

Saskatchewan Apprenticeship and Trade Certification Commission



Annual Report for 2016-17



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Letters of Transmittal

October 2017

The Honourable Vaughn Solomon Schofield
Lieutenant Governor of Saskatchewan
4607 Dewdney Avenue
REGINA SK S4T 1B7

Your Honour:

I have the privilege to present the Saskatchewan Apprenticeship and Trade Certification Commission Annual Report for the year ending June 30, 2017. The financial statements included in the report were prepared in accordance with *The Apprenticeship and Trade Certification Act, 1999*.

Respectfully submitted,



Steven Bonk
Minister of the Economy

October 2017

Honourable Steven Bonk
Minister of the Economy
Room 346, Legislative Building
REGINA SK S4S 0B3

Dear Minister Bonk:

We have the honour to present the Annual Report of the Saskatchewan Apprenticeship and Trade Certification Commission for the period July 1, 2016 to June 30, 2017.

Respectfully submitted,



Drew Tiefenbach
Commission Board Chairperson



Jeff Ritter
Chief Executive Officer

A Message from the Commission Board Chairperson



On behalf of the Board of Directors, I am honoured to present the Saskatchewan Apprenticeship and Trade Certification Commission's 2016-17 Annual Report as the new Commission Board Chair.

In fact, 2016-17 marked a number of employee and employer member changes within the

industry-led SATCC Commission Board, keeping things fresh and vibrant within all industry sectors.

First, I would like to thank Doug Christie for his many years of steadfast service on the Board, first as the Vice-Chair and then as Chair, in addition to being a Construction Sector Employer Representative. I'd also like to thank all of the other outgoing members this fiscal year for their commitment and participation on the Board - Lorne Andersen, Terry Parker, Tim Earing, Rhonda Hipperson, Joe Kleinsasser and Brett Waytuck. Your contributions during your terms were invaluable.

This leads me to welcome all the incoming employee and employer members who will now be providing their industry sector input to apprenticeship training over the coming years - Aaron Laughlin, Blaine Braun, Ryan Cunningham, Mike Berkes, Jesse Tiefenbach and Maria Chow. Biographies on all Board members can be found at www.saskapprenticeship.ca under "About Us."

While I am new to the Chair role, I have been active on the Board since 2014. As such, several highlights come to mind during the 2016-17 fiscal year. One of the biggest, and most intense, projects is the harmonization of trades across Canada.

The goal of the Harmonization Initiative is to substantively align apprenticeship systems across Canada by making apprenticeship training requirements more consistent in Red Seal trades. This is no small feat as it includes: use of Red Seal trade name, consistent total training hours (in-school and on the job), training levels and training content. I'm proud that the SATCC has been a leader in this project. The Canadian Council of Directors of Apprenticeship (CCDA) is

on track in meeting their timelines, as the first nine trades were implemented in September of 2016, with another nine to go forward in September of 2017.

Another significant highlight this fiscal year was the development of the new five-year Strategic Plan for 2017-22. The plan will help us set objectives, strategies, actions and measures that continue to serve our stakeholders best, and ensure we continue to have one of the best apprenticeship systems in Canada. The four goals in the new plan are:

1. Satisfy industry demand for a skilled and certified workforce in Saskatchewan.
2. Deliver high quality services relevant to industry/stakeholders.
3. Equip staff with the training and tools to deliver high quality service.
4. Manage financial resources efficiently and effectively.

Read more about the plan at <http://saskapprenticeship.ca/resources/plans-research-reports/strategic-plan/>.

I would like to commend Jeff Ritter, the Senior Management Team, the Apprenticeship and Trade Certification staff and all Trade Boards throughout the province for their diligent work in serving Saskatchewan apprentices and their employers. In fact, I encourage skilled tradespersons and employers who also feel compelled to give back to the apprenticeship training system to consider getting involved with a Trade Board, Curriculum and Examination Development Board, or Trade Examining Board. Your participation in this work is critical to maintain a well-run industry-based apprenticeship system into the future.

I look forward to the challenges and opportunities of 2017-18.

A handwritten signature in dark ink, reading "Drew Tiefenbach".

Drew Tiefenbach, Commission Board Chairperson

A Message from the CEO



The apprenticeship and trade certification system is, at its core, about people and partnerships. Through our programs and operations, the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) serves the needs of apprentices, employers, journeypersons,

tradespersons, and the people of Saskatchewan through developing a relevant, accessible, and responsive apprenticeship training and certification system. The 2016-17 Annual Report will recount the past year of the organization's operations, from July 1, 2016 to June 30, 2017, including in-depth performance measures through the Balanced Scorecard.

The Balanced Scorecard is a key component of the Business Plan, utilized for both monitoring and reporting. It provides a simple yet comprehensive look at how we track progress of the initiatives in the Business Plan, the methodology used to obtain the measures, and an explanation for the targets chosen.

Since its implementation two years ago, the SATCC's Balanced Scorecard has become a best-in-class performance management system, one which has received accolades from the Government of Saskatchewan and external organizations regarding its transparency and openness in reporting on the objectives set forth at the beginning of each fiscal year.

In this Annual Report, the Performance Results provide an explanation for progress made for each measure. The SATCC has made significant progress in many measures, including a continued focus on stakeholder and industry engagement. Other targets were not met, due to a softening of the economy. The number of registered apprentices, apprentices trained, new journeypersons and employers have declined due to a low point in the economic cycle.

I was very proud of the support of the SATCC staff in managing day-to-day operations in a financially constrained environment. Following the 2016-17 Saskatchewan budget, the staff provide suggestions on expenditure restrictions, and have served our clients with continued exceptional service.

The organization also has been very successfully implementing the harmonization of Red Seal trades, a pan-Canadian initiative that will benefit apprentices by aligning apprenticeship training across the country. The SATCC took a leadership role in providing expertise on the task force and committees, in leading consultation and facilitation with industry, and in working with training providers to implement changes to designated trades.

The apprenticeship style of learning begins and ends with industry, who provide on-the-job training to apprentices. I would like to thank our employers, who are training the next generation of apprentices and providing the people of Saskatchewan with a trained and certified workforce. They are represented by industry organizations who continue to be excellent partners of the SATCC in many varied capacities.

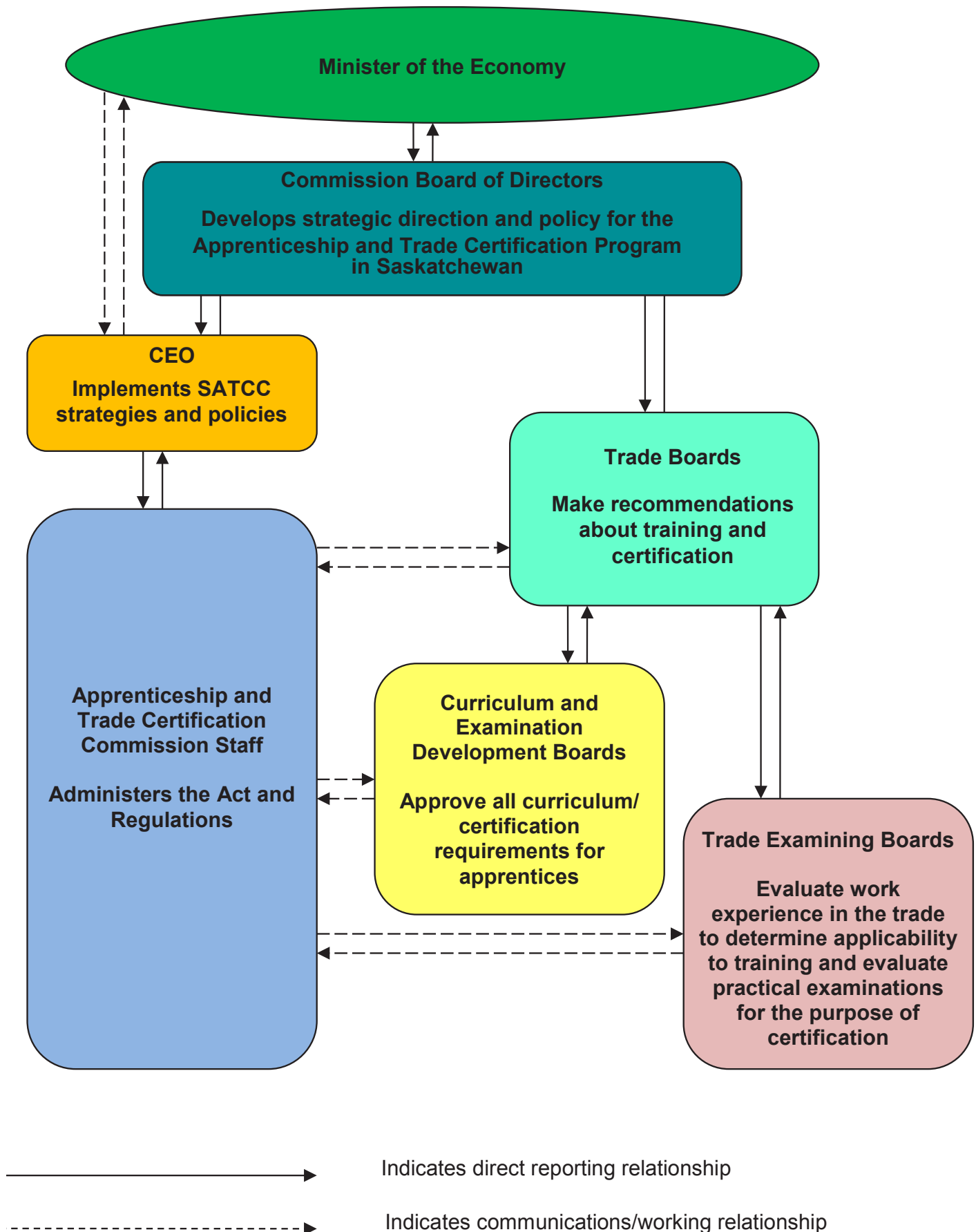
I would also like to thank the Government of Saskatchewan and our technical training partners, who provide apprentices with the theoretical underpinnings of their trade. I am grateful for the secondary teachers and guidance counsellors who have continued to promote the trades as a first-choice career option through our Saskatchewan Youth Apprenticeship program.

Finally, I would like to thank the people of the SATCC. The Board of Directors lead the organization by providing strategic direction and feedback from their industry sectors. The staff of the SATCC continues to dedicate themselves to providing first-class service to apprentices, tradespersons, journeypersons, employers, organizations, and the people of Saskatchewan in everything they do. It is truly appreciated, and your hard work is reflected in the outstanding results of the SATCC.

A handwritten signature in dark ink, appearing to read 'Jeff Ritter', written over a horizontal line.

Jeff Ritter, CEO

Governance



Alignment with Government's Direction

The SATCC's activities in 2016-17 aligned with Government's vision and four goals.

Our Government's Vision

"...to be the best place in Canada to live, to work, to start a business, to get an education, to raise a family and to build a life."

Government Goals

- Sustaining growth and opportunities for Saskatchewan people
- Meeting the challenges of growth
- Securing a better quality of life for Saskatchewan people
- Delivering responsive and responsible government

Together, ministries and agencies work to achieve the Government of Saskatchewan's four goals in order to fulfill Government's vision, and build the best province possible for Saskatchewan people.

The SATCC, by overseeing the apprenticeship training and certification system, contributes to sustaining growth and opportunities for Saskatchewan people. The SATCC strives to build and sustain a system that is efficient, effective and accessible to employers, apprentices and tradespeople.

The SATCC continually works to secure a better quality of life for its clients: apprentices, journeypersons, employers and those they serve. This is accomplished in several ways, including through the Saskatchewan Youth Apprenticeship program, which promotes the skilled trades to young people; Aboriginal Apprenticeship Initiatives, which aim to make awareness and skills training more accessible to First Nations people and communities; and by continuing to work to diversify the skilled trades workforce. The SATCC's goal is to have a workforce that is representative of the province of Saskatchewan.

The SATCC also plays a regulatory function, ensuring that apprentices receive quality on-the-job training from their employers. This involves developing and distributing standards and guidelines for the on-the-job training component, developing workplace training plans for individual employers and apprentices, and then evaluating workplaces for the delivery of apprenticeship training. The SATCC also ensures employers comply with journeyperson-to-apprentice training ratios. All of this contributes to Government's fourth goal, delivering responsive and responsible government.

The SATCC is a leader among Canadian jurisdictions in apprenticeship and trade certification, and will continue to seek out ways to better serve its clients and the people of Saskatchewan.

Commission Overview

Authority

The Apprenticeship and Trade Certification Act, 1999 establishes the Commission as a corporation and agent of the Crown, and authorizes it to manage the apprenticeship and trade certification system in Saskatchewan.

The SATCC is given the authority to make regulations to ensure the efficient and effective operation of the apprenticeship system and to meet the needs of industry in a timely manner. Through the industry board structure and the *Act*, the Commission is accountable to the industry it serves and the Government of Saskatchewan.

Saskatchewan Apprenticeship reports to the Minister of the Economy, who is responsible for the administration of *The Apprenticeship and Trade Certification Act, 1999*. The Commission has 72.4 full time equivalent (FTE) positions and operates nine offices across Saskatchewan.

Operational Activities

The following responsibilities and activities are key to the SATCC fulfilling its mandated and legislated responsibilities.

- Administrative support for apprenticeship registration and record keeping for all Saskatchewan apprentices and journeypersons.

VISION

"A skilled and representative trades workforce, industry trained and certified."

MANDATE

"To develop and execute a relevant, accessible and responsive apprenticeship training and certification system to meet the needs of employers, apprentices, journeypersons and tradespersons."

VALUES

Industry-focus, Collaboration, Responsiveness, Equity, Diversity, Transparency, Accountability, Innovation, Excellence

- Assess apprentice work experience and prior learning.
- Administrative support and facilitation of Commission and Trade Board activities.
- Develop and implement an annual technical training plan for registered apprentices.
- Develop and administer examinations.
- Administer journeyperson certificates.
- Monitor on-the-job apprenticeship programs and regulate through employer visits.
- Administer apprentice allowances for technical training.

- Initiate and maintain partnerships with industry, government, other jurisdictions and various stakeholders.
- Lead and participate in interprovincial apprenticeship and trade certification and related activities.
- Develop and implement program promotion and awareness materials and campaigns.
- Prudent management of financial and human resources.

Board of Directors

A Board of Directors of up to 20 members is appointed by the provincial government to govern the Commission. Twelve members are selected by industry, based on sectors and equally representing employers and employees. Other Board members are selected by the Minister Responsible for the Commission and represent other stakeholders in the apprenticeship and trade certification system, including government, training providers and equity groups.

A matrix of skills and representation helps ensure the Board collectively will have the necessary personal attributes, skills and competencies required to:

- add value and provide support for the CEO in establishing strategy and reviewing risks and opportunities;
- effectively monitor the performance of the CEO and the SATCC; and
- publicly account for the performance of the organization.

The Board undertakes a self-evaluation on a biennial basis.

The SATCC continues to implement best practices for board governance. In 2016-17, a Board Secretariat position was established within the Commission's management team to support the Board of Directors. In addition, title changes were made in order to more closely align the SATCC with our industry partners. The Executive Director of Apprenticeship became the Chief Operating Officer (COO), while the Executive Director of Corporate Services became the Chief Financial Officer (CFO).

The Board undertook the biennial evaluation, expanding this year to include all standing committees, the Board and each committee chair. The results were strong and indicate the board is operating well in all governance areas. The Governance Committee will lead in follow up actions, including articulation, over the next two years to ensure continued improvement in the targeted areas.

Commission Board Membership – as of June 30, 2017

For individual Board member biographies, please visit the SATCC website at <http://www.saskapprenticeship.ca/about-us/commission-board/>

Commission Board Chairperson

- Doug Christie – Construction Sector Employer Representative (Acting Chair from July 1, 2016 to October 26, 2016)
- Drew Tiefenbach – Construction Sector Employer Representative (October 26, 2016 to June 30, 2017)

Commission Board Vice-Chairperson

- Brett Vandale – Métis (Acting Vice-Chair from July 1, 2016 to October 26, 2016)
- Bryan Leier – Motive Repair Sector Employer Representative (October 26, 2016 to June 30, 2017)

Commission Board Members

Agriculture, Tourism and Service Sector

- Joe Kleinsasser – Employer Representative (July 1, 2016 to March 30, 2017)
- Jesse Tiefenbach – Employer Representative (March 30, 2017 to June 30, 2017)
- Karen Zunti – Employee Representative

Construction Sector

- Doug Christie – Employer Representative (July 1, 2016 to March 30, 2017)
- Rhonda Hipperson – Employer Representative (July 1, 2016 to March 30, 2017)
- Blaine Braun - Employer Representative (March 30, 2017 to June 30, 2017)
- Mike Berkes - Employer Representative (March 30, 2017 to June 30, 2017)
- Jeff Sweet – Employee Representative
- Drew Tiefenbach – Employer Representative
- Wayne Worrall – Employee Representative

Motive Repair Sector

- Tim Earing – Employee Representative (July 1, 2016 to March 30, 2017)
- Ryan Cunningham – Employee Representative (March 30, 2017 to June 30, 2017)
- Bryan Leier – Employer Representative

Production and Maintenance Sector

- Lorne Andersen – Employee Representative (July 1, 2016 to March 30, 2017)
- Aaron Laughlin – Employee Representative (March 30, 2017 to June 30, 2017)
- Brian Marshall – Employer Representative

Other Stakeholder Groups

- Roxanne Ecker – Women in Trades
- Albert Loke – Northern Saskatchewan
- Alastair MacFadden – Ministry of Economy
- Leonard Manitoken – First Nations
- Doug Mitchell – Persons with Disabilities
- Terry Parker – Saskatchewan Polytechnic (July 1, 2016 to May 18, 2017)
- Vacant - Saskatchewan Polytechnic (May 18, 2017 to June 30, 2017)
- Brett Vandale – Métis
- Brent Waytuck - Ministry of Education (July 1, 2016 to March 30, 2017)
- Maria Chow – Ministry of Education (March 30, 2017 to June 30, 2017)

The Commission Board has adopted the following standing and ad hoc committee structure to facilitate the work of the Board in developing recommendations for the Board's consideration. For more information about each of the Committee and the Terms of Reference, please visit the SATCC website at <http://saskapprenticeship.ca/about-us/commission-board/committees/>.

Board Standing Committees

Audit and Finance Committee assists the Board by ensuring the adequacy and effectiveness of the financial reporting, internal controls and management information systems.

Membership (as of June 30, 2017)

- Brett Vandale, Chair
- Mike Berkes
- Leonard Manitoken
- Jeff Sweet
- Jesse Tiefenbach
- Wayne Worrall

Governance Committee assists the Board by providing guidance and advice in relation to board governance, processes, policies and principles.

Membership (as of June 30, 2017)

- Brian Marshall
- Jeff Sweet
- Jesse Tiefenbach
- Brett Vandale
- Karen Zunti

Human Resources Committee assists the Board by providing guidance and advice in relation to CEO Human Resource matters delegated to it by the Board of Directors.

Membership (as of June 30, 2017)

- Drew Tiefenbach, Chair
- Roxanne Ecker
- Bryan Leier
- Brett Vandale

Trade Board Appointments Committee assists the Board by reviewing and developing recommendations for the appointment of members to Trade Boards and reviewing all minutes of the Trade Boards.

Membership (as of June 30, 2017)

- Roxanne Ecker, Chair
- Blaine Braun
- Ryan Cunningham
- Brian Marshall
- Wayne Worrall

Current Board Ad Hoc Committees

Standards Committee assists the Board in considering issues related to standards of training, certification, examinations, curriculum and entrance requirements, and to provide guidance to Trade Boards on standards related to those issues.

Membership (as of June 30, 2017)

- Mike Berkes
- Aaron Laughlin
- Albert Loke
- Doug Mitchell

Inclusion and Program Innovation Committee assists the Board by providing guidance and advice in relation to inclusionary practices and innovation in apprenticeship programming.

Membership (as of June 30, 2017)

All members of the Board



Back row (3 people): Jesse Tiefenbach, Jeff Sweet, Leonard Manitoken

3rd Row (4 people): Mike Berkes, Aaron Laughlin, Blaine Braun, Karen Zunti

2nd Row (5 people): Jeff Ritter, Wayne Worrall, Ryan Cunningham, Maria Chow, Brian Marshall

1st Row (2 people): Roxanne Ecker, Drew Tiefenbach

Management Discussion and Analysis

2016-17 Year in Review

Apprenticeship and Certification

There are four key roles of the Saskatchewan Apprenticeship and Trade Certification Commission that are vital to the economic cycle and to meeting the demand for skilled trades in Saskatchewan.

First, the SATCC trains apprentices. Apprenticeship training is a unique education system that combines on-the-job learning with yearly technical training sessions on campus. In order to become an apprentice, a person must be employed in a designated trade and indentured by his or her employer. After successfully completing the required technical training, and gaining the necessary number of hours, apprentices are qualified to write the journeyperson certification exam in the trade they are registered in.

Second, the SATCC certifies tradespeople. Skilled trade workers who are not apprentices or journeypersons can apply to challenge the journeyperson exam for their trade as trade qualifiers if they have the necessary number of hours. This route does not require tradespeople to apprentice or complete any technical training for their trade, but rather recognizes experiential learning. This is an available path in non-compulsory trades. It excludes the four compulsory trades and one regulated trade in Saskatchewan, in which those working in the trade must be an apprentice or journeyperson. In Saskatchewan, the compulsory trades are Construction Electrician, Plumber, Sheet Metal Worker, and Refrigeration and Air Conditioning Mechanic, while Hairstylist is a regulated trade.

Third, the SATCC promotes the apprenticeship system of training, certification, and careers in the skilled trades to youth, tradespeople, employers and people in underrepresented groups such as women, indigenous people, visible minorities, and people with disabilities.

Fourth and finally, the SATCC regulates apprenticeship in the compulsory trades. The Commission has continued its efforts on increasing the number of general contractor site visits in order to ensure employers have the correct ratio of apprentices to journeypersons and that all working on the job in compulsory trades are registered apprentices or certified journeypersons. In 2017-18, site visit ratio compliance has been added as a measure to the Balanced Scorecard, to be reported on throughout the year.

Key Statistics

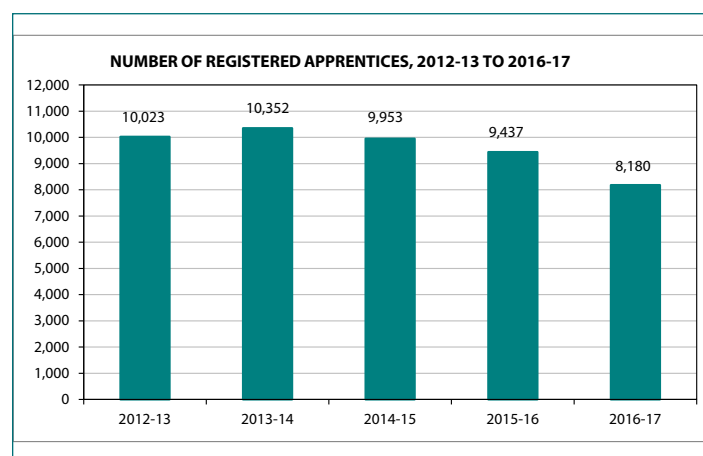
The SATCC continues to offer its apprentices timely, high-quality training. Saskatchewan Apprenticeship continued to meet demand for apprentice technical training as well as journeyperson certification for both apprentices and tradespeople.

The number of total apprentices registered in the system decreased in 2016-17. While the number of apprentices in Saskatchewan grew by an extraordinary amount over the last decade, this growth has now levelled off, with 8,180 registered apprentices this year.

For the operating year of July 1, 2016 to June 30, 2017, select statistics on the apprenticeship, training, and certification system are in the table below:

Newly Registered Apprentices	1,988
Completion of Apprenticeship Certificates	1,453
Journeyperson Certificates	1,642
Registered Apprentices at June 30, 2017	8,180
Apprentices Services Provided to	13,074
Employers with Registered Apprentices	2,544
Apprentices receiving Technical Training	5,988*
Technical Training Fill Rate	98.1%

* Includes apprentices who received training out of province



For more key operational statistics, please see Appendix B, page 36.

Partners

The SATCC collaborates with a number of partners who work to enhance and deliver the apprenticeship system of training.

Some of those partners include:

- Employers
- Apprentices
- Journeypersons and tradespeople
- Employer associations
- Unions
- Sector Councils
- Trade Boards
- Curriculum Examination Development Boards
- Trade Examining Boards
- Government of Saskatchewan
- Saskatchewan Polytechnic
- Saskatchewan Indian Institute of Technologies
- Saskatchewan regional colleges
- Other training providers
- Indigenous organizations
- The Canadian Council of Directors of Apprenticeship (CCDA)

Technical Training Providers

The SATCC works with industry to determine the educational outcomes for apprenticeship training. Training includes on-the-job experiential learning and technical training in an institute where apprentices get the theoretical underpinnings for the knowledge they have gained on the job. Saskatchewan Apprenticeship reviews and approves curriculum and, where appropriate, works with training providers to renew curriculum based on changing industry requirements. The SATCC schedules apprentices into technical training and ensures that the technical training system has sufficient capacity to meet training demand. Saskatchewan Polytechnic is the SATCC's largest training provider.

Canadian Council of Directors of Apprenticeship (CCDA)

The CCDA is a voluntary intergovernmental partnership among the provinces and territories, which are responsible for apprenticeship training and trade certification, and the federal government. It is comprised of one representative from each provincial and territorial apprenticeship authority and two representatives from Employment and Social Development Canada (ESDC). The CCDA manages and delivers the Red Seal Program. The CCDA also serves as a forum for intergovernmental collaboration with industry on common matters related to apprenticeship. Since the early 1950s, the Red Seal Program has developed common national standards and examinations for the Red Seal trades in close collaboration with industry.

The SATCC participates in CCDA committees and working groups to ensure Saskatchewan continues to help lead interprovincial apprenticeship initiatives.

- The SATCC CEO was past chair of the CCDA, Chair of the Harmonization Task Force, and Chair of the Harmonization Standing Committee; and member of the CCDA Stakeholder Relations Committee.
- The SATCC Chief Operating Officer (COO) was Vice-Chair of the Harmonization Task Force, member of the Mobility Protocol Working group, and member of the FLMM Apprenticeship Working group.
- The SATCC Director Governance, Policy and Research was Co-Chair of the CCDA Research Committee.

Initiatives

Harmonization

Saskatchewan continues to be a leader in the harmonization of apprenticeship training across the country. The harmonization initiative aims to align—or “harmonize”—the requirements for apprenticeship training across the country. Harmonization has the potential to increase opportunities for apprentices, reduce barriers to certification and improve the efficiency of the apprenticeship system.

Red Seal trades are being harmonized in phases. Trades have been selected in each phase based on high volume, high demand, or trades with high levels of common training with other Red Seal trades.

As of September 2016, implementation of harmonization was completed in the nine Phase One trades—eight of which are designated in Saskatchewan. These trades are:

- Carpenter;
- Metal Fabricator (Fitter);
- Welder;
- Ironworker Generalist (not designated in Saskatchewan);
- Ironworker (Structural/Ornamental);
- Ironworker (Reinforcing);
- Mobile Crane Operator;
- Mobile Crane Operator (Hydraulic); and
- Tower Crane Operator.

Following the harmonization review, Mobile Crane Operator and Mobile Crane Operator (Hydraulic) were combined into one trade. Changes for all trades were implemented into Level One of technical training for each of these trades, with subsequent levels to be implemented each following year until completion.

Phase Two trades—eight of which are designated in Saskatchewan - will be implemented in the fall of 2017. The trades are:

- Heavy Duty Equipment Technician;
- Truck and Transport Mechanic;
- Agricultural Equipment Technician;
- Construction Electrician;
- Industrial Electrician (not designated in Saskatchewan);
- Industrial Mechanic (Millwright);
- Automotive Service Technician;
- Plumber; and
- Steamfitter-Pipefitter.

Consensus was reached in the five Phase Three trades—four of which are designated in Saskatchewan:

- Boilermaker;
- Sprinkler Fitter;
- Concrete Finisher (not designated in Saskatchewan);
- Landscape Horticulturist; and
- Sheet Metal Worker.

They are to be implemented by the fall of 2018.

Phase Four and Five trades have been selected and will follow the successful process of Harmonization of previous phases.

Commission Regulations

Due to harmonization implementation, as well as operational changes, the SATCC updated the Commission Regulations in June 2017.

The updates are as follows:

- Mobile Crane Operator (Hydraulic) has been de-designated, and is now part of the Mobile Crane Operator trade;
- The Lattice Boom sub-trade of Mobile Crane Operator has been de-designated as it is no longer relevant due to changes in equipment;
- The trade name of Drywall and Acoustical Mechanic has changed to Lather (Interior Systems Mechanic);
- The trade name of Sprinkler System Installer is now Sprinkler Fitter;
- The Tower Crane Operator trade will see a reduction in the number of years required, from 2.5 to 2;
- The Landscape Horticulturist trade hour requirements have changed from 1,350 per year to 1,500 per year; and
- The Scaffolder sub-trade hour requirements have changed from 1,200 per year to 1,500 per year.

Saskatchewan Youth Apprenticeship

The SATCC continues to educate high school students on opportunities in the skilled trades through the Saskatchewan Youth Apprenticeship (SYA) Program. The SYA Program gives high school students a chance to start

building a portfolio to showcase their skills and experience while they're still in school. It exposes them to the trades and requires that they complete a number of trades-related "challenges" in order to successfully graduate from the program. Students who complete all three levels of SYA and register as an apprentice in a designated trade within five years enjoy significant benefits. Their apprenticeship registration fee and Level One technical training tuition are waived, and they receive 300 hours of trade time credit.

Students who complete the SYA program and are graduating from Grade 12 are eligible for an SYA Industry Scholarship. The scholarships are awarded to selected, eligible high school graduates throughout the province who have completed the SYA Program and will be pursuing a career in the skilled trades. The scholarships, valued at \$1,000 each, are awarded to graduating students nominated by selected provincial high schools each June.

Registered youth apprentices	2,743
Registered SYA high schools	308
\$1,000 scholarships presented to graduating Grade 12 SYA students	101
SYA graduates entering apprenticeship	113
SYA graduates achieving journeyman status	81

Innovation in Training

The SATCC continues to seek out innovative, alternative technical training options for apprentices. The goal is to make technical training as effective and accessible as possible. For some, taking eight to 10 weeks off work to attend training is not feasible.

In 2016-17, the Commission partnered with Saskatchewan Polytechnic to deliver the FIATT pilot project. FIATT stands for Flexibility and Innovation in Apprenticeship Technical Training. In FIATT, apprentices are able to complete up to two weeks of their training at home online before attending a Saskatchewan Polytechnic campus for the rest of their training. This hybrid training option is available for Construction Electrician, Plumber, Heavy Duty Equipment Technician, and Truck and Transport Mechanic apprenticeship technical training.

In 2016-17, it was available for Levels One and Three of these trades. In 2017-18 the training will be offered in the same trades for Levels Two and Four.

A survey of the apprentices who attended this training in 2016-17 indicated that, overall, most had a positive experience with the online portion of the training. For example, a majority of survey respondents strongly agreed/agreed the online content was:

- Engaging (53.3%);
- Relevant to their work (64.5%);

- Self-evaluation tools were relevant (71.0%) and useful (66.1%); and
- Graphics, pictures and other interactive tools enhanced the learning experience (67.7%).

As well, the initial outcomes for apprentices attending this training are encouraging. The pass rate of FIATT students was slightly higher than those in block training while FIATT students discontinued training at a lower rate. Apprentice's grades within the course modules covered in FIATT courses were, on average, equal to apprentices who completed these modules in regular block training. Similarly, apprentices in FIATT classes had equal, or slightly higher, overall averages within the courses when compared to apprentices who attended regular block training.

A barrier faced was to get apprentices to voluntarily join the FIATT classes. This was a challenge because face-to-face block training is the traditional training format that is familiar to apprentices and their employers. A majority of survey respondents felt that employers did not adequately support them during the online portion of training. This may increase resistance from apprentices to taking classes in the FIATT pilot or permanent classes offered in this format.

In addition, this year the SATCC, in cooperation with Saskatchewan Polytechnic, developed and offered a hybrid Cook training program for Level 1 apprentices. The in-class portion included five weekends of hands-on practical training and a total of 100 hours of practical training for all three levels.

Hybrid training options are provided in addition to traditional block training. They are not meant to replace traditional training, but to be an additional option to traditional training. The Commission wants to provide its apprentices with as much choice as possible when it comes to technical training.

Aboriginal Apprenticeship Initiatives

Recruiting and retaining Indigenous people in the skilled trades continues to be a priority for the SATCC. According to the 2011 Statistics Canada data, the most recent data available to us, Saskatchewan's population of self-identified Indigenous people was 15.6 per cent of the total population. The SATCC's Indigenous population continues to grow, and is greater than the general population percentage.

Registered Apprentices of Indigenous Ancestry	1,315
First Nations	846
Métis	469
% Indigenous of all Registered Apprentices	16.1%

One of the ways the Commission supports Indigenous people exploring and entering the skilled trades is through Aboriginal Apprenticeship Initiatives (AAI), which aim to

make the trades more accessible to Indigenous people by delivering training and work experience programs within or nearby First Nation communities.

Aboriginal Apprenticeship Initiatives (AAI)	9
Total AAI Funding	\$464,261

Women in Trades

To support a diversified workforce, the SATCC continues working to recruit and retain women in the skilled trades, particularly in traditionally male trades. This is done in part by highlighting women's achievements in the trades through advertisements, written articles, and at the annual Apprenticeship Awards. The Commission also frequently sponsors and supports third-party programming that encourages women to enter into the skilled trades.

Trade Qualifiers

When the economy dips, often employers are unable to hire as many new apprentices as in times of a booming economy. That's why, in 2016-17, the SATCC continued to encourage experience tradespeople to challenge the journeyman certification examination as trade qualifiers, through articles, speeches, presentations, and a guide for employers.

Tradespeople who have worked the required number of hours may be eligible to challenge the journeyman certification examination as trade qualifiers. Certification benefits both employers and employees. A certified workforce is a reputable workforce, especially in the eyes of consumers. Certification provides workers with a credential that is recognized across Canada as the standard of excellence. Journeymen play a key role in training a company's next generation of workers.

Skills Canada

The 19th annual Skills Canada Saskatchewan competition was held in Saskatoon in April 2017, welcoming more than 500 secondary and post-secondary students and apprentices from across the province. SATCC staff members volunteered their time throughout the competition. Gold medal winners represented Saskatchewan at the national competition held in Winnipeg in June.

In 2016-17, the COO continued to serve as the Chair of Skills Canada Saskatchewan. The CFO continued to be a member of the Board of Directors and the Audit and Finance Committee. As the Saskatchewan Chair, the COO is the Saskatchewan representative on the Skills Canada National Board of Directors.

2016-17 Performance Results

Introduction

The SATCC developed the 2012-2017 Strategic Plan to identify key directions and priorities for the organization. Strategies developed by the Board of Directors identify the areas of highest priority and define the major areas of focus and development the organization will pursue to achieve its Vision and Mandate. Within each strategy, goals are identified.

To monitor progress towards achieving the strategies and goals, key operational initiatives, measures and targets are developed by SATCC Management. These identify business activities and required budget on an annual basis and provide the basis for the performance management system. The overall progress made towards meeting the measures is reported in the SATCC Annual Report and through regular reporting to the SATCC Board of Directors throughout the year.

Appendix G (on page 45 of this report) provides a Balanced Scorecard (BSC) Reference Table for more detailed information regarding the performance targets and measures being reported here.

The strategic plan goals in the 2012-17 Strategic Plan were used as a basis to develop the 2016-17 Business Plan. The 2016-17 BSC added a new section, Regulatory, with two additional measures.

- Apprentice to Journeyperson Ratio Compliance – This tracks the percentage of employers that are compliant with the regulated ratios.
- Industry Issue Response Time – This tracks how responsive the SATCC is in responding to apprentice and employer issues and/or concerns.

The SATCC Board of Directors reviewed and revised the 2012-17 Strategic Plan in the fall of 2016 to ensure that the strategies identified continue to be relevant to the organization in the current environment. The 2017-22 Strategic Plan forms the basis of the 2017-18 business and operational planning, and can be found at <http://saskapprenticeship.ca/resources/plans-research-reports/strategic-plan/>.



Strategy #1: Training - Increase the number of individuals successfully moving through the apprenticeship system.

Measures	2015-16 Actual	2016-17 Target	2016-17 Actual	% of 2016-17 Target	2016-17 Result
New Apprentice Registrations	2,611	2,500	1,988	79.5%	Not Met
Total Apprentices	9,437	9,200	8,180	88.9%	Not Met
Total Employers	2,689	2,650	2,544	96.0%	Progressed
Journeyman Certificates Issued	1,971	1,600	1,642	102.6%	Achieved
Real Completion Rate (RCR)	66.2%	63%	59.6%	94.6%	Progressed
Red Seal Exam Pass Rate	80%	80%	76%	95.0%	Progressed
Technical Training Seats	6,834	6,500	6,158	94.7%	Progressed
Apprentice Satisfaction with Training (on-the-job)	89%	N/A*	N/A*	N/A*	N/A*
Employer Satisfaction with Training (on-the-job)	87%	N/A*	N/A*	N/A*	N/A*

* The Apprentice and Employer surveys are conducted on a two year cycle, so results are not available for this year.

Exceeded = 105% or greater than target; **Achieved** = 100% to 104% of target; **Progressed** = 90% to 99% of target; **Not Met** = Less than 90% of target; **N/A** = Not available.

In order to successfully move through the system and achieve journeyman certification an apprentice must attend technical training (typically eight weeks per year) and pass the exams on an annual basis, as well as accumulate required on-the-job training. The measures and targets in this strategy reflect the focus the SATCC brings to supporting apprentices towards this achievement.

The SATCC registered 1,988 new apprentices between July 2016 and June 2017, 20.5 per cent below the target of 2,500 new apprentices. The target for this indicator was not met due to a declining demand for apprenticeship, continued from the previous year. Due to the demand nature of the apprenticeship system, the number of newly registered apprentices is outside the control of the SATCC. In addition, the continued decline in the number of new registrations will have a direct impact on other measures such as the total number of registered apprentices, the number of technical training seats and the number of journeyman certificates granted.

As of June 30, 2017, the total number of apprentices registered with the SATCC was 8,180. This is below the target of 9,200 by 11.1 per cent.

The number of employers engaged in the apprenticeship system at June 30th was 2,544, 4.0 per cent below the target of 2,650 employers. The number of employers is the count from the SATCC database, and includes more than a dozen Joint Training Committees (JTCs). Each JTC engages with a number of employers who hire apprentices, so the actual number of employers engaging with apprentices is several hundred (approximately 400 to 600) more than listed in the SATCC database. However, the SATCC only receives updated information on the number of employers with JTCs every three years, making it impossible to get updated figures on a regular basis. Therefore, only the JTCs are included as an employer which results in an underestimate of the total number of employers engaged in the apprenticeship system.

There were 1,642 journeyman certificates issued from July 1, 2016 to June 30, 2017. This achieved the target of 1,600 certificates at 102.6 per cent of the target. It should be noted that, as the number of newly registered apprentices declines, so too will the number of journeyman certificates in the four to six year period following the decline.

The Real Completion Rate is calculated based on a method that follows individuals through the system and divides the number of apprentices who complete Level One training in a given year by the number of those same apprentices who receive Journeyman certification within two years after the expected end of their program. The completion rate for each compulsory and non-compulsory trade is calculated on an annual basis and then averaged. The target set for each is an average of the previous five years of results.

In 2016-17, the Real Completion Rate (RCR) for all trades was 59.7 per cent. This progressed towards achieving the target of 63 per cent target. The 2016-17 result is also lower than the 66.2 per cent posted in 2015-16, which was the highest RCR recorded since the Commission was formed.

Success on the Red Seal exam is the final step in an apprentice achieving journey person certification. The SATCC reports the results for the previous calendar year as audited by Statistics Canada.

Over three-quarters (76%) of Saskatchewan apprentices who wrote the exam passed it in 2016, progressing towards the target of 80 per cent of apprentices passing the exam.

As stated earlier, the decline in new registrations as well as those exiting the system impacts the number of technical training seats required for apprentices. In 2016-17, there were 6,158 technical training seats were purchased. This is 94.7 per cent of the target of 6,400 seats. The reduced number of seats purchased is due to this lessening of demand for training by apprentices.

The Apprentice and Employer Satisfaction Surveys measure apprentice and employer satisfaction with on the job training. No results are available for this year because the surveys are administered every two years, with the next cycle of surveys happening in 2017-18.

Strategy #2 Advocacy – Increase the effectiveness of relationships with government, industry, public, trainers and under-represented groups to achieve higher completion rates.

Measures	2015-16 Actual	2016-17 Target	2016-17 Actual	% of 2016-17 Target	2016-17 Result
Aboriginal Apprentices Registered	1,436	1,300	1,315	101.2%	Achieved
Female Apprentices Registered	879	875	828	94.6%	Progressed
Female Apprentices Registered in Traditionally Male Trades	464	450	417	92.7%	Progressed
Visible Minority Apprentices Registered	315	300	306	102.0%	Achieved
Apprentices with Disabilities Registered	511	500	490	98.0%	Progressed

Exceeded = 105% or greater than target; **Achieved** = 100% to 104% of target; **Progressed** = 90% to 99% of target; **Not Met** = Less than 90% of target.

The Commission achieved or progressed to the targets for each measure under this strategy. The results show the SATCC continues to support under-represented groups in becoming apprentices and contributing to the Saskatchewan labour market. There has been a slight decline in the numbers with the softening of demand for apprenticeships, though somewhat less than the entire population.

A total of 1,315 Indigenous apprentices were registered at year end, comprising 16.1 per cent of all apprentices. The total number is 1.2 per cent higher than the 1,300 person target. Of this total, 846 were First Nations and 496 were Métis.

There were a total of 829 (5.4 per cent below the target) female registered apprentices at the end of June 2017, progressing to the target of 875. Of those 829 apprentices, 464 were registered in traditionally male trades, which is 92.7 per cent of the target or 450.

There were 315 visible minority apprentices registered in to the end of the year. This exceeded the target of 300, by 2.0 per cent.

There were 490 registered apprentices with disabilities. This is 2.0 per cent lower than the target of 500. The number of apprentices with disabilities includes those apprentices who self-identify as having a physical disability as well as those apprentices who are assessed with a learning disability.

Strategy #3 Funding - Secure sustainable funding from government, stakeholders and apprentices, adequate to support the labour market's training needs. Increase the effectiveness of relationships with government, industry, public, trainers and under-represented groups to achieve higher completion rates.

Measures	2015-16 Actual	2016-17 Target	2016-17 Actual	% of 2016-17 Target	2016-17 Result
Sufficient Revenue to Fund Technical Training (%)	72.4%	71%	75.3%	106.1%	Exceeded
Share of Non-Government Revenue (%)	19.3%	21%	19.7%	93.8%	Progressed
Annual (Deficit)/Surplus (\$000s)	(256)	(1,012)	(1,099)	92.3%	Progressed
Unrestricted Surplus – Excess over Minimum (\$000s)	2,679	1,154	1,434	124.2%	Exceeded

Exceeded = 105% or greater than target; **Achieved** = 100% to 104% of target; **Progressed** = 90% to 99% of target; **Not Met** = Less than 90% of target

The SATCC exceeded its targets on two of its measures under Strategy #3 and progressed on the other two measures. The SATCC had sufficient revenues to purchase technical training for 75.3 per cent of registered apprentices (as at June 30, 2017). This is 6.1 per cent above the target of 71 per cent for 2016-17. At \$1.434 million, the SATCC was also 24.2 per cent above its 2016-17 target for its Unrestricted Surplus – Excess over Minimum of \$1.154 million.

The Share of Non-Government Revenue was 19.7 per cent of total revenue. This fell 6.2 per cent short (or 93.8 per cent) of the 21 per cent target. This was due to the demand for apprenticeship training in 2016-17 softening more than anticipated.

The SATCC posted a deficit of \$1.099 million in 2016-17. This is \$87,000 more than the 2016-17 Budget target of \$1.012 million, which is 8.7 per cent higher than the target. The reason for the increased deficit was due to revenues decreasing more than expenses decreased as a result of softening demand for apprenticeship training.

Strategy #4: Industry Needs - Identify short-term and long-term industry needs for training, apprenticeship numbers and skills.

Measures	2015-16 Actual	2016-17 Target	2016-17 Actual	% of 2016-17 Target	2016-17 Result
Industry Trade Boards Meetings	128	125	136	108.8%	Exceeded
Employer Consultations	4,445	4,000	5,057	126.4%	Exceeded
Harmonization Stakeholder Consultations	23	8	21	262.5%	Exceeded

Exceeded = 105% or greater than target; **Achieved** = 100% to 104% of target; **Progressed** = 90% to 99% of target; **Not Met** = Less than 90% of target.

The SATCC exceeded all targets under this strategy, demonstrating the SATCC's continued commitment to meeting industry's needs.

There were 136 meetings held with industry boards (8.8 per cent higher than the target of 125). Due to harmonization efforts more meetings were required to complete curriculum work to align harmonized sequencing for Phase II trades and update provincial products for the implementation of Phase I trades.

Employer consultations are the number of visits made to employer work sites by year end to indicate the measure of service standards provided by field consultants to SATCC clients, both employers and apprentices. The target of 4,000 visits was exceeded by 26.4 per cent with the actual visits at 5,057. This result is directly attributable to the focus SATCC put on this actively and the fact that there was a full contingent of field staff to carry out the work over the year.

Since 2014-15, industry consultations shifted from general, facilitated consultations to a more focused and specific harmonization stakeholder consultation, with representatives from select trades, to support the Canadian Council of Directors of Apprenticeship (CCDA) Harmonization Initiative. This initiative seeks to improve labour mobility for apprentices through the harmonization of provincial and territorial apprenticeship training levels, training hours, trade names, and training delivery sequencing. These consultations ensure the process is industry-led.

The 21 consultations held in 2016-17 exceeded the target of eight meetings by 162.5 per cent. This measure depends on the outcomes/progress of each individual trade's consultation process on harmonization.

Strategy #5: Efficiency - Enhance SATCC's operational efficiency to meet stakeholder needs.

Measures	2015-16 Actual	2016-17 Target	2016-17 Actual	% of 2016-17 Target	2016-17 Result
Technical Training Seats Fill Ratio	98.7%	98%	98.1%	100.1%	Achieved
Apprentice Satisfaction with SATCC	91.5%	N/A*	N/A*	N/A*	N/A*
Employer Satisfaction with SATCC	94.2%	N/A*	N/A*	N/A*	N/A*
SATCC Employee Satisfaction	69%	70%	73.5%	105.0%	Exceeded

Exceeded = 105% or greater than target; **Achieved** = 100% to 104% of target; **Progressed** = 90% to 99% of target; **Not Met** = Less than 90% of target.

*The Apprentice and Employer surveys are conducted on a two year cycle, so results are not available for this year.

The targets in this strategy were exceeded or achieved. The SATCC's staff continues to devote time and resources to ensuring all classes are filled to capacity. By increasing the number of available technical training seats and making sure those seats are filled by apprentices, the SATCC provides the opportunity for apprentices to advance through the system in a timely manner. The Commission filled 98.1 per cent of the seats purchased, achieving the target of 98 per cent.

Satisfaction with SATCC services is measured every two years in the Apprentice and Employer Satisfaction Survey. No results are available for this year because the next cycle of surveys will be conducted in 2017-18.

The annual Employee Satisfaction survey was administered by Insightrix in October 2016. The result was that 73.5 per cent of employees strongly agreed or agreed with the following statement, "I find my work fulfilling and I look forward to coming to work each day." At 3.5 per cent above the target, the 70 per cent target was exceeded.

Strategy #6: Regulatory

Measures	2015-16 Actual	2016-17 Target	2016-17 Actual	% of 2016-17 Target	2016-17 Result
Apprentice to Journeyperson Ratio Compliance	N/A	95%	99.0%	104.2%	Exceeded
Industry Issue Response Time	99.4%	93.5%	100%	107.0%	Exceeded

Exceeded = 105% or greater than target; **Achieved** = 100% to 104% of target; **Progressed** = 90% to 99% of target; **Not Met** = Less than 90% of target.

Both targets in the section are new to the scorecard this year and exceeded the targets set.

The SATCC has mandated apprentice to journeyperson ratios within its regulations. This measure was added to track how employers are complying with the regulations. The target is the year-to-date percentage of all in-compliance employers inspected by field staff. As of the end of June, 99.0 per cent of onsite employers inspected were in compliance with the relevant ratio. This level exceeds the target of 95 per cent by 4.2 per cent.

The SATCC's policy is to respond to 'industry issues' (i.e. apprentice and employers concerns/needs) within a 30-day time period. This measure tracks the SATCC's effectiveness at meeting this policy. As of year-end, 100 per cent of green sheets directed to field staff were completed within the 30-day time period. This exceeds the target of 93.5 by 7.0 per cent.

2016-17 Financial Highlights

Summary

The SATCC posted a deficit of \$1.099 million for the fiscal year ending June 30, 2017. This represents an increase of \$843,000 from 2015-16 (\$256,000).

Total revenue of \$26.9 million for 2016-17 decreased by approximately \$2.1 million, or 7.2 per cent from 2015-16 (\$29.0 million). The decrease in revenue is due to two factors: a reduction in funding from the Ministry of the Economy and a lessening in revenue from Client Fees (i.e. tuition and administrative fees paid by apprentices and employers).

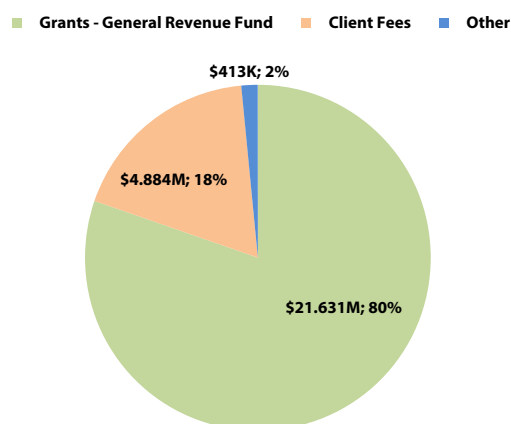
Total expenses of \$28.0 million for 2016-17 decreased by \$1.2 million, or 4.1 per cent, from 2015-16 (\$29.2 million). The decrease in expenses is mainly attributable to lower program contractual services for technical training. The decrease is partially offset by increased costs in salaries and personnel and other types of expenses.

The SATCC had an accumulated surplus of approximately \$2.148 million as at June 30, 2017. This is compared to \$3.247 million in 2015-16.

Total Revenues

Total revenue was \$26.9 million in 2016-17, approximately \$2.1 million less than the \$29.0 million posted in 2015-16. Grants from the Ministry of Economy comprise 80 per cent of the SATCC's revenue with the bulk of the remainder coming from Client Fees (i.e. tuition and administrative fees charged to apprentices and employers). The remainder of this section provides a summary of revenue categories.

SATCC Revenue: 2016-17



Grant Revenue

The provincial grant received from the Ministry of the Economy decreased by \$1.775 million in 2016-17 to \$21.631 million from \$23.406 million in 2015-16. The decrease in the operating grant was due to a reduction in the budget for the number of technical training seats from 7,000 seats in 2015-16 to 6,500 seats budgeted for in 2016-17.

Client Fees

The SATCC generated \$4.884 million in fees for tuition and administrative services in 2016-17. This represents a decrease of approximately \$319,000 over the \$5.203 million raised in Client Fees in 2015-16. The decrease in Client Fees is due to softening demand for apprenticeship in 2016-17.

There were less training seats purchased (e.g. there were 6,834 training seats in 2015-16 compared to 6,158 seats in 2016-17) and there were also fewer new apprentice registrations (e.g. there were 1,988 new registrations in 2015-16 compared to 2,611 new registrations in 2016-17). These declines were partially offset by an increase in the number of written and practical exams.

Overall, there was an approximate 10 per cent decrease in the number of Client Fee transactions in 2016-17 compared to the previous year. The reduction in transaction volume was partially offset by a higher tuition rate. Tuition was increased to \$95 per week, from \$85 per week, starting January 1, 2017.

Other Revenues

Industry Contributions

The Saskatchewan Youth Apprenticeship (SYA) Industry Scholarship fund received \$26,000 in industry contributions and redeemed \$69,000 in scholarships to apprentices in 2016-17.

Products and Services

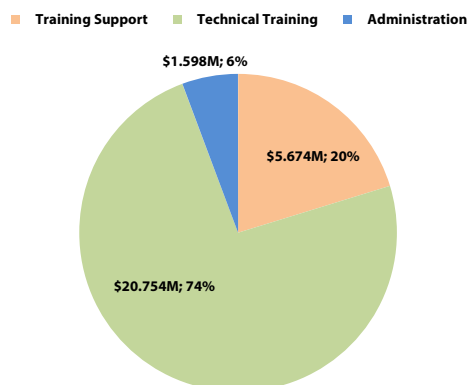
Revenue from Products and Services increased from approximately \$287,000 in 2015-16 to \$313,000 in 2016-17. The increase is mainly due to increased fundraising for the 2016-17 Apprenticeship Awards.

Interest

Revenue from interest payments was approximately \$32,000 in 2016-17, down from the \$39,000 earned in 2015-16. The decrease is due to lower interest rates and overall monthly bank balance.

Total Expenses

Total expenses were \$28.0 million in 2016-17, approximately \$1.2 million less than the \$29.2 million in 2015-16. Technical training costs comprise about three-quarters (74%) of the SATCC's total expenses. Training support expenses represent one-fifth of total expenses with the remainder, approximately six per cent, coming from administrative



expenses. The next section highlights the results in the most important expenditure categories within each of the three general categories in the chart.

SATCC Expenses: 2016-17

Technical Support (Program Contractual Services)

The SATCC purchased \$20.8 million worth of training from its training providers in 2016-17. This is approximately \$1.4 million less than the \$22.2 million in 2015-16 training expenditures (6.3 per cent lower than the previous year).

The main cause for the decrease in training expenditures is a decrease in the number of training seats purchased from 6,834 seats in 2015-16 to 6,158 seats purchased in 2016-17. This represents a decrease of 676 seats or 9.9 per cent less than the previous year. Price increases by training providers partially offset the decrease in the volume of training noted above.

Training Support

Salary and Personnel Expenses

Salary costs were about \$4.754 million in 2016-17. This is approximately \$114,000 higher than the \$4.640 million in salary costs in 2015-16. The increase is primarily due to term positions pertaining to an assignment of a current employee from the SATCC to support the harmonization initiative being conducted by the Canadian Council for Directors of Apprenticeship (CCDA). This has been offset by an increase in revenue.

Other Contractual Services

The SATCC spent approximately \$921,000 in 2016-17 in this category, an increase from the \$819,000 spent in 2015-16. The difference is mainly due to an increase in expenditures to maintain/upgrade the SATCC's portion of the One Client Service Model (OCSM) database system, expenditures on a consultant to support the Commission Board of Directors development of the new 2017-22 Strategic Plan for the SATCC, and additional costs related to the transfer of the financial administration of the Interprovincial Computerized Examination Management System (ICEMS) to the federal government.

Administration

Board Expenses

Expenses for all SATCC Boards, including the Commission Board, Trade Boards, Trade Examining Boards, and Curriculum and Examination Development Boards, were approximately \$159,000 in 2016-17. This is up from the \$152,000 spent in 2015-16. The increase is mainly due to expenditures on a consultant for a study on CEO compensation to support the Commission Board of Directors renewal of the CEO's five-year contract in 2017-18.

Advertising, Promotion and Printing

The SATCC spent approximately \$260,000 in this category in 2016-17. This is approximately \$7,000 less than the \$267,000 spent in 2015-16. A reduction in research expenditures was partially offset by increases in media development and placement.

2016-17 Budget to Actual

The SATCC budgeted a deficit of \$1.012 million in 2016-17 based on revenues of approximately \$27.7 million and expenses of approximately \$28.7 million (including amortization of approximately \$135,000). The SATCC posted an actual deficit of approximately \$1.099 million. The increase in the actual deficit, relative to the budgeted deficit, is based on lower-than-expected revenues mainly for program contractual services.

At \$26.9 million, revenues were approximately \$766,000 lower than budget. This is mainly due to a decrease in grant funding from the Ministry of the Economy for the Ministry's 2017-18 fiscal year. This reduction in the funding for 2017-18 began in the three months starting in April 2017 totaling \$525,000. Additionally, Client Fees were approximately \$276,000 below budget due to softening demand for training.

At \$28.0 million, the SATCC's expenses were approximately \$679,000 less than budgeted. Technical training costs were approximately \$628,000 less than budgeted due to purchasing less training seats than expected. Demand

for technical training softened in 2016-17, particularly in the second half of the year. Management also reduced expenditures, relative to budget, on a number of expense categories such as Travel, Office Supplies as well as Advertising, Promotion and Printing.

Further, management negotiated a new five-year lease for its Regina head office, starting in 2017-18, at its existing location at 2140 Hamilton Street. Costs related to a potential move had been budgeted for in 2016-17, which were not spent.

These decreases were partially offset by an increase in salary expenditures. Salaries were approximately \$125,000 higher than budgeted in 2016-17 due to a term position related to an assignment of an existing staff person from the SATCC to support the harmonization initiative being conducted by the Canadian Council for Directors of Apprenticeship (CCDA). These costs are offset through increased revenue.

2016-17 Accumulated Surplus

As of June 30, 2017, the SATCC had an accumulated surplus of approximately \$2.148 million comprised of both financial and non-financial assets. This is lower than the accumulated surplus of \$3.246 million as at June 30, 2016.

Net financial assets comprise approximately \$2.030 million of the total accumulated surplus while non-financial assets are approximately \$118,000 as of June 30, 2017. The SATCC's net financial assets are comprised of:

- Approximately \$46,000 in assets designated for the Aboriginal Apprenticeship Initiatives (AAI) fund;
- The Commission Board's policy requires a minimum of one month of operating expenses, not including technical training costs, to be maintained as an operational reserve (based on expenses from the previous year's audited financial statements). The minimum surplus in 2016-17 is \$550,000; and
- Undesignated financial assets of approximately \$1.434 million.

For the first time in its history, the Saskatchewan Youth Apprenticeship (SYA) Industry Scholarship Program has more than enough financial assets to cover its expected future obligations. There is an approximate \$80,000 surplus in the SYA Industry Scholarship Program of June 30, 2017. In the past, when future obligations were greater than financial assets, management listed the difference as a designated asset within its accumulated surplus. Now that there are sufficient assets to cover the obligations, the value listed for the designated is \$0.

2017-18 Budget Overview

The 2017-18 Budget assumes 5,900 technical training seats will be purchased in the 2017-18 training year. Based on this, the SATCC has budgeted a deficit of \$1.224 million in 2017-18 (including amortization) given that revenues are anticipated to decrease more quickly than expenses.

Total revenues are expected to decrease from \$26.9 million in 2016-17 to \$25.7 million, which represents a 4.4 per cent decline. The GRF Grant was decreased in 2017-18 due to the decrease in the number of training seats to be purchased. Due to timing differences in fiscal years between the Province and the SATCC, management anticipates the GRF Grant will decrease by \$1.32 million in 2017-18 (note: the GRF Grant is assumed to be constant in Q4 2017-18).

Despite the decrease in the number of training seats, Client Fees are expected to increase modestly (approximately \$124,000) given various price increases. Tuition will increase from \$95 per week to \$105 per week, the new apprentice registration fee is increasing from \$175 to \$200 and examination fees are also increasing (all effective January 1, 2018).

Total expenses are budgeted at \$27.0 million in 2017-18. This represents an approximate decrease of \$1.064 million, or 3.8 per cent, compared to the \$28.0 million in total expenses in 2016-17. Softening demand for technical training (e.g. 5,900 seats being budgeted in 2017-18 compared to 6,158 seats purchased in 2016-17) is expected to reduce training costs by approximately \$887,000.

Salaries are budgeted to be lower by approximately \$103,000 using vacancy management to reduce expenditures in this area. Amortization expense is budgeted to be reduced by approximately \$112,000 as the majority of the SATCC's remaining capital is expensed. Expenditures on marketing and promotion are being reduced by approximately \$45,000 to generate cost savings. Inflationary pressures in other expense line items are expected to partially offset the aforementioned expense reductions.

Financial Results

Management Report
September 20, 2017

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Financial statements are not precise because they include certain amounts based on estimates and judgments.

Management has ensured the consolidated financial statements are presented fairly in all material respects. The financial information presented elsewhere in the annual report is consistent with that in the financial statements. Management has ensured the organization is in compliance with the provisions of legislation and related authorities.

Management maintains a system of internal controls over accounting and administrative practices to ensure the information presented is accurate and reliable. These measures provide reasonable assurance that transactions are recorded and executed in compliance with legislation and required authority, and assets are adequately safeguarded.

The Commission Board is responsible for reviewing and approving the consolidated financial statements and, primarily through its Audit and Finance Committee, ensures that management fulfills its responsibilities for financial reporting. The Audit and Finance Committee is appointed by the board and is composed of directors who are not employees of SATCC.

The Audit and Finance Committee meets periodically with management and the auditor to discuss internal controls, auditing matters and financial and reporting issues to satisfy itself that each party is properly discharging its responsibilities. The audit committee reviews the financial statements and the auditors' report. The Audit and Finance Committee reports its findings to the Board for its consideration when approving the financial statements for issuance.

The consolidated financial statements have been audited by the Provincial Auditor of Saskatchewan in accordance with Canadian generally accepted auditing standards. The report follows.



Jeff Ritter
Chief Executive Officer



INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of the Saskatchewan Apprenticeship and Trade Certification Commission, which comprise the consolidated statement of financial position as at June 30, 2017, and the consolidated statement of operations, consolidated statement of change in net financial assets, and consolidated statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these consolidated financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Saskatchewan Apprenticeship and Trade Certification Commission as at June 30, 2017, and the consolidated results of its operations, consolidated changes in net financial assets, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Regina, Saskatchewan
September 20, 2017

Judy Ferguson, FCPA, FCA
Provincial Auditor

Saskatchewan Apprenticeship and Trade Certification Commission
Consolidated Statement of Financial Position
As at June 30

	2017	2016
Financial Assets		
Due from GRF (Note 3)	\$ 3,869,983	\$ 5,277,336
Accounts Receivable (Note 6)	209,600	216,361
	4,079,583	5,493,697
Liabilities		
Accounts Payable and Accrued Liabilities	254,269	497,540
Accrued Leave Liabilities	214,970	265,026
Deferred Revenue (Note 7)	883,205	987,310
Deferred Contributions (Note 8)	697,261	735,598
	2,049,705	2,485,474
Net Financial Assets (Note 10)	2,029,878	3,008,223
Non-Financial Assets		
Tangible Capital Assets (Schedule 1)	54,712	171,530
Inventory of Promotional Supplies	5,520	6,598
Prepaid Expenses	57,705	60,162
Total Non-Financial Assets	117,937	238,290
Accumulated Surplus (Statement 2)	\$ 2,147,815	\$ 3,246,513

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Consolidated Statement of Operations
For the Year Ended June 30

	2017 Budget		2017		2016
	(Note 12)		Actual		Actual
Revenue					
Grants - General Revenue Fund	\$ 22,156,000	\$	21,630,900	\$	23,406,000
Client Fees	5,160,000		4,884,069		5,202,731
SYA Contributions	-		69,000		53,000
Products and Services	338,500		312,660		287,342
Interest	40,000		31,774		38,791
Total Revenue	27,694,500		26,928,403		28,987,864
Expense					
Salaries and Personnel	4,628,100		4,753,870		4,639,803
Program Contractual Services	21,382,700		20,754,279		22,158,606
Other Contractual Services	945,000		920,830		818,740
Board Expenses (Note 11)	167,700		159,020		152,010
Travel	230,000		173,714		180,023
Telephone	71,400		71,673		68,752
Advertising, Promotion and Printing	293,000		259,696		267,396
Space Rental	520,000		470,412		454,149
Equipment Rental	35,800		32,189		34,886
Office Supplies	91,000		59,538		105,678
Postage, Courier and Freight	135,000		143,226		141,630
Other	72,000		89,726		74,841
Amortization	134,600		138,928		147,195
Total Expenses	28,706,300		28,027,101		29,243,709
Annual Deficit	(1,011,800)		(1,098,698)		(255,845)
Accumulated Surplus, Beginning of Year	3,246,513		3,246,513		3,502,358
Accumulated Surplus, End of Year (to Statement 1)	\$ 2,234,713	\$	\$ 2,147,815	\$	\$ 3,246,513

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Consolidated Statement of Change in Net Financial Assets
For the Year Ended June 30

	2017 Budget (Note 12)	2017	2016
	<u> </u>	<u> </u>	<u> </u>
Annual Surplus/(Deficit)	\$ (1,011,800)	\$ (1,098,698)	\$ (255,845)
Acquisition of Tangible Capital Assets	(22,500)	(22,110)	(14,288)
Amortization of Tangible Capital Assets	134,600	138,928	147,195
(Gain)/Loss on Disposal of Tangible Assets	-	-	30
	<u>112,100</u>	<u>116,818</u>	<u>132,937</u>
Acquisition of Prepaid Expenses	-	2,457	(5,667)
Decrease in Inventory of Promotional Supplies	-	1,078	419
	<u>-</u>	<u>3,535</u>	<u>(5,248)</u>
Decrease in Net Financial Assets	(899,700)	(978,345)	(128,156)
Net Financial Assets, Beginning of Year	3,008,223	3,008,223	3,136,379
	<u> </u>	<u> </u>	<u> </u>
Net Financial Assets, End of Year	\$ 2,108,523	\$ 2,029,878	\$ 3,008,223

(See accompanying notes to the financial statements)

Saskatchewan Apprenticeship and Trade Certification Commission
Consolidated Statement of Cash Flows
For the Year Ended June 30

	<u>2017</u>	<u>2016</u>
Operating Activities:		
Cash Receipts from General Revenue Fund	\$ 21,630,900	\$ 23,406,000
Cash Receipts from Clients	4,779,560	5,051,086
SYA Contributions Received	30,876	21,315
Receipts from Sales of Products and Services	315,432	249,349
Interest Received	33,668	41,017
Cash Paid to Employees	(4,783,255)	(4,765,288)
Cash Paid to Provide Program Services	(21,035,381)	(22,046,553)
Cash Paid to Suppliers	(2,357,043)	(2,254,687)
Cash Used in Operating Activities	<u>(1,385,243)</u>	<u>(297,761)</u>
Capital Activities:		
Purchase of Tangible Capital Assets	(22,110)	(14,288)
Cash used in Capital Activities	<u>(22,110)</u>	<u>(14,288)</u>
Decrease in Cash	<u>(1,407,353)</u>	<u>(312,049)</u>
Due from GRF, Beginning of Year	<u>5,277,336</u>	<u>5,589,385</u>
Due from GRF, End of Year	<u>\$ 3,869,983</u>	<u>\$ 5,277,336</u>

(See accompanying notes to the financial statements)

1. Description of Business

Effective October 1, 1999, the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) was established as an entity by *The Apprenticeship and Trade Certification Act, 1999*. The SATCC is an industry-led agency with a mandate to govern and manage the apprenticeship system in Saskatchewan. The purpose of the SATCC is to develop industry occupational standards in apprenticeship trades and to provide services to employers and tradespersons supporting certification based on those standards.

2. Significant Accounting Policies

These financial statements are prepared in accordance with generally accepted accounting principles as recommended by the Public Sector Accounting Board of CPA Canada and reflect the following significant accounting policies.

a) The Basis of Accounting

The accounts are prepared on the accrual basis of accounting.

b) Revenue

The revenue of the SATCC comes from several sources. Monies are provided by the General Revenue Fund (Ministry of the Economy) to operate the SATCC and train apprentices. The SATCC charges client fees, comprised of tuition and administrative fees, to apprentices for training and other services provided. The SATCC receives industry contributions for the Saskatchewan Youth Apprenticeship (SYA) Industry Scholarship Program. The Ministry of Advanced Education also provides Saskatchewan Advantage Scholarship (SAS) funds for qualified apprentices. Monies are also collected from the sale of services and interest revenue.

Restricted contributions are deferred and recognized as revenue in the year in which the related expense is incurred. Amounts received for tuition fees, and products and services are recognized as revenue in the year that the goods are delivered or services are provided. Government transfers are recorded as revenue in the year they are authorized, any eligibility criteria are met and a reasonable estimate of the amount can be made except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability.

c) Expenses

Expenses represent the cost of resources consumed during the period of operations. Expenses include a provision for the amortization of tangible capital assets.

d) Inventories

Inventories of promotional supplies are valued at cost and are expensed as they are consumed.

e) Tangible Capital Assets

Tangible capital asset purchases are recorded at cost, which includes all amounts that are directly related to acquisition, installation, development, construction, improvement, or betterment of the assets.

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Consolidated Financial Statements
For the Year Ended June 30, 2017

Tangible capital assets are amortized on a straight-line basis over the following estimated useful life of the asset.

Computer Application Software	3 years
Computer Hardware	3 years
Office Equipment	5 years
System Development	5 years
Office Furniture	10 years
Leasehold Improvements	Life of Lease

f) Joint Venture

The SATCC had a 2.9% share in a joint venture called the Inter-Provincial Computerized Examination Management System (ICEMS I) until 2016-17. The results of the joint venture operations have been included in these financial statements using the proportionate consolidation method. Due to ICEMS II starting in 2017-18, the SATCC has wound down its joint venture in ICEMS I in 2016-17.

g) Measurement Uncertainty

These statements are prepared in conformity with Canadian public sector accounting standards. These standards require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates. Differences are reflected in current operations when identified.

h) New Accounting Standards Not Yet in Effect

A number of new Canadian public sector accounting standards and amendments to standards are not yet effective for the SATCC and have not been applied in preparing these financial statements. The following standards will become effective as follows:

- i) PS 2200 Related Party Disclosures (effective April 1, 2017), a new standard defining related parties and establishing guidance on disclosure requirements for related party transactions.
- ii) PS 3210 Assets (effective April 1, 2017), a new standard providing guidance for applying the definition of assets and establishing disclosure requirements for assets.
- iii) PS 3320 Contingent Assets (effective April 1, 2017), a new standard defining and establishing guidance on disclosure requirements for contingent assets.
- iv) PS 3380 Contractual Rights (effective April 1, 2017), a new standard defining and establishing guidance on disclosure requirements for contractual rights.
- v) PS 3420 Inter-Entity Transactions (effective April 1, 2017), a new standard establishing guidance on accounting for and reporting on transactions between organizations in the government reporting entity.

The SATCC plans to adopt these new and amended standards on the effective date and is analyzing the impact this will have on these financial statements for 2017-18 and beyond.

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Consolidated Financial Statements
For the Year Ended June 30, 2017

3. Due from GRF

The monies of the SATCC are deposited in the General Revenue Fund (GRF). Earned interest is calculated and paid by the General Revenue Fund on a quarterly basis using the Government's thirty day borrowing rate and the SATCC's average daily account balance. The average rate for the period July 1, 2016 to June 30, 2017 was 0.518% (2016 - 0.565%).

4. Related Party Transactions

These financial statements include transactions with related parties. The SATCC is related to all Saskatchewan Crown agencies, such as ministries, corporations, boards, and commissions under the common control of the Government of Saskatchewan.

Routine operating transactions with related parties are recorded at the rates charged by those organizations and are settled on normal trade terms. In addition, the SATCC pays Provincial Sales Tax to the Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

The SATCC has not been charged with any administrative costs associated with administrative services provided by the Ministry of the Economy and the Ministry of Finance. Also, the Ministry of Finance paid for the employee benefits of the SATCC.

The following table summarizes the SATCC's transactions with other Government agencies that are not separately disclosed in the financial statements. These transactions are in the normal course of operations and are recorded at agreed upon exchange amounts.

	<u>2017</u>	<u>2016</u>
Expenses:		
Great Plains College	\$ 120	\$ 43,652
Ministry of Central Services	644,977	605,486
Parkland College	209,593	202,655
SaskTel	77,547	68,596
SaskPower	426,762	444,629
Saskatchewan Polytechnic	18,958,731	20,112,745
Southeast College	39,164	27,512
Tourism Saskatchewan	62,055	45,873
Western Trade Training Institute	214,128	276,292
Other Related Party Transactions	<u>16,567</u>	<u>13,311</u>
	<u>\$ 20,649,644</u>	<u>\$21,840,751</u>
Accounts Payable:	<u>\$ 112,248</u>	<u>\$ 355,499</u>
 Accounts Receivable:	 <u>\$ 161,437</u>	 <u>\$ 152,554</u>

Other transactions and amounts due to and from related parties are described separately in the financial statements and notes.

Interprovincial Computerized Examination Management System (ICEMS)

The Province of Saskatchewan entered into an agreement with the Government of Canada, the nine other provincial governments and the three territorial governments to develop an Interprovincial Computerized Examination Management System (ICEMS I). The SATCC served as the financial administrator of ICEMS I and is a member of the ICEMS Steering Committee. The SATCC has joint control over the operating policies of ICEMS I. The SATCC's pro-rata share of its interest in this joint venture is as follows:

	<u>2017</u>	<u>2016</u>
Due from General Revenue Fund (GRF)	\$ -	\$ 8,172
Accounts Receivable	-	1,138
Accounts Payable and Accrued Liabilities	-	803
Revenue – Products and Services	5,910	4,636
Expenses – Other Contractual Services	14,417	18,025

The Federal Government collects the monies for ICEMS from the provinces and territories and forwards them to the SATCC. The ICEMS Steering Committee approves disbursements from monies held in trust by the SATCC to pay for the development/maintenance of ICEMS I. Since these monies are held in trust for the ICEMS I joint venture, they are not reflected in these financial statements, except as noted above. Beginning in 2017-18, ICEMS I is being replaced by a newly developed version of the system (ICEMS II). The Government of Canada will now be the financial administrator of ICEMS II (not the SATCC). The Government of Canada paid for the development of ICEMS II while the provincial/territorial partners will pay for access to ICEMS II on an annual basis.

Thus, the SATCC is divesting its joint venture in ICEMS I and there will be no financial joint venture in ICEMS II. The SATCC paid \$336,884 it held in trust for ICEMS I to the Government of Canada in March 2017. As a result, at June 30, 2017, the SATCC held in trust cash for ICEMS I in the amount of \$ - (2016-\$281,863). During the year, the SATCC received \$228,315 (2016-\$137,093) for ICEMS I and disbursed \$524,976 (2016-\$659,769).

5. Financial Instruments

The SATCC's financial instruments include: Due from GRF; accounts receivable; accounts payable and accrued liabilities; and accrued leave liabilities. Due from GRF is recorded at cost. Accounts receivable, accounts payable and accrued liabilities, and accrued leave liabilities are recorded at amortized cost. The carrying amount of these financial instruments approximates fair value due to their immediate or short-term maturity. The SATCC is not exposed to significant credit, interest rate or liquidity risk from these financial instruments.

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Consolidated Financial Statements
For the Year Ended June 30, 2017

6. Accounts Receivable

Accounts receivable are composed of the following:

	<u>2017</u>	<u>2016</u>
Interest Receivable	\$ 6,222	\$ 8,776
Client Fees Receivable	157,465	156,880
Other	45,913	50,705
Total Accounts Receivable	<u>\$ 209,600</u>	<u>\$ 216,361</u>

7. Deferred Revenue

Deferred Revenue of \$883,205 is comprised of \$870,505 in tuition fees received from apprentices for training which will occur after June 30, 2017, and \$12,700 in sponsorship revenue for the Awards Banquet which will occur in the fall of 2017.

8. Deferred Contributions

Deferred Contributions represent unexpended funds externally restricted for the Saskatchewan Youth Apprenticeship Industry Scholarships and Saskatchewan Innovation and Opportunity Scholarship Programs. In 2016-17, the SATCC received funds from industry totaling \$26,000 (2016 - \$16,000) and paid out \$69,000 (2016- \$53,000). In 2016-17, \$4,664 was earned in interest (2016-\$5,315).

9. Contractual Obligations and Contingent Liabilities

a) Operating Leases

The SATCC entered into separate lease agreements for rental space at 2140 Hamilton Street, Regina (expires June 30, 2022), 603-45th Street West, Saskatoon (expires July 31, 2021), and 141-15th Street East, Prince Albert (expires July 31, 2018). All of the SATCC's remaining locations (Estevan, La Ronge, Lloydminster, Moose Jaw, North Battleford, Yorkton and Swift Current) are leased on a continuing basis from the Ministry of Central Services.

The annual lease payments agreed to are:

2017-18	\$361,113
2018-19	\$345,508
2019-20	\$351,065
2020-21	\$358,373
2021-22	\$276,191

The SATCC is responsible for the payment of operating expenses related to these premises.

b) Outstanding Legal Claims

As at June 30, 2017, there were no outstanding legal claims against the SATCC.

Saskatchewan Apprenticeship and Trade Certification Commission
Notes to the Consolidated Financial Statements
For the Year Ended June 30, 2017

10. Designated Assets

Designated assets represent amounts set aside by the SATCC Board for specific purposes. These amounts are not available for other purposes without written permission of the Board. As of June 30, financial assets have been set aside for the following purposes:

	<u>2017</u>	<u>2016</u>
Financial Assets Designated for Aboriginal Apprenticeship Initiatives Program	\$ 46,009	\$ 102,253
Financial Assets Designated for Saskatchewan Youth Apprenticeship Industry Scholarship Program*	-	27,402
Financial Assets Designated for Minimum Surplus	550,324	534,000
Undesignated Financial Assets	<u>1,433,545</u>	<u>2,344,568</u>
Total Net Financial Assets	<u>\$2,029,878</u>	<u>\$ 3,008,223</u>

*As of June 30th, 2017 financial assets designated for Saskatchewan Youth Apprenticeship Industry Scholarship Program carried an \$80,261 surplus over existing outstanding obligations.

11. Board Expenses

The Apprenticeship and Trade Certification Act, 1999 establishes the SATCC Board and Trade Boards. The *Apprenticeship and Trade Certification Commission Regulations* establishes the Curriculum and Examination Development Boards and Trade Examining Boards. Honoraria and Travel expenses are paid to these board members for attendance at meetings.

The SATCC Board manages the business and affairs of the SATCC to ensure that they are conducted in accordance with *The Apprenticeship and Trade Certification Act, 1999* and regulations. Trade Boards are responsible for reviewing the Human Resource Plans and making recommendations to the SATCC Board regarding entrance requirements, training requirements, certification requirements and changes to regulations. Trade Examining Boards assist in the examination of candidates and assessment of the applicant's past experience and training to determine the applicant's eligibility. The main role of Curriculum and Examination Development Boards is to develop or revise curricula suitable for the training of apprentices and tradespersons, develop or revise examinations to be administered to apprentices and participate in developing, revising and validating inter-provincial standard examinations.

	<u>2017</u>	<u>2016</u>
Honorarium	\$ 58,388	\$ 56,692
Specialized Consulting	17,075	11,605
Board Training	2,620	-
Other Travel	3,556	5,233
Members Board/Commission Travel	<u>77,381</u>	<u>78,480</u>
Total Board Expenses	<u>\$159,020</u>	<u>\$ 152,010</u>

12. Budget

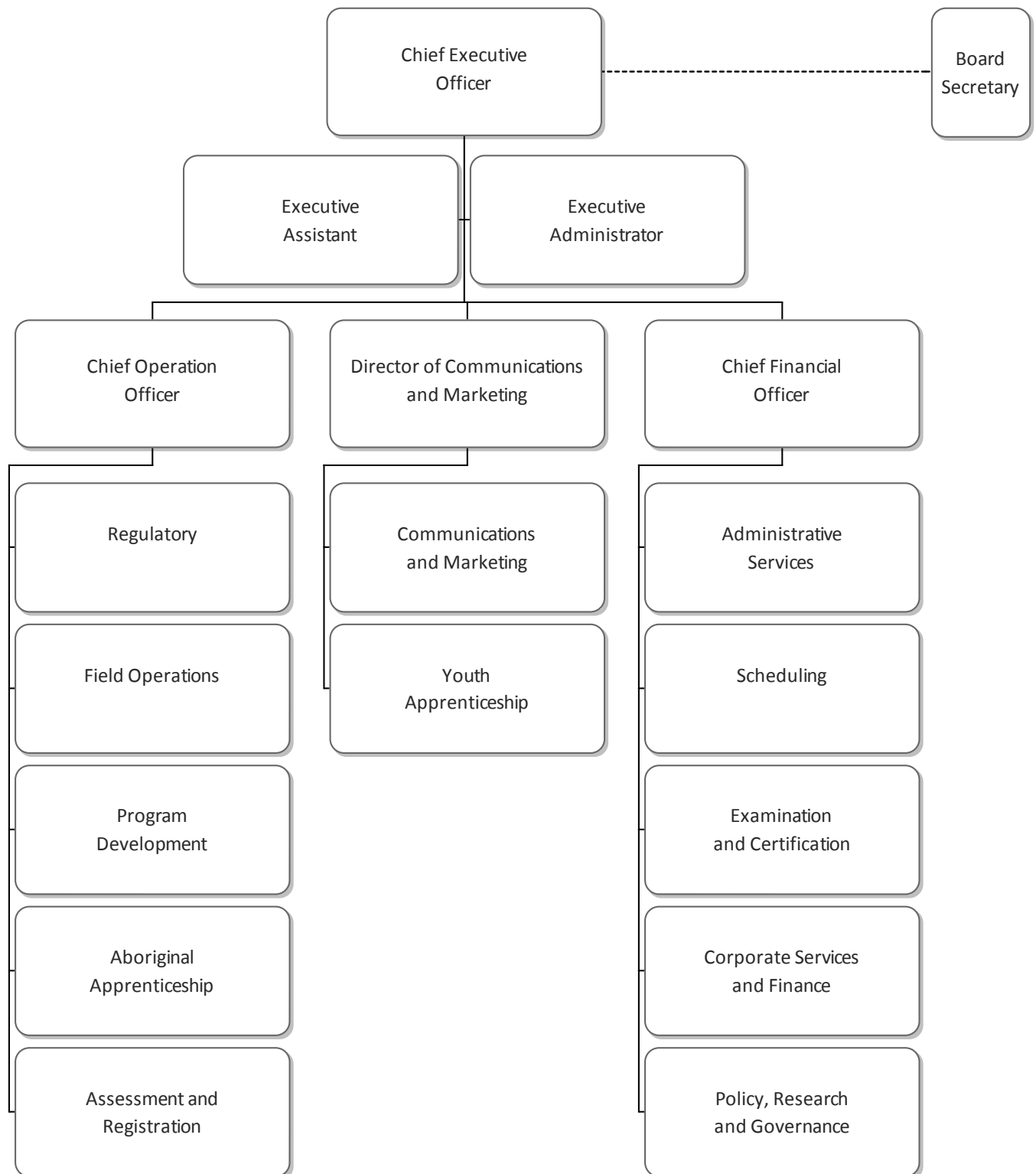
The operating budget was approved by the SATCC Board on September 9, 2016.

Saskatchewan Apprenticeship and Trade Certification Commission
Tangible Capital Assets
As at June 30

	2017						2016
	Leasehold Improvements	Office Furniture	Office Equipment	Computer Hardware	Computer Application Software	System Development	Total
Balance at June 30, 2016	\$ 965,342	\$ 281,989	\$ 63,912	\$ 123,901	\$ 76,922	\$ 253,525	\$ 1,751,612
Additions during the year	-	-	22,110	-	-	-	14,288
Disposals during the year	-	-	-	-	-	-	(309)
Balance at June 30, 2017	965,342	281,989	86,022	123,901	76,922	253,525	1,765,591
Opening accumulated amortization	849,426	240,667	49,620	123,901	76,922	253,525	1,447,144
Annual amortization cost	115,916	14,570	8,442	-	-	-	147,196
Amortization related to disposals	-	-	-	-	-	-	(279)
Closing accumulated amortization	965,342	255,237	58,062	123,901	76,922	253,525	1,594,061
Net book value of tangible capital assets	-	\$ 26,752	27,960	-	-	-	\$ 171,530

Appendix A:

Organization Chart - June 30, 2017



Appendix B: Key Operational Factors

Key Operational Factors and Activities	July 1, 2016 to June 30, 2017	July 1, 2015 to June 30, 2016
Registered apprentices	8,180	9,437
Newly registered apprentices	1,988	2,611
Youth apprentices	2,743	3,265
Purchase of technical training seats	6,158	6,834
Technical training attendance*	6,124	6,834
Training allowance claims processed	5,823	6,519
Employer consultations	5,057	4,445
Work experience assessments administered	24,887	22,484
Psycho-educational assessments administered	104	124
Written examinations administered	3,106	3,265
Practical examinations administered	306	440
Journey person certificates issued	1,642	1,971
Industry board/committee meetings held	136	128
Foreign trained worker consultations	119	137
Foreign trained worker assessment documents processed	975	1,958
Revenue generation (total non-grant revenue)	5,297,503	5,581,864

* Technical training attendance includes apprentices who were sent out of province for technical training. These apprentices are not counted in the Purchase of technical training seats total.

Saskatchewan Apprentices: Registrations, Completions and Cancellations Five Year Overview 2012-13 to 2016-17					
Year	Newly Registered Apprentices	Journey person Certificates Issued (includes both apprentices and trade qualifiers)	Completions	Cancellations	Total Registered Apprentices
2016-17	1,988	1,642	1,453	1,453	8,180
2015-16	2,611	1,971	1,657	1,470	9,437
2014-15	3,014	1,799	1,594	1,819	9,953
2013-14	3,059	1,851	1,501	1,229	10,352
2012-13	3,348	1,664	1,521	1,528	10,023

Certificates issued from July 1, 2016 to June 30, 2017:

- Journey person* - 1,642
- Proficiency* - 70
- Completion of Apprenticeship* - 1,453
- Learners* - 280
- Apprentice Year Cards (issued to each apprentice at the completion of a level of training) - 6,216

*For an explanation of the type of certificates issued, please see Page 58, Appendix H: Definitions of Terms Used in This Report.

Saskatchewan Apprentice Registrations of Under-Represented Groups 2012-13 to 2016-17

Year	Total Number of Equity Members*	Total Women	Women in Traditionally Male Trades	Indigenous People	Visible Minorities	People with Disabilities
2016-17	2,522	828	417	1,315	306	490
2015-16	2,677	879	464	1,436	315	511
2014-15	2,553**	907	454	1,388	283	429
2013-14	2,516**	946	445	1,532	238	245
2012-13	2,343**	884	377	1,383	214	239

* The total number of equity members will not be a total of all groups, as some may be included in more than one group.

** These totals are restated due to an error in the calculations where women in traditionally male trades were double counted.

Saskatchewan Youth Apprenticeship Program Five-Year Overview 2012-13 to 2016-17

Year	Total Number of High Schools Enrolled	Total Number of Students Registered as Youth Apprentices	Total Number of Students Issued a Certificate of Completion	Total Number of Youth Apprentices Who Registered as Apprentices in the Regular Apprenticeship Program	Total Number of SYA Presentations to School Groups
2016-17	308	2,743	705	113	283
2015-16	303	3,265	623	135	236
2014-15	300	3,863	507	146	220
2013-14	287	4,036	534	130	234
2012-13	277	3,791	305	122	316

Indigenous Apprenticeship Participation 2012-13 to 2016-17

Year	Total Indigenous Apprentices Registered at June 30	First Nations*	Métis	Total Indigenous Journeyman Certificates Issued (includes both apprentices and trade qualifiers)	First Nations*	Métis
2016-17	1,315	846	469	124	70	54
2015-16	1,436	940	496	165	101	64
2014-15	1,388	899	489	143	68	75
2013-14	1,532	1,002	530	124	74	50
2012-13	1,383	909	474	144	73	71

* Includes Inuit.

Indigenous individuals made up 16.1% of all registered apprentices in 2016-17.

Indigenous individuals were issued 7.6% of all journeyman certificates in 2016-17.



Appendix C: Registrations, Completions and Cancellations by Designated Trade 2016-17

Trade	Number of Apprentices June 30, 2016	Indentures	Cancellations	Completions	Number of Apprentices June 30, 2017
Agricultural Equipment Technician	250	74	40	52	235
Aircraft Maintenance Engineer Technician*					
Automotive Service Technician	388	124	73	69	370
Boilermaker	23	10	3	10	20
Bricklayer	42	5	11	4	32
Cabinetmaker	6	1	4	0	3
Carpenter	1,159	267	342	107	977
Sub-trade: Framer	4	0	4	0	0
Sub-trade: Scaffolder	285	77	36	48	278
Construction Craft Labourer	29	9	2	0	36
Construction Electrician	1,912	344	250	351	1,655
Cook	106	45	12	7	132
Drywall and Acoustical Mechanic	20	1	0	0	21
Electronics Assembler	1	1	0	0	2
Esthetician - Nail Technician	3	2	1	0	4
Esthetician - Skin Care Technician	6	2	0	0	8
Food and Beverage Person	23	5	1	7	20
Glazier	8	0	0	1	7
Guest Services Representative	14	4	0	3	15
Hairstylist	321	154	58	107	310
Heavy Duty Equipment Technician	357	61	61	48	309
Industrial Mechanic (Millwright)	460	98	54	81	423
Instrumentation and Control Technician	157	28	27	26	132
Insulator (Heat and Frost)	47	21	13	10	45
Ironworker (Reinforcing)	10	0	0	0	10
Ironworker (Structural/Ornamental)	115	33	26	17	105
Landscape Horticulturist	3	1	0	1	3
Lather (Interior Systems Mechanic)	20	1	0	0	21
Lattice Boom Crane Operator	0	0	0	0	0
Locksmith	3	1	2	0	2
Machinist	111	5	21	17	78
Meat Cutter	0	0	0	0	0
Endorsement: Processor	0	0	0	0	0
Endorsement: Slaughterer	0	0	0	0	0
Metal Fabricator (Fitter)	46	10	5	7	44
Mobile Crane Operator	111	2	25	10	78

Trade	Number of Apprentices June 30, 2016	Indentures	Cancellations	Completions	Number of Apprentices June 30, 2017
Mobile Crane Operator (Hydraulic)	2	0	0	0	2
Sub-trade: Boom Truck Operator "A"	48	11	7	7	45
Sub-trade: Boom Truck Operator "B"	5	2	1	1	5
Motor Vehicle Body Repairer (Metal and Paint)	124	28	20	18	114
Sub-trade: Automotive Painter	3	0	1	0	2
Painter And Decorator	6	0	5	0	1
Partsperson	90	28	25	11	82
Pipeline Equipment Operator	0	0	0	0	0
Endorsement: Dozer Operator	0	0	0	0	0
Endorsement: Excavator Operator	0	0	0	0	0
Endorsement: Grader Operator	0	0	0	0	0
Endorsement: Sideboom Operator	0	0	0	0	0
Plasterer	0	0	0	0	0
Plumber	1,061	163	195	155	874
Pork Production Technician	0	0	0	0	0
Endorsement: Breeder	0	0	0	0	0
Endorsement: Facilities Maintenance	0	0	0	0	0
Endorsement: Farrowing	0	0	0	0	0
Endorsement: Grower-Finisher	0	0	0	0	0
Endorsement: Nursery Management	0	0	0	0	0
Powerline Technician	272	33	20	61	224
Recreation Vehicle Service Technician	0	1	0	0	1
Refrigeration and Air Conditioning Mechanic	112	36	20	11	117
Rig Technician					
- Derrickhand (Level Two)	67	0	28	1	38
- Driller (Level Three)	56	1	30	0	27
- Motorhand (Level One)	146	11	81	2	74
Roofer	18	0	1	0	17
Sheet Metal Worker	284	48	64	23	245
Sprinkler Fitter	54	8	8	11	43
Steamfitter-Pipefitter	203	37	32	36	172
Sub-trade: Petroleum Installer Technician	3	0	3	0	0
Tilesetter	4	0	0	0	4
Tower Crane Operator	12	1	4	1	8
Truck and Transport Mechanic	223	61	32	37	215
Water Well Driller	0	0	0	0	0
Welder	624	134	147	95	516
Sub-trade: Semiautomatic Welding Production Operator	0	0	0	0	0
TOTAL	9,437	1,988	1,453	1,453	8,180

* Aircraft Maintenance Engineer Technicians are registered by Manitoba Apprenticeship, to comply with Transport Canada regulations.



Appendix D: Attendance in Apprenticeship Technical Training Courses by Trade and Stage of Training 2016-17

Trade	Enrolment Levels				
	All Levels	First	Second	Third	Fourth
Agricultural Equipment Technician	193	45	59	42	47
Aircraft Maintenance Engineer Technician ¹	0	0	0	0	0
Automotive Service Technician	344	72	95	95	82
Boilermaker	27	5	7	4	11
Bricklayer	24	12	0	12	n/a
Cabinetmaker	2	0	1	1	0
Carpenter	683	184	183	184	132
- Framers	0	0	n/a	n/a	n/a
- Scaffolder	185	80	35	12	58
Construction Craft Labourer	10	10	0	n/a	n/a
Construction Electrician	1,454	247	394	370	443
Cook	33	13	10	10	n/a
Electronics Assembler	0	0	0	n/a	n/a
Esthetician - Nail Technician*	0	n/a	n/a	n/a	n/a
Esthetician - Skin Care Technician*	0	n/a	n/a	n/a	n/a
Food and Beverage Person**	4	4	n/a	n/a	n/a
Glazier	1	0	0	0	1
Guest Services Representative**	5	5	n/a	n/a	n/a
Hairstylist*	0	0	0	n/a	n/a
Heavy Duty Equipment Technician	251	24	72	72	83
Industrial Mechanic (Millwright)	323	47	84	108	84
Instrumentation and Control Technician	66	20	13	23	10
Insulator (Heat and Frost)	38	15	10	13	n/a
Ironworker (Reinforcing)	0	0	0	n/a	n/a
Ironworker (Structural/Ornamental)	93	33	36	24	n/a
Landscape Horticulturist	3	1	0	1	1
Lather (Interior Systems Mechanic)	0	0	0	0	n/a
Locksmith	0	0	0	0	n/a
Machinist	66	10	12	20	24
Meat Cutter	0	0	0	0	n/a
Metal Fabricator (Fitter)	26	7	10	9	n/a

Mobile Crane Operator	58	24	22	12	n/a
- Boom Truck Operator A	13	0	13	n/a	n/a
- Boom Truck Operator B	1	0	1	n/a	n/a
Motor Vehicle Body Repairer (Metal and Paint)	79	24	15	16	24
- Automotive Painter	0	0	0	n/a	n/a
Painter and Decorator	0	0	0	0	n/a
Partsperson	60	25	16	19	n/a
Pipeline Equipment Operator ²	0	0	0	n/a	n/a
Plasterer ³	0	0	0	0	n/a
Plumber	777	135	250	182	210
Pork Production Technician	0	0	0	n/a	n/a
Powerline Technician	246	41	55	82	68
Recreation Vehicle Service Technician	0	0	0	0	n/a
Refrigeration and Air Conditioning Mechanic	60	12	24	12	12
Rig Technician	0	0	0	0	n/a
Roofer	0	0	0	0	n/a
Sheet Metal Worker	187	46	59	58	24
Sprinkler Fitter	37	8	16	13	n/a
Steamfitter/Pipefitter	138	40	14	42	42
- Petroleum Installer Technician	0				n/a
Tilesetter	1	1	0	n/a	n/a
Tower Crane Operator	2	0	2	n/a	n/a
Truck and Transport Mechanic	164	34	46	36	48
Water Well Driller	0	0	0	n/a	n/a
Welder	334	70	91	173	n/a
- Semiautomatic Welding Production Operator	0	0	0	0	0
TOTAL apprentices trained (including OOP+ and Upgraders)	6,124	1,294	1,645	1,645	1,404
TOTAL apprentices trained (including OOP, no Upgraders)	5,988				
TOTAL apprentices trained (including Upgraders, no OOP)	6,040	(SATCC-purchased training)			
TOTAL apprentices trained (no OOP, no Upgraders)	5,904				

1. Aircraft Maintenance Engineer Technicians are registered with Manitoba Apprenticeship
2. Pipeline Equipment Operator - There is presently no technical training available in Saskatchewan for this trade
3. Plasterer - There is presently no technical training available in Canada for this trade
4. * Technical training is completed prior to registration.
5. **Technical training is in partnership with Saskatchewan Tourism
6. n/a - No applicable training for this trade/level
7. +OOP - Apprentices who received technical training Out of Province.

Appendix E:

Journeyperson Examinations 2016-17

Trade	Total Exams Written	Total Successful	Total Unsuccessful
Agricultural Equipment Technician	61	50	11
Aircraft Maintenance Engineer Technician*			
Automotive Service Technician	128	99	29
Boilermaker	11	10	1
Bricklayer	12	8	4
Cabinetmaker	0	0	0
Carpenter	217	116	101
Sub-trade: Framer	1	0	1
Sub-trade: Scaffolder	83	63	20
Construction Craft Labourer	34	22	12
Construction Electrician	568	358	210
Cook	74	25	49
Electronics Assembler	10	7	3
Esthetician - Nail Technician	0	0	0
Esthetician - Skin Care Technician	7	5	2
Food and Beverage Person	10	9	1
Glassworker	n/a	n/a	n/a
Guest Services Representative	0	0	0
Hairstylist	n/a	n/a	n/a
Heavy Duty Equipment Technician	185	122	63
Industrial Mechanic (Millwright)	90	53	37
Instrumentation and Control Technician	130	85	45
Insulator (Heat and Frost)	39	28	11
Ironworker (Reinforcing)	15	11	4
Ironworker (Structural/Ornamental)	0	0	0
Landscape Horticulturist	35	24	11
Lather (Interior Systems Mechanic)	2	2	0
Locksmith	0	0	0
Machinist	29	23	6
Meat Cutter	0	0	0
Endorsement: Processor	0	0	0
Endorsement: Slaughterer	0	0	0
Metal Fabricator (Fitter)	17	8	9
Mobile Crane Operator	22	18	4
Sub-trade: Boom Truck Operator "A"	11	11	0
Sub-trade: Boom Truck Operator "B"	2	1	1
Sub-trade: Lattice Boom Crane Operator	0	0	0

Trade	Total Exams Written	Total Successful	Total Unsuccessful
Mobile Crane Operator (Hydraulic)	0	0	0
Motor Vehicle Body Repairer (Metal and Paint)	34	24	10
Sub-trade: Automotive Painter	3	1	2
Painter and Decorator	4	1	3
Partsperson	32	21	11
Pipeline Equipment Operator			
Endorsement: Dozer Operator	0	0	0
Endorsement: Excavator Operator	0	0	0
Endorsement: Grader Operator	0	0	0
Endorsement: Sideboom Operator	0	0	0
Plasterer	0	0	0
Plumber	307	172	135
Pork Production Technician			
Endorsement: Breeder	0	0	0
Endorsement: Facilities Maintenance	0	0	0
Endorsement: Farrowing	0	0	0
Endorsement: Grower-Finisher	0	0	0
Endorsement: Nursery Management	0	0	0
Powerline Technician	62	60	2
Recreation Vehicle Service Technician	2	2	0
Refrigeration and Air Conditioning Mechanic	17	10	7
Rig Technician			
- Derrickhand (Level Two)	2	1	1
- Driller (Level Three)	1	1	0
- Motorhand (Level One)	0	0	0
Roofer	6	4	2
Sheet Metal Worker	34	23	11
Sprinkler Fitter	15	14	1
Steamfitter-Pipefitter	121	60	61
Sub-trade: Petroleum Installer Technician	0	0	0
Tilesetter	0	0	0
Tower Crane Operator	4	3	1
Truck and Transport Mechanic	80	47	33
Water Well Driller	1	1	0
Welder	257	165	92
Sub-trade: Semiautomatic Welding Production Operator	0	0	0
TOTAL	2775	1768	1007
*Aircraft Maintenance Engineer Technicians are registered with Manitoba Apprenticeship to comply with Transport Canada regulations.			
n/a - no exam available			

Appendix F: Saskatchewan's Designated Trades and Industry Sectors

Agriculture, Tourism and Service Sector

Cook (IP)
Esthetician

- Nail Technician
- Skin Care Technician

Food and Beverage Person
Guest Services Representative
Hairstylist (IP)
Landscape Horticulturist (IP)

- ◊ Elm Tree Pruner

Locksmith
Meat Cutter

- ◊ Processor
- ◊ Slaughterer

Pork Production Technician

- Breeder
- Facilities Maintenance
- Farrowing
- Grower-Finisher
- Nursery Management

Construction Sector

Boilermaker (IP)
Bricklayer (IP)
Cabinetmaker (IP)
Carpenter (IP)

- ◊ Framer
- ◊ Scaffolder

Construction Craft Labourer (IP)
Construction Electrician (IP) *+
Lather (Interior Systems Mechanic) (IP)
Glazier (IP)
Industrial Mechanic (Millwright) (IP)*
Insulator (Heat and Frost) (IP)
Ironworker (Reinforcing) (IP)
Ironworker (Structural/Ornamental) (IP)
Mobile Crane Operator (IP)

- ◊ Boom Truck Operator "A"
- ◊ Boom Truck Operator "B"

Painter and Decorator (IP)
Pipeline Equipment Operator

- Dozer Operator
- Excavator Operator
- Grader Operator
- Sideboom Operator

Plasterer
Plumber (IP)+
Powerline Technician (IP)

Refrigeration and Air Conditioning Mechanic (IP)*+
Roofer (IP)
Sheet Metal Worker (IP)+
Sprinkler Fitter (IP)
Steamfitter-Pipefitter (IP)

- ◊ Petroleum Installer Technician

Tilessetter (IP)
Tower Crane Operator (IP)
Water Well Driller

Production and Maintenance Sector

Construction Electrician (IP) *+
Electronics Assembler
Industrial Mechanic (Millwright) (IP)*
Instrumentation and Control Technician (IP)
Machinist (IP)
Metal Fabricator (Fitter) (IP)
Refrigeration and Air Conditioning Mechanic (IP)*+
Rig Technician (IP)

- Motorhand (Level One)
- Derrickhand (Level Two)
- Driller (Level Three) (IP)

Welder (IP)

- ◊ Semiautomatic Welding Production Operator

Motive Repair Sector

Agricultural Equipment Technician (IP)
Aircraft Maintenance Engineer Technician
Automotive Service Technician (IP)
Heavy Duty Equipment Technician (IP)
Motor Vehicle Body Repairer (Metal and Paint) (IP)

- ◊ Automotive Painter (IP)

Partsperson (IP)
Recreation Vehicle Service Technician (IP)
Truck and Transport Mechanic (IP)

◊ Represents a sub-trade or endorsement

- Represents a journeyperson certificate in the trade speciality

* The designated trade is part of more than one industry sector

(IP) This trade or sub-trade is recognized with the Red Seal interprovincial status

+ Compulsory Trade

Appendix G: Balanced Scorecard

Reference Table

Measure	Description	Purpose	Methodology	2016-17 Target	Explanation
New Apprentice Registrations Lead: Apprenticeship	The number of newly registered apprentices is an indicator of growth in the SATCC system.	Due to the demand nature of the apprenticeship system, the number of newly registered apprentices is outside the control of the SATCC. It is a key operational indicator and is an important variable to be considered in budgetary and technical training planning.	The 5-year average of percentage increase (or decrease) year over year.	10-11 to 11-12 12.2 11-12 to 12-13 2.7 12-13 to 13-14 (1.7) 13-14 to 14-15 (1.5) 14-15 to 15-16 (16.1)* 5 yr Avg. (0.9)	A 0.9% decrease of the year end forecast of 2,528 new registrations would be 2,505. Rounded to 2,500
Total Apprentices Lead: Corporate Services and Apprenticeship	The total number of registered apprentices indicates the size of the SATCC client base requiring services.	Due to the demand nature of the apprenticeship system, the total number of registered apprentices is outside the control of the SATCC. It is a key operational indicator and is an important variable to be considered in budgetary and technical training planning.	There is a change in the methodology for this measure. The 5-year average of percentage increase (or decrease) year over year was used previously. If there are no new entrants to the system (new registrations) and the current apprentices continue to exit in a timely fashion, the total number of apprentices will decline. In management's judgement, there will not be a 0.3% decrease, there will be a larger decrease for 2016-17.	10-11 to 11-12 3.0 11-12 to 12-13 3.1 12-13 to 13-14 3.3 13-14 to 14-15 (6.7) 14-15 to 15-16 (4.1)* 5 yr Avg. (0.3)	0.3% decrease from 9,548* is 9,519. Rounded to 9,200 apprentices based on management's expectations that a larger decrease (3.6%) will occur in 2016-17 similar to 2015-16.

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	
Total Employers Lead: Apprenticeship	Employers of apprentices drive demand for apprenticeship services.	The more employers engaged with apprenticeship, the higher the demand for SATCC services and the greater the capacity to meet the labour market need for skilled tradespeople.	The 5-year average number of employers. SATCC's planned "Employer Engagement" campaign to try to increase the number of employers participating in the apprenticeship system was not fully implemented due to fiscal restraint. When adding in the current economic context of slower growth, the target is reduced from the 5 year average.	2010-11 2011-12 2012-13 2013-14 2014-15 2015-16 5 yr Avg. Rounded down to Given the current economic context, and that the employer engagement campaign was not fully implemented over the last two years, the current target is reduced a further 50 employers from the 5-year average to	2,730 2,618 2,750 2,813 2,788 2,693* 2,732 2,700 2,650.
Journey person Certificates Issued Lead: Apprenticeship and Corporate Services	The more journey person certificates (JP's) issued the more skilled workers available to the Saskatchewan labour market.	This outcome will directly impact the achievement of the SATCC Vision and Mission.	The percentage of JP's issued compared to the total registered apprentices, is averaged over 5 years. For example, in 2014-15, the number of JP's issued was 18.5% of all the registered apprentices at the end of that year.	2010-11 2011-12 2012-13 2013-14 2014-15 2015-16 5 yr Avg. 17.9% of 9,548* = However, given smaller numbers of apprentices registering, there will be fewer numbers receiving JPs. In management's opinion the 5-year average is further reduce JPs by 100 to	16.7% 17.3% 16.6% 17.9% 18.5% 19.1*% 17.9% 1,709 rounded to 1,700 1,600.

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	
Real Completion Rate (RCR) Lead: Corporate Services	SK was not included in a 2003 national cohort study for apprentice completion rates due to data limitations. In 2012-13, the SATCC adopted the Alberta methodology for cohort completion calculation.	The higher the completion rate, the greater the number of journeypersons available to the labour market and the greater the return on the Province's investment in training.	<p>This method follows individuals through the system and takes the # of apprentices who get JP status (within 2 years after expected end of program) divided by the # of apprentices who complete Level One in a given year.</p> <p>It excludes electronics assemblers, food and beverage persons, guest services representatives and hair stylists, as these trades do not follow the traditional apprentice training routes.</p> <p>An overall completion rate is calculated annually based on the completion rate for each trade.</p> <p>The completion rate for compulsory and non-compulsory trades is calculated on an annual basis (at year end) for information.</p>	2010-11	58.9%
				2011-12	64.7%
				2012-13	65.4%
				2013-14	61.1%
				2014-15	62.5%
				5 yr Avg.	62.5%
				Rounded to 63%	
				The target is based on the rolling 5-year average for the completion rate based on a weighted average using the number of apprentices in each trade.	
				Overall completion rate	
				The completion rate and averages for compulsory and non-compulsory groups are included below for information.	
				Compulsory trades	
				2010-11	65.5%
				2011-12	73.4%
				2012-13	73.7%
				2013-14	69.3%
				2014-15	69.0%
				5 yr Avg.	70.1%
				Non-Compulsory trades	
				2010-11	56.0%
				2011-12	61.2%
				2012-13	61.4%
				2013-14	57.5%
				2014-15	58.8%
				5 yr Avg.	58.8%

Measure	Description	Purpose	Methodology	2016-17 Target Explanation											
Red Seal Exam Pass Rate Lead: Apprenticeship	The Red Seal secretariat publishes the percentage of apprentices who are successful at passing the Red Seal journeyperson exam in their given trade, on an annual basis. The information is available for SK apprentices and all of Canada.	The higher the success of SK apprentices on the Red Seal exam, the greater the number of journeypersons available to the labour market. This measure indirectly indicates the quality of on-the-job training provided by the employer, and the technical training and support provided by SATCC.	The SATCC reports the results for the previous calendar year as audited by Statistics Canada; the results are received in June of the following year (the 2016 results will be received in June 2017).	The success rate has been increasing in the last few years, so in order to create a stretch target, management chose 80%.											
Technical Training Seats Lead: Corporate Services	Apprentices receive training on the job and by attending technical training. In order to achieve journeyperson certification an apprentice must attend technical training on an annual basis, as well as accumulate on the job training.	This outcome will directly impact the achievement of the SATCC Vision and Mission.	The SATCC uses a forecasting method to determine the number of training seats required for the next three years. It takes into account the current number of active apprentices by trade and by level of training. It also uses historical data related to attendance patterns on a trade by trade basis and historical growth patterns over the past 5 years.	6,500 training seats forecast to be purchased, decreased from 6,700 training seats (decrease of 3%) purchased in 2015-16.											
Apprentice Satisfaction with On the Job Training Lead: Apprenticeship	<p>The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010, 2013 and 2015.</p> <p>The survey is completed on a two year cycle and won't be completed again until 2017-18.</p>	To provide apprentice satisfaction with on the job training.	The target is an average of the percentage of apprentices who agreed or strongly agreed with the statement "Overall I am satisfied with the quality of my on the job training."	<table><tr><td>2007</td><td>91%</td></tr><tr><td>2010</td><td>84%</td></tr><tr><td>2013</td><td>88%</td></tr><tr><td>2015</td><td>89%</td></tr><tr><td>4 yr Avg.</td><td>88%</td></tr></table> <p>Rounded to 90%</p> <p>The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 90% is reasonable.</p> <p>There is no target set for 2016-17 as the survey is conducted on a two year cycle and will not be conducted until 2017-18.</p>		2007	91%	2010	84%	2013	88%	2015	89%	4 yr Avg.	88%
2007	91%														
2010	84%														
2013	88%														
2015	89%														
4 yr Avg.	88%														

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	
Employer Satisfaction with the Quality of Journeypersons Lead: Apprenticeship	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010 and 2013. The survey is completed on a two year cycle and won't be completed again until 2017-18.	To provide employer satisfaction with quality of the journeyperson as a proxy for satisfaction with the training.	The target is an average of the percentage of employers who agreed or strongly agreed with the statement "Overall I am satisfied with the quality of the journeyperson following completion of apprenticeship."	2007 86% 2010 82% 2013 81% <u>2015 87%</u> 4 yr Avg. 84% Rounded to 85% The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 85% is reasonable. There is no target set for 2016-17 as the survey is conducted on a two year cycle and will not be conducted until 2017-18.	
Indigenous Apprentices Registered Lead: Apprenticeship	The number of Indigenous apprentices registered at year end.	Maintain a representative proportion of the SK Indigenous population as apprentices compared to the general labour market.	The 5 year average as a percentage of total number of apprentices.	2010-11 13.8 2011-12 13.2 2012-13 13.5 2013-14 13.3 2014-15 13.9 <u>2015-16 14.1</u> 5 yr Avg. 13.6 13.6% of 9,548 = 1,299 Rounded to 1,300	
Female Apprentices Registered Lead: Apprenticeship	The number of female apprentices registered at year end.	Women are under-represented in the SK apprenticeship system compared to the general labour market. This indicator will provide trend information.	The 5 year average as a percentage of total number of apprentices.	2011-12 9.8 2012-13 9.0 2013-14 9.0 2014-15 9.1 <u>2015-16 9.2*</u> 5 yr Avg. 9.2 9.2% of 9,548* = 878. Rounded to 875	
Female Apprentices Registered in Traditionally Male Trades (TMT) Lead: Apprenticeship	The number of female apprentices registered in TMT at year end.	Women are under-represented in the SK apprenticeship system in TMT. This indicator will provide trend information.	The 5 year trend of the actual number of apprentices in this category.	2011-12 355 2012-13 377 2013-14 445 2014-15 454 <u>2015-16 470*</u> Target set at 450	

Measure	Description	Purpose	Methodology	2016-17 Target Explanation
Visible Minority Apprentices Registered Lead: Apprenticeship	The number of visible minority apprentices registered at year end.	Visible minorities are under-represented in the SK apprenticeship system compared to the general labour market. This indicator will provide trend information.	The 5 year average percentage of total number of apprentices.	2011-12 1.8 2012-13 1.7 2013-14 1.0 2014-15 2.8 2015-16 3.4* 5 yr Avg. 2.1 2.1% or 9,548* = 201 Target changed to 300 based on current year number of 317 and the increased growth over the last two years.
Apprentices with Disabilities Registered Lead: Apprenticeship	The number of apprentices that self-identify with a disability, or an assessed learning disability, registered at year end.	Provides trend information regarding the number of registered apprentices with disabilities and learning disabilities.	Previous to 2013-14, information about apprentices with disabilities was tracked for those who self-identified with a disability. On a go forward basis this information will be tracked on a combined basis, both self-identified and those provided with learning accommodations.	Target set at 500 based on 2014-15 year end number of 429 and forecast year end number of 510*.
Sufficient Revenue to Fund Technical Training Lead: Corporate Services	The provincial government grant and tuition fee revenues are sufficient to fund apprentice technical training.	In any given year, only a certain percentage of registered apprentices are ready to attend technical training.	The estimated number of technical training seats purchased in 2016-17 divided by the projected number of registered apprentices on July 1, 2016 (6,500 seats divided by 9,200 apprentices = 70.6% rounded to 71%)	The substantial growth in apprentice numbers over the past few years is anticipated to stabilize in 2016-17. Funding has been gradually increased to fund up to the optimal target.
Share of Non-Government Revenue (%) Lead: Corporate Services	The share of revenue generated from non-government sources such as Client Fees, Interest, etc.	Measures the reliance of the SATCC on government funding to generate revenue.	Non-Gov't Revenue = Client Fees + Industry Contributions + Products and Services + Interest Non-Gov't Revenue Share = (Non-Gov't Revenue/Total Revenue) x 100	Non-Gov't Revenue = \$5.809M Total Revenue = \$27.694M Non-Gov't Revenue Share = (\$5.809M/\$27.649M) x 100 = 20.9% rounded to 21%

Measure	Description	Purpose	Methodology	2016-17 Target Explanation
Annual (Deficit)/ Surplus Lead: Corporate Services	The Annual (Deficit)/ Surplus After Amortization measures the change in net assets of the SATCC from its operating activities in one fiscal year.	Within each annual budget, the Board approves an annual deficit or surplus based on the budgeted revenues and expenses for the organization. This measure tracks how well management manages the organization's resources to meet the budget target for the annual deficit or surplus.	Annual (Deficit)/Surplus After Amortization = Total Revenues (TR) – Total Expenses (TE) – Amortization (ATZN)	This is based on the 2016-17 Budget. TR = \$27.694M - TE = \$28.572M Deficit before ATZN = (\$877K) - ATZN = \$135K Deficit after ATZN = (\$1,012K)
Unrestricted Surplus (Excess over Minimum) Lead: Corporate Services	The amount of money in the Unrestricted Surplus over and above the minimum 1/12th of administrative operating expenses (not including training) that must be held to fund emergencies/potential wind-down.	Measures the financial liquidity of the organization. It also indicates the ability of the organization to absorb higher costs and/ or take on additional projects.	Unrestricted Surplus (Excess over Minimum) = Unrestricted Surplus (End of Year) – Minimum Balance Unrestricted Surplus (End of Year) = Unrestricted Surplus (Beginning of Year) + Annual (Deficit)/Surplus before Amortization + (Increase)/Decrease in AAI Balance + (Increase)/Decrease in SYA Balance – Purchase of Tangible Capital Assets – Acquisition of Prepaid Expense – Inventory Reduction – Other Expected Future Payments (e.g. retroactive SK. Poly CBA costs to be paid in the future) Minimum Balance = 1/12 x [Total Expenses – Program Contractual Services (i.e. Training Costs)]	This is based on the 2016-17 Budget. Unrestricted Surplus (Excess over Minimum) = \$1,704K - \$550K = \$1,154K

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	
Industry Trade Board Meetings Lead: Apprenticeship	Each designated trade has a Trade Board with equal representation from employers and employees of that Trade. There are subject matter experts who participate on Trade Examining Boards and the Curriculum Development Boards.	Trade boards provide a forum for trade-specific direction and general feedback to the SATCC from industry partners. SATCC staff support the Trade Boards and record minutes of all meetings; the number of meetings is reported.	All meetings of the Trade Boards, Trade Board Examining Boards and the Trade Examining Boards and the Curriculum Development Boards are counted. Dependent on specific industry concerns or developments, trade boards meet at least once per year and then on an as needed basis. The other two boards meet on an as needed basis. 40 Trade Boards are currently active. Nine trades do not have active trade boards. This is due to being a low volume or inactive trade or a trade where technical training is delivered out of province.	2011-12 2012-13 2013-14 2014-15 2015-16 5 yr Avg. Rounded to 125	125 140 127 153 125* 134
Employer Consultations Lead: Apprenticeship	As of year-end, the total number of visits made to employer work sites to promote apprenticeship or to support apprentice.	This is a measure of service standards provided by field consultants to SATCC clients, both employers and apprentices.	5 year average of visits conducted.	2011-12 2012-13 2013-14 2014-15 2015-16 5 yr Avg. Rounded to 4,000 In the SATCC's Operations Manual, 3,700 is listed as the performance target for field consultants. This target has been consistently exceeded. Based on the 5-year average and the current internal target, 4,000 was chosen as a reasonable target.	3,953 3,876 4,354 3,861 4,400* 4,089

Measure	Description	Purpose	Methodology	2016-17 Target Explanation
Harmonization Stakeholder Consultations Lead: Apprenticeship	<p>The National Harmonization effort requires input from provincial and territorial (P/T) stakeholders to come to consensus re:</p> <p>Use of Red Seal Name</p> <p>Use of current National Occupational Analysis</p> <p>Hours (work/training)</p> <p>Levels</p> <p>Sequence of Curriculum</p>	<p>Industry boards (Trade Boards and Curriculum and Examination and Development Boards) provide a forum for content-specific direction and specific feedback to the SATCC and the Harmonization Taskforce. This informs the Canadian Council of Directors of Apprenticeship's (CCDA) Harmonization efforts.</p> <p>SATCC staff support the Boards and collaborate with national, provincial and territorial partners to consult, develop and validate trade-specific information. Additionally, these meetings may be with training providers to validate provincial curriculum and delivery.</p>	<p>The number of meetings included in this measure is with industry stakeholders only. Meetings with federal government and P/T counterparts are not included.</p> <p>The number of trades and timeline was proposed by the CCDA. Provinces and territories are expected to participate to meet the following CCDA's strategic goals. The list below gives how many designated SK trades fall within the timeline.</p> <p>8 Trades harmonized by September 2016</p> <p>8 additional Trades harmonized by September 2017</p> <p>5 additional Trades harmonized by September 2018</p> <p>4 additional trades harmonized by September 2019</p> <p>5 additional Trades harmonized by September 2020</p>	<p>With the merging of the Harmonization project with the development of the Red Seal Occupational Standard, the consultation process changed. The result is that only one meeting with stakeholders per trade is expected.</p>

Measure	Description	Purpose	Methodology	2016-17 Target Explanation										
Technical Training Seats Fill Ratio Lead: Corporate Services	The SATCC compares the number of technical training seats purchased with the number of technical training seats used by apprentices.	More apprentices are trained.	<p>The fill rate is calculated by the number of technical training seats purchased divided by the number of seats filled by apprentices. (The number of seats purchased and filled includes the upgraders seats as SATCC pays full price for those seats; the number of seats purchased does not include the number of apprentices who attend technical training outside of Saskatchewan).</p> <p>The target is set using management's judgement as to what the optimal target is based on past experience and current human resources.</p>	<p>Due to operational changes and a focus on achieving the highest fill rate possible given the human resources available the target is being set at 98%; the optimal target in management's opinion.</p> <table><tr><td>2011-12</td><td>94.1%</td></tr><tr><td>2012-13</td><td>96.6%</td></tr><tr><td>2013-14</td><td>98.2%</td></tr><tr><td>2014-15</td><td>99.0%</td></tr><tr><td>2015-16</td><td>98.6*%</td></tr></table> <p>5 yr Rolling Avg. 97.3% rounded to 98%</p>	2011-12	94.1%	2012-13	96.6%	2013-14	98.2%	2014-15	99.0%	2015-16	98.6*%
2011-12	94.1%													
2012-13	96.6%													
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2015-16	98.6*%													

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	
Apprentice Satisfaction with SATCC Lead: Apprenticeship and Corporate Services	The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010, 2013 and 2015.	To indicate apprentice satisfaction with SATCC service delivery.	The result is an average of the positive responses to 10 types of service SATCC provides to apprentices.	2013	91.4
				2015	91.2
	Only the 2013 and 2015 survey asked customer and service satisfaction questions.			Target set at 90% of apprentices indicate a positive response to 10 types of service SATCC provides to apprentices.	
	The survey is completed on a two year cycle and won't be completed again until 2017-18.			The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 90% is reasonable.	
				There is no target set for 2016-17 as the survey is conducted on a two year cycle and will not be conducted until 2017-18.	

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	
Employer Satisfaction with SATCC Lead: Apprenticeship and Corporate Services	<p>The Apprentice and Employer Satisfaction survey was conducted in 2007, 2010, 2013 and 2015.</p> <p>Only the 2013 and 2015 survey asked customer and service satisfaction questions.</p> <p>The survey is completed on a two year cycle and won't be completed again until 2017-18.</p>	To indicate employer satisfaction with SATCC service delivery.	The result is an average of the positive responses to 7 types of service SATCC provides to employers.	2013 91.2% 2015 94.2% Avg. 92.7%	<p>Target set at 92% of employers indicate a positive response to 7 types of service SATCC provides to apprentices.</p> <p>The statistical validity of the survey is 95% certainty within + or -5%. In management's opinion, a target of 92% is reasonable.</p> <p>There is no target set for 2016-17 as the survey is conducted on a two year cycle and will not be conducted until 2017-18.</p>
SATCC Employee Satisfaction Lead: Communications	The Annual Employee Engagement Survey is an internally generated survey which asks employees a number of questions to measure aspects of their job satisfaction. The results are tabulated and shared with employees. The survey has been administered for the last four years.	Measure SATCC staff satisfaction.	The target is an average of the percentage of employees who strongly agree or agree with the following statement: "I find my work fulfilling and I look forward to coming to work each day."	2012 76% 2013 82% 2014 68% <u>2015 69%</u> 4 yr Avg. 73.8%	<p>Target rounded to 70% based on 2015 result.</p>

Measure	Description	Purpose	Methodology	2016-17 Target Explanation	
Apprentice to Journeyman Ratio Compliance Lead: Apprenticeship	The SATCC has mandated apprentice to journeyman ratios within its regulations. The measure tracks how employers comply in this area.	To measure number of inspected employers in compliance with regulated apprentice to journeyman ratios. Employers may be counted more than once dependent on the number of onsite trades.	The target is the year-to-date percentage of all in-compliance employers inspected by field staff. There is a formal process under development for the selection of worksites to be inspected.	This is the first year that this measure is being reported, so 95% is a suitable starting point. Effectively, this means that no more than 1 in 20 employers inspected are not in compliance.	
Industry Issue Response Time Lead: Apprenticeship	This measure tracks if the SATCC responds to 'industry issues' within the 30-day period mandated by its own policy.	The SATCC's policy is to respond to 'industry issues' (i.e. apprentice and employers concerns/needs) within a 30-day time period. The measure tracks the SATCC's effectiveness at meeting this policy.	The measure tracks the share of 'green sheets' which are completed within the 30-day timeframe mandated as per SATCC policy. The 2016-17 measure was set at the five year average.	2011-12	90.7%
				2012-13	95.8%
				2013-14	93.2%
				2014-15	88.5%
				2015-16	99.4%
				5 yr Avg.	93.5%

*These 2015-16 numbers used for the 2016-17 targets are forecasts based on actuals to May 31, 2016.

Appendix H:

Definition of Terms Used in This Report

Act and Regulations: *The Apprenticeship and Trade Certification Act 1999* and regulations are the authority under which the program operates.

Apprentice: An individual who is working in a designated trade, has signed a contract of apprenticeship with his or her employer, and is registered with the Apprenticeship and Trade Certification Commission. Note: Apprentices are not students. They are employees in a skilled trade in which they are acquiring skills.

Apprenticeship Training: A system of training that has two main components: workplace training and technical training. The apprentice, the employer or joint training committee, and the Chief Operating Officer sign a contract of apprenticeship. Apprentices learn the knowledge and skills associated with a trade through workplace training which is supervised by a certified journeyperson, combined with technical training. Upon completion of the final level of training, apprentices are eligible to write the journeyperson examination.

Certificate of Completion of Apprenticeship: A certificate issued to an apprentice who has completed the prescribed apprenticeship term for their designated trade; has successfully completed all levels of required technical training; has met all requirements for the Journeyperson Certificate of Qualification; and has submitted a record book to the SATCC in designated trades which require a record book.

Compulsory Apprenticeship: An individual must be an apprentice or a journeyperson to work in the trade. There are four compulsory apprenticeship trades in Saskatchewan: Electrician, Plumber, Refrigeration Mechanic and Sheet Metal Worker.

Designated Trade: An occupation designated under *The Apprenticeship and Trade Certification Act, 1999*. Designation of an occupation means that legislated rules apply; standards, technical training and certification examinations are established.

Interprovincial Standards Red Seal Program (Red Seal): A national certification program that assists workers seeking employment in any province/territory in Canada.

Journeyperson: An individual who has worked at a trade for several years, passed all examinations, and has been issued a Journeyperson Certificate of Qualification from the Saskatchewan Apprenticeship and Trade Certification

Commission or other Canadian apprenticeship authority.

Journeyperson Certificate of Qualification: A certificate issued to a person pursuant to Section 29 of *The Apprenticeship and Trade Certification Commission Regulations*.

Learner's Certificate: A certificate in a designated trade issued to an applicant who has met the eligibility requirements set by the SATCC and trade regulations.

Proficiency Certificate: A certificate is issued to reflect an individual's ability in a significant area of their trade.

Red Seal Endorsement (RSE): An acronym to use as an enhancement to a journeyperson's professional title, representing his/her successful achievement of obtaining the Red Seal endorsement in the given Red Seal trade.

Saskatchewan Apprenticeship and Trade Certification Commission (SATCC): SATCC is responsible for administering the programs for apprenticeship training, trade certification, upgrading for non-journeypersons and updating for journeypersons.

Sub-trade: A branch of a designated trade that is recognized for training and certification purposes.

Tradesperson: An individual who is working at one of the non-compulsory designated trades, but is not an apprentice or a journeyperson.

Trade Qualifier: A tradesperson who is not a registered apprentice, but has established eligibility to challenge a certification examination.

Updating: Training designed to enhance the skills of an individual who already holds journeyperson certification.

Upgrading: Training designed to assist a tradesperson in preparing to take a journeyperson examination.

Voluntary Apprenticeship: Workers are encouraged to take apprenticeship training or attain journeyperson certification, but it is not a mandatory requirement to work in the trade.

Work (Workplace) Experience / On-the-Job Training: Also known as "experiential learning." The experience an individual gains on a job site learning the skills and performing the actual tasks involved in the work of the trade/occupation.

Appendix I: Saskatchewan Apprenticeship and Trade Certification Commission Offices

Head Office

Saskatchewan Apprenticeship and Trade Certification Commission

2140 Hamilton Street

Regina SK S4P 2E3

Phone: (306) 787-2444

Fax: (306) 787-5105

Toll-free: 1-877-363-0536

Email: apprenticeship@gov.sk.ca

Website: www.saskapprenticeship.ca

Regional Offices

Apprenticeship and Trade Certification Commission
Estevan Regional Office

#201 - 1302A - 3rd Street

Estevan SK S4A 0S2

Apprenticeship and Trade Certification Commission
Northern Regional Office

Mistasinihk Place, 1328 La Ronge Avenue

Box 5000

La Ronge SK S0J 1L0

Apprenticeship and Trade Certification Commission
Moose Jaw Regional Office

W.G. Davies Building

Room 222, 110 Ominica Street West

Moose Jaw SK S6H 6V2

Apprenticeship and Trade Certification Commission
North Battleford Regional Office

#109 - 1192 - 102nd Street

North Battleford SK S9A 1E9

Apprenticeship and Trade Certification Commission
Prince Albert Regional Office

Box 3003

141 - 15th Street East

Prince Albert SK S6V 6G1

Apprenticeship and Trade Certification Commission
Saskatoon Regional Office

603 - 45th Street West

Saskatoon SK S7L 5W5

Apprenticeship and Trade Certification Commission
Swift Current Regional Office

Room 538.5, 350 Cheadle Street West

Swift Current SK S9H 4G3

Apprenticeship and Trade Certification Commission
Yorkton Regional Office

Room 302, 120 Smith Street East

Yorkton SK S3N 3V3

