



2013 – 2014

# ANNUAL REPORT



## CONTENTS

- 1 Board and Senior Management
- 2 Message from the Board Chair
- 2 Message from the President & CEO
- 3 Strategic Plan 2014 – 2019
- 4 Highlights and Accomplishments
- 6 Enrollment Summary 2013 – 2014
- 8 Revenue and Expenses Summary
- 10 Consolidated Financial Statements



Established in 1976, the Saskatchewan Indian Institute of Technologies (SIIT) is one of only four Saskatchewan educational institutions with credit granting authority.

SIIT offered certificate and diploma programs in the trades and industrial areas, business, information technology, health and community studies, and adult basic education to over 2,800 students over the 2013-2014 academic year. Programming is delivered through three principal campuses in Regina, Saskatoon and Prince Albert, as well several learning centres across the province.

Governed by First Nations leaders and representatives from across the province, SIIT strives to be the institute of choice for First Nations individuals. SIIT's partnerships include a growing range of major industries, professional associations and academic institutions.

## BOARD AND SENIOR MANAGEMENT

### Chairman of the Board

Chief Darcy Bear

## MEMBERS OF THE BOARD

### Agency Chiefs Tribal Council

Chief Steven Jim

### Battleford Agency Tribal Chiefs

Chief Bradley Swiftwolfe

### Battlefords Tribal Council

Chief Richard Okemow

### Federation of Saskatchewan Indian Nations

Vice-Chief Bobby Cameron

### FSIN Senate

Senator Matilda Lewis  
Senator Ted Quewezance

### File Hills Qu'appelle Tribal Council

Chief Rodger Redman  
Chief Barry Kennedy

### Independent First Nations

Chief Delbert Wapass  
Chief Richard Gamble

### Meadow Lake Tribal Council

Chief Carol Bernard

### Prince Albert Grand Council

Chief Craig Bighead  
Chief Peter A. Beatty  
Vacant

### Saskatoon Tribal Council

Chief Darcy Bear

### Southeast Treaty 4 Tribal Council

Albert George

### Touchwood Agency Tribal Council

Chief Reginald Bellerose

### Yorkton Tribal Council

Chief Norman Whitehawk

## SENIOR MANAGEMENT TEAM

### President & CEO

Riel Bellegarde

### VP - Finance

Terry McAdam

### VP - Employment Development & Career Services

Roger Schindelka

### VP - Academics & Student Services

Kim Fraser-Saddleback

### VP - Human Resources

Cathie Atkins (Acting)

### Director of Human Resources

Andrea Lafond

### Director of Community Relations

Robert Daniels

## OUR VISION

Through student-focused, market-relevant programs and services in a First Nations learning environment, we create work-ready achievers and role models who appreciate the value of learning now and in the future. The SIIT community includes:

- learners
- training partners
- job seekers
- employer stakeholders
- graduates
- Elders
- instructors
- First Nations leaders and communities
- educators
- SIIT staff, management and board

## STATEMENT OF PRINCIPLE

SIIT is committed to maintaining a First Nations focus in all we do to fulfill our vision.

SIIT is dedicated to ongoing collaboration with First Nations stakeholders and communities to implement learner-focused strategies that will:

- Increase and strengthen our knowledge and understanding of First Nations adult learners and their learning needs.
- Include distinctive First Nations elements in programs and services.
- Foster the talents and entrepreneurial spirit of students, faculty and staff by embracing innovation and creativity.
- Ensure First Nations representation throughout our faculty and staff.
- Build awareness of SIIT, our work and the value we provide to the province.

## MESSAGE FROM THE BOARD CHAIR

The 2013-2014 academic and fiscal year saw SIIT maintaining and enhancing our role in our communities and our province.

As Saskatchewan's economy and the need for skilled members of the workforce continue to grow, the Institute continues to create work-ready achievers who appreciate the value of learning now and in the future. SIIT will equip our students to succeed in their careers and lives, while playing a vital role in the future of the province.

Throughout the year, SIIT continued to build, maintain and expand a growing number of business, educational and government partnerships. These relationships are invaluable in ensuring that we continue our successful history of meeting the real needs of the labour force with well trained, skilled and motivated graduates who are ready, willing and able to succeed in their careers and lives.

Completing and approving our 2014-2019 Strategic Plan was a major highlight. The Plan will provide long term direction and focus, allowing SIIT to plan and evaluate more effectively as we work towards our long term goals. With the hard work and dedication of my board colleagues, management, faculty, staff and of course our students, I am confident those goals can and will be achieved.



**Chief Darcy Bear**, Chairman of the Board

## MESSAGE FROM THE PRESIDENT & CEO

While 2013-2014 was eventful and sometimes challenging, it was ultimately rewarding and successful for SIIT.

The Institute once again saw increases in applications and enrollment. The number of students completing their programs rose by 13%, while course completions and returning students combined to maintain a strong 75% success rate.

Our continuing search for increased efficiency and effectiveness led to a number of improvements that included revamping the Human Resources function, reorganizing the Student Services and Enrolment Management units and developing a new Student Engagement and Success model.

In addition to maintaining and enhancing our current portfolio of academic and business partnerships, a number of exciting new relationships were announced during the year. A newly-signed memorandum of understanding will pave the way for SIIT Business graduates to enter the Edwards School of Business at the University of Saskatchewan. Significant new financial commitments from the Boeing Company, SaskPower and Western Economic Diversification were also highlights of the year.

With our five year strategic plan in place, a robust economy, a strong base of partnerships, well established relationships and an unwavering commitment to the best interests of our students and stakeholders, I believe SIIT is well positioned for the future.



**Riel Bellegarde**, President & CEO



# Inspiring Achievement

## STRATEGIC PLAN 2014 – 2019

The Strategic Plan is the foundation for all SIIT planning processes and initiatives. It provides an essential reference point for the evaluation of progress and guides all aspects of the Institute's planning and management. The Plan keeps SIIT connected to its students, communities and partners, while ensuring that First Nations culture and values are reflected in the Institute's practices and our attitudes.

### KEY GOALS 2014-2019

#### GOAL 1: CHAMPION STUDENT SUCCESS

SIIT will be responsive to the needs of our students, ensuring that our graduates have the knowledge and skills to participate in a competitive labour market:

- Through their chosen careers.
- As self-motivated, continuous learners.
- As contributing members of their communities.

#### GOAL 2: ENHANCE INSTITUTIONAL STRENGTH

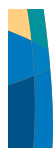
SIIT will ensure institutional strength through committed governance and ethical leadership of an institution that values:

- Qualified faculty and staff.
- Prudent management of resources.
- Transparency and accountability to itself and its stakeholders.

#### GOAL 3: FOSTER STRATEGIC STAKEHOLDER RELATIONS

SIIT recognizes that our stakeholder and partner relationships are vital to ensure success for our learners and benefits to the broader community. We remain committed to achieving mutual goals through strong relationships and partnerships with First Nations communities, industry, government, and the education sector.

**More details of the SIIT 2014 – 2019  
Strategic Plan can be found at [www.siit.ca](http://www.siit.ca)**



# Challenge, Change and Growth

## HIGHLIGHTS AND ACCOMPLISHMENTS

During the 2013-2014 academic/fiscal year, SIIT continued to make progress in support of its long term objectives and newly-defined strategic goals. The following are some representative examples of these accomplishments.

### OPERATIONS AND DELIVERY OF SERVICE

SIIT continually evaluates and refines internal operations and structures, looking for ways to provide the best possible education more efficiently and effectively.

- The five year 2014-2019 Strategic Plan, including a first year implementation plan, was completed and approved by the SIIT Board.
- A new Northern Work Prep Centre in La Ronge was created by repurposing the former Northern Industrial Career Centre. Operating from a new downtown location, the Centre will have a stronger focus on personal and academic upgrading to assist non-work-ready clients, while continuing to assist work-ready clients.
- An Academic Policy Committee was established to review, revise and develop a new suite of policies to guide academics and students. The Committee completed its training, prepared a two year work plan and developed six policies which were approved by the board and senior management.
- Based on the work of the Academic Policy Committee, the Student Services and Enrolment Management units were reorganized and aligned to better meet student needs and improve the student experience.
- As part of planning for 2014-2015 programming, SIIT academic program staff sought input from First Nations communities and stakeholders through a series of regional consultations.
- A new Human Resources department was established in response to an external workplace assessment. A new Director of Human Resources was appointed.
- A comprehensive assessment of SIIT's information system infrastructure identified a number of inefficiencies and concerns. In response, a multi-year technologies plan incorporating both infrastructure updating and learning technologies expansion was developed.
- The Student Engagement and Success model developed by senior management became the basis for several planned changes in Academics and Student Services.

## EDUCATIONAL RELATIONSHIPS AND PARTNERSHIPS

SIIT continues to work with provincial, national and international institutions and organizations throughout the education sector, enhancing student learning experiences and opening new educational opportunities.

- SIIT signed a formal program transfer Memorandum of Understanding with the University of Saskatchewan's Edwards School of Business. The agreement offers SIIT Business program graduates a new path into this respected business school.
- An institutional Memorandum of Understanding between the University of Saskatchewan and SIIT was completed, providing both institutions with a formal avenue to collaborate on shared interests, initiatives and future agreements.
- The Institute's Trades and Industrial department hosted representatives from Alberta's NorQuest and Bow Valley Colleges who wanted to replicate SIIT's construction career centres in their province.
- An application to Pearson VUE to become a computer-based GED test site was approved, triggering the development of the site structure and testing of the product.
- SIIT met with Lakeland College regarding potential areas of collaboration after June 30, 2014.
- A meeting was held with the former Saskatchewan Institute of Applied Science and Technology (now Saskatchewan Polytechnic) to discuss an existing academic agreement and future areas of collaboration.
- A visit from CEO Belinda Russon of Tranby College, Australia's oldest Indigenous education provider, was hosted by academic staff. CEO Russon was conducting comparative research and site visits at Indigenous colleges around the world.

## INDUSTRY AND GOVERNMENT PARTNERSHIPS

SIIT continued to build on previous successes in creating, maintaining and enhancing partnerships with business, industry and government.

- The Boeing Company announced a \$750,000 U.S. investment to support several initiatives at the Saskatchewan Aviation Learning Centre including the upgrade of technology and teaching methods, the completion of landscaping and space reconfiguration plans, and the purchase of additional training equipment.
- SaskPower provided \$1,000,000 to SIIT to support program development delivery initiatives. SIIT representatives travelled to the Saskatchewan Legislature to participate in a press announcement of the funding.
- Western Economic Diversification provided \$2,039,100 in funding to enhance delivery of SIIT's Aircraft Maintenance Engineer Program and upgrade technology infrastructure across SIIT.



# Continued Academic Success

## ENROLLMENT SUMMARY 2013 – 2014

The 2013 – 2014 academic year saw the delivery of fifty-five different programs through SIIT campuses in Saskatoon, Prince Albert and Regina, as well as several community-based sites.

The 4,402 applications SIIT received represented a 9% increase from the previous fiscal year. The 2,824 applicants who registered during the year also showed a 9% growth rate.

The 2013-14 academic year saw 1,894 or 67% of students reach completion status, while a further 230 or 8% remain at SIIT as continuing “in progress” students. The resulting 75% success rate is consistent over the past two fiscal and academic years.

	APPLIED	REGISTERED	COMPLETED	IN PROGRESS
<b>ADULT BASIC EDUCATION</b>				
Adult Pre-10	128	73	22	-
Adult 10	598	208	99	-
Adult 12	502	169	63	-
<b>Total</b>	<b>1,228</b>	<b>450</b>	<b>184</b>	<b>-</b>
<b>BUSINESS ADMINISTRATION &amp; INFORMATION TECHNOLOGY</b>				
Business Certificate	294	121	43	-
Business Diploma with Specialization	129	98	59	-
Information Technologies - Year 1	38	13	-	5
Information Technologies Diploma	11	11	4	-
Network Technician Certificate	16	6	-	5
<b>Total</b>	<b>488</b>	<b>249</b>	<b>106</b>	<b>10</b>
<b>HEALTH AND COMMUNITY STUDIES</b>				
Community Services - Addictions Certificate	62	20	17	-
Community Services - Addictions Diploma	17	14	10	-
Educational Assistant Certificate	72	39	31	-
First Nations Child Care Certificate	70	30	26	-
First Nations Orientation to Day Care Applied Certificate	25	25	23	-
Health Care Aide Certificate	45	14	6	-
Practical Nurse Diploma	61	22	-	7
<b>Total</b>	<b>352</b>	<b>164</b>	<b>113</b>	<b>7</b>
<b>WORKFORCE DEVELOPMENT</b>				
Addictions/Mental Health Applied Certificate	118	118	4	114
Career Development	38	38	17	-
Career Development Applied Certificate	24	24	5	14
Career Pathing	5	5	1	-



	APPLIED	REGISTERED	COMPLETED	IN PROGRESS
Health & Child Workforce Development Applied Certificate	14	14	-	14
Home Visiting Applied Certificate	33	33	9	18
Workplace Management Applied Certificate	34	34	34	-
<b>Total</b>	<b>266</b>	<b>266</b>	<b>70</b>	<b>160</b>
<b>TRADES AND INDUSTRIAL</b>				
4th Class Boiler Lab	46	41	41	-
Aircraft Maintenance Engineer - Year 1	34	10	-	8
Aircraft Maintenance Engineer Diploma	8	8	7	-
Carpentry Level I	14	14	13	-
Carpentry Level II	24	24	20	-
Carpentry Level III	23	22	20	-
Class 1A Log Haul Applied Certificate	33	33	29	-
Commercial Construction	9	9	6	-
Concrete Forming	21	21	17	-
Construction Readiness and Safety	6	6	5	-
Construction Workers Preparation Applied Certificate	132	132	93	13
Forestry Equipment Operator Applied Certificate	26	26	19	-
GED Preparation	15	15	11	-
GED/Indenture to Trades Applied Certificate	26	26	10	-
Heavy Equipment Operator Applied Certificate	39	39	18	16
Industrial Safety & Employability Training	647	647	633	-
Introduction to Scaffolding	95	77	56	-
Ironworker Applied Certificate	109	47	35	-
Mason Tender	13	8	3	-
Mining Industry Pre-Employment Applied Certificate	38	38	29	-
Mold/Clean Up	17	17	17	-
Power Mobile Equipment Training	12	12	12	-
Process Operation Technician - Year 1	40	17	-	16
Process Operation Technician Certificate	12	9	7	-
Residential Framing	42	31	21	-
Residential Renovation Construction Applied Certificate	101	101	83	-
Security Officer Training	13	13	12	-
Skill Enhancement Industrial Safety Training	55	55	50	-
Steel Stud & Drywall	15	12	7	-
Welding Applied Certificate	200	57	43	-
Welding to Employment/Pipefitting Applied Certificate	24	24	16	-
Welding Training to Employment	22	22	20	-
Women in Trades Applied Certificate	157	82	68	-
<b>Total</b>	<b>2,068</b>	<b>1,695</b>	<b>1,421</b>	<b>53</b>
<b>GRAND TOTALS</b>	<b>4,402</b>	<b>2,824</b>	<b>1,894</b>	<b>230</b>



# Consistent Fiscal Stability

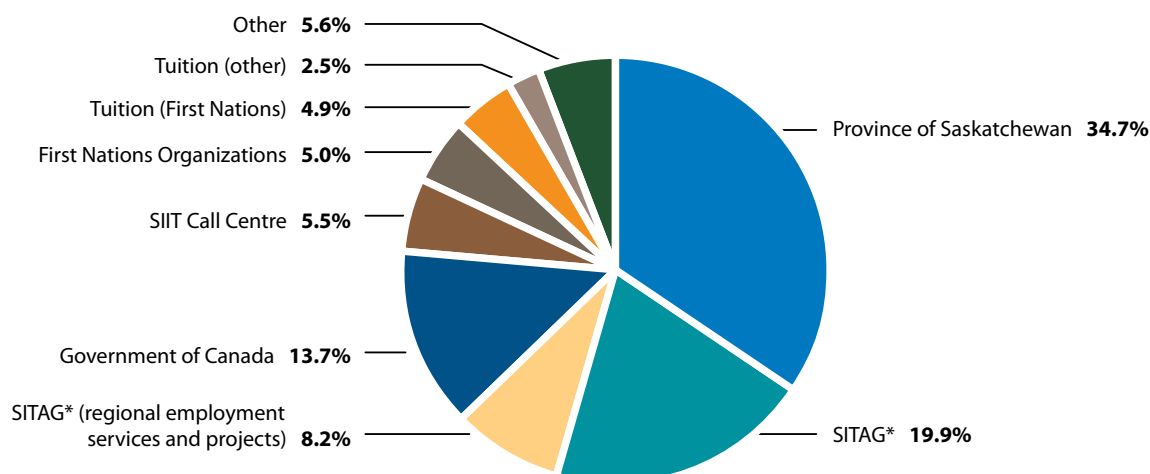
## REVENUE AND EXPENSES SUMMARY

SIIT completed the 2013/2014 fiscal year on a solid fiscal base, prepared to meet the challenges and realize the opportunities of the future.

### 2013-2014 REVENUE

Province of Saskatchewan	\$ 10,446,175	34.7%
SITAG*	\$ 5,978,125	19.9%
SITAG* (regional employment services and projects)	\$ 2,455,887	8.2%
Government of Canada	\$ 4,117,748	13.7%
SIIT Call Centre	\$ 1,642,083	5.5%
First Nations Organizations	\$ 1,512,036	5.0%
Tuition (First Nations)	\$ 1,463,528	4.9%
Tuition (other)	\$ 760,100	2.5%
Other	\$ 1,732,607	5.6%
<b>TOTAL</b>	<b>\$ 30,108,289</b>	<b>100.0%</b>

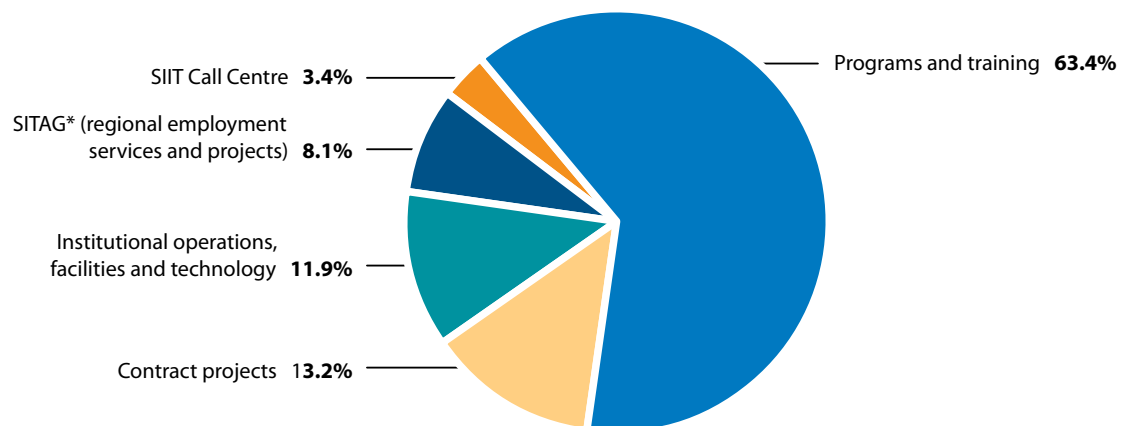
\*Saskatchewan Indian Training Assessment Group Inc.



## 2013-2014 EXPENSES

Programs and training	\$ 19,160,937	63.4%
Contract projects	\$ 3,977,714	13.2%
Institutional operations, facilities and technology	\$ 3,607,464	11.9%
SITAG* (regional employment services and projects)	\$ 2,462,581	8.1%
SIIT Call Centre	\$ 1,025,677	3.4%
<b>TOTAL</b>	<b>\$ 30,234,373</b>	<b>100.0%</b>

\*Saskatchewan Indian Training Assessment Group Inc.





CONSOLIDATED FINANCIAL STATEMENTS

# Saskatchewan Indian Institute of Technologies

YEAR ENDED JUNE 30, 2014



**KPMG LLP**  
**Chartered Accountants**  
 500 – 475 Second Avenue South  
 Saskatoon Saskatchewan S7K 1P4  
 Canada

Telephone (306) 934-6200  
 Fax (306) 934-6233  
 Internet [www.kpmg.ca](http://www.kpmg.ca)

## INDEPENDENT AUDITORS' REPORT

To the Board of Governors

We have audited the accompanying consolidated financial statements of Saskatchewan Indian Institute of Technologies, which comprise the statement of financial position as at June 30, 2014, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Saskatchewan Indian Institute of Technologies as at June 30, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Chartered Accountants  
 Saskatoon, Canada  
 October 21, 2014

# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

## Consolidated Statement of Financial Position

June 30, 2014, with comparative information for 2013


	2014	2013
<b>Assets</b>		
Current assets:		
Cash	\$ 2,105,541	\$ 2,043,945
Accounts receivable (note 3)	3,423,970	2,816,055
Inventories	51,956	50,778
Prepays	208,326	268,062
	5,789,793	5,178,840
Investments (note 4)	245,713	185,569
Property and equipment (note 5)	9,102,901	8,990,643
	<b>\$ 15,138,407</b>	<b>\$ 14,355,052</b>


## Liabilities and Net Assets

Current liabilities:		
Accounts payable (note 6)	\$ 2,234,038	\$ 2,671,723
Deferred revenue (note 7)	2,644,933	1,309,455
Current portion of long-term debt (note 8)	305,363	294,515
	5,184,334	4,275,693
Long-term debt (note 8)	424,784	730,147
Deferred contributions (note 9)	6,480,881	6,174,720
Net assets	3,048,408	3,174,492
Commitments (note 11)		
Economic dependence (note 15)		
	<b>\$ 15,138,407</b>	<b>\$ 14,355,052</b>

See accompanying notes to consolidated financial statements.

On behalf of the Board:

 Director

 Director

# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

## Consolidated Statement of Operations

Year ended June 30, 2014, with comparative information for 2013

	2014	2013
Revenue (schedule 1):		
Province of Saskatchewan	\$ 10,446,175	\$ 9,679,543
Saskatchewan Indian Training Assessment Group	8,434,012	8,094,580
Saskatchewan First Nations and Tribal Councils	2,925,564	3,242,644
Aboriginal Affairs and Northern Development		
Canada	2,570,302	2,464,614
Other program and project revenue	5,445,343	4,014,546
Ancillary	286,893	376,003
	30,108,289	27,871,930
Expenses (schedule 2):		
Programs and training	19,160,937	17,063,054
Contract projects	7,465,972	7,213,485
Institutional operations	2,709,587	2,525,586
Facilities and technology	874,540	788,705
Ancillary	23,337	52,333
	30,234,373	27,643,163
Excess (deficiency) of revenue over expenses	\$ (126,084)	\$ 228,767

See accompanying notes to consolidated financial statements.

## SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

### Consolidated Statement of Changes in Net Assets

Year ended June 30, 2014, with comparative information for 2013

	Invested in property and equipment (note 12)	Unrestricted	2014 Total	2013 Total
Balance, beginning of year	\$ 1,791,261	\$ 1,383,231	\$ 3,174,492	\$ 2,945,725
Excess (deficiency) of revenue over expenses	(397,968)	271,884	(126,084)	228,767
Investment in property and equipment	498,580	(498,580)	-	-
Balance, end of year	\$ 1,891,873	\$ 1,156,535	\$ 3,048,408	\$ 3,174,492

See accompanying notes to consolidated financial statements.



# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

## Consolidated Statement of Cash Flows

Year ended June 30, 2014, with comparative information for 2013

	2014	2013
Cash flows from (used in):		
Operations:		
Excess of revenue over expenses	\$ (126,084)	\$ 228,767
Items not involving cash:		
Amortization	1,323,294	970,286
Gain on disposal of property and equipment	-	(4,660)
Unrealized investment gain	(60,144)	(46,799)
Amortization of deferred contributions	(925,326)	(533,629)
Change in non-cash operating working capital:		
Accounts receivable	(607,915)	(422,205)
Inventories and prepaid expenses	58,558	(137,437)
Accounts payable	(437,685)	206,285
Deferred revenue	1,335,478	(1,386,979)
	560,176	(1,126,371)
Financing:		
Increase in deferred contributions	1,231,487	691,975
Repayment long-term debt	(294,515)	(285,619)
	936,972	406,356
Investing:		
Purchase of property and equipment	(1,435,552)	(818,792)
Proceeds on disposal of property and equipment	-	4,660
	(1,435,552)	(814,132)
Increase (decrease) in cash	61,596	(1,534,147)
Cash position, beginning of year	2,043,945	3,578,092
Cash position, end of year	\$ 2,105,541	\$ 2,043,945
Cash position consists of:		
Saskatchewan Indian Institute of Technologies	\$ 2,077,388	\$ 1,752,704
Saskatchewan Indian Institute of Technologies Foundation Inc.	28,153	291,241
Cash position, end of year	\$ 2,105,541	\$ 2,043,945
Supplemental cash flow disclosure:		
Interest paid	\$ 31,291	\$ 41,754

See accompanying notes to consolidated financial statements.

# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

## Notes to Consolidated Financial Statements

Year ended June 30, 2014

---

### Purpose of the organization:

The Saskatchewan Indian Institute of Technologies (the "Institute"), provides academic and career education and training to First Nations adults in Saskatchewan. It is governed by the *Saskatchewan Indian Institute of Technologies Act* of the Federation of Saskatchewan Indian Nations Legislative Assembly and the *Saskatchewan Indian Institute of Technologies Act* of the Province of Saskatchewan.

### 1. Accounting principles and policies:

These financial statements reflect the following significant accounting policies:

#### (a) Consolidation:

These consolidated financial statements include the accounts of the Institute and The Saskatchewan Indian Institute of Technologies Foundation Inc. (the "Foundation"), for which the Institute is the sole member. The Foundation was incorporated under the Saskatchewan Non-Profit Corporations Act and is a registered charity under the Income Tax Act. The mandate of the Foundation is to raise funds to gift the Institute for capital projects, new programming, technology, scholarships and student services.

All intercompany transactions and balances have been eliminated upon consolidation.

#### (b) Use of estimates:

The preparation of financial statements in conformity with Canadian accounting principles for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates.

#### (c) Cash:

Cash consists of balances with financial institutions which have an initial term to maturity of three months or less.

#### (d) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. Unrealized gains (losses) on equity instruments are recognized in the statement of operations. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Institute has not elected to carry any such instruments at fair value.

# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2014

---

## 1. Accounting principles and policies (continued):

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

All other financial instruments are adjusted by financing costs and transaction costs incurred on acquisition, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year. If there is an indicator of impairment, the Institute determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Institute expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the original carrying value.

### (e) Revenue recognition:

The Institute follows the deferral method of accounting for revenue. Funding for operational and program expenses of future periods are deferred and recognized as revenue in the year in which the related expense is incurred. Funding designated for property and equipment is deferred and recognized as revenue on the same basis as the related property and equipment are amortized.

Revenue from contractual training and projects is recognized as the service is delivered.

Revenue from tuition and fees is recognized as the course instruction is delivered.

The estimated value of contributed products and services is recognized in revenue and expenses or capital assets at the estimated value of such products and services when the value can be reasonably measured and supported. In-kind contributions were \$63,000 in 2014 (2013 - \$nil).

### (f) Property and equipment:

Property and equipment for which the Institute holds title are recorded at cost. The net assets invested in property and equipment represent the cumulative cost of assets, less accumulated amortization and financing (note 12).

Amortization is provided to charge the cost of property and equipment to operations over their estimated useful lives and is calculated using the following methods and rates:

# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2014

## 1. Accounting principles and policies (continued):

Assets	Method	Rate
Buildings	Straight-line	20 years
Course equipment	Declining balance	20%
Leasehold improvements	Declining balance	20%
Automotive equipment	Declining balance	30%
Office furniture and equipment	Declining balance	20%
Computer hardware	Straight-line	2 years
Computer software	Straight-line	2 years

### (g) Allocation of expenses:

The Institute engages in the delivery of programs, contract projects and contract training. Each of these segments include the costs of personnel, premises and other expenses that are directly related to providing the deliveries. The Institute also incurs a number of general support expenses that are common to the administration of the organization and each of its segments.

The Institute allocates certain of its general support expenses to programs and projects that are funded in whole or in part by a negotiated written contract, on the following basis:

Administration costs - proportionately on the basis of the total costs estimated for the particular program or project.

Other management costs - as estimated on the basis of time incurred directly to manage a particular program or project.

# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2014

## 2. Related party transactions:

The Institute is related to the Federation of Saskatchewan Indian Nations ("FSIN") and to FSIN member First Nations and organizations including:

- Saskatchewan Indian Training Assessment Group Inc. ("SITAG")
- Saskatchewan Indian Gaming Authority ("SIGA")
- Saskatchewan Indian Cultural Centre ("SICC")
- First Nations University of Canada ("FNUC")
- Indigenous Gaming Regulators Inc. ("IGR")
- Saskatchewan Indian Equity Foundation Inc. ("SIEF")
- Other First Nations controlled entities

Amounts payable to, or receivable from, related parties are separately disclosed in the notes to the financial statements.

Significant payments to related parties during the year were primarily for program expenses and facility rental with total expensed amounts as follows:

	2014	2013
First Nations organizations	\$ 1,058,767	\$ 1,011,375
FSIN	87,789	84,638
SICC	2,800	3,050

Revenues received from related parties were primarily for program purchases and tuition with total revenue as follows:

	2014	2013
SITAG	\$ 8,434,012	\$ 8,094,580
First Nations organizations	2,935,088	3,254,787
SIGA	60,952	11,257
SICC	952	857
FNUC	952	857
IGR	952	857
FSIN	400	1,714
SIEF	-	857

# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2014

## 3. Accounts receivable:

	2014	2013
External	\$ 1,518,811	\$ 1,399,715
Related parties:		
SITAG	1,480,754	950,806
First Nations organizations	374,405	463,307
SIGA	50,000	-
FSIN	-	2,227
	<b>\$ 3,423,970</b>	<b>\$ 2,816,055</b>

## 4. Investments:

The Institute carries its investment in Sun Life Financial at fair value. For the year ended June 30, 2014, the fair value of the Sun Life shares has increased and resulted in the recognition of an unrealized gain of \$60,144. In 2013, an unrealized gain of \$46,799 was recognized. The cumulative unrealized gain reported at June 30, 2014 is \$147,181 (2013 - \$87,037).

The Investment in Sun Life Financial is based on quoted market values for the securities on the Toronto Stock Exchange.

		2014	2013
	Cost	Fair value	Fair value
Investment in Sun Life Financial	\$ 98,532	\$ 245,713	\$ 185,569

# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2014

## 5. Property and equipment:

June 30, 2014	Cost	Accumulated amortization	Net book value
Saskatoon Campus Building	\$ 8,198,943	\$ 4,059,930	\$ 4,139,013
Course equipment	3,868,071	2,731,040	1,137,031
Saskatchewan Aviation Learning Centre	3,237,323	775,854	2,461,469
Leasehold improvements	2,033,749	1,700,934	332,815
Computer hardware	1,798,782	1,518,233	280,549
Office equipment	563,441	499,796	63,645
Land	550,000	-	550,000
Automotive equipment	518,531	459,459	59,072
Computer software	487,727	456,906	30,821
Office furniture	468,167	419,681	48,486
	<b>\$ 21,724,734</b>	<b>\$ 12,621,833</b>	<b>\$ 9,102,901</b>

June 30, 2013	Cost	Accumulated amortization	Net book value
Saskatoon Campus Building	\$ 8,066,409	\$ 3,649,983	\$ 4,416,426
Saskatchewan Aviation Learning Centre	3,237,323	613,988	2,623,335
Course equipment	3,219,790	2,446,783	773,007
Leasehold improvements	2,003,083	1,617,731	385,352
Computer hardware	1,237,683	1,223,284	14,399
Office equipment	562,112	483,884	78,228
Land	550,000	-	550,000
Automotive equipment	518,531	434,142	84,389
Office furniture	468,167	407,560	60,607
Computer software	426,084	421,184	4,900
	<b>\$ 20,289,182</b>	<b>\$ 11,298,539</b>	<b>\$ 8,990,643</b>

The amortization expense for the current year is \$1,323,294 (2013 - \$970,286).

## SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2014

### 6. Accounts payable:

	2014	2013
External	\$ 2,030,982	\$ 2,368,003
Related parties:		
First Nations organizations	203,056	287,470
FSIN	-	16,250
	<u>\$ 2,234,038</u>	<u>\$ 2,671,723</u>

Included in accounts payable are government remittances payable of \$13,743 (2013 - \$30,661), which includes amounts payable for payroll related withholdings.



# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2014

## 7. Deferred revenue:

The following program revenues are to be applied against program expenses to be made subsequent to June 30:

	2014	2013
SaskPower	\$ 927,173	\$ -
The Boeing Company	768,576	-
Province of Saskatchewan:		
Adult Basic Education Grant	203,873	321,803
Other Programs and Projects	48,765	8,572
Skills Training Allocation	18,552	-
Aboriginal Affairs and Northern Development Canada:		
Firefighter Training	282,260	361,603
Active Measures Student Supports	-	186,987
Saskatchewan First Nations and Tribal Councils:		
Programs and Projects	167,962	207,966
City of Saskatoon		
Heavy Equipment Operator	45,524	-
First Nations and Inuit Health:		
Applied Certificate in Home Visiting	8,318	-
Scholarship funding	155,707	192,711
Tuition	7,390	8,980
Leasehold allowance - Prince Albert Campus	10,833	20,833
	<b>\$ 2,644,933</b>	<b>\$ 1,309,455</b>

## SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2014

### 8. Long-term debt:

	2014	2013
Peace Hills Trust		
Mortgage, repayable in monthly installments of \$27,151 including interest at 3.65%, secured by land and building at Saskatoon Campus, 229 4th Avenue South, Saskatoon, maturing October 2016.	\$ 730,147	\$ 1,024,662
Current portion of long-term debt	(305,363)	(294,515)
	\$ 424,784	\$ 730,147

Expected annual repayments on long-term debt are as follows:

Year ended June 30,	
2015	\$ 305,363
2016	316,589
2017	108,195
	\$ 730,147

The Institute has an operating line of credit available with Peace Hills Trust for \$500,000 bearing interest at bank prime plus 1%. At June 30, 2014, there were no amounts outstanding (2013 - \$nil).

# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2014

## 9. Deferred contributions:

Deferred contributions represent amounts received relating to various property and equipment acquisitions. These amounts are being recognized as revenue on the same basis as the related assets are being amortized.

	2014	2013
Balance, beginning of year	\$ 6,174,720	\$ 6,016,374
Additions - Computer equipment, infrastructure and software		
Western Economic Diversification	544,209	-
SaskPower	61,642	-
Aboriginal Affairs and Northern Development Canada	34,072	-
Additions - Aircraft maintenance engineer equipment		
Western Economic Diversification	528,564	-
Conair Group	63,000	-
Additions - PotashCorp Student Success Centre	-	691,975
Amortization	(925,326)	(533,629)
Balance, end of year	\$ 6,480,881	\$ 6,174,720

## 10. Allocation of expenses:

Human resources, finance and management general support expenses of \$1,176,214 (2013 - \$1,164,206) have been allocated as follows:

	2014	2013
Contract projects	\$ 532,984	\$ 599,971
Programs and training	586,900	503,509
Facilities	56,330	60,726
	\$ 1,176,214	\$ 1,164,206

# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2014

## 11. Commitments:

The Institute has commitments under operating leases over the next five years as follows:

2015	\$ 1,647,201
2016	592,324
2017	221,903
2018	125,250
2019	30,518
	<u>\$ 2,617,196</u>

## 12. Net assets invested in property and equipment:

Net assets invested in property and equipment is comprised of:

	2014	2013
Net book value of property and equipment	\$ 9,102,901	\$ 8,990,643
Purchase of property and equipment financed by:		
Long-term debt	(730,147)	(1,024,662)
Deferred contributions	(6,480,881)	(6,174,720)
Net assets invested in property and equipment	<u>\$ 1,891,873</u>	<u>\$ 1,791,261</u>

## 13. Pension plan:

The Institute has a defined contribution pension plan for the benefit of its employees. Membership in the plan is mandatory for eligible employees and employee contributions are matched equally by the Institute up to 7.5% of salary. The Institute's contribution to the plan was \$784,116 in 2014 (2013 - \$714,424). Annual contributions by the Institute are recorded as expenses in the statement of operations.

# SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2014

---

## 14. Financial instruments and risk management:

The Institute, through its financial assets and liabilities, has exposure to the following risks from its use of financial instruments: credit risk and market risk (interest rate risk and other price risks).

Fair values:

The fair value of cash, accounts receivable and accounts payable approximate their carrying value due to their short-term period to maturity. Fair value of investments was determined by reference to various market data, as appropriate. Long-term debt bears interest at current market rates and accordingly the carrying value approximates fair value.

Credit risk:

The Institute's principal financial assets are cash and accounts receivable which are all subject to credit risk. The carrying amounts of these financial assets on the statement of financial position represents the Institute's maximum credit exposure at the statement of financial position date.

The Institute's credit risk is primarily attributable to its accounts receivable. Credit risk related to accounts receivable is minimized as these receivables are largely from government organizations. The amounts disclosed in the statement of financial position are net of allowance for doubtful accounts, estimated by management of the Institute based on previous experience and assessment of the current economic environment. The credit risk on cash is limited because the counterparties are chartered banks with high credit ratings assigned by national credit-rating agencies.

Market risk:

The Institute is exposed to interest rate risk on its credit facility as interest rates fluctuate based on changes in prime rates. The interest rate risk is minimized as there are currently no amounts drawn on the facility. The Institute is exposed to interest rate risk on its long-term debt, however risk is minimized as rates are fixed until the term of maturity in October 2016. The Institute is exposed to market risk as a result of its equity instruments. Fluctuations in the market price of the securities will impact the Institute's carrying value of investments.

## 15. Economic dependence:

The Institute is economically dependent on government funding.

## 16. Comparative figures:

Certain prior year's numbers have been reclassified to conform to the current year's financial statement presentation.

## Schedule 1

**SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES**

## Schedule of Consolidated Revenue

Year ended June 30, 2014, with comparative information for 2013

	2014	2013
Province of Saskatchewan:		
Programs and projects	\$ 6,112,520	\$ 5,646,697
Construction Career Centres	2,659,621	2,338,216
Operating grant	1,389,800	1,466,800
Scholarships	160,700	100,200
Amortization of deferred capital contribution	123,534	127,630
	<b>\$ 10,446,175</b>	<b>\$ 9,679,543</b>
SITAG:		
Programs and projects	\$ 5,462,996	\$ 5,048,469
Construction Career Centres	475,808	423,009
Amortization of deferred capital contributions	39,321	39,406
	<b>5,978,125</b>	<b>5,510,884</b>
SITAG regional employment services and projects	2,455,887	2,583,696
	<b>\$ 8,434,012</b>	<b>\$ 8,094,580</b>
Saskatchewan First Nations and Tribal Councils:		
Programs and projects	\$ 1,462,036	\$ 1,917,796
Tuition and fees	1,463,528	1,324,848
	<b>\$ 2,925,564</b>	<b>\$ 3,242,644</b>
Aboriginal Affairs and Northern Development Canada:		
Indian Studies Support Program	\$ 1,942,621	\$ 1,440,000
Other programs and projects	552,258	938,919
Amortization of deferred capital contributions	75,423	85,695
	<b>\$ 2,570,302</b>	<b>\$ 2,464,614</b>

Schedule 1**SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES**

Schedule of Consolidated Revenue (continued)

Year ended June 30, 2014, with comparative information for 2013

	2014	2013
Other program and project revenue:		
SIIT Call Centre	\$ 1,642,083	\$ 1,447,037
Health Canada - First Nations and Inuit Health Branch	866,547	803,831
Tuition and fees (other than First Nation organizations)	760,100	904,535
Amortization of deferred capital contributions	687,048	280,898
Northern Career Quest	521,846	-
Other	244,332	273,151
Western Economic Diversification	223,527	-
BHP Billiton Canada Inc.	139,989	10,600
Canadian Women's Foundation	104,800	100,000
Crown Investment Corporation	97,500	80,000
Regional Colleges	86,465	53,744
SIGA	50,000	400
City of Saskatoon	21,106	60,350
	<b>\$ 5,445,343</b>	<b>\$ 4,014,546</b>
Ancillary:		
Donations and miscellaneous	\$ 135,498	\$ 213,961
Interest and dividends	91,251	110,583
Unrealized investment gain	60,144	46,799
Gain on disposal of property and equipment	-	4,660
	<b>\$ 286,893</b>	<b>\$ 376,003</b>
	<b>\$ 30,108,289</b>	<b>\$ 27,871,930</b>

## Schedule 2

**SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES**

## Schedule of Consolidated Expenses by Function

Year ended June 30, 2014, with comparative information for 2013

	2014	2013
<b>Programs and training:</b>		
Trades and industrial	\$ 7,600,387	\$ 6,455,840
Business	3,024,437	2,943,259
Academic preparation	2,868,143	2,670,226
Health and community	1,832,020	1,946,558
Academic management	1,485,134	1,497,319
Workforce development	1,023,553	875,339
Student services and supports	669,077	450,962
Amortization of property and equipment	442,435	224,304
Scholarships	438,400	300,400
Learning technology innovation centre	156,503	-
Cost recoveries - internal	(379,152)	(301,153)
	<b>\$ 19,160,937</b>	<b>\$ 17,063,054</b>
<b>Contract projects:</b>		
Construction Career Centres	\$ 3,345,505	\$ 2,987,610
SITAG regional employment services and projects	2,462,581	2,590,346
SIIT Call Centre	1,025,677	907,127
Employment projects	691,482	443,922
Aboriginal Affairs and Northern Development Canada	178,202	229,672
Amortization of property and equipment	103,123	90,362
Other	19,825	77,623
PotashCorp Student Success Centre	-	106,864
Assembly of First Nations	-	20,000
Cost recoveries - internal	(360,423)	(240,041)
	<b>\$ 7,465,972</b>	<b>\$ 7,213,485</b>
<b>Institutional operations:</b>		
Institutional support	\$ 3,598,905	\$ 3,487,612
Board and governance	153,964	163,141
Amortization of property and equipment	64,518	39,039
Cost recoveries - internal	(1,107,800)	(1,164,206)
	<b>\$ 2,709,587</b>	<b>\$ 2,525,586</b>



Schedule 2**SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES**

Schedule of Consolidated Expenses by Function (continued)

Year ended June 30, 2014, with comparative information for 2013

	2014	2013
Facilities and technology:		
Operating costs	\$ 3,087,135	\$ 3,001,636
Amortization of property and equipment	713,218	616,581
Loan interest	31,291	41,754
Cost recoveries - internal	(2,957,104)	(2,871,266)
	\$ 874,540	\$ 788,705
Ancillary:		
Operating costs	\$ 83,486	\$ 96,575
Cost recoveries - internal	(60,149)	(44,242)
	\$ 23,337	\$ 52,333
	\$ 30,234,373	\$ 27,643,163

## Schedule 3

**SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES**

## Schedule of Consolidated Expenses by Object

Year ended June 30, 2014, with comparative information for 2013

	2014	2013
Salaries and benefits	\$ 15,637,807	\$ 15,016,985
Contractual services	2,046,572	1,984,486
Program broker fees and student training	1,720,223	973,572
Facilities rent	1,590,596	1,468,660
Trainee income support	1,210,829	1,002,487
Travel and sustenance	1,152,527	1,145,846
Supplies	948,518	916,107
Equipment, furniture and major tools	526,268	274,517
Telephone and internet	507,516	424,636
Reference materials	503,332	533,553
Scholarships	438,400	300,400
Utilities	350,420	324,117
Janitorial	323,404	311,053
Advertising	317,316	308,306
Trainee travel and sustenance	307,341	258,488
Vehicle and equipment rentals	297,204	365,107
Maintenance	125,488	146,199
Board expenses	100,903	113,000
Professional development	85,701	67,864
Purchases	82,202	100,804
Audit and accounting fees	82,075	75,550
Insurance	75,238	73,138
Graduation	70,375	69,192
Memberships and licenses	65,024	43,143
Courier, freight and storage	63,769	55,306
Photocopying, printing and binding	59,242	96,490
Bank charges and interest	53,638	63,740
Miscellaneous	47,604	60,857
Resources persons	41,544	46,521
Legal fees	34,008	15,289
Postage	27,764	17,363
Subscriptions	9,739	10,312
Indenturing fees	6,600	8,550
Administration charges	1,792	1,669
Property taxes	100	(430)
Total expenses before amortization	28,911,079	26,672,877
Amortization of property and equipment	1,323,294	970,286
	\$ 30,234,373	\$ 27,643,163





SASKATCHEWAN  
INDIAN  
INSTITUTE OF  
TECHNOLOGIES

SUITE 118-335 PACKHAM AVE,  
SASKATOON, SK S7N 4S1  
(306) 244-4444

[WWW.SIIT.CA](http://WWW.SIIT.CA)

