

# BUSINESS PLAN

## 2017-2020



**GABRIEL DUMONT INSTITUTE**  
of Native Studies and Applied Research

**DUMONT**  
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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 within Saskatchewan. As one of the premier Aboriginal Post-Secondary Institutions in Saskatchewan, DTI is well positioned for continued investment to support improving educational outcomes for Aboriginal people.

DTI is a provincial organization governed by a regionally appointed Board of Governors representing the twelve Métis Nation Regions as outlined by the regional 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. The Saskatchewan economy has seen a dramatic shift from a high performing natural resource sector to a very low performing sector. This has led to many layoffs and a reduction in the size and scope of many construction organizations connected to this sector. Regardless of the current economic slow down Saskatchewan continues to face a looming labour shortage. With the provincial government revenue shortfalls resulting from the low performing natural resource sector, the government continues to look at ways to ensure effective financial management and have a seamless post-secondary system. Five key pillars of expectations from government help guide DTI's multi-year business plans (accessible, responsive, sustainable, accountable, and quality). 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 our 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 2018.

This program is a key part of helping our people pursue post-secondary education and gaining access to employment. The ASETS agreement contributes over one million dollars for DTI's skills training programs each year. This investment is greater than the Provincial Government contribution to DTI and ensures that DTI can continue to deliver practical nursing and heavy equipment truck and transport mechanic training. Without these resources, fifty percent of DTI's skills training would be reduced.

This year's business plan is influenced by the Saskatchewan Plan for Growth, and GDI's 2014-2017 Strategic Plan. The 2017-2018 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 2017-2018 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, as well as the labour market.

The current collective bargaining agreement expired at the end of March 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 meeting these priorities. Challenges exist with occupations that are highly specialized, in high demand, and for communities in rural and Northern Saskatchewan.

In 2017-2018 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 to increase client services. In addition, DTI will continue to develop its 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 Centre of Excellence. DTI currently owns three facilities; all facilities exist because of the important need to offer training.

DTI received a 5% decrease in core operations, approximately a 5% decrease in adult basic education, and a 0% increase in skills training allocations. 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 training to meet Saskatchewan's forecasted labour shortages. DTI continues to be a model of providing effective and cost efficient educational programming within Saskatchewan.





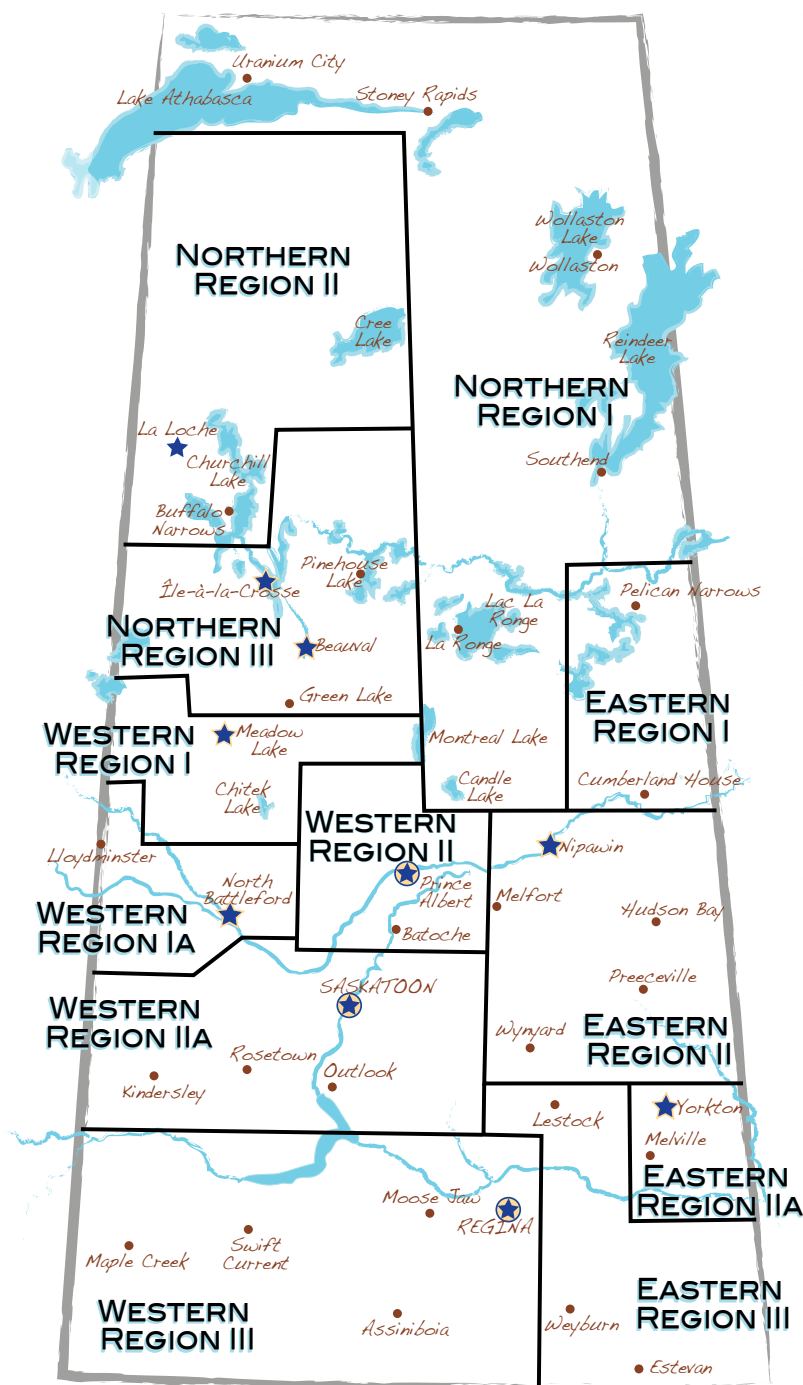
# OPERATIONAL PLAN



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## ENVIRONMENTAL SCAN



Map 1 – Saskatchewan Métis Regions

### 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 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 information on training priorities from a community perspective. A map illustrating the twelve regions of the province is provided in Map 1.

## 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. Simply, seven percent of the children ages 14 years and younger in Saskatchewan are Métis. Almost two-thirds of the Métis population is between ages 15 and 34 years,

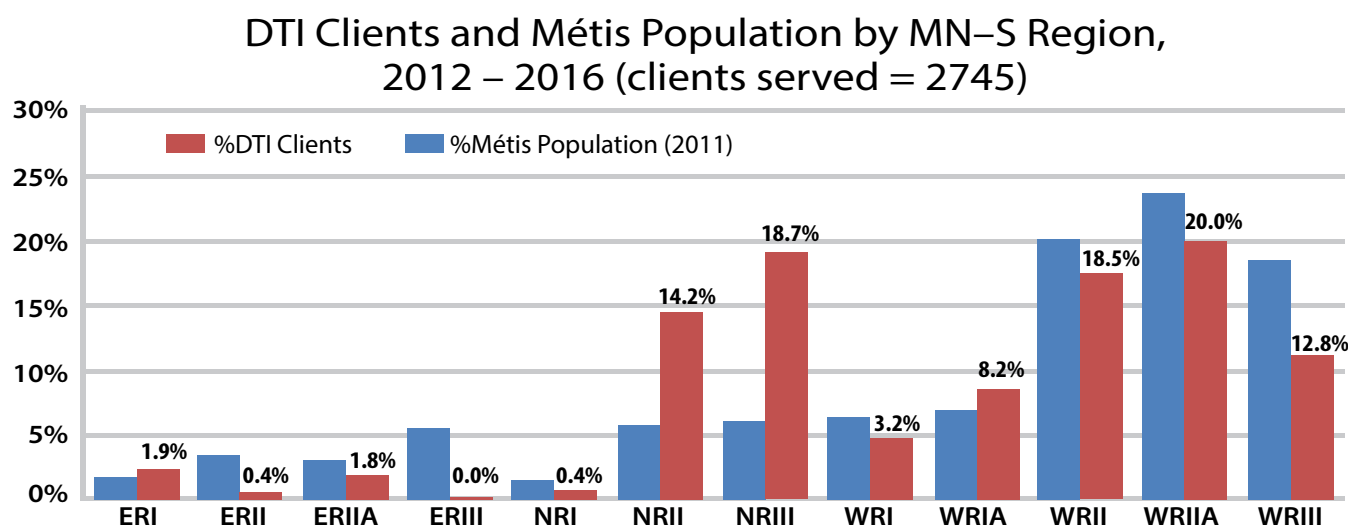
with about 10,000 between ages 15-24.

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.

([www.stats.gov.sk.ca](http://www.stats.gov.sk.ca), census 2006 / 2011)

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 who wish to work in the post-secondary sector. 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- 2016. Dumont Technical Institute has served 3292 Métis clients throughout Saskatchewan between 2011-2016.

DTI Clients and Métis Population by MN-S Region, 2012 - 2016 (clients served = 2745)





## Labour Market

Employment rates 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 were 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.

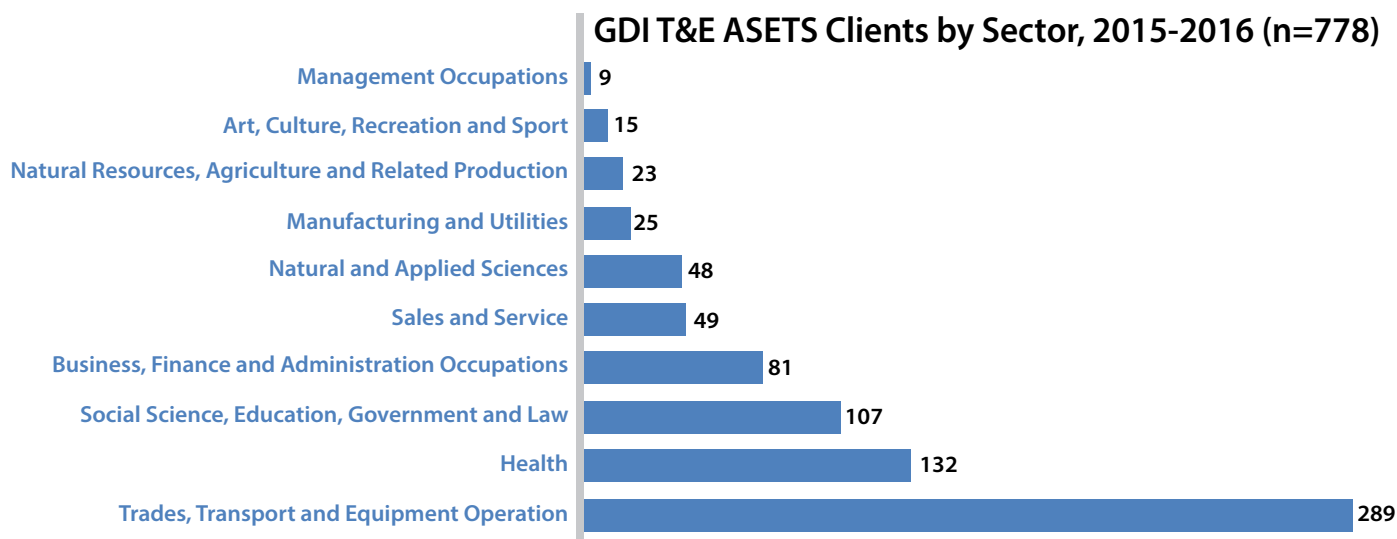
Evidence shows a strong, positive correlation between labour market participation and formal education among Métis. Indeed, one of the strategies to increase Métis participation in the labour market is increasing educational attainment levels for the Métis. Among the population aged 25-64 years without 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.

(via: [www.stats.gov.sk](http://www.stats.gov.sk), Census 2006, Census 2011)

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, employment, and lifetime earnings. As education levels increase, so does the earning potential and the quality of life for individuals and their families.

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 (37%); Social Science, Education, Government and Religion (13.7%); and Health (16.9%).



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, as well as reference to Relevance 2017 for high need occupations.

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 2017 - 2020. The section below presents a modified version of the Relevance Magazine's ([www.relevancemag.ca](http://www.relevancemag.ca)) 2017 Job Chart. The chart identifies some jobs that are projected to register as high demand in the province between 2017 and 2020 and are linked back to DTI's training priorities.

<i>Business, Finance &amp; Administration</i>	<i>Health</i>	<i>Trades, Transport &amp; Equipment Operation</i>	<i>Primary Industry</i>	<i>Sales and Service</i>	<i>Natural &amp; Applied Science</i>	<i>Social Science, Education Government &amp; Religion</i>	<i>Processing, Manufacturing and Utilities</i>
<b>GOOD DEMAND</b>							
Administrative Officers	Nurses Aides, Orderlies, Patient Service Associates	Construction Millwright & Industrial Mechanic		Cooks		Community and Social Service Workers	
Executive Assistants	Medical Lab Technologist and Pathologists Assistants	Automotive Service Technician, Truck, Transportation & Mechanics		Sales and Account Representative Wholesale Trade	Agricultural and Fish Product Inspectors	Correctional Service Officers	
Property Administrators		Motor Vehicle Body Repair				Early Childhood Educators and Assistants	
Administrative Assistants		Transportation Truck Drivers				Elementary and Secondary Teacher Assistants	
<b>FAIR DEMAND</b>							
Human Resources & Recruitment Officers	Licensed Practical Nurses	Crane Operator	Silviculture & Forestry Workers	Bakers	Industrial and Manufacturing Engineers	Employment Counsellors	Water and Waste Plant Operators
Legal Administration Assistants	Other assisting occupations in support of health services	Heavy Duty Equipment Mechanics	Logging and Forestry Labourers	Security Guards and Related Occupations		Social Workers	
Medical Administration Assistants	Paramedical Occupations	Industrial Electricians		Financial Sales Representative			
Professional occupations in business services to management		Welders and Related Machine Operators		Retail and Wholesale Buyers			
Survey Interviewers and Statistical Clerks		Steamfitter/ Pipefitter					
		Automotive Service Technicians, Truck, Transport and Mechanics					
		Bus Drivers and Subway and Other Transit Operators					
		Delivery and Courier Service Drivers					
		Electricians					
		Hairstylists and Barbers					
		Heavy Equipment Operators					

# ***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 understanding with clients than mainstream institutions. With a large number of Métis staff, it gives the institute as a whole the opportunity to have employees that become engaged and involved within the Metis community. The Institute is committed to long-term success in the delivery of education, culture, and training services to Métis citizens of Saskatchewan; one key requirement for this is hiring qualified Métis employees. Having qualified Métis employees allows us to lead by example.

### ***∞ 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. DTI continually offers smaller class sizes to keep the clients as the focal point and provide additional one on one assistance to students.

### ***∞ 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, with delivery options across the province it allows the Institute to better service clients. The organization's structure and processes allow for 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 has a strong Métis work force.

### ***∞ Accountable and Transparent.***

DTI has a positive 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 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.

### ***∞ GDI / DTI is an indigenous organization.***

GDI/DTI is a Métis run and operated Indigenous / Aboriginal post secondary institute. DTI strives to ensure cultural experiences in all its programs. This attribute differentiates the organization from other post secondary institutions.

## B. Weaknesses

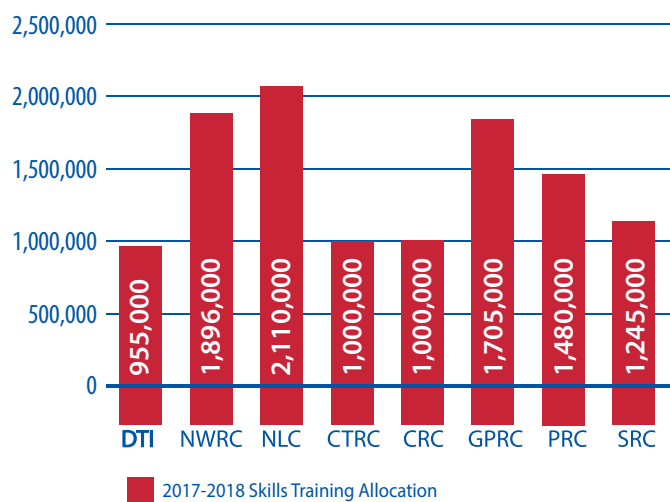
### ∞ Communication.

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 did not receive an increase in its STA allocation this year. If you compare funding to Regional Colleges, DTI's STA allocation is less than all 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. Below is a comparison of STA allocation dollars for each Regional College.

Chart 4: Regional College and DTI Skills Training Allocation Comparison

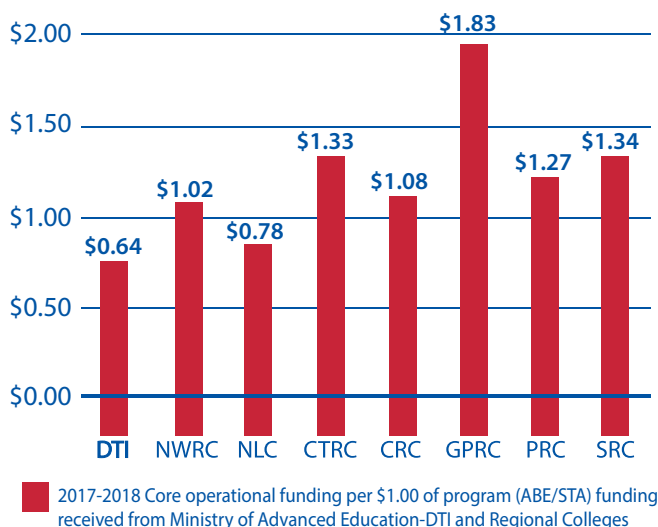


### ∞ STA and ABE Policy Implication

STA and ABE has recently changed their policies, some of the changes that directly affects DTI is the Eligible Costs within STA and ABE, with some changes to this section of the policies DTI's allocation of funds will have been reevaluated. This has a direct affect on DTI's other resources as they are already accounted for.

Core Operations – one of the greatest funding challenges that DTI faces is its Core Operational Grant. Although all the colleges received a 5% decrease in core operations budget, there continues to be a discrepancy between what Regional College systems get 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.

Chart 5: Based on the funding letter DTI has received for the 2017-2018 program year, DTI will receive Sixty-Four Cents for every training dollar it receives.



#### ∞ **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 innovation, creativity, and 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.

#### ∞ **Student Barriers**

DTI's students typically have greater struggles to overcome; in result of this are larger attrition rates. Although DTI is continually trying to accommodate as many Métis and Aboriginal individuals as possible it is very difficult to assist each individual fully. DTI staff are continually engaging and supporting student needs in attempt to improve retention rates.

### **C. Opportunities**

#### ∞ **Aboriginal Post-Secondary Institution**

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 indigenous 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.

#### ∞ **GDI/DTI Structure**

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.

#### ∞ **Recent Economic downturn**

With the recent economic downturn and numerous jobs being lost, the number of available employees has increased, while the numbers of available jobs has decreased. With these increased number of unemployed individuals; pursuing further education would be beneficial for the Métis and Aboriginal population who were affected by job loss. Furthering educational opportunities gives them the advantage to become more qualified in their field or enroll in a program that will increase their chance of gaining employment. This is giving DTI an opportunity to target an additional market of potential clients that would have never been interested in furthering education before. Although there is a recent downturn in the labour market, this is an opportunity for DTI to build relationship and partnerships to offer additional opportunities to clients.



#### ∞ **Métis Population**

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.

### **D. Threats**

#### ∞ **Government Directions.**

GDI/DTI is heavily reliant on government funding, and the Institute is currently on a contract with the 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.

#### ∞ **Labour Market Needs.**

Over the past few years the labour market has shifted in Saskatchewan. According to Relevance 2017, there is still a good demand of Administrative Officers, and fair demand of Practical Nurses and Heavy Duty Equipment Mechanic, with the recent employment shortages and hiring freezes it is difficult to ensure employment for new grads when the total available skilled workers has increased.

#### ∞ **Access to employment for Métis people.**

The state of the Saskatchewan economy over the past couple years has been declining. There are already numerous barriers for Aboriginal people entering the workforce including the high demand for skilled, trained workers. 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.

#### ∞ **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 \$13,575,675. Just over 33% 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 GDI Training and Employment funds a significant portion of the practical nursing and heavy equipment truck and transport mechanic program offered by DTI. Without these resources, DTI's skills training offerings would significantly be reduced and the Métis community would be considerably impacted with a reduction of training opportunities.

## 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 begins with the desired results or goals and works towards reaching these results or goals through specific strategies. The following are DTI's specific strategies and performance measures' that align and support the GDI strategic plan. These strategies and performance measures provide the Organization the tools 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)	2015-16 Results	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
<b>1. Provide community-based educational programming throughout Saskatchewan</b>	<b>1.1 Enrolment</b>  <b>Baseline: 713</b>	<b>711</b>	Engage under-represented groups in the Saskatchewan workforce (ME, page 5).  Encourage Institutions to increase the participation and success of First Nations and Métis students. (MAE, page 3).
	<b>1.2 Number of Métis Communities with programming</b>  <b>Baseline: 13</b>	<b>14</b>	Encourage Post-secondary institutions and employers to implement additional experiential learning opportunities. (MAE, page 4)
	<b>1.3 Number of Métis Regions Served</b>  <b>Baseline: 10</b>	<b>9</b>	

STRATEGY (KEY ACTION)	PERFORMANCE INDICATOR (SUCCESS MEASURE)	2015-16 Results	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
<b>2.</b> Program offerings will focus on ABE, health, trades, business, and other programming with direct links to employment.	<p><b>2.1</b> ABE</p> <p>a. ABE Seats offered. Baseline: 313</p> <p>b. ABE enrolment. Baseline: 396</p> <p>c. ABE graduation/ completion rate. Baseline: 59%</p> <p><b>2.2</b> Skills Training</p> <p>a. Skills training seats offered. Baseline: 290</p> <p>b. Skills training enrolment. Baseline: 281</p> <p>c. Skills training graduation/ completion rate. Baseline: 80%</p> <p><b>2.3</b></p> <p>a. Number of clients that have gained employment 3 – 6 months after completion. Baseline: <b>134</b></p> <p>b. Percentage of graduates that gain employment 3 – 6 months after completion. Baseline: <b>50%</b></p>	<p>a. <b>339</b></p> <p>b. <b>442</b></p> <p>c. <b>59%</b></p> <p>a. <b>294</b></p> <p>b. <b>269</b></p> <p>c. <b>81%</b></p> <p>a. ABE: <b>28 of 149</b> students contacted are employed. Skills: <b>71 of 166</b> students contacted are employed.</p> <p>b. ABE: <b>19%</b> Skills: <b>43%</b></p>	<p>Engage under-represented groups in the Saskatchewan workforce (ME, page 5).</p> <p>Encourage Institutions to increase the participation and success of First Nations and Métis students. (MAE, page 3).</p> <p>Encourage alignment of programs with labour market demand (MAE, page 4)</p> <p>Encourage Post-secondary institutions and employers to implement additional experiential learning opportunities. (MAE, page 4)</p>

STRATEGY (KEY ACTION)	PERFORMANCE INDICATOR (SUCCESS MEASURE)	2015-16 Results	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
<b>3.</b> Facilitate needs assessment processes to align community need and labour market demand.	<b>3.1</b> Number of community engagement meetings.  Baseline: <b>12</b>	<b>12</b>	Engage under-represented groups in the Saskatchewan workforce (ME, page 5).  Encourage alignment of programs with labour market demand (MAE, page 4)  Encourage alignment of programs with labour market demand (MAE, page 4)  Encourage Post-secondary institutions and employers to implement additional experiential learning opportunities. (MAE, page 4)
<b>4.</b> Access grants and proposals to enhance services to clients for increased program offerings.	<b>4.1</b> Revenue from proposals and grants. Baseline: <b>\$1,555,021</b> (3 year average)  <b>4.2</b> Number of clients served through proposals and grants.  Baseline: <b>180</b>	<b>\$1,545,265</b>  <b>195</b>	Engage under-represented groups in the Saskatchewan workforce (ME, page 5).  Encourage Institutions to increase the participation and success of First Nations and Métis students. (MAE, page 3).  Encourage alignment of programs with labour market demand (MAE, page 4)  Encourage Post-secondary institutions and employers to implement additional experiential learning opportunities. (MAE, page 4)



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.

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**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)	2015-16 Results	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
<b>1.</b> Hire and promote Métis people.	<b>1.1</b> Percentage of staff at DTI that have a Métis heritage. Baseline: <b>75%</b> (3 year average 2012-2015)	<b>79%</b>	Engage under-represented groups in the Saskatchewan workforce (ME, page 5).  Encourage Institutions to increase the participation and success of First Nations and Métis students. (MAE, page 3).
	<b>1.2</b> Percentage of staff that support and deliver programs at DTI that have a Métis heritage. Baseline: <b>35%</b> (3 year average 2012-2015)	<b>26%</b>	
	<b>1.3</b> Percentage of staff at DTI that are permanent and have a Métis heritage. Baseline: <b>N/A</b> (2015-2016 data only)	<b>92%</b>	
<b>2.</b> Support professional development.	<b>2.1</b> Percentage of staff that are engaged in PD.  Baseline: <b>26%</b> (3 year average 2012-2015).	<b>16%</b>	Engage under-represented groups in the Saskatchewan workforce (ME, page 5).  Encourage Institutions to increase the participation and success of First Nations and Métis students. (MAE, page 3).  Encourage alignment of programs with labour market demand (MAE, page 4)  Encourage Post-secondary institutions and employers to implement additional experiential learning opportunities. (MAE, page 4)

**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)	2015-16 Results	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
<b>1.</b> DTI will participate in career fairs throughout Saskatchewan to raise the Institute's profile.	<b>1.1</b> a. Number of events with DTI participation. Baseline: <b>22</b>  b. Number of communities visited.  Baseline: <b>21</b>	<b>a. 16</b>   <b>b. 23</b>	Engage under-represented groups in the Saskatchewan workforce (ME, page 5).  Encourage Institutions to increase the participation and success of First Nations and Métis students. (MAE, page 3).
<b>2.</b> Ensure regular communication with partners and Métis communities.	<b>2.1</b> a. Number of visits/contacts with community/partners. Baseline: <b>N/A</b> (2014-2016 data available only)  b. Number of MN-S regions engaged. Baseline: <b>10</b>  c. Yearly advertising costs for DTI. Baseline: <b>\$57,662</b>	<b>a. 549</b>   <b>b. 9</b>   <b>c. \$99,354</b>	Engage under-represented groups in the Saskatchewan workforce (ME, page 5).  Encourage Institutions to increase the participation and success of First Nations and Métis students. (MAE, page 3).  Encourage alignment of programs with labour market demand (MAE, page 4)  Encourage Post-secondary institutions and employers to implement additional experiential learning opportunities. (MAE, page 4)

**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)	2015-16 Results	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
<b>1.</b> DTI will foster and maintain existing relationships.	<b>1.1</b> Listing of existing partnerships. Baseline: <b>N/A</b> (2014-2016 data available only) <ul style="list-style-type: none"><li>- Battleford's Indian Métis Friendship Centre</li><li>- GDI Training &amp; Employment</li><li>- Île-à-la-Crosse School Division</li><li>- Lloydminster Native Friendship Centre</li><li>- Ministry of Highways</li><li>- Northern Village of Pinehouse</li><li>- Northlands College</li><li>- Northwest College</li><li>- Prairie North Health Region Authority</li><li>- Prince Albert Parkland Health Region</li><li>- Regina Qu'Appelle Health Region</li><li>- Saskatchewan Polytechnic</li><li>- Saskatoon Health Region</li><li>- SATCC</li><li>- Saskatchewan Ministry of Justice</li><li>- Vale Potash</li><li>- Cameco</li><li>- Potash Corp</li><li>- Cumberland College</li><li>- Prairie Arctic Trades Training Centre</li><li>- Wasaw Development Corp</li><li>- Ministry of Economy Student Summer Works</li></ul>	<b>21</b>	<p>Engage under-represented groups in the Saskatchewan workforce (ME, page 5).</p> <p>Encourage Institutions to increase the participation and success of First Nations and Métis students. (MAE, page 3).</p> <p>Encourage alignment of programs with labour market demand (MAE, page 4)</p> <p>Encourage Post-secondary institutions and employers to implement additional experiential learning opportunities. (MAE, page 4).</p> <p>Encourage post-secondary sector collaboration. (MAE, page 6)</p>



STRATEGY (KEY ACTION)	PERFORMANCE INDICATOR (SUCCESS MEASURE)	2015-16 Results	CONNECTIONS TO MINISTRY OF ADVANCED EDUCATION AND MINISTRY OF ECONOMY STRATEGIES
<b>2.</b> DTI will create new partnerships.	<b>2.1</b> Number of new partnerships. Baseline: N/A <i>(2014-2016 data available only)</i> <b>New partnerships:</b> <ul style="list-style-type: none"> <li>- University of Saskatchewan</li> <li>- Ministry of Economy – Labour Market Services</li> <li>- Yorkton Friendship Centre</li> <li>- Ministry of Education Community Literacy</li> </ul>	<b>4</b>	Engage under-represented groups in the Saskatchewan workforce (ME, page 5).  Encourage Institutions to increase the participation and success of First Nations and Métis students. (MAE, page 3).  Encourage alignment of programs with labour market demand (MAE, page 4)  Encourage Post-secondary institutions and employers to implement additional experiential learning opportunities. (MAE, page 4).  Encourage post-secondary sector collaboration. (MAE, page 6)

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 invest 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, business, and trade related programs as well as programs with industry specific certification.

#### *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



**DUMONT**

TECHNICAL  
INSTITUTE  
INC



## **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 presently has underutilized capacity in its nursing labs in both Saskatoon and Regina.

Currently the DTI PN programs in Saskatoon and Regina currently have access to in-house nursing labs. However, there is an opportunity to provide lab space to 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, Ile-a-la Crosse, Regina, and Saskatoon. DTI's skills training allocation in 2017-2018 is \$955,000. 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 \$150,000 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 5).
- ∞ Encourage Institutions to increase the participation and success of First Nations and Métis students. (MAE, page 3).
- ∞ Encourage Post-secondary institutions and employers to implement additional experiential learning opportunities. (MAE, page 4)
- ∞ Encourage alignment of programs with labour market demand (MAE, page 4)
- ∞ Encourage Post-secondary institutions and employers to implement additional experiential learning opportunities. (MAE, page 4)

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 high-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. Testing Services

#### **Two Full Time Testing Facilitator Positions.**

Cost: Salaries, Benefits, and Operating Costs \$197,708.

DTI has invested resource into two areas related to testing. Person Vue GED testing and Accuplacer/ this stream of service is key to helping support our community and clients access higher levels of education.

Currently, an existing DTI Program Coordinator, a half time Administration Coordinator, and other staff within the DTI system, manages these services. All of these positions have many other important roles within DTI and it is challenging to provide consistent and timely service in this area.

Additional resources dedicated to the testing services centre would allow DTI to provide more timely service where demand and need exists. Currently testing services are restricted by human resource capacity. Additional resources would be used to have extra staff positions to facilitate the services.

There is alignment between testing services and Government of Saskatchewan Direction 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 and Accuplacer are tools that provide adults who have not successfully achieved the standard Grade 12 credential with a streamlined approach to gaining access to trades, and many certificate and diploma technical programs. This allows these individuals the opportunity for advancement towards a higher education for access to employment in our labour market. Many of these individuals are part of the under utilized human resources within Saskatchewan, that needs to be accesses in greater capacity to fill future labour shortages.

## 4. Student Liaison Position

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

Cost: Salaries, Benefits, Operating Costs \$311,839

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).

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 and credentials. 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.

## Projected Program Headcount and FLEs

PROGRAM CATEGORY	2015-2016 ACTUAL		2016-2017 BUDGET		2016-2017 ESTIMATE (April/17)		2017-2018 BUDGET		2018-2019 BUDGET		2019-2020 FORECAST	
	HC	FLEs	HC	FLEs	HC	FLEs	HC	FLEs	HC	FLEs	HC	FLEs
Institute Credit	152	194.57	188	240.95	130	157.46	152	197.38	132	153.05	120	150.14
Industry Credit	90	20.89	104	24.9	90	23.98	68	11.62	68	11.62	76	23.96
Industry Non-Credit	0	0	0	0	0	0	0	0	0	0	0	0
Adult Basic Education Credit	211	328.91	265	399.09	272	403.78	334	328.27	234	328.95	240	337.68
Adult Basic Education Non-Credit	23	33.67	16	26.33	14	23.04	15	12.21	15	21.86	15	21.86
Total Headcount / FLEs	476	578.04	573	691.27	506	608.26	569	549.48	449	515.48	451	533.64
Sask Justice	123	110.7			81	72.9						

*Below is a brief summary of the programs DTI anticipates offering in 2017-2018.*

- ∞ **Adult Basic Education** – Level 1&2, Level 3, and Level 4, level 1&2 is considered a non-credit program and prepares participants for greater success in further education programs, such as the Level 3 program. Level 3 and Level 4 are considered for credit programs. Level 4 is the equivalent to a Grade 12 education.
- ∞ **Licensed Practical Nursing** is a two-year program that students leave with a diploma.
- ∞ **Office Administration** is offered in Regina and Saskatoon as a one-year program that is a certificate program.
- ∞ **Business Administration** – Year one is scheduled to be offered in Pinehouse Lake, although this is a two-year diploma program, after completing year-one participants receive a certificate credential.
- ∞ **Heavy Duty Truck and Transport** is a six-month program that grants a certificate to participants completing the program.
- ∞ **Scaffolding and Trades-Related Programming** will be offered in the North. Both programs are industry credit programs where participants complete the program with relevant knowledge of the job, safety tickets, and minimal trade hours.
- ∞ **Integrated Resource Management** is a two-year diploma program offered through Saskatchewan Polytechnic, DTI is offering year-one of the two-year program. Participants will leave with the necessary skills to enter year-two at a Sask Poly campus.
- ∞ **Multi-sector Safety Tickets** is categorized as an industry credit program, through this program participants will gain relevant safety tickets that will give them some of the credentials that will assist them in a transition into the workforce.
- ∞ **Driver Training** is a new initiative for DTI. DTI has teamed up with GDIT&E to offer 40 individuals the opportunity to gain a valid Class 7 Learners License and further opportunity to gain a valid Class 5 Drivers License.



## Programming 2017-2018

#	Region	LOCATION	PROGRAM	DATES	SEATS	ENROLLM.	PROGRAM DAYS	STUDENT DAYS	TOTAL STUDENT DAYS	BUDGET	REVENUE FORECASTS					
											ABE	SKILLS	TUITION BOOKS	OTHER	PTA	Cost per Training Day
1	NR II	La Loche	Level 1 & 2	Jan 5/18 - May 31/18	15	15	117	95	1425	\$58,605	\$58,605	-	-	-	\$128,700	\$41.13
2	NR II	La Loche	Level 3	Sept 5/17 - May 30/18	20	20	199	170	3400	\$199,278	\$199,278	-	-	-	\$178,200	\$58.61
3	NR II	La Loche	Level 4	Sept 5/17 - May 30/18	20	20	199	170	3400	\$210,528	\$210,528	-	-	-	\$178,200	\$61.92
4	WR IIA	Saskatoon	Level 3	Sept 5/17 - May 31/18	20	20	199	170	3400	\$199,787	\$199,787	-	-	-	\$178,200	\$58.76
5	WR IIA	Saskatoon	Level 4	Sept 5/17 - May 31/18	20	20	199	170	3400	\$209,577	\$209,577	-	-	-	\$178,200	\$61.64
6	WR IIA	Saskatoon	Adult Education(Flex)	Sept 5/17 - May 31/18	20	20	199	170	3400	\$207,147	\$207,147	-	-	-	\$178,200	\$60.93
7	WR II	Prince Albert	Level 3	Sept 5/17 - May 31/18	20	20	199	170	3400	\$179,400	\$179,400	-	-	-	\$178,200	\$52.76
8	WR II	Prince Albert	Level 4	Sept 5/17 - May 31/18	24	24	199	170	4080	\$192,304	\$192,304	-	-	-	\$217,800	\$47.13
9	WR III	Regina	Level 4	Sept 5/17 - May 31/18	20	20	199	170	3400	\$181,041	\$181,041	-	-	-	\$178,200	\$53.25
10	NR III	Ile-a-la Crosse	Level 3	Sept 5/17 - May 31/18	15	15	199	170	2550	\$130,596	\$130,596	-	-	-	\$128,700	\$51.21
11	NR III	Ile-a-la Crosse	Level 4	Sept 5/17 - May 31/18	15	15	199	170	2550	\$75,000	\$75,000	-	-	-	\$128,700	\$29.41
12	WR IA	Lloydminster	Level 4	Sept 5/17 - May 31/18	20	20	199	170	3400	\$147,930	\$147,930	-	-	-	\$178,200	\$43.51
13	WR I	Meadow Lake	GED	Sept 5/17 - Jan 31/18	20	20	101	96	1920	\$104,752	\$104,752	-	-	-	\$99,000	\$54.56
14	WR II	Prince Albert	Practical Nursing - YR 1	Sept 5/17 - June 22/18	14	14	199	160	2240	\$456,107	-	\$63,182	\$116,186	\$276,739	-	\$203.62

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## Programming 2017-2018, continued

#	Region	LOCATION	PROGRAM	DATES	SEATS	ENROLLM.	PROGRAM DAYS	STUDENT DAYS	TOTAL STUDENT DAYS	BUDGET	REVENUE FORECASTS					
											ABE	SKILLS	TUITION BOOKS	OTHER	PTA	Cost per Training Day
15	WR IIA	Saskatoon	Practical Nursing - YR 1	Sept 5/17 - June 22/18	14	14	199	160	2240	\$501,596	-	\$108,671	\$116,186	\$276,739	-	\$203.62
16	WR III	Regina	Practical Nursing - YR 1	Jul 1/17 - Feb/18	14	14	109	90	1260	\$215,993	-	-	-	-	-	\$223.93
17	WR III	Regina	Practical Nursing - YR 2	Feb 27 / 18 - June 30 / 18	14	14	86	67	938	\$185,996	-	\$42,650	\$82,600	\$276,739	-	\$171.42
18	WR III	Regina	Office Administration	Sept 5/17 - June 29/18	20	20	199	192	3840	\$288,925	-	\$163,925	\$125,000	\$0	-	\$198.29
19	WR IIA	Saskatoon	Office Administration	Sept 5/17 - June 29/18	20	20	199	192	3840	\$304,757	-	\$174,757	\$130,000	\$0	-	\$75.24
20	NR III	Pinehouse Lake	Business Certificate	Aug 14/17 - June 29/18	20	20	211	207	4140	\$324,442	-	\$154,441	\$120,000	\$50,000	-	\$79.36
21	NR II	North	Scaffolding	April 2018 - June 2018	12	12	39	39	468	\$81,690	-	\$81,690	\$0	\$0	-	\$78.37
22	WR II	Prince Albert	Hwy Equip. Truck and Trans. Me	Jan 8/17 - June 29/17	12	12	118	113	1356	\$231,343	-	\$15,023	\$76,320	\$140,000	-	\$174.55
23	NR III	North	Multi Sector Safety	TBD	16	16	15	15	240	\$31,552	-	\$15,552	\$16,000	\$0	-	\$170.61
24	NR II	La Loche	Trades Related Program	Feb - June	12	12	48	48	576	\$119,227	-	\$119,227	\$0	\$0	-	\$131.47
25	WR IA	Buffalo Narrows	Resource Management	Sept 5/17 - April 30/18	12	12	188	148	1776	\$374,844	-	\$150,082	\$120,000	\$104,762	-	\$206.99
26	NR II	North	Driver Training	TBD	40	40	15	15	600	\$55,000	-	-	-	\$55,000	-	\$211.06
				ABE TOTALS	229	229	2306	1965	37805	\$1,991,193	\$2,095,945	\$0	\$0	\$0	\$2,128,500	\$620
				SKILL TOTALS	220	220	1625	1446	23514	\$3,171,472	\$0	\$1,144,200	\$802,292	\$1,124,979	\$0	\$1,925
				TOTALS	449	449	3931	3411	61319	\$5,162,665	\$2,095,945	\$1,144,200	\$802,292	\$1,124,979	\$2,128,500	\$2,545



#### ***2018-2019 Programs Include:***

- ∞ Adult Basic Education:  
Level 1&2, Level 3, and Level 4
- ∞ Licensed Practical Nursing
- ∞ Continue Care Aid
- ∞ Office Administration
- ∞ Heavy Equipment Truck and Transport
- ∞ Security Officer
- ∞ Scaffolding
- ∞ Trades Related Program
- ∞ Multi-sector safety ticket
- ∞ Driver Training

#### ***2019-2020 Programs Include:***

- ∞ Adult Basic Education:  
Level 1&2, Level 3, and Level 4
- ∞ Licensed Practical Nursing
- ∞ Office Administration
- ∞ Heavy Equipment Truck and Transport
- ∞ HEO / Truck Driver Training
- ∞ Industrial Mechanic
- ∞ Trades Related Program
- ∞ Multi-sector safety ticket
- ∞ Driver Training

Appendix B and C are the attached spreadsheets that outline the DTI multi-year program plan in more detail, which includes program plans for 2017-2018, 2018-2019, and 2019-2020.

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

#### ***Basics Education***

Adult Basic Education  
Essential Skills

#### ***Health Sector***

Continuing Care Assistant  
Practical Nursing  
Medical Device Processing Technician

#### ***Trades / Industrial Programming***

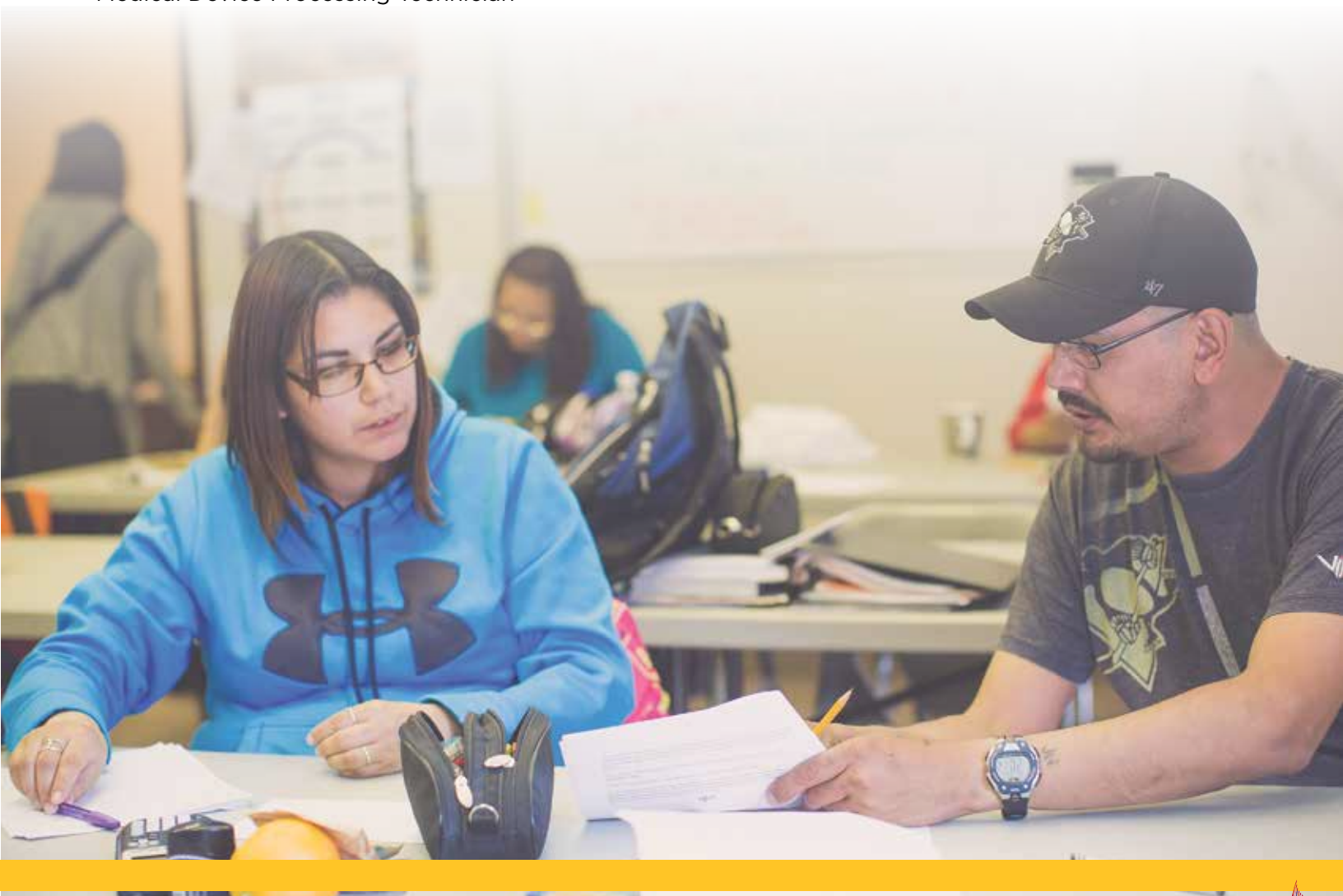
Scaffolding  
Heavy Equipment Operator  
Truck Driver Training  
Trades - Electrician, Industrial Mechanic, Welding, Power Line Technician, Plumbing, Millwright, and Construction related programs.  
Multi Sector Safety Ticket Training  
Chainsaw Safety  
Cooking

#### ***Business Programming***

Office Administration  
Business Administration

#### ***Other***

Security Officer



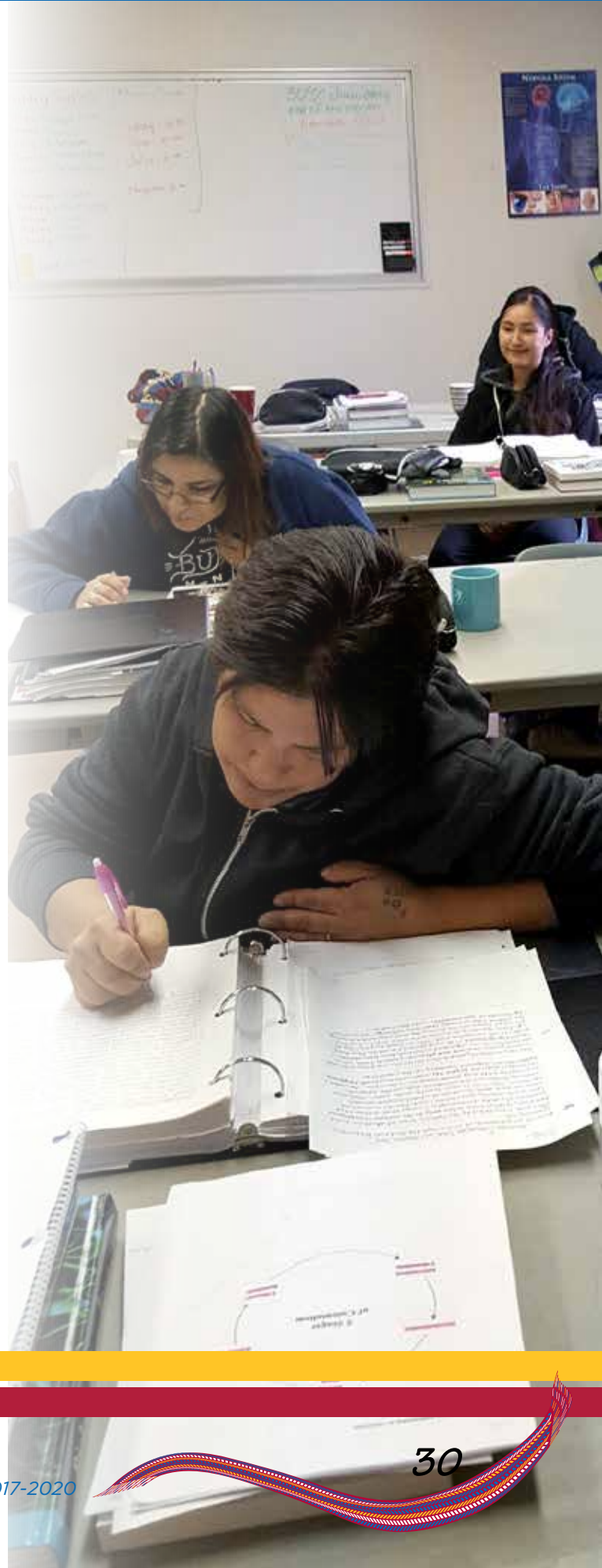
### **Technical Training**

- ∞ DTI intends on offering 206 training seats with an expected enrolment of 206.
- ∞ Practical nursing continues to be the flagship skills training program for DTI. The continuation of the partnership with GDI Training and Employment for another year, means that DTI will offer all three programs once again (Saskatoon, Prince Albert, and Regina). DTI anticipates running a CCA program in 2018-2019 with a location TBD.
- ∞ Office administration will continue in Regina and Saskatoon. Client demand and employer demand continues to exist in both locations. In 2016-2017 eight (8) DTI clients in Saskatoon were able to gain a paid work experience with the University of Saskatchewan and four (4) students secured a one month unpaid practicum. This project is a great new partnership amongst our organizations and we are hoping that resources will be available for a similar partnership in 2017-2018.
- ∞ Each year DTI receives request for security guard training. In 2016-2017 program year, DTI offered a security guard program in Buffalo Narrows. This program was widely successful with all 10 participants completing the program. Employment outcomes have been positive for these programs in the past, DTI has seen similar results from the most recent program in Buffalo Narrows as well.
- ∞ DTI anticipates continuing to offer scaffolding training; DTI's scaffolding programs have seen large participant success and strong employment outcomes.
- ∞ Truck and Transport programs will be offered in Prince Albert. It's an area where there is good demand for employment and once again is programming that is supported by GDI Training and Employment.
- ∞ Other demand areas for DTI are regular requests for safety ticket training with inclusion of essential skills into the program. DTI will continue to deliver some of these programs on a yearly basis, as these types of programs help get many of our Northern clients an opportunity to employment.
- ∞ DTI will be offering a Trades Related Training program in La Loche in 2017-2018. This program will be the first Trades related training program to take place in the new facilities that is being built. DTI anticipates running different trades training opportunities in the new facility in the future.
- ∞ DTI has been actively involved in discussions around the delivery of some form of resource management training in the North. There are many positive employment outcomes in the natural and applied science areas of work. DTI is continuing to secure additional resources for this program, with an anticipation of offering Integrated Resource Management in Buffalo Narrows in 2017-2018.
- ∞ GDI/DTI has been delivering important educational services consistently in La Loche for over twenty years. GDI/DTI continue to see La Loche as key Metis community that has continued need for education programming. As such, GDI/DTI are in the process of building a new construction of housing options for its staff in the North. This new construction provides key opportunities for DTI to work with construction companies in the North to provide students with opportunities to gain educational knowledge in the construction trades, and have an opportunity to gain some valuable experience and employment through this project.



### **Adult Basic Education (ABE)**

- ∞ In 2017-2018 DTI intends on offering 249 training seats in adult basic education programs. With an anticipated enrolment of 285 clients.
- ∞ DTI's delivery of ABE programs in Regina and Saskatoon will remain constant; Regina will continue to offer a level 4 program and Saskatoon will offer a level 3 program and two level 4 programs. Prince Albert will experience a small reduction in seat offerings in the level 4 program but will continue to offer one level 3 and one level 4.
- ∞ La Loche is a community with high needs in adult basic education. 2016-2017 was the first year that DTI offered level 1&2, level 3, and level 4 in the community. With all the programs being successful, all three programs will be offered in 2017-2018. With the new construction occurring on the GDI building, level 1&2 will begin in January 2018.
- ∞ In Ile-a-la Crosse, DTI will continue with the partnership with Rossignol School Division in the delivery of level 3 and 4 programming. There continues to be a need for these programs and the partnership is strong amongst the partners.
- ∞ In 2016-2017 DTI offered a GED program in Lloydminster. With the partnership from the Lloydminster Native Friendship Centre and additional resources secured externally an Essential Skills in the Workplace program was also able to run. Both programs were considered a success. From this success and a result of the needs assessment process in 2016-2017, DTI anticipates offering a level 4 program in Lloydminster in 2017-2018 program year.







## 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 2017-2018 program year, DTI has forecasted to have approximately 55 Full time equivalent (FTE) positions within the Institute. A slight decrease from last years projections (in 2016-2017 DTI forecasted 57 FTE's). This is a direct result of the program offerings and recent austerity measures. DTI's head office will employ 25 FTE's, a slight decrease from last year. It is anticipated that DTI will employ approximately 30 FTE's in its program offerings. This is a small increase from last years projections, but it is important to note that this number fluctuates based on an increase or decrease in program offerings and programs arrangements. 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 expired March 31, 2016. 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 do not have additional decreases; any decreases would hinder the Institutes ability to maintain staff levels and support any collective bargaining increases as well as continue to provide the same number of programs and seats to our growing communities. DTI continues to strive to provide additional training options to Aboriginal people; additional training opportunities also result in additional staffing numbers, which supports the overall goal of hiring qualified Aboriginal people.

In terms of employment equity in 2016-2017, approximately seventy-one percent of out of scope staff and forty-one percent of in-scope staff employed by DTI were Métis people. The Institute

continues to maintain its exemption from the Saskatchewan Human Rights Commission to hire Métis people. The collective bargaining agreement with in-scope employees recognizes that GDI/DTI is a Métis post-secondary institute.

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 will continue to work on succession planning. Succession Planning 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.

## Projected FTEs

Position	Function	2015-16 Actuals	2016-17 Budget	2016-17 Estimate	2017-18 Budget	2018-19 Forecast
Instructors	Program Delivery	28	29	29	30.35	26.35
Program Coordinator	Program Management	7	7	7	6.5	6.5
Administrative Coordinators	Program Support	6	6	6	6	6
Administrative Assistants	Program Support	8	7.5	7.5	6	6.5
Counselors	Student Support	2	2	2	2	2
Custodian	Building Support	4	4	4	4	4
<b>Totals</b>		<b>55</b>	<b>55.5</b>	<b>55.5</b>	<b>54.55</b>	<b>51.35</b>

## ***Sustainability Measures***

DTI has approached its program offerings in a style that includes core program offerings. Core program offering is if certain revenues disappeared, DTI would prioritize certain programs to be delivered, the programs that have been categorized as core programs are; Adult Basic Education in Saskatoon, Prince Albert, La Loche, and Ile-a-la Crosse. 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 northwest Saskatchewan have the greatest number of Métis people. If significant fiscal challenges arise DTI will continue to provide services in these areas.

The key risk to DTI program offerings currently rests with the ASETS agreement holder, GDI Training and Employment. The ASETS agreement provides DTI with approximately 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.

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. 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 2017-20**

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 Community Net. Community Net will provide DTI with greater bandwidth and ability to start integrating video conferencing, better on line learning opportunities, etc. Connections to Community Net have been established in Saskatoon, Regina, Prince Albert, and La Loche. In addition to what is outlined below, DTI continues with computer upgrades every three to five years and continues to invest in smart boards, as the need arises.

DTI continues to see a Student Information System as a key part of its information management regarding clients, programs, and services. DTI is actively involved with all stakeholders in pursuing a system that meets 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, 2017 - March 2018

ITEM	DESCRIPTION	RISK/ PRIORITY	PROJECT EXPENDITURE
Disaster Recovery Plan	Continue implementing the disaster recovery plan.	High 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	Extend tighter controls on mobile devices to include laptops, tablets, etc. steps include inventory, management and renewal.	Medium Priority	
Great Plains - Migrate to desktop client	Migrate Great Plains away from a remote desktop to a desktop client. Investigate feasibility of using the web client.	Medium Priority	
Server OS Evaluation	We are standardized on Windows Server 2008, which has an end support life of 2020. Investigate and begin to implement server upgrades/ replacements to the latest stable platform.	Medium	
Regina Library Cataloging System	The Reglin (Regina Library) Consortium is upgrading their system from Voyager to a next generation cloud based system. Will need significant IT assistance to implement in 2017. Will need a cloud based security system for patrons.	Medium Priority	
Moodle Expansion	Currently use Moodle for attendance tracking and course management in Regina. Investigate and implement a DTI wide adoption of this system for all courses.	Low Priority	

## YEAR 2 - April, 2018 - March 2019

ITEM	DESCRIPTION	RISK/ PRIORITY	PROJECT EXPENDITURE
Great Plains Upgrade	GP 2015 will be at end of mainstream support life by 2020. Evaluate scheduling an update, and discussions on whether cloud based would be worthwhile by then.	High Priority	
Groupware Implementation	Investigate options of deploying an enterprise groupware solution, such as Exchange or Groupwise to improve communications strategies and calendar sharing.	Medium Priority	
Data Centralization	Improve data security by implementing a centralized data storage methodology for all staff computers.	Medium Risk	
Virtualization	Investigate Opportunities for Virtualization to streamline server inventory (look to replace other sites physical servers with virtual machines).	Medium Priority	
Regina/PA Servers	Servers will be 6-8 years old, and due for replacement soon. Investigate options for replacement, and possibility of incorporating virtualization.	Medium Priority	\$30,000
Online testing - other opportunities	We are currently accredited for Pearson (GED) and Accuplacer testing. Investigate other possibilities for further online testing avenues.	Low Priority	

## YEAR 3 - April, 2019 - March 2020

ITEM	DESCRIPTION	RISK/ PRIORITY	PROJECT EXPENDITURE
Server OS Upgrades	Apply recommended upgrades to Windows Server 2008 machines.	Medium Priority	\$30,000
Website Re-evaluation	The website design will be 5 years old by 2019. 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 and made
Infrastructure - cloud based	Investigate options to implement cloud based computing if cloud computing is considered mature and secure enough for incorporation.	Medium Priority	
Client OS - Windows 7 retirement	Windows 7 end of extended support is in 2020. Plan and investigate rollout of remaining Windows 7 machines to recommended OS platform for Windows (currently windows 10, but not stable enough yet) This will start to happen in late 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. Below is a detailed summary of items that fall above and beyond regular maintenance.

2016 - Estimates	Estimated Repair Costs			
Maintenance Item	1-2 Years	2-4 Years	5-6 Years	Details
<b>ROOFING</b>	\$2,500			Maintenance of curbs/flashing, misc repairs.
R/R roofing – time frame of 6 years $\$50,000 / 6 = \$ 8,333$			\$50,000	Budget for roofing replacement over the next 5-6 years at \$8,000 per year for future replacement.
<b>HVAC &amp; MECHANICAL</b> R/R RTU – time frame 3 years/	\$25,000			Suspect repair / replace (R/R) of roof top units. Budget for RTU replacement over the next 1-2 years – 2 units @ \$12,500 each.
<b>DOORS/WINDOWS</b>			\$6,000	Replacement of aluminum entrance door systems.
<b>FLOORING</b>	\$10,000	\$10,000		R/R flooring in all office areas and greeting areas
<b>PLUMBING</b>	\$ 1,500	\$ 3,000	\$ 3,000	Regular maintenance * faucets/ sinks, toilets upgrade to low flush units.
<b>CEILING TILE &amp; GRID</b>	\$9,500	\$9,500	\$9,500	Total amount budgeted \$28,500 for all 6 years.
<b>PAINTING</b>	\$12,500	\$10,000	\$6,000	



### 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. This location offers Adult Basic Education programming level 3 & 4, Practical Nursing, and Office Administration on a yearly basis. This building also houses DTI's GED testing lab. As with all properties, routine maintenance and up keep are planned over the next six years. Below is a detailed summary of items that fall above and beyond regular maintenance.

2016 - Estimates	Estimated Repair Costs			
Maintenance Item	1-2 Years	2-4 Years	5-6 Years	Details
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. Projected cost for replacing the balance of the east 2 roof system is \$40,000.
HVAC & MECHANICAL		\$12,000		Roof top unit (Keep Rite) is reaching its full life expectancy. Estimated replacement cost is \$12,000. This item will be calculated as a major repair.
DOORS / WINDOWS	\$1,500	\$1,500	\$1,500	Upgrades to older door systems that have not been updated, broken glass.
WATER HEATER		\$1,500		
FLOORING		\$1,500	\$15,000	Flooring should be a reserve item spread over 6 years. T&E area commercial carpet.
WEST END STAIRWELL WILL HAVE TO BE UP-GRADED		\$4,000		

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.

### 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 1-4 programming and GDI T&E services. GDI/DTI secured funds from the Post-Secondary Institutions Strategic Investment Fund (SIF); which is providing capital dollars towards alterations to the existing space as well as an expansion of new space to the La Loche campus. Construction is to begin Spring 2017 and be completed by Winter 2018. These alterations include renovations to a computer classroom and washroom facilities. The expansion includes two large classroom space, a large multi-purpose room as well as a new Industrial Arts Workshop with 14-ft high walls, which creates a more functional space for skills and training programming. DTI anticipates offering skills training in the new facility in Spring 2018. These upgrades are to ensure that better services are provided to clients and the community. As with all properties, routine maintenance and up keep are planned over the next six years. Below is a detailed summary of items that fall above and beyond regular maintenance.

2016 - 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>
<b>ROOFING</b>	\$1,500	\$25,000		Budget for roofing replacement over the next 5 years at \$5,000 per year for future replacement.
<b>HVAC &amp; MECHANICAL</b>	\$1,500	\$1,500	\$18,000	Forced air furnace. Forced air units 3 at \$6,000 = \$18,000.
<b>DOORS/WINDOWS</b>	\$3,000	\$3,000		R/R classroom door system (north end). R/R main entrance door system.
<b>ELECTRICAL</b>	\$1,500	\$1,000		Misc. repairs and upgrades.
<b>PLUMBING</b>	\$2,500	\$1,000		Misc. repair.
<b>FLOORING</b>			\$35,000	R/R flooring throughout.
<b>PARKING LOT &amp; FENCING (Exterior)</b>			\$12,000	Exterior painting budget over 5 years (\$2,400 / year).
<b>Regular Maintenance Items:</b>				Items above regular maintenance 1-5 years.
<b>Painting *doors &amp; hardware</b>			\$18,000	Items budgeted beyond regular maintenance.
<b>Rails * exterior paint</b>	\$10,000			\$5,000 / year. Item budgeted beyond regular maintenance.
<b>Caulking / sealant * cabinets</b>	\$10,000			

# FINANCIAL PLAN



**DUMONT**  
TECHNICAL  
INSTITUTE  
INC



## ***Business Plan Financial Statements and Key Assumptions***

### ***DTI Core Operations***

The operating grant for DTI was slightly decreased for 2017-2018, similar to all other colleges in the system. 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 2017-2018 is \$2,818,761 and is presented in a chart on the next page. The overall budget for DTI will be \$8,047,375, which will result in an overall deficit of \$627,604. This deficit will be offset by DTI's unrestricted surplus after all deferred revenue reserves. The use of these funds will help DTI deliver on its objectives for the 2017-2018 program year. In 2018-2019, DTI's core operating budget is projected to increase to \$2,987,046. This will represent about a 5.5% increase. This increase is primarily related to inflationary costs, any new costs associated with the new STA and ABE policy around Eligible Costs, as well as a very minimal increase in infrastructure maintenance required to keep the facilities of DTI operating adequately for clients and staff.





<b>DTI Revenues</b>	<b><i>Business Plan 2016-2017</i></b>	<b><i>Business Plan Forecasts 2016-2017</i></b>	<b><i>Business Plan Forecasts 2017-2018</i></b>	<b><i>Business Plan Forecasts 2018-2019</i></b>	<b><i>Business Plan Forecasts 2019-2020</i></b>
Provincial Government – Core Operating Grant	2,019,000	2,019,000	1,918,000	1,918,000	1,918,000
GDI Transfer to DTI – Wage Enhancement	New agreement with GDI – 0 revenue, matched by reduced administration costs.	New agreement with GDI – 0 revenue, matched by reduced administration costs.	New agreement with GDI – 0 revenue, matched by reduced administration costs.	New agreement with GDI – 0 revenue, matched by reduced administration costs.	New agreement with GDI – 0 revenue, matched by reduced administration costs.
Investment Income	40,100	40,000	40,000	40,000	40,000
Student Employment Program	3,500	3,500	3,500	3,500	3,500
Contracts and Fee for Service	410,005	428,611			Contracts and Fee for Service
Rental Income	431,000	440,800	431,000	431,000	431,000
Unrestricted Net Assets	446,818	324,953	426,261	594,546	320,789
<b>TOTAL BUDGET</b>	<b>3,350,423</b>	<b>3,256,864</b>	<b>2,818,761</b>	<b>2,987,046</b>	<b>2,713,289</b>

## KEY ASSUMPTIONS

### 2018-2019

- ∞ Inflationary increases between 1.5% and 2% in expenses.
- ∞ 16.5 In-scope staff and 7.9 Out of Scope staff.
- ∞ Rental rate reviews are done annually and expect rates for 2017-2018 to stay constant as in 2016-2017.
- ∞ Fees for service will remain constant.
- ∞ Minimal increased costs associated with the new STA and ABE Policies.

### 2019-2020

- ∞ Inflationary increases between 1.5% and 2% in expenses.
- ∞ 16.5 In-scope staff and 7.9 Out of Scope staff.
- ∞ Rental rate reviews are done annually and expect rates to remain similar to previous years.
- ∞ Fees for service will remain constant.

## PROGRAMMING

DTI is heavily reliant on the Provincial Government and GDI T&E for programming funds. GDI T&E has been given another 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 people taking its skills training program offerings. DTI would go from training projections in 2017 - 2018 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 did not see an increase in Skills Training Allocation and about a 5% decrease (\$105,000) in Adult Basic Education Allocation.

The following chart summarizes ABE and STA allocations and projected allocations and funding available for 2017-2018, 2018-2019, and 2019-2020. DTI is not forecasting an increase in funding dollars for the next 2 years.

<b><i>Program Funding Available</i></b>	<b><i>Business Plan 2016-2017</i></b>	<b><i>Forecast 2016-2017</i></b>	<b><i>Business Plan Forecast 2017-2018</i></b>	<b><i>Business Plan Forecast 2018-2019</i></b>	<b><i>Business Plan Forecast 2018-2019</i></b>
Adult Basic Education (ABE)	\$2,150,000	\$2,150,000	\$2,045,000	\$2,045,000	\$2,045,000
Forecasted Carry Over - ABE					
<b><i>Total ABE Available</i></b>	<b>\$2,150,000</b>	<b>\$2,150,000</b>	<b>\$2,045,000</b>	<b>\$2,045,000</b>	<b>\$2,045,000</b>
Skills Training Allocation (STA)	\$955,000	\$955,000	\$955,000	\$955,000	\$955,000
Forecasted Carry Over - STA	\$0	\$0	\$0	\$0	\$0
<b><i>Total STA Available</i></b>	<b>\$955,000</b>	<b>\$955,000</b>	<b>\$955,000</b>	<b>\$955,000</b>	<b>\$955,000</b>
<b><i>Total Funds Available for Programming</i></b>	<b>\$3,105,000</b>	<b>\$3,105,000</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>

## 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.

#### Expenditures

- ∞ Salary expenditures are hard to predict, but DTI does not use a vacancy factor in its salary expenditure calculations, as the past indicates that there is not 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 or potentially offering programs from DTI's Plan B programs. 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 additional 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 50% of costs at DTI; any increases in salaries will have an impact on DTI's budget.
- ∞ The new STA and ABE Policies around eligible costs will have a minimal affect each program and how they are supported.

## 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 is not sustainable over a long term. It is anticipated by 2019-2020 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 – \$2,781,960
- 2) Asset – Unrestricted – Core and other programming – 2,007,419

Note: Amounts taken from the 2015-2016 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. With projected deficits in 2017-2018, 2018-2019, and 2019-2020, the unrestricted surplus will continue to be used meet core operations training need for our community.

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 in the past 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.

*Its 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.*



## 2018-19 and 2019-20 OPERATIONS FORECAST and GOVERNMENT BUDGET INPUT

Status Quo Programs/Services for 2018-19 and 2019-20.

### 2018-2019

Core Operational Funding	\$2,987,046
ABE Funding	\$2,045,000
STA Funding	\$955,000

### 2019-2020

Core Operational Funding	\$2,713,289
ABE Funding	\$2,045,000
STA Funding	\$955,000

\*\* Note DTI is not expecting an increase in STA or ABE Funding

### 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, forestry related training, security guard training, camp cook training, trade related training, health related training and adult basic education training have been continually requested and in demand within the labour market.

#### *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 present need and demand for ABE programs.
- ∞ 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 can be challenging.

#### *Human Resource Capacity*

- ∞ DTI would benefit from additional core operational funding. Currently, primarily the instructor in a program provides student support at a local level. 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 due to lack of human resource capacity to adequately research and develop proposals in a timely manner. Proposals are written by the Director or other management staff and are put secondary to client services and needs.
- ∞ Recent changes to the ABE and STA Policies will affect how DTI support programs.

## STATUS QUO

<b>Table 1 Expenditure Level Template</b>	<b>2015-16 Actual</b>	<b>2016-17 Budget</b>	<b>2016-17 Estimate</b>	<b>Year 1 2017-18 Budget</b>	<b>Year 2 2018-19 Forecast</b>	<b>Year 3 2019-20 Forecast</b>
<b>REVENUES</b>						
Operating Grant Fund	\$5,461,072	\$5,251,399	\$5,180,687	\$4,921,500	\$5,821,968	\$5,891,717
Tuition	\$682,498	\$970,440	\$644,480	\$902,292	\$767,356	\$677,972
Other Sources	\$1,906,202	\$1,921,386	\$2,247,654	\$1,595,979	\$540,749	\$471,000
<b>Total Revenues</b>	<b>\$8,049,772</b>	<b>\$8,143,225</b>	<b>\$8,072,821</b>	<b>\$7,419,771</b>	<b>\$7,724,619</b>	<b>\$7,040,689</b>
<b>EXPENDITURES</b>						
Out-of Scope Salaries	\$889,430	\$1,182,367	\$1,047,559	\$1,047,559	\$1,047,559	\$1,047,559
Academic In-Scope	\$2,309,766	\$2,106,612	\$2,103,614	\$2,103,614	\$2,219,610	\$2,020,214
Professional In-Scope	\$514,981	\$531,986	\$398,259	\$398,259	\$398,259	\$398,259
Other Salaries	\$110,988	\$194,398	\$99,659	\$99,659	\$99,659	\$99,659
Benefits	\$695,401	\$632,102	\$641,378	\$641,378	\$590,134	\$567,275
<b>Sub-total Salaries and Benefits</b>	<b>\$4,520,566</b>	<b>\$4,647,465</b>	<b>\$4,290,470</b>	<b>\$4,290,470</b>	<b>\$4,355,221</b>	<b>\$4,132,966</b>
Other Operating Expenses	\$3,342,881	\$3,942,578	\$4,107,304	\$3,756,905	\$3,197,598	\$3,371,028
<b>Total Expenditures</b>	<b>\$7,863,447</b>	<b>\$8,590,043</b>	<b>\$8,397,774</b>	<b>\$8,047,375</b>	<b>\$7,552,819</b>	<b>\$7,503,994</b>
<b>Annual Operating (Deficit) Surplus</b>	<b>\$186,325</b>	<b>(\$446,818)</b>	<b>(\$324,953)</b>	<b>(\$627,604)</b>	<b>(\$594,546)</b>	<b>(\$463,305)</b>

### Status Quo- 0% Increase - Implications

#### Core Operations

- ∞ DTI would continue to function and would not see an impact on staffing levels or services provided to students.
- ∞ The amount of Unrestricted Net Assets would decrease in supplementing core operations.
- ∞ DTI would not see a reduction of participation on committee's and working groups; these committees and working groups continue to provide relationships between DTI and outside partners.

#### Skills Training Allocation Programming

- ∞ DTI would continue to offer as many skills training programs as possible and continue to operate tight budgets to allow this.
- ∞ DTI's ability to meet additional demands that exist within the communities would be impacted. DTI would not be in the position to commit additional programming options outside of the original plan proposed.

#### Adult Basic Education

- ∞ A status quo budget ensures the same number of ABE programs is provided in the upcoming years. DTI strives to continue to meet community need and demand when deciding where to offer ABE programs.
- ∞ Any additional changes in ABE program locations would be established via DTI's needs assessment process and existing information.
- ∞ DTI staffing in ABE programs would be maintained and similar to 2017-2018 program year.

**For DTI to maintain the same programs and services they are currently offering to clients, an additional \$594,546 would be required. These additional funds would leave DTI with no deficit for the 2018-19 program year.**

## Supplementary Salary Detail

Number of Full Time Equivalent Employees per group.

<b>Employees per Group</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Out of Scope	13.2	7.9	7.9
Academic In-Scope	30.5	26.35	26.85
Professional In-Scope	7.61	12.5	12.5
Other	4	4	4

Collective bargaining agreement expired March 31, 2016.

- Negotiations are in process.

## Internally Restricted Operating Surplus and Unrestricted Operating Surplus

<b>Table 2 Operating Surplus Template</b>	<b>2015-16 Actual</b>	<b>2016-17 Budget</b>	<b>2016-17 Estimate</b>	<b>Year 1 2017-18 Budget</b>	<b>Year 2 2018-19 Forecast</b>	<b>Year 3 2019-20 Forecast</b>
Internally Restr'd / Unrestr'd Op. Surplus (Start)	\$1,574,972	\$1,928,919	\$1,928,919	\$1,613,963	\$854,909	\$337,588
Internally Restr'd / Unrestr'd Op. Surplus (End)	\$1,928,919	\$1,653,953	\$1,613,963	\$854,909	\$337,588	(\$125,717)

<b>0% Increase Table 3 Expenditure Level Template</b>	<b>2015-16 Actual</b>	<b>2016-17 Budget</b>	<b>2016-17 Estimate</b>	<b>Year 1 2017-18 Budget</b>	<b>Year 2 2018-19 Forecast</b>	<b>Year 3 2019-20 Forecast</b>
<b>REVENUES</b>						
Operating Grant Fund	\$5,461,072	\$5,251,399	\$5,180,687	\$4,921,500	\$5,821,968	\$5,891,717
Tuition	\$682,498	\$970,440	\$644,480	\$902,292	\$767,356	\$677,972
Other Sources	\$1,906,202	\$1,921,386	\$2,247,654	\$1,595,979	\$540,749	\$471,000
<b>Total Revenues</b>	<b>\$8,049,772</b>	<b>\$8,143,225</b>	<b>\$8,072,821</b>	<b>\$7,419,771</b>	<b>\$7,724,619</b>	<b>\$7,040,689</b>
<b>EXPENDITURES</b>						
Out-of Scope Salaries	\$889,430	\$1,182,367	\$1,047,559	\$1,047,559	\$1,047,559	\$1,047,559
Academic In-Scope	\$2,309,766	\$2,106,612	\$2,103,614	\$2,103,614	\$2,219,610	\$2,020,214
Professional In-Scope	\$514,981	\$531,986	\$398,259	\$398,259	\$398,259	\$398,259
Other Salaries	\$110,988	\$194,398	\$99,659	\$99,659	\$99,659	\$99,659
Benefits	\$695,401	\$632,102	\$641,378	\$641,378	\$590,134	\$567,275
<b>Sub-total Salaries and Benefits</b>	<b>\$4,520,566</b>	<b>\$4,647,465</b>	<b>\$4,290,470</b>	<b>\$4,290,470</b>	<b>\$4,355,221</b>	<b>\$4,132,966</b>
Other Operating Expenses	\$3,342,881	\$3,942,578	\$4,107,304	\$3,756,905	\$3,197,598	\$3,371,028
<b>Total Expenditures</b>	<b>\$7,863,447</b>	<b>\$8,590,043</b>	<b>\$8,397,774</b>	<b>\$8,047,375</b>	<b>\$7,552,819</b>	<b>\$7,503,994</b>
<b>Annual Operating (Deficit) Surplus</b>	<b>\$186,325</b>	<b>(\$446,818)</b>	<b>(\$324,953)</b>	<b>(\$627,604)</b>	<b>(\$594,546)</b>	<b>(\$463,305)</b>

\* Note: Resources from Audited Financials, Business Plan, All Project Financials

## 0% Increase - Implications

### Core Operations

- ∞ DTI would continue to function and would see minimal impact on existing supports and services.
- ∞ DTI would see a small increase in usage of unrestricted net assets or a minimal decrease in staffing.
- ∞ The additional use of the DTI's unrestricted net assets would 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.

### Adult Basic Education

- ∞ A 0% increase would have the biggest impact on DTI's ABE program offerings. DTI would not be able to maintain the number of training seats offered in the past.
- ∞ Any additional reduction in ABE program locations would be established via DTI's needs assessment process and existing information.
- ∞ DTI would see a reduction / change in human resources to reflect the changes in the program offerings.

### Skills Training Allocation Programming

- ∞ DTI would be in a situation to manage its existing training plan for 2018-2019. DTI would engage in cost saving measures to ensure a balanced budget.
- ∞ DTI's ability to meet other demands that exist within the communities would be seriously impacted. DTI has been engaging in discussions with a number of industry partners around the notion of training to employment opportunities, DTI would be unable to further these potential partnerships without any additional resources.

*\* Note: Resources from Audited Financials, Business Plan, All Project Financial*

**Table 4 Operating Surplus Template**

	2015-16 Actual	2016-17 Budget	2016-17 Estimate	Year 1 2017-18 Budget	Year 2 2018-19 Forecast	Year 3 2019-20 Forecast
Internally Restr'd / Unrestr'd Op. Surplus (Start)	\$1,574,972	\$1,928,919	\$1,928,919	\$1,613,963	\$854,909	\$337,588
Internally Restr'd / Unrestr'd Op. Surplus (End)	\$1,928,919	\$1,653,953	\$1,613,963	\$854,909	\$337,588	(\$125,717)



## 2% Decrease

**Table 3 Expenditure Level Template**

	2015-16 Actual	2016-17 Budget	2016-17 Estimate	Year 1 2017-18 Budget	Year 2 2018-19 Forecast	Year 3 2019-20 Forecast
<b>REVENUES</b>						
Operating Grant Fund	\$5,461,072	\$5,251,399	\$5,180,687	\$4,823,140	\$5,705,799	\$5,774,153
Tuition	\$682,498	\$970,440	\$644,480	\$902,292	\$767,356	\$677,972
Other Sources	\$1,906,202	\$1,921,386	\$2,247,654	\$1,595,979	\$471,000	\$471,000
<i>Total Revenues</i>	<i>\$8,049,772</i>	<i>\$8,143,225</i>	<i>\$8,072,821</i>	<i>\$7,321,411</i>	<i>\$6,944,155</i>	<i>\$6,923,125</i>
<b>EXPENDITURES</b>						
Out-of Scope Salaries	\$889,430	\$1,182,367	\$1,047,559	\$1,047,559	\$1,047,559	\$1,047,559
Academic In-Scope	\$2,309,766	\$2,106,612	\$2,103,614	\$2,103,614	\$2,219,610	\$2,020,214
Professional In-Scope	\$514,981	\$531,986	\$398,259	\$398,259	\$398,259	\$398,259
Other Salaries	\$110,988	\$194,398	\$99,659	\$99,659	\$99,659	\$99,659
Benefits	\$695,401	\$632,102	\$641,378	\$641,378	\$590,134	\$567,275
Sub-total Salaries and Benefits	\$4,520,566	\$4,647,465	\$4,290,470	\$4,290,470	\$4,355,221	\$4,132,966
Other Operating Expenses	\$3,342,881	\$3,942,578	\$4,107,304	\$3,756,905	\$3,197,598	\$3,371,028
<i>Total Expenditures</i>	<i>\$7,863,447</i>	<i>\$8,590,043</i>	<i>\$8,397,774</i>	<i>\$8,047,375</i>	<i>\$7,552,819</i>	<i>\$7,503,994</i>
<i>Annual Operating (Deficit) Surplus</i>	<i>\$186,325</i>	<i>(\$446,818)</i>	<i>(\$324,953)</i>	<i>(\$725,964)</i>	<i>(\$608,664)</i>	<i>(\$580,869)</i>

## 2% Decrease – Implications

### Core Operations

- ∞ With a 2% decrease DTI would not be able to maintain the current level of administration and support that is provided.
- ∞ DTI would be required to use additional Unrestricted Net Assets to maintain the current level of service provided.
- ∞ If Unrestricted Net Assets were not use or available, staffing options would have to be considered.

### Skills Training Allocation Programming

- ∞ DTI would see a very minimal impact in funding dollars with a 2% decrease. The number of program offerings would not likely be affected, tighter budgets would be managed to ensure we continue to meet community need and expectations.
- ∞ Additional programming outside of DTIs original plan would not be feasible.
- ∞ Partnerships and community relationships would continue to be built for additional programming options as well as additional resource opportunities.

### Adult Basic Education

- ∞ A 2% decrease in ABE funding dollars would affect DTI and their potential to maintain the same level of programming as the 2017-18 plans.
- ∞ With the potential decrease in funding dollars and inflationary costs, some ABE programming would be in jeopardy. DTI would be required to look at needs assessment and previous program success and fill rate to determine a course of action.

### NOTE:

- ∞ The complete projected financial statements are located in Appendix A.
- ∞ STA Program Management Form Appendix B
- ∞ ABE Enrollment Management Form Appendix C

# APPENDICES



**DUMONT**  
TECHNICAL  
INSTITUTE  
INC

**PROJECTED STATEMENT OF FINANCIAL POSITION**  
**as of June 30, 2018 Statement 1**

	Forecast June 30, 2019	Budget June 30, 2018	Budget June 30, 2017	Estimated June 30, 2017	Actual June 30, 2016
<b>Financial Assets</b>					
Cash and cash equivalents	- 0	11,987	527,103	522,541	844,456
Accounts receivable	152,651	152,651	182,878	152,651	281,716
Inventories for resale	- 0	- 0	- 0	- 0	- 0
Portfolio investments	969,930	1,492,349	1,423,223	1,452,349	1,412,349
<b>Total Financial Assets</b>	<b>\$1,122,581</b>	<b>\$1,656,987</b>	<b>2,133,204</b>	<b>\$2,127,541</b>	<b>\$2,538,521</b>
<b>Liabilities</b>					
Bank indebtedness	- 0	- 0	- 0	- 0	- 0
Accrued salaries and benefits	- 0	- 0	- 0	- 0	- 0
Accounts payable and accrued liabilities	415,302	415,302	281,465	415,302	310,202
Deferred revenue	- 0	- 0	100,162	- 0	299,795
Liability for employee future benefits	- 0	- 0	- 0	- 0	- 0
Long-term debt	114,415	168,690	220,143	221,640	273,143
<b>Total Financial Assets</b>	<b>\$529,717</b>	<b>\$583,992</b>	<b>\$601,770</b>	<b>\$636,942</b>	<b>\$883,140</b>
<b>Net Financial Assets (Net Debt)</b>	<b>\$592,864</b>	<b>\$1,072,995</b>	<b>\$1,531,434</b>	<b>\$1,490,599</b>	<b>\$1,655,381</b>
<b>Non-Financial Assets</b>					
Tangible capital assets	2,590,688	2,705,103	2,873,227	2,915,103	3,055,103
Inventory of supplies for consumption	- 0	- 0	- 0	- 0	- 0
Prepaid expenses	58,724	58,724	59,376	58,724	78,895
<b>Total Non-Financial Assets</b>	<b>\$2,649,412</b>	<b>\$2,763,827</b>	<b>\$2,932,603</b>	<b>\$2,973,827</b>	<b>\$3,133,998</b>
<b>Accumulated Surplus</b>	<b>\$3,242,276</b>	<b>\$3,836,822</b>	<b>\$4,464,037</b>	<b>\$4,464,426</b>	<b>\$4,789,379</b>
<b>Accumulated Surplus is comprised of:</b>					
Accumulated surplus from operations	337,588	854,909	1,653,953	1,613,963	1,928,919
Internally restricted for capital projects	314,000	235,500	157,000	157,000	78,500
Invested in property and equipment	2,590,688	2,746,413	2,653,084	2,693,463	2,781,960
<b>Total Accumulated Surplus</b>	<b>\$3,242,276</b>	<b>\$3,836,822</b>	<b>\$4,464,037</b>	<b>4,464,426</b>	<b>\$4,789,379</b>

**PROJECTED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS (DEFICIT)**  
for the year ended June 30, 2018 Statement 2

	2019 Forecast	2018 Budget	2017 Budget	2017 Estimated	2016 Actual
<b>Revenues (Schedule 2)</b>					
Provincial Government					
Grants	\$4,918,000	\$4,918,000	\$5,124,000	\$5,051,388	\$5,027,024
Other	3,500	3,500	127,399	129,299	434,048
Federal Government					
Grants	- 0	- 0	- 0	- 0	- 0
Other	- 0	- 0	- 0	- 0	- 0
Other revenue					
Administrative recoveries	- 0	- 0	35,000	- 0	- 0
Contracts	- 0	50,000	410,005	428,611	466,376
Interest	40,000	40,000	40,100	40,000	44,183
Rents	431,000	431,000	431,064	440,800	442,803
Resale Items	- 0	- 0	- 0	- 0	- 0
Tuitions	767,356	902,292	970,440	644,480	682,498
Donations	- 0	- 0	- 0	- 0	- 0
Other	970,217	1,074,979	1,005,217	1,338,243	952,840
<b>TOTAL REVENUES</b>	<b>\$7,130,073</b>	<b>\$7,419,771</b>	<b>\$8,143,225</b>	<b>\$8,072,821</b>	<b>\$8,049,772</b>
<b>Expenses (Schedule 3)</b>					
General	2,936,650	2,873,761	2,807,491	2,495,697	2,218,671
Skills training	2,698,063	3,076,170	3,458,653	3,504,114	2,982,682
Basic education	2,089,906	2,097,444	2,323,899	2,397,963	2,662,094
Services	- 0	- 0	- 0	- 0	- 0
University	- 0	- 0	- 0	- 0	- 0
Scholarships	- 0	- 0	- 0	- 0	- 0
Development	- 0	- 0	- 0	- 0	- 0
Student housing	- 0	- 0	- 0	- 0	- 0
<b>TOTAL EXPENSES</b>	<b>7,724,619</b>	<b>8,047,375</b>	<b>8,590,043</b>	<b>8,397,774</b>	<b>7,863,447</b>
Surplus (Deficit) for the Year from Operations	(594,546)	(627,604)	(446,818)	(324,953)	186,325
Accumulated Surplus (Deficit), Beginning of Year	3,836,822	4,464,426	4,910,855	4,789,379	4,603,054
Accumulated Surplus (Deficit), End of Year	<b>\$3,242,276</b>	<b>\$3,836,822</b>	<b>\$4,464,037</b>	<b>\$4,464,426</b>	<b>\$4,789,379</b>



**PROJECTED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS (NET DEBT)**  
as of June 30, 2018 Statement 3

	2018 Budget	2017 Budget	2017 Estimated	2016 Actual
<b>Net Financial Assets (Net Debt), Beginning of Year</b>	<b>\$4,464,426</b>	<b>\$4,910,855</b>	<b>\$4,789,379</b>	<b>\$4,603,054</b>
<b>Surplus (Deficit) for the Year of Operations</b>	<b>(627,604)</b>	<b>(446,818)</b>	<b>(324,953)</b>	<b>186,325</b>
Acquisition of tangible capital assets	- 0	- 0	- 0	- 0
Proceeds on disposal of tangible capital assets	- 0	- 0	- 0	- 0
Net loss (gain) on disposal of tangible capital assets	- 0	- 0	- 0	- 0
Write-down of tangible capital assets	- 0	- 0	- 0	- 0
Amortization of tangible capital assets	- 0	- 0	- 0	- 0
Acquisition of inventory of supplies for consumption	- 0	- 0	- 0	- 0
Acquisition of prepaid expenses	- 0	- 0	- 0	- 0
Consumption of supplies inventory	- 0	- 0	- 0	- 0
Use of prepaid expenses	- 0	- 0	- 0	- 0
	<b>3,836,822</b>	<b>4,464,037</b>	<b>(324,953)</b>	<b>186,325</b>
<b>Change in Net Financial Assets (Net Debt)</b>	<b>(627,604)</b>	<b>(446,818)</b>	<b>(324,953)</b>	<b>186,325</b>
<b>Net Financial Assets (Net Debt), End of Year</b>	<b>\$3,836,822</b>	<b>\$4,464,037</b>	<b>\$4,464,426</b>	<b>\$4,789,379</b>

**PROJECTED STATEMENT OF CASH FLOWS**  
**for the year ended June 30, 2018 Statement 4**

	2018 Budget	2017 Budget	2017 Estimated	2016 Actual
<b>Operating Activities</b>				
Surplus (deficit) for the year from operations	\$(627,604)	\$(446,818)	\$(324,953)	\$186,325
Non-cash items included in surplus (deficit)				
Amortization of tangible assets	210,000	210,000	210,000	198,880
Net (gain) loss on disposal of tangible capital assets	- 0	- 0	- 0	- 0
Write-down of tangible capital assets	- 0	- 0	- 0	- 0
Change in non-cash working capital				
Decrease (increase) in accounts receivable	- 0	- 0	129,065	(129,348)
Decrease (increase) in inventories for resale	- 0	- 0	- 0	- 0
Increase (decrease) in accrued salaries and benefits	- 0	- 0	- 0	- 0
Increase (decrease) in accounts payable and accrued liabilities	- 0	- 0	105,100	(30,671)
Increase (decrease) in deferred revenue	- 0	(123,899)	(299,795)	(208,484)
Increase (decrease) in Liability for Employee Future Benefits	- 0	- 0	- 0	- 0
Decrease (increase) in inventory of supplies for consumption	- 0	- 0	- 0	- 0
Decrease (increase) in prepaid expenses	- 0	- 0	20,171	36,288
<b>Cash Provided (Used) by Operating Activities</b>	<b>(417,604)</b>	<b>(360,717)</b>	<b>(160,412)</b>	<b>52,990</b>
<b>Capital Activities</b>				
Cash used to acquire tangible capital assets	- 0	(70,000)	(70,000)	(125,553)
Proceeds on disposal of tangible capital assets	- 0	- 0	- 0	- 0
<b>Cash Provided (Used) by Capital Activities</b>	<b>- 0</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(125,553)</b>
<b>Investing Activities</b>				
Cash used to acquire portfolio investments	(40,000)	(40,100)	(40,000)	(34,429)
Proceeds from disposal of portfolio investments	- 0	- 0	- 0	- 0
<b>Cash Provided (Used) by Investing Activities</b>	<b>(40,000)</b>	<b>(40,100)</b>	<b>(40,000)</b>	<b>(34,429)</b>
<b>Financing Activities</b>				
Proceeds form issuance of long-term debt	- 0	- 0	- 0	- 0
Repayment of long-term debt	(52,950)	(53,000)	(51,503)	(50,096)
<b>Cash Provided (Used) by Financing Activities</b>	<b>(52,950)</b>	<b>(53,000)</b>	<b>(51,503)</b>	<b>(50,096)</b>
Increase (Decrease) in Cash and Cash equivalents	(510,554)	(523,817)	(321,915)	(157,088)
Cash and Cash Equivalents, Beginning of Year	522,541	1,050,920	844,456	1,001,544
Cash and Cash Equivalents, End of Year	\$11,987	\$527,103	\$522,541	\$844,456
<b>Represented on the Financial Statements as:</b>				
Cash and cash equivalents	\$11,987	\$527,103	\$522,541	\$844,456
Bank indebtedness	- 0	- 0	- 0	- 0
Cash and Cash Equivalents, End of Year	\$11,987	\$527,103	\$522,541	\$844,456

## PROJECTED SCHEDULE OF REVENUES AND EXPENSES BY FUNCTION

	<i>General</i>	<i>Skills Training</i>		<i>Basic Education</i>		<i>Services</i>	
		Credit	Non-Credit	Credit	Non-Credit	Learner Support	Counsel
<b>Revenues (Schedule 2)</b>							
Provincial Government	\$1,921,500	\$955,000	\$- 0	\$2,045,000	\$- 0	\$- 0	\$- 0
Federal Government	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Other	471,000	2,027,271	- 0	- 0	- 0	- 0	- 0
<b>TOTAL REVENUES</b>	<b>2,392,500</b>	<b>2,982,271</b>	<b>- 0</b>	<b>2,045,000</b>	<b>- 0</b>	<b>- 0</b>	<b>- 0</b>
<b>Expenses (Schedule 3)</b>							
Agency contracts	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Amortization	210,000	- 0	- 0	- 0	- 0	- 0	- 0
Equipment	50,400	47,086	- 0	15,374	- 0	- 0	- 0
Facilities	451,200	277,424	- 0	275,963	- 0	- 0	- 0
Information technology	15,600	33,700	- 0	23,900	- 0	- 0	- 0
Operating	429,300	1,378,524	- 0	453,230	- 0	- 0	- 0
Personal services	1,717,261	1,339,436	- 0	1,328,977	- 0	- 0	- 0
<b>TOTAL EXPENSES</b>	<b>2,873,761</b>	<b>3,076,170</b>	<b>- 0</b>	<b>2,097,444</b>	<b>- 0</b>	<b>- 0</b>	<b>- 0</b>
<b>Surplus (Deficit) for the year</b>	<b>\$(426,261)</b>	<b>\$(93,899)</b>	<b>\$-00</b>	<b>\$(52,444)</b>	<b>\$-00</b>	<b>\$-00</b>	<b>\$-00</b>

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- for the year ended June 30, 2018 Schedule 1

<i>University</i>	<i>Scholarships</i>	<i>Development</i>	<i>Student Housing</i>	2018 Budget	2017 Budget	2017 Estimated	2016 Actual
Credit							
\$- 0	\$- 0	\$- 0	\$- 0	\$4,921,500	\$5,251,399	\$5,180,687	\$5,461,072
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	2,498,271	2,891,826	2,892,134	2,588,700
- 0	- 0	- 0	- 0	7,419,771	8,143,225	8,072,821	8,049,772
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	210,000	210,000	210,000	198,880
- 0	- 0	- 0	- 0	112,860	129,196	105,505	105,697
- 0	- 0	- 0	- 0	1,004,587	883,364	915,245	882,660
- 0	- 0	- 0	- 0	73,200	74,250	70,649	30,146
- 0	- 0	- 0	- 0	2,261,054	2,645,768	2,633,538	2,199,068
- 0	- 0	- 0	- 0	4,385,674	4,647,465	4,462,837	4,446,996
- 0	- 0	- 0	- 0	8,047,375	8,590,043	8,397,774	7,863,447
\$-00	\$-00	\$-00	\$-00	\$(627,604)	\$(446,818)	\$(324,953)	\$186,325



## PROJECTED SCHEDULE OF REVENUES BY FUNCTION

	<i>General</i>	<i>Skills Training</i>		<i>Basic Education</i>	
		Credit	Non-Credit	Credit	Non-Credit
<b>Provincial Government</b>					
Advanced Education/Economy					
Operating grants	\$1,918,000	\$955,000	\$ - 0	\$2,045,000	\$ - 0
Program grants	- 0	- 0	- 0	- 0	- 0
Capital grants	- 0	- 0	- 0	- 0	- 0
	1,918,000	955,000	- 0	2,045,000	- 0
Contracts	- 0	- 0	- 0	- 0	- 0
Other (Def Rev)	- 0	- 0	- 0	- 0	- 0
	1,918,000	955,000	- 0	2,045,000	- 0
Other provincial	3,500	- 0	- 0	- 0	- 0
<b>Total Provincial</b>	1,921,500	955,000	- 0	2,045,000	- 0
<b>Federal Government</b>					
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
<b>Total Federal</b>	- 0	- 0	- 0	- 0	- 0
<b>Other Revenue</b>					
Admin Recovery	- 0	- 0	- 0	- 0	- 0
Contracts	- 0	50,000	- 0	- 0	- 0
Interest	40,000	- 0	- 0	- 0	- 0
Rents	431,000	- 0	- 0	- 0	- 0
Resale items	- 0	- 0	- 0	- 0	- 0
Tuitions	- 0	902,292	- 0	- 0	- 0
Donations	- 0	- 0	- 0	- 0	- 0
Other	- 0	1,074,979	- 0	- 0	- 0
<b>Total Other</b>	471,000	2,027,271	- 0	- 0	- 0
<b>Total Revenues</b>	\$2,392,500	\$2,982,271	\$ -00	\$2,045,000	\$ -00

CHART  
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SPINE



- for the year ended June 30, 2018 Schedule 2

<i>Services</i>		<i>University</i>	<i>Scholar- ships</i>	<i>Develop- ment</i>	<i>Student Housing</i>	<b>2018 Total Revenues Budget</b>	<b>2017 Total Revenues Budget</b>	<b>2017 Total Revenues Estimated</b>	<b>2018 Total Revenues Actual</b>
Learner Support	Counsel	Credit							
\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$ - 0	\$4,918,000	\$5,124,000	\$5,037,388	\$5,016,824
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	14,000	10,200
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	4,918,000	5,124,000	5,051,388	5,027,024
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	139,742
- 0	- 0	- 0	- 0	- 0	- 0	- 0	123,899	123,899	291,056
- 0	- 0	- 0	- 0	- 0	- 0	4,918,000	5,247,899	5,175,287	5,457,822
- 0	- 0	- 0	- 0	- 0	- 0	3,500	3,500	5,400	3,250
- 0	- 0	- 0	- 0	- 0	- 0	4,921,500	5,251,399	5,180,687	5,461,072
- 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	35,000	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	50,000	410,005	428,611	466,376
- 0	- 0	- 0	- 0	- 0	- 0	40,000	40,100	40,000	44,183
- 0	- 0	- 0	- 0	- 0	- 0	431,000	431,064	440,800	442,803
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	902,292	970,440	644,480	682,498
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	1,074,979	1,005,217	1,338,243	952,840
- 0	- 0	- 0	- 0	- 0	- 0	2,498,271	2,891,826	2,892,134	2,588,700
\$ -00	\$ -00	\$ -00	\$ -00	\$ -00	\$ -00	\$7,419,771	\$8,143,225	\$8,072,821	\$8,049,772

	General	Skills Training		Basic Education		Services	
	Schedule 4	Credit	Non-Credit	Credit	Non-Credit	Learner Support	Counsel
<b>Agency Contracts</b>							
Contracts	\$- 0	\$- 0	\$- 0	\$- 0	\$- 0	\$- 0	\$- 0
Instructors	- 0	- 0	- 0	- 0	- 0	- 0	- 0
	- 0	- 0	- 0	- 0	- 0	- 0	- 0
<b>Amortization</b>	210,000	- 0	- 0	- 0	- 0	- 0	- 0
<b>Equipment</b>							
Equipment (non-capital)	33,600	35,950	- 0	1,600	- 0	- 0	- 0
Rental	16,800	11,136	- 0	13,774	- 0	- 0	- 0
Repairs and maintenance	- 0	- 0	- 0	- 0	- 0	- 0	- 0
	50,400	47,086	- 0	15,374	- 0	- 0	- 0
<b>Facilities</b>							
Building supplies/Property taxes	59,000	- 0	- 0	- 0	- 0	- 0	- 0
Grounds	22,200	- 0	- 0	- 0	- 0	- 0	- 0
Janitorial	24,000	2,200	- 0	- 0	- 0	- 0	- 0
Rental	24,000	275,224	- 0	275,963	- 0	- 0	- 0
Repairs & maintenance buildings	240,000	- 0	- 0	- 0	- 0	- 0	- 0
Utilities	82,000	- 0	- 0	- 0	- 0	- 0	- 0
	451,200	277,424	- 0	275,963	- 0	- 0	- 0
<b>Information Technology</b>							
Computer services	6,000	11,900	- 0	12,100	- 0	- 0	- 0
Data communications	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Equipment (non-capital)	9,600	21,800	- 0	11,800	- 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)	- 0	- 0	- 0	- 0	- 0	- 0	- 0
	15,600	33,700	- 0	23,900	- 0	- 0	- 0
<b>Operating</b>							
Advertising	61,200	51,170	- 0	28,400	- 0	- 0	- 0
Association fees & dues	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Bad debts	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Financial services	21,600	- 0	- 0	- 0	- 0	- 0	- 0
In-service (includes PD)	14,400	14,500	- 0	8,250	- 0	- 0	- 0
Insurance	60,000	- 0	- 0	- 0	- 0	- 0	- 0
Materials & supplies	54,800	523,732	- 0	167,400	- 0	- 0	- 0
Postage, freight & courier	18,000	7,500	- 0	5,830	- 0	- 0	- 0
Printing & copying	8,400	23,500	- 0	15,300	- 0	- 0	- 0
Professional services	109,000	669,842	- 0	150,400	- 0	- 0	- 0
Resale items	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Subscriptions	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Telephone & fax	27,600	25,030	- 0	24,400	- 0	- 0	- 0
Travel	50,400	62,150	- 0	48,550	- 0	- 0	- 0
Other	3,900	1,100	- 0	4,700	- 0	- 0	- 0
	429,300	1,378,524	- 0	453,230	- 0	- 0	- 0
<b>Personal Services</b>							
Employee benefits	255,985	168,266	- 0	177,170	- 0	- 0	- 0
Honoraria	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Salaries	1,461,276	1,171,170	- 0	1,151,807	- 0	- 0	- 0
Other	- 0	- 0	- 0	- 0	- 0	- 0	- 0
	1,717,261	1,339,436	- 0	1,328,977	- 0	- 0	- 0
<b>Total Expenses</b>	\$2,873,761	\$3,076,170	\$ -00	\$2,097,444	\$ -00	\$ -00	\$ -00

CHART  
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University	Scholarships	Development	Student Housing	2018 Total Expenses Budget	2017 Total Expenses Budget	2017 Total Expenses Estimated	2016 Total Expenses Actual
Credit							
\$ - 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	210,000	210,000	210,000	198,880
- 0	- 0	- 0	- 0	71,150	75,100	71,260	75,372
- 0	- 0	- 0	- 0	41,710	41,896	34,245	30,325
- 0	- 0	- 0	- 0	- 0	12,200	- 0	- 0
- 0	- 0	- 0	- 0	112,860	129,196	105,505	105,697
- 0	- 0	- 0	- 0	59,000	60,000	50,000	29,239
- 0	- 0	- 0	- 0	22,200	21,600	18,295	19,125
- 0	- 0	- 0	- 0	26,200	22,200	24,075	25,440
- 0	- 0	- 0	- 0	575,187	604,664	650,000	670,128
- 0	- 0	- 0	- 0	240,000	90,000	92,022	65,007
- 0	- 0	- 0	- 0	82,000	84,900	80,853	73,721
- 0	- 0	- 0	- 0	1,004,587	883,364	915,245	882,660
- 0	- 0	- 0	- 0	30,000	20,850	3,000	2,999
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	43,200	37,600	60,884	24,432
- 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	15,800	6,765	2,715
- 0	- 0	- 0	- 0	73,200	74,250	70,649	30,146
- 0	- 0	- 0	- 0	140,770	111,400	85,000	99,354
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	925
- 0	- 0	- 0	- 0	21,600	24,750	12,500	15,724
- 0	- 0	- 0	- 0	37,150	32,300	8,080	17,262
- 0	- 0	- 0	- 0	60,000	51,500	50,964	57,086
- 0	- 0	- 0	- 0	745,932	864,001	718,394	557,852
- 0	- 0	- 0	- 0	31,330	30,470	39,634	27,397
- 0	- 0	- 0	- 0	47,200	47,650	43,910	33,215
- 0	- 0	- 0	- 0	929,242	1,207,972	1,439,124	1,137,499
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	900	789
- 0	- 0	- 0	- 0	77,030	84,400	85,032	83,355
- 0	- 0	- 0	- 0	161,100	178,925	150,000	168,610
- 0	- 0	- 0	- 0	9,700	12,400	- 0	- 0
- 0	- 0	- 0	- 0	2,261,054	2,645,768	2,633,538	2,199,068
- 0	- 0	- 0	- 0	601,421	632,102	642,011	639,732
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	3,784,253	4,015,363	3,820,826	3,807,264
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	4,385,674	4,647,465	4,462,837	4,446,996
\$ -00	\$ -00	\$ -00	\$ -00	\$8,047,375	\$8,590,043	\$8,397,774	\$7,863,447

**PROJECTED  
SCHEDULE  
OF EXPENSES  
BY FUNCTION**

**for the year ended  
June 30, 2018  
Schedule 3**



	2016 Projected General				2018 Total General Budget	2017 Total General Budget	2017 Total General Estimated	2016 Total General Actual
	Governance	Operating & Admin	Facilities & Equipment	Information Technology				
<b>Agency Contracts</b>								
Contracts	\$- 0	\$- 0	\$- 0	\$- 0	\$- 0	\$- 0	\$- 0	\$- 0
Instructors	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
<b>Amortization</b>	- 0	- 0	210,000	- 0	210,000	210,000	- 0	198,880
<b>Equipment</b>								
Equipment (non-capital)	- 0	- 0	33,600	- 0	33,600	12,000	- 0	36,970
Rental	- 0	- 0	16,800	- 0	16,800	18,000	- 0	5,281
Repairs and maintenance	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
	- 0	- 0	50,400	- 0	50,400	30,000	- 0	42,251
<b>Facilities</b>								
Building supplies/Property taxes	- 0	- 0	59,000	- 0	59,000	60,000	- 0	29,239
Grounds	- 0	- 0	22,200	- 0	22,200	21,600	- 0	15,271
Janitorial	- 0	- 0	24,000	- 0	24,000	21,600	- 0	23,406
Rental	- 0	- 0	24,000	- 0	24,000	20,400	- 0	18,759
Repairs & maintenance buildings	- 0	- 0	240,000	- 0	240,000	90,000	- 0	64,383
Utilities	- 0	- 0	82,000	- 0	82,000	82,800	- 0	70,932
	- 0	- 0	451,200	- 0	451,200	296,400	- 0	221,990
<b>Information Technology</b>								
Computer services	- 0	- 0	- 0	6,000	6,000	3,000	- 0	2,999
Data communications	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Equipment (non-capital)	- 0	- 0	- 0	9,600	9,600	12,000	- 0	18,405
Materials and supplies	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Rental	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Repairs & maintenance buildings	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Software (non-capital)	- 0	- 0	- 0	- 0	- 0	3,000	- 0	2,045
	- 0	- 0	- 0	15,600	15,600	18,000	- 0	23,449
<b>Operating</b>								
Advertising	- 0	61,200	- 0	- 0	61,200	50,400	- 0	79,971
Association fees & dues	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Bad debts	- 0	- 0	- 0	- 0	- 0	- 0	- 0	585
Financial services	- 0	21,600	- 0	- 0	21,600	21,600	- 0	15,712
In-service (includes PD)	- 0	14,400	- 0	- 0	14,400	20,400	- 0	10,931
Insurance	- 0	60,000	- 0	- 0	60,000	6,000	- 0	34,978
Materials & supplies	- 0	54,800	- 0	- 0	54,800	39,000	- 0	37,695
Postage, freight & courier	- 0	18,000	- 0	- 0	18,000	14,400	- 0	14,312
Printing & copying	- 0	8,400	- 0	- 0	8,400	8,400	- 0	8,698
Professional services	- 0	109,000	- 0	- 0	109,000	60,000	- 0	43,739
Resale items	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Subscriptions	- 0	- 0	- 0	- 0	- 0	- 0	- 0	789
Telephone & fax	- 0	27,600	- 0	- 0	27,600	27,600	- 0	21,964
Travel	- 0	50,400	- 0	- 0	50,400	33,600	- 0	50,307
Other	- 0	3,900	- 0	- 0	3,900	2,700	- 0	- 0
	- 0	429,300	- 0	- 0	429,300	284,100	- 0	319,681
<b>Personal Services</b>								
Employee benefits	- 0	255,985	- 0	- 0	255,985	294,396	- 0	227,833
Honoraria	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Salaries	- 0	1,461,276	- 0	- 0	1,461,276	1,674,595	- 0	1,184,587
Other	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
	- 0	1,717,261	- 0	- 0	1,717,261	1,968,991	- 0	1,412,420
<b>Total Expenses</b>	\$-00	\$2,146,561	\$711,600	\$15,600	\$2,873,761	\$2,807,491	\$-00	\$2,218,671

← **PROJECTED SCHEDULE OF GENERAL EXPENSES BY FUNCTIONAL AREA**  
for the year ended June 30, 2018    Schedule 4

**PROJECTED SCHEDULE OF ACCUMULATED SURPLUS**  
for the year ended June 30, 2018    Schedule 5

	June 30 2016 Actual	June 30 2017 Estimated	June 30 2017 Budget	Additions during the Year	Reductions during the Year	June 30 2018 Budget	June 30 2019 Forecast
<b><i>Invested in Tangible Capital Assets</i></b>							
Net Book Value of Tangible Capital Assets	\$3,055,103	\$2,915,103	\$2,873,227	\$-00	\$-00	\$2,915,103	\$2,705,103
Less: Debt owing on Tangible Capital Assets	\$273,143	\$221,640	\$220,143	\$-00	\$52,950	\$168,690	\$114,415
	\$2,781,960	\$2,693,463	\$2,653,084	\$-00	\$(52,950)	\$2,746,413	\$2,590,688
<b><i>External Contributions to be Held in Perpetuity</i></b>	\$-00	\$-00	-00	\$-00	\$-00	\$-00	\$-00
<b><i>Internally Restricted Operating Surplus</i></b>							
Capital Projects:							
Designated for Tangible Capital Asset expenditures	\$78,500	\$157,000	\$157,000	\$78,500	\$-00	\$235,500	\$314,000
Other (provide details)	\$-00	\$-00	\$-00	\$-00	\$-00	\$-00	\$-00
	\$78,500	\$157,000	\$157,000	\$78,500	\$-00	\$235,500	\$314,000
Other:							
Deficit from Operations	\$-00	\$-00	\$-00	\$-00	\$-00	\$-00	\$-00
Other (provide details)	\$-00	\$-00	\$-00	\$-00	\$-00	\$-00	\$-00
	\$-00	\$-00	\$-00	\$-00	\$-00	\$-00	\$-00
<b><i>Unrestricted Operating Surplus</i></b>	\$1,928,919	\$1,613,963	\$1,653,953	\$-00	\$-00	\$854,909	\$337,588
<b><i>Total Accumulated Surplus from Operations</i></b>	\$4,789,379	\$4,464,426	\$4,464,037	\$78,500	\$(52,950)	\$3,836,822	\$3,242,276

# Appendix B

## Skills Training Allocation - Program Management Form

Program Year: 2017-2018

Program Name	Location	Start Date	End Date	Program Days	Program Capacity	STA Grant Funding	STA Carry-Over Funding	Other Funding	Total Course Cost	Brief Rationale for Program
Practical Nursing - Yr 1	Prince Albert	5-Sep-17	22-Jun-18	199	14	\$63,182.00	—	\$392,925.00	\$456,107.00	Strategic Directions, LMI Needs, responding to community needs.
Practical Nursing - Yr 1	Saskatoon	5-Sep-17	22-Jun-18	199	14	\$108,671.00	—	\$392,925.00	\$501,596.00	Strategic Directions, LMI Needs, responding to community needs.
Practical Nursing - Yr 1	Regina	1-Jul-17	16-Feb-18	109	14	—	—	—	\$0.00	Strategic Directions, LMI Needs, responding to community needs.
Practical Nursing - Yr 2	Regina	27-Feb-18	30-Jun-18	86	14	\$42,650.00	—	\$359,339.00	\$401,989.00	Strategic Directions, LMI Needs, responding to community needs.
Office Administration	Regina	5-Sep-17	22-Jun-18	192	20	\$163,925.00	—	\$125,000.00	\$288,925.00	Strategic Directions, LMI Needs, responding to community needs.
Office Administration	Saskatoon	5-Sep-17	22-Jun-18	192	20	\$174,757.00	—	\$130,000.00	\$304,757.00	Strategic Directions, LMI Needs, responding to community needs.
Business Administration - Yr 1	Pinehouse Lake	14-Aug-17	29-Jun-18	207	20	\$154,441.00	—	\$170,000.00	\$324,441.00	Strategic Directions, LMI Needs, responding to community needs.
Scaffolding	TBD	30-Apr-18	22-Jun-18	39	12	\$81,690.00	—	—	\$81,690.00	Strategic Directions, LMI Needs, responding to community needs.
Heavy Equipment Truck and Transport	Prince Albert	8-Jan-18	29-Jun-18	113	12	\$15,023.00	—	\$216,320.00	\$231,343.00	Strategic Directions, LMI Needs, responding to community needs.
Multi Sector Safety Tickets	TBD	Mar-18	Mar-18	15	16	\$15,552.00	—	\$16,000.00	\$31,552.00	Strategic Directions, LMI Needs, responding to community needs.
Trades Related Training	La Loche	22-Jan-18	29-Mar-18	48	12	\$119,227.00	—	—	\$119,227.00	Strategic Directions, LMI Needs, responding to community needs.
Resource Management	Buffalo Narrows	5-Sep-17	30-Apr-18	148	12	\$150,082.00	—	\$224,762.00	\$374,844.00	Strategic Directions, LMI Needs, responding to community needs.
Driver Training (Class 5)	TBD	TBD	TBD	—	40	—	—	\$110,000.00	\$110,000.00	Strategic Directions, LMI Needs, responding to community needs.
If any of the above programs do not run or additional resources become available, the following programs will be considered:										
Multi Sector Safety Tickets	TBD	Mar-18	Mar-18	15	16	\$15,552.00	—	\$16,000.00	\$31,552.00	If additional resources are available or other programs do not run.
Security Officer	TBD - North	5-Sep-17	15-Dec-17	74	12	\$31,714.00	—	\$57,000.00	\$88,714.00	Strategic Directions, LMI Needs, responding to community needs.
HEO / Truck Driver Training	TBD - North	1-Mar-18	1-May-18	160	8	\$239,295.00	—	—	\$239,295.00	Strategic Directions, LMI Needs, responding to community needs.
<b>TOTAL</b>				<b>1,796</b>	<b>256</b>	<b>\$1,430,761</b>	<b>\$0</b>	<b>\$2,155,271</b>	<b>\$3,586,032</b>	

## 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>Program Days</i>	<i>Program Capacity</i>	<i>Brief Rationale for Program</i>
<i>Practical Nursing - Yr 2</i>	Prince Albert	4-Sep-18	17-May-19	160	14	Strategic Directions, LMI Needs, responding to community needs.
<i>Practical Nursing - Yr 2</i>	Saskatoon	4-Sep-18	17-May-19	160	14	Strategic Directions, LMI Needs, responding to community needs.
<i>Practical Nursing - Yr 2</i>	Regina	1-Jul-18	21-Dec-18	72	14	Strategic Directions, LMI Needs, responding to community needs.
<i>Practical Nursing - Yr 1</i>	Regina	9-Jan-19	30-Jun-19	88	14	Strategic Directions, LMI Needs, responding to community needs.
<i>Office Administration</i>	Regina	4-Sep-18	28-Jun-19	192	20	Strategic Directions, LMI Needs, responding to community needs.
<i>Office Administration</i>	Saskatoon	4-Sep-18	28-Jun-19	192	20	Strategic Directions, LMI Needs, responding to community needs.
<i>Security Officer</i>	North	4-Sep-18	15-Dec-18	74	12	Strategic Directions, LMI Needs, responding to community needs.
<i>Scaffolding</i>	North	6-May-19	28-Jun-19	39	12	Strategic Directions, LMI Needs, responding to community needs.
<i>Heavy Equipment Truck and Transport</i>	Prince Albert	10-Jan-19	30-Jun-19	113	12	Strategic Directions, LMI Needs, responding to community needs.
<i>Multi Sector Safety Tickets</i>	North	TBD	TBD	15	16	Strategic Directions, LMI Needs, responding to community needs.
<i>Trades Related Training</i>	La Loche	10-Feb-19	30-Jun-19	48	12	Strategic Directions, LMI Needs, responding to community needs.
<i>Class 5 Driver Training</i>	North	TBD	TBD	15	40	Strategic Directions, LMI Needs, responding to community needs.
<b>TOTAL</b>				<b>1,168</b>	<b>200</b>	



## Skills Training Allocation - Program Management Form *Program Year: 2019-2020*

<i>Program Name</i>	<i>Location</i>	<i>Start Date</i>	<i>End Date</i>	<i>Program Days</i>	<i>Program Capacity</i>	<i>Brief Rationale for Program</i>
<i>Practical Nursing - Yr 1</i>	Prince Albert	3-Sep-19	30-Jun-20	160	14	Strategic Directions, LMI Needs, responding to community needs.
<i>Practical Nursing - Yr 1</i>	Saskatoon	3-Sep-19	30-Jun-20	160	14	Strategic Directions, LMI Needs, responding to community needs.
<i>Practical Nursing - Yr 1</i>	Regina	1-Jul-19	14-Feb-20	111	14	Strategic Directions, LMI Needs, responding to community needs.
<i>Practical Nursing - Yr 2</i>	Regina	24-Feb-20	30-Jun-18	89	14	Strategic Directions, LMI Needs, responding to community needs.
<i>Office Administration</i>	Regina	3-Sep-19	30-Jun-20	192	20	Strategic Directions, LMI Needs, responding to community needs.
<i>Office Administration</i>	Saskatoon	3-Sep-19	30-Jun-20	192	20	Strategic Directions, LMI Needs, responding to community needs.
<i>Heavy Equipment Truck and Transport</i>	Prince Albert	6-Jan-20	26-Jun-20	113	12	Strategic Directions, LMI Needs, responding to community needs.
<i>Multi Sector Safety Tickets</i>	North	TBD	TBD	15	16	Strategic Directions, LMI Needs, responding to community needs.
<i>Trades Related Training</i>	La Loche	Feb/20	May/20	48	12	Strategic Directions, LMI Needs, responding to community needs.
<i>Industrial Mechanic</i>	Urban	TBD	TBD	48	12	Strategic Directions, LMI Needs, responding to community needs.
<i>HEO / Trucuk Driver Training</i>	North	Mar-20	May-20	160	8	Strategic Directions, LMI Needs, responding to community needs.
<i>Class 5 Driver Training</i>	North	TBD	TBD	15	40	Strategic Directions, LMI Needs, responding to community needs.
<b>TOTAL</b>				<b>1,303</b>	<b>196</b>	

# Adult Basic Education Enrollment Management Plan for 2016-17 Appendix C

PROGRAM BACKGROUND				PARTNERS	PROGRAM INFORMATION					PROGRAM CAPACITY		ECON FUNDING		ANTICIPATED FUNDING PARTNERS		TOTAL
PROGRAM NAME	PROGRAM LEVEL	LOCATION	ON/OFF RESERVE	PARTNERS	LEARNER START DATE	LEARNER END DATE	TOTAL LEARNER DAYS	HOURS PER DAY	TOTAL HOURS	SEAT CAPACITY	NUMBER OF FLE'S	2016-17 ABE GRANT FUNDING (A)	ECON ABE CARRY OVER FUNDS USED (B) *	K-12 FUNDING FOR AGES 18-21 (C)	OTHER FUNDING (D)	TOTAL ANTICIPATED PROGRAM FUNDING (A+B+C+D)
Level 1/2	Levels 1/2	La Loche	Off-Reserve	-	5-Jan-18	31-May-18	95	6	1,020	15	21.9	\$58,605.00	\$0	\$0	\$0	\$58,605.00
Level 3	Level 3	La Loche	Off-Reserve	-	5-Sep-17	31-May-18	170	6	1,020	20	29.1	\$199,278.00	\$0	\$0	\$0	\$199,278.00
Adult 12	Level 4	La Loche	Off-Reserve	-	5-Sep-17	31-May-18	170	6	1,020	20	29.1	\$210,528.00	\$0	\$0	\$0	\$210,528.00
Level 3	Level 3	Saskatoon	Off-Reserve	-	5-Sep-17	31-May-18	170	6	1,020	20	29.1	\$199,787.00	\$0	\$0	\$0	\$199,787.00
Adult 12	Level 4	Saskatoon	Off-Reserve	-	5-Sep-17	31-May-18	170	6	1,020	20	29.1	\$209,577.00	\$0	\$0	\$0	\$209,577.00
Adult 12 (Flex)	Level 4	Saskatoon	Off-Reserve	-	5-Sep-17	31-May-18	170	6	1,020	20	29.1	\$207,147.00	\$0	\$0	\$0	\$207,147.00
Level 3	Level 3	Prince Albert	Off-Reserve	-	5-Sep-17	31-May-18	170	6	1,020	16	23.3	\$179,400.00	\$0	\$0	\$0	\$179,400.00
Level 4B	Level 4	Prince Albert	Off-Reserve	-	5-Sep-17	31-May-18	170	6	1,020	24	35.0	\$192,304.00	\$0	\$0	\$0	\$192,304.00
Adult 12	Level 4	Regina	Off-Reserve	-	5-Sep-17	31-May-18	170	6	1,020	20	29.1	\$181,041.00	\$0	\$0	\$0	\$181,041.00
Level 3	Level 3	Île-à-la-Crosse	Off-Reserve	-	5-Sep-17	31-May-18	170	6	1,020	15	21.9	\$130,596.00	\$0	\$0	\$0	\$130,596.00
Adult 12	Level 4	Île-à-la-Crosse	Off-Reserve	Rossignol High School	5-Sep-17	31-May-18	170	6	1,020	15	21.9	\$75,000.00	\$0	\$0	\$0	\$75,000.00
Adult 12	Level 4	Lloydminster	Off-Reserve	-	5-Sep-17	31-May-18	170	6	1,020	20	29.1	\$147,930.00	\$0	\$0	\$0	\$147,930.00
GED	GED Prep Formal	Meadow Lake	Off-Reserve	-	5-Sep-17	18-Jan-18	96	6	576	20	16.5	\$104,752.00	\$0	\$0	\$0	\$104,752.00
						TOTALS		78	12,816	245	344.3	\$2,095,945	\$0	\$0	\$0	\$2,095,945

\* Discrete programs that may be offered in addition to programs funded by 2017-18 ABE Grant - subject to approval.

## Adult Basic Education Enrollment Management Plan for 2018-19

PROGRAM DETAILS				PARTNERS	LEARNER PROGRAM LENGTH		PROGRAM CAPACITY
PROGRAM NAME	PROGRAM LEVEL	LOCATION	ON/OFF RESERVE	PARTNERS	LEARNER START DATE	LEARNER END DATE	SEAT CAPACITY
	Levels 1/2	La Loche	Off-Reserve	-	4-Sep-18	31-May-19	15
	Level 3	La Loche	Off-Reserve	-	4-Sep-18	31-May-19	20
	Level 4	La Loche	Off-Reserve	-	4-Sep-18	31-May-19	20
	Level 3	Saskatoon	Off-Reserve	-	4-Sep-18	31-May-19	20
	Level 4	Saskatoon	Off-Reserve	-	4-Sep-18	31-May-19	20
	Level 4	Saskatoon	Off-Reserve	-	4-Sep-18	31-May-19	20
	Level 3	Prince Albert	Off-Reserve	-	4-Sep-18	31-May-19	20
	Level 4	Prince Albert	Off-Reserve	-	4-Sep-18	31-May-19	24
	Level 4	Regina	Off-Reserve	-	4-Sep-18	31-May-19	20
	Level 3	Île-à-la-Crosse	Off-Reserve	-	4-Sep-18	31-May-19	15
	Level 4	Île-à-la-Crosse	Off-Reserve	Rossignol High School / Northlands College	4-Sep-18	31-May-19	15
ABE Level TBD		TBD	Off-Reserve	-	4-Sep-18	31-May-19	20
GED / Apprenticeship	GED Prep Formal	TBD	Off-Reserve	-	4-Sep-18	31-Jan-19	20
							249

LEVELS 1/2	1	LEVEL 3	4	LEVEL 4	6	GED PREP FORMAL	1	GED PREP INFORMAL	-	ESL	-	TOTAL	12
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## Adult Basic Education Enrollment Management Plan for 2019-20

PROGRAM DETAILS				PARTNERS	LEARNER PROGRAM LENGTH		PROGRAM CAPACITY
PROGRAM NAME	PROGRAM LEVEL	LOCATION	ON/OFF RESERVE	PARTNERS	LEARNER START DATE	LEARNER END DATE	SEAT CAPACITY
	Levels 1/2	La Loche	Off-Reserve	-	3-Sep-19	29-May-20	15
	Level 3	La Loche	Off-Reserve	-	3-Sep-19	29-May-20	20
	Level 4	La Loche	Off-Reserve	-	3-Sep-19	29-May-20	20
	Level 3	Saskatoon	Off-Reserve	-	3-Sep-19	29-May-20	20
	Level 4	Saskatoon	Off-Reserve	-	3-Sep-19	29-May-20	20
	Level 4	Saskatoon	Off-Reserve	-	3-Sep-19	29-May-20	20
	Level 3	Prince Albert	Off-Reserve	-	3-Sep-19	29-May-20	16
	Level 4	Prince Albert	Off-Reserve	-	3-Sep-19	29-May-20	24
	Level 4	Regina	Off-Reserve	-	3-Sep-19	29-May-20	20
	Level 3	Île-à-la-Crosse	Off-Reserve	-	3-Sep-19	29-May-20	20
	Level 4	Île-à-la-Crosse	Off-Reserve	Rossignal High School / Northlands College	3-Sep-19	29-May-20	20
ABE Level TBD		TBD	Off-Reserve	-	3-Sep-19	29-May-20	20
GED Prep	GED Prep Formal	TBD	Off-Reserve	-	3-Sep-19	29-May-20	20
							255

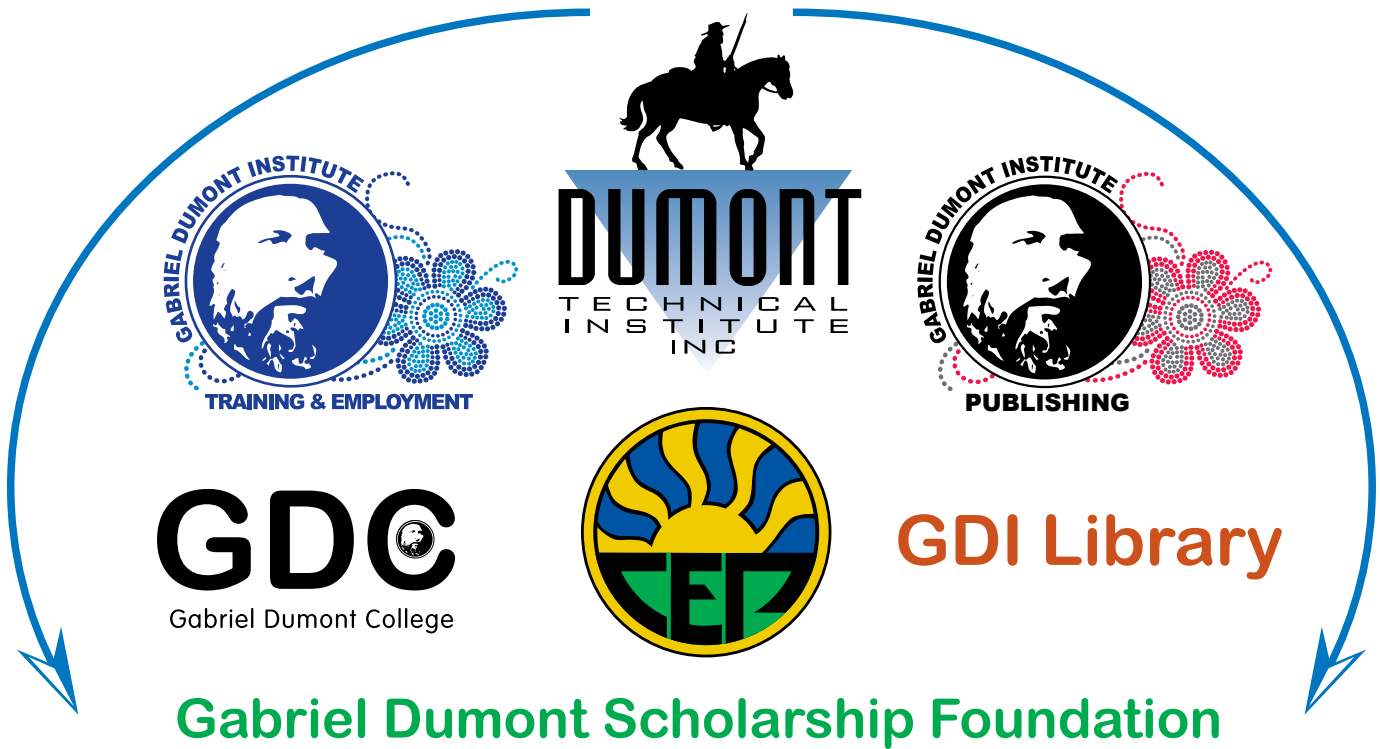
LEVELS 1/2	1	LEVEL 3	4	LEVEL 4	6	GED PREP FORMAL	1	GED PREP INFORMAL	-	ESL	-	TOTAL	12
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