

BUSINESS PLAN 2015-2018



GABRIEL DUMONT INSTITUTE
of Native Studies and Applied Research

DUMONT
TECHNICAL
INSTITUTE

*helping build
brighter futures*



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Executive Summary

Dumont Technical Institute (DTI) is part of the Gabriel Dumont Institute (GDI), which is the education and training affiliate of the Métis Nation – Saskatchewan (MN-S). DTI provides community based, culturally relevant adult basic education and skills training to the Métis people of Saskatchewan.

DTI is a provincial organization governed by a regionally appointed Board of Governors representing the twelve Métis Nation Regions as outlined by the Regions and Locals map in section two. DTI's planning process is a comprehensive approach that bridges community need with labour market demand.

There are some key trends that influence the DTI Business Plan. A key trend is the strong Saskatchewan economy. The natural resource industry in Saskatchewan continues to perform strong and requires significant skilled labour to meet the current and future demands. Skilled workers with a trade or those who specialize in the natural resource sector are in demand. With such a strong and healthy economy, Saskatchewan is facing a looming labour shortage. A skilled and trained Métis workforce is a key component of meeting the future labour force needs of Saskatchewan. DTI is facing a year where significant risk to its program offerings exists. Gabriel Dumont Institute Training and Employment has been a key supporter for DTI program offerings and for Métis clients wanting to pursue higher education. The agreement to deliver the Aboriginal Skills and Employment Training Strategy (ASETS) expires in March of 2015. The federal government is undergoing an evaluation of the program, and it is not clear at this stage what the successor program will look like. Should this program stop, DTI faces revenue losses between one million and two million dollars. In essence DTI's training plan for skills related training programs will be reduced by fifty percent or more.

This year's business plan is influenced by the Saskatchewan Plan for Growth, and the GDI Strategic Plan 2014 – 2017. The 2014-2015 program plan has identified the programs that DTI will deliver. DTI continues to take an aggressive approach to planning and delivery of programs to ensure that all deferred revenue and surpluses are used as effectively and efficiently as possible, while understanding the dynamic nature of the Post Secondary system. The 2014-2015 program plan was established based on the needs identified by the Métis community, training opportunities offered within the sector by other agencies, DTI's current and future reality, and other needs assessment documents and processes.

The current collective bargaining agreement is set to expire in April of 2016. The Institute continues to have positive relationships with the union, and has managed to maintain a positive working atmosphere. Recruitment and retention of staff are key priorities within any employer, and DTI continues to do its best at meeting these priorities. Challenges exist with occupations that are highly specialized, in high demand, and for communities in rural and Northern Saskatchewan.

In 2014-2015 DTI will continue the process of becoming more engaged in technology and the focus will be to continue to invest in technology enhanced learning, teaching, and business tools, such as SMART Boards. In addition, DTI will continue to develop the computer based GED testing services, and ensure that it can meet the needs of the community in this important area.

GDI/DTI will continue to explore and develop the concept of the GDI Métis Center of Excellence. DTI currently owns three facilities. All facilities exist because of the important need to offer training, but all facilities are considered an interim step towards a Centre of Excellence.

DTI received an overall increase in programming dollars and inflationary increases in its core operations. DTI is similar to Regional Colleges in Saskatchewan with regards to its mandate and size. However, DTI remains inequitably funded when you review core operating dollars and skills training dollars. Potential within DTI exists to expand program offerings and provide greater training opportunities that meet community and labour market needs. Greater government investment in DTI will lead to more aboriginal people being trained to meet Saskatchewan's forecasted labour shortages. DTI continues to be a model of providing effective and cost efficient educational programming within Saskatchewan.



Operational Plan

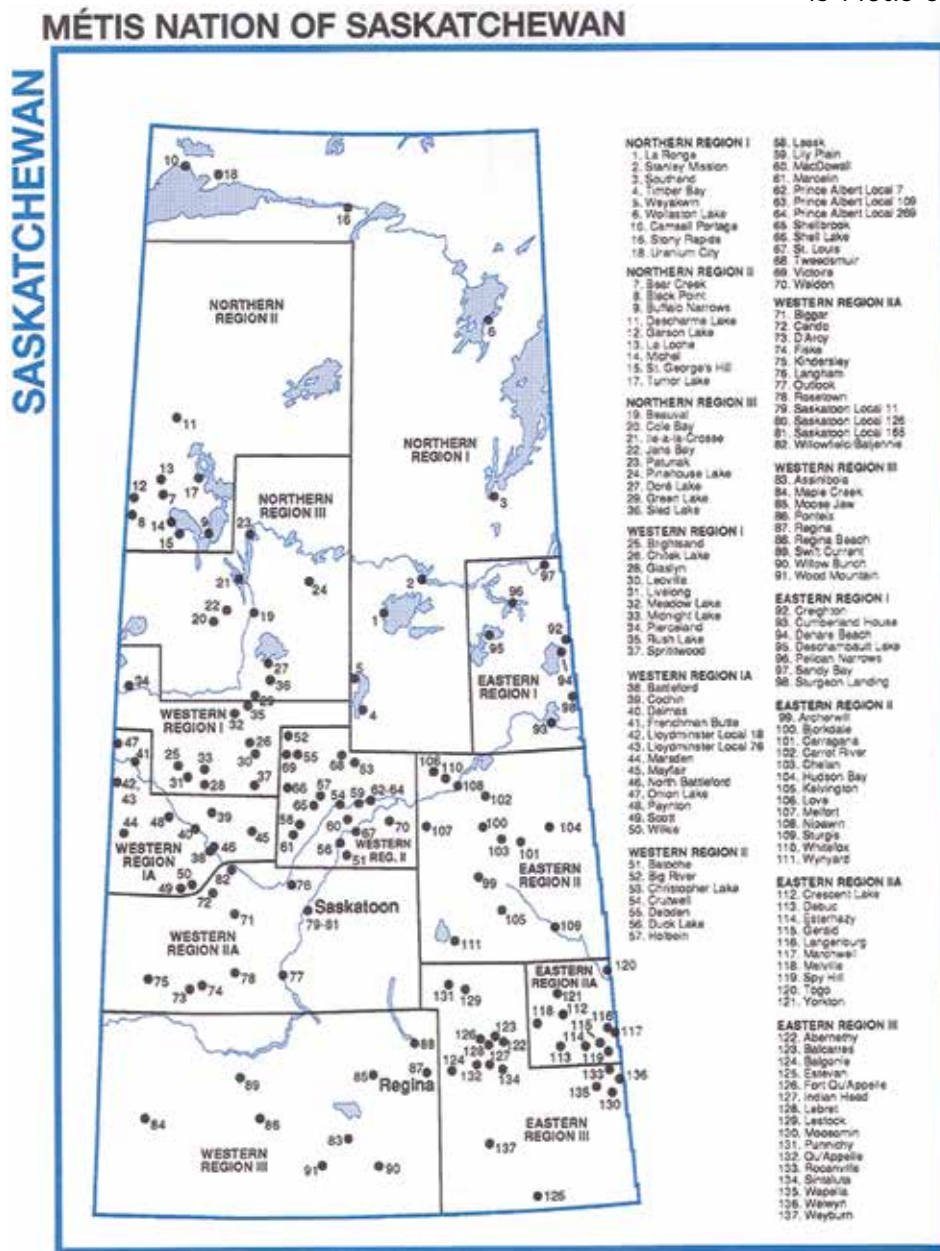
ENVIRONMENTAL SCAN

DTI Purpose and Scope

Dumont Technical Institute (DTI) is unique within the Saskatchewan training system. DTI is a world class Aboriginal post-secondary institution that is Métis specific and has a provincial mandate

to serve the training needs of the Métis community while supporting and meeting the needs of the local and provincial labour market. This sets DTI apart from the rest of the training system, and provides it with the right context to support the transition of the Aboriginal labour pool into the labour market and into life long careers. Within this context, DTI strives to participate in partnerships with other educational institutes, employers, ASETS agreement holders, and other stakeholders when it aligns with its mission, vision, values, and strategic plan.

The size of the Institute and its province-wide focus has a direct and significant impact on how DTI determines its training needs and conducts its planning process. The Institute reviews current labour market literature and maintains ties to various regionally based partners, processes, and committees to support its planning. An example of this is DTI's participation on the Northern Labour Market Committee (and sub committees). DTI compliments its current needs assessment process by inviting input by Métis locals and their leaders to submit and/or participate in meetings and processes that provide them with an opportunity to provide information on training from a community perspective. A map of the twelve regions and the size of the province is provided in Map 1.



Map 1 – Métis Nation - Saskatchewan -
Regions and Locals
(Source: GDI Publishing)

Demographics

The Métis of Saskatchewan have some of the highest population growth rates in the province. According to Statistics Canada 2011 census data, the population of self-identified Métis people increased from 48,115 in 2006 to 52,450 in 2011 – a nine percent growth. During the same period, the population of self-identified First Nations people in Saskatchewan increased from 91,400 in 2006 to 103,205 in 2011 (12.9 percent increase), while the total population of Saskatchewan increased by 6.7 percent from 968,157 to 1,033,381 in 2006 and 2011 respectively.

Between 2001 and 2011, the Métis population grew approximately 10 percent. Saskatchewan registered positive net growth during the same period although at a lower rate. After negative population growth of -1.1 percent between 2001 and 2006, Saskatchewan population increased by 6.7 percent between 2006 and 2011. In 2001, the Métis represented 4.5 percent of the population of Saskatchewan compared with 5.2 percent in 2011.

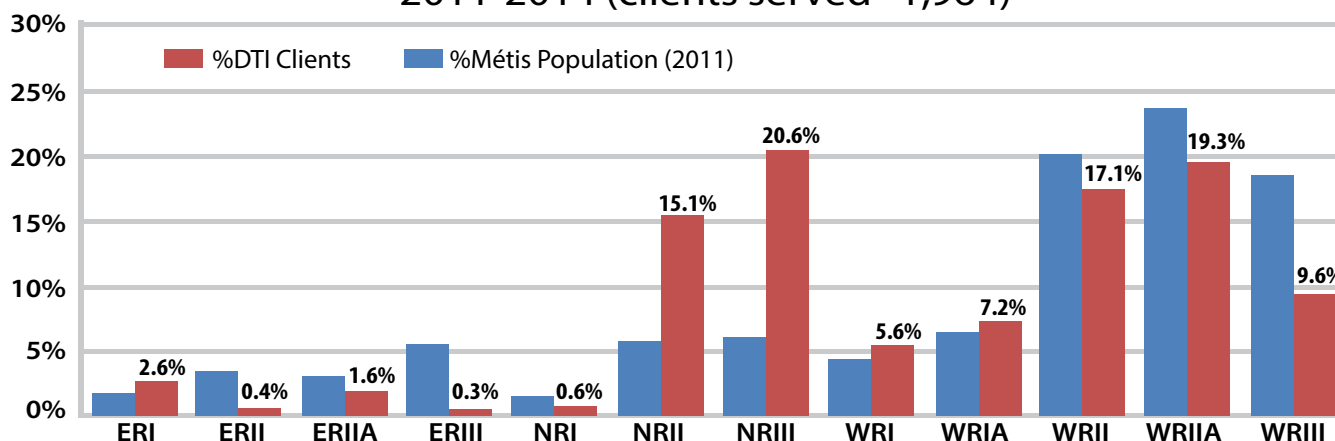
In general, the Métis population is younger than the non-Aboriginal population, and this has a great implication for the educational and training needs of the Métis. In 2011, 26 percent of the Métis were under the age of 15 years compared to 17 percent for the provincial population. Put

differently, seven percent of the children aged 14 years and younger in Saskatchewan are Métis. Almost two-thirds (thirty-three percent) of the Métis population is between ages 15 and 34 years, with about 10,000 in the 15-24 year old age group.

In 2011, almost two out of every five (38 percent) Métis people were living in the Saskatoon and Regina census metropolitan areas. About 24 percent of the Métis lived in cities including North Battleford, Prince Albert, and Yorkton; and another 38 percent lived in small cities, towns, and rural areas. This will likely have an impact on Dumont Technical Institute programming and service delivery as the Institute works towards meeting the specific training and employment needs of Métis students and clients in their communities.

The Institute will continue to strive to not only provide relevant training to Métis clients but to also be an employer of choice for the Métis. The chart below shows Métis population distribution by the 12 Métis Nation-Saskatchewan regions and the proportion of Dumont Technical Institute program offerings by the regions during 2011-2014.

**DTI Clients and Métis Population by MN-S Region,
2011-2014 (clients served=1,964)**



Labour Market

Employment rates, the percentage of the population with a job, for the Métis population aged 15 years and older were as follows; in 2011, 59.8 percent of the adult (ages 15 years and older) Métis population was working. This is down slightly from 61 percent in 2006. For the non-Aboriginal population, employment rates increased slightly from 67.1 percent in 2006 to 67.8 percent in 2011. Thus, the gap in employment rates between the Métis and the non-Aboriginal population widened between 2006 and 2011.

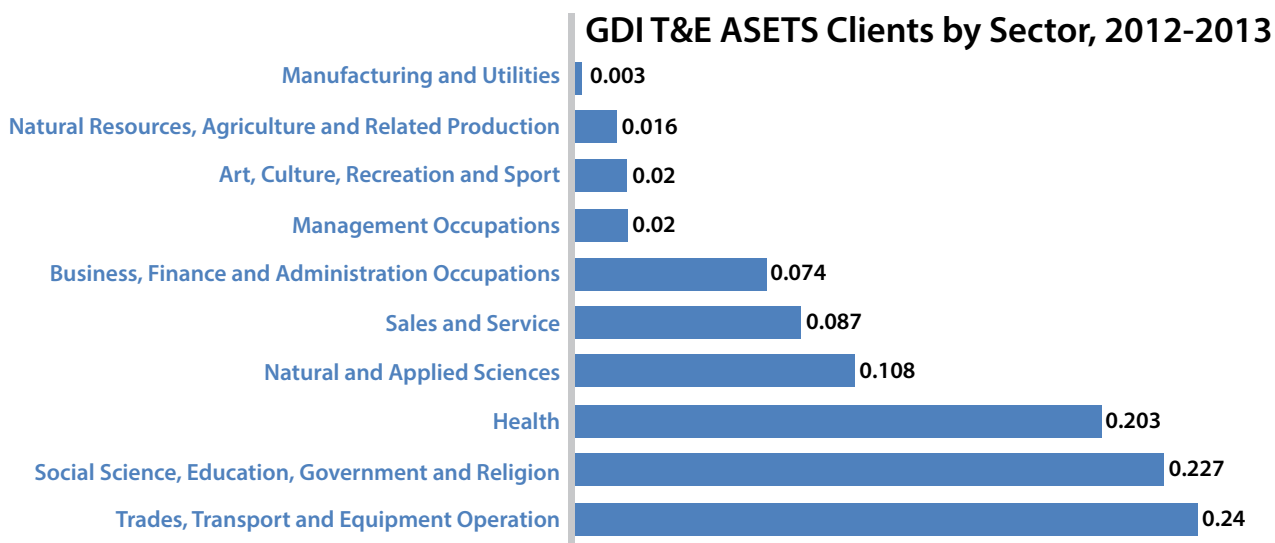
Evidence shows a strong, positive correlation between labour market participation and formal education among Métis. Indeed, one of the strategies to increase Métis participation in the labour market is increasing educational attainment levels for the Métis. Among the population aged 25-64 years without a high school diploma, employment rates for Métis were 50 percent and 71 percent for the non-Aboriginal population. For those with a high school diploma as their highest level of education, 72 percent of the Métis had jobs compared to 81 percent of the non-Aboriginal population.

The gap in employment narrowed slightly for those with post-secondary qualifications in apprenticeships and trades where employment

rates for the Métis and non-Aboriginal population were 78 percent and 86 percent respectively. The gap narrows further at higher levels of education. For those with post-secondary certificate or diploma in non-trades, 81 percent of the Métis and 85 percent of the non-Aboriginal population had jobs, while among university graduates the employment rates for the Métis and non-Aboriginal people were 83 percent and 85 percent respectively.

It is clear that there is a positive relationship between education and lifetime earnings. As education levels increase, so does the earning potential and the quality of life for individuals and their families.

The Dumont Technical Institute and Gabriel Dumont Institute Training and Employment work in cooperation with the Métis communities to determine training needs and priorities. Over the past two years, about two out of three GDI Training and Employment clients specialized in areas that fall under three National Occupational Classification (NOC) occupations: Trades, Transport and Equipment Operation (24%); Social Science, Education, Government and Religion (22.7%); and Health (20.3%) (as shown in Chart 2).



According to the training needs assessment of 12 Métis Nation-Saskatchewan (MN-S) regions conducted by Dumont Technical Institute in collaboration with GDI Training and Employment, these are common priority areas across the regions.

Based on the nine National Occupational Classifications, the Government of Saskatchewan has prepared labour market information for the whole province (including MN-S) regions for the period 2014-2017. The section below presents a modified version of the Relevance Magazine's (www.relevancemag.ca) 2015 Job Chart. The chart identifies some jobs that are projected to register high demand in the province between 2014 and 2017 that are linked back to DTI's training priorities.

<i>Business, Finance & Administration</i>	<i>Health</i>	<i>Trades, Transport & Equipment Operation</i>	<i>Primary Industry</i>
GOOD DEMAND			
Administrative Assistants	Nurses Aides, Orderlies, Patient Service Associates	Carpenters	
Administrative Officers		Industrial Electricians	
Executive Assistants		Heavy Equipment Operators	
General Office Clerks		Heavy Duty Equipment Mechanics	
FAIR DEMAND			
Accounting and Related Clerks	Licensed Practical Nurses	Welders and Related Machine Operators	Mine Labourers
Banking, Insurance and Other Financial Clerks	Other Assisting Occupations in Support of Health Services		Underground Mine Service and Support Workers
Date Entry Clerks			Underground Production and Development Miners
Medical Secretaries			
Payroll Clerks			
Personnel Clerks			
Receptionists			

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

A. Strengths

∞ Cultural Mandate.

DTI staff are largely Métis; its programs contain a Métis cultural component; and has a better rapport with clients than mainstream institutions.

∞ Community based programming.

DTI strives to meet the specific needs of communities and allows students to remain in their home communities while completing their studies.

∞ Client Focus.

At DTI, we endeavor to follow a philosophy of education that focuses on learner needs and successes. This means that learners come first in terms of providing quality education, striving for the success of every learner, and continually working toward transformative and empowering education.

∞ Strong student support services.

DTI offers a broad range of supports including; academic/career counseling, tutor support, liaison with sponsoring agencies, referral for student personal support needs, and student academic assessments.

∞ Flexible/Responsive.

DTI is quick and flexible in its program delivery. The Organization's structure and processes allow quick responses to community and labour market demand.

∞ Quality Staff.

Staff are dedicated to the mission, vision and mandate of the Organization. They are highly qualified and the Institute boasts a robust Métis work force.

∞ Accountable and Transparent.

DTI has a solid track record with funders, stakeholders, and the community. The Institute has strong leadership and good governance ensuring the best practices are adopted in governance and accountability measures.

∞ Delivering Programs that Meet Employer Needs.

DTI invests time and energy in meeting with employers and ensuring the program offerings are reflective of the labour market and meet employer needs.

∞ Sense of Community.

GDI/DTI is responsive to community need. The Institute takes a relationship building approach to ensure that we have strong connections with the communities and affiliates of the Métis Nation.

B. Weaknesses

∞ Communication.

GDI/DTI is a complex organization that encompasses a broad geographic area and various programs and services. The Institute needs to continue to work on connecting with future clients, the youth, past clients, and the alumni, to better serve our community.

∞ Funding - Core Operations and Skills Training Allocation.

Skills Training (STA Allocation) - DTI received a slight increase in its STA allocation this year. If you compare funding to Regional Colleges, DTI's STA allocation is less than all of the individual colleges, even though DTI has a provincial mandate, and is an Aboriginal Post-Secondary Institute, which is poised as a significant option for the government to support training the Aboriginal population for the current and future labour market.

Chart 4: Regional College and DTI Skills Training Allocation Comparison

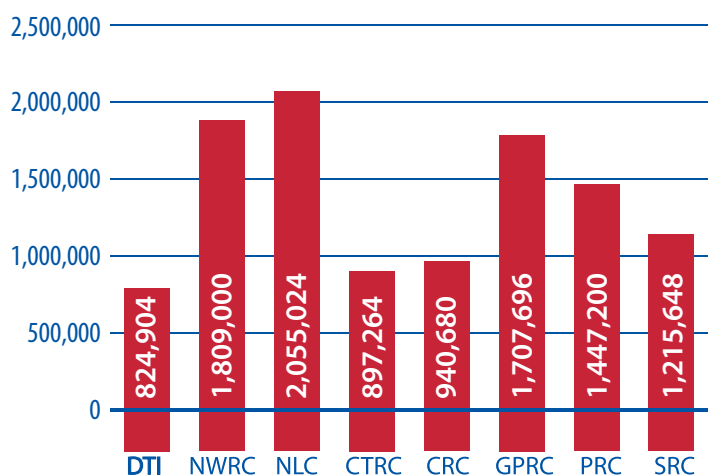
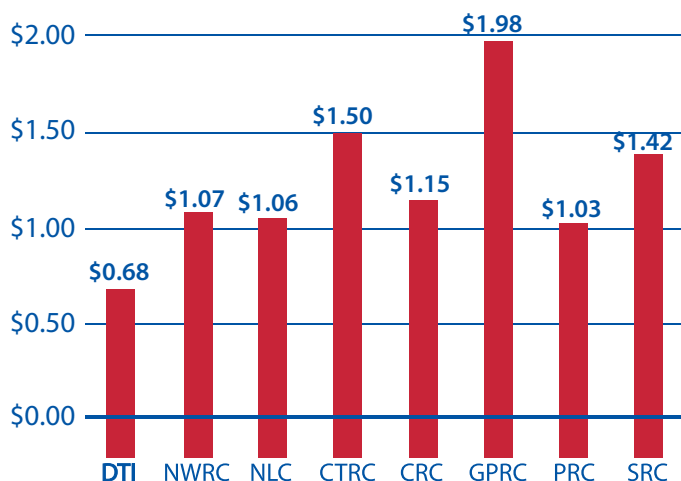


Chart 5: Based on the funding letter provided to DTI for the 2015-2016 program year, DTI will receive sixty-eight cents for every training dollar it receives.



2015-2016 Core operational funding per \$1.00 of program (ABE/STA) funding received from Ministry of Advanced Education-DTI and Regional Colleges

Core Operations - One of the greatest funding challenges that DTI is facing is its Core Operational Grant. DTI is grateful to the Provincial Government for this year's two percent (2%) increase, however, there continues to be a glaring discrepancy between what the Regional College System gets for operations, and what DTI as an Aboriginal Post-Secondary Institute receives for its operations. Further compounding this matter, is that DTI has a provincial mandate, northern training expectations, and significant requests for participation on committees related to its mandate.

∞ **GDI Profile.**

GDI is a complex organization and this at times leads to confusion in the general public regarding its programs and services provided to clients. DTI is a program/service provided by GDI to the community.

∞ **Student Recruitment.**

The entire post-secondary system continues to have an increased attention to recruiting Aboriginal people to its programming. Mainstream institutions continue to incorporate initiatives that are geared towards attracting Métis and First Nations clients to their programs and services. DTI continues to strive to overcome significant operational inequities to ensure that it remains the institute of choice for our community and people.

∞ **Human Resources.**

DTI's human resources continue to experience strain due to the funding inequities. This inequity means that there is greater stress placed on the DTI system to deliver programs province wide, ensure it has adequate student supports in place, and that all reporting requirements are met. Further to this, highly specialized labour is challenging to recruit and retain for the Institute, especially in rural, northern and remote communities.

∞ **Infrastructure.**

DTI does not have the infrastructure to deliver highly specialized and important trades and technology related educational programs. DTI relies on creativity and on infrastructure owned by other organizations, and by experience, this reliance on others does not always lead to the optimal training situation for our clients/students. DTI has made gains in this area with the development of our own training labs for Practical Nursing in Saskatoon and Regina. This has led to a significantly better educational experience for our clients/students in these programs.

C. Opportunities

∞ DTI is well positioned as one of the Aboriginal Post-Secondary Institutions within Saskatchewan to provide the government, employers, and other stakeholders with a key institution to invest resources into to help support the governments theme of Métis and First Nation success by improving post-secondary outcomes. The Ministry of Advanced Education wishes to increase these outcomes, and states in its key actions that it wishes to encourage institutions to increase the enrollment of First Nations and Métis people. DTI would be a viable organization to help achieve this action by increasing training resources. Any training dollar increases to DTI, directly translates into enrollment increases for Métis and First Nations people.

∞ The Métis population is a growing population within Saskatchewan. This growing population will be looked upon as one of the key labour pools to help fill the projected shortages of skilled workers within Saskatchewan. As a Métis-specific training institution, DTI is well positioned to meet the training needs of the future labour pool.

∞ GDI/DTI has a structure that fosters partnerships with other stakeholders. The Organization's system and structure provides it with many tools to engage in partnerships to help support the retention of Métis culture, support clients from adult basic education, to post-secondary education, to university education, to graduates studies, and finally to employment and life long careers for our people and communities. The structure is designed to meet many needs of our people, our community, the employers, the Province and the Country.

D. Threats

∞ Aboriginal Skills and Employment Training Strategy (ASETS) Agreement - 1 Year Extension

GDI has been one of two Saskatchewan Aboriginal delivery agencies of the Aboriginal Skills and Employment Training Strategy funded by the Federal Government since 2006. Over the past five years, DTI skills training delivery has totaled \$14,466,322. Just under 28% of these resources came from the Provincial governments STA funding provided to DTI. The majority of the remaining funds were received from GDI Training and Employment. The loss of GDI Training and Employment would be devastating to DTI and in particular to the Métis community. Currently the GDI Training and Employment ASETS agreement funds a significant portion of the practical nursing and heavy equipment truck and transport mechanic programs offered at DTI. Without these resources, DTI's skills training offerings would significantly be reduced and the Métis community would be significantly impacted with a reduction of training opportunities.

∞ Government Directions.

GDI/DTI is heavily reliant on government funding, and the Institute is currently on a contract with government. Contracts are easy to cancel and change, which creates uncertainty and challenges for organizations under this type of agreement. The Métis Nation- Saskatchewan (MN-S) governance turmoil has an impact on the Institute. There is a concern that these challenges and pressures may enter affiliates like GDI and have an impact on our governance. The lack of a strong political body has led to minimal lobbying efforts and leadership on Métis issues that are important to the Saskatchewan context.

∞ Access to employment for Métis people.

The state of the Saskatchewan economy over the past few years has seen a significant demand for skilled, trained workers. This demand has led to many employers searching for labour outside of Saskatchewan and Canada. With each skilled worker that is brought in from outside of Saskatchewan and Canada, that is one less opportunity for our people. Increased attention to higher education and skills training opportunities for Aboriginal people will help provide a local supply of labour for those opportunities that arise. Recent changes to the government policy regarding temporary foreign workers is a step in the right direction and should help to support Aboriginal people's engagement in the labour market.

GDI/DTI Results Based Accountability (Goals, Objectives, Key Actions, and Measures)

GDI/DTI has adopted a **results based accountability structure** to its strategic plan approach. This approach is a common sense approach that starts with the desired results or goals, and works towards reaching specific strategies. The following is DTI's specific strategies and performance measures that align and support the GDI strategic plan and provides the Organization with tools and structure to evaluate the programs and services we offer with the hope of enhancing the excellent quality that exists today.

Result (Goal):

Increase the well being in Métis communities

The Gabriel Dumont Institute will ensure that our programming, services, and facilities, meet the needs of the Métis communities. The Institute will deliver the right programs, in the right locations, at the right time to maximize effectiveness in terms of outcomes. GDI will work to ensure that our programming, services, and facilities meet the needs of Métis learners and clients, communities, labour market, and funders.

STRATEGY (KEY ACTION)	PERFORMANCE INDICATOR (SUCCESS MEASURE)	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
1. Provide community-based educational programming throughout Saskatchewan	1.1 Enrolment Baseline: 655 1.2 Number of Métis Communities with programming Baseline: 13.3 1.3 Number of Métis Regions Served Baseline: 9.7	<p>Engage under-represented groups in the Saskatchewan workforce (Ministry of Economy (ME), page 8).</p> <p>Increase post-secondary education attainment with a focus on under-represented groups (Ministry of Advanced Education, page 4).</p> <p>Foster greater cooperation and integration among universities, regional colleges, and technical institutes (MAE, page 5).</p> <p>Strengthen alignment between post-secondary education and employment (MAE, page 7).</p>

STRATEGY (KEY ACTION)	PERFORMANCE INDICATOR (SUCCESS MEASURE)	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
<p>2. Program offerings will focus on ABE, health, trades, business, and other programming with direct links to employment.</p>	<p>2.1 ABE a. ABE Seats offered. Baseline: 302.6 b. ABE enrolment. Baseline: 362.3 c. ABE graduation/completion rate. Baseline: 180.3</p> <p>2.2 Skills Training a. Skills training seats offered. Baseline: 312 b. Skills training enrolment. Baseline: 292.3 c. Skills training graduation/completion rate. Baseline: 245</p> <p>2.3 a. Number of clients that have gained employment 3-6 months after completion. Baseline: TBD b. Percentage of graduates that gain employment 3-6 months after completion. Baseline: TBD</p>	<p>Engage under-represented groups in the Saskatchewan workforce (ME, page 8).</p> <p>Increase post-secondary education attainment with a focus on under-represented groups (MAE, page 4).</p> <p>Foster greater cooperation and integration among universities, regional colleges, and technical institutes (MAE, page 5).</p> <p>Strengthen alignment between post-secondary education and employment (MAE, page 7).</p>

STRATEGY (KEY ACTION)	PERFORMANCE INDICATOR (SUCCESS MEASURE)	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
<p>3. Facilitate needs assessment processes to align community need and labour market demand.</p>	<p>3.1 Number of community engagement meetings.</p> <p>Baseline: 12</p>	<p>Engage under-represented groups in the Saskatchewan workforce (ME, page 8).</p> <p>Increase post-secondary education attainment with a focus on under-represented groups (MAE, page 4).</p> <p>Foster greater cooperation and integration among universities, regional colleges, and technical institutes (MAE, page 5).</p> <p>Strengthen alignment between post-secondary education and employment (MAE, page 7).</p>
<p>4. Access grants and proposals to enhance services to clients for increased program offerings.</p>	<p>4.1 Revenue from proposals and grants.</p> <p>Baseline: \$1,490,674</p> <p>4.2 Number of clients served through proposals and grants.</p> <p>Baseline: 159</p>	<p>Engage under-represented groups in the Saskatchewan workforce (ME, page 8).</p> <p>Increase post-secondary education attainment with a focus on under-represented groups (MAE, page 4).</p> <p>Foster greater cooperation and integration among universities, regional colleges, and technical institutes (MAE, page 5).</p> <p>Strengthen alignment between post-secondary education and employment (MAE, page 7).</p>

Result (Goal): Strengthen and preserve Métis pride and identity

Culture is a critical feature of the GDI mission and forms the basis for our work. GDI is in a position to promote Métis culture, to retain languages, the history and stories, and to deliver this legacy to generations of Métis in Saskatchewan and beyond.

STRATEGY (KEY ACTION)	PERFORMANCE INDICATOR (SUCCESS MEASURE)	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
1. Programs will include cultural information and activities.	1.1 Percentage of students that feel their experience at DTI increased their cultural awareness and had a positive cultural experience at DTI. Baseline: N/A	Engage under-represented groups in the Saskatchewan workforce (ME, page 8). Increase post-secondary education attainment with a focus on under-represented groups (MAE, page 4).
2. Hire qualified Métis people to deliver and support program offerings.	2.1 Percentage of staff at DTI that have Métis heritage. Baseline: 53%	Engage under-represented groups in the Saskatchewan workforce (ME, page 8). Increase post-secondary education attainment with a focus on under-represented groups (MAE, page 4).

Result (Goal): Develop governance and leadership

The Institute's affairs and resources will be managed in a manner that is accountable and responsive to the demographic and labour market needs and interests of Métis people. GDI will ensure methods are in place to hire, train, educate, and retain Métis people in a variety of roles within the Institute.

STRATEGY (KEY ACTION)	PERFORMANCE INDICATOR (SUCCESS MEASURE)	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
1. Hire and promote Métis people.	1.1 Percentage of staff at DTI that have Métis heritage. Baseline: 53%	Engage under-represented groups in the Saskatchewan workforce (ME, page 8). Increase post-secondary education attainment with a focus on under-represented groups (MAE, page 4).
2. Support professional development.	2.1 Percentage of staff that are engaged in PD. Baseline: 31% (2013-14 data only)	Engage under-represented groups in the Saskatchewan workforce (ME, page 8). Increase post-secondary education attainment with a focus on under-represented groups (MAE, page 4). Foster greater cooperation and integration among universities, regional colleges, and technical institutes (MAE, page 5). Strengthen alignment between post-secondary education and employment (MAE, page 7).

Result (Goal): Raise the Gabriel Dumont Institute profile

The GDI profile will be raised ensuring the Saskatchewan Métis and the general public understand the Institute and our important role in the Province. The Institute's legal and contractual position in the Province will continue to be a priority for GDI and advancing this status will contribute positively to the reputation of the Institute.

STRATEGY (KEY ACTION)	PERFORMANCE INDICATOR (SUCCESS MEASURE)	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
1. DTI will participate in career fairs throughout Saskatchewan to raise the Institute's profile.	1.1 a. Number of events with DTI participation. Baseline: N/A b. Number of communities visited. Baseline: N/A	Engage under-represented groups in the Saskatchewan workforce (ME, page 8). Increase post-secondary education attainment with a focus on under-represented groups (MAE, page 4).
2. Ensure regular communication with partners and Métis communities.	2.1 a. Number of visits/contacts with community/partners. Baseline: N/A b. Number of MN-S regions engaged. Baseline: N/A c. Yearly advertising costs for DTI. Baseline: N/A	Engage under-represented groups in the Saskatchewan workforce (ME, page 8). Increase post-secondary education attainment with a focus on under-represented groups (MAE, page 4). Foster greater cooperation and integration among universities, regional colleges, and technical institutes (MAE, page 5). Strengthen alignment between post-secondary education and employment (MAE, page 7).

Result (Goal): Develop and build relationships

GDI will seek to enhance our reputation as a good partner, to build on the good work already accomplished, and to forge new and mutually beneficial relationships.

STRATEGY (KEY ACTION)	PERFORMANCE INDICATOR (SUCCESS MEASURE)	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
1. DTI will foster and maintain existing relationships.	1.1 Listing of existing partnerships. 2013-14 Partnerships: Battleford's Indian Métis Friendship Centre GDI Training & Employment Île-à-la-Croix School Division Lloydminster Native Friendship Centre Ministry of Highways Northern Village of Pinehouse Northlands College Northwest College Prince Albert Parkland Health Region Regina Qu'Appelle Health Region Saskatchewan Polytechnic Saskatoon Health Region	Engage under-represented groups in the Saskatchewan workforce (ME, page 8). Increase post-secondary education attainment with a focus on under-represented groups (MAE, page 4). Foster greater cooperation and integration among universities, regional colleges, and technical institutes (MAE, page 5). Strengthen alignment between post-secondary education and employment (MAE, page 7).
2. DTI will create new partnerships.	2.1 Number of new partnerships. New partnerships will be listed in the 2014-2015 Annual Report.	Engage under-represented groups in the Saskatchewan workforce (ME, page 8). Increase post-secondary education attainment with a focus on under-represented groups (MAE, page 4). Foster greater cooperation and integration among universities, regional colleges, and technical institutes (MAE, page 5). Strengthen alignment between post-secondary education and employment (MAE, page 7).

DTI is designed to develop, support, and educate the Métis community to provide direct links to employment and help build brighter futures for our community and people. DTI is inherently linked to the “Saskatchewan Plan for Growth (Vision for 2020 and Beyond)” by having a specific focus on training an under-represented group of people in our province, the Métis, and providing opportunities to help support the skill development of our people. This provides our community with the proper education to help fill the needed skilled workforce in Saskatchewan. In greater detail, DTI supports the plan for growth through the following:

“SASKATCHEWAN PLAN FOR GROWTH” Growing and Developing Saskatchewan’s Labour Force.

Key Priorities

Connect workers and employers, and investing in skills training.

- ∞ Training students to become the next generation of workers through adult basic education programs, skills training programs with a focus on certificate, diploma, and industry certified programming.
- ∞ DTI has strategic programming focuses that align with the Saskatchewan economy and need. DTI’s program offerings focus on adult basic education, health related programs, business related programs, trade related programs, and programs with industry specific certification in the Oil, Gas, and Mining sector.

Improving First Nations and Métis Employment

- ∞ DTI is designed to help the Métis community achieve appropriate education to have access to the Saskatchewan economy, and help our people achieve brighter futures for themselves and their families.
- ∞ DTI plays a key role in helping our community, an underutilized source of human resource capacity for Saskatchewan, achieve educational and employment outcomes that match the mainstream society.



New Initiatives

Health Care Related Programming

1. Practical Nursing (PN)- Expansion in seat offerings.

Currently DTI offers 42 training seats a year, however the PN program is a two year diploma program. As such, DTI graduates clients from the program every two years. DTI would have the capacity to deliver additional training seats in Saskatoon and Regina, providing the opportunity to have graduates every year. This would be an expansion from 42 training seats to 70 training seats per year, with the additional seats being located in Regina and Saskatoon (based on a capacity of an additional 14 seats in each location). DTI currently has underutilized capacity in its nursing labs in both Saskatoon and Regina.

Currently the DTI PN programs in Saskatoon and Regina access the labs, there is opportunity for DTI to add training seats, provide access to the DTI lab space for our partners in the post-secondary sector on a cost recovery basis, or to provide other health related programs that require similar infrastructure.

DTI would require an additional \$440,000 of STA funds to make this opportunity a reality. Currently, the ASETS agreement holder, GDI T&E funds approximately 57% of the existing program offerings. DTI's STA funds about 22%, and tuition revenue accounts for the remaining 21%. This opportunity would change this partnership to look more like the following, DTI STA approximately 36% of funds, tuition 25%, and GDI T&E approximately 39%.

2. Continuing Care Assistant (CCA) Programming

DTI regularly gets asked about delivering the CCA program in various locations throughout the province. DTI has had great success in delivering this program over the years in communities such as La Loche, Yorkton, Meadow Lake, Île-à-la-Crosse, Regina, and Saskatoon. DTI's skills training allocation in 2015-2016 is \$824,000. These funds are used up quickly with the other prioritized programs. The current demand for CCA training by DTI has come from the Regina Qu'Appelle Health Region (RQHR). DTI had been approached by RQHR for a couple of years to offer a CCA program as it is identified as an important need in Regina and area at this time. DTI has been an active partner with RQHR for several years and there is a strong working relationship.

Cost of the program would be approximately \$200,000. DTI would require an additional \$120,000 of STA funding to make this program a reality. With additional STA funds coming to DTI, DTI would continue to utilize the funds on yearly basis moving forward. DTI currently has more demands than resources.

As outlined earlier in this plan, DTI is designed to help support government directions and Ministry plans that support the Saskatchewan Plan for Growth.

- ∞ Engage under-represented groups in the Saskatchewan workforce (ME, page 8).
- ∞ Increase post-secondary education attainment with a focus on under-represented groups (MAE, page 4).
- ∞ Foster greater cooperation and integration among universities, regional colleges, and technical institutes (MAE, page 5).
- ∞ Strengthen alignment between post-secondary education and employment (MAE, page 7).

These health related programs are just one stream in which DTI can help meet some of the key targets of the government. Health regions are looking towards having a representative workforce, by having training specifically for under-represented groups in demand occupations. Within the health regions, this strengthens the opportunity for qualified Aboriginal people, and in this case, Métis people, to gain meaningful careers in the health field and increase the potential for the health regions to meet their targets for a representative workforce.

3. Two Full Time GED Facilitator Positions.

Cost: Salaries, Benefits, and Operating Costs \$195,267.

DTI has invested resources into a Pearson Vue GED testing center in Saskatoon and has also been approved and is using a mobile testing unit. The GED testing is a key service that should be provided to clients throughout Saskatchewan. Currently the services are managed by an existing DTI Program Coordinator and other staff within the DTI system (who all have been certified by Pearson Vue). These positions have many other roles and duties within DTI and it is challenging to provide consistent and timely GED testing dates in various locations throughout Saskatchewan.

GED testing requires two certified individuals for the mobile testing lab. In Saskatoon at the GED testing lab, two staff would be ideal. Currently DTI is offering testing services in Saskatoon four days a month.

Future Opportunities for GED testing services: Now that DTI has a full year under its belt of delivering the computer-based GED testing, DTI is open to working with other stakeholders or partners in the system to find ways to meet their needs. DTI is open to contracting out its GED mobile computer lab at a cost recovery basis to support the needs of the Saskatchewan people who require this service.

There is alignment with Government of Saskatchewan directions and vision.

One key activity outlined in the Saskatchewan Plan for Growth, under the section of Sustaining Economic Growth and Addressing the Challenges of Growth is; Educating, training and developing a skilled workforce. GED is a key tool that allows adults who have not succeeded in achieving a Grade 12 through the regular school system, to achieve a high school equivalent in a short period of time, and help them access employment or further skills training efficiently. Many of these individuals are a source of underutilized human resources that can be accessed in a greater capacity to help fill void of the current and future labour shortage.

DTI is a key training provider to the Métis people of Saskatchewan, two of the targets laid out in the March 2015 budget letter provided to GDI, were as follows; a) First Nations and Métis success, and b) Workforce attachment. GED is a key tool to help the Aboriginal community achieve a high school equivalency in an efficient manner, allowing greater access to post-secondary education and attachment to the work force. As outlined in many documents, the life time earnings of an individual increases in correlation with their educational attainment.

4. Student Liaison Position

4 Full Time Positions – Located in the North, Prince Albert, Saskatoon, and Regina

Cost: Salaries, Benefits, Operating Costs \$307,989

These positions will be responsible for providing extra support to clients and programming in various capacities with the goal of improving DTI retention rates. DTI requires greater client supports in academic/tutorial support, liaison with community services that will benefit clients (ie. counseling services, housing organizations, daycare, etc.), academic/guidance counseling, organize and promote cultural activities, facilitate guest speakers, help with the organization of student councils, essential skills support, hosting workshops on relevant topics to clients (ie. time management, banking essentials, self-esteem, etc).

There is alignment with Government of Saskatchewan directions and vision.

One key activity outlined in the Saskatchewan Plan for Growth, under the section of Sustaining Economic Growth and Addressing the Challenges of Growth is; Educating, training and developing a skilled workforce. Aboriginal people lag behind the mainstream population in educational attainment. By increasing DTI's support services, the retention rates and graduation rates in DTI programs should increase and help our people achieve higher education and greater opportunities and access to the workforce.

DTI is a key training provider to the Métis people of Saskatchewan, two of the targets laid out in the March 2015 budget letter provided to GDI, were as follows; a) First Nations and Métis success, and b) Workforce attachment. By increasing DTI's support services, the retention rates and graduation rates in DTI programs should increase and help our people achieve higher education and greater opportunities and access to the workforce.

As outlined in many documents, the life time earnings of an individual increases in correlation with their educational attainment.

Programming 2015-2016

#	Region	Location	Program	Dates	Seats	Enrollm.	Program Days	Student Days	Total Student Days	Budget	REVENUE FORECASTS					
											BE	SKILLS	TUITION BOOKS	OTHER	PTA	Cost per Training Day
1	NR II	La Loche	Level 1 & 2	Sept. 1/15 - June 30/16	12	20	199	193	2316	\$189,405	\$189,405	-	-	-	\$105,571	\$81.63
2	NR II	La Loche	Level 3	Sept. 1/15 - June 30/16	20	25	199	193	3860	\$190,228	\$190,228	-	-	-	\$190,028	\$49.28
3	WR IIA	Saskatoon	Level 4	Sept. 1/15 - June 30/16	20	26	199	193	3860	\$204,918	\$204,918	-	-	-	\$190,028	\$53.09
4	WR IIA	Saskatoon	Level 4	Sept. 1/15 - June 30/16	20	24	199	193	3860	\$203,351	\$203,351	-	-	-	\$190,028	\$52.68
5	WR IIA	Saskatoon	Adult Education	Sept. 1/15 - June 30/16	20	22	199	193	3860	\$183,848	\$183,848	-	-	-	\$190,028	\$47.63
6	WR II	Prince Albert	Level 3	Sept. 1/15 - June 30/16	15	22	199	193	2895	\$203,351	\$203,351	-	-	-	\$137,242	\$70.24
7	WR II	Prince Albert	Level 4	Sept. 1/15 - June 30/16	20	25	199	193	3860	\$203,351	\$203,351	-	-	-	\$190,028	\$52.68
8	WR II	Prince Albert	Adult Education	Sept. 1/15 - June 30/16	15	18	199	193	2895	\$120,000	\$120,000	-	-	-	\$137,242	\$41.45
9	NR III	Pinehouse	Level 3	Sept. 1/15 - June 30/16	18	25	199	193	3474	\$123,800	\$123,800	-	-	-	\$168,914	\$35.64
10	WR III	Regina	Level 4	Sept. 1/15 - June 30/16	20	25	199	193	3860	\$204,303	\$204,303	-	-	-	\$190,028	\$55.93
11	NR III	Île-à-la-Crosse	Level 3	Sept. 1/15 - June 30/16	15	20	199	193	2895	\$142,272	\$142,272	-	-	-	\$137,242	\$49.14
12	NR III	Île-à-la-Crosse	Level 4	Sept. 1/15 - June 30/16	15	15	199	193	2895	\$75,000	\$75,000	-	-	-	\$137,242	\$25.91
13	WR I	Lloydminster	Adult Education	TBD	16	20	199	193	3088	\$167,044	\$167,044	-	-	-	\$147,799	\$54.09
14	NR III	Beauval	Adult Education	Sept. 1/15 - June 30/16	20	24	199	193	3860	\$169,418	\$169,418	-	-	-	\$190,028	\$43.89
15	TBD	WR IIA* WR II-WR III	GED Apprenticeship Essential Skills	Jan. 2016 - May 2016	25	25	120	120	3000	\$126,237	\$126,237	-	-	-	\$150,972	\$42.08

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Programming 2015-2016, continued

#	Region	LOCATION	PROGRAM	DATES	SEATS	ENROLLM.	PROGRAM DAYS	STUDENT DAYS	TOTAL STUDENT DAYS	BUDGET	REVENUE FORECASTS					
											BE	SKILLS	TUITION BOOKS	OTHER	PTA	Cost per Training Day
16	WR IA	Meadow Lake	Continuing Care Assistant	Aug 31/15 - May 27/16	15	15	199	180	2700	\$246,423	-	\$169,777	\$76,646	-	-	\$91.27
17	WR II	Prince Albert	Practical Nursing•Year 1	Sept. 1/15 - June 17/16	14	14	199	188	2632	\$502,370	-	\$129,372	\$102,998	\$270,000	-	\$190.87
18	WR IIA	Saskatoon	Practical Nursing•Year 1	Sept. 1/15 - June 17/16	14	14	199	188	2632	\$492,740	-	\$119,756	\$102,984	\$270,000	-	\$187.21
19	WR III	Regina	Practical Nursing•Year 1	(Jan 5/15) Aug 26/15 - Feb 12/16	16	16	108	106	1696	\$324,629	-	\$54,629	\$0	\$270,000	-	\$191.41
20	WR III	Regina	Practical Nursing•Year 2	Feb 22/16 - June 30/16 (Dec 9/16)	16	16	91	67	1072	\$149,209	-	\$31,486	\$117,723	\$0	-	\$139.19
21	WR III	Regina	Office Administration	Sept. 1/15 - June 30/16	20	20	199	192	3840	\$245,903	-	\$127,903	\$118,000	\$0	-	\$64.04
22	WR IIA	Saskatoon	Office Administration	Sept. 1/15 - June 30/16	20	20	199	192	3840	\$231,320	-	\$113,320	\$118,000	\$0	-	\$60.24
23	TBD	North	Security	Oct. 2015 - Nov. 2015	15	15	25	25	375	\$78,908	-	\$58,908	\$20,000	\$0	-	\$210.42
24	TBD	North	HEO partnership -NLC	TBD	8	8	40	40	320	\$50,000	-	\$50,000	\$0	\$0	-	\$156.25
25	WR I	Lloydminster	Scaffolding	Apr 4/16 - May 27/16	12	12	39	39	468	\$60,063	-	\$60,063	\$0	\$0	\$20,266	\$126.34
26	WR III	Moose Jaw	Hvy Equip, Truck & Trans. Mechanic	Jan. 2016 - June, 2016	12	12	120	110	1320	\$211,077	-	\$50,000	\$83,568	\$77,509	-	\$159.91
27	WR II	Prince Albert	Hvy Equip, Truck & Trans. Mechanic	Jan. 2016 - June, 2016	12	12	120	110	1320	\$212,196	-	\$0	\$83,568	\$128,628	-	\$160.75
28	TBD	TBD	Multi-Sector Safety	TBD	16	16	20	20	320	\$34,471	-	\$18,471	\$16,000	\$0	-	\$107.72
29	NR III	TBD	Multi-Sector Safety•Chainsaw	TBD	16	16	20	20	320	\$34,471	-	\$18,471	\$16,000	\$0	-	\$107.72
30	NR II	TBD	Multi-Sector Safety•Chainsaw	TBD	16	16	20	20	320	\$34,471	-	\$18,471	\$16,000	\$0	-	\$107.72
				ABE TOTALS	271	336	2,906	2,822	50,478	\$2,506,166					\$2,452,420	
				SKILL TOTALS	222	222	1,598	1,497	23,175	\$2,908,251					\$20,266	
				TOTALS	493	558	4,504	4,319	73,653	\$5,414,417		\$1,020,627	\$871,487	\$101,6137	\$2,472,686	\$108

In Appendix 1 are the attached spreadsheets that outline the DTI multiyear program plan which includes program plans for 2015-2016 and 2016-2017.

Following are other programming opportunities that were identified through the DTI needs assessment process that would be pursued if additional resources were secured.

Basic Education

GED Programming and Testing services
Adult Basic Education
Essential Skills

Health Sector

Continuing Care Assistant
Practical Nursing
Medical Device Reprocessing Technician

Trades/Industrial Programming

Scaffolding
Heavy Equipment Operator
Truck Driver Training
Trades - Electrician, Pipe Fitting, Industrial Mechanic, Welding, Power Line Technician, Plumbing, Millwright, Construction related.
Multi Sector Safety Ticket Training
Chainsaw Safety
Cooking

Business Programming

Office Administration

Other

Security Officer
Driver Training



Technical Training

- ∞ DTI intends to offer 222 training seats with an expected enrollment of 222.
- ∞ Practical Nursing continues to be the flagship skills training program for DTI. The continuation of the partnership with GDI Training and Employment for one more year, means that DTI will offer all three programs once again (Saskatoon, Prince Albert, and Regina).
- ∞ Continuing Care Assistant program will continue in Meadow Lake as client and community demand still exists.
- ∞ Office Administration will continue in Regina, with the program returning to Saskatoon after a one-year hiatus as demand exists in the local labour market for people with this particular skill.
- ∞ Each year, DTI gets requests for Security Guard training, especially in the North. As such, DTI has forecasted this as a program offering in either MN-S Northern Region II or III. Past programs have had solid employment outcomes.
- ∞ Truck and Transport Mechanic program will continue in both Prince Albert and Moose Jaw. These two programs are unique with an ongoing partnership with GDI T&E and the Ministry of Highways.
- ∞ Other demand areas for DTI are regular requests for safety ticket training geared to the mining sector and forestry. DTI will continue to deliver a few of these programs on a yearly basis. Location will depend on community input, labor market need, and community need.
- ∞ DTI entered into scaffolding preparation training last year, and continues to see this area of training as positive, with strong attachments to employment.
- ∞ Regina will continue to offer the Level 4 program, as demand continues to exist in this area.
- ∞ La Loche is a community with high needs in Adult Basic Education. Currently DTI delivers Level 1&2, and Level 3 programs in La Loche. With additional resources, DTI would like to see Level 4 programming in the form of GED. Currently DTI does not have the resources to offer this program in La Loche in 2015-2016.
- ∞ In Île-à-la-Crosse, DTI will continue with the partnership with Rossignol School Division in the delivery of Level 3 and Level 4 programming. There continues to be a need for these programs.
- ∞ In 2014-2015 DTI delivered an ABE Level 3 program in Green Lake. This program will be moved to Beauval in 2015-2016. DTI has limited resources and will keep shuffling some of its ABE program locations and offerings in order to satisfy the needs of the Métis community within the province. Additional resources may allow DTI to have more program consistency in some of the northern communities that still require strong ABE services and programs.
- ∞ Over the last few years, DTI has been working with the Lloydminster Native Friendship Center in delivering Essential Skills training with links to employment. A need exists to add more formal ABE Level 3 or 4 programming in Lloydminster. DTI is working with its partners to bring an ABE program to the community.
- ∞ DTI made a commitment to the new GDI Aboriginal Apprenticeship Initiative that it would deliver a GED/Apprenticeship focused program as an in-kind contribution to the proposal. With the success of that proposal, DTI is hoping to help 25 clients challenge the GED, while gaining some basic experience in various trades. The hope is that the successful GED clients will learn about the trades, find a trade that fits their career goals, and then with the support of the GDI T&E Apprenticeship programming and staff, gain meaningful employment, become indentured, and eventually become journeypersons in their chosen trade.

Adult Basic Education (ABE)

- ∞ In 2015-2016, DTI intends to offer 271 training seats in adult basic education programs. With an anticipated enrolment of over 336 clients.
- ∞ DTI's ABE plan has remained fairly constant in Prince Albert and Saskatoon. With both locations offering Level 3 and 4 programming.

Human Resources

Staffing at DTI is a very dynamic process. Staffing levels fluctuate with the number of training programs offered in a given period. For the 2015-2016 program year, DTI has forecasted to have 57.5 full time equivalent (FTE) positions within the Institute, a slight increase from last years projections (in 2016-2017 DTI is forecasting 55.75 FTE's). This is a direct result of the program offerings, and some head office vacancies that were left unfilled in 2014-2015. DTI's head office will employ 25 FTE's, an increase from last year. It is anticipated that DTI will employ 32.5 FTE's in its program offerings. This is a decrease from last years projections, but it is important to note that this number fluctuates based on an increase or decrease in program offerings. DTI is once again using its resources aggressively and projecting a deficit this year.

DTI is a very dynamic organization and recruits and hires staff as required. On a year to year basis, program location will affect hiring of staff. DTI's core program offerings do not foresee any significant human resource changes. DTI's human resource approach with core program offerings is to offer long term contracts to provide staff with security. This approach supports the retention of qualified staff, including other benefits offered by the Organization. With programs that are short in duration, or programs that are considered to be short term, year to year contracts are provided to satisfy the existing need. This approach minimizes some of the risks associated with long term contracts in a dynamic and ever changing training system. This approach does make attracting and recruiting qualified staff for short term programs challenging and at times programs are unable to be delivered due to the inability to attract qualified staff to teach.



The current three-year collective bargaining agreement with in-scope staff expires March 31, 2016. Negotiations for a new contract will begin during the 2015-2016 program year. The negotiations and new contract will have a direct impact on the Organization and its capacity to deliver programs. It is hoped that future government revenues will be increased to support collective bargaining increases and be sufficient enough to add programs. Thus increasing the number of Aboriginal people getting trained, which will increase staffing numbers to DTI, which supports the hiring of qualified Aboriginal people.

In terms of employment equity in 2014-2015, approximately 59% of out of scope staff and 52% of in-scope staff employed by DTI were Métis people. This excludes sessional and casual employees.

DTI currently targets approximately \$500/year/per staff member for professional development. The majority of staff with the cooperation of their supervisors have identified areas for continuous improvement. The Organization supports staff in their pursuit of acquiring more skills and knowledge, which helps supports client services and fulfillment of the mandate of GDI/DTI. GDI/DTI is working on a formal document and approach regarding succession planning. Over the next three years, a succession plan document will be produced which will support the Organization in preparing for human resource changes at senior levels of management. This approach will provide knowledge, guidance and direction for existing staff and future staff to ensure that organizational knowledge and practices are not lost

Sustainability Measures

DTI has approached its program offerings in a manner that includes core program offerings, which means that if certain revenues disappeared, DTI would prioritize certain programs to be delivered. Adult Basic Education in Saskatoon, Prince Albert, La Loche, and Île-à-la-Crosse are key areas for service delivery. In skills training programs, DTI's priorities are the three practical nursing programs located in Saskatoon, Prince Albert, and Regina. Additionally, DTI has prioritized the truck and transport mechanic program in Prince Albert. These decisions are the result of years of work, research and align with key demographic information related to the Métis people. The three urban centers and north west Saskatchewan have the greatest number of Métis people. As such, DTI will continue to provide services in these areas in times of significant fiscal challenges.



The key risk to DTI program offerings currently rests with the ASETS agreement holder, GDI Training and Employment. The ASETS agreement provides DTI with one million dollars annually to deliver practical nursing training and heavy equipment truck and transport mechanic training. This amount surpasses the resources the provincial government provides to DTI for skills training. Any changes to this support would have a significant impact on DTI and its ability to meet the training needs of the Métis community. To help mitigate this risk, DTI has flagged this issue with the Ministries of Economy and Advanced Education, has worked closely with GDI Training and Employment keeping abreast of the ASETS agreement renewal process, and has looked to other options to support the delivery of these programs. The reality is, if the ASETS agreement changes or is no longer provided by GDI T&E, DTI will reduce program offerings and services to accommodate this reality. DTI has also consolidated all practical nursing programs under one manager, in order to gain some efficiencies and cost reduction in the program delivery.

Further to this, it is important to note, that DTI is a model of lean administration within not only the Aboriginal post-secondary system, but in the entire Saskatchewan post-secondary sector. DTI's core resources are significantly less than other similar organizations, as such, DTI has learned to be efficient and lean in order to sustain its existing programs and services and ensure that it fulfills its obligation to the Métis community.





Information Technology (IT)

GABRIEL DUMONT INSTITUTE - IT DEPARTMENT 3 YEAR IT PLAN 2015-18

Dumont Technical Institute's strategy is integrated into the Gabriel Dumont Institute plan. Gabriel Dumont Institute leads the Information Technology department and services for GDI and all of its programs and services. Key initiatives, outlined in this plan that has a direct influence on DTI services is the enhancement of internet connectivity for the Organization through the possibility of Community Net. Community Net will provide DTI with greater bandwidth and ability to start integrating video conferencing, better on line learning opportunities, etc. This is all in its infancy for DTI, but will have a part in the future of DTI. In addition to what is outlined below, DTI continues with computer upgrades every three to five years, continues to invest in smart boards, with La Loche being the next center that is being explored.

DTI continues to see the Student Information System as a key part of its information management regarding clients, programs, and services. The system has value to DTI, and it will continue to work with all stakeholders to ensure that the system provides the users and government with the tools necessary for meeting the needs of all stakeholders.

Attached is a brief summary of the 3 year IT Strategic Plan for all parts of the Organization.

YEAR 1 - April, 2015 - March, 2016

ITEM	DESCRIPTION	RISK/ PRIORITY	PROJECT EXPENDITURE
Upgrade Windows Server 2003	Windows Server 2003 becomes “end of extended support life” in July 2015. These machines will need to be replaced as there is no upgrade path to other OS systems. This will affect 6 servers in La Loche, Regina and Saskatoon. Also scheduled for replacement is the SQL Server in readiness for the GP Upgrade	High Risk	\$25,000
Upgrade - Great Plains	In order to remain on a supported version, and to be able to implement other things such as HR, Great Plains will need to be upgraded to GP 2015	High Priority	\$20,000
Infrastructure upgrades	Investigate and implement better internet connections (such as Community Net) in order to allow things such as web conferencing, distance learning to be possible	Medium Priority	\$25,000 estimated
Disaster Recovery Plan	Revise the disaster recovery plan including improving the backup strategy used	High Risk	
Network Inventory	Revise the network map diagrams to include recent changes such as the Cisco and Cisco Meraki equipment	Medium Priority	
Wireless Access	Improve wireless access in facilities, and investigate methods to improve student experience through learning hotspots, collaboration spaces, etc	Medium Priority	
Asset Management - Mobile Devices	Implement tighter controls on mobile devices including phones, laptops, tablets, etc. steps include inventory, management and renewal	Medium Priority	
OS Evaluations	We have recently standardized on Window 7 Professional after Windows XP was retired. Evaluate the steps needed to implement Windows 8/10 in the corporate environment to ensure all systems will be compatible	Medium Priority	
Data Centralization	Improve data security by implementing a centralized data storage methodology for all staff computers	Medium Risk	

YEAR 2 - April, 2016 - March, 2017

ITEM	DESCRIPTION	RISK/ PRIORITY	PROJECT EXPENDITURE
Upgrade - PA Server	Server will be 7 years old, and due for replacement	Medium Risk	\$10,000
Infrastructure - cloud based	Investigate options to implement cloud based computing	Medium Priority	
Online Testing - Other opportunities	We are currently accredited for Pearson (GED) and Accuplacer testing. Investigate other possibilities for further online testing avenues	Low Priority	
Moodle Expansion	Currently use Moodle for attendance tracking and Regina courses. Investigate and implement a DTI wide adoption of this system for all courses	Low Priority	
Asset Management - All devices	Asset Management - All devices	Medium Priority	
Virtualization	Increase opportunities for Virtualization to streamline server inventory	Medium Priority	

YEAR 3 - April, 2017 - March, 2018

ITEM	DESCRIPTION	RISK/ PRIORITY	PROJECT EXPENDITURE
Anti Virus Renewal	Sophos AV renewal will be due in 2018. Evaluate and recommend system to use after this, whether Sophos or another manufacturer	High Priority	\$20,000
Server OS Evaluation	We are standardized on Windows Server 2008, which is end of support life in 2020. Investigate and begin to implement server upgrades/replacements to the latest stable platform	High Priority	\$15,000
Website Re-evaluation	The website design will be 4 years old by 2018. Investigate incorporating the latest web design styles and technologies into the theme, or whether a new design is needed	Medium Priority	\$50,000 if decision to redesign made
Client OS Adoption	Windows 7 end of extended support is in 2020. Plan and investigate rollout to recommended stable OS platform for Windows (currently Windows 8.1). This will start to happen in late 2016/early 2017 through normal PC replacement schedules.	Medium Priority	

Facilities and Capital

DTI currently owns three facilities within the province (2 in Saskatoon and 1 in La Loche). The following information outlines an organized and strategic approach to maintaining the infrastructure that exists in a cost effective and responsible manner.

Administrative Offices – 917, 22nd Street West

The first building in Saskatoon is located at 917, 22nd Street West. This property houses all of GDI administration (including DTI, GDI, and GDI T&E). This space is at its maximum capacity and is scheduled for some routine up keep activities over the next six years.

2015 - Estimates	Estimated Repair Costs			
Maintenance Item	1-2 Years	2-4 Years	5-6 Years	Details
ROOFING	\$2,500			Maintenance of curbs/flashing
R/R roofing * time frame of 6 years \$40,000/6=\$6,666			\$40,000	Budget for roofing replacement over the next 5-6 years at \$8,000 per year for future replacement
HVAC & MECHANICAL		\$24,000		Suspect R/R of roof top units
R/R RTU * time frame of 3 years \$24,000/3=\$8,000				Budget for RTU replacement over the next 3 years
				3 years 2 units ** \$24,000
Bathroom Ventilation	\$2,500			
DOORS/WINDOWS	\$3,000			Window for server room and miscellaneous upgrades
ELECTRICAL	\$2,500			Misc. repairs ** base board heaters
PLUMBING		\$1,500		Water heater
FLOORING			\$30,000	R/R all hallway carpet * both levels
R/R all flooring-within 5 years				Budget for replacement over the next 2-3 years for hallways
				5 year projection would be office and stairwell \$30,000/5=\$6,000 per year

Saskatoon Service Delivery Hub – 1003, 22nd Street West

The second property located in Saskatoon is 1003, 22nd Street West. This building is the service delivery hub for DTI, and GDI T&E within Saskatoon. This building has been modernized over the last couple of years and continues to have strong cultural influences throughout. The GED computer based testing center was completed over the past year and finishes the major projects for this space at this time. As with all properties, routine maintenance and up keep are planned over the next six years.

2015 - Estimates	Estimated Repair Costs			
<i>Maintenance Item</i>	<i>1-2 Years</i>	<i>2-4 Years</i>	<i>5-6 Years</i>	<i>Details</i>
ROOFING		\$90,000		The west portion of this roof is reaching its full life expectancy. Estimate for R/R is from Flynn Roofing. Balance of roofing appears in good condition
HVAC & MECHANICAL		\$12,000		Roof top unit (KeepRite) is reaching its full life expectancy. Estimated replacement cost is \$12,000. This item will be calculated as a major repair.
VENTILATION	\$2,500			Washrooms
DOORS/WINDOWS	\$1,500	\$1,500	\$1,500	Upgrades to older door systems that have not been updated, broken glass
PLUMBING				Janitors' sink, minor repairs at mechanical room
Janitors' sink/fixture		\$2,000		
Water Heater		\$1,500		
FLOORING				Flooring should be a reserve item spread over 8 years
West end stairwell will have to be upgraded		\$4,000		Flooring basically new at this point

GDI/DTI La Loche Learning and Employment Services Centre

The building in La Loche serves as the GDI/DTI Northern Campus. This 5,432 square foot building houses the DTI La Loche Adult Basic Education Level 1-3 programming and GDI T&E services. GDI/DTI see this as temporary facility with the hopes of working with other stakeholders to continue to develop the infrastructure that is desperately needed in the North. This Centre is scheduled to have some key upgrades to ensure that is designed to provide better services to clients and the community. As with all properties, routine maintenance and up keep are planned over the next six years.

2015 - Estimates	Estimated Repair Costs			
Maintenance Item	1-2 Years	2-4 Years	5-6 Years	Details
ROOFING	\$1,500		\$25,000	Budget for roofing replacement over the next 5 years at \$5,000 per year for future replacement
HVAC & MECHANICAL	\$1,500	\$1,500	\$18,000	Forced air furnace. Forced air units 3 at \$6,000 = \$18,000
DOORS/WINDOWS	\$3,000	\$3,000		R/R classroom door system north end and R/R main entrance door system
ELECTRICAL	\$1,000	\$1,000		
PLUMBING	\$2,500	\$1,000		
FLOORING	\$35,000			R/R flooring throughout
PARKING LOT & FENCING (Exterior)			\$10,000	Exterior painting

It is important to note that all other programs throughout the province are delivered in leased/rented spaces. DTI rents space from GDI in both Prince Albert and Regina for its program offerings in those locations. Most of the lease agreements are done on a year to year basis as DTI's program plan may change on an annual basis. DTI will continue to work with community partners to offer programs that meet the needs of the community and labour market in facilities that meet the needs of our clients as best we can.



Financial Plan

Business Plan Financial Statements and Key Assumptions

DTI Core Operations

The operating grant for DTI was provided with a 2% increase (\$40,000) for 2015-2016. Given the economic situation of our province, this increase sends a signal that Aboriginal post-secondary education is important to the Province. Aboriginal people are a key section of the future labour force of Saskatchewan and will have an increased demand on accessing post-secondary education to ensure that skilled workers are prepared. With these future demands, and DTI being one of the key Aboriginal Post-Secondary Institutes within Saskatchewan, DTI's core funding inequity will be an important issue in the future as DTI strives to serve our community and help prepare our people for the labour market of tomorrow.

The core operating budget for 2015-2016 is \$2,595,545 and is presented in a chart on the next page. The overall budget for DTI will be \$8,011,599, which will result in an overall deficit of \$342,937. This deficit will once again be offset by drawing down the DTI deferred reserve and unrestricted surplus. The use of these funds will help DTI deliver on its objectives for the 2015-2016 program year. In 2016-2017 DTI's core operating budget is projected to increase and be \$2,711,929. This will represent just over a 4% increase. This increase will be primarily related to staff salary increases, inflationary increases, and a slight increase in infrastructure maintenance and upgrades required to keep the facilities of DTI operating in a positive manner for clients and staff.

DTI Revenues	Business Plan 2014-2015	Business Plan Forecasts 2015-2016	Business Plan Forecasts 2016-2017
Provincial Government - Core Operating Grant	\$1,979,000	\$2,019,000	\$2,039,000
GDI Transfer to DTI - Wage Enhancement	\$241,949	New agreement with GDI - 0 revenue, matched by reduced administration costs	New agreement with GDI - 0 revenue, matched by reduced administration costs
Investment Income	\$30,000	\$30,000	\$30,000
Student Employment Program	\$3,500	\$3,500	\$3,500
Contracts and Fee for Service	\$33,750	\$33,500	\$33,500
Rental Income	\$431,064	\$431,064	\$431,064
Unrestricted Net Assets	\$61,108	\$78,481	\$174,675
TOTAL BUDGET	\$2,780,371	\$2,595,545	\$2,711,929

KEY ASSUMPTIONS

2015-2016

- ∞ Inflationary increases between 1.5% and 2% in expenses.
- ∞ La Loche infrastructure upgrades in 2015-2016
- ∞ CBA increases at 1.25%, except Director position which will follow government direction.
12.5 In-scope staff and 12.5 out of scope staff.
- ∞ GDI and DTI have developed a new contract agreement regarding wage enhancement transfer and GDI administrative charges to DTI.
- ∞ Rental rate reviews are done annually and expect rates for 2015-2016 to stay constant as in 2014-2015.
- ∞ Fees for service will remain constant.

2016-2017

- ∞ 1% increase in operating grant
- ∞ Inflationary increases between 1.5% and 2% in expenses.
- ∞ Saskatoon infrastructure upgrades in 2015-2016
- ∞ CBA increases at 2%
- ∞ 12 In-scope staff and 12.5 out of scope staff.
- ∞ GDI and DTI have developed a new contract agreement regarding wage enhancement transfer and GDI administrative charges to DTI.
- ∞ Rental rate reviews are done annually and expect rates to remain similar.
- ∞ Fees for service will remain constant.

PROGRAMMING RESOURCES

DTI is heavily reliant on the Provincial Government and GDI T&E for programming funds. GDI T&E has been given a one year extension with its agreement, as such, the risk to DTI continues to exist. GDI T&E provides over a million dollars yearly to DTI for tuition and program funds. If the ASETS agreement changes, or if GDI T&E is no longer the delivery agency of choice in Saskatchewan for the Métis agreement, DTI will be facing some hard and difficult decisions regarding its program offerings. DTI would see a significant reduction in the number of people taking its skills training program offerings. DTI would go from training projections in 2015 – 2016 of over 200 students to training projections of only 50 students. The training capacity of DTI in skills training could possibly be reduced by 75%.

The programming revenue for DTI from the Provincial Government saw marginal increases. DTI's Adult Basic Education Conditional Grant received an increase of \$42,000, once again approximately a 2% increase. DTI's STA allocation saw a \$12,649 increase, which represents about a 1.5% increase.

The following chart summarizes ABE and STA allocations and projected allocations and funding available for 2015-2016 and 2016-2017. DTI is forecasting a 1% increase in the 2016-2017 funding allocation.

<i>Program Funding Available</i>	<i>Business Plan 2014-2015</i>	<i>Forecast 2014-2015 year end</i>	<i>Business Plan Forecasts 2015-2016</i>	<i>Business Plan Forecasts 2016-2017</i>
Adult Basic Education (ABE)	\$2,108,662	\$2,108,662	\$2,108,662	\$2,172,169
Forecasted Carry Over - ABE	\$103,717	\$514,044	\$345,000	\$0
Total ABE Available	\$2,212,379	\$2,622,706	\$2,453,662	\$2,172,169
Skills Training Allocation (STA)	\$812,255	\$812,255	\$824,904	\$833,153
Forecasted Carry Over - STA	\$0	\$46,623	\$0	\$0
Total STA Available	\$812,255	\$858,623	\$824,904	\$833,153
Total Funds Available for Programming	\$3,024,634	\$3,481,329	\$3,278,566	\$3,005,322

At the end of the 2014-2015 school year, it is anticipated that DTI will have \$345,000 in ABE deferred revenue available for the 2015-2016 program year. At the end of the 2015-2016 school year, it is anticipated that all ABE deferred revenue will have been used up. It is assumed that both years there will be no STA deferred revenue. In 2015-2016 it is anticipated that DTI will be able to deliver a couple of programs more than in 2016-2017 resulting from deferred revenue usage. DTI would need additional resources of approximately \$300,000 in programming to have 2016-2017 programming numbers match 2015-2016. Again, this is all based on an assumption that the ASETS agreement remains with GDI T&E and that the criteria for programming under ASETS does not see any significant changes.

KEY ASSUMPTIONS

2015-2016

- ∞ Inflationary increases between 1.5% and 2% in expenses.
- ∞ CBA increases at 1.25%
- ∞ GDI and DTI have developed a new contract agreement regarding wage enhancement transfer and GDI administrative charges to DTI.
- ∞ Rental rate are based on market and negotiation in communities for delivery, are adjusted yearly.

2016-2017

- ∞ 1% funding increase in programming funds.
- ∞ Inflationary increases between 1.5% and 2% in expenses.
- ∞ CBA increases at 2%
- ∞ GDI and DTI have developed a new contract agreement regarding wage enhancement transfer and GDI administrative charges to DTI.
- ∞ Rental rate are based on market and negotiation in communities for delivery, are adjusted yearly.

FINANCIAL IMPACT OF IDENTIFIABLE RISKS

Upside Risk

Key events that could impact on surplus/deficit positively.

Revenue

- ∞ DTI may apply for proposals to help fund programming. These resources would help to offset certain costs and could be seen as helping DTI to create a surplus.
- ∞ Rental rates may increase which would result in an increase in revenue for DTI in the buildings it rents out space.

Expenditures

- ∞ Infrastructure updates may cost less than budget forecast which will affect the bottom line positively.
- ∞ Salary expenditures are hard to predict, but DTI does not use a vacancy factor in its salary expenditure calculations, as the past indicates that DTI does not have a large turnover in staff.
- ∞ Program offerings may get cancelled due to student recruitment challenges, and/or staff recruitment challenges. This would mean DTI would look at having surpluses in program dollars.

Downside Risk

Key events that could materially impact on institutions surplus/deficit negatively.

- ∞ ASETS agreement does not get renewed or extended. This would mean that DTI would lose between \$1,000,000 to \$1,500,000 in revenue for programming.
- ∞ Unexpected events and costs occur which affect infrastructure upgrades and maintenance.
- ∞ Government funding adjustments. DTI relies heavily on resources from the Provincial Government, any changes to funding formulas or direction could have a huge impact on DTI.
- ∞ Collective Bargaining will have an impact on costs for DTI, salaries for staff make up greater than 55% of costs at DTI, any increases in salaries greater than what is forecasted or budgeted will have an impact.

SURPLUS UTILIZATION/DEFICIT MANAGEMENT PLAN

Internally and Externally Restricted Surplus from Operations

Over the last few years DTI has seen its unrestricted net assets be used for the desperately needed infrastructure upgrades, helping to cover off any programming deficits, and managing core operating deficits. This practice will no longer be feasible after the 2016-2017 program year. It is anticipated by 2017-2018 DTI's unrestricted net assets will be aligned with GDI Board of Governors policy and will no longer provide DTI with the luxury of inflating HR and programming capacity as it has done over the past few years. DTI will require additional core operational and programming funds to maintain the current capacity moving into the future.

DTI currently has the following net asset position.

1) Asset – Invested in property, plant, and equipment – \$2,809,706

2) Asset – Unrestricted – Core and other programming – 1,368,260

Note: Amounts taken from the 2013-2014 financial audited statements.

DTI expects to draw down the unrestricted net assets. Further to this, to help manage the facility maintenance and upgrading costs, DTI will internally restrict \$78,500 of this amount for facilities. This will leave DTI with \$1,025,052. With projected deficits in both 2015-2016 and 2016-2017, the unrestricted surplus ending June 2017 is projected to be slightly higher than the GDI Board Policy, but will easily be used up should any unforeseen programming or infrastructure needs occur.

The DTI surplus has allowed DTI to provide additional programming and hire additional staff to help meet the training needs of our community and the labour market. Without key additional resources, DTI will be looking at reducing staff and programming. DTI will continue to work with government, stakeholders, and other parts of GDI to maximize programs and services.

Deficit Management

DTI has been forecasting deficit budgets over the last few years. Within that time, many positive internal processes have been developed to ensure that DTI provides good fiscal management and responsibility. Financial reports are updated on a monthly basis and monitored by the managers within the organization. In addition, the GDI Board of Governors provide oversight and review the financial reports at a minimum of 4 times per year. As outlined above, DTI will use up its unrestricted net assets over the next couple of years, and will return to balanced budgets. It's important to note that DTI has planned modest draw down of its surpluses over the last few years, so that once the surplus matches Board policy, the impact on the training opportunities and staffing, will see a reduction, but the reduction will be small.

Note:

- *The complete projected financial statements are located in Appendix 2.*
- *STA Program Management Form Appendix 3*
- *ABE Enrolment Management Form Appendix 4*

FINANCIAL PLANNING (2016-2017 and 2017-2018) and GOVERNMENT BUDGET INPUT

Minimal Funding Requirements to maintain programs and services at 2015-2016 level.

2016-2017

Core Operational Funding	\$2,039,190
ABE Funding	\$2,500,000
STA Funding	\$ 833,153

2017-2018

Core Operational Funding	\$2,079,974
ABE Funding	\$2,550,000
STA Funding	\$ 850,000

PRESSURES ON DTI

Health related training

- ∞ Large student demand for PN training
- ∞ CCA requests from various communities

Northern Training

- ∞ DTI continues to ensure a focus remains on training our community members in the North.
- ∞ Heavy equipment operators, safety tickets geared to the mining sector, forestry related training, security guard training, camp cook training, trade related training, health related training and adult basic education training seem to be constantly in demand.

Central and Southern Saskatchewan

- ∞ Adult Basic Education continues to be needed by our community. Communities such as Lloydminster, North Battleford, Meadow Lake, Regina, Saskatoon, and Prince Albert continue to have needs in this area.
- ∞ Skills training needs continue to be required in health, trades, and business related programming.

Industry Partnerships

- ∞ DTI continues to work with industry partners identifying employer needs and programming opportunities. Having resources at the right time for these types of projects is challenging at times.

Human Resource Capacity

- ∞ DTI would benefit from additional core operational funding. Currently, student supports are provided at a local level primarily by the instructor in a program. Having resources to hire support people to focus attention at facilitating the right supports for clients at the right time would benefit clients and support the notion of increased client retention and graduation rates.
- ∞ Access to proposal based resources is challenging at DTI due to lack of human resource capacity to adequately research and develop proposals. Proposals are written by the Director or other management off the corner of the desk and is secondary to client services and needs.

	YEAR 1 2015-2016	YEAR 2 2016-2017	% CHANGE
REVENUES			
Provincial Government Core Operations	\$2,019,000	\$2,039,190	1%
ABE	\$2,495,662	\$2,172,169	-13%
STA	\$824,904	\$833,153	1%
Contracts/Fees for Service	\$72,255	\$33,500	-54%
Interest	\$30,000	\$30,000	0%
Rents	\$431,064	\$431,064	0%
Tuitions/Books/Supplies	\$891,487	\$747,519	-16%
Donations	\$0		
Other	\$980,882	\$943,500	-4%
<i>Total Revenue</i>	<i>\$7,745,254</i>	<i>\$7,230,095</i>	<i>-7%</i>
EXPENDITURES			
Salaries and Benefits			
Out of Scope	\$1,084,652	\$1,116,540	3%
Academic In-Scope	\$2,068,089	\$1,842,585	-11%
Professional In-Scope	\$493,375	\$469,818	-5%
Other Salaries	\$261,128	\$261,593	0%
Benefits	\$694,072	\$651,594	-6%
<i>Subtotal Salaries and Benefits</i>	<i>\$4,601,316</i>	<i>\$4,342,130</i>	<i>-6%</i>
Other Operating Expenses	\$3,408,646	\$3,174,603	-7%
<i>Total Expenditures</i>	<i>\$8,009,962</i>	<i>\$7,516,733</i>	<i>-6%</i>

Supplementary Salary Detail

Employees per group	15-16	16-17
Out of Scope	14	14
Academic In-Scope	31	29.75
Professional In-Scope	8.5	8
Other	4	4

Collective bargaining agreement expires March 31, 2016.

- Note GDI's CBA was for the period April 1, 2013- March 31, 2016
- Economic Increases
 - April 1, 2013- 2%
 - April 1, 2014- 2%
 - April 1, 2015- 1.25%

2015-2016 Salary increase for in-scope and out-of-scope is 1.25%

Status Quo- 0% increase - Implications

Core Operations

- ∞ DTI would continue to function and would see minimal impact on existing supports and services.
- ∞ DTI would see a reduction of human resources by approximately a Yz time position, in the administration support area.
- ∞ A status quo budget would lead to an increased use of DTI's unrestricted net assets, which will have an impact on DTI's planning moving forward. It would mean an eventual reduction in support services provided to clients and programs.
- ∞ DTI would see a reduction of participating on committee's and working groups as a mechanism to reduce expenses to manage a status quo budget.

Skills Training Allocation Programming

- ∞ DTI would be in a situation to manage its existing training plan for 2016-2017. DTI would engage in cost saving measures to ensure a balanced budget.
- ∞ DTI's ability to meet other demands that exist would be seriously impacted. DTI has been engaging in discussions with a number of industry partners around the notion of training to employment. If opportunities exist, DTI would be unable to seize the opportunity to explore and implement these opportunities without additional resources.

Adult Basic Education

- ∞ A status quo budget would have the biggest impact on DTI's ABE program offerings. DTI would have to reduce training seats offered in this area of programming from the past few years.

APPENDICES



DUMONT
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Adult Basic Education Enrollment Management Plan for 2015-16

PROGRAM DETAILS				PARTNERS	STUDENT PROGRAM LENGTH		PROGRAM CAPACITY			ECON FUNDING FOR ABE GRANT AND ABE-ESWP				COST	FUNDING PARTNERS		
PROGRAM NAME	PROGRAM LEVEL	LOCATION	ON RESERVE		PARTNERS	STUDENT START DATE	END DATE	PROGRAM SEAT CAPACITY	PROGRAM COURSE DAYS	TOTAL SEAT CAPACITY	ABE GRANT FUNDING	ABE ESWP Funding	TOTAL FUNDING PROVIDED BY ECON		SEAT COST PER TRAINING DAY	K-12 Funding for 18-21 Year Olds (B)	All Other Funding (C)
ABE	Levels 1/2	La Loche	No	-	Sept 1/15	June 30/16	12	193	2316		\$189,045	\$0	\$189,045	\$81.63	\$0	\$0	\$189,045
ABE	Level 3	La Loche	No	-	Sept 1/15	June 30/16	20	193	3860		\$190,228	\$0	\$190,228	\$49.28	\$0	\$0	\$190,228
ABE	Level 4	Saskatoon	No	-	Sept 1/15	June 30/16	20	193	3860		\$204,918	\$0	\$204,918	\$53.09	\$0	\$0	\$204,918
ABE	Level 4	Saskatoon	No	-	Sept 1/15	June 30/16	20	193	3860		\$203,351	\$0	\$203,351	\$52.68	\$0	\$0	\$203,351
ABE	Level 3	Saskatoon	No	-	Sept 1/15	June 30/16	20	193	3860		\$183,848	\$0	\$183,848	\$47.63	\$0	\$0	\$183,848
ABE	Level 3	Pinehouse	No	-	Sept 1/15	June 30/16	18	193	3474		\$123,800	\$0	\$123,800	\$35.64	\$0	\$0	\$123,800
ABE	Level 3	Beauval	No	-	Sept 1/15	June 30/16	20	193	3860		\$169,418	\$0	\$169,418	\$43.89	\$0	\$0	\$169,418
ABE	Level 4	Regina	No	-	Sept 1/15	June 30/16	20	193	3860		\$204,303	\$0	\$204,303	\$52.93	\$0	\$0	\$204,303
ABE	Level 3	Île-à-la-Crosse	No	-	Sept 1/15	June 30/16	15	193	2895		\$142,272	\$0	\$142,272	\$49.14	\$0	\$0	\$142,272
ABE	Level 4	Île-à-la-Crosse	No	Île-à-la-Crosse School Division	Sept 1/15	June 30/16	15	193	2895		\$75,000	\$0	\$75,000	\$25.91	\$0	\$0	\$75,000
ABE	Level 4	Prince Albert	No	-	Sept 1/15	June 30/16	15	193	2895		\$120,000	\$0	\$120,000	\$41.45	\$0	\$0	\$120,000
ABE	Level 4	Prince Albert	No	-	Sept 1/15	June 30/16	20	193	3860		\$203,351	\$0	\$203,351	\$52.68	\$0	\$0	\$203,351
ABE	Level 3	Prince Albert	No	-	Sept 1/15	June 30/16	15	193	2895		\$203,351	\$0	\$203,351	\$70.24	\$0	\$0	\$203,351
ABE/GED	GED Prep	TBD	No	-	Jan-16	May-16	25	120	3000		\$126,237	\$0	\$126,237	\$42.08	\$0	\$0	\$126,237
ABE	Level 3	Lloydminster	No	-	TBD	TBD	16	193	3088		\$167,044	\$0	\$167,044	\$54.09	\$0	\$0	\$167,044
						TOTALS	271	2822	50478		\$2,506,166	\$0	\$2,506,166	\$49.65	\$0	\$0	\$2,506,166
ABE-ESWP	-	LEVELS 1/2	1	LEVEL 3	7	LEVEL 4	6	GED PREP	1	ESL	-	TOTAL	15				

Skills Training Allocation - Program Management Form

Program Year: 2015-2016

Program Name	Location	Start Date	End Date	Days	Course Capacity	Projected Funding Sources	Total Course Cost	Brief Rationale for Program
Continuing Care Assistant	Meadow Lake	Aug 31, 2015	May 27, 2016	180	15	STA, Tuitions	\$246,423	Labour Market needs, responding to Community needs
Office Administration	Regina	Sept 01, 2015	Jun 30, 2016	192	20	STA, Tuitions	\$245,903	Labour Market needs, responding to Community needs
Office Administration	Saskatoon	Sept 01, 2015	Jun 30, 2016	192	20	STA, Tuitions	\$231,320	Labour Market needs, responding to Community needs
Heavy Duty Truck & Transport Mechanic	Moose Jaw	Jan 2016	June 2016	110	12	STA, Tuitions, GDI T & E	\$211,077	Strategic Directions, LMI needs, responding to Community needs
Heavy Duty Truck & Transport Mechanic	Prince Albert	Jan 2016	June 2016	110	12	STA, Tuitions, GDI T & E	\$212,196	Strategic Directions, LMI needs, responding to Community needs
Practical Nursing YR 1	Prince Albert	Sept 2015	June 2016	188	14	GDI T&E, STA, Tuition	\$502,370	Strategic Directions, LMI needs, responding to Community needs
Practical Nursing YR 1	Saskatoon	Sept 2015	June 2016	188	14	GDI T&E, STA, Tuitions	\$492,740	Strategic Directions, LMI needs, responding to Community needs
Practical Nursing YR 1	Regina	Jan 05, 2015	Feb 12, 2016	106	16	GDI T&E, STA, Tuitions	\$324,629	Strategic Directions, LMI needs, responding to Community needs
Practical Nursing YR 2	Regina	Feb 22, 2016	Dec 09, 2016	67	16	GDI T&E, STA, Tuitions	\$149,209	Strategic Directions, LMI needs, responding to Community needs
Multi Sector Safety	TBD	TBD	TBD	20	16	STA, Tuitions	\$34,471	Strategic Directions, LMI needs, responding to Community needs
Multi Sector Safety/ Chainsaw	TBD	TBD	TBD	20	16	STA, Tuitions	\$34,471	Strategic Directions, LMI needs, responding to Community needs
Multi Sector Safety/ Chainsaw	TBD	TBD	TBD	20	16	STA, Tuitions	\$34,471	Strategic Directions, LMI needs, responding to Community needs
Heavy Equipment Operator	North	TBD	TBD	40	8	STA	\$50,000	Labour Market needs, responding to Community needs
Security	North	Oct-15	Nov-15	25	15	STA	\$78,908	Labour Market needs, responding to Community needs
Scaffolding	Lloydminster	April 04, 2016	May 27, 2016	39	12	STA	60,063	Labour Market needs, responding to Community needs
				1497	222		\$2,908,251	

Adult Basic Education Enrollment Management Plan for 2016-17

PROGRAM DETAILS				PARTNERS	STUDENT PROGRAM LENGTH		PROGRAM CAPACITY		
PROGRAM NAME	PROGRAM LEVEL	LOCATION	ON RESERVE	PARTNERS	STUDENT START DATE	END DATE	PROGRAM SEAT CAPACITY	PROGRAM COURSE DAYS	TOTAL SEAT CAPACITY
ABE	Levels 1/2	La Loche	No	-	Sept 1, 2016	June 30, 2017	12	193	2316
ABE	Level 3	La Loche	No	-	Sept 1, 2016	June 30, 2017	20	193	3860
ABE	Level 4	Saskatoon	No	-	Sept 1, 2016	June 30, 2017	20	193	3860
ABE	Level 4	Saskatoon	No	-	Sept 1, 2016	June 30, 2017	20	193	3860
ABE	Level 3	Saskatoon	No	-	Sept 1, 2016	June 30, 2017	20	193	3860
ABE	Level 3	Pinehouse	No	-	Sept 1, 2016	June 30, 2017	18	193	3474
ABE	Level 4	Regina	No	-	Sept 1, 2016	June 30, 2017	20	193	3860
ABE	Level 3	Île-à-la-Crosse	No	-	Sept 1, 2016	June 30, 2017	15	193	2895
ABE	Level 4	Île-à-la-Crosse	No	Île-à-la-Crosse School Division	Sept 1, 2016	June 30, 2017	15	193	2895
ABE	Level 3	Prince Albert	No	-	Sept 1, 2016	June 30, 2017	15	193	2895
ABE	Level 4	Prince Albert	No	-	Sept 1, 2016	June 30, 2017	20	193	3860
ABE	Level 4	Prince Albert	No	-	Sept 1, 2016	June 30, 2017	15	193	2895
ABE	GED	TBD	No	-	Nov 1, 2016	March 1, 2017	25	120	3000
						TOTALS	235	2436	43530

ABE-ESWP	-	LEVELS 1/2	1	LEVEL 3	5	LEVEL 4	6	GED PREP	1	ESL	-	TOTAL	13
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Skills Training Allocation - Program Management Form

Program Year: 2016-2017

Program Name	Location	Start Date	End Date	Days	Course Capacity	Projected Funding Sources	Total Course Cost	Brief Rationale for Program
<i>Practical Nursing YR 2</i>	Prince Albert	Sept 01, 2016	June 17, 2017	188	14	GDI T&E, STA, Tuition	\$498,448	Strategic Directions, LMI needs, responding to Community needs
<i>Practical Nursing YR 2</i>	Saskatoon	Sept 01, 2016	June 17, 2017	188	14	GDI T&E, STA, Tuition	\$492,127	Strategic Directions, LMI needs, responding to Community needs
<i>Practical Nursing YR 1</i>	Regina	Jan 09, 2017	June 30, 2017	110	16	GDI T&E, STA, Tuition	\$308,000	Strategic Directions, LMI needs, responding to Community needs
<i>Practical Nursing YR 2</i>	Regina	Sept 01, 2016	Dec 30, 2016	70	16	GDI T&E, STA, Tuition	\$138,110	Strategic Directions, LMI needs, responding to Community needs
<i>Office Administration</i>	Regina	Sept 01, 2016	June 30, 2017	192	20	STA, Tuitions	\$243,252	Labour Market needs, responding to Community needs
<i>Office Administration</i>	Saskatoon	Sept 01, 2016	June 30, 2017	192	20	STA, Tuitions	\$230,263	Labour Market needs, responding to Community needs
<i>Security</i>	North	TBD	TBD	25	15	STA, Tuitions	\$60,000	Strategic Directions, LMI needs, responding to Community needs
<i>Scaffolding</i>	Regina	April 2017	May 2017	39	12	STA, Tuitions	\$50,000	Strategic Directions, LMI needs, responding to Community needs
<i>Heavy Equipment Truck & Transport Mechanic</i>	Moose Jaw	Jan 2017	June 2017	110	12	GDI T&E, STA, Tuition	\$212,400	Strategic Directions, LMI needs, responding to Community needs
<i>Heavy Equipment Truck & Transport Mechanic</i>	Prince Albert	Jan 2017	June 2017	110	12	GDI T&E, STA, Tuition	\$212,400	Strategic Directions, LMI needs, responding to Community needs
<i>Multi-Sector Safety</i>	TBD	TBD	TBD	20	16	STA, Tuitions	\$34,471	Strategic Directions, LMI needs, responding to Community needs
<i>Multi-Sector Safety/ Chainsaw</i>	TBD	TBD	TBD	20	16	STA, Tuitions	\$34,471	Strategic Directions, LMI needs, responding to Community needs
<i>Multi-Sector Safety/ Chainsaw</i>	TBD	TBD	TBD	20	16	STA, Tuitions	\$34,471	Strategic Directions, LMI needs, responding to Community needs
				1284	199		\$2,548,413	

Adult Basic Education Enrollment Management Plan for 2017-18

PROGRAM DETAILS				PARTNERS	STUDENT PROGRAM LENGTH		PROGRAM CAPACITY		
PROGRAM NAME	PROGRAM LEVEL	LOCATION	ON RESERVE	PARTNERS	STUDENT START DATE	END DATE	PROGRAM SEAT CAPACITY	PROGRAM COURSE DAYS	TOTAL SEAT CAPACITY
ABE	Levels 1/2	La Loche	No	-	Sept 1/17	June 30/18	12	193	2316
ABE	Level 3	La Loche	No	-	Sept 1/17	June 30/18	20	193	3860
ABE	Level 4	Saskatoon	No	-	Sept 1/17	June 30/18	20	193	3860
ABE	Level 4	Saskatoon	No	-	Sept 1/17	June 30/18	20	193	3860
ABE	Level 3	Saskatoon	No	-	Sept 1/17	June 30/18	20	193	3860
ABE	Level 3	Pinehouse	No	-	Sept 1/17	June 30/18	18	193	3474
ABE	Level 4	Regina	No	-	Sept 1/17	June 30/18	20	193	3860
ABE	Level 3	Île-à-la-Crosse	No	-	Sept 1/17	June 30/18	15	193	2895
ABE	Level 4	Île-à-la-Crosse	No	Île-à-la-Crosse School Division	Sept 1/17	June 30/18	15	193	2895
ABE	Level 3	Prince Albert	No	-	Sept 1/17	June 30/18	15	193	2895
ABE	Level 4	Prince Albert	No	-	Sept 1/17	June 30/18	20	193	3860
ABE	Level 4	Prince Albert	No	-	Sept 1/17	June 30/18	15	193	2895
ABE	GED Prep	Meadow Lake	No	-	Nov 1, 2017	March 1, 2018	25	120	3000
						TOTALS	235	2436	43530

ABE-ESWP	-	LEVELS 1/2	1	LEVEL 3	5	LEVEL 4	6	GED PREP	1	ESL	-	TOTAL	13
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Skills Training Allocation - Program Management Form Program Year: 2017-2018

<i>Program Name</i>	<i>Location</i>	<i>Start Date</i>	<i>End Date</i>	<i>Days</i>	<i>Course Capacity</i>	<i>Projected Funding Sources</i>	<i>Total Course Cost</i>	<i>Brief Rationale for Program</i>
<i>Practical Nursing-YR 1</i>	Prince Albert	Sept 1/17	Jun 17/18	188	14	GDI T&E, STA, Tuition	\$498,448	Strategic Directions, LMI needs, responding to community needs
<i>Practical Nursing-YR 1</i>	Saskatoon	Sept 1/17	Jun 17/18	188	14	GDI T&E, STA, Tuition	\$492,127	Strategic Directions, LMI needs, responding to community needs
<i>Practical Nursing-YR 1</i>	Regina	Sept 5/17	Feb 9/18	106	14	GDI T&E, STA, Tuition	\$302,000	Strategic Directions, LMI needs, responding to community needs
<i>Practical Nursing-YR 2</i>	Regina	Feb 19/18	Jun 30/18	67	14	GDI T&E, STA, Tuition	\$180,000	Strategic Directions, LMI needs, responding to community needs
<i>Office Administration</i>	Regina	Sept 1/17	Jun 30/18	192	20	STA, Tuitions	\$243,252	Labour Market needs, responding to community needs
<i>Office Administration</i>	Saskatoon	Sept 1/17	Jun 30/18	192	20	STA, Tuitions	\$230,263	Labour Market needs, responding to community needs
<i>Hvy Equip Truck & Transport Mechanic</i>	Moose Jaw	January 2018	June 2018	110	12	GDI T&E, STA, Tuition	\$212,400	Strategic Directions, LMI needs, responding to community needs
<i>Hvy Equip Truck & Transport Mechanic</i>	Prince Albert	January 2018	June 2018	110	12	GDI T&E, STA, Tuition	\$212,400	Strategic Directions, LMI needs, responding to community needs
<i>Multi-Sector Safety</i>	TBD	TBD	TBD	20	16	STA, Tuitions	\$34,471	Strategic Directions, LMI needs, responding to community needs
<i>Multi-Sector Safety/ Chainsaw</i>	TBD	TBD	TBD	20	16	STA, Tuitions	\$34,471	Strategic Directions, LMI needs, responding to community needs
<i>Multi-Sector Safety/ Chainsaw</i>	TBD	TBD	TBD	20	16	STA, Tuitions	\$34,471	Strategic Directions, LMI needs, responding to community needs
<i>Continuing Care Assistant</i>	Regina	TBD	TBD	180	15	STA, Tuitions	\$230,263	Labour Market needs, responding to community needs
				1393	183		\$2,704,566	

PROJECTED STATEMENT OF FINANCIAL POSITION as of June 30, 2016 Statement 1

	Budget June 30, 2017	Budget June 30, 2016	Budget June 30, 2015	Estimated June 30, 2015
Financial Assets				
Cash and cash equivalents	61,005	248,643	78,116	757,351
Accounts receivable	264,099	264,099	300,000	264,099
Inventories for resale	- 0	- 0	- 0	- 0
Portfolio investments	1,413,123	1,383,123	1,295,321	1,353,123
Total Financial Assets	\$1,738,227	\$1,895,865	\$1,673,437	\$2,374,573
Liabilities	- 0	- 0	- 0	- 0
Accrued salaries and benefits	- 0	- 0	- 0	- 0
Accounts payable and accrued liabilities	575,071	575,071	650,000	575,071
Deferred revenue	- 0	- 0	224,195	345,000
Liability for employee future benefits	- 0	- 0	- 0	- 0
Long-term debt	222,954	273,954	322,384	322,954
Total Financial Assets	\$798,025	\$849,025	\$1,196,579	\$1,243,025
Net Financial Assets (Net Debt)	\$940,202	\$1,046,840	\$476,858	\$1,131,548
Non-Financial Assets				
Tangible capital assets	2,579,590	2,759,590	3,484,570	2,939,590
Inventory of supplies for consumption	- 0	- 0	- 0	- 0
Prepaid expenses	106,828	106,828	50,000	106,828
Total Non-Financial Assets	\$2,686,418	\$2,866,418	\$3,534,570	\$3,046,418
Accumulated Surplus	\$3,626,620	3,913,258	\$4,011,428	\$4,177,966
Accumulated Surplus is comprised of:				
Accumulated surplus from operations	\$659,914	\$1,025,052	\$1,201,722	\$1,368,260
Internally restricted for capital projects	157,000	78,500	- 0	- 0
Invested in property and equipment	2,809,706	2,809,706	2,809,706	2,809,706
Total Accumulated Surplus	\$3,626,620	\$3,913,258	\$4,011,428	\$4,177,966

PROJECTED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS (NET DEBT)
as of June 30, 2016 Statement 3

	Budget June 30, 2016	Budget June 30, 2015	Estimated June 30, 2015
<i>Net Financial Assets (Net Debt), Beginning of Year</i>	\$4,177,966	\$4,177,966	\$4,177,966
Surplus (Deficit) for the Year of Operations	(264,708)	(166,538)	- 0
Acquisition of tangible capital assets	- 0	- 0	- 0
Proceeds on disposal of tangible capital assets	- 0	- 0	- 0
Net loss (gain) on disposal of tangible capital assets	- 0	- 0	- 0
Write-down of tangible capital assets	- 0	- 0	- 0
Amortization of tangible capital assets	- 0	- 0	- 0
Acquisition of inventory of supplies for consumption	- 0	- 0	- 0
Acquisition of prepaid expenses	- 0	- 0	- 0
Consumption of supplies inventory	- 0	- 0	- 0
Use of prepaid expenses	- 0	- 0	- 0
	3,913,258	4,011,428	- 0
<i>Change in Net Financial Assets (Net Debt)</i>	(264,708)	(166,538)	- 0
<i>Net Financial Assets (Net Debt), End of Year</i>	\$3,913,258	\$4,011,428	\$4,177,966

PROJECTED STATEMENT OF CASH FLOWS
for the year ended June 30, 2016 Statement 4

	Projected June 30, 2016	Estimated June 30, 2015
<i>Operating Activities</i>		
Surplus (deficit) for the year from operations	\$(264,708)	\$- 0
Non-cash items included in surplus (deficit)		
Amortization of tangible assets	180,000	240,000
Net (gain) loss on disposal of tangible capital assets	- 0	- 0
Write-down of tangible capital assets	- 0	- 0
Change in non-cash working capital		
Decrease (increase) in accounts receivable	- 0	- 0
Decrease (increase) in inventories for resale	- 0	- 0
Increase (decrease) in accrued salaries and benefits	- 0	- 0
Increase (decrease) in accounts payable and accrued liabilities	- 0	- 0
Increase (decrease) in deferred revenue	(345,000)	(413,219)
Increase (decrease) in Liability for Employee Future Benefits	- 0	- 0
Decrease (increase) in inventory of supplies for consumption	- 0	- 0
Decrease (increase) in prepaid expenses	- 0	- 0
Cash Provided (Used) by Operating Activities	\$(429,708)	\$(173,219)
<i>Capital Activities</i>		
Cash used to acquire tangible capital assets	- 0	- 0
Proceeds on disposal of tangible capital assets	- 0	- 0
Cash Provided (Used) by Capital Activities	- 0	- 0
<i>Investing Activities</i>		
Cash used to acquire portfolio investments	(30,000)	(24,000)
Proceeds from disposal of portfolio investments	- 0	- 0
Cash Provided (Used) by Investing Activities	(30,000)	(24,000)
<i>Financing Activities</i>		
Proceeds form issuance of long-term debt	- 0	- 0
Repayment of long-term debt	(49,000)	(46,930)
Cash Provided (Used) by Financing Activities	(49,000)	(46,930)
Increase (Decrease) in Cash and Cash equivalents	(508,708)	(244,149)
Cash and Cash Equivalents, Beginning of Year	757,351	1,001,500
Cash and Cash Equivalents, End of Year	\$248,643	\$757,351
<i>Represented on the Financial Statements as:</i>		
Cash and cash equivalents	\$248,643	\$757,351
Bank indebtedness	- 0	- 0
Cash and Cash Equivalents, End of Year	\$248,643	\$757,351

PROJECTED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS (DEFICIT)
for the year ended June 30, 2016 Statement 2

	Budget June 30, 2017	Budget June 30, 2016	Budget June 30, 2015	Estimated June 30, 2015
Revenues (Schedule 2)				
Provincial Government				
Grants	\$5,044,512	\$4,994,566	\$4,899,917	\$4,899,917
Other	3,500	348,500	576,643	522,765
Federal Government				
Grants	- 0	- 0	- 0	- 0
Other	- 0	- 0	- 0	- 0
Other revenue				
Administrative recoveries	- 0	- 0	- 0	- 0
Contracts	33,500	72,255	58,750	239,272
Interest	30,000	30,000	30,000	24,000
Rents	431,064	431,064	431,064	397,850
Resale Items	- 0	- 0	- 0	- 0
Tuitions	747,519	891,487	670,612	566,734
Donations	- 0	- 0	- 0	- 0
Other	940,000	977,382	944,349	971,656
TOTAL REVENUES	\$7,230,095	\$7,745,254	\$7,611,335	\$7,622,194
Expenses (Schedule 3)				
General	2,711,929	2,595,545	2,780,371	2,439,100
Skills training	2,548,413	2,908,251	2,685,193	2,430,167
Basic education	2,256,391	2,506,166	2,312,309	2,752,927
Services	- 0	- 0	- 0	- 0
University	- 0	- 0	- 0	- 0
Scholarships	- 0	- 0	- 0	- 0
Development	- 0	- 0	- 0	- 0
Student housing	- 0	- 0	- 0	- 0
TOTAL EXPENSES	7,516,733	8,009,962	7,777,873	7,622,194
Surplus (Deficit) for the Year from Operations	(286,638)	(264,708)	(166,538)	- 0
Accumulated Surplus (Deficit), Beginning of Year	3,913,258	4,177,966	4,177,966	4,177,966
Accumulated Surplus (Deficit), End of Year	\$3,626,620	\$3,913,258	\$4,011,428	\$4,177,966

PROJECTED SCHEDULE OF REVENUES AND EXPENSES BY FUNCTION for the year ended June 30, 2016 Schedule 1

	<i>General</i>	<i>Skills Training</i>		<i>Basic Education</i>		
		Credit	Non-Credit	Credit	Non-Credit	
Revenues (Schedule 2)						
Provincial Government	\$2,022,500	\$824,904	\$- 0	\$2,495,662	\$- 0	
Federal Government	- 0	- 0	- 0	- 0	- 0	
Other	494,564	1,907,624	- 0	- 0	- 0	
TOTAL REVENUES	2,517,064	2,732,528	- 0	2,495,662	- 0	
Expenses (Schedule 3)						
Agency contracts	- 0	- 0	- 0	- 0	- 0	
Amortization	180,000	- 0	- 0	- 0	- 0	
Equipment	46,800	18,600	- 0	24,800	- 0	
Facilities	291,600	277,400	- 0	330,500	- 0	
Information technology	14,400	6,300	- 0	24,600	- 0	
Operating	291,600	1,273,692	- 0	613,954	- 0	
Personal services	1,771,145	1,332,259	- 0	1,512,312	- 0	
TOTAL EXPENSES	2,595,545	2,908,251	- 0	2,506,166	- 0	
Surplus (Deficit) for the year	\$(78,481)	\$(175,723)	\$-00	\$(10,504)	\$-00	

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<i>Services</i>		<i>University</i>	<i>Scholarships</i>	<i>Development</i>	<i>Student Housing</i>	2016 Actual	2015 Budget	2015 Estimated
Learner Support	Counsel	Credit						
\$- 0	\$- 0	\$- 0	\$- 0	\$- 0	\$- 0	\$5,343,066	\$5,476,560	\$5,422,682
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	2,402,188	2,134,775	2,199,512
- 0	- 0	- 0	- 0	- 0	- 0	7,745,254	7,611,335	7,622,194
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	40,000
- 0	- 0	- 0	- 0	- 0	- 0	180,000	240,000	240,000
- 0	- 0	- 0	- 0	- 0	- 0	90,200	105,200	78,707
- 0	- 0	- 0	- 0	- 0	- 0	899,500	913,000	1,034,366
- 0	- 0	- 0	- 0	- 0	- 0	45,300	42,700	25,000
- 0	- 0	- 0	- 0	- 0	- 0	2,179,246	2,203,317	2,066,602
- 0	- 0	- 0	- 0	- 0	- 0	4,615,716	4,273,656	4,137,519
- 0	- 0	- 0	- 0	- 0	- 0	8,009,962	7,777,873	7,622,194
\$-00	\$-00	\$-00	\$-00	\$-00	\$-00	\$(264,708)	\$ (166,538)	\$ -00

PROJECTED SCHEDULE OF REVENUES BY FUNCTION for the year ended June 30, 2016 Schedule 2

	<i>General</i>	<i>Skills Training</i>		<i>Basic Education</i>		
		Credit	Non-Credit	Credit	Non-Credit	
Provincial Government						
Advanced Education/Economy						
Operating grants	\$2,019,000	\$824,904	\$ - 0	\$ 2,150,662	\$ - 0	
Program grants	- 0	- 0	- 0	- 0	- 0	
Capital grants	- 0	- 0	- 0	- 0	- 0	
	2,019,000	824,904	- 0	2,150,662	- 0	
Contracts	- 0	- 0	- 0	- 0	- 0	
Other (Def Rev)	- 0	- 0	- 0	345,000	- 0	
	2,019,000	824,904	- 0	2,495,662	- 0	
Other provincial	3,500	- 0	- 0	- 0	- 0	
Total Provincial	2,022,500	824,904	- 0	2,495,662	- 0	
Federal Government						
Operating grants	- 0	- 0	- 0	- 0	- 0	
Program grants	- 0	- 0	- 0	- 0	- 0	
Capital grants	- 0	- 0	- 0	- 0	- 0	
	- 0	- 0	- 0	- 0	- 0	
Other Federal	- 0	- 0	- 0	- 0	- 0	
Total Federal	- 0	- 0	- 0	- 0	- 0	
Other Revenue						
Admin Recovery	- 0	- 0	- 0	- 0	- 0	
Contracts	33,500	38,755	- 0	- 0	- 0	
Interest	30,000	- 0	- 0	- 0	- 0	
Rents	431,064	- 0	- 0	- 0	- 0	
Resale items	- 0	- 0	- 0	- 0	- 0	
Tuitions	- 0	891,487	- 0	- 0	- 0	
Donations	- 0	- 0	- 0	- 0	- 0	
Other	- 0	977,382	- 0	- 0	- 0	
Total Other	494,564	1,907,624	- 0	- 0	- 0	
Total Revenues	\$2,517,064	\$2,732,528	\$ -00	\$ -00	\$ -00	

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<i>Services</i>		<i>University</i>	<i>Scholarships</i>	<i>Development</i>	<i>Student Housing</i>	2016 Actual	2015 Budget	2015 Estimated
Learner Support	Counsel	Credit						
\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$4,994,566	\$4,899,917	\$4,899,917
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	4,994,566	4,899,917	4,899,917
- 0	- 0	- 0	- 0	- 0	- 0	- 0	227,477	350,221
- 0	- 0	- 0	- 0	- 0	- 0	345,000	103,717	169,044
- 0	- 0	- 0	- 0	- 0	- 0	5,339,566	5,231,111	5,419,182
- 0	- 0	- 0	- 0	- 0	- 0	3,500	245,449	3,500
- 0	- 0	- 0	- 0	- 0	- 0	5,343,066	5,476,560	5,422,682
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	72,255	58,750	239,272
- 0	- 0	- 0	- 0	- 0	- 0	30,000	30,000	24,000
- 0	- 0	- 0	- 0	- 0	- 0	431,064	431,064	397,850
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	891,487	670,612	566,734
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	977,382	944,349	971,656
- 0	- 0	- 0	- 0	- 0	- 0	2,402,188	2,134,775	\$2,199,512
\$ - 00	\$ - 00	\$ - 00	\$ - 00	\$ - 00	\$ - 00	\$7,745,254	\$7,611,335	\$7,622,194

	General	Skills Training		Basic Education		Services		
		Credit	Non-Credit	Credit	Non-Credit	Learner Support	Counsel	
Agency Contracts								
Contracts	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	
Instructors	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Amortization	180,000	- 0	- 0	- 0	- 0	- 0	- 0	
Equipment								
Equipment (non-capital)	32,400	6,000	- 0	22,400	- 0	- 0	- 0	
Rental	12,000	6,000	- 0	- 0	- 0	- 0	- 0	
Repairs and maintenance	2,400	6,600	- 0	2,400	- 0	- 0	- 0	
	46,800	18,600	- 0	24,800	- 0	- 0	- 0	
Facilities								
Building supplies/Property taxes	60,000	- 0	- 0	- 0	- 0	- 0	- 0	
Grounds	30,000	- 0	- 0	- 0	- 0	- 0	- 0	
Janitorial	20,400	- 0	- 0	- 0	- 0	- 0	- 0	
Rental	15,600	277,400	- 0	330,500	- 0	- 0	- 0	
Repairs & maintenance buildings	87,000	- 0	- 0	- 0	- 0	- 0	- 0	
Utilities	78,600	- 0	- 0	- 0	- 0	- 0	- 0	
	291,600	277,400	- 0	330,500	- 0	- 0	- 0	
Information Technology								
Computer services	6,000	1,000	- 0	10,200	- 0	- 0	- 0	
Data communications	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Equipment (non-capital)	6,000	1,100	- 0	10,200	- 0	- 0	- 0	
Materials and supplies	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Rental	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Repairs & maintenance buildings	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Software (non-capital)	2,400	4,200	- 0	4,200	- 0	- 0	- 0	
	14,400	6,300	- 0	24,600	- 0	- 0	- 0	
Operating								
Advertising	30,000	17,900	- 0	17,000	- 0	- 0	- 0	
Association fees & dues	1,200	3,800	- 0	- 0	- 0	- 0	- 0	
Bad debts	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Financial services	21,600	- 0	- 0	3,150	- 0	- 0	- 0	
In-service (includes PD)	18,000	6,970	- 0	6,000	- 0	- 0	- 0	
Insurance	26,400	28,900	- 0	16,100	- 0	- 0	- 0	
Materials & supplies	48,000	359,356	- 0	241,980	- 0	- 0	- 0	
Postage, freight & courier	12,000	5,800	- 0	12,200	- 0	- 0	- 0	
Printing & copying	21,600	10,000	- 0	7,200	- 0	- 0	- 0	
Professional services	36,000	760,866	- 0	189,524	- 0	- 0	- 0	
Resale items	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Subscriptions	2,400	- 0	- 0	- 0	- 0	- 0	- 0	
Telephone & fax	25,200	20,050	- 0	42,900	- 0	- 0	- 0	
Travel	42,000	54,950	- 0	60,750	- 0	- 0	- 0	
Other	7,200	5,100	- 0	17,150	- 0	- 0	- 0	
	291,600	1,273,692	- 0	613,954	- 0	- 0	- 0	
Personal Services								
Employee benefits	267,103	191,189	- 0	235,780	- 0	- 0	- 0	
Honoraria	3,600	1,000	- 0	9,800	- 0	- 0	- 0	
Salaries	1,500,442	1,140,070	- 0	1,266,732	- 0	- 0	- 0	
Other	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
	1,771,145	1,332,259	- 0	1,512,312	- 0	- 0	- 0	
Total Expenses	\$2,595,545	\$2,908,251	\$ -00	\$2,506,166	\$ -00	\$ -00	\$ -00	

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University	Scholarships	Development	Student Housing	2016 Actual	2015 Budget	2015 Estimated
Credit						
\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$40,000
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	40,000
- 0	- 0	- 0	- 0	180,000	240,000	240,000
- 0	- 0	- 0	- 0	60,800	74,000	43,000
- 0	- 0	- 0	- 0	18,000	26,400	30,000
- 0	- 0	- 0	- 0	11,400	4,800	5,707
- 0	- 0	- 0	- 0	90,200	105,200	78,707
- 0	- 0	- 0	- 0	60,000	60,000	60,000
- 0	- 0	- 0	- 0	30,000	27,600	30,000
- 0	- 0	- 0	- 0	20,400	19,800	20,000
- 0	- 0	- 0	- 0	623,500	671,000	647,366
- 0	- 0	- 0	- 0	87,000	56,000	202,000
- 0	- 0	- 0	- 0	78,600	78,600	75,000
- 0	- 0	- 0	- 0	899,500	913,000	1,034,366
- 0	- 0	- 0	- 0	17,200	16,250	10,000
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	17,300	17,250	10,000
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	10,800	9,200	5,000
- 0	- 0	- 0	- 0	45,300	42,700	25,000
- 0	- 0	- 0	- 0	64,900	83,522	89,997
- 0	- 0	- 0	- 0	5,000	1,200	1,200
- 0	- 0	- 0	- 0	- 0	- 0	2,175
- 0	- 0	- 0	- 0	24,750	21,600	20,000
- 0	- 0	- 0	- 0	30,970	31,520	31,500
- 0	- 0	- 0	- 0	71,400	50,800	60,045
- 0	- 0	- 0	- 0	649,336	522,859	670,444
- 0	- 0	- 0	- 0	30,000	22,000	15,000
- 0	- 0	- 0	- 0	38,800	30,150	21,000
- 0	- 0	- 0	- 0	986,390	1,133,775	951,917
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	2,400	2,400	2,400
- 0	- 0	- 0	- 0	88,150	69,750	82,024
- 0	- 0	- 0	- 0	157,700	212,310	110,000
- 0	- 0	- 0	- 0	29,450	21,431	8,900
- 0	- 0	- 0	- 0	2,179,246	2,203,317	2,066,602
- 0	- 0	- 0	- 0	694,072	653,247	586,036
- 0	- 0	- 0	- 0	14,400	3,600	8,500
- 0	- 0	- 0	- 0	3,907,244	3,616,809	3,542,983
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	4,615,716	4,273,656	4,137,519
\$ -00	\$ -00	\$ -00	\$ -00	\$8,009,962	\$7,777,873	\$7,622,194

**PROJECTED SCHEDULE OF
EXPENSES BY FUNCTION
for the year ended
June 30, 2016 Schedule 3**

PROJECTED SCHEDULE OF GENERAL EXPENSES BY FUNCTIONAL AREA
for the year ended June 30, 2016 Schedule 4

	2016 Projected General				2016 Total General Budget	2015 Total General Budget	2015 Total General Estimated
	Governance	Operating & Admin	Facilities & Equipment	Information Technology			
Agency Contracts							
Contracts	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$40,000
Instructors	- 0	- 0	- 0	- 0	- 0	- 0	- 0
	- 0	- 0	- 0	- 0	- 0	- 0	40,000
Amortization	- 0	- 0	180,000	- 0	180,000	240,000	240,000
Equipment							
Equipment (non-capital)	- 0	- 0	32,400	- 0	32,400	44,400	30,000
Rental	- 0	- 0	12,000	- 0	12,000	24,000	30,000
Repairs and maintenance	- 0	- 0	2,400	- 0	2,400	2,400	5,000
	- 0	- 0	46,800	- 0	46,800	70,800	65,000
Facilities							
Building supplies/Property taxes	- 0	- 0	60,000	- 0	60,000	60,000	60,000
Grounds	- 0	- 0	30,000	- 0	30,000	27,600	30,000
Janitorial	- 0	- 0	20,400	- 0	20,400	19,800	20,000
Rental	- 0	- 0	15,600	- 0	15,600	18,000	18,000
Repairs & maintenance buildings	- 0	- 0	87,000	- 0	87,000	56,000	202,000
Utilities	- 0	- 0	78,600	- 0	78,600	78,600	75,000
	- 0	- 0	291,600	- 0	291,600	260,000	405,000
Information Technology							
Computer services	- 0	- 0	- 0	6,000	6,000	3,000	3,000
Data communications	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Equipment (non-capital)	- 0	- 0	- 0	6,000	6,000	4,000	3,000
Materials and supplies	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Rental	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Repairs & maintenance buildings	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Software (non-capital)	- 0	- 0	- 0	2,400	2,400	2,000	1,500
	- 0	- 0	- 0	14,400	14,400	9,000	7,500
Operating							
Advertising	- 0	30,000	- 0	- 0	30,000	32,400	50,000
Association fees & dues	- 0	1,200	- 0	- 0	1,200	1,200	1,200
Bad debts	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Financial services	- 0	21,600	- 0	- 0	21,600	21,600	20,000
In-service (includes PD)	- 0	18,000	- 0	- 0	18,000	12,000	20,000
Insurance	- 0	26,400	- 0	- 0	26,400	26,400	26,400
Materials & supplies	- 0	48,000	- 0	- 0	48,000	51,600	48,000
Postage, freight & courier	- 0	12,000	- 0	- 0	12,000	12,000	12,000
Printing & copying	- 0	21,600	- 0	- 0	21,600	21,600	18,000
Professional services	- 0	36,000	- 0	- 0	36,000	384,000	61,000
Resale items	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Subscriptions	- 0	2,400	- 0	- 0	2,400	2,400	2,400
Telephone & fax	- 0	25,200	- 0	- 0	25,200	31,000	25,000
Travel	- 0	42,000	- 0	- 0	42,000	86,400	40,000
Other	- 0	7,200	- 0	- 0	7,200	7,200	2,400
	- 0	291,600	- 0	- 0	291,600	689,800	326,400
Personal Services							
Employee benefits	- 0	267,103	- 0	- 0	267,103	242,642	211,844
Honoraria	- 0	3,600	- 0	- 0	3,600	3,600	3,500
Salaries	- 0	1,500,442	- 0	- 0	1,500,442	1,264,529	1,139,856
Other	- 0	- 0	- 0	- 0	- 0	- 0	- 0
	- 0	1,771,145	- 0	- 0	1,771,145	1,510,771	1,355,200
Total Expenses	\$ - 00	\$2,062,745	\$518,400	\$14,400	\$2,595,545	\$2,780,371	\$2,439,100

PROJECTED SCHEDULE OF ACCUMULATED SURPLUS
for the year ended June 30, 2016 Schedule 5

	June 2015	Additions during the Year	Reductions during the Year	June 2016	June 2017
<i>Invested in Tangible Capital Assets</i>					
Net Book Value of Tangible Capital Assets	\$2,809,706	\$-00	\$-00	\$2,809,706	\$2,809,706
Less: Debt owing on Tangible Capital Assets	\$322,954	\$-00	\$49,000	\$273,954	\$222,954
	\$2,486,752	\$-00	\$(49,000)	\$2,535,752	\$2,586,752
<i>External Contributions to be Held in Perpetuity</i>	\$-00	\$-00	\$-00	\$-00	\$-00
<i>Internally Restricted Operating Surplus</i>					
Capital Projects:					
Designated for Tangible Capital Asset expenditures	\$-00	\$-00	\$78,500	\$78,500	\$78,500
Other (provide details)	\$-00	\$-00	\$-00	\$-00	\$-00
	\$-00	\$-00	\$78,500	\$78,500	\$78,500
Other:					
Deficit from Operations	\$-00	\$-00	\$264,708	\$-00	\$286,638
Other (provide details)	\$-00	\$-00	\$-00	\$-00	\$-00
	\$-00	\$-00	\$264,708	\$-00	\$286,638
<i>Unrestricted Operating Surplus</i>	\$1,368,260	\$-00	\$343,208	\$1,025,052	\$659,914
<i>Total Accumulated Surplus from Operations</i>	\$3,855,012	\$-00	\$294,208	\$3,639,304	\$3,403,666

PROJECTED SCHEDULE OF REVENUES BY FUNCTION for the year ended June 30, 2017 Schedule 2

	<i>General</i>	<i>Skills Training</i>		<i>Basic Education</i>		
		Credit	Non-Credit	Credit	Non-Credit	
Provincial Government						
Advanced Education/Economy						
Operating grants	\$2,039,190	\$833,153	\$ - 0	\$2,172,169	\$ - 0	
Program grants	- 0	- 0	- 0	- 0	- 0	
Capital grants	- 0	- 0	- 0	- 0	- 0	
	2,039,190	833,153	- 0	2,172,169	- 0	
Contracts	- 0	- 0	- 0	- 0	- 0	
Other (Def Rev)	- 0	- 0	- 0	- 0	- 0	
	2,039,190	833,153	- 0	2,172,169	- 0	
Other provincial	3,500	- 0	- 0	- 0	- 0	
Total Provincial	2,042,690	\$833,153	- 0	2,172,169	- 0	
Federal Government						
Operating grants	- 0	- 0	- 0	- 0	- 0	
Program grants	- 0	- 0	- 0	- 0	- 0	
Capital grants	- 0	- 0	- 0	- 0	- 0	
	- 0	- 0	- 0	- 0	- 0	
Other Federal	- 0	- 0	- 0	- 0	- 0	
Total Federal	- 0	- 0	- 0	- 0	- 0	
Other Revenue						
Admin Recovery	- 0	- 0	- 0	- 0	- 0	
Contracts	33,500	- 0	- 0	- 0	- 0	
Interest	30,000	- 0	- 0	- 0	- 0	
Rents	431,064	- 0	- 0	- 0	- 0	
Resale items	- 0	- 0	- 0	- 0	- 0	
Tuitions	- 0	747,519	- 0	- 0	- 0	
Donations	- 0	- 0	- 0	- 0	- 0	
Other	- 0	940,000	- 0	- 0	- 0	
Total Other	494,564	\$1,687,519	- 0	- 0	- 0	
Total Revenues	\$2,537,254	\$2,537,254	\$ -00	\$ -00	\$ -00	

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<i>Services</i>		<i>University</i>	<i>Scholarships</i>	<i>Development</i>	<i>Student Housing</i>	2017 Total Revenues Budget	2016 Total Revenues Budget	2015 Total Revenues Estimated
Learner Support	Counsel	Credit						
\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$5,044,512	\$4,994,566	\$4,899,917
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	5,044,512	4,994,566	4,899,917
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	350,221
- 0	- 0	- 0	- 0	- 0	- 0	- 0	345,000	169,044
- 0	- 0	- 0	- 0	- 0	- 0	5,044,512	5,339,566	5,419,182
- 0	- 0	- 0	- 0	- 0	- 0	3,500	3,500	3,500
- 0	- 0	- 0	- 0	- 0	- 0	5,048,012	5,343,066	5,422,682
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	33,500	72,255	239,272
- 0	- 0	- 0	- 0	- 0	- 0	30,000	30,000	24,000
- 0	- 0	- 0	- 0	- 0	- 0	431,064	431,064	397,850
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	747,519	891,487	566,734
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	940,000	977,382	971,656
- 0	- 0	- 0	- 0	- 0	- 0	2,182,083	2,402,188	2,199,512
\$ -00	\$ -00	\$ -00	\$ -00	\$ -00	\$ -00	\$7,230,095	\$7,745,254	\$7,622,194

	General	Skills Training		Basic Education		Services		
		Credit	Non-Credit	Credit	Non-Credit	Learner Support	Counsel	
Agency Contracts								
Contracts	\$84,000	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	
Instructors	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
	84,000	- 0	- 0	- 0	- 0	- 0	- 0	
Amortization	180,000	- 0	- 0	- 0	- 0	- 0	- 0	
Equipment								
Equipment (non-capital)	38,400	4,000	- 0	19,200	- 0	- 0	- 0	
Rental	12,000	4,000	- 0	- 0	- 0	- 0	- 0	
Repairs and maintenance	2,400	6,600	- 0	2,400	- 0	- 0	- 0	
	52,800	14,600	- 0	21,600	- 0	- 0	- 0	
Facilities								
Building supplies/Property taxes	60,000	- 0	- 0	- 0	- 0	- 0	- 0	
Grounds	30,000	- 0	- 0	- 0	- 0	- 0	- 0	
Janitorial	21,600	- 0	- 0	- 0	- 0	- 0	- 0	
Rental	18,000	241,400	- 0	288,950	- 0	- 0	- 0	
Repairs & maintenance buildings	96,000	- 0	- 0	- 0	- 0	- 0	- 0	
Utilities	80,400	- 0	- 0	- 0	- 0	- 0	- 0	
	306,000	241,400	- 0	288,950	- 0	- 0	- 0	
Information Technology								
Computer services	6,000	1,000	- 0	9,000	- 0	- 0	- 0	
Data communications	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Equipment (non-capital)	6,000	1,000	- 0	9,000	- 0	- 0	- 0	
Materials and supplies	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Rental	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Repairs & maintenance buildings	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Software (non-capital)	2,400	3,000	- 0	4,000	- 0	- 0	- 0	
	14,400	5,000	- 0	22,000	- 0	- 0	- 0	
Operating								
Advertising	30,000	15,000	- 0	15,000	- 0	- 0	- 0	
Association fees & dues	1,200	3,800	- 0	- 0	- 0	- 0	- 0	
Bad debts	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Financial services	21,600	- 0	- 0	3,000	- 0	- 0	- 0	
In-service (includes PD)	18,000	6,000	- 0	6,000	- 0	- 0	- 0	
Insurance	26,400	25,000	- 0	15,000	- 0	- 0	- 0	
Materials & supplies	48,000	309,886	- 0	226,067	- 0	- 0	- 0	
Postage, freight & courier	12,000	4,000	- 0	10,500	- 0	- 0	- 0	
Printing & copying	21,600	7,000	- 0	7,000	- 0	- 0	- 0	
Professional services	36,000	646,000	- 0	169,000	- 0	- 0	- 0	
Resale items	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Subscriptions	2,400	- 0	- 0	- 0	- 0	- 0	- 0	
Telephone & fax	25,200	18,000	- 0	40,000	- 0	- 0	- 0	
Travel	42,000	40,000	- 0	54,000	- 0	- 0	- 0	
Other	7,200	4,000	- 0	15,000	- 0	- 0	- 0	
	291,600	1,078,686	- 0	560,567	- 0	- 0	- 0	
Personal Services								
Employee benefits	265,534	173,448	- 0	212,612	- 0	- 0	- 0	
Honoraria	3,600	1,000	- 0	8,400	- 0	- 0	- 0	
Salaries	1,513,995	1,034,279	- 0	1,142,262	- 0	- 0	- 0	
Other	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
	1,783,129	1,208,727	- 0	1,363,274	- 0	- 0	- 0	
Total Expenses	\$2,711,929	\$2,548,413	\$ -00	\$2,256,391	\$ -00	\$ -00	\$ -00	

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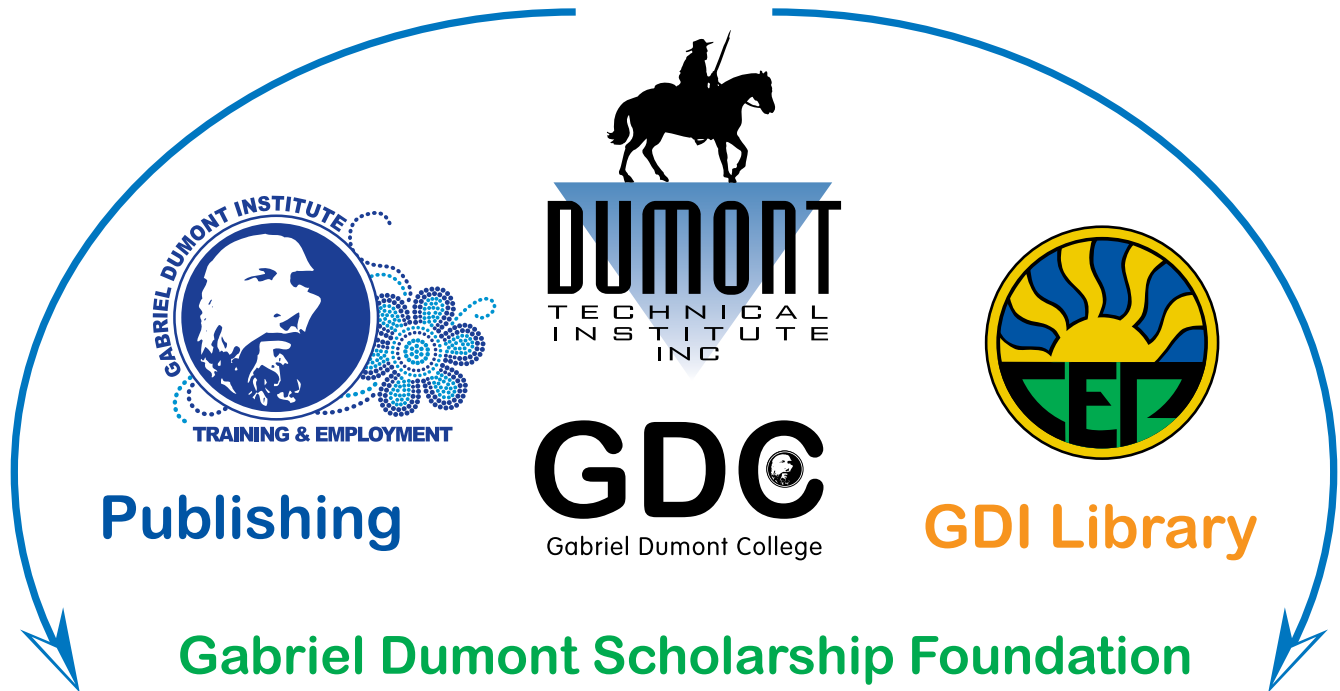
<i>University</i>	<i>Scholarships</i>	<i>Development</i>	<i>Student Housing</i>	2017 Total Expenses Budget	2015 Total Expenses Budget	2015 Total Expenses Estimated
Credit						
\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$84,000	\$ - 0	\$40,000
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	84,000	- 0	40,000
- 0	- 0	- 0	- 0	180,000	180,000	240,000
- 0	- 0	- 0	- 0	61,600	60,800	43,000
- 0	- 0	- 0	- 0	16,000	18,000	30,000
- 0	- 0	- 0	- 0	11,400	11,400	5,707
- 0	- 0	- 0	- 0	89,000	90,200	78,707
- 0	- 0	- 0	- 0	60,000	60,000	60,000
- 0	- 0	- 0	- 0	30,000	30,000	30,000
- 0	- 0	- 0	- 0	21,600	20,400	20,000
- 0	- 0	- 0	- 0	548,350	623,500	647,366
- 0	- 0	- 0	- 0	96,000	87,000	202,000
- 0	- 0	- 0	- 0	80,400	78,600	75,000
- 0	- 0	- 0	- 0	836,350	899,500	1,034,366
- 0	- 0	- 0	- 0	16,000	17,200	10,000
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	16,000	17,300	10,000
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	9,400	10,800	5,000
- 0	- 0	- 0	- 0	41,400	45,300	25,000
- 0	- 0	- 0	- 0	60,000	64,900	89,997
- 0	- 0	- 0	- 0	5,000	5,000	1,200
- 0	- 0	- 0	- 0	- 0	- 0	2,175
- 0	- 0	- 0	- 0	24,600	24,750	20,000
- 0	- 0	- 0	- 0	30,000	30,970	31,500
- 0	- 0	- 0	- 0	66,400	71,400	60,045
- 0	- 0	- 0	- 0	583,953	649,336	670,444
- 0	- 0	- 0	- 0	26,500	30,000	15,000
- 0	- 0	- 0	- 0	35,600	38,800	21,000
- 0	- 0	- 0	- 0	851,000	986,390	951,917
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	2,400	2,400	2,400
- 0	- 0	- 0	- 0	83,200	88,150	82,024
- 0	- 0	- 0	- 0	136,000	157,700	110,000
- 0	- 0	- 0	- 0	26,200	29,450	8,900
- 0	- 0	- 0	- 0	1,930,853	2,179,246	2,066,602
- 0	- 0	- 0	- 0	651,594	694,072	586,036
- 0	- 0	- 0	- 0	13,000	14,400	8,500
- 0	- 0	- 0	- 0	3,690,536	3,907,244	3,542,983
- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	4,355,130	4,615,716	4,137,519
\$ -00	\$ -00	\$ -00	\$ -00	\$7,516,733	\$8,009,962	\$7,622,194

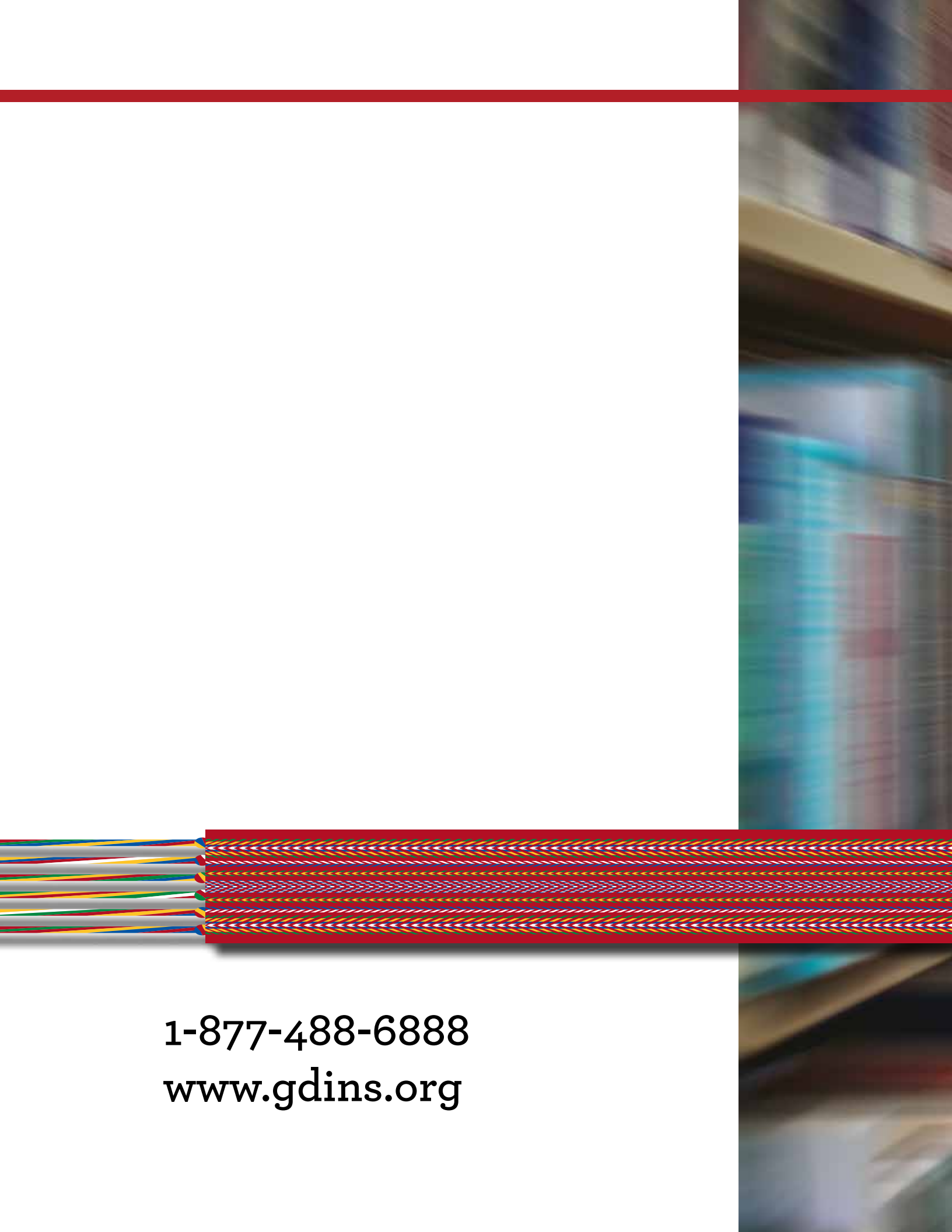
**PROJECTED SCHEDULE OF
EXPENSES BY FUNCTION
-for the year ended
June 30, 2017
Schedule 3**



GABRIEL DUMONT INSTITUTE of Native Studies and Applied Research

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