



SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

2014-15

ANNUAL REPORT

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 more than 2,800 students during the 2014-2015 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 learners. SIIT's partnerships include a growing range of major industries, professional associations, and academic institutions.



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Board and Senior Management

CHAIR OF THE BOARD

Chief Darcy Bear

MEMBERS OF THE BOARD

AGENCY CHIEFS TRIBAL COUNCIL

Steven Jim

BATTLEFORD AGENCY TRIBAL CHIEFS

Chief Bradley Swiftwolfe

BATTLEFORDS TRIBAL COUNCIL

Chief Richard Okemow

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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

Andrea Lafond



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. Our community includes:

- Learners
- Training partners
- Job seekers
- Employer stakeholders
- Graduates
- Elders
- Instructors
- First Nations leaders and communities
- Educators
- SIIT staff, management, and Board of Governors



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 CHAIR OF THE BOARD OF GOVERNORS

Throughout the 2014-2015 fiscal year, SIIT was able to respond positively to changes facing the provincial economy, thereby enhancing the Institute's position as an important contributor to both Saskatchewan's education sector and its economic future.

The five-year strategic plan developed and approved during this fiscal year has given us clear direction regarding the work and priorities of the SIIT Board of Governors, management, and staff. In response, we initiated or completed a significant number of projects directed towards specific strategic priorities and in support of one or more of our strategic goals. The plan's framework ensured that all efforts were coordinated and maximized the efficient use of time and resources.

The Institute's relationships with business, industry, government, and the education sector continue to be a priority and we welcomed a number of significant new partnership projects. As with all SIIT endeavours, the goal of these projects is to support First Nations people as they gain the knowledge and skills they need to succeed. In particular, we are grateful to SaskTel for enabling SIIT to enhance its technology initiatives to allow for increased access to learners in communities across the province.

March 1, 1976 was a proud day for Saskatchewan's First Nations with the grand opening of what was then called the Saskatchewan Indian Community College. While many things have changed since then, today's Saskatchewan Indian Institute of Technologies continues to provide quality post-secondary education for First Nations people in an environment that promotes traditional ways and fosters student success. The SIIT Board of Governors looks forward to celebrating SIIT's 40th Anniversary in 2016.

Thanks to my board colleagues, management, faculty, staff, and especially our students, for the hard work and dedication that resulted in SIIT having a truly successful year.



Chief Darcy Bear,
Chair of the Board

MESSAGE FROM THE PRESIDENT & CEO

SIIT made steady progress on its strategic goals during 2014-2015 and I am pleased to report that we ended the year in a positive financial position.

Operating in one of the strongest labour markets in the country, our mandate is to ensure that employers have access to a skilled First Nations workforce. We are doing that by partnering with business, industry, education partners, and government to meet specific labour force demands. For example, recent improvements to our IT infrastructure means we can now reach learners who are living and working in all parts of the province.

At SIIT we are committed to supporting our students on their learning journeys and we believe the outcome of that promise is reflected in our student success rates: in 2014-2015, an exceptional 74% of our learners either completed their programs or chose to further their education.

While much of our success as a post-secondary institution is due to the expertise, hard work, and dedication of our faculty, staff, and management, it is our students who continue to inspire us to foster the connection between learning and producing capable, motivated graduates. It is energizing to know that the 1,500 learners who graduated from an SIIT program in 2014-2015 are now making a difference to their communities and to the economy.

Almost 40 years ago, a vibrant educational institution was born when the Saskatchewan Indian Community College (SICC) was established under The Community Colleges Act. Through continued dedication and determination, that entity has become SIIT, a vibrant organization with three campuses, eight career centres, and numerous community sites located across Saskatchewan. In 2016, we look forward to honouring the past, present, and future of SIIT during our 40th anniversary celebrations.



Riel Bellegarde,
President & CEO

A Year of Progress

STRATEGIC PLAN 2014 – 2019

The SIIT Strategic Plan provides direction, coherency and consistency to all aspects of the Institute's work. In 2014-2015, a total of 16 separate initiatives were initiated in response to specific key objectives that were identified under the plan's three key goals. The following provides a sampling of these activities.

Inspiring Achievement, an overview of the SIIT 2014 – 2019 Strategic Plan is available online. Please visit www.siiit.ca and click on "Publications" under the "About Us" tab.

SELECTED ACTIVITIES BY STRATEGIC PLAN KEY GOALS

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 and as contributing members of their communities."

Completed initial Student Satisfaction Survey

Initial results of this comprehensive sample survey identifying student issues and concerns will inform decision-making at all levels. The survey will act as a benchmark, allowing changes to be measured through subsequent surveys which are expected to be conducted annually.

Reorganized and restructured Learning Services

Providing individualized support from first contact to first job enhances the potential for student success. Access Services and Success Services help students deal with both academic and non-academic issues and challenges by creating a personal connection that will provide accessible support from first contact to graduation and finding employment.

Develop a three-year technology plan

A three-year technology strategy will provide a roadmap for the Institute. The project also included a full implementation plan that identified funding requirements and timelines to fully update SIIT's technologies, allowing students to take full advantage of the growing base of information and communications resources.

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, and transparency and accountability to itself and its stakeholders."

Revised job descriptions for 41% of SIIT employees

Job descriptions accurately reflect position roles and responsibilities, enabling meaningful performance reviews and professional development.

Reviewed and restructured Human Resources and Finance departments

Revised roles and processes to maximize efficiency and cost-effectiveness.

Provided training to management and staff

Five training sessions were delivered to 40 managers; 385 training sessions to 188 staff members.

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."

Provided training for existing and new areas in partnership with industry

Worked with resource industries, crown corporations, and signed a new Memorandum of Understanding with Enbridge Inc. and Saskatchewan Polytechnic to develop a training strategy for the Line 3 Replacement Project, which will contribute more than \$1.1 billion to the provincial economy.

Developed programs targeted to First Nations communities

New deliverables were developed for the JobConnections and JobSeries programs which are provided directly to First Nations communities throughout the province.

Participated in the development of the Indigenous Education Protocol

Played a leading role in the development of this national protocol based on consultation with educators, institutes, and communities across Canada to define seven core principles of First Nations education.

Continuing Growth and Achievement

HIGHLIGHTS AND ACCOMPLISHMENTS

SIIT continued to move forward in pursuit of its strategic goals. The following is a cross section of the accomplishments that helped meet key objectives and ensure that SIIT maintained its position as the institute of choice for First Nations learners.

OPERATIONS AND DELIVERY OF SERVICE

The Strategic Plan mandates continuing examination and evaluation of internal operations and programming to ensure maximum efficiency.

A comprehensive, three-year technology upgrade project began by contracting a Virtual Chief Information Officer (CIO) to develop a comprehensive plan for the complete replacement of SIIT's dated technology infrastructure over the next three years. The upgrade will allow students, faculty, and management to take full advantage of an ever-growing range of education, information, and management tools, significantly enhancing both learning and operational efficiency.

A comprehensive Employee Satisfaction Survey was conducted. The survey provided an objective overview of employee attitudes, opinions, and job satisfaction. The results will be used to engage employees in discussions, develop ideas, and build stronger connections across the Institute.

A restructuring of the Human Resources department was completed, enhancing the focus on service, support, and strategic delivery.

An ongoing process of job description updates defined expectations, incorporated competencies, and supported productive, positive performance reviews.

Five training sessions were conducted for 40 managers; 385 training sessions were conducted for 188 employees. Session topics ranged from change leadership to performance coaching.

A new agreement was negotiated with the Saskatchewan Indian Training Assessment Group Inc. (SITAG) which included new administrative and training agreements for the 2015-2016 fiscal year.

The Finance and Human Resources departments worked together to increase efficiencies in the Finance area. In addition to a thorough review and reorganization of positions, a Lean Value Stream mapping project was led by Finance to review purchasing and payments.

EDUCATIONAL RELATIONSHIPS AND PARTNERSHIPS

SIIT is actively involved in all levels of the education sector. The Institute pursues every opportunity to work with others in education to enhance the quality and range of experiences and opportunities available to its students.

The Student Engagement and Success model was the basis for the improved Learning Services implemented in 2014-2015. The new system aligns student support services to provide direct personal communication and individualized support that begins with a student's first inquiry and continues through enrollment and acceptance to graduation and employment. Learners can find support and assistance to help them deal successfully with both academic challenges and non-academic issues such as accommodation or child care.

The inaugural Student Satisfaction Survey was completed. This survey provides an objective overview of student attitudes and issues, allowing faculty and management to proactively address concerns. The results will also serve as a baseline, allowing changes and trends to be identified, measured, and assessed as future surveys are conducted.

A total of more than \$300,000 in scholarships was awarded in 2014-2015, assisting a broad range of students to fulfill their educational dreams.

SIIT played a leading role in the development of the Indigenous Education Protocol. This national protocol, which was based on consultation with educators, institutes, and communities across Canada, defines seven core principles of First Nations education.

Groundwork was laid for a new transfer agreement with the University of Regina through the First Nations University of Canada. This agreement provides block credit for SIIT graduates when they choose to enter specific degree programs. The addition of this agreement allows SIIT graduates to pursue further post-secondary education at either of Saskatchewan's universities, as well as Lethbridge and Athabasca Universities.

Four recruitment videos were completed and launched internally. The videos will provide an engaging, emotional and powerful tool to connect with First Nations youth and communities, as well as the general public. The video material will be edited into TV commercial formats to support future marketing and communications efforts, elevating a positive image of SIIT to our students and stakeholders.

INDUSTRY AND GOVERNMENT PARTNERSHIPS

The Institute maintained strong, positive relationships with the public and private sector through new and existing corporate, business, and government relationships, as well as membership in trade and sector organizations.

A broad base of potential financial supporters for the three-year technology upgrade program was identified and categorized. A preliminary campaign structure was developed, along with preliminary communications materials, in support of a targeted funding campaign over the next one or two years.

SIIT continued to position itself to take advantage of opportunities under Canada's Industrial and Technological Benefits program. Lockheed Martin, a strong supporter of Aboriginal inclusion in the economy and long-time SIIT supporter, invited the Institute to join their team in building strong procurement proposals that take advantage of this program and other opportunities.



Continued Academic Success

ENROLLMENT SUMMARY 2014 – 2015

During the 2014-2015 academic year, SIIT offered 47 programs at 119 locations. In addition to SIIT campuses in Saskatoon, Prince Albert, and Regina, a number of programs were delivered through community-based sites.

SIIT received a total of 4,196 applications in 2014-2015, with 2,415 learners registering for a program.

The year saw 1,541 or 64% of students complete their programs, while a further 233, or just under 10%, remained at SIIT as continuing “in progress” students. The resulting 74% success rate is consistent with the past two fiscal and academic years.

	APPLIED	REGISTERED	COMPLETED	IN PROGRESS
ADULT BASIC EDUCATION				
Adult Pre-10	153	99	36	-
Adult 10	731	217	85	-
Adult 12	807	242	117	-
Total	1691	558	238	-
BUSINESS ADMINISTRATION & INFORMATION TECHNOLOGY				
Business - Year 1	289	91	-	61
Business Diploma with Specialization	130	79	38	3
Information Technologies - Year 1	28	10	-	6
Information Technologies Diploma	9	7	5	-
Network Technician Certificate	30	18	11	-
Total	486	205	54	70
HEALTH AND COMMUNITY STUDIES				
Community Services - Addictions Certificate	113	50	42	-
Community Services - Addictions Diploma	24	19	14	-
Educational Assistant Certificate	100	41	26	-
First Nations Child Care Certificate	44	11	9	-
Practical Nurse Diploma	7	7	7	-
Total	288	128	98	-
TRADES AND INDUSTRIAL				
4th Class Boiler Lab	44	39	38	-
Aircraft Maintenance Engineer - Year 1	34	7	-	5
Aircraft Maintenance Engineer Diploma	9	6	5	-
Auto Body Preparation	10	10	7	-
Automotive Service Preparation	12	12	5	-
Carpentry Level I	37	37	34	-
Carpentry Level II	12	12	9	-
Carpentry Level III	20	20	18	-
Class 1A Log Haul Applied Certificate	6	6	6	-

	APPLIED	REGISTERED	COMPLETED	IN PROGRESS
Concrete Forming	45	45	31	-
Construction Readiness	21	21	10	-
Construction Workers Preparation Applied Certificate	162	162	126	-
Forestry Equipment Operator Applied Certificate	4	4	4	-
GED/Indenture to Trades Applied Certificate	21	21	15	-
Heavy Equipment Operator Applied Certificate	87	53	52	-
Industrial Safety & Employability Training	353	353	336	-
Introduction to Scaffolding	47	47	39	-
Mining Industry Pre-Employment Applied Certificate	23	23	15	-
Power Engineering - 4th Class	16	11	8	-
Process Operation Technician - Year 1	50	20	-	17
Process Operation Technician Certificate	16	15	14	-
Residential Renovation Construction Applied Certificate	116	116	78	-
Rock Truck Operator	10	8	8	-
Skill Enhancement Industrial Safety Training	128	128	128	-
Steel Stud & Drywall	20	20	13	-
Telehandler Operator Training	10	10	10	-
Welding - Certificate	20	13	7	-
Welding Applied Certificate	147	54	41	-
Welding to Employment/Pipe Fitting	12	12	7	-
Welding Training to Employment	14	14	14	-
Women in Trades Applied Certificate	27	27	24	-
Total	1533	1326	1102	22
WORKFORCE DEVELOPMENT				
Addictions/Mental Health Applied Certificate	144	144	3	141
Career Development	22	22	15	-
Home Visiting Applied Certificate	32	32	31	-
Total	198	198	49	141
GRAND TOTALS	4196	2415	1541	233

Consistent Fiscal Stability

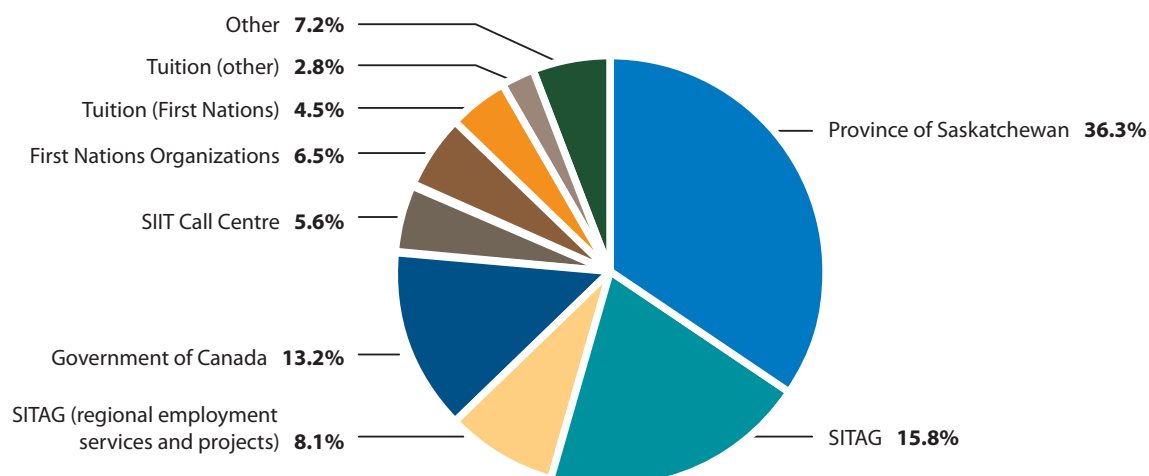
REVENUE AND EXPENSES SUMMARY

The Institute completed the 2014-2015 fiscal year in a sound financial situation, positioned to make tactical investments in line with the SIIT Strategic Plan. Prudent financial management, plus the concerted efforts of management, finance, and department staff allowed SIIT to turn a small projected deficit into a small surplus at the end of the fiscal year.

Once again, the 2014-2015 audit was completed successfully with an unqualified opinion. No internal control weaknesses were identified.

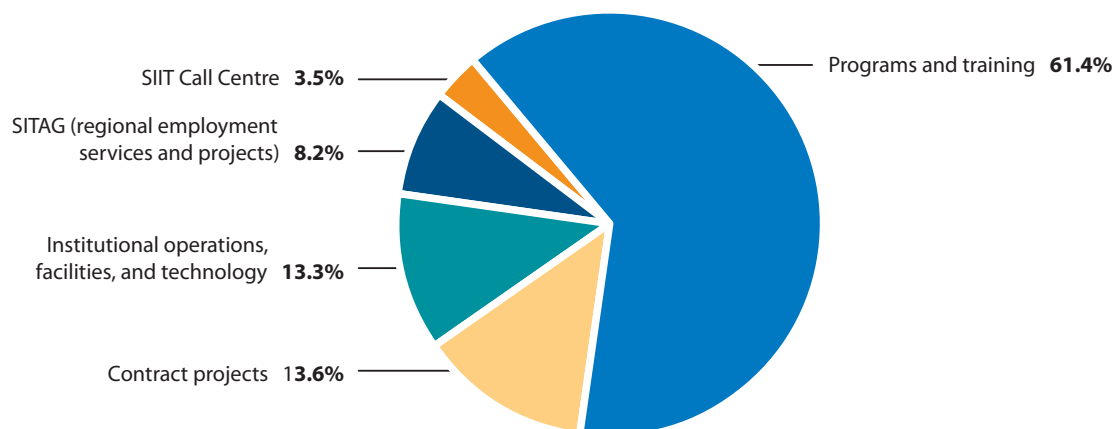
2014-2015 REVENUE

Province of Saskatchewan	\$ 10,756,304	36.3%
SITAG (Saskatchewan Indian Training Assessment Group Inc.)	\$ 4,688,589	15.8%
SITAG (regional employment services and projects)	\$ 2,388,307	8.1%
Government of Canada	\$ 3,909,813	13.2%
SIIT Call Centre	\$ 1,670,248	5.6%
First Nations Organizations	\$ 1,932,327	6.5%
Tuition (First Nations)	\$ 1,328,254	4.5%
Tuition (other)	\$ 794,403	2.8%
Other	\$ 2,140,635	7.2%
TOTAL	\$ 29,608,880	100.0%



2014-2015 EXPENSES

Programs and training	\$ 18,152,011	61.4%
Contract projects	\$ 4,025,285	13.6%
Institutional operations, facilities, and technology	\$ 3,927,785	13.3%
SITAG (regional employment services and projects)	\$ 2,393,741	8.2%
SIIT Call Centre	\$ 1,046,913	3.5%
TOTAL	\$ 29,545,735	100.0%



CONSOLIDATED FINANCIAL STATEMENTS

SASKATCHEWAN INDIAN
INSTITUTE OF TECHNOLOGIES
YEAR ENDED JUNE 30, 2015





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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, 2015, 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, 2015, 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 Professional Accountants
Saskatoon, Canada
October 20, 2015

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SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Consolidated Statement of Financial Position

June 30, 2015, with comparative information for 2014

	2015	2014
Assets		
Current assets:		
Cash	\$ 4,374,397	\$ 2,105,541
Accounts receivable (note 3)	3,000,730	3,423,970
Inventories	25,643	51,956
Prepays	237,066	208,326
	<u>7,637,836</u>	<u>5,789,793</u>
Investments (note 4)	261,250	245,713
Property and equipment (note 5)	9,179,870	9,102,901
	<u>\$ 17,078,956</u>	<u>\$ 15,138,407</u>

Liabilities and Net Assets

Current liabilities:		
Accounts payable (note 6)	\$ 2,790,962	\$ 2,234,038
Deferred revenue (note 7)	4,209,582	2,644,933
Current portion of long-term debt (note 8)	316,589	305,363
	<u>7,317,133</u>	<u>5,184,334</u>
Long-term debt (note 8)	108,195	424,784
Deferred contributions (note 9)	6,542,075	6,480,881
Net assets	3,111,553	3,048,408
Commitments (note 11)		
Economic dependence (note 15)		
	<u>\$ 17,078,956</u>	<u>\$ 15,138,407</u>

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, 2015, with comparative information for 2014

	2015	2014
Revenue (schedule 1):		
Province of Saskatchewan	\$ 10,756,304	\$ 10,446,175
Saskatchewan Indian Training Assessment Group	7,076,896	8,434,012
Saskatchewan First Nations and Tribal Councils	3,260,581	2,925,564
Aboriginal Affairs and Northern Development		
Canada	2,823,052	2,570,302
Other program and project revenue	5,477,617	5,445,343
Ancillary	214,430	286,893
	29,608,880	30,108,289
Expenses (schedule 2):		
Programs and training	18,152,011	19,160,937
Contract projects	7,465,939	7,465,972
Institutional operations	2,658,240	2,709,587
Facilities and technology	1,223,229	874,540
Ancillary	46,316	23,337
	29,545,735	30,234,373
Excess (deficiency) of revenue over expenses	\$ 63,145	\$ (126,084)

See accompanying notes to consolidated financial statements.

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Consolidated Statement of Changes in Net Assets

Year ended June 30, 2015, with comparative information for 2014

	Invested in property and equipment (note 12)	Unrestricted	2015 Total	2014 Total
Balance, beginning of year	\$ 1,891,873	\$ 1,156,535	\$ 3,048,408	\$ 3,174,492
Excess (deficiency) of revenue over expenses	(455,116)	518,261	63,145	(126,084)
Investment in property and equipment	776,254	(776,254)	-	-
Balance, end of year	\$ 2,213,011	\$ 898,542	\$ 3,111,553	\$ 3,048,408

See accompanying notes to consolidated financial statements.

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Consolidated Statement of Cash Flows

Year ended June 30, 2015, with comparative information for 2014

	2015	2014
Cash flows from (used in):		
Operations:		
Excess of revenue over expenses	\$ 63,145	\$ (126,084)
Items not involving cash:		
Amortization	1,678,463	1,323,294
Unrealized investment gain	(15,537)	(60,144)
Amortization of deferred contributions	(1,223,347)	(925,326)
Loss on disposal of property and equipment	49,468	-
Change in non-cash operating working capital:		
Accounts receivable	423,240	(607,915)
Inventories and prepaid expenses	(2,427)	58,558
Accounts payable	556,924	(437,685)
Deferred revenue	1,564,649	1,335,478
	3,094,578	560,176
Financing:		
Increase in deferred contributions	1,284,541	1,231,487
Repayment long-term debt	(305,363)	(294,515)
	979,178	936,972
Investing:		
Purchase of property and equipment	(1,804,900)	(1,435,552)
	(1,804,900)	(1,435,552)
Increase (decrease) in cash	2,268,856	61,596
Cash position, beginning of year	2,105,541	2,043,945
Cash position, end of year	\$ 4,374,397	\$ 2,105,541
Cash position consists of:		
Saskatchewan Indian Institute of Technologies	\$ 4,351,878	\$ 2,077,388
Saskatchewan Indian Institute of Technologies Foundation Inc.	22,519	28,153
Cash position, end of year	\$ 4,374,397	\$ 2,105,541
Supplemental cash flow disclosure:		
Interest paid	\$ 20,444	\$ 31,291

See accompanying notes to consolidated financial statements.

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements

Year ended June 30, 2015

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, 2015

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 \$nil in 2015 (2014 - \$63,000).

(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, 2015

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, 2015

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")
- First Nations University of Canada ("FNUC")
- Saskatchewan Indian Cultural Centre ("SICC")
- Indigenous Gaming Regulators Inc. ("IGR")
- 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:

	2015	2014
First Nations organizations	\$ 943,158	\$ 1,058,767
FSIN	3,833	87,789
SICC	2,500	2,800

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

	2015	2014
SITAG	\$ 7,076,896	\$ 8,434,012
First Nations organizations	3,255,805	2,935,088
SIGA	58,452	60,952
FNUC	16,200	952
SICC	952	952
IGR	952	952
FSIN	-	400

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2015

3. Accounts receivable:

	2015	2014
External	\$ 1,244,854	\$ 1,518,811
Related parties:		
SITAG	1,228,291	1,480,754
First Nations organizations	527,585	374,405
SIGA	-	50,000
	\$ 3,000,730	\$ 3,423,970

4. Investments:

The Institute carries its investment in Sun Life Financial at fair value. For the year ended June 30, 2015, the fair value of the Sun Life shares has increased and resulted in the recognition of an unrealized gain of \$15,537. In 2014, an unrealized gain of \$60,144 was recognized. The cumulative unrealized gain reported at June 30, 2015 is \$162,718 (2014 - \$147,181).

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

	Cost	2015 Fair value	2014 Fair value
Investment in Sun Life Financial	\$ 98,532	\$ 261,250	\$ 245,713

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2015

5. Property and equipment:

June 30, 2015	Cost	Accumulated amortization	Net book value
Saskatoon Campus Building	\$ 8,405,902	\$ 4,480,226	\$ 3,925,676
Saskatchewan Aviation Learning Centre	3,402,137	945,961	2,456,176
Course equipment	3,907,497	2,966,332	941,165
Land	550,000	-	550,000
Leasehold improvements	1,927,831	1,529,535	398,296
Computer hardware	1,428,201	1,065,118	363,083
Computer software	562,968	205,446	357,522
Office furniture	534,033	442,552	91,481
Office equipment	568,696	513,576	55,120
Automotive equipment	518,531	477,180	41,351
	\$ 21,805,796	\$ 12,625,926	\$ 9,179,870

June 30, 2014	Cost	Accumulated amortization	Net book value
Saskatoon Campus Building	\$ 8,198,943	\$ 4,059,930	\$ 4,139,013
Saskatchewan Aviation Learning Centre	3,237,323	775,854	2,461,469
Course equipment	3,868,071	2,731,040	1,137,031
Land	550,000	-	550,000
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
Automotive equipment	518,531	459,459	59,072
Office furniture	468,167	419,681	48,486
Computer software	487,727	456,906	30,821
	\$ 21,724,734	\$ 12,621,833	\$ 9,102,901

The amortization expense for the current year is \$1,678,463 (2014 - \$1,323,294).

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2015

6. Accounts payable:

	2015	2014
External	\$ 2,649,696	\$ 2,030,982
Related parties:		
First Nations organizations	141,266	203,056
	\$ 2,790,962	\$ 2,234,038

Included in accounts payable are government remittances payable of \$16,570 (2014 - \$13,743), which includes amounts payable for payroll related withholdings.

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2015

7. Deferred revenue:

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

	2015	2014
Province of Saskatchewan:		
Skills Training Allocation	\$ 959,647	\$ 18,552
Adult Basic Education Grant	833,101	203,873
Other Programs and Projects	344,926	48,765
SaskPower	785,668	927,173
The Boeing Company	489,037	768,576
Aboriginal Affairs and Northern Development Canada:		
Firefighter Training	304,599	282,260
Recovery Park	95,135	-
Saskatchewan First Nations and Tribal Councils:		
Programs and Projects	117,060	167,962
BHP Billiton:		
Job Skills	59,528	-
City of Saskatoon:		
Heavy Equipment Operator	6,825	45,524
First Nations and Inuit Health:		
Applied Certificate in Home Visiting	-	8,318
Scholarship funding	201,072	155,707
Tuition	2,269	7,390
Leasehold allowance - Prince Albert Campus	833	10,833
Other Programs and Projects	9,882	-
	\$ 4,209,582	\$ 2,644,933

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2015

8. Long-term debt:

	2015	2014
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.	\$ 424,784	\$ 730,147
Current portion of long-term debt	(316,589)	(305,363)
	\$ 108,195	\$ 424,784

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

Year ended June 30,	
2016	\$ 316,589
2017	108,195
	\$ 424,784

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, 2015, there were no amounts outstanding (2014 - \$nil).

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2015

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.

	2015	2014
Balance, beginning of year	\$ 6,480,881	\$ 6,174,720
Additions - Computer equipment, infrastructure and software		
Western Economic Diversification	607,775	544,209
SITAG	274,166	-
Aboriginal Affairs and Northern Development Canada	77,283	34,072
SaskPower	73,671	61,642
The Boeing Company	62,276	-
Additions - Aircraft maintenance engineer equipment		
The Boeing Company	164,814	-
Western Economic Diversification	1,277	528,564
Conair Group	-	63,000
Additions - Other course equipment	-	-
Province of Saskatchewan	23,279	-
Amortization	(1,223,347)	(925,326)
Balance, end of year	\$ 6,542,075	\$ 6,480,881

10. Allocation of expenses:

Administration and management general support expenses of \$1,189,429 (2014 - \$1,176,214) have been allocated as follows:

	2015	2014
Contract projects	\$ 589,321	\$ 532,984
Programs and training	526,626	586,900
Facilities	73,482	56,330
	\$ 1,189,429	\$ 1,176,214

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Notes to Consolidated Financial Statements (continued)

Year ended June 30, 2015

11. Commitments:

At June 30, 2015, the Institute has commitments to invest in property and equipment of \$467,633 (2014 - \$nil). The Institute rents premises and equipment under operating leases over the next five years as follows:

2016	\$ 1,335,599
2017	1,029,960
2018	698,215
2019	559,965
2020	518,892
	<u>\$ 4,142,631</u>

12. Net assets invested in property and equipment:

Net assets invested in property and equipment is comprised of:

	2015	2014
Net book value of property and equipment	\$ 9,179,870	\$ 9,102,901
Purchase of property and equipment financed by:		
Long-term debt	(424,784)	(730,147)
Deferred contributions	(6,542,075)	(6,480,881)
Net assets invested in property and equipment	<u>\$ 2,213,011</u>	<u>\$ 1,891,873</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 \$810,726 in 2015 (2014 - \$784,116). 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, 2015

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.

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Schedule of Consolidated Revenue

Year ended June 30, 2015, with comparative information for 2014

	2015	2014
Province of Saskatchewan:		
Programs and projects	\$ 5,940,996	\$ 6,112,520
Construction Career Centres	2,999,795	2,659,621
Operating grant	1,518,150	1,389,800
Scholarships	172,450	160,700
Amortization of deferred capital contribution	124,913	123,534
	\$ 10,756,304	\$ 10,446,175
SITAG:		
Programs and projects	\$ 4,400,406	\$ 5,462,996
Construction Career Centres	248,930	475,808
Amortization of deferred capital contributions	39,253	39,321
	4,688,589	5,978,125
SITAG regional employment services and projects	2,388,307	2,455,887
	\$ 7,076,896	\$ 8,434,012
Saskatchewan First Nations and Tribal Councils:		
Programs and projects	\$ 1,932,327	\$ 1,462,036
Tuition and fees	1,328,254	1,463,528
	\$ 3,260,581	\$ 2,925,564
Aboriginal Affairs and Northern Development Canada:		
Post-Secondary Partnerships Program (formerly Indian Studies Support Program)	\$ 2,375,420	\$ 1,942,621
Other programs and projects	349,983	552,258
Amortization of deferred capital contributions	97,649	75,423
	\$ 2,823,052	\$ 2,570,302

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Schedule of Consolidated Revenue (continued)

Year ended June 30, 2015, with comparative information for 2014

	2015	2014
Other program and project revenue:		
SIIT Call Centre	\$ 1,670,248	\$ 1,642,083
Amortization of deferred capital contributions	961,532	687,048
Health Canada - First Nations and Inuit Health Branch	953,012	866,547
Tuition and fees (other than First Nation organizations)	794,403	760,100
Other	207,462	225,832
Western Economic Diversification	133,749	223,527
Northern Career Quest	119,518	521,846
Regional Colleges	94,664	86,465
Crown Investment Corporation	90,000	97,500
City of Saskatoon	86,474	21,106
Saskatchewan Government Insurance	84,782	5,000
SaskPower	79,834	13,500
North West School Division	54,615	-
The Boeing Company	52,450	-
SIGA	50,000	50,000
BHP Billiton Canada Inc.	44,874	139,989
Canadian Women's Foundation	-	104,800
	\$ 5,477,617	\$ 5,445,343
Ancillary:		
Donations and miscellaneous	\$ 111,453	\$ 135,498
Interest and dividends	87,440	91,251
Unrealized investment gain	15,537	60,144
	\$ 214,430	\$ 286,893
	\$ 29,608,880	\$ 30,108,289

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Schedule of Consolidated Expenses by Function

Year ended June 30, 2015, with comparative information for 2014

	2015	2014
Programs and training:		
Trades and industrial	\$ 6,401,819	\$ 7,600,387
Business	3,236,093	3,024,437
Academic preparation	3,162,832	2,868,143
Health and community	1,628,506	1,832,020
Student services and supports	1,087,631	959,432
Workforce development	982,095	1,023,553
Academic management	824,080	1,194,779
Scholarships	423,400	438,400
Learning technology innovation centre	389,832	156,503
Amortization of property and equipment	388,771	442,435
Cost recoveries - internal	(373,048)	(379,152)
	\$ 18,152,011	\$ 19,160,937
Contract projects:		
Construction Career Centres	\$ 3,423,215	\$ 3,345,505
SITAG regional employment services and projects	2,393,741	2,462,581
SIIT Call Centre	1,046,913	1,025,677
Employment projects	605,324	691,482
Aboriginal Affairs and Northern Development Canada	107,253	178,202
Amortization of property and equipment	95,927	103,123
Other	-	19,825
Cost recoveries - internal	(206,434)	(360,423)
	\$ 7,465,939	\$ 7,465,972
Institutional operations:		
Institutional support	\$ 3,612,518	\$ 3,598,905
Board and governance	100,469	153,964
Amortization of property and equipment	30,340	64,518
Cost recoveries - internal	(1,085,087)	(1,107,800)
	\$ 2,658,240	\$ 2,709,587

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Schedule of Consolidated Expenses by Function (continued)

Year ended June 30, 2015, with comparative information for 2014

	2015	2014
Facilities and technology:		
Operating costs	\$ 2,915,453	\$ 3,087,135
Amortization of property and equipment	1,163,425	713,218
Loss on disposal of property and equipment	49,468	-
Loan interest	20,443	31,291
Cost recoveries - internal	(2,925,560)	(2,957,104)
	\$ 1,223,229	\$ 874,540
Ancillary:		
Operating costs	\$ 83,077	\$ 83,486
Cost recoveries - internal	(36,761)	(60,149)
	\$ 46,316	\$ 23,337
	\$ 29,545,735	\$ 30,234,373

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES

Schedule of Consolidated Expenses by Object

Year ended June 30, 2015, with comparative information for 2014

	2015	2014
Salaries and benefits	\$ 16,169,439	\$ 15,637,807
Contractual services	1,775,264	2,046,572
Facilities rent	1,714,260	1,590,596
Program broker fees and student training	1,205,751	1,720,223
Travel and sustenance	1,076,639	1,152,527
Supplies	891,060	948,518
Trainee income support	642,180	1,210,829
Telephone and internet	501,008	507,516
Reference materials	475,153	503,332
Trainee travel and sustenance	449,414	307,341
Scholarships	423,400	438,400
Utilities	355,089	350,420
Vehicle and equipment rentals	343,551	297,204
Janitorial	341,511	323,404
Equipment, furniture and major tools	319,825	526,268
Advertising	167,107	317,316
Maintenance	148,209	125,488
Board expenses	101,900	100,903
Insurance	78,650	75,238
Graduation	71,956	70,375
Purchases	68,608	82,202
Photocopying, printing and binding	68,481	59,242
Audit and accounting fees	66,230	82,075
Legal fees	60,659	34,008
Courier, freight and storage	50,916	63,769
Professional development	49,838	85,701
Resources persons	48,818	41,544
Memberships and licenses	47,559	65,024
Bank charges and interest	38,286	53,638
Miscellaneous	30,159	47,604
Postage	18,906	27,764
Subscriptions	12,214	9,739
Indenturing fees	3,750	6,600
Administration charges	1,914	1,792
Property taxes	100	100
Total expenses before amortization	27,817,804	28,911,079
Amortization of property and equipment	1,678,463	1,323,294
Loss on disposal of property and equipment	49,468	-
	\$ 29,545,735	\$ 30,234,373



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