

2026-2029

# Multi-year Business Plan



# 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.**

## Table of Contents

1	Introduction
2	Planning context
3	Leading the Rise Our purpose, vision, mission
4	Our values
5	Government priorities
6	Strategic and operational priorities 2026–27
7	New programs 2026–27
8	Financial highlights 2026–27
9	Sustainability measures new and ongoing

This document provides an overview of the 2026–2029 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 18, 2026, and in the Ministry of Advanced Education’s and Ministry of Immigration and Career Training’s Business Plans. Saskatchewan Polytechnic is now operating under a new four-year Multi-Year Funding (MYF) agreement. The agreement provides welcome funding stability over the 2026–2029 planning horizon and supports more predictable planning and decision-making.

Over the past year, Saskatchewan Polytechnic has demonstrated resilience in the face of changes to Immigration, Refugees and Citizenship Canada (IRCC)’s International Student Program, changes that the Auditor General later confirmed resulted in a 74-per-cent reduction in international student arrivals in just two years. Smaller provinces like Saskatchewan were disproportionately impacted, and successive and compounding changes impaired Saskatchewan Polytechnic’s ability to balance its budget without significant cuts to programs and people.

In response, and to ensure its financial sustainability and long-term stability, Saskatchewan Polytechnic undertook program, service and out-of-scope staffing reviews, application modernization, and a review of non-salary spending. With a clear focus on student success, it moved forward to develop new partnerships, new programs and new avenues for revenue.

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, Saskatchewan Labour Market Strategy and Saskatchewan’s International Education Strategy. The plan requires Saskatchewan Polytechnic to explore new pathways and invest time in developing new programs even as it steps back from areas where demand has declined.

The MYBP is projecting combined operating and capital expenses to exceed revenues by \$10.8 million in 2026–27. Over the three-year planning horizon, Saskatchewan Polytechnic is projecting a balanced operating and capital budget by 2027–28. While IRCC has committed to reforms in the wake of the Auditor General’s report, uncertainty about the future of international enrolment remains, and careful fiscal management and strategic planning will be needed to ensure it is focused on the routes that lead to where Saskatchewan is headed next.

# 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 2026–27

**Saskatchewan Polytechnic will continue advancing strategic and operational initiatives from previous multi-year business plans. Additional priorities for 2026–27 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. The Academic Plan is supported by 5-Year Faculty Plans for each of Saskatchewan Polytechnic’s four Faculties. For more information, see Academic Plan: Innovation in Action [saskpolytech.ca/about/academic-plan](https://saskpolytech.ca/about/academic-plan)

**Administrative Service Strategy** – This strategy guides 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.

**Campus Modernization** – Continued modernization of all campuses to meet the needs of current and future learners. Campus environments will be welcoming, safe and secure. Infrastructure projects and campus Master Plans will catalyze innovation and enhance the campus experience. This initiative includes continued development of the new Saskatchewan Polytechnic Joseph A. Remai Saskatoon Campus, a once-in-a-generation opportunity to consolidate Saskatoon locations into one site will create an innovative corridor that will serve the entire province.

**Customer Relationship Management (CRM) System** – Saskatchewan Polytechnic is implementing Ellucian CRM Recruit to modernize and centralize recruitment and admissions activities. Existing processes rely on multiple systems and manual workarounds, resulting in limited visibility and operational inefficiencies. The first phase of the initiative will focus on setting up the technical infrastructure for the platform and implementing core recruitment functionality to enable consistent, scalable, and integrated recruitment experience.

**Defense, Aerospace and Dual-Use Technology** – In response to the federal commitment to robust investments in the defence space, Sask Polytech will accelerate its activities to deliver innovation and training solutions in defence. Increasing Canada’s defence capacity will require increasing industry’s capacity to participate and benefit from these opportunities

**Health Human Resources Action Plan** – Saskatchewan Polytechnic will continue to support the province’s HHR Action Plan. The 2026–27 budget letter details the funding provided to support further program expansions and capital investments to deliver the health human resources graduates the province needs

**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 wâhkôhtowin (good relationships), positive learning and working experiences and continuous improvement and accountability.

**Infosilem** – Saskatchewan Polytechnic has implemented Infosilem, an academic scheduling and space optimization platform used by higher education institutions to plan, model, and manage course timetables and teaching space. It supports data driven decisions by aligning instructional requirements, enrolment demand, and physical space constraints.

**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

**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.

**Strategic Enrolment Management (SEM)** – To achieve both domestic and international enrolment objectives, Saskatchewan Polytechnic will continue the operationalization of the SEM Plan with a collaborative approach that includes a SEM Recruitment Committee, SEM Retention Committee and the development of SEM governance structure.

**wichitowin ahci kaskihtamâsowin ati nikan (Indigenous Student Success Strategy)** – Saskatchewan Polytechnic will continue progress toward feour goals: hoąá (Dene): welcoming, ombi-ah` (Nakawe): inspiring, mnihéya (Nakoda): empowering and heca (Dakota): belonging. By supporting the success of Indigenous learners, we prioritize our role in responding to the Truth and Reconciliation Commission of Canada’s Calls to Action and to meet our commitments under the Colleges and Institutes Canada’s Indigenous Education Protocol

## New programs 2026–27

Bachelor  
of Business  
Analytics  
and Decision  
Science

Clean Energy  
Worker  
Certificate of  
Achievement

Energy  
Resource  
Management  
Certificate of  
Achievement

Respiratory  
Therapy  
Advanced  
Diploma

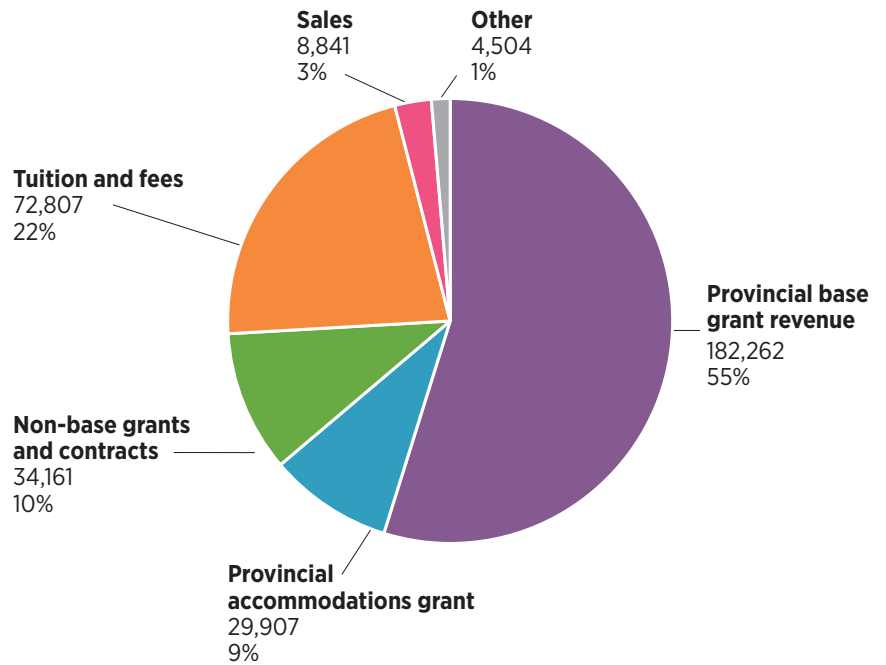
## Financial highlights 2026-27

The MYBP is projecting combined operating and capital expenses to exceed revenues by \$10.8 million in 2026-27. Over the three-year planning horizon, Saskatchewan Polytechnic is projecting a balanced operating and capital budget by 2027-28.

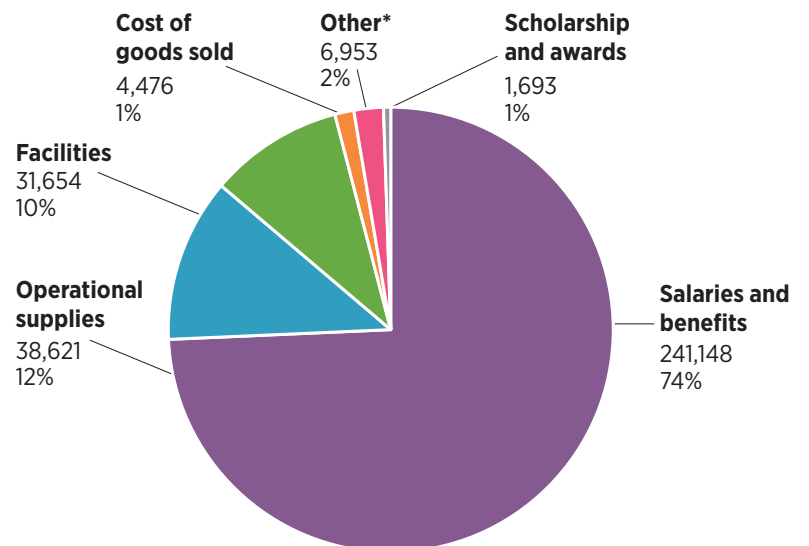
Operating revenues	\$ 332.482M
Operating expenses	(324.545M)
Capital expenses	(18.6923M)
Net	\$ (10.7553M)

This projected deficit will be managed through the planned one-time use of reserves.

## 2026-27 Operating Revenues (in thousands of dollars)



## 2026-27 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:**

- **Application Portfolio Modernization** – With over 1,500 applications currently in use for both administrative and academic purposes, Application Portfolio Modernization will help Saskatchewan Polytechnic identify opportunities to streamline operations and enhance user experience.
- **Continuing Education** – 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.
- **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.
- **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.
- **International education and enrolment** – Aligning with both provincial and federal international education strategies and policies, Saskatchewan Polytechnic will focus on measures to support compliance and enhance 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.
- **Senior Leadership Performance Pay and Related Increases Freeze** - Saskatchewan Polytechnic has implemented a performance pay freeze for out-of-scope senior leaders for 2025-26 and 2026-27.
- **Service Modernization** - Throughout 2025-26, Saskatchewan Polytechnic conducted an internal Services Modernization exercise. By identifying operational efficiencies, opportunities to leverage technology and complementary services and functions, Saskatchewan Polytechnic will be able to make adjustments to service design and resourcing aligned with organizational strategy.
- **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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