

Business Plan

2026-27

SASKATCHEWAN APPRENTICESHIP AND TRADE CERTIFICATION COMMISSION

Statement from the Minister



The Honourable Eric Schmalz
Minister of Immigration and Career Training

I am pleased to present the Saskatchewan Apprenticeship and Trade Certification Commission's (SATCC) Business Plan for 2026-27.

The SATCC contributes to Saskatchewan's growth by overseeing and administering the apprenticeship and trade certification system. The SATCC partners with educational institutions and thousands of employers across the province to provide quality training for apprentices.

The demand for apprenticeship training is rising. New apprenticeship registrations are increasing and the SATCC ended its 2025-26 fiscal year with more than 7,800 apprentices – the highest number in nearly a decade. To meet the increased demand for apprenticeship training, the SATCC will purchase 5,300 training seats, an increase of 300 seats over the previous year.

To help apprentices achieve journeyperson certification, the SATCC will continue to implement the Apprentice Success Enhancement Strategy (ASES), which provides tutoring, exam preparation sessions and resources to apprentices who require additional support.

The SATCC also plans to conduct a public tender to develop apprenticeship learning materials in selected trades. This will give the SATCC autonomy over learning materials and the flexibility to provide these materials to various training providers, helping to ensure consistency across apprenticeship technical training courses.

Finally, the SATCC already delivers online exams in Regina, but will explore expanding online exam delivery to Saskatoon in 2026-27. Online exams are quicker and easier to mark, meaning test takers receive their results sooner. They also offer enhanced security, helping to protect the integrity of certification exams.

The SATCC's 2026-27 Business Plan supports the Government of Saskatchewan's vision of a skilled labour force. Apprentices and journeypersons are essential to Saskatchewan's economic growth. They build infrastructure and provide services that citizens need and use daily. They create a better quality of life for all of us – today and for the future.

2026-27 Budget Highlights

1	In 2026-27, the SATCC will purchase 5,300 training seats, an increase of 300 seats over the 2025-26 Budget, with the \$2.0M increase in funding from the Ministry of Immigration and Career Training (ICT).
2	The 2025-26 Budget plans a deficit of \$1.722M based on total revenues of \$33.8M and total expenses of \$35.5M. The SATCC will fund the deficit by drawing down its accumulated surplus to \$1.400M and its undesignated financial assets to \$29K as at June 30, 2027.

2026-27 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.

1	Conduct a consultation process with industry and stakeholders to determine the key priorities for the SATCC’s new five-year strategic plan from 2027-32.
2	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.
3	Develop learning materials in selected trades through a public tendering process.
4	Implement the changes to the redesigned Indigenous Apprenticeship Initiatives (IAI) program and complete the re-design of the Sask. Youth Apprenticeship (SYA) program.
5	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.

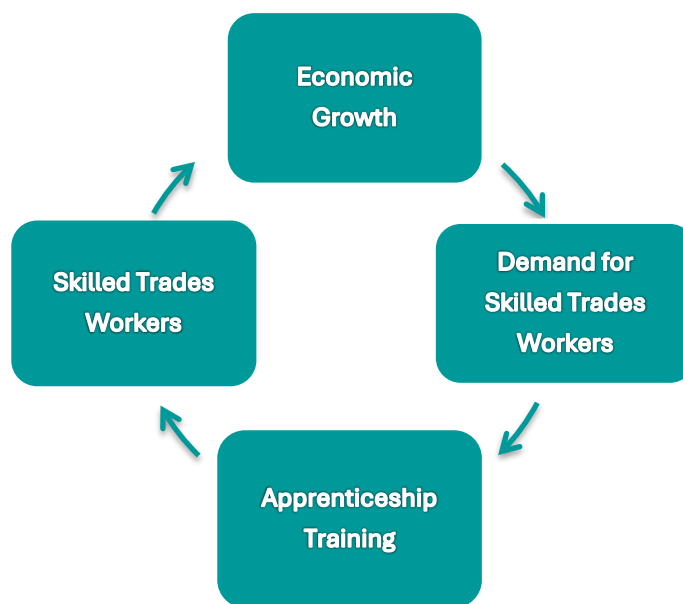
The SATCC has an industry-led governance structure that allows revenue-generating authority to ensure that programs, services, and training are timely and effective. Saskatchewan industry nominates 12 of

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. Work on developing a renewed five-year strategic plan will be undertaken in 2026-27.

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 journeyperson 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.

In 2026-27, the SATCC is proposing to begin to issue a fully completed apprentice certification recognizing the significant achievement of an apprentice in the successful completion of apprenticeship training, including the required hours of on-the-job training. It is proposed these apprentices would be recognized with a certification that will allow them to continue careers, in either compulsory or non-compulsory trades, as fully completed apprentices.

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 2026-27 Budget, the Government of Saskatchewan allocated \$27.174 million to the SATCC. This additional investment of \$2.0 million will support the addition of 300 technical training seats for a total of approximately 5,300 seats in the coming fiscal year.

Demand for apprenticeship continues to increase. Total registrations increased by approximately 800 apprentices from 7,200 apprentices as of July 2025 to nearly 8,000 apprentices by April 2026. The SATCC is projecting total registrations to increase to 8,550 by June 2027.

The SATCC is positioning itself to meet the rising demand for apprenticeships. This document details how the 2026-27 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.

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 5,300 seats
- Evaluate regional training needs and implement as needed. In 2026-27, the SATCC will be offering a Level 1 Carpenter class with Northlands College and a Level 1 Plumber with Southeast College.

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

- Explore and pilot remote training programs and develop special project training fund
- Explore the potential for IBEW to become a training provider in the Powerline Technician (PLT) trade
- Explore alternative training initiatives, including both upgrading and apprenticeship training
- Exploration into new, or enhanced, upgrading options for trades to assist in increasing support alternatives for ASES customizes learning plans

Key Actions: *Develop and implement a plan to create learning materials.*

- Using one-time funding from the Ministry of Immigration and Career Training, implement a plan to develop learning materials in selected trades.

Key Actions: *Complete consultations prior to developing the 2027-32 Strategic Plan.*

- Complete a consultation process with industry and stakeholders to determine the key priorities for the SATCC's new five-year Strategic Plan.

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.*

- Pursue registration of pre-apprenticeship students within current system and future programming
- Identify agreements with other pilot programs
- Register pre-apprenticeship students from pilot programs in MyATC

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 the Commission and Ministry Regs where applicable
- Identify future designated trades, subtrades, and occupations

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

- Identify post-harmonization implementation

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 (including RFP \$400K)
- Implement changes to the redesigned IAI Program
- Identify and pursue additional resources to deliver on our Indigenous strategy/programming

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.*

- Develop an expanded set of performance measures and targets for underrepresented groups to better track their journey from registration to certification
- Complete an annual analysis to inform planning on how to best support apprentices from underrepresented groups

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.

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
- Piloting Red Seal Review Courses for Level 4 in three trades. Construction Electrician is being implemented in 2026-27. Course development for Plumber and Steamfitter-Pipefitter will be completed in 2026-27

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.*

- Support work to develop provincial exam software using the ICEMS software used for Red Seal certification examinations
- Explore an electronic examination center in Saskatoon

Key Actions: *Investigate the possibility of providing access to apprenticeship credentials digitally*

- Explore options for digital certificates

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

- Continue to migrate historical One-Client Service Model (OCSM) and MyATC data into one data management software (Microsoft Fabric). In 2026-27, work on Phase 2 will be undertaken to connect MyATC to Microsoft Fabric, transfer existing MyATC data and establish the connections for ongoing data transmission

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
- 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).*

- All new staff to complete Service Best training

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

- Complete a Tender for the SATCC website

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.*

- Submit an application to be a Saskatchewan Top 100 Employer
- Acknowledge 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.*

- Support the SATCC's 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.*

- Continued support of Employee and Family Assistance Program (EFAP)
- Support Inclusion, Diversity, Equity and Accessibility (IDEA) workplace training
- Implement the SATCC's Accessibility Plan

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*

- Business Plan and Budget developed
- Three-year annual financial forecast
- Work with the Ministry of Immigration and Career Training (ICT) to identify solutions to the SATCC's structural deficit

Strategy 4.2:**Sustainable Own-Source Revenue**

Key Actions: *Pursue own-source revenue.*

- Implement the tuition and administrative fee plan as directed by the Commission Board and the Minister

Key Actions: *Pursue federal funding where applicable.*

- Evaluate the potential for new funding opportunities to support additional programming from the SATCC

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 annual Internal Audit Plan.*

- The internal Audit Plan is paused, due to financial reasons, for 2026-27. Work with the Commission Board to determine if an internal audit function should be re-established in 2027-28 and beyond. If yes, complete a public tendering process to procure an internal auditor.

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

- Implement the 2026-27 BCP
- Develop the 2027-28 BCP

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

- Implement 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 \$1.721M in 2026-27. This is based on budgeted revenues of \$33.809M and budgeted expenses of \$35.530M.

The Government of Saskatchewan increased its funding to the SATCC by \$2.0M to \$26.671M in 2026-27. The General Revenue Fund (GRF) grant received from the Ministry of Immigration and Career Training (ICT) is \$26.621M with an additional \$400K provided for the Indigenous Apprenticeships Initiative (IAI) program.

Starting in 2026-27, Sask. Government Insurance (SGI) is providing \$160K annually, for three years, to support the purchase of 36 Autobody and Collision Technician (ABCT) technical training seats annually. Employment and Social Development Canada (ESDC), through the Government of New Brunswick, is providing \$68K in 2026-27 to the SATCC for the Virtual Learning Strategist (VLS2) initiative.

Client Fees are budgeted at \$5.681M comprised of tuition and administrative fee revenue. Tuition revenue is estimated at \$4.425M based on the purchase of approximately 5,300 technical training seats assuming 95 per cent of the seats are filled by apprentices. Administrative Fee revenue is estimated at \$1.256M. There will be no changes to the tuition rate (\$120 per week) or administrative fees in 2026-27.

The SATCC's largest expense is the purchase of technical training. In 2026-27, the SATCC is budgeting to spend \$25.919M, or about 73 per cent of its total expenses, on the purchase of technical training. The next largest budgeted expense in 2026-27 is Salaries and Personnel at \$6.640M. The remaining approximate \$2.970M in budgeted expenses are spread across the remaining dozen expense types with the majority in Other Contractual Services (\$838K), Space Rental (\$708K) and Advertising, Promotion and Printing (\$518K).

The SATCC's accumulated surplus is anticipated to be \$1.400M as of June 30, 2027. Non-Financial Assets are estimated at \$598K with the majority being tangible capital assets of \$518K. Net Financial Assets are projected to be \$803K as of June 30, 2027. The Commission Board's F2 Minimum Policy restricts \$700K. The Indigenous Apprenticeship Initiatives (IAI) restricted fund is estimated to have \$74K and the SATCC Board of Directors Scholarship Fund will have \$1.3K as at June 30, 2027. Undesignated Financial Assets of \$29K comprise the remainder of the SATCC's accumulated surplus.

More detail is provided in the 2026-27 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

	2025-26 Budget	2025-26 Forecast	2026-27 Budget
Financial Assets			
Due from GRF	\$4,694,903	6,287,459	4,710,040
Accounts Receivable	3,547	59,089	59,089
	4,698,450	6,346,548	4,769,129
Liabilities			
Accounts Payable and Accrued Liabilities	181,611	457,645	457,645
Accrued Leave Liabilities	370,841	325,003	325,003
Deferred Revenue	2,700,000	2,500,000	2,500,000
Deferred Contributions	640,541	683,936	683,936
	3,892,993	3,966,584	3,966,584
Net Financial Assets	805,457	2,379,965	802,545
Non-Financial Assets			
Tangible Capital Assets	672,420	661,786	518,406
Inventory of Promotional Supplies	2,443	2,459	2,459
Prepaid Expenses	70,330	77,000	77,000
Total Non-Financial Assets	745,193	741,245	597,865
Accumulated Surplus (Statement 2)	\$1,550,650	\$3,121,209	\$1,400,410
Designated Assets			
Indigenous Apprenticeship Initiatives Program	-	106,631	73,491
SYA (Scholarship Fund)	-	-	-
IAI - Tiny Homes Program	-	-	-
New Restricted Fund (Curriculum Development)	-	950,000	-
Board of Directors Scholarship Fund	1,309	609	-
IT System Fund	-	-	-
Minimum Surplus (F2)	700,000	700,000	700,000
	701,309	1,757,240	773,491
Undesignated Financial Assets	104,148	622,725	29,054
Total Net Financial Assets	\$805,457	\$2,379,965	\$802,545

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

Statement 2

	2025-26 Forecast	2026-27 Budget
Revenue		
Grants - General Revenue Fund	26,435,349	27,670,601
Grants - ICT Curriculum Development and SGI - ABCT	950,000	160,000
Federal Grant - ESDC - Women in Skilled Trades	493,887	-
Federal Grant - VLS2	59,648	67,922
Client Fees	5,184,451	5,680,880
SYA Contributions	55,150	55,000
Interest	131,398	125,000
Products and Services	45,837	50,000
Total Revenue	33,355,720	33,809,403
Expense		
Salaries & Personnel	6,740,112	6,640,468
Program Contractual Services	22,856,001	25,919,654
Other Contractual Services	1,237,412	837,900
Board Expenses	163,414	153,300
Travel	234,378	239,700
Telephone	54,497	62,000
Advertising, Promotion, Printing	682,993	517,600
Space Rental	680,728	707,900
Equipment Rental	4,051	4,300
Office Supplies	85,853	123,500
Postage, Courier, Freight	41,518	45,600
Other	107,552	134,900
Amortization	143,380	143,380
Total Expenses	33,031,887	35,530,202
Annual Gain (Loss)	323,832	(\$1,720,800)
Accumulated Surplus, Beginning of Year	2,797,377	3,121,209
Accumulated Surplus, End of Year (to Statement 1)	\$3,121,209	\$1,400,410

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

Statement 3

	2027 Budget	2026 Forecast	2026 Budget
Annual Surplus/(Deficit)	(\$1,720,800)	\$323,832	(\$1,005,585)
Implementation (Acquisition) of Work In Progress	0	(8,479)	0
Acquisition of Tangible Capital Assets	-	-	-
Write-down of Work-In-Progress	143,380	143,380	143,380
Amortization of Tangible Capital Assets	143,380	134,901	143,380
Consumption (Acquisition) of Prepaid Expenses	0	15,659	6,670
(Acquisition) Consumption of Inventory	0	0	16
	0	15,659	6,686
Increase (Decrease) in Net Financial Assets*	(1,577,420)	474,393	(855,519)
Net Financial Assets, Beginning of Year	2,379,965	1,905,572	1,905,572
Net Financial Assets, End of Year**	\$802,545	\$2,379,965	\$1,050,053

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

Statement 4

	2027 Budget	2026 Forecast	2026 Budget
Operating Activities			
Cash Receipts from General Revenue Fund	\$27,830,601	\$27,385,349	\$23,064,000
Cash Receipts from Government of Canada and other jurisdictions	67,922	553,535	\$391,459
Cash Receipts from Clients	5,680,880	5,184,451	4,884,486
SYA Contributions Received	55,000	55,150	55,000
Receipts from Sales of Products and Services	50,000	45,837	71,551
Interest Received	125,000	131,398	320,403
Cash Paid to Employees	(6,640,468)	(6,740,112)	(6,825,284)
Cash Paid to Provide Program Services	(25,919,654)	(22,856,001)	(21,800,685)
Cash Paid to Suppliers	(2,826,700)	(4,217,595)	(2,781,905)
Cash Provided by Operating Activities	(\$1,577,420)	(\$457,988)	(2,620,975)
Capital Activities			
Implementation (Acquisition) of Work in Progress	0	-	-
Acquisition of Tangible Capital Assets	0	(8,479)	0
Cash Used in Capital Activities	0	(8,479)	0
Increase/(Decrease) in Cash	(1,577,420)	(466,467)	(2,620,975)
Due from GRF, Beginning of Year	6,271,590	6,738,057	6,470,860
Due from GRF, End of Year	4,694,170	6,271,590	3,849,885

Links to More Information

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

Performance Management

2026-27 Balanced Scorecard

Please see in this link: [2026-27-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	2024-25 Actual	2025-26 Target	2025-26 YTD Target	2025-26 YTD Actual	2026-27 Target
1. Satisfy Industry Demand for a Skilled and Certified Workforce in Saskatchewan						
Apprentice Registrations	Observe	2,307	2,500	1,850	1,877	2,500
Total Apprentices	Observe	7,166	7,800	7,800	7,806	8,550
Trades Qualifiers	Influence	1,329	1,400	1,320	1,605	1,600
Technical Training Seats	Control	4,892	5,000	4,060	4,030	5,300
Alternate Technical Training Available	Influence	10.0%	10.0%	10.0%	11.1%	10.0%
Apprentice & Employer Consultations	Control	5,418	5,000	3,660	3,724	5,000
Trade Board Meetings	Control	166	140	110	101	120
New Trades, Sub-Trades and Occupations	Influence	0	17	N/A	N/A	2
Journeyman Certificates Issued	Influence	1,002	1,000	670	770	1,100
Red Seal Exam Pass Rate	Influence	65.7%	75.0%	75%	67.0%	75.0%
Real Completion Rate (RCR)	Influence	52.1%	60.0%	60%	N/A	60%
Total Employers	Influence	2,116	2,150	2,150	2,257	2,250
SYA Conversion Rate	Influence	35.3%	35.0%	35%	38.8%	40%
Equity, Diversity and Inclusion (EDI) Partnerships	Influence	2	2	1	1	2
Indigenous Apprentices	Influence	17.2%	19.0%	19.0%	16.7%	19.0%
Female Apprentices	Influence	10.1%	12.0%	12.0%	10.4%	12.0%
Female Apprentices in Trades with Low Female Representation	Influence	6.9%	10.0%	10.0%	7.4%	10.0%

	Degree of Control	2024-25 Actual	2025-26 Target	2025-26 YTD Target	2025-26 YTD Actual	2026-27 Target
Visible Minority Apprentices	Influence	8.7%	10.0%	10.0%	9.4%	10.0%
Apprentices with Disabilities	Influence	12.0%	13.0%	13.0%	12.1%	13.0%
2. Deliver High Quality Services Relevant to Stakeholders						
Employer Satisfaction with Training	Influence	N/A	90.0%	90.0%	93.0%	N/A
Apprentice Satisfaction with On-the-Job Training	Observe	N/A	90.0%	90.0%	91.0%	N/A
Levels of Curriculum Reviewed	Control	24	14	4	4	19
Industry Response Time	Control	100.0%	95.0%	95.0%	100.0%	95.0%
Ratio Compliance	Influence	95.1%	95.0%	95.0%	95.1%	95.0%
3. Equip Staff with the Training and Tools to Provide Outstanding Service						
Training and Development Spend	Control	1.6%	1.0%	1.0%	1.0%	1.0%
Employer Satisfaction with SATCC Services	Control	N/A	90.0%	90.0%	94.1%	N/A
Apprentice Satisfaction with SATCC Services	Control	N/A	90.0%	90.0%	91.6%	N/A
Employee Engagement	Influence	70.0%	80.0%	80.0%	N/A	80.0%
4. Steward Financial Resources Efficiently and Effectively						
Share of Registered Apprentices in Technical Training	Control	68.3%	70.0%	53.0%	51.6%	70.0%
Technical Training Fill Ratio	Control	95.0%	95.0%	95.0%	95.0%	95.0%
Revenue-Expense Ratio	Control	57.4%	55.0%	55.0%	58.7%	65.0%
Administrative Cost Change	Control	4.7%	0.6%	0.6%	0.8%	(5.3%)
Share of Non-Government Revenue (%)	Influence	18.8%	18.0%	18.0%	21.4%	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 2026-27 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.