

2018-2019

ANNUAL REPORT



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Celebrating 50 Years: Portage College's 50 on 50 Alumni Event, September 14, 2018

EXECUTIVE SUMMARY

Portage College is a public, board-governed college operating as a Comprehensive Community Institution under the authority of the Post-Secondary Learning Act of Alberta. The College operated seven campuses in 2018-2019.

Our mission statement highlights that the College “provides education, training and services to facilitate learning and development of knowledgeable, skilled citizens in a caring, supportive and dynamic college environment.” Our vision statement is “building success by delivering exceptional learning experiences.” We adhere to the five Adult Learning System Principles of accessibility, affordability, quality, accountability and coordination.

ACCESSIBILITY

Portage provided continuing education, ad-hoc training, certificate, diploma and degree opportunities to 2,658 students in 2018-2019; 44% of students in academic programs self-identified as Indigenous. We developed a Fine Arts Certificate program and began offering program delivery at the Community Adult Learning Program (CALP) in Bonnyville. Portage also received funding to offer CALP services at First Nations in the College’s service area. We applied for funding to expand the College’s Museum of Aboriginal Peoples’ Art and Artifacts (MOAPAA) and to establish a scholarly home of the world-renowned Professional Native Indian Artists Incorporated (PNIAI). MOAPAA is the only place in the world where works of all seven PNIAI artists are on permanent display. We explored avenues to expand our IT network capacity and set aside funding for evergreening. We continued to partner and consult with industry, municipalities, students and our Indigenous populations to ensure that our programs and services are meeting the needs of our region and the province.

AFFORDABILITY

The College continues to have the lowest tuition fee ranking in Human Services and Practical Nursing in Alberta and the third lowest in Business. In 2018-2019, students were able to access \$523,962 in scholarships and bursaries.

QUALITY

Enrolment grew for a sixth year in a row, increasing from 936 full-load equivalents in 2017-2018 to 952 in 2018-2019. Student satisfaction reached an 11-year high, with 93% of our students indicating that they would recommend their Portage College program to others. This is 3% above our CIP target. Graduates continued to find employment in a challenging economy, with 83% of the Class of 2017-2018 working (72% in training-related jobs). 93% of employers surveyed believe that Portage graduates are on equal or better footing than graduates from other post-secondary institutions.

ACCOUNTABILITY

For the fiscal year ended June 30, 2019, the College posted an annual surplus of \$2.146 million, due mainly to cost-containment austerity measures and prudent financial management; \$1 million was moved to restricted net assets, to help build up the College’s small contingency fund. The Office of the Auditor General (OAG) awarded the College three “green lights” for the timeliness and accuracy of our financial statements and for satisfactorily addressing outstanding OAG recommendations. The College also implemented numerous guidelines and procedures and received one general inquiry under Public Interest Disclosure (Whistleblower Protection) which did not lead to a formal complaint.

COORDINATION

The College signed a Memorandum of Agreement with NAIT to offer the third and fourth years of the polytechnic’s Bachelor of Business Administration program at Portage College campuses. Portage also hosted the University of Alberta’s Aboriginal Teacher Education Program at our Cold Lake, Lac La Biche and St. Paul campuses and signed an agreement to offer the program again in 2022. The College continued to explore options to develop programs and to share an Enterprise Resource Planning (ERP) system in conjunction with other post-secondary institutions. The College also continued to work to increase the transferability of our courses to other institutions in 2018-2019, finalizing transfer agreements with the Alberta University of the Arts, and maintained and expanded our dual credit offerings with school divisions in our service region.

ACCOUNTABILITY STATEMENT

The Portage College Annual Report for the year ended June 30, 2019 was prepared under the Board's direction in accordance with the Fiscal Planning and Transparency Act and ministerial guidelines established pursuant to the *Post-Secondary Learning Act*. All material economic, environmental or fiscal implications of which we are aware have been considered in the preparation of this report.

[Original signed by Randolph Benson]

Randolph Benson

Chair, Board of Governors
Portage College

MISSION STATEMENT

Portage College provides education, training and services to facilitate learning and development of knowledgeable, skilled citizens in a caring, supportive and dynamic college environment.

VISION STATEMENT

Building success by delivering exceptional learning experiences.

OUR MANDATE

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

Portage College is a public, board-governed college operating as a Comprehensive Community Institution under the authority of the PSLA of Alberta. Portage College has campus locations in Lac La Biche, Cold Lake, St. Paul, Bonnyville*, Frog Lake, Saddle Lake, Boyle, and Whitefish Lake.

In addition to delivering Apprenticeship Training, Portage College offers certificate and diploma programs in diverse areas, including Forestry, Natural Resources, Business, Pre-Hospital Care, Health and Wellness, Culinary Arts, Human Services, Native Arts and Culture, University Studies, and Power Engineering. The College also offers academic upgrading, pre-employment trades training, continuing education credit and non-credit courses, and cost recovery customized training programs.

Portage College encourages applied research focusing on improvement of rural education and supports scholarly activity strengthening our understanding of rural communities. College personnel model established ethical principles guiding all research involving human subjects. College students' community-based and applied research practices adhere to the same code of respectful engagement. Portage College embraces every opportunity to collaborate with communities when conducting research identifying economic development and learning needs.

As a member of Campus Alberta, Portage College works with eCampusAlberta*, and Community Adult Learning Councils to make the broadest selection of education and training available in the region. Portage College expands its program offerings through articulation and transfer agreements, program delivery collaborations, brokering arrangements, and strategic partnerships.

As a Comprehensive Community Institution, Portage College stewards adult education and training offerings in its

geographic service region in alignment with the strategic planning initiatives of the Government of Alberta. Portage College undertakes in-depth consultation with all of its community stakeholders, including community adult learning providers, school districts, current and past students, service and industry employers, Program Content Advisory Committees, and municipal and Aboriginal leaders.

Portage College excels in designing and delivering programs responding to the learning needs of students and local employers. Portage programs utilize leading-edge learning technologies and are offered in multiple instructional modalities, including traditional face-to-face, off-site video-conferencing, and distributed self-paced learning. The College's blended learning offerings, mobile trades training units, outreach programming, and service to small cohorts demonstrate its ability to make both instruction and learning supports readily available to students at times and places convenient to them. The College offers learning assistance programs and dedicated learner support services addressing the needs of disadvantaged learners.

Portage College works to maximize learning opportunities that support the economic growth and human development needs of diverse northeast communities. A focus on community-based learning enables the College to partner with municipalities, First Nations Reserves, Métis Settlements, and school divisions for the provision of access to learning and recreation facilities, counseling, and library services. Portage College values collaboration and community-based volunteerism supporting quality learning and life opportunities in rural Alberta.

Portage College provides education and employment training programs that instill a passion for lifelong learning, promote personal wellness, develop appreciation for cultural diversity, and inspire social engagement.

**NB Subsequent to this mandate being approved by the Minister of Innovation and Advanced Education, the College closed its Bonnyville campus. eCampusAlberta was also discontinued after this mandate was approved. The Ministry name was subsequently changed to Advanced Education.*

CAMPUSES AND PROGRAMS

CAMPUSES OPERATED IN 2018-2019

Boyle
Cold Lake
Frog Lake First Nation
Lac La Biche
Saddle Lake Cree Nation
St. Paul
Whitefish Lake First Nation #128

PROGRAMS OFFERED IN 2018-2019

Academic Foundations
Accounting Technician
Ad-hoc Training (skills certification)
Advanced Care Paramedic
Apprenticeship Electrician
Apprenticeship Welding
Baking
Business Administration
College Preparation
Community Social Work
CTS
Culinary Arts
Early Learning and Child Care
Educational Assistant
Employability Skills
English as a Second Language
Hairstyling
Heavy Equipment Operator
Indigenous Arts and Entrepreneurship
Institutional Cook
Natural Resources Technology
Office Administration
Open Studies
Power Engineering
Practical Nurse
Pre-Employment (Heavy Equipment Technician, Welding)
Primary Care Paramedic
SAG-D De-Oiling and Water Treatment
Truck Transport
University Transfer
Wildland Firefighter Type I Firetack



Portage College Spring Fling Kids Carnival in Cold Lake, April 26, 2019

MANAGEMENT'S RESPONSIBILITY FOR REPORTING

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

The Annual Report has been developed under the oversight of the institution audit committee, as well as approved by the Board of Governors and is prepared in accordance with the *Fiscal Planning and Transparency Act* and *Post-Secondary Learning Act*.

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

[Original signed by Nancy Broadbent]

Nancy Broadbent
President and CEO

BOARD OF GOVERNORS' MESSAGE

On behalf of my dedicated colleagues on the Board of Governors, it is my privilege to present Portage College's 2018-2019 Annual Report. The document captures the many accomplishments of our students, faculty, staff and partners in the past academic year and highlights the College's significant contributions to the region and province that we serve. It also highlights our institution's continued progress towards achieving the goals outlined in the 2018-2021 Comprehensive Institutional Plan.

The Board of Governors stands for the Portage Service Region as a whole. We strive for accountability, transparency and sound business-decision processes and are effective in shaping a long-term vision for the College. We are a financially well-managed institution, submitting balanced budgets while pursuing partnerships to help fund new programs and capital projects. The College once again received three "green lights" from the Office of the Auditor General (OAG) in 2018 for the timeliness and accuracy of our financial statements as well as for addressing outstanding previous recommendations from the OAG. We also continued to receive strong support – financial and otherwise – from municipal governments, industry, businesses, community members and even our staff and students. We continue to honour our past, celebrate our present and plan for our future together with our valued partners and friends.

We are grateful for the support of the Government of Alberta, our valued donors and partners, and the continuing dedication of our employees and members of the Board of Governors. Working together, we are all helping to provide our students with top-quality training and support and ensuring our service region reaches its full potential.

Sincerely yours,

[Original signed by Randolph Benson]

Randolph Benson
Chair, Board of Governors



BOARD OF GOVERNORS

July 1, 2018 – June 30, 2019

PUBLIC MEMBERS



Board Chair
Randolph Benson



Public Member
Donna Webster



Deputy Chair
Michelle Wright



Public Member
Susan White



Public Member
Ted Langford

PORTAGE MEMBERS



Public Member
Elizabeth Monroe



Faculty Member
Lyla Allan



Public Member
John Orr



Staff Member
Doug Furgason



Public Member
Floyd Thompson



Student Member
Vicki Schaeffer



Public Member
Parrish Tung



College President and CEO
Nancy Broadbent
(as of April 17, 2019 — served as
Interim President and CEO from
May 10, 2018 to April 16, 2019)

PRESIDENT'S MESSAGE

Every year is marked by notable achievements and special events but it is not an exaggeration to say that 2018-2019 was a unique and memorable one for Portage College.

We continued to celebrate our 50th anniversary in 2018, hosting barbecues in 13 different communities and culminating in a weeklong series of events in September marking Portage's golden anniversary. Highlights included partnering with Lac La Biche County to welcome a trio of iconic Canadian rock bands at a gala concert at the Bold Center, organizing a Spirit of Community Conference and hosting a Voyageur Games and Jamboree weekend, complete with fiddling, jigging, traditional hand games, stew, bannock and storytelling. The evening of September 14 was particularly meaningful and memorable, as Portage welcomed back College founders, former leaders and alumni from all five decades. After a pipe ceremony, they shared humorous anecdotes and touching stories of their time at the College. Throughout the year, we shared the tale of the 1970 sit-in, which helped to ensure that Portage (or Alberta NewStart, as it was first known) would survive and thrive for decades to come.

In addition to all of the special events and publications, Portage marked our 50th anniversary in another impactful way. We launched the "Portage Gives Back" campaign, inviting community organizations in need of volunteers to contact us. Our employees – and indeed our students – wholeheartedly embraced the initiative, volunteering their time at numerous events and organizations across Northeastern Alberta. The initiative served to further entrench the connection Portage College has with our communities.

2018-2019 was, of course, about much more than marking a milestone anniversary. Some noteworthy achievements during the past academic year are important to highlight:

- The College signed a Memorandum of Agreement with NAIT, allowing Portage College Business Diploma graduates to stay at home to complete the third and fourth years of NAIT's Bachelor of Business Administration degree. The College also arranged for a fourth iteration of the University of Alberta's Aboriginal Teacher Education Program (ATEP) to be offered in the Portage service region, starting in 2022. Currently, our third cohort of students is taking the program at our Cold Lake, Lac La Biche and St. Paul campuses.
 - At our St. Paul Campus, the College officially opened the Portage Market. The Market features creations and daily specials from our Culinary Arts and Baking students, as well as from our in-house caterer Andrea Gauthier, a Culinary Arts Diploma graduate.
 - Ruby Sweetman, coordinator and long-time instructor in our Native Arts and Culture programs, received the Esquao Culture Award from the Institute of the Advancement of Aboriginal Women. Ruby was recognized for her incredible artwork and for her dedication to teaching students the ways of traditional Indigenous art.
 - Portage College launched a new workshop titled "A Voyage into Restorative Practice," one of many initiatives aimed at meeting the calls to action of the Truth and Reconciliation Commission of Canada.
 - We staged one of our most successful Student Scholarship Fundraising Dinners in Lac La Biche on April 6. Former hockey stars Jordin Tootoo – the first Inuk player to play in the NHL – and hometown hero Rene Bourque along with 300 other guests helped raise more than \$53,000 (net) for student scholarships and bursaries at the College.
- Our students continued to impress as well, scoring highly on provincial exams in nursing, power engineering, and welding, and achieving provincial and national recognition for their work. A few are particularly worthy of mention:
- Power Engineering graduate Marla Gibson received the National Power Engineering Outstanding Achievement Student Award in the 4th Class category. She scored first with 93.628% combined mark from her program and her Standardization of Power Engineering Examinations Committee marks.
 - Seven Native Arts and Culture (NAC) students and instructor Ruby Sweetman spent 476 hours beading 11,586 beads and sculpting 32 caribou hide pieces to create a commissioned piece for the Louis Vuitton store in West Edmonton Mall. The piece was inspired by an early Louis Vuitton design and included traditional Indigenous art forms of beading and hide sculpting. The artwork is now proudly displayed at the store.
 - Eight Indigenous artists from Portage College had their artwork displayed in an exhibition titled "Our Stories" at the Alberta University of the Arts last winter.
 - The Students' Association of Portage College made a \$15,000 donation to the College's Museum of Aboriginal People's Art and Artifacts (MOAPAA). The generous contribution allowed the College to purchase *Jessekan*, an acrylic painting by Eddy Cobiness, one of the members of the Professional Native Indian Artists Incorporated (PNIAI).

EXECUTIVE COMMITTEE

July 1, 2018 – June 30, 2019

Finally, on a personal level, I had the great honour of being named the sixth President in Portage College history on April 17, 2019. I have worked at the College for the better part of 28 years, from the finance department to the registrar's office to executive-level positions, and have watched Portage grow into the dynamic, student-focused, community-based and multi-faceted institution that it is today. It is a privilege to work with such a great team of employees and our Board of Governors to lead the College into the next decade. I look forward to the voyage ahead as we strive to reach new heights and remain the heartbeat of post-secondary education in Northeastern Alberta.

Sincerely yours,

[Original signed by Nancy Broadbent]

Nancy Broadbent
President and CEO



Nancy Broadbent

President and CEO

(as of April 17, 2019 — served as Interim President and CEO from May 10, 2018 to April 16, 2019)

Guy Gervais

Vice President Academic

Tracy Boyde

Vice President Infrastructure and Information Technology
(resigned April 26, 2019)

Bev Moghrabi

Associate Vice President Student Services and Registrar

Carrie Froehler

Director, Human Resources

GO FIGURE – PORTAGE BY THE NUMBERS



STUDENT NUMBERS

2,658

Number of students registered in credit, ad-hoc or continuing education programming at Portage College in 2018-2019

1,409

Number of students attending part-time at Portage College in 2018-2019 (this represents 53% of all students)

1,565

Number of fall applications to Portage College in 2018-2019 (credit programs, not including apprenticeship trades)

1,249

Number of students attending full-time at Portage College in 2018-2019 (this represents 47% of all students)

589

Number of Indigenous students served on and off reserve by Portage College in 2018-2019 in credit programs (this represents 44% of all students)

100

Percentage of 3rd Period Welding and 4th Period Electrician students who passed their journeyman exam

100

Percentage of 2018-2019 Practical Nurse Diploma graduates who have written the National Exam so far who have passed

93

Percentage of Portage College students who would recommend their program to others

72

Percentage of Portage College graduates working in training-related jobs six months after graduation



FINANCIAL NUMBERS (\$)

36.7 million

Portage College 2018-2019 operating budget

523,962

Amount of scholarship, bursary and award money Portage College students availed themselves of in 2018-2019



OPERATING NUMBERS

133

Number of industry, municipal, post-secondary and governmental partnerships with the College in 2018-2019

16

Number of Alberta communities where Portage College provided ad-hoc training in 2018-2019

7

Number of communities where Portage College operated a campus in 2018-2019



Portage College Voyageurs Men's Hockey Team athletes at Bell Let's Talk Day, January 2019

PUBLIC INTEREST DISCLOSURE (WHISTLEBLOWER PROTECTION) ACT

Under the *Public Interest Disclosure (Whistleblower Protection) Act*, public entities including post-secondary institutions are required to publish in their annual reports the number of disclosures received, acted or not acted upon, investigations started and any corrective actions taken. In 2018-2019, there was one general inquiry filed. Further follow up indicated that the issue had been resolved and the inquiry did not progress to a whistleblower complaint.

The College is committed to maintaining the highest ethical standard in all of its activities and to acting immediately on any reported wrongdoing. In addition, the College is committed to protecting all complainants for reporting a possible wrongdoing. Portage provides several options for anyone who wishes to report a possible wrongdoing, including a toll-free number, emails through Meyers Norris Penny (MNP), a text line, a fax line and a secure web-portal. Complainants have the option to remain anonymous.

2018-2019 REPORTS	
General Inquiries	1
Disclosures of Wrongdoing	0
Investigations	0
Reports Written	0

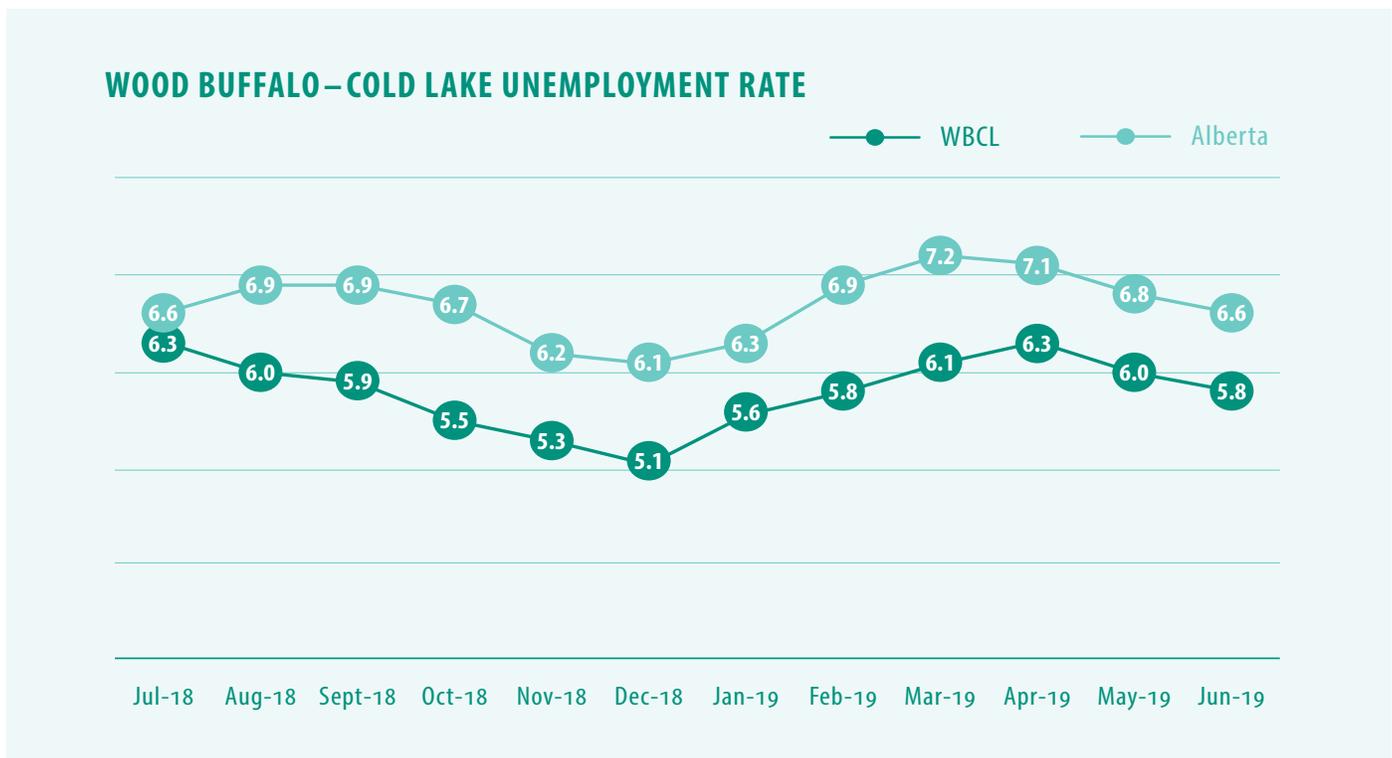
OPERATIONAL OVERVIEW

CHALLENGING ECONOMIC TIMES

After signs of a slow recovery in 2017-2018, the provincial economy regressed in 2018-2019. Stalled pipeline projects and low commodity prices caused the provincial government to attempt to jumpstart the economy by shipping more oil by rail and by curtailing production in an effort to raise prices. Western Canada Select prices rallied in the first few months of 2019, reaching as high as \$54.02 USD a barrel in April, before falling to \$44.70 USD a barrel by July 2019 (down 16% from July 2018). The number of active drilling rigs decreased significantly during the course of the fiscal year, to 51 in June 2019, 54% fewer than 12 months earlier. Meanwhile, natural gas prices continued to plummet, finishing the fiscal year at \$0.55 CDN/GJ, down 27% from June 2018; wholesale trade also decreased by 2.8%. Despite these challenges, 48,700 Albertans collected Employment Insurance in June 2019, down 9.2% from the previous June. The provincial unemployment rate also finished the fiscal year where it had started (6.6%).

The Wood Buffalo-Cold Lake Region (which encompasses much of the Portage Service Region) continues to be particularly impacted by the ebbs and flows of the oil and gas-related economy. There are many contractors, suppliers and service providers in the region whose livelihood is largely dependent on the oil and gas industry. The region's unemployment rate trend line essentially mirrored the province's, decreasing in late 2018, rising in early 2019 and settling in at 5.8% in June 2019. In the Portage Service Region, employment levels were stagnant, with 76 more jobs in the region in 2019 compared to 2018¹. Few businesses expanded their operations while several closed their doors or downsized.

The sluggish economy has provided both opportunities and challenges for Portage College. For the fifth academic year in a row, enrolment increased, from 934 full-load equivalents in 2017-2018 to 952 in 2018-2019. The total is 154 higher than



Source: Statistics Canada Labour Market Bulletins

¹ The numbers are generated using Emsi Analyst, factoring in subdivisions which include the Portage Service Region (which includes Lac La Biche County, the M.D. of Bonnyville, the City of Cold Lake, the towns of St. Paul and Bonnyville, the Village of Boyle and Indigenous communities in northeastern Alberta).

in 2013-2014. Tuition and fee revenue was \$219,000 higher than originally budgeted.

The College provides continuing education, ad-hoc training, dual credit, certificate, diploma and degree opportunities to upwards of 3,000 a year. More than half the students attend on a part-time basis. Objectives continue to be to increase program attractiveness, provide small cohort delivery, design multiple entry and exit opportunities in order to improve long-term program viability and opportunities for part-time learners. Portage continues to keep its programs affordable for students. Excluding mandatory student fees, the College has the lowest cost ranking in both Human Services and Practical Nursing and Trades in the province and the third lowest in Business.

End-of-year student satisfaction levels reached new highs in 2018-2019, with 93% of students recommending their Portage College program to others and 87% recommending the College. Despite facing a sometimes-tight job market, graduates continued to find employment, with 83% of the Class of 2017-2018 working six months after convocating (72% in training-related jobs). Reflecting the current state of the provincial economy and the increasing importance of academic credentials for many jobs, 32% indicated they were pursuing further education, one of the highest percentages ever recorded for a Portage College Graduate Survey.

Conversely, the economic downturn has made it more difficult for Portage to find industry partners and sponsors for our programs and scholarships. Consequently, the College prioritized finding more sponsors for fundraising and community events. The net result was 2018-2019 fundraisers posted a net profit of \$185,418.56, one of the highest totals in several years. With the economy still labouring and future government cutbacks looming, the College will need to continue to find more sources of revenue in order to continue to offer the programs and services that we currently do.

The significant slowing of pipeline development continued to affect plans for our Boyle campus. In addition to setting up a 42-person camp and operating a successful Heavy Equipment Operator program on site, the College has spent considerable energy and resources in the past few years soliciting industry support and lobbying various levels of government to establish Canada's first Pipeline Training Campus (PTC). With the recent Federal Court of Appeal ruling allowing six appeals against the TransMountain Pipeline to proceed and the postponement or shuttering of other pipeline projects, the College dropped the PTC from our 3-5 year capital planning timeline while still advocating for the \$55 million project.

FISCAL SITUATION

The College finished the 2018-2019 fiscal year with an operating surplus of \$2.146 million due to cost-containment efforts in supplies and wages, an increase in grant, contract and tuition revenue from budget, and prudent financial management.

It is important to note that the College continued to take proactive measures to reduce expenditures and to find further operating efficiencies in 2018-2019, including travel restrictions and supply budget reductions. Portage employees exercised considerable restraint during the fiscal year. The measures were necessary as the 2% Campus Alberta increase while welcome did not keep pace with inflation or restore the cumulative effect of several years of funding reductions by the former provincial government prior to 2015-2016.

Portage continues to face significant cost pressures now and into the coming years. The College has a balanced budget for 2018-2019 but no provision for wage re-openers with the AUPE or the Faculty Association. Portage recently finalized agreements with the AUPE through 2019-2020 and the Faculty Association through 2021-2022. With decreased grant funding in 2019-2020 and further cuts expected in future years and limited opportunities to find new revenue sources (particularly during an economic downturn), it is imperative that the College remain fiscally prudent and introduce new programming that meets the needs of the students, communities and province that we serve. With the College funded \$5.5 million less per annum than a comparably-sized Comprehensive Community Institution, partnerships with industry, high schools, post-secondary institutions, various levels of government, Indigenous communities and municipalities will remain critical to our success.

With infrastructure dollars at a premium for post-secondary institutions, the College has had to seek government grants and provide matching funds or largely self-fund major projects such as Portage's hairstyling salon or IT infrastructure in order to continue to offer new programs demanded by the communities we serve. The net result is the whittling away of the College's reserves. As a result, the College took the proactive step to move \$1 million of the \$2.146 million 2018-2019 operating surplus to restricted net assets. At the end of the fiscal year, the College's restricted net asset balance was \$2.967 million, still essentially leaving Portage without a contingency fund of any significance.

STUDENT FOUNDATIONAL LEARNING FUNDING

Adult Foundation Learning grant funding has been of significant assistance in Portage College's ability to enable access to education for marginalized populations and at-risk learners. After a successful pilot in 2017-2018 of a new delivery structure, the grant was increased in 2018-2019, to allow more access for students. The College and Advanced Education made adjustments to the process during the course of the year. Portage greatly appreciates Advanced Education's willingness to address issues and concerns and to help streamline the process for learners by removing barriers.

CAMPUS EXPANSION

Portage College has always adhered to the philosophy of bringing education to the learner. In 2018-2019, the College operated campuses in seven different communities while offering contract Continuing Education at several others. The College is faced with the challenge of providing services at these community locations, including student support, computer and library services, and facility and equipment maintenance, in a continually challenging fiscal environment.

While we continue to invest in our technology infrastructure to help provide those services, limited classroom, lab and most notably student space has become an issue at our Cold Lake Campus. We have outgrown our current space in the largest community in the College's service region. Congested hallways are common at our 29,062 square-foot facility where enrolment has nearly doubled since 2012-2013. Students currently sit in a stairwell between classes and only have access to a small library space to study and use computers. As a result, the College's top capital project priority is a \$24.5 million expansion of the facility. The project would add much-needed student and cultural space as well as classrooms and lab space, allowing for expanded program offerings and an enhanced learning experience for our students. Portage used the \$1.08 million set aside in the 2017 provincial budget to fund a feasibility study and to develop architectural drawings for the proposed project. In 2018-2019, the College completed the research first started in 2017-2018, examining program demand, area high school needs, demographics and community profiles, employer needs, competitor institution benchmarking, partnership opportunities, military programming at community colleges, and best practices in long-term facility planning. The College also purchased a two-year subscription to Emsi Analyst, a labour market database that combines data sources (including Statistics Canada information) to provide current and forecasted pictures for professions, industries, wages, student program demand and other related information. Furthermore, Portage hired Stantec to develop architectural drawings for the proposed expansion. The drawings were completed in late 2018. The phases of the project were revised in May 2019 after meetings with Advanced Education

and Alberta Infrastructure. The College appreciates the government's commitment to the project and the support of the City of Cold Lake.

INFRASTRUCTURE MAINTENANCE CHALLENGES

While developing capital projects such as expanding our Cold Lake Campus are critical for program and community development, it is equally important that Portage College effectively utilize and sustain our existing infrastructure. The College continues to focus on updating our Information Technology network, including improving security and wireless connectivity at all our campuses. In 2018-2019, we also continued to enhance our ERP system and install new wiring at our Lac La Biche Campus.

The College still has \$20 million in deferred maintenance projects to address during the next few years but has traditionally received only a fraction of that total, making it difficult to undertake essential upgrades. The situation has been exacerbated by Portage having to self-fund a number of major capital projects during the past few years, including the hairstyling salon in Lac La Biche, leaving the College with few reserves and a low net asset balance to address maintenance issues. In 2018-2019, Portage received a maintenance budget of \$1.064 million, the most the College has received in several years and almost triple the amount received in 2014-2015. This still represents a small percentage of what is needed to address some critical infrastructure deficits, particularly at our ageing Lac La Biche Campus. With IMP funding cancelled for the coming fiscal year, the situation will likely worsen. The College restricted \$1 million of the \$2.146 million surplus in 2018-2019 for infrastructure projects and technology evergreening and continued to work on a model to build net asset funds for long-term asset management. Portage believes that it is critical to work with government and community partners in order to plan, finance, and develop our infrastructure effectively.

INDIGENOUS STUDENTS

We continue to advocate for our Indigenous students – who make up 45% of our for-credit student body – and for the Indigenous communities we serve. Maintaining and even increasing foundational learning funding is critical to ensuring that more Indigenous students get the chance to pursue their education. Many are still facing barriers to entering post-secondary education, including low numeracy and literacy levels. The College continued to work closely to address this issue with our Indigenous communities in 2018-2019, including obtaining funding to operate Community Adult Learning Programs at six First Nations communities in our service region. The College also continued to make efforts to offer programming onsite, as travelling to College campuses is not always an option for students living on First Nations and Métis Settlements. It is imperative to

provide access for learners to be able to take the next step in their educational journey. Adequate funding would see another 800-1,000 students return to full-time learning and subsequent employment.

During the past few years, the College has tried to access federal and provincial funding for programming for Indigenous people and in Indigenous communities. In many cases, the grants are the responsibility of several ministries, rendering it very difficult and complex to obtain funding and offer programming in the communities we serve. This is particularly true of Continuing Education programming.

Human Resources also continued to prepare policies and procedures in light of provincial legislation which gives faculty and staff the right to strike.

The effort to develop these guidelines and procedures, many of which are required by the Government of Alberta, continues to come at a cost for Portage College. Given the small size of the institution, many of the same personnel are tasked with implementing these recommendations, at the expense of important tasks such as strategic planning.

AUDITOR GENERAL RECOMMENDATIONS

The Office of the Auditor General (OAG) issued an unqualified opinion for the College's audited financial statements for the year ended June 30, 2019. In addition, the OAG awarded Portage three "green lights" in an August 2018 report, citing the College for timeliness and accuracy of financial statements and for addressing all outstanding recommendations from previous OAG reports.

LEGISLATIVE COMPLIANCE, GUIDELINES AND PROCEDURES

The College continued to dedicate considerable management, staff and faculty time and resources to develop and maintain a legislative compliance framework and a legislative and enterprise risk registry in 2018-2019. The College also approved, updated and implemented numerous guidelines and procedures including:

- Accommodation of Student Grading System
- Accommodation of Student Religious Observance
- Admission and Re-Admission
- Budget Development/Reporting
- Certification and Graduation Requirements
- Code of Conduct (as approved by the Ethics Commissioner)
- Collaborative Resolution
- Conflict of Interest
- Course Outline and Syllabus
- Disclosure in the Public Interest
- Gift Card
- Honorarium
- Political Involvement and Elections
- Program Change Approval
- Program Development Process
- Smudging and Other Ceremonial Uses of Sacred Herbs and Tobaccos



Portage College Voyageurs Hockey Home Game, February 2019

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

2018-2019 was the fifth academic year that the College operated under the seven strategic goals approved by the Board of Governors in June 2014. The goals were finalized after year-long process to streamline with College's strategic initiatives and included consultations with industry, community advisory committees, College staff and faculty, students, and the Executive and Operations Committees. The goals are listed below. The key Adult Learning System Principles that each goal meets are indicated in brackets.

The following section outlines the results of the projects and initiatives undertaken to try to meet the strategic goals outlined above. The strategic projects/targets and many of the initiatives/results listed below each goal are the ones identified in the 2018-2021 Comprehensive Institutional Plan.

1. GROW GRADUATE AND COMPLETION RATES ACROSS ALL PROGRAMS

(accessibility, quality, coordination)

2. GROW ACCESS TO PROGRAMS

(accessibility, affordability, coordination)

3. DEVELOP CENTRES OF SPECIALIZATION

(accessibility, quality)

4. DEVELOP EFFECTIVE AND SUSTAINABLE STUDENT SUPPORTS

(accessibility, coordination)

5. DEVELOP AND IMPLEMENT A CLEARLY IDENTIFIED BRAND WITH PROVINCIAL ASSETS

(accessibility)

5. BUILD A CLEAR SENSE OF PURPOSE, VALUE AND IDENTITY FOR COLLEGE EMPLOYEES TO ENGAGE IN COLLEGE SUCCESS

(quality)

6. DIVERSIFY THE COLLEGE'S FUNDING SOURCES

(accessibility, affordability)

**NB All goals and priority initiatives are considered "ongoing" unless otherwise noted as they encompass the three-year timeframe of the 2018-2021 Comprehensive Institutional Plan. The Annual Report only covers the period between July 1, 2018 and June 30, 2019.*

GOAL: GROW GRADUATE AND COMPLETION RATES ACROSS ALL PROGRAMS

Priority Initiative: Student Retention

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Services for students with identified learning disabilities improved</p>	Ongoing	In Process	<ul style="list-style-type: none"> Reviewed and upgraded Read and Write Gold software Student Learning Services (SLS) staff enrolled in professional development workshops to ensure skills remain current and aligned with provincial best practice Ensured that all new program intakes within Trades and Technology department include representative from SLS; instructors encouraged students to seek help when needed 	Ongoing
<p><i>Expected Outcome:</i> Various supports launched including:</p> <ul style="list-style-type: none"> Supporting provincial mental health campaigns 	Ongoing	In Process	<ul style="list-style-type: none"> Administered National Collegiate Health Assessment (Canadian Version) survey to Portage College students as part of provincial mental health initiative. Received sufficient student feedback for two reports: one inclusive of all students, one focused on Indigenous students only. Data will help establish baseline of student issues at Portage compared to provincial and national benchmarks and inform future mental health service development. Held Mental Health Awareness campaigns at all Portage campuses 	Ongoing

GOAL: GROW GRADUATE AND COMPLETION RATES ACROSS ALL PROGRAMS (CONT.)

Priority Initiative: Student Retention (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Various supports launched including:</p> <ul style="list-style-type: none"> Enhancing resources for mental health support for Portage College students 	September 2018	Completed	<ul style="list-style-type: none"> Offered “de-stresser treasure hunts” and “comfort teas” before exams to create awareness and opportunity for dialogue and engagement Provided office space and connectivity at Cold Lake and Lac La Biche campuses for Mental Health and Dragonfly Counselling and Support Centre staff to be on site During student orientation, encouraged mental health discussions and introduced on-site mental health workers to students Continuing Education staff and dean completed Mental Health First Aid training Held focus session with students to gather input on mental health services being provided. Incorporated student feedback into Phase 2 Mental Health Grant application Established regular monthly meetings with district Alberta Health Services (AHS) staff and strengthened connections with Lac La Biche mental health office Joined Cold Lake community mental health committee and helped form one in Lac La Biche Collaborated with AHS to ensure mental health professional on site at Lac La Biche campus once a month starting Fall 2019 Survey conducted towards the end of the year showed that 85% of students were satisfied with counselling services 	Completed

GOAL: GROW GRADUATE AND COMPLETION RATES ACROSS ALL PROGRAMS (CONT.)

Priority Initiative: Student Retention (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Various supports launched including:</p> <ul style="list-style-type: none"> Acting to reduce student stress and anxiety through specific College initiatives (e.g. online mental health tools, awareness tools for staff and students) 	Ongoing	In Process	<ul style="list-style-type: none"> Ensured access to assessment testing available at all Portage campuses Enhanced space and accommodation for Indigenous Smudging and Cultural Awareness and approved smudging guideline In partnership with the Students' Association, created new Service Learning and Community Engagement Certificate, a non-credit certificate which recognizes student engagement in community volunteerism, leadership, coaching and mentorship Partnered with community organizations to provide sustainable services and supports to students such as family programming, cultural sharing circle/activities, mental health education, sexual assault support and family violence education and counselling Delivered Voyage into Restorative Practice workshops for students as well as staff Created awareness of provincial help lines and local domestic abuse help line Continued to evaluate what tools the College provides to ensure 24/7 support at all campuses Discontinued Breathing Room subscription as it was determined students were not accessing the service 	Ongoing

GOAL: GROW GRADUATE AND COMPLETION RATES ACROSS ALL PROGRAMS (CONT.)

Priority Initiative: Academic Support

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Learning Cafés offered at every campus</p>	December 2018	Completed	<ul style="list-style-type: none"> • Hired Workforce Development Coordinator in August 2018 to develop a strategic training plan, including learning cafés • Held two Learning Cafés on self care and stress management • During the academic year, the College began to transition away from the Learning Café model in favour of offering more one-and-two-day training workshops. Examples include Voyage Into Restorative Practice, leadership and Human Resources workshops 	Completed
<p><i>Expected Outcome:</i> Course and program accessibility increased by:</p> <ul style="list-style-type: none"> • Enhancing the College tutoring services model by partnering with the North Eastern Alberta Apprenticeship Initiative and Community Adult Learning Programs 	September 2018	In Process	<ul style="list-style-type: none"> • Encouraged faculty to utilize Community Adult Learning Programs (CALPs) and other community-based supports • Worked with instructors to identify and support students requiring additional tutoring or Student Learning Services assistance • Partnered with Bow Valley College to launch Essential Skills for Trades research pilot, to be launched in 2019-2020 to support additional training • Launched delivery at Bonnyville CALP • Submitted proposal to Advanced Education for funding a CALP at Frog Lake First Nation and at six other First Nations in the College's service region, with FLFN, Whitefish Lake FN and Cold Lake FN acting as pilot sites 	September 2020
<p><i>Expected Outcome:</i> Course and program accessibility increased by:</p> <ul style="list-style-type: none"> • Launching writing centre support services across all campuses 	December 2018	In Process	<ul style="list-style-type: none"> • Delayed launch of writing centre until 2019-2020 due to budget constraints. Planned for Sept. 2019 launch at the Cold Lake campus 	September 2020

GOAL: GROW GRADUATE AND COMPLETION RATES ACROSS ALL PROGRAMS (CONT.)

Priority Initiative: Academic Support (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Course and program accessibility increased by:</p> <ul style="list-style-type: none"> • Launching Community Helpers Peer Mentorship program 	June 2019	Completed	<ul style="list-style-type: none"> • Launched Community Helpers program at four Portage campuses (Cold Lake, Frog Lake, Lac La Biche, St. Paul); more students took advantage of the opportunity than originally anticipated • Organized Mental Health First Aide training for Community Helpers as well as interested employees and launched several awareness campaigns including Cannabis 101 sessions 	Completed

Priority Initiative: Program Quality Assurance

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Quality Assurance Tracking System implemented</p>	June 2020	In Process	<ul style="list-style-type: none"> • Implemented Worldwide Instructional Design System (WIDS) and provided training for Administrative Supports, Faculty and Deans. Reviewed and documented program set-up protocols and program/course change processes to support WIDS curriculum repository • New Student Surveys SharePoint site created and managed by Institutional Analysis and Planning, allowing for more secure storage of individual Learning Evaluation, Point of Entry and Point of Exit surveys • Updated 10-year Quality Assurance Plan (which schedules program health checks, first-year reviews, audits and accreditations for all College programs) 	June 2020

GOAL: GROW GRADUATE AND COMPLETION RATES ACROSS ALL PROGRAMS (CONT.)

Priority Initiative: Program Quality Assurance (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Faculty Development plans include rollout of revised Quality Assurance guidelines	December 2018	In Process	<ul style="list-style-type: none"> • Delivered program coordinator retreat day and faculty PD day, offering specific sessions to improve teaching and learning; reviewed and discussed guidelines and procedures dealing with employee and student complaints • Updated the following guidelines/procedures: <ul style="list-style-type: none"> – Certification and Graduation Requirements – Student Grading – Admissions/Re-admissions 	June 2020

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Performance Measure (for entire goal):</i> Student graduation rate improves to 70%	June 2021	In Process	• 2018-2019 graduation rate: 68%	June 2022
<i>Performance Measure (for entire goal):</i> Program completion rate improves to 75%	June 2021	In Process	• 2018-2019 completion rate: 85%	June 2022
<i>Performance Measure (for entire goal):</i> Student retention rate improves to 90%	June 2021	In Process	• 2018-2019 retention rate: 89%	June 2022
<i>Performance Measure (for entire goal):</i> Student satisfaction with program rate improves to 90%	June 2021	In Process	• 2018-2019 satisfaction with program: 93%	June 2022

GOAL: GROW ACCESS TO PROGRAMS

Priority Initiative: Program Expansion Plan

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Launch a Fine Arts Certificate at the Lac La Biche Campus	September 2019	Completed	<ul style="list-style-type: none"> Received approval to begin delivery of Fine Arts Certificate (FAC) program in Fall 2019 Established marketing plan for FAC while aligning program with the College's University Transfer program, given the transfer agreement with the Alberta University of the Arts 	September 2019
<i>Expected Outcome:</i> Strategic partnership secured with Athabasca University to offer degree-completion options finalized	June 2019	In Process	<ul style="list-style-type: none"> Completed study examining partnership opportunities between the two institutions Signed Memorandum of Action in Spring 2019. Planned to hold an official signing event in Fall 2019 (was held on Oct. 16, 2019) 	June 2020
<i>Expected Outcome:</i> Increased partnerships with Community Adult Learning Programs (CALPs) and regional organizations with mandates supporting adult learning in delivery of non-credit programming	June 2019	In Process	<ul style="list-style-type: none"> Launched Bonnyville CALP in October 2018, starting with 11 students Submitted an application to Advanced Education and received approval to run the Elk Point CALP in 2019-2020 Secured \$200,000 grant to financially support CALPs in six additional First Nation communities 	June 2020
<i>Expected Outcome:</i> Develop a strategy for sharing materials and other resources to support the CALPs in our region	June 2020	In Process	<ul style="list-style-type: none"> Provided classroom space and resources for computer training programs and foundation learning as requested by local CALPs Developed plan to deliver admission services in Indigenous communities on a sustainable itinerant basis Provided CALPs access to College services including Student Learning Services, grant writing and database and student volunteers 	June 2020

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Indigenous Community Access Plan

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Open campus services continue to be offered at Whitefish Lake First Nation #128 in partnership with Indigenous and Northern Affairs Canada	Ongoing	In Process	<ul style="list-style-type: none"> Signed MOU with Whitefish Lake First Nation #128 to offer an Open Campus model in the community for 2018-2019. Negotiated similar arrangement for 2019-2020. The First Nation requested that programming be offered in a new facility in the community. 	Ongoing
<i>Expected Outcome:</i> Expanded access plan with Saddle Lake Cree Nation developed	June 2019	In Process	<ul style="list-style-type: none"> Applied for CALP in Saddle Lake but College was informed that programming to be under the umbrella of Blue Quills University Delivered Early Learning and Child Care and Educational Assistant training in the community; 85% of participants successfully completed their program Arranged meeting with chief and council in early July 2019 to discuss long-term planning 	June 2020
<i>Expected Outcome:</i> Workforce training opportunities expanded in Frog Lake First Nation and aligned with the labour force strategy	June 2019	In Process	<ul style="list-style-type: none"> Delivered Health Care Aide, Employability Skills and a 3-week aesthetics program in the community Installed video conference technology at the Careers Centre and provided Internet and WiFi access Submitted proposals for Wildland Fire Fighter, Introduction to Mechanics and Health Care Aide training in the community in 2019-2020 Increased lease space and support of community facility 	June 2020

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Indigenous Community Access Plan (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Partnership built with Buffalo Lake Métis Settlement to establish Local Educational Centre, and partner with Trade Winds to Success and several industry partners</p>	June 2019	In Process	<ul style="list-style-type: none"> • Provided resources for furniture, Smart Board, computers and internet capability for Buffalo Lake Métis Settlement Learning Centre. Grand opening of the facility held on March 1, 2019 • In conjunction with the community, developed program plan for 2019-2020, which will include aesthetics and Health Care Aide 	June 2020
<p><i>Expected Outcome:</i> Implement Community Engagement Strategy with all communities in the region</p>	June 2019	Completed	<ul style="list-style-type: none"> • Received program approval from Advanced Education for Integrated Foundational Pathways program to support programming in four Indigenous communities. Once funding is confirmed, an operational plan for each community will be created • Reintroduced in-community student recruitment and testing days at seven First Nations communities and four Métis Settlements in our service region. In three months, generated 47 program applications • President and CEO met with all municipal government and several chambers of commerce in the College's service region • President and CEO partnered with Community Futures to launch Business Leaders' Breakfast; first four were held at the College's Lac La Biche Campus on March 14, April 4, May 2 and June 13, 2019 • College became a member of the Region One Aboriginal Business Association 	Completed

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Indigenous Community Access Plan (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Implement Community Engagement Strategy with all communities in the region (cont.)	June 2019	Completed	<ul style="list-style-type: none"> • Worked with Tribal Chiefs Employment and Training Services to create unique 10-month cooperative Office Operations Certificate program, expected to be launched in September 2019 • In partnership with Tribal Chiefs, submitted proposal to Apprenticeship and Industry Training to deliver Apprenticeship Carpentry program • Building on the success of Portage's 50th anniversary community barbecues, secured Canadian Natural sponsorship to hold barbecues at seven First Nation communities and four Métis Settlements as well as at MNA Region office and in Boyle • Offered Introductory and Advanced Excel and Sage 50 training in St. Paul as well as spring University Transfer courses online 	Completed
<i>Expected Outcome:</i> Roll out best practice handbook, supplemented by faculty training, to ensure all content and delivery of curriculum aligns with the Call to Action as identified by the Truth and Reconciliation Commission of Canada and is in keeping with the United Nations Declaration on the Rights of Indigenous Peoples	June 2019	In Process	<ul style="list-style-type: none"> • Approved the following guidelines: <ul style="list-style-type: none"> – Smudging and Other Ceremonial Uses of Sacred Herbs and Tobaccos – Accommodation of Student Religious Observance – Collaborative Resolution • Continued to deliver Voyage Into Restorative Practice workshop to students, staff and faculty; received a grant to deliver the training to five community groups from June 2019 to April 2020; approached by Northern Lights Public Schools (NLPS) to deliver cultural training to students across the region in 2019-2020 • Partnered with NLPS to deliver dual credit program in 2019-2020 on Indigenous Culture and Language 	June 2020

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Indigenous Community Access Plan (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Partner with the University of Alberta to deliver Indigenous Canada programming content to faculty and students	June 2020	Deferred	<ul style="list-style-type: none"> College decided to hold off with this particular training until Voyage Into Restorative Practice training pilot was completed. Workshops will instead be held in conjunction with Lac La Biche County Libraries starting in January 2020 	Deferred
<i>Expected Outcome:</i> Increase access to technology-enabled training on First Nation and Métis campuses	June 2020	In Process	<ul style="list-style-type: none"> Invested in internet and WiFi upgrades for several campuses and sites, including Buffalo Lake MS, Frog Lake First Nation and Whitefish Lake First Nation #128 Upgraded wireless access connectivity for staff, students and visitors at several Portage campuses Upgraded video conferencing infrastructure and installed new units with modern, easy-to-use interfaces Invested in increased SuperNet connectivity between campuses 	June 2020

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Dual Credit Plan

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Dual credit agreements maintained	Ongoing	In Process	<ul style="list-style-type: none"> • Signed MOUs with Aspen View Public Schools (AVPS), Lakeland Catholic School District (LCSD), Northern Lights Public Schools (NLPS), St. Paul Education Regional Division No. 1 (SPERD). Courses offered in several subject areas including Culinary Arts, Electrical/Robotics, Hairstyling, Heavy Equipment Technician and University Transfer • Worked with NLPS to create an Indigenous Culture and Language Training program for 2019-2020 and worked with LCSD to offer a Hairstyling program in 2019-2020 • Cohort from AVPS convocated with Pre-Employment Cooking before graduating from high school 	Ongoing
<i>Expected Outcome:</i> Expand Dual Credit programming to Indigenous community high schools	June 2020	In Process	<ul style="list-style-type: none"> • Delivered Pre-Employment Heavy Equipment Technician training in partnership with LCSD • Continued to promote the free University Transfer course option, particularly in Indigenous communities • Worked with an architectural agency hired by the Federal Government to look at mobile learning labs that could assist First Nation high schools; viewed mobile Health Care Aide lab in Frog Lake to assist with their report • Continued to share Dual Credit MOU with interested First Nations and Métis Settlements 	June 2021

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Dual Credit Plan (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Launch new programs funded by Alberta Education and promote expansion of these opportunities	September 2018	In Process	<ul style="list-style-type: none"> • Offered new dual credit programming in Biological Science and Ecology, Heavy Equipment Technology, Pre-Employment Cooking, and Trades Exposure • Developed and delivered two high-school-instructor professional development opportunities in Food Sciences and Native Artisan programming • Offered three-day workshop to NLPS teachers on How to Teach Indigenously as modeled through traditional arts instruction 	September 2020
<i>Expected Outcome:</i> Continue financial incentives and scholarships for students enrolled in the region's high schools and registered in College courses	Ongoing	In Process	<ul style="list-style-type: none"> • Extended commitment to free University Transfer courses for high school students in 2018-2019 • Assisted NLPS in submission of \$50,000 grant to increase exposure to Indigenous language and culture training; assisted LCSD in submission of \$50,00 grant to increase exposure to Hairstyling trade; discussed co-funded delivery of Welding programs with AVPS 	Ongoing

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Cold Lake Campus Expansion

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Complete feasibility study to support 10-year program plan	August 2018	Completed	<ul style="list-style-type: none"> Completed research, including market assessment, competitor institution benchmarking, partnership opportunities, employer needs assessment, military program opportunities benchmarking, demographic analysis, best practices in long-term facility planning and several program specific market assessments Stantec completed drawings of and business case for proposed campus renovation and expansion, optionally divided into two phases, one for immediate funding. Proposal has been submitted to the Alberta Government 	Completed
<i>Expected Outcome:</i> Pursue partnerships with post-secondary institutions to effectively deliver on 10-year program plan	June 2019	Completed	<ul style="list-style-type: none"> Signed MOU with NAIT to offer a Bachelor of Business Administration program at Portage College, starting in Fall 2019 Delivered third year of the University of Alberta's Aboriginal Teacher Education Program (ATEP) in Cold Lake, Lac La Biche and St. Paul and continued to work with the university to arrange another iteration of the program starting in 2022 Worked with Northern Lakes College regarding the use of simulation driving equipment to support EMR training requirements; worked with NAIT on sharing program resources in exchange for Medical First Responder curriculum Continued to discuss delivery of pipeline training at Portage's Boyle campus with SAIT 	Completed

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Cold Lake Campus Expansion (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Pursue partnerships with post-secondary institutions to effectively deliver on 10-year program plan (cont.)	June 2019	Completed	<ul style="list-style-type: none"> In response to a suggested alternative delivery to the trades apprenticeship model, drafted a joint proposal with Keyano College, Lakeland College and Northern Lakes College to Advanced Education for a trades diploma with a co-op component 	Completed
<i>Expected Outcome:</i> Complete tender-ready drawing and cost estimate for Cold Lake campus expansion	August 2018	Completed	<ul style="list-style-type: none"> Completed tender-ready drawings and business case. Projected overall project cost is \$24.5 million 	Completed

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Performance Measure (for entire goal):</i> Base-Funded Programming FLE count: 940	June 2021	In Process	<ul style="list-style-type: none"> Final 2018-2019 FLE count: 952 	June 2022

GOAL: DEVELOP CENTRES OF SPECIALIZATION

Priority Initiative: Food Sciences Centre

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Increase provincial participation at the Entrepreneurial Incubation and Production Facility as well as the Food Processing Laboratory	June 2020	In Process	<ul style="list-style-type: none"> • 50% occupancy for 2018-2019 year • Hosted Experience Alberta (for restaurateurs and the food industry) June 3, 2019 to promote incubators and processing labs • Continued discussions with Rural Alberta Business Centre and Alberta HUB regarding forming a partnership to fill vacant incubator space and provide additional business services 	June 2020
<i>Expected Outcome:</i> Deliver inclusive education opportunities in the food sciences programs	June 2019	In Process	<ul style="list-style-type: none"> • Delivered and supported two students in Culinary Arts as part of the Inclusive Education model. Both students were successful in reaching their goals and joined their fellow graduates at Convocation on June 7 • Continued to work with Inclusion Alberta regarding fielding applicants for the 2019-2020 academic year. Program will be offered in 2019-2020 	June 2020
<i>Expected Outcome:</i> Continue to grow conferencing as a revenue-generation strategy	Ongoing	In Process	<ul style="list-style-type: none"> • Hired full-time caterer – a graduate of the College’s Culinary Arts program – to coordinate events • Exceeded the catering goal of breaking even for the fiscal year and recorded a profit of \$27,454 • In addition to catering several large events at the St. Paul Campus including a school board conference, also provided catering services to events around St. Paul and in Smoky Lake • Started process on obtaining a blanket liquor licence for the St. Paul campus in areas in and around the Event Centre 	Ongoing

GOAL: DEVELOP CENTRES OF SPECIALIZATION (CONT.)

Priority Initiative: Food Sciences Centre (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Examine the model for program offering to determine co-op or other unique programming opportunities	June 2019	In Process	<ul style="list-style-type: none"> Offered a dual credit Pre-Employment Cooking program through Aspen View Schools. 10 students applied, nine enrolled and six met the requirements for convocation and dual credit achievement In partnership with Northern Lakes College, offered a five-week cooking skills program for kitchen and camp workers in Wabasca. All students enrolled completed the program successfully 	June 2020
<i>Expected Outcome:</i> Open retail store and café	June 2020	Completed	<ul style="list-style-type: none"> Opened Portage Market on February 14, 2019, featuring student product and Portage logo items. Open Monday to Friday from 10 a.m. to 1:30 p.m. and featuring a daily lunch special. Total sales for the first 16 weeks of operations exceeded \$15,000 Set up a Facebook page and Twitter account for the store; some postings reached more than 500 people 	Completed

Priority Initiative: Pipeline Training Centre

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Partner with Athabasca University to increase awareness of the necessity of constructing the Pipeline Training Centre in support of training and research	June 2021	In Process	<ul style="list-style-type: none"> Continued discussions with Athabasca University regarding the Pipeline Training Centre; negotiations are ongoing 	June 2022

GOAL: DEVELOP CENTRES OF SPECIALIZATION (CONT.)

Priority Initiative: Pipeline Training Centre (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Develop and deliver pipe coating and pipeline safety training courses through Continuing Education	June 2019	In Process	<ul style="list-style-type: none"> Initiated review of program development and operating costs for pipe coating training. Planning will continue into 2019-2020. In the interim, safety training runs through Continuing Education as a part of regular business 	June 2020
<i>Expected Outcome:</i> Pipeline Inspection programming developed with SAIT	June 2020	In Process	<ul style="list-style-type: none"> Signed Non-Disclosure Agreement with SAIT to access curriculum to co-deliver Indigenous Pipeline Monitoring program 	June 2020
<i>Expected Outcome:</i> Land transaction completed to finalize Phase 2 footprint	June 2018	Completed	<ul style="list-style-type: none"> Received fully-executed agreement for purchase and sale from Alberta Infrastructure. Paid \$100,600 for land. Closed April 5, 2019 	Completed

Priority Initiative: Lac La Biche Arts and Environmental Centre

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Continue feasibility analysis with our partner	Ongoing	Deferred	<ul style="list-style-type: none"> While design of the Centre has been completed, the College and our partner have agreed that construction of the facility is not a priority at this time and is a longer-term project 	Deferred
<i>Expected Outcome:</i> Deliver Water and Wastewater Operator training in existing facilities	June 2019	In Process	<ul style="list-style-type: none"> Scheduled Level 1 training through Continuing Education at the College's new Simulation Classroom. The College created our own learning assessments for Water/Wastewater Level 1 	June 2020

GOAL: DEVELOP CENTRES OF SPECIALIZATION (CONT.)

Priority Initiative: Lac La Biche Arts and Environmental Centre (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Look to utilize Lac La Biche campus to full capacity through expansion of water and arts training	June 2021	In Process	<ul style="list-style-type: none"> Submitted a federal grant application to create additional museum and cultural space within existing space in the Lac La Biche Campus. The College has a phased plan for expanding the Museum of Aboriginal People's Art and Artifacts within existing campus facilities Retained Joseph Sanchez, one of two surviving members of the world-renown Professional Native Indian Artists Incorporated, as museum curator 	June 2021
<i>Expected Outcome:</i> Level II Water Operator training and simulators developed	June 2020	In Process	<ul style="list-style-type: none"> Delayed implementation as demand still needs to be established for Level 1 training Finalized assessments for courses Provided feedback to Stantec on the simulators; awaiting follow-up. Water Simulation computers are equipped with large monitors to enhance simulation training for Levels 1 and 2 	June 2021

Priority Initiative: Indigenous Arts Centre

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Nationally-recognized Artist in Residence to deliver workshops in three schools within the Portage College service region	Ongoing	In Process	<ul style="list-style-type: none"> Internationally-recognized Artist in Residence Joseph Sanchez delivered workshops at Frog Lake First Nation school, Vera M. Welsh School in Lac La Biche and in Bonnyville in 2018-2019 	Ongoing

GOAL: DEVELOP CENTRES OF SPECIALIZATION (CONT.)

Priority Initiative: Indigenous Arts Centre (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Establish a framework to increase the reputation and profile of the Museum of Aboriginal Art & Artifacts including broadening exposure at both the provincial and national level	June 2019	In Process	<ul style="list-style-type: none"> Contracted Joseph Sanchez as museum curator who worked on building MOAPAA's profile with prominent collectors to bequeath holdings to the museum With support from Alberta Foundation for the Arts, commissioned and installed three new public art works Partnered with Lac La Biche County to submit a proposal to host the 2021 Lieutenant Governor of Alberta Art (LGAA) Awards; arranged two museum loans for the 2019 LGAA Awards 	June 2020
<i>Expected Outcome:</i> Work with the President's Indigenous Advisory Committee to implement Indigenous curriculum across all program areas	June 2020	In Process	<ul style="list-style-type: none"> President's Indigenous Advisory Committee created a draft to provide specific ways for faculty and academic program areas to Indigenize curriculum 	June 2021
<i>Expected Outcome:</i> Establish an Indigenous Art authentication process	June 2020	In Process	<ul style="list-style-type: none"> Formed an Artisan Cooperative. The authentication process will be part of this initiative 	June 2020
<i>Expected Outcome:</i> Review options to plan for the development of indoor and outdoor Indigenous learning and cultural spaces at our Lac La Biche Campus	June 2019	In Process	<ul style="list-style-type: none"> Completed conceptual drawings for the museum, cultural pavilion, sculpture garden and walking trail. Atrium space will provide ideal location for smudging as it will have special systems to accommodate activities without setting off fire alarms while controlling the exhaust of smudge smoke Submitted a grant request to the federal government for 75% of the \$4.1 million project 	June 2020

GOAL: DEVELOP CENTRES OF SPECIALIZATION (CONT.)

Priority Initiative: Indigenous Arts Centre (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Investigate opportunities to establish a cooperative for Indigenous Artisans in Northern Alberta to supply provincial demand of authentic Indigenous arts</p>	June 2019	Completed	<ul style="list-style-type: none"> • Held strategic planning meeting with partners from service region and others including Alberta Culture and Tourism, Indigenous Travel Alberta, Cooperatives Canada and Heritage Canada • Established Artisan Cooperative Board and developed a draft of business • Secured a \$30,000 start-up grant from Alberta Culture and Tourism to assist in the creation of an Artisan Co-op; submitted a proposal to Western Economic Diversification for additional funding 	Completed
<p><i>Performance Measure:</i> Develop a model with Continuing Education to increase outreach of arts and culture program</p>	June 2021	In Process	<ul style="list-style-type: none"> • Promoted opportunities to provide outreach program through Continuing Education • Finalized an agreement with Northern Lights Public Schools to offer a Master Teaching Workshop (Indigenous Art) in June 2019 	June 2021

GOAL: DELIVER EFFECTIVE AND SUSTAINABLE STUDENT SUPPORTS

Priority Initiative: Revision of Student Enrolment Process

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Conduct a three-year pilot on Oohlala (which also provides an app) to see if it helps to improve the College's conversion rates and student engagement	June 2021	In Process	<ul style="list-style-type: none"> Implemented Portage College Oohlala app for all students and staff. The app features information about the College, resources (including academic and mental health support), schedules, chat rooms, a space for students to buy and sell used textbooks, and opportunities to personalize the app for each student 	June 2021
<i>Expected Outcome:</i> Investigate Customer Relation Management (CRM)	December 2019	In Process	<ul style="list-style-type: none"> Began conducting a prototype pilot of an SIS solution that will address a more broad-scope, longer-term solution for integrated student portal information as well as self-serve functionality. The project is a collaboration between Unit 4 (Agresso), Athabasca University, Northern Lakes College and Portage Continued to review and document enrolment reporting methodologies 	June 2021

Priority Initiative: Student Information Portal

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> System enhancements prioritized as part of Enterprise Resource Planning (ERP) system upgrades	June 2021	In Process	<ul style="list-style-type: none"> Added staff hierarchy to HR module to prepare system to accept workflow and to allow reintroduction of leave entitlement reporting Introduced automated process to populate student PaperCut accounts after fees are paid Engaged with InfoTech to begin process of developing IT Strategic Plan that aligns with overall College plan 	June 2021

GOAL: DELIVER EFFECTIVE AND SUSTAINABLE STUDENT SUPPORTS (CONT.)

Priority Initiative: Student Information Portal (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Work with Athabasca University and Northern Lakes College to rebuild a fully-functional student information system	June 2020	In Process	<ul style="list-style-type: none"> Started four-month prototype pilot of collaborative SIS project with Athabasca University and Northern Lakes College. The project will address a broad-scope, long-term solution for integrated student portal information including CRM as well as self-serve functionality 	June 2021
<i>Expected Outcome:</i> Purchase and implement a new student information system jointly with Athabasca University and Northern Lakes College with a vision to allowing further small-to-medium-sized post-secondary institutions to join	June 2020	In Process	<ul style="list-style-type: none"> As noted above, started four-month prototype pilot of collaborative SIS project with Athabasca University and Northern Lakes College Continued efforts to secure funding for purchase of new system 	June 2021
<i>Expected Outcome:</i> Implement a new website which allows for self-registration and online payment	June 2019	In Process	<ul style="list-style-type: none"> Successfully implemented online payments for College events and fundraisers Reviewed Monaris options to see which process fits best for website and Finance Department Initiated review of refund policy 	June 2021
<i>Expected Outcome:</i> Investigate student service solutions that meet service needs but require limited investment of system development and/or IT resources and prioritize for system development	June 2021	In Process	<ul style="list-style-type: none"> Successfully implemented Portage College app with a positive uptake from students and staff, resulting in increased communication Implemented automated PaperCut system for students to remove a manual process Began developing Integrated Bookstore and Portage Market business case Started four-month prototype pilot of collaborative SIS project (as noted above) 	June 2021

GOAL: DELIVER EFFECTIVE AND SUSTAINABLE STUDENT SUPPORTS (CONT.)

Priority Initiative: Student Information Portal (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Investigate student service solutions that meet service needs but require limited investment of system development and/or IT resources and prioritize for system development (cont.)	June 2021	In Process	<ul style="list-style-type: none"> Began working with CIO Out of the Box to set strategic direction and resulting priorities for IT. The plan is to set resources once the strategic plan is finalized 	June 2021

Priority Initiative: Alumni Development

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Value-added components of Alumni membership enhanced	June 2019	On Hold	<ul style="list-style-type: none"> Due to priorities and workload, reduced Alumni from 0.5 FTE to 0.2 FTE. Comprehensive plan to grow Alumni services on hold. At the end of the fiscal year, this file was transferred to the Manager of Community Relations 	On Hold
<i>Expected Outcome:</i> Online Alumni community established, building memberships and connections	Ongoing	In Process	<ul style="list-style-type: none"> Worked on Project Postcard proposal, which would see alumni, staff and potentially some students provide encouraging words of support to first-year students as they prepare to write their mid-term and final exams. The project is based on the success of similar programs at Western University and the University of Alberta. The project was approved by the Operations Committee, depending upon availability of resources 	Ongoing

GOAL: DELIVER EFFECTIVE AND SUSTAINABLE STUDENT SUPPORTS (CONT.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Performance Measure (for entire goal):</i> Student Point of Exit Satisfaction reaches 90%	June 2021	In Process	• 87% of Portage students surveyed in 2018-2019 would recommend the College to others	June 2022
<i>Performance Measure (for entire goal):</i> Fall Application to Enrolment Conversion Rate reaches 80%	October 2020	In Process	• Fall Application to Enrolment Conversion Rate increased by 1% over Fall 2017 to 74%	October 2022

Priority Initiative: Sexual Violence Prevention Strategy

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> First-year review of College's Sexual Violence Prevention guidelines completed, with student feedback	June 2019	Completed	• In conjunction with the Student Association, completed an evaluative analysis of the College's guidelines using "Our Turn", a national student-led Action Plan to End Campus Sexual Violence policy assessment tool. College scored a B+, with no specific areas identified for critical improvement	Completed
<i>Expected Outcome:</i> Website resources enhanced	June 2021	Completed	• Enhanced sexual violence support and prevention resources on website (includes videos, booklets, counselling information, and instructions on how to file a complaint and what to do if you witness sexual violence)	Completed
<i>Expected Outcome:</i> Online awareness training module for consistency in messaging between campuses developed	June 2021	Deferred	• Put on hold due to limited resources	Deferred

GOAL: DELIVER EFFECTIVE AND SUSTAINABLE STUDENT SUPPORTS (CONT.)

Priority Initiative: Sexual Violence Prevention Strategy (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> First Responder training and dialogue sessions and focus groups offered to students	June 2021	In Process	<ul style="list-style-type: none"> • Worked with Alberta Sexual Assault Services to provide training and workshops. Trained in-house staff so they could be certified to provide training at no cost to the College and student participants, with training times scheduled to meet program, student and staff needs • Established a community advisory committee 	June 2021
<i>Expected Outcome:</i> In-class presentations offered; College participates or creates community campaigns	June 2021	In Process	<ul style="list-style-type: none"> • Applied for and received \$25,000 grant from Status of Women to host community training sessions/ workshops (including online options) • Worked with Community Advisory agency partners to plan a two-day “Community Strong: Empowering Together” conference at the College for October 2019 • Counselling Services ran consent campaigns to create student awareness • Community Helpers program offered workshops to teach students how to help other students 	June 2021

GOAL: DEVELOP AND IMPLEMENT A CLEARLY IDENTIFIED BRAND AND PROVINCIAL ASSETS

Priority Initiative: Corporate Branding and Image Building

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Greater brand awareness of existing and new programming and of College's economic impact</p>	Ongoing	In Process	<ul style="list-style-type: none"> • Refreshed College brand to create a current and relevant corporate identity with supporting imagery and messaging • Created infographic titled "Portaging Our Students to Success," telling the College's story to sponsors, funders and supporters • Produced award-winning video promoting the new Portage College Soccer teams • Launched new Portage College Athletics website • Hired company to run influencer campaign for College in April and May. Also hired high school students to post about Portage on their social media accounts and to pose as subjects for promotional material • Continued to develop Continuing Education e-commerce website • Adopted new Viewbook strategy: instead of creating one large document, created a smaller general Viewbook and nine program booklets. Also planning an annual stakeholders booklet, which will share success stories 	Ongoing
<p><i>Expected Outcome:</i> Launch marketing plan to demonstrate how College initiatives are aligned with Adult Learning System principles</p>	September 2018	In Process	<ul style="list-style-type: none"> • Completed Strategic Alignment Plan for Portage College brand; awaiting executive approval • Continued to include five core principles of Adult Learning System (accessibility, affordability, quality, accountability, and coordination) in College messaging 	June 2020

GOAL: DEVELOP AND IMPLEMENT A CLEARLY IDENTIFIED BRAND AND PROVINCIAL ASSETS (CONT.)

Priority Initiative: Corporate Branding and Image Building (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Launch results of College economic impact study	June 2018	Completed	<ul style="list-style-type: none"> • Created marketing plan with key messages for target audiences • Issued press releases and created video highlighting results of economic impact study. Email to media and provincial government had a 44% click-through rate, one of the highest ever recorded for the College • Published report on website and shared with area MPs, MLAs, and Northern Alberta Development Council • Delivered presentations to staff, Board of Governors, chambers of commerce, municipal governments in service region • Developed e-mail tag for Portage College employee e-mails, highlighting the College's total economic impact on the region and the return on investment for students, and linked the graphics to the full report • Three large representations of College's "Portaging Our Students to Success" infographic displayed at Cold Lake, Lac La Biche and St. Paul campuses. Infographic also used in Viewbook and program booklets 	Completed
<i>Expected Outcome:</i> Greater brand awareness of infrastructure supporting innovation and entrepreneurship in the four areas of specialization	Ongoing	In Process	<ul style="list-style-type: none"> • Hosted grand opening VIP events for Portage Market in St. Paul on Feb. 14, 2019 and Environmental Sciences Building in Lac La Biche on June 6 • Renewed licence for LinkedIn Learning (formerly Lynda.com) • Included internal communications with Infrastructure Management in development of new Corporate Communications plan 	Ongoing

GOAL: DEVELOP AND IMPLEMENT A CLEARLY IDENTIFIED BRAND AND PROVINCIAL ASSETS (CONT.)

Priority Initiative: Corporate Branding and Image Building (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Grow internal capacity to manage our corporate image marketing</p>	June 2019	Completed	<ul style="list-style-type: none"> • Athletics website maintenance moved from Corporate to Athletics • Hired contract writer to provide content for Continuing Education website; outsourced writing of press releases and stories to contract writers when necessary • Began investigating options for social media management as company that managed the College's social media platforms indicated that it would discontinue the service as of Aug. 1, 2019 • Outsourced small graphic design projects so Corporate Communications team could focus on larger projects and save on time-off-in-lieu hours • Designed PD for staff educating them how to use readily accessible software to create quality marketing material while ensuring that all external marketing material adhered to the College's brand identity 	Completed

Priority Initiative: College Marketing Plan

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Collaborate with communities where Portage College has a campus and/or presence to promote those communities as College communities on their websites and include results of economic-impact study</p>	June 2019	In Process	<ul style="list-style-type: none"> • Created and distributed Frog Lake partnership booklets • Continued to tag other institutions on social media and encouraged other companies and institutions to post about Portage and tag the College so we can share their stories about us • Created new Facebook and Twitter pages for Portage Market in St. Paul, sharing daily specials with the public 	In Process

GOAL: DEVELOP AND IMPLEMENT A CLEARLY IDENTIFIED BRAND AND PROVINCIAL ASSETS (CONT.)

Priority Initiative: College Marketing Plan (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Collaborate with communities where Portage College has a campus and/or presence to promote those communities as College communities on their websites and include results of economic-impact study (cont.)	June 2019	In Process	<ul style="list-style-type: none"> Partnered with St. Paul Chamber of Commerce to market Event Centre at our St. Paul Campus as a conferencing venue in their Conference Ready guide and website 	In Process

Priority Initiative: Community Recruitment Plan

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Increase the number of student applications by: holding more open houses and counsellor/stakeholder events, attending career fairs, visiting individual schools more regularly (particularly our feeder schools) and reaching out to regions that have been receptive to Portage College in the past	Ongoing	In Process	<ul style="list-style-type: none"> Implemented enquiry tracking process to make it easier to measure conversion of enquiries Worked with the College's Indigenous Community Liaison team to expand number of visits to and build stronger relationships with Indigenous communities Increased the level of community engagement while maintaining the level of open house/information nights as well as counsellor/stakeholder events Completed Educational Liaison Association of Alberta (ELAA) circuit as well as circuit of Northwest Territories in partnership with other post-secondary institutions Visited 69 communities, attended 61 Educational Liaison Association of Alberta events, participated in 51 education and career fairs, conducted 27 individual high school visits, and held nine open houses at six of our campuses 	Ongoing

GOAL: DEVELOP AND IMPLEMENT A CLEARLY IDENTIFIED BRAND AND PROVINCIAL ASSETS (CONT.)

Priority Initiative: Community Recruitment Plan (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Continue to build community partnerships and engage with a variety of sectors, municipalities, agencies, not-for-profits and other members of the community to build greater support for the College</p>	Ongoing	In Process	<ul style="list-style-type: none"> • Held numerous events as part of the College's 50th anniversary, including barbecues in 13 different communities; secured sponsorship from Canadian Natural to host 13 barbecues in summer of 2019 as well • Hosted Harvest Dinner at our St. Paul Campus, inviting larger businesses to attend; helped to foster some new relationships • Partnered with the World 3D Archery Championships being held in Lac La Biche Sept. 2-7, 2019 to provide volunteers and awards (homemade arrows from the College's Native Arts and Culture programs) for the event and to raise the profile of Portage College • Served as one of the host venues for the Alberta Francophone Games in Lac La Biche May 10-12, 2019 • As part of Portage Gives Back campaign, staff, faculty and students volunteered at various community events and organizations during the academic year • Facilitated community engagement strategy meeting on Oct. 30, 2018 	Ongoing

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Performance Measure (for entire goal):</i> Market share (fall applications) of 55%</p>	October 2020	In Process	<ul style="list-style-type: none"> • Fall 2018 market share: 39%. When considering just Comprehensive Community Colleges, Portage's market is 70% 	October 2022

GOAL: BUILD A CLEAR SENSE OF PURPOSE, VALUE AND IDENTITY FOR COLLEGE EMPLOYEES TO ENGAGE IN COLLEGE SUCCESS

Priority Initiative: Employee Engagement

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> Foster the development of our unique corporate cultural identity through the College's updated purpose statement in the new strategic plan. Start a Portage College "culture club"</p>	June 2020	In Process	<ul style="list-style-type: none"> • Launched #portagegivesback campaign, with employees volunteering at community events and organizations as well as College-sponsored activities. Uptake was strong, with employees suggesting their own ideas for future activities • Held inaugural meeting of College Culture Club in June 2019 • Worked with Faculty Association and Staff Association to encourage more volunteerism and more staff recognition 	June 2020
<p><i>Expected Outcome:</i> Continue to track volunteerism and reward staff through the recognition program</p>	Ongoing	In Process	<ul style="list-style-type: none"> • Between July 2018 and May 2019, 793 employees, students and public members volunteered at 34 different events across the service region • Created gift program, where for every event that employees and students volunteer for, their names are entered into a draw for a gift as a token of appreciation 	Ongoing
<p><i>Expected Outcome:</i> Further encourage employee volunteerism for internal College initiatives and community initiatives through the introduction of volunteer programs tied to the cultural identity and College purpose</p>	June 2020	In Process	<ul style="list-style-type: none"> • As part of #portagegivesback campaign, allowed employees to donate their time during work hours (up to four) to volunteer in their communities • Hosted a free-to-communities Spirit of Portage conference • Committed to working with World 3D Archery Championships, to provide volunteer support for the Sept. 2-7, 2019 event in Lac La Biche • Hosted Better Together Community Dinners in Lac La Biche and St. Paul, raising money for the Portage College and St. Paul food banks 	June 2020

GOAL: BUILD A CLEAR SENSE OF PURPOSE, VALUE AND IDENTITY FOR COLLEGE EMPLOYEES TO ENGAGE IN COLLEGE SUCCESS (CONT.)

Priority Initiative: Support Employee Personal and Professional Growth

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Expected Outcome:</i> College continues to promote utilization of professional development and training and ensure connection to Learning Plans and the College's strategic goals</p>	Ongoing	In Process	<ul style="list-style-type: none"> • Developed supervisor/manager training series facilitated in house and in the community • Maintained and promoted up-to-date directory of upcoming webinars or leadership workshop opportunities (through Innovative Educators) as well as external conference opportunities • Brought in external facilitators to offer sessions on HeartMath, Respectful Workplace, Administrative Justice, Decision Making, and Communication • Hosted Faculty Development Day in May 2019 • Encouraged employees to attend Occupational Health and Safety training where available; offered fire extinguisher training sessions to all employees 	Ongoing
<p><i>Expected Outcome:</i> HR to establish a Workforce Development Committee to drive College-wide professional development that is both strategic and operational. The Committee will develop an annual planning process to structure delivery of professional development initiatives.</p>	June 2018	Completed	<ul style="list-style-type: none"> • Established steering committee to incorporate College training and corporate training • HR and Workforce Development offered sessions at academic coordinator retreat on May 24, 2019 • Scheduled professional development training sessions for 2019-2020 academic year 	Completed

GOAL: BUILD A CLEAR SENSE OF PURPOSE, VALUE AND IDENTITY FOR COLLEGE EMPLOYEES TO ENGAGE IN COLLEGE SUCCESS (CONT.)

Priority Initiative: Support Employee Personal and Professional Growth

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Implement Indigenization of College Human Resources Practices and professional development to meet the Call to Action as identified by the Truth and Reconciliation Commission of Canada and in keeping with the United Nations Declaration on the Rights of Indigenous Peoples	June 2019	In Process	<ul style="list-style-type: none"> • Offered two-day Voyage Into Restorative Practice workshops for staff and students in Cold Lake, Lac La Biche and St. Paul throughout the year; 73 employees and 220 students attended • Offered workshops through Public Legal Education on Settler Colonialism and Indigenous resistance • Procured Anti-Racism grant to offer five public sessions in 2019-2020. Will partner with various community agencies to offer the sessions • Began using restorative practices in everyday working situations, including conducting supervisors' meetings in circles 	June 2020
<i>Expected Outcome:</i> Implement metrics for Human Resources programs and services	June 2019	In Process	<ul style="list-style-type: none"> • Implemented tracking metrics for employee relations, investigations and general HR issues • Continued to work on ensuring legislative compliance on new legislative issues 	June 2020

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Performance Measure (for entire goal):</i> Employee engagement of 70%	June 2021	In Process	<ul style="list-style-type: none"> • 2018-2019 measure: 91% (this only includes employees who volunteered their time, not employees who were required to work at fundraisers and College events) 	June 2022

**GOAL: BUILD A CLEAR SENSE OF PURPOSE, VALUE AND IDENTITY
FOR COLLEGE EMPLOYEES TO ENGAGE IN COLLEGE SUCCESS (CONT.)**

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Performance Measure (for entire goal):</i> Training and Development resource utilization rate reaches 95%	June 2021	In Process	<ul style="list-style-type: none"> • Training and Development resource utilization for 2018-2019: 95% 	June 2022

GOAL: DIVERSIFY THE COLLEGE'S FUNDING SOURCES

Priority Initiative: Capital Grants

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Funding secured for Cold Lake campus expansion; Government of Alberta allocated \$1.08 million to plan potential expansion in 2017 provincial budget. Need to put together Campus Development Plan with the City of Cold Lake	June 2019	In Process	<ul style="list-style-type: none"> • Completed market research, draft drawings and business case for proposed expansion and renovation of existing space. Plans call for additional student space, four new classrooms, two trades areas for programs, loading/warehouse space and remodelled office space • Met with Stantec, Advanced Education and Infrastructure to discuss project and solidify plans • Stantec delivered an infrastructure maintenance database 	June 2020

GOAL: DIVERSIFY THE COLLEGE'S FUNDING SOURCES (CONT.)

Priority Initiative: Entrepreneurial Ventures and Alternative Local Funding

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Entrepreneurial initiatives to bolster operational funding developed, specifically focusing on food as a by-product of training in St. Paul	June 2019	In Process	<ul style="list-style-type: none"> • Opened Portage Market at St. Paul Campus in February 2019. Student product sold at the store • Continued to operate Hairstyling Salon at Lac La Biche Campus, allowing Hairstyling students to get necessary hours for apprenticeship purposes • Reviewed regulations regarding opening a hospitality training room (dining room) to host lunches and evening dining opportunities 	June 2021
<i>Expected Outcome:</i> College borrowing guidelines and procedures established	June 2019	Completed	<ul style="list-style-type: none"> • Reviewed College's Post-Secondary Facility Financing Guidelines and Procedures and determined they adhered to current provincial legislation and did not need to be modified 	Completed
<i>Expected Outcome:</i> Expand commercialization of Portage College programs and services with new Dean structure	June 2021	In Process	<ul style="list-style-type: none"> • Finalized vision for Continuing Education/Commercialization and communicated vision to department staff and College managers • Hired two associate deans • Continued to develop e-commerce website for Continuing Education offerings which is expected to enhance the College's ability to expand commercialization of programs, courses and services • Developed new consolidated structure with academic departments to expand potential use of existing curriculum into micro credentials 	June 2021

GOAL: DIVERSIFY THE COLLEGE'S FUNDING SOURCES (CONT.)

Priority Initiative: Entrepreneurial Ventures and Alternative Local Funding (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Increased profitability of existing ancillary services (Food Services, Housing, Bookstore)	June 2019	Completed	<ul style="list-style-type: none"> Hired previous Hairstyling Certificate graduates to work in the salon at the Lac La Biche campus to complete their apprenticeship hours. This allowed the salon to be open five days a week during the academic year, increasing access to services and product lines and salon profits Implemented changes as per student feedback to the Voyageur Grill, including the addition of frozen entrees and a small grocery selection for students living on campus Hired shared retail/bookstore clerk to support St. Paul Market and bookstore items Ancillary services recorded a profit of \$294,025, \$54,841 more than in 2017-2018. The largest year-over-year increase occurred in Housing and Conferencing services 	Completed

Priority Initiative: Continuing Education

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Contract training offered to businesses in addition to communities	Ongoing	In Process	<ul style="list-style-type: none"> In response to demand, developed Medical First Responder program and secured curriculum Formed a steering committee, supported by the Leadership Think Tank, to develop leadership and soft skills training for external stakeholders Interim President hosted business leaders' breakfasts to discuss training opportunities Partnered with Community Futures Lac La Biche to host Power Up North conference 	Ongoing

GOAL: DIVERSIFY THE COLLEGE'S FUNDING SOURCES (CONT.)

Priority Initiative: Continuing Education (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Revenue generation from academic extension programs and Continuing Education contracts supports for-credit programs and infrastructure needs	Ongoing	In Process	<ul style="list-style-type: none"> • Offered Speaker Series in Cold Lake and Lac La Biche, including sessions on wonton soup generation, solar panel installation, hairstyling, manicures and pedicures. Enrolments doubled in Cold Lake compared to the first offering in Fall 2017 • Created new consolidated structure with academic departments to expand potential use of existing curriculum into micro credentials 	Ongoing
<i>Expected Outcome:</i> Profitability improved through leveraging of redesigned Continuing Education organizational model	June 2021	In Process	<ul style="list-style-type: none"> • Offered two for-credit programs as Continuing Education Activities, Employability Skills and Health Care Aide • Offered Continuing Education training at Buffalo Lake Métis Settlement, Frog Lake First Nation and Saddle Lake Cree Nation • Continued to work on new, decentralized Continuing Education model 	June 2021

Priority Initiative: Fundraising

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Increased net revenue from fundraising events	Ongoing	In Process	<ul style="list-style-type: none"> • Raised \$185,418.56 over the course of the 2018-2019 fiscal year 	Ongoing

GOAL: DIVERSIFY THE COLLEGE'S FUNDING SOURCES (CONT.)

Priority Initiative: Fundraising (cont.)

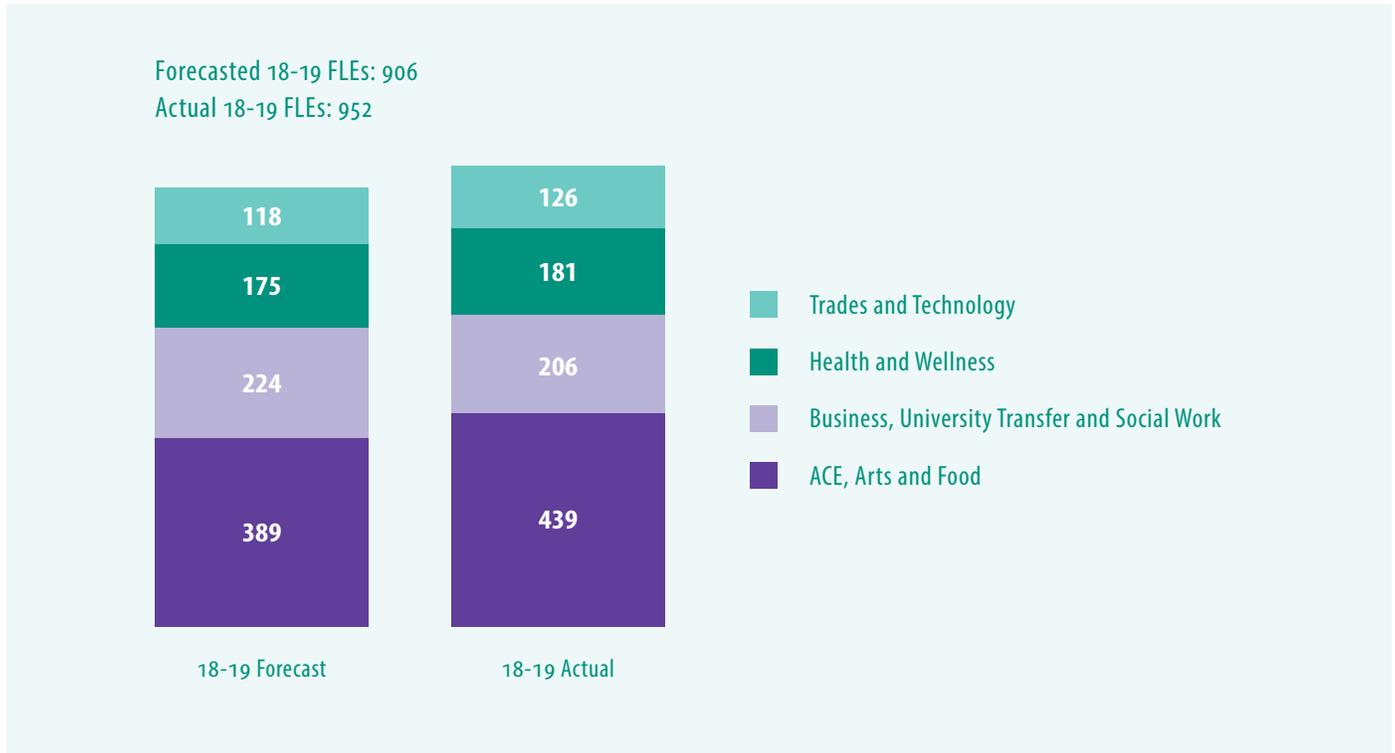
Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<i>Expected Outcome:</i> Board of Governors' members engaged in strategic fundraising initiatives	Ongoing	In Process	<ul style="list-style-type: none"> • Board of Governors reviewed fundraising/campaign plan • Board deferred engaging in strategic fundraising initiatives as the decision was made to begin working on a new College strategic plan 	Ongoing
<i>Expected Outcome:</i> Spirit of Community Endowment Fund fully funded	June 2021	In Process	<ul style="list-style-type: none"> • By end of fiscal year, fund was at more than \$400,000; funds can begin to be dispersed once \$500,000 target has been reached • Reached out to families of stagnant endowments and scholarships to inquire whether they would consider transferring the funds into the Spirit of Community Partnerships Endowment 	June 2022
<i>Expected Outcome:</i> New Athletics' sports men's and women's soccer fully funded (exhibition Futsal in 2018)	June 2019	Completed	<ul style="list-style-type: none"> • Continued to explore athletics sponsorship opportunities with Lac La Biche County • Negotiated contract work with Minor Soccer for College soccer coach to generate revenue and help Minor Soccer Association • Futsal students volunteered at Canoe Fest in Lac La Biche, generating nearly \$3,000 through raffle sales 	Completed
<i>Expected Outcome:</i> Establish net asset target and build operational plans to support future growth	June 2020	In Process	<ul style="list-style-type: none"> • Developed capital equipment and infrastructure long-range plans; benchmarked against other post-secondary institutions 	June 2020
<i>Performance Measure:</i> At least \$2.1 million obtained from capital grant proposals for strategic projects	June 2021	In Process	<ul style="list-style-type: none"> • Applied for \$4.1 million grant for Museum, Cultural Pavilion and Garden. Still awaiting response on submission • Submitted funding request for Cold Lake Campus expansion to Alberta Government through BLIMS 	June 2021

GOAL: DIVERSIFY THE COLLEGE'S FUNDING SOURCES (CONT.)

Priority Initiative: Fundraising (cont.)

Description	Completion Date	Status	Progress Made in 2018-2019	Revised Completion Date
<p><i>Performance Measure:</i> Cost of fundraising and friendraising events reduced by 15% from 2016 levels</p>	June 2021	In Process	<ul style="list-style-type: none"> Implemented online payments for event tickets to help reduce the time needed from our frontline staff; continued to look at innovative ways that technology can help with the College's fundraising needs Thanks to efforts to increase the number of sponsors and to reign in costs, the College netted \$44,842.35 from fundraising events in 2018-2019. In 2015-2016, the College recorded a fundraising event deficit of \$32,081.43 	June 2021
<p><i>Performance Measure:</i> Amount of donations and gifts in kind increased by 15% from 2016 levels</p>	June 2021	In Process	<ul style="list-style-type: none"> 67% increase in gifts in kind compared to 2015-2016 levels (\$24,334 in 2018-2019) 2019 Student Scholarships Dinner raised 25% more than previous year's event 	June 2021

ENROLMENT PLAN (IN FLEs)



*NB 18-19 FLE forecast taken from 2018-21 Comprehensive Institutional Plan (CIP). Totals may vary slightly due to rounding.
ACE = "Academics for Career and Education"

The higher than forecasted enrolment is due to a few factors:

1. The continued strong showing of our Early Learning and Child Care and Educational Assistant programs, which exceeded our CIP projections by 17.3 FLE. The four programs now account for nearly 14% of the College's FLE total.
2. For the first time in three years, Academic Foundations and College Preparation FLE totals were higher than projected, increasing by 10.2 FLE.
3. Employability Skills were 10.1 FLE higher than projected in the 2018-2021 CIP.

Our apprenticeship trades programs reversed a two-year trend in 2018-2019, increasing enrolment for the first time since 2015-2016 (most notably in Apprenticeship Electrician). The College was not granted any Steamfitter-Pipefitter seats by Apprenticeship and Industry Training for 2018-2019.

Enrolment Breakdown – Program by Program

Program	FLE Forecast	FLE Actual	Actual vs. Forecast
Aboriginal Art Certificate	10.1	10.5	+0.4
Academic Foundations and College Preparation	194.0	204.2	+10.2
Accounting Technician and Office Administration	16.1	19.3	+3.2
Advanced Care Paramedic	54.5	55.8	+1.3
Apprenticeship Electrician	5.2	11.5	+6.3
Apprenticeship Steamfitter-Pipefitter	0.0	0.0	0.0
Apprenticeship Welding	2.8	5.1	+2.3
Artisan Entrepreneurship Diploma	6.3	11.0	+4.7
Baking Certificate	4.0	7.0	+3.0
Business Administration Certificate	45.0	33.0	-12.0
Business Administration Diplomas	25.0	17.6	-7.4
Community Social Work Diploma	51.0	53.1	+2.1
Culinary Arts Diploma	27.3	28.2	+0.9
Early Learning and Child Care Certificate	52.0	63.8	+11.8
Early Learning and Child Care Diploma	30.0	33.5	+3.5
Educational Assistant Certificate	27.0	25.6	-1.4
Educational Assistant Diploma	3.7	7.1	+3.4
Emergency Medical Responder	3.0	3.0	0.0
Employability Skills	8.0	18.1	+10.1
Hairstyling	12.5	6.9	-5.6
Health Care Aide	0.0	8.5	+8.5
Heavy Equipment Operator	11.0	13.1	+2.1
Institutional Cook	3.5	4.0	+0.5
Licensed Practical Nurse	93.0	93.2	+0.2
Natural Resources Technology Diploma	26.7	28.6	+1.9
Open Studies	23.0	21.7	-1.3
Power Engineering, 3rd Class	40.2	38.6	-1.6
Power Engineering, 4th Class	36.0	38.3	+2.3
Pre-Employment Cooking	0.0	4.8	+4.8
Pre-Employment Heavy Equipment Technician	5.0	8.0	+3.0
Pre-Employment Welding	3.7	2.7	-1.0
Primary Care Paramedic	24.0	20.6	-3.4
SAGD De-Oiling and Water Treatment (DAWT)	1.6	2.1	+0.5
University Transfer	60.3	53.9	-6.4

*NB FLE = "Full Load Equivalent." "Business Administration Diplomas" combine both the Accounting and Management specializations.

RESEARCH, APPLIED RESEARCH AND SCHOLARLY ACTIVITIES

As noted in our 2018-2021 Comprehensive Institutional Plan, Portage College is committed to applied research but is impeded by a lack of available dollars as most grants only provide 50% of the funding. Future research is likely to be driven by the College's centres of specialization and research partnerships, although applied research is not a short-term focus for the College.

The College did take some proactive steps towards establishing more of an applied research culture in 2018-2019, most notably by working to build a scholarly home for the Professional Native Indian Artists Incorporated (PNIAI). Joseph Sanchez and Alex Janvier, the two surviving members of the world-famous group of Indigenous artists, both want to ensure that the importance of the group is not forgotten, that scholarly research regarding the PNIAI is possible and that their work is accessible to young Indigenous artists who they have sought to support through their Incorporation. Both artists believe that the College's Museum of Aboriginal Peoples' Art and Artifacts – which marked its 40th anniversary in 2018 – is the appropriate location to be the scholarly home of the group. Sanchez is so committed to the project that he became the museum's curator in 2018.

"My insight and personal view into their work and my experience in the gallery and museum world is crucial to understanding how this work adds tremendously to the canon of western art," he said in an interview, submitted to support a grant proposal to transform surplus space at Portage's Lac La Biche campus into MOAPAA's new home. "I want to discuss this work without the burden of comparisons to the influences of other artists whether they be Picasso or Paul Klee, Kandinsky or in my case surrealist artist Salvador Dali. The work of Indigenous people must be interpreted through the window of their own personal experience and communication with their own people and ancestral influences."

Portage College feels that this project is of significant cultural importance to both the province and the country as a whole. Finding opportunities to honour Indigenous role models is a responsibility of the College and a legitimate response to the Call to Action from the Truth and Reconciliation Commission of Canada and the United Nations Declaration of Rights of Indigenous Peoples.

To help foster a research culture, the College created a Research Group, tasked with exploring possible research projects and partnerships. The five-member panel, with three PhDs and two Masters graduates, held their first meeting in 2019, and began examining possible environmentally-focused research projects and the feasibility of setting up a researcher-in-residence program.

As noted earlier in the Annual Report, the College signed a Memorandum of Agreement with NAIT to offer the polytechnic's Bachelor of Business Administration at Portage campuses. As part of new Campus Alberta Quality Council (CAQC) guidelines, all instructors teaching in the program are required to conduct scholarly research. This will require release time for busy instructors, who also teach in the College's Business Administration programs. Portage is working with NAIT and CAQC to support opportunities and develop a model for faculty to engage in scholarly research.

The College continued to be an active partner in Labour Education Applied Research North (LEARN) in 2018-2019. The AR group is facilitated by the Northern Alberta Development Council (NADC) and includes representatives from Grande Prairie Regional College, Keyano College and Northern Lakes College. LEARN funds Northern-Alberta-specific research on community and post-secondary topics such as skill shortages, information technology, student recruitment and innovation. LEARN, which has produced 126 public labour-market research reports since 1995, laid the foundation in 2018-2019 for a research project focusing on Information-Technology-related skills and training needs in Northern Alberta. The LEARN partnership represents effective management of resources and is an example of post-secondary institutions collaborating with the NADC to find solutions to common challenges.

REGIONAL STEWARDSHIP, FOUNDATIONAL LEARNING, UNDERREPRESENTED LEARNERS

There are many potential post-secondary students in Northeastern Alberta who are not adequately served. These students face many barriers, including financial concerns, mobility issues, and family challenges. However, with our local campuses and wrap-around services, Portage College is uniquely positioned to serve these learners, typically underrepresented in the post-secondary system. The College has always been connected to the students and communities we serve and this continued in a significant way in 2018-2019.

The College continued to proactively partner with industry, post-secondary institutions, and other organizations to provide students with a breadth of learning experiences. Portage strongly believes that we thrive from the diversity of these partnerships and collaborative initiatives. In 2018-2019, there was a returned emphasis on foundational training and a renewed focus on working with our Indigenous Communities on programs like Employability Skills and Trades Readiness. Of note, nearly half (45%) of Portage College learners are Indigenous and 16% are single parents. Collaborative initiatives included:

1. Frog Lake Partnership/Training: During the past few years, the College has partnered with Frog Lake First Nation to offer a variety of programs. In 2018-2019, Portage offered Health Care Aide, Employability Skills, and Essential Skills for Tradesperson program, where students put their classroom knowledge to practical use by constructing houses. In addition, we continued to work with the Frog Lake high school to raise the professionalization of Educational Assistants and childcare providers in the community. This included Dual Credit and continuing education opportunities.
2. Whitefish Lake Open Campus: The Open Campus is a seamless operation of High School completion, and entry-level career preparation. The focus is on providing individualized education and removing barriers to education. The model in Whitefish Lake First Nation #128, which includes a full-time success coach, has increased student retention and provided strong evidence of student empowerment and success.
3. The College began negotiations with the University of Alberta to offer the Aboriginal Teacher Education Program to the region in 2022 through 2024 as part of a cyclical plan. The College hosted two successful iterations of the program in 2010 and 2014 and offered the 3rd year of ATEP to students in Cold Lake, Lac La Biche and St. Paul in 2018-2019. Having the next offering negotiated ahead of time will allow for a better lead time on promotion and student readiness for their third year enrolment.
4. Expanding our Museum: Portage College is home to the Museum of Aboriginal Peoples' Art and Artifacts (MOAPAA), a unique museum that has one of the largest collection of Indigenous Art outside of Federal Government holdings. The Museum is home to the only permanent exhibit in the world featuring works from all the artists of the Professional Native Indian Artists Incorporated (PNIAI). Today, the works of Alex Janvier, Daphne Odjig, Norwal Morrisseau, Eddy Cobiness, Carl Ray, Jackson Beardy and Joseph Sanchez adorn the hallways of Portage College in Lac La Biche. The College submitted a \$4.1 million grant application to the provincial and federal governments to transform surplus space at the campus into a proper museum space to share the works of such renowned artists. Janvier and Sanchez, the surviving members of the PNIAI, both believe that MOAPAA is the right place for the scholarly home of the group. In fact, Sanchez is so committed to the project and the College's Native Arts and Culture program that he became the museum curator and continued to seek opportunities to share his knowledge and expertise with the student artists in the program. "We view the museum as being accessible to Indigenous people without the elitism and exclusion often associated with museums... It gives me great satisfaction and a few chills being able to a part of something so significant for the PNIAI group and Indigenous art," he recently highlighted.
5. Buffalo Lake Métis Settlement Entrepreneurial Incubator Partnership: The College continued to explore ways to make training available in Buffalo Lake, including a contribution to the Community Learning Centre in the community.
6. The College was invited by Rupertsland to participate in engagement with Victoria Settlement to develop construction and arts and culture opportunities.
7. Portage offered Educational Assistant (EA) training in Saddle Lake Cree Nation with excellent results. The program is designed for students currently working in the schools who do not have formal EA training and do not have pre-requisites such as English 30 to enter the credit program. Graduates obtain a Continuing Education Certificate in EA and can transfer their courses to the credit EA program once they complete the pre-requisites. The College offered seven EA courses in Saddle Lake, allowing students to stay, work and learn in their home community.

Every year, the College makes more than \$279,000 in scholarships and bursaries specifically available to First Nation, Métis and Inuit students. This is in addition to the \$352,000 in scholarships and bursaries available to all Portage students. In 2018-2019, students availed themselves of \$523,962 in scholarships and bursaries.

While Portage College has a long-standing history of working with Indigenous people, we continue to achieve the outcomes reflected in the spirit and facts of the Truth and Reconciliation Commission of Canada: Call to Action. The President's Indigenous Advisory Committee was active in developing a connection with Elders and setting some broad direction for the College as well as overseeing cultural ceremonies and programming.

Using an inclusive campus model, Portage College offers many supports to learners with disabilities. Through Student Learning Services (SLS), students are able to access a wide variety of services including individual learning assessments, instruction in effective learning strategies, reading and writing enhancement programs, individual educational assistance, innovative learning technology and equipment, classroom supports and accommodations, exam accommodations, alternate formatting of materials, reduced course load and assistance for students with English as an additional language. In 2018-2019, SLS helped 121 students face-to-face. The College funded an expansion in the SLS department in Lac La Biche and a successful pilot in Cold Lake, and is now planning to create writing centre services to students of all programs. The College also partnered with Inclusive Education Alberta to offer a Kitchen Worker non-credit certificate for persons with disabilities at our St. Paul Campus. Additional funding for Mental Health counselling at the Lac La Biche and Cold Lake campuses allowed the College to increase services in the region.

Portage continued to face hurdles as we worked to make strides in providing access to post-secondary education to underrepresented learners. Student enrolments in our foundational and career-entry programming decreased from 2001-2002 (801 students) through 2017-2018 (243 students) as a direct result of declining Alberta Works grant funding. Eligibility criteria was adjusted throughout these years, and each time, the number of students declined. 2018-2019 was the first year that the trend was reversed, with 307 students enrolling in Academic Upgrading programming. The increase was partially due to an ability for the College to manage the Adult Foundation Learning grant. First Nations and Métis communities want their learners to engage in post-secondary learning but are unable to fund all of those interested.

As shown by several of our initiatives listed above, the College is cognizant of the fact that job-focused, community-based programs are necessary to bring training as close to the learner as possible. However, these programs are at risk and cannot be expanded as they rely on cost-recovery funding by third parties.

With regards to regional stewardship, College initiatives included:

1. Continued implementation of the College's Community Engagement Plan, structured to ensure stakeholders in our region not only have input into the future strategic directions of the College but also have an ability to design promote the College to potential students and partners.
2. Contract Training and Continuing Education in Indigenous Communities: The College's Continuing Education Department established a new goal to work more strategically with Indigenous communities with whom we have had historically high levels of engagement. The College's Dean structure was changed in 2018-2019 to ensure all academic departments focused on outreaching our programs and services.
3. General engagement and access to College facilities: The College continued to build relationships with community organizations to host general interest and family-oriented events at all College locations. We had tremendous success with the Northeast Alberta Information Hub, the Northern Alberta Development Council, Parent Link and Family and Community Support Services (FCSS). We wish to create more opportunities for community organizations to use College facilities. A specific strategy aimed at increasing interest included the grand opening of the permanent display of the Professional Native Indian Arts Inc. (PNIAI) in April 2018. This was only the first step in creating Portage College's Museum of Aboriginal People's Arts and Artifacts as a place of engagement and celebration of Indigenous Art. With support from government grants, the College commissioned three pieces of additional artwork and developed a proposal to become the scholarly home of the PNIAI.

In addition, the College continued to lead Voyage Into Restorative Practice workshops as a strategy to raise sensitivity regarding the historic trauma and lateral violence issues impacting Indigenous mental health. In 2018-2019, 73 staff and 220 students attended the workshops at all of the College's campuses. While the Indigenous Mental Health funding was one time, we secured an anti-racism grant which will permit the College

to continue the program in 2019-2020, including offering it to the public.

The College also partnered with Dragonfly Counselling and Support Centre, a non-profit organization based in Bonnyville that provides sexual assault services and support to those impacted by sexual violence. Portage provided space at our Lac La Biche campus for Dragonfly to offer outreach services to staff, students and community members.

The College continued to increase our connection with Community Adult Learning Programs (CALPs), including offering facility space to the CALPs in St Paul and Lac La Biche. We partnered on a referral basis students with CALPs – especially ESL and basic-Foundational-level students who achieve success – to our Academic Upgrading programs. In addition, the College secured three years of funding to operate the CALP in Bonnyville, which started in 2018-2019. We are planning further engagement with this key group including sharing of curriculum resources aimed at foundational skills, and joint hosting of a literacy conference.

Through the Family Literacy Initiative, we operated as a CALP at our St. Paul campus and worked closely with the St. Paul Municipal Library, Parent Link, Mannawanis Friendship Centre, Franco-accueil, FCSS, Alberta Health Services and Alberta Works to provide programming. Furthermore, we delivered programs at the Elk Point Municipal Library, Adult Learning Centre and Elk Point Heritage Lodge to provide opportunities for families to meet their Literacy needs. We also received a \$200,000 grant to run CALPs in six Indigenous communities in Portage's service region (Beaver Lake Cree Nation, Cold Lake First Nations, Frog Lake First Nation, Heart Lake First Nation, Kehewin Cree Nation and Whitefish Lake First Nation #128). The College also continued to meet with the Saddle Lake Adult and Literacy Program to work on providing parenting and literacy programming.

Portage continued to provide space at our Lac La Biche campus to the Learning Network Educational Services, which offers professional development and training to staff, administrators and parent councils at K-12 schools in northeastern Alberta.

Memorandums of understanding were renewed for Dual Credit with the following school divisions: Aspen View Public Schools (AVPS), Lakeland Catholic Schools (LCS), Elk Island Public Schools (EIPS), Northern Lights Public Schools (NLPS), and St Paul Education Regional Division 1 (SPERD). These memoranda explain how the College and the school divisions will partner to expand opportunities to high school students including allowing any registered high school student to take one University Transfer course per semester.

The College published a catalogue in 2018 titled "Portage College Opportunities for High School Students" to promote the variety of courses and camps available to students while they are still enrolled in high school. This catalogue includes a variety of training programs covering the range of faculties in the College. Dual Credit options are also highlighted. One example is the Entrepreneurship Course, which we further enhanced by offering an annual Dragon's Den-style Youth Entrepreneurial Challenge. High school students from Athabasca, Cold Lake, Elk Point and St. Paul participated in the latest challenge, held on April 27, 2019 in St. Paul.

The College continued to deliver Practical Nurse, Primary Care Paramedic, Advanced Care Paramedic, University Transfer, College Preparation, Educational Assistant, Early Learning Childcare, and Pre-employment Heavy Equipment Technician programs using a blended format. Depending on the program, the students are able to take portions or in some cases full training from anywhere. A new initiative in 2018-2019 allowed students to take 3rd Class Power Engineering available in class or online. This was done to retain 4th Class students who had successfully gained employment but did not want to leave work to complete 3rd Class.

In the past year, Portage College undertook a feasibility analysis for long-term facility planning for all campuses, focusing as a priority on the expansion of our Cold Lake campus. The College has an active collaboration plan in place with other post-secondary institutions. The ultimate goal of the Cold Lake campus development is foundation to degree programming including special attention to military personnel requirements.

INTERNATIONALIZATION

Portage College continued to look at capstone project opportunities for international students at all campuses and discussed international student recruitment with other post-secondary institutions in Alberta. Due to available resources, however, the Board of Governors directed the College to focus efforts on attracting and serving students from within the College's service region and within Alberta for specific program clusters.

In 2014, Portage College became a Designation Institution with Citizenship and Immigration Canada International Student Program. Since that time, we have seen a significant increase in the number of inquiries from international students (most notably in the health field), although the numbers remain low. In 2018-2019, the College received applications from 74 international applicants, 47 more than the previous academic year. However, only nine students ended up enrolling at Portage.

In November 2017, the College submitted an application to the Alberta College Athletic Conference (ACAC) to offer men's and women's soccer, starting in the fall of 2018. The application was approved and the College hired a head coach and played an exhibition futsal schedule in 2018-2019. Portage began fielding outdoor ACAC soccer teams in 2019-2020. Included in the original proposal was a view to attract international student athletes. Portage has an approved tuition reduction in place for hockey players and soccer players (approved in June 2018) which reduces the triple tuition rate for international students to normal domestic tuition for athletes. While the policy may prove successful in attracting international athletes in future years, very few took advantage of the opportunity in 2018-2019.



Round Dance in Lac La Biche, March 16, 2019

CAPITAL PLAN

Critical to Portage’s new programming initiatives to meet the needs of the communities and province that we serve are new facility construction, expansion and renovation. The projects below include those listed in the 2018-2021 Comprehensive Institutional Plan (CIP) as well as others that were listed in the 2019-2022 CIP.

Priority Projects

Type	Project Description	Total Project Cost	Funding Sources	Funding Received to Date and Source	Revised Funding Sources
Expansion	Cold Lake Campus Expansion and Renovation	\$24,500,000	100% Government of Alberta	\$1.08 million from provincial government for feasibility study and drawings	No Change
Renovation/Expansion	Portage College Museum of Aboriginal Peoples’ Art and Artifacts (Seven Gallery and Cultural Spaces)	\$4,100,000	75% Government of Canada 25% Government of Alberta	No funds received to date.	No Change

Other

Type	Project Description	Total Project Cost	Funding Sources	Funding Received to Date and Source	Revised Funding Sources
Maintenance	Replace domestic hot/cold water distribution system – LLB campus	\$3,000,000	Government of Alberta through BLIMS	\$840,000 in place	Phase 1 – completed Phase 2 – waiting for funding
Maintenance	Curbs, sidewalks and driveways – LLB campus	\$2,500,000	Government of Alberta through BLIMS	No funds received to date.	No Change
Maintenance	Asphalt overlay and line painting – LLB campus	\$2,649,000	Government of Alberta through BLIMS	No funds received to date.	No Change
Maintenance	Replace low-pressure steamheating piping – LLB campus	\$1,400,000	Government of Alberta through BLIMS	No funds received to date.	No Change

Project Timelines and Status

Project Description	Project Timelines	Expected Project Start	Estimated Project Completion	Project Status	Progress Made in Last 12 Months
Cold Lake Campus Expansion and Renovation	June 2019 – December 2021 (assuming approval)	Estimated June 2019	Estimated December 2021	In progress; awaiting funding approval	Market research, drawings and business case completed
Portage College Museum of Aboriginal Peoples' Art and Artifacts (Seven Gallery and Cultural Spaces)	April 30, 2020 – December 12, 2021	Estimated April 30, 2020	Estimated December 12, 2021	In progress; awaiting funding approval	Submitted grant application to federal government
Replace domestic hot/cold water distribution system – LLB campus	Completed	Completed	Completed	Completed. All funding expended	Phase I (replacing corridor and main water lines) completed
Curbs, sidewalks and driveways – LLB campus	July 1 – August 16, 2019 (assuming approval)	Estimated July 1, 2019	Estimated August 16, 2019	Project pending funding approval	Project pending funding approval
Asphalt overlay and line painting – LLB campus	July 1 – August 16, 2019 (assuming approval)	Estimated July 1, 2019	Estimated August 16, 2019	Project pending funding approval	Project pending funding approval
Replace low-pressure steamheating piping – LLB campus	July 1 – August 14, 2020 (assuming approval)	Estimated July 1, 2020	Estimated August 14, 2020	Project pending funding approval	Project pending funding approval



*Beadwork commissioned by Louis Vuitton for its new store in West Edmonton Mall.
Completed by students and instructors in Portage College's Native Arts and Culture program.*

Portage College's top priority capital project is the expansion of our Cold Lake Campus. In order to meet the growing demand for programs and services and to address the increasing student numbers, the College is proposing to expand our 29,062 square-foot facility by 16,727 square-feet. The \$24.5 million expansion would not only create more space for students, who currently sit in a stairwell between classes, but also allow the College to expand our program offerings in a region where enrolment has increased substantially during the past five years. The College used a \$1.08 million grant from Advanced Education to develop architectural drawings of the proposed expansion project and to conduct a series of research reports examining regional demographics, student and employer demand, labour market analysis, military programming, partnership possibilities, competitor benchmarking and best practices in facility planning. After meeting with representatives from Advanced Education and Alberta Infrastructure in May 2019, the expansion phases were reversed in order to alleviate long-term space issues and disruptions to campus operations. The College now expects to have a proposal before the provincial government by the end of 2019.

In February 2018, the College opened a new energy-efficient Environmental Studies building on the site of an old shop at the Lac La Biche campus. The facility features extra classroom and lab space for our Natural Resources Technology (NRT) students, as well as a water/wastewater lab and a greenhouse. In October 2019, a 2,100 square-foot secure storage building was completed, allowing NRT instructors and students quick access to all program teaching aids. The building which houses curriculum supplies, a composter unit, quads, snowmobiles and a boat.

The College added a new capital project to the list after the submission of the 2018-2021 Comprehensive Institutional Plan: the expansion of the Portage College Museum of Aboriginal Peoples' Art and Artifacts (MOAPAA). The Museum is home to one of the largest collection of Indigenous Art outside of Federal Government holdings. MOAPAA is the only place in the world where works from all seven world-renowned artists of the Professional Native Indian Artists Incorporated (PNIAI) are on exhibit on a permanent basis. The project offers the opportunity to re-purpose unused space at the College's Lac La Biche Campus to provide a more suitable and secure home for the Museum than campus hallways.

The \$4.1 million project also includes a plan to create a forum for scholarly research, opportunities for academics and artists worldwide to study the works of the PNIAI artists and to learn of the history of the group and Indigenous Art. Both Alex Janvier and Museum Curator Joseph Sanchez, the two surviving members of the group, are committed to their scholarly collection being housed in a rural location in an area easily accessed by Indigenous people. This project directly aligns with the preservation of Indigenous Culture as outlined in the Truth and Reconciliation Commission recommendations.

Also in 2018-2019, the College's Finance and Infrastructure and Information Technology departments began a review of the College's long-term capital financing needs, focusing specifically on how to finance future capital projects. Portage also began building up capital reserves to help support the projects listed on the previous page.

INFORMATION TECHNOLOGY

Several of Portage College’s programs are now offered using a blended-delivery or fully-online model. Even courses and programs delivered face to face in a traditional classroom setting have Moodle companion sites and available online resources and supports. Students now expect immediate, individualized service and support, making it essential

for the College to continue to upgrade and expand our IT infrastructure, including classroom technology, library services and information portals. The table below summarizes efforts undertaken in 2018-2019 to address this critical and ongoing need.

Type	Description	Status	Expected Completion Date	Progress Made in 2018-2019
Ongoing	Intranet Deployment	In Process	June 2020	<ul style="list-style-type: none"> Nearly completed three-part Intranet project to support the following areas: <ul style="list-style-type: none"> Risk and Legislation App Committees App Intranet: Central location for College employees
Ongoing	ERP Renewal	In Process	June 2021	<ul style="list-style-type: none"> Partnered with Athabasca University and Northern Lakes College to participate in a four-month Unit 4 Business Software pilot to determine if it will meet student record and admissions management needs Continued to participate in working group of Alberta post-secondary institutions to purchase and implement a new student information system, with parameters to allow small and medium-sized PSIs to join Began upgrade from Milestone 6 to Milestone 7, a pre-requisite of the ERP renewal process. This is expected to be completed by May 2020
Maintenance	Network Infrastructure Renewal	Deferred due to budget	Deferred due to budget	<ul style="list-style-type: none"> Project funds not approved. Start-up date pushed back to July 1, 2020
Maintenance	Security Systems Upgrade	Deferred due to budget	Deferred due to budget	<ul style="list-style-type: none"> Project funds not approved. Start-up date pushed back to July 1, 2020

Portage College took steps to implement Information and Technology Governance during the academic year, using a scaled-down version of the ITM Governance and Control Framework System. Our ITM Steering Committee was amalgamated with our Capital Steering Committee and is

now called the Strategic Investment Committee. Portfolios include all College departments to ensure we have equal weighting and strategic growth in the Enterprise.

OUR VALUED PARTNERS

We are grateful to the following agencies, companies, municipalities and organizations for their ongoing support of our College. Their support has proven essential to ensuring that the College delivers on its promise to provide exceptional learning experiences for its students.

A

A&T Construction Ltd.
Access Pipeline Inc.
Alberta Aboriginal Women's Society
Alberta Agriculture and Forestry
Alberta Apprenticeship and Industry Training
Alberta Biodiversity Monitoring Institute
Alberta College of Paramedics
Alberta College of Social Workers
Alberta Colleges Athletics Conference
Alberta Conservation Association
Alberta Construction Safety Association
Alberta Craft Council
Alberta Employment and Immigration
Alberta Environment and Parks
Alberta Foundation for the Arts
Alberta Fish and Game Association
Alberta Health
Alberta Human Services
Alberta Lakeland Direct Marketing: Lakeland Heritage Partners
Alberta Law Foundation
Alberta Museums Association
Alberta Pacific Forest Industries
Alberta Rural Development Network
Alberta Safety Council
Alberta Snowmobile Association
Alberta Solicitor General
Alberta Sport, Recreation and Wildlife Foundation
Alberta Sustainable Resource Development
Alberta Tourism, Parks, Recreation and Culture
Alberta Transportation
Aspen View Public Schools
Athabasca County
Athabasca University

B

Beaver Lake Cree Nation
Bigstone Cree Nation
Bird Studies Canada
Blue Quills University
Boreal Centre for Bird Conservation
Boom 103.5 (Lac La Biche)
Britton's Your Independent Grocer
Buffalo Lake Métis Settlement
BuildForce Canada

C

Campus Alberta
Canadian Medical Association
Canadian Natural Resources Limited
Canadian Red Cross
Canadian Wildlife Service
Canalta Hotels
Cenovus FCCL Ltd.
Chipewyan Prairie
CleanHarbors
Cold Lake First Nations
College of Licensed Practical Nurses of Alberta
Community Adult Learning Councils

- Bonnyville Community Learning Council
- Cold Lake Community Learning Council
- Elk Point & District Further Education
- Lac La Biche Community Learning for Adult Student Society
- Lac La Biche Program for Adult Learning
- Smoky Lake County Community Learning Council
- St. Paul Community Learning Association
- VegMin Learning Society (Vegreville)

Community Futures Lac La Biche
Community Programs Branch of Alberta Advanced Education
City of Cold Lake
County of St. Paul

D

Devon Canada

E

East Central Francophone School Division
École Plamondon School
Elizabeth Métis Settlement
Elk Island Public Schools
Energy Safety Canada

F

Fatal Light Awareness Program Canada
Fort McMurray First Nation
Frog Lake First Nation

G

Goodfish Lake Development Corp.
Grande Prairie Regional College

H

Heart Lake First Nation

I

Imperial

J

J.A. Williams High School
Johnson Incorporated

K

Kehewin First Nation
Keyano College
Kikino Métis Settlement

L

Lac La Biche Canadian Native Friendship Centre
Lac La Biche & District Chamber of Commerce
Lac La Biche County
Lac La Biche IGA
Lac La Biche Transport
Lakeland Catholic School District
Lakeland College
Lesser Slave Lake Bird Observatory
LiftTruck
Lorrain's No Frills (Cold Lake)

M

MEG Energy Corp.
Métis Nation of Alberta
Mikisew Cree First Nation
Minor Sports (Lac La Biche)

N

National Food Safe
North Star Science & Technology Ltd.
Northern Alberta Development Council
Northern Alberta Institute of Technology (NAIT)
Northern Lakes College
Northern Lights Public Schools

O

Oil Sands Discovery Centre

P

Pembina Pipeline Corporation
Portage College Faculty Association
Portage College Student Association

R

Ramada Hotels
Randolph Benson Professional Corp
RDK Electric
Royal Alberta Museum
Royal Canadian Legion
Rupertsland Institute

S

Saddle Lake Cree Nation
Samson Cree Nation
Seven Lakes – Primco Dene
Smiley's Furniture and Electronics
Smoky Lake Forest Nursery
St. Paul Champions for Change Society
St. Paul Education Regional Division
Stantec Consulting

T

Tervita Corporation
The Stitchin' Man
Town of St. Paul
TransCanada Corporation

U

University of Alberta
University of Calgary

V

Village of Boyle

W

Waschuk Pipeline
Western Economic Diversification Canada
Whitefish Lake First Nation
Woodland Trainers Association

X

Xerox Canada

Portage College would also like to acknowledge the tremendous support received from residents of our service region for our annual fundraisers and events, student scholarships and bursaries, and Voyageurs athletics. Thank you.



Convocation, June 7, 2019

2018-2019 SUPPORTERS AND FRIENDS OF PORTAGE COLLEGE

Portage College greatly values the donations made by individuals, businesses, organizations, and industry. We responsibly steward and allocate all contributions. Please note that the list represents donation revenue earned during the reporting period.

Thank you to the following –

\$30,000 – \$149,999

Devon Canada
Lac La Biche County

\$10,000 – \$29,999

Cenovus FCCL Ltd.
Joseph Sanchez
MEG Energy Corp.
Portage College Student Association

\$5,000 – \$9,999

Access Pipeline Inc.
Britton's Your Independent Grocer
Canadian Natural Resources Ltd.
Jane Ash Poitras
Stantec Consulting

\$1,000 – \$4,999

Alberta Pacific Forest Industries
Ernest Jacobsen
History & Heroes Foundation
Lac La Biche Transport
Lac La Biche Canadian Native Friendship Centre
Oil Sands Community Alliance
Pembina Pipeline Corporation
RBC
Royal Canadian Legion
Saddle Lake Reinvestment Program
Stantec Consulting

\$500 – \$999

Alberta Native Friendship Centres Association
City of Cold Lake
Dale and Shelley Franchuk
Jeremy Trimble
Kimberly Cardinal
La Bones Sports Pub
Lac La Biche IGA
Lac La Biche Sporting Goods
Portage College Faculty Association
Randolph Benson Professional Corporation
Smiley's Smaiel Holdings
Village of Boyle

\$100 – \$499

Alberta Milk Sponsorship
Allan Bertschi
Barry and Donna Feledichuk
Carrie Froehler
Charlie and Leona Ristau
Christopher Leveck
Dale Bourque
Dallaire Interiors
Dave Holmberg
David Paul
Fountain Tire
Gail Poitras
Genevieve Milliken
Geoff and Karen Hibbs
Gerald Gervais
Guy Gervais
Jaime Davies
Jane Sinclair
Jennifer Okrainec



Student Scholarship Fundraising Dinner featuring special guests and former NHLers Jordin Tootoo and Rene Bourque in Lac La Biche, April 6, 2019

Jim Booth
 Jim Knight
 Jon and Kathleen Skjersven
 Krissa Kirechuk
 Pierre and Kristina Oberg
 Mandy Ray
 Mike and Nancy Broadbent
 No Frills (Cold Lake)
 North Corridor Boyle Co-op
 Raymond and Claudette Dubé
 Réjean and Jacqueline Giasson
 ReMax Lac La Biche Realty
 Rod and Wendy Webb
 SMalo Math Consulting
 TD Bank
 Tirecraft (Oasis Sales & Service)
 Todd Thompson
 Tom and Susan White
 Tracy Boyde
 Trevor Cardinal

\$50 – \$99

Michelle Wright
 Robin Tizzard
 Shun Li
 Wesley Morgan

We have made every effort to ensure all our contributors to our 2018-2019 fiscal year are correctly recognized in the Annual Report. We apologize if an error or an omission has occurred. The timing of your donation can also determine the year in which it is acknowledged. The College wishes to gratefully acknowledge various anonymous donations totaling \$6,636.13.

MANAGEMENT'S DISCUSSION AND ANALYSIS OF THE FINANCIAL STATEMENTS

(Thousands of dollars)

INTRODUCTION

This Management Discussion and Analysis (MD&A) should be read in conjunction with the Portage College financial statements and accompanying notes. The MD&A and financial statements are reviewed and approved by the Portage College Board of Governors and President/CEO on the recommendation of the Portage College Board Finance, Infrastructure and Risk Committee. The financial statements represent the financial position and results of operations of Portage College. The College's financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards and are expressed in Canadian dollars.

The MD&A is an overview of the financial results Portage College achieved in the fiscal year ended June 30, 2019 and offers a detailed discussion and analysis of the following:

1. Operating Environment
2. Financial Results
3. Net Assets
4. Capital Spending
5. Areas of Significant Financial Risk

1. OPERATING ENVIRONMENT

In 2018-19, Portage College received a 2% inflationary increase to our Campus Alberta Grant as part of the Government of Alberta's commitment to provide sustainable and predictable funding to the Post-Secondary sector. Tuition fees were frozen throughout the Post-Secondary sector at 2014-15 rates for 2018-19 with the College receiving a tuition offset grant from Advanced Education of \$65.

The College continues to face operational budget challenges as the 2% Campus Alberta increase did not keep pace with inflation or restore the cumulative effect of several years of funding reductions by the former government. However, cost containment efforts and prudent financial management resulted in a surplus of \$2,146 on June 30, 2019. The College continues to negotiate with the Staff Association (AUPE) whose contract expired June 30, 2019. In March 2016, the College received a letter from Advanced Education recommending a two-year freeze to Management and Excluded employee salaries effective April 1, 2016 through to March 31, 2018, GOA has extended the freeze through to December 2019; which the College implemented.



Students' Association of Portage College hosting a Christmas Dinner in Cold Lake, December 2018

2. FINANCIAL RESULTS

From total revenues of \$38,942 for the fiscal year ended June 30, 2019, the College incurred an annual surplus of \$2,146. The operating surplus is primarily a result of a reduction in supplies, wages and an increase in grant, contract and tuition revenue from budget. The College has approved the restriction of \$1,000 of the current year surplus to address aging infrastructure and technology evergreening.

Revenues

The College revenues for 2019 were \$38,942, an increase \$1,935 from prior year. Revenues were higher than budgeted by 6.1% or \$2,234. The main source of revenue for the College are grants from the Government of Alberta which totaled \$29.8M, representing 76% of total revenues. Advanced Education is the primary funder of the College.

	2019 Budget	2019 Actual	2018 Actual
Government of Alberta grants	\$28,307	\$29,773	\$28,118
Federal and other government grants	334	439	536
Sales of services and products	3,874	4,002	3,732
Student tuition and fees	3,873	4,092	4,047
Donations and other grants	179	329	318
Investment income	141	307	256
Total	\$36,708	\$38,942	\$37,007

Capital Revenue Earned

Tangible capital assets purchased with externally restricted funds results in an obligation to the external funding agency to use the purchased assets over their useful lives in the provision of services. Under Public Sector Accounting (PSA) standards deferred capital revenue when earned must be attributed to the primary revenue source in the statement of operations. The following schedule depicts operating and deferred capital revenue earned by source for the year ended June 30, 2019.

	Actual June 30, 2019		
	Operating	Capital	Total
Government of Alberta Grants	\$27,518	\$2,255	\$29,773
Federal and other government grants	68	371	439
Sales of services and products	4,002	-	4,002
Student tuition and fees	4,092	-	4,092
Donations and other contributions	277	52	329
Investment income	307	-	307
Total revenue	\$36,264	\$2,678	\$38,942

Government of Alberta Grants

Revenues from the Government of Alberta represent the College's single largest source of income and play a key role in the ability to fund College activities. Government of Alberta grants increased by 1,655 over the prior year. Also, GOA grants was \$1,466 greater than budget. The increase consisted of various government funded projects and initiatives such as: Needs Assessment grant \$761, Indigenous awards grant \$172, main campus electrical distribution project \$106, student mental health funding \$22, Community Adult Literacy Program funding \$93, Public Art Commission grant \$87, increase in Infrastructure Maintenance Program grant actuals \$252, and various other decreases of (\$27).

Federal and Other Government Grants

Revenues from federal and other government grants decreased by (\$97) over the prior year and were \$105 lower than budget. Conditional grants will have a corresponding equal expenditure offset.

Sales of Services and Products

Revenues from sales of services and products increased by \$270 over the prior-year and were \$128 higher than budget. The increase from budget was due to increased contract revenue in Continuing Education.

Student Tuition and Fees

Tuition fees are regulated by Advanced Education under Tuition Regulation Policy. Tuition fees remained frozen at the 2014-15 rates under the direction from the Provincial Government of Alberta.

Revenues from student tuition and fees were \$219 higher than budget. The student full load equivalents (FLE) were 952, compared to the budget of 909 FLE. The 2019 FLE's increased by 16 from the prior year of 936.

In the past, the College provided compliance reporting to the department. The tuition policy stipulated that tuition revenue and fees could not exceed 30% of the College's net operating expenditure. Although this is no longer mandated, the current year rate has been provided below for your reference.

Tuition revenue and fees as a % of net operating expenditure

	2018-2019	2017-2018
Tuition and Related fees revenue	\$4,092	\$4,047
Net Operating Expenditure	34,972	34,427
%	11.70%	11.80%

Donations and Other Contributions

Donations and contributions were \$150 higher than budget due to an increase in donations, fundraising activities and capital revenue earned.

Investment Income

Revenue from investment income increased by \$51 over prior year, and was \$166 higher than budget due to higher returns in the financial markets than anticipated, and a transfer into the endowment fund.

Expenses by Function

For the year ended June 30, 2019 the College recorded \$36,990 in operating expenses representing an increase of \$480 (1.3 %) from the prior year and \$282 (0.8 %) higher than budget.

Instruction

Instruction represents the single largest function at the College, representing teaching for all credit and non-credit programming. This category also includes non-sponsored research and scholarly activity undertaken by faculty and within College departments. Instruction accounted for 28% of total expenditures for the year ended June 30, 2019. With this function representing such a significant component of the College's activity, the (\$27) decrease in costs over the prior year represents the function's proportionate share of the College's salary and benefits and material, supplies and services.

In comparison to the 2019 budget, instructional costs were (\$309) lower than expected.

Academic and Student Support

Academic and student support is the fourth largest function at the College. This category includes Student Services, Student Recruitment, Student Records and Admissions, Counseling, Social Development, Scholarships and other student related support. Academic and student support accounted for 18% of total expenditures for the year ended June 30, 2019.

Expenses decreased by (\$64) from the prior year and represent the function's proportionate share of the College's salary and benefits and material, supplies and services decrease. In comparison to budget, academic and student support costs were (\$884) lower than expected.

Institutional Support

Institutional Support is the third largest function at the College. This category represents activities for Executive and Corporate Management, Public Relations, Corporate Finance, Human Resources and other corporate administrative activities. Institutional support accounted for 18% of total expenditures for the year ended June 30, 2019.

Expenses decreased by (\$262) over the prior year, analysis is provide further in the report under the administrative as a percentage of operating expenditures section. In comparison to the 2019 budget, Institutional support costs were \$411 higher than expected.

Information Technology

Information Technology represents activities for Computing Services, Network and Data Communication. Information Technology accounted for 5% of total expenditures for the year ended June 30, 2019.

Expenses decreased by (\$28) from prior year and were (\$80) lower than budget.

Facilities Operations and Maintenance

This function represents all expenditures associated with facility operations and maintenance of buildings, grounds and equipment. It also includes all utility costs and rent of leased facilities, and capital amortization. This function accounted for 27% of total expenditures for the year ended June 30, 2019.

Expenses increased by \$1,017 from the prior year and were \$966 higher than budget. The variance consists of increased infrastructure maintenance grant and costs associated with conditional grants.

Ancillary Services

Ancillary Services represents operating activities that are not grant funded which support students. It includes the College Bookstore, Cafeteria, and Student Residences and Housing. Ancillary services accounted for 5% of total expenditures for the year ended June 30, 2019.

Expenses decreased by (\$65) from prior year and were \$157 higher than budget.

Special Purpose Trust

Special Purpose Trust represents costs for fundraising activities and other programs specifically funded from restricted grants and donations. Special purpose trust accounted for 0.2% of total expenditures for the year ended June 30, 2019. Expenses decreased by (\$91) over the prior year and were \$21 higher than budget.

Sponsored Research

Sponsored research represents expenditures for all sponsored research activities specifically funded through restricted grants and donations. There was no expenditures in sponsored research for the year ended June 30, 2019.

Administrative Expenditures as a Percentage of Total Operating Expenditures

Advanced Education tracks the efficiency of post-secondary institutions by monitoring an institution's administrative expenditures as a percentage of total operating expenditures. This percentage was calculated by taking Institutional Support function category expenditures and dividing it by total expenditures (minus ancillary services). The table to the right shows the College's performance on this measure.

Administrative Expense as a Percentage of Total Operating Expenditures Less Ancillary

	2018-2019	2017-2018
Administrative Expenditures	\$6,504	\$6,766
Total Operating	\$36,990	\$36,510
Less Ancillary Services	(\$2,018)	(\$2,083)
Net Operating Expenditures	\$34,927	\$34,427
Administration Exp/ Net Total Operating	19.00%	20.00%

3. NET ASSETS

The College's net asset balance is an important indicator of the financial health for the institution. It is comprised of Accumulated Surplus and Accumulated Re-measurement Gains and Losses.

Accumulated surplus from operations increased by \$1,203 over the prior year due to an operating surplus of \$2,146 to partially fund self-funded capital expenditures and replenish

net asset reserves. This has resulted in an accumulated surplus from operations of \$3,559 versus \$2,356 in the prior year. Internally restricted funds increased by \$1,000 resulting in a balance of \$2,967. A recommendation to transfer \$1,000 to internally restricted net assets for future capital has been proposed at the October 10th, 2019 Board Finance/ Infrastructure Committee meeting.

Accumulated Surplus	Accumulated Surplus from Operations	Internally Restricted Surplus	Invested in Capital Assets	Endowments	Total
Balance as at June 30, 2018	2,356	1,967	8,956	2,175	15,454
Balance as at June 30, 2019	3,559	2,967	8,698	2,369	17,593
Change +/-	1,203	1,000	(258)	194	2,139

4. CAPITAL SPENDING

Capital expenditures were \$2,261 (2018 – \$3,448). Capital expenditures consisted of \$824 in contributed capital and \$1,437 in self-funded capital.

Acquisitions were made in the following asset categories:

- Land: \$101 (2018: \$nil)
- Building, trailers and improvements: \$1,024 (2018: \$2,416)
- Equipment: \$649 (2018: \$43)
- Computer hardware and software: \$487 (2018: \$989)

Project	Contributed	Self-funded	Total
Domestic Hot Water Project	832	0	832
Xerox capital lease	0	259	259
Vehicle evergreening	0	253	253
Cold storage for outdoor equipment	0	188	188
Student/staff portal	0	136	136
Various IT equipment and software	0	134	134
Boyle land purchase	0	101	101
Security systems	0	99	99
Program equipment	9	89	98
Various equipment (non-program)	0	48	48
Network backup and storage	0	78	78
APAS upgrade	25	0	25
Varonis data alert	0	15	15
Various other capital	0	37	37
Needs assessment (re-classed to operating)	-42	0	-42
Total	\$824	\$1,437	\$2,261

5. AREAS OF SIGNIFICANT FINANCIAL RISK

Net Assets

The College has an accumulated surplus of \$17,593 in net assets, which includes endowment principle of \$2,369 and invested in capital assets of \$8,698.

Accumulated surplus from operations and internally restricted surplus in net assets is \$6,526 or 17% of total revenues. College management is taking steps to replenish College reserves in net assets to provide funds to meet capital investment requirements and for future program growth and expansion. If these reserves continue to deteriorate, the College will be limited to address deteriorating capital infrastructure or provide non-operating funds for future program growth and expansion. On October 10, 2019, College executive requested a transfer from unrestricted funds to restricted capital of \$1.0M to rebuild the restricted capital fund.

Unfunded Deferred Maintenance

The College directs a significant amount of resources towards renewing existing facilities to ensure that these facilities are updated with relevant technology and operate efficiently. A reduction in provincial funding for Infrastructure Maintenance, an aging infrastructure and a shortage of skilled facility maintenance workers has created a backlog of unfunded deferred maintenance in excess of \$20M.

Budgetary Pressure

Although the College has a balanced budget for 2019-20, the College is facing a number of risk factors. The College has reduced its operating budget over the past several years from reductions in government funding and declining enrolments. The effects of the significant funding cuts prior to 2015-16 are still being felt as we recover.

In the 2019-22 Comprehensive Institutional Plan the College is projecting no increase in our Campus Alberta Grant Funding for the next three years. The Government of Alberta (GOA) has announced the budget on October 24th, 2019. The College will see an approximate -6% decrease overall effective 2019-20, which includes a one-year suspension of infrastructure maintenance funding and a reduction to both the base operating grant and apprenticeship training grants. The tuition freeze will be lifted for the 2020-21 academic year which is intended to give institutions the opportunity to offset grant losses. The College recognizes its unique student needs and will be looking for ways to minimize impact for vulnerable students.

The College will continue with prudent financial management, introduce new programming, and seek collaborative opportunities within the post-secondary sector, and K-12 to maintain a sustainable future.

Enterprise Resource Planning System (ERP)

The College operates an Enterprise Resource Planning System that is limited in meeting current demands of a contemporary post-secondary institution. The capital investment required to bring the existing ERP system to a level of acceptable functionality is beyond the financial means of the College. The College is collaborating with other post-secondaries who use the Unit 4 ERP system to jointly pursue system enhancements.

**APPENDIX: PORTAGE COLLEGE
AUDITED FINANCIAL STATEMENTS**

Independent Auditor's Report

To the Board of Governors of Portage College

Report on the Financial Statements

Opinion

I have audited the financial statements of Portage College (the College), which comprise the statement of financial position as at June 30, 2019, and the statements of operations, remeasurement gains and losses, change in net financial assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at June 30, 2019, 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 Financial Statements* section of my report. I am independent of the College in accordance with the ethical requirements that are relevant to my audit of the 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 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 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 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 financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

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

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

Management is responsible for the preparation and fair presentation of the 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 financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the College'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 College's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the 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 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 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 College'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 College'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 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 College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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 24, 2019
Edmonton, Alberta

Portage College

Financial Statements

Year Ended June 30, 2019

Statement of Management Responsibility

The financial statements of Portage College ("the College") have been prepared by management in accordance with Canadian Public Sector Accounting Standards. The financial statements present fairly the financial position of the College as at June 30, 2019, and the 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 control designed to provide reasonable assurance that College assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of the financial statements.

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

The Board of Governors carries out its responsibility for review of the financial statements principally through its Finance, Infrastructure and Risk Committee. With the exception of the President, all members of the Finance, Infrastructure and Risk Committee are not employees of the College. The Finance, Infrastructure and Risk 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, Infrastructure and Risk Committee, with and without presence of management.

These 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 financial statements.

[Original signed by Nancy Broadbent]

President & CEO

[Original signed by Cynthia Quintal]

Finance Manager

Portage College
Statement of Financial Position
As at June 30, 2019
(thousands of dollars)

	2019	2018
Financial assets excluding portfolio investments restricted for endowments		
Cash and cash equivalents (Note 4)	\$ 9,250	\$ 8,613
Portfolio investments - non-endowment (Note 5)	1,811	1,758
Accounts receivable	671	1,346
Inventories held for sale	194	173
	11,926	11,890
Liabilities		
Accounts payable and accrued liabilities	2,763	3,203
Employee future benefits liabilities (Note 7)	121	134
Debt (Note 8)	230	78
Deferred revenue (Note 9)	3,203	5,128
	6,317	8,543
Net financial assets excluding portfolio investments restricted for endowment	\$ 5,609	\$ 3,347
Portfolio investments - restricted for endowments (Note 5)	2,593	2,368
Net financial assets	\$ 8,202	\$ 5,715
Non-financial assets		
Tangible capital assets (Note 10)	51,112	53,229
Inventories of supplies	43	65
Prepaid supplies	581	644
	51,736	53,938
Net assets before spent deferred capital contributions	\$ 59,938	\$ 59,654
Spent deferred capital contributions (Note 11)	42,345	44,200
Net assets (Note 12)	\$ 17,593	\$ 15,454
Net assets is comprised of:		
Accumulated surplus	17,472	15,326
Accumulated remeasurement gains	121	128
	17,593	15,454
Contingent assets and contractual rights (Note 14 and Note 16)		
Contingent liabilities and contractual obligations (Note 15 and Note 17)		

Approved by the Board of Governors:

[Original signed by Randolph Benson]

Chair, Board of Governors

[Original signed by Nancy Broadbent]

President & CEO

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

Portage College

Statement of Operations
Year Ended June 30, 2019
(thousands of dollars)

	Budget (Note 23)	2019	2018
Revenues			
Government of Alberta grants (Note 21)	\$ 28,307	\$ 29,773	\$ 28,118
Federal and other government grants (Note 21)	334	439	536
Sales of services and products	3,874	4,002	3,732
Student tuition and fees	3,873	4,092	4,047
Donations and other grants	179	329	318
Investment income	141	307	256
	36,708	38,942	37,007
Expenses (Note 18)			
Instruction	10,487	10,178	10,205
Facilities operations and maintenance	9,061	10,027	9,010
Institutional support	6,093	6,504	6,766
Academic and student support	7,317	6,433	6,497
Ancillary services	1,861	2,018	2,083
Information technology	1,841	1,761	1,789
Special purpose and trust	48	69	160
	36,708	36,990	36,510
Annual operating surplus	-	1,952	497
Endowment Contributions (Note 12)		183	37
Endowment Capitalized Investment Income (Note 12)		11	-
Annual surplus	-	2,146	534
Accumulated surplus, beginning of year	15,154	15,326	14,792
Accumulated surplus, end of year	\$ 15,154	\$ 17,472	\$ 15,326

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

Portage College

Statement of Change in Net Financial Assets Year Ended June 30, 2019 (thousands of dollars)

	Budget (Note 23)	2019	2018
Annual surplus	\$ -	\$ 2,146	\$ 534
Acquisition of tangible capital assets	(1,177)	(2,261)	(3,448)
Proceeds from sale of tangible capital assets		179	-
Amortization of tangible capital assets	4,338	4,240	4,244
Loss on disposal of tangible capital assets		(42)	1
Change in inventories of supplies	(1)	22	(19)
Change in prepaid expenses	(12)	63	(67)
Change in spent deferred capital contributions	(2,710)	(1,855)	(484)
Change in accumulated remeasurement losses		(7)	(14)
Increase in net financial assets		2,485	747
Net financial assets, beginning of year		5,715	4,968
Net financial assets, end of year		\$ 8,202	\$ 5,715

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

Portage College

Statement of Remeasurement Gains and Losses Year Ended June 30, 2019 (thousands of dollars)

	<u>2019</u>	<u>2018</u>
Accumulated remeasurement gains, beginning of year	\$ 128	\$ 142
Unrealized gains (losses) attributable to:		
Quoted in active market financial instruments		
Portfolio investments - non-endowment	42	(2)
Amounts reclassified to the statement of operations:		
Quoted in active market financial instruments		
Portfolio investments - non-endowment	(49)	(12)
Accumulated remeasurement gains, end of year	<u>\$ 121</u>	<u>\$ 128</u>

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

Portage College

Statement of Cash Flows Year Ended June 30, 2019 (thousands of dollars)

	2019	2018
OPERATING TRANSACTIONS		
Annual surplus	\$ 2,146	\$ 534
Add (deduct) non-cash items:		
Amortization of tangible capital assets	4,240	4,244
Gain on sale of portfolio investments	(49)	(5)
(Gain) loss on disposal of tangible capital assets	(42)	1
Recapture of lease liability	(66)	-
Expended capital recognized as revenue	(2,678)	(2,637)
Decrease in employee future benefit liabilities	(13)	(26)
Inventory write-downs	-	14
Change in non-cash items	3,538	2,125
Decrease (increase) in accounts receivable	675	(421)
Increase in inventories held for sale	(21)	(9)
(Decrease) increase in accounts payable and accrued liabilities	(440)	1,014
(Decrease) increase in deferred revenue	(1,980)	213
Decrease (increase) in inventory for supplies	22	(19)
Decrease (increase) in prepaid expenses	63	(67)
Cash provided by operating transactions	1,857	2,836
CAPITAL TRANSACTIONS		
Acquisition of tangible capital assets	(2,261)	(3,448)
Proceeds on sale of tangible capital assets	179	-
Cash applied to capital transactions	(2,082)	(3,448)
INVESTING TRANSACTIONS		
Purchase of portfolio investments	(3,060)	(2,289)
Proceeds on sale of portfolio investments	2,881	2,183
Cash applied to investing transactions	(179)	(106)
FINANCING TRANSACTIONS		
Debt repayment	(41)	(28)
Debt - new financing	259	-
Increase in spent deferred capital contributions, less expended capital recognized as revenue, less in kind donations	823	2,153
Cash provided by financing transactions	1,041	2,125
Increase in cash and cash equivalents	637	1,407
Cash and cash equivalents at beginning of year	8,613	7,206
Cash and cash equivalents end of year	9,250	8,613

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

Portage College

Notes to the Financial Statements Year Ended June 30, 2019 (thousands of dollars)

1. Authority and Purpose

The Board of Governors of Portage College is a corporation that manages and operates Portage 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, who is an *ex officio* member. Under the *Post-Secondary Learning Act*, Campus Alberta Sector Regulation, the College is a comprehensive community institution offering diploma and certificate programs as well as a full range of continuing education programs and activities. The College is a registered charity, and under section 149 of the *Income Tax Act* (Canada), is exempt from the payment of income tax.

2. Summary of Significant Accounting Policies and Reporting Practices

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

These 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 financial statements requires the use of estimates, which may vary from actual results. The College’s management uses judgement to determine such estimates. Employee future benefit liabilities, amortization of tangible capital assets and the revenue recognition for expended capital are 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 financial statements, and together with the following notes, should be considered an integral part of the 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	Amortized cost
Portfolio investments	Fair value and amortized cost
Inventories held for sale	Lower of cost or net realizable value
Accounts receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Debt	Amortized cost

Unrealized gains and losses from changes in the fair value of financial assets and liabilities are recognized in the statement of remeasurement gains and losses. Upon settlement, the cumulative gain or loss is reclassified from the statement of remeasurement gains and losses and recognized in the statement of operations. 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.

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

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

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

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

Portage College

Notes to the Financial Statements

Year Ended June 30, 2019

(thousands of dollars)

2. Summary of Significant Accounting Policies and Reporting Practices continued

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.

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.

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. 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.

Endowment donations are recognized as revenue in the statement of operations in the year in which they are received, and are required by donors to be maintained intact in perpetuity. Investment income and unrealized gains and losses attributable to restricted portfolio investments are recognized as deferred revenue.

Investment income earned on endowments must be used in accordance with the various purposes established by the donors or the Board of Governors. Benefactors as well as College policy stipulate that the economic value of the endowments must be protected by limiting the amount of income that may be expended and 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 endowment to be withheld from distribution to avoid fluctuations in the amounts distributed, generally to regulate the distribution of income earned by the endowment.
- 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.

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

iv. Investment income

Investment income includes dividends, interest income and realized gains or losses on the sale of portfolio investments and interest earned on deposit accounts. Unrealized gains and losses on portfolio investments that are from unrestricted grants and donations are recognized in the statement of accumulated remeasurement gains and losses until settlement. Once realized, these gains or losses are recognized as investment income in the statement of operations.

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.

Portage College

Notes to the Financial Statements

Year Ended June 30, 2019

(thousands of dollars)

2. Summary of Significant Accounting Policies and Reporting Practices continued

d. Inventories

Inventories for resale are valued at the lower of cost and expected net realizable value and are determined using the first-in, first-out method. Inventories of supplies are valued at cost.

e. Tangible Capital Assets

Tangible capital assets are recognized 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.

Capital lease liabilities are recognized at the present value of the future 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. Note 8 provides a schedule of repayments and amount of interest on the leases.

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:

Buildings, trailers & site improvements ⁽¹⁾	20 - 40 years
Equipment	5 - 10 years
Computer hardware & software	4 - 5 years
Learning resources & other assets	2 - 10 years

⁽¹⁾ Leasehold improvements are amortized on a straight-line basis over the life of the lease.

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 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.

f. Asset Retirement Obligations

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

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 statement of financial position date. Unrealized foreign exchange gains and losses are recognized in the statement of remeasurement gains and losses.

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

h. Employee Future Benefits

i. Pension

The College participates with other employers in the Public Service Pension Plan (PSPP) and Management Employees Pension Plan (MEPP). These pension plans are multi-employer defined benefit pension plans that provide pensions for the College's participating employees based on years of service and earnings.

Portage College

Notes to the Financial Statements

Year Ended June 30, 2019

(thousands of dollars)

2. Summary of Significant Accounting Policies and Reporting Practices continued

h. Employee Future Benefits continued

i. Pension continued

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

ii. Long-term disability

The cost of providing non-vesting and non-accumulating employee future benefits for compensated absences under the College's long-term disability plans is charged to expense in full when the event occurs which obligates the College to provide the benefits. The cost of these benefits is estimated using the accumulated benefit method, a market interest rate and administration's best estimate of the retirement ages of employees (if applicable), expected health care costs and the period of employee disability. Any changes to the estimates that affect the accrued benefit obligation are amortized over the expected period the benefits will be paid for each employee.

iii. Professional leave

Under the collective agreements, the College may approve unpaid administrative, professional or faculty leave which is fully funded by the employee. As a result, the College incurs no liability and therefore, no actuarial valuations are required.

i. Investment in Government Partnerships

Portage College, in partnership with the City of Cold Lake, completed construction of the Cold Lake Energy Centre, a joint use facility commissioned in August 2008 which includes a 2,700 square metre college campus. Funding for the College campus was provided by Advanced Education, in the amount of \$12,340. The College related construction costs for the project totaled \$12,650 (2018 - \$12,650) of which \$nil (2018 - \$nil) was incurred in the current period. Proportionate consolidation is used to recognize the College's share of this government partnership.

j. Environmental Liability

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. The liability is recognized net of any expected recoveries. A liability for remediation of contaminated sites is recognized when all of the following criteria are met:

- i. an environmental standard exists;
- ii. contamination exceeds the environmental standard;
- iii. the College is directly responsible or accepts responsibility;
- iv. it is expected that future economic benefits will be given up; and
- v. a reasonable estimate of the amount can be made.

As of June 30, 2019, the College had no environmental liabilities to report.

k. Expense by Function

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

Instruction

Expenses directly related to the support for the academic functions of the College both directly and indirectly. This function includes expenses incurred by faculties for their scholarly and non-sponsored research activities.

Academic and student support

Expenses relating to activities directly supporting the academic functions of the College. This includes items such as program deans, student services, student recruitment, student records and admissions, counselling, social development, scholarships and alumni relations.

Facilities 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, custodial services, landscaping and grounds keeping, as

Portage College

Notes to the Financial Statements

Year Ended June 30, 2019

(thousands of dollars)

2. Summary of Significant Accounting Policies and Reporting Practices continued

k. Expense by Function continued

well as major repairs and renovations. Also includes amortization expense (except for ancillary services).

Institutional support

Includes expenses for centralized College-wide administration including executive management, public relations, corporate finance and human resources.

Ancillary services

Expenses relating to the College's business enterprises that provide services and products to the College community and to external individuals and organizations. Services include bookstore, student residences, food services and conferencing.

Special purpose and trust

Expenses for fundraising activities and other programs specifically funded by restricted grants and donations.

Information Technology

Expenses relating to activities for computing services, network and data communication.

l. 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 issued PS 3280 Asset retirement obligations. This accounting standard is effective for fiscal years starting on or after April 1, 2021. Asset retirement obligations provides guidance on how to account for and report a liability for retirement of tangible capital assets.

In November 2018, the Public Sector Accounting Board approved PS3400 Revenue. This accounting standard is effective for fiscal years starting on or after April 1, 2022 and provides guidance on how to account for and report on revenue, specifically addressing revenue arising from exchange transactions and unilateral transactions.

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

3. Adoption of New Accounting Standard

The College has prospectively adopted a standard from July 1, 2018:

- PS 3430 - Restructuring transactions defines and establishes disclosure standards for restructuring transactions. The adoption of this standard did not affect the financial statements.

Portage College

Notes to the Financial Statements

Year Ended June 30, 2019

(thousands of dollars)

5. Portfolio Investments continued

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).

(1) Mature in three months or greater from date of acquisition.

6. 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 market prices. The sensitivity rate is determined using the historical annualized standard deviation for portfolio investments over ten years, as determined by the College's investment fund manager's reports.

At June 30, 2019, the impact of a change in return on portfolio investments would be as follows:

Endowment Portfolio

A one standard deviation change in bonds would result in an increase (decrease) in bonds of \$47 (2018 - \$43).

A one standard deviation change in equities would result in an increase (decrease) in equities of \$93 (2018 - \$114).

Non Endowment Portfolio

A one standard deviation change in bonds would result in an increase (decrease) in bonds of \$35 (2018 - \$32).

A one standard deviation change in equities would result in an increase (decrease) in equities of \$49 (2018 - \$83).

The standard deviations of the bond and equity segments at June 30, 2019 were; bonds 2.88% (2018 - 2.87%), and equities 10.62% (2018 - 13.84%).

Credit risk

Counterparty credit risk is the risk of loss arising from the failure of a counterparty to fully honour its financial obligations with the College. The College is exposed to credit risk on investments and has established an investment policy with required minimum credit quality standards and issuer limits to manage this risk. The credit risk from accounts receivable is low as the majority of balances are due from government agencies and corporate sponsors. Credit risk from tuition receivables is managed through restricted enrolment activities and managed collection procedures for students with delinquent accounts.

The credit risks on investments held are as follows:

	2019	2018
Money market funds		
R-1 (high)	100.0 %	100.0 %
Bonds		
AAA	34.3 %	39.4 %
AA	29.9 %	31.3 %
A	29.9 %	29.3 %
BBB	5.9 %	- %
	<u>100.0 %</u>	<u>100.0 %</u>

Portage College

Notes to the Financial Statements

Year Ended June 30, 2019

(thousands of dollars)

6. Financial Risk Management continued

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. A 1% change in interest rates on bonds would result in a \$28 increase or decrease (2018 - \$26) in interest income.

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

	< 1 year	1 - 5 years	> 5 years	Average effective market yield
Money market, short-term notes and treasury bills	100.00 %	- %	- %	1.67 %
Canadian government and corporate bonds	8.48 %	31.24 %	60.28 %	3.03 %

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 portfolio investments that are denominated in foreign currencies, specifically U.S. dollars. The College does not hedge its foreign currency exposure with currency forward contracts or any other type of derivative financial instruments. The College's exposure to foreign exchange risk is very low due to minimal business activities conducted in a foreign currency.

7. Employee Future Benefit Liabilities

Pension

The College participates in multi-employer pensions plans and has insufficient information to follow the standards for defined benefit accounting, and therefore, follows the standards for defined contribution accounting. No employee future benefit liability is reported.

The expense for these plans is \$1,904 (2018 - \$2,009).

At December 31, 2018 the MEPP reported a surplus of \$670,700 (2017 - surplus of \$866,006). Also, at December 31, 2018 the PSPP reported a surplus of \$519,218 (2017 - surplus of \$1,275,843).

Long-term disability

The College's employment benefit plan includes the contribution of extended health care, dental, health spending account and pension contributions for employees on long-term disability (LTD).

The employees future benefit liability for employer paid contributions for staff on LTD was \$121 (2018 - \$134). The amortization of the employee future benefit liability was \$13 (2018 - \$26). An actuarial valuation report was prepared as of June 30, 2015. An updated accrued benefit obligation was prepared as of June 30, 2017 by an external actuarial service. An updated accrued benefit obligation was prepared as of June 30, 2019 by the College.

Portage College

Notes to the Financial Statements Year Ended June 30, 2019 (thousands of dollars)

8. Debt

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

	2019		2019	2018
Collateral ⁽¹⁾	Maturity	Interest Rate %	Amortized Cost	Amortized Cost
Liabilities under capital leases				
Lease 527-261-200	1	Apr 17, 2024	2.765 \$ 230	\$ -
Lease 501-910-400	1	Dec 2, 2020	4.163 -	62
Lease 502-009-400	1	Dec 28, 2020	3.569 -	9
Lease 959-566-977	1	Feb 9, 2021	5.741 -	7
			\$ 230	\$ 78

⁽¹⁾Collateral – (1) none; (2) title to land, building; (3) cash flows from facility.

In November 2018, leased capital assets were exchanged for new equipment under a new agreement. Interest expense on debt is \$6 (2018 - \$5) and is included in the statement of operations.

Principal and interest repayments are as follows:

	Principal	Interest	Total
2020	\$ 45	\$ 6	\$ 51
2021	46	5	51
2022	48	3	51
2023	49	2	51
2024	42	-	42
	\$ 230	\$ 16	\$ 246

9. Deferred Revenue

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

	2019		2018	
	Unspent externally restricted grants and donations	Tuition and other fees	Total	Total
Balance, beginning of year	\$ 4,748	\$ 380	\$ 5,128	\$ 4,915
Grants, tuition, and donations	2,722	370	3,092	4,857
Investment income	125	-	125	100
Unrealized gains (losses)	58	-	58	(5)
Transfers to spent deferred capital contributions	(823)	-	(823)	(2,153)
Recognized as revenue	(3,979)	(398)	(4,377)	(2,586)
Balance, end of year	\$ 2,851	\$ 352	\$ 3,203	\$ 5,128

Portage College

Notes to the Financial Statements Year Ended June 30, 2019 (thousands of dollars)

10. Tangible capital assets

The composition of tangible capital assets are as follows:

	2019					2018	
	Land	Buildings, trailers & site improvements	Equipment ⁽¹⁾	Computer hardware & software	Learning resources & other assets	Total	Total
Cost							
Balance, beginning of year	\$ 1,782	\$ 73,705	\$ 10,984	\$ 13,764	\$ 926	\$ 101,161	\$ 97,726
Acquisitions	101	1,024	649	487	-	2,261	3,448
Disposals, including write-downs	-	-	(867)	-	-	(867)	(13)
	<u>1,883</u>	<u>74,729</u>	<u>10,766</u>	<u>14,251</u>	<u>926</u>	<u>102,555</u>	<u>101,161</u>
Accumulated Amortization							
Balance, beginning of year	\$ -	\$ 26,833	\$ 8,478	\$ 11,695	\$ 926	\$ 47,932	\$ 43,701
Amortization expense	-	2,465	826	949	-	4,240	4,244
Effects on disposals, including write-downs	-	-	(730)	-	-	(730)	(12)
	<u>-</u>	<u>29,299</u>	<u>8,574</u>	<u>12,644</u>	<u>926</u>	<u>51,443</u>	<u>47,932</u>
Net book value at June 30, 2019	\$ 1,883	\$ 45,430	\$ 2,192	\$ 1,607	\$ -	\$ 51,112	
Net book value at June 30, 2018	\$ 1,782	\$ 46,872	\$ 2,506	\$ 2,069	\$ -	\$ 53,229	

No interest was capitalized by the College in 2019.

Historic cost includes work-in-progress at June 30, 2019 totaling \$136 (2018 - \$272) comprised of buildings \$nil (2018 - \$272), and computer hardware and software \$136 (2018 - \$nil).

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

The College holds library permanent collections and other permanent collections which include works of art, museum specimens, archival material and maps. These collections are not included in tangible capital assets.

Portage College

Notes to the Financial Statements Year Ended June 30, 2019 (thousands of dollars)

11. 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).

	2019	2018
Spent deferred capital contributions, beginning of year	\$ 44,200	\$ 44,684
Transfers from unspent externally restricted grants and donations	823	2,153
Expended capital recognized as revenue	(2,678)	(2,637)
Spent deferred capital contributions, end of year	<u>\$ 42,345</u>	<u>\$ 44,200</u>

Portage College

Notes to the Financial Statements

Year Ended June 30, 2019

(thousands of dollars)

12. Net Assets

	Accumulated surplus from operations	Investment in tangible capital assets ⁽¹⁾	Internally restricted surplus	Endowments	Total
Net assets, as at June 30, 2017	\$ 1,890	\$ 9,239	\$ 1,667	\$ 2,138	\$ 14,934
Annual operating surplus	497	-	-	-	497
Endowments					
New donations	-	-	-	37	37
Tangible capital assets					
Amortization of tangible capital assets	1,607	(1,607)	-	-	-
Acquisition of tangible capital assets	(1,219)	1,219	-	-	-
Debt repayment	(28)	28	-	-	-
Adjust investment in tangible capital for capital lease	(78)	78	-	-	-
Net book value of tangible capital asset disposals	1	(1)	-	-	-
Operating expenses funded from internally restricted surplus	200	-	(200)	-	-
Net Board appropriation to internally restricted surplus	(500)	-	500	-	-
Change in accumulated remeasurement gains	(14)	-	-	-	(14)
Net assets, beginning of year	2,356	8,956	1,967	2,175	15,454
Annual operating surplus	1,952	-	-	-	1,952
Endowments					
New donations	-	-	-	183	183
Capitalized investment income	-	-	-	11	11
Tangible capital assets					
Amortization of tangible capital assets	1,562	(1,562)	-	-	-
Acquisition of tangible capital assets	(1,437)	1,437	-	-	-
Net book value of leased capital assets returned	66	(66)	-	-	-
Net book value of tangible capital asset disposals	67	(67)	-	-	-
Net Board appropriation to internally restricted surplus	(1,000)	-	1,000	-	-
Change in accumulated remeasurement gains	(7)	-	-	-	(7)
Net assets, end of year	\$ 3,559	\$ 8,698	\$ 2,967	\$ 2,369	\$ 17,593

(1) Investment in tangible capital assets represents the amount of the College's accumulated surplus that has been invested in the College's tangible capital assets.

Net assets is comprised of:

Accumulated surplus	\$ 3,438	\$ 8,698	\$ 2,967	\$ 2,369	\$ 17,472
Accumulated remeasurement gains and losses	121	-	-	-	121
	\$ 3,559	\$ 8,698	\$ 2,967	\$ 2,369	\$ 17,593

Portage College

Notes to the Financial Statements Year Ended June 30, 2019 (thousands of dollars)

13. Internally Restricted Surplus

Internally restricted surplus represent amounts set aside by the College's Board of Governors for specific purposes. Those amounts are not available for other purposes without the approval of the Board of Governors and do not have interest allocated to them.

The composition of internally restricted surplus is as follows:

	Balance at beginning of year	Appropriations ⁽¹⁾	Distributions	Balance at end of year
Appropriations for Capital Activities				
Campus development fund	\$ 117	\$ -	\$ -	\$ 117
Housing development fund	-	250	-	250
Furnishings, equipment and renovations	22	250	-	272
Facility development fund	12	500	-	512
Capital equipment replacement fund - HEO	7	-	-	7
	158	1,000	-	1,158
Appropriations for Operating Activities				
E-learning technology	150	-	-	150
Program development	193	-	-	193
Student scholarship and bursary investment fund	350	-	-	350
Program enhancement fund	87	-	-	87
Professional services - transition fund	334	-	-	334
Financially assisted educational leave	63	-	-	63
Emergency facility repair	78	-	-	78
Operating contingency	521	-	-	521
College rebranding initiatives	33	-	-	33
	1,809	-	-	1,809
Total	\$ 1,967	\$ 1,000	\$ -	\$ 2,967

(1) The Board of Governors has approved the appropriation of \$1,000 from accumulated surplus in conjunction with the approval of these audited financial statements.

14. Contingent Assets

The College has conducted a review to determine if any contingent assets exist. There are no contingent assets to report.

15. Contingent Liabilities

The College has identified potential asset retirement obligations related to the existence of asbestos in a number of its facilities. Although not a current health hazard, upon renovation or demolition of these facilities, the College may be required to take appropriate remediation procedures to remove the asbestos. As the College has no legal obligation to remove the asbestos in these facilities as long as the asbestos is contained and does not pose a public health risk, the fair value of the obligation cannot be reasonably estimated due to the indeterminate timing and scope of the removal. The asset retirement obligations for these assets will be recognized in the period in which there is certainty that the capital project will proceed and there is sufficient information to estimate fair value of the obligation.

Portage College

Notes to the Financial Statements Year Ended June 30, 2019 (thousands of dollars)

16. 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.

	Contracts	Total
2020	\$ 410	\$ 410
Total at June 30, 2019	<u>\$ 410</u>	<u>\$ 410</u>
Total at June 30, 2018	<u>\$ -</u>	<u>\$ -</u>

There are no contractual rights to report beyond 2020.

17. 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	Long-term Leases	Total
2020	\$ 464	\$ 206	\$ 670
2021	304	206	510
2022	30	207	237
2023	24	155	179
2024	21	-	21
Thereafter	3	-	3
Total at June 30, 2019	<u>\$ 846</u>	<u>\$ 774</u>	<u>\$ 1,620</u>
Total at June 30, 2018	<u>\$ 1,129</u>	<u>\$ 970</u>	<u>\$ 2,099</u>

18. Expense by Object

The following is a summary of expense by object:

	2019		2018
	Budget	Actual	Actual
	(Note 23)		
Salaries and benefits	\$ 21,911	\$ 21,297	\$ 21,748
Materials, supplies and services	6,940	7,513	7,452
Amortization of tangible capital assets	4,338	4,240	4,244
Maintenance and repairs	2,377	2,538	1,617
Utilities	855	878	832
Scholarships and bursaries	287	524	617
	<u>\$ 36,708</u>	<u>\$ 36,990</u>	<u>\$ 36,510</u>

Portage College

Notes to the Financial Statements

Year Ended June 30, 2019

(thousands of dollars)

19. Funds Held on Behalf of Others

The College holds the following funds on behalf of others over which the Board of Governors has no power of appropriation. Accordingly, these funds are not included in the financial statements.

	2019	2018
Faculty Association	\$ 99	\$ 97
Other funds held	215	178
Security deposits held	20	29
	<u>\$ 334</u>	<u>\$ 304</u>

20. Related Parties

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

Portage College

Notes to the Financial Statements Year Ended June 30, 2019 (thousands of dollars)

21. Government Transfers

The College operates under the authority and statutes of the Province of Alberta. Transactions and balances between the College and the Government of Alberta (GOA) are measured at the exchange amount and summarized below.

	2019	2018
Grants from Government of Alberta		
Advanced Education:		
Operating	\$ 24,172	\$ 23,814
Capital	5	7
Other	2,194	4,345
Total Advanced Education	<u>\$ 26,371</u>	<u>\$ 28,166</u>
Other Post-Secondary Institutions	<u>\$ 1</u>	<u>\$ -</u>
Other Government of Alberta departments and agencies		
Culture, Multiculturalism, and Status of Women	74	64
Alberta Arts Foundation	28	26
Labour and Immigration	72	38
Total other Government of Alberta departments and agencies	<u>174</u>	<u>128</u>
Total contributions received	<u>26,546</u>	<u>28,294</u>
Expended capital recognized as revenue	2,255	2,242
Transfers from (to) deferred revenue	972	(2,418)
	<u>\$ 29,773</u>	<u>\$ 28,118</u>
Federal and other government grants		
Contributions received	439	653
Transfers to deferred revenue	-	(117)
Revenue	<u>\$ 439</u>	<u>\$ 536</u>

Portage College

Notes to the Financial Statements

Year Ended June 30, 2019

(thousands of dollars)

22. Salary and Employee Benefits

	2019			2018	
	Base salary ⁽²⁾	Other cash benefits ⁽³⁾	Other non-cash benefits ⁽⁴⁾	Total	Total
Governance⁽¹⁾					
Chair of the Board of Governors	\$ -	\$ 11	\$ 1	\$ 12	\$ 8
Members of the Board of Governors	-	22	1	23	15
Executive					
President and CEO ⁽⁵⁾	193	-	38	231	559
Executive Vice-President ⁽⁶⁾	-	-	-	-	42
Executive Vice-President Academic ⁽⁶⁾	-	-	-	-	129
Vice-President Academic ⁽⁷⁾	162	1	31	194	64
Vice-President Infrastructure & Information Technology ⁽⁸⁾	134	33	28	195	196
Chief Financial Officer ⁽⁹⁾	-	-	-	-	123
Associate Vice-President Student Services / Registrar	162	-	33	195	194
Associate Vice-President, Academic ⁽⁷⁾	-	-	-	-	130
Director, Human Resources	162	1	33	196	194

(1) The Chair and Members of the Board of Governors receive no remuneration for participation on the Board other than honoraria for participation in board meetings.

(2) Base salary includes pensionable base pay.

(3) Other cash benefits include earnings such as flex cash, employee long service recognition, vacation payout and administrative honorarium.

(4) 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, health care, short and long term disability plans, vision coverage, dental plan, accidental disability and dismemberment insurance and out of country medical insurance.

(5) The current year amount includes vacation and benefits in the amount of \$10 for the former President & CEO for the months of July and August. The prior year's amount includes the former President & CEO's salary and benefits for one full year plus \$265 provided as severance. The Executive Vice-President was given acting incumbency as Interim President & CEO beginning May 2018. Effective May 2019 the acting incumbent was appointed President & CEO.

(6) Effective March 2018 the Executive Vice-President Academic was appointed Executive Vice-President and the Executive Vice-President Academic position was eliminated. The Executive Vice-President position has been vacant since May 2018.

(7) Effective March 2018 the Associate Vice-President, Academic was appointed Vice-President Academic and the Associate Vice-President, Academic position was eliminated.

(8) The position of Vice-President Infrastructure & Information Technology became vacant in April 2019.

(9) The position of Chief Financial Officer became vacant in January 2018. The College currently has an MOU with Lakeland College for CFO consulting services.

23. Budget Figures

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

24. Approval of Financial Statements

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

25. Comparative Figures

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



Harvest Dinner in St. Paul, November 2, 2018

Portage College works to maximize local learning opportunities that support economic growth and human development. We influence student success and bring opportunities to our region that would not otherwise exist in rural Alberta. We provide community-based outreach programs to many other communities in our region.

Portage College has seven campus locations spread across northeast Alberta: Lac La Biche, Cold Lake, St. Paul, Boyle, Frog Lake First Nation, Saddle Lake Cree Nation and Whitefish Lake First Nation #128.



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