

Commission Board of Directors

April 2, 2025

10:00 AM – 12:30 PM

Hybrid Meeting

Meeting Number 2024-25-04

Members Present:

Bryan Leier (Chair)
Zack Somer
Dawn Wreford
Leonard Manitoken
Karen Zunti
Chris Lysitza
Drew Wilby
Karen Low
Nikki Langdon

Jeff Sweet (Vice-Chair)
Dana Paidel
Julien Brazeau
Justin Hoyes
Brett Vandale
Brent Dubray
Ryan Cunningham
Clint Repski
Susan Daigneault

Regrets:

Mike Pesthill

Guests:

TJ King
Rob DeRooy

Michael McLean

Staff:

Jeff Ritter (part)
Shaun Augustin (part)
Dave Peters (part)
Evan Jamieson (part)

Nancy Porter (part)
Sherry Morcom – Recorder (part)
Tamara Sentes (part)

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
1. Welcome and Land Acknowledgement	
2. Adoption of the Agenda	Motion #2024-25-04-01 There was consensus to approve the agenda.
3. Minutes of January 29, 2025, and Business Arising Business Arising There was no Business Arising.	Motion #2024-25-04-02 There was consensus to approve the Minutes of January 29, 2025.
4. Chair Report • The Chair Report was included in the meeting package.	Motion #2024-25-04-03 There was consensus to accept the Chair Report as presented.
5. CEO Report • The CEO Report was included in the meeting package.	Motion #2024-25-04-04 There was consensus to accept the CEO Report as presented.
Decision Items	
6. 2022-27 Strategic Plan Update • There are two primary objectives: <ul style="list-style-type: none"> • Fulsome dialogue and evaluation of material risks and their effect on plan achievement. • A strategic plan check in light of the analysis of material risks and any new threats or opportunities. • The board's role is to allocate scarce resources to their most effective uses. • There is a high level of acceptance for the current plan.	Motion #2024-25-04-05 There was consensus to approve and accept the Strategy and Risk summary report as provided by Governance Solutions.
Rob DeRooy left the meeting at 10:15 am.	
7. 2025 Board Evaluation Process • A Board self-evaluation is conducted every two years, and administered by the Board's Governance consultant, Governance Solutions. The Governance Committee is	Motion #2024-25-04-06 There was consensus to approve \$19,800 for a board and committee evaluation and that management identify alternatives to conduct the self-reporting competency matrix.

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p>charged with recommending the process of the evaluation for the Board's approval.</p> <ul style="list-style-type: none"> In 2023, the board evaluation included three additional components: <ol style="list-style-type: none"> 1.Board Competency Matrix 2.Board's Professional Development 3.Standing Committees Performance Assessment 	
<p>Jeff Ritter, Shaun Augustin, Dave Peters, Nancy Porter, Tamara Sentes and Sherry Morcom left the meeting at 10:30 pm.</p>	
<p>8. CEO 2024-25 Performance Measures and Targets</p> <p>In-Camera with CEO</p>	<p>Motion #2024-25-04-07</p> <p>There was consensus to approve the proposed measures and targets in the 2024-25 Short-Term Incentive (STI) Program.</p>
<p>Jeff Ritter, Shaun Augustin, Dave Peters, Nancy Porter, Tamara Sentes and Sherry Morcom rejoined the meeting at 10:40 pm.</p>	
<p>9. Appointment and Removal Members to SATCC TBs, CEDBs and TEBs</p> <ul style="list-style-type: none"> On behalf of the Trade Board Appointments Committee, Justin Hoyes reported that the Committee met on March 17, 2025. The designation for Employees/Employers will be verified. 	<p>Motion #2024-25-04-08</p> <p>There was not consensus to approve the Trade Board appointments and removals. This will be deferred to the next meeting.</p>
<p>Committee Reports</p>	
<p>10. Trade Board Appointments Committee – Trade Board Minutes</p> <ul style="list-style-type: none"> On behalf of the Trade Board Appointments Committee, Justin Hoyes reported that the Committee met on March 17, 2025. 	<p>There was consensus to accept the report for information.</p>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p>11. HR Committee On behalf of the HR Committee, Bryan Leier reported the committee met on March 12, 2025.</p>	<p>There was consensus to accept the report for information.</p>
<p>12. Governance Committee On behalf of the Governance Committee, Dana Paidel reported the committee met on March 26, 2025.</p>	<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 March 26, 2025. a) Pulse Check <ul style="list-style-type: none"> • The Pulse Check includes a subset of performance measures in the business plan. The Commission Board may use this dashboard reporting to frame its questions and discussion of performance with management. b) Performance Management <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. c) YTD Financials <ul style="list-style-type: none"> • The SATCC's year-to-date (YTD) surplus is \$1.3M as of February 28, 2025. The actual YTD surplus is higher than the budgeted surplus of \$835K budgeted in the first eight months of 2024-25 by \$512K (61.3%). The higher-than-budgeted YTD surplus is primarily due to: <ul style="list-style-type: none"> ○ YTD revenues are lower than budget by \$103K (-0.5%) because of less revenue than expected for the Women in Skilled Trades 	<p>There was consensus to accept the report for information.</p>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p>Initiative (WISTI), SYA Contributions, and Interest, offset by greater Client Fees; and</p> <ul style="list-style-type: none"> ○ YTD expenses are lower-than-budget by \$615K (-3.2%) primarily due to vacancies in Salaries & Personnel. Program Contractual Services, Advertising, Promotion, Printing and several other line items have also decreased due to timing of payments. <p>d) Training Forecast</p> <ul style="list-style-type: none"> • The 2024-25 Budget assumed the SATCC will purchase 4,846 technical training seats. As of January 2025, 368 seats have officially been added, 326 seats have officially been cancelled. • The current forecast for the 2024-25 training seat purchase is 4,888 seats, a net increase of 42 seats. The Program Contractual Services expense line item is currently forecasted to be \$76K over budget in 2024-25. Direct training expenditures are forecasting \$129K over budget. • Management does not expect to add any further seats in 2024-25. • The Indigenous Apprenticeship Initiatives (IAI) program funding is forecasted to be over budget \$80K. IAI will fund more projects than budget and draw down the SATCC's designated fund for IAI. • Innovation funding, spent on developing new training initiatives, is forecasted to be \$50K over budget while Program Development is forecasting under budget by \$196K due to reallocation of funding. Less projects are anticipated to be completed in 2024-25 in Program Development. <p>e) Financial Forecast</p> <ul style="list-style-type: none"> • The SATCC is forecasting a deficit, after amortization, of \$2.523M in 2024-25 in 	

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p>comparison to the budgeted deficit of \$3.109M. This is a \$586.2K (-18.9%) decrease in the budgeted deficit. The forecasted decrease in the deficit is due to the following:</p> <ul style="list-style-type: none"> • Revenues are forecasted to be higher-than-budgeted by \$316K (1.1%) due to <ul style="list-style-type: none"> ○ Special Warrant Grant funding has been approved with an expected amount of \$500K in extra funding from the Ministry of Immigration and Career Training (ICT). ○ Client Fees are forecast to be higher-than-budgeted by \$56.7K (1.2%) due to two main reasons: <ul style="list-style-type: none"> ▪ Tuition revenue is forecast to be \$86K above budget due to higher than anticipated training seats than budget; and ▪ Administrative Fees are forecast to be approximately \$29K lower-than-budgeted mainly due to less than expected applications for registration of apprenticeship. ○ The Women in Skilled Trades Initiative (WISTI) expected revenue of \$184.5K is lower than the budgeted amount of \$391K by \$207K (-52.9%), due to lower expenses than anticipated; ○ Interest is forecast to be lower-than-budgeted by \$30.3K (-9.5%) due to lower than anticipated Bank of Canada interest rates. • Expenses are forecast to be lower than budget by \$270.2K (-0.8%) due to: <ul style="list-style-type: none"> ○ The following expense categories highlight major decreases in expenses: <ul style="list-style-type: none"> ▪ A forecasted decrease in Salaries of \$309.7K (-4.5%) mainly due to vacancies; 	

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<ul style="list-style-type: none"> ▪ Advertising, Promotion, Printing is currently forecast to be \$54.5K (-10.2%) under budget mainly due to lower-than-expected expenses related to the WISTI; ▪ Space Rental is expected to be \$28K (-4.0%) under budget mainly due to lower-than-expected expenses for leasehold improvements and less expenses for the All Staff meeting due to a significant refund; and ▪ Telephone is currently forecast to be \$12.3K (-15.1%) under budget mainly due to consolidation of cell and desk phones. <p>○ The following expense categories have increases that offset the above reductions:</p> <ul style="list-style-type: none"> ▪ Program Contractual Services are forecast to be \$64K (0.3%) higher than budget. Program Development costs are forecast to be approximately \$196K lower than budgeted. This is offset by an increase in Indigenous Apprenticeship Initiative (IAI) program expenditures of \$(80K) beyond its \$514K budget (\$400K from the annual grant from the Ministry of Immigration and Career Training and \$114K from the IAI restricted fund) and additional training seat purchase costs of approximately (\$128K) due to the forecasted purchase of 4,888 seats compared to the budget of 4,846 seats due to: <ul style="list-style-type: none"> • An additional 20 seats for a Construction Electrician upgrader with the International Brotherhood of Electrical Workers (IBEW); and 	

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<ul style="list-style-type: none"> • An extra 30 seats with Sask. Polytechnic from the SATCC's 'watch list'. ▪ Other Contractual Services are forecast to be \$73K (5.9%) higher than budget mainly due to extra unbudgeted expenses for the MyCreds API integration (\$100K) and higher than expected expenses for General Contractual Services offset by lower than expected several line items including IT Lease rentals, Social Media, and Miscellaneous services. • The SATCC's financial pressures in 2024-25 have been eased somewhat because of the approval of the special warrant funding of \$500K from ICT. The SATCC no longer needs to use funds from the F2 Minimum Surplus. Management is now forecasting the SATCC will end 2024-25 with \$324K in its undesignated financial assets. <p>f) Internal Audit Report</p> <ul style="list-style-type: none"> • Status of Internal Audit activities: <ul style="list-style-type: none"> ○ Audits in progress – 4 audits are underway; and ○ Issued reports – two reports issued since the last A&F Committee update report. • Support for the on-going work from SATCC remains positive and we look forward to continuing with this valuable work. Based on the work completed to date, we have not identified any significant risk or control issues that require immediate attention by the A&F Committee. <p>g) Internal Audit Open Action Plan</p> <ul style="list-style-type: none"> • This item focuses on overdue Action Plans vs. providing details on all Action Plans that are still in progress and not yet due. - 7 audit projects 	

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p>have a combined 16 Action Plans outstanding. Of these, 2 are overdue (i.e., the originally agreed timeline for implementation has passed without being fully implemented).</p> <ul style="list-style-type: none"> • Since the last A&F Committee meeting 5 findings with Actions Plans have been added and 1 was closed. <p>h) ERM Report</p> <ul style="list-style-type: none"> • The Commission Board of Directors identified and ranked 15 risks within the 2024-25 Enterprise Risk Management Plan. This report summarizes management's progress at addressing each risk identified into Q3 2024-25. To the end of Feb.2025, the SATCC is 'on track' in addressing nine (9) risks (60.0% of the total) and progressing on six (6) risks (40.0%). There are no risks with a 'no report' or 'not meeting' status. 	
Information Items	
<p>14. 2025-26 Business Plan</p> <ul style="list-style-type: none"> • The draft 2025-26 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 2025-26 BP is based on the five-year view of the 2022-27 Strategic Plan. • Specifically, management mapped out the timing of what year(s), at a high level, it anticipates delivering on the strategies and key actions underneath each of the four main goals of the 2022-27 SP. The purpose of this approach is two-fold: • Ensure that all elements are planned to be addressed through the five-year SP; and • Identify resourcing gaps/conflicts that may exist so they can be addressed at the appropriate time. 	<p>There was consensus to accept the report for information.</p>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<ul style="list-style-type: none"> • The SATCC is budgeting a deficit of \$723K in 2025-26; • As of June 30, 2025, the SATCC's Undesignated Financial Assets are forecasted to be approximately \$920K, an increase from the budget estimate of \$233K. The increase is due to receiving special warrant funding of \$500K from ICT to offset salary/expense pressures plus more GRF grant funding due to the timing difference of the fiscal years of the Government of Saskatchewan and the SATCC (i.e. the SATCC will start receiving the higher GRF grant amount in Q4 2024-25); and • The F2 Minimum amount remains budgeted at \$700K (as per the revised F2 Board policy). Management is not currently forecasting the need to use any F2 Minimum funds in either 2024-25 or 2025-26. • It was noted that SATCC should consider a conservative budget. • The Internal Auditor expenditure was one earmarked for a reduction. 	
Recurrent Information Items	
15. Commission Operational Update <ul style="list-style-type: none"> • This information is included and intended for Directors to share with their respective clients and stakeholders. 	There was consensus to accept the report for information.
16. Other Business <ul style="list-style-type: none"> • There was no other business. 	
Jeff Ritter, Shaun Augustin, Dave Peters, Nancy Porter, Tamara Sentes and Sherry Morcom left the meeting at 12:15 pm.	
17. In-Camera	There was an in-camera session.
18. Next Meeting <ul style="list-style-type: none"> • June 18, 2025 	

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
19. Adjournment	The meeting adjourned at 12:30 PM

Commission/Committee Chairperson

Commission/Committee Vice Chairperson

