



Commission Board of Directors
April 3, 2024
10:00 AM – 12 NOON
Hybrid Meeting

Meeting Number 2023-2024-05

Members Present:

Jeff Sweet	Brett Vandale
Ryan Cunningham	Dana Paidel
Brent Dubray	Karen Low
Leonard Manitoken	Justin Hoyes
Darcy Smycniuk	Dawn Wreford
Bryan Leier	Chris Lysitza
Elaine Lafleur	Julien Brazeau

Regrets:

Dion Malakoff	Zack Somer
Mike Pesthill	Wayne Worrall
Karen Zunti	

Staff:

Jeff Ritter (part)	Nancy Porter (part)
Shaun Augustin (part)	Chelsea Coupal (part)
Sherry Morcom – Recorder (part)	Dave Peters (part)
Remi Poitras (part)	

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
Call to Order and land acknowledgment.	
1. Adoption of the Agenda	Motion #2023-2024-05-01 There was consensus to approve the agenda.
2. Minutes of January 31, 2024, and Business Arising Business Arising There was no Business Arising	Motion #2023-2024-05-02 There was consensus to approve the Minutes of January 31, 2024.
3. Chair Report <ul style="list-style-type: none"> The Chair Report was included in the meeting package. 	Motion #2023-2024-05-03 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. Jeff Ritter informed the Board of Directors that Chelsea Coupal will be taking parental leave beginning in July of 2024. Her position will be filled on a term basis by Tamara Sentes. 	Motion #2023-2024-05-04 There was consensus to accept the CEO Report as presented.
Decision Items	
5. G2 Board Evaluation <ul style="list-style-type: none"> The Commission Board established a schedule to review all its policies every three years. G2 Board Evaluation requires review in 2023-24. 	Motion #2023-2024-05-05 There was consensus to approve the recommended policy edits including changes to the review/approval dates.
6. G3 Conflict of Interest and Annual Declaration <ul style="list-style-type: none"> The Commission Board established a schedule to review all its policies every three years. G3 Conflict of Interest and Code of Conduct requires review in 2023-24. 	Motion #2023-2024-05-06 There was consensus to approve the recommended policy changes.

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<p>7. F7 Tuition and Administrative Fee Change</p> <ul style="list-style-type: none"> • The Commission Board approved the Tuition Policy in Nov. 2014. However, this policy was not included with the other financial policies under the Commission Board and, unlike other polices, has not been reviewed since 2014. • This is the creation of a new Commission Board policy based on the existing Tuition Policy (and its Tuition Fee Change Methodology) while documenting the existing processes used to change administrative fees. The new policy recommends/includes the following: <ul style="list-style-type: none"> • The Tuition Fee Change Methodology will remain tied to the average Cost Per Training Day (CPTD); • The Minimum Tuition calculation will be based off four (4) weeks of training rather than a fixed dollar amount; • The development of a three-year Administrative Fee Change Plan based on an Administrative Fee Review conducted once every three years; and • Documenting the process used within the annual business plan/budget process to obtain Commission Board and Ministerial approval for proposed tuition and administrative fee changes. • Automatically links the Minimum Tuition rate to increases in the weekly Tuition Rate. • Will reduce the subsidy on high cost, short-term (less than 4 weeks in length). • Trade Boards typically do not have a role in decision making on fees. • This policy could be phased in over a period of 2-3 years. 	<p>Motion #2023-2024-05-07</p> <p>There was consensus to approve the recommended changes to the policy.</p>
<p>8. A10 Appeals to the Appeal Committee and Committee Terms of Reference</p> <ul style="list-style-type: none"> • The SATCC Board of Directors Appeal Committee hears all appeals and adjudicates evidence as to whether a 	<p>Motion #2023-2024-05-08</p> <p>There was consensus to approve the recommended policy revisions and committee terms of reference.</p>

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<p>decision by the SATCC is appropriate or not, based on the principles of natural justice (that a person receive a fair and unbiased hearing before a decision is made that will negatively affect them).</p> <ul style="list-style-type: none"> • Members of the Ad hoc Appeal Committee are appointed by the Chair of the SATCC Board of Directors. • In June 2023, the board secured the services of the Office of Tribunal Counsel which provides legal counsel during tribunals, to ensure decisions are in line with statutory mandates (legislation), oaths of office, and the principles of natural justice. 	<p>Updates include:</p> <ul style="list-style-type: none"> • Identifying who may be present during proceedings. • Clarifying the legislation oversight of the Appeal Committee to review decisions made by SATCC employees or the CEO. • Changing of language to they/their. • Clarification of processes, roles and responsibilities. • Clarification of confidentiality and records subject to the <i>Freedom of Information and Protection of Privacy Act</i>.
<p>9. SATCC BOD 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 	<p>Motion #2023-2024-05-09</p> <p>There was consensus to review the options provided and to proceed by conducting a survey to determine what the Board of Directors members feel they need for additional professional development education. The survey will be taken in late spring/early summer.</p>
<p>10. 2024-25 Internal Audit Plan</p> <ul style="list-style-type: none"> • The 3-year Internal Audit Plan (covering 2023-24 to 2025-26) was approved at the June 16, 2023 Audit & Finance Committee meeting. • The modified Internal Audit would create approximately \$75,000 of cost savings for the Commission. • The updates to the plan consist of a 39% reduction in effort and approximately \$75,000 reduction in costs from: 	<p>Motion #2023-2024-05-10</p> <p>There was consensus to approve the recommendation to modify the 2024-25 Internal Audit Plan.</p>

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<ul style="list-style-type: none"> ▪ Deferring or cancelling 3 audits; and ▪ Reducing the scope and effort for 3 audits. 	
<p>11. Appointment and Removal Members to SATCC TBs, CEDBs, TEBs</p>	<p>Motion #2023-2024-05-11</p> <p>There was consensus to approve the below recommendations:</p> <ul style="list-style-type: none"> • Four new Trade Board appointments, one to Carpenter, two to Mobile Crane Operator and one to Plumber. • One removal to Sheet Metal Worker • Two members to the CEDB, one to Gasfitter and one to Plumber. There are no CEDB removals • One new TEB member. • Two TEB removals, one to Hairstylist and one to Sheet Metal Worker
Committee Reports	
<p>12. 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>13. 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 April 1, 2024. <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. <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 	<p>There was consensus to accept the report for information.</p>

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<p>on a regular basis for the Senior Management Team (SMT) and SATCC Board of Directors.</p> <p>c. YTD Actual to Budget</p> <ul style="list-style-type: none"> • The SATCC’s year-to-date (YTD) surplus is \$871K as of January 31, 2023. The actual YTD surplus is lower than the budgeted surplus of \$1.601M budgeted in the first seven months of 2023-24 by \$730K (-45.6%). The lower-than-budgeted YTD surplus is primarily due to: <ul style="list-style-type: none"> ○ YTD expenses are higher than budget by \$261K (1.9%) primarily due to timing of training costs, drawing down designated assets, board expenses, bank service charges and office supplies; offset by Salaries & Personnel and ○ YTD revenues are lower than budget by \$469K (-3.0%) mainly due to lower client fees; offset by higher interest revenue than expected. <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 February 1st, 291 seats have officially been added, 431 seats have officially been cancelled. There are 12 seats in the forecast to be cancelled due to low enrollment. The total forecasted seats to be purchased in 2023-24 is 4,316. • Tuition revenue is forecasted to decrease \$132K. The current fill rate is approximately 95 per cent. • The Program Contractual Services expense line item is currently forecasted to be \$331K over budget in 2023-24. Direct training expenditures are forecasting under budget by \$219K due to the cancellation of training seats. 	

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<ul style="list-style-type: none"> • The Indigenous Apprenticeship Initiatives (IAI) program funding is forecasted to be over budget • \$499K. IAI will fund more projects than budget and draw down the designated asset. The • Harmonization funding (spent on updating re-sequenced curriculum due to harmonization) is forecasted to be under budget by \$140K. This is due to changes in the SaskPoly Training Protocol Agreement and the updating of re-sequenced curriculum. • 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 \$1.608M in 2023-24 in comparison to the budgeted deficit of \$2.083M. This is a \$475K (-22.8%) decrease in the budgeted deficit. The forecasted decrease in the deficit is due to the following: • Revenues are forecasted to be higher-than-budgeted by \$577K (+2.2%) 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 because of 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 \$153K (+3.5%) due to two main reasons: 	

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<ul style="list-style-type: none"> ▪ Tuition revenue is forecast to be \$112K below budget due to lower than anticipated training seats than budget; and ▪ Administrative Fees are forecast to be approximately \$265K higher-than-budgeted as a result from increased numbers of new registrations, certification exams and other services. ○ The new Women in Skilled Trades initiative expected revenue of \$175K higher than the budgeted amount of \$0; ○ Interest is forecast to be higher-than-budgeted by \$91K (+33.5%) due to higher than anticipated Bank of Canada rates. • Expenses are forecast to be higher than budget by \$101K (+0.4%) 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 \$331K (+1.7%) higher than budget mainly due to the IAI program forecasting to be \$498K over budget (spending excess funds in designated assets), Innovation Funding being overspent by \$191K due to Sprinkler Fitter and Ironwork development costs, offset by Harmonization Funding to be underspent by \$141K and less seats than expected for Sask. Polytechnic and other providers resulting in savings of \$219K; and ○ Office Supplies are forecast to be \$13.5K (+47.8%) 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: 	

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<ul style="list-style-type: none"> ▪ A forecasted reduction in Salaries of \$169K (-2.8%) mainly due to vacancies. ▪ Advertising, Promotion, Printing is currently forecast to be \$56K (-9.9%) under budget mainly due to lower than anticipated production costs. 	
<p>14. Governance Committee On behalf of the Governance Committee Dana Paidel reported the committee met on March 27, 2024.</p>	<p>There was consensus to accept the report for information.</p>
<p>15. Human Resources Committee</p> <ul style="list-style-type: none"> • On behalf of the Human Resources Committee, Jeff Sweet reported that the Committee met on March 13, 2024. 	<p>There was consensus to accept the report for information.</p>
<p>16. 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>Information Items</p>	
<p>17. 2024-25 Business Plan</p> <ul style="list-style-type: none"> • The draft 2024-25 Business Plan (BP) is based on the 2022-27 Strategic Plan’s (SP) four main goals and identifies the priority strategies and key actions for the upcoming fiscal year. Management’s presentation of the draft 2024-25 BP is based on the five-year view of the 2022-27 Strategic Plan. 	<p>There was consensus to accept the report for information.</p>
<p>18. Human Resources and Succession Plan</p> <ul style="list-style-type: none"> • One of the SATCC’s 2022-27 Strategic Plan’s goals is to “equip staff with the training and tools to provide 	<p>There was consensus to accept the report for information.</p>

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<p>outstanding service”. One action identified to support this goal is to implement and HR and Succession Plan.</p> <ul style="list-style-type: none"> • The SATCC’s critical positions were identified with the following criteria: <ul style="list-style-type: none"> ○ Critical Positions ○ Retirement Eligible. ○ Specialized Knowledge and Expertise ○ Single Incumbent ○ Risk of Attrition ○ Difficult to Retain 	
<p>19. Trade Board Appointment Process</p> <ul style="list-style-type: none"> • Sheet Metal Worker Trade Board was concerned with the appointment of a new trade board member. They believed this member did not share the same views as other members on the board and were critical of the decision to appoint him as a member. • The SATCC communicated through e-mail and in-person meetings with the Sheet Metal Worker Trade Board members that the correct procedure was followed to appoint the board member in question and reiterated the importance of diverse opinions on the board to represent the voice of Saskatchewan as a whole. 	<p>There was consensus to accept the report for information.</p>
<p>Recurrent Information Items</p>	
<p>20. 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>21. Other Business</p> <ul style="list-style-type: none"> • There was no other business. 	

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Jeff Ritter, Shaun Augustin, Dave Peters, Chelsea Coupal, Nancy Porter, Remi Poitras, Sherry Morcom left the meeting at 12 noon.	
22. In-Camera	There was an in-camera session.
23. Next Meeting <ul style="list-style-type: none"> • June 19, 2024 	
24. Adjournment	The meeting adjourned at 12 noon.

Commission/Committee Chairperson

Commission/Committee Vice Chairperson

