



**Commission Board of Directors
January 31, 2024
10:00 AM – 1:45 PM
Hybrid Meeting**

Meeting Number 2023-2024-04

Members Present:

Jeff Sweet
Justin Hoyes
Brent Dubray
Leonard Manitoken
Darcy Smycniuk
Bryan Leier

Brett Vandale
Dana Paidel
Karen Low
Karen Zunti
Dawn Wreford
Chris Lysitza
Julien Brazeau

Regrets:

Dion Malakoff
Ryan Cunningham
Mike Pesthill

Elaine Lafleur
Wayne Worrall
Zack Somer

Staff:

Jeff Ritter (part)
Shaun Augustin (part)
Sherry Morcom – Recorder (part)
Remi Poitras (part)

Nancy Porter (part)
Chelsea Coupal (part)
Dave Peters (part)

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
Call to Order and land acknowledgment.	
1. Adoption of the Agenda	Motion #2023-2024-04-01 There was consensus to approve the agenda.
2. Minutes of November 30, 2023, and Business Arising Business Arising There was no Business Arising	Motion #2023-2024-04-02 There was consensus to approve the Minutes of November 30, 2023.
3. Chair Report <ul style="list-style-type: none"> The Chair Report was included in the meeting package. 	Motion #2023-2024-04-03 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. SATCC was successful in signing a contract with ESDC supporting Red Seal trades with low female representation. Additional details are included in an Information Item on the agenda. Saskatchewan Piping Joint Industry Training Board (Sask Piping) and SATCC have been working together over the past year to deliver Red Seal Sprinkler Fitter technical training in the province. The development work for all three levels of technical training in Regina has been completed. Online exam delivery has been piloted and is currently being tested at the exam center in Regina. 	Motion #2023-2024-04-04 There was consensus to accept the CEO Report as presented.
Decision Items	
5. 2023-24 Fee Review <ul style="list-style-type: none"> The proposed recommendation is based on the SATCC's Tuition Policy which recommends that tuition be increased by \$5 per week when the average CPTD increases above a threshold of \$2.50 above the current tuition rate. The estimated Cost Per Training Day (CPTD) is \$122.19 for 2024-25. The current minimum is \$350 for trades with less than four weeks of training. However, this minimum isn't tied to any 	Motion #2023-2024-04-05 There was consensus to approve the recommendation to increase the tuition rate from \$110 per week in 2023-24 to \$120 per week in 2024-25. There was consensus to approve charging a minimum of four (4) weeks of tuition for any class for any short-term classes less than

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<p>changes in the tuition rate. If the current rate is increased to \$120 per week, the minimum tuition will be below the rate of \$360.</p> <ul style="list-style-type: none"> • Administrative Fees - there will be no financial impact until the effective date of July 1, 2024. • As a best practice, a policy has been developed for the review/administration of Administrative Fees. The F7 Policy will be brought to the Governance Committee on March 20. Minimum tuition will be included in this policy. 	<p>four (4) weeks. The minimum tuition will increase from \$350 to \$480.</p>
<p>6. SATCC Board Professional Development Program</p> <ul style="list-style-type: none"> • In June 2023, Governance Solutions Inc. (GSI) initiated a competencies and attributes survey of the SATCC Board of Directors. The self-reported survey was conducted over the summer, and in September 2023, GSI provided a summary of board skills and gaps for consideration. • Governance Solutions Inc, identified the following areas for enhanced learning: <ul style="list-style-type: none"> ○ Competency in Marketing and Communications ○ Strength in Financial Literacy ○ Competency in Environmental, Social and Governance (ESG) ○ Education in Corporate Governance • There was a discussion on the turn-over of the Board of Director membership and that current gaps in board skills will change as Board Directors change. It was felt that there is value in Corporate Governance training. 	<p>Motion #2023-2024-04-06</p> <p>There was no consensus to approve the proposed Professional Development Program.</p> <p>Alternative options will be investigated and brought back to a future Board of Directors meeting. Options will include on-line versus in-person, length options for training, providers, etc.</p>
<p>7a. Board Policies</p> <ul style="list-style-type: none"> • The Commission Board established a schedule to review all policies every three years. 	<p>Motion #2023-2024-04-07</p> <p>There was consensus to approve the proposed change to the below policy:</p> <p>a) A1 – Board of Directors Honoraria and Expense Guideline</p>
<p>7b. Board Policies</p> <ul style="list-style-type: none"> • The Commission Board established a schedule to review all policies every three years. 	<p>Motion #2023-2024-04-08</p> <p>There was consensus to approve the proposed changes to the below policy:</p> <p>b) A4 – Trade Board Meetings and Minutes</p>

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<p>7c. Board Policies</p> <ul style="list-style-type: none"> The Commission Board established a schedule to review all policies every three years. 	<p>Motion #2023-2024-04-09</p> <p>There was consensus to approve the proposed changes to the below policy:</p> <ul style="list-style-type: none"> c) A8 – SATCC Board Electronic Communication Device Usage and A9 – SATCC Bring Your Own Device
<p>7d Board Policies</p> <ul style="list-style-type: none"> The Commission Board established a schedule to review all policies every three years. 	<p>Motion #2023-2024-04-10</p> <p>There was consensus to approve the proposed changes to the below policy:</p> <ul style="list-style-type: none"> d) F2 – Financial Assets Surplus
<p>7e. Board Policies</p> <ul style="list-style-type: none"> The Commission Board established a schedule to review all policies every three years. 	<p>Motion #2023-2024-04-11</p> <p>There was consensus to approve the proposed changes to the below policy:</p> <ul style="list-style-type: none"> e) Board Charter
<p>8. Appointment and Removal of Members to SATCC TBs, CEDBs and TEBS</p> <ul style="list-style-type: none"> On behalf of the Trade Board Appointments Committee, Dave Peters reported the committee met on January 15, 2024. 	<p>Motion #2023-2024-04-12</p> <p>There was consensus to approve the appointment and removal of members to the Saskatchewan Apprenticeship and Trade Certification (SATCC) Trade Boards (TBs), Trade Examining Boards (TEBs), or Curriculum and Examination Development Boards (CEDBs).</p>
Committee Reports	
<p>9. Trade Board Appointments Committee</p> <ul style="list-style-type: none"> Trade Board Minutes - The complete minutes of each of these meetings can be found in the Aprio Library. 	<p>There was consensus to accept the report for information.</p>
<p>10. Audit and Finance Committee</p> <ul style="list-style-type: none"> On behalf of the Audit and Finance Committee, Bryan Leier reported the committee met on January 26, 2024. Shaun Augustin spoke on the Audit and Finance Committee items. 	<p>There was consensus to accept the report for information.</p>

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<p>a. Pulse Check</p> <ul style="list-style-type: none"> • The Pulse Check includes a subset of all performance measures in the business plan. • Real completion rates are expected to increase. SATCC is only one of two jurisdictions that use this methodology. • Certifications issued are also expected to increase. • The number of Indigenous apprentices has dropped slightly. • GDI has indicated that the labor market is busy, and they are not being approached to assist in getting jobs. • GDI feels that programming changes of moving funding has attributed to the decline. GED is no longer being recognized. There is now funding available for students to attend University. <p>b. Performance Management Measures – 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. • As of the end of November 2023, the SATCC is: <ul style="list-style-type: none"> ○ Exceeding or achieving on 17 out of 34 measures (50.0% of the total) ○ Progressing on 10 measures (29.4%). ○ Five (5) measures are not being met (14.7% of the total) ○ Two (2) measures (5.9%) currently have a No Report status. • Notable variances have now been noted. SATCC has tried to provide written explanations if they are available. • Degree of Control categorization should be reviewed. 	

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<p>c. YTD Actual to Budget</p> <ul style="list-style-type: none"> • The SATCC’s year-to-date (YTD) surplus is \$1.166M as of November 30, 2023. The actual YTD surplus is lower than the budgeted surplus of \$1.692M budgeted in the first five months of 2023-24 by \$526K (-31.1%). The lower-than-budgeted YTD surplus is primarily due to: <ul style="list-style-type: none"> ○ YTD expenses are higher than budget by \$648K (7.0%) primarily due to timing of training costs, drawing down designated assets, timing of other contractual services, bank service charges and office supplies; offset by ○ YTD revenues are higher than budget by \$122K (1.1%) mainly due to higher interest revenue than expected, and slightly higher client fees. <p>d. Training Schedule</p> <ul style="list-style-type: none"> • The 2023-24 Budget assumed the SATCC will purchase 4,468 technical training seats. As of December 4th, 272 seats have officially been added, 407 seats have officially been cancelled. Currently, there are no seats in the forecast to add or cancel. The total forecasted seats to be purchased in 2023-24 is 4,333. • The “Watch List” is tracking a total of 36 seats for cancellation due to low demand and 24 seats added due to high demand. None of these seats are included in the forecast. • Tuition revenue is forecasted to decrease \$92K. The current fill rate is 94%. • The Program Contractual Services expense line item is currently forecasted to be \$703K over budget in 2023-24. Direct training expenditures are forecasting over budget by \$48K. Although there is a reduction in the number of seats forecasted to be purchased, the additional expense is due to an increase in Powerline Technician instructor costs. • The Indigenous Apprenticeship Initiatives (IAI) program funding is forecasted to be over budget \$499K. IAI is 	

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<p>funding more projects than the \$400K annual budget. The IAI restricted fund is being drawn down to pay for the difference.</p> <ul style="list-style-type: none"> • Harmonization funding (spent on updating re-sequenced curriculum due to harmonization) is forecasted to be under budget by \$20K. Innovation funding, spent on developing new training/curriculum, is forecasted to be over budget by \$191K due to the development of curriculum for Sprinkler Fitter and Ironworker <p>e. Financial Forecast</p> <ul style="list-style-type: none"> • The SATCC is forecasting a deficit, after amortization, of \$2.263M in 2023-24 in comparison to the budgeted deficit of \$2.083M. This is a \$180K (+8.6%) increase in the budgeted deficit. The forecasted increase in the deficit is due to the following: <ul style="list-style-type: none"> ○ Revenues are forecasted to be higher-than-budgeted by \$435K (+1.7%) due to: <ul style="list-style-type: none"> ○ The GRF Grant is forecast to be higher-than-budgeted by \$150K (+0.7%) due to an anticipated increase in the GRF Grant due to the anticipated \$1.5M increase from the Ministry of Immigration and Career Training (ICT) in 2024-25; ○ Client Fees are forecast to be higher than budgeted by \$142K (+3.3%) due to two main reasons: <ul style="list-style-type: none"> ▪ Tuition revenue is forecast to be \$92K below budget due to lower than anticipated training seats than budget; and ▪ Administrative Fees are forecast to be approximately \$235K higher than budgeted as a result from increased numbers of new registrations, certification exams and other services. ○ Interest is forecast to be higher-than-budgeted by \$133K (+49.2%) due to higher than anticipated Bank of Canada rates. 	

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<ul style="list-style-type: none"> • Expenses are forecast to be higher than budget by \$615K (+2.2%) due to: <ul style="list-style-type: none"> ○ The following expense categories highlight major increases in expenses: <ul style="list-style-type: none"> ▪ Program Contractual Services are forecast to be \$703K (+3.7%) higher than budget mainly due to the IAI program forecasting to be \$498K over budget (spending excess funds in designated assets), and Innovation Funding being overspent by \$191K due to Sprinkler Fitter and Ironwork development costs; ▪ Advertising, Promotion, Printing is currently forecast to be \$21K (+3.8%) over budget due to higher than anticipated Production and Placement costs; and ▪ Office supplies is forecast to be \$13.7K (+48.4%) higher than budget mainly due to the purchase of additional code books for certification exams. ○ The following expense categories have reductions that offset the above increases: <ul style="list-style-type: none"> ▪ A forecasted reduction in Salaries of \$120K (-2.0%) mainly due to vacancies. ▪ The remainder is made up of several different categories. <p>f. 2023-24 Internal Audit Open Action Plan</p> <ul style="list-style-type: none"> • 6 audit projects have a combined 11 Action Plans outstanding. • Of these, 4 are overdue (i.e., the originally agreed timeline for implementation has passed without being fully implemented). <p>g. 2023-24 Internal Audit Plan</p> <ul style="list-style-type: none"> • The plan is on track. • There are 5 audits underway. 	

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<p>11. Governance Committee On behalf of the Governance Committee Dana Paidel reported the committee met on January 17, 2024.</p>	<p>There was consensus to accept the report for information.</p>
<p>12. Human Resources Committee</p> <ul style="list-style-type: none"> • On behalf of the Human Resources Committee, Jeff Sweet reported that the Committee did not meet. 	<p>There was no report.</p>
<p>13. Committee Minutes</p> <ul style="list-style-type: none"> • Any committee minutes that have been approved are available in the Aprio library. 	<p>There was consensus to accept the report for information.</p>
<p>The Commission Board of Directors broke for lunch at 11:55 and returned at 12:45</p>	
<p>Information Items</p>	
<p>14. SATCC 2023 Employee Engagement Results</p> <ul style="list-style-type: none"> • In the 2023 Employee Engagement Survey, 89 per cent of employees agreed with the statement: “I find my work fulfilling and I look forward to coming to work each day.” (Slides 4 and 13) This score is 10 per cent higher than in 2022 and the highest score on record. <ul style="list-style-type: none"> ○ This exceeds the 80 per cent target included in the 2023-24 Business Plan. ○ As in previous years, the top three reasons for agreement with this statement are: <ul style="list-style-type: none"> ▪ Employees find their jobs rewarding; ▪ Employees enjoy their position or job in general; and ▪ Employees feel the work environment is supportive. 	<p>There was consensus to accept the report for information.</p>
<p>15. SATCC Strategy and Risk – Governance Solutions Report</p> <ul style="list-style-type: none"> • On November 29, 2023, Governance Solutions Inc. (GSI) facilitated a Board and Senior Leadership Team session to review strategy and material risks to evaluate and update the strategic plan. • Top risks identified: 	<p>There was consensus to accept the report for information.</p>

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<ul style="list-style-type: none"> ○ Potential funding shortfalls ○ Cyber security ○ Attracting enough apprentices ○ Economic uncertainty ● The review of the strategic plan resulted in no recommended changes to the goals of the organization, and two areas of change for the measures of the plan. 	
<p>16. ESDC Women in Skilled Trades Initiative</p> <ul style="list-style-type: none"> ● The SATCC has been recommended to receive up to \$874,855 in federal funding through Employment and Social Development Canada’s (ESDC) Women in the Skilled Trades Initiative ● The project's specific objectives are to: <ul style="list-style-type: none"> ○ Waive apprenticeship registration fees and Level 1 technical training tuition for all new women apprentices in the eligible Red Seal trades in Saskatchewan to minimize financial barriers; ○ Support women’s progression through a Red Seal apprenticeship by providing mentoring and coaching to women apprentices in the eligible Red Seal trades; and ○ Create and execute an expanded marketing campaign targeted at women to increase the recruitment rates in apprenticeship and skilled trade careers and to promote the waived registration and Level 1 technical training tuition for new women apprentices. ● The SATCC signed a contract with ESDC Wednesday, January 3, 2024. <ul style="list-style-type: none"> ○ The project duration is January 8, 2024, until June 30, 2026. ○ ESDC funding breakdown: <ul style="list-style-type: none"> ○ \$357,922 – Staff wages for two Apprenticeship Services Consultants to provide mentoring and coaching over the course of the project to women in eligible Red Seal trades. <ul style="list-style-type: none"> ▪ \$339,000 – Waived apprenticeship registration fees and Level 1 technical training tuition for up 	<p>There was consensus to accept the report for information.</p>

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<p>to 300 new women apprentices in eligible Red Seal trades.</p> <ul style="list-style-type: none"> ▪ \$175,683 – Travel costs for two Apprenticeship Services Consultants over the course of the project. ▪ \$2,250 – Materials and office supplies for two Apprenticeship Services Consultants over course of the project. ▪ Total: \$874,855 <ul style="list-style-type: none"> • The SATCC will provide its own funding (\$95,000 over the course of the project) for the expanded marketing campaign targeting women. 	
<p>17. SATCC Apprentice/Employer Satisfaction Survey</p> <ul style="list-style-type: none"> • In 2023, 770 apprentices responded to the survey. Three in 10 were registered at level 1, followed by level 2 (26%). Sixteen per cent of respondents are in the Construction Electrician trade, and about one in 10 are plumbers. Eighty-six per cent of apprentices are male. Around 41 per cent are under the age of 25; overall, three-quarters are under the age of 35. Only six per cent of apprentices self-identify as a visible minority, 13 per cent identify as Indigenous, and about five per cent reported to have a disability. Most apprentices were born in Canada (84%), while 14 per cent are new Canadians. 	<p>There was consensus to accept the report for information.</p>
<p>18. SATCC 5-Year Business Plan</p> <ul style="list-style-type: none"> • Management has made modest changes to the 5-year business plan summary. <ul style="list-style-type: none"> ○ In response to the Provincial Auditor – Underrepresented Groups Audit, key actions to address audit findings have been incorporated. ○ In response to the revised government Accommodation Manual which provides accommodation services, policies and guidelines relating to government office use, an Accessibility Plan will be developed. ○ Implement a new Women in Trades program with federal support. 	<p>There was consensus to accept the report for information.</p>

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<ul style="list-style-type: none"> ○ Building upon the success of the Apprentice Success Enhancement Strategy (ASES) adding new tools to customized learning plans. ○ Develop MyATC smartphone application. ● Completed items within the 5-year Business Plan have been removed and other Key Actions edited for clarity of future direction. These changes include: <ul style="list-style-type: none"> ○ Removing the pursuit of legislative requirements for training providers to register pre-apprenticeship students. ○ Removing explore the potential for electronic examinations with Regina as a pilot site. 	
<p>19. SATCC 2022-23 Upgraders Outcome</p> <ul style="list-style-type: none"> ○ Between 2020-21 and 2022-23, 296 SATCC clients attended upgrading for the first time. Most upgraders followed the apprenticeship route and took the upgrading course once. Around three-quarters of upgraders took mandatory upgrading. Interestingly, apprentices are more likely than trade qualifiers to take mandatory upgrading. Most upgraders were in the Construction Electrician, Carpenter, and Welder trades. ○ The following key points suggest that upgrading is effective in supporting certification achievement: <ul style="list-style-type: none"> ○ About seven of 10 upgraders cohorts 2020-21 and 2021-22 passed the upgrading training, and more than eight of 10 cohort 2022-23 upgraders did so. ○ Trade qualifiers were more likely than apprentices to pass the upgrading course in 2020-21 and 2021-22, while the opposite happened in 2022-23. ○ Cohorts 2020-21 and 2021-22 voluntary upgraders were more likely than mandatory upgraders to pass the course. However, for 2022-23 upgraders the opposite was true. ○ Around six of 10 2020-21 upgraders were issued a certificate. This is above the previous cohort certification rate by approximately eight (8) percentage points. Preliminary results for the most 	<p>There was consensus to accept the report for information.</p>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p>recent cohorts show a significant increase in the upgraders certification rate.</p> <ul style="list-style-type: none"> ○ Cohort 2020-21 voluntary upgraders certify at a higher rate than mandatory upgraders. About eight of 10 voluntary upgraders were issued a Journeyperson Certificate or Proficiency Certificate after their first attempt, while the same was true for about one-third of mandatory upgraders after their third attempt. ○ Classroom upgraders recorded a higher course pass rate and certification rate than those in the online format. However, more upgrading courses were held online. 	
<p>20. Statistics Canada – National Trends in New Registrations and Certifications.</p> <ul style="list-style-type: none"> ● Statistics Canada released the 2022 national and provincial figures for new registrations and certifications in December 2023. Across Canada, new registrations in apprenticeship increased 11.6 per cent from 2021, surpassing pre-pandemic levels. On the other hand, certifications in 2022 declined by 0.8 per cent from the previous year, remaining below pre-pandemic levels. ● In 2022, Canada recorded the highest number of new apprenticeship registrations since 2014. Most provinces experienced a year-over-year increase. Alberta reported the highest percentage increase (51%), followed by Saskatchewan (21.9%) and Newfoundland and Labrador (17.3%). Notably, Quebec reported its highest number of new registrations on record (24,723). ● In contrast, the number of certificates issued declined (-354) in all provinces except Ontario. This decrease may be partly attributable to the impact of the pandemic and the related public health measures on specific trades, mainly in the service sector. Nationally, certificates have declined by 10.7 per cent since 2019. In Saskatchewan, the decrease was even higher (-29.6%) compared to the pre-pandemic levels. 	<p>There was consensus to accept the report for information.</p>

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<p>21. Canadian Apprenticeship Forum – Employment, Learning and Completion in Apprenticeship.</p> <ul style="list-style-type: none"> • Employment rates have increased since the pandemic. However, apprentices still experience lower employment levels than journeypersons; • Apprentices prefer some or all their technical training to be provided in-person. They were split in their preferences for full in-person training (47%) and a hybrid model (41%). Only nine per cent of apprentices would prefer online training; • There are gaps between the information taught during technical training and what is needed on-the-job. Respondents wanted technical training to reflect the advances specific to each trade. Additionally, they want more training on measuring instruments and troubleshooting techniques; and • Financial barriers and delays in accessing technical training prevent apprentices from completing their programs. As a workaround strategy, 19 per cent of apprentices surveyed plan to challenge their Red Seal exams to achieve journeyperson status without completing their apprenticeship. There were eight per cent of journeypersons who had already challenged the examination. 	<p>There was consensus to accept the report for information.</p>
<p>Recurrent Information Items</p>	
<p>22. 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>
<p>23. Other Business</p> <ul style="list-style-type: none"> • There was no other business. 	
<p>Jeff Ritter, Shaun Augustin, Dave Peters, Chelsea Coupal, Nancy Porter, Remi Poitras, Sherry Morcom left the meeting at 1:30 pm.</p>	
<p>24. In-Camera</p>	<p>There was an in-camera session.</p>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
25. Next Meeting <ul style="list-style-type: none"><li data-bbox="163 175 380 207">• April 3, 2024	
26. Adjournment	The meeting adjourned at 1:45 pm.

Commission/Committee Chairperson

Commission/Committee Vice Chairperson



January 31, 2024