

2025-2028

# Multi-year Business Plan



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# Introduction

**Saskatchewan Polytechnic is the province's primary institution for post-secondary applied education and research. It is student-centered and employer-responsive. The institution fuels growth in the province by providing qualified, work-ready graduates to meet labour market demand.**

This document provides an overview of the 2025-2028 Multi-Year Business Plan (MYBP). The MYBP positions Saskatchewan Polytechnic to inspire success in every learning journey, lead the rise of polytechnic education, and empower a better Saskatchewan. The MYBP has been developed in alignment with government priorities identified in the budget letter dated March 19, 2025, and in the Ministry of Advanced Education's and Ministry of Immigration and Career Training's 2025-2026 Business Plans.

Over the past year, Saskatchewan Polytechnic has demonstrated creativity and resilience in delivering strong financial performance in the face of unprecedented inflationary pressures and abrupt changes to Immigration, Refugees and Citizenship Canada (IRCC)'s International Student Program. The MYBP details the critical strategic investments in academic innovation, revenue generation, sector collaboration and support for government priorities that will be required to achieve the goals set out in the Government of Saskatchewan's Growth Plan 2020-2030, the Health Human Resources Action Plan and the Saskatchewan Labour Market Strategy.

The MYBP is projecting combined operating and capital expenses to exceed revenues by \$14.8 million in 2025-2026. Over the three-year planning horizon, Saskatchewan Polytechnic is projecting a balanced operating and capital budget by 2027-2028. With uncertainty about the future of international enrolment and the absence of a multi-year funding agreement with the Ministry of Advanced Education, careful fiscal management and strategic planning will be needed.

# Planning Context

**A clear vision is critical to the planning, decision-making and accountability process for all institutions. Saskatchewan Polytechnic has adopted a strategic planning system that combines long-term strategic planning, multi-year business planning and annual reporting, all of which are integrated into every level of the institution. To ensure Saskatchewan Polytechnic demonstrates accountability to its diverse stakeholders, a balanced scorecard framework has been adopted.**

There are several foundational components that communicate, monitor and report progress:

## COMMUNICATE

### **Strategic Plan – Leading the Rise**

Our refreshed strategic plan sets the long-term direction for the institution and guides the development of the annual multi-year business plan. The strategic plan articulates the long-term vision, mission, values, and strategic objectives to take us to 2030.

### **Multi-year business plan**

The multi-year business plan is the institution's three-year execution plan. It identifies the institution's priorities, strategic initiatives and resource allocations.

## MONITOR

### **Enterprise risk management risk registry**

The risk registry catalogues the risks and opportunities that may impact the institution's strategy execution, operations or projects.

### **Balanced scorecard**

The balanced scorecard is the institution's performance measurement framework. It links institutional strategies with the goals and initiatives.

## REPORT

### **Annual report**

The annual report communicates accomplishments and progress on the strategic plan and multi-year business plan.



# Leading the Rise:

Bringing polytechnic education to new heights

**Purpose:** We empower a better Saskatchewan

**Vision:** To lead the rise of polytechnic education

**Mission:** Inspire success in every learning journey



# Values

Our values represent who we are and how we behave in our actions and interactions with every member of our community. Our values are enduring and have not changed from our previous strategic plan; they continue to guide us no matter the context we find ourselves in. We engage our community with RISE: Respect, Integrity, Sustainability and Excellence. This enables us to lead the RISE of polytechnic education at home, in Canada and around the world.



## Respect

We show our care for one another and our workplace, striving to build good relationships (miyo wâhkôhtowin). We foster positive and inclusive working and learning environments that celebrate diverse and intersectional perspectives and value all ways of knowing and being. We honour and support each other as one team.

R



## Integrity

We are leaders in the global polytechnic community. We are honest and fair in all we do. We are committed to accountability and transparency. We are truthful with one another. We hold ourselves to high standards of ethical behaviour and take responsibility for our actions.

I



## Sustainability

We work, live and learn in a socially and environmentally responsible manner. We support the health, safety and wellness of our learners, employees and partners. We are conscientious stewards of our resources and continuously look for innovative ways to strengthen and improve our institution.

S



## Excellence

We strive to achieve the highest levels of quality in our teaching, our programs and our services. We maintain high standards and support continuous improvement in all that we do. We embrace lifelong learning. We are proud of the work that we do and rise to meet the challenges that are presented to us.

E

# Government Priorities

**Saskatchewan Polytechnic is committed to strategic alignment with government priorities, including enhanced pathways for students to reach their goals, delivery of high quality programs and responsiveness to the demands of Saskatchewan's evolving labour market.**

The Government of Saskatchewan priorities for post-secondary institutions are:

- **Accessible** – offers qualified people opportunity to attend and succeed.
- **Responsive** – meets the needs of students, communities and economy.
- **Sustainable** – operates within available resources.
- **Accountable** – achieves expected outcomes and is transparent.
- **Quality** – meets standards and maintains public confidence in programs and services provided.





# Strategic and operational priorities 2025–2026

**Saskatchewan Polytechnic will continue advancing strategic and operational initiatives from previous multi-year business plans. These include the wīōkamāhtōtān Indigenous Student Success Strategy strategic plan cascade and execution, strategic enrolment management, applied research and new and expanded program capacity to align to the evolving labour market needs of the province. Additional priorities for 2025-2026 include:**

**Academic Plan** – The Academic Plan aligns Saskatchewan Polytechnic’s academic objectives with several goals in the Saskatchewan Growth Plan and Saskatchewan Polytechnic’s strategic plan (Leading the Rise), ensuring programming is accessible, responsive, sustainable, accountable and of high quality. For more information, see Academic Plan: Innovation in Action [saskpolytech.ca/about/academic-plan](https://saskpolytech.ca/about/academic-plan)

**Administrative Service Strategy** – To be launched in the fall of 2025, this strategy will guide initiatives built around four areas of focus: Advance business partnership models, enhance governance and prioritization processes, business and digital innovation and campus modernization and continuous improvement.

**Customer Relationship Management (CRM) System** – In October 2024, Saskatchewan Polytechnic launched a CRM, for Indigenous, international and domestic recruitment and admissions. System refinements and support for additional processes in the student lifecycle are ongoing.

**Health Human Resources Action Plan** – Saskatchewan Polytechnic will continue to support the province’s HHR Action Plan. The 2025-2026 budget letter details the funding provided to support further program expansions.

**Inclusive Excellence: Equity, Diversity Inclusion (EDI) and Reconciliation Strategy** – Launched in 2025, this strategy will guide initiatives built around four themes: culture of equity and inclusion, miyo wāhkōhtowin (good relationships), positive learning and working experiences and continuous improvement and accountability.

**International Student Recruitment and Enrolment** – Continued monitoring of the Government of Canada’s International Student Program and Post-Graduation Work Permit Program to support strategic enrolment management and operational resource planning

**New Saskatchewan Polytechnic Joesph A. Remai Saskatoon Campus** – This once-in-a-generation opportunity to consolidate Saskatoon locations into one site will create an innovative corridor that will serve the entire province.

**Nuclear Workforce Development** – Saskatchewan Polytechnic plays a pivotal role in the Canadian nuclear ecosystem through our commitment to advanced education and specialized training programs. As a leading provider of applied training and research in the province, Saskatchewan Polytechnic plans to establish the Western Nuclear Training Facility designed to equip current and future students and the existing workforce with the necessary skills and knowledge to excel in the nuclear energy sector.

**Skilled Trades Training** – Saskatchewan Polytechnic plays a vital role in providing high-quality technical education and training, which is essential for the province’s economic growth and workforce development. To continue serving Saskatchewan’s labour market needs, training expansions in key programs (Industrial Mechanic, Welding, Metal Fabrication, Machinist) have been planned.

# New programs 2025–2026

Agribusiness  
Risk and  
Insurance  
Management  
Post-Graduate  
Diploma

Artificial  
Intelligence  
and Innovation  
Post-Graduate  
Diploma

**The 2025-2026 Budget Letter included financial support for developing or expanding several programs to support Saskatchewan's Health Human Resources Action Plan. These program expansions include:**

Advanced  
Diploma in  
Psychiatric  
Nursing

Collaborative  
Bachelor of  
Science in  
Nursing

Collaborative  
Nurse  
Practitioner

Medical  
Radiologic  
Technology

Respiratory  
Therapy

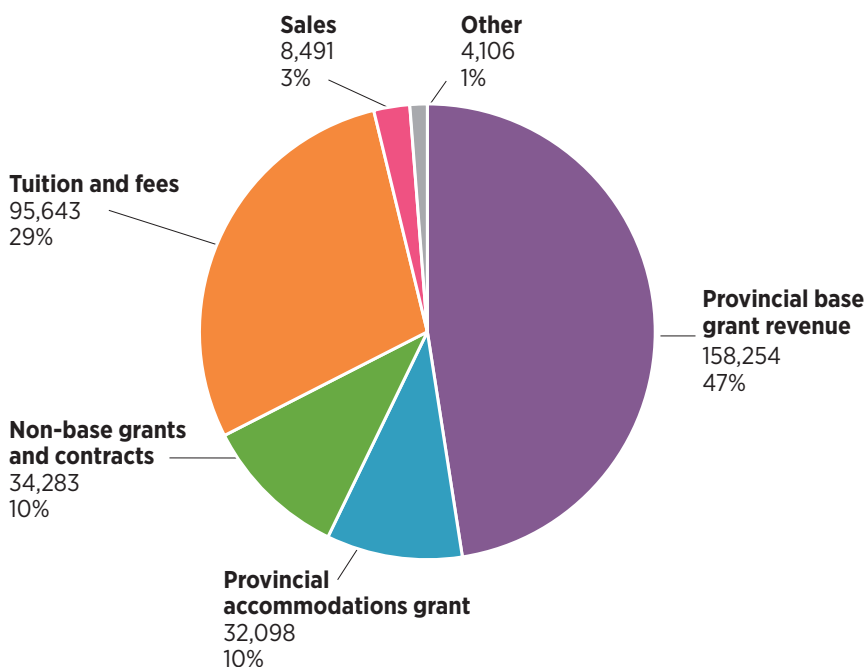


## Financial highlights 2025–2026

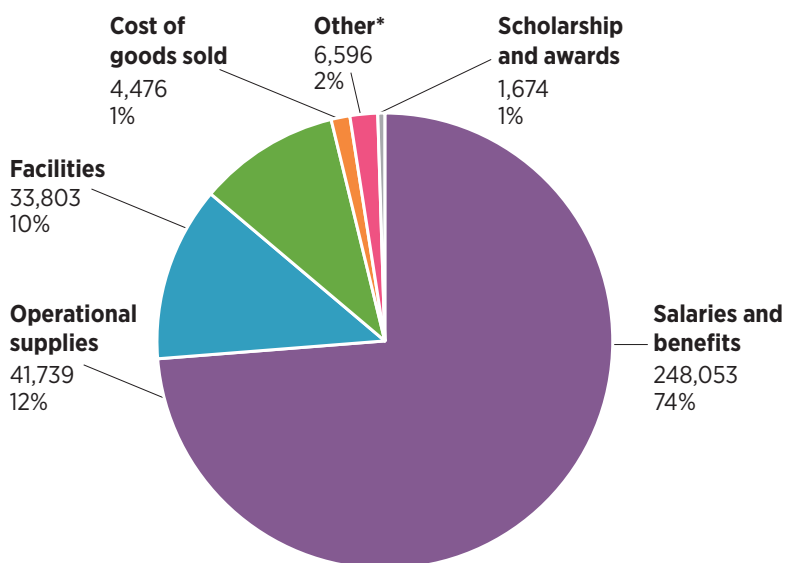
The MYBP is projecting combined operating and capital expenses to exceed revenues by \$14.8 million in 2025–2026. Over the three-year planning horizon, Saskatchewan Polytechnic is projecting a balanced operating and capital budget by 2027–2028.

Operating revenues	\$ 332.875M
Operating expenses	(336.341M)
Capital expenses	(11.353M)
Net	\$ (14.819M)

## 2025–2026 Operating Revenues (in thousands of dollars)



## 2025–2026 Operating Expenses (in thousands of dollars)



\*Note - Other operating expenses excludes amortization

# Sustainability measures

**Saskatchewan Polytechnic regularly reviews operations to remain focused on the future and to inspire success in every learning journey. The ability to be nimble, adapt to changing labour market conditions and anticipate the future is critical to sustaining the institution's success. Saskatchewan Polytechnic has implemented, or is in the process of implementing, the following sustainability measures to support learner and employer success over the next year:**

- **Continuous improvement** - Goals of this measure will include improving organizational effectiveness, reducing waste and inefficiencies, identifying process and financial savings, and improving service to key stakeholders (including students).
- **Corporate agreement support** - Many corporate agreements with third parties generate revenue in exchange for training services; support for the corporate agreement process will allow Saskatchewan Polytechnic to manage the risks involved in engaging third parties to ensure organizational sustainability.
- **Corporate training** - The Centre for Continuing Education will continue to explore new market opportunities for continuing education programs, micro-credentials and corporate training offerings. Centre employees continue to develop new revenue-generating offerings and build relationships with provincial and national stakeholders.
- **Data-driven decision making** - Key initiatives include activity-based-costing, implementation of a new employee lifecycle management tool (Employee Connect) and expanded use of the Tableau data visualization tool.
- **Fiscal Restraint** - By implementing strict budget controls, reducing non-essential expenditures, and optimizing resource allocation, Saskatchewan Polytechnic aims to ensure long-term financial stability and resilience in the face of future financial uncertainties.
- **International education and enrolment** - In light of changes in the international student and post-graduate work permit programs, Saskatchewan Polytechnic will focus on measures to support compliance, enrolment conversions and student success.
- **Information Technology vendor management** - Effective information technology vendor management has become increasingly complex given the diversity and quantity of vendor relationships required to sustain operations. In addition to the critical risk management and quality outcomes this service will provide, it is anticipated that enhanced oversight will deliver cost savings.
- **Program review** - Regular review of program mix ensures program capacities are aligned with market demand.
- **Space optimization** - Saskatchewan Polytechnic is undertaking a number of space optimization initiatives over the next three years. This includes major capital projects like the development of the new Joseph A. Remail Saskatoon campus and master planning in Regina, Prince Albert and Moose Jaw.
- **Sector collaboration** - Saskatchewan Polytechnic consults regularly with the University of Saskatchewan, University of Regina, Gabriel Dumont Institute, Saskatchewan Indian Institute of Technologies and regional colleges to identify best practices and efficiency opportunities.
- **Strategic procurement** - Saskatchewan Polytechnic's strategic procurement processes support ongoing cost management and, where possible, expense reduction. Processes include detailed development of requirements and specifications, engaging the vendor community to drive competitive pricing, negotiation of terms and conditions through contracting process, spend analytics and sharing resources internally and sector wide.



### **Moose Jaw Campus**

Saskatchewan St and 6th Ave NW  
PO Box 1420  
Moose Jaw SK S6H 4R4

### **Prince Albert Campus**

1100-15th St E  
Prince Albert SK S6V 7S4

### **Regina Campus**

4500 Wascana Pky  
PO Box 556  
Regina SK S4P 3A3

### **Saskatoon Campus**

1130 Idylwyld Dr N  
PO Box 1520  
Saskatoon SK S7K 3R5

### **Administrative Offices**

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