

# Business Plan

2025-26

## SASKATCHEWAN APPRENTICESHIP AND TRADE CERTIFICATION COMMISSION

# Statement from the Minister



**The Honourable Jim Reiter**  
*Minister of Immigration and Career Training*

I am pleased to present the Saskatchewan Apprenticeship and Trade Certification Commission's (SATCC) Business Plan for 2025-26.

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.

The goals and strategies included in this plan support our provinces growth as well as the continued growth of Saskatchewan's apprenticeship system.

Highlights of the plan include the purchase of 5,000 training seats, an increase of 150 seats over the previous year. By providing additional training seats, the SATCC can better meet the needs of industry by developing a skilled workforce.

The Government of Saskatchewan is committed to developing a highly trained, skilled workforce, which contributes to a strong economy and great quality of life for Saskatchewan citizens.

# 2025-26 Budget Highlights

|          |   |
|----------|---|
| <b>1</b> | In 2025-26, the SATCC will purchase 5,000 training seats, an increase of 150 seats over the 2024-25 Budget, with the \$2.7M increase in funding from the Ministry of Immigration and Career Training (ICT).   |
| <b>2</b> | The 2025-26 Budget plans a deficit of \$1.006M based on total revenues of \$32.1M and total expenses of \$33.1M. The SATCC will fund the deficit by drawing down its accumulated surplus to \$1.551M and its undesignated financial assets to \$104K as at June 30, 2026. |

## 2025-26 Improvement and Innovation 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.

|          |   |
|----------|---|
| <b>1</b> | Support industry’s efforts to recruit and support apprentices from underrepresented groups. Continue the Women in Skilled Trades Initiative to recruit and support women in trades where women are underrepresented.  |
| <b>2</b> | 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. Develop and implement tools using the learning management system to provide support for apprentices.                     |
| <b>3</b> | 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. This includes potential expansion of Powerline Technician training and increasing availability of technical training in more communities across the province. |
| <b>4</b> | Explore the potential to issue apprentice year-cards and journeyperson certificates as shareable, verifiable and secure digital credentials. Investigate the potential for a publicly accessible digital repository of certified journeypersons.  |
| <b>5</b> | Conduct evaluation of electronic exam delivery in Regina. Explore possible expansion of electronic exam delivery in Saskatoon.  |

# 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

Saskatchewan's vision and three goals provide the strategic direction for organizations to align their programs and services to build a strong Saskatchewan.



## 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 with the remaining 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 journeyperson 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 journeypersons are integral to many sectors of Saskatchewan's economy – residential, commercial, industrial and institutional construction as well as maintenance, tourism, mining, agricultural, automotive, energy resource 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 its 2025-26 Budget, the Government of Saskatchewan has allocated \$25.771 million to the SATCC. This additional investment of \$2.707 million will support the addition of 150 technical training seats for a total of 5,000 seats in the coming fiscal year.

Replacement workers for the aging workforce continue to be a source of demand for apprenticeship over the medium-term. In fall 2024, the Canadian Apprenticeship Forum (CAF) published a labour market information report indicating that Saskatchewan will need over 6,000 newly certified tradespeople by 2028 – 1,370 to meet employment demand, 2,380 to replace retiring workers, and 2,346 to fulfill hiring needs in related trades and occupations, where existing certified workers are employed as managers, supervisors, and contractors.

The SATCC is positioning itself to meet the rising demand for apprenticeships. This document details how the 2025-26 Business Plan equips the SATCC to handle this increased demand while also addressing other key 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.

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**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 5,000 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 Powerline Technician training

**Strategy 1.2:**

**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.*

- Identify future designated trades, subtrades, and occupations

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

- Identify post-harmonization implementation

**Strategy 1.3:****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
- 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

**Key Actions:** *Deliver training for Indigenous apprentices.*

- Deliver Indigenous Apprentices Initiatives (IAI) program (including RFP \$400K)

**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).*

- Deliver the SYA program
  - Implement the activities within the SYA Action Plan

**Key Actions:** *Recruit and support underrepresented apprentices.*

- Revise targets related to female apprentices
- 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
  - Help employers in identifying and implementing inclusive workplace practices that support the recruitment and retention of female apprentices
  - Administer survey to gauge program effectiveness for women apprentices who received mentoring and coaching
- Obtain input from underrepresented apprentices to help identify barriers
- Expand targets for all underrepresented groups
- 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
  - Encourage stakeholders nominating members to the Commission Board to consider nominating someone who is a member of a visible minority group to the Board, since the Board is currently lacking that representation



**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 journeypersons. The Commission is 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.

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**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.*

- Expand 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.*

- Develop and implement tools using the learning management system to provide support for apprentices.

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

- Develop and implement schedule for curriculum review
- Develop Red Seal Occupational Standard (RSOS) orientations for Certification Examination preparation

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

- Conduct annual progression research
- Identify challenges/gaps in technical training that might lead to intervention points with apprentices requiring additional supports
- Identify and track apprentices receiving an intervention under the ASES strategy to determine effectiveness of intervention strategies
- Continue learning outcomes research initiative

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

- Conduct evaluation of Regina electronic exam pilot
- Explore the potential for an electronic examination center in Saskatoon

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

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

- Implement Change Control Board (CCB) actions

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

- Evaluate enhancements to the current call logging system and assess potential for implementation.

**Key Actions:** *Explore data management options and adding tools to enhance data analysis and business decision-making capability.*

- Develop a plan to acquire a data management solution for OCSM and MyATC data and implement the first stage of the plan
- Work with the Ministry of Advanced Education to maintain access to OCSM throughout the implementation of the data management solution

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

- Apprentice Success Enhancement Strategy implementation
- Establish the Business Systems Enhancement Plan (includes MyATC) through recommendations outlined in the process renewal initiative
- Digital credentialling for Journeypersons
- 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).*

- Annual review of HR Plan

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

- Service Best training provided
- Review SATCC onboarding

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

- Implement website audit recommendations

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

- Employee development goals are included in workplan development

### **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) and consider virtual events
- Pursue opportunities to recognize staff as they arise

**Key Actions:** *Support employee engagement and social committee activities.*

- Prioritize engagement of Apprenticeship Service Consultants in regional offices
- Senior Management Team (SMT) encouragement and participation, integration into staff time activities, including Canadian Blood Services donations, Workplace Giving Committee events and other campaigns organized through the Social Committee

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

- Conduct review of job competencies and interview guides to reduce bias in staffing competitions

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

- Continued support of Employee and Family Assistance Program (EFAP)
- Support Inclusion, Diversity, Equity and Accessibility (IDEA) workplace training

**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.

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**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.*

- Business Plan and Budget developed
- 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.*

- Adjust the approved 2025-26 Tuition and Administrative Fee Plan
- Develop 2026-27 to 2028-29 Tuition and Administrative Fee Plan

**Key Actions:** *Pursue federal funding where applicable.*

- Align to funding opportunities

**Strategy 4.3:**  
**Maximize Efficiency and Risk Reduction**

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

- Annual ERM plan

**Key Actions:** *Work with the Internal Auditor to implement the 2025-26 portion of the 2023-2026 Internal Audit Plan.*

- Internal Audit Plan delivered
- Complete a review of the internal audit function. If decided to continue, conduct a Request for Proposal for an Internal Auditor

**Key Actions:** *Develop and implement the annual Business Continuity Plan (BCP).*

**Key Actions:** *Complete a Records Management Framework Review.*

- Implement Phase 2 of its 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.*

- Performance target achieved

**Key Actions:** *Manage annual increases in technical training costs with training providers through the Training Protocol Agreements (TPAs).*

- Establish TPA agreements

# Financial Summary

The SATCC is budgeting a deficit of \$1.006M in 2025-26. This is based on budgeted revenues of \$32.066MM and budgeted expenses of \$33.070M.

The Government of Saskatchewan increased its funding to the SATCC by \$2.7M to \$26.267M in 2025-26. The General Revenue Fund (GRF) grant received from the Ministry of Immigration and Career Training (ICT) is \$25.827M with an additional \$400K provided for the Indigenous Apprenticeships Initiative (IAI) program.

Employment and Social Development Canada (ESDC) is providing \$348K in 2025-26 to the SATCC. This revenue is to support the SATCC's Women in Skilled Trades initiative.

Client Fees are budgeted at \$5.137M comprised of tuition and administrative fee revenue. Tuition revenue is estimated at \$3.832M based on the purchase of approximately 5,000 technical training seats assuming 95 per cent of the seats are filled by apprentices. Administrative Fee revenue is estimated at \$1.305M.

The tuition rate is increasing from \$110 per week to \$120 per week, effective July 1, 2025. There are no administrative fee changes in 2025-26.

The SATCC's largest expense is the purchase of technical training. In 2025-26, the SATCC is budgeting to spend \$22.878M, or about 69 per cent of its total expenses, on the purchase of technical training. The next largest budgeted expense in 2025-26 is Salaries and Personnel at \$6.826M. The remaining approximate \$3.327M in budgeted expenses are spread across the remaining dozen expense types with the majority in Other Contractual Services (\$1.284M), Space Rental (\$686K) and Advertising, Promotion and Printing (\$575K).

The SATCC's accumulated surplus is anticipated to be \$1.550M as of June 30, 2026. Non-Financial Assets are estimated at \$745K with the majority being tangible capital assets of \$672K. Net Financial Assets are projected to be \$805K as of June 30, 2026. 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 \$1.3K as at June 30, 2026. Undesignated Financial Assets of \$104K comprise the remainder of the SATCC's accumulated surplus.

More detail is provided in the 2025-26 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**

**Statement 1**

|   | <b>2026<br/>Budget</b> | <b>2025<br/>Forecast</b> | <b>2025<br/>Budget</b> |
|---|------------------------|--------------------------|------------------------|
| <b>Financial Assets</b>                       |                        |                          |                        |
| Due from GRF                                  | 4,694,903              | 5,213,780                | 3,849,885              |
| Accounts Receivable                           | 3,547                  | 73,886                   | 43,549                 |
|   | <b>4,698,450</b>       | <b>5,287,666</b>         | <b>3,893,433</b>       |
| <b>Liabilities</b>                            |                        |                          |                        |
| Accounts Payable and Accrued Liabilities      | 181,611                | 212,224                  | 244,700                |
| Accrued Leave Liabilities                     | 370,841                | 366,505                  | 290,500                |
| Deferred Revenue                              | 2,700,000              | 2,500,000                | 2,000,000              |
| Deferred Contributions                        | 640,541                | 548,057                  | 423,000                |
|   | <b>3,892,993</b>       | <b>3,626,786</b>         | <b>2,958,200</b>       |
| <b>Net Financial Assets</b>                   | <b>805,457</b>         | <b>1,660,880</b>         | <b>935,233</b>         |
| <b>Non-Financial Assets</b>                   |                        |                          |                        |
| Tangible Capital Assets                       | 672,420                | 815,800                  | 625,146                |
| Inventory of Promotional Supplies             | 2,443                  | 2,555                    | 11,000                 |
| Prepaid Expenses                              | 70,331                 | 77,000                   | 92,000                 |
| <b>Total Non-Financial Assets</b>             | <b>745,193</b>         | <b>895,355</b>           | <b>728,146</b>         |
| <b>Accumulated Surplus (Statement 2)</b>      | <b>\$1,550,650</b>     | <b>\$2,556,235</b>       | <b>\$1,663,379</b>     |
| <b>Designated Assets</b>                      |                        |                          |                        |
| Indigenous Apprenticeship Initiatives Program | -                      | 74,674                   | -                      |
| SYA (Scholarship Fund)                        | -                      | -                        | -                      |
| Board of Directors Scholarship Fund           | 1,309                  | 2,009                    | 2,709                  |
| IT System Fund                                | -                      | -                        | -                      |
| Minimum Surplus (F2)                          | 700,000                | 700,000                  | 700,000                |
|   | <b>701,309</b>         | <b>776,683</b>           | <b>702,709</b>         |
| Undesignated Financial Assets                 | <b>104,148</b>         | <b>884,197</b>           | <b>232,524</b>         |
| <b>Total Net Financial Assets</b>             | <b>\$805,457</b>       | <b>\$1,660,880</b>       | <b>\$935,233</b>       |



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

Statement 2

|  | 2025-26<br>Budget    | 2024-25<br>Forecast  | 2023-24<br>Actual   |
|--|----------------------|----------------------|---------------------|
| <b>Revenue</b>   |                      |                      |                     |
| Grants - General Revenue Fund                            | \$26,266,700         | \$24,059,700         | \$22,939,000        |
| Grants - THP and SYA One-Time 2021-22 Funding (GRF)      | 0                    | 0                    | 0                   |
| Federal Grant - ESDC - Women in Skilled Trades           | 348,501              | 142,849              | 80,178              |
| Federal Grant - VLS2                                     | 0                    | 0                    | 26,115              |
| Client Fees  | 5,136,627            | 4,957,916            | 4,567,960           |
| SYA Contributions  | 55,000               | 55,000               | 59,000              |
| Products and Services                                    | 50,253               | 51,677               | 79,652              |
| Interest   | 208,284              | 252,419              | 338,897             |
| <b>Total Revenue</b>                                     | <b>\$32,065,365</b>  | <b>\$29,519,561</b>  | <b>\$28,090,802</b> |
| <b>Expense</b>   |                      |                      |                     |
| Salaries & Personnel                                     | \$6,826,113          | \$6,481,770          | \$6,232,982         |
| Program Contractual Services                             | 22,917,690           | 21,680,692           | 19,008,006          |
| Other Contractual Services                               | 1,284,478            | 1,386,715            | 1,223,890           |
| Board Expenses   | 139,197              | 108,116              | 127,204             |
| Travel   | 222,806              | 220,884              | 238,964             |
| Telephone  | 62,635               | 68,635               | 77,542              |
| Advertising, Promotion, Printing                         | 575,308              | 478,510              | 490,467             |
| Space Rental   | 686,278              | 671,770              | 669,365             |
| Equipment Rental   | 4,915                | 11,139               | 11,977              |
| Office Supplies  | 63,626               | 67,108               | 46,743              |
| Postage, Courier, Freight                                | 40,117               | 40,117               | 39,184              |
| Other  | 104,406              | 107,154              | 125,565             |
| Amortization   | 143,381              | 141,961              | 146,539             |
| <b>Total Expenses</b>                                    | <b>\$33,070,950</b>  | <b>\$31,464,571</b>  | <b>\$28,438,428</b> |
| <b>Annual (Deficit) Surplus</b>                          | <b>(\$1,005,585)</b> | <b>(\$1,945,010)</b> | <b>(\$347,626)</b>  |
| <b>Accumulated Surplus, Beginning of Year</b>            | <b>2,556,235</b>     | <b>4,501,245</b>     | <b>4,848,870</b>    |
| <b>Accumulated Surplus, End of Year (to Statement 1)</b> | <b>\$1,550,650</b>   | <b>\$2,556,235</b>   | <b>\$4,501,244</b>  |

**Saskatchewan Apprenticeship and Trade Certification Commission**  
**Statement of Change in Net Financial Assets**  
As at June 30

**Statement 3**

|   | <b>2026<br/>Budget</b> | <b>2025<br/>Forecast</b> | <b>2025<br/>Budget</b> |
|---|------------------------|--------------------------|------------------------|
| <b>Annual Surplus/(Deficit)</b>                     | <b>(\$1,005,585)</b>   | <b>(\$1,945,010)</b>     | <b>(\$347,625)</b>     |
| Implementation (Acquisition) of Work In Progress    | 0                      |                          |                        |
| Acquisition of Tangible Capital Assets              | 0                      | (30,281)                 | (29,310)               |
| Write-down of Work-In-Progress                      | -                      | -                        | -                      |
| Amortization of Tangible Capital Assets             | 143,381                | 141,961                  | 146,539                |
|   | <b>143,381</b>         | <b>111,680</b>           | <b>117,229</b>         |
| Consumption (Acquisition) of Prepaid Expenses       | 6,669                  | 6,781                    | 5,826                  |
| (Acquisition) Consumption of Inventory              | 112                    | 112                      | 5,280                  |
|   | <b>6,782</b>           | <b>6,893</b>             | <b>11,106</b>          |
| <b>Increase (Decrease) in Net Financial Assets*</b> | <b>(855,423)</b>       | <b>(1,826,437)</b>       | <b>(219,290)</b>       |
| <b>Net Financial Assets, Beginning of Year</b>      | <b>1,660,880</b>       | <b>3,487,317</b>         | <b>3,706,607</b>       |
| <b>Net Financial Assets, End of Year**</b>          | <b>\$805,457</b>       | <b>\$1,660,880</b>       | <b>\$3,487,317</b>     |

**Saskatchewan Apprenticeship and Trade Certification Commission**  
**Statement of Cash Flow**  
As at June 30

**Statement 4**

|   | <b>2026<br/>Budget</b> | <b>2025<br/>Forecast</b> | <b>2025<br/>Budget</b> |
|---|------------------------|--------------------------|------------------------|
| <b>Operating Activities</b>                                     |                        |                          |                        |
| Cash Receipts from General Revenue Fund                         | \$26,266,700           | \$24,059,700             | \$23,064,000           |
| Cash Receipts from Government of Canada and other jurisdictions | 348,501                | 142,849                  | \$391,459              |
| Cash Receipts from Clients                                      | 5,136,627              | 4,957,916                | 4,884,486              |
| SYA Contributions Received                                      | 55,000                 | 55,000                   | 55,000                 |
| Receipts from Sales of Products and Services                    | 50,253                 | 51,677                   | 71,551                 |
| Interest Received   | 208,284                | 252,419                  | 320,403                |
| Cash Paid to Employees  | (6,826,113)            | (6,481,770)              | (6,825,284)            |
| Cash Paid to Provide Program Services                           | (22,917,690)           | (21,680,692)             | (21,800,685)           |
| Cash Paid to Suppliers  | (2,840,439)            | (4,103,643)              | (2,781,905)            |
| <b>Cash Provided by Operating Activities</b>                    | <b>(\$518,877)</b>     | <b>(\$2,746,544)</b>     | <b>(2,620,975)</b>     |
| <b>Capital Activities</b>                                       |                        |                          |                        |
| Implementation (Acquisition) of Work in Progress                |                        | -                        |                        |
| Acquisition of Tangible Capital Assets                          | 0                      | (30,281)                 |                        |
| <b>Cash Used in Capital Activities</b>                          | <b>0</b>               | <b>(30,281)</b>          | <b>0</b>               |
| <b>Increase/(Decrease) in Cash</b>                              | <b>(518,877)</b>       | <b>(2,776,825)</b>       | <b>(2,620,975)</b>     |
| <b>Due from GRF, Beginning of Year</b>                          | <b>5,213,781</b>       | <b>7,990,606</b>         | <b>6,470,860</b>       |
| <b>Due from GRF, End of Year</b>                                | <b>4,694,904</b>       | <b>5,213,781</b>         | <b>3,849,885</b>       |

**Links to More Information**

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

# Performance Management

## 2025-26 Balanced Scorecard

Please see in this link: [2025-09-30 2025-26 Balanced Scorecard Reference Table-FINAL.pdf \(saskapprenticeship.ca\)](#) Balanced Scorecard Reference Table for the definition, purpose, methodology and target explanation for each measure.

|   | Degree of Control | 2023-24 Actual | 2024-25 Target | 2024-25 YTD (Apr. 2024) * Results | 2025-26 Target |
|---|-------------------|----------------|----------------|-----------------------------------|----------------|
| <b>1. Satisfy Industry Demand for a Skilled and Certified Workforce in Saskatchewan</b> |                   |                |                |                                   |                |
| Apprentice Registrations  | Observe           | 2,331          | 2,400          | 2,021                             | 2,500          |
| Total Apprentices   | Observe           | 6,749          | 7,000          | 7,159                             | 7,800          |
| Trades Qualifiers   | Influence         | 1,261          | 1,200          | 1,320                             | 1,400          |
| Technical Training Seats  | Control           | 4,304          | 4,850          | 4,182                             | 5,000          |
| Alternate Technical Training Available  | Influence         | 9.9%           | 10.0%          | 11.6%                             | 10.0%          |
| Apprentice & Employer Consultations   | Control           | 5,344          | 5,000          | 4,519                             | 5,000          |
| Trade Board Meetings  | Control           | 167            | 130            | 127                               | 140            |
| New Trades, Sub-Trades and Occupations  | Influence         | 0              | 2              | 0                                 | 17             |
| Journeyman Certificates Issued  | Influence         | 983            | 1,000          | 738                               | 1,000          |
| Red Seal Exam Pass Rate   | Influence         | 69.4%          | 75.0%          | 65.7%                             | 75.0%          |
| Real Completion Rate (RCR)  | Influence         | 47.32%         | 60.0%          | N/A                               | 60.0%          |
| Total Employers   | Influence         | 2,126          | 2,200          | 2,121                             | 2,150          |
| SYA Conversion Rate   | Influence         | NA             | 35.0%          | 35.0%                             | 35.0%          |
| Equity, Diversity and Inclusion (EDI) Partnerships                                      | Influence         | 2              | 2              | 5                                 | 2              |
| Indigenous Apprentices  | Influence         | 17.1%          | 19.0%          | 16.8%                             | 19.0%          |
| Female Apprentices  | Influence         | 9.9%           | 12.0%          | 9.9%                              | 12.0%          |
| Female Apprentices in Trades with Low Female Representation                             | Influence         | 7.1%           | 10.0%          | 6.9%                              | 10.0%          |

|  | Degree of Control | 2023-24 Actual | 2024-25 Target | 2024-25 YTD (Apr. 2024) * Results | 2025-26 Target |
|--|-------------------|----------------|----------------|-----------------------------------|----------------|
| Visible Minority Apprentices   | Influence         | 7.8%           | 10.0%          | 8.4%                              | 10.0%          |
| Apprentices with Disabilities  | Influence         | 10.9%          | 13.0%          | 11.8%                             | 13.0%          |
| <b>2. Deliver High Quality Services Relevant to Stakeholders</b>                 |                   |                |                |                                   |                |
| Employer Satisfaction with Training  | Influence         | 94.0%          | N/A            | N/A                               | 90.0%          |
| Apprentice Satisfaction with On-the-Job Training                                 | Observe           | 95.0%          | N/A            | N/A                               | 90.0%          |
| Levels of Curriculum Reviewed  | Control           | N/A            | 19             | 15                                | 14             |
| Industry Response Time   | Control           | 100.0%         | 95.0%          | 100.0%                            | 95.0%          |
| Ratio Compliance   | Influence         | 95.3%          | 95.0%          | 95.6%                             | 95.0%          |
| <b>3. Equip Staff with the Training and Tools to Provide Outstanding Service</b> |                   |                |                |                                   |                |
| Training and Development Spend   | Control           | 1.23%          | 1.0%           | 0.0%                              | 1.0%           |
| Employer Satisfaction with SATCC Services  | Control           | 88.0%          | N/A            | N/A                               | 90.0%          |
| Apprentice Satisfaction with SATCC Services                                      | Control           | 84.0%          | N/A            | N/A                               | 90.0%          |
| Employee Engagement  | Influence         | 89.0%          | 80.0%          | N/A                               | 80.0%          |
| <b>4. Steward Financial Resources Efficiently and Effectively</b>                |                   |                |                |                                   |                |
| Share of Registered Apprentices in Technical Training                            | Control           | 63.8%          | 70.0%          | 58.4%                             | 70.0%          |
| Technical Training Fill Ratio  | Control           | 95.1%          | 95.0%          | 94.7%                             | 95.0%          |
| Revenue-Expense Ratio  | Control           | 56.8%          | 55.0%          | 55.8%                             | 55.0%          |
| Administrative Cost Change   | Control           | (6.3%)         | 7.5%           | 5.5%                              | 0.6%           |
| Share of Non-Government Revenue (%)  | Influence         | 18.2%          | 20.0%          | 21.0%                             | 18.0%          |

# 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 2025-26 include:

- Working with the Ministry of Immigration and Career Training to obtain sufficient funding to meet industry demand for apprenticeship services like technical training;
- Begin the planning for the consultation framework for the SATCC's 2027-32 Strategic Plan; and,
- Continue to refine and implement the Apprentice Success Enhancement Strategy to support individual progression through to certification and support apprentices with skills deficiencies.