

Commission Board of Directors
April 1, 2026
10:00 AM – 3:00 PM
Hybrid Meeting

Meeting Number 2025-26-04

Members Present:

Bryan Leier
Ryan Cunningham
Karen Zunti
Nikki Langdon (part)
Jeff Sweet (part)
Justin Hoyes
TJ King
Dylan Smart
Clint Repski (part)

Julien Brazeau (part)
Drew Wilby
Mike McLean
Dana Paidel
Robert Follett
Chris Lysitza
Dawn Wreford
Sheldon Wuttunee

Regrets:

Mike Pesthill (Guest)
Zack Somer

Karen Low
Susan Daigneault

Guests:

Staff:

Jeff Ritter (part)
Shaun Augustin (part)
Angela Funk – Recorder (part)
Maryam Karimi (part)

Kara Molnar (part)
Chelsea Coupal (part)
Dave Peters (part)

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
1. Land Acknowledgement	
2. Adoption of the Agenda	Motion #2025-26-04-01 There was consensus to approve the agenda.
3. Minutes of February 4, 2026, and Business Arising There was no Business Arising.	Motion #2025-26-04-02 There was consensus to approve the minutes of February 4, 2026.
4. Chair Report The Chair Report was included in the meeting package.	Motion #2025-26-04-03 There was consensus to accept the Chair Report as presented.
5. CEO Report The CEO Report was included in the meeting package.	Motion #2025-26-04-04 There was consensus to accept the CEO Report as presented.
Decision Items	
6. Strategy and Risk Summary Report - On December 4, 2025, Governance Solutions Inc. (GSI) facilitated a Board and Senior Leadership Team session to review strategy and material risks to evaluate and update the strategic plan. - Top risks identified: - SATCC not meeting demand for skilled labour; - Training providers not following SATCC standards and Red Seal Policy; - Privacy breaches; - Financial fraud; and - Financial resources. - Existing mitigation plans to address these risks were discussed. - The review of the strategic plan resulted in no recommended changes to the goals of the organization. GSI identified a high level of acceptance of the current plan and a desire to continue the course if resources are available. - Management will take the report and findings into consideration as the 2026/27 Business Plan and Enterprise Risk Management Plan are developed.	Motion #2025-26-04-05 There was consensus to accept the Strategy and Risk summary report as provided by Governance Solutions.

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7. Appointment/Removal of Members to the SATCC Trade Boards (TB), Curriculum and Examination Development Boards (CEDB), or Trade Examining Boards (TEB). • The Trade Board has three appointments (including two renewals), one to Construction Electrician, one to Roofer, and one to Tilesetter. There are two removals, one to Heavy Duty Equipment Technician and one to Painter and Decorator. • The Trade Board recommends the appointment of one member to the Boilermaker CEDB. There is one removal to Agricultural Equipment Technician.	Motion #2025-26-04-06 There was consensus to approve the appointment and removal of members to the Saskatchewan Apprenticeship and Trade Certification (SATCC) Trade Boards (TBs), Curriculum and Examination Development Boards (CEDBs), or Trade Examining Boards (TEBs).
Committee Reports	
8. Standards and Trade Board Appointments Committee • On behalf of the Trade Board Appointments Committee, Justin Hoyes reported the committee met on March 16th, 2026. • Several activities detailed in the trade board meeting minutes were operational duties. Notable meetings include: • Updates to the Red Seal Occupational Standard and validation and weighting for ABCT • Curriculum change recommendation by the Sprinkler Fitter Trade Board • Exam candidate reviews for several certification examinations • Examination Peer Reviews for several trades, both Red Seal and provincial	There was consensus to accept this report as information.
9. Audit and Finance Committee • On behalf of the Audit and Finance Committee, Bryan Leier reported the committee met on March 30, 2026 a) 2026-27 Draft Business Plan Update <i>*Item #12 in this package.</i> b) F5 Accounts Receivable (AR) Collection & Write Off or Cancellation Policy <i>*Will come to the Board in June 2026.</i> c) Feb 2026 2025-26 Internal Audit Plan Update • Status of Internal Audit activities:	There was consensus to accept this report as information.

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• Audits in progress – 1 audit is underway (draft report issued); • Audits cancelled – 1 audit was cancelled; and • Issued reports – 1 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 d) Feb 2026 Internal Open Action Plan • This item focuses on overdue Action Plans vs. providing details on all Action Plans that are still in progress and not yet due. • 5 audit projects have a combined 8 Action Plans outstanding. Of these, 3 are overdue (i.e., the originally agreed timeline for implementation has passed without being fully implemented). • Since the last A&F Committee meeting, 2 findings with Action Plans have been added and 1 was closed. e) Q3 2025-26 ERM Plan Update • The Commission Board of Directors identified and ranked 15 risks within the 2025-26 Enterprise Risk Management Plan. This report summarizes management's progress at addressing each risk identified into Q3 2025-26. To the end of Feb.2026, the SATCC is 'on track' in addressing 11 risks (73.3% of the total) and progressing on four (4) risks (26.7%). There are no risks with a 'no report' or 'not meeting' status. f) Feb 2026 Pulse Check • The Pulse Check includes a subset of all performance measures in the business plan. The Board will use this dashboard reporting to frame its questions and performance discussion with the CEO and management to have a more strategic and high-level focus in its meeting deliberations.	

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g) Feb 2026 Performance Management - 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. By the end of February 2026, the SATCC is exceeding or achieving on 18 of 33 measures (51.5% of the total) and progressing on eight (8) measures (24.2%). Five (5) measures are not being met (15.2% of the total) while three (3) measures (9.1%) currently have a No Report status. h) Feb 2026 2025-26 YTD Financial Results - The following is a summary of the Saskatchewan Apprenticeship and Trade Certification Commission's (SATCC) revenues, expenditures and surplus/(deficit) for the 8-month period ending February 28, 2026. - The SATCC's year-to-date (YTD) net financial gain is \$1.3M as of February 28, 2026. The actual YTD financial gain is lower than the budgeted gain of \$1.8M budgeted in the first eight months of 2025-26 by \$485.7K (-26.6%). The lower-than-budgeted YTD gain is primarily due to: - YTD revenues are lower than budget by \$124K (-0.6%) due to lower own-source revenues partially offset by increases in provincial and federal funding; and - YTD expenses are higher-than-budget by \$362K (1.9%) primarily due to the timing of training costs, IT expenses, board expenses and travel. This is partially offset by lower expenses on Salaries & Personnel and Advertising, Promotion, Printing. i) Feb 2026 Training Forecast - The 2025-26 Budget assumed the SATCC will purchase 5,009 technical training seats. As of February 2026, 311 seats have officially been added, 264 seats have officially been cancelled. - The current forecast for the 2025-26 training seat purchase is 5,056 seats, a net increase of 47 seats. The Program Contractual Services expense line item is currently forecasted to be \$26K over budget in 2025-26.	Board would like a breakdown of Indigenous apprentices at each level. Shaun to provide.

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Direct training expenditures are forecasting \$13K under budget. This is due to a change in the mix of training seats purchased. • The Indigenous Apprenticeship Initiatives (IAI) program funding is forecasted to be over budget \$129K. IAI will fund more projects than budget and draw down the SATCC's designated asset for IAI. • Innovation funding, spent on developing new training initiatives, is forecasted to be under budget \$75K. There are no projects in the forecast for this fiscal year. • Program Development is forecasting on budget. Development for Gasfitter technical training in this province for the 2026-27 technical training year commences. Sheldon Wuttunee left the meeting at 11:06 am j) Feb 2026 2025-26 Financial Forecast The SATCC is forecasting a net loss, after amortization, of \$949K in 2025-26 in comparison to the budgeted deficit of \$1.006M. This is a \$56K (-5.6%) decrease in the budgeted deficit.	
10. Governance Committee • On behalf of the Governance Committee, Dana Paidel reported the committee met on March 18, 2026. a) Strategy and Risk Summary Report <i>*Item #6 in this package</i> b) Reviewed the Governance Committee Work Plan for 2025-26.	There was consensus to accept this report as information.
11. HR Committee • On behalf of the HR Committee, Bryan Leir reported the committee met on March 11, 2026. a) 2026-27 HR and Succession Plan • Management reviews the HR and Succession Plan annually and makes any necessary changes. The HR and Succession Plan reflects the current structure of the organization and what is planned for 2026-27.	There was consensus to accept this report as information.

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• Updates for 2026-27 include: • Current organization charts; • An updated retirement eligibility list and staffing plan for those eligible; • Listing of positions with job descriptions to be reviewed on a five-year rotation (Appendix C); • Updating position changes including management transitions and temporary backfills; • Updating job descriptions for reclassified positions; • Listing the organizational update (Appendix A); and • Pending Business System unit changes (Appendix F). • Increase in Indigenous employees 11 to 11.7% b) Reviewed the HR Committee Work Plan for 2025-26. Chelsea Coupal, Dave Peters, Kara Molnar and Angela Funk exited the meeting at 11:17am. Jeff Ritter, Shaun Augustin and Board members went in camera at 11:17 am to review the 2025-26 STI Info item. In camera ended at 11:35 am. Chelsea Coupal, Dave Peters, Kara Molnar and Angela Funk re-entered the meeting at 11:35 am.	
Information Items	
12. 2026-27 Draft Business Plan Update • The 2026-27 Business Plan is the final year of the 2022-27 Strategic Plan. While there are no significant changes to the plan, key activities planned for 2026-27 are: • Begin implementation of the redesigned Indigenous Apprenticeship Initiative (IAI) program;	Commission will revise the Business Plan and bring it to a Board meeting in late May, in advance of the June budget deadline,

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• Develop change management plan in 2026-27 for implementation of changes in 2027-28 to Sask. Youth Apprenticeship (SYA) program; • Start work on development of learning materials on priority trades to be used by SATCC's training providers; and • Consulting with industry and other stakeholders on the development of a new five-year strategic plan for 2027-32. • Management is proposing only one change to the Balanced Scorecard. Management proposes the Red Seal Pass Rate methodology be changed to measure the success rate on exam writers first attempt only. The current methodology includes multiple attempt exam writers. Measuring only the first attempt is believed to be a better, more direct assessment of the work done by employers and training providers to support exam writers' ability to pass the certification examinations. Sheldon Wuttunee rejoined the meeting at 12:06 pm • The draft 2026-27 Budget preliminarily estimates an annual loss of \$1.5M in 2026-27. The draft budget is based on the increase in the GRF grant from the Ministry of Immigration and Career Training (ICT) of \$2M and a budgeted purchase of approximately 5,300 training seats. The Commission Board of Directors broke for lunch at 12:27 pm and returned at 12:45 pm Maryam Karami Joined the meeting at 12:45 pm Clint Repski joined the meeting at 12:45 pm Sheldon Wuttunee rejoined the meeting at 1:08 pm • The draft 2026-27 Budget is not sustainable for the SATCC. The SATCC is currently forecasting Undesignated Financial	

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Assets (UFA) of approximately \$640K and the F2 Minimum Surplus of \$700K as of June 30, 2026.	
13. Exam Pass Rates - The Board of Directors asked for Red Seal pass rate data based upon attempts, relative to the Board discussion at the February 4, 2026, Board of Directors meeting. - Following the Board's approval to proceed with the implementation of a certification for fully completed apprentices, there was a request for data on Red Seal pass rates, based upon examination attempts. - Using the pass rates for each attempt of each of the 1021 apprentices who wrote their Red Seal examinations in 2025, the item outlines how this cohort would preform through to certification.	There was consensus to accept this report as information.
14. CCDA Spring Meeting The Canadian Council of Directors of Apprenticeship (CCDA), the spring meetings will take place in Toronto on May 27-28, 2026. Jeff Ritter, CEO will attend in person.	There was consensus to accept this report as information.
15. 2026-27 Training Schedule Info Item - The 2026-27 Training Needs Assessment (TNA) forecasts the demand for technical training at approximately 6,000 seats (5,982) next year, which is approximately 20 per cent greater than the 5,000 seats budgeted in 2025-26. - In its Budget letter to the SATCC, the Ministry of Immigration and Career Training (ICT) provided an increase of \$2M for an additional 300 seats in 2026-27. Management has completed a preliminary exercise to reduce the total number of seats in the 2026-27 Training Schedule from approximately 6,000 seats to approximately 5,300 (5,278) seats. - The total expenditure of the 2026-27 Training Schedule is projecting an increase from \$22.9M in 2025-26 to \$25.6M, an increase of approximately \$2.7M. The increase in expenditure is partially offset by an increase in tuition of \$400K (\$3.9M in the 2025-26 Budget to \$4.3M in the 2026-27 Budget). The increase in tuition is a mix of the increase in the volume of the seats and having all seats subject to the \$120 per week tuition rate that became effective on July 1, 2025. The net	There was consensus to accept this report as information. Board would like this item Included in future board packages.

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increase in expense of the additional 300 seats is approximately \$2.25M. There is an attached table that provides more detail on the 2026-27 Training Schedule. The table compares the 2026-27 Training Schedule to the 2026-27 TNA, the 2025-26 Training Budget and the 2025-26 Training Forecast. Julien Brazeau left the meeting at 1:20pm	
Recurrent Information Items	
16. Commission Operational Update The report is included and intended for the Directors to share with their respective clients and stakeholders.	There was consensus to accept the report for information.
17. Other Business - Suggested possible committee to help encourage more high school students to join the trades. Above and beyond the SYA program. - Saskatchewan Energy & Natural Resource Forum 2026 – May 26 -28. - There was no other business. Jeff Sweet left the meeting at 1:52 pm Nikki Langdon left the meeting at 1:54 pm	
Jeff Ritter, Shaun Augustin, Dave Peters, Chelsea Coupal, Kara Molnar, Angela Funk and Maryam Karimi left the meeting at 1:58pm.	
18. In-Camera	There was an in-camera session.
19. Next Meeting June 17, 2026	
20. Adjournment	The meeting adjourned at 2:03pm.

**Bryan
Leier**

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by Bryan Leier
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Commission/Committee Chairperson

**Jeff
Sweet**

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Commission/Committee Vice Chairperson



December 5, 2025