

Keyano Theatre & Arts Centre

Jay Notay – President and CEO

Dale Mountain – Vice President Corporate Services and CFO

February 1, 2022

Organization Mandate

Keyano Theatre & Arts Centre sets the standards for excellence in community arts experiences in Northern Alberta. We value our community with an inclusive, welcoming, and collaborative approach to contributing to the quality of life in our region. The Theatre provides a safe and nurturing environment for creativity to flourish.

Our Mission is:

To responsibly and professionally operate the region's premium Performing Arts Centre and provide performance experiences, inspiration and learning opportunities in the community through the arts.

Overview

- Keyano programs 2-3 professionally supported community theatre productions and 1 youth summer drama program. Events consist of 12-14 professional touring artists, and our services provide studio access with over 1,080 booked events annually.
- The Theatre, located on the Keyano College Campus, provides production and facility access to the community as well as national touring agents and organizations. Designated as a commercial enterprise, it is therefore not funded through the Colleges' annual provincial operating grant.
- Goals for 2022: Safely bring our community back to live arts experiences by resuming programming with a minimum of 2 live theatre productions, 12 touring concerts and expanded community usage. Re-visit the Joint Usage agreement originally between the Regional Municipality of Wood Buffalo, Keyano College and the local School Divisions.

Community Impact

Our programming, events, and services will involve over 50 artists to engage our 35,000 guests,170 volunteers and our large community of rental clients with opportunities and affordable facilities to experience and explore the creative disciplines of acting, dance, music, and the visual arts.

Theatre operations will continue to align with the RMWB Strategic Plan #3f by providing an outlet for our community to share their passion for the arts; mental wellness, and expressions of diversity, thus creating a vibrant sustainable community and contributing to an enhanced quality of life.

The programming we curate is a well-balanced offering to meet the social needs of our community; with acts ranging from comedic, classical, innovative and unique performances, to a variety of Canadian and ethnic artists who share our stage to educate and inform on cultural diversity and inclusion.

2022 Grant Request

2022 Grant Request		
Revenue	\$823,767	
Expense	\$1,383,382	
Subsidy Requested	\$559,615	
Subsidy represents 40% of total expenses (Subsidy/Expenses)		

Previous Year's Financial Information	
Last Fiscal Year End Date	June 30, 2021
Total Expenses From Previous Year	\$54,337,605
Unrestricted Net Assets	\$9,148,137

2022 Expense Summary

Cost Category	Total Expense	Funded by RMWB Grant
Salary/Wages (9 full time)	\$900,008	\$559,615
Program Costs	\$503,374	\$0
Overhead (utilities, insurance, etc.)	\$0	\$0
TOTAL	\$1,383,382	\$559,615

Community Investment History

2022 Request	2021 Approved	2020 Approved
\$559,615	\$518,660	\$587,760

Increase in 2022 of \$40,955 is due to the resumption of programming and the return of select staffing positions to manage the increased activity

Keyano College

2022 Sustaining Grant

Strategic Partners Stream Analysis

CIP Grant Summary:

				2022	Variance
				Recommended by	Recommended vs.
2019 Approved	2020 Approved	2021 Approved	2022 Request	CIP	Requested
449,500	587,760	518,660	559,615	559,615	-

Approved C	arryforward			Unrestricted	2022 Grant Request
2020	2021	Fiscal Year End	Total Expenses	Net Assets	All Streams
-	-	June 30, 2021	54,337,605	9,148,137	559,615

Notes:

2022 Grant Request: To assist with operating and programming expenses at the Keyano Theatre and Arts Centre.

		2022 Budget	2022
Budget Line Description	2022 Total Budget	Request	Recommended
Revenues			
RMWB Sustaining Grant	559,615	559,615	559,615
Government of Alberta Grant	2,000	-	-
Federal Grant	15,000	-	-
Theatre Sales & Memberships	416,240	-	-
Facility Rental & Lease Revenue	250,600	-	-
Other Revenue	34,925	-	-
Cash Donations - Keyano Foundation	105,002	-	-
Total Revenues	1,383,382	559,615	559,615
Expenses			
Salaries & Benefits	900,008	447,692	447,692
Service Contracts	171,910	111,923	111,923
Theatre Production & Costumes	101,356	-	- -
Marketing, Advertising & Subscriptions	47,648	-	-
Special Function Costs	26,254	-	-
Conference and Meeting costs	2,100	-	-
Licenses, Permits & Copyright Fees	55,012	-	-
Software Licenses & Maintenance Fees	9,200	-	-
Travel Expenses	3,240	-	-
Costs of Goods Sold	11,152	-	-
Furniture & Equipment <\$5000	5,000	-	-
Repairs & Maintenance	20,500	-	-
Office, Print, Postage & Computing Supplies	7,272	-	-
Training, PD & Dues	3,710	-	-
Volunteer & Donor Recognition	5,020	-	-
Custodial	14,000	-	-
Total Expenses	1,383,382	559,615	559,615
Total Surplus (Deficit)	\$ - \$	-	\$ -



Application ID

2021-2101 - Sustaining Grant - Strategic Partners Grant

Applicant Information

Organization Information

Keyano College 8115 Franklin Avenue Fort McMurray, AB, T9H 2H7

Mission Statement:

To responsibly and professionally operate the region's premium Performing Arts Centre and provide performance experiences, inspiration and learning opportunities in the community through the arts.

Primary Contact

Kerry Ferguson 8115 Franklin Avenue Fort McMurray

Phone: **s.17(1)**

Email: kerry.ferguson@keyano.ca



Board Questionnaire

How often does the Board review the financial position of the organization?

Ten times per year, the Finance and Audit (subcommittee of the Board of Governors) reviews financial results. Annually Finance and Audit reviews investment performance, Infrastructure Maintenance, Insurance coverages and annually review results of external audit.

What efforts have been made in the past fiscal year to increase the financial support for your organization?

Keyano College continuously surveys governments, corporations for available grants and applies for all that we determine we may be eligible for. Recently the Keyano Theatre applied for and received funding from the Canadian Government Support for Live Workers in Live Arts and Music Sectors fund.

Organization's most recent Fiscal Year End date

Please click Save Draft to update the following two questions with this date.

06/30/2021

Unrestricted Net Assets

Unrestricted Net Assets (accumulated surplus that the Board has not set aside for a particular purpose) from your Financial Statements ending: 06/30/2021

\$9,322,422.00

Total Expenses

Total Expenses from your Financial Statements Ending: 06/30/2021

\$54,337,605.00

Does your organization have financial reserves greater than the last fiscal year's operating expenses?



No

Please note any restrictions on becoming a member of your organization.

The Alberta Government receives recommendations from the College, Stakeholders, Community at large and the appoints the Board of Governors.



Please note any restrictions on participating in your organization's programs or services.

All the Theatres' programing, events, and services are accessible. As a patron access may be via the purchase of a ticket if required, and/or by meeting age restrictions as applicable. Keyano Theatre Company community auditions are open to all residents regardless of skill or experience, some age restrictions may apply. The theatres and rental studios are openly available with a priority based on educational, arts and performance based usage.

performance based usage.
Minimum number of board members according to bylaws
12
Number of board members currently
13
Number of board members last year in 2020
13
Number of board members in 2019
13
How often does the Board of Directors meet?
The Keyano College Board of Governors meets 10 times per year (September – June)



Board of Directors

Name	Board Position	Years on Board
Shelley Powell	Chair	2
Tyrone Brass	1st Vice Chair	3
Christian Matte	2nd Vice Chair	2
Adele Thomson	Public Member	2
Kim Farwell	Public Member	2
Joseph MacNeil	Public Member	2
Staci Millard	Public Member	2
Margaret Ziolecki	Public Member	2
Dr. Nermin Zukic	Academic staff	1
Leon Bevans	Non-Academic Staff	2
Bilsen Xavier	Student	1
Kayla Wandowich	Student	1
Dale Mountain	Ex- Officio	

Are any Board members being paid, or receiving an honorarium for being on the Board or for other positions in the organization outside of their role on the Board?

Yes

Board Funding

Board Member Name	Paid role on the board / organization	Amount received
Dale Mountain	Ex- Officio Interim President/CEO	\$s.17(1)
Dr. Nermin Zukic	Academic Staff	\$
Leon Bevans	Non-Academic Staff	\$
		\$409,848.00

Describe measures being undertaken to fill vacant spots if minimum board members are not met.



When there is a vacancy on the Board – if it a public member vacancy, the Minister of Advanced Education is informed and appoints a new member. If the vacancy is a Student Representative or Faculty Representative, the Student Association/Faculty Association nominates a member and informs the President's Office, this information is shared with the Board Chair who issues a letter to the Minister of Advanced Education for approval of appointment to the Board of Governors.



Overview

Brief Summary of the Proposed Programs and Services:

Keyano Theatre & Arts Centre is committed to providing professional and community arts programming in our theatres via our community theatre productions, the professional touring artist series, and the provision of accessible resources, facilities and studios to our community.

Please indicate the location(s) in which proposed services will take place (please check all that apply):

Fort McMurray

The Sustaining Grant subsidizes organizations to that contribute toward the key strategic priorities identified below. Please indicate which category that is applicable to the organization.

The Regional Municipality of Wood Buffalo 2018-2021 Strategic Plan focuses on the vision of a vibrant, sustainable region we are proud to call home. It identifies four key strategic priorities to achieve this goal: Responsible Government, Downtown Revitalization, Regional Economic Development, and Rural and Indigenous Communities and Partnerships. The Community Investment Program aims to assist non-profit organizations to achieve the goals and objectives outlined in the Municipal Strategic Plan. Please indicate which category that is applicable to the organization.

Act as a collective voice for providing strategic programs/services that are of benefit to the entire region

What year did the organization complete its last business plan or strategic plan?

Keyano College's Comprehensive Institutional Plan (CIP) was created and implemented for 2019 through to 2022.

Provide a brief overview of the organization's strategic priorities.



The Keyano Theatre & Arts Centre sets the standards for excellence in community arts experiences in Northern Alberta. The Theatre values our community with an inclusive, welcoming, and collaborative approach to contributing to the quality of life in our region.

Keyano Theatre provides a safe and nurturing environment for the creativity to flourish.

Our Mission is:

To responsibly and professionally operate the region's premium Performing Arts Centre and provide performance experiences, inspiration and learning opportunities in the community through the arts. Strategic Priorities:

To maintain Keyano Theatre & Arts Centre as the centre of community engagement within the RMWB Arts District by:

Establishing relevance to the community based on expertise and building on the strong community-based foundation of support.

Becoming experts in audience building in a community that is small, diverse and transitional. Continue to engage our patrons and stakeholders to determine and ensure programming is relevant, accessible, entertaining and educational.

Developing and/or continue key partnerships, including the RMWB, Arts Council Wood Buffalo, Multicultural Association of Wood Buffalo and other arts and cultural organizations Building a long term financial plan to ensure the financial viability of Keyano Theatre & Arts Centre that includes instituting multi-year funding agreements with our partners.

Describe the elements, activities, or events that the organization is seeking this funding for:

Keyano Theatre & Arts Centre is the largest, professionally operated performing arts centre in Northern Alberta and has hosted over 35,000 guests (pre-covid). The facility consist of the 514 seat Keyano Theatre, 194 seat Recital Theatre, seven multi-use studios, six teaching studios, and three specialized scenic shops that support community theatre productions.

The Theatre operates as producer, programmer and a rental facility to local and national businesses, schools, and community organizations.

The Theatre is seeking continued operational support from the Regional Municipality of Wood Buffalo to assist us with our ongoing commitment to the community to produce 2-3 live community theatre productions per season, 10-14 professional touring artists, and providing affordable access and services to the venues and studios through-out the year.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan identified by your organization?



Keyano Theatre's programs and operations align with the Municipal Strategic Plan, related to Strategy & Initiative #3f and to provide strategic programs and services that are of benefit to the region. Keyano's live programming, produces a structured, professional environment for our community to be engaged in creative opportunities in the disciplines of acting, dance and voice. Alongside our community theatre and our summer youth program, Keyano presents professional touring artists from across the country and internationally to ensure our community has access to many genres of world class entertainment; from classical music to dance, to emerging and established musical acts. The Regional Municipality of Wood Buffalo's 2018-2021 Strategic Plan and the Wood Buffalo Cultural plan highlight many of the needs for artistic support in our community, with a significant portion highlighting the need for support in the visual arts. This still holds true today, and is important to note that the performing arts were not as present or visible because those needs were being met. Keyano Theatre & Arts Centre has been prominent in supporting these needs in the community with affordable access to studio and performance venues.

Describe any other funding initiatives the organization has taken or is planning to implement to further support this request for Sustaining Grant funding:

To support Keyano Theatre's endeavour to operate responsibly and sustainable as an arts based operation, the theatre remains active in our community with the creation of funding partnerships and gift in kind support from our local industry and businesses. This requires a careful balance of artistic and financial risk that is carefully managed to ensure that we not only present popular, in demand artists, but also the next generation of emerging performers.

The Theatre receives grant funding for professional touring artists from the Alberta Foundation for the Arts, The Federal Government through the Department of Canadian Heritage, our local industries with support from Syncrude, Suncor and many in-kind or discounted considerations from our local businesses.



Please explain any cost savings initiatives the organization has, or is planning, to implement:

Keyano Theatre has undertaken a reduction in staffing and the reclassification of some existing jobs to optimize our current resources with a focus to increase these resources as business cases support. The support from our local businesses help offset our labour, programing and artist accommodation costs that would otherwise make it cost prohibitive to host the quantity, quality and variety of performers and events that we present.

How many programs is your organization proposing to deliver with this grant in 2022?

3

How many events is your organization proposing to deliver with this grant in 2022?

14

How many other services is your organization proposing to deliver with this grant in 2022?

1.080

Briefly highlight the programs, events, and/or initiatives that your organization is proposing to deliver with the Community Investment Program Grant.

Program Events Initiatives

Program/Event/Initiative	Program/Event/Initiative Name	City/Hamlet
Community Theatre	Keyano Theatre Company Drama and Musical Performances	Fort McMurray
Professional Touring Artists	Syncrude Arts Alive Presents	Fort McMurray
Theatre & Arts Centre Rentals	Theatre and Studio access	Fort McMurray

Please record the total number of unique participants of the proposed programs and services. This includes all participants that you anticipate will access the funded programs and services.

Please record the total number of unique participants for the proposed Program, Event, and/or Initiative

Group	Number of Participants
Children and Youth	0
Adults	0
Seniors	0
Families	0
Community	35000
Nonprofits	2
Others	0

Current Volunteer Information

Volunteer Type	Per Organizational Needs	Currently Filled	Funded by the Proposed Grant
Program & Service	170	0	0
Fundraising	0	0	0
Committee	0	0	0
Administrative	0	0	0
Total	170	0	0

Current Staff Information

	Per Organization Chart	Currently Filled	Funded by the Proposed Grant
Full Time Staff	10	7	5
Part Time Staff	0	0	0

Provide any additional information that may give a better understanding of your application during the grant review



Aside from our information of full and part time staffing as reported previously, the theatre also hires or contracts a significant amount of professionals and guest artists in order to present our programs and events.

To help better understand our programs:

Our community theatre performances (KTC) process occurs over a 2-3 month period, entails casts of 10 -35 community volunteer actors each (via open auditions), 6-8 weeks for the rehearsal process with direction, voice, choreography, stage management and technical support provided by industry professionals. Included in this period is the pre and post production needs for the design, construction, and the installation of the scenic and technical elements related to a live theatre performance.

In August, our Summer Youth Drama Intensive called "Drama Force" returns for its 8th year. This program occurs weekdays, 7.5 hours a day for three weeks for up to 35 youth ages 10-17 years old. Drama Force is lead by professionals teaching acting, singing, choreography and other theatre related activities, culminating in three fully supported performances on the Keyano Theatre stage.

The events Keyano Theatre produces are the Professional Artist Series to present popular and emerging professional artists from multi performance genres. The planning for these events start 1-2 years in advance to work with Artists and Agents on upcoming tours, routing and pricing.

Our services are providing and maintaining community access to our many studios and creative spaces. These facilities are in high demand with our local dance and community arts organizations. (1080 + annual studio bookings)

The 2021 Audited Financial statements will be avaible in late October



Finances

Total Budgeted Revenue

Excluding RMWB Grant.

\$823,767.00

Total Budgeted Expenses

\$1,383,382.00

Surplus/(Deficit)

If in a surplus position, organization is not eligible for a grant.

Click "Save Draft" to calculate the amount.

-\$559,615.00

Preferred Cash-Flow

	Amount
January/February	\$139,903.75
April	\$139,903.75
August	\$139,903.75
October	\$139,903.75
Total	\$559,615.00

Total Grant Request

\$559,615.00



Attachments

Upload Strategic Plan

Keyano_College_Comprehensive_Institutional_Plan_2019-2022.pdf 203.1 KB - 09/16/2021 10:14AM

Total Files: 1

Please attach a detailed budget showing 2022 projected revenue and expenses

Keyano_College_Theatre_Operations_2022.pdf 66.9 KB - 09/16/2021 10:19AM

Total Files: 1

Financial statements for the most recent fiscal year end

Note: Year end date must fall between July 1st of last year and June 30th of this year.

2020_Consolidated_Financial_Statements_-_June_30_2020.pdf 416 KB - 09/16/2021 10:17AM

Total Files: 1



Declaration

Declaration of Board Members – In making this application, I, the undersigned, confirm:

- that I have read the appropriate Grant Guidelines;
- that I understand that this application form and all attachments shall be part of the public Council agenda and accessible through all methods that the Council agenda is available;
- that I understand that this application form and all required attachments must be completed in full and received before 2021-09-16 16:30 MT;
- that I understand the term of the Grant is January 1 to December 31, 2022 and that all expenditures must happen during this term; and
- that I am authorized by the applicant organization to complete the application and hereby represent to the Regional Municipality of Wood Buffalo's Community Investment Program and declare that to the best of our knowledge and belief, the information provided is truthful and accurate, and the application is made on behalf of the above-named organization and with the Board of Directors' full knowledge and consent.
- that I understand the personal information collected in this application is collected under the
 authority of section 33(c) of Alberta's Freedom of Information and Protection of Privacy (FOIP)
 Act. It will be used to process the application and contact you if needed, during the review of this
 application. If you have any questions about the collection and use of the personal information
 you may contact the Manager, Community Partnerships and Initiatives, at 9909 Franklin Avenue,
 Fort McMurray, AB T9H 2K4 or at (780)799-2741.

Acknowledgement

I do hereby certify that to the best of my knowledge, this application contains a full and correct account of all matters stated herein.

Applicant Name

Alan Roberts

Position/Title

Director, Theatre & Arts Centre

Date: 09/16/2021

Keyano College Theatre Operations

	2022
Revenue:	
Government of Alberta grants	2,000
Federal grants	15,000
Municipality Grants	0
Other grants	0
Theatre sales & memberships	416,240
Facility rental revenue	250,600
Other revenue	34,925
Cash donations through Keyano Foundation	105,002
Donations gifts-in-kind	0
Total revenue	823,767
Operating Expenses:	
Salaries & benefits	900,008.20
Artist Service contracts	171,910.00
Total workforce	1,071,918
Theatre production, set and costumes	101,356
Marketing, advertising & subscriptions	47,648
Special function costs	26,254
Conference and meeting costs	2,100
Licenses, permits and copyright fees	55,012
Software licenses and maintenance fees	9,200
Travel expenses	3,240
Cost of goods sold	11,152
Furniture and equipment < \$5,000	5,000
Repairs and maintenance	20,500
Office and print supplies	7,272
Training, PD and dues	3,710
Volunteer and donor recognition	5,020
Custodial	14,000
Total contracts, materials and supplies	311,464
Total expenditures	1,383,382
Deficit from Theatre operations (Deficit)	\$ (559,615)



COMPREHENSIVE Institutional PLAN 2019 - 2022



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EXECUTIVE SUMMARY

Keyano College is an established and vibrant comprehensive community college based in Fort McMurray, serving the community and beyond since 1965. In collaboration with its Campus Alberta partners, the College offers high-quality, relevant life-long learning opportunities.

From original beginnings as a Vocational School, the College has grown and evolved into an important community resource, also providing access to social, cultural, and recreational experiences.

Keyano has two campuses in Fort McMurray and one campus in Fort Chipewyan. High-quality, learner-centered instruction is also provided through learning centres in Fort McKay and Gregoire Lake. Keyano is committed to providing programs that reflect changing demands of industry and our communities. Programming is also reflective of the interests of the region, its broadening multicultural orientation, and emerging technologies.

Keyano's 2019-2022 Comprehensive Institutional Plan (CIP) was developed through consultation. Senior management, faculty, staff, students, program advisory stakeholders, and the Keyano College Board of Governors own the plan. The resulting CIP delivers on the College's approved mandate, reflects our transformation of institutional culture and sets new priorities, and responds to student and employer demands.

Keyano's four aspirational goals for 2019-20 to 2021-22 are:

- 1. To **Live** Our Intention
- 2. To **Pursue** Empowerment
- 3. To **Achieve** Engagement
- 4. To Celebrate Learning

Our strategic goals and priority initiatives directly align with Alberta's Adult Learning System Principles of accessibility, affordability, coordination, quality, and accountability.

ACCESSIBILITY



- Develop a Multiculturalism Plan
- Provide mental health information and support to students and staff
- Provide responsive programs and training opportunities
- Develop and implement an Open Education Resources (OER) Strategy
- Increase access to student housing

AFFORDABILITY



- Remove financial barriers for students
- Develop and implement a Strategic Sales and Marketing Plan
- Increase Endowment Funds
- Establish Keyano Theatre and Arts Centre as the Centre of Community Engagement

QUALITY



- Develop and implement a Strategic Enrolment Management (SEM) Plan
- Enhance and support cultural programming in the region
- Develop and implement a Program Quality Assurance (PQA) Framework
- Develop a Teaching and Learning Philosophy and Framework

ACCOUNTABILITY



- Develop and implement a Compliance Framework
- Develop and implement a Data Governance Framework
- Develop and implement Cyber Security Framework
- Develop Financial Accountability Reporting Framework
- Increase trust and build credibility to enhance Keyano's reputation

COORDINATION



- Enhance dual credit opportunities to increase training for students in the region
- Pursue collaborative programming opportunities with other Alberta PSIs
- Seek strategic program partners





Keyano College has a balanced budget for 2019-20 on \$74,933,279 of revenues. The 2019-20 operating budget incorporates grant funding reductions presented in the Government of Alberta's Fall Budget 2019. The 2019-20 College operating budget was prepared in a bottom up approach, engaging all faculty and administrative departments through a transparent and collaborative process. Consultation with the Students Association of Keyano College, CUPE and Keyano College Faculty Association occurred through multiple town hall meetings and College communications.

College leadership developed a strategic financial plan that positions the College for success by investing \$3.4M in grow forward operating initiatives for student and academic supports while addressing operating and administrative challenges. These grow forward initiatives were funded through an exhaustive process identifying offsets and operating efficiencies. Keyano College is a people driven organization and Leadership knew that an

investment in people is required. As a result, 29.5 Full-time equivalent positons were added, increasing workforce from 286.8 to 316.3 FTEs. The 2019-20 Capital Asset budget is \$3,148,139 and consists primarily of replacement of existing capital asset equipment to support program and infrastructure requirements.

Keyano College is projecting a deficit in 2020-21 and 2021-22 of this plan in anticipation of a new Post-secondary Funding Model and future cost pressures. College Leadership will develop strategies to balance these future projected deficits to a nil surplus.

The Board Finance and Audit Committee met on November 27, 2019 to review and recommend approval of the 2019-20 operating and capital budget. The Board of Governors approved the 2019-20 operating and capital budget at their December 11, 2019 meeting.

ACCOUNTABILITY STATEMENT

This Comprehensive Institutional Plan was prepared under the Board's direction in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic, or fiscal implications of which the Board is aware.

ORIGINAL SIGNED BY BOARD CHAIR

Shelley Powell, Chair, Keyano College Board of Governors

INSTITUTIONAL CONTEXT

MANDATE STATEMENT

Keyano College is a public, board-governed college operating as a Comprehensive Community Institution under the authority of the Post-Secondary Learning Act of Alberta. Keyano plays an active role in Campus Alberta by collaborating with other post-secondary institutions to increase access to learning opportunities for students in the Regional Municipality of Wood Buffalo. Through its two campuses, in Fort McMurray and Fort Chipewyan, and four learning centres, in Fort McKay, Conklin, Janvier, and Gregoire Lake, Keyano provides a variety of learning opportunities through classroom, online and blended delivery models. Keyano also serves a wider learner population through its involvement in education consortia and a variety of industry partnerships.

Keyano College offers certificates and diplomas, university transfer, apprenticeship, academic upgrading and, through collaboration with other post-secondary institutions, degree completion options. Keyano's comprehensive program offerings include arts, science, business,

education, environmental science, power engineering, performing and visual arts, health, engineering technologies, human services, humanities, trades, transportation, heavy equipment operations and industrial training. Keyano provides relevant, practical, flexible and affordable workforce development including continuing education, customized corporate training, and English as a second language courses and programs.

As a Comprehensive Community Institution responsible for regional stewardship, Keyano College collaborates with post-secondary educational institutions, community adult learning providers, business, industry, school districts, Aboriginal communities, and other organizations to ensure access to a broad spectrum of learning opportunities. Keyano is committed to increasing access to post-secondary programs, assisting students in achieving their learning goals, and enhancing career opportunities for its graduates. Specialized services provided include Aboriginal counselling, counselling, support for students

with disabilities, flexible education delivery alternatives, and co-operative education options in many programs.

Keyano provides high-quality lifelong learning opportunities by promoting access to and participation in post-secondary education, fostering excellence and innovation in teaching and learning. Keyano's faculty and staff are engaged in professional development, scholarly activity and applied research for the purpose of enhancing expertise and increasing knowledge that will facilitate a high-quality learning experience through improved programs and services.

Keyano College plays a pivotal role in enhancing sustainability within the region by collaborating with stakeholders to support social, cultural, and economic development initiatives. Keyano's specialized facilities, including its Power and Process Engineering Lab, Theatre, Conservatory, and the Syncrude Sport & Wellness Centre, make

Keyano College an integral partner in providing educational, cultural, and career opportunities for students and the residents of Wood Buffalo.

Approved by the Minister, Innovation and Advanced Education (June 12, 2014)

MISSION

Keyano College is a comprehensive college of choice that is committed to excellence in teaching and learning, industry training, and applied research through the delivery of relevant and sustainable programs and services that maximize opportunities for our students, staff, and stakeholders, and, enable Keyano to engage in community leadership.

VISION

Keyano is a quality, responsive, and sustainable comprehensive college that consistently meets or exceeds the expectations of our learner stakeholders and communities



GOALS, PRIORITY INITIATIVES AND EXPECTED OUTCOMES

1

To Live Our Intention

Keyano College will advance institutional sustainability through the intersection of its mandate, mission, vision, and values. This connectivity enlivens Keyano College's sense of purpose: to engage and empower its staff, faculty, and students. This inspires us to be better, effective, meaningful, purposeful, and to become stronger. We are united in sharing an honourable need: That Keyano is cared for and valued by our students, citizens, and communities.

We empower staff, faculty, and students to realize personal and instuitional goals. Keyano College is the anticipation and celebration of student achievement; we work in recognition and homage of our students' unfathomable potentials. The College builds students' enthusiasm, accelerates their development, and motivates them.

Keyano College creates trust with our students, partners, employees and our leadership. This allows us to be exceptional and sustainable.

2

To Pursue Empowerment

TO PURSUE EMPOWERMENT

Keyano College will enhance the student experience by focusing on engaging and empowering students and faculty. Keyano serves the whole learning-person. Our faculty and staff are free to innovate. Our students are encouraged to discover, challenge, and collaborate. At Keyano, students acquire skills, begin to apply their knowledge, and mature in self-awareness. Keyano students embody excellence, as they are confident in themselves, competent in their chosen professions, and excited about their disciplines and career pathways. They embrace the joy of life-long learning and return to Keyano for advancement,

training, and learning for pleasure, interest, and curiosity.

Originating with our compelling sense of kinetic purpose, Keyano's students, stakeholders, faculty, staff, administration and Board of Governors are united in efforts to grow our civil society. A society that recognizes each citizen is always present with unknown others; and, we each need, deserve and can receive validation from those others. Keyano is a learning community known for celebrating diverse values. Keyano demonstrates its gratitude for services to each other and Keyano students.

GOALS, PRIORITY INITIATIVES AND EXPECTED OUTCOMES

3

To Achieve Engagement

Keyano College's character is fashioned in the relationships originating from exceptional teaching and distinguished learning. Students lead in the processes and design of their learning environments. They collaborate with their instructors to devise flexible learning opportunities allowing for discovery, collaboration and adaptability. Each commits to bringing respect, appreciation, humour, collaboration, partnership, care and compassion to our classrooms, shops, laboratories, lecture halls, residences and communities. Everyone at Keyano has a place to belong; and, we each know a group of people to whom we belong, the Keyano family.

Success means Keyano College operates at maximum student enrolment and 100% post-grad employment, has more employment applications than job

openings, and is championed by students and others as an engagement leader. We consistently offer high demand employability training and powerful, sought-after learning opportunities. In the Keyano learning experience students are building life-long relationships, with compassionate instructors, they utilizing contemporary resources and they are receiving comprehensive support services. Keyano's employer brand mirrors its collegiate reputation for collaboration, innovation, creativity, academic freedom, instructional rapport and personal growth Collaborative opportunities. program delivery enables student choices for integrated and tailored learning outcomes. With full engagement, there is no other college of choice.



4

To Celebrate Learning

Keyano College will provide opportunities for students to pursue academic excellence. Keyano students live learning. Learning is who we are, what we do, and what we enjoy. We share in the joy of discovering, exploring, and contributing our knowledge to the world. For their commitment to learning, excellence in execution, and for contributing to knowledge improving the health and increasing the wealth of others, Keyano students, faculty and staff receive recognition and awards. Their ongoing contributions to improving learning opportunities and their dedication to innovation and leadership in teaching

and learning benefit all. By collaborating with students, scholars and teaching professionals, Keyano is charting a seminal learning journey. We share in the excitement of creating new learning possibilities and revel in the acquisition of new skills, new competencies, and new capacities to think and act. We routinely acknowledge personal and professional accomplishments. We live learning together by setting and achieving mutually beneficial goals. Celebration is an expression of gratitude to those who shoulder with us in life-learning.





PRIORITY INITIATIVES

- Increase access to student housing to accommodate student growth
- Increase engagement with Students' Association of Keyano College

EXPECTED OUTCOMES

- Additional Riedel Housing units available to students for rent
- Increased student satisfaction with housing experience
- More engaged Student Association of Keyano College (SAKC)

PERFORMANCE MEASURES

- Increase in number of units for rent at Riedel Housing with 10 more available by June 2020
- Student survey metrics
- Double the number of consultations



PRIORITY INITIATIVES

 Remove financial barriers for students to enhance student success

EXPECTED OUTCOMES

Diversified funding streams contributing to Advancement

 Growth in the externally funded student awards program

 Internal culture of philanthropy to benefit Keyano College

- Executive-approved grant-writing team with finalized terms of reference established by December 2019
- Increase in number of successful annual grant applications by June 2021
- Increase in number of donors to Theatre Angels by June 2021
- Increase in number of Support the Pack donors by June 2021
- Increase in total dollar value of awards given to students by June 2021
- Increase in number of students receiving annual awards by June 2021
- Benchmark for donor retention rate by June 2020 with improvements by June 2021
- Six staff giving information sessions held by June 2020
- Increase in Board of Governors,
 Executive, staff, and alumni giving (time, resources, and money) by June 2021



PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
	Improved community awareness of programs leading to increased sales and revenue	Increase in number of registrations for courses and programs by June 2021
Develop and implement a Strategic Sales and Marketing Plan to address the training needs of the region	Strategic Sales and Marketing Plan	Strategic Sales and Marketing Plan developed by June 2020 and implemented by June 2021
	Marketing campaign	 Marketing campaign for the School of Continuing Education developed by June 2020 and implemented by July 2020

QUA	LITY	
PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
Establish a Culture of Excellence throughout Syncrude Sport and Wellness Centre to promote and enhance elite athlete training	Enhanced collegiate experience	 Increase in number Huskies Athletics teams with two new teams planned for 2019-20 and two for 2020-21 At least one ACAC (Provincial) and CCAA (National) Championship bid submitted by June 2020 At least 20 students employed at SSWC by June 2020 Contribute to Sports Tourism
	Increased promotion and use of the SSWC by Keyano staff and students	 Increase in number of intramural programs with one new program by June 2020 and two new programs by June 2021 Increase in number of fitness classes with two new classes by June 2020 and three new classes by June 2021 2% increase staff and student membership activation by June 2020 and an additional 2% by June 2021
	Increased community engagement with the SSWC	 Athletics Community Advisory Committee established with three community members by June 2020 and an additional four community members by June 2021 At least one major community event hosted at SSWC in 2019-20 and one hosted in 2020-21 Increase in number of Youth Sports Camps with two new camps in 2019-20 and three new camps in 2020-21





PRIORITY INITIATIVES

Establish Keyano Theatre and Arts Centre as the Centre of Community Engagement within the RMWB's Arts District

EXPECTED OUTCOMES

- Opportunities to support programs, courses, and performances that develop creative skills, appreciation and understanding of the arts
- Increased engagement and attendance (students, staff, multi-cultural residents, etc.)
- Improved affordability for students to attend arts-related programs, courses, and performances

- Benchmark for number of arts-related programs, courses, and performances established by June 2020 with continuous improvement thereafter
- Partnership with the Regional Municipality of Wood Buffalo, Sustainability Grant
- Benchmark for number of patrons for each group established by June 2020 with continuous improvement thereafter
- Benchmark for cost for students to attend arts-related programs, courses, and performances established by June 2020 with reductions thereafter



ACCOUNTABILITY

2 MCCCONTABILITY			
PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES	
Develop and implement a Compliance Framework to ensure Keyano is fully compliant with all relevant legislation and regulations	Keyano Legislative Compliance Framework	Legislative Compliance Framework developed by June 2020 and implemented by June 2021 with continuous improvement thereafter	
	Department-level business continuity plans	All departments have business continuity plans by June 2020	
	Corporate risk register and assessment	Corporate risk register and assessment completed and submitted to the Board of Governors by December 2019	
Develop and implement a Project Management Framework to enhance business operations	Keyano Project Management Framework	 Project Management Framework developed by June 2020 and implemented by June 2021 with continuous improvement thereafter 	
		Risk Management Framework developed by June 2020 and implemented by June 2021 with continuous improvement thereafter	
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	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	Data Governance Framework developed by August 2020 and implemented by June 2021 with continuous improvement thereafter	
improve overall effectiveness	 Data Governance Committee that is responsible for: Operationalization of the Data Governance Framework 	Executive-approved Data Governance Committee with finalized terms of reference by April 2020 and summary of identified priorities by June 2020	
	 Prioritization of data governance projects and initiatives 		

3. Approval of organization-wide data policies and standards

4. Promoting understanding and awareness of data governance at Keyano





PRIORITY INITIATIVES

- Develop and implement Cyber Security Framework to reduce the risk of security breaches
- Increase capacity for institutional data analytics to foster an efficient and responsive evidence-based decision-making culture

 Establish renewal standards for Information Technology Services

EXPECTED OUTCOMES

- Keyano Cyber Security Framework
- Gap analysis for all stages of data analytics:
 - 1. Collection and acquisition
 - 2. Storage
 - 3. Cleaning
 - 4. Integration
 - Analysis
 - 6. Representation and Visualization
 - 7. Actions
- Increased capacity to respond to data requests and support decision making at Keyano

 Keyano ITS Renewal Plan for computers, IT infrastructure, educational technology, mobile devices, and other IT-related devices

- Cyber Security Framework developed by June 2020 and implemented by June 2021 with continuous improvement thereafter
- Gap analysis for data analytics completed by April 2020 with a summary of prioritized gaps by June 2020 and continuous improvement thereafter
- Benchmarks for quality and quantity of reports from PowerCampus and other College systems established by June 2020 with continuous improvement thereafter
- Benchmarks for timeliness and accuracy of responses to internal and external data requests established by June 2020 with continuous improvement thereafter
- All programs have annual data packages by June 2020 with continuous improvement of data package elements thereafter
- ITS Renewal Plan developed by June 2020 and implemented by June 2021 with continuous improvement thereafter





PRIORITY	INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
7. Review Enterp Planning (ERP		Key ERP process documents for all departments	 All identified ERP processes formally documented by June 2020 50% of departments with completed business process reviews by June 2020 and all departments by June 2021
8. Establish a Clo	oud First Strategy	Infrastructure that supports cloud- based IT services	 Fully installed modern Hyper Converged Server infrastructure by June 2020 Fully implemented renewed switching by June 2020 Fully implemented redundant Internet connections by June 2020
		Services migrated to the cloud	50% of SharePoint migrated to the cloud by June 2020 and 100% by June 2021
9. Develop and imple controls and Busin Framework to ensu timely preparation statements	Business Process ensure accurate and	 Internal control and financial processes gap analysis. Documented internal controls framework Internal Control Framework with financial reporting processes, including scheduling 	 Gap analysis completed by April 2020 with prioritization of gaps and continuous improvement thereafter Internal Control Framework developed by June 2020 and implemented by June 2021
		Annual audit completed in a timely and accurate manner with outstanding recommendations addressed and no new recommendations issued	 Annual Auditor General report card issued with: Timeliness – Red (Fiscal 2019); Yellow (Fiscal 2020 & 2021) Accuracy – Yellow (Fiscal 2019); Green (Fiscal 2020) Recommendations – Red (Fiscal 2019 & 2020); Yellow (Fiscal 2021); Green (Fiscal 2022)





ACCOUNTABILITY			
PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES	
Develop Financial Accountability Reporting Framework to ensure timely reporting to external stakeholders	Gap analysis of accountability reporting with a framework and assigned responsibilities	Completed gap analysis with identified deficiencies and corresponding recommendations by January 2020	
	Central repository for all external accountability reports and a bring forward system	 Central repository and bring forward system established by February 2020 	
	Accountability Reporting Framework	Accountability Reporting Framework implemented by April 2020	
Enhance budget and financial internal reporting to improve stewardship over resources	Accurate and timely quarterly financial results and forecasts	Accurate quarterly results and forecasts submitted to the Executive Committee, Board of Governors, and Finance and Audit Committee by February 2020	
	Mandatory training for all Budget Managers	All Budget Managers have received mandatory training by January 2020	
	Streamlined budget and forecast process with adequate time for completion	Able to complete budget within three months and forecasts within one month after end of quarter by March 2020	
12. Achieve the highest standard of health and safety excellence resulting in zero harm to the College Community	Certificate of Recognition (COR)	Achieved Certificate of Recognition with a minimum score of 80% by June 2021	
,	Completed internal health and safety audit	 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 	
	Implementation plan for the Psychological health and safety standard	Implementation plan for the psychological health and safety standard drafted by June 2022	





PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
12. Achieve the highest standard of health and safety excellence resulting in zero harm to the College Community	 Updated Campus Sexual Violence Response Plan, including policies, education initiatives, and an improved reporting structure 	 Benchmarks for direct and indirect sexual violence education initiatives established by June 2020 with a review of initiatives by June 2021 Reporting page on Keyano website
		completed by June 2020
13. Increase trust and build credibility to enhance Keyano's reputation	Brand Awareness Campaign	 Marketing/advertising campaign developed and launched by June 2019
		Benchmarks for web traffic established by June 2020 with improvements by June 2021
		Benchmarks for social media presence2020 with improvements by June 2021
	Increased community engagement	 Cross-functional Team on Community Relations established with the first quarterly meeting held in September 2019
		Benchmarks for community engagement established by June 2020 with improvements by June 2021
Develop and implement Supplier Performance Management System to enhance collaboration and	Supplier Performance Management System	Needs analysis for Supplier Performance Management system completed by June 2020
performance with contractors and vendors		 Supplier Performance Management system developed by June 2021 and implemented by June 2022





PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES	
15. Develop and implement a Strategic Sourcing Framework to achieve savings with collaborative partnerships and consortia agreements	Strategic Sourcing Framework	 Sourcing stakeholders identified by June 2020, principle agreements with external stakeholders finalized by June 2021, and Strategic Sourcing Framework implemented by June 2022 	
Develop and implement a Contracts and Grant Management Framework to ensure compliance and achieve best practice standards	Contracts and Grant Management Framework	 Contracts and Grant Management Framework developed by June 2020 and fully implemented by June 2022 60% of contracts and grants compliant by June 2021 and 85% compliant by June 2022 	
17. Improve Keyano College Land Trust Accountability Reporting	Quarterly reporting to the Keyano College Board of Governors	Produce updated business plan	
18. Keyano College Foundation	Reinstate Keyano College Foundation	New Foundation Board Members.Regular board meetings	



To Pursue Empowerment



PRIORITY INITIATIVES **EXPECTED OUTCOMES** PERFORMANCE MEASURES Develop and implement a Multicultural plan that includes an Keyano Indigenization Strategy Multicultural Plan to support diversity developed by June 2020 and Indigenization and Internationalization and increase inclusion at Keyano implemented by June 2021 Strategies Keyano Internationalization Strategy developed by June 2020 and implemented by June 2021 Increase student engagement. Increase in number of multicultural Multicultural celebrations and celebrations and educational educational opportunities to support opportunities that promote inclusion and awareness multiculturalism, cultural awareness, and inclusion by June 2020 Benchmark for number of unique Use a variety of approaches to Improved access to information and students accessing individual provide mental health information reduced stigma surrounding mental appointments established by June 2020 and support to students and staff health challenges where needed with a long-term action plan developed by June 2021 Benchmark for number of student registrations for group sessions established by June 2020 with a longterm action plan developed by June 2021 Enhanced relationships with community Benchmark for number of support-inpartners through the Regional Mental kind events where community partners Health Committee to seamlessly support Keyano College initiatives support students transitioning to (internal) established by June 2020 with Keyano as well as to ensure current a long-term action plan developed by students have access to clinical services June 2021 Increase awareness and training on Pilot mandatory training for all staff and sexual harassment and sexual violence. students. 2% increase in number of unique credit Increased number of unique students in Develop and implement a Strategic and non-credit students increased by credit and non-credit programs Enrolment Management (SEM) Plan June 2020



To Pursue Empowerment



	COMMITT			
	PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES	
1.	Develop and implement a Strategic Enrolment Management (SEM) Plan	Strategic Enrolment Management embedded throughout all operational plans	 85% of employees attending annual SEM sessions by June 2020 and 90% by June 2021 SEM initiatives embedded throughout operational plans for all college departments by June 2020 	
2.	Utilize Alumni expertise to improve teaching & learning and increase student work placements	Keyano Alumni Engagement Plan	Alumni Engagement Plan developed by June 2020 and implemented by June 2021	
		Increased opportunities for alumni to engage with Keyano	 Increase in number of opportunities for alumni recognition by June 2020 Increase in number of volunteer opportunities for alumni by June 2020 Increase in number and range of Keyano benefits and services offered to alumni by June 2021 Increase in number of alumni events by June 2020 	
		Integrated alumni data to support alumni engagement and an overall communication strategy	Integration of 75% of alumni data from PowerCampus with the Alumni system by June 2020 and 100% by June 2021	





PRIC	DRITY	INITIA	ATIVES

Update learning and common area spaces to meet standards that enhance teaching and learning, improve the student experience and create quality learning spaces.

 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

 Develop and implement an Applied Research and Innovation Strategy for Keyano

EXPECTED OUTCOMES

- Improved technology in learning spaces
- · Facilities safety assessment.
- Pilot classroom to assess technology options
- Refreshed learning and common area spaces
- Facilities that meet regional needs as the community asset for arts education, programming, and participation
- Increased attendance
- External steering/consultation committee to assist and provide direction on Art Centre expansions, programs, and operations
- Applied Research and Innovation Strategy

- Increase in number of upgraded or renovated learning and common spaces by June 2020
- Increase of 40 WIFI access points by June 2020
- · Facilities action plan.
- Summary of student and faculty pilot classroom preferences by June 2020
- Refurbishing benchmarks by June 2020 with continuous improvement of learning and common area spaces thereafter
- Benchmarks for patron, volunteer, performer, employee, and student satisfaction by June 2020 with continuous improvement thereafter
- Benchmarks for attendance at arts programming at Keyano Theatre and the Arts Centre by June 2020 with continuous improvement thereafter
- Needs assessment for performance and visual arts education completed by June 2020 and implemented by June 2022
- Applied Research and Innovation Strategy developed by June 2020 and implemented by June 2021
- Potential applied research partners within Campus Alberta identified by June 2020



To Pursue Empowerment



PRIORITY INITIATIVES

 Create an environment where employees are engaged, collaborative, life-long learners who focus on student success

EXPECTED OUTCOMES

- Healthy Campus Strategy that:
 - 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
 - Provides resources and tools to the College community to support wellness
- Leadership training provided to College leaders and development plans are in place
- Opportunities for professional development and career planning for College employees to support development and engagement
- Collaboration space and tools established for use by College employees to support engaged crossfunctional teams

- Healthy Campus Strategy developed by June 2020 and implemented by June 2021
- Baseline data for Healthy Campus initiatives established by June 2020 with continuous improvement thereafter
- Smoke Free Campus fully implemented by September 2020
- At least 25 Keyano leaders trained in Situational Leadership by June 2020 and another 25 by June 2021
- Succession plans for all key leadership positions developed by June 2020 with continuous improvement thereafter
- Quarterly development discussions for 100% of College employees by June 2020
- Benchmarks for collaboration spaces established by June 2020 with continuous improvement thereafter
- Benchmarks for collaboration tools established by June 2020 with continuous improvement thereafter



To Achieve Engagement



PERFORMANCE MEASURES PRIORITY INITIATIVES **EXPECTED OUTCOMES** Provide responsive programs and Diverse range of certificates, diplomas, Increase in number of certificates, training opportunities to meet local diplomas, and/or collaborative degrees and collaborative degrees available to labour market needs and improve students in the region with two new or reactivated programs planned for 2019-20, three for 2020graduate employment outcomes . 21, and three for 2021-22 Benchmark for number of workintegrated learning opportunities for students established by June 2020 with improvements by June 2021 Higher percentage of graduates who Programs that align with regional labour market demands are employed in the local region by June 2022 Higher percentage of graduates who have work related to their program by June 2022 Increase in number of program development and needs assessment sessions held with local industry, business, and community partners by June 2020 Higher percentage of employers Job-ready graduates that meet industry, satisfied with the skills, knowledge, and business, and community needs behaviours of Keyano graduates by June 2022 Develop and implement an Open Open Education Resources (OER) OER Strategy developed by June 2020 Education Resources (OER) Strategy Strategy and implemented by June 2021 to enhance student success and increase program and course Increased review, adaption, and Benchmark for number of programs and affordability creation of OERs at Keyano courses currently using OERs by June 2020 with improvements by June 2021

Increase in number of employees and subject matter experts reviewing, adapting, and creating OERs by June



To Achieve Engagement



PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
Develop and implement a Program Quality Assurance (PQA) Framework to ensure consistency and quality of all programs and courses delivered at Keyano	Program Quality Assurance (PQA) Framework	 PQA Framework developed by June 2020 and implemented by June 2021 All programs included in the five-year review schedule by June 2020 Increase in number of programs and courses reviewed through the PQA process with three scheduled for 2019-20 and five for 2020-21
Develop a Teaching and Learning Philosophy for Keyano to guide the creation of a Teaching and Learning Framework	Teaching and Learning Philosophy Teaching and Learning Framework reflecting the CIP Goals	 Teaching and Learning Philosophy developed by June 2020 Teaching and Learning Framework developed by June 2020 and implemented by June 2021 Full alignment of instructor competencies with Human Resource competencies by June 2020 Increase in number of framework-related teaching and learning training opportunities for faculty, staff, and students with four sessions planned for 2019-20





PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
Enhance dual credit opportunities to increase training for students in the region	Increased coordination with school districts to provide enhanced dual credit programming	 One new dual credit offering in 2019- 20 and one new offering in 2020-21
	Increased participation of local high school students in Keyano programs	Benchmark for number of local high school students in Keyano's dual credit programs established by June 2020 with increased enrolment by June 2021
Pursue collaborative programming opportunities with other Alberta post-secondary institutions n	Increased collaboration with Alberta PSIs to enhance educational opportunities for students in the region	 Opportunities for collaborative certificate, diploma, and degree programs identified by June 2020 with viability reports by June 2021 Summary of transfer agreements
		between Keyano and other Alberta PSIs by June 2020 with continuous improvement thereafter



To Celebrate Learning



COORDINATION		
PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
Staff Recognition Program - Priority ONE	Staff Engagement and alignment	Selection committee will be looking for mutiple submissions per month. The launch will be in November 2019 at the Professional Development days, and will run through to June 2020.
Professional Developtment (CUPE, Faculty)	 Improved skills and growth Enhancing the skills of Faculty and Staff through supporting learing through professional development. Engagement on Cross functional teams 	 Document the number of employees who received additional accreditations, certificates, diplomas, degrees, etc. Document the number of faculty and staff involved as participants and speakers in the Keyano Professional Development Day in comparison to the 2019 participation. Higher numbers of staff involvement in cross-functional teams. (Increase in particaption in various initiatives throughout the College in 2019-2020.)
3. Leadership Training	 Improved skills and growth Applying for more positons within the College, better succession planning 	Increase number of participants in leadership training. Increased number of internal promotion and transfers for leadership positions. Development of the succession planning for 2019-2021.



To Celebrate Learning



PERFORMANCE MEASURES PRIORITY INITIATIVES **EXPECTED OUTCOMES Professional Development Day** Annual Professional Development held Measure and document the number (Keyano Development Day) to include all staff of sessions held during Keyano Development Day and attentedence Faculty and staff engagement, bonding at the sessions. Measure the diversity and building a sense of Keyano pride of sessions. Determine the number of faculty and staff presenting and the positive feedback from participants. Increase the numbers of staff and faculty participating in Keyano sponsored event. Increase 5% per year. Regular Learning Celebrations (Graduations, Dean's List & President's list etc) Student recognition and Increased numbers of staff and facutly attendees at Student Recognition acknowledgement Celebrations. Successful graduation ceremonies (Convocation, Nurse's Pinning Ceremony, Fort Chipeywan Celebration of Success, Journeymen Breakfasts) measured by attendence. Higher student success and more students on the Dean's list and President's List.



To Celebrate Learning



PRIORITY INITIATIVES

Embracing Indigenous Ways of Learning

EXPECTED OUTCOMES

Inventory of Programs that Incoproate Indgienous Knowledge, Offering Programs in Response to requests from Indigenous Partners, Finalizing the Elder Protocal and Service Plan

PERFORMANCE MEASURES

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 service the Indigenous communities through the Fort Chipeywan Campus and Regional Learning Centres.



PRIORITY INITIATIVES Athletic Awards/Student Awards

EXPECTED OUTCOMES

- Increase opportunities for potential students to attend College
- Increase opportunities for potential students to attend College

- Increase the number of applications and acceptance. Increase in the number of Student awards and Athletic Awards.
- 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.

APPENDIX A: Financial and Budget Information

FINANCIAL AND BUDGET INFORMATION

Preface: The 2019-2022 Comprehensive Institutional Plan Budget Information incorporates Government of Alberta funding changes identified in the Alberta Budget 2019 issued on October 24, 2019.

The 2019-2020 consolidated operating budget for Keyano College is a breakeven budget with revenues equal to expenses for a nil surplus. Beyond 2019-20, the College is projecting deficits of \$2,757,571 (2020-21) and \$4,347,495 (2021-22). These deficits are a combination of anticipated government funding cutbacks, removal of one-time revenues, known inflationary pressures, growth initiatives and addressing infrastructure and operational deficiencies. College Administration will develop

strategies to balance the projected deficits to a nil surplus.

As a public institution, a significant portion of the College's funding is from the Government of Alberta. In the Alberta Budget 2019, the government cut funding to Post-secondary Institutions by 5.1%. Individual Post-secondary institution cuts varied. Keyano College grant reductions is as follows:

GRANT	2018-19	2019-20	DIFFERENCE	% CHANGE
Campus Alberta Grant	\$ 34,359,087	\$ 33,615,530	(\$ 743,557)	-3.2%
Post-secondary Mental Health	\$ 230,000	\$ 240,000	+\$ 10,000	+4.3%
Funding for Students with Disabilities	\$ 154,097	\$ 154,097	No change	No change
Apprenticeship Training Grant	\$ 1,265,058	\$ 715,036	(\$ 550,022)	-43.5%
Infrastructure Maintenance Program	\$ 2,799,605	\$ Nil	(\$ 2,799,605)	-100%
Total	\$ 38,807,847	\$ 34,724,663	(\$ 4,083,184)	-10.5%

In Alberta Budget 2019, the government announced that a new Post-Secondary Institution funding model will be implemented in 2020. It will introduce performance based funding that responds to system performance. Due to the uncertainty of how this new funding model will affect Keyano, College Administration has not

made any significant changes to Government of Alberta Grant revenues. However, this plan does reflect a minus 3.9% (2020-21) and minus 4.4% (2021-22) reduction to Keyano's Campus Alberta Grant in anticipation of changes in Post-secondary funding.

Keyano College's tuition rates remain frozen at 2014-2015 levels per tuition fee regulation. Notwithstanding this freeze, we anticipate increased tuition revenue in 2019-2020 driven by continued growth of enrolment. In the Alberta Budget 2019, the Government announced that the tuition freeze will be lifted. As of January 1, 2020, Alberta Post-secondary's will be allowed to raise tuition by 7% institution-wide, and up to 10% in individual programs over the next three years. This plan reflects tuition and fees increases in 2020-21 and 2021-22 to the maximum permitted, subject to the approval of the College Board of Governors.

Keyano College's Administrative salaries continue to be frozen since April 2016 in accordance with the Alberta Salary Restraint Legislation which expires on December 31, 2019. This plan continues with the freeze on Administrative salaries in anticipation of further salary restraint in the Alberta Public Sector.

The College is currently bargaining with CUPE whose agreement expired on June 30, 2019 and is also negotiating a wage reopener with the Keyano College Faculty Association.

The College is a people-driven organization, and our cost structure is dominated by workforce costs. In 2019-20, Keyano's staff count went from 286.8 to 316.3, an increase of 29.5 full-time

equivalent positions. This increase consists of the following:

- +20.95 FTE for grow forward initiatives and an organizational "reset" to meet institutional requirements and bolster student and academic supports;
- +11.25 FTE to address operational support deficiencies; and
- -2.7 FTE elimination of redundant positons.

No provision for cost of living increases have been factored into this plan.

Non-compensation related expenditures are budgeted to increase by 2021-22. This is driven by a number of grow forward initiatives, inflationary pressures and investment in infrastructure that support student learning and accommodation.

The 2019-20 budget includes a \$1,530,302 payment received for a Business Interruption insurance claim settlement stemming from the 2016 Fort McMurray Wildfire. Also, in 2019-20 College revenues in government business enterprise increased by \$1,251,992 from royalties earned under a third-party gravel mining lease on Keyano College Land Trust Corporation property.



FINANCIAL AND BUDGET INFORMATION

SUSTAINING THE COLLEGE'S CAPITAL INFRASTRUCTURE

The College has recently completed \$22.7 M in deferred maintenance over a three year period at the Clearwater Main Campus and Suncor Energy Industrial Campus locations. Funding of \$6.9 M was provided under the Post-Secondary Strategic Investment Fund Grant (SIF) and \$15.8 M under an Alberta Capital Infrastructure Grant. However, despite this work, College infrastructure is still in need of significant repairs and renewal. The 2019-20 budget includes \$4,472,914 in Infrastructure Maintenance Program (IMP) spending funded out of deferred revenues. IMP spending declines to \$2,799,605

in 2020-21 when this grant is expected to be reinstated by government with spending remaining constant thereafter. A multimillion dollar investment is required to restore and renew Reidel student housing that must be self-funded by the College. No provision has been included in this plan beyond regular maintenance and a roofing replacement project for Reidel housing.

Deferred maintenance requirements for the College are estimated to be in excess of \$30M. College Administration continues to prioritize maintenance activity based on need, risk and available budget.

BUDGET ASSUMPTIONS					
LINE ITEM	2019-20				
	 \$154,097 Funding for Students with Disabilities (n/c) \$715,036 Apprenticeship Training Grant (-43.5%) \$ Nil Infrastructure Maintenance Program; prior year \$2,799,605 (-100%) Total grant reduction in Alberta Budget 2019 is \$4,083,184 (-10.5%) The \$3,516,369 Fort McMurray Cost of Living Allowance is expected to remain unchanged. 				



	BUDGET ASSUMPTIONS
LINE ITEM	2019-20
SALES OF SERVICES AND PRODUCTS	The College derives revenues from various ancillary and entrepreneurial activities. Sales and services include a wide array of activity including educational contracts, corporate training programs, student housing, bookstore, parking, facility rentals and leasing, food services, Syncrude Sports and Wellness Centre memberships and programming and the Keyano Theatre.
	College revenues from educational contracts and corporate training continue to be affected by the slowing economy. This plan holds revenue from these sources relatively constant.
	In past budgets, the College has not increased fees for ancillary and commercial activities and maintained alignment in the spirit of the tuition fees freeze. However, with the lifting of the tuition freeze, the College will be raising most fees by 7% after 2019-20 as reflected in this plan.
STUDENT TUITION AND FEES	Tuition fees, governed by the Post-secondary Learning Act, are set as approved by the Board of Governors. The College has frozen its tuition fees by course at 2014-15 levels as mandated under the Tuition Fee Regulation.
	In the Alberta Budget 2019, the Government announced that the tuition freeze will be lifted. As of January 1, 2020, Alberta Post-secondary's will be allowed to raise tuition by 7% institution-wide and up to 10% in individual programs over the next three years.
	Tuition fees in the 2019-20 budget remain unchanged. However, the College is projecting a 7% fee increase every year, beyond 2019-20, to the maximum permitted.
	Tuition fee revenue is aligned with the full-load equivalents (FLEs) in this plan.
	Fees for non-credit programs remain unchanged.
	Tuition fees for international students are set by the Board of Governors. These fees are on average three times higher than for domestic students. Tuition and fee revenues for international students is expected to increase beyond 2019-20 through an enhanced International Student recruitment strategy.
	In 2019-20, the College held student service fees constant. However, the College is projecting a 7% fee increase each year, beyond 2019-20, to the maximum permitted.

FINANCIAL AND BUDGET INFORMATION

	BUDGET ASSUMPTIONS						
LINE ITEM	2019-20						
DONATIONS AND OTHER GRANTS	Donations and other grant revenue represents unrestricted donations received by the College as well as the realization of deferred donor sponsorships which are recognized upon the payment of bursaries and awards to learners.						
INVESTMENT INCOME	The College engages professional investment managers to advise and maintain its portfolio investments. The College has taken a conservative approach to budgeting investment income in this plan. In 2018-19, the College sold off \$5M in unrestricted portfolio investments to address cash flow issues due to the timing of a \$7.8M Capital Infrastructure Grant payment. The Government of Alberta will release the \$7.8M payment when the College satisfies outstanding grant reporting requirements. The payment is anticipated to occur in 2019-20, and when received, \$5M will be returned to unrestricted portfolio investments						
FEDERAL AND OTHER GOVERNMENT GRANTS	Federal and other grants consist of conditional funding agreements. The College continues to deliver upon the Federal government's Language Instruction for Newcomers to Canada (LINC) program providing instruction for immigrants, assisting in career transitions, providing testing facilities and assisting employers with workplace readiness assessments. This grant is \$1,160,770 and remains constant in this plan. The 2019-20 budget includes a \$194,100 College Theatre sustainability grant from the Regional Municipality of Wood Buffalo that expires December 31, 2019. No new sustainability grant is included in this plan.						
INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISE	This represents revenue earned from the Keyano College Land Trust. The Land Trust is consolidated on the modified equity basis with the annual Trust surplus (deficit) reported as a revenue line item in the College consolidated statement of operations. Residential and commercial lot development of the Land Trust property was placed in abeyance in 2015 due economic conditions and continues to remain suspended to present day. Revenues from the Land Trust consist of rental income from three condos, lease revenue from non-serviced laydown lots and royalty revenue from a third-party gravel mining lease. The gravel mining commenced in May 2019. Gravel royalty revenue declines in 2021-22 as mining activity nears the end of the lease.						

	BUDGET ASSUMPTIONS
LINE ITEM	2019-20
INSURANCE PROCEEDS – 2016 WILDFIRE	Represents a Business Interruption insurance settlement payment stemming from the 2016 Fort McMurray Wildfire.
SALARIES AND BENEFITS	In 2019-20 the full-time equivalents (FTEs) are budgeted at 316.3, an increase of 29.5 FTE over the 2018-19 budget. Beyond 2019-20, total FTE count remains constant at 316.3.
	The increase in FTEs represents College grow forward initiatives and inflationary pressures in institutional, academic and student supports.
	The College is currently in collective bargaining with CUPE and negotiating a wage re-opener with the Faculty Association.
	The 2019-20 budget includes an \$814,285 workforce vacancy savings. In 2020-21, this savings declines to \$400,000 and remains constant thereafter.
	Administrative staff salaries remain frozen under the Salary Restraint Legislation which expires on December 31, 2019. This plan has no provision for Administrative staff salary increases in 2020 and beyond.
MATERIAL, SUPPLIES AND SERVICES	Materials, supplies and services represent an array of expense categories which include items such as academic contracts, non-academic contracts, professional fees, materials and supplies, equipment purchases under \$5,000, marketing and advertising, IT, professional development and training, professional services, Ancillary services, insurance premiums, travel and other expenses.
	For 2019-20, this category reflects a level of spending activity that accommodates the support of learners, maintenance, projects, programs and the daily operations of the College. For 2019-20, a \$500,000 curriculum development budget was established and remains constant throughout the plan.
	No set inflationary rate has been applied beyond 2019-20 in this plan, however, the Alberta Consumer Price Index (CPI) is generally about 2%. Changes beyond 2019-20 reflect known or planned changes in expenditure activity.



FINANCIAL AND BUDGET INFORMATION

	BUDGET ASSUMPTIONS					
LINE ITEM	2019-20					
AMORTIZATION OF TANGIBLE CAPITAL ASSETS	Amortization of tangible capital expenditures represents the matching of capital cost over the useful life of assets employed by the College and is calculated based on the composition of assets and growth to the College tangible capital asset base.					
	The College has the following three year plan for acquisition of tangible capital assets:					
	Contributed Self-funded Total 2019-20 \$794,537 \$2,353,602 \$3,148,139 2020-21 Nil \$2,000,000 \$2,000,000 2021-22 Nil \$1,800,000 \$1,800,000					
	Projected capital spending is conservative and may increase when the projected operating deficits are balanced to a nil surplus.					
	Amortization expense has been adjusted for tangible capital asset acquisitions.					
UTILITIES	Utilities are budgeted at \$2,175,659 for 2019-20. Utilities have been adjusted slightly to reflect savings from the elimination of the Alberta carbon tax and efficiencies in facility operations.					
REPAIRS AND MAINTENANCE	Repairs and maintenance expenditures fluctuate from year to year based upon the timing of R&M and Infrastructure Maintenance Program (IMP) activity. In 2019-20, repairs and maintenance is budgeted at \$3,177,621. Beyond 2019-20, costs decline due to the drawdown of \$4.4M in deferred IMP revenue. The \$2,799,605 IMP grant is expected to be restored in 2020-21.					
COST OF GOODS SOLD	Costs of Goods Sold represents the cost of books and merchandise sold in the Bookstore. In 2019-20, COGS was increased to reflect a realistic gross margin on sales of 30% versus 50% in the 2018-19 budget.					
INTEREST ON DEBT	Interest on debt is borrowing costs expended on capital leases agreements and long-term loans with the Alberta Capital Finance Authority. These costs align with loan amortization schedules.					



	BUDGET ASSUMPTIONS
LINE ITEM	2019-20
SCHOLARSHIPS AND BURSARIES	Scholarships and bursaries are paid to students and student athletes. Spending increases as new athletic programming is introduced.
FUNDRAISING EXPENSES	Fundraising expenses represents costs of the Keyano College Foundation.
ATHLETIC PROGRAMMING	In 2019-20, Keyano embarked on an expansion in athletic programming introducing Cheer and Cricket. This will be followed with other offerings including an application to the Alberta Colleges Athletic Conference (ACAC) for a Men's hockey team in 2020-21 and a Women's hockey team in 2021-22. This plan has been updated for incremental revenues and costs in anticipation of ACAC approval.

FINANCIAL AND BUDGET INFORMATION

CONSOLIDATED STATEMENT OF OPERATIONS

	2018-19	2019-20	2020-21	2021-22
	Actual	Budget	Projection	Projection
Revenues	7100001	Dauber	. rojection	
Government of Alberta grants	\$ 49,302,335	\$ 49,508,653	\$ 45,487,576	\$ 43,647,064
Sales of services and products	8,709,348	8,134,516	8,465,801	9,027,496
Student tuition and fees	8,048,268	8,752,491	9,952,940	11,090,238
Donations and other grants	1,823,408	2,752,752	2,777,752	2,802,752
Investment income	1,287,464	704,913	804,913	904,913
	1,495,222	1,805,870	1,450,770	1,450,770
Federal and other government grants Investment in government business enterprise				
	699,360	1,743,782	1,818,782	1,408,926
Insurance proceeds - 2016 wildfire	74 265 405	1,530,302		70 222 450
	71,365,405	74,933,279	70,758,534	70,332,159
Expense by function				
Facility operations and maintenance	12,213,883	11,942,381	9,612,600	9,660,539
Institutional support	22,589,258	21,177,841	21,368,011	21,660,221
Instruction and training	20,230,882	22,289,731	22,236,268	22,236,268
Academic and student support	8,419,683	12,412,732	13,113,732	13,844,732
				6,013,278
Ancillary services	5,990,045	5,845,978	5,920,878	
Special purpose and Trust	1,432,613	1,264,616	1,264,616	1,264,616
	70,876,364	74,933,279	73,516,105	74,679,654
Annual operating surplus (deficit)	489,041	_	(2,757,571)	(4,347,495)
Endowment contributions	44,500	_	-	-
Capitalized income	26,449	_	_	_
Annual surplus (deficit)	\$ 559,990	\$ -	\$ (2,757,571)	\$ (4,347,495)
The project of			. (, - , - ,	. (/ = / = /
Expense by object	4 00 000 557	.	A 44 000 000	4 40 000 000
Salaries and benefits	\$ 38,202,557	\$ 41,069,953	\$ 41,853,238	\$ 42,383,238
Materials, supplies and services	17,136,598	18,279,183	16,697,488	17,034,488
Amortization of tangible capital assets	7,990,505	7,756,168	7,906,168	8,026,168
Utilities	2,142,093	2,175,659	2,075,659	2,123,598
Repairs and maintenance	2,085,302	3,177,621	2,396,952	2,396,952
Cost of goods sold	875,479	869,790	944,690	1,037,090
Interest on debt	641,896	584,005	557,010	529,220
Scholarships and bursaries	719,777	984,900	1,048,900	1,112,900
Fundraising expenses (1)	1,082,157	36,000	36,000	36,000
	\$ 70,876,364	\$ 74,933,279	\$ 73,516,105	\$ 74,679,654

Note 1: Fundraising expenses in 2018-19 include allocated salaries, materials, supplies and services for Advancement activities. These costs are reflected in their respective object for 2019-20 to 2021-22.

CONSOLIDATED STATEMENT OF CASH FLOWS

	2019-20
Operating transactions	
Annual surplus	\$ -
Add (deduct) non-cash items:	
Amortization of tangible capital assets	7,756,168
Expended capital recognized as revenue	(4,687,650)
Investment earnings in government business enterprise	(1,743,782)
Government business enterprise non-cash interest revenue	(329,913)
Change in non-cash items	994,823
Decrease in accounts receivable	8,580,003
Decrease in accounts payable	(830,831)
Decrease in deferred revenue	(3,691,673)
Increase in prepaid expenses	100,000
Cash provided by operating transactions	5,152,322
Capital transactions	
Acquisition of tangible capital assets, less in-kind donations	(3,148,139)
Cash applied to capital transactions	(3,148,139)
Investing transactions	
Loan receivable repayment	25,000
Purchase of portfolio investments	(5,000,000)
Cash applied to investment transactions	(4,975,000)
Financing transactions	
Debt repayment	(1,500,000)
Increase in spent deferred capital contributions, less expended	
capital recognized as revenue	794,537
Cash applied to financing transactions	(705,463)
Decrease in cash and cash equivalents	(3,676,280)
Cash and cash equivalents, beginning of the year	5,674,780
Cash and cash equivalents, end of the year	\$ 1,998,500
•	

APPENDIX B:

Enrolment Plan and Proposed Programming Changes



ENROLMENT PLAN AND PROPOSED PROGRAMMING CHANGES

Enrolment projections for the 2019-2022 CIP reflect regional and provincial economics as well as planned program development and revision activities. Full Load Equivalents (FLEs) are expected to increase from approximately 1,088 in 2018-19 to 1,103 in 2019-20, resulting in a net increase of 15 FLE. By 2021-22, Keyano anticipates enrolment of just over 1,295 FLE.

	ENROLMEI	NT PLAN FOR	2019-20 TO 202	1-22		
	Program/	Actual FLE	Unofficial FLE		Projected FLE	
	Specialization	2017-18	2018-19	2019-20	2020-21	2021-22
	Carpenter	4.272	4.005	4.267	4.267	4.267
	Crane and Hoisting Equipment Operator (Mobile Crane)	3.400	2.400	0.000	0.000	0.000
₽	Crane and Hoisting Equipment Operator (Tower Crane)	2.000	1.600	0.000	0.000	0.000
APPRENTICESHIP	Crane and Hoisting Equipment Operator - Boom Truck	0.000	1.000	0.000	0.000	0.000
H	Electrician	52.175	39.227	39.867	39.867	39.867
PPR	Heavy Equipment Technician	40.317	45.924	38.400	38.400	45.600
₹	Industrial Mechanic (Millwright)	22.161	21.627	24.000	24.000	24.000
	Plumber	0.000	0.000	0.000	0.000	0.000
	Steamfitter-Pipefitter	13.884	7.209	12.800	12.800	12.800
	Welder	18.156	13.617	11.200	11.200	11.200
	Apprenticeship Total	156.365	136.609	130.534	130.534	137.734
	Aboriginal Entrepreneurship	4.567	6.465	3.367	4.133	4.667
	Art and Design	9.667	8.400	11.833	12.000	12.700
CERTIFICATE	Business Administration Certificate - Accounting	21.185	28.868	26.567	28.133	30.067
ERTIF	Business Administration Certificate - Business	60.021	41.570	42.767	44.733	46.866
O	Community Based Environmental Monitoring Certificate	0.000	6.707	2.567	0.000	0.000
	Early Learning and Child Care Certificate	14.077	6.461	9.833	9.833	9.833
	Educational Assistant	25.741	29.001	20.316	21.369	22.421
	Health Care Aide	11.900	16.732	19.300	19.300	19.300

ENROLMENT PLAN AND PROPOSED PROGRAMMING CHANGES

	ENROLMENT PLAN FOR 2019-20 TO 2021-22							
	Program/	Actual FLE	Unofficial FLE		Projected FLE			
	Specialization	2017-18	2018-19	2019-20	2020-21	2021-22		
	Human Resources Management Certificate	3.875	5.750	4.041	5.250	5.250		
	Office Administration Certificate	25.518	25.573	19.867	20.867	21.867		
	3rd Class Power Engineering	3.000	3.875	5.842	4.826	4.064		
	3rd Class Power Engineering Co-op	40.125	36.625	70.500	46.125	73.125		
	4th Class Power Engineering	29.750	66.000	45.668	41.940	43.338		
ATE	4th Class Power Engineering Co-op	12.375	66.750	47.625	73.125	46.125		
FIC.	Pre-employment Carpentry	0.000	0.000	2.323	2.323	2.323		
CERTIFICATE	Pre-employment Electrician	0.000	0.000	0.000	0.000	0.000		
Ö	Pre-employment Heavy Equipment Technician	0.000	0.234	3.097	3.097	3.097		
	Pre-employment Plumber	0.000	0.000	0.000	0.000	0.000		
	Pre-employment Welder	3.257	0.000	0.000	0.000	0.000		
	Primary Care Paramedic	16.329	19.331	16.571	16.571	16.571		
	Process Operator Co-op	32.125	4.750	0.375	0.000	0.000		
	Certificate Total	313.512	373.092	352.459	353.625	361.614		
	Advanced Care Paramedic	0.000	11.400	27.867	37.728	37.728		
	Business Administration Diploma - Accounting	10.600	5.500	9.933	11.400	12.767		
	Business Administration Diploma - Business	20.350	14.700	15.534	16.000	18.066		
	Business Administration Diploma Co-op - Accounting	0.000	0.000	3.636	4.509	5.136		
OIPLOMA	Business Administration Diploma Co-op - Business	0.273	0.000	6.091	7.697	9.061		
IPL	Early Learning and Child Care Diploma	0.000	0.000	12.714	15.857	15.857		
Δ	Environmental Technology Diploma	15.893	12.516	12.787	13.921	15.574		
	Environmental Technology Diploma Co-op	0.000	0.000	0.000	0.000	0.000		
	Fitness Leadership and Movement	0.000	0.000	0.000	0.000	0.000		
	Heavy Equipment Technician Diploma	0.000	0.000	0.000	0.000	0.000		
	Practical Nurse	42.128	37.376	47.708	49.767	51.870		
	Social Work Diploma	17.286	26.663	20.667	35.697	29.067		
	Dipoma Total	106.530	108.155	156.937	192.576	195.126		

	ENROLMENT PLAN FOR 2019-20 TO 2021-22							
	Program/	Actual FLE	Unofficial FLE		Projected FLE			
	Specialization	2017-18	2018-19	2019-20	2020-21	2021-22		
	Language Instruction for Newcomers to Canada	103.484	108.284	93.544	93.544	93.544		
	Mount Royal - Bachelor of Science - Environmental Science	4.000	10.133	8.000	9.000	10.000		
	Open Studies	31.818	26.076	30.100	30.100	30.100		
	Upgrading - Academic Foundations	0.000	0.000	4.534	7.733	9.466		
٩F	Upgrading - Advanced High School Equivalency	0.333	3.401	1.333	1.800	2.333		
Ę	Upgrading - College Preparation	118.867	80.276	82.067	83.000	84.133		
NON-CREDENTIAL	Upgrading - General High School Equivalency	9.735	9.033	9.167	9.167	9.167		
ž	UT: Bachelor of Arts	13.134	10.702	19.234	19.500	20.900		
Š	UT: Bachelor of Commerce	0.400	4.000	2.600	2.600	2.600		
	UT: Bachelor of Education - Elementary	37.436	49.502	40.700	40.700	40.700		
	UT: Bachelor of Education - Secondary	5.234	7.567	6.900	7.433	8.433		
	UT: Bachelor of Engineering	6.125	7.666	8.675	9.200	10.850		
	UT: Bachelor of Nursing	106.095	118.386	138.195	139.262	137.467		
	UT: Bachelor of Science	20.934	19.467	26.000	27.000	28.500		
	UT: Bachelor of Social Work	10.834	4.100	4.033	4.033	4.033		
	Non-Credential Total	468.429	458.593	475.082	484.072	492.226		
	Keyano College Total	1,044.836	1,076.449	1,115.012	1,160.807	1,186.700		

ENROLMENT PLAN AND PROPOSED PROGRAMMING CHANGES

INTERNATIONAL STUDENT ENROLMENT

Anticipated growth in international student enrolment will not impact Keyano's ability to maintain its current level of service capacity or access for Alberta students. By implementing strategic enrolment management measures, international student enrolment growth will not displace domestic learners.

INTERNATIONAL ENROLMENT PLAN FOR 2019-20 TO 2021-22							
		2019-20		2020-21		2021-22	
	Program/ Specialization	International FLE	% of total projected enrolment	International FLE	% of total projected enrolment	International FLE	% of total projected enrolment
CERTIFICATE	Art and Design	0.800	7%	0	0%	0	0%
	Business Administration Certificate	15.800	23%	27.133	30%	36.733	33%
	Early Learning and Child Care Certificate	2.600	26%	2.600	21%	2.600	17%
DIPLOMA	Educational Assistant	2.158	11%	2.158	10%	2.158	9%
	Human Resources Management Certificate	0.833	21%	0.833	16%	0.833	16%
	Office Administration Certificate	1.000	5%	2.000	10%	3.000	14%
	Business Administration Diploma	6.667	26%	10.467	29%	12.333	28%
	Business Administration Diploma Co-op	2.606	27%	4.909	25%	7.788	25%
	Early Learning and Child Care Diploma	0.000	0%	2.467	25%	2.467	25%
	Environmental Technology Diploma	0.938	7%	4.720	26%	7.629	29%
	Practical Nurse	2.197	5%	0.897	2%	0.000	0%
	Social Work Diploma	0.000	0%	1.818	5%	2.067	7%
	Mount Royal - Bachelor of Science - Environmental Science	0.000	0%	0.000	0%	2.000	14%
NON-CREDENTIAL	Upgrading	8.967	9%	11.200	10%	13.700	12%
	UT: Bachelor of Arts	2.234	12%	2.234	11%	2.234	11%
	UT: Bachelor of Education	2.300	5%	2.300	5%	2.300	5%
	UT: Bachelor of Engineering	0.775	9%	1.550	14%	1.550	12%
Õ	UT: Bachelor of Science	1.333	5%	2.667	8%	2.667	7%
_	UT: Bachelor of Nursing	0.778	1%	0.000	0%	0.000	0%
	UT: Bachelor of Social Work	0.600	15%	0.600	15%	0.600	15%
	Open Studies	0.967	3%	0.970	3%	1.130	3%
	Keyano College Total	53.553	5%	81.523	7%	103.789	8%



ANTICIPATED PROGRAMMING UPDATES FOR 2019-20

PROGRAM REACTIVATION

Early Learning and Child Care Diploma

The Early Learning and Childcare (ELCC) Diploma program will be reactivated in 2019-20. This credential is important for the community and allows graduates to hold a Level 3 or supervisory role. Extensive consultation with the Program Advisory Committee and regional childcare experts resulted in a more sustainable program model. The revised ELCC program includes full- and part-time options with opportunities for students to attend virtually (synchronous) for all face-to-face elements. Blended courses are delivered over 7-week blocks, rather than over a traditional 15-week semester. This allows childcare centres to release staff for enrolment in individual courses. The elimination of most course pre-requisites enables continuous intake and further supports sustainable enrolment.

Program/	FLE Projections			
Specialization	2019-20	2020-21	2021-22	
Early Learning and Child Care Diploma	2.000	9.867	9.867	

Upgrading – Academic Foundations

In fall 2019, Keyano began an extensive review of the suspended Academic Foundations: Literacy and Academic Foundations: Intermediate and Advanced specializations. During the review, the development team determined that combining the two specializations would enhance curriculumdelivery, reduce duplication, improve student pathways, and reduce program length. Increasing focus on improving literacy and numeracy skills makes this an opportune time to reactivate the combined Academic Foundations specialization. Currently, the only academic upgrading program offered at Keyano begins at the Grade 10 level; as a result, a gap exists for learners who are below that grade level. The reactivation of the specialization can close this gap by providing quality, credit-based programming for learners who need to upgrade their skills to enter further training. The reactivation also provides a natural transition to further education for students in the Language Instruction for Newcomers to Canada (LINC) program. Many of those students require additional language and/or numeracy skills prior to entering other programs at the College. This specialization can meet their needs. Additionally, this program can help meet the learning needs of international students and student athletes.

Program/	FLE Projections			
Specialization	2019-20	2020-21	2021-22	
Upgrading: Academic Foundations	3.600	8.800	10.533	

ENROLMENT PLAN AND PROPOSED PROGRAMMING CHANGES

PROGRAM REVISION

Business Programs

In 2019-20, Keyano will undertake Program Quality Assurance (PQA) reviews for the following business-related certificate and diploma programs:

- 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

Significant program changes are anticipated, including improved curriculum, alternative delivery options, and enhanced pathways. For the Diploma Co-op programs, Keyano intends to reduce the program length to mirror the other Business Administration Diploma programs. Enrolment growth projections are expected for this program cluster.

Dua manu (Cura sialinasian	Actual FLE	Unofficial FLE		Projected FLE	
Program/Specialization	2017-18	2018-19	2019-20	2020-21	2021-22
Business Administration Certificate – Accounting	21.185	28.701	26.567	29.133	31.067
Business Administration Certificate – Business	60.021	42.053	42.767	61.733	78.866
Business Administration Diploma – Accounting	10.600	4.999	9.933	14.400	16.767
Business Administration Diploma – Business	20.350	13.087	15.534	22.000	28.066
Business Administration Diploma Co-op - Accounting	0.000	0.000	3.636	6.909	12.636
Business Administration Diploma Co-op - Business	0.273	0.000	6.091	12.697	19.061
Business Program Total	112.429	88.840	104.528	146.872	186.463

PROGRAM SUSPENSION

In 2019-20, Keyano will assess the viability and sustainability of the following suspended programs:

- Fitness Leadership and Movement
- Heavy Equipment Technician Diploma
- Mechanical and Construction Trades Preparation

Results of the assessments will result in either reactivation, extension of the suspension period, or program termination. If programs are reactivated, major revisions will be required to ensure quality and currency of curriculum.

APPENDIX C: Research, Applied Research, and Scholarly Activities

RESEARCH, APPLIED RESEARCH, AND SCHOLARLY ACTIVITIES

APPLIED RESEARCH

In 2019-20, Keyano College will develop an Applied Research and Innovation Strategy. As part of this process, Keyano will explore potential partnerships with other post-secondary institutions within Campus Alberta. Receiving Natural Sciences and Engineering Research Council of Canada (NSERC), Social Sciences and Humanities Research Council (SSHRC), and Canadian Institutes of Health Research (CIHR) eligibility is a critical component of advancing research and scholarly activity within the College.

SCHOLARLY ACTIVITY

Keyano College faculty will be involved in delivering lectures for the Keyano College Lecture Series, conducting Philosopher's Café sessions, and presenting at the annual Keyano College University Studies Conference. They will also engage in scholarly activity, including presenting at conferences, publishing articles in refereed journals, and developing grant proposals.

INNOVATION FUND

Keyano College currently has an Innovation Fund, which allocates \$12,500 for Learning Innovation and \$12,500 for Research Innovation. The Innovation Fund Committee will explore additional opportunities to sustain and expand research and innovation activities.

REGIONAL INNOVATION

Alberta Innovates provides service throughout communities the province commercialization technology advice, mentorship, and access to program support and equipment through the Regional Innovation Network. As a member of the Wood Buffalo Regional Innovation Network (WBRIN), Keyano works closely with other organizations to promote local innovation and provide support for small businesses, start-ups, and entrepreneurs.

LABOUR EDUCATION APPLIED RESEARCH NORTH

Keyano is an active partner in Labour Education Applied Research North (LEARN). Formerly known as the Northern Labour Market Information Clearinghouse, 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. LEARN funds research on industry trends, specific occupations, and training opportunities, as well as other related topics such as demographic trends and community needs. This helps member institutions make evidence-based programming decisions.

APPENDIX D: Underrepresented Learners

UNDERREPRESENTED LEARNERS

Keyano College collaborates with a number of partners ranging fromcommunity adult learning providers, business and industry, regional school districts, Indigenous communities, and all levels of government. This is to ensure access to a broad spectrum of learning opportunities for the Regional Municipality of Wood Buffalo. Keyano operates one campus in Fort McMurray and another in Fort Chipewyan, along with adult learning centres in Fort McKay and Gregoire Lake. A variety of learning options are provided with classroom, online, and blended delivery offerings available.

Most programs offered in the regional centres are part of larger, collaborative workforce initiatives undertaken by communities, with support from various provincial and federal partners. Keyano's Indigenous Education department manages these programs. The department works with the communities to identify learning needs, deliver programming, and find partners or secure grant funding. The Upgrading: Academic Foundations program will be reactivated in 2019-20, providing pathways to advanced upgrading options and Keyano programs. The Community Adult Learning Program (CALP), funded by Advanced Education, fosters learner transitions from the community-based, nonformal, non-credit adult learning system to the post-secondary system.

Between 2019 and 2022, Keyano will expand partnerships with First Nations' Government/ Industry Councils, business and industry partners, community organizations, and Campus Alberta colleagues. These partnerships will help meet the education and training needs of underrepresented learners.

INDIGENOUS LEARNERS AND LEARNERS IN RURAL AND REMOTE COMMUNITIES

The majority of Keyano's Indigenous students are based in the regions rural and remote hamlets, outside of Fort McMurray. A key aspect of Keyano's regional stewardship strategy is supporting students in their foundational learning, which helps them to transition to further learning or employment.

In 2019-20, a concentrated effort will be made to further coordinate and align programming. This is to ensure that clear pathways are provided for Indigenous learners from basic literacy through to post-secondary with a range of entry and exit points. For example, Keyano will coordinate basic education programming with skilled labour workforce initiatives so learners are adequately prepared and supported as they move through a learning pathway. The College will work closely with community partners during this process. Keyano will also build on existing partnerships



to continuously improve program offerings and the overall experience for students and stakeholders.

Moving forward, Keyano will focus on the development of an Indigenization strategy, with full implementation planned for June 2021. The Indigenous Education department will work with

the Indigenous Education Steering Committee to ensure alignment of goals and outcomes. Keyano's commitment to an Indigenization Strategy that reflects Keyano's unique learning culture is reflected in the 2019-2022 CIP.

ACCESSIBILITY			
Goal	Priority Initiatives	Expected Outcomes	Performance Measures
TO PURSUE EMPOWERMENT AND ACHIEVE ENGAGEMENT	Develop and implement a Multiculturalism Plan to support diversity and increase inclusion at Keyano	Multiculturalism plan that includes an Indigenization Strategy and Internationalization Strategy	Keyano Indigenization Strategy developed by June 2020 and implemented by June 2021

In 2019-20, Keyano will continue working on the Indigenization of curriculum throughout all programs. As part of the quality assurance process, the College will engage Indigenous subject matter experts and instructional designers to ensure cultural accuracy and relevance. Keyano will respect traditional ways of teaching, knowing, and learning during all program revision and development activities. Indigenous elders will be invited to participate in the continuous improvement of programs to ensure appropriate knowledge systems and worldviews are reflected in curriculum.

LEARNERS WITH DISABILITIES

Keyano is committed to providing accessible education opportunities for learners with disabilities. Through the Student Services department, Keyano offers services and supports to learners with disabilities including:

- assessing student needs and accommodations for learning,
- enhancing learners' academic skills with learning strategies applied in context,
- training and access to assistive technology to develop independent learners, and
- counselling services for learners with disabilities who require assistance with personal issues.

Accessibility Services supports student success

UNDERREPRESENTED LEARNERS

through group and individualized instruction on learning strategies, study skills, test-taking strategies, and adaptive technologies. Students with documented disabilities, or who suspect a disability, can meet with Learning Strategists to discuss accommodation of the learning barriers they may be experiencing.

The Skill Centre is a learning space on the Clearwater Campus where students can gather to share ideas, collaborate on projects, and get new perspectives on learning from tutorial staff. Tutoring support is available on a drop-in basis and is free of charge to registered students. Supplemental Instruction (SI) provides peerfacilitated group study sessions to support students in mastering course content while modelling effective learning skills.

In 2019-20, Keyano will formalize a working

group to focus on Universal Design for Learning (UDL). This is an educational framework based on research in the learning sciences, including cognitive neuroscience. UDL guides the development of flexible and inclusive learning environments that can accommodate individual learning differences. This working group was initially established as a partnership between the Learning Innovation department, which provides teaching and learning support for faculty, and the Skill Centre, which provides academic assistance to students. The expanded working group will include greater representation from other departments, including Student and Academic Support Services.



LEARNERS FROM LOW-INCOME BACKGROUNDS

Keyano is committed to improving access to programming for learners from low-income backgrounds. Costs for learners in Literacy, Foundational Learning, and Workforce Initiative programs are covered by program grants sought and managed by the Indigenous Education department. Low-income learners in Academic Upgrading and College Preparation programs can apply for the Alberta Works Learner Income Support program. Full-time Keyano students can also access the Student Emergency Fund, which is designed to help with unexpected financial challenges. Keyano offers over 300 scholarships, awards, and bursaries. Over \$687,162 was distributed to students in 2018-19.

Moving forward, Keyano will continue to explore opportunities to reduce education costs for students. The 2019-2022 CIP includes

several priority initiatives related to improving affordability for all learners, including:

- Remove financial barriers to enhance student success at Keyano
- 2. Develop and implement an Open Education Resources (OER) Strategy to enhance student success and increase program and course affordability
- 3. Establish Keyano Theatre and Arts Centre as the Centre of Community Engagement within the RMWB's Arts District
 - a. Improved affordability for students to attend arts-related programs, courses, and performances

Several other initiatives are directly related to improving Keyano's fiscal management. When resulting efficiencies lead to college-wide cost reductions, Keyano will assess how to best apply savings to improve affordability for students.

APPENDIX E: Community Initiatives and Regional Stewardship



COMMUNITY INITIATIVES AND REGIONAL STEWARDSHIP

FOUNDATIONAL LEARNING

Formal Education

Keyano College provides adult learners with an opportunity to upgrade their elementary and high school education to best prepare them for entrance into college, university, or the workforce. These programs are geared towards all learning levels and help students achieve a high school equivalency.

Academic Foundations

The Academic Foundations program gives learners the opportunity to upgrade to a grade nine equivalency. Students can choose from entry, intermediate, and advanced level courses. Course placement depends on learner skills and knowledge. This program is available on a full- or part-time basis and can be taken at the Clearwater Campus as well as the Fort Chipewyan Campus and Regional Learning Centres. Once completed, learners can continue into the College Preparation program, enter a trades program, or go directly into the workforce.

College Preparation

The College Preparation program focuses on upgrading select subjects and skills at the grades 10, 11, and 12 equivalency levels. Once completed, learners are able to enter apprenticeship, technical, career, or university programs, as well as the workforce. This program is offered at the Clearwater Campus and Regional Learning Centres. The length of time it takes to complete this program depends on education background, motivation and goals.

Employment Preparation and Transitional Programming

Keyano College's Indigenous Education department collaborates 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. These programs are High School Equivalency Diploma and high school equivalency courses, including GED Plus, Upskilling to GED, and GED Upskilling. These programs are sponsored through Alberta Labour Workforce Initiatives with support from

COMMUNITY INITIATIVES AND REGIONAL STEWARDSHIP

Métis Training to Employment Services and the Athabasca Tribal Council Employment and Training department. Courses are developed and delivered in consultation with the five Regional Municipality of Wood Buffalo 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. Programs will be delivered to two regional communities per year for the next three years.

English Language Training

Keyano offers English language training under the Immigration, Refugees and Citizenship Canada (IRCC) 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. The College offers part-time LINC instruction from Low Beginner to Upper Intermediate levels – Canadian Language

Benchmarks (CLB) levels 0-6. This program will continue to be offered throughout the duration of the Grant Agreements.

In 2019-20, Keyano will explore the viability of an English as a Second Language (ESL) program. This would provide language support for both international students and newcomers living in the region, including current and former LINC students. Although LINC does provide English language training, ESL would allow for higher level training for academic purposes.

Dual Credit

Keyano continues to collaborate with local and regional school districts to provide dual credit program opportunities, such as Electrician and Power Engineering. These types of programs provide high school students with an early pathway to a career. Demand continues to grow, and efforts are underway to expand course offerings. Keyano is exploring dual credit offerings for Non-Destructive Testing, Early

COORDINATION			
Goal	Priority Initiatives	Expected Outcomes	Performance Measures
TO CELEBRATE LEARNING	Enhance dual credit opportunities to increase training for students in the region	 Increased coordination with school districts to provide enhanced dual credit programming Increased participation of local high school students in Keyano programs 	 One new dual credit offering in 2019- 20 and one new offering in 2020-21 Benchmark for number of local high school students in Keyano's dual credit programs established by June 2020 with increased enrolment by June 2021



Learning and Child Care, and Health Care Aide. Keyano's commitment to expanding dual credit opportunities is reflected in the 2019-2022 CIP.

Trades Programming

Keyano offers a wide range of trades training in Fort McMurray. The Pre-Employment Trades specializations allow access to trades training before becoming indentured. Trades training and occupational skill development programs can be offered in remote communities through mobile delivery methods, simulation environments, and distance delivery. In-community delivery of programs combines theory with practical handson components to enhance learning and overall quality of the educational experience.

NON-FORMAL EDUCATION

Literacy and Foundational Learning

Keyano College's Indigenous Education department delivers literacy and foundational learning programming in Language Arts and Math up to grade 10 in Fort McMurray, Gregoire Lake, Fort McKay, and Fort Chipewyan. These programs will continue to be offered over the three-year planning period.

Programming is offered in-community 10 months per year. Learners can enter the programs at any skill level below grade 10 and transition out when they are assessed as having obtained sufficient skills to allow them to succeed in basic education (grade 10-12 environments). Learners

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

Keyano offers English language courses in reading and writing at levels below Grade 10 and Conversational Speaking and Listening courses for those whose verbal skills are not sufficient for success in college. Keyano plans to expand the range and number of Life Skills courses over the next three years.

COMMUNITY HEALTH AND WELLNESS INITIATIVES

Alberta Sports Development Centre

The Alberta Sport Development Centre (ASDC) – Northeast is dedicated to enhancing the development of elite and emerging athletes and coaches, with and without disabilities. As part of the ASDC Network, Keyano provides a holistic training environment for athletes, as well as resources for coaches, mentors, and parents. Athletes and coaches develop an acute awareness of their bodies, the ability to manage their minds, and a solid understanding of the science of sport. This helps them reach their full potential, compete at higher levels, and excel through the national ranks.

COMMUNITY INITIATIVES AND REGIONAL STEWARDSHIP

ASDC's programs and services offer exclusive learning opportunities through sport science initiatives and mentorship from experts in the fields of strength and conditioning, sports nutrition, and mental skills. Programming includes the Athlete Enhancement Program, Coach Development Program, and High-Performance Training Camps.

Be Fit for Life Centre

Keyano is one of nine Be Fit for Life centres in Alberta. The Be Fit for Life Network is supported by the Alberta Sport, Recreation, Parks and Wildlife Foundation and the Alberta Community Development Unit. Centres provide community and workplace programming for active living. At school, work, home, or in the community, Keyano is able to develop a program or activity that addresses identified needs using available resources. Be Fit for Life Coordinators are experts in physical activity, working across sectors in their unique communities. Coordinators set the stage for collaboration and alignment of services to support the development of physical literacy. The Network brings together people, organizations and resources from all parts of the community. This Network approach creates strong relationships, that supports the coordinated physical activity delivery system in Alberta. Each Centre across the province provides workshops, resources, and events for coaches, teachers, recreation leaders, and other physical literacy champions. Some Centres, including Keyano, also offer physical activity programming in their communities. Huskies Athletics coaches and athletes host sport-specific clinics in Fort McMurray and in rural and remote communities. Student athletes and Huskies teams are active in the community, promoting health and wellness across the region.

Alberta Active Learning Partners

Keyano is a member of the Alberta Active Living Partners (AALP), a group of 14 organizations that collaborate through programs, services, research, and advocacy to help Albertans be physically active. The AALP works to ensure Albertans have opportunities to enjoy a high quality of life, improved health and wellness, strong communities, economic benefits, and personal fulfillment through recreation, active living, and sport.



APPENDIX F: Current Ministry Initiatives



CURRENT MINISTRY INITIATIVES

SEXUAL VIOLENCE PREVENTION

Sexual violence prevention is a priority for Keyano College. All members of the College community have the right to learn, work, teach, and live in an environment where they are free from all forms of harassment, discrimination, and violence. Keyano is dedicated to investigating complaints that impact the rights of all individuals and will hold those accountable who contravene the Sexual Violence Policy or other relevant policies.

Keyano is committed to building awareness through educational and risk management programs to address the prevention of sexual violence. Student Services and the Student Association of Keyano College (SAKC) work collaboratively to promote campaigns related to sexual violence and education. The "I Believe You" campaign is one of several joint efforts that

helps reduce stigma, increase education, and improve campus culture.

Keyano will explore opportunities for further engagement with SAKC as well as with local community organizations, first responders, and health care agencies. Keyano will provide employees with opportunities to complete the First Responder to Sexual Assault and Abuse Training as well as the Investigation of Sexual Misconduct Workshop. These programs help employees master the competencies required to respond to sexual violence in an appropriate and sensitive manner.

The following Accountability goal is directly related to preventing sexual violence at Keyano College.

ACCOUNTABILITY			
Goal	Priority Initiatives	Expected Outcomes	Performance Measures
TO LIVE OUR INTENTION	Achieve the highest standard of health and safety excellence resulting in zero harm to the College Community	Updated Campus Sexual Violence Response Plan, including policies, education initiatives, and an improved reporting structure	 Benchmarks for direct and indirect sexual violence education initiatives established by June 2020 with a review of initiatives by June 2021 Reporting page on Keyano website completetd by June 2020

STUDENT MENTAL HEALTH

Keyano College is committed to providing mental health information and supports to students. Keyano's Wellness Services team promotes holistic mental, physical, and social wellbeing to help students achieve a desirable student life balance. Using an integrated team approach, Wellness Services works closely with Health Services and the SAKC to carry out mental health education and promotion activities. Mental Health Coordinators are active members of many committees in the College, including the Indigenous Committee, the Internationalization Committee, and the Healthy Campus Keyano Committee. This helps infuse mental health practices into all aspects of the College. The Syncrude Sport and Wellness Centre offers a wide range of activities and events, such as fitness

and yoga classes, that contribute to improved mental health for students.

Keyano collaborates with community agencies, including Alberta Health Services and Canadian Mental Health Association. The collaboration provide the programs, courses, workshops, and resources to develop resiliency, self-management, and coping skills. The focus will be on enhancing relationships with community partners through the Regional Mental Health Committee. This will provide seamless support to students transitioning to Keyano and will ensure current students have access to clinical services in the region.

The following Accessibility goal is directly related to improving student mental health at Keyano College.

ACCOUNTABILITY				
Goal	Priority Initiatives	Expected Outcomes	Performance Measures	
TO PURSUE EMPOWERMENT AND ACHIEVE ENGAGEMENT	Use a variety of approaches to provide Mental Health Information and support to students	Improved access to information and reduced stigma surrounding mental health challenges where needed 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	Benchmark for number of unique students accessing individual appointments established by June 2020 with a long-term action plan developed by 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 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 Benchmark for number of support-in-kind events where Keyano College supports community partner initiatives (external) established by June 2020 with a long-term action plan developed by June 2020 with a long-term action plan developed by June 2020 with a long-term action plan developed by June 2021	

APPENDIX G: Internationalization



INTERNATIONALIZATION

Over the past two years, Keyano College has been exploring ways to increase international student enrolment. Keyano retained a consultant - M Square Global – to complete a feasibility study and develop recommendations to help grow the number of international students. Two reports capture the findings and recommendations of M Square Global. The first report from April 2017 is titled Keyano College Taking its Place in the World: Internationalization Strategy (Phase 1). The second report was received in August 2017 and is titled Keyano College Taking its Place in the World: Internationalization Strategy (Phase 2). Building on the work of M Square Global, Keyano struck a committee - referred to as the International Student Project Steering Committee (ISPSC) – to develop and coordinate a plan to increase international student enrolment.

Keyano currently has the necessary support systems to begin to purposefully attract and retain international students. With careful and strategic planning, the College can leverage existing resources to help grow the international student population at a steady and manageable pace.

Initially, recruitment efforts will focus on the following programs:

- Business Administration Certificate and Diploma
- Early Learning and Child Care Certificate and Diploma
- Environmental Technology Diploma
- University Transfer: Bachelor of Arts
- · University Transfer: Bachelor of Engineering
- University Transfer: Bachelor of Science

Historical trends show these programs are the most attractive to international students, and are currently either under-enrolled or are more easily expanded. In recognition of current capacity and resourcing constraints, Keyano proposes a modest growth in the number of international students over the next three years. This will allow Keyano time to gradually put in place the necessary systems and infrastructure to help international students succeed. See Appendix B: Enrolment Plan and Proposed Programming Changes for an overview of projected international enrolment for 2019 20, 2020-21, and 2021-22.

INTERNATIONALIZATION

Growing the international student population is a key priority. Specifically, a culturally diverse campus promotes intercultural interactions between domestic and international students. Such connections help students learn how to navigate and succeed in today's global, techenabled, and challenging world. As an education institution, Keyano has an obligation to society to ensure that it equips its students with the knowledge, skills, values, and attitudes they need to contribute to a more inclusive, just, and peaceful world. Interactions with international students also help challenge faculty and staff on

their administrative and teaching and learning processes. Opportunities to establish inclusive classrooms, lead cross-cultural projects, and create a service model that better utilizes our limited resources abound. In a time of financial constraint, Keyano can generate revenues from international student recruitment to help enhance programs and services.

Keyano will develop a Multiculturalism Plan that includes an Internationalization Strategy, as shown in the Accessibility goal below.

ACCOUNTABILITY			
Goal	Priority Initiatives	Expected Outcomes	Performance Measures
TO PURSUE EMPOWERMENT AND ACHIEVE ENGAGEMENT	Develop and implement a Multiculturalism Plan to support diversity and increase inclusion at Keyano	 Multiculturalism Plan that includes an Indigenization Strategy and Internationalization Strategy • Multicultural celebrations and educational opportunities to support inclusion and awareness 	 Keyano Internationalization Strategy developed by June 2020 and implemented by June 2021 Increase in number of multicultural celebrations and educational opportunities that promote multiculturalism, cultural awareness, and inclusion by June 2020

Keyano's Internationalization Strategy will establish a roadmap for achieving enrolment growth at a desired pace. It will also provide measures for ensuring that current and future international students are supported following their arrival on campus. Keyano has welcomed hundreds of international students during its more than 50 years in operation. However, to

date, there have not been dedicated services to help ensure international students are successful in meeting their academic and personal goals while studying in Alberta. Keyano is committed to increasing international student enrolment at a low cost, and to designing and implementing tangible long-term services and supports for both current and future international students.



APPENDIX H: Capital Plan



CAPITAL PLAN

Keyano College has identified the need to create a long-term Campus Development Plan to improve the long-term planning related to the various capital projects and the maintenance needs of the College. Over the past years the College has been dealing with deficiencies with some of its core infrastructure such as its building systems, poorly maintained classrooms and office spaces, and the deterioration of its student housing inventory. The College has not had an adequate program to complete preventative maintenance and has operated on an ad hoc basis responding to issues has they have occurred. A plan is being developed to populating the College's facilities with preventative maintenance schedules to become more proactive in our building management processes.

Recently the College completed a major project to update its heating plant and has completed a major refurbishment of its Clearwater Hall student housing complex. These projects still left major gaps in the College building infrastructure with many components and systems still in need of major repairs with this negatively impacting the efficient operation of the buildings. The College's heating systems are currently in a state where they cannot be controlled by the College's Building Management System (BMS) requiring manual adjustment of various valves and motors. Repairs to the heating systems have

been identified as a priority for the coming year and the College is looking at completing several projects to replace and repair various motors and valves to ensure that the systems operate more efficiently.

Clearwater Hall has been updated inside, but the exterior of the site needs a cladding replacement to complete the overall update. The College townhouses and apartment units at the Riedel Complex need a major investment to restore them to an acceptable level. The College will be exploring a business case for Riedel for the next year to determine the best way forward to protect the assets and to develop an effective business model to ensure that the assets are maintained and provide residents with a comfortable and safe living accommodations. Over the coming year the College will be doing a project to replace the roofing at Riedel and installing a fence to provide improved security to the residence.

The College has more than \$30 million in deferred maintenance projects that need to be addressed. The College is nearing completion of the project to replace its old lighting systems with newer more efficient LED lights. Work will begin in the current year on the updating of mechanical rooms where equipment needs to be replaced. The current year saw the removal of asbestos being removed from the various mechanical rooms, and it is expected that all the

mechanical rooms will be clear of asbestos by the end of 2020-21. Once the asbestos has been remediated, work will begin on the updates to the rooms.

The College has a need to complete repairs on domestic water systems, and new valve installation is necessary. The Clearwater Campus has been prone to leaks from both its heating and domestic water systems, and steps are being taken to remediate those issues. Given the scale of the system it is estimated that it may take up to three years to complete the necessary repairs unless additional funding sources are identified. Even with its infrastructure challenges, the College is also looking for ways to support and enhance its programming offerings. Keyano College also operates the largest fine arts

theater in Fort McMurray. And the College has received support the Rural Municipality of Wood Buffalo (RMWB) in the operations of the theater. The College is exploring with the RMWB, opportunities to grow the culture spaces in the area with the development of a new gallery. The College has been working on a project to expand and modernize the arts gallery at its facility and to renovate underutilized space to create studios to support arts education. The College is in alignment with the Regional Municipality of Wood Buffalo's 2018-21 Strategic Plan and 2019 Wood Buffalo Cultural Plan to create spaces that support the community's needs, and provide more diverse educational opportunities to the community. The College will be reviewing programming needs and working with partners to develop program plans to support the space.

INFRASTRUCTURE				
PROJECT	CIP GOAL	PROJECT COST	FULLY FUNDED	PROPOSED TIMELINE
ART GALLARY EXPANSION AND GYMNASIUM CONVERSION TO STUDIOS	Establish Keyano Theatre and Arts Centre as the Centre of Community Engagement	16,800,000	N	2020

FACILITY MAINTENANCE AND RENOVATION PROJECTS				
PROJECT (LISTED IN ORDER OF PRIORITY)	CIP GOAL	PROJECT COST	FULLY FUNDED	PROPOSED TIMELINE
LED LIGHTING INSTALLATION	Update learning and common area spaces to meet standards that enhance teaching and learning and improve the student experience	400,000	Y	2019-2020
MECHANICAL ROOM REPAIRS	Update learning and common area spaces to meet standards that enhance teaching and learning and improve the student experience	2,500,000	N	2023-24
REFURBISHMENT OF CLASSROOMS, LABS AND OFFICE SPACES	Update learning and common area spaces to meet standards that enhance teaching and learning and improve the student experience	3,000,000	N	2022-23
DOMESTIC WATER SYSTEM REPAIRS	Update learning and common area spaces to meet standards that enhance teaching and learning and improve the student experience	2,000,000	N	2022-23

APPENDIX I: Information Technology

INFORMATION TECHNOLOGY

Keyano College has recognized the need for major investments in its information technology environment over the next few years. The current server and network infrastructure at the College is well beyond the normal lifespan of IT equipment and the College over the past year has been hampered with stability issues that were impacting the efficient operations. The College took some steps to resolve some of the challenges by purchasing additional storage in 2018-19 and has earmarked a large percentage of its capital budget to resolve the stability issues. The College will be making large investment in new hyperconverged infrastructure (HCI) to replace its aging server infrastructure. previous years the College had invested in updating its edge switching technology and this work is almost complete. In the coming year, core switching technology, that is nearing its end of life, will be replaced. Following the move to the new HCI, the college will begin to update the various servers to newer operating system versions because many servers are running versions that are at the end of their lifecycle and will no longer be supported by the vendor.

The College's desktop environment continues to be evergreened, and this year will see all systems running Windows 10. The College will be redeploying its Virtual Desktop Infrastructure (VDI) in the coming year, due to serious issues with its server infrastructure the IT team stopped supporting VDI, and its return to production has been identified as a priority.

The College continues to explore opportunities to improve the services that it offers to our academic community. The College has long used Moodle as its learning management solution but is currently doing a review of the market and identifying current trends in this space. The Keyano Information Technology team will also

be reviewing its various administrative systems over the next 12-18 months to determine the strategic direction that needs to be taken.

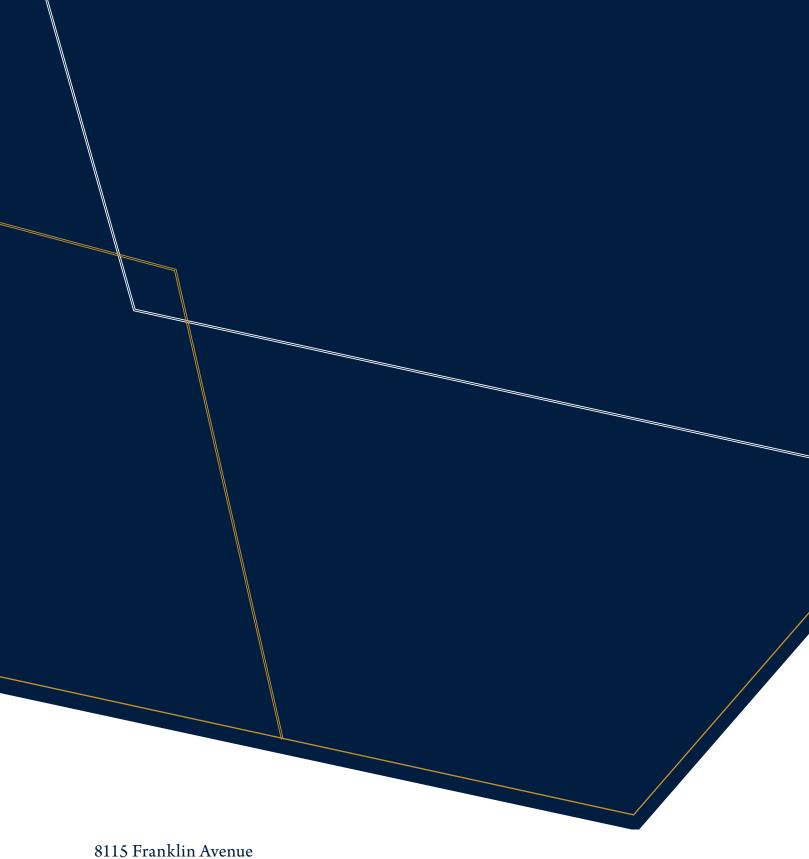
In the coming year the College will be installing a new telepresence room at the Clearwater Campus, and will be also exploring other collaborative technologies for the academic community. The College is also reviewing other classroom technologies that will improve the learning experience and improve opportunities for student collaboration.

The need for improved data governance has been identified as a strategic goal for the College. Various stakeholder groups have identified the need for improved data governance, and the College will be engaging a consultant to assist in the development of a lightweight data governance framework. The longer-term goal is to improve data quality and eventually to be able to better access the large amounts of data that the College holds to support decision making and to identify trends.

The College has also identified the need to improve its overall governance of IT. The College will be exploring ways for IT to work with stakeholders to identify and prioritize key projects. Currently the IT Department lacks a structured project intake process, and this is having a negative impact on project success especially in the business application area. Information Technology is also looking to adopt a project management methodology that is flexible and agile to deliver more successful projects. Cybersecurity and risk management in IT are also priorities that are being reviewed in the coming year, the IT department are looking to adopt a risk based approach to improve its project prioritization and identification on a go forward basis.







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KEYANO COLLEGE

CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2021

KEYANO COLLEGE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED JUNE 30, 2021

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KEYANO COLLEGE STATEMENT OF MANAGEMENT RESPONSIBILITY YEAR ENDED JUNE 30. 2021

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, 2021 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 Jatinder Notay]	[Original signed by Dale Mountain]		
 Jatinder Notay	Dale Mountain, CPA, CGA,		
President & CEO	Vice President, Corporate Services/		
	Chief Financial Officer		



Independent Auditor's Report

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, 2021, 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, 2021, 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.

Classification: Public

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.

Classification: Public

- 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 27, 2021 Edmonton, Alberta

Classification: Public

KEYANO COLLEGE CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT JUNE 30, 2021

	2021	2020			
Financial assets excluding portfolio investments restricted for end		EQ 4			
Cash (Note 3) Portfolio investments - non-endowment (Note 4)	\$ 8,494, [,] 5,317, [,]				
Accounts receivable (Note 6)	2,088,				
Inventories held for sale	∠,066, 461,				
Loan receivable (Note 7)	304,				
Investment in and advances to government business enterprises (N	•				
investment in and advances to government business enterprises (N	37,731,				
Liabilities					
Accounts payable and accrued liabilities	5,953,	400 5,346,957			
Debt (Note 10)	14,380,				
Liability for contaminated sites (Note 11)	1,058,	- 000			
Deferred revenue (Note 12)	16,367,	185 11,785,785			
,	37,758,				
Net debt excluding portfolio investments restricted for endowment	ts <u>(27,</u>	(27,146) (205,606)			
Portfolio investments - restricted for endowments (Note 4)	8,026,	132 7,035,195			
Net financial assets	7,998,				
Non-financial assets					
Tangible capital assets (Note 13)	91,588, ⁻	192 95,465,763			
Prepaid expenses	1,041,	418 706,150			
	92,629,	96 ,171,913			
Net assets before spent deferred capital contributions	100,628,	596 103,001,502			
Spent deferred capital contributions (Note 14)	46,527,	740 49,858,953			
Net assets (Note 15)	\$ 54,100,	356 \$ 53,142,549			
Net assets is comprised of:					
Accumulated surplus	\$ 53,428,	52 ,922,283			
Accumulated remeasurement gains	672,	356 220,266			
	\$ 54,100,	356 \$ 53,142,549			
Contractual rights (Notes 18)					
Contingent liabilities and contractual obligations (Notes 17 and 19)					
Approved by the Board of Governors:					
	[Original signed by Kim Farwell]				
Chair, Board of Governors Ch	Chair, Finance & Audit Committee				

KEYANO COLLEGE CONSOLIDATED STATEMENT OF OPERATIONS YEAR ENDED JUNE 30, 2021

		Budget			
		(Note 27)		2021	2020
Revenues		(
Government of Alberta grants (Note 22)	\$	39,627,054	\$	36,859,809	\$ 45,893,169
Student tuition and fees	-	9,727,980	-	7,881,298	8,032,154
Sales of services and products		7,035,300		2,979,352	5,927,422
Investment in government business enterprise (Notes 8 and 24)		1,617,136		2,366,800	1,180,137
Federal and other government grants (Note 22)		1,721,459		2,063,456	1,876,043
Donations and other grants		1,689,070		1,575,298	1,936,121
Investment income		804,229		833,014	828,950
Insurance proceeds				124,163	1,530,302
		62,222,228		54,683,190	67,204,298
Expenses (Note 20)					
Instruction and training		18,947,774		16,919,604	19,825,194
Facility operations and maintenance		10,183,757		13,911,008	17,602,457
Institutional support		16,751,685		11,370,948	12,624,947
Academic and student support		10,327,015		7,824,103	10,821,672
Ancillary services		4,525,147		3,623,608	5,392,570
Special purpose and Trust		486,850		688,334	1,393,374
		61,222,228		54,337,605	67,660,214
Annual operating surplus (deficit)		1,000,000		345,585	(455,916)
Endowment contributions (Note 15)		-		55,500	237,598
Endowment capitalized income (Note 15)		-		104,632	30,651
Annual surplus (deficit)		1,000,000		505,717	(187,667)
Accumulated surplus, beginning of year		4.000.000		52,922,283	 53,109,950
Accumulated surplus, end of year	<u>\$</u>	1,000,000	\$	53,428,000	\$ 52,922,283

KEYANO COLLEGE CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS YEAR ENDED JUNE 30, 2021

	 Budget (Note 27)	2021	2020
Annual surplus (deficit) Acquisition of tangible capital assets (Note 13) Amortization of tangible capital assets (Note 13) Disposal of tangible capital assets Change in prepaid expenses Change in spent deferred capital contributions (Note 14) Change in accumulated remeasurement gains Increase in net financial assets Net financial assets, beginning of year Net financial assets, end of year	\$ 1,000,000 (2,542,589) 7,265,145	\$ 505,717 (3,437,479) 7,082,932 232,118 (335,268) (3,331,213) 452,590 1,169,397 6,829,589 \$ 7,998,986	(2,057,228) 7,609,694 225,000 (136,934)

KEYANO COLLEGE CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES YEAR ENDED JUNE 30, 2021

	2021	2020
Accumulated remeasurement gains, beginning of year	\$ 220,266 \$	363,843
Unrealized gains attributable to: Portfolio investments - non-endowment	523,867	44,080
Amounts reclassified to the consolidated statement of operations:	•	
Portfolio investments - non-endowment	 (71,277)	(187,657)
Change in accumulated remeasurement gains	\$ 452,590 \$	(143,577)
Accumulated remeasurement gains, end of year	\$ 672,856 \$	220,266

KEYANO COLLEGE CONSOLIDATED STATEMENT OF CASH FLOWS YEAR ENDED JUNE 30, 2021

	2021	2020
Operating transactions		_
Annual surplus (deficit)	\$ 505,717	\$ (187,667)
Add (deduct) non-cash items:		
Amortization of tangible capital assets (Note 13)	7,082,932	7,609,694
Gain on disposal of portfolio investments	(71,277)	(187,655)
Non-cash investment income	(132,706)	(151,766)
Write down of tangible capital assets	196,858	225,000
Expended capital recognized as revenue (Note 14)	(4,095,619)	(4,528,218)
Investment earnings in government business enterprise (Note 8)	(2,366,800)	(1,180,137)
Government business enterprise non-cash interest revenue (Note 8)	(354,229)	(344,462)
Change in non-cash items	764,876	1,254,789
(Increase) decrease in accounts receivable (Note 6)	(884,415)	8,550,994
Decrease (increase) in inventories for held for sale	68,702	(248,589)
Increase (decrease) in accounts payable and accrued liabilities	606,443	(513,943)
Increase (decrease) in deferred revenue (Note 12)	3,590,485	(4,315,601)
Increase in liability for contaminated sites (Note 11)	1,058,000	-
Increase in prepaid expenses	(335,268)	(136,934)
Cash provided by operating transactions	4,868,823	4,590,716
Capital transactions Acquisition of tangible capital assets, less in-kind donations (Note 13) Proceeds on sale of tangible capital assets Cash applied to capital transactions	(3,437,479) 35,259 (3,402,220)	(2,049,676) - (2,049,676)
Investing transactions		
Loan receivable repayments (Note 7)	29,799	28,942
Purchases of portfolio investments	(812,743)	(6,667,667)
Proceeds on sale of portfolio investments	1,622,107	7,083,228
Cash provided by investing transactions	839,163	444,503
Financing transactions	(4 440 474)	(4.424.040)
Debt repayment (Note 10) Increase in spent deferred capital contributions,	(1,449,171)	(1,431,942)
less expended capital recognized as revenue, less in-kind donations (Note 14)	764,406	 200,311
Cash applied to financing transactions	(684,765)	(1,231,631)
Increase in cash and cash equivalents	1,621,001	1,753,912
Cash, beginning of the year	 6,873,583	 5,119,671
Cash, end of the year	\$ 8,494,584	\$ 6,873,583

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*, 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, liability for contaminated sites, 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	
Liability for contaminated sites	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.

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 that is other than temporary 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.

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 contributions

Endowment contributions 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.

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 improvements20 - 40 yearsBuildings and renovations10 - 40 yearsEquipment5 - 25 yearsOther5 - 25 yearsComputer hardware & software3 - 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.

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.

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

g) 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.

h) Employee Future Benefits

Pension

The College participates with other employers in the Local Authorities Pension Plan (LAPP). This pension plan is a multiemployer 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.

i) 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. The Foundation is currently being wound-up in accordance with Companies Act (Alberta) RSA 2000, C-21 (Note 25).

Investment in Keyano College Land Trust

The College controls Keyano College Land Trust Corporation, the trustee of Keyano College Land Trust (the "Land Trust") and is a beneficiary of the Land Trust. The financial statements of the Land Trust are included in the consolidated financial statements of the College as a government business enterprise using the modified equity method. Under the modified equity method the equity method of accounting is modified only to the extent that the business enterprise's accounting principle are not adjusted to conform to those of the College. The College's investment in this entity is recorded at cost and is increased for the proportionate share of post-acquisition earnings and decreased by post acquisition losses and distributions received.

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

j) 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:

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) the 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:

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) the 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.

k) 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.

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

I) 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.

m) Future Accounting Changes

In August 2018, the Public Sector Accounting Board (PSAB) issued PS 3280 Asset retirement obligations. This accounting standard has been deferred by PSAB, and is effective for fiscal years beginning on or after April 1, 2022. Asset retirement obligations provides guidance on how to account for and report a liability for retirement of a tangible capital asset.

In November 2018, PSAB approved PS 3400 Revenue. This accounting standard has been deferred by PSAB, and is effective for fiscal years on or after April 1, 2023. PS 3400 Revenue provides guidance on how to account for and report on revenue, specifically addressing revenue arising from exchange transactions and unilateral transactions.

In November 2020, PSAB issued PSG-8 Purchased Intangibles. This accounting guideline is effective for fiscal years starting on or after April 1, 2023. PSG-8 provides guidance on how to recognize intangibles as non-financial assets.

In April 2021, PSAB issued PS 3160 Public Private Partnership. This accounting standard is effective for fiscal years starting on or after April 1, 2023. This standard provides guidance on how to account and report on infrastructure procured through public private partnership agreements.

Management has not yet adopted these standards, and is currently assessing their impact on the consolidated financial statements.

3. Cash

	 2021	2020
Cash	\$ 8,399,371	\$ 6,779,032
Restricted cash	 95,213	94,551
	\$ 8,494,584	\$ 6,873,583

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

4.	Portfolio Investments		
		2021	2020
	Portfolio investments - non-endowment	\$ 5,317,942	\$ 4,661,367
	Portfolio investments - restricted for endowments	8,026,132	7,035,195
	Total portfolio investments at fair market value	13,344,074	11,696,562
	Guaranteed investment certificate non-endowment at amortized cost	 -	809,387
		\$ 13,344,074	\$ 12,505,949

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 \$5,317,942 (2020 - \$5,470,754).

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

	2021							
	L	evel 1		Level 2	Le	vel 3	Total	
Portfolio investments at fair value Bonds Canadian government and corporate bonds	\$	-	\$	5,712,962	\$	-	\$ 5,712,962	
Equities								
Canadian equity fund		-		3,378,943		-	3,378,943	
Foreign equity fund		-		4,193,627		-	4,193,627	
Other								
Cash and money market		58,542		-		-	58,542	
Total portfolio investments	\$	58,542	\$	13,285,532	\$	-	\$ 13,344,074	
		0.4%		99.6%	•	0.0%	100.0%	

	L	evel 1		Level 2	Le	evel 3		Total	
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 Other Cash and money market		- 343,381		3,452,909		-		3,452,909 343,381	
Total portfolio investments	\$	343,381	\$	11,353,181	\$	-	\$	11,696,562	
		2.9%		97.1%		0.0%		100.0%	

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

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 Bissett Investment Management. At June 30, 2021, if market prices had a 10% (2020 – 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 \$1,288,697 (2020 - \$1,078,552).

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:

	2021	2020
Credit rating		
AAA	14.5%	15.8%
AA	28.6%	29.5%
A	36.8%	34.4%
BBB	19.7%	19.8%
Below BBB	0.4%	0.5%
	100.0%	100.0%

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, 2021 the College has (1) a lease line of credit of \$4.5 million (2020 - \$4.5 million) which has not been withdrawn and (2) a revolving line of credit of \$1.5 million (2020 - \$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 3.5% of total investments (2020 - 3.9%). Interest risk on the College's debt is managed through fixed-rate agreements with the Department of Treasury Board and Finance (Note 10).

The maturity and effective market yield of interest bearing investments are as follows:

				Average effective
	< 1 year	1 - 5 years	> 5 years	market yield
Cash and cash equivalents	100%	0%	0%	n/a
Portfolio investments, Canadian government	1.07%	31.06%	67.87%	0.00%
and corporate bonds				

6. Accounts Receivable

	2021	2020
Trade receivables	\$ 984,271 \$	556,102
Accrued receivables	384,741	562,407
Loan receivables from staff	-	1,955
Canada Revenue Agency (Goods and Services Tax)	631,718	125,052
Student receivables	197,392	46,302
Less: Allowance for doubtful accounts	(109,290)	(87,401)
	\$ 2,088,832 \$	1,204,417

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

Trade receivables balance includes \$191,870 (2020 - \$19,302) from other Government of Alberta departments and agencies. These amounts are also included in government transfers balances (Note 22).

Included in the accounts receivable balance is \$69,046 (2020 - \$nil) receivable from Keyano College Land Trust in relation to the service agreement with the College.

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:

2022	\$ 30,680
2023	31,588
2024	32,523
2025	33,486
2026	34,477
Thereafter	 141,873
Total at June 30, 2021	\$ 304,627
Total at June 30, 2020	\$ 334,426

8. Investment In and Advances to Government Business Enterprise (Note 24)

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 (2020 - \$250,000) 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, 2021 the interest rate was 2.8% (2020 - 2.8%) with no covenants or repayment plan. The College records interest income on the advances to the Land Trust of \$354,229 (2020 - \$344,462).

Interest revenue and other advances in the amount of \$354,229 (2020 - \$344,462) were non-cash transactions and have been excluded from the consolidated statement of cash flows.

8. Investment In and Advances to Government Business Enterprise (Note 24) (cont'd)

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

	2021	2020		
100 Class "A" common voting shares ⁽¹⁾	\$ 10 \$	10		
Opening advances Interest on advances Total advances to Keyano College Land Trust	\$ 12,489,521 \$	12,145,059 344,462 12,489,521		
Opening accumulated investment earnings Current investment earnings (Note 24) Total accumulated earnings	5,853,406 2,366,800 8,220,206	4,673,269 1,180,137 5,853,406		
	\$ 21,063,966 \$	18,342,937		

⁽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, 2020, the LAPP reported an actuarial surplus of \$4,961,337,000 (December 31, 2019 - \$7,913,261,000). An actuarial valuation of the LAPP was carried out as at December 31, 2019 and was then extrapolated to December 31, 2020. The pension expense recorded in these consolidated financial statements is \$2,272,238 (2020 - \$2,547,138). 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:

	Collat Maturity		Interest Rate	2021	2020
Debentures payable to the Department					
of Treasury Board and Finance:					
Campus Development Project	1	June 2026	6.5%	\$ 1,878,863	\$ 2,188,716
Deferred Housing Maintenance	2	December 2020	3.4%	-	105,175
Power & Process Lab	3	June 2032	2.9%	12,427,402	13,372,708
				14,306,265	15,666,599
Obligations under capital leases	4	Various	1.21%	74,040	162,877
				\$ 14,380,305	\$ 15,829,476

^{*}Collateral:

⁽¹⁾ Title to building with a net book value of \$3,099,452 (2020 - \$3,254,425) (Note 13).

⁽²⁾ None.

⁽³⁾ Title to the land for the College's Suncor Energy Industrial Campus main building with a net book value of \$53,783 (2020 - \$228,592).

⁽⁴⁾ Title to leased assets with a net book value of \$65,620 (2020 - \$136,362) (Note 13).

10. Debt (cont'd)

Principal and interest repayments are as follows:

	Principal	Interest	Total
2022	\$ 1,322,610	\$ 480,629	\$ 1,803,239
2023	1,373,671	429,568	1,803,239
2024	1,427,018	376,221	1,803,239
2025	1,463,974	320,698	1,784,672
2026	1,514,907	263,575	1,778,482
Thereafter	7,278,125	687,382	7,965,507
	\$ 14,380,305	\$ 2,558,073	\$ 16,938,378

Interest expense on debt is \$533,615 (2020 - \$597,293) (Note 20) and is included in the consolidated statement of operations.

11. Liability for Contaminated Site

The composition of liabilities is as follows:

	 2021		
Balance, beginning of year	\$ -	\$	-
Addition to liabilities during the year	 1,058,000		
Balance, end of year	\$ 1,058,000	\$	-

The College has accepted responsibility to perform remediation work at the Riedel student housing apartments which is no longer in productive use. The building contains asbestos, lead and mould which makes it unsafe for human occupation. The liability associated with remediation was calculated based on the environmental site assessment work carried out by a third party expert. The liability was determined as the estimated future remediation cost discounted by the College's net borrowing rate at June 30, 2021.

This amount has been recorded as an expense in the facility operations and maintenance function on the consolidated statement of operations for the year ended June 30, 2021, and as a liability on the consolidated statement of financial position at June 30, 2021.

12. Deferred Revenue

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

	2021						2020	
	res	pent externally tricted grants ad donations		on, fundraising d other fees		Total	Total	
Balance, beginning of year	\$	10,077,715	\$	1,708,070	\$	11,785,785	\$ 16,167,442	
Grants, tuition, and donations		8,237,557		8,784,191		17,021,748	12,946,595	
Investment income		245,223		-		245,223	481,668	
Unrealized gains (losses) on investments		683,075		-		683,075	(216,735)	
Transfers to spent deferred								
capital contributions		(764,405)		-		(764,405)	(207,863)	
Other transfers		12,474		(12,474)		-	(150,679)	
Recognized as revenue		(4,770,784)		(7,833,457)		(12,604,241)	(17,234,643)	
Balance, end of year	\$	13,720,855	\$	2,646,330	\$	16,367,185	\$ 11,785,785	

13. Tangible Capital Assets

								2021						2020
		Land	lm	Land provements		Buildings & Renovations		Equipment (1)		Computer lardware & Software	Other		Total	Total
Cost														
Balance, beginning of year	\$	12,980,333	\$	2,114,444	\$	154,803,464	\$	35,180,644	\$	8,309,823 \$	3,446,878	\$	216,835,586	\$ 215,181,221
Acquisitions		-		275,521		390,744		1,932,202		717,908	121,104		3,437,479	2,057,228
Disposals, including write-downs		(21,797)	١	-		-		(3,138,333)		(1,930,820)	(2,421,240)		(7,512,190)	(402,863)
		12,958,536		2,389,965		155,194,208		33,974,513		7,096,911	1,146,742		212,760,875	216,835,586
Accumulated Amortization														_
Balance, beginning of year	\$	-	\$	815,940	\$	83,449,841	\$	26,592,606	\$	7,295,207 \$	3,216,229	\$	121,369,823	\$ 113,937,992
Amortization expense		-		112,701		4,226,154		2,289,695		365,483	88,899		7,082,932	7,609,694
Effects on disposals, including write-downs		-		-		-		(3,193,871)		(1,668,463)	(2,417,738)		(7,280,072)	(177,863)
		-		928,641		87,675,995		25,688,430		5,992,227	887,390		121,172,683	121,369,823
Net book value at														
June 30, 2021	\$	12,958,536	\$	1,461,324	\$	67,518,213	\$	8,286,083	\$	1,104,684 \$	259,352	\$	91,588,192	\$ 95,465,763
Net book value at June 30, 2020	\$	12,980,333	¢	1,298,504	¢	71,353,623	Φ	8,588,038	•	1,014,616 \$	230,649	\$	95,465,763	
Julie 30, 2020	φ	12,900,333	φ	1,290,304	φ	1 1,303,023	φ	0,300,030	φ	1,014,010 ⊅	230,049	ψ	₹50,400,700	

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

Buildings and renovations includes work-in-progress of \$174,258 (2020 - \$106,157). Computer hardware and software includes work-in-progress of \$176,430 (2020 - \$109,776). Furniture and equipment includes work-in-progress of \$749,202 (2020 - \$120,847). Acquisitions during the year includes gift-in-kind contributions of \$nil (2020 - \$7,552).

Total cost of capital leases included in equipment is \$109,367 (2020 - \$598,131), accumulated amortization is \$43,747 (2020 - \$461,769) and amortization expense is \$70,750 (2020 - \$119,626). The closing accumulated amortization balance has been reduced by the accumulated amortization on disposals. Gift-in-kind contributions and capital leases are non-cash transactions and have been excluded from the consolidated statement of cash flows.

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

14. 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).

	 2021	2020
Spent deferred capital contributions		
Balance, beginning of year	\$ 49,858,953	\$ 54,179,308
Transfers from unspent externally restricted grants and donations	764,406	207,863
Expended capital recognized as revenue	 (4,095,619)	(4,528,218)
Balance, end of year	\$ 46,527,740	\$ 49,858,953

15. Net Assets

	sur	cumulated plus from perations	nvestment n tangible capital assets	Internally restricted surplus (Note 16)	En	dowments	Total
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 16)		(119,113)	-	119,113		-	-
Change in accumulated remeasurement gains		(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
Annual operating surplus		345,585					345,585
Endowments							
New donations		-	-	-		55,500	55,500
Capitalized investment income		-	-	-		104,632	104,632
Tangible capital assets							
Acquisition of tangible capital assets		(2,673,101)	2,673,101	-		-	-
Amortization of tangible capital assets		2,987,314	(2,987,314)	-		-	-
Debt repayment		(1,449,171)	1,449,171	-		-	-
Net book value of tangible capital asset disposals		232,114	(232,114)	-		-	-
Change in accumulated remeasurement gains		452,590	-	-		-	452,590
Net assets, as at June 30, 2021		9,148,137	30,680,175	8,880,791		5,391,753	54,100,856
Net assets is comprised of:							
Accumulated surplus		8,475,281	30,680,175	8,880,791		5,391,753	53,428,000
Accumulated remeasurement gains		672,856	-	-		-	672,856
Balance as at June 30, 2021	\$	9,148,137	\$ 30,680,175	8,880,791	\$	5,391,753 \$	54,100,856

16. Internally Restricted Surplus

Internally restricted surplus represent amounts set aside by the College's Board of Governors for specific purposes. On May 30, 2014, the Board passed a motion for internally restricted surplus 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 2020/21. Total transfers to restricted professional development for the year per agreement with Faculty Association is \$nil (2020 - \$119,113).

17. Contingent Liabilities

At June 30, 2021, the College was named as a defendant in three (2020: seven) specific legal actions. The total claimed in two specific legal cases approximates \$249,395 (2020: \$197,094). For the third case, no specific amount has yet been claimed, the amount of this claim will be determined at trial. The resulting loss from the remaining claim, if any, cannot be determined.

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 was completed in July 2020 to determine the extent of contamination. In accordance with Phase II ESA results, an accrual of \$488,000 for estimated future remediation costs was included in the Keyano College Land Trust's statement of comprehensive income for the year-ended June 30, 2020, in repairs and maintenance expense. The amount is also included in accounts payable and accrued liabilities on Keyano College Land Trust's statement of financial position at June 30, 2020 and June 30, 2021. No significant remediation work was conducted in the current fiscal year.

The College's ongoing efforts to assess contaminated sites may result in additional environmental liabilities related to newly identified sites, or changes in the assessments or intended use of existing sites. Any changes to the environmental liabilities will be accrued in the year in which they are assessed as likely and measurable.

18. 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:

	oerating _eases
2022	\$ 99,117
2023	65,733
2024	31,484
2025	-
2026	-
Thereafter	
Total at June 30, 2021	\$ 196,334
Total at June 30, 2020	\$ 518,900

Oneretion

19. 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	Ma	operation, aintenance and interest amounts om Capital Leases	Sys	formation stems and chnology	L	.ong-term Leases	Total
2022	\$	1,945,152	\$	1,778,791	\$	533,040	\$	23,600	\$ 4,280,583
2023		1,000,647		-		187,419		-	1,188,066
2024		495,194		-		50,687		-	545,881
2025		44,315		-		1,399		-	45,714
2026		-		-		-		-	_
Thereafter		-		-		-		-	_
Total at June 30, 2021	\$	3,485,308	\$	1,778,791	\$	772,545	\$	23,600	\$ 6,060,244
Total at June 30, 2020	\$	890,011	\$	-	\$	734,979	\$	62,100	\$ 1,687,090

20. Expense by Object

The following is a summary of expense by object:

	Budget		
	(Note 27)	Actual	Actual
Salaries and benefits	\$ 33,426,170	\$ 31,577,918	\$ 38,722,136
Materials, supplies and services	14,589,275	8,605,420	12,683,125
Amortization of tangible capital assets	7,265,145	7,082,932	7,609,694
Repairs and maintenance	2,274,455	3,569,305	4,505,844
Utilities	1,569,143	1,744,269	1,876,493
Scholarships and bursaries	737,200	690,091	982,910
Cost of goods sold	829,667	534,055	682,719
Interest on debt (Note 10)	531,173	533,615	597,293
	\$ 61,222,228	\$ 54,337,605	\$ 67,660,214

2021

2020

21. 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 the Department of Treasury Board and Finance as outlined in Note 10. There were no other related party transactions during the year that met PS 2200 disclosure requirements.

22. Government Transfers 2021 2020 Grants from Government of Alberta Advanced Education: Operating \$ 29,981,871 \$ 36,166,621 Capital 5,342,605 7,789,000 Apprenticeship 784,317 921,302 Other 702,093 1,007,685 **Total Advanced Education** 36,810,886 45,884,608 Other Government of Alberta departments and agencies: 35,803 Alberta Foundation of the Arts Culture, Multiculturalism and Status of Women 109,836 241,845 Community and Social Services 72,891 164,145 Labour and Immigration 234,027 11,747 Other 8,001 67,335 Total other Government of Alberta departments and agencies 460,558 485,072 Total contributions received 37,271,444 46,369,680 Restricted expended capital recognized as revenue 3,621,072 3,527,229 (4,032,707)(4,003,740)Add: change in deferred contributions \$ 36,859,809 \$ 45,893,169 Federal and other government grants Contributions received 1,826,820 1,808,301 Add: change in deferred revenue 236,636 67,742 2,063,456 1,876,043

23. Salary and Employee Benefits

	2020			
		Other Non-		
	Other Cash	Cash		
Base Salary ⁽¹⁾	Benefits ⁽²⁾	Benefits ⁽³⁾	Total	Total
c	¢ 2.702	.	¢ 2.702	¢ 5.207

Governance

Members of the Board of Governors

Executive

President & CEO⁽⁴⁾

Vice-Presidents and Executive Director:
Vice-President Corporate
Services & CFO⁽⁵⁾
Vice President Infrastructure
& Chief Information Officer
Vice-President Academic
Executive Director, Human Resources



- (1) Base salary includes pensionable base pay.
- (2) Other cash benefits include severance payments, honoraria, automobile allowances, and other allowances. No severance or bonuses were paid out in fiscal 2021.
- (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. The College provided a non-cash rental subsidy of \$6,750 to the Vice-President Corporate Services & CFO in the current year.
- (4) This position was occupied by two individuals at different times during the year ending June 30, 2021. 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. The new Vice President & CFO was appointed on July 13, 2020, with his contract expiring on June 30, 2021.

24. 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.

	2021		2020
A 4-			
Assets			0.004.005
Cash and cash equivalents	\$ 4,114,045		, ,
Accounts receivable	243,600)	305,822
Prepaid expenses	93,063	3	130,012
Advance on land development fees	250,000)	250,000
Investment property	17,234,861		17,277,520
	\$ 21,935,569	\$	
Liabilities			
Accounts payable and accrued liabilities	\$ 720,173	\$	642,678
Advances from Keyano College	12,843,740)	12,489,511
Due to Keyano College	10		10
Deferred lease rental revenue	10,800)	1,211,219
Security deposits	140,640)	131,515
	\$ 13,715,363		
Equity			
Trust Surplus	\$ 8,220,206	\$	5,853,406
	\$ 21,935,569	\$	20,328,339
Comprehensive income			
Revenues	\$ 3,760,085	\$	3,630,938
Expenses	(1,393,285	5)	(2,450,801)
	\$ 2,366,800	\$	1,180,137

25. Dissolution of Keyano College Foundation

On June 16, 2021, the Membership of the Foundation approved the voluntary wind-up and dissolution of the Foundation in accordance with Companies Act (Alberta) RSA 2000, C-21. Consequently, the Membership appointed a Liquidator and legal counsel to oversee the discharge of the Foundation liabilities and the distribution of its assets to those entitled. Business of the Foundation has now ceased. The Liquidator posted a notice to all creditors on July 22 2021. The Liquidator will issue a letter to AGLC giving notice and requesting permission to disburse all deferred gaming revenue to licensed organizations. Costs to liquidate the assets of the Foundation, including future administration costs and professional fees will be recorded when incurred. Any remaining assets will be transferred to Keyano College. This dissolution process is expected to take several months to complete.

The Keyano College Foundation financial statements are included in these consolidated financial statements on a line-by-line basis.

26. Fort McMurray Flood

During the week of April 26th 2020, the College incurred significant flood damage to the main Clearwater Campus, Sports and Wellness Centre, Penhorwood and Riedel residences. Remediation and mitigation efforts to restore facilities and equipment to pre-flood condition were completed prior to June 30, 2021. The College is insured though AIG Insurance Company of Canada (AIG) as part of the Alberta Colleges, Universities & Technical Institutes Consortium.

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 \$1,000,000. Both of these claims are ongoing.

As of June 30, 2021, the estimated total property loss was \$55 million. The total value of this claim at June 30, 2021 was \$46 million with an additional \$9 million of additional claims yet to be submitted to the insurer. As of June 30, 2021, the insurer had paid approximately \$40 million, while the college paid its insurance deductible of \$1 million towards flood restoration expenses. Control of the flood restored buildings was returned back to the College during fiscal 2021.

The flood restoration costs and insurance claim amounts are subject to a degree of estimation and measurement uncertainty, particularly as it relates to the property loss and business interruption loss. As of June 30, 2021, both the property loss and business interruption claims are still in progress.

27. Budget Figures

Budgeted figures have been provided for comparison purposes and have been derived from the College's 2020-21 Board approved budget.

28. Approval of Financial Statements

The consolidated financial statements were approved by the Board of Governors of Keyano College.

29. Comparative Figures

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