

ANNUAL REPORT

2019-2020





THE KEYANO ADVANTAGE.



We respectfully acknowledge that we are on Treaty No. 8 Territory, the traditional meeting grounds and gathering places of Canada's First Nations, Métis, and Inuit peoples. Keyano is a Cree word roughly translated, means "Sharing".

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ACCOUNTABILITY STATEMENT

Keyano College's Annual Report for the year ended June 30, 2020 was prepared under the Board's direction in accordance with the *Fiscal Planning and Transparency Act* and ministerial guidelines established pursuant to the *Post-Secondary Learning Act*. All material economic, environmental or fiscal implications of which we are aware have been considered in the preparation of this report.

[ORIGINAL SIGNED BY SHELLEY POWELL, MBA, MSc, BASc]

Shelley Powell, MBA, MSc, BASc
Chair, Keyano College Board of Governors

MANAGEMENT'S RESPONSIBILITY FOR REPORTING

Keyano College's management is responsible for the preparation, accuracy, objectivity, and integrity of the information contained in the Annual Report, including the financial statements, performance results, and supporting management information. Systems of internal control are designed and maintained by management to produce reliable information to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized, are executed in accordance with all relevant legislation, regulations, and policies, reliable financial records are maintained, and assets are properly accounted for and safeguarded.

The Annual Report has been developed under the oversight of the College's Finance and Audit Committee, as well as approved by the Board of Governors and is prepared in accordance with the *Fiscal Planning and Transparency Act* and the *Post-Secondary Learning Act*.

The Auditor General of the Province of Alberta, the College's external auditor, appointed under the *Auditor General Act*, performs an annual independent audit of the consolidated financial statements which are prepared in accordance with Canadian public sector accounting standards.

[ORIGINAL SIGNED BY DALE MOUNTAIN]

Dale Mountain,
Interim President & CEO

[ORIGINAL SIGNED BY ROBERT LESAGE]

Robert LeSage,
Vice President, Corporate Services & CFO

MESSAGE FROM THE BOARD CHAIR



We made it a priority to enable students to learn remotely by ensuring systems allowed for a seamless transition from the classroom to home studies.

Keyano College is a cornerstone of Northern Alberta and a key to so many industries in the region. While the goal of the institution is to ensure we educate the leaders of tomorrow, we also are keenly aware that the partnerships we nurture with local businesses enable our students to find fulfilling work while ensuring our partners find first-class employees with the skills to thrive. Reviewing 2019-2020, it was an extremely challenging year due to COVID-19, moving to online delivery of programs, along with a devastating once in a century flood. We also faced permanent and temporary layoffs and a change of leadership, but with the support of the Board of Governors, through it all, Keyano College demonstrated its resilience. We recognize the challenges we faced in this past year, and thank Dale Mountain for stepping in as Interim President & CEO and all the Keyano Executive and staff for facing this unprecedented year with innovation and commitment to delivering the best education available.

Keyano is persevering for our students through technology and the introduction of new programs and reintroduction of others. We made it a priority to enable students to learn remotely by ensuring systems allowed for a seamless transition from the classroom to home studies.

Keyano College was able to implement a multicultural plan to increase diversity and inclusion. We embraced an Indigenous way of learning while creating Indigenous partnerships. Successful completion of the Elder Protocol, along with the expansion of on-campus cultural programs including learning circles was an important part of our commitment to our regional heritage. The College also made it a priority to promote and enhance athlete training by increasing the number of teams and youth camps. We also witnessed the introduction of exciting new programs like Business Aviation. There was not a more challenging year for the College in recent memory, but with the efforts made by staff and faculty over the past year, it will only make us better moving forward. That is not only our goal but our commitment.

[ORIGINAL SIGNED BY SHELLEY POWELL, MBA, MSc, BASC]

Shelley Powell, MBA, MSc, BASC
Chair, Keyano College Board of Governors

MESSAGE FROM THE INTERIM PRESIDENT & CEO

I am pleased to provide the 2019-2020 Annual Report for Keyano College, highlighting some key achievements over the past year and a glimpse into Keyano student success and Keyano employee excellence.

Along with many highlights of accomplishments, it is also important to acknowledge the challenges that arose with the onset of the global COVID-19 pandemic in March. I want to thank and acknowledge our faculty and staff who shifted program curriculums to on-line delivery to ensure that our students could complete the winter term. Virtual program delivery continued in the spring term with enrolments and student outcomes exceeding our expectations. I am also very proud of our students, whose flexibility and determination is evident in their success in completing the year through alternative ways of learning.

Also, Fort McMurray experienced a once in a hundred-year flood on April 27 due to an ice jam on the Athabasca River, causing over \$48 million in property damage at our Clearwater Campus and student residences.

Keyano College strives to be responsive to individuals and communities within the Regional Municipality of Wood Buffalo (RMWB). In the 2019-2020 year, Keyano served 4,078 students, along with many business and corporate partners.

An enduring resilience remains at play here, within, and outside of Keyano. We continue to be the beneficiaries of generosity, despite pressing economic times. Of note, the Keyano College Gala raised a total of \$226,913 for college operations. Syncrude Canada renewed its naming rights to the Sports and Wellness Centre (SSWC). Canadian Natural had its name added to two fieldhouses. We welcomed new tenants to the SSWC, and more than 90,000 users sought fitness and wellness there. We are grateful for the ongoing participation and financial support of our communities, industries, students, and employees. Thank you all.



We were also grateful to receive a Regional Municipality of Wood Buffalo (RMWB) Sustainability Grant to fund the operation of the Keyano College Theatre. A total amount of \$658,177 was earned in the current fiscal year.

We were at full capacity in several programs, including nursing and social work. Apprenticeship enrolments were robust, and the dual credit electrical program was also at capacity. In 2020, Keyano received approval from Alberta Advanced Education for a Business Aviation Diploma Program that will be offered in partnership with McMurray Aviation in the 2020- 2021 academic year.

Considerable attention was given to the College's finances, notably our inability to produce timely and accurate consolidated financial statements as determined by the Auditor General of Alberta. We made important progress in identifying the personnel and systems needed to make improvements. We have improved the overall accuracy of the consolidated financial statements. We were successful in recruiting additional talent to the finance team, and they have made significant strides for Keyano. We will need more time to make the necessary improvements.

**In the 2019-2020 year,
Keyano served 4,078
students, along with many
business and corporate
partners.**

Looking ahead, Keyano will adapt, and we will be even more successful. Partnerships with industry and alumni relationships will enhance program delivery and institutional sustainability. Keyano is focused on achieving meaningful change, purposeful growth, and transparency with all its stakeholders, especially our students.

There will be many opportunities to engage with industry partners helping to develop the next generation of professionals, and we will endeavor to be a provincial leader in this work.

Through these past accomplishments and hopeful future changes, we will be positioned for increased success.

Alberta Advanced Education has recently undertaken a comprehensive review of Post Secondary Education in Alberta to establish a vision for the next decade. This initiative is referred to as Alberta 2030: Building Skills for Jobs. Keyano College will adapt where necessary and take a lead role as sector change and improvements are introduced. Keyano College is committed to working corroboratively with Alberta Advanced Education and Alberta Post Secondary Institutions to ensure overall success is achieved.

[ORIGINAL SIGNED BY DALE MOUNTAIN]

Dale Mountain

Interim President & CEO, Keyano College

PUBLIC INTEREST DISCLOSURE (WHISTLEBLOWER PROTECTION) ACT

Keyano College offers clear avenues for the safe disclosure of concerns related to wrongdoing and misconduct. Keyano received one disclosure under the *Public Interest Disclosure (Whistleblower Protection) Act* from July 1, 2019 to June 30, 2020. The investigation into this matter was ongoing as of June 30, 2020.

[ORIGINAL SIGNED BY DALE MOUNTAIN]

Dale Mountain,
Interim President & CEO, Keyano College

OPERATIONAL OVERVIEW

Keyano College is a comprehensive community college, proudly residing on Treaty 8 territory in the Regional Municipality of Wood Buffalo (RMWB). Stretching from north-central Alberta to the borders of Saskatchewan and the Northwest Territories, the RMWB is one of the largest municipalities in Canada. In 1965, Keyano was established as one of several Alberta Vocational Centres owned and operated by the provincial government. Ten years later, the institution changed its name to Keyano, which is a Cree word for “sharing.”

In 1978, Keyano completed its transformation into a public community college with the appointment of its first Board of Governors. Keyano's programs and services have been continuously improved to align with the changing demands and interests of the region, its broadening multicultural orientation, and changing technologies. Keyano has proactively positioned itself as a community builder, meeting both the training and skills acquisition needs of employers, and the personal enrichment and cultural needs of the Wood Buffalo communities. Keyano provides opportunities for lifelong, relevant, and practical learning and is committed to increasing access to post-secondary programs.

Keyano serves students through its Clearwater Main Campus and Suncor Energy Industrial Centre in Fort McMurray, the Fort Chipewyan Campus, and the learning centres in Fort McKay and Gregoire Lake. Keyano offers programs that lead to dual credit programs, certificates, diplomas, certificates of qualification (trades), and baccalaureate degrees. Keyano also supports the development of professional knowledge and skills in several sectors, including energy, construction, business, health and safety, arts, sciences, education, human services, and transportation. A wide range of corporate training options is available to client companies.

Keyano is strongly committed to providing programs that are affordable, timely, and relevant. Keyano continues to enhance local access to post-secondary learning while contributing to the Government of Alberta's long-term economic and social objectives.

THE IMPACT OF COVID-19

Like other post-secondary institutions in Canada, Keyano was significantly impacted by the COVID-19 pandemic. A cross-functional Operations Committee was established, and a COVID-19 Plan was created and implemented. This included plans on course delivery, residence, International Education, Health and Wellness, Human Resources, Finance, Information Technology (IT), and Facilities. Strict compliance with Alberta Health Services (AHS) COVID-19 guidance and measures were introduced.

Financial Impact

- Employees required to work remotely from home.
- Campus tenants were displaced.
- Temporary layoffs were implemented for those employees who could not perform their work remotely.
- Loss in revenues and reduction in expenditures.
- Additional cost incurred to introduce COVID-19 measures and PPE.
- Closure of campus, with limited access for the reporting period.

Programs and Students

- Practical learning experiences across Schools were delayed, disrupted, or canceled. This included shop time, clinical placements, laboratory activity, paid work placements, and simulated educational experiences. Lecture-based instruction continued on-line.
- Students transitioned from face-to-face to virtual learning.

- In preparation for Fall 2020, all theory-based program deliveries were planned to be instructed through an online delivery model, with corresponding lab and shop objectives to be completed on campus in a face-to-face delivery format, where applicable. The face-to-face lab and shop deliveries were planned to be delivered in alignment with COVID-19 health protocols.
- Extensive changes were made to institutional procedures ensuring safe access to the campus for simulation-based learning experiences.
- An extensive training program was put in place to support Teaching and Learning in a variety of formats.
- An investment was made in new teaching tools to better enable learning in an online medium.
- An extensive communication plan was created and implemented.

The Syncrude Sport and Wellness Centre and Huskies Athletics

- Cancellation of memberships and facility bookings.
- Cancellation of Fall 2020 season for all Huskies Athletics teams.
- Postponement of the rivalry dinner and golf tournament fundraisers.
- Temporary layoff of recreation and athletic staff.

Keyano Theatre

- Temporary layoffs were implemented for specific theatre employees who were unable to work remotely. Due to COVID-19, Theatre programming was suspended for the Winter 2020 season.

THE IMPACT OF THE 2020 FORT MCMURRAY FLOOD

- Keyano College's Clearwater Campus was significantly impacted by the 2020 Fort McMurray Flood, resulting in an estimated \$48 million in damages to the Campus.
- Significant restorations were carried out starting May 2020 to ensure the Clearwater Campus was operational for the Fall 2020 academic year.
- It is expected that an additional \$4.5 million will be spent on the Bob Lamb Building and an additional \$3.5 million on the Riedel project over the coming months.
- At its peak, over 900 contractors were working at the College performing various demolition and restoration activities, with flood restoration projects divided among five restoration companies.
- The College was able to meet its target date of August 15 for the substantial completion of restoration work at the Clearwater Campus.
- The College incurred a \$1 million insurance deductible expense.
- The College was unable to secure overland flood insurance effective July 1, 2020. College Administration is working with its insurance provider, the Regional Municipality of Wood Buffalo, the Government of Alberta, and the Insurance Bureau of Canada to find an acceptable solution.

PROGRAMMING

Keyano offers a comprehensive range of credit and non-credit programming. The School of University Studies, Career Programs, and Academic Upgrading, and the School of Trades and Heavy Industrial undertake credit programming in arts, humanities, sciences, social sciences, fine arts, health, human services, business, education, technologies, trades, transportation, heavy equipment operations, and industrial skills. Courses to strengthen English language skills are offered through the Language Instruction for Newcomers to Canada (LINC) program, which is sponsored by Immigration, Refugees, and Citizenship Canada. The newly approved English for Academic Purposes (EAP) program also provides English language learners (both domestic and international) with the language skills necessary to pursue academic studies.

The School of Continuing Education provides a complete range of training, program development, delivery, and administrative services to client companies. Offerings include several professional certificate credentials as well as other career and personal enrichment opportunities. The goal of the program mix is to satisfy both the training and skills acquisition needs of local businesses and industry as well as the community's special interest and cultural needs. Keyano also collaborates with other post-secondary institutions to provide access to programming for students in the Regional Municipality of Wood Buffalo (RMWB).

ACADEMIC UPGRADING AND LANGUAGE

- Academic Foundations
- Advanced High School Equivalency
- College Preparation
- General High School Equivalency
- Language Instruction for Newcomers to Canada (LINC)

APPRENTICESHIP

- Carpenter
- CHEO – Mobile Crane Operator
- CHEO – Tower Crane Operator
- Crane and Hoisting Equipment Operator (Boom Truck)
- Electrician
- Heavy Equipment Technician
- Industrial Mechanic (Millwright)
- Steamfitter/Pipefitter
- Welder

ARTS

- Art and Design

BUSINESS & ADMINISTRATIVE STUDIES

- Aboriginal Entrepreneurship Certificate
- Business Administration Certificate – Accounting
- Business Administration Certificate – Business
- Business Administration Diploma – Accounting

- Business Administration Diploma – Business
- Business Administration Diploma (Co-op) – Accounting
- Business Administration Diploma (Co-op) – Business
- Human Resources Management Certificate
- Office Administration Certificate

CHILDHOOD STUDIES

- Early Learning and Child Care Certificate
- Early Learning and Child Care Diploma
- Educational Assistant

ENVIRONMENTAL STUDIES

- Community-Based Environmental Monitoring
- Environmental Technology Diploma

HUMAN SERVICES

- Social Work Diploma

NURSING AND ALLIED HEALTH

- Advanced Care Paramedic
- Primary Care Paramedic
- Health Care Aide
- Practical Nurse

POWER ENGINEERING AND PROCESS OPERATION

- Power Engineering 3rd Class
- Power Engineering 3rd Class Co-op
- Power Engineering 4th Class
- Power Engineering 4th Class Co-op
- Process Operations Co-op

PRE-EMPLOYMENT TRADES

- Pre-employment Carpentry
- Pre-employment Electrician
- Pre-employment Heavy Equipment Technician
- Pre-employment Plumber
- Pre-employment Welder

UNIVERSITY AND OPEN STUDIES

- Open Studies
- UT Bachelor of Arts
- UT Bachelor of Commerce
- UT Bachelor of Education
- UT Bachelor of Engineering
- UT Bachelor of Nursing
- UT Bachelor of Science
- UT Bachelor of Social Work

COLLABORATIVE DEGREES

- Bachelor of Business Administration – Northern Alberta Institute of Technology (NAIT)
- Bachelor of Education, Elementary Route – University of Alberta
- Bachelor of Science in Environmental Science – Mount Royal University
- Bachelor of Science in Nursing – University of Alberta

ENROLMENT PLAN AND PROGRAM CHANGES

Keyano College empowers learners to develop the skills needed to reach their professional, personal, and economic goals. Keyano offers a wide range of programs that lead to certificates, diplomas, trades qualifications, and baccalaureate degrees.

ENROLMENT OVERVIEW

GRADUATES



506

students graduated in 2019-20¹

CREDIT PROGRAMMING QUALIFIED APPLICATIONS

The number of qualified applicants for credit programs (excluding apprenticeship) was

2,449

in 2019-20 COMPARED TO 2,481 in 2018/19²

QUALIFIED APPLICATIONS TO REGISTRATION RATE



59%

was the qualified application to registration rate in 2019-20³

FULL LOAD EQUIVALENTS (FLEs) FROM INTERNATIONAL STUDENTS



There were 81,232 FLEs FOR INTERNATIONAL STUDENTS in 2019-20⁴

NON-CREDIT PROGRAMMING

Continuing Education Registrations: **2,939**⁵

Continuing Education Headcount: **1,655**⁵

Corporate Registrations: **468**⁵

Corporate Headcount: **326**⁵

OVERALL TOTAL REGISTRATIONS:

3,407

OVERALL TOTAL UNIQUE HEADCOUNT:

1,966⁶

¹ DATA COLLECTION AND REPORTING (DCAR) – LEARNER & ENROLMENT REPORTING SYSTEM | ² POWERCAMPUS - TAY APPLICATION FUNNEL REPORT | ³ POWERCAMPUS - TAY APPLICATION FUNNEL REPORT | ⁴ DCARS LEARNER & ENROLMENT REPORTING | ⁵ KEYANO COLLEGE STUDENT INFORMATION SYSTEM (SIS): POWERCAMPUS | ⁶ THE TOTAL UNIQUE HEADCOUNT IS NOT THE SUM OF THE INDIVIDUAL CREDENTIAL ENROLLMENT BECAUSE A STUDENT MAY BE ENROLLED IN MORE THAN ONE CREDENTIAL IN A GIVEN ACADEMIC YEAR.

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

GOAL 1

THIS GOAL ALIGNS WITH THE ADULT LEARNING SYSTEM PRINCIPLES OF **ACCESSIBILITY, AFFORDABILITY, QUALITY, AND ACCOUNTABILITY.**



Learning System Principle: **Accessibility**

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 1: Increase access to student housing to accommodate student growth					
Expected Outcomes: 1.1	Additional Riedel Housing units available to students for rent				
Performance Measures: 1.1	Increase in number of units for rent at Riedel Housing with 10 more available by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> 8 additional units were available for rent at Riedel Housing. The flooding of downtown Fort McMurray in April 2020 impacted all student housing. 	June 2021
Expected Outcomes: 1.2	Increased student satisfaction with housing experience				
Performance Measures: 1.2	Student survey metrics	Ongoing	Ongoing	<ul style="list-style-type: none"> Development of semi-annual surveys is ongoing. Impact of COVID-19 and flooding of downtown Fort McMurray in April 2020 reduced the number of tenants as the College was closed. 	2020-21
Priority Initiative 2: Increase engagement with Students' Association of Keyano College					
Expected Outcomes: 2.1	More engaged Student Association of Keyano College (SAKC)				
Performance Measures: 2.1	Double the number of consultations	Ongoing		<ul style="list-style-type: none"> Keyano College Executive met with the SAKC Executive monthly as per the annual schedule. 	

Learning System Principle: **Affordability**

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 1: Remove financial barriers for students to enhance student success					
Expected Outcomes: 1.1	Diversification of streams contributing to Advancement				
Performance Measures: 1.1	Executive-approved grant-writing team with finalized terms of reference established by December 2019	December 2019	Ongoing	<ul style="list-style-type: none"> Terms of reference under development. Implemented a centralized tracking system for all grant submissions. Implemented a new grant stewardship and reporting process whereby Deans' Council is actively involved in the process. 	June 2021
	Increase in number of successful annual grant applications by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> Centralized submission of grant applications, which allows for the collection of quantitative statistics. Ongoing work to establish a baseline for 2020-21 and continued monitoring thereafter. 	
	Increase in number of donors to Theatre Angels by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> 2019-20 there were 40 donors to Theatre Angels for a combined total of \$21,412. As a result of COVID-19 pandemic restrictions, the Theatre was required to cancel programming for the remainder of the season impacting the overall number of donors due to the COVID-19 pandemic. 	
	Increase in number of Support the Pack donors by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> 2019-20 there were 79 donors to Support the Pack for a combined total of \$48,006. Monitoring of donations and raising awareness is ongoing. 	
Expected Outcomes: 1.2	Growth in the externally funded student awards program				
Performance Measures: 1.2	Increase in total dollar value of awards given to students by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> 2019-20 total dollar value of the Fall Awards Program distributed was \$356,500. Total financial awards issued for the year \$982,910. Monitoring of donations and raising awareness is ongoing. 	
	Increase in number of students receiving annual awards by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> 2019-20 a total of 329 students received awards, bursaries, and scholarships as part of the Fall Awards Program. 	
	Benchmark for donor retention rate by June 2020 with improvements by June 2021	Benchmark June 2020 Improvements June 2021	Ongoing	<ul style="list-style-type: none"> Benchmarking is underway. System upgrades are anticipated February 2021 to allow increased reporting. 	Benchmark June 2021 Improvements June 2021
Expected Outcomes: 1.3	Internal culture of philanthropy to benefit Keyano College				
Performance Measures: 1.3	Six staff giving information sessions held by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> This initiative has been deferred due to layoffs and COVID-19. 	June 2021
	Increase in Board of Governors, Executive, staff, and alumni giving (time, resources, and money) by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> Board of Governors and Executive participation was limited. Staff giving: 2019-20 twenty-four employees. The loss of the Fort McMurray Cost of Living Allowance (COLA) has had a significant impact on the ability of staff to participate in a giving campaign. Coupled with significant temporary and permanent layoffs. Alumni: In progress of engaging alumni. 	

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 2: Develop and implement a Strategic Sales and Marketing Plan to address the training needs of the region					
Expected Outcomes: 2.1	Improved community awareness of programs leading to increased sales and revenue				
Performance Measures: 2.1	Increase in number of registrations for courses and programs by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> Several information sessions were hosted in 2019-20 for prospective students in the community and local high schools. Keyano Kleep and Lights of Christmas 2019 program events were very successful and saw high community involvement. The ongoing "Shout Out" campaign was launched in 2020 to recognize alumni working the front lines, Faculty, Staff, and Keyano Sponsors. A communications plan was developed to address community-related events when the pandemic arrived. 	
Expected Outcomes: 2.2	Strategic Sales and Marketing Plan				
Performance Measures: 2.2	Strategic Sales and Marketing Plan developed by June 2020 and implemented by June 2021	Developed June 2020 Implemented June 2021	Ongoing Ongoing	<ul style="list-style-type: none"> Keyano's general marketing plan is going into year two of the "What YOU Want" advertising campaign. Strategic Sales and Marketing Plan is under development. 	Developed June 2021 Implemented June 2022
Expected Outcomes: 2.3	Marketing Campaign				
Performance Measures: 2.3	Marketing campaign for the School of Continuing Education developed by June 2020 and implemented by July 2020	Developed June 2020 Implemented July 2020	Completed Completed	<ul style="list-style-type: none"> The marketing plan for the School of Continuing Education was developed and implemented in 2019-20. Marketing and Communications supported the development of the School of Continuing Education marketing plan through the development of the "Find YOUR Potential" campaign. 	

Learning System Principle: Quality

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 1: Establish a Culture of Excellence throughout Syncrude Sport and Wellness Centre (SSWC) to promote and enhance elite athlete training					
Expected Outcomes: 1.1	Enhanced collegiate experience				
Performance Measures: 1.1	Increase in number of Huskies Athletics teams with two new teams planned for 2019-20 and two for 2020-21	2020-21	Completed	<ul style="list-style-type: none"> Successfully applied to the Alberta Colleges Athletic Conference (ACAC) for the additions of Men's and Women's Hockey, Golf, and Curling teams. 	June 2021
	At least one ACAC (Provincial) and CCAA (National) Championship bid submitted by June 2020	June 2020	Completed	<ul style="list-style-type: none"> Submitted bids to host the 2021 ACAC Men's Volleyball and Futsal Championships. Submitted bid to host the Canadian Collegiate Athletic Association (CCAA) 2022 Women's Basketball National Championship. 	
	At least 20 students employed at SSWC by June 2020	June 2020	Completed	<ul style="list-style-type: none"> Reached annual goal in the recreation department of 20 students employed at the Syncrude Sport and Wellness Centre (SSWC). 	
	Contribute to Sports Tourism		Ongoing	<ul style="list-style-type: none"> Awarded hosting rights by ACAC for Men's Volleyball and Futsal Championship. 	

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES, AND PERFORMANCE MEASURES

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Expected Outcomes: 1.2	Increased promotion and use of the SSWC by Keyano staff and students				
Performance Measures: 1.2	Increase in number of intramural programs with one new program by June 2020 and two new programs by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> Ongoing staff development underway to support an increase in the number of intramural programs. Intramural programs were placed on hold due to COVID-19. 	
	Increase in number of fitness classes with two new classes by June 2020 and three new classes by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> Added a number of new classes for our members including yoga and spin bike. 	
	2% increase in staff and student membership activation by June 2020 and an additional 2% by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> Plan to increase memberships in 2020-21 is under development. COVID-19 and the flooding of downtown Fort McMurray have both dramatically impacted growth. 	
Expected Outcomes: 1.3	Increased community engagement with the SSWC				
Performance Measures: 1.3	Athletics Community Advisory Committee established with three community members by June 2020 and an additional four community members by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> Athletics Community Advisory Committee is under development. 	
	At least one major community event hosted at SSWC in 2019-20 and one hosted in 2020-21	2020-21	Ongoing	<ul style="list-style-type: none"> 2019-20 athletic dinner and golf tournament fundraisers were cancelled due to COVID-19. 	
	Increase in number of Youth Sports Camps with two new camps in 2019-20 and three new camps in 2020-21	2020-21	Ongoing	<ul style="list-style-type: none"> Developed and delivered "No School Fridays" sports camp during 2019-20 in addition to a number of sport specific camps. 	
Priority Initiative 2: Establish Keyano Theatre and Arts Centre as the Centre of Community Engagement within the RMWB's Arts District					
Expected Outcomes: 2.1	Opportunities to support programs, courses, and performances that develop creative skills, appreciation, and understanding of the arts				
Performance Measures: 2.1	Benchmark for number of arts-related programs, courses, and performances established by June 2020 with continuous improvement thereafter	Benchmark June 2020 Continuous Improvement Ongoing	Ongoing	<ul style="list-style-type: none"> Three of four Drama Season shows (with 15 performances) were produced and only one was cancelled due to COVID-19. 11 of 13 Professional Touring Artists shows were presented, two were cancelled due to COVID-19. Study commissioned by Hanover to explore program probabilities within the arts found that opportunities were limited. 	
	Partnership with the Regional Municipality of Wood Buffalo, Sustainability Grant	Ongoing	Ongoing	<ul style="list-style-type: none"> The Theatre received its second installment of the RMWB Sustainability Grant funding for 2020. 	

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Expected Outcomes: 2.2	Increased engagement and attendance (students, staff, multi-cultural residents, etc.)				
Performance Measures: 2.2	Benchmark for number of theatre patrons for each group established by June 2020 with continuous improvement thereafter	Benchmark June 2020 Continuous Improvement Ongoing	Ongoing	<ul style="list-style-type: none"> Seasonal benchmarks are established and reviewed annually for the upcoming season, as patron targets are variable and determined on a business case for each performance. 	
Expected Outcomes: 2.3	Improved affordability for students to attend arts-related programs, courses, and performances				
Performance Measures: 2.3	Benchmark for cost for students to attend arts-related programs, courses, and performances established by June 2020 with reductions thereafter	June 2020	Complete	<ul style="list-style-type: none"> Benchmark determined for student attendees. Redesigned ticket structure to allow for more student accessible pricing. Complimentary ticket packages provided to Keyano College Student Association for student incentives. 	

Learning System Principle: **Accountability**

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 1: Develop and implement a Compliance Framework to ensure Keyano is fully compliant with all relevant legislation and regulations					
Expected Outcomes: 1.1	Keyano Legislative Compliance Framework				
Performance Measures: 1.1	Legislative Compliance Framework developed by June 2020 and implemented by June 2021 with continuous improvement thereafter	Developed June 2020 Implemented June 2021	Ongoing	<ul style="list-style-type: none"> Initial review of existing legislation conducted by Executive Committee. Draft Legislative Compliance policy and procedures developed. Selection of risk software (KnowBe4) chosen for reporting legislative changes. Purchased subscription to Field Law, to monitor Provincial and Federal legislative changes. Legislative Compliance Coordinator hired. 	
Expected Outcomes: 1.2	Department-level business continuity plans				
Performance Measures: 1.2	All departments have business continuity plans by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> All departments have completed a Business Impact Assessment. More than half of all departments have completed their Business Continuity Plans. 	June 2021
Expected Outcomes: 1.3	Corporate risk register and assessment				
Performance Measures: 1.3	Corporate risk register and assessment completed and submitted to the Board of Governors by December 2019	December 2019	Complete	<ul style="list-style-type: none"> The College Risk Register was submitted to the Board Finance and Audit Committee on February 20, 2020. The College purchased a risk management solution to provide better compliance and monitoring of risks in June 2020. 	

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES, AND PERFORMANCE MEASURES

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 2: Develop and implement a Project Management Framework to enhance business operations					
Expected Outcomes: 2.1	Keyano Project Management Framework				
Performance Measures: 2.1	Project Management Framework developed by June 2020 and implemented by June 2021 with continuous improvement thereafter	Developed June 2020 Implemented June 2021 Continuous Improvement Ongoing	Complete	<ul style="list-style-type: none"> Project management framework developed. Continuous Improvement Committee formed. Continuous improvement project repository developed. Project Manager position approved in 2020-21 Budget. 	
	Risk Management Framework developed by June 2020 and implemented by June 2021 with continuous improvement thereafter	Developed June 2020 Implemented June 2021 Continuous Improvement Ongoing	Ongoing	<ul style="list-style-type: none"> The College's risk management framework was reviewed and accepted by management. Minor revisions and procedure changes under review based on the new risk management tool implemented by the College. IT conducted a review of its major risks. The Executive conducted several reviews of the Enterprise Risk Register. 	
Priority Initiative 3: Develop and implement a Data Governance Framework to facilitate effective decision making, protect the interests of data stakeholders, standardize procedures and processes, and reduce costs and improve overall effectiveness					
Expected Outcomes: 3.1	Data Governance Framework that provides an overall, comprehensive process for controlling the integrity, use, availability, usability, and security of all data owned or controlled by Keyano				
Performance Measures: 3.1	Data Governance Framework developed by August 2020 and implemented by June 2021 with continuous improvement thereafter	Developed August 2020 Implemented June 2021	Ongoing	<ul style="list-style-type: none"> The development of the Data Governance Framework is underway. Anticipated implementation June 2021. Information Technology Services (ITS) team continuing to map data structures (25% complete). Consultants have been on site to support data governance and data management. Workshops and monthly meetings have taken place. COVID-19 and the Fort McMurray flood has delayed implementation until Fall 2020. 	Developed December 2020 Implemented June 2021
Expected Outcomes: 3.2	Data Governance Committee that is responsible for: <ol style="list-style-type: none"> Operationalization of the Data Governance Framework Prioritization of data governance projects and initiatives Approval of organization-wide data policies and standards Promoting understanding and awareness of data governance at Keyano 				
Performance Measures: 3.2	Executive-approved Data Governance Committee with finalized terms of reference by April 2020 and summary of identified priorities by June 2020	Terms of Reference April 2020 Identified Priorities June 2020	Ongoing	<ul style="list-style-type: none"> The development of the Data Governance Committee is underway, we anticipate implementation of the Committee for December 2020. Initial membership of data governance committee was established but placed on hold until Fall 2020 due to COVID-19 and spring flooding of downtown Fort McMurray. The development of the terms of reference is underway, we anticipate implementation of the Committee in Fall 2020. 	

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 4: Develop and implement Cyber Security Framework to reduce the risk of security breaches					
Expected Outcomes: 4.1	Keyano Cyber Security Framework				
Performance Measures: 4.1	Cyber Security Framework developed by June 2020 and implemented by June 2021 with continuous improvement thereafter	Developed June 2020 Implemented June 2021 Continuous Improvement Ongoing	Ongoing	<ul style="list-style-type: none"> Development of Cyber Security Framework underway (25% complete). Implemented KnowBe4, Bitsight for ongoing security monitoring, and Microsoft Office 365 security tools. 	
Priority Initiative 5: Increase capacity for institutional data analytics to foster an efficient and responsive evidence-based decision-making culture					
Expected Outcomes: 5.1	Gap analysis for all stages of data analytics: 1. Collection and acquisition 2. Storage 3. Cleaning 4. Integration 5. Analysis 6. Representation and visualization 7. Actions				
Performance Measures: 5.1	Gap analysis for data analytics completed by April 2020 with a summary of prioritized gaps by June 2020 and continuous improvement thereafter	Gap Analysis April 2020 Prioritized Gaps June 2020 Continuous Improvement Ongoing	Ongoing	<ul style="list-style-type: none"> Gap analysis under review, completion for April 2020 was postponed. 	Gap Analysis February 2020 Prioritized Gaps June 2020 Continuous Improvement Ongoing
Expected Outcomes: 5.2	Increased capacity to respond to data requests and support decision making at Keyano				
Performance Measures: 5.2	Benchmarks for quality and quantity of reports from PowerCampus and other College systems established by June 2020 with continuous improvement thereafter	Benchmarks June 2020 Continuous Improvement Ongoing	Complete	<ul style="list-style-type: none"> Benchmark for current quality and quantity of reports from PowerCampus and other College systems completed. Continuous improvement planning is ongoing. 	
	Benchmarks for timeliness and accuracy of responses to internal and external data requests established by June 2020 with continuous improvement thereafter	Benchmarks June 2020 Continuous Improvement Ongoing	Ongoing	<ul style="list-style-type: none"> Benchmarking of timeliness and accuracy of responses to internal and external data requests is ongoing. 	Benchmarks June 2021
	All programs have annual data packages by June 2020 with continuous improvement of data package elements thereafter	Benchmarks June 2020 Continuous Improvement Ongoing	Ongoing	<ul style="list-style-type: none"> Benchmarking of annual data packages is ongoing. 	Benchmarks June 2021

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES, AND PERFORMANCE MEASURES

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 6: Establish renewal standards for Information Technology Services					
Expected Outcomes: 6.1	Keyano ITS Renewal Plan for computers, IT infrastructure, educational technology, mobile devices, and other IT-related devices				
Performance Measures: 6.1	ITS Renewal Plan developed by June 2020 and implemented by June 2021 with continuous improvement thereafter	Developed June 2020 Implemented June 2021 Continuous Improvement Ongoing	Ongoing	<ul style="list-style-type: none"> Development of ITS renewal plan is 85% complete. The College has purchased new core switches for server infrastructure. Evergreen plan initiated for hardware upgrades. 	
Priority Initiative 7: Review Enterprise Resource Planning (ERP) systems					
Expected Outcomes: 7.1	Key ERP process documents for all departments				
Performance Measures: 7.1	All identified ERP processes formally documented by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> Approximately 20% of ERP processes have been documented. Continued documentation is ongoing. 	June 2021
	50% of departments with completed business process reviews by June 2020 and all departments by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> 50% of business process reviews have been completed. Business process reviews are ongoing. 	
Priority Initiative 8: Establish a Cloud-First Strategy					
Expected Outcomes: 8.1	Infrastructure that supports cloud-based IT services				
Performance Measures: 8.1	Fully installed modern Hyper-Converged Server infrastructure by June 2020	June 2020	Completed	Hyper-converged Infrastructure was fully implemented by October 2019.	
	Fully implemented renewed switching by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> Core switching infrastructure was purchased and planned to be installed as part of the re-entry to the Clearwater Campus. Final installation delayed due to spring flooding of downtown Fort McMurray. 	August 2020
	Fully implemented redundant Internet connections by June 2020	June 2020	Ongoing	This project was delayed due to the flood recovery effort.	
Expected Outcomes: 8.2	Services migrated to the cloud				
Performance Measures: 8.2	50% of SharePoint migrated to the cloud by June 2020 and 100% by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> This project was delayed due to the flood recovery effort. Moved local active directory to Azure AD. 	

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 9: Develop and implement internal controls and Business Process Framework to ensure accurate and timely preparation of financial statements					
Expected Outcomes: 9.1	Internal control and financial processes gap analysis. Documented internal controls framework				
Performance Measures: 9.1	Gap analysis completed by April 2020 with prioritization of gaps and continuous improvement thereafter	April 2020 Continuous Improvement Ongoing	Ongoing	<ul style="list-style-type: none"> Performed risk assessment for financial reporting processes, identified critical processes required to produce timely, and accurate financial statements. Documenting of processes and the results of the risk assessment are ongoing. Finance department restructure is ongoing. Scheduling of month-end tasks is ongoing. 	December 2020
Expected Outcomes: 9.2	Internal Control Framework with financial reporting processes, including scheduling				
Performance Measures: 9.2	Internal Control Framework developed by June 2020 and implemented by June 2021	Developed June 2020 Implemented June 2021	Ongoing	<ul style="list-style-type: none"> Finance staff reviewed month-end and quarter-end reconciliations, controls and processes. The College signed a memorandum of understanding with other Alberta Colleges for shared business controls review services. The Internal Control Framework is scheduled to be formalized by January 2021. 	January 2021
Expected Outcomes: 9.3	Annual audit completed in a timely and accurate manner with outstanding recommendations addressed and no new recommendations issued				
Performance Measures: 9.3	Annual Auditor General report card issued with: 1. Timeliness – Red (Fiscal 2019); Yellow (Fiscal 2020 & 2021) 2. Accuracy – Yellow (Fiscal 2019); Green (Fiscal 2020) 3. Recommendations – Red (Fiscal 2019 & 2020); Yellow (Fiscal 2021); Green (Fiscal 2022)	Fiscal 2022	Ongoing	<ul style="list-style-type: none"> Accuracy: Achieved a green on accuracy on the Fiscal 2019 Consolidated Financial Statements, per the Office of the Auditor General (OAG) scorecard report. Timeliness: Targeting a yellow in fiscal 2020. Recommendations: <ul style="list-style-type: none"> a. Financial reporting recommendation implementation process is ongoing and is expected to be implemented in Q2, 2021. b. Legislative compliance recommendation is expected to be implemented in Q3, 2021. 	1. Timeliness – Yellow (Fiscal 2020) 3. Recommendations – Red; Yellow (Fiscal 2021); Green (Fiscal 2022)
Priority Initiative 10: Develop Financial Accountability Reporting Framework to ensure timely reporting to external stakeholders					
Expected Outcomes: 10.1	Gap analysis of accountability reporting with a framework and assigned responsibilities				
Performance Measures: 10.1	Completed gap analysis with identified deficiencies and corresponding recommendations by January 2020	January 2020	Ongoing	<ul style="list-style-type: none"> Keyano is up to date with Advanced Education accountability reporting. A calendar was created for key accountability reports and their due dates. New processes and schedules in implemented for timely grant management reporting. 	November 2020

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES, AND PERFORMANCE MEASURES

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Expected Outcomes: 10.2	Central repository for all external accountability reports and a bring-forward system				
Performance Measures: 10.2	Central repository and bring-forward system established by February 2020	February 2020	Completed	• Central repository and bring-forward system has been established.	
Expected Outcomes: 10.3	Accountability Reporting Framework				
Performance Measures: 10.3	Accountability Reporting Framework implemented by April 2020	April 2020	Ongoing	• A formalized Accountability Reporting Framework is under development.	December 2020
Priority Initiative 11: Enhance budget and financial internal reporting to improve stewardship over resources					
Expected Outcomes: 11.1	Accurate and timely quarterly financial results and forecasts				
Performance Measures: 11.1	Accurate quarterly results and forecasts submitted to the Executive Committee, Board of Governors, and Finance and Audit Committee by February 2020	February 2020	Ongoing	<ul style="list-style-type: none"> • Delayed due to work backlog, COVID-19, and Fort McMurray flood. • Q3, 2020 financial statements, including year-end forecasts were presented to the Finance and Audit Committee on time. • 2020-21 budget profiling was completed in August 2020 before Q1 statements were prepared. • Q1, 2021 financial results are on target to be presented to the Finance and Audit Committee in November. 	November 2020
Expected Outcomes: 11.2	Streamlined budget and forecast process with adequate time for completion				
Performance Measures: 11.2	All Budget Managers have received mandatory training by January 2020	January 2020	Ongoing	<ul style="list-style-type: none"> • Group and personalized budget training sessions were provided to all Budget Managers in January and February 2020. • These sessions will be offered every year at the beginning of the budget cycle. 	Ongoing
Expected Outcomes: 11.3	Mandatory training for all Budget Managers				
Performance Measures: 11.3	Streamlined budget and forecast process with adequate time for completion	March 2020	Ongoing	<ul style="list-style-type: none"> • Delayed due to work backlog, COVID-19, and Fort McMurray flood. • Finance dashboard, which includes forecasts, is under development. • The 2020-21 budget was approved by the Keyano College Board of Governors in June 2020. The 2021 to 2023 draft budget projection was issued to Advanced Education in July 2020. 	October 2020 April 2021
Priority Initiative 12: Achieve the highest standard of health and safety excellence resulting in zero harm to the College community					
Expected Outcomes: 12.1	Certificate of Recognition (COR)				
Performance Measures: 12.1	Achieved Certificate of Recognition with a minimum score of 80% by June 2021	June 2021	Ongoing	• On hold due to COVID-19 and the Fort McMurray flood.	
Expected Outcomes: 12.2	Completed internal health and safety audit				
Performance Measures: 12.2	First internal health and safety audit completed by October 2019, second internal audit completed by June 2020, and resulting work plans implemented by June 2021	Implemented June 2021	Ongoing	• The initial review was completed in July 2019. The Safety Advisor position became vacant and was postponed due COVID-19 and the Fort McMurray flood.	

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Expected Outcomes: 12.3	Implementation plan for the psychological health and safety standard				
Performance Measures: 12.3	Implementation Plan for the psychological health and safety standard drafted by June 2022	June 2022	Ongoing	• Under development.	June 2022
Expected Outcomes: 12.4	Updated Campus Sexual Violence Response Plan, including policies, education initiatives, and an improved reporting structure				
Performance Measures: 12.4	Benchmarks for direct and indirect sexual violence education initiatives established by June 2020 with a review of initiatives by June 2021	Benchmark June 2020 Review June 2021	Ongoing	• Policy update completed December 2019. • Education sessions were scheduled to occur March 2020, and have been delayed due to COVID-19.	
	Reporting page on Keyano website completed by June 2020	June 2020	Completed	• Reporting page present on Keyano College website.	
Priority Initiative 13: Increase trust and build credibility to enhance Keyano's reputation					
Expected Outcomes: 13.1	Brand Awareness Campaign				
Performance Measures: 13.1	Marketing/advertising campaign developed and launched by June 2019	June 2019	Ongoing	• Continuing to deliver "What YOU Want" advertising campaign.	
	Benchmarks for web traffic established by June 2020 with improvements by June 2021	Developed June 2020 Review June 2021	Ongoing	• Benchmarking ongoing, continuing to monitor web and social media traffic.	
	Benchmarks for social media Presence by June 2020 with improvements by June 2021	Benchmark 2020 Review June 2021	Ongoing	• Benchmarking ongoing, continuing to monitor web and social media traffic.	
Expected Outcomes: 13.2	Increased community engagement				
Performance Measures: 13.2	Cross-functional Team on Community Relations established with the first quarterly meeting held in September 2019	September 2019	Ongoing	• Delayed due to COVID-19 and limited by the restrictions on social gatherings. • A new communications plan, which incorporates COVID-19, to be developed to guide new reality.	
	Benchmarks for community engagement established by June 2020 with improvements by June 2021	Benchmark June 2020 Review June 2021	Ongoing	• Successful events in the past indicate a desire in the community to engage in events such as Keyano Kleep and the Lights of Christmas. • Numbers for both events significantly increased from year one to year two.	

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES, AND PERFORMANCE MEASURES

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 14: Develop and implement Supplier Performance Management System to enhance collaboration and performance with contractors and vendors					
Expected Outcomes: 14.1		Supplier Performance Management System			
Performance Measures: 14.1	Needs analysis for Supplier Performance Management system completed by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> Delayed due to COVID-19 and vacant Procurement Manager position. Bids & Tenders software system has a new supplier performance management module that requires further customization. 	November 2020
	Supplier Performance Management system developed by June 2021 and implemented by June 2022	Developed June 2021 Implemented June 2022	Ongoing	<ul style="list-style-type: none"> Training is scheduled with the vendor in October 2020 for the new supplier performance module. 	June 2021 June 2022
Priority Initiative 15: Develop and implement a Strategic Sourcing Framework to achieve savings with collaborative partnerships and consortia agreements					
Expected Outcomes: 15.1		Strategic Sourcing Framework			
Performance Measures: 15.1	Sourcing stakeholders identified by June 2020, principle agreements with external stakeholders finalized by June 2021, and Strategic Sourcing Framework implemented by June 2022	Developed June 2021 Implemented June 2022	Ongoing	<ul style="list-style-type: none"> Delayed due to COVID-19 and vacant Procurement Manager position. 	
Priority Initiative 16: Develop and implement a Contracts and Grant Management Framework to ensure compliance and achieve best practice standards					
Expected Outcomes: 16.1		Contracts and Grant Management Framework			
Performance Measures: 16.1	Contracts and Grant Management Framework developed by June 2020 and fully implemented by June 2022	Developed June 2020 Implemented June 2022	Ongoing	<ul style="list-style-type: none"> Delayed due to COVID-19 and vacant Procurement Manager position. Anticipated work to resume in November 2020. 	November 2020
	60% of contracts and grants compliant by June 2021 and 85% compliant by June 2022	June 2022		<ul style="list-style-type: none"> Work is ongoing. 	June 2021 June 2022
Priority Initiative 17: Improve Keyano College Land Trust Accountability Reporting					
Expected Outcomes: 17.1		Quarterly reporting to the Keyano College Board of Governors			
Performance Measures: 17.1	Produce updated business plan	March 2021	Ongoing	<ul style="list-style-type: none"> The Keyano College Land Trust governance review is ongoing and near completion. 	March 2021
Priority Initiative 18: Improve Keyano College Land Trust Accountability Reporting					
Expected Outcomes: 18.1		Reinstate Keyano College Foundation			
Performance Measures: 18.1	New Foundation Board Members		Ongoing	<ul style="list-style-type: none"> Under review. 	
	Regular board meetings		Ongoing	<ul style="list-style-type: none"> To be determined. 	

RATES



506

GRADUATES IN 2019-20¹

9

Number of **RURAL AND REMOTE LEARNERS IN SATELLITE CAMPUSES** and learning centres in 2019-20 (credit programming)¹

PROGRAM PARTICIPATION

996

CERTIFICATES



194

DIPLOMA

959

NON-CREDENTIAL



2,112 **TOTAL UNIQUE HEADCOUNT**

(credit programming)¹

1,112.533

FULL LOAD EQUIVALENT (FLEs) in 2019-20 (credit programming)¹



3,407

REGISTRATIONS in 2019-20 (non-credit programming)²



120

VISA STUDENTS in 2019-20 (credit programming)¹

INSTITUTION SATISFACTION

PERCENTAGE OF STUDENTS WHO WERE SATISFIED OR VERY SATISFIED WITH **THE CONCERN SHOWN BY THE UNIVERSITY FOR THEM AS AN INDIVIDUAL**

(first year and middle year credit students only)



PERCENTAGE OF STUDENTS WHO WERE SATISFIED OR VERY SATISFIED WITH **THEIR DECISION TO ATTEND KEYANO COLLEGE**

(first year and middle year credit students only)



USAGE OF SERVICES

153

NUMBER OF STUDENTS ACCESSING WELLNESS SERVICES

Number of unique one on one appointments⁴

NUMBER OF RESIDENTS LIVING IN STUDENT HOUSING

140

STUDENTS IN SINGLE HOUSING BETWEEN SEPTEMBER AND APRIL 2019-20⁵

53

STUDENT FAMILIES IN FAMILY HOUSING BETWEEN SEPTEMBER AND APRIL 2019-20⁵

¹ DATA COLLECTION AND REPORTING (DCaR) – LEARNER & ENROLMENT REPORTING SYSTEM | ² KEYANO COLLEGE STUDENT INFORMATION SYSTEM (SIS)

³ CANADIAN UNIVERSITY SURVEY CONSORTIUM (CUSC): 2020 MIDDLE YEAR STUDENTS SURVEY KEYANO COLLEGE | ⁴ KEYANO COLLEGE - CLOCKWORK SYSTEM

⁵ KEYANO COLLEGE - HOUSING DEPARTMENT

GOAL 2

THIS GOAL ALIGNS WITH THE ADULT LEARNING SYSTEM PRINCIPLES OF **ACCESSIBILITY AND QUALITY.**



Learning System Principle: **Accessibility**

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 1: Develop and implement a Multicultural Plan to support diversity and increase inclusion at Keyano					
Expected Outcomes: 1.1	A Multicultural plan that includes an Indigenization and Internationalization Strategy				
Performance Measures: 1.1	Keyano Indigenization Strategy developed by June 2020 and implemented by June 2021	Developed June 2020 Implemented June 2021	Ongoing	<ul style="list-style-type: none"> The draft Indigenization strategy is under review by the Indigenous Advisory Committee. Delayed due to COVID-19, meetings resumed in October 2020. 	Developed January 2021 Implemented June 2021
	Keyano Internationalization Strategy developed by June 2020 and implemented by June 2021 Increase student engagement	Developed June 2020 Implemented June 2021	Ongoing	<ul style="list-style-type: none"> Committee established in December 2019 to develop a strategy for International Education and Global Citizenship. A draft of the strategy has been developed, however approval and implementation has been delayed due to COVID-19. 	Developed January 2021 Implemented June 2021
Expected Outcomes: 1.2	Multicultural celebrations and educational opportunities to support inclusion and awareness				
Performance Measures: 1.2	Increase in number of multicultural celebrations and educational opportunities that promote multiculturalism, cultural awareness, and inclusion by June 2020	June 2020	Complete	<ul style="list-style-type: none"> Human Resources partnered with Continuing Education to support the following College employee training: Inclusion of Multiculturalism themes in employee training, support for the Indigenous Awareness Leadership training, and a Multicultural session. Indigenous Awareness Training sessions were held for the Keyano College Leadership team and employees. The sessions planned for April, May, and June, 2020 were deferred due to COVID-19. The International Education Office secured the services of an immigration consultant to provide immigration support to students. An international students' section was created on Keyano College's website. Immigration sessions were organized to provide international students with up to date information on study permit related issues. 	

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 2: Use a variety of approaches to provide mental health information and support to students and staff					
Expected Outcomes: 2.1	Improved access to information and reduced stigma surrounding mental health challenges where needed				
Performance Measures: 2.1	Benchmark or number of unique students accessing individual appointments established by June 2020 with a long-term action plan developed by June 2021	June 2020	Ongoing	<ul style="list-style-type: none"> Data tracking of the number of unique students accessing individual appointments via Clockwork has been implemented. Benchmarks were established with action plans identified to ensure continued support of students experiencing mental health challenges. 	June 2021
	Benchmark for number of student registrations for group sessions established by June 2020 with a long-term action plan developed by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> Planned group sessions were delayed due to COVID-19. Group sessions are currently being designed for online delivery in 2020-21. 	
Expected Outcomes: 2.2	Enhanced relationships with community partners through the Regional Mental Health Committee to seamlessly support students transitioning to Keyano as well as to ensure current students have access to clinical services				
Performance Measures: 2.2	Benchmark for number of support-in-kind events where community partners support Keyano College initiatives (internal) established by June 2020 with a long-term action plan developed by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> Consulted with Fort McMurray Public School District to develop a process for student transition. Follow-up actions delayed due to COVID-19, work is ongoing. A cross functional team established to facilitate professional development opportunities in Mental Health & Addictions for local Human Service professionals. 	
Expected Outcomes: 2.3	Increase awareness and training on sexual harassment and sexual violence				
Performance Measures: 2.3	Pilot mandatory training for all staff and students		Ongoing	<ul style="list-style-type: none"> Delayed due to COVID-19. 	June 2021
Priority Initiative 3: Develop and implement a Strategic Enrolment Management (SEM) Plan					
Expected Outcomes: 3.1	Increased number of unique students in credit and non-credit programs				
Performance Measures: 3.1	2% increase in number of unique credit and non-credit students increased by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> 2% enrolment increase achieved for credit learners. Non-credit enrolment was impacted by COVID-19 and did not achieve the 2% increase target. Continuing Education analyzed 2018-19 enrolments and modified course schedules to optimize for client and student needs. 	June 2022

Learning System Principle: **Quality**

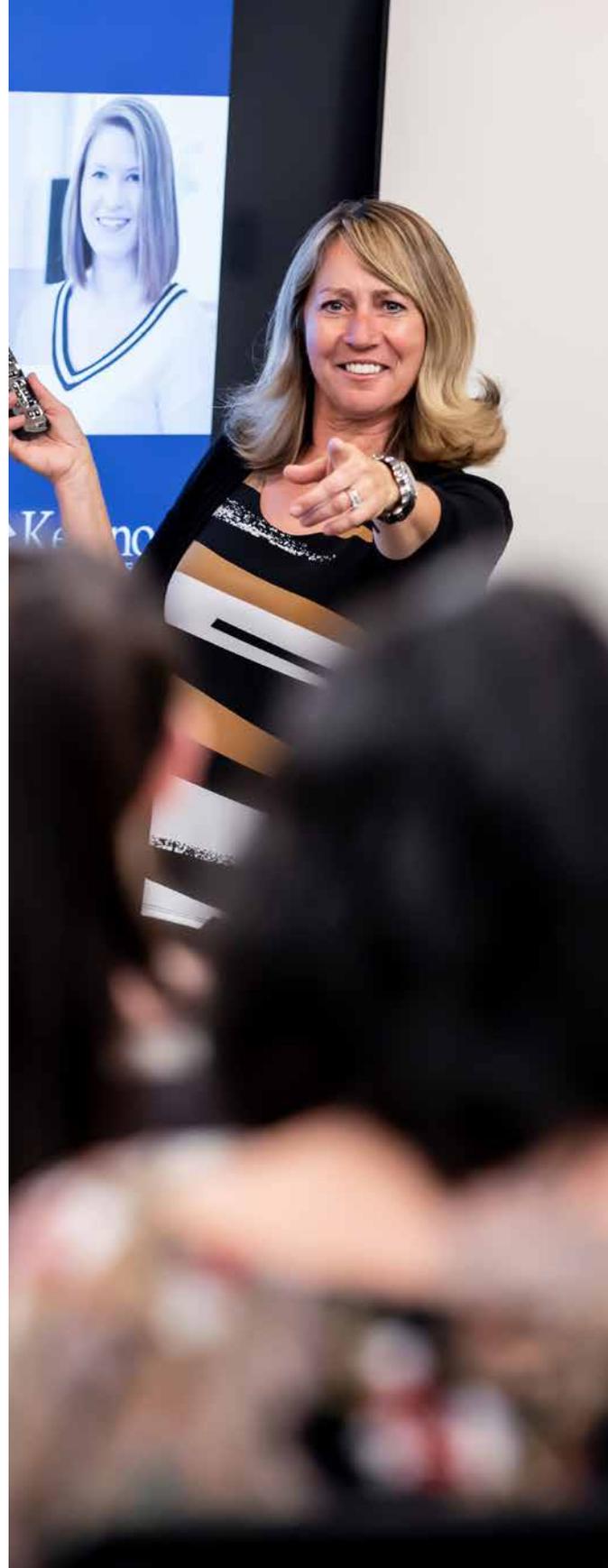
TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 1: Develop and implement a Strategic Enrolment Management (SEM) Plan					
Expected Outcomes: 1.1	Strategic Enrolment Management (SEM) embedded throughout all operational plans				
Performance Measures: 1.1	85% of employees attending annual SEM sessions by June 2020 and 90% by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> 2019-20 annual Strategic Enrolment Management (SEM) sessions were successful in meeting targets. 	June 2021
	SEM initiatives embedded throughout operational plans for all college departments by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> Inter-department collaboration to continue integration of SEM. SEM initiatives included the following: student representation established for Healthy Campus Committee, SEM Conference attendance, and SEM profiled at Keyano Development Days. The Office of the Registrar implemented the use of ProcedureFlow to document processing and improve the student experience. Services departments implemented extended hours of service at peak hours. The Library and the Skill Centre focused on data collection to improve services and ensure student needs were met. 	
Priority Initiative 2: Utilize Alumni expertise to improve teaching & learning and increase student work placements					
Expected Outcomes: 2.1	Keyano Alumni Engagement Plan				
Performance Measures: 2.1	Alumni Engagement Plan developed by June 2020 and implemented by June 2021	Developed June 2020 Implemented June 2021	Ongoing	<ul style="list-style-type: none"> Development of alumni website underway. Website will include alumni recognition, volunteer opportunities, business directory, benefits, and services. 	Developed June 2021 Implemented June 2022
Expected Outcomes: 2.2	Increased opportunities for alumni to engage with Keyano				
Performance Measures: 2.2	Increase in number of opportunities for alumni recognition by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> Alumni initiatives will be phased in during 2020-2021. 	June 2021
	Increase in number of volunteer opportunities for alumni by June 2020	June 2021	In Progress	<ul style="list-style-type: none"> Benchmarking underway. A College-wide volunteer tracking system will be implemented September 2020. 	
	Increase in number and range of Keyano benefits and services offered to alumni by June 2021	June 2021	In Progress	<ul style="list-style-type: none"> Alumni initiatives will be phased in during 2020-2021. 	
	Increase in number of alumni events by June 2020	June 2020	In Progress	<ul style="list-style-type: none"> Alumni initiatives will be phased in during 2020-2021. 	June 2021
Expected Outcomes: 2.2	Integrated alumni data to support alumni engagement and an overall communication strategy				
Performance Measures: 2.2	Integration of 75% of alumni data from PowerCampus with the alumni system by June 2020 and 100% by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> 2019-2020 alumni information will be integrated by February 2021. 	

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 3: Update learning and common area spaces to meet standards that enhance teaching and learning, improve the student experience, and create quality learning spaces.					
Expected Outcomes: 3.1	Improved technology in learning spaces Facilities safety assessment				
Performance Measures: 3.1	Increase in number of upgraded or renovated learning and common spaces by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> With the onset of COVID-19, plans for this line item has changed. As of June 2020, planning for a classroom renovation and two recording studios were finalized. 	June 2021
	Increase of 40 WIFI access points by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> This project has been delayed due to the flood. As of June 2020, general access to the Clearwater campus was not available. 	June 2021
	Facilities action plan			<ul style="list-style-type: none"> Delayed until next year. 	
Expected Outcomes: 3.2	Pilot classroom to assess technology options				
Performance Measures: 3.2	Summary of student and faculty pilot classroom preferences by June 2020	June 2020		<ul style="list-style-type: none"> Delayed due to the Fort McMurray flood. 	June 2021
Expected Outcomes: 3.3	Refurbished learning and common area spaces				
Performance Measures: 3.3	Refurbishing benchmarks by June 2020 with continuous improvement of learning and common area spaces thereafter	June 2020		<ul style="list-style-type: none"> Delayed due to budget. 	June 2021
Priority Initiative 4: Align with the Regional Municipality of Wood Buffalo's 2018-21 Strategic Plan and 2019 Wood Buffalo Cultural Plan to enhance and support cultural programming in the region					
Expected Outcomes: 4.1	Facilities that meet regional needs as the community asset for arts education, programming, and participation				
Performance Measures: 4.1	Benchmarks for patron, volunteer, performer, employee, and student satisfaction by June 2020 with continuous improvement thereafter	Benchmark June 2020 Continuous Improvement Ongoing	Ongoing	<ul style="list-style-type: none"> The process to work on surveys and information gathering was initiated March of 2020. Due to COVID-19 this work was delayed. 	Benchmark June 2022 Continuous Improvement Ongoing
Expected Outcomes: 5.1	Increased attendance				
Performance Measures: 5.1	Benchmarks for attendance at arts programming at Keyano Theatre and the Arts Centre by June 2020 with continuous improvement thereafter	Benchmark June 2020 Continuous Improvement Ongoing	Complete	<ul style="list-style-type: none"> Patron targets are variable and determined on a business case for each performance/program based on artist availability and fees, demand/community engagement, marketing resources, and artistic merit that is relevant to our community. 	

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES, AND PERFORMANCE MEASURES

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Expected Outcomes: 5.1	External steering/consultation committee to assist and provide direction on Art Centre expansions, programs, and operations				
Performance Measures: 5.1	Needs assessment for performance and visual arts education completed by June 2020 and implemented by June 2022	Completed June 2020 Implemented June 2022		<ul style="list-style-type: none"> Commissioned Hanover Consulting to conduct a market and needs analysis on arts education. The study determined there is limited evidence that arts programming would lead to employment opportunities. While a \$16.8 million funding commitment was secured from the Regional Municipality of Wood Buffalo, the economic climate changed and the project was cancelled. The Art and Design Program at Keyano College was suspended due to low enrolment. 	
Priority Initiative 5: Develop and implement an Applied Research and Innovation Strategy for Keyano					
Expected Outcomes: 5.2	Applied Research and Innovation Strategy				
Performance Measures: 5.2	Applied Research and Innovation Strategy developed by June 2020 and implemented by June 2021	Developed June 2020 Implemented June 2021	Ongoing	<ul style="list-style-type: none"> The development of the Applied Research and Innovation Strategy is ongoing. Ongoing involvement in Alberta Innovates and the Regional Innovation Network (RIN), including the Wood Buffalo RIN (WBRIN), to promote innovation in the RMWB, and support small businesses, start-ups, and entrepreneurs. Ongoing participation in Labour and Education Applied Research North (LEARN). The LEARN Committee facilitated a research study in 2019-20 to understand Northern Alberta's information technology needs. 	Developed December 2020 Implemented June 2021
	Potential applied research partners within Campus Alberta identified by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> Identification of applied research partners within Campus Alberta is ongoing. Developed and applied to the Natural Sciences and Engineering Research Council of Canada (NSERC). Requested joint NSERC application review from Social Sciences and Humanities Research Council (SSHRC), and Canadian Institutes of Health Research (CIHR). 	December 2020
Priority Initiative 6: Create an environment where employees are engaged, collaborative, life-long learners who focus on student success					
Expected Outcomes: 6.1	Healthy Campus Strategy that: 1. Defines wellness, identifies behaviours that represent wellness, and demonstrates these behaviours to the College community with the intent to embed these behaviours in Keyano culture 2. Provides resources and tools to the College community to support wellness				
Performance Measures: 6.1	Healthy Campus Strategy developed by June 2020 and implemented by June 2021	Developed June 2020 Implemented June 2021	Complete	<ul style="list-style-type: none"> Healthy campus strategy complete. Presentation at September Townhall to communicate focus areas and committee leads. Branding and communication plan complete. Consultation with students and employees complete. Finalized values and mission of the committee. Finalized resource map and visual aid. Implemented events. 	
	Baseline data for Healthy Campus initiatives established by June 2020 with continuous improvement thereafter	Baseline June 2020 Continuous Improvement Ongoing	Complete	<ul style="list-style-type: none"> Data gathered through focus groups, questionnaire, and circle discussion utilized to form the baseline for initiatives. 	
	Smoke-free Campus fully implemented by September 2020	September 2020		<ul style="list-style-type: none"> Delayed due to COVID-19 and Fort McMurray flood. 	

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Expected Outcomes: 6.2	Leadership training provided to College leaders and development plans are in place				
Performance Measures: 6.2	At least 25 Keyano leaders trained in Situational Leadership by June 2020 and another 25 by June 2021	June 2021	Ongoing	<ul style="list-style-type: none"> • Situational Leadership training scheduled for October 2020. • Monthly meetings to follow up on Situational Leadership training. • Second cohort delayed due to COVID-19 and Fort McMurray flood. 	
Expected Outcomes: 6.3	Opportunities for professional development and career planning for College employees to support development and engagement				
Performance Measures: 6.3	Succession plans for all key leadership positions developed by June 2020 with continuous improvement thereafter	Developed June 2020 Continuous Improvement Ongoing	Complete	<ul style="list-style-type: none"> • Succession Plan framework developed, and successors identified for key positions. 	
Expected Outcomes: 6.4	Collaboration space and tools established for use by College employees to support engaged cross-functional teams				
Performance Measures: 6.4	Benchmarks for collaboration spaces established by June 2020 with continuous improvement thereafter	Benchmark June 2020 Continuous Improvement Ongoing	Ongoing	<ul style="list-style-type: none"> • Designs for new collaborative spaces have been developed and detailed plans are in place for piloting a collaborative space. 	
	Benchmarks for collaboration tools established by June 2020 with continuous improvement thereafter	Benchmark June 2020 Continuous Improvement Ongoing	Ongoing	<ul style="list-style-type: none"> • The implementation and rollout of academic and administrative collaboration tools were completed June 2020. 	



GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES, AND PERFORMANCE MEASURES

CREDENTIAL COMPLETION



435 CERTIFICATES

70
DIPLOMA



83 APPRENTICESHIP
(Only those completing the final Period)

506 TOTAL
2019-20¹



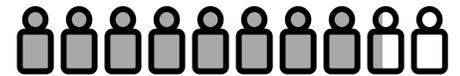
PROGRAM AND TEACHING QUALITY



96%

OF STUDENTS WHO AGREE OR STRONGLY AGREE THAT PROFESSORS SEEM KNOWLEDGEABLE IN THEIR FIELDS in 2020²
(Only those completing the final Period)

83%



OF STUDENTS WHO STRONGLY AGREE OR AGREE THAT THEY WERE GENERALLY SATISFIED WITH THE QUALITY OF TEACHING THEY RECEIVED in 2020²
(Only those completing the final Period)

GRADUATE SUCCESS

63% OF GRADUATES WHO ARE EMPLOYED in 2016/17³



(graduates who completed the Graduate Outcomes Survey except those who were full-time students when surveyed)

GRADUATES WHO HAVE WORK RELATED TO THE PROGRAM
in 2015/16³

68% VERY RELATED



12% SOMEWHAT RELATED



¹ DATA COLLECTION AND REPORTING (DCaR) – LEARNER & ENROLMENT REPORTING SYSTEM

² CANADIAN UNIVERSITY SURVEY CONSORTIUM (CUSC): 2020 MIDDLE YEAR STUDENTS SURVEY KEYANO COLLEGE

³ GRADUATE OUTCOMES SURVEY

GOAL 3

THIS GOAL ALIGNS WITH THE ADULT LEARNING SYSTEM PRINCIPLES OF ACCESSIBILITY, QUALITY, AND COORDINATION

Learning System Principle: Accessibility

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 1: Provide responsive programs and training opportunities to meet local labour market needs and improve graduate employment outcomes					
Expected Outcomes: 1.1	Diverse range of certificates, diplomas, and collaborative degrees available to students in the region				
Performance Measures: 1.1	Increase in number of certificates, diplomas, and/or collaborative degrees with two new or reactivated programs planned for 2019-20, three for 2020-21, and three for 2021-22	2021-22	Ongoing	<ul style="list-style-type: none"> ELCC Diploma was reactivated (July 1, 2019). Pursuing a collaborative Bachelor of Social Work. English for Academic Purposes program approved for implementation July 1, 2020. Business Aviation Diploma program approved for implementation July 1, 2020. 	
	Benchmark for number of work-integrated learning opportunities for students established by June 2020 with improvements by June 2021	Established June 2020 Reviewed June 2021	Ongoing	<ul style="list-style-type: none"> Benchmarking is ongoing, confirmed that a substantial number of existing programs currently have WIL opportunities. Keyano's program development process updated to include requirements for work-integrated learning where appropriate. Co-op coordinators actively sought WIL opportunities and aided students in preparing resumes and interview skills. Developed the Employment Skills Certificate program funded by RBC Future Launch to provide a flexible and supportive environment for students to develop and enhance skills for success in their future employment. Continuing Education awarded an Integrated Supply Chain Warehouse contract with Alberta Labour and Immigration. The program was launched in June 2020. 	Established June 2021 Reviewed June 2022
Expected Outcomes: 1.2	Programs that align with regional labour market demands				
Performance Measures: 1.2	Higher percentage of graduates who are employed in the local region by June 2022	June 2022		<ul style="list-style-type: none"> Graduate survey/alumni tracking plan under development. 	
	Higher percentage of graduates who have work related to their program by June 2022	June 2022		<ul style="list-style-type: none"> Graduate survey/alumni tracking plan under development. Purchased and launched LinkedIn Learning which is provided free to staff, students, and alumni. This will aid the College in connecting with graduates, provide them additional training opportunities, and utilize data to understand their post-graduate employment journey. 	

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES, AND PERFORMANCE MEASURES

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
	Increase in number of program development and needs assessment sessions held with local industry, business, and community partners by June 2020	June 2020		<ul style="list-style-type: none"> Working with local Industry partners and Alberta Apprenticeship and Industry Training (AIT) to deliver a Boiler Maker pilot project for 2020-21. Program advisory committee meetings ongoing. Keyano College contracted Hanover Research to conduct the following studies about program development and needs assessment: Benchmarking Scan - Arts Programs, Student and Labour Market Analysis - Esports, Information Technology, Market Analysis - Engineering Technology, Best Practices in Online Learning for At-Risk Students, and Meeting Practical Hands-on Requirements during COVID-19. 	June 2021
	Higher percentage of graduates who have work related to their program by June 2022	June 2022		<ul style="list-style-type: none"> Graduate survey/alumni tracking plan under development. 	
Expected Outcomes: 1.3	Job-ready graduates that meet industry, business, and community needs				
Performance Measures: 1.3	Higher percentage of employers satisfied with the skills, knowledge, and behaviours of Keyano graduates by June 2022	June 2022		<ul style="list-style-type: none"> Employer survey under development. 	
Priority Initiative 2: Develop and implement an Open Education Resources (OER) strategy to enhance student success and increase program and course affordability					
Expected Outcomes: 2.1	Open Education Resources (OER) Strategy				
Performance Measures: 2.1	OER Strategy developed by June 2020 and implemented by June 2021	Developed June 2020 Implemented June 2021		<ul style="list-style-type: none"> OER Strategy under development. The project was delayed due to COVID-19. 	Developed June 2021 Implemented June 2022
Expected Outcomes: 2.2	Increased review, adaption, and creation of OERs at Keyano				
Performance Measures: 2.2	Benchmark for number of programs and courses currently using OERs by June 2020 with improvements by June 2021	Benchmark June 2020		<ul style="list-style-type: none"> Benchmark for the number of programs and courses under development, project was delayed due to COVID-19. The library developed an extensive list of OER resources for faculty and staff. Keyano College purchased and launched LinkedIn Learning which is provided free to staff, students, and alumni. 	Benchmark June 2021 Reviewed June 2022
	Increase in number of employees and subject matter experts reviewing, adapting, and creating OERs by June 2021	June 2021		<ul style="list-style-type: none"> Nursing and Allied Health Programs have adopted two (2) OERS during the 2019-20 academic year. Grant applications have been submitted to develop one. Childhood Studies has adopted online OER content during the 2019-20 academic year. 	

Learning System Principle: **Quality**

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 1: Develop and implement a Program Quality Assurance (PQA) Framework to ensure consistency and quality of all programs and courses delivered at Keyano					
Expected Outcomes: 1.1	Program Quality Assurance (PQA) Framework				
Performance Measures: 1.1	PQA Framework developed by June 2020 and implemented by June 2021	Developed June 2020 Implemented June 2021	Completed Ongoing	<ul style="list-style-type: none"> Program Quality Assurance (PQA) Framework has been developed. Implementation of PQA Framework is underway. 	
	All programs included in the five-year review schedule by June 2020		Ongoing	<ul style="list-style-type: none"> Development of program review schedule is ongoing. 	
	Increase in number of programs and courses reviewed through the PQA process with three scheduled for 2019-20 and five for 2020-21		Ongoing	<ul style="list-style-type: none"> Educational Assistant Certificate, Early Learning, and Childcare Certificate PQA are underway. SWOT Analysis of both programs was completed in 2019-20. Completion of PQA was impacted by staffing changes and COVID-19. 	
Priority Initiative 2: Develop a Teaching and Learning Philosophy for Keyano to guide the creation of a Teaching and Learning Framework					
Expected Outcomes: 2.1	Teaching and Learning Philosophy				
Performance Measures: 2.1	Teaching and Learning Philosophy developed by June 2020	Developed June 2020		<ul style="list-style-type: none"> Development of the Teaching and Learning Philosophy is ongoing, consultation is scheduled for Fall 2020 which will be the final stage of development and implementation. 	Developed June 2021
Expected Outcomes: 2.2	Teaching and Learning Framework reflecting the CIP Goals				
Performance Measures: 2.2	Teaching and Learning Framework developed by June 2020 and implemented by June 2021	Developed June 2020 Implemented June 2021		<ul style="list-style-type: none"> Development of the Teaching and Learning Framework is ongoing, consultation is scheduled for Fall 2020 which will be the final stage of development and implementation. 	Developed June 2021 Implemented June 2022
	Full alignment of instructor competencies with Human Resource competencies by June 2020	June 2020	Ongoing	<ul style="list-style-type: none"> Alignment of instructor competencies is ongoing with finalizing of the Teaching and Learning Framework. 	June 2021
	Increase in the number of framework-related teaching and learning training opportunities for faculty, staff, and students with four sessions planned for 2019-20	2019-20	Ongoing	<ul style="list-style-type: none"> Number of framework-related teaching and learning training opportunities for faculty, staff, and students is ongoing. Finalizing the Teaching and Learning Framework. Provided training to all faculty in Winter and Spring 2020 during the transition to online delivery due to COVID-19, including Learning to Utilize Technology such as Moodle, Zoom, Microsoft Teams, Online Proctoring Tool - Respondus LockDown Browser, LinkedIn Learning as an Online Delivery Resource, OERs as an Online Delivery Resource. Provided and support for the adaptation of asynchronous modules for online delivery. Developed Learning Online Orientation for students to aid in the transition to online delivery. Developed International Student Orientation program to aid in the transition to Keyano. Delivered the Instructional Skills Workshop (ISW) in a face-to-face and online format. 	2020-21

Learning System Principle: **Coordination**

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 1: Enhance dual credit opportunities to increase training for students in the region					
Expected Outcomes: 1.1	Increased coordination with school districts to provide enhanced dual credit programming				
Performance Measures: 1.1	One new dual credit offering in 2019-20 and one new offering in 2020-21	2020-21	Ongoing	<ul style="list-style-type: none"> Delivering dual credit Electrical, dual credit Welder, and dual credit Nondestructive Testing (NDT). The delivery of dual credit Power Engineering program is under development and will be introduced in 2020-21. Exploration of dual credit options for Educational Assistant and Early Learning and Child Care is underway. 	
Expected Outcomes: 1.2	Increased participation of local high school students in Keyano programs				
Performance Measures: 1.2	Benchmark for number of local high school students in Keyano's dual credit programs established by June 2020 with increased enrolment by June 2021	Benchmark June 2020 Review June 2021	Ongoing	<ul style="list-style-type: none"> Ongoing work with the local school districts to increase the enrollment in three (3) trades-related dual credit programs to promote entrance into Alberta Apprenticeship and Industry Training. 	
Priority Initiative 2: Pursue collaborative programming opportunities with other Alberta post-secondary institutions					
Expected Outcomes: 2.1	Increased collaboration with Alberta PSIs to enhance educational opportunities for students in the region				
Performance Measures: 2.1	Opportunities for collaborative certificate, diploma, and degree programs identified by June 2020 with viability reports by June 2021	Opportunities Identified June 2020 Viability Reports June 2021	Ongoing	<ul style="list-style-type: none"> Working with other institutions to develop a collaborative chemical engineering program. Exploring options for a collaborative Bachelor of Social Work program with Portage College and another degree-granting institution. A program development and priority matrix has been created to track and prioritize program development and review, including over 20 programs for possible development opportunities. Allocated \$500,000 for program curriculum development. Contracted with Hanover Research to develop annual research reports based on priority initiatives and program development needs. Purchased Worldwide Instructional Design System (WIDS) to support program development. Implementation delayed due to COVID-19, scheduled for Fall 2020. Contracted the delivery of Developing a Curriculum (DACUM) training, delivered DACUM I in 2019-20, DACUM II intended to be delivered in 2020-21. 	
	Summary of transfer agreements between Keyano and other Alberta PSIs by June 2020 with continuous improvement thereafter	June 2020	Completed	<ul style="list-style-type: none"> Summary of transfer agreements between Keyano and other Alberta PSIs is complete. Planning for continuous improvement is ongoing. 	

EMPLOYEES



11.02%

PERCENTAGE OF EMPLOYEE TURNOVER
in 2019-20¹ (Annualized voluntary attrition rate)

FINANCIAL



\$982,910

TOTAL DOLLAR VALUE OF AWARDS
GIVEN TO STUDENTS (Academic
Awards, Athletic Awards, Excellence
Scholarships) in 2019-20²

\$187,667

**OVERALL BUDGET
VARIANCE** in 2019-20³
(Budget variance is unfavorable)

(A measure of the ability of Keyano to operate within its budget. Based on best practices, the annual operating results should be +/- 5% as compared to annual operating revenues.)



53.4%

GOVERNMENT OF ALBERTA
OPERATING GRANT REVENUES AS A
PERCENTAGE OF OVERALL REVENUE
in 2019-20⁴

¹ HRIS DATA | ² FINANCE | ³ NET SURPLUS AS PER THE ANNUAL BUDGET
⁴ ANNUAL CONSOLIDATED OPERATING STATEMENT



GOAL 4

THIS GOAL ALIGNS WITH THE ADULT LEARNING SYSTEM PRINCIPLES OF **ACCESSIBILITY, AFFORDABILITY, AND COORDINATION**



Learning System Principle: **Coordination**

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 1: Staff Recognition Program - Priority ONE					
Expected Outcomes: 1.1	Staff Engagement and alignment				
Performance Measures: 1.1	Selection committee will be looking for multiple submissions per month. The launch will be in November 2019 at the Professional Development days, and will run through to June 2020.	June 2020	Ongoing	• Ongoing, future Professional Development Days postponed due to COVID-19.	June 2021
Priority Initiative 2: Professional Development (CUPE, Faculty)					
Expected Outcomes: 2.1	Improved skills and growth Enhancing the skills of faculty and staff while supporting learning through professional development Engagement on cross-functional teams				
Performance Measures: 2.1	Document the number of employees who received additional accreditations, certificates, diplomas, degrees, etc.	2019-20	Ongoing	• Process to document the number of employees who received additional accreditations, certificates, diplomas, degrees, etc. is under review.	2020-21
	Document the number of faculty and staff involved as participants and speakers in the Keyano Professional Development Day in comparison to the 2019 participation.	2019-20	Ongoing	• Keyano Development Day had 32 employees participate as presenters. 220 employees attended sessions. • Comparison of baseline data is ongoing.	2020/21

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
	Higher numbers of staff involvement in cross-functional teams. (Increase in participation in various initiatives throughout the College in 2019-20.)			<ul style="list-style-type: none"> Several cross-functional teams with multiple department participation have been developed. These teams include: Healthy Campus Committee. Keyano Development Day Committee. Continuous Improvement Committee, COVID-19 Response Planning Committee, Indigenous Advisory Committee, Community Engagement Committee, and International Education Committee. 	
Priority Initiative 3: Leadership Training					
Expected Outcomes: 3.1	Improved skills and growth Applying for more positions within the College, better succession planning				
Performance Measures: 3.1	Increase number of participants in leadership training. Increased number of internal promotions and transfers for leadership positions. Development of the succession planning for 2019-20.	2020-21	Ongoing	<ul style="list-style-type: none"> The succession plan is complete. A total of nine promotions took place in 2019-20. 	
Priority Initiative 4: Professional Development Day (Keyano Development Day)					
Expected Outcomes: 4.1	Annual Professional Development held to include all staff Faculty and staff engagement, bonding, and building a sense of Keyano pride				
Performance Measures: 4.1	Measure and document the number of sessions held during Keyano Development Day and attendance at the sessions. Measure the diversity of sessions. Determine the number of faculty and staff presenting and the positive feedback from participants		Ongoing	<ul style="list-style-type: none"> The first Annual Professional Development Day was launched in 2019-20. Sessions were tracked and this information will be used to measure the diversity of sessions, number of faculty and staff presenting, and overall feedback from participants over time. 	2021-22
	Increase the numbers of staff and faculty participating in Keyano sponsored events. Increase 5% per year		Ongoing	<ul style="list-style-type: none"> Development of a tracking system to collect baseline engagement data is underway. 	2021-22

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES, AND PERFORMANCE MEASURES

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 5: Regular Learning Celebrations (Graduations, Dean's List & President's list, etc.)					
Expected Outcomes: 5.1	Student recognition and acknowledgement				
Performance Measures: 5.1	Increased numbers of staff and faculty attendees at Student Recognition Celebrations. Successful graduation ceremonies (Convocation, Nurse's Pinning Ceremony, Fort Chipewyan Celebration of Success, Journeyman Breakfasts) measured by attendance. Higher student success and more students on the Dean's list and President's List			<ul style="list-style-type: none"> • Many year-end celebrations for 2019-20 were postponed due to COVID-19, plans to increase attendees are ongoing. • (February 29, 2020): Members of the Keyano senior leadership team attended the RMWB Black History Month celebrations to honour Keyano College students receiving awards. • Annual convocation held online due to COVID-19. • Installation of the wall showcasing annual recipients of the President's List and Dean's List complete. • The School of Trades and Heavy Industrial held five Journeyman Breakfasts celebrating student success in Trades upon completion of red seal examinations. 	

Learning System Principle: **Accessibility**

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 1: Embracing Indigenous Ways of Learning					
Expected Outcomes: 1.1	Inventory of programs that incorporate Indigenous knowledge, offering programs in response to requests from Indigenous partners, finalizing the Elder Protocol and Service Plan				
Performance Measures: 1.1	Increase the number of Indigenous partnerships. Successful completion of the Elder Protocol and service plan, and completion of the inventory of program with Indigenous content. Expansion of on-campus-cultural programs including learning circles and culturally significant events. Development of a clear plan and mandate to serve the Indigenous communities through the Fort Chipewyan Campus and Regional Learning Centres.			<ul style="list-style-type: none"> • Integrated Indigenous knowledge into Early Learning and Child Care and Educational Assistant program curriculum. • Developed a partnership with the Fort McKay First Nation regarding Early Learning and Child Care and Educational Assistant programs. • The School of Continuing Education completed and distributed the Elder Protocol in the Fall of 2019. • The Community Based Environmental Monitoring Certificate Program combined western and Indigenous knowledge into the curriculum. • Developed an inventory of programs that can be shared with Indigenous communities. • Developed a calendar of monthly cultural programs. • Developed a partnership with the Mikisew Cree First Nation for the use of Fort Chip Campus for delivery of secondary school education. 	

Learning System Principle: **Affordability**

TYPE	DESCRIPTION	EXPECTED COMPLETION DATE (CIP)	STATUS	PROGRESS MADE IN 2019-20	REVISED COMPLETION DATE
Priority Initiative 1: Athletic Awards/Student Awards					
Expected Outcomes: 1.1	Increase opportunities for potential students to attend College				
Performance Measures: 1.1	Increase the number of applications and acceptance. Increase in the number of Student awards and Athletic Awards			<ul style="list-style-type: none"> In 2019-2020 there were 23 athletic awards for a combined total of \$39,000. A combination of tuition waivers, scholarships, and awards was introduced in the 2020-21 budget. 	
	Write a strategy to determine more opportunities to increase athletic offerings. Add more athletics programs which will increase students trying out for Huskies, increase international athletes, and increase applications to the College			<ul style="list-style-type: none"> The Alberta Colleges Athletic Conference approved Men's and Women's Hockey, Golf, and Curling programs fro 2021-22. This will increase student enrolment and athletic scholarship opportunities. Development of a concentrated athletic fundraising strategy is underway. 	



FINANCIAL AND BUDGET INFORMATION

The Management Discussion and Analysis (MD&A) is an overview of the consolidated financial results of the College for the fiscal year ended June 30, 2020, and offers a detailed discussion on the following:

1. Operating Environment Overview
2. Issues with Financial Reporting
3. Financial Results
4. Net Assets
5. Capital Spending
6. Consolidated Entities

OPERATING ENVIRONMENT AND OVERVIEW

In light of the COVID-19 pandemic, program delivery shifted to online with modified face-to-face for labs, clinicals, and placements.

College employees have successfully transitioned to working in a blended campus/remotely environment during the COVID-19 pandemic. March 31, 2020, temporary layoffs and reduction in hours of work have been, and will continue to be considered as staffing requirements change in response to Alberta Health Services (AHS) guidelines and reduced on-campus activities.

On April 27, 2020, severe flooding occurred in the lower townsite of Fort McMurray that forced the evacuation of over 13,000 residents. The flooding impacted Keyano's Clearwater Main Campus, Bob Lamb Centre, Syncrude Sports & Wellness Centre, Oilsands Power and Process Engineering Lab, Penhorwood Residences, and Reidel Residences. Students were evacuated from Clearwater Hall and Penhorwood Residences on April 26. The Regional Municipality of Wood Buffalo issued a series of mandatory evacuation orders.

An insurance claim was immediately filed and restoration work commenced shortly after the lower townsite was reopened by the Regional Municipality of Wood Buffalo. There are two parts to the flood insurance claim: property loss and business interruption. The College's insurance coverage is \$100 million, with a deductible of million. Both of these claims are ongoing.

As of June 30, 2020, the estimated total property loss damage was \$48 million. The total cost of remediation and restoration of buildings and equipment is indeterminate at this time. Expenses incurred in the amount of \$1 million, representing the insurance deductible portion of the loss, have been recognized in the consolidated statement of operations. Flood restoration of Clearwater Campus building and Penhorwood Residence was substantially completed on August 15, 2020. Syncrude Sport and Wellness Centre (SSWC) was substantially completed on September 28. The Bob Lamb and Reidel Student Housing buildings continue to undergo flood restoration with completion estimated by December 2020.

COVID-19 and the flood have exacerbated the already struggling Alberta oil and gas industry. On April 20, 2020, for the first time in history negative crude oil prices were recorded. The mismatch in worldwide oil supply and demand coupled with constraints in Canadian pipeline infrastructure limiting access of oil to key markets continue to affect the economy in the Regional Municipality of Wood Buffalo.

In 2020, the College grew by 36.13 (3.4%) Full Load Equivalents (FLEs) in diploma and certificate programs from 1,076.4 FLE in 2018-19.

In 2019-20 the Provincial government announced that starting April 1, 2020, Alberta will use a performance-based funding model to determine a portion of funding for post-secondary institutions. Financial and non-financial metrics will be used to tie performance into expenditure targets, enrolments, graduation rates to name a few. The implementation of performance-based funding model was postponed due to the COVID-19 pandemic. The Operating and Program Support Grant (previously the Campus Alberta Grant) was reduced by 5.6% (\$1,939,696) from the previous year. For 2019-20 the tuition fees continued to be frozen at 2014-15 levels as regulated by the Government of Alberta.

FINANCIAL AND BUDGET INFORMATION *(continued)*

In addition, Fort McMurray of Living Allowance (COLA) which has been funded by the province since 2007 was not renewed after April 2020. There are no indications that this funding will be reinstated in the future. The College made its last COLA payment to College employees on June 20, 2020. The loss of COLA is expected to have a negative impacts on attracting and retaining employees.

ISSUES WITH FINANCIAL REPORTING

Since 2015, the College has received unfavorable ratings on the Auditor General of Alberta's (OAG) post-secondary institution scorecard, which gets published annually. The OAG's report noted that a significant improvement is required by the College in preparing accurate and timely consolidated financial statements. The College has three audit recommendations, two of which have been outstanding for more than three years:

1. Improve systems to comply with legislation; originally reported in the February 2013 report of the Auditor General of Alberta and repeated in November 2018.
2. Improve financial reporting processes; originally reported in the February 2016 report of the Auditor General of Alberta and repeated in November 2018.
3. Implement an effective internal controls program to ensure key risks are mitigated; reported in the December 2019 Report of the Auditor General of Alberta.

The College has made significant progress in implementing processes and controls on financial reporting. In the December 2019 OAG report card, for the 2019 audited consolidated financial statements, Keyano College was given a green score for accuracy and a red score for timeliness and outstanding recommendations. A red score signifies significant weakness. The 2019-20 consolidated financial statements were completed and submitted on a timely basis. The College received a clean audit opinion on its 2019-20 consolidated financial statements. No significant findings regarding the accuracy of the consolidated financial statements had been brought to management's attention at the time of this report. The 2020 PSI report card has not yet been issued at the time of finalization of this document. This also demonstrates the progress management

has made towards implementing a robust financial reporting process.

The College continues to take measures to address outstanding financial and other accountability matters. To implement the outstanding recommendations, the College:

1. Has hired qualified and experienced staff in the Finance Department.
2. Provided staff training in Public Sector Accounting and other accounting and relevant subjects.
3. Has hired a legislative compliance coordinator to assist with tracking the implementation of the Legislative Compliance Framework which is currently underway.
4. Is in the process of reviewing existing, and implementing new financial policies and procedures.
5. Is reviewing its internal control framework and is considering sharing internal audit resources with other Colleges.
6. Has upgraded its Finance ERP system for improved planning, reporting, and analysis.

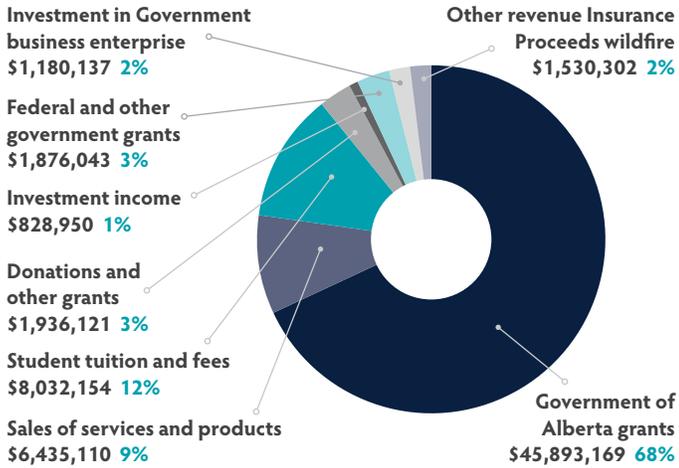
Administration is expecting the incremental improvements to continue each year with full compliance by 2021-22.

FINANCIAL RESULTS

The College ended the year with an operating deficit of \$187,667, a decrease of \$747,657 over the prior year and a decrease of \$187,667 over budget.

REVENUE

Total revenues for the year ended June 30, 2020, were \$67,711,986, a decrease of \$3,653,419 over the prior year and \$7,221,293 under budget. Revenue from the Government of Alberta represented Keyano College's largest source of income, at 68% of total College revenue. The major components of revenue are as follows:



Government of Alberta grants

Revenues from Alberta Government grants were \$45,893,169, a decrease of \$3,409,166 over the prior year, and \$3,615,484 lower than budget.

The decrease in revenue is due to:

AMOUNT	EXPLANATION
\$1,939,696	Reduced Campus Alberta Grant funding from prior year.
\$1,429,341	No Strategic Innovation Fund (SIF) projects being funded in the current year.
\$455,461	Decreased IMP spending in current year due to COVID-19 and Fort McMurray flood.
\$385,516	Decreased earned deferred capital contributions due to retirement of assets and lower contributed capital spending during the year.
\$87,289	Completion of grant-funded programs, Pathways to B.Ed.

Decreases were partially offset by an increase in COLA revenue from the prior year as there was no COLA revenue recorded in Quarter 4 (Q4) of Fiscal Year 2019 (F2019) due to the uncertainty of grant funding, \$888,137.

Government of Alberta grants is under budget mainly due to COLA.

Sales of services and products

Sales of services and product revenue of \$6,435,110 were \$2,274,238 lower than prior-year and \$1,699,406 lower than budget.

To date, there has been a \$1,113,524 decrease in revenue due to COVID-19 and the Fort McMurray flood as Keyano had to close facilities for the final three months of the year. Lost revenue includes i) \$341,236 for housing, ii) \$230,758 in facilities leases and rentals, iii) \$164,000 due to cancellation of spring dual credit programs, iv) \$162,038 in decreased bookstore sales, v) \$114,931 due to cancellation of Keyano Golf fundraiser, vi) \$78,451 due to lower SSWC membership fees, and vii) \$22,111 due to decreased food sales.

Decreases in contract revenue of \$582,210 were due to lower demand for special projects course offerings in Continuing Education, cancellation of instructor secondment agreement with a local high school, and the decrease of service agreement costs with the Keyano College Land Trust.

Other decreases include \$172,828 in theatre sales, \$120,000 SSWC naming rights, revenue was moved to donations in the current year, \$131,685 interest allocated to deferred grants, \$110,366 in Gala ticket sales and donations, and \$39,577 in other revenue.

Student tuition and fees

Student tuition and fees revenue of \$8,032,154 was \$16,114 lower than the prior-year and \$720,337 lower than budget. Full Load Equivalent (FLE) actuals were up slightly from the prior year, 3%, but the decreases in other fees brought revenue down from the prior year. The decrease in revenue is due to lower testing revenue, \$312,020, decrease in non-credit tuition revenue, \$290,249, and decrease in education contract revenue, \$35,270. This was offset by increased credit tuition revenue, \$377,916, utilizing deferred student technology fees for an IT project, \$143,691, and increased student fee revenue \$99,815. The Government of Alberta mandated that the tuition freeze continued into 2020, which kept tuition fees at 2014-15 levels.

FINANCIAL AND BUDGET INFORMATION *(continued)*

Donations and other grants

Donations and other grant revenue of \$1,936,121 were \$112,713 higher than the prior-year and \$816,631 lower than budget. The variance is due to increased donations, SSWC naming rights, and the drawing down of the deferred donation reserve for SSWC building maintenance. Donations received are comparable to prior-year.

Donations are lower than budget due to cancellation of scheduled fundraisers due to COVID-19 and the Fort McMurray flood.

Investment income

Investment income revenue of \$828,950 was \$458,514 lower than the prior year and \$124,037 higher than budget. Portfolio investments under-performed relative to prior year. The year-over-year rate of return declined from 5.10% in 2019 to 1.5% in 2020. In prior year, the College realized gains on the investment portfolio when \$7 million worth of investments were sold to meet the College's short term cashflow needs. This partly explains the decrease in investment income. Earnings from restricted portfolio investments for endowments are recorded as deferred revenue until funds are used for the purposes intended.

Federal and other government grants

Grant revenue from federal and other government sources of \$1,876,043 was \$380,821 higher than the previous year and \$70,173 higher than budget. Increase is due to: i) the Theatre sustainability grant with the Regional Municipality of Wood Buffalo (secured in F2019 but full-year recognition in F2020), \$602,637, ii) partially offset by decreased LINC revenue, -\$80,899, iii) no research grants in the current year, -\$80,000, iv) Red Cross mental health grant at end of term, -\$50,917 and v) other grant funding ending in the prior year -\$10,000.

Investment in government business enterprise

Investment in Government business enterprise of \$1,180,137 was \$480,777 better than the previous year and \$563,645

lower than budget. This represents the Land Trust net comprehensive income for the year. Income is derived primarily from the rental of non-serviced lay down lots to third party companies and from the royalties earned on the gravel pit. The increase in revenue in the current year is due to increased royalty revenue earned from the gravel and sand leases, partially offset by an environmental liability and governance review expenses. Royalty revenue in the current year was \$1,624,932 and it was \$19,470 in the prior year. The environmental liability was \$480,000, this was also an unbudgeted expense.

Insurance proceeds

Other revenue consisted of insurance proceeds for the wildfire business interruption claim, \$1,530,302. The business interruption claim has been settled and the claim has been closed.

Spent deferred capital revenue earned

Tangible capital assets purchased with externally restricted funds result in an obligation to the College to use the acquired assets over their useful lives in the provision of College services. Under Public Sector Accounting Standards (PSAS), spent deferred capital when earned as revenue must be attributed to the primary revenue source in the consolidated statement of operations. The following table depicts operating and spent deferred capital revenue earned by object grouping for the year ended June 30, 2020.

	OPERATING	SPENT DEFERRED CAPITAL EARNED	TOTAL
Government of Alberta Grants	45,365,940	3,527,229	48,893,169
Sales of Services and Products	6,435,110	-	6,435,110
Student Tuition and Fees	8,032,154	-	8,032,154
Donations and Other Grants	935,132	1,000,989	1,936,121
Investment Income	828,950	-	828,950
Federal and Other Government Grants	1,876,043	-	1,876,043
Investment in Government Business Enterprise	1,180,137	-	1,180,137
Other - Insurance payments	1,530,302	-	1,530,302
TOTAL REVENUE	\$63,183,768	\$4,528,218	\$67,711,986

EXPENSES

Total expenses for the year ended June 30, 2020, were \$68,167,902, a decrease of \$2,708,462 over prior year and a decrease of \$6,765,377 over budget. Salaries and benefits represented Keyano's single largest expense at 57% of the total. Major components of expenses are as follows:

Salaries and benefits

Salaries and benefits of \$38,722,136 have increased by \$207,595 over the prior year and are \$2,347,817 under budget. Salary costs have increased by \$428,972 and benefits have decreased by \$221,376. Salaries are up \$1,342,560 for employee severance (severance includes the permanent layoff of 17 Full-Time Equivalent (FTE) in February due to budget constraints and 74 temporary layoffs in April due to COVID-19), partially offset by decreased COLA expense due to lower FTE. COLA payments ended on June 20, 2020, \$145,235, and decreased wages due to lower FTE \$768,353. Benefits have decreased over the year mainly due to lower vacation and pension expenses \$517,121, partially offset by increased health insurance costs \$295,745.

Material, supplies, and services

Materials, supplies, and services of \$13,190,813 have decreased by \$4,643,842 over the prior year and are \$5,088,370 under budget. The variance is mainly due to \$2,663,264 of service-related IMP expenditures and \$1,592,329 is related to SIF projects that were completed in the prior year.

Amortization of tangible capital assets

Amortization of tangible capital assets of \$7,609,694 has decreased by \$380,811 over the prior year and is \$146,474 under budget. The variance from the prior year is due to more assets being fully depreciated.

Utilities

Utilities of \$1,876,493 have decreased by \$265,600 over the prior year and are \$299,166 under budget. Costs are lower than the previous year due to utilities being shut down after

the Fort McMurray flood on April 27. The total savings are as follows: power \$186,022, gas \$63,408, water/sewer \$1,417, and garbage \$14,753.

Repairs and maintenance

Repairs and maintenance of \$4,505,844 have increased by \$2,420,542 over the prior year and are \$1,328,223 over budget. Increase in the current year is due to IMP projects, grant-funded, \$2,190,441, 2020 flood \$522,315 (the total flood deductible was \$1,000,000 and was fully expensed as of June 30, 2020), facilities repairs and maintenance \$25,055. Increase was partially offset by a decrease in housing maintenance expense due to projects being completed in prior year, \$317,458.

Cost of goods sold

The cost of goods sold of \$682,719 has decreased by \$264,877 over the prior year and is \$187,071 under budget. Cost of goods sold has decreased to lower book sales during the year, \$212,281, and lower gift-in-kind donations, \$52,597.

Interest on debt

Interest on debt of \$597,293 has decreased by \$44,603 over the prior year and is \$13,288 over budget. This expense reflects borrowing costs in capital lease agreements and loans with the Alberta Capital Finance Authority. Interest on debt has decreased as our loan values have decreased over the past year.

Scholarships and bursaries

Scholarships and bursaries of \$982,910 have increased by \$263,133 over the prior year and are \$1,990 under budget. Increase is mainly due to athletic awards \$144,572, and excellence awards \$81,255 (eligibility criteria now Alberta wide). Scholarships and bursaries will vary year to year as they are dependent on the availability of awards and students meeting eligibility criteria.

NET ASSETS

Net assets are comprised of accumulated operating surplus, internally restricted surplus, investments in tangible capital assets, endowments, and rereasurement gains and losses and are described in Note 14 to the consolidated financial statements. Net Assets decreased by \$331,244 (0.6%) from \$53,473,793 in 2018-19 to \$53,142,549 in 2019-20 and are further disclosed as follows:

	2019-20	2018-19	INCREASE (DECREASE)	% CHANGE
Accumulated Operating Surplus	9,032,540	9,582,400	(589,860)	-5.7%
Internally Restricted Surplus	8,880,791	8,761,678	119,113	1.4%
Investment in Tangible Capital Assets	29,777,331	29,802,500	(25,169)	-0.1%
Endowments	5,231,621	4,963,372	268,249	5.4%
Accumulated Remeasurement Gains	220,266	363,843	(143,577)	-39.5%
TOTAL REVENUE	53,142,549	53,473,793	(331,244)	-0.6%

Accumulated operating surplus

The accumulated operating surplus is the net result of life-to-date operating surpluses at Keyano which have not been designated for specific purposes through internally restricted surplus or investment in tangible capital assets. Total accumulated surplus decreased by \$187,667, which is made up of the 2019-20 annual operating deficit and transfers to internal reserves.

Internally restricted surplus

Internally restricted surplus increased by \$119,113 over the prior year. This increase is comprised of amounts appropriated into internally restricted reserves for faculty professional development, \$119,113. Housing reserve transfer is nil for the year.

Invested in tangible capital assets

Investment in tangible capital assets decreased by \$25,169 over 2018-19. This consisted of capital acquisitions \$1,849,365 debt repayment for capital leases and Alberta Capital Finance Authority loans \$1,431,942, less amortization on tangible capital assets \$3,081,476 and net book value of tangible capital asset disposals \$225,000.

Endowments

The endowment balance of \$5,231,620 has increased by \$268,249 from the prior year. Endowments consist of externally restricted donations received by the College. In the current year, the College received \$237,598 in new donations and earned \$30,651 in capitalized investment income.

Accumulated rereasurement gains

Rereasurement gains are an instrument to adjust operating investment portfolio to fair market value and are reported as \$220,266 on June 30, 2020. Accumulated rereasurement gains decreased by \$143,577 over the prior year of which \$187,657 was reclassified as realized gains in the consolidated statement of operations.

CAPITAL SPENDING

Tangible capital assets

Every year the College invests in the acquisition of tangible capital assets for expansion, renewal, and replacement of College assets. In 2019-20, the College spent \$2,057,228 on tangible capital assets in the categories below:

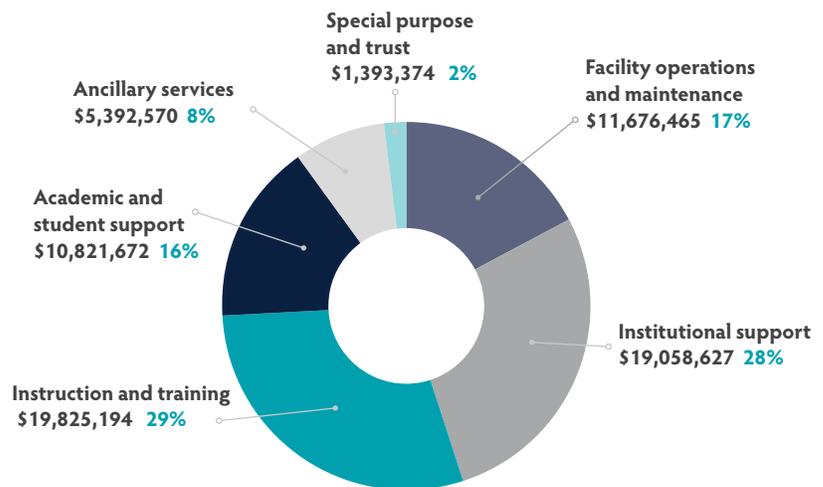
	ADDITIONS	WORK-IN- PROGRESS	TOTAL ADDITIONS	COMMENTS
Land	-	-	-	
Land improvements	-	-	289,123	
Buildings and renovations	-	106,156	106,156	Building automation system at Clearwater Main Campus, replacement of the Clearwater elevator.
Equipment	548,698	120,847	669,545	Facilities vehicles, mobile equipment, and various equipment.
Computer hardware & software	898,135	94,268	992,404	Replacement of computer hardware and servers, FMW budget software, and IT server monitoring software.
TOTAL REVENUE	\$1,446,835	\$ 321,270	\$2,057,228	

FINANCIAL AND BUDGET INFORMATION *(continued)*

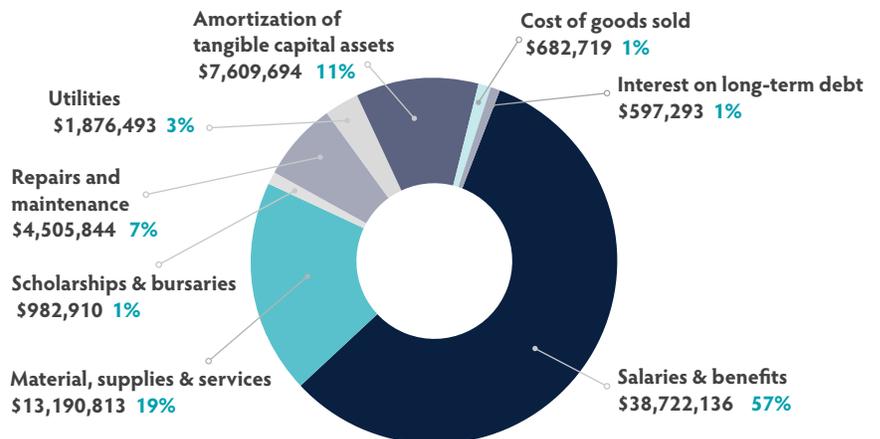
In 2019-20, the College wrote-off capital assets with a net book value of \$225,000 included in the computer hardware & software category below:

TANGIBLE CAPITAL ASSET CATEGORY	COST	EFFECT OF DISPOSAL/ WRITE DOWN ON ACCUM AMORTIZATION	NET DISPOSAL/WRITE DOWN
Land	-	-	-
Land improvements	-	-	-
Buildings and renovations	-	-	-
Equipment	119,561	119,561	-
Computer hardware & software	283,302	58,302	225,000
TOTAL REVENUE	\$402,863	\$ 177,863	\$ 225,000

EXPENSE BY FUNCTION



EXPENSE BY OBJECT



FINANCIAL AND BUDGET INFORMATION *(continued)*

CONSOLIDATED ENTITIES

Keyano College Land Trust

The Keyano College Land Trust (Land Trust) was established in March 2012 following an approved Order-In-Council authorizing the College to transfer 611 acres of undeveloped land to the Land Trust. The purpose of the Land Trust is to provide development of the lands to generate a sustainable and predictable revenue source for the College. In March of 2012, the Keyano College Land Trust Corporation was established to protect the charitable status of the College under Canadian tax law.

In 2013, the Land Trust business plan included the development of more than 1,300 mixed residential lots over a seven to ten-year period to meet the needs of 7,000 residents in Fort Mc Murray. This was at a time when the population of the region was estimated to grow from approximately 80,000 in 2013 to 139,000 by 2020. By the summer of 2015, the initial land development, Stage 5A Phase 1, had developed 47 residential lots. Stage 5A Phase 2, which includes 79 planned residential lots and an apartment building site, was engineered, site cleared, and graded by 2016.

In 2015, the Land Trust Board of Directors suspended further development of lands, including the registration of 47 developed lots for sale, due to the slowdown in the Alberta economy. This was further impacted by the 2016 Fort McMurray wildfire that created more uncertainty and increased inventory of dwellings on the market as some Fort McMurray residents never returned post rebuild.

The suspension of further development of the Saline Creek lands is expected to continue into the foreseeable future until market conditions improve. Phase 1 - Stage 1A, Phase 1 - Stage 5A (47 developed residential lots) and Phase 2 - Stage 5A land

has been reclassified from inventory land held for resale to investment property - land, effective July 1, 2018. On October 8, 2019, the Keyano College Land Trust Board of Directors passed a resolution to transfer these lands from inventory to investment property. This change was reflected in the 2018-19 financial statements of the Keyano College Land Trust.

The Land Trust generates income from the rental of un-serviced laydown lots to companies primarily in the construction and transport industries. In October 2017, the Land Trust entered into a lease contract with Stony Valley Construction Ltd. to excavate gravel and sand at the Saline Creek gravel pit.

For the year ended June 30, 2020 the Land Trust had revenues of \$3,630,938 (2019 - \$2,085,608) resulting in comprehensive income of \$1,180,137 (2019- \$699,360). The increase in comprehensive income was primarily due to gravel and sand royalty revenues that were recognized during the year. The revenue was partially offset by an estimate for the environmental liability assessment.

As of June 30, 2020 the College had an investment in government business enterprise (Land Trust) of \$18,342,937 (2019- \$16,818,338). The Keyano College Land Trust is consolidated in the College financial statements on a modified equity basis.

Keyano College Foundation

The Keyano College Foundation (Foundation) is a registered public foundation created to solicit, receive, and administer funds and property donated for the advancement of Keyano College. The Foundation is exempt from the payment of income tax under section 149 of the Income Tax (Canada).

In June 2017, the Foundation went through an organizational restructuring transferring all fiduciary responsibility from the Foundation to the Keyano College Board of Governors. The Foundation would continue to exist as an entity with its only focus on generating gaming revenues. The Foundation Board of Directors resigned in June 2017 and three members of the College Board of Governors were appointed as Foundation Board Directors. In 2018-19, all advancement and fundraising activities were transferred to the College.

The Foundation's present governance structure does not meet the requirements of the Alberta Gaming, Liquor and Cannabis Commission (AGLC). As a result, College Administration has undertaken a Foundation governance review to become compliant with AGLC requirements and ensure appropriate authorities exist with the Foundation Board of Directors.

The Foundation is consolidated on a line-by-line basis with the College with the elimination of inter-organization transactions.

On a stand-alone basis, the Foundation had a surplus of \$8,730 for the year ended June 30, 2020, an increase of \$2,049 over the prior year. In 2019-20 revenues were \$22,965, a decrease of \$3,762 over the prior year. The decrease reflects the transfer of advancement and fundraising activities from the Foundation to the College. As of June 30, 2020, \$1,288,516 of cash, receivables, and a guaranteed investment certificate remain in the Foundation, of which \$93,846 is deferred gaming revenue.



SELF-GENERATED REVENUE

The College has several self-generated revenue enterprises. Many areas were negatively impacted in the last quarter of 2019-20 due to COVID-19 and the Fort McMurray flood, which resulted in the shut down of many College buildings and operations.

AUXILIARY/ANCILLARY SERVICES:

AREA	ACTIVITY DESCRIPTION	ANNUAL REVENUE	PROFIT (LOSS)
SSWC	Gym memberships and facility rentals (long-term and short-term)	\$1,064,044	(\$18,870)
Bookstore	Sale of merchandise and textbooks, reprographics	\$1,166,977	(\$12,997)
Housing	Student and staff housing	\$1,400,086	(\$201,755)
Parking lot	Multiple parking lots for rentals- including staff, students, and other tenants	\$206,028	\$178,557
Food services	Cafeteria services	\$32,473	\$28,819

ACADEMIC ENTERPRISES:

AREA	ACTIVITY DESCRIPTION	ANNUAL REVENUE	PROFIT (LOSS)
Continuing Education	Offers programs and courses to help develop professional skills, provide professional certificates and designations, or prepare for a career in the trade industries.	\$2,431,677	(\$456,057)

COMMERCIAL ENTERPRISES:

AREA	ACTIVITY DESCRIPTION	ANNUAL REVENUE	PROFIT (LOSS)
Theatre	Theatre production and theatre rentals	\$1,449,846	(\$46,872)
Keyano College Land Trust	Government business enterprise – lease of laydown yards and gravel pit	\$3,630,938	\$1,180,137

ENROLMENT PLAN AND PROGRAM CHANGES

Keyano College empowers learners to develop the skills needed to reach their professional, personal, and economic goals. Keyano offers a wide range of programs that lead to certificates, diplomas, trades qualifications, and baccalaureate degrees.

ENROLMENT OVERVIEW

GRADUATES



506

students graduated in 2019-20¹

CREDIT PROGRAMMING QUALIFIED APPLICATIONS

The number of qualified applicants for credit programs (excluding apprenticeship) was

2,449

in 2019-20 COMPARED TO 2,481 in 2018/19²

QUALIFIED APPLICATIONS TO REGISTRATION RATE



59%

was the qualified application to registration rate in 2019-20²

FLEs FROM INTERNATIONAL STUDENTS



There were 81,232 FLEs FOR INTERNATIONAL STUDENTS in 2019-20¹

NON-CREDIT PROGRAMMING

Continuing Education Registrations: **2,939**²

Corporate Training Registrations: **468**²

Continuing Education Headcount: **1,655**²

Corporate Training Headcount: **326**²

OVERALL TOTAL REGISTRATIONS:

3,407

OVERALL TOTAL HEADCOUNT:

1,981

COMPARISON TABLE OF 2019-20

COMPARISON OF 2019-20 FLE PROJECTIONS TO ACTUALS BY PROGRAM BAND			
PROGRAM BAND	CIP PROJECTIONS 2019-20	ACTUALS 2019-20	VARIANCE
Business	134.403	144.336	7.4%
Education	67.916	98.895	45.6%
Health Sciences	249.641	233.479	(6.5%)
Languages, Social Sciences, Arts & Humanities	134.414	113.999	(15.2%)
Physical, Natural & Applied Sciences	19.242	26.787	39.2%
Preparatory & Basic Upgrading	190.645	215.068	12.8%
Trades & Technologies	318.751	279.969	(12.2%)
Total FLEs	1115.012	1112.533	(0.2%)

¹ DATA COLLECTION AND REPORTING (DCAR) LEARNER & ENROLMENT REPORTING

² KEYANO COLLEGE STUDENT INFORMATION SYSTEM (SIS): POWERCAMPUS-TAY APPLICATION FUNNEL REPORT

COMPARISON TABLE OF 2019-20

COMPARISON OF 2019-20 FLE PROJECTIONS TO ACTUALS BY CREDENTIAL			
CREDENTIAL	CIP PROJECTIONS 2019-20	ACTUALS 2019-20	VARIANCE
Apprenticeship	130.534	96.377	(26.2%)
Certificate	352.459	346.957	(1.6%)
Diploma	156.937	152.303	(3.0%)
Non-Credential	475.082	516.896	8.8%
Total FLEs	1115.012	1,112.533	(0.2%)

SCHOOL OF UNIVERSITY STUDIES, CAREER PROGRAMS, AND ACADEMIC UPGRADING

The School of University Studies, Career Programs, and Academic Upgrading offered certificates in Aboriginal Entrepreneurship, Art and Design, Business Administration – Accounting, Business Administration – Business, Office Administration, Human Resources Management, and Community Based Environmental Monitoring. The School offered diplomas in Business Administration – Accounting, Business Administration – Business, and Environmental Technology. In addition to certificates and diplomas, the school offered University Transfer options in the areas of Arts, Commerce, Education, Engineering, Science, and Social Work. The school's collaborative partnerships led to degrees in Environmental Science, Bachelor of Education, and Bachelor of Business Administration.

Instruction for students whose primary language is not English was provided through the Language Instruction for Newcomers to Canada (LINC) program. This is designed to assist students to develop the proficiency needed to access the academic programs offered at Keyano College.

Overall, the school of university studies, career programs, and academic upgrading were close to meeting the projected targets for the reporting period. The following programs had the greatest positive impact on enrolment:

- Business Administration – Management
- Business Administration – Accounting
- Office Administration Certificate
- Open Studies
- UT: Bachelor of Education

More students enrolled in the (LINC) program than was anticipated. This is directly related to the number of newcomers in the RMWB as well as the specific LINC levels approved for delivery by Immigration, Refugees, and Citizenship Canada (IRCC).

COMPARISON OF 2019-20 FLE PROJECTIONS TO ACTUALS FOR LINC			
PROGRAMS	PROJECTED FLE	ACTUAL FLE	VARIANCE
Language Instruction for Newcomers to Canada	93.544	117.084	25.2%
School Sub Total	93.544	117.084	25.2%

When preparing projections, the School applied a conservative approach for enrolment growth. This was largely due to the continued economic state and the projected recruitment of international students as part of the international education plan. It should be noted, a conservative approach in enrolment projections was applied across the institution. While Keyano was close to reaching its overall enrolment target, enrolments vary on a program by program basis. Concerning Open Studies, changes were implemented to elective course requirements in the UT: Nursing program. When students choose to complete these electives before admission to UT: Nursing they are coded as Open Studies. We anticipated a lower Open Studies enrolment due to these changes. We will continue to monitor Open Studies enrolments with UT: Nursing. It should be noted that enrolment with Winter 2020 and Spring 2020 semesters was impacted due to COVID-19.

SCHOOL OF HEALTH AND HUMAN SERVICES

The School of Health and Human Services offered certificates in Early Learning and Child Care, Educational Assistant, Primary Care Paramedic, and Health Care Aide. The School offered diplomas in Advanced Care Paramedic, Practical Nurse, Early Learning and Child Care, and Social Work. In addition to certificates and diplomas, the School also offered a Bachelor of Science in Nursing.

Overall, the School of Health and Human Services was close to meeting the projected targets for the reporting period. The following programs had the greatest positive impact on enrolment:

- Educational Assistant Certificate
- Practical Nursing Diploma
- Primary Care Paramedic (PCP) Certificate
- Social Work Diploma
- UT: Bachelor of Nursing

When preparing projections, the School applied a conservative approach for enrolment growth in these programs. This was largely due to the continued economic state and the projected recruitment of international students as part of the international education plan. A conservative approach in enrolment projections were applied across the institution. While Keyano was close to reaching its overall enrolment target, enrolments vary on a program by program basis.

Also, the COVID-19 pandemic has impacted the delivery of many of the programs in the School because of the face-to-face clinical skills practice necessary. As an example, both the Primary Care Paramedic and Advanced Care Paramedic programs were required to alter delivery of previously integrated skills instruction. This challenge was overcome successfully but necessitated additional instructional expenditures because of the complexity of coordinating student schedules. Similarly, clinical practice education experiences were rescheduled with additional offerings to accommodate students unable to attend or complete these experiences due to COVID-19. Creative solutions were devised by each program area, which received endorsement from the applicable regulatory and/or accrediting body. These alterations are being adopted for long-term implementation, where appropriate, based on improved delivery.

While the cost of COVID-19 has impacted the school, opportunities have also been seized to improve teaching and learning.

PROGRAMS	PROJECTED FLE	ACTUAL FLE	VARIANCE
Aboriginal Entrepreneurship	3.367	3.133	(6.9%)
Aboriginal Entrepreneurship	3.367	3.133	(6.9%)
Advanced Care Paramedic (ACP)	27.867	24.429	(12.3%)
Advanced Care Paramedic (ACP)	27.867	24.429	(12.3%)
Art and Design	11.833	4.200	(64.5%)
Art and Design	11.833	4.200	(64.5%)
Business Administration Certificate	69.334	67.653	(2.4%)
Accounting	26.567	27.417	3.2%
Business	42.767	40.236	(5.9%)
Business Administration Diploma	35.194	40.634	15.5%
Accounting	13.569	18.950	39.7%
Business	21.625	21.684	0.3%
Community-Based Environmental Monitoring	2.567	7.537	193.6%
Community-Based Environmental Monitoring	2.567	7.537	193.6%
Early Learning and Child Care Certificate	9.833	11.820	20.2%
Early Learning and Child Care	9.833	11.820	20.2%

PROGRAMS	PROJECTED FLE	ACTUAL FLE	VARIANCE
Early Learning and Child Care Diploma	12.714	3.946	(69.0%)
Early Learning and Child Care Diploma	12.714	3.946	(69.0%)
Educational Assistant	20.316	23.793	17.1%
Educational Assistant	20.316	23.793	17.1%
Environmental Technology Diploma	12.787	15.092	18.0%
Environmental Technology Diploma	12.787	15.092	18.0%
Health Care Aide	19.300	12.833	(33.5%)
Health Care Aide	19.300	12.833	(33.5%)
Human Resources Management Certificate	4.041	11.250	178.4%
Human Resources Management Certificate	4.041	11.250	178.4%
Mount Royal - Bachelor of Science - Environmental Science	8.000	7.700	(3.8%)
Bachelor of Science - Environmental Science	8.000	7.700	(3.8%)
Office Administration Certificate	19.867	21.266	7.0%
Office Administration	19.867	21.266	7.0%
Open Studies	30.100	29.279	(2.7%)
Open Studies	30.100	29.279	(2.7%)
Practical Nurse	47.708	44.383	(7.0%)
Practical Nurse	47.708	44.383	(7.0%)
Primary Care Paramedic (PCP)	16.571	14.972	(9.6%)
Primary Care Paramedic (PCP)	16.571	14.972	(9.6%)
Social Work Diploma	20.667	23.819	15.3%
Social Work Diploma	20.667	23.819	15.3%
Upgrading	127.322	92.710	(27.2%)
Academic Foundations	4.534	4.802	5.9%
Advanced High School Equivalency	1.333	3.235	142.7%
College Preparation	82.067	80.443	(2.0%)
General High School Equivalency	9.167	9.504	3.7%
UT: Bachelor of Arts	19.234	9.801	(49.0%)
UT: Bachelor of Arts	19.234	9.801	(49.0%)
UT: Bachelor of Commerce	2.600	0.400	(84.6%)
UT: Bachelor of Commerce	2.600	0.400	(84.6%)
UT: Bachelor of Education	19.234	9.801	(49.0%)
Elementary	19.234	9.801	(49.0%)
Secondary	19.234	9.801	(49.0%)
UT: Bachelor of Engineering	8.675	11.550	33.1%
UT: Bachelor of Engineering	8.675	11.550	33.1%
UT: Bachelor of Nursing	138.195	136.862	(1.0%)
Nursing	138.195	136.862	(1.0%)
UT: Bachelor of Science	26.000	22.934	(11.8%)
UT: Bachelor of Science	26.000	22.934	(11.8%)
UT: Bachelor of Social Work	4.033	8.200	103.3%
UT: Bachelor of Social Work	4.033	8.200	103.3%
School Sub Total	715.504	725.770	1.4%

SCHOOL OF TRADES AND HEAVY INDUSTRIAL

In 2019-20 Keyano offered six apprenticeship trade programs: Carpenter, Electrician, Heavy Equipment Technician, Industrial Mechanic (Millwright), Steamfitter-Pipefitter, and Welder. The College also planned to offer pre-employment programs including Pre-employment Heavy Equipment Technician, however the offerings were suspended due to the COVID-19 pandemic. Due to COVID-19, Alberta Industry Training (AIT) approved the suspension of apprenticeship training in March of 2020, which impacted 15 intakes of the scheduled Spring 2020 technical training.

In 2019-20 Keyano College also continued to deliver Power Engineering Certificate programs, as well as the Power

Engineering Computer Managed Learning program (CML). The Power Engineering CML is a self-paced, online program where learners can study power engineering to gain their 4th Class or 3rd Class Power Engineering Certification. The Oil Sands Power and Process Engineering Lab is a valuable resource to Keyano College, which provides both Power Co-op and CML students an opportunity to complete their 4th Class steam time within five (5) weeks. In 2018/19, 32 students registered for the lab. Despite the pandemic occurring in March 2020, the Power Engineering Co-op program was able to successfully complete the scheduled Spring 2020 offerings of 3rd and 4th Class by pivoting instruction to a virtual classroom delivery.

COMPARISON OF 2019-20 FLE PROJECTIONS TO ACTUALS FOR THE SCHOOL OF TRADES AND HEAVY INDUSTRIAL

PROGRAMS	PROJECTED FLE	ACTUALS FLE	VARIANCE
Apprenticeship	130.534	96.377	(26.2%)
Carpenter	4.267	2.403	(43.7%)
CEHO - Mobile Crane Operator	0.000	0.000	-
CHEO - Tower Crane Operator	0.000	0.000	-
Crane and Hoisting Equipment Operator - Boom Truck	0.000	0.000	-
Electrician	39.867	26.957	(32.4%)
Heavy Equipment Technician	38.400	35.778	(6.8%)
Industrial Mechanic (Millwright)	24.000	11.748	(51.1%)
Steamfitter/Pipefitter	12.800	6.942	(45.8%)
Welder	11.200	12.549	12.0%
Power Engineering	169.635	167.000	(1.6%)
3rd Class	5.842	5.375	(8.0%)
3rd Class Co-op	70.500	73.500	4.3%
4th Class	45.668	40.750	(10.8%)
4th Class Co-op	47.625	47.375	(0.5%)
Pre-Employment Trades	5.420	0.000	(100.0%)
Pre-employment Carpentry	2.323	0.000	(100.0%)
Pre-employment Electrician	0.000	0.000	-
Pre-employment HET	3.097	0.000	(100.0%)
Pre-employment Plumber	0.000	0.000	-
Pre-employment Welder	0.000	0.000	-
Process Operations Co-op	0.375	1.500	300.0%
Process Operator Co-op	0.375	1.500	300.0%
School Sub Total	305.964	264.877	(13.4%)

SCHOOL OF CONTINUING EDUCATION

In response to industry and community demand, the School of Continuing Education offered an extensive suite of programs focused on professional certifications, safety and driver training, corporate training, and specialized testing. Additional training requests from industry were accommodated and program offerings were adjusted according to demand and enrolment.

Programs in the School of Continuing Education are designed to meet the needs of the community. There was a concerted effort to increase enrolment in the Aboriginal Entrepreneurship Certificate program.

Alberta Government funded programs such as the Community Adult Learning Program (CALP) and Computer Skills Workshops (CSW) provide free training to residents in Fort McMurray and the regional communities.

In 2019-20, the School partnered with the Regional Municipality of Wood Buffalo to provide the Keyano College Voucher Program, which was implemented at the end of the reporting period in June 2018 and extended until March 2020. In 2019-20, eligible recipients of the Canadian Red Cross Support to Small Business Program received a \$500 credit voucher for non-credit or certificate course costs. Relationships and training contracts were developed with Women Building Futures, Careers: The Next Generation, Northeastern Alberta Aboriginal Business Association, Career Leap (Manpower), post-secondary institutions (Grant McEwan, Norquest, NAIT, and Portage College), Athabasca Tribal Council, Rupertsland Institute, Indigenous groups, and industry partners. Many of these relationships resulted in significant training partnerships.



RESEARCH, APPLIED RESEARCH, AND SCHOLARLY ACTIVITIES

Applied research and scholarly activities are desired areas of growth for Keyano College. In 2018/19, Keyano developed a suite of policies and procedures related to research and scholarly activities, which were implemented in 2019-20.

Keyano's application for eligibility with three granting agencies is underway; the intent is to have the application approved early in the 2020-21 Academic Year.

- Natural Sciences and Engineering Research Council (NSERC),
- Social Sciences and Humanities Research Council (SSHRC), and
- Canadian Institutes of Health Research (CIHR).

Keyano is also part of a network of researchers in post-secondary institutions through Alberta Innovates and the Regional Innovation Networks (RINs), including the Wood Buffalo RIN (WBRIN). The WBRIN is composed of several organizations working together to promote innovation in the Regional Municipality of Wood Buffalo (RMWB) and to help support small businesses, start-ups, and entrepreneurs.

Keyano participated in Labour Education Applied Research North (LEARN) in 2019-20. LEARN is a joint initiative between the Northern Alberta Development Council (NADC) and four northern Alberta post-secondary institutions: Keyano College, Grande Prairie Regional College, Northern Lakes College, and Portage College. The LEARN Committee facilitated a research study in 2019-20 to understand Northern Alberta's information technology (IT) needs and related skills. The main project objectives included:

- Assess the magnitude and scope of employment opportunities in the IT field within Northern Alberta.

- Provide indications of trends in the use and adoption of IT in key industries in Northern Alberta.

Faculty at Keyano engaged in research and scholarly activities in the following collaborative degree programs:

- Bachelor of Business Administration – Northern Alberta Institute of Technology
- Bachelor of Science in Nursing – University of Alberta

Faculty at Keyano College submitted a successful proposal for Disruptive Technology funding provided by Syncrude Canada Ltd. This resulted in the purchase of a Fiber Laser Cutter for metal. Fiber Laser Cutter machines are capable of cutting metal using quality, speed, precision, and efficiency. The Fiber Laser Cutter provides a unique opportunity to engage with local high schools in areas such as advanced robotics, programming, design, and art. The Fiber Laser Cutter will also support Keyano's certificate, diploma, apprenticeship, and corporate training programming through access to advanced technology. Finally, the Fiber Laser Cutter will aid in building new relationships with local industries, through innovation in business and support of business growth. The Fiber Laser Cutter is scheduled for development in 2019-20 and is intended to arrive at Keyano early in the 2020-21 Academic Year.

Faculty in the University Studies department organized the annual Keyano College Lecture Series for 2019-20. The Series allowed instructors an opportunity to share their research and academic passions with College and community members.

REGIONAL STEWARDSHIP, FOUNDATIONAL LEARNING, UNDERREPRESENTED LEARNERS

COMMUNITY OUTREACH AND UNDERREPRESENTED LEARNERS

Keyano College is a comprehensive community institution responsible for regional stewardship. Keyano collaborates with its Campus Alberta partners, community adult learning providers, business and industry partners, regional school districts, Indigenous communities, and all levels of government to ensure access to a broad spectrum of learning opportunities for the Regional Municipality of Wood Buffalo (RMWB).

Keyano operates two campuses in Fort McMurray and one in Fort Chipewyan, as well as learning centres in Fort McKay, and Gregoire Lake. A variety of learning options are provided, with face-to-face classroom, online, and blended delivery models available.

The majority of programming offered in the regional centres is part of larger, collaborative workforce initiatives undertaken by communities, with support from various provincial and federal partners. Keyano's Indigenous Education division manages these programs and works with the communities to identify learning needs and to find partners or secure grant funding. Due to funding and logistical constraints, program delivery is usually cohort-based. Programming beyond the foundational level is rotated throughout the communities. The Community Adult Learning Program, funded by Advanced Education, fosters learner transitions from the community-based, informal, non-credit adult learning system to the for-credit post-secondary system. It is focused on the needs of Indigenous learners in particular.

Keyano works closely with partners to meet the education and training needs of Indigenous communities and the foundational, upskilling, and literacy development needs of underrepresented learners, including newcomers to Canada. Keyano also relies on partnerships to provide sport-specific clinics and programming for active, healthy living in local schools and community organizations.

SUPPORT STRATEGIES AND PROGRAMMING

Indigenous learners and learners in rural and remote communities

The Regional Municipality of Wood Buffalo (RMWB) is home to five First Nations Communities - Mikisew Cree First Nation, Athabasca Chipewyan First Nation, Fort McKay First Nation, Fort McMurray No. 468 First Nation, and Chipewyan Prairie Dene First Nation. Métis peoples are represented by six Métis Locals - 63 (Fort McKay), 125 (Fort Chipewyan), 193 (Conklin), 780 (Anzac), and 1935 and 2020 (both in Fort McMurray). Keyano collaborates with Indigenous communities and other organizations to increase access to learning opportunities for Indigenous students and to support Indigenous student success. Expanding and enhancing the services and supports already offered through its Indigenous Student Centre will help Keyano further support student access and program completion. Efforts will focus on facilitating learner pathways into and through the post-secondary education system as well as training to employment initiatives.

During the reporting period, the Indigenous Education Committee assisted Keyano in better serving Indigenous learners and Indigenous communities in the region. Indigenous Education programming was focused on improving access to learning opportunities through campuses in Fort McMurray and Fort Chipewyan as well as the Regional Learning Centres in Fort McKay, and Gregoire Lake. The Community Adult Learning Program fostered learner transitions to the post-secondary system and focused on the needs of Indigenous learners in particular.

In 2019-20 Keyano maintained a staffed campus in Fort Chipewyan and staffed learning centres in Fort McKay and Gregoire Lake.

Learning centre staff consulted with community organizations; assessed learner readiness, skills, and progress; and delivered full-time literacy and foundational learning instruction. In addition, a Regional Coordinator supported foundational level curriculum development, delivered staff professional development, and provided administrative guidance. Specialized support service providers, such as career planners,

were contracted to visit each community annually. The Office of the Registrar designated one Student Advisor position to provide services for Indigenous students. This allowed regional students access to program advising from a consistent source. The advisor acts as a liaison with the Campus Manager to provide accurate and up-to-date information.

Students have the option of identifying Indigenous status on their application. This assists in two ways. First, in high demand programs such as Nursing and Practical Nursing, seats are reserved for Indigenous students. When admission decisions are made, opportunities for Indigenous students are considered first. Second, many of our financial awards are earmarked for Indigenous students. Through this identification, we are then able to facilitate access to financial assistance. Collaboration between Indigenous Education and all student services departments allows us to work closely and seamlessly to provide support for students in both credit and non-credit programs.

A concentrated effort was made to coordinate and align programming so that clear pathways are provided for learners from basic literacy through to post-secondary, with a range of entry and exit points. Keyano coordinated basic education programming with skilled labour workforce initiatives to ensure learners were adequately prepared and supported as they moved through a learning pathway. Keyano worked closely with community partners during this process. All workforce initiative programs were governed by a steering committee with representation from the community, provincial funder, and industry partners.

The Bridging to B.Ed. program offered at the Fort Chipewyan Campus was discontinued after the first two years due to low enrolment. Advanced Education identified that the program was not viable at that time and requested the remaining funds be returned as we were not able to fulfill the agreement. There were no graduates in this program. The remaining students were offered the opportunity to enroll in the Bachelor of Education program at the Clearwater Campus in Fort McMurray.

At the Fort Chipewyan Campus, there was an on-site faculty member who assisted students when they needed help or additional guidance. Support from Information Technology Services and Learning Innovations were critical for ensuring the effective delivery of these online classes. Both departments provided necessary technical support to faculty delivering courses.

Keyano continued to deliver the Aboriginal Entrepreneurship Certificate program. In consultation with members of the Northeastern Alberta Aboriginal Business Association (NAABA), more Indigenous case studies and Indigenous governance practices were integrated into the curriculum and a renewed focus was placed on hosting Indigenous guest speakers. The Social Work Diploma program also offers SOWK 201 Introduction to Social Welfare and Social Work, which was designed for delivery to students in Fort Chipewyan via Adobe Connect.

Keyano College delivered the second cohort of the Community-Based Environmental Monitoring certificate program in Fort McMurray in 2020. This program focuses on land, water, air, and wildlife monitoring as relevant for the Peace-Athabasca Delta. All monitoring activities taught in the program are based on the types of data currently collected by industry, government, researchers, and local communities. Curriculum was developed in collaboration with Indigenous knowledge holders. This provided opportunities for faculty and staff to encounter new learning through the blending and co-teaching of western science and traditional Indigenous knowledge. The act of co-creating curriculum with Indigenous knowledge holders significantly enriched the development process and will positively impact instruction for faculty and students. Cohort #3 is scheduled to be delivered in Fort McMurray in January 2021.

RATES



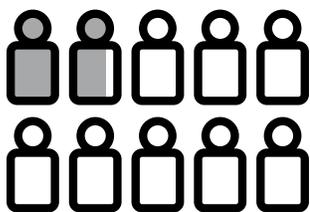
27
GRADUATES
IN 2019-20¹

(including those who successfully completed the exam following the final apprenticeship technical training period)

18

Number of RURAL AND REMOTE LEARNERS IN SATELLITE CAMPUSES and learning centres in 2019-20 (credit learning only)¹

STUDENT SUCCESS



19%

ENROLLED CREDITS SUCCESSFULLY COMPLETED in 2018/19³

(enrolled credits for full-time/part-time students, excluding Apprenticeship students)

PROGRAM PARTICIPATION



13 DIPLOMA

91 CERTIFICATES



37 NON-CREDENTIAL



139 TOTAL UNIQUE HEADCOUNT (credit programming)²

69.789

FULL LOAD EQUIVALENT (FLEs) in 2019-20 (credit programming)¹

¹ DATA COLLECTION AND REPORTING (DCAR) LEARNER & ENROLMENT REPORTING | ² THE TOTAL UNIQUE HEADCOUNT IS NOT THE SUM OF THE INDIVIDUAL CREDENTIAL ENROLLMENT BECAUSE A STUDENT MAY BE ENROLLED IN MORE THAN ONE CREDENTIAL IN A GIVEN ACADEMIC YEAR. | ³ ENROLLED CREDITS FOR FULL-TIME/PART-TIME STUDENTS ONLY, EXCLUDING APPRENTICESHIP STUDENTS. COURSES UNDER ACADEMIC UPGRADING, CERTIFICATE, DIPLOMA (EXCLUDING TRADES AND OCCUPATION RELATED PROGRAMS), AND UNIVERSITY STUDIES PROGRAMS CONSIDERED SUCCESSFUL COMPLETION WITH A MINIMUM GRADE OF C- OR 60%. COURSES UNDER TRADES AND OCCUPATION RELATED PROGRAMS CONSIDERED SUCCESSFUL COMPLETION WITH A MINIMUM GRADE OF 65%.

Adult Basic Education

Keyano's Indigenous Education division collaborated with Indigenous communities and provincial partners to offer a series of customized, cohort-based, 12 to 15-week employment readiness programs focused on helping community members earn a High School Equivalency Diploma and high school equivalency courses including GED Plus and GED Upskilling. These programs were sponsored through

Alberta Labour and Immigration Workforce Initiatives with support from Métis Training to Employment Services and the Athabasca Tribal Council Employment and Training Department.

Courses were developed and delivered in consultation with the five RMWB First Nations - Mikisew Cree First Nation, Athabasca Chipewyan First Nation, Fort McKay First Nation, Fort McMurray No. 468 First Nation, and Chipewyan Prairie Dene First Nation.

LEARNERS WHO ARE DIFFERENTLY ABLED

Student Services provides services and supports to learners with disabilities including:

- Assessing student needs and facilitating the implementation of accommodations for learning.
- Enhancing learners' academic skills through the provision of learning strategies applied in context.
- Providing training and access to assistive technology to develop independent learners.
- Providing mental health support in the forms of both individual and group sessions.
- Offering accessible free tutorial support through the Skill Centre.
- Maintaining a variety of study areas to support individual learning needs, including, both quiet spaces and collaborative spaces.
- Developing a student life program to build student relationships with Keyano College.
- Providing academic success coaching to students who are at-risk or need individualized support to develop the skills to thrive in the post-secondary environment.
- Developing policies and practices that support students with learning barriers.

A prime focus for Student Services in this reporting period and continuing into the next one is to remove the stigma associated with having a disability. Universal Design for Learning is an educational framework that Keyano is incorporating to ensure that learning environments are barrier-free for students with disabilities. Keyano is striving to create a learning culture where students with disabilities can receive timely and necessary supports. We are working to create an inclusive learning culture.

LEARNERS FROM LOW-INCOME BACKGROUNDS

Keyano College is committed to supporting students to achieve their goals by providing financial assistance when possible.

Students are assisted and encouraged to seek available funding through Alberta Works, Schedule 4 Funding, and, for eligible Indigenous students, band funding. We provided \$4,201 in Emergency Student loans to seven students, helping them remain in college during times of crisis. We were able to provide \$2,700 in grocery cards for students experiencing a food crisis and our mental health coordinators work closely with the Wood Buffalo Food Bank to refer students or to provide emergency food bags. Our fall awards are a collaborative effort between Keyano College and the community to provide 360 students with cash awards. Together, we work to remove the financial barriers that could impede educational success.

In 2019-20, costs (tuition and supplies) for Indigenous and rural and remote community learners in Literacy, Foundational Learning, and Workforce Initiative programs were often covered by program grants managed by the Indigenous Education division. Low-income learners in Academic Upgrading, College Preparation, and Pre-employment programs had the opportunity to access the Alberta Works Learner Income Support program. Full-time Keyano students could also access the Student Emergency Fund, which is designed to help students address unexpected financial challenges. In addition, Keyano provided a small-scale Student Food Bank and helped connect students to the Wood Buffalo Food Bank and other regional support services. Overall in 2019-20, Keyano provided 360 students with awards valued at \$982,910.

FOUNDATIONAL LEARNERS

Literacy and Foundation Learning

Keyano's Indigenous Education division offered literacy and foundational learning programming in Language Arts and Math up to Grade 10 in three remote communities – Gregoire Lake, Fort McKay, and Fort Chipewyan. Learners could enter the programs at any level of skill below grade 10 and transition out when they were assessed as having obtained skills sufficient to allow them to succeed in basic education grades 10 to 12 environments.

Learners experiencing financial barriers were provided access at no cost. All programming was non-credit and was funded through a Community Adult Learning Program grant offered by the Indigenous and Community Connections Branch of Alberta Advanced Education.

Academic Upgrading

Academic Upgrading (high school equivalency courses from grade 10 to 12) was offered at the Clearwater Campus in Fort McMurray. Throughout the Wood Buffalo region, learners were able to register in online high school equivalency courses.

English Language Training

Keyano offered English language training under the Immigration, Refugees, and Citizenship Canada's Language Instruction for Newcomers to Canada (LINC) program. LINC is designed to assist in the process of cultural, social, and economic understanding to help newcomers integrate more quickly and easily into Canadian society. Keyano offered part-time LINC instruction from Low Beginner to Upper-Intermediate levels – Canadian Language Benchmarks (CLB) levels 0-6.

English for Academic Purposes (EAP)

The EAP program was approved in May 2020 for delivery fall 2020. The EAP program intends to meet an existing gap in Keyano College's program offerings. Target students include residents of the Regional Municipality of Wood Buffalo who have met all the requirements of the LINC program and individuals that are not eligible for the LINC program including international students that apply to the College and do not meet the English language requirements. The EAP program will provide our graduate LINC students the English language instruction they need to be successful for academic study in Canadian post-secondary institutions. The EAP program will also focus on the development of academic study skills to show students how to learn for continued success in the future. The EAP program is primarily designed to help prepare English language learners for post-secondary education in Canada.

Adult Basic Education

Keyano's Indigenous Education division collaborated with Indigenous communities and provincial partners to offer a series of customized, cohort-based, 12 to 15-week employment readiness programs focused on helping community members earn a High School Equivalency Diploma and high school equivalency courses including GED Plus, Upskilling to GED, and GED Upskilling. These programs were sponsored through Alberta Labour Workforce Initiatives with support from Métis Training to Employment Services and the Athabasca Tribal Council Employment and Training Department.

Courses were developed and delivered in consultation with the five RMWB First Nations.

SERVICES AVAILABLE TO COMMUNITY MEMBERS

Syncrude Sport & Wellness Centre

The Syncrude Sport & Wellness Centre (SSWC) is a premier facility built in 2007 that is equipped to host basketball, badminton, floor hockey, indoor soccer, futsal, and volleyball as well as several other events. Several upgrades were completed at the SSWC, including the addition of a new digital score clock, hardwood floor, turf, indoor lighting, and a point of sale (POS) system. The Centre has several other tenants including Fort McMurray Youth Soccer Association, YMCA Daycare, Alberta School of Massage, and Accel Physio.

There was a decrease in memberships from 5,131 in 2018/19 to 4,493 in 2019-20. Also, a variety of fitness classes were offered free of charge to members, including yoga, viper fitness, and high-intensity interval training.

Keyano Theatre & Arts Centre

Keyano Theatre officially opened in 1980 with the Arts Centre addition opening in 1990. The 2019-2020 season was the start of its 40th year as the largest performing arts venue in northern Alberta. The Theatre programs produce, and provides access to professional touring artists, live theatre, and engaging community events. Boasting an annual attendance of over 35,000 patrons, Keyano Theatre is committed to being an integral part of the arts community. The Arts Centre is also home to Arts Council Wood Buffalo and Keyano Box Office.

Testing Services

Keyano's Testing Services is a recognized testing facility authorized to supervise examinations on behalf of educational institutions, government agencies, corporations, and professional regulatory bodies. The department provides invigilation of external exams from institutions across Canada as well as internal Keyano student exam supervision. Certified Testing Facilitators deliver assessments of the Differential Aptitude Test (DAT), General Educational Development (GED), Alberta Water and Waste Water Certification, Test of Workplace Essential Skills (TOWES), and Canadian English Language Proficiency Index Program (CELPIP). Testing Services also deliver talent assessments and oversee tests for safety certifications, including Workplace Hazardous Materials Information System (WHMIS), and Construction Safety Training System (CSTS).

COMMUNITY ENGAGEMENT

Athletics

Huskies Athletics had a remarkable year, earning the following accolades:

34 ACAC Academic Awards

20 CCAA National Scholar Awards

Team Results

MBB - Record of 22 – 2; 1st in North Division; Bronze medal at ACAC Championship

WBB – Record of 20 – 4; 1st in North Division; Silver medal at ACAC Championship

MVB – Record of 19 – 5; 2nd in North Division; 6th place at ACAC Championship

WVB – Record of 7 – 17; 6th in North Division

MSOC – Record of 3 – 5 – 4; 4th in North Division

WSOC – Record of 5 – 6 – 1; 5th in North Division

Men's & Women's Futsal had ACAC action canceled due to COVID-19

Individual Awards

CCAA All-Canadian

MVB - Joao Cunha

ACAC All-Conference Awards

MBB – Stefan Jovcic	1st Team
MBB – Dejon Davis	2nd Team
MBB – Noah Horobetz-Simpson	2nd Team
WBB - Aliyah Johnson	1st Team
WBB - Moiyen Toure	1st Team
WSOC - Amber Deep	All-Conference
MVB - Joao Cunha	All-Conference
MVB – Don Campbell	All-Conference

ACAC Coach of Year

MBB – Jeremy Wielenga

ACAC Rookie of the Year

MVB – Joao Cunha

ACAC Athlete of the Week

Female WSOC – Amber Deep
WVB – Amber Deep
WBB – Moiyen Toure

Male MBB – Stefan Jovcic
MBB – Dejon Davis



Theatre And Arts

The 2019-20 season included a broad range of performance genres with family performances, classical, dance, and music from across the nation.

The Drama Series, which produces three community theatre productions per year had 15 of our 20 planned live theatre productions make it to stage. The final production was cancelled due to the impact of COVID-19.

The partnership with the Regional Prairie Presenters Coalition, a multi-province group of professional presenters and venues, helps Keyano Theatre attract performers that would otherwise be unavailable to Fort McMurray. Examples include the Canada wide tour of Australian acrobatic artists, new emerging artists, and established Canadian music icons.

Keyano Theatre & Arts Centre continues to be supported with an annual sustaining grant from the Regional Municipality of Wood Buffalo to cover operating expenses previously covered by the College.

Continuing Education

Keyano's School of Continuing Education is the premier trainer for Alberta's oil sands region. The Continuing Education department works with industry, Indigenous groups, community organizations, and employers to design, develop, and deliver the training solutions and services that meet client needs. Our qualified professional staff consists of subject matter experts, trainers, and many other dedicated personnel and partners from the local region. Our team works collaboratively, as a group, and with the client, to bring the highest quality training possible.

The school offers a variety of training products and services that include:

- A wide range of leadership, communication, computer, and safety courses
- Cost-effective courses designed to improve performance and develop new skills
- Needs assessments, evaluations, and consulting services
- Testing Services and Pre-Employment Screening
- Team building group activities
- Professional Certificate and Designation programs
- Safety Certifications and Driver Training
- Indigenous Education Programming
- English Language Training
- Work Integrated Government Programs

Keyano's Continuing Education Department continues to deliver successful programs that provide participants with the skills needed to obtain and maintain successful employment.

INTERNATIONAL EDUCATION AND GLOBAL CITIZENSHIP

In June 2014, Keyano College was designated as a provincial institution to facilitate the entry of international students for the purpose of study in Canada by Alberta's Minister of Advanced Education. This is consistent with the Immigration and Refugee Protection Act (2001). To date, Keyano remains compliant with the elements of distinction.

In the 2019-20 academic year, 120 international students were enrolled from 26 countries. Academic programs that were most attractive to international students include:

- Academic Upgrading
- Bachelor of Science in Nursing
- Business Administration Certificate/Diploma
- Early Learning and Childcare
- Office Administration
- Social Work Diploma

CREDENTIAL	PROGRAM	2019-20				
		PROJECTED FLE	% OF TOTAL PROJECTED FLE	ACTUAL FLE	% OF TOTAL ACTUAL FLE	VARIANCE
Certificate	Art and Design	0.800	7.0%	0.400	0.6%	(50.0%)
	Business Administration Certificate	15.800	23.0%	17.769	24.5%	12%
	Early Learning and Child Care Certificate	2.600	26.0%	4.282	5.9%	65%
	Educational Assistant	2.158	11%	0.053	0.1%	(97.5%)
	Human Resources Management Certificate	0.833	21.0%	3.500	4.8%	320%
	Office Administration Certificate	1.000	5.0%	1.000	1.4%	0%
	3rd Class Power Engineering	0.000	-	0.250	0.3%	-
	4th Class Power Engineering	0.000	-	0.000	0.0%	-
	Business Administration Diploma	6.667	26.0%	13.984	19.3%	110%
Diploma	Business Administration Certificate	15.800	23.0%	17.769	24.5%	12%
	Early Learning and Child Care Certificate	2.600	26.0%	4.282	5.9%	65%
	Educational Assistant	2.158	11%	0.053	0.1%	(97.5%)
	Human Resources Management Certificate	0.833	21.0%	3.500	4.8%	320%
Non-Credential	Mount Royal University Bachelor of Science - Environmental Science	0.000	-	0.000	0.0%	-
	Open Studies	0.967	3.0%	1.267	1.7%	31%
	Upgrading	8.967	9.0%	16.699	23.1%	86%
	UT: Bachelor or Arts	2.234	12.0%	1.534	2.1%	(31.3%)
	UT: Bachelor of Education	2.300	5.0%	1.000	1.4%	(56.5%)
	UT: Bachelor of Engineering	0.775	9.0%	0.825	1.1%	6%
	UT: Bachelor of Science	1.333	5.0%	0.900	1.2%	(32.5%)
	UT: Bachelor of Nursing	0.778	1.0%	1.332	1.8%	71%
	UT: Bachelor of Social Work	0.600	15.0%	1.600	2.2%	167%
Keyano College International Total		53.553	5.0%	72.440	6.5%	35%

The 2019-20 academic year saw the implementation of the initiatives identified in the strategy document – Meet the World at Keyano College. Key initiatives included creating a process for international agent recruitment and training, strengthening the admissions process for a quicker turnaround on applications, developing recruitment and marketing materials for international students, and creating wrap-around services to support international students on campus. For example, immigration supports by a registered immigration consultant and information sessions for international students on visas and permits.

Also, a dedicated page was created on the College's website for international students and an International Preparatory

Course was designed to help international students prepare for their journey to Alberta, Canada, and studies at Keyano College.

As Keyano College expands its recruitment efforts internationally, it needs to model global citizenship. To that end, a committee was put together to explore opportunities for students, staff, and faculty to engage in educational opportunities that foster social inclusion, sustainable economic development, and global peace. Next academic year will focus on the creation of an institutional Strategy for International Education and Global Citizenship, and initial implementation of some of the initiatives.

CAPITAL PLAN

Keyano College's top priority for capital projects was the construction of a new Arts Centre. The College was successful in receiving a financial commitment of \$16.8 million from the Regional Municipality of Wood Buffalo to move forward on this initiative. Due to changing economic conditions, the College opted to cancel the Arts Centre Project.

This year was the first time in many years that Keyano College submitted any project requests to the Government through the Building and Land Infrastructure Management System (BLIMS). Keyano College submitted eight projects with a total value of \$52,650,000 to resolve long-standing maintenance issues. The Government has so far agreed to fund the Code Remediation project for \$3,200,000.

BLIMS SUBMISSION	BUDGET	PROJECT TYPE	STATUS
Biology/Chemistry Lab Renovation	2,550,000	Maintenance	Not Funded
Code Remediation	3,400,000	Maintenance	Funded
Riedel Student Housing Restoration	28,300,000	Maintenance	Not Funded
SSWC Roofing Repairs	8,200,000	Maintenance	Not Funded
Clearwater Hall Student Housing Envelop Repairs	1,000,000	Maintenance	Not Funded
Heating and Mechanical Systems Repairs	500,000	Maintenance	Not Funded
Riedel Student Apartments Restoration	6,400,000	Maintenance	Not Funded
Clearwater Hall Student Housing Sprinkler Installation	2,300,000	Maintenance	Not Funded

The College also funded \$455,000 in maintenance projects with 2/3 being allocated to upgrade the Riedel Student Housing Complex.

FACILITIES SELF FUNDED PROJECTS AND PURCHASES	BUDGET	STATUS
Parking lot security lighting	150,000	Cancelled
Riedel roofing replacement 50%	250,000	Complete
SEIC parking lot re-paving	50,000	Deferred
Truck F350 new purchase	75,085	Complete
Riedel perimeter fencing	130,000	Complete

The College received \$3.8 million in projects funded through the Infrastructure Maintenance Program (IMP). The IMP program funded renovation projects, electrical and mechanical upgrades, asbestos abatement, and various smaller maintenance initiatives.

The biggest capital project for the 2019-20 year was the Fort McMurray flood remediation of April and May that caused an estimated \$48 million in damage.

On Sunday April 26, the risk of potential flooding for the main campus complex in Fort McMurray was identified with a flood warning being issued by the RMWB.

On the morning of April 27, IT and facilities staff were mobilized to determine the next steps. It was decided that, given the rate that the water was rising, steps be taken to protect College IT assets and relocate critical Office of the Registrar files to the second floor.

Although IT had backups of College systems stored offsite with a cloud provider, it was decided that based on the value of the asset and the time and complexity of ordering replacement equipment and restoring service to a cloud data centre, it was better to move and restore services at Suncor Energy Industrial Campus (SEIC).

During the afternoon of April 27, IT and facilities relocated assets when it was determined that it was becoming unsafe to remain at the main campus. The decision was made to shut down the heating plant and cut all electricity. At 3:30 p.m. the site was abandoned.

On April 28 steps were taken to plan the restoration of on-premise IT services to SEIC. College IT and Facilities staff began working to make the necessary changes and to purchase equipment and services. Configurations to restore email and cloud services were started on April 29 and over the next few days, email and other cloud services were accessible.

The College had to construct a temporary data centre with power, cabling, and AC. The College was able to purchase Uninterruptable Power Supplies (UPS) out of Edmonton and Calgary that were partially delivered on Thursday, April 30. College facilities staff ran conduit to allow for the running of fiber optic cable to the temporary data centre. The power and cabling for the data centre were completed by Monday, May 4 and access to ERP services was restored on May 7.



Photo Credit: Miguel Borges

The College opened its claim with its insurers on April 28, and discussions began on the steps required to begin remediation.

The College was able to gain entry to its buildings on the evening of Friday, May 1. The initial review showed a range of damage to the impacted building with minimal damage to the main building, and severe damage to the Bob Lamb, SSWC, and the Oilsands Power and Process Engineering Lab (OPPEL).

The insurance company was on site on May 5 and by May 7, the College and insurance company had selected four restoration companies to begin the cleanup and restoration of the various buildings and assets.



Photo Credit: Miguel Borges

INITIAL ASSESSMENT

Bob Lamb Building

The Bob Lamb building experienced extensive damage with water having filled the crawl space under the building, and about 18 inches of water on the main level.

Syncrude Sport and Wellness Centre

There was extensive damage on the main level that required restoration. Although this was an extensive project, it was relatively low risk as the building is a large open space. The major challenge was procuring the turf and flooring needed on the courts and field houses.

Riedel Place

The basements were submerged in the Riedel Housing Complex. The electrical inspector informed the College that all the electrical panels were to be replaced before power could be restored. Each occupied unit had a washer and dryer in the basement that was replaced along with all the refrigerators.

Oil Sands Power and Process Engineering Lab

The Oil Sands Power and Process Engineering Lab building was submerged in about 18 inches of water. Given the specialized nature of the building, it was difficult to source the electronics and the equipment required.

Clearwater Campus

The initial assessment did not find water penetration, and it was thought that once electrical service was restored and the cleaning was completed, the Campus would be ready for occupancy. Some minor water penetration was discovered under the old gym, carpentry shop, and a mechanical room in the Theatre. This did not drastically impact the restoration but did affect access to the Theatre and carpentry shop.

Clearwater Hall

No water penetration was detected, but refrigerators were replaced and a complete cleaning of the space was required.

Penhorwood Housing

Water penetration to the entrances, garage, and basements required replacing drywall and a cleaning. Appliances were replaced.

Heating Plant and Service Tunnel

Cleaning was required after flooding of heating plant. There was no damage to the boilers or generator. The service tunnel that supplies heat and electricity to the other building was completely submerged and required total cleaning. Any electrical transformers and insulation in the tunnel needed to be replaced.

The restoration work had a target date of August 15 to allow for the reopening of the campus and the start of the Fall semester.

INFORMATION TECHNOLOGY

The Information Technology Services (ITS) department continued to modernize the College IT Infrastructure. In addition to normal operational work, the department had to respond to new demands created by the COVID-19 pandemic.

The College planned to spend over \$1 million on IT projects over the past year. All the initiatives were either completed or partially completed.

IT SELF FUNDED PROJECTS AND PURCHASES	BUDGET	STATUS
Server equipment replacement and expansion	550,000	Complete
Enterprise software replacement	75,000	Ongoing
IT Infrastructure monitoring suite of software	20,000	Complete
Add 4th telepresence room	135,000	Complete
Network core switches - 4 units	150,000	Purchased
Fort Chip server	25,000	Purchased
IT Security (CCTV Server)	35,000	Purchased
StarRez	11,125	Complete

One of the largest projects completed by ITS was the installation of a new hyper-converged infrastructure, replacing servers that were in some cases over 12 years old. The new infrastructure increased capacity for IT and greatly reduced the chronic issue of service outages. The core network switches were also upgraded and purchased but the installation was delayed until August due to the Fort McMurray flood.

The College also continued to make incremental changes to its Enterprise Resource Planning (ERP) suite of applications. The College has not committed to investing in a full project until a longer-term strategic vision of the ERP has been developed and opportunities to collaborate with other institutions have been explored.

The College has been working with Institutional Research on developing a data governance framework. A consultant worked with ITS and Instructional Research and has been making incremental progress on the framework. The initiative was put on hold during the COVID-19 pandemic response but will begin again in the new year. The College has been using some of the work being done in the data governance initiative to work on an integration strategy to improve the data flows in the College.

The ITS and the Teaching and Learning team worked together to make a swift transition from traditional face-to-face classrooms to online delivery. The College transitioned to a new platform and provided training for faculty to use the new toolset. The transition went relatively well, and the College is looking at cost-effective ways to make additional improvements.

APPENDIX: CONSOLIDATED FINANCIAL STATEMENTS

KEYANO COLLEGE CONSOLIDATED FINANCIAL
STATEMENTS YEAR ENDED JUNE 30, 2020

KEYANO COLLEGE

CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2020

KEYANO COLLEGE
CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

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To the Board of Governors of Keyano College

Report on the Consolidated Financial Statements

Opinion

I have audited the consolidated financial statements of Keyano College (the Group), which comprise the consolidated statement of financial position as at June 30, 2020, and the consolidated statements of operations, remeasurement gains and losses, change in net financial assets, and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at June 30, 2020, and the results of its operations, its remeasurement gains and losses, its changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of my report. I am independent of the Group in accordance with the ethical requirements that are relevant to my audit of the consolidated financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Management is responsible for the other information. The other information comprises the information included in the *Annual Report*, but does not include the consolidated financial statements and my auditor's report thereon. The *Annual Report* is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated financial statements, my responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I will perform on this other information, I conclude that there is a material misstatement of this other information, I am required to communicate the matter to those charged with governance.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless an intention exists to liquidate or to cease operations, or there is no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

My objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

[Original signed by W. Doug Wylie FCPA, FCMA, ICD.D]
Auditor General

October 28, 2020
Edmonton, Alberta

KEYANO COLLEGE
STATEMENT OF MANAGEMENT RESPONSIBILITY
YEAR ENDED JUNE 30, 2020

The consolidated financial statements of Keyano College have been prepared by management in accordance with Canadian public sector accounting standards. The consolidated financial statements present fairly the consolidated financial position of Keyano College as at June 30, 2020 and the consolidated results of its operations, remeasurement gains and losses, changes in net financial assets and cash flows for the year then ended.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, management has developed and maintains a system of internal controls designed to provide reasonable assurance that Keyano College assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of the consolidated financial statements.

The Board of Governors is responsible for reviewing and approving the consolidated financial statements, and overseeing management's performance of its financial reporting responsibilities.

The Board of Governors carries out its responsibility for review of the consolidated financial statements principally through its Finance and Audit Committee. With the exception of the President & CEO and the Board of Governors' CUPE representative, all members of the Finance and Audit Committee are not employees of the College. The Finance and Audit Committee meets with management and the external auditors to discuss the results of audit examinations and financial reporting matters. The external auditors have full access to the Finance and Audit Committee, with and without the presence of management.

These consolidated financial statements have been reported on by the Auditor General of Alberta, the auditor appointed under the *Post-secondary Learning Act*. The Independent Auditor's Report outlines the scope of the audit and provides the audit opinion on the fairness of presentation of the information in the consolidated financial statements.

[Original signed by Dale Mountain]

[Original signed by Robert LeSage]

Dale Mountain, CPA, CGA
Interim President & CEO

Robert LeSage, CPA, CGA, MBA
Vice President, Corporate Services/
Chief Financial Officer

KEYANO COLLEGE
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT JUNE 30, 2020

	2020	2019
Financial assets excluding portfolio investments restricted for endowments		
Cash (Note 3)	\$ 6,873,583	\$ 5,119,671
Portfolio investments - non-endowment (Note 4)	5,470,754	6,052,111
Accounts receivable (Note 6)	1,204,417	9,755,411
Inventories held for sale	530,495	281,906
Loan receivable (Note 7)	334,426	363,368
Investment in and advances to government business enterprises (Note 8)	18,342,937	16,818,338
	32,756,612	38,390,805
Liabilities		
Accounts payable and accrued liabilities	5,346,957	5,860,900
Debt (Note 10)	15,829,476	17,261,418
Deferred revenue (Note 11)	11,785,785	16,167,442
	32,962,218	39,289,760
Net debt excluding investments restricted for endowments	(205,606)	(898,955)
Portfolio investments - restricted for endowments (Note 4)	7,035,195	6,739,611
Net financial assets	6,829,589	5,840,656
Non-financial assets		
Tangible capital assets (Note 12)	95,465,763	101,243,229
Prepaid expenses	706,150	569,216
	96,171,913	101,812,445
Net assets before spent deferred capital contributions	103,001,502	107,653,101
Spent deferred capital contributions (Note 13)	49,858,953	54,179,308
Net assets (Note 14)	\$ 53,142,549	\$ 53,473,793
Net assets is comprised of:		
Accumulated surplus	\$ 52,922,283	\$ 53,109,950
Accumulated remeasurement gains	220,266	363,843
	\$ 53,142,549	\$ 53,473,793

Contractual rights (Notes 17)

Contingent liabilities and contractual obligations (Notes 16 and 18)

Approved by the Board of Governors:

[Original signed by Shelley Powell]

Chair, Board of Governors

[Original signed by Kim Farwell]

Chair, Finance & Audit Committee

The accompanying notes are an integral part of these consolidated financial statements.

KEYANO COLLEGE
CONSOLIDATED STATEMENT OF OPERATIONS
YEAR ENDED JUNE 30, 2020

	Budget (Note 26)	2020	2019
Revenues			
Government of Alberta grants (Note 21)	\$ 49,508,653	\$ 45,893,169	\$ 49,302,335
Student tuition and fees	8,752,491	8,032,154	8,048,268
Sales of services and products	8,134,516	6,435,110	8,709,348
Donations and other grants	2,752,752	1,936,121	1,823,408
Federal and other government grants (Note 21)	1,805,870	1,876,043	1,495,222
Insurance proceeds - 2016 wildfire	1,530,302	1,530,302	-
Investment in government business enterprise (Notes 8 and 23)	1,743,782	1,180,137	699,360
Investment income	704,913	828,950	1,287,464
	74,933,279	67,711,986	71,365,405
Expenses (Note 19)			
Instruction and training	22,289,731	19,825,194	20,230,882
Institutional support	21,177,841	19,058,627	22,589,258
Facility operations and maintenance	11,942,381	11,676,465	12,213,883
Academic and student support	12,412,732	10,821,672	8,419,683
Ancillary services	5,845,978	5,392,570	5,990,045
Special purpose and Trust	1,264,616	1,393,374	1,432,613
	74,933,279	68,167,902	70,876,364
Annual operating (deficit) surplus	-	(455,916)	489,041
Endowment contributions (Note 14)		237,598	44,500
Capitalized income (Note 14)		30,651	26,449
Annual (deficit) surplus	-	(187,667)	559,990
Accumulated surplus, beginning of year		53,109,950	52,549,960
Accumulated surplus, end of year	\$ -	\$ 52,922,283	\$ 53,109,950

The accompanying notes are an integral part of these consolidated financial statements.

KEYANO COLLEGE
CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
YEAR ENDED JUNE 30, 2020

	Budget		
	(Note 26)	2020	2019
Annual (deficit) surplus	-	\$ (187,667)	\$ 559,990
Acquisition of tangible capital assets (Note 12)	(3,148,139)	(2,057,228)	(1,024,037)
Amortization of tangible capital assets (Note 12)	7,756,168	7,609,694	7,990,505
Write down of tangible capital assets		225,000	231,355
Change in prepaid expenses		(136,934)	(135,551)
Change in spent deferred capital contributions (Note 13)		(4,320,355)	(2,730,313)
Change in accumulated remeasurement gains		(143,577)	(545,375)
Increase in net financial assets		988,933	4,346,574
Net financial assets, beginning of year		5,840,656	1,494,082
Net financial assets, end of year		\$ 6,829,589	\$ 5,840,656

The accompanying notes are an integral part of these consolidated financial statements.

KEYANO COLLEGE
CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES
YEAR ENDED JUNE 30, 2020

	<u>2020</u>	<u>2019</u>
Accumulated remeasurement gains, beginning of year	\$ 363,843	\$ 909,218
Unrealized gains attributable to:		
Portfolio investments - non-endowment	44,080	71,057
Amounts reclassified to the consolidated statement of operations:		
Portfolio investments - non-endowment	(187,657)	(616,432)
Change in accumulated remeasurement gains	\$ (143,577)	\$ (545,375)
Accumulated remeasurement gains, end of year	220,266	\$ 363,843

The accompanying notes are an integral part of these consolidated financial statements.

KEYANO COLLEGE
CONSOLIDATED STATEMENT OF CASH FLOWS
YEAR ENDED JUNE 30, 2020

	2020	2019
Operating transactions		
Annual (deficit) surplus	\$ (187,667)	\$ 559,990
Add (deduct) non-cash items:		
Amortization of tangible capital assets (Note 12)	7,609,694	7,990,505
Gain on disposal of portfolio investments	(187,655)	(616,432)
Non-cash investment income	(151,766)	(123,921)
Write down of tangible capital assets	225,000	231,355
Expended capital recognized as revenue (Note 13)	(4,528,218)	(5,041,170)
Investment earnings in government business enterprise (Note 8)	(1,180,137)	(699,360)
Government business enterprise non-cash interest revenue (Note 8)	(344,462)	(334,959)
Change in non-cash items	1,254,789	1,966,008
Decrease (increase) in accounts receivable (Note 6)	8,550,994	(2,562,894)
(Increase) decrease in inventories for held for sale	(248,589)	2,273
Decrease in accounts payable and accrued liabilities	(513,943)	(2,377,592)
(Decrease) increase in deferred revenue	(4,315,601)	953,968
Increase in prepaid expenses	(136,934)	(135,551)
Cash provided by (applied to) operating transactions	4,590,716	(2,153,788)
Capital transactions		
Acquisition of tangible capital assets, less in-kind donations (Note 12)	(2,049,676)	(674,037)
Cash applied to capital transactions	(2,049,676)	(674,037)
Investing transactions		
Loan receivable repayments (Note 7)	28,942	28,110
Purchases of portfolio investments	(6,667,667)	(2,365,127)
Proceeds on sale of portfolio investments	7,083,228	7,091,623
Cash provided by investing transactions	444,503	4,754,606
Financing transactions		
Debt repayment (Note 10)	(1,431,942)	(1,575,697)
Increase in spent deferred capital contributions, less expended capital recognized as revenue (Note 13)	200,311	1,960,857
Cash (applied to) provided by financing transactions	(1,231,631)	385,160
Increase in cash and cash equivalents	1,753,912	2,311,941
Cash, beginning of the year	5,119,671	2,807,730
Cash, end of the year	\$ 6,873,583	\$ 5,119,671

The accompanying notes are an integral part of these consolidated financial statements.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

1. Authority and purpose

The Board of Governors of Keyano College is a corporation that manages and operates Keyano College (the "College") under the *Post-secondary Learning Act (Alberta)*. All members of the Board of Governors are appointed by either the Lieutenant Governor in Council or the Minister of Advanced Education, with the exception of the President and CEO, who is an ex officio member. Under the *Post-secondary Learning Act*, Campus Alberta Sector Regulation, the College is a comprehensive community institution offering mandated credentials and programs. The College is a registered charity, and under section 149 of the *Income Tax Act (Canada)*, is exempt from the payment of income tax. This tax exemption does not extend to its wholly-owned subsidiary, Keyano College Land Trust Corporation (the "Land Trust").

2. Summary of significant accounting policies and reporting practices

a) General - Public Sector Accounting Standards ("PSAS") and Use of Estimates

These consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards (PSAS).

The measurement of certain assets and liabilities is contingent upon future events; therefore, the preparation of these consolidated financial statements requires the use of estimates, which may vary from actual results. The College's management uses judgment to determine such estimates. Restricted expended capital recognized as revenue, along with collectability of accounts receivable, accrued liabilities and the useful life and corresponding amortization of tangible capital assets are considered the most significant items based on estimates. In management's opinion, the resulting estimates are within reasonable limits of materiality and are in accordance with the significant accounting policies summarized below. These significant accounting policies are presented to assist the reader in evaluating these consolidated financial statements and, together with the following notes, should be considered an integral part of the consolidated financial statements.

b) Valuation of Financial Assets and Liabilities

The College's financial assets and liabilities are generally measured as follows:

Financial Statement Component	Measurement
Cash and cash equivalents	Cost
Portfolio investments	Fair value and amortized cost
Inventories held for sale	Lower of cost or net realizable value
Accounts receivable	Lower of cost or net recoverable value
Loan receivable	Amortized cost
Accounts payable and accrued liabilities	Cost
Debt	Amortized cost

Unrealized gains and losses from changes in the fair value of financial assets and liabilities are recognized in the consolidated statement of remeasurement gains and losses. When the restricted nature of a financial instrument and any related changes in fair value create a liability, unrealized gains and losses are recognized as deferred revenue.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

2. Summary of significant accounting policies and reporting practices (cont'd)

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recognized in the consolidated statement of operations. A write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

For financial assets and liabilities measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. Transaction costs are expensed for financial instruments measured at fair value. Investment management fees are expensed as incurred. The purchase and sale of cash and cash equivalents and portfolio investments are accounted for using trade-date accounting.

The College does not use foreign currency contracts or any other type of derivative financial instruments for trading or speculative purposes.

Management evaluates contractual obligations for the existence of embedded derivatives and elects to either designate the entire contract for fair value measurement or separately measure the value of the derivative component when characteristics of the derivative are not closely related to the economic characteristics and risks of the contract itself. Contracts to buy or sell non-financial items for the College's normal purchase, sale or usage requirements are not recognized as financial assets or liabilities. The College does not have any embedded derivatives.

c) Revenue Recognition

All revenues are reported on the accrual basis of accounting. Cash received for which goods or services have not been provided by year end is recognized as deferred revenue.

i) Government grants, non-government grants and donations

Government transfers are referred to as government grants.

Restricted grants and donations are recognized as deferred revenue if the terms for the use, or the terms along with the College's actions and communications as to the use, create a liability. These grants and donations are recognized as revenue as the terms are met. If the grants and donations are used to acquire or construct tangible capital assets, revenue will be recognized over the useful life of the tangible capital assets.

Government grants without terms for the use of the grant are recognized as revenue when the College is eligible to receive the funds. Unrestricted non-government grants and donations are recognized as revenue in the year received or in the year the funds are committed to the College if the amount can be reasonably estimated and collection is reasonably assured.

In kind donations of services, materials and tangible capital assets are recognized at fair value when such value can reasonably be determined. Transfers of tangible capital assets from related parties are recognized at the carrying value.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

2. Summary of significant accounting policies and reporting practices (cont'd)

ii) Grants and donations related to land

Grants and donations for the purchase of land are recognized as deferred revenue when received, and recognized as revenue when the land is purchased and conditions of the grant are satisfied.

The College recognizes in kind contributions of land as revenue at the fair value of the land when a fair value can be reasonably determined. When the College cannot determine the fair value, it recognizes such in kind contributions at nominal value.

iii) Endowment donations

Endowment donations are recognized as revenue in the consolidated statement of operations in the year in which they are received, and are required by donors to be maintained intact in perpetuity.

iv) Investment income

Investment income includes dividends, interest income and realized gains or losses on the sale of non-endowed portfolio investments. Investment income from restricted grants and donations is recognized as deferred revenue when the terms for use create a liability, and is recognized as investment income when the terms of the grant or donation are met.

The endowment spending allocation portion of investment income earned by endowments is recognized as deferred revenue when the terms for the use by the endowment create a liability. Realized investment income allocated to endowment balances for the preservation of endowment capital purchasing power is recognized in the statement of operations.

d) Endowments

Endowments consist of externally restricted donations received by the College and internal allocations by the College's Board of Governors, the principal of which is required to be maintained intact in perpetuity.

Investment income earned (excluding unrealized income) on endowments must be used in accordance with the various purposes established by the donors or the Board of Governors. Benefactors, as well as the College's policy, stipulates that the economic value of the endowments must be protected by limiting the amount of income that may be expended and by reinvesting unexpended income.

Under the *Post-secondary Learning Act*, the College has the authority to alter the terms and conditions of endowments to enable:

- Income earned by the endowments to be withheld from distribution to avoid fluctuations in the amounts distributed, generally to regulate the distribution of income earned by the endowments.
- Encroachment on the capital of the endowments to avoid fluctuations in the amounts distributed and generally to regulate the distribution of investment income earned by the endowments if, in the opinion of the Board of Governors, the encroachment benefits the College and does not impair the long-term value of the fund.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

2. Summary of significant accounting policies and reporting practices (cont'd)

In any year, if the investment income earned on endowments is insufficient to fund the spending allocation, the spending allocation is curtailed to the available funding. However, for individual endowments without sufficient accumulated capitalized investment income, the spending allocation will be suspended until sufficient capitalized income is available. The principal of the endowment will remain intact.

Endowment contributions, matching contributions, and associated investment income allocated for the preservation of endowment capital purchasing power are recognized in the consolidated statement of operations in the period in which they are received.

e) Inventories held for sale

Inventories held for sale are valued at the lower of cost and expected net realizable value and are determined using the first-in, first-out ("FIFO") method basis.

f) Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets, and costs associated with asset retirement obligations. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset. Work in progress, which includes facilities and improvement projects and development of information systems, is not amortized until after the project is complete and the asset is in service. Assets or disposal groups that are classified as held-for-sale are measured at the lower of carrying amount and fair value less costs to sell.

Leases of tangible capital assets which transfer substantially all the benefits and risks of ownership are accounted for as leased tangible capital assets. Capital lease liabilities are recognized at the present value of the minimum lease payments at the inception of the lease, excluding executor costs (e.g. insurance, maintenance costs, etc.). The discount rate used to determine the present value of the lease payments is the lower of the College's rate for incremental borrowing or the interest rate implicit in the lease.

The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straight-line basis over the estimated useful lives as follows:

Land improvements	20 - 40 years
Buildings and renovations	10 - 40 years
Equipment	5 - 25 years
Other	5 - 25 years
Computer hardware & software	3 - 15 years

Tangible capital asset write-downs are recognized when conditions indicate that they no longer contribute to the College's ability to provide services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. Net write-downs are recognized as an expense.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

2. Summary of significant accounting policies and reporting practices (cont'd)

Intangible assets, works of art, historical treasures and collections are expensed when acquired and not recognized as tangible capital assets because a reasonable estimate of the future benefits associated with such property cannot be made.

g) Asset Retirement Obligations

Asset retirement obligations are recognized for statutory, contractual or legal obligations, associated with the retirement of tangible capital assets when those obligations result from the acquisition, construction, development or normal operation of the assets. The obligations are measured initially at fair value, determined using present value methodology, and the resulting costs capitalized into the carrying amount of the related asset. In subsequent periods, the liability is adjusted for the accretion of discount and any changes in the amount or timing of the underlying future cash flows. The capitalized asset retirement cost is amortized on the same basis as the related asset and the discount accretion is included in determining the results of operations.

h) Foreign Currency Translation

Transaction amounts denominated in foreign currencies are translated into their Canadian dollar equivalents at exchange rates prevailing at the transaction dates. Carrying values of monetary assets and liabilities and non-monetary items included in the fair value category reflect the exchange rates at the consolidated statement of financial position date. Unrealized foreign exchange gains and losses are recognized in the consolidated statement of remeasurement gains and losses.

In the period of settlement, foreign exchange gains and losses are reclassified to the consolidated statement of operations, and the cumulative amount of remeasurement gains and losses is reversed in the consolidated statement of remeasurement gains and losses.

i) Employee Future Benefits

Pension

The College participates with other employers in the Local Authorities Pension Plan (LAPP). This pension plan is a multi-employer defined benefit pension plan that provide pensions for the College's participating employees based on years of service and earnings.

The College does not have sufficient plan information on the LAPP to follow the standards for defined benefit accounting, and therefore follows the standards for defined contribution accounting. Accordingly, pension expense recognized for the LAPP is comprised of employer contributions to the plan that are required for its employees during the year, which are calculated based on actuarially predetermined amounts that are expected to provide the plan's future benefits.

**KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

2. Summary of significant accounting policies and reporting practices (cont'd)

j) Basis of Consolidation

Consolidated entities

The consolidated financial statements consolidate the accounts of Keyano College Foundation (the "Foundation") on a line-by-line basis. The Foundation is a registered public foundation created to solicit, receive and administer funds and property donated for the advancement of Keyano College.

Investment in Keyano College Land Trust

The consolidated financial statements include the accounts of Keyano College Land Trust (the "Land Trust"), a Government business enterprise (GBE), using the modified equity basis, with equity being computed in accordance with accounting standards applicable to the Land Trust. The purpose of the Land Trust is to maximize the value of specific College lands through development, sales and leases for purposes aligned with College needs. Under the modified equity method, the accounting policy of the GBE is not adjusted to conform to that of the other government entities.

k) Liability for Contaminated Sites

Contaminated sites are a result of contamination of a chemical, organic or radioactive material or live organism that exceeds an environmental standard, being introduced into soil, water or sediment. Contaminated sites occur when an environmental standard exists and contamination exceeds the environmental standard.

Contaminated sites in productive use (PS 3200):

A liability for remediation of contaminated sites from an operation(s) that is in productive use is recognized net of any expected recoveries when all of the following criteria are met:

- i) College has a duty or responsibility to others, leaving little or no discretion to avoid the obligation;
- ii) the duty or responsibility to others entails settlement by future transfer of or use of assets, or a provision of services at a specified or determinable date, or on demand; and
- iii) the transactions or events obligating the College have already occurred.

Contaminated sites no longer in productive use (PS 3260):

A liability for remediation of contaminated sites from an operation(s) no longer in use, and/or an unexpected event occurs resulting in contamination, is recognized net of any expected recoveries when all of the following criteria are met:

- i) College is directly responsible or accepts responsibility;
- ii) it is expected that future economic benefits will be given up; and
- iii) a reasonable estimate of the amount can be made.

**KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

2. Summary of significant accounting policies and reporting practices (cont'd)

l) Expense by Function

The College uses the following categories of functions in its consolidated statement of operations:

Instruction and training

Expenses directly related to the delivery of programming and training within the College, whether for credit or non-credit programs.

Academic and student support

Expenses relating to activities directly supporting the academic functions of the College. This includes items such as libraries, galleries and expenses for Deans. Academic and student support also includes expenses for centralized functions that support individual students or groups of students.

Facility operations and maintenance

Expenses relating to maintenance and renewal of facilities that house the teaching, research and administrative activities within the College. These include utilities, facilities administration, building maintenance, corporate insurance premiums, custodial services, landscaping and grounds keeping, as well as major repairs and renovations.

Institutional support

Includes expenses for centralized College-wide administration including executive management, public relations, alumni relations and development, corporate finance, human resources, centralized and core computing, network and data communications.

Ancillary services

Expenses related to services and products provided to the College community and to external individuals and organizations. Services include the bookstore, parking, student residences, theatre and the Sport & Wellness Centre.

Special purpose and Trust

Fundraising expenses related to the sales of services and products and donations and other contributions earned.

m) Funds and Reserves

Certain amounts, as approved by the Board of Governors, are set aside in accumulated operating surplus for future operating and capital purposes. Transfers to/from funds and reserves are an adjustment to the respective fund when approved.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

2. Summary of significant accounting policies and reporting practices (cont'd)

n) Future Accounting Changes

In August 2018, the Public Sector Accounting Board issued PS 3280 Asset retirement obligations. Asset retirement obligations provides guidance on how to account for and report a liability for retirement of a tangible capital asset. The effective date for this accounting standard was April 1, 2021, however, in response to the COVID-19 pandemic, PSAB deferred the effective date of this accounting standard to fiscal years starting on or after April 1, 2022.

In November 2018, the Public Sector Accounting Board issued PS 3400 Revenue. This accounting standard provides guidance on how to account for and report on revenue, specifically addressing revenue arising from exchange transactions and unilateral transactions. The effective date for this accounting standard was April 1, 2022, however, in response to the COVID-19 pandemic, PSAB deferred the effective date of this accounting standard to fiscal years starting on or after April 1, 2023.

Management is currently assessing the impact of these new standards on the consolidated financial statements.

3. Cash

	<u>2020</u>	<u>2019</u>
Cash	\$ 6,779,032	\$ 5,027,659
Restricted cash	94,551	92,012
	<u>\$ 6,873,583</u>	<u>\$ 5,119,671</u>

Restricted cash relates to a casino bank account with external restrictions from Alberta Gaming, Liquor and Cannabis (AGLC).

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

4. Portfolio investments

	2020	2019
Portfolio investments - non-endowment	\$ 4,661,367	\$ 4,465,524
Portfolio investments - restricted for endowments	7,035,195	6,739,611
Total portfolio investments at fair market value	11,696,562	11,205,135
Guaranteed investment certificate non-endowment at amortized cost	809,387	1,586,587
	\$ 12,505,949	\$ 12,791,722

Total portfolio investments (non-endowment) amounts presented on the consolidated statement of financial position are made up of investments in pooled funds and guaranteed investment certificate totaling \$5,470,754 (2019 - \$6,052,111).

The composition of portfolio investments measured at fair value is as follows:

	2020			Total
	Level 1	Level 2	Level 3	
Portfolio investments at fair value				
Bonds				
Canadian government and corporate bonds	-	\$ 5,381,955	-	\$ 5,381,955
Equities				
Canadian equity fund	-	2,518,317	-	2,518,317
Foreign equity fund	-	3,452,909	-	3,452,909
Other				
Cash and money market	343,381	-	-	343,381
Total portfolio investments	\$ 343,381	\$ 11,353,181	-	\$ 11,696,562
	3%	97%	0%	100%

	2019			Total
	Level 1	Level 2	Level 3	
Portfolio investments at fair value				
Bonds				
Canadian government and corporate bonds	-	\$ 5,305,142	-	\$ 5,305,142
Equities				
Canadian equity fund	-	2,320,364	-	2,320,364
Foreign equity fund	-	3,024,520	-	3,024,520
Other				
Cash and money market	555,109	-	-	555,109
Total portfolio investments	\$ 555,109	\$ 10,650,026	-	\$ 11,205,135
	5%	95%	0%	100%

The guaranteed investment certificates are carried at amortized cost, therefore, their carrying amounts are not included in the fair value hierarchy tables above.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

4. Portfolio investments (cont'd)

The fair value measurements are those derived from:

- Level 1 - Quoted prices in active markets for identical assets;
- Level 2 - Fair value measurements are those derived from inputs other than quoted prices included within level 1 that are observable for the assets, either directly (i.e. as prices) or indirectly (i.e. derived from prices);
- Level 3 - Fair value measurements are those derived from valuation techniques that include inputs for the assets that are not based on observable market data (unobservable inputs).

5. Financial Risk Management

The College is exposed to the following risks:

Market price risk

The College is exposed to market price risk - the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual security, its issuer or general market factors affecting all securities. To manage this risk, the College has established an investment policy with a target asset mix that is diversified by asset class with individual issuer limits and is designed to achieve a long-term rate of return that in real terms equals or exceeds total endowment expenditures with an acceptable level of risk.

The College assesses its portfolio sensitivity to a percentage increase or decrease in the market prices. The sensitivity rate is determined using the historical annualized standard deviation for the total portfolio investment pool over a four year period as determined by the asset management consulting firm. At June 30, 2020, if market prices had a 10% (2019 – 10%) increase or decrease, with all other variables held constant, the increase or decrease in accumulated remeasurement gains and losses and deferred revenue for the year would be \$1,078,552 (2019 - \$1,065,748).

Foreign currency risk

Foreign currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The College is exposed to foreign exchange risk on investments that are denominated in foreign currencies. The College does not use foreign currency forward contracts or any other type of derivative financial instruments to manage the foreign currency exposure on these investments. The College's exposure to foreign exchange risk is very low due to minimal business activities conducted in a foreign currency.

Credit risk

Counterparty credit risk is the risk of loss arising from the failure of a counterparty to fully honor its financial obligations with the College. To manage the risk, the College has established an investment policy with required minimum credit quality standards and issuer limits. The credit risk from accounts receivable is low as the majority of balances are due from government agencies and corporate sponsors.

The credit risks on investments held are as follows:

	2020	2019
Credit rating		
AAA	15.8%	18.6%
AA	29.5%	25.7%
A	34.4%	36.3%
BBB	19.8%	19.4%
Below BBB	0.5%	0.0%
	100.0%	100.0%

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

5. Financial Risk Management (cont'd)

Liquidity risk

Liquidity risk is the risk that the College will encounter difficulty in meeting obligations associated with its financial liabilities. The College maintains a short-term line of credit that is designed to ensure that funds are available to meet current and forecasted financial requirements in the most cost effective manner. As at June 30, 2020 the College has (1) a lease line of credit of \$4.5 million (2019 - \$4.5 million) which has not been withdrawn and (2) a revolving line of credit of \$1.5 million (2019 - \$1.5 million) which has not been withdrawn.

Interest rate risk

Interest rate risk is the risk to the College's earnings that arise from the fluctuations in interest rates and the degree of volatility of these rates. This risk is managed by investment policies that limit the term to maturity of certain fixed income securities that the College holds. If interest rates increased by 1.0%, and all other variables are held constant, the potential loss in fair value to the College would be approximately 3.9% of total investments (2019 - 3.8%). Interest risk on the College's debt is managed through fixed-rate agreements with Alberta Capital Finance Authority (Note 10). The maturity and effective market yield of interest bearing investments are as follows:

	< 1 year	1 - 5 years	> 5 years	Average effective market yield
Cash and cash equivalents	100%	0%	0%	n/a
Portfolio investments, Canadian government and corporate bonds	1.22%	29.07%	69.71%	6.88%

6. Accounts Receivable

	2020	2019
Trade receivables	\$ 556,102	\$ 555,449
Accrued receivables	562,407	9,084,936
Loan receivables from staff	1,955	8,740
Canada Revenue Agency (Goods and Services Tax)	125,052	124,640
Student receivables	46,302	32,135
Less: Allowance for doubtful accounts	(87,401)	(50,489)
	\$ 1,204,417	\$ 9,755,411

Accounts receivable are unsecured and non-interest bearing. Trade receivables are related to corporate training, continuing education and other rentals.

Accrued receivables balance includes amount owed from the Ministry of Advanced Education of \$nil (2019 - \$8,580,003) and an additional \$19,302 (2019 - \$nil) from other Government of Alberta departments and agencies. These amounts are also included in government transfers balances (Note 21).

Loans receivable from staff includes computer loans that are repaid within 30 months with no interest.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

7. Loan Receivable

During fiscal 2015, the College entered into a lease agreement with YMCA of Wood Buffalo by providing a renovated space. The College charges YMCA of Wood Buffalo interest on the capital cost of the renovations at a rate of 2.92% per annum. The capital cost is to be repaid by YMCA of Woof Buffalo over a period of 15 years.

Principal payments in each of the next five years and thereafter are as follows:

	2020
2021	\$ 29,799
2022	30,680
2023	31,588
2024	32,523
2025	33,486
Thereafter	176,350
Total at June 30, 2020	<u>\$ 334,426</u>
Total at June 30, 2019	<u>\$ 363,368</u>

8. Investment In and Advances to Government Business Enterprise (Note 23)

On July 4, 2013, the College transferred 611.04 acres of land development to the Land Trust with a cost base of \$6,876,225. This transaction occurred outside the course of normal operations, and was measured at its carrying value.

Included in sales of services and products is \$250,000 (2019 - \$450,000) in service fees related to cost recoveries from the Land Trust. The transaction occurred in the normal course of operations and was measured at the exchange amount. The exchange amount has been agreed to and established by the Land Trust and the College through a signed master service agreement.

On June 26, 2015, the College entered into a signed agreement with the Land Trust that set the terms of repayment of the principal amount upon demand of the College. Until such demand is made, the Land Trust covenants and agrees to accrue compounding interest monthly. The advances are to bear interest at a rate not to exceed the expected rate of return set by the investment policy of the College. As at June 30, 2020 the interest rate was 2.8% (2019 - 2.8%) with no covenants or repayment plan. The College records interest income on the advances to the Land Trust of \$344,462 (2019 - \$334,959).

Interest revenue and other advances in the amount of \$344,462 (2019 - \$334,959) were non-cash transactions and have been excluded from the consolidated statement of cash flows.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

8. Investment In and Advances to Government Business Enterprise (Note 23) (cont'd)

The balance represents the investment in the Land Trust with the following breakdown:

	<u>2020</u>	<u>2019</u>
100 Class "A" common voting shares⁽¹⁾	\$ 10	\$ 10
Opening advances	\$ 12,145,059	\$ 11,810,100
Interest on advances	344,462	334,959
Total advances to Keyano College Land Trust	12,489,521	12,145,059
Opening accumulated investment earnings	4,673,269	3,973,909
Current investment earnings (Note 23)	1,180,137	699,360
Total accumulated earnings	5,853,406	4,673,269
	\$ 18,342,937	\$ 16,818,338

⁽¹⁾ The Board of Governors of Keyano College is the registered holder of 100 Class "A" common voting shares of the Keyano College Land Trust Corporation.

9. Employee Future Benefit Liabilities

Defined benefit plan accounted for on a defined contribution basis

The Local Authority Pension Plan ("LAPP") is a multi-employer contributory defined benefit pension plan for support staff members and is accounted for on a defined contribution basis. At December 31, 2019, the LAPP reported an actuarial surplus of \$7,913,261,000 (December 31, 2018 - \$3,469,347,000). An actuarial valuation of the LAPP was carried out as at December 31, 2018 and was then extrapolated to December 31, 2019. The pension expense recorded in these consolidated financial statements is \$2,547,138 (2019 - \$2,761,405). Other than the requirement to make additional contributions, the College does not bear any risk related to the LAPP.

10. Debt

Debt is measured at amortized cost and is comprised of the following:

	<u>Collateral*</u>	<u>Maturity</u>	<u>Interest Rate</u>	<u>2020</u>	<u>2019</u>
Debentures payable to Alberta Capital Finance Authority:					
Campus Development Project	1	June 2026	6.5%	\$ 2,188,716	\$ 2,479,657
Deferred Housing Maintenance	2	December 2020	3.4%	105,175	310,315
Power & Process Lab	3	June 2032	2.9%	13,372,708	14,290,985
				15,666,599	17,080,957
Obligations under capital leases	4	Various	0% to 1.2%	162,877	180,461
				\$ 15,829,476	\$ 17,261,418

*Collateral:

- (1) Title to building with a net book value of \$3,254,425 (2019 - \$3,409,397) (Note 12).
- (2) None.
- (3) Title to the land for the College's Suncor Energy Industrial Campus main building with a net book value of \$228,592 (2019 - \$403,400).
- (4) Title to leased assets with a net book value of \$136,362 (2019 - \$146,629) (Note 12).

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

10. Debt (cont'd)

Principal and interest repayments are as follows:

	Principal	Interest	Total
2021	\$ 1,447,605	\$ 535,749	\$ 1,983,354
2022	1,322,610	480,629	1,803,239
2023	1,373,671	429,568	1,803,239
2024	1,424,813	376,221	1,801,034
2025	1,463,974	320,698	1,784,672
Thereafter	8,796,803	1,002,183	9,798,986
	<u>\$ 15,829,476</u>	<u>\$ 3,145,048</u>	<u>\$ 18,974,524</u>

Interest expense on debt is \$597,293 (2019 - \$641,896) (Note 19) and is included in the consolidated statement of operations.

On October 24, 2019, the Government of Alberta (GoA) released the 2019 Provincial Budget. In the budget, government introduced legislation to dissolve the Alberta Capital Finance Authority (ACFA). The program of providing low-cost loans to local authorities will be continued through the Alberta Treasury Board and Finance. As of June 30, 2020, the transition of ACFA's programs to the Alberta Treasury Board and Finance was still in progress.

11. Deferred Revenue

Deferred revenues are set aside for specific purposes as required either by legislation, regulation or agreement:

	2020			2019	
	Unspent externally funded grants and donations	Tuition, fundraising and other fees	Total	Total	
Balance, beginning of year	\$ 14,494,502	\$ 1,672,940	\$ 16,167,442	\$	15,053,039
Grants, tuition, and donations	3,462,470	9,484,125	12,946,595		15,598,671
Investment income	481,668	-	481,668		246,570
Unrealized (losses) gains on investments	(216,735)	-	(216,735)		110,850
Transfers to spent deferred capital contributions	(207,863)	-	(207,863)		(2,310,857)
Other transfers	(300,922)	150,243	(150,679)		(520,595)
Recognized as revenue	(7,635,405)	(9,599,238)	(17,234,643)		(12,010,236)
Balance, end of year	<u>\$ 10,077,715</u>	<u>\$ 1,708,070</u>	<u>\$ 11,785,785</u>	<u>\$</u>	<u>16,167,442</u>

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

12. Tangible Capital Assets

	2020						2019	
	Land	Land Improvements	Buildings & Renovations	Equipment ⁽¹⁾	Computer Hardware & Software	Other ⁽²⁾	Total	Total
Cost								
Balance, beginning of year	\$ 12,980,333	\$ 1,825,321	\$ 154,697,308	\$ 34,630,660	\$ 7,770,196	\$ 3,277,403	\$ 215,181,221	\$ 216,059,221
Acquisitions	-	289,123	106,156	669,545	817,302	175,102	2,057,228	1,024,037
Disposals, including write-downs	-	-	-	(119,561)	(277,675)	(5,627)	(402,863)	(1,902,037)
	12,980,333	2,114,444	154,803,464	35,180,644	8,309,823	3,446,878	216,835,586	215,181,221
Accumulated Amortization								
Balance, beginning of year	\$ -	\$ 728,059	\$ 79,217,314	\$ 23,906,891	\$ 7,008,422	\$ 3,077,306	\$ 113,937,992	\$ 107,618,170
Amortization expense	-	87,881	4,232,527	2,805,276	339,460	144,550	7,609,694	7,990,505
Effects on disposals, including write-downs	-	-	-	(119,561)	(52,675)	(5,627)	(177,863)	(1,670,683)
	-	815,940	83,449,841	26,592,606	7,295,207	3,216,229	121,369,823	113,937,992
Net book value at June 30, 2020	\$ 12,980,333	\$ 1,298,504	\$ 71,353,623	\$ 8,588,038	\$ 1,014,616	\$ 230,649	\$ 95,465,763	\$ 101,243,229
Net book value at June 30, 2019	\$ 12,980,333	\$ 1,097,262	\$ 75,479,994	\$ 10,723,769	\$ 761,774	\$ 200,097	\$ 101,243,229	

⁽¹⁾ Equipment includes vehicles, heavy equipment, office equipment, furniture and leasehold improvements.

⁽²⁾ Other tangible capital assets include audio/visual equipment and library books.

Buildings and renovations includes work in progress of \$106,157 (2019 - \$nil). Computer hardware and software includes work in progress of \$109,776 (2019 - \$359,729). Furniture and equipment includes work in progress of \$120,847 (2019 - \$nil). Acquisitions during the year includes gift-in-kind contributions of \$7,552 (2019 - \$350,000).

Total cost of capital leases included in equipment is \$598,131 (2019 - \$1,189,180), accumulated amortization is \$461,769 (2019 - \$1,042,551) and amortization expense is \$119,626 (2019 - \$190,116). Gift-in-kind contributions and capital leases are non-cash transactions and have been excluded from the consolidated statement of cash flows.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

13. Spent Deferred Capital Contributions

Spent deferred capital contributions is comprised of externally restricted grants and donations spent on tangible capital acquisitions (not yet recognized as revenue).

	<u>2020</u>	<u>2019</u>
Spent deferred capital contributions		
Balance, beginning of year	\$ 54,179,308	\$ 56,909,621
Transfers from unspent externally restricted grants and donations	207,863	2,310,857
Expended capital recognized as revenue	(4,528,218)	(5,041,170)
Balance, end of year	<u>\$ 49,858,953</u>	<u>\$ 54,179,308</u>

14. Net Assets

	Accumulated surplus from operations	Investment in tangible capital assets	Internally restricted surplus (Note 15)	Endowments	Total
Net assets, as at June 30, 2018	\$ 7,580,214	\$ 32,694,317	\$ 8,292,224	\$ 4,892,423	\$ 53,459,178
Annual operating surplus	489,041				489,041
Endowments					
New donations	-	-	-	44,500	44,500
Capitalized investment income	-	-	-	26,449	26,449
Tangible capital assets					
Acquisition of tangible capital assets	(402,608)	402,608	-	-	-
Work in progress transfers funded by contributed capital	1,689,432	(1,689,432)	-	-	-
Amortization of tangible capital assets	2,949,335	(2,949,335)	-	-	-
Debt repayment	(1,575,697)	1,575,697	-	-	-
Net book value of tangible capital asset disposals	231,355	(231,355)	-	-	-
Net board appropriation to internally restricted surplus (Note 15)	(469,454)	-	469,454	-	-
Change in accumulated rereasurement gains (losses)	(545,375)	-	-	-	(545,375)
Net assets, as at June 30, 2019	9,946,243	29,802,500	8,761,678	4,963,372	53,473,793
Annual operating deficit	(455,916)				(455,916)
Endowments					
New donations	-	-	-	237,598	237,598
Capitalized investment income	-	-	-	30,651	30,651
Tangible capital assets					
Acquisition of tangible capital assets	(1,849,365)	1,849,365	-	-	-
Amortization of tangible capital assets	3,081,476	(3,081,476)	-	-	-
Debt repayment	(1,431,942)	1,431,942	-	-	-
Net book value of tangible capital asset disposals	225,000	(225,000)	-	-	-
Net board appropriation to internally restricted surplus (Note 15)	(119,113)	-	119,113	-	-
Change in accumulated rereasurement gains (losses)	(143,577)	-	-	-	(143,577)
Net assets, as at June 30, 2020	9,252,806	29,777,331	8,880,791	5,231,621	53,142,549
Net assets is comprised of:					
Accumulated surplus	9,032,540	29,777,331	8,880,791	5,231,621	52,922,283
Accumulated rereasurement gains and losses	220,266	-	-	-	220,266
Balance as at June 30, 2020	<u>\$ 9,252,806</u>	<u>\$ 29,777,331</u>	<u>\$ 8,880,791</u>	<u>\$ 5,231,621</u>	<u>\$ 53,142,549</u>

**KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

15. Internally Restricted Surplus

Internally restricted surplus represent amounts set aside by the College's Board of Governors for specific purposes. The Board passed a motion for internally restricted surplus on May 30, 2014 where the unrestricted operating surplus is to be maintained at 5% of the budgeted operating revenues; \$2,000,000 is to be restricted for educational purposes and the rest is restricted for future capital activities. Those amounts are not available for other purposes without the approval of the Board and do not have interest allocated to them. This policy is under review and no adjustment has been made for fiscal 2019/20. Total restricted professional development for the year per agreement with Faculty Association is \$119,113 (2019 - \$225,894). Total restricted housing reserve for the year is \$nil (2019 - \$nil) as per the Board of Governors resolution passed on April 22, 2016.

16. Contingent Liabilities

At June 30, 2020, the College was named as a defendant in seven (2019: two) specific legal actions. The total claimed in four specific legal cases approximates \$197,094 (2019: \$162,047). For the other three cases, no specific amount has yet been claimed, the amount of these claims will be determined at trial. Three of the cases were settled in July 2020 for a total of \$35,047, while the resulting loss from the remaining four claims, if any, cannot be determined.

The College has identified various sites where contamination exists and the level of contamination is either known or unknown at this time. No liability for remediation of these sites has been recognized as no reasonable estimate of the amount can be made at this time.

Keyano College Land Trust (the Trust) leases part of its land to various third party companies who use it as laydown yards. There is a risk of contamination at these sites arising primarily from the nature of the tenants' business operations. In October 2019, the Land Trust engaged an expert to conduct a phase I environmental site assessment (ESA) on the land under lease. Based on the results of phase I ESA, management initiated a phase II ESA, which involves taking samples of soil to determine the extent of contamination. Phase II ESA fieldwork began during the last week of June 2020 and involves drilling sixty-five boreholes to determine the existence and extent of soil and ground water contamination. A liability of \$488,000 (2019 - \$nil) representing estimated future remediation costs, as determined by a third party expert, was recorded in the Keyano College Land Trust financial statements for the year ended June 30, 2020.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

17. Contractual Rights

Contractual rights are rights of the College to economic resources arising from contracts or agreements that will result in both assets and revenues in the future when the terms of those contracts or agreements are met.

Estimated amounts that will be received or receivable for each of the next five years and thereafter are as follows:

	Operating Leases
2021	\$ 197,619
2022	182,677
2023	119,783
2024	18,821
2025	-
Thereafter	-
Total at June 30, 2020	\$ 518,900
Total at June 30, 2019	\$ 931,997

18. Contractual Obligations

The College has contractual obligations which are commitments that will become liabilities in the future when the terms of the contracts or agreements are met. The estimated aggregate amount payable for the unexpired terms of these contractual obligations are as follows:

	Service Contracts	Operation, Maintenance and interest amounts from Capital Leases	Information Systems and Technology	Theatre	Long-term Leases	Total
2021	\$ 591,615	\$ -	\$ 446,306	\$ -	\$ 62,100	\$ 1,100,021
2022	113,771	-	187,873	-	-	301,644
2023	94,375	-	91,006	-	-	185,381
2024	90,213	-	8,395	-	-	98,608
2025	37	-	1,399	-	-	1,436
Thereafter	-	-	-	-	-	-
Total at June 30, 2020	\$ 890,011	\$ -	\$ 734,979	\$ -	\$ 62,100	\$ 1,687,090
Total at June 30, 2019	\$ 2,930,265	\$ 2,426,402	\$ 583,441	\$ 47,709	\$ 56,400	\$ 6,044,217

**KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

19. Expense by Object

The following is a summary of expense by object:

	2020		2019
	Budget (Note 25)	Actual	Actual
Salaries and benefits	\$ 41,069,953	\$ 38,722,136	\$ 38,514,540
Materials, supplies and services	18,315,183	13,190,813	17,834,655
Amortization of tangible capital assets	7,756,168	7,609,694	7,990,505
Repairs and maintenance	3,177,621	4,505,844	2,085,302
Utilities	2,175,659	1,876,493	2,142,093
Scholarships and bursaries	984,900	982,910	719,777
Cost of goods sold	869,790	682,719	947,596
Interest on debt (Note 10)	584,005	597,293	641,896
	\$ 74,933,279	\$ 68,167,902	\$ 70,876,364

20. Related Parties

The College is a related party with organizations within the Government of Alberta reporting entity. Key management personnel of the institution and their close family members are also considered related parties. The College may enter into arm's length transactions with these entities and individuals.

The College has liabilities with Alberta Capital Finance Authority (Note 10). There were no other related party transactions during the year that met PS 2200 disclosure requirements.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

21. Government Transfers

	<u>2020</u>	<u>2019</u>
Grants from Government of Alberta		
Advanced Education:		
Operating	\$ 36,166,621	\$ 38,122,686
Capital	7,789,000	2,799,605
Apprenticeship	921,302	1,318,351
Other	1,007,685	943,915
Total Advanced Education	<u>45,884,608</u>	<u>43,184,557</u>
Other post-secondary institutions	-	54,647
Other Government of Alberta departments and agencies:		
Environment and Parks	-	239,818
Culture, Multiculturalism and Status of Women	241,845	52,907
Community and Social Services/ Children's Services	164,145	63,599
Labour and Immigration	11,747	-
Other	67,335	-
Total other Government of Alberta departments and agencies	<u>485,072</u>	<u>356,324</u>
Total contributions received	<u>46,369,680</u>	<u>43,595,528</u>
Restricted expended capital recognized as revenue	3,527,229	3,833,249
Add: change in deferred contributions	(4,003,740)	1,873,558
	<u>\$ 45,893,169</u>	<u>\$ 49,302,335</u>
Federal and other government grants		
Contributions received	1,808,301	1,853,622
Add: change in deferred revenue	67,742	(358,400)
Revenue	<u>\$ 1,876,043</u>	<u>\$ 1,495,222</u>

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

22. Salary and Employee Benefits

	2020			2019	
	Base Salary ⁽¹⁾	Other Cash Benefits ⁽²⁾	Other Non-Cash Benefits ⁽³⁾	Total	Total
Governance					
Members of the Board of Governors	\$ -	\$ 5,207	\$ -	\$ 5,207	\$ 4,826
Executive					
President & CEO ⁽⁴⁾	235,740	13,322	31,429	280,491	279,914
Vice-Presidents and Executive Director:					
Vice-President Corporate Services & CFO ⁽⁵⁾	180,082	15,566	25,997	221,645	242,322
Vice President Infrastructure & Chief Information Officer ⁽⁶⁾	210,000	18,152	30,909	259,061	46,686
Vice-President Academic ⁽⁷⁾	206,042	18,152	30,315	254,509	374,252
Vice-President Community Relations ⁽⁸⁾	-	-	-	-	117,471
Executive Director, Human Resources	167,964	22,112	29,604	219,680	222,089

(1) Base salary includes pensionable base pay.

(2) Other cash benefits include severance payments, honoraria, automobile allowances, living allowances, and other allowances.

(3) Other non-cash benefits include the College's share of all employee benefits and contributions or payments made on behalf of employees including pension, group life insurance, and accidental death dismemberment insurance. An automobile was provided to the former President & CEO (resigned May 8, 2020) for which no dollar amount is included in the above table.

(4) This position was occupied by two individuals at different times during the year ending June 30, 2020. The first incumbent departed on May 8, 2020, the date at which his interim replacement was appointed.

(5) This position was occupied from July 1, 2019 to May 7, 2020, and was vacant for the remainder of the year as the incumbent accepted a new appointment as Interim President & CEO.

(6) Vice President Infrastructure and Chief Information Officer was appointed on April 29, 2019.

(7) This position was occupied by two individuals at different times in 2018-2019. The first incumbent occupied the position from July 1, 2018 to January 28, 2019, while the second incumbent occupied from February 1, 2019 to June 30, 2020.

(8) Vice President Community Relations and Advancement was appointed on July 17, 2018 and departed on January 28, 2019. This position is no longer part of the College organizational structure.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020

23. Condensed Supplementary Financial Information of Keyano College Land Trust (Note 8)

The following table provides condensed financial information reported separately for Keyano College Land Trust. The Land Trust audited financial statements are prepared in accordance with the International Financial Reporting Standards.

	2020	2019
Assets		
Cash and cash equivalents	\$ 2,364,985	\$ 1,848,603
Accounts receivable	305,822	50,057
Prepaid expenses	130,012	119,905
Advance on land development fees ⁽¹⁾	250,000	450,000
Investment property	17,277,520	17,320,179
	\$ 20,328,339	\$ 19,788,744
Liabilities		
Accounts payable and accrued liabilities	\$ 642,678	\$ 35,656
Advances from Keyano College	12,489,511	12,145,051
Due to Keyano College	10	10
Deferred lease rental revenue	1,211,219	2,795,743
Security deposits	131,515	139,015
	\$ 14,474,933	\$ 15,115,475
Equity		
Trust Surplus	\$ 5,853,406	\$ 4,673,269
	\$ 20,328,339	\$ 19,788,744
Comprehensive income		
Revenues	\$ 3,630,938	\$ 2,085,608
Expenses	(2,450,801)	(1,386,248)
	\$ 1,180,137	\$ 699,360

⁽¹⁾ In 2015, the Trust advanced a payment of \$450,000 to the contractor for services to be rendered in the future. Prior to 2018-19 year, the Trust classified this amount as inventory, however in FY2019, management reclassified it as an advance payment. In the current fiscal year, the Trust filed a legal claim to recover the advance from the land development vendor. The contract provides for reasonable cancellation fees up to \$200,000, therefore the Trust made a provision for doubtful accounts equivalent to the maximum allowable contract cancellation fees.

**KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

24. Impact of COVID-19 Pandemic

The COVID-19 pandemic caused a material disruption to the College resulting in temporary closure of many buildings on campus, the temporary lay-off of staff who were not able to work remotely and by creating an overall economic slowdown across the country and the rest of the world. As the magnitude and duration of COVID-19 is uncertain, it is difficult to reliably measure the potential impact on the College's financial position and operations. The College continues to assess and monitor the impact of COVID-19 on its financial condition, including the likelihood of decreased revenues and increased expenditures as a direct result of this crisis.

25. Fort McMurray Flood

During the week of April 26, 2020, the Regional Municipality of Wood Buffalo entered into a state of emergency due to extensive flooding in the region.

The College incurred significant damage to the main Clearwater Campus, Penhorwood and Reidel residences. Remediation and mitigation efforts to restore facilities and equipment to pre-flood condition are ongoing and will continue in to the 2020-2021 fiscal year. The College is insured through AIG Insurance Company of Canada (AIG), as part of the Alberta Colleges, Universities & Technical Institutes Consortium. AIG has been and will be used to fund the cost of the remediation and recovery efforts.

There are two parts to the flood insurance claim: property loss and business interruption. The College's insurance deductible is \$1,000,000. Both of these claims are ongoing.

The total cost of remediation and restoration of buildings and equipment is estimated at \$48 million. Expenses incurred in the amount of \$1,000,000 to June 30, 2020 have been recognized in the Consolidated Statement of Operations.

The impact of the flood event is subject to a high degree of estimation and judgment, particularly as it relates to the property loss and business interruption loss. At the date of approval of these Consolidated Financial Statements, both the outcome and settlement amount of the business interruption claim are indeterminable.

26. Budget Figures

Budgeted figures have been provided for comparison purposes and have been derived from the College's Comprehensive Institutional Plan as approved by the Board of Governors.

27. Comparative Figures

Certain comparative figures have been reclassified to conform to current year presentation.



THE KEYANO ADVANTAGE.





8115 Franklin Avenue
Fort McMurray, Alberta T9H 2H7
780-791-4800 | 1-800-251-1408

keyano.ca