



**Commission Board of Directors
April 6, 2022
10:00 AM – 1:45 PM
Teams Virtual Meeting**

Meeting Number 2021-2022-04

Members Present:

Drew Tiefenbach (Chair)
Brett Vandale
Bernie Boutin
Aaron Laughlin
Darcy Smycniuk
Wayne Worrall
Susan Nedlecov-Anderson
Elaine Lafleur
Dion Malakoff

Jeff Sweet (Vice-Chair)
Dana Paidel
Ian Knibbs
Ryan Cunningham
Wayne Stadnyk
Brent Dubray
Leonard Manitoken
Alison Poelen

Regrets:

Mike Berkes
Karen Zunti

Bryan Leier
Mike Pestill

Staff:

Jeff Ritter (part)
Sherry Morcom – Recorder (part)
Remi Poitras (part)
Nancy Porter (part)
Danelle Reiss (part)

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

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| Call to Order | |
| 1. Adoption of the Agenda | Motion #2021-2022-04-01 There was consensus to approve the agenda. |
| 2. Minutes of February 2, 2022 and Business Arising | Motion #2021-2022-04-02 There was consensus to accept the Minutes of February 2, 2022. |
| 3. Chair Report <ul style="list-style-type: none"> • The Chair Report was included in the meeting package. | Motion #2021-2022-04-03 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. • The Minister did not approve the Lease Decision item that was provided. | Motion #2021-2022-04-04 There was consensus to accept the CEO Report as presented. |
| Decision Items | |
| 5. SATCC 2022-27 Draft Strategic Plan <ul style="list-style-type: none"> • | Motion #2021-2022-04-05 There was consensus to accept the CEO Report as presented. |
| 6. 2022-2023 Business Plan (For Information) <ul style="list-style-type: none"> • The draft 2022-23 Business Plan is based on the 2022-27 Strategic Plan's four main goals and identifies the priority strategies and key actions for the upcoming fiscal year. There are 35 performance measures identified in the draft 2022-23 Balanced Scorecard (although targets will not be set until June 2022). This document also includes a draft 2022-23 Budget with a proposed deficit of \$1.8 million based on total revenues of \$24.1M and \$25.9M in total expenses. Total revenue includes proposed changes to tuition and administrative fee rates that | The 2022-2023 Business Plan was presented for information only. This item will be brought back to the June meeting. |

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| <p>are estimated to generate \$284K in revenue in 2022-23. This value is included in the \$24.1M budget for total revenues. The draft 2022-23 Business Plan is being provided for review and feedback by the Commission Board. This feedback will be incorporated by management into the 'final' 2022-23 Business Plan for Commission Board meeting in June 2022.</p> | |
| <p>7. SATCC Committee Board Terms of Reference Dana Paidel reported that the Governance Committee met on March 23, 2022 and approved the following SATCC Committee Board Terms of Reference:</p> <ul style="list-style-type: none"> a) Board of Directors b) Trade Board Appointments Committee | <p>Motion #2021-2022-04-06 There was consensus to approve the following SATCC Committee Board Terms of Reference:</p> <ul style="list-style-type: none"> a) Board of Directors b) Trade Board Appointments Committee |
| <p>8. SATCC Committee Board Policies Dana Paidel reported that the Governance Committee met on March 23, 2022 and approved the following SATCC Committee Board Policies:</p> <ul style="list-style-type: none"> a) A5 Definition of Employers and Employees for Purposes of Representation on the Commission and Trade Board b) A6 Commission Board Accountability c) A7 Trade Board Accountability d) G4 Delegation of Signing Authorities e) G5 Election of Board Chair and Vice-Chair f) G6 Role of Board Chairperson g) G7 Board Committees - Structure and Membership | <p>Motion #2021-2022-04-07 There was consensus to approve the following SATCC Committee Board Policies:</p> <ul style="list-style-type: none"> a) A5 Definition of Employers and Employees for Purposes of Representation on the Commission and Trade Board b) A6 Commission Board Accountability c) A7 Trade Board Accountability d) G4 Delegation of Signing Authorities e) G5 Election of Board Chair and Vice-Chair f) G6 Role of Board Chairperson g) G7 Board Committees - Structure and Membership |
| <p>Elvis Kambeitz joined the meeting at 11:20</p> | |
| <p>9. TB-CEDB-TEB Recommendations</p> | <p>Motion #2021-2022-04-08 There was consensus to approve the following TB-CEDB-TEB appointments and removals.</p> |

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| <p>Ian Knibbs reported that the Trade Board Appointments Committee met on March 21, 2022 and approved the TB-CEDB-TEB appointments and removals.</p> | |
| <p>Elvis Kambeitz left the meeting at 11:46</p> | |
| <p>Committee Reports</p> | |
| <p>10. 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 April 1, 2022. • Shaun Augustin spoke to the Audit and Finance Committee items. <p>a. 2021-22 Internal Audit Plan</p> <ul style="list-style-type: none"> • Internal Audit activities are now underway for 14 of the 15 audit projects included in the 2021-22 plan, with the remaining project expected to begin in April 2022. • The majority of the delays are due to resourcing issues. <p>b. 2021-022 ERM Plan Update</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 Q3 2021-22. To the end of February 2022, 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>There was consensus to accept the report as information.</p> |

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| <p>c. 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>d. 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. • To the end of February 2022, the SATCC is exceeding or achieving on 17 out of 32 measures (53.1% of the total) and progressing on another 6 measures (18.8%). Eight (8) measures are not being met (25.0% of the total) while one (1) measure (3.1%) currently has a No Report status. • Six (6) of the measures have been completed for 2021-22. <p>e. YTD Budget to Actual</p> <ul style="list-style-type: none"> • The SATCC’s year-to-date (YTD) surplus is \$4.66M as of February 28, 2022. This amount is greater than the budgeted surplus of \$2.04M budgeted in the first eight months of 2021-22 by \$2.62M (+128.3%). The higher than anticipated surplus is primarily due to: <ul style="list-style-type: none"> ○ YTD revenues are higher than budget by \$3.0M (+16.6%) mainly due to an additional \$3.3M in | |

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| <p>funding from the Ministry of Immigration and Career Training (ICT) for the 'Tiny Home' Project; and</p> <ul style="list-style-type: none"> ○ YTD expenses are higher than budget by \$409K (+2.5%) due to cost savings in most expense categories being mostly offset by higher-than-budgeted spending in Program Contractual Services. <p>f. 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 February 28th, 332 seats have officially been cancelled, 190 seats have officially been added, 61 seats are forecasted to be cancelled and 12 seats are forecasted to be added for the remainder of the training year. The total forecasted seats to be purchased in 2021-22 is 3,982 (i.e., 191 seats less than budgeted). ● Tuition revenue is forecasted to decrease \$224K. The decrease in forecasted tuition revenue is due to the reduced number of seats plus: <ul style="list-style-type: none"> • The 'fill rate' of technical training seats below the budget of 95 per cent by approximately five (5) percentage points; and • Postponed training seats from 2020-21 that were added in 2021-22 with no additional tuition collected. ● The Program Contractual Services expense line item is currently forecasted to be \$2.5M over budget in 2021-22. Direct training expenditures are forecasting lower by approximately \$948K due to the forecast in reduction in seats purchased and actual changes to training dates. ● The Tiny Home Project proposals received exceeded expectations and plan to be over budget by \$3.26M. An | |

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| <p>additional funding of \$3.3M has been approved for the Tiny Home Project, which was not included in the approved budget, bringing the total cost of the funding to \$4.8M. This will increase the number of homes funded or built as this project attracted more responses than anticipated.</p> <ul style="list-style-type: none"> • The Indigenous Apprenticeship Initiatives (IAI) program funding is forecasted to be over budget by \$304K. This will draw down the IAI designated asset. The Harmonization funding (spent on updating re-sequenced curriculum due to harmonization) is forecasted to be under budget by \$32K. Innovation funding, spent on developing new training/curriculum, is forecasted to be under budget by \$70K. <p>g. Financial Forecast</p> <ul style="list-style-type: none"> • The SATCC is forecasting a deficit, after amortization, of \$616K in 2021-22. This is \$722K (-54.0%) lower than the anticipated budgeted deficit of \$1.338M. The forecasted decrease in the deficit is due to the following: <ul style="list-style-type: none"> • Revenues are forecasted to be higher-than-budgeted by \$3.03M (+11.9%) due to: <ul style="list-style-type: none"> ○ The Tiny Home Project received additional funding of \$3.3M from the Ministry of Immigration and Career Training (ICT) that was not included in the 2021-22 Budget; ○ Client Fees are forecast to be less than budgeted by \$257K (-7.0%) with two main causes: <ul style="list-style-type: none"> ▪ Tuition revenue is forecasted to be \$224K below budget due to a lower-than-budgeted | |

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| <p>fill rate of scheduled classes and not collecting tuition from seats postponed in 2020-21 that were added into the 2021-22 training year; and</p> <ul style="list-style-type: none"> ▪ ii. Administrative fees are forecast to be approximately \$33K lower-than-budgeted as a result of modest increases in new registrations offset by lower projection of written exams than budget. <ul style="list-style-type: none"> • Expenses are forecasted to be higher than budget by \$2.3M (+8.6%) due to: <ul style="list-style-type: none"> ○ Program Contractual Services is forecasted to be \$2.5M (14.3%) higher than budget due the additional \$3.3M in unbudgeted expense from the Tiny Home project partially offset by cost savings from a reduction of 191 training seats compared to budget; and ○ Most other expense line items forecasted are less than budgeted. The following highlights major changes that are forecasted: <ul style="list-style-type: none"> ▪ Salaries are forecasted to be less-than-budget by \$194K (-3.3%) mainly due to position vacancies partially offset by position shifts from temporary to permanents and higher overtime due to the implementation of the MyATC system; ▪ Other Contractual Services is forecasted to be over budget by \$150K (9.5%) mainly due to MyATC system development expense (estimated to be \$235K higher than budgeted, including \$100K for enhancements), business process consulting | |

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| <p>expense and the cost to replace the SATCC's obsolete exam management software;</p> <ul style="list-style-type: none"> ▪ Board Expenses are forecast to be \$24K (-21.6%) under budget mainly due to less travel and on-line meetings due to COVID-19; ▪ Travel expense is forecasted to be \$19K (-11.8%) under budget because of limited traveling due to COVID-19; ▪ Telephone cost is forecasted to be \$8K (9.6%) over budget due to higher costs for special cell phones for the Field Consultants satellite laptops; ▪ Advertising, Promotion, Printing is forecasted to be \$27K (-4.2%) under budget mainly due to the cancelation of the Apprenticeship Awards banquet; ▪ Space Rental is forecasted to be \$40K (-6.2%) lower than budgeted due to lower exam rental and utilities than anticipated; and ▪ Offices Supplies and Postage are forecasted to be \$12K (-17.3%) under budget due to business process adjustments from COVID-19 and MyATC. <ul style="list-style-type: none"> • Capital purchases are forecasted to be over budget by \$78K (6.6%) mainly due to the MyATC project tracking slightly over target: <ul style="list-style-type: none"> ○ MyATC 'work-in-progress' (WIP) accumulated \$603K in 2020-21. In the current fiscal year, management projected \$612K for MyATC capital cost leaving the project to be slightly over the approved budget by | |

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| <p>\$61K. It should be noted that amortization related to MyATC commenced in December and recorded at year-end; and</p> <ul style="list-style-type: none"> ○ An additional \$16K is recognized for the new exam software and approximately \$27K in building improvements, furniture and equipment purchases is anticipated in the budget/forecast. | |
| <p>Danelle Reiss joined the meeting to be introduced to the Board of Directors 12:09-12:10</p> | |
| <p>The Board of Directors broke for lunch and returned at 1:00 pm.</p> | |
| <p>11. Governance Committee</p> <ul style="list-style-type: none"> ● On behalf of the Governance Committee Dana Paidel reported that the Committee met on March 23, 2022. | <p>There was consensus to accept the report as information. All items were decision items already dealt with earlier in the meeting.</p> |
| <p>12. HR Committee</p> <ul style="list-style-type: none"> ● On behalf of the Human Resource Committee, Drew Tiefenbach reported the committee met on March 7, 2022. <ul style="list-style-type: none"> a) 2nd Quarter 2021-22 STI Update | <p>There was consensus to accept the report as information.</p> |
| <p>13. Trade Board Appointments Committee – met March 21, 2022</p> <ul style="list-style-type: none"> a) Trade Board Minutes | <p>There was consensus to accept the report as information.</p> |
| <p>14. Committee Minutes Previously Approved.</p> <ul style="list-style-type: none"> ● Previously approved minutes are available in the Aprio Library. | <p>There was consensus to accept the report as information.</p> |

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| Information Items | |
| <p>15. BuildForce 2022-27 SK Construction Labour Market Forecast</p> <ul style="list-style-type: none"> • BuildForce forecasts a rise in total residential and non-residential investment between 2022 and 2027. Overall, employment in the construction industry is expected to rise by 4 per cent, or 1,500 workers over the forecast period. Between 2021 and 2023, it is projected to rise by 8.7 per cent (+3,000 workers) to then gradually decline over the remainder of the period. • Most of the employment gains will come from residential investment which is expected to grow by over 900 workers (+8.7%). Total residential investment is projected to trend upward over the forecast period, as increased renovation construction offsets variation in new-home construction. • Additionally, total non-residential investment is projected to remain elevated between 2022 and 2027, driven by major projects including the expansion of a potash mine as well as the construction of a canola processing plant and a natural gas power plant. Investment cycles down slightly in 2024 then returns to peak levels in 2025 before falling slightly to 2027 as major projects wind down. Across the forecast period, employment in the non-residential sector is expected to rise by approximately 600 workers (+2.4%). • There are opportunities for new entrants in the construction sector. The construction industry will need to recruit an additional 1,200 workers given the expected rise in employment plus another approximate 5,000 workers to replace anticipated retirements. • BuildForce projects local recruitment efforts of approximate 5,300 new-entrant workers under the age of 30 will help moderate labour force pressures. However, a | <p>There was consensus to accept the report for information.</p> |

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| <p>deficit of approximately 900 workers may emerge by 2027 unless anticipated recruitment is increased. Addressing this deficit will require strategies, including additional recruitment and training of construction workers.</p> <ul style="list-style-type: none"> • A portion of the new entrants to the construction industry will require apprenticeship and certification. These projections imply that demand for apprenticeship from the local construction industry could increase over the forecast period. | |
| <p>Elvis Kambeitz joined the meeting at 1:30</p> | |
| <p>16. Upgraders Outcomes</p> <ul style="list-style-type: none"> • The SATCC provides voluntary and/or compulsory upgrading to qualified apprentices and trade qualifiers to help prepare them for the Interprovincial Journeyperson Examination or the Saskatchewan Proficiency examination. This research follows four cohorts of first-time upgraders between 2017-18 and 2020-21 to determine if they successfully achieved certification. • The majority of upgraders followed the apprenticeship route and took the upgrading course once. Between 2017-18 and 2020-21, around two-thirds of upgraders took mandatory upgrading (in 2019-20, the proportion was 74.8%). Interestingly, apprentices are more likely than trade qualifiers to take mandatory upgrading. Most upgraders are in the Carpenter, Construction Electrician, Welder and Plumber traders. • The following key points suggest that upgrading is somewhat effective in support of achieving certification: | <p>There was consensus to accept the report for information.</p> |

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| <ul style="list-style-type: none"> ○ About three-quarters of upgraders passed the upgrading training in 2018-19 and 2019-20. Apprentices-upgraders were more likely than trade qualifiers-upgraders to pass the upgrading course in 2017-18, while the opposite happened in 2018-19. ○ In-class upgraders recorded a higher pass rate than those in the online format. ○ More than 6 of 10 upgraders were issued a certificate in 2017-18, and 57.1 per cent did so in 2018-19; ○ In 2017-18, nine of 10 voluntary upgraders were issued a Journeyperson Certificate or Proficiency Certificate after their first attempt, while the same was true for all 2019-20 voluntary upgraders. After their third attempt, compulsory upgrades were certified at 53.1 per cent and 59.1 per cent rates in 2017-18 and 2018-19, respectively; and ○ Upgraders in the Welder trade recorded the highest pass rate among trades between 2017- 18 and 2020-21. | |
| Elvis Kambeitz left the meeting at 1:34 | |
| <p>17. Technical Training Exit Survey</p> <ul style="list-style-type: none"> ● The SATCC is conducting the 2021-22 Technical Training Exit Survey to understand apprentice program satisfaction with the delivery model, evaluate learning experiences, assess perceptions on career progression and success and gather feedback on improvement opportunities. ● As of March 18, 2022, 343 apprentices have responded to the survey. These are the preliminary key findings: | There was consensus to accept the report for information. |

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| <ul style="list-style-type: none"> ○ About eight of 10 apprentices received in-person technical training with the remainder attending hybrid training (81% and 19%, respectively). ○ Almost three-quarters (73%) of apprentices are very satisfied or somewhat satisfied with their experience with technical training. However, apprentices' satisfaction with technical training varies depending on the delivery method. For example, about three-quarters of apprentices (76%) who attended training in-person are satisfied, while the same was true for 55 per cent of apprentices who attended hybrid technical training. ○ Most apprentices are satisfied with the different technical training areas (ranging from 73% to 93%). About 9 of 10 felt safe when attending training in person and found the physical environment was a safe learning space that encouraged participation. ○ More than 9 of 10 males felt safe when attending training in person and found shops and classrooms as a safe environment for learning. Meanwhile, the same was true for 84 per cent of female apprentices. ○ More than 7 of 10 apprentices (72%) who attended in-person training agreed that it was very effective. Almost the same (68%) found the in-person part of the hybrid technical training very effective, but only one of 10 indicated the same for the online section. ○ Many apprentices (83% on average) give positive ratings (strongly and somewhat agree) to the availability of support, time to review materials and length of instruction time when attending in-person training. For those who attended hybrid training, around 68 per cent provided positive feedback of the | |

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| <p>online portion, compared to 76 per cent of the in-person component.</p> <ul style="list-style-type: none"> ○ Around three-quarters of apprentices preferred the in-person format for future technical training. Apprentices who attended in-person technical training are more likely to choose future in-person training than those who attended online training (75% vs. 68%) | |
| <p>18. Awards Ceremony</p> <ul style="list-style-type: none"> ● The SATCC is planning to hold the in-person banquet in 2022. ● The traditional, in-person awards event has not been held for the past two years due to the pandemic. <ul style="list-style-type: none"> ○ The simplified program will consist of welcoming remarks and congratulatory remarks from dignitaries (i.e., SATCC CEO, Board Chair, Minister of Immigration and Career Training (ICT)) followed by supper and entertainment. ○ A slideshow with the names of the winners will be projected throughout the night and a printed program with the names of all the winners listed will be provided to all attendees. ○ Photo opportunities will still be provided for guests and winners. | <p>There was consensus to accept the report for information.</p> |
| Recurrent Information Items | |
| <p>19. 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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| 20. Other Business <ul style="list-style-type: none"> There was no other business. | |
| Jeff Ritter, Shaun Augustin, Chelsea Coupal, Dawn Stanger, Nancy Porter, Remi Poitras, Sherry Morcom and Danelle Reiss left the meeting at 1:40 pm | |
| 21. In-Camera | |
| 22. Next Meeting <ul style="list-style-type: none"> June 22, 2022 | |
| 23. Adjournment | The meeting adjourned at 1:45 pm. |

Commission/Committee Chairperson

Commission/Committee Vice Chairperson

