |
| 527400 IT Mgmt, Operation and Support | 19,663.25 | 237,400 | 336,000 |
| 527700 Equipment Maintenance | 977.24 | 0 | 0 |
| 527800 Miscellaneous Supplies (Exam Data Cards) | 3,186.67 | 1,000 | 1,200 |
| 527900 Training | 380.50 | 1,000 | 1,200 |
| 528000 Support Services | 37,456.54 | 0 | 0 |
| 528500 Web Site Development & Maintenance Costs | 14,700.00 | 0 | 5,000 |
| 529000 General Contractual Services (incl. Awards Dinner) | 73,436.14 | 29,800 | 80,000 |
| 529100 Drycleaning (Mats for Regina and PA offices) | 1,824.24 | 1,100 | 1,200 |
| 529600 Prof. Members' Dues | 1,240.00 | 700 | 1,400 |
| Total Contractual Services | 668,893 | 950,900 | 1,051,000 |

Saskatchewan Apprenticeship and Trade Certification Commission

2009-2010 Budget Detail

| | June 30, 2008 | 2008-2009 | 2009-2010 |
|---|-----------------------|------------------------|----------------------|
| | <u>Balance</u> | <u>Forecast</u> | <u>Budget</u> |
| Advertising, Promotion, Printing | | | |
| 530000 | 760.00 | 100 | 3,000 |
| 530100 | 8,177.50 | 11,100 | 17,300 |
| 530300 | 7,075.00 | 117,500 | 35,000 |
| 530500 | 40,892.06 | 400 | 500 |
| 530700 | 1,247.39 | 45,600 | 102,100 |
| 530800 | 17,269.57 | 17,300 | 0 |
| 530900 | 35,634.32 | 50,800 | 32,500 |
| 531000 | 4,088.29 | 800 | 59,200 |
| 531100 | 131.25 | 100 | 32,500 |
| 531200 | 650.00 | | 1,000 |
| 531900 | 3,317.36 | 13,600 | 2,000 |
| 532000 | 0.00 | 2,900 | 7,500 |
| Total Advertising, Promotion, Printing | 119,242.74 | 260,200 | 292,600 |
| Travel and Business Expenses | | | |
| 540000 | 38,878.00 | 32,200 | 46,000 |
| 540101 | 5,647.98 | 6,800 | 11,300 |
| 540102 | 530.00 | 500 | 500 |
| 540200 | 168,422.77 | 136,600 | 177,200 |
| 540201 | 13,297.88 | 11,400 | 12,000 |
| 540300 | 50,207.58 | 47,500 | 61,700 |
| 541000 | 2,017.00 | 2,100 | 2,900 |
| 541100 | 10,281.36 | 6,600 | 6,000 |
| 541200 | 88.00 | 300 | 0 |
| 541300 | 7,678.45 | 5,200 | 8,500 |
| 542000 | 10,246.03 | 9,800 | 5,000 |
| 542020 | 1,835.09 | 800 | 1,000 |
| 542500 | 64,604.90 | 72,000 | 70,000 |
| 542600 | 4,740.53 | 2,000 | 0 |
| 543000 | 15,195.74 | 18,400 | 12,000 |
| 543300 | 11,133.15 | 15,100 | 20,500 |
| 543400 | 3,596.45 | 600 | 4,000 |
| Total Travel and Business Expenses | 408,400.91 | 367,900 | 438,600 |

Saskatchewan Apprenticeship and Trade Certification Commission

2009-2010 Budget Detail

| | June 30, 2008 | 2008-2009 | 2009-2010 |
|---|------------------------|------------------------|----------------------|
| | <u>Balance</u> | <u>Forecast</u> | <u>Budget</u> |
| Supplies and Services | | | |
| 550000 Stationery & Office Supplies | 38,619.23 | 34,800 | 30,000 |
| 550100 Printed Forms | 9,320.97 | 10,700 | 12,000 |
| 550200 General Reference Materials | 526.98 | 13,300 | 6,000 |
| 550230 Magazines & Newspapers | 588.30 | 1,400 | 1,200 |
| 555000 General – Other (Welding supplies, signage) | 16,893 | 15,600 | 18,000 |
| 555090 Bedding, Linen, Drapes | 196.15 | 400 | 0 |
| 556300 Inventory for Resale | 795.71 | 0 | 0 |
| 556500 Personal Protective Apparel | 142.04 | 400 | 0 |
| Total Supplies and Services | 67,082.39 | 76,600 | 67,200 |
| Asset Purchases | | | |
| 561100 Building Improvements | 0.00 | 414,900 | 150,000 |
| 561300 Buildings & Building Improvements (expensed) | 8,353.81 | 900 | 0 |
| 564300 Computer Hardware - Capitalized | 0.00 | 0 | 41,500 |
| 564600 Computer Software - Expensed | 1,839.95 | 0 | 0 |
| 565100 Office Equipment - Capitalized | 0.00 | 3,900 | 2,400 |
| 565200 Office Equipment - Expensed | 8,787.97 | 2,100 | 1,200 |
| 565500 Office Furniture - Capitalized | 0.00 | 23,000 | 18,000 |
| Total Asset Purchases | 18,981.73 | 444,800 | 213,100 |
| Other | | | |
| 570000 Gen Transfer | 23,700.00 | 30,300 | 23,000 |
| Youth Apprenticeship Scholarships - 2009 | 0 | 40,000 | 0 |
| 570091 Centennial Merit Scholarships | 37,250.00 | 37,300 | 38,000 |
| Total Other | 60,950.00 | 107,600 | 61,000 |
| 558320 Bank services charges | 12,099.65 | 17,200 | 20,400 |
| Total Bank Service Charges | 12,099.65 | 17,200 | 20,400 |
| Amortization Expense | 149,585.39 | 107,200 | 115,000 |
| Total Operating Expenditures: 5000 | \$ 4,513,055.29 | \$ 5,571,900 | \$ 5,978,000 |

Saskatchewan Apprenticeship and Trade Certification Commission

2009-2010 Budget Detail

| | June 30, 2008 | 2008-2009 | 2009-2010 |
|---|-------------------------------|----------------------------|----------------------------|
| | <u>Balance</u> | <u>Forecast</u> | <u>Budget</u> |
| 280510 Training Expenditures | | | |
| Various Training | \$ 1,870,013.45 | \$ 2,923,400 | \$ 1,285,400 |
| Aboriginal Initiatives | 549,412.68 | 400,000 | 400,000 |
| SIAST | 8,500,000.00 | 11,000,000 | 13,350,000 |
| Sask Power | 156,200.00 | 203,100 | 224,000 |
| Western Trade | 118,762.68 | 186,800 | 186,000 |
| Total Training Expenditures | <u>\$11,194,388.81</u> | <u>\$14,713,300</u> | <u>\$15,445,400</u> |
| Total Disbursements (includes capital items) | \$ 5,707,444.10 | \$20,285,200 | \$21,423,400 |

Saskatchewan Apprenticeship and Trade Certification Commission
Projected Statement of Change in Financial Assets
Fiscal Year Ended June 30
 UNAUDITED

| | June 2008 | 2008-2009 | 2009-2010 |
|---|----------------------------|----------------------------|--------------------------|
| | <u>Actual</u> | <u>Forecast</u> | <u>Budget</u> |
| Annual (Deficit)Surplus | \$ (485,500) | \$ 852,800 | \$ (1,027,800) |
| Purchase of Tangible Capital Assets | (63,900) | (441,800) | (211,900) |
| Amortization of Tangible Capital Assets | 149,600 | 107,200 | 115,000 |
| Disposal of Tangible Capital Assets | 200 | 0 | 0 |
| | <u>85,900</u> | <u>-334,600</u> | <u>-96,900</u> |
| Reduction of Prepaid Expenses | 21,100 | 0 | 0 |
| Acquisition of Inventory of Promotional Items | (2,500) | 0 | 0 |
| | <u>18,600</u> | <u>0</u> | <u>0</u> |
| (Decrease)Increase in Net Financial Assets | (381,000) | 518,200 | (1,124,700) |
| Net Financial Assets, beginning of year | <u>1,473,900</u> | <u>1,092,900</u> | <u>1,611,100</u> |
| Net Financial Assets, end of year | <u>\$ 1,092,900</u> | <u>\$ 1,611,100</u> | <u>\$ 486,400</u> |

Saskatchewan Apprenticeship & Trade Certification Commission
Statement of Cash Flows
Forecast for Year ended June 30
UNAUDITED

| | June 2008 | 2008-2009 | 2009-2010 |
|---------------------------------------|--------------------------|------------------------|----------------------|
| | <u>Actual YTD</u> | <u>Forecast</u> | <u>Budget</u> |
| Cash Receipts from GRF | \$ 13,387,600 | \$ 18,371,000 | \$ 17,918,000 |
| Cash Receipts from Clients | 1,622,100 | 2,143,700 | 2,143,700 |
| Interest Received | 139,100 | 52,800 | 60,000 |
| Industry Contributions | 37,200 | 36,000 | 24,000 |
| Products and Services | 63,100 | 92,700 | 38,000 |
| Cash Paid to Employees | (2,952,700) | (3,239,500) | (3,719,100) |
| Cash Paid to Suppliers | (1,857,900) | (1,783,400) | (1,932,000) |
| Cash Paid to Provide Program Services | (11,166,200) | (14,713,300) | (15,445,400) |
| | <hr/> | | |
| Cash Flows from Operating Activities | (727,700) | 960,000 | (912,800) |
| | <hr/> | | |
| Purchase of Capital Assets | (63,900) | (441,800) | (211,900) |
| | <hr/> | | |
| Increase(Decrease) in Cash | (791,600) | 518,200 | (1,124,700) |
| | <hr/> | | |
| Due from GRF, Beginning of Year | 2,115,200 | 1,323,600 | 1,841,800 |
| | <hr/> | | |
| Due from GRF, End of Year | \$ 1,323,600 | \$ 1,841,800 | \$ 717,100 |
| | <hr/> <hr/> | | |

Saskatchewan Apprenticeship and Trade Certification Commission
Capital Asset Schedule for 2009-2010 Budget

| Capital Assets | Leasehold Improvements | Office Furniture | Office Equipment | Computer Hardware | Computer Software | Systems Development | Total |
|--|-----------------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|--------------------------------|-------------------|
| Balance June 30/08 | \$ 62,900 | \$ 171,300 | \$ 33,100 | \$ 249,300 | \$ 76,900 | \$ 253,500 | \$ 847,100 |
| 2008-2009 Forecast | 414,900 | 23,000 | 3,900 | 0 | 0 | 0 | 441,800 |
| Forecast Balance for June 30/09 | 477,800 | 194,300 | 37,000 | 249,300 | 76,900 | 253,500 | 1,288,800 |
| 2009-2010 Budget | 150,000 | 18,000 | 2,400 | 41,500 | 0 | 0 | 211,900 |
| Budget Balance for June 30/10 | 627,800 | 212,300 | 39,400 | 290,800 | 76,900 | 253,500 | 1,500,700 |
| Accumulated Amortization | | | | | | | |
| Balance June 30/08 | 52,700 | 57,100 | 28,800 | 205,300 | 55,600 | 253,500 | 653,000 |
| 2008-2009 Forecast Amortization | 51,300 | 19,600 | 2,700 | 33,600 | 0 | 0 | 107,200 |
| Forecast Balance for June 30/09 | 104,000 | 76,700 | 31,500 | 238,900 | 55,600 | 253,500 | 760,200 |
| 2009-2010 Budget Amortization | 74,600 | 23,400 | 3,200 | 13,800 | 0 | 0 | 115,000 |
| Budget Balance June 30/10 | 178,600 | 100,100 | 34,700 | 252,700 | 55,600 | 253,500 | 875,200 |
| Net Capital Assets at June 30, 2010 | \$ 449,200 | \$ 112,200 | \$ 4,700 | \$ 38,100 | \$ 21,300 | \$ 0 | \$ 625,500 |