



**Commission Board of Directors
November 24, 2021
10:00 AM – 1:00 PM
Teams Virtual Meeting**

Meeting Number 2021-2022-02

Members Present:

Drew Tiefenbach (Chair)
Brett Vandale (joined at 11:00 am)
Wayne Stadnyk
Aaron Laughlin
Darcy Smycniuk
Bryan Leier
Ryan Cunningham
Elaine Lafleur
Susan Nedlecov-Anderson
Wayne Worrall
Jeff Sweet (Vice Chair)

Bernie Boutin
Dana Paidel
Ian Knibbs
Ryan Cunningham
Karen Zunti
Brent Dubray
Leonard Manitoken
Alison Poelen
Mike Pestill
Mike Berkes

Regrets:

Staff:

Jeff Ritter (part)
Shaun Augustin (part)
Sherry Morcom – Recorder (part)
Oleksandra Sakhno (part)

Dawn Stanger (part)
Chelsea Coupal (part)
Dave Peters (part)
Elvis Kambeitz (part)

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
Call to Order	
1. Adoption of the Agenda	Motion #2021-2022-02-01 There was consensus to approve the agenda with the addition of SaskPoly Students Associaton (SPSA) to Other Business.
2. Minutes of September 29, 2021 and Business Arising	Motion #2021-2022-02-02 There was consensus to accept the Minutes of September 29, 2021.
3. Chair Report <ul style="list-style-type: none"> • The Chair Report was included in the meeting package. 	Motion #2021-2022-02-03 There was consensus to accept the Chair Report as presented.
4. CEO Report <ul style="list-style-type: none"> • The CEO Report was included in the meeting package. 	Motion #2021-2022-02-04 There was consensus to accept the CEO Report as presented.
Decision Items	
5. Lease Approvals <ul style="list-style-type: none"> • The SATCC’s business requirements have outgrown the capacity of its current locations in Regina and Saskatoon. • Dedicated examination space is required to support the infrastructure required to deliver electronic examinations in both Regina and Saskatoon. • Both of the current locations in Regina and Saskatoon do not have enough space to accommodate examination space. • The combined estimated lease costs are \$977K. These costs will be partially offset by \$546K in with the elimination of current locations (\$443K) and no longer renting hotel/church space (\$103K annually). The net increase in total annual lease costs are \$431K • A business case needs to be presented around the position of how SATCC can better serve their clients, and how SATCC will pay for additional costs involved and Identify potential 	Motion #2021-2022-02-05 There was consensus (with two abstentions, Vandale and Smycniuk) to recommend the proposed locations in Regina (1621 Albert Street) and Saskatoon (838 48th Street E.) be sent to the Minister for approval. Saskatoon recommendation is conditional upon the landlord of 838 48th St. E. location being able to provide the required amount of guaranteed client parking tied to the term of the lease. In the event this is not possible, the recommendation will change to the secondary location (1359 Fletcher Road); <ul style="list-style-type: none"> ○ Upon Board approval, direct management to sign conditional offers to lease with the prospective landlords to hold each locations until Ministerial approval is received; ○ Upon receiving ministerial approval, negotiate lease agreements between the SATCC and the respective landlords at each location (with the possibility of adding a 30 day extension for the Regina location); and

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<p>revenue generation possibilities before approval is requested from the Ministry.</p>	<ul style="list-style-type: none"> ○ Notify the landlords of each of the current locations the current leases will be terminated
<p>6. SYA Industry Scholarship – Program Wind-down.</p> <ul style="list-style-type: none"> ● The Saskatchewan Youth Apprenticeship (SYA) Industry Scholarship has not been receiving enough industry donations in recent years to sustain the current number of scholarships issued annually. (For the last several years, the SATCC has awarded 100 scholarships per year.) ● The Government of Saskatchewan stopped funding the scholarship program through the Ministry of Advanced Education’s Saskatchewan Innovation and Opportunities Scholarship in 2014-15. 	<p>Motion #2021-2022-02-07</p> <p>There was consensus to approve the wind down of the current SYA Industry Scholarship program, beginning in 2021-22. SATCC will:</p> <ul style="list-style-type: none"> ● Continue giving out scholarships until all sponsor funding commitments are met in 2030. ● Stop accepting new industry donations, beginning January 2022.
Committee Reports	
<p>7. Audit and Finance Committee</p> <ul style="list-style-type: none"> ● On behalf of the Audit and Finance Committee, Brett Vandale reported the committee met on November 19, 2021. ● Shaun Augustin spoke to the Audit and Finance Committee items. <p>a. Pulse Check</p> <ul style="list-style-type: none"> ● The Pulse Check has a subset of all performance measures included in the business plan. The Board will use this dashboard reporting to frame its questions and discussion of performance with the CEO and management to be have a more strategic and high level focus in its meeting deliberations. 	<p>There was consensus to accept the report as information.</p>

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<p>b. Performance Management Measurement – Balanced Scorecard Reporting</p> <ul style="list-style-type: none"> The ‘Balanced Scorecard at a Glance’ is used to summarize the SATCC performance measures on a regular basis for the Senior Management Team (SMT) and SATCC Board of Directors. <p>c. YTD Budget to Actual</p> <ul style="list-style-type: none"> The SATCC’s year-to-date (YTD) surplus is less than the budgeted surplus of \$4.594M budgeted in the first three months of 2021-22 by \$790K (-17.2%). The larger-than-anticipated deficit is primarily due to: <ul style="list-style-type: none"> 1. YTD revenues are lower than budget by \$175K (-2.2%) mainly due to lower than anticipated Client Fees in the first quarter; and 2. YTD expenses are higher than budget by \$615K (18.8%) primarily due to higher training expenses offset by anticipated cost savings in most expense categories. <p>d. Training Schedule</p> <ul style="list-style-type: none"> The 2021-22 Budget assumed the SATCC will purchase 4,173 technical training seats. As of September 30th, 121 seats have been officially cancelled, 131 seats have officially been added. Another 48 seats are forecasted to be cancelled for the remainder of the training year. As of Sept. 30, the total forecasted seats to be purchased in 2021-22 is 4,135. Tuition revenue is forecasted to decrease \$108K. The SATCC has been experiencing a lower fill rate thus far in 2021-22. Tuition is not being collected for the postponed training seats from 2020-21 that were added to the 2021-22 training schedule (since the tuition was previously paid). 	

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<ul style="list-style-type: none"> • Training expenditures are currently forecasted to be \$2.947M over budget in 2021-22. The SATCC received much higher interest in its Tiny Home project than originally planned for. An additional \$3.3M in funding was approved by the Ministry of Immigration and Career Training (ICT) for the Tiny Home Project. • The Indigenous Apprenticeship Initiatives (IAI) program funding is forecasted to be over budget by \$308K. The additional spending will draw down most of IAI restricted fund in 2021-22. • Funding spent on updating re-sequenced curriculum, due to harmonization, is forecasted to be under budget by \$12K. Innovation funding, spent on developing new training/curriculum, is forecasted to be under budget by \$28K. <p>e. Financial Forecast</p> <ul style="list-style-type: none"> • SATCC is forecasting a deficit, after amortization, of of \$1.009M in 2021-22 in comparison to the budgeted deficit of \$1.338M. This is a \$329K (-23.8%) decrease in the budgeted deficit. • Revenues are forecasted to be higher-than-budgeted by \$3.1M (12.2%) due to: <ul style="list-style-type: none"> ○ The Tiny Home Project was approved to receive additional funding of \$3.3M in November 2021. This will further enhance the Indigenous Apprenticeship Initiative (IAI) program through the development of partnerships with various stakeholders for the building of tiny houses for the Indigenous communities. ○ Client Fees are forecast to be less than budgeted by \$178K (-4.8%) with two main causes: <ul style="list-style-type: none"> ▪ Tuition revenue is forecast to be \$219K below budget due to a lower fill rate and not collecting 	

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<p>tuition from seats postponed in 2020-21 that were added into the 2021-22 training year; and</p> <ul style="list-style-type: none"> ▪ Administrative fees are forecast to be approximately \$41K higher-thanbudgeted as a result from increased volumes of new registrations, certification exams and upgrading evaluations; <ul style="list-style-type: none"> • Expenses are forecast to be higher than budget by \$2.8M (10.4%) due to: <ul style="list-style-type: none"> ○ Most expense categories being less than budget. The following expense categories highlight major reductions in expenses: <ul style="list-style-type: none"> ▪ A forecasted reduction in Salaries of \$93K (-1.6%) mainly due to capitalization of MyATC salaries and changes in salary due to restructure of roles; ▪ Program Contractual Services is forecast to be \$2.9M (16.9%) higher than budget due to cost savings from a reduction of 38 training seats partially offset by higher costs from training providers due to COVID-19; ▪ The additional funding of \$3.3M for Tiny Home Project for a total of \$4.8M will be distributed to stakeholders within the fiscal year; ▪ The Other Contractual Services decreased \$16K (-1.0%) mainly due to timing of expenses and lower than anticipated legal services. ▪ Advertising, Promotion and Printing is projected to be on target. ▪ Travel forecast to be \$21K (-13.0%) under budget due to less travel as a result of COVID-19; and ▪ Space rental forecast to be \$19K (-2.9%) lower than anticipated. 	

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<ul style="list-style-type: none"> • Management is also forecasting capital purchases to continue with the MyATC project. Currently, the project is tracking slightly under target: <ul style="list-style-type: none"> ○ MyATC ‘work-in-progress’ (WIP) accumulated in 2020-21. Management estimates that \$1,154K in WIP for system development costs for MyATC. An additional \$122K is expected in the forecast for capitalize salary. It should be noted that no amortization related to MyATC will occur until project completion; and ○ Approximately \$27K in building improvements, furniture and equipment purchases. f. IT Update <ul style="list-style-type: none"> • The MyATC project is 93% complete as of Nov.5 and is tracking on schedule (target 93%). Management decided to employ a two-stage ‘go-live’ approach: <ul style="list-style-type: none"> ○ Staff Go-Live – Nov.29, 2021; and ○ Client Go-Live – Jan.10, 2022. g. 2020-21 Internal Audit Plan Update <ul style="list-style-type: none"> • The SATCC 2021-21 Internal Audit Plan was approved at the June 18, 2021 Audit and Finance Committee Meeting. • Internal Audit activities are now underway for 10 of the 15 audit projects included in the 2021-22 plan, with no more projects expected to begin until January 2022. Support for the on-going work from SATCC remains positive and we look forward to continuing with this valuable work. Based on internal audit work completed to date, no concerns or deficiencies have been identified for the 2021-22 projects. 	

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<p>h. 2020-21 Enterprise Risk Management</p> <ul style="list-style-type: none"> • The Commission Board of Directors identified and ranked 14 risks within the 2021-22 Enterprise Risk Management Plan. This report summarizes management’s progress at addressing each risk identified into Q1 2021-22. <ul style="list-style-type: none"> ○ To the end of September 2021, the SATCC is: ○ ‘on track’ in addressing five (5) risks (35.7% of the total), ○ progressing on six (6) risks (42.9%); and ○ ‘no report’ on three risks due to timing of work. ○ There are currently no risks with a ‘not meeting’ status. 	
<p>8. Governance Committee</p> <ul style="list-style-type: none"> • On behalf of the Trade Board Appointments Committee, Drew Tiefenbach reported the committee did not meet. 	There was consensus to accept the report as information.
<p>9. HR Committee</p> <ul style="list-style-type: none"> • On behalf of the Audit and Finance Committee, Drew Tiefenbach reported the committee will meet on November 19, 2021. 	There was consensus to accept the report as information.
<p>10. Trade Board Appointments Committee</p> <ul style="list-style-type: none"> • On behalf of the Trade Board Appointments Committee, Ian Knibbs reported the committee did not meet. 	There was consensus to accept the report as information.
<p>11. Committee Minutes Previously Approved.</p> <ul style="list-style-type: none"> • Previously approved minutes are available in the Aprio Library. 	There was consensus to accept the report as information.
Information Items	

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<p>12. Apprentice Progressions - Research</p> <ul style="list-style-type: none"> • Progression research follows four cohorts of apprentices between 2012-13 and 2015-16 to determine what determinants lead to success or failure in passing their first year of technical training and achieving certification. The following are the key points of the research: • Most apprentices (about 4 in 5) follow the ‘conventional’ path of apprenticeship by starting training at Level 1 with the remainder coming into the system in the ‘unconventional’ path (starting at Level 2 or higher); • For the approximate 35 per cent of apprentices who did not achieve certification, about three-quarters (77.4%) of those apprentices have been ‘cancelled’ (i.e. they have left the system) while the remainder continue to pursue their apprenticeship. 	<p>There was consensus to accept the report for information.</p>
<p>13. Learning Disability Assessment and Outcome</p> <ul style="list-style-type: none"> • Between 2015-16 and 2017-18, over 150 apprentices were assessed for learning disabilities. The following key points highlight the outcomes. • More than 9 in 10 apprentices (92.9% or 145) completing a learning disability assessment between 2015-16 to 2017-18 received accommodations; • Accommodations are effective at supporting apprentices progressing in their apprenticeship journey. The following statistics on apprentices with accommodations support this finding: <ul style="list-style-type: none"> ○ About 8 in 10 (80%) advanced at least one level in their apprenticeship; ○ Half (50%) successfully completed their journeyperson (JP) certification; and 	<p>There was consensus to accept the report for information.</p>

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<ul style="list-style-type: none"> ○ The Real Completion Rates (RCR) for apprentices with accommodations are slightly higher than the RCRs for apprentices without accommodations. 	
<p>Elvis Kambeitz joined the meeting at 12 noon.</p>	
<p>14. Virtual Leaving Strategist</p> <ul style="list-style-type: none"> ● Phase 1 of Virtual Learning Strategist (VLS) program continues ● Phase 2 funding by Employment and Service Development Canada has been approved with the agreement in process of receiving the required Cabinet approvals. ● The project commenced in 2018 and is a five-year project with Phase 1 set to conclude March 31, 2023. Year 1 was for the framework; hiring, and partnership meetings (virtual, conferencecall) with jurisdictions. Year 2 was testing the pilot began in NB, then was scheduled to roll out to Yukon and Saskatchewan in September 2019, Prince Edward Island and Nova Scotia in November 2019, and Newfoundland officially joining recently. 	<p>There was consensus to accept the report for information.</p>
<p>Elvis Kambeitz left the meeting at 12:35</p>	
<p>15. Apprentice and Employer Satisfaction Survey</p> <ul style="list-style-type: none"> ● Between September 20 to October 29, 2021, 610 apprentices responded to the survey¹. These are the preliminary key findings: <ul style="list-style-type: none"> ○ There is a high level of satisfaction among apprentices with on-the-job training (91%). The 90 per cent performance management target was exceeded by 1 per cent. ○ There was strong agreement in the overall satisfaction with service provided by SATCC staff (92%)². This is above the 90 per cent performance management target by 2 per cent. ○ About half of apprentices (51.8% or 316) attended technical training. Among them, the majority are satisfied with all 	<p>There was consensus to accept the report for information.</p>

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<p>aspects of the training received (77% to 87%). The facilities and equipment for technical training was the highest rated aspect of training.</p> <ul style="list-style-type: none"> ○ Over half of apprentices are willing to complete SATCC services online (51% to 70%). For 7 of 10 apprentices, verifying trade time and general information about apprenticeship and certification account for the top services they would like to see online. ● Between September 20 to October 29, 2021, 408 employers responded to the survey¹. These are the preliminary key findings: <ul style="list-style-type: none"> ○ There is a high level of satisfaction among employers with the quality of the journey person when they complete an apprenticeship (92%). This is above the 90 per cent performance management target by 2 per cent. ○ There was strong agreement in the overall satisfaction with service provided by SATCC staff (96%)². This exceeds the 90 per cent performance management target by 6 per cent. ○ Employers are highly satisfied with the different aspects of the apprenticeship. Almost all employers agreed they understand the apprenticeship process and earning potential involved with careers in skilled trades (98%), and are satisfied with the apprentice’s ability to contribute to the success of their company (96%). ○ A significant majority of employers prefer to complete SATCC services online (71% to 85%). Verifying trade time (85%) and register for apprenticeship (84%) account for the top services employers would like to see online. 	
Recurrent Information Items	
<p>16. Commission Operational Update</p> <ul style="list-style-type: none"> ● This information is included and Directors are encouraged to share it with their respective stakeholders. 	<p>There was consensus to accept the report for information.</p>

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<p>17. Other Business</p> <ul style="list-style-type: none"> • SaskPoly Students Associaton – The President approached the Chair of the Board of Directors regarding student fees for apprentices. They have asked for a time on a future agenda to make a presentation to the Board of Directors. • SPSA will be advised that the Chair has approached the Board of Directors of their request and that it will be denied. • SATCC’s understanding is that apprentices cannot be charged student fees by SaskPoly. • The Training Protocol Agreement was revised so that apprentices were not required to pay student fees. 	
<p>Jeff Ritter, Shaun Augustin, Chelsea Coupal, Dawn Stanger, Dave Peters, Oleksandra Sakhno and Sherry Morcom left the meeting at 12:56.</p>	
<p>18. In-Camera</p>	
<p>19. Next Meeting</p> <ul style="list-style-type: none"> • February 2, 2022 	
<p>20. Adjournment</p>	<p>The meeting adjourned at 1:00 pm.</p>

Commission/Committee Chairperson

Commission/Committee Vice Chairperson

