

Business Plan

2024-25

SASKATCHEWAN APPRENTICESHIP AND TRADE CERTIFICATION COMMISSION

Statement from the Minister



The Honourable Jeremy Harrison
Minister of Immigration and Career Training

I am pleased to present the Saskatchewan Apprenticeship and Trade Certification Commission's (SATCC) Business Plan for 2024-25.

The SATCC is responsible for overseeing and administering the apprenticeship and trade certification system in Saskatchewan and does so by partnering with education institutions and thousands of employers across our province to provide quality training for apprentices.

Highlights of the plan include goals and strategies that support the Saskatchewan Labour Market Strategy "Building the Workforce for a Growing Economy."

When the economy grows, so too, does the number of apprentices and the demand for apprenticeship training. To meet the needs of a growing economy, the SATCC will purchase additional technical training seats, with a primary concentration in the construction trades.

The SATCC aids Saskatchewan employers and industry partners to recruit and support apprentices from underrepresented groups. To recruit and support women in trades with low female representation, the SATCC has implemented the Women in Skilled Trades Initiative, which includes mentorship opportunities and financial supports.

In addition, the SATCC is working on developing a Respectful Workplace Training program that can be voluntarily used by employers. The SATCC will also complete a review of the Indigenous Apprenticeship Initiative program.

The Apprentice Success Enhancement Strategy (ASES) is another program the SATCC implements to support apprentices. With the goal of improving apprentice progression and certification exam pass rates, ASES aims to identify learning gaps early in an apprentice's training and provides supports for apprentices to progress successfully through to certification.

The SATCC's 2024-25 Business Plan and Budget contribute to the Government of Saskatchewan's Growth Plan by developing a skilled labour force through education and training. Growing Saskatchewan means a strong economy and strong communities, which builds a better quality of life and makes Saskatchewan an ideal place to live and work.

2024-25 Budget Highlights

The SATCC supports the Saskatchewan Labour Market Strategy “Building the Workforce for a Growing Economy” in multiple ways. Some of the key actions are highlighted in the table below.

1	In 2024-25, the SATCC will purchase 4,850 training seats, an increase of 400 seats over the 2023-24 Budget, with the \$2.5M increase in funding from the Ministry of Immigration and Career Training (ICT). The SATCC is also expecting an increase in registered apprentices to 7,000 by June 2025.
2	Aid industry’s efforts to recruit and support apprentices from underrepresented groups. Implement the Women in Skilled Trades Initiative to recruit and support women in trades with low female representation. Develop a Respectful Workplace Training program that can be voluntarily used by employers. Complete a review of the Indigenous Apprenticeship Initiative (IAI) program.
3	Continue to implement the Apprentice Success Enhancement Strategy (ASES) with the goal of improving apprentice progression and certification exam pass rates to increase the supply of certified journeypersons in Saskatchewan.
4	Work collaboratively with industry and other stakeholders to promote the apprenticeship system and identify innovative ways to expand the apprenticeship model of training in Saskatchewan.
5	The 2024-25 Budget plans a deficit of \$3.1M based on total revenues of \$28.787M and total expenses of \$31.896M. The SATCC will fund the deficit by drawing down its accumulated surplus to \$1.663M and its undesignated financial assets to \$241K.

Government Vision and Goals

Saskatchewan’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

A Strong Economy Strong Communities Strong Families

How the SATCC Aligns with Saskatchewan’s Growth Plan – The Next Decade of Growth

The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC or the Commission) directly supports the Saskatchewan’s Growth Plan through the Growing a Skilled Labour Force Through Education and Training strategy and implementing the Saskatchewan Labour Market Strategy. The graphic below shows the vision, mandate, values and goals from the SATCC’s 2022-27 Strategic Plan. The SATCC aligns with the Growth Plan through its first goal to “satisfy industry demand for a skilled workforce in Saskatchewan”.



The Saskatchewan Labour Market Strategy “Building the Workforce for a Growing Economy” specifies the need for a workforce to keep pace with the significant employment opportunities

available today and in the future. Through addressing skills training, credential recognition and international talent attraction, Saskatchewan can be well placed to address labour shortages. The SATCC is supporting the strategy by meeting labour market demand as evidenced by its targets in 2024-25 Business Plan:

- Registering 2,400 new apprentices;
- Purchasing 4,850 training seats;
- Certifying 1,200 trade qualifiers; and
- Issuing 1,000 Journey person certificates.

SATCC Overview

The Apprenticeship and Trade Certification Act, 2019 (the Act) and *Regulations, 2020* provide the SATCC with the mandate to manage the apprenticeship and trade certification system in Saskatchewan. The Act gives the SATCC the authority to make regulations to ensure the efficient and effective operation of the apprenticeship system to meet the needs of industry and sets out the SATCC's accountability to government and industry.

The SATCC has an industry-led governance structure that allows revenue-generating authority to ensure that programs, services, and training are timely and effective. Saskatchewan industry nominates 12 of the 20 Commission Board members – six employer representatives and six employee representatives. The Commission Board also includes representation from the Government of Saskatchewan, training providers as well as underrepresented and equity groups. The Board Chair and Vice-Chair are elected annually by the SATCC Board members. The SATCC reports to the Saskatchewan Legislature through the Minister Responsible for the SATCC. The Commission Board of Directors approved the 2022-27 Strategic Plan to identify strategies of highest priority, viewed from the perspective of a five-year planning horizon.

How Apprenticeship Works

The graphic below depicts the relationship between the apprenticeship system, the provincial economy and the provincial labour market. The apprenticeship training model is demand-driven by employers and industry. Apprentices are not trained for jobs that might be available but must already be employed in their trade. As such, the apprenticeship system is ‘pro-cyclical’ with the economy and the labour market growing (and contracting) with the provincial economy and labour market.



The reason that apprentices must have a job is that most apprentice training occurs at work. Approximately 85 per cent of training for an apprentice is on-the-job with their employer. The additional 15 per cent of learning occurs through technical training. Most trades have either three or four levels of technical training.

Apprentices receive their journeyman certification once they pass all levels of required technical training, complete their required trade time and pass the certification examination. If the apprentice is in a “Red Seal” trade, they receive a “Red Seal” endorsement, meaning they have passed the Red Seal exam which is an interprovincial seal of excellence.

Apprenticeship isn’t the only pathway to certification. Experienced tradespeople in non-compulsory trades can apply to challenge the journeyman certification examination for their trade. The SATCC actively promotes this pathway to certification with industry stakeholders. This is a key opportunity for immigrants with experience in the skilled trades to become certified in Saskatchewan.

Apprenticeship is a key part of Saskatchewan’s labour market development and is essential for economic growth. Apprentices and journeymen are integral to many sectors of

Saskatchewan's economy – residential, commercial, and institutional construction and maintenance, tourism, mining, agricultural, automotive and the oil and gas industries. In addition to supplying skilled labour, certified journeypersons also become entrepreneurs and leaders in these industries.

Industry has ongoing challenges to fill positions within the skilled trades. The SATCC encourages employers to have diversity, equity and inclusion strategies in place to attract and support apprentices from underrepresented groups to meet their labour market demands.

Demand for Apprenticeship

The SATCC is anticipating an increased demand for apprentices and skilled tradespeople in Saskatchewan, especially in the construction industry. In the 2024-25 provincial budget, the Government of Saskatchewan has allocated \$22.9 million to the SATCC, a 6.5 per cent increase from 2023-24. It includes a \$1.5 million increase to support an additional 250 training seats, primarily in construction trades. This is in addition to the \$1M in one-time funding that was provided in 2023-24 by the Ministry of Immigration and Career Training (ICT) for 100 training seats in 2024-25. The combined total of \$2.5M is funding an increase of 400 seats (4,850 seats) in the 2024-25 Budget compared to the 2023-24 Budget (4,450 seats).

Replacement workers for the aging workforce in the construction industry are also expected to be a source of demand for apprenticeship over the medium-term. In the fall 2023, the Canadian Apprenticeship Forum (CAF) published a labour market information report indicating that Saskatchewan will need around 12,600 new apprentices and 6,300 new journeypersons to meet demand in the Red Seal Trades over the next five years (2023-27).

The SATCC is positioning itself to be able to respond quickly and effectively to an increase in demand for apprenticeship. The remainder of this document outlines how the 2024-25 Business Plan positions the SATCC to be able to respond to an increase in demand while addressing other strategic priorities for the organization.

Goal 1: Satisfy Industry Demand for a Skilled and Certified Workforce in Saskatchewan

The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) works closely with industry to satisfy its demand for skilled and certified workers. The SATCC's efforts under this goal can be summarized as three key pillars of work: (1) train apprentices; (2) certify tradespeople; and (3) promote the apprenticeship system to employers and workers. The strategies and actions listed below represent the key work the Commission prioritizes under this goal.

Strategy 1.1:

Be responsive to industry demand by offering technical training and services where apprentices live and work.

Key Actions: *Develop an annual training schedule reflective of where apprentices live and work.*

- Implement budgeted annual training schedule for 4,850 seats
- Evaluate regional training needs and implement as needed

Key Actions: *Enhance training options for upgrading and apprenticeship courses in more trades and occupations.*

- Work with training provider, and industry, to ensure capacity to meet projected future demands in training
 - Address capacity issues in the Powerline Technician, Heavy Duty Equipment Technician, Industrial Mechanic (Millwright) and Truck and Transport Mechanic programs
- Monitor alternative methods of delivering training, including both upgrading and apprenticeship training
- Explore new, or enhanced, upgrading options for trades to assist in increasing support alternatives for Apprentice Success Enhancement Strategy (ASES) customized learning plans
 - Explore options to provide in-province technical training options for trades where technical training is taken outside Saskatchewan (e.g. Boilermaker training)

Strategy 1.2:

Register pre-apprentice students taking training with Saskatchewan training providers (all trades – compulsory and non-compulsory)

Key Actions: *Develop and implement a strategy to register pre-apprenticeship students taking training with Saskatchewan training providers with the SATCC.*

- Work with training providers to bring pre-apprentice student records into MyATC, the SATCC's client-facing information technology system
- Develop a strategy to promote and engage pre-apprenticeship students to pursue certification
- Identify other pre-apprenticeship programs and register pre-apprenticeship students from them

Strategy 1.3:

Pursue opportunities to expand the apprenticeship system, including the designation and certification of occupations, and to endorse qualified workers in diverse occupations.

Key Actions: *Identify and explore opportunities to expand the apprenticeship system.*

- Develop legislative changes for Commission and Ministry Regs where applicable
- Identify future designated trades, subtrades, and occupations

Key Actions: *Ensure training is relevant and responsive to industry needs.*

- Commit to ongoing harmonization
- Identify post-harmonization implementation
- Conduct curriculum review of 19 trades

Strategy 1.4:

Increase awareness of apprenticeship opportunities for employers, prospective apprentices and tradespeople, including people from equity priority groups.

Key Actions: *Develop annual communications plan targeting stakeholders, including employers, youth and equity priority groups.*

- Implement annual SATCC Communications Plan

Key Actions: *Deliver training for Indigenous apprentices.*

- Deliver Indigenous Apprentices Initiatives (IAI) program
- Conduct a Program Review of IAI with engagement from employers, communities, and other stakeholders
- Identify and pursue resources to deliver on the Indigenous strategy/programming
 - Establish regional committees

Key Actions: *Explore the development and offering of programming on inclusion in the workplace.*

- Deliver Women in Skilled Trades Initiative with federal investment
 - Support women's progression through a Red Seal apprenticeship by providing mentoring and coaching to 450 women apprentices in the eligible Red Seal trades
- Programming for apprentices and employers
 - Develop a set of respectful workplace guidelines for employers to voluntarily adopt in their workplaces.

Key Actions: *Increase the awareness of skilled trades via the Saskatchewan Youth Apprenticeship (SYA) program and other communications channels for students (high school considering career in trades). This includes using virtual reality (VR) technology to simulate work performed by tradespeople for selected trades.*

- Deliver the SYA program
- Change the Balance Scorecard Measure from measuring volume of participants to tracking the share of participants who become apprentices.

Key Actions: *Explore and advance options to expand the scope of the SYA program to ensure long term sustainability.*

- Develop actions to address priorities identified in the 2023-24 SYA Program Review.
- Explore partnerships with Ministry of Education to integrate SYA.
 - SYA Manager will initiate contact with Student Achievements and Supports Branch to identify opportunities to leverage the program
- Explore federal funding for youth in trades

Key Actions: *Recruit and support underrepresented apprentices.*

- Raising targets for all underrepresented group measures to increase participation in the apprenticeship system
- Identify actions to increase the number of female apprentices
 - 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
 - Waive apprenticeship registration fees and Level 1 technical training tuition for up to 300 new women apprentices in eligible Red Seal trades
 - Provide supports for two Apprenticeship Consultants mentoring and coaching female apprentices
 - Meet with employers of women apprentices to coach them on best practices for building an inclusive workplace
- Obtain input from underrepresented apprentices to help identify barriers
 - Obtain feedback through Apprenticeship Consultants mentoring and coaching female apprentices
- Implement actions to address key barriers
- Enhance and implement Innovation and Inclusion Strategy
 - Procure/develop materials for workplace inclusivity training that can be voluntarily offered to employers of apprentices
- Analyze why underrepresented groups targets not met
 - Utilize Progression Research data to identify what barriers apprentices from these groups are encountering
 - Include analysis in reporting to Senior Management Team (SMT) and Commission Board on why targets related to equity-seeking groups are not met, and how we plan to address these gaps
- Pursue visible minority representation on the Commission Board of Directors

Goal 2: Deliver High Quality Services Relevant to Stakeholders

It is central to the Commission's mandate to provide high quality client services. A key part of this goal is expanding the supports the SATCC provides apprentices and trades qualifiers to help them successfully certify as journeypeople. The Commission is also leveraging self-service tools in its business systems to increase client access to information and services. The SATCC also provides regulatory oversight services to support industry and a strong, effective apprenticeship system.

Strategy 2.1:

Implement the Apprentice Success Enhancement Strategy (ASES) to provide the right supports to allow clients to progress successfully through to certification.

Key Actions: *Enhance strategies for early intervention, critical to identifying learning gaps, much earlier in an apprentice's training.*

- Monitor the strategy on delivery of essential skills assessments and/or Learning Disability Online Risk Indicator (LDORI)

Key Actions: *Offer courses, training, or tutors specifically to assist with apprentices as part of their customized learning plans – including the development and/or enhancement of examination readiness and preparation documents and activities.*

- Pursue a learning management system
- Explore journey person mentorship training
- Review, evaluate and implement tutoring pilot strategy

Key Actions: *Enhance training oversight by reviewing curriculum materials and assessments used in technical training and continue to work close with Trade Boards and Curriculum and Examination Development Boards (CEDBs) to ensure training is consistent with what is needed for success.*

- Implement curriculum validation for designated trades with technical training delivered in Saskatchewan
- Develop Red Seal written exam study guide to assist in preparing for certification examinations

Key Actions: *Leverage MyATC to explore what is being experienced by apprentices during practical learning to identify gaps in trade time and ratio compliance.*

- Identify potential challenges/gaps for apprentices while in technical training that might lead to intervention points with apprentices requiring additional supports
- Identify apprentices receiving an intervention under the ASES strategy to determine effectiveness of intervention strategies

Strategy 2.2:**Improve innovation and quality of service to best support client self-service**

Key Actions: *Implement a Business Process Renewal Strategy and continuous improvement of business processes.*

- Examine opportunities for additional automation and business improvements in MyATC

Key Actions: Pursue MyCreds transcript portal

- Implement K-12 transcripts
- Explore issuing apprentice year cards and journey person certifications through MyCreds

Key Actions: *Explore the potential for electronic examination delivery.*

- Explore options for electronic exam delivery in other locations

Strategy 2.3:**Enhance tools to improve evidence-based decision-making processes**

Key Actions: *Develop and implement a Business Systems Enhancements Strategy.*

- Implement changes to MyATC as prioritized by the Change Control Board (CCB)

Key Actions: *Support the call logging system to track client calls and requests.*

- Evaluate the addition to track email requests

Key Actions: *Explore data management options and adding a 'business intelligence' (BI) tool to enhance data analysis and business decision-making capability.*

- Obtain required approvals for a data management system from Information Technology Governance Committee (ITGC). Proposed system will store historical data from the SATCC's legacy system (One Client Service Model or OCSM) and new data from MyATC

Goal 3: Equip Staff with the Training and Tools to Provide Outstanding Service

The SATCC is committed to creating organizational capacity to deliver high-quality client services while fostering employee engagement. Employees who like their work are critical to delivering high-quality services to apprenticeship clients. An annual employee satisfaction survey has continuously demonstrated high levels of employee satisfaction in the workplace. Surveys conducted every two years with apprentices and employers also indicate high levels of client satisfaction with SATCC customer service.

Strategy 3.1:

Enhance the organization's service culture

Key Actions: *Create organizational capacity by appointing executive champions to identify culture change opportunities through various lenses (privacy, safety, employee engagement, client service, union/management relations).*

- Ensure employee engagement best practices are integrated into management team workplans

Key Actions: *Update the Human Resource (HR) Plan to address Equity, Diversity and Inclusion.*

- Create a hiring policy to identify positions that can be designated for Indigenous applicants

Key Actions: *Continue to enhance the 'tool kit' available to staff by adding services or programming to support client success.*

- Prioritize the Apprentice Success Enhancement Strategy
- Establish the Business Systems Enhancement Plan (includes MyATC) through recommendations outlined in the process renewal initiative
- Develop and utilize project management tools to better equip middle managers in managing project work

Strategy 3.2:

Streamline functions to increase higher value functions and reduce inefficiencies in processes for staff

Key Actions: *Implement a Human Resources (HR) Plan (which includes plans for recruitment, retention, succession and employee recognition).*

- Conduct annual review of HR Plan by HR Committee and Commission Board
- Initiate review of Client Services processes and structures
- Conduct evaluation of required resourcing of Learning Services Unit
- Conduct mid-point evaluation of Women in Skilled Trades mentor positions with Employment and Social Development Canada (ESDC)
- Develop measurement targets for underrepresented groups within SATCC workforce

Key Actions: *Provide all new staff with customer service training (excluding terms of 6 months or less).*

- Provide Service Best training

- Implement onboarding tool consistently across all units

Key Actions: *Explore and implement tools to increase staff efficiencies across multiple units of the SATCC.*

- Conduct review of website and make recommendations for enhancements
- Evaluate and implement Call Logging Committee recommendations

Key Actions: *Develop a professional development/training plan that is position-specific for all SATCC.*

- Minimum training/learning requirements for positions are documented
- “Bring versus Learn” competencies are reviewed by position
- Employee development goals are included in workplan development and supported by the Wellness and Development program and cultural competencies

Strategy 3.3:

Facilitate a culture of inclusion and appreciation

Key Actions: *Ensure staff members understand their impact on the organization’s success.*

- Prioritize staff connections to the organization in meetings and communications

Key Actions: *Pursue opportunities to celebrate organizational success and acknowledge staff accomplishments.*

- Saskatchewan Top 100 Employer
- Acknowledgement of staff at various events annually (all-staff, month stand up meeting)
- Pursue opportunities to recognize staff

Key Actions: *Support employee engagement.*

- Prioritize engagement of Apprenticeship Service Consultants in regional offices

Key Actions: *Require staff to complete training that supports respectful and inclusive workplace culture.*

- Support Indigenous Training Committee
- Conduct review of job competencies and interview guides to reduce bias in staffing competitions

Key Actions: *Strategy for healthy and respectful workplace.*

- Continue support of Employee and Family Assistance Program (EFAP)
- Support Inclusion, Diversity, Equity and Accessibility (IDEA) workplace training
- Develop Accessibility Plan
- Create workplace policy to support understanding of Indigenous culture
 - Support policy through the engagement of an Indigenous speaker for the annual all-staff meeting
 - Initiate at least one staff activity to further staff understanding of Indigenous cultural practices

Goal 4: Steward Financial Resources Efficiently and Effectively

The SATCC closely manages its resources for all aspects of the apprenticeship system. The capacity to train apprentices is ensured by actively monitoring the annual technical training schedule. Management undertakes an annual review of client fees and tuition to balance the costs of training apprentices against the affordability of the training for its clients. The SATCC has also established an internal audit function to evaluate various organizational activities and programs for effectiveness.

Strategy 4.1: Sustainable Government Funding

Key Actions: *Develop annual business plan and budget to secure General Revenue Fund (GRF) grant from the Government of Saskatchewan to fund industry's demand for training seats and support the Commission's operations.*

- Develop Business Plan and Budget Provide three-year annual financial forecast
- Identify solutions to the structural deficit
- Refine budgeting planning exercise

Strategy 4.2: Sustainable Own-Source Revenue

Key Actions: *Pursue own-source revenue.*

- Implement the Commission Board recommended 2023-2026 Tuition and Administrative Fee Plan [pending approval from the Minister of Immigration and Career Training (ICT)]

Key Actions: *Pursue federal funding where applicable.*

Strategy 4.3: Maximize Efficiency and Risk Reduction

Key Actions: *Develop and implement the annual Enterprise Risk Management (ERM) Plan.*

Key Actions: *Work with the Internal Auditor to implement the 2024-25 portion of the 2023-2026 Internal Audit Plan*

Key Actions: *Implement the annual Business Continuity Plan (BCP)*

Key Actions: *Align with GOS records management best practices*

- Implement Year 1 of three-year Records Management Framework

Key Actions: *Minimize increases in administrative costs.*

- Manage costs to limit increases in the Administrative Cost measure

Key Actions: *Maximize utilization of training seats.*

- Actively match supply to demand for training seats

Key Actions: *Manage training delivery with training providers through the Training Protocol Agreements (TPAs).*

- Renew/establish TPA agreements with the following training providers:
 - International Association of Heat and Frost Insulators Local 119;
 - Lotus Learning Solutions;
 - Suncrest College; and
 - Western Trades Training Institute.
- Develop a Training Provider Accountability Framework

Financial Summary

The SATCC is budgeting a deficit of \$3.109M in 2024-25. This is based on budgeted revenues of \$28.787M and budgeted expenses of \$31.896M.

The Government of Saskatchewan increased its funding to the SATCC by \$1.5M to \$23.064M in 2024-25. The General Revenue Fund (GRF) grant received from the Ministry of Immigration and Career Training (ICT) is \$22.664M with an additional \$400K provided for the Indigenous Apprenticeships Initiative (IAI) program.

Additionally, the Government of Saskatchewan provided \$1M in one-time funding in 2023-24 to the SATCC. The combined \$2.5M increase in funding supports a budgeted increase of 400 training seats (from 4,450 in 2023-24 to 4,850 in 2024-25).

Employment and Social Development Canada (ESDC) is providing \$391K in 2024-25 to the SATCC. This revenue is to support the SATCC's Women in Skilled Trades initiative.

Client Fees are budgeted at \$4.884M comprised of tuition and administrative fee revenue. Tuition revenue is estimated at \$3.578M based on the purchase of approximately 4,850 technical training seats assuming 95 per cent of the seats are filled by apprentices.

Administrative Fee revenue is estimated at \$1.307M. The only fee change implemented in 2024-25 is the Trades Qualifier (TQ) Hairstylist/Esthetician application fee. It will increase from \$200 to \$250 (to match the application fee for apprentices) starting July 1, 2024.

The 2024-25 Business Plan also includes the following increases to tuition and administrative fee rates:

- Tuition is increasing from \$110 per week to \$120 per week;
- The Entrance Requirements Training (IXL) fee will increase from \$25 to \$50;
- All certificates and document replacement fees will increase from \$75 to \$100; and
- The 'upgrading' evaluation fee will increase from \$125 to \$150.

Pending ministerial approval, the above tuition and administrative fee changes will not be effective until July 1, 2025. Therefore, there is no financial impact for the SATCC until 2025-26.

The SATCC's largest expense is the purchase of technical training. In 2024-25, the SATCC is budgeting to spend \$21.801M, or about 68 per cent of its total expenses, on the purchase of technical training.

The next largest budgeted expense in 2024-25 is Salaries and Personnel at \$6.825M, which includes cost-of-living and in-range adjustments for applicable staff, and 2/3 of in-scope reclasses as per the ratification of the Collective Bargaining Agreement. The remaining approximate \$3.270M in budgeted expenses are spread across the remaining dozen expense types with the majority in Other Contractual Services (\$1.248M), Space Rental (\$699K) and Advertising, Promotion and Printing (\$536K).

The SATCC's accumulated surplus is anticipated to be \$1.663M as of June 30, 2025. Non-Financial Assets are estimated at \$719K with the high majority being tangible capital assets of \$616K.

Net Financial Assets are projected to be \$944K as of June 30, 2025. The Commission Board's F2 Minimum Policy restricts \$700K. The Indigenous Apprenticeship Initiatives (IAI) restricted fund is estimated to have \$0K and the SATCC Board of Directors Scholarship Fund will have \$2.7K as at June 30, 2025. Undesignated Financial Assets of \$241K comprise the remainder of the SATCC's accumulated surplus.

More detail is provided in the 2024-25 Budget financial statements, which can be found on the following pages.

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

	2024-25 Budget	2023-24 Forecast	2023-24 Budget
Financial Assets			
Due from GRF	3,849,885	\$6,470,860	\$3,942,735
Accounts Receivable	43,549	106,510	49,229
	3,893,433	6,577,370	3,991,964
Liabilities			
Accounts Payable and Accrued Liabilities	244,700	(80,171)	244,700
Accrued Leave Liabilities	290,500	290,495	355,200
Deferred Revenue	2,000,000	2,000,000	1,400,000
Deferred Contributions	423,000	454,680	574,800
	2,958,200	2,665,005	2,574,700
Net Financial Assets	935,233	\$3,912,365	\$1,417,264
Non-Financial Assets			
Tangible Capital Assets	625,146	765,507	904,997
Inventory of Promotional Supplies	11,000	3,054	11,000
Prepaid Expenses	92,000	91,898	101,500
Total Non-Financial Assets	728,146	860,459	1,017,497
Accumulated Surplus (Statement 2)	1,663,379	\$4,772,824	\$2,434,761
Designated Assets			
IAI	0	114,195	153,093
SYA (Scholarship Fund)	0	-	-
Tiny Homes Project	(0)	(0)	-
Board of Directors' Scholarship Trust Program	2,709	2,709	3,309
IT System Fund	0	-	-
F2 Minimum	700,000	762,379	675,717
	702,709	879,283	832,119
Undesignated Financial Assets	232,524	3,033,082	585,145
Total Net Financial Assets	935,233	\$3,912,365	\$1,417,264


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

Statement 2

	2024-25	2023-24	2022-23
	Budget	Forecast	Actual
Revenue			
Grants - General Revenue Fund	\$23,064,000	\$22,972,400	\$21,090,600
Grants - Government of Canada - ESDC	391,459	174,875	-
Grants - Government of Canada - VLS2	-	97,000	
Grants - IAI and SYA One-Time 2021-22 Funding (GRF)	-	-	-
Client Fees	4,884,486	4,482,352	3,912,120
SYA Contributions	55,000	50,000	78,429
Products and Services	71,551	84,171	62,293
Interest	320,403	350,403	209,838
Total Revenue	28,786,899	28,211,201	25,353,280
Expense			
Salaries and Personnel	6,825,284	5,840,600	5,813,774
Program Contractual Services	21,800,685	19,193,252	16,754,759
Other Contractual Services	1,248,203	1,287,435	1,166,242
Board Expenses	113,353	113,353	120,537
Travel	230,317	237,896	245,097
Telephone	81,398	81,068	87,275
Advertising, Promotion and Printing	535,694	495,697	439,382
Space Rental	699,099	699,099	694,158
Equipment Rental	12,093	12,093	25,031
Office Supplies	63,626	42,780	56,405
Postage, Courier, and Freight	40,117	40,117	47,374
Other	104,517	103,498	114,975
Amortization	141,960	140,361	161,675
Total Expenses	31,896,344	28,287,249	25,726,683
Annual (Deficit)/Surplus	(3,109,445)	(\$76,048)	(\$373,403)
Accumulated Surplus, Beginning of Year	4,772,824	4,848,872	5,222,275
Accumulated Surplus, End of Year (to Statement 1)	\$1,663,379	\$4,772,824	\$4,848,872

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

Statement 3

	2024-25 Budget	2023-24 Forecast	2022-23 Actual
Annual Surplus/(Deficit)	(\$3,109,445)	(\$76,048)	(\$373,405)
Acquisition of Work In Progress	0	0	0
Acquisition of Tangible Capital Assets	0	217,417	(74,404)
Amortization of Tangible Capital Assets	141,960	140,361	161,675
	141,960	357,778	87,271
Acquisition of Prepaid Expenses	(102)	(11,791)	(8,166)
Acquisition of Inventory of Promotional Supplies	(7,946)	4,893	887
	(8,048)	(6,898)	(7,279)
(Decrease) in Net Financial Assets	(2,975,533)	274,832	(293,413)
Net Financial Assets, Beginning of Year	3,981,439	3,706,607	4,000,020
Net Financial Assets, End of Year	\$1,005,906 	\$3,981,439	\$3,706,607

Saskatchewan Apprenticeship and Trade Certification Commission
Statement of Cash Flow
For the Year ended June 30

Statement 4

	2024-25 Budget	2023-24 Forecast	2022-23 Actual
Operating Activities			
Cash Receipts from General Revenue Fund	\$23,064,000	\$22,972,400	\$20,064,000
Cash Receipts from Government of Canada	\$391,459	\$174,875	\$0
Cash Receipts from ICT (IAI & SYA one-time fund)	0	0	4,980,000
Cash Receipts from Clients	4,884,486	4,482,352	3,244,096
SYA Contributions Received	55,000	50,000	64,000
Receipts from Sales of Products and Services	71,551	84,171	30,115
Interest Received	320,403	350,403	23,359
Cash Paid to Employees	(6,825,284)	(5,840,600)	(5,664,347)
Cash Paid to Provide Program Services	(21,800,685)	(19,193,252)	(18,528,857)
Cash Paid to Suppliers	(2,969,639)	(3,643,417)	(2,662,835)
Cash Provided by Operating Activities	(2,808,708)	(563,069)	1,549,531
Capital Activities			
Purchase of Work in Progress	0	0	603,296
Purchase of Tangible Capital Assets	0	0	(1,228,346)
Cash Used in Capital Activities	0	0	(625,050)
Increase/(Decrease) in Cash	(2,808,708)	(563,069)	924,481
Due from GRF, Beginning of Year	6,311,801	6,874,870	5,950,390
Due from GRF, End of Year	\$3,503,093	\$6,311,801	\$6,874,870

Links to More Information

- [Saskatchewan Apprenticeship and Trade Certification Commission](#)
- [Government of Saskatchewan Budget, Planning and Reporting](#)

Performance Management

2024-25 Balanced Scorecard

Please see in this link: [2b.-2023-06-26-FINAL-2023-24-Balanced-Scorecard-Reference-Table-FINAL.pdf \(saskapprenticeship.ca\)](https://www.saskapprenticeship.ca/2b.-2023-06-26-FINAL-2023-24-Balanced-Scorecard-Reference-Table-FINAL.pdf) Balanced Scorecard Reference Table for the definition, purpose, methodology and target explanation for each measure.

	Degree of Control	2022-23 Actual	2023-24 Target	2023-24 YTD (Apr. 2023) * Results	2024-25 Target
1. Satisfy Industry Demand for a Skilled and Certified Workforce in Saskatchewan					
Apprentice Registrations	Observe	2,299	2,400	1,941	2,400
Total Apprentices	Observe	6,103	6,400	6,689	7,000
Trades Qualifiers	Influence	1,436	1,450	1,221	1,200
Technical Training Seats	Control	4,072	4,450	4,200	4,850
Alternate Technical Training Available	Influence	11.7%	10.0%	9.6%	10.0%
Apprentice & Employer Consultations	Control	5,111	5,000	4,435	5,000
Trade Board Meetings	Control	143	120	136	130
New Trades, Sub-Trades and Occupations	Influence	TBD	2	0	2
Journeyman Certificates Issued	Influence	1,049	1,000	727	1,000
Red Seal Exam Pass Rate	Influence	68.0%	75.0%	69.4%	75.0%
Real Completion Rate (RCR)	Influence	52.2%	60.0%	52.6%	60.0%
Total Employers	Influence	2,048	2,100	2,140	2,200
SYA Conversion Rate (NEW)	Influence	NA	NA	NA	35.0%
Equity, Diversity and Inclusion (EDI) Partnerships	Influence	TBD	2	2	2
Indigenous Apprentices	Influence	17.4%	19.0%	17.1%	19.0%
Female Apprentices	Influence	10.7%	11.0%	10.2%	12.0%

	Degree of Control	2022-23 Actual	2023-24 Target	2023-24 YTD (Apr. 2023) * Results	2024-25 Target
Female Apprentices in Trades with Low Female Representation	Influence	6.6%	5.5%	7.1%	10.0%
Visible Minority Apprentices	Influence	6.7%	4.5%	7.6%	10.0%
Apprentices with Disabilities	Influence	9.5%	7.5%	10.8%	13.0%
Employer Satisfaction with Training	Influence	N/A	90.0%	94.0%	N/A
Apprentice Satisfaction with On-the-Job Training	Observe	N/A	90.0%	95.0%	N/A
Levels of Curriculum Reviewed (NEW)	Control	N/A	N/A	N/A	19
Industry Response Time	Control	100.0%	95%	100%	95.0%
Ratio Compliance	Influence	95.2%	95%	95.2%	95.0%
Training and Development Spend	Control	1.41%	1.30%	1.37%	1.0%
Employer Satisfaction with SATCC Services	Control	N/A	90%	88.0%	N/A
Apprentice Satisfaction with SATCC Services	Control	N/A	90%	84.0%	N/A
Employee Engagement	Influence	79.0	80%	89.0%	80.0%
Share of Registered Apprentices in Technical Training	Control	66.7%	70.0%	62.8%	70.0%
Technical Training Fill Ratio	Control	95.6%	95.0%	95.1%	95.0%
Revenue-Expense Ratio	Control	49.0%	50.0%	67.4%	55.0%
Administrative Cost Change	Control	(5.2%)	(2.8%)	(5.8%)	7.5%
Share of Non-Government Revenue (%)	Influence	16.9%	18.0%	21.1%	20.0%

Risk Management

The Enterprise Risk Management Plan (ERM) is an instrument the SATCC Commission Board of Directors use to make risk-informed decisions that support the growth and sustainability of the apprenticeship system. The SATCC's ERM plan contains the following risk categories: strategic, financial, IT/systems, operational, compliance, reputational and external risks.

The Commission Board and management review annually to revise and update the ERM plan. The ERM plan identifies the mitigation strategies used to respond to risks affecting the apprenticeship system. Management reports quarterly on progress made mitigating the risks on the ERM plan.

Risk priorities for 2024-25 include:

- Apprentices have poor numeracy and literacy skills; and
- Lack of apprentices from underrepresented groups

Mitigation plans include the ongoing implementation and refinement of the Apprenticeship Success Enhancement Strategy which identifies apprentices with low numeracy and literacy skills and provides supports to assist with their development. As well, the SATCC received support from Employment and Social Development Canada (ESDC) to implement the Women in Skilled Trades Initiative until 2026.