



**SATCC Board of Directors Meeting**  
**April 5, 2017, 10:00 am – 2:00 pm**  
**2<sup>nd</sup> Floor Boardroom, 2140 Hamilton Street**  
**REGINA SK**  
**1866-296-5646/544117**

**Meeting Number 2016-2017-06**

**Members Present:**

Drew Tiefenbach (Chair) - ER Construction  
Doug Mitchell – Other Disabilities (Conference Call)  
Brett Vandale – Other Métis  
Leonard Manitoken – Other First Nations  
Terry Parker – Other SaskPoly  
Wayne Worrall – EE Construction  
Bryan Leier – ER Motive Repair (part)  
Blaine Braun – ER Construction  
Ryan Cunningham – EE Motive Repair

Maria Chow – Other Education  
Brian Marshall – ER Production/Maintenance  
Aaron Laughlin - EE Production/Maintenance (Conference Call)  
Roxanne Ecker – Other Women in Trades  
Karen Zunti – EE Ag, Tourism & Service  
Mike Berkes – ER Construction  
Alastair MacFadden – Other Economy  
Jesse Tiefenbach – ER Ag/Tourism

**Regrets:**

Tammy Bloor Cavers – Guest Advanced Education  
Albert Loke – Other Northern

Jeff Sweet – EE Construction

**Staff:**

Jeff Ritter, CEO (part)  
Shaun Augustin, CFO  
Dominika Krzeminska, Executive Assistant (part)  
Dean Frey (Conference Call) (part)

Loreena Spilsted, COO (part)  
Dawn Stanger, Director of Governance, Policy & Research (part)  
Sherry Morcom, Executive Administrator (Recorder) (part)

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p><b>Call to Order</b></p> <p><b>The Commission Directors were welcomed.</b></p>	
<p><b>1. Adoption of the Agenda</b></p>	<p><b>Motion #2016-2017-06-01</b>  The 2017 Business Plan was moved to item # 6.  There was consensus to approve the agenda as revised.</p>
<p><b>2. Adoption of the January 25, 2017 Minutes and Business Arising</b></p> <ul style="list-style-type: none"> <li>• Business Arising <ul style="list-style-type: none"> <li>○ There was no business arising.</li> </ul> </li> </ul>	<p><b>Motion #2016-2017-06-02</b>  There was consensus to approve the minutes of <b>January 25, 2017.</b></p>
<p><b>3. Chair's Report</b></p> <ul style="list-style-type: none"> <li>• The Chair's Report was included in the package.</li> <li>• There will be a new board member orientation held on May 1, 2017. All directors are encouraged and welcome to attend. With the addition of new directors, the membership of the standing and ad hoc committees will need to be re-populated.</li> <li>• In the Board Governance tab you will find some current reading material that the Board Secretary has added. There are two newsletters from Governance Solutions (formerly Brown Governance) that are directed to helping boards recognize and deal with "red flags" in the boardroom.</li> <li>• If you have any particularly good material that you think we should have access to, advise Dawn Stanger.</li> <li>• Each year the First Nations and Metis Scholarship (formally known as the Board of Director's Scholarship) acknowledges and promotes equitable opportunity within the designated trades and the growth of a workforce representative of the population of Saskatchewan. Since 2004 this scholarship has been presented to an individual who has self-declared to be of First Nations or Metis ancestry; who has received a journeyman certificate in one of the designated trades in Saskatchewan in the last fiscal year; and who has received the highest</li> </ul>	<p><b>Motion #2016-2017-06-03</b>  There was consensus to accept the Chair's Report as presented.</p>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p>mark of those who fit this criteria.</p> <ul style="list-style-type: none"> <li>• The scholarship, valued at \$400 and up to \$200 for travel, is awarded annually at the SATCC Apprenticeship Awards.</li> <li>• The fund is populated by contributions made by the Board of Directors and is currently sitting at \$1,235. If you would like to make a donation please speak with me or with SATCC management.</li> </ul>	
<p><b>4. CEO's Report</b></p> <ul style="list-style-type: none"> <li>• SATCC has suggested making changes to the Legislation for the 2018 call.</li> <li>• The representative from the Ministry of Economy indicated that the leadership in Saskatchewan on Harmonization has been exemplary. Harmonization across Canada has had challenges. There are jurisdictions that are not fully engaged. Quebec does not participate; Ontario strongly supports harmonization but cannot commit to implementing; Alberta has on trade specific basis asked for variance on training; and for provinces like British Columbia the implementation component has been an issue due to their inability to match the time lines as requested.</li> <li>• The representative from the Ministry of Economy indicated that the pre apprenticeship classes should mirror the apprenticeship training that is being harmonized through harmonization to ensure if they receive advance standing they can enter into apprenticeship training with no areas missed. SATCC recognizes pre employment training which is covered in the Mobility agreement. Premiers across Canada have signed a mobility agreement. Training providers need to mirror training across the country.</li> <li>• Government announced the 2017-18 budget on March 22nd. SATCC's grant was reduced by \$2.1 million for the Government's 2017-2018 fiscal year (April 1 2017–March 31 2018). We anticipated that this budget would control spending, and our draft plan of how SATCC plans to incorporate this reduction and continue to provide high-quality services to apprentices and tradespeople in Saskatchewan will be presented at today's meeting.</li> <li>• The Star Phoenix in Saskatoon and Leader-Post in Regina ran an Apprenticeship feature titled Apprenticeship You're Hired, yesterday. The</li> </ul>	<p><b>Motion #2016-2017-06-04</b></p> <p>There was consensus to accept the CEO's Report as presented.</p>

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<p>feature covered the topics of Trade Qualifiers, Saskatchewan Youth Apprenticeship Program and Harmonization. SYA Manager, Paul Blankenstijn, Harmonization Project Control Analyst, Chris Stubbs, and myself, were interviewed for this feature.</p> <ul style="list-style-type: none"> <li>• The 2017 Provincial Skills Competition is being held on April 6<sup>th</sup> and 7<sup>th</sup> in Saskatoon at the CNH Training Centre and the SaskPolytechnic's Saskatoon Campus. I will be at the competition and will present closing remarks at the closing ceremonies. Loreena Spilsted, who serves as the Chair of the Skills Canada Saskatchewan Board of Directors, will be actively participating at the competition representing SATCC and the Skills Canada Saskatchewan Board. SATCC staff will be involved in judging and volunteering over the two days of the competition.</li> <li>• Work on negotiating a new training protocol agreement with Saskatchewan Polytechnic has progressed well. We anticipate that the remaining issues can be resolved to the satisfaction of both parties and we anticipate signing a new protocol agreement by the end of the fiscal year</li> </ul>	
<b>Decision Items</b>	
<p><b>5. 2017-22 Strategic Plan</b></p> <ul style="list-style-type: none"> <li>• The SATCC's current five-year strategic plan, ranging from 2012-17, will be completed in June 2017. Management drafted a new five-year Strategic Plan for 2017-22 in consultation with industry stakeholders, the Commission Board of Directors and Brown Governance Inc. The draft plan was presented to the Commission Board of Directors at its January 25, 2017 meeting and provided feedback to management. The revised 2017-22 Strategic Plan incorporates the Board's feedback.</li> <li>• The four goals in the draft 2017-22 Strategic Plan was revised modestly to reflect the Board's feedback: <ul style="list-style-type: none"> <li>○ Satisfy industry demand for a skilled and certified workforce in Saskatchewan;</li> <li>○ Deliver high quality services relevant to industry/stakeholders;</li> <li>○ Equip staff with the training and tools to deliver high quality service; and</li> </ul> </li> </ul>	<p><b>Motion #2016-2017-06-05</b></p> <p>There was consensus to accept the recommendation to approve the 2017-22 Strategic Plan with a few minor modifications.</p>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<ul style="list-style-type: none"> <li>○ Manage financial resources efficiently and effectively.</li> </ul>	
<b>Information Items</b>	
<p><b>6. Business Plan 2017-16 – Draft</b></p> <ul style="list-style-type: none"> <li>• The CFO reviewed the Business Plan</li> <li>• There are implications that go beyond 2017-18. Current funding, GRF grant from Government pays for 75% of our operating expenses. The remaining, 20% is paid for by tuition and admin fees. Five per cent is funded out of the accumulated surplus. Once the accumulated surplus is gone, there is limited flexibility for closing the deficit.</li> <li>• The recent BuildForce SK Labour report suggests the demand for new apprentices and journeypersons will continue to grow, albeit at a more moderate rate than over the last 10 years (see Item #17 for more information).</li> <li>• The SATCC will work to meet the demand for skilled labour by industry in Saskatchewan as noted above. The SATCC will also continue to adapt to effectively meet the needs of future growth for skilled labour in the province.</li> <li>• Over the last 10 years, the SATCC has consistently met the increased demand for apprentice training seats and courses resulting from increasing numbers of new apprentice registrations.</li> <li>• SATCC management will revisit and repurpose the F2 policy to free up some of the monies.</li> <li>• The representative from the Ministry of Economy suggested that SATCC advance a plan that shows that SATCC is looking for savings and generating revenues, etc.</li> </ul>	<p><b>There was consensus to accept the request to encroach on SATCC Board Policy, F2 Financial Assets – Surplus Policy but SATCC needs to be cognizant of the future implications of that exemption.</b></p> <p><b>The recommended will provide flexibility to encroach on the accumulated surplus below the threshold for a single occurrence with the expectation to build it back to the former level.</b></p> <p>(Jeff Ritter, Loreena Spilsted, Shaun Augustin, Dawn Stanger, Dominika Krzeminska and Sherry Morcom left the meeting.)</p>
<b>Decision Items</b>	
<p><b>7. In Camera Discussion</b></p>	<p><b>The Committee Chair reported that the process for information flow will occur through MNP to the Human Resource Committee. The Board of Directors also reviewed the schedule and plan for completing the compensation opinions.</b></p>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
	(Jeff Ritter, Loreena Spilsted, Shaun Augustin, Dawn Stanger, Dominika Krzeminska and Sherry Morcom re-joined the meeting.)
<p><b>8. Board Evaluation</b></p> <ul style="list-style-type: none"> <li>• On behalf of the Governance Committee, Committee Chair, Terry Parker reported that Governance Committee met on March 27, 2017.</li> <li>• The suggested Board evaluation process for 2017 is: <ul style="list-style-type: none"> <li>○ Evaluation Scope – The Board as a whole, each standing committee, the Board Chair and each Standing Committee Chair be evaluated. The entire Board and some Senior Management Team (SMT) members will complete the Board evaluation and the Board Chair evaluation. Only those on Committees and the senior management who support the Committees would complete the Committee evaluations and Committee Chair evaluations.</li> <li>○ Evaluation Methods – An online survey will be administered to each Board members and some SMT. The Questionnaires for the online surveys are attached in the Appendix. Departing Board members will be asked to complete a telephone interview with David Brown. Current Board members will have the option of participating in the telephone interview if they wish.</li> <li>○ High level Measures – A five point scale from “needs improvement” to “outstanding” to be used.</li> <li>○ Respondents – All current board members, as well as any board members who left the board recently (within 6 months) and those SMT who have regular contact with the Board will respond to any surveys that apply to them; any board members who joined the board recently (within 6 months) will not respond.</li> <li>○ Timelines – Online surveys will be answered in early to mid-April 2017; interviews early May 2017; reports compiled; facilitated dialogue between David Brown and SATCC Board on June 21st; post-session work plans prepared and delivered by end of June.</li> <li>○ Reporting – Final Reports, Committee Chairs reports sent to the individual Chairs and to the Board Chair, Board Chair Report sent to Board Chair and Governance Committee Chair. Board and Committee reports sent to all board members. Governance Solutions is able to</li> </ul> </li> </ul>	<p><b>Motion #2016-2017-06-06</b></p> <p>There was consensus to approve the Governance Committee recommendation that the Board of Directors approve the suggested Board evaluation process as discussed.</p>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p>provide benchmarks for the results of all the evaluations, based on their extensive database of evaluation.</p>	
<p><b>9. De-designation Criteria</b></p> <ul style="list-style-type: none"> <li>• On behalf of the Standards Committee, Loreena Spilsted reported the Committee is recommending a defined set of criteria to determine whether a trade should be reviewed for de-designation. Regulations provide the overarching requirements for the removal of a designated trade or sector. No criteria have been established to initiate the review of a trade for de-designation. <ul style="list-style-type: none"> <li>○ Trades that have been identified for review will require engagement of industry and stakeholders to determine future viability of the trade. The Program Development Department will work with Communications and Marketing to develop a communications plan and draft correspondence to be distributed to industry and stakeholders. The correspondence will request feedback from industry and stakeholders regarding the continued status of their trade. The communication will indicate the requirements to prevent de-designation. Timelines will be defined in the communication</li> </ul> </li> </ul>	<p><b>Motion #2016-2017-06-07</b></p> <p>There was consensus to approve the Standards Committee recommendation that the following criteria be used to determine whether a trade should be reviewed for de-designation by the SATCC:</p> <ul style="list-style-type: none"> <li>• The trade must be designated for a minimum of five (5) years (for new trades, the investigation of trade sustainability may start as early as year six (6));</li> <li>• Less than five (5) apprentices who have not progressed in the trade for the past five (5) consecutive years;</li> <li>• Less than five (5) certification examinations written each year in the trade for the past five (5) consecutive years;</li> <li>• Lack of industry support to populate boards and develop curriculum and certification products;</li> <li>• The scope of the trade has diminished or become specialized leading to other jurisdictions combining the trade with a similar trade;</li> <li>• No technical training available in Saskatchewan or any other jurisdiction;</li> <li>• Industry requested de-designation, or indicates that another certification has replaced the C of Q (e.g. another regulatory body introduces standards and certification);</li> </ul>

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	<ul style="list-style-type: none"> <li>• Industry, Commission Board of Directors, Government or a licensing body requests an environmental scan to determine a trade's sustainability; or</li> <li>• The applied certificate programming interferes with apprenticeship growth.</li> </ul>
<p><b>10. Change to Scaffolder Sub-Trade Hours</b></p> <ul style="list-style-type: none"> <li>• On behalf of the Standards Committee, Loreena Spilsted reported the Committee is recommending a change to the scaffolder sub trade hours.</li> </ul>	<p><b>Motion #2016-2017-06-08</b> There was consensus to approve the Standards Committee recommendation that the number of hours per year of the scaffolder sub trade increases from 1200 to 1500.</p>
<p><b>11. Sprinkler System Installer Name Change</b></p> <ul style="list-style-type: none"> <li>• On behalf of the Standards Committee, Loreena Spilsted reported the Commission Regulation changes are required for the Sprinkler System Installer trade to be renamed as a result of the Harmonization initiative.</li> </ul>	<p><b>The report was accepted as information.</b></p>
<p><b>12. Trade Board Appointments</b></p> <ul style="list-style-type: none"> <li>• On behalf of the Trade Board Appointments Committee, the Committee Chair, Roxanne Ecker, reported the Trade Board Appointments Committee met on March 27, 2017 and is recommending approval of the Trade Board appointments and removals as presented.</li> </ul>	<p><b>Motion #2016-2017-06-09</b> There was consensus to approve the Trade Board Appointments recommendation to remove and approve the appointments as presented.</p>
<p><b>13. Trade Board Minutes</b></p> <ul style="list-style-type: none"> <li>• On behalf of the Trade Board Appointments Committee, the Committee Chair, Roxanne Ecker, reported the Trade Board Appointments Committee met on March 27, 2017 and is recommending approval of the Trade Board Minutes listed in the Executive Summary table.</li> </ul>	<p><b>Motion #2016-2017-06-10</b> There was consensus to accept the Trade Board Appointments Committee recommendation that the SATCC Board of Directors approve the Trade Board minutes listed in the Executive Summary table.</p>
<p><b>Committee Reports</b></p>	
<p><b>14. Human Resource Committee</b></p>	<p><b>The report was accepted as information.</b></p>

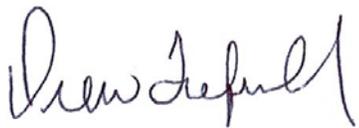
AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<ul style="list-style-type: none"> <li>• Compensation Opinion Project Plan – MNP</li> <li>• The Committee Chair reported that the process for information flow will occur through MNP to the Human Resource Committee. The Board of Directors also reviewed the schedule and plan for completing the compensation opinions.</li> </ul>	
<p><b>15. Audit and Finance Committee</b></p> <p>On behalf of the Audit and Finance Committee, Committee Chair, Brett Vandale reported the Audit and Finance committee met on April 5, 2017.</p> <p>The CFO spoke to the following items:</p> <p>a) February 2017 Key Operational Indicators and Statistics</p> <ul style="list-style-type: none"> <li>• New apprentice registrations are down 22% compared to February 2016 (from 1,798 to 1,402);</li> <li>• The number of journeyperson certifications issued is about 18% lower than for the same period last year. The total number of IP examinations decreased year over year by approximately 29%;</li> <li>• As of the end of February, there are 15% fewer SYA participants than at the same time in 2015;</li> <li>• Assessment activity is also down approximately 23% with domestic trade time assessments declining by almost 35% reflecting the decline in new registrations and fewer registered apprentices than last year; and</li> <li>• Field activity increased, compared to February 2016, with an increase of 10% in industry visits as compared to last year.</li> </ul> <p>b) February 2017 Performance Management Measurement –Balance Scorecard Reporting</p> <ul style="list-style-type: none"> <li>• We have a total of 27 measures in our Scorecard <ul style="list-style-type: none"> <li>○ Exceeding – 7 measures</li> <li>○ Achieving – 8 measures</li> <li>○ Progressing – 4 measures</li> <li>○ Not Meeting – 2 measures</li> <li>○ No Report – 6 measures</li> </ul> </li> </ul>	<p><b>The report was accepted as information</b></p>

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<p>c) February 2017 YTD Actual to Budget</p> <ul style="list-style-type: none"> <li>• The SATCC's year-to-date (YTD) surplus is \$2.423M as at February 28, 2017.</li> <li>• The actual YTD surplus is lower than the surplus of \$2.431M budgeted for in the first eight months of 2016-17. This is a decrease in the budgeted surplus of \$8K (-0.3%). The decrease in the surplus is based on two factors: <ul style="list-style-type: none"> <li>○ Revenues, specifically client fees, are lower-than-budgeted; while</li> <li>○ Operating expenses are lower-than-budgeted in several categories</li> </ul> </li> </ul> <p>d) 2016-17 Training Schedule – March 2017 Forecast</p> <ul style="list-style-type: none"> <li>• The 2016-17 Budget assumed the SATCC will purchase 6,508 technical training seats. The current forecast estimates a net reduction of 313 technical training seats to 6,195 training seats.</li> <li>• Approximately half of the reduction (48%) in training seats is anticipated to be with Sask. Polytechnic with a net reduction of 149 technical training seats. The 313 seat reduction is anticipated to reduce training costs (i.e. Program Contractual Services) by approximately \$723,300 in 2016-17. This is expected to be partially offset by a reduction in tuition of approximately \$167,900. It should be noted that 477 seats have been officially cancelled while 224 seats have been officially added within this forecast. The seats identified with potential for low enrolment may actually proceed if more apprentices register and/or indicated.</li> <li>• Alternatively, any seats identified to be potentially added may not proceed if sufficient enrolment does not materialize.</li> <li>• Lastly, this item does not identify any changes related to the Aboriginal Apprenticeship Initiatives (AAI) program funding nor on the SATCC's 'innovation' funding spent on developing new curriculum, online courses, etc.</li> </ul> <p>e) March 2017 Financial Forecast</p> <ul style="list-style-type: none"> <li>• The forecasted increase in the deficit is mainly due to the following:</li> <li>• A \$525K decrease in the GRF operating grant as a result of the \$2.1M overall reduction to SATCC in the Province's 2017-18 Budget.</li> </ul>	

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<p>Due to timing differences between fiscal years, the GRF grant will be reduced by \$525K in SATCC's 2016-17 fiscal year;</p> <ul style="list-style-type: none"> <li>• Expenditures on Program Contractual Services are forecasted to decline by approximately \$341K as a result of a decrease in the number of training seats purchased in 2016-17 due to a lack of demand for training by apprentices, partially offset by increased spending for the AAI program and innovation projects;</li> <li>• Several other expense line items (e.g. Salaries and Personnel, Other Contractual Services; and</li> <li>• Advertising, Promotion and Printing; Space Rental, etc.) are forecasted to be below budgeted values due mainly to increased efficiency and fiscal restraint.</li> </ul> <p>f) The Minutes of January 25, 2017 were presented for information. Accounts receivable write off policy was discussed and will go to the Governance Committee prior to coming forward to a Board of Directors meeting.</p>	
	<b>(Bryan Leier left the meeting.)</b>
<p><b>14. Governance Committee</b></p> <p>a) The Minutes of January 18, 2017 were presented for information.</p>	<b>The report was accepted as information.</b>
<p><b>15. Standards ad hoc Committee</b></p> <p>a) The Minutes of March 23, 2017 were presented for information.</p>	<b>The report was accepted as information.</b>
<p><b>16. Trade Board Appointments Committee</b></p> <p>a) The Minutes of January 27, 2017 were presented for information.</p>	<b>The report was accepted as information.</b>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<b>Information Items</b>	
<p><b>17. 2017 Buildforce SK Labour Report</b></p> <ul style="list-style-type: none"> <li>• A change in Saskatchewan’s construction industry is forecast by BuildForce Canada in their latest report 10 year forecast. Slowing population growth and major project completions will result in total employment decline in the latter part of the scenario, decreasing by 5,100 jobs (10 percent) by 2026 compared to 2016.</li> <li>• BuildForce Canada’s forecast also shows: <ul style="list-style-type: none"> <li>○ Major projects are expected to add 2,200 jobs, a 15 percent increase by 2021;</li> <li>○ Projects completions release more than 4,000 workers, with many absorbed by rising maintenance and other non-residential construction markets;</li> <li>○ The need to replace over 9,000 workers expected to retire within ten years.</li> </ul> </li> <li>• Residential activity will regain its footing in 2017 and a series of planned major non-residential projects will restore workforce requirements to previous peak levels by 2021. Industrial, commercial and institutional (ICI) building is expected to decline over the short term, then resume after 2019 depending on the timing of a series of planned utility, pipeline and mining projects. Employment will decline with the completion of major projects, however rising maintenance and sustaining capital work will help keep construction employment at relatively high levels.</li> <li>• The construction industry is challenged with sustaining efforts to attract new entrants during periods of low growth, but failing to do so could result in a loss of training capacity.</li> <li>• The 2017-2026 Construction and Maintenance Forecast for Saskatchewan assesses the labour market conditions 34 construction trades and occupations (29 for non-residential and 17 for residential). The forecast is based on a number of assumptions and inputs and provides a ranking for each trade.</li> </ul>	<p><b>The report was accepted as information.</b></p>
<b>Recurrent Information Items</b>	

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p><b>18. Commission Operational Update</b></p> <ul style="list-style-type: none"> <li>This information is included and Directors are encouraged to share it with their respective stakeholders.</li> </ul>	<p>The report was accepted as information.</p>
<p><b>19. Other Business</b></p>	
<p><b>20. Next Meeting</b></p>	<p>The next meeting will be held on June 21, 2017 at 2140 Hamilton Street.</p>
<p><b>21. Adjournment</b></p>	<p>The meeting adjourned at 2:00 pm.</p>



Commission/Committee Chairperson



Commission/Committee Vice Chairperson

