

2017-2018

ANNUAL REPORT



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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 2017-2018.

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 2,799 students in 2017-2018; 45% of students in academic programs self-identified as Indigenous. Using funding from three federal Post-Secondary Institutions Strategic Investment Fund grants, we completed construction of a new Environmental Studies building in Lac La Biche. The energy-efficient facility includes a greenhouse, a water simulation lab and added classroom space for our Natural Resources Technology program. Thanks to a \$1.08 million grant from the Government of Alberta, the College has been able to complete several market and demand analyses. These studies will provide the foundation for the creation of a 10-year program plan for each Portage campus and to complete architectural drawings for a proposed expansion of the Cold Lake campus. We also continued to expand and modernize our IT network capacity at our campuses in First Nation communities. We continued to partner and consult with industry, municipalities, students and our Indigenous community partners to ensure that our programs and services are meeting the needs of our region and the province.

AFFORDABILITY

The College had the lowest tuition fee ranking in Human Services, Nursing and Trades in Alberta and the second lowest in Business. In 2017-2018, students were able to access \$617,000 in scholarships and bursaries. In addition, the College managed the Foundational Learning Supports Grant on behalf of Advanced Education, providing an increase to the number of learners funded for Academic Foundations and College Preparation programs.

QUALITY

We experienced stable enrolment for the fourth year in a row, increasing from 883 full-load equivalents in 2016-2017 to 936 in 2017-2018. Student satisfaction remained high in 2017-2018, with 89% of our students indicating that they would recommend their Portage College program to others. Graduates continued to find employment, with 83% of the Class of 2016-2017 working. 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, 2018, the College posted an annual surplus of \$534,000, due mainly to increased grant revenue and prudent financial management. The Office of the Auditor General (OAG) had no new recommendations or observations in its February 2018 audit. The College also implemented numerous Quality Assurance and Information-Technology-related guidelines and procedures. There were eight disclosures of wrongdoing under the Public Interest Disclosure (Whistleblower Protection) Act in 2017-2018. Five investigations were initiated; four were still ongoing at the end of the fiscal year. One report was received back from an external investigator, with no findings of wrongdoing.

COORDINATION

The College continued to work to increase the transferability of our courses to other institutions in 2017-2018, including an agreement with the Alberta College of Art and Design. The College also signed on to an 11-institution agreement to create Business pathways for Alberta students. The College continued to explore options to develop programs, host degree programs and to share an Enterprise Resource Planning (ERP) system in collaboration with other post-secondary institutions. The College finalized an agreement to host the University of Alberta's Aboriginal Teacher Education Program at three Portage campus locations in 2018. The College remained a partner in the Labour Education Applied Research North group, a research consortium of four Northern Alberta post-secondary institutions and the Northern Alberta Development Council.



Round Dance, 2018

ACCOUNTABILITY STATEMENT

The Portage College Annual Report for the year ended June 30, 2018 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.



Rupertsland Metis Scholar Awards given to 27 Portage College students, February 23, 2018

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 Apprenticeable Trades 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.

CAMPUSES AND PROGRAMS

CAMPUSES OPERATED IN 2017-2018

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

PROGRAMS OFFERED IN 2017-2018

Academic Foundations
Accounting Technician
Ad-hoc Training (skills certification)
Advanced Care Paramedic
Apprenticeship Electrician
Apprenticeship Steamfitter-Pipefitter
Apprenticeship Welding
Baking
Business Administration
College Preparation
Community Social Work
CTS
Culinary Arts
Early Learning & Child Care
Educational Assistant
Employability Skills
English as a Second Language
Hairstyling
Heavy Equipment Operator
Indigenous Arts & 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

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

[Original signed by Nancy Broadbent]

Nancy Broadbent
Interim President & CEO



Orientation, August 2017

BOARD OF GOVERNORS' MESSAGE

On behalf of my dedicated colleagues on the Board of Governors, it is my privilege to present Portage College's 2017-2018 Annual Report. The document captures the many accomplishments of our students, faculty, staff and partners in the past academic year — our 50th anniversary 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 2017-2020 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. We honour our past, celebrate our present and plan for our future together with our valued partners and friends.

Our philosophy of providing regional access to high quality education and workforce training to our diverse population of more than 85,000 people continues to reap rewards for our students and the communities we serve. An economic impact study completed in February 2018 shows that Portage College, our students and alumni contributed \$110.2 million into our service area in 2015-2016, which is equivalent to 2.3% of the region's total gross regional product. The added income directly supported 1,062 jobs in the region. New graduates continue to find employment as well.

Our latest Graduate Survey shows that 83% of the Class of 2016-2017 was working six months after convocation. An additional 38% of our graduates were pursuing further education, the highest percentage ever recorded on a Portage College Graduate Survey. Additionally, 99% of employers surveyed indicated they would hire another Portage graduate while 93% believe that Portage graduates are equally or better trained than graduates from other post-secondary institutions.

We are so 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. We wish to thank the Board Members who completed their terms this past academic year for the work they did to continue to propel the College's vision forward. Through everyone's hard work, engagement and support, we will achieve the full potential of our service region and will continue provide our students with top-quality training and support.

Sincerely yours,

[Original signed by Randolph Benson]

Randolph Benson
Chair, Board of Governors



BOARD OF GOVERNORS

July 1, 2017 – June 30, 2018

PUBLIC MEMBERS



Board Chair
Randolph Benson



Public Member
John Orr
(as of October 11, 2017)



Deputy Chair
Michelle Wright



Public Member
Roy Ripkens
(term ended November 26, 2017)



Public Member
Gayle Desmeules
(term ended October 22, 2017)



Public Member
Floyd Thompson
(as of May 1, 2018)



Public Member
James Jackson
(resigned October 11, 2017)



Public Member
Parrish Tung



Public Member
Ted Langford



Public Member
Donna Webster



Public Member
Elizabeth Monroe



Public Member
Susan White
(as of May 1, 2018)

PORTAGE MEMBERS



Faculty Member
Lyla Allan



Student Member
Alyson Howey
(as of February 26, 2018)



Staff Member
Darren Pratch
(term ended January 23, 2018)



Interim College President & CEO
Nancy Broadbent
(as of May 9, 2018)



Staff Member
Doug Furgason
(as of January 23, 2018)



College President & CEO
Dr. Trent Keough
(provided notice of intention to resign
May 9, 2018; effective August 31, 2018)



Student Member
Alfred (Nelson) Crookedneck
(resigned October 2, 2017)

PRESIDENT'S MESSAGE

2018 marks Portage College's 50th anniversary. From humble beginnings as Alberta New Start in 1968 to the vibrant, multi-campus post-secondary institution we are today, Portage College has been an important part of northeastern Alberta for a half a century. We are invested in the communities and people we serve and they in turn are invested in us. In the first six months of 2018 alone, more than 400 employees, students and community members volunteered their time to help the College hold a series of special events marking our golden anniversary.

This symbiotic relationship should not be surprising. Community has always been the heartbeat of Portage College. After all, it is thanks to a determined group of Indigenous leaders and Lac La Biche residents that the College made it past its second anniversary. The College is a gift from those who participated in the 26-day sit-in in the winter of 1970. Thanks to them, generations of northeastern Albertans have been able to stay at home and acquire the skills and training they need to realize their dreams. In turn, many of them have stayed in the region, creating jobs and contributing to the tax base and the social fabric of the region. Economic impact studies show that the College has been a major driver of the economy in the region and a sound investment for students, taxpayers and society for the past 50 years and will continue to be so in the future.

We have enjoyed marking our milestone anniversary but our past academic year has been about much more than just our 50th celebrations. 2017-2018 was a year of countless instances of faculty, staff, board members and our partners doing extraordinary things. To name but a few:

- In conjunction with our 50th anniversary, we marked the 40th anniversary of the College's Museum of Aboriginal Peoples' Art & Artifacts by hosting an unforgettable evening. On April 13, 2018, the College officially opened a permanent exhibition of the Professional Native Indian Artists Inc. at our Lac La Biche campus. The one-of-a-kind exhibition features works from seven esteemed Indigenous Canadian artists, as well as Indigenous art from across the country. We were truly honoured to have world-renowned artists Joseph Sanchez and Alex Janvier at the grand opening, the only two-surviving members of the group, as well as representatives from the provincial government, municipalities and Indigenous communities. Our Culinary Arts students provided catering services and wowed our guests with some truly spectacular creations.

- The Museum was also able to increase its display of local art thanks to an Alberta Foundation for the Arts grant worth \$112,500. The grant, along with a \$37,500 in-kind contribution from the College, allowed Portage to commission three works from Indigenous Artists celebrating the rich Indigenous cultural and natural heritage that are at the roots of our organization, community and province. The three pieces will be on permanent loan at our Lac La Biche campus from the Alberta Foundation for the Arts and are expected to be in place by the Spring of 2019.
- We opened a new Environmental Studies building at our Lac La Biche campus. Completed in February 2018, the energy-efficient facility features increased lab and classroom space, a greenhouse and a simulation lab to house the College's new Water and Wastewater Operator program. Natural Resources Technology faculty and students are very proud of their new facility.
- Portage College was officially accepted into Alberta College's Athletics Conference (ACAC) men's and women's soccer, starting in 2018-2019. College teams will play exhibition games this coming year and will then field competitive indoor and outdoor soccer teams for the 2019-2020 regular season.
- Lac La Biche County signed a three-year agreement to be the official sponsor of Voyageur Athletics. We are grateful for the county's continued support of our institution.
- Two of our health programs – Primary Care Paramedic and Advanced Care Paramedic – received six-year accreditations from the Canadian Medical Association, the highest accreditation a program can receive.
- Our Community Social Work program received a renewal of its accreditation for a full seven years. This is the highest accreditation a program can receive from the Alberta College of Social Workers.

- We were very honoured to receive the Lakeland Catholic Outstanding Community Partner Award from Lakeland Catholic Schools. The College was recognized for supporting innovative programming and a wide range of experiential learning opportunities for students in all of the school division's communities.
- A pilot with Foundation Learning Supports whereby tuition funds come directly to the College was such a success that it is being continued in 2018-2019.
- Enrolment numbers for our University Transfer and Early Learning & Child Care continued to grow.

Our students continued to achieve new milestones in 2017-2018 as well, notably:

- The Portage College mixed curling team won a silver medal at the ACAC championships in Camrose. Skip Kyle Leach and second Connor Nikipelo were named to the All-Conference team. Kyle also received the Charles Morter Memorial Award, given to the curler who best exemplifies spirit, dedication, sportsmanship and leadership.
- Community Social Work student and Buffalo Lake Métis Settlement resident Lana Howse was honoured with an Esquao Award for her volunteerism, committee involvement and commitment to her community. The Esquaos highlight the accomplishments of Indigenous women in Alberta.

- Morganne Harding, an Office Administration student from Bonnyville, took home a gold medal at the Provincial Skills Canada Competition and a bronze medal at the Skills Canada National Competition in late spring. Morganne competed in the IT Office Software Solutions category, showcasing her ability to solve business problems using Microsoft Office.
- 100% of our 3rd Class Power Engineering students passed their 3B1 exam.

Congratulations and a heartfelt thank you to all Portage College personnel, our Board of Governors, and to our industry and community partners for their continued contributions to our students' success. Your support is vital and greatly appreciated.

To our students, thank you for giving us the opportunity to fulfill your education and training needs – you will always be Voyageurs! We look forward to continuing the voyage with you as you explore new horizons and wish you all the best in your future endeavours. Hope to see you at our 100th anniversary celebration in 2068!

Sincerely yours,

[Original signed by Nancy Broadbent]

Nancy Broadbent
Interim President & CEO



EXECUTIVE COMMITTEE

July 1, 2017 – June 30, 2018

Dr. Trent Keough

President & CEO
(provided notice of intention to resign May 9, 2018;
effective August 31, 2018)

Nancy Broadbent

Executive Vice President
(Interim President & CEO position as of May 9, 2018)

Guy Gervais

Vice President Academic

Tracy Boyde

Vice President Infrastructure and Information Technology

Dale Mountain

Chief Financial Officer
(resigned January 12, 2018)

Bev Moghrabi

Associate Vice President Student Services and Registrar

Carrie Frohler

Director, Human Resources



Cap Toss, Convocation 2018

GO FIGURE — PORTAGE BY THE NUMBERS



STUDENT NUMBERS

2,799

Number of students registered in credit, ad hoc or continuing education programming at Portage College in 2017-2018.

1,835

Number of fall applications to Portage College in 2017-2018 (credit programs, not including apprenticeship trades).

1,661

Number of students attending part-time at Portage College in 2017-2018 (this represents 59% of all students).

1,138

Number of students attending full-time at Portage College in 2017-2018 (this represents 41% of all students).

581

Number of Indigenous students taking credit programs at Portage College in 2017-2018 (this represents 45% of the student population).

100

Percentage of 3rd Class Power Engineering students who passed their 3B1 exam.

89

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

74

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



FINANCIAL NUMBERS (\$)

110,200,000

Total economic impact of Portage College in our service region.

36,304,000

Portage College 2017-2018 operating budget.

617,000

Amount of scholarship, bursary and award money issued to Portage College students in 2017-2018.



OPERATING NUMBERS

133

Number of industry, municipal, post-secondary and governmental partnerships with the College in 2017-2018.

20

Number of Alberta communities where Portage College provided ad-hoc training in 2017-2018.

7

Number of communities where Portage College operated a campus in 2017-2018.

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. There were 8 such disclosures and 4 general inquiries at Portage College in the 2017-2018 academic year.

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.

2017-2018 REPORTS	
General Inquiries	4
Disclosures of Wrongdoing	8
Investigations	5 <i>(4 investigations ongoing as of June 30, 2018)</i>
Reports Written	5 <i>(4 reports pending as of June 30, 2018)</i>

Of the disclosures received:

- Four disclosures were regarding unfair workplace practice, workplace bullying, discrimination and harassment. All disclosures were sent to external investigators to investigate. One report was received back from the investigator and no findings of wrongdoing were noted. The three remaining disclosures are still currently being investigated and findings have not yet been reported.
- One disclosure received reported an issue with safety and security in the workplace. Meetings were conducted and internal reviews of policies and procedures were conducted. At the same time, an external investigator was hired to conduct an investigation of the issues and procedures. While awaiting the final report from the external investigator, the College took steps to change some procedures.
- Three anonymous disclosures were made regarding unfair workplace practice, intimidation, workplace bullying, discrimination and harassment. These complaints are considered closed as they were anonymous and difficult to follow up on. However, general comments were addressed by the Board Chair, and were also brought forward to members of the College Executive for awareness.

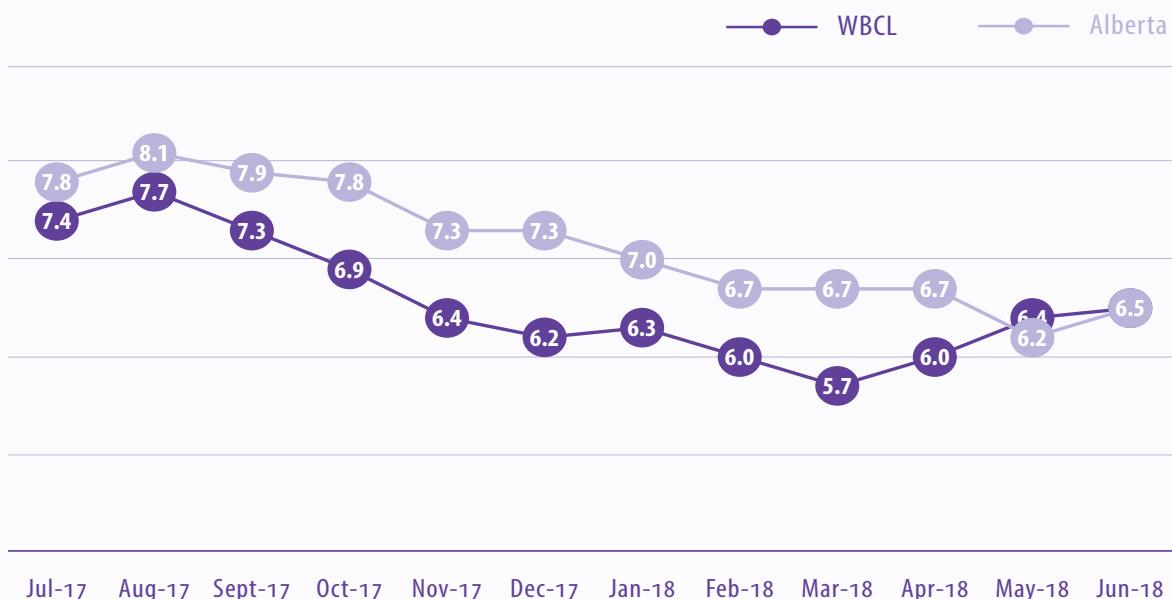
OPERATIONAL OVERVIEW

ECONOMIC RECOVERY

The slow recovery of the provincial economy from the precipitous drop in oil prices in 2014-2015 continued to reverberate through northeastern Alberta in 2017-2018. Western Canada Select prices improved steadily during the academic year, reaching \$53.25 USD a barrel in May 2018, up 37.1% from May 2017. The number of active drilling rigs increased and by May 2018, oil production was up 16.5% over the previous year. The provincial unemployment rate decreased steadily during the academic year, dropping from 7.8% in July 2017 to 6.5% in June 2018, with fewer Albertans collecting Employment Insurance. Conversely, the increasing difference between the price of West Texas Intermediate and the price of Western Canada Select caused some Canadian firms to reduce production rates. The price of natural gas continued to drop as well, closing at \$1.26/GJ in April 2018, down 42% from the previous year.

The Wood Buffalo-Cold Lake Region (which encompasses much of the Portage Service Region) is 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. After hovering around 9% for most of the winter of 2017, the region's unemployment rate improved significantly in 2017-2018, reaching as low as 5.7% in March 2018. Rates increased in the final three months, however, closing the academic year at the provincial average of 6.5%. In the Portage Service Region, employment levels were essentially stagnant, with 60 fewer jobs in the region in 2018 compared to 2017¹. Few businesses expanded their operations while several closed their doors, including a ready-mix concrete firm which shut down operations in Cold Lake and Bonnyville. "The company attributed the closures to poor market conditions in the region."²

WOOD BUFFALO–COLD LAKE UNEMPLOYMENT RATE



Source: Statistics Canada Labour/Market Bulletins

¹The 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).

²Labour Market Bulletin Alberta May 2018, Statistics Canada, p. 6.

The slow recovery has provided both opportunities and challenges for Portage College. For the fourth academic year in a row, enrolment increased, from 883 full-load equivalents in 2016-2017 to 936 in 2017-2018. The total is 135 higher than in 2013-2014. Tuition and fee revenue was \$235,000 higher than originally budgeted.

The College provides continuing education, ad-hoc training, certificate, diploma and degree opportunities to between 2,800 and 4,600 students 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, Nursing and Trades in the province and the second lowest in Business.

Student satisfaction levels remained high and in many cases increased in 2017-2018, with 89% of students recommending their Portage College program to others and 88% recommending the College. Despite facing a sometimes-tight job market, graduates continued to find employment, with 83% of the Class of 2016-2017 working six months after graduating (74% in training-related jobs). Reflecting the current state of the provincial economy and the increasing importance of academic credentials for many jobs, 38% indicated they were pursuing further education, the highest percentage ever recorded for a Portage College Graduate Survey.

Conversely, the slowly-improving economy has made it more challenging for Portage to find industry partners and sponsors for our programs and scholarships. As a result, the College has continued to reassess and reorganize many of our annual fundraising events and activities and expanded the Corporate Communications department. The efforts paid off in 2017-2018 as major fundraisers recorded profits, including the annual Spirit of Community Partnerships (SCP) Dinner, which netted \$31,000 for the SCP endowment fund. Sponsorship levels more than doubled from 2016 levels, due in part to the College's year-long 50th anniversary celebrations.

The significant slowing of pipeline development continues to affect plans for our Boyle campus. In addition to operating a 42-person camp and operating a successful Heavy Equipment Operator program on site, the College has spent considerable energy and resources soliciting industry support and lobbying various levels of government to establish Canada's first Pipeline Training Campus (PTC). With the recent federal court ruling against the TransMountain Pipeline and the postponement or shuttering of other pipeline projects, the College has dropped the PTC from our 3-5 year capital planning timeline while still advocating for the project.

FISCAL SITUATION

The College finished the 2017-2018 fiscal year with an operating surplus of \$534,000 due to an increase in grant revenue 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 2017-2018. Portage employees exercised considerable restraint during the fiscal year, particularly during the third and fourth quarters. The measures were necessary as the 2% Campus Alberta increase did not keep pace with inflation, or with the need for capital replacement, or restore the cumulative effect of several years of funding reductions.

Portage continues to face cost pressures now and into the coming years. The College has a balanced budget for 2018-2019 but no provision for collective settlements with the AUPE or the Faculty Association. Portage remains in negotiations with the AUPE as the collective agreement expired on June 30, 2017. The College finalized an agreement through June 30, 2019 with the Faculty Association earlier in the fiscal year. 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. 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 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 of the end of the fiscal year, the College's restricted internally restricted surplus was \$1.967 million, up \$300,000 from the previous year. The College is planning to transfer a further \$475,000 in 2018 in an effort to avoid leaving Portage without a contingency fund of any significance.

STUDENT FUNDING CHANGES

Foundational Learning Supports (formerly Alberta Works) funding has been of significant assistance in Portage College's ability to enable access to education for marginalized populations and at-risk learners. In the spring of 2017, the College was offered the opportunity to pilot a new process whereby tuition funds would come directly to the College. In response, the College re-engineered our processes to ensure the funding was maximally allocated to students. The pilot was a huge success. Students, the College and Foundational Learning Supports were all pleased with the streamlined process and speed of service. As a result,

the process continued into 2018-2019. Portage greatly appreciates Advanced Education's willingness to address issues and concerns and to respond constructively to feedback.

CAMPUS EXPANSION

Portage College has always adhered to the philosophy of bringing education to the learner. In 2017-2018, the College operated campuses in seven different communities. The College is faced with the challenge of providing services at these community locations in a challenging fiscal environment including student support, computer and library services, and facility and equipment maintenance.

While we continue to invest in our technology infrastructure to help provide those services, limited classroom, lab and student space has become an issue at our Cold Lake Campus. Congested hallways are common at our 29,062 square-foot facility. With limited classroom space further eroded by the addition of an Electrical lab, the College is seeking funding for campus expansion. The project would add much-needed classroom space as well as more trades labs, allowing for expanded program offerings and an enhanced learning experience for our students. In May 2017, Advanced Education Minister Marlin Schmidt announced \$1.08 million to fund research for a 10-year program plan for all campuses and architectural drawings for the Cold Lake campus expansion. The College engaged Hanover Research to undertake a series of reports examining program demand, area high school needs assessment, demographics and community profiles, employer needs assessment, competitor institution benchmarking, partnership opportunities (particularly with Athabasca University), military programming at community colleges, and best practices in long-term facility planning. The College also purchased a one-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 complete architectural drawings for the proposed expansion. The drawings are expected to be completed before the end of 2018. The College appreciates the government's commitment to long-term planning for the College and the support of the City of Cold Lake.

Troubles at our Frog Lake campus in late spring 2017 carried into the 2017-2018 academic year. The building was shut down based on recommendations from a federal health inspector due to bats in the roof of the facility. Students were moved to a temporary facility but lost space and access to some services and supports as a result. Student numbers had been increasing in Frog Lake until the incident but subsequently decreased due to the issues with the building.

While we are grateful to partner with the community, the arrangement poses a risk for the College's programming. As the building is a community-owned facility, we are unable to receive Infrastructure Maintenance funding and as such are at the mercy of the First Nation Band Council to allocate funding to rectify building issues and proactively maintain buildings.

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 wireless connectivity at all campuses. In 2017-2018, we worked with Athabasca University and Northern Lakes College to begin developing a shared Enterprise Resource Planning system and continued to work on developing a College intranet system.

The College has \$20 million in deferred maintenance projects to address during the next few years. 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 2017-2018, Portage received a maintenance budget of \$1.2 million, \$388,000 more than the previous fiscal year and nearly triple the amount received in 2014-2015. The College is grateful for the additional support as the yearly amount is still a small percentage of what is needed to address some critical infrastructure deficits, particularly at our ageing Lac La Biche Campus. Portage College will continue to work with government and community partners in order to plan, finance, and develop our infrastructure effectively.

INDIGENOUS STUDENTS

We continue to note that Indigenous engagement for the region is in decline in all program areas. This decline is traceable to federal and provincial funding policy changes, although recent increases in Adult Foundational Learning grants and changes in how they are administered are encouraging. Fewer Indigenous students can receive funding than ever in our history. There is a social crisis emerging in the northeastern portion of Alberta that needs to be addressed by all levels of government. Along with more funding for individual students, Portage College needs base funding for career exposure and other training to be delivered to Indigenous students in their home communities, where they have family supports.

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. A coordinated and sustainable approach is required if we wish to truly respond to the Calls to Action identified in Canada's Commission on Truth and Reconciliation and the United Nations Declaration on the Rights of Indigenous Peoples.

AUDITOR GENERAL RECOMMENDATIONS

The Office of the Auditor General (OAG) issued an unqualified opinion for the College's audited consolidated financial statements for the year ended June 30, 2018. In addition, the OAG noted in a February 2018 report that the College had fully implemented measures to improve systems to ensure compliance with legislation. The OAG acknowledged that management has developed a legislative compliance framework, legislative risk registry, guidelines and procedures, and has ensured timely communication with senior management and the Board of Governors. The College was also cited for the timeliness and accuracy of its financial statements. There were no new recommendations made in the close of the 2018 audit. The OAG has asked the College to consider finding a way to conduct internal reviews of control processes. The College will look to partner with other post-secondary institutions in order to sustain this increased activity.

LEGISLATIVE COMPLIANCE, GUIDELINES AND PROCEDURES

As noted above, the College continued to dedicate considerable management, staff and faculty time and resources to developing a legislative compliance framework and implementing and maintaining a legislative and enterprise risk registry in 2017-2018. The College also approved, updated and implemented numerous guidelines and procedures including:

- Prevention of Sexual Violence
- Assessment of Threats and/or High Risk Student Behaviour
- Public Interest Disclosure (Whistleblower Protection)
- Cannabis on Campus
- Occupational Health & Safety

Numerous Information Technology (IT) guidelines and procedures were finalized and implemented during 2017-2018, particularly concerning database and data records management, security and a disaster and recovery plan. IT also initiated mandatory training for all College employees regarding phishing scams and other fraudulent online activity.

As noted in last year's Annual Report, the effort to develop these guidelines and procedures, many of which are required by either the Government of Alberta or the Auditor General, 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.

ECONOMIC IMPACT

A report completed in February 2018 shows that Portage College has a major economic impact on Northeastern Alberta and provides significant returns on investment for students, taxpayers and society. Conducted by Idaho-based Economic Modeling Specialists International (Emsi), the report highlights that in 2015-2016, the College, students and alumni added \$110.2 million in income to the area, equivalent to 2.3% of the region's total gross regional product. The added income directly supported 1,062 jobs (or 1 out of every 40 jobs) in the region. The largest impact is from Portage College alumni, who generated \$79.2 million in added income and supported 752 jobs in 2015-2016. Many College graduates remain in the region after they have completed their studies, supporting local businesses and contributing to the economy. According to the College's latest Graduate Survey, 70% of the Class of 2016-2017 is living, working and studying in the Portage Service Region.

The study also shows that Portage is an excellent investment for students, society and taxpayers. For every \$1 that students invest in their education, they will receive \$4.60 back in higher future earnings. This translates into an average annual return of 21.1%, considerably higher than a typical standard bank savings account. From a social perspective, for every \$1 spent on Portage College, society as a whole will receive \$6.80 in benefits, related to added provincial income, fewer demands for income assistance, less crime and increased health and well-being. For taxpayers, Portage College represents a revenue generator. In 2015-2016, taxpayers contributed \$27 million to support the College's operations but received \$57.8 million from higher lifetime student earnings, increased business outputs and saving from a reduced demand for social services. This is akin to \$2.10 in benefits for every \$1 spent. The Emsi report clearly confirms the importance of Portage College to our service region. We are an integral part of the communities, people and province that we serve.



Portage College-sponsored Kids Carnival in Cold Lake, May 2018

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

2017-2018 was the fourth academic year that the College operated under the seven new strategic goals approved by the Board of Governors in June 2014. The goals were finalized after a 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. At the end of the 2015-2016 year, two goals were modified with the approval of the Board of Governors to better reflect the College's strategic plans. The key Adult Learning System Principles that each goal meets are indicated in brackets.

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)

The following section outlines the results of the projects and initiatives undertaken in the first year of the plan (2017-2018) 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 2017-2020 Comprehensive Institutional Plan.

*NB All goals and priority initiatives are considered "ongoing" unless otherwise noted as they encompass the three-year timeframe of the 2017-2020 Comprehensive Institutional Plan. The Annual Report only covers the period between July 1, 2017 and June 30, 2018.

GOAL: GROW GRADUATE AND COMPLETION RATES ACROSS ALL PROGRAMS

Priority Initiative: Student Retention

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
Expected Outcome: Services for students with identified learning disabilities improved	Ongoing	In Process	<ul style="list-style-type: none"> Improved processes for students with disabilities. Updated and streamlined guidelines and procedures. Addressed staffing pressure at the Lac La Biche campus which helped to reduce wait times for assessment and intervention for students with disabilities. Hired additional Student Learning Assistant position for the Lac La Biche campus to improve service and reduce wait times for assessment and intervention for students with disabilities. 	Ongoing

Priority Initiative: Academic Support

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Course and program accessibility increased by 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"> The College initiated little connection with NEAAI in 2017-2018. However, with new leadership, this is a priority for the 2018-2019 academic year. 	September 2019
<i>Expected Outcome:</i> Course and program accessibility increased by launching Community Helpers Peer Mentorship program	September 2017	In Process	<ul style="list-style-type: none"> In conjunction with the Students Association, soft-launched the Community Helpers Peer Mentorship program in the fall of 2017. Surveyed students regarding the program, which will not be fully implemented until the end of the 2018-2019 academic year. 	June 2019

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

Priority Initiative: Academic Support (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Course and program accessibility increased by supporting provincial mental health awareness campaigns	Ongoing	In Process	<ul style="list-style-type: none"> For the third year in a row, Athletics and Counselling departments arranged "Make Some Noise for Mental Health" events at all Portage campuses and at a Voyageurs men's hockey game to help support the province-wide campaign. Hosted Bell Let's Talk Day mental health awareness events at Portage campuses. 	Ongoing
<i>Expected Outcome:</i> Course and program accessibility increased by enhancing resources for Mental Health support for Portage College students	September 2018	Complete	<ul style="list-style-type: none"> Secured provincial Mental Health support funding and hired two mental health workers for Lac La Biche and Cold Lake campuses. Their duties include providing training and frontline support/ referrals as well as conducting awareness campaigns. They also work with the counsellor at our St. Paul campus to provide support for St. Paul and Frog Lake. Received \$80,000 Indigenous Mental Health grant to address restorative practice and awareness of health factors impacting Indigenous mental health; developed curriculum for a Healing Through the Arts course; 3 staff members and two Public Legal Education staff delivering the program. Organized Mental Health First Aid training for interested staff and faculty. 	Complete

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

Priority Initiative: Academic Support (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Course and program accessibility increased by 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"> • Reviewed online mental health supports while continuing to subscribe to The Breathing Room, an online program for students between the ages of 13 and 24 seeking support to manage stress, anxiety and depression. • Completed review of Sexual Violence Prevention guideline with students and staff and started training sessions; training completed for first responders. • Piloted a writing/math help centre at the Cold Lake campus. • Library offered training to students at all campuses in research skills and APA style and designed a copyright training session for students. • Lynda.com made available to all students and staff; video courses available in software, creative and business skills. 	Ongoing
<i>Expected Outcome:</i> Learning Cafés offered at every campus	December 2017	In Process	<ul style="list-style-type: none"> • 6 workshops offered at the Lac La Biche Campus, 4 by Be Fit For Life. The other two workshops focused on dealing with anxiety. • 2 workshops offered at the Cold Lake and St. Paul campuses, both by Be Fit For Life. 	December 2018

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

Priority Initiative: Program Quality Assurance

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Program health check process simplified	June 2018	Complete	<ul style="list-style-type: none"> Health Check Guideline changes, simplifying the process and clarifying the health check/first-year review/audit schedule, approved by Academic Council and Executive; implementation plan developed by the Vice President Academic. 	Complete
<i>Expected Outcome:</i> Quality Assurance guidelines reviewed and updated	June 2018	Complete	<ul style="list-style-type: none"> The following Quality Assurance guidelines were reviewed and updated in 2017-2018: <ul style="list-style-type: none"> » Prior Learning Assessment Recognition (PLAR) » Certification and Graduation » Proctoring and Invigilation Protocol » Academic Research and Procedures » Program Advisory Committees » Program Development Purchased Worldwide Instructional Design System (WIDS) software to help with curriculum design and mapping and outcome alignment. 	Complete
<i>Expected Outcome:</i> Faculty Development plans include rollout of revised Quality Assurance guidelines	December 2018	In Process	<ul style="list-style-type: none"> Reviewed faculty evaluation process, including a form focused on key measures of instructional excellence and linkages to the College's Comprehensive Institutional Plan goals. Began WIDS training for Health and University Transfer instructors in May 2018. 	December 2018
<i>Performance Measure:</i> Student graduation rate improves to 70%	June 2020	In Process	<ul style="list-style-type: none"> 2017-2018 Graduation Rate: 76% 	June 2021

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

Priority Initiative: Program Quality Assurance (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Performance Measure:</i> Program completion rate improves to 75%	June 2020	In Process	• 2017-2018 Completion Rate: 76%	June 2021
<i>Performance Measure:</i> Student retention rate improves to 90%	June 2020	In Process	• 2017-2018 Retention Rate: 82%	June 2021
<i>Performance Measure:</i> Student satisfaction with program rate improves to 90%	June 2020	In Process	• 89% of Portage College students surveyed were satisfied with their program (2017-2018 Point of Exit Survey).	June 2021

GOAL: GROW ACCESS TO PROGRAMS

Priority Initiative: Program Expansion Plan

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Diesel Engine Technology program launched	September 2018	In Process	• The grant that the College had hoped to fund our Diesel Engine Technology program was not available in 2018-2019. As future offerings are entirely dependent on grant funding, it is difficult to list even a revised completion date for the purposes of this document.	Dependent on grant funding
<i>Expected Outcome:</i> All 8 Water and Wastewater courses offered through Continuing Education	June 2018	Complete	• All 8 Level 1 Water and Wastewater courses approved by Alberta Environment and Sustainable Resources. • Completed construction of new Environmental Sciences building, which includes a new water/wastewater lab. • Courses were offered online and face-to-face but there was no uptake for the face-to-face classes.	Complete

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Program Expansion Plan (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<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 2018	In Process	<ul style="list-style-type: none"> Worked with Inclusive Education St. Paul to develop a non-credit Kitchen Worker Program for Fall 2018 at the Food Sciences Centre. Worked with NorQuest College to get GED preparation materials for CALPs. Incorporated Lakeland College literacy curriculum into base programs, Student Learning Services and CALPs. Listed all CALPs in the College's semi-annual Continuing Education and Extension Catalogue. Trades & Technology worked with CALPs to cross-promote programs. 	June 2019

Priority Initiative: Indigenous Community Access Plan

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Open campus services continue to be offered at Whitefish Lake First Nation #128 in partnership with Indigenous & Northern Affairs Canada	Ongoing	In Process	<ul style="list-style-type: none"> Continued to operate open campus at Whitefish Lake First Nation #128 in 2017-2018. Reviewed potential new model for Continuing Education programming at Whitefish Lake First Nation #128. 	Ongoing
<i>Expected Outcome:</i> Expanded access plan with Saddle Lake Cree Nation developed	June 2019	In Process	<ul style="list-style-type: none"> Signed agreement with Saddle Lake Cree Nation to deliver Educational Assistant and Early Learning and Child Care courses (to be delivered workshop-style). Met with Saddle Lake Cree Nation chief and council to discuss programming and facility use within the community. 	June 2019

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Indigenous Community Access Plan (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Workforce training opportunities expanded in Frog Lake First Nation and aligned with the labour force strategy	June 2018	In Process	<ul style="list-style-type: none"> • SuperNet installed at Frog Lake campus. • Purchased new WiFi equipment to deploy to sites. • Continued to seek funding sources for career programming, including a review of Integrated Training. • Explored option to offer Introduction to Mechanics program during Summer 2018. • Worked with Frog Lake High School to look at feasibility of offering dual credit Educational Assistant training. 	June 2019
<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 to submit a request to Western Economic Diversification Canada (WEDC) to fund a five-year incubator program	June 2019	In Process	<ul style="list-style-type: none"> • Continued to explore ways to make the Local Educational Centre a reality, even after denial of WEDC grant request. Meetings continue with Buffalo Lake Métis Settlement. 	June 2019

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Indigenous Community Access Plan (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> College's Indigenous Engagement Strategy and community engagement strategy renewed and updated	June 2018	In Process	<ul style="list-style-type: none"> • In conjunction with Northern Lights Public Schools, hosted a Trades and Industry Fair in Bonnyville June 6, 2018 focused on Indigenous students. • Hosted a Post-Secondary Education Fair for 200 Indigenous students from 20 different Northern Alberta schools on March 15, 2018 at our Lac La Biche campus; 13 post-secondary institutions participated in the event. • Worked with Aspen View Public Schools to develop a trades and forestry-based camp for Indigenous youth. • As part of 40th anniversary celebration of the College's Museum of Aboriginal People's Art and Artifacts, opened exhibit of Professional Native Indian Artists Inc. paintings and hosted gala launch event featuring artists Alex Janvier and Joseph Sanchez; Sanchez also offered workshops to College students and Lac La Biche community members. 	June 2019

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Indigenous Community Access Plan (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<p><i>Expected Outcome:</i> Review all Indigenous programming at Portage College to ensure all content and delivery aligns with 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</p>	June 2018	Complete	<ul style="list-style-type: none"> • Offered workshop on Indigenous teaching practices through the College's Native Arts and Culture (NAC) department. • Created an Indigenization of Programming subcommittee to review curriculum and to create a best practices handbook for training faculty on what needs to be added and removed from existing curriculum; subcommittee members attended "Settler-Colonialism, Indigenous Resistance & Reconciliation" training session. • Explored partnership possibilities with Blue Quills University, including delivering a university-transferable Cree Language course. • Worked with Enoch Cree Nation to develop a proposal to deliver NAC programming. • College's Food Sciences Centre participated in Indigenous Works – Alberta Linkages, a project in the food and beverage and hospitality sectors. • Heavy Equipment Operator program selected by Rupertsland Institute to showcase the partnership with the Government of Canada. 	Complete

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Indigenous Community Access Plan (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Update the College's existing Indigenous Awareness Course and roll out to all students and staff	September 2018	In Process	<ul style="list-style-type: none"> Created webpage for inventory of Indigenous Cultural Awareness Training. Explored possibility of licensing the University of Alberta's Indigenous Canada MOOC and integrating into the College's existing diversity awareness course as well as other College curriculum as appropriate. New modified CIP expected outcome is to partner with U of A to deliver Indigenous Canada programming content to faculty and students by June 2020. 	September 2018
<i>Expected Outcome:</i> Increase access to technology-enabled training on reserves' and settlements' campuses	June 2020	In Process	<ul style="list-style-type: none"> The College funded the installation of high-speed fibre optic cabling to the Frog Lake campus. 	June 2020

Priority Initiative: Dual Credit Plan

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Dual credit agreements maintained	Ongoing	In Process	<ul style="list-style-type: none"> Signed MOUs with Northern Lights Public Schools (NLPS), Aspen View Public Schools (AVPS) and Lakeland Catholic Schools (LCS). Edited MOU with Frog Lake First Nation to include Human Development course (from Early Learning and Child Care Certificate program). 	Ongoing

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Dual Credit Plan (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Opportunities to build dual credit capacity explored	Ongoing	In Process	<ul style="list-style-type: none"> Signed first-ever MOU with St. Paul Education Regional Division (SPERD). Met with 6 school divisions (AVPS, East Central Catholic Schools, Elk Island Public Schools, LCS, NLPS, SPERD) to discuss Portage as the sole dual-credit PSI. Partnered with AVPS and LCS to offer dual credit programming in Food Sciences, Heavy Equipment Technician, Electrical and Robotics for the 2018-2019 academic year. Explored partnership possibilities with Elk Island Public Schools and ECCS (specifically concerning the College's entrepreneurship course). Published a Dual Credit catalogue promoting the variety of courses and camps available to high school students. 	Ongoing
<i>Expected Outcome:</i> Hairstyling dual credit promoted and launched in service region's high schools	June 2018	Complete	<ul style="list-style-type: none"> Arrangement in place allowing high school students who take courses with a journeyperson at their school to have the number of required salon hours needed to graduate reduced when they attend Portage College's Hairstyling program. 	Complete
<i>Expected Outcome:</i> Financial incentives and scholarships for students enrolled in the region's high schools and registered in College courses continued	Ongoing	In Process	<ul style="list-style-type: none"> Continued to offer one free university course per semester for high school students in a division with whom Portage has an MOU. 	Ongoing

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Cold Lake Campus Expansion

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Complete 10-year program plan	October 2017	In Process	<ul style="list-style-type: none"> • Contracted Hanover Research to conduct market & regional analyses regarding the expansion of the Cold Lake campus. Specifically: <ul style="list-style-type: none"> » Program-specific market assessments <ul style="list-style-type: none"> - Pharmacy Assistant (<i>completed May 2018</i>) - Mechanics and Autobody (<i>completed May 2018</i>) - Instrumentation Technician (<i>completed June 2018</i>) - Degree-completion opportunities - Digital Marketing Post Diploma Certificate » Regional demographic analysis (<i>completed February 2018</i>) » High School needs assessment (<i>completed May 2018</i>) » Employer needs assessment (<i>completed March 2018</i>) » Military program opportunities (<i>completed January 2018</i>) » Competitor institution benchmarking » Best practices in long-term facility planning (<i>completed March 2018</i>) • Purchased one-year subscription to Emsi Analyst, an online labour market database that combines all data sources (including Statistics Canada information) to provide current and forecasted pictures for professions, industries, wages, student program demand and other related information. 	August 2018

GOAL: GROW ACCESS TO PROGRAMS (CONT.)

Priority Initiative: Cold Lake Campus Expansion (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Pursue partnerships with post-secondary institutions to effectively deliver on 10-year program plan	June 2019	In Process	<ul style="list-style-type: none"> Met regularly with University of Alberta to arrange another iteration of the Aboriginal Teacher Education Program (ATEP) at Portage College. The program will be offered in 2018-2019 at our Lac La Biche, St. Paul and Cold Lake campuses. Continued to negotiate with NAIT to offer a Bachelor of Business Administration (BBA) program at Portage College. We expect to sign an MOU to offer the program in 2019-2020. In the interim, 6 students are taking NAIT's BBA program online at Portage, receiving support from both institutions. Continued discussions with Athabasca University on feasibility of delivering degree programs in Cold Lake and across the service region. 	June 2019
<i>Expected Outcome:</i> Complete shovel-ready drawing and cost estimate for Cold Lake campus expansion to alleviate space pressures for students and staff	February 2018	In Process	<ul style="list-style-type: none"> Met regularly with City of Cold Lake officials. The city is a committed partner in the campus expansion project. Hired Stantec to complete campus-expansion design drawing and cost estimates. 	December 2018
<i>Performance Measure:</i> Based-Funded Programming FLE count: 953	June 2020	In Process	<ul style="list-style-type: none"> 2017-2018 Base-Funded Programming FLE count: 934 <p><i>*NB Based-Funded Programming FLE count goal has been modified in the 2018-2021 Comprehensive Institutional Plan to 940 FLE for June 2021.</i></p>	June 2021

GOAL: DEVELOP CENTRES OF SPECIALIZATION

Priority Initiative: Food Sciences Centre

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Increased 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"> • In partnership with Rural Alberta Business Centres (RABC), leased incubator spaces to community clients. The College provides the space and RABC provides business-mentoring services. • Leased space to six incubators; one client also rented the meat-processing lab; total monthly revenue averaged \$2,800. • Attended Foodovation, a two-day conference and trade show, to market the Food Sciences Centre. • Renewed connection with Northeast Alberta Food Marketers Association. • In partnership with the St. Paul & District Chamber of Commerce, applied for and received a Community and Regional Economic Support (CARES) grant, designed to help market St. Paul as a conference-ready community. 	June 2020
<i>Expected Outcome:</i> Retail store and café opened	June 2020	In Process	<ul style="list-style-type: none"> • Reviewed models for store operation and hired a full-time catering and retail support staff person who will be responsible for preparing the store for a Fall 2018 opening. • Worked with meat-processing-incubator client to sell meat products through the retail store. • Opened the store for two hours a day for four days in the spring. In 8 hours, revenue totalled \$1,100. • 2017-2018 revenue from catering, business incubators and food sales: \$31,000. 	June 2020

GOAL: DEVELOP CENTRES OF SPECIALIZATION (CONT.)

Priority Initiative: Food Sciences Centre (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Implement leadership model to support St. Paul campus and commercialization	December 2017	Complete	<ul style="list-style-type: none"> Hired St. Paul campus manager, who is also the Dean of Food Sciences. Created and staffed a full-time position for catering and retail support. Hosted 6 community lunches in St. Paul in December 2017 and catered several on-campus events in 2017-2018. Provided off-site catering services for the Government of Alberta, the Town of St. Paul and other St. Paul organizations. 	Complete

Priority Initiative: Pipeline Training Centre

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Increase awareness of the necessity of constructing the Pipeline Training Centre	June 2018	In Process	<ul style="list-style-type: none"> Held several meetings with Athabasca University to discuss partnership to increase awareness of the necessity of constructing the Pipeline Training Centre in support of training and research. Developed promotional material and distributed to elected officials and industry partners. 	June 2021
<i>Expected Outcome:</i> Deliver and develop pipe coating and pipeline safety training courses	June 2019	In Process	<ul style="list-style-type: none"> Continued to investigate feasibility of offering pipeline coating applicator courses at the Boyle campus. 	June 2019
<i>Expected Outcome:</i> Pipeline Inspection & Safety Programming developed	June 2020	In Process	<ul style="list-style-type: none"> Began discussions with SAIT regarding brokering Pipeline Operations programming. 	June 2020

GOAL: DEVELOP CENTRES OF SPECIALIZATION (CONT.)

Priority Initiative: Pipeline Training Centre (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Land transaction completed to finalize Phase 2 footprint	December 2017	In Process	<ul style="list-style-type: none"> The College has received ministerial approval for the land transaction but is still awaiting final paperwork. 	December 2018

Priority Initiative: Water Resources Training Centre (now called the Lac La Biche Arts and Environmental Centre)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Further funding in place	June 2020	In Process	<ul style="list-style-type: none"> The project has been taken out of the College's annual BLIMS submission and is now part of Portage's longer-term capital planning. The College re-evaluated and pared down its capital projects list in 2017-2018. 	Beyond the scope of the CIP 3-year window
<i>Expected Outcome:</i> Master design of simulation lab completed	April 2018	Complete	<ul style="list-style-type: none"> Held public forums to gather community input and met with Lac La Biche County Council on several occasions to discuss project and preliminary drawings. Stantec completed tender-ready drawings in early spring 2018. Plans were featured at the grand opening of the Museum of Aboriginal Peoples' Art and Artifacts "Indian Group of Seven" exhibition launch in April 2018. Completed construction of Water & Wastewater classrooms and lab space as part of Environmental Sciences Building renovations. 	Complete

GOAL: DEVELOP CENTRES OF SPECIALIZATION (CONT.)

Priority Initiative: Water Resources Training Centre (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Related training programs developed, including Level 1 Water Operators and Level 1 Wastewater offerings	June 2018	Complete	<ul style="list-style-type: none"> Purchased simulators for Level 1 training. The College is hosting the software. Negotiated maintenance contract for the simulators. Curriculum for all 8 Level 1 courses completed and approved by Alberta Environment and Sustainable Resources. Curriculum reviewed by Sacramento Office of Water Programs to gain copyright approval. Level II curriculum development on hold due to lack of funding for an instructional designer. 	Complete

Priority Initiative: Indigenous Arts Centre

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Artist in Residence to deliver workshops in 3 schools within the Portage College service region	June 2018	In Process	<ul style="list-style-type: none"> Artist in Residence, Amy Malbeuf, offered workshops throughout the academic year at schools in the service region including Light of Christ Catholic School and the Canadian Native Friendship Centre in Lac La Biche. 	Ongoing
<i>Expected Outcome:</i> Increase offerings of Extension studies courses from the Arts & Culture program artists in the region	June 2018	In Process	<ul style="list-style-type: none"> Added a new print-making course as part of extension course offerings in the fall term. Offered Art Club for Adults, Brick Stitch Beadwork, Peyote Stitch Beadwork and Soap Stone Carving for winter and spring 2018 extension courses. 	Ongoing

GOAL: DEVELOP CENTRES OF SPECIALIZATION (CONT.)

Priority Initiative: Indigenous Arts Centre (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<p><i>Expected Outcome:</i> Establish a framework to increase the Museum of Indigenous Art & Artifacts including broadening exposure to Indigenous Art through provincial and national galleries and art shows</p>	June 2019	In Process	<ul style="list-style-type: none"> • Established a museum board and elected a board chair. • Received a \$130,000 Alberta Foundation for the Arts grant for the museum and commissioned four pieces of art from Indigenous artists. • Received a Canada 150 grant to create a museum catalogue. • Created videos of Native Arts and Culture program projects, including hide tanning, and tufting. • Established partnerships to support regional artisans and hosted a meeting to establish entrepreneur opportunities for Indigenous artists and artisans. • Opened permanent Professional Native Indian Artists Inc. (PNIAI) exhibit as part of a celebration of the 40th anniversary of the College's Museum of Aboriginal People's Art and Artifacts in March 2018, supplemented by a loan from Northern and Indigenous Affairs of seven works from PNIAI. Officially opened the exhibit with a gala evening on April 13, 2018. More than 200 people attended, including surviving group artists Alex Janvier and Joseph Sanchez. Also revamped some of the other museum exhibits. • Artist in residence Amy Malbeuf and instructor Ruby Sweetman opened a hide-tanning exhibition at the Alberta Craft Discovery Gallery in Edmonton on April 14, 2018. 	June 2019

GOAL: DEVELOP CENTRES OF SPECIALIZATION (CONT.)

Priority Initiative: Indigenous Arts Centre (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<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"> Created an Indigenization of Programming subcommittee to review curriculum and to create a best practices handbook for training faculty on what needs to be added and removed from existing curriculum; subcommittee members attended "Settler-Colonialism, Indigenous Resistance & Reconciliation" training session. 	June 2020
<i>Expected Outcome:</i> Establish an Indigenous Art authentication process	June 2020	In Process	<ul style="list-style-type: none"> Faculty member Trudie Allen worked with Alberta Legislative Assembly's Indigenous Art Selection committee to establish connections and to promote the authentication process. 	June 2020
<i>Expected Outcome:</i> Review options to plan for the development of indoor and outdoor Indigenous Learning spaces at our Lac La Biche campus	June 2019	In Process	<ul style="list-style-type: none"> Commissioned a consultant to develop a drawing for an outdoor Indigenous learning space. Applied for and received a \$130,000 Alberta Foundation for the Arts grant to commission four public works of art. 	June 2019
<i>Performance Measure:</i> Develop a model with Continuing Education to increase outreach of arts and culture program	June 2020	In Process	<ul style="list-style-type: none"> Worked with Continuing Education department and the Tribal Chiefs Association to create an outreach model. 	June 2021

GOAL: DELIVER EFFECTIVE AND SUSTAINABLE STUDENT SUPPORTS

Priority Initiative: Revision of Student Enrolment Process

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Manage assigned funding allocation for foundational learning students on behalf of Advanced Education	June 2018	In Process	<ul style="list-style-type: none"> Developed pilot processes to support new protocol for funding allocation for foundational learners. Reviewed new protocols for funding allocation for foundational learners. Implemented a new student-funding-tracking process in 2018 that helped to reduce the number of outstanding accounts and increase the number of students with confirmed funding prior to fall registration. 	Ongoing
<i>Expected Outcome:</i> Data collection on enrolment processes strengthened	June 2018	In Process	<ul style="list-style-type: none"> Purchased cloud-based application Oohlala and did a soft launch in May 2018. Will conduct a three-year pilot to see if this helps improve the College's conversion and retention rates as well as student engagement. 	June 2021
<i>Expected Outcome:</i> Customer Relation Management (CRM) investigated	December 2017	In Process	<ul style="list-style-type: none"> The College's focus in 2017-2018 was mainly on 50th anniversary activities, particularly on a Fall 2018 50 on 50 event (which involved tracking down and inviting alumni from the past 50 years). CRM still being investigated. Future possibilities being examined include alumni e-mail, insurance, online logo and access to databases. 	December 2019

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

Priority Initiative: Student Information Portal

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<p><i>Expected Outcome:</i> System enhancements prioritized as part of Enterprise Resource Planning (ERP). Investigate collaborative opportunities</p>	June 2018	In Process	<ul style="list-style-type: none"> Held preliminary discussions with companies regarding online payment systems. Created a joint business case with Northern Lakes College and Lakeland College for a complete ERP replacement. Partnered with Athabasca University and Northern Lakes College to develop a student information system. Soft-launched student communication tool Oohlala in May 2018. Began working on Student Intranet. 	June 2021
<p><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</p>	June 2018	In Process	<ul style="list-style-type: none"> Implemented degree audit automation in Student Services. This is a requirement for portal information and student self-registration. It also saves time in transcript production. Established a task team to work on migrating marks from Grade Quick to Moodle. 	June 2019

Priority Initiative: Alumni Development

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<p><i>Expected Outcome:</i> Value-added components of Alumni membership enhanced</p>	June 2019	In Process	<ul style="list-style-type: none"> In 2017-2018, the College concentrated on increasing the number of members in our alumni association, which topped 900 by the end of the fiscal year. As a result, value-added components were not a focus. In 2016-2017, membership cards and membership benefits were finalized. 	June 2019

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

Priority Initiative: Alumni Development (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Online Alumni community established, building memberships and connections	Ongoing	In Process	<ul style="list-style-type: none"> Installed Donor Perfect Software for Corporate Communications to support alumni information. Reviewed feasibility of an alumni tracking system. Social media numbers: Facebook – 189 new subscribers; Twitter – 364 followers; Instagram – 1,074 followers 	Ongoing
<i>Expected Outcome:</i> Support preparations to celebrate Portage College's 50th Anniversary in 2018	September 2017	Complete	<ul style="list-style-type: none"> In conjunction with Community Relations, Corporate Communications and Executive, developed and implemented a 50th anniversary plan. Hired an external writer to create biographies of alumni as part of 50th anniversary efforts. 	Complete
<i>Performance Measure (for entire goal):</i> Student Point of Exit Satisfaction reaches 90%	June 2020	In Process	<ul style="list-style-type: none"> 88% of Portage College students surveyed would recommend the College to others (2017-2018 Point of Exit Survey). 	June 2021
<i>Performance Measure (for entire goal):</i> Fall Application to Enrolment Conversion Rate reaches 80%	October 2019	In Process	<ul style="list-style-type: none"> Fall 2017 Application to Conversion Rate: 73%. This represents a 3% increase over 2016-2017 and a 19% increase over 2015-2016 levels. 	October 2020

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 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Greater brand awareness of existing and new programming	Ongoing	In Process	<ul style="list-style-type: none"> • Created University Transfer (UT) brochure to highlight new program name and the ever-growing opportunity to complete UT courses within Portage's service region. • Contract videographer created and posted 40 videos during 2017-2018. These vary from full-length instructional videos to student testimonials and promotional shorts. • Manager of Community Relations met regularly with community partners to discuss goings on at the College. 	Ongoing
<i>Expected Outcome:</i> Launch marketing plan to demonstrate how College initiatives are aligned with Adult Learning System principles	September 2018	In Process	<ul style="list-style-type: none"> • Executive Vice President created and distributed bi-monthly Community Update Publication (CUP) to multiple stakeholders, informing them of College initiatives, events, and program developments. • Launched marketing plan to share results of Portage College economic impact study. 	September 2018

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 2017-2018	Revised Completion Date
<p><i>Expected Outcome:</i> Greater brand awareness of infrastructure supporting innovation and entrepreneurship in the four areas of specialization</p>	Ongoing	In Process	<ul style="list-style-type: none"> • Made significant progress on the use of the incubators and conference centre in the Food Sciences Centre in St. Paul. The College hosted more than 30 community events and booked half of the incubator space in 2017-2018. • The Indigenous Arts Centre launched a celebration of the Museum's 40th Anniversary. The College has been asked to provide outreach training to several communities and has been asked to lead discussions on the creation of a new Artisan Co-op in partnership with Travel Alberta. • Completed construction of new lab facilities for the Water Resources Training Centre and developed curriculum. A state-of-the-art facility was also designed by Stantec to house significant water and wastewater simulators. • Progress on the Pipeline Training Centre in Boyle has been hampered in terms of support by the image of the pipeline industry. 	Ongoing
<p><i>Expected Outcome:</i> Grow internal capacity to manage our corporate image marketing</p>	June 2019	In Process	<ul style="list-style-type: none"> • Hired Graphics & Media Developer and Administrative Assistant for Corporate Communications and Community Relations. • Developed corporate communications plan. • Developed key messages with proof points for staff to know and share as they are in communities and attending events. • Re-branded letterhead and all employees' e-mail signatures to include 50th anniversary logo. • Attended International Association of Business Communicators' western conference. 	June 2019

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

Priority Initiative: College Marketing Plan

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Collaborate with communities where Portage College has a campus to promote those communities as College communities on their websites	June 2020	In Process	<ul style="list-style-type: none"> Corporate Communications staff continues to focus on making connections within our communities in order to facilitate the College community promotion. 	June 2019
<i>Performance Measure:</i> Market share (fall applications) of 55%	October 2019	In Process	<ul style="list-style-type: none"> For Fall 2017, Portage College's market share was 45%, 74% when only considering Comprehensive Community Institutions. 	October 2020

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 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Foster the development of our unique corporate cultural identity through the College's communication plan and through its annual planning days	Ongoing	In Process	<ul style="list-style-type: none"> Included exercises on corporate initiatives, guidelines and strategies as part of employee planning days. Reworked interview process to include questions designed to determine the cultural fit of candidates. Attended "How to Craft the Culture of Your Company" workshop and incorporated suggestions into action plan. 	June 2020

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

Priority Initiative: Employee Engagement (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<p><i>Expected Outcome:</i> Develop an employee volunteer recognition program that encourages increased volunteerism both for internal College initiatives and community initiatives</p>	June 2018	Complete	<ul style="list-style-type: none"> Developed a recognition program that encourages and increases volunteerism at the College. Established a tracking system for volunteerism including volunteer recognition planning. Updated employee volunteer recognition guidelines. In 2017-2018, more than 340 College employees, students and public members volunteered at 50th anniversary events and functions. 	Complete

Priority Initiative: Support Employee Personal and Professional Growth

Description	Completion Date	Status	Progress Made in 2017-2018	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"> Established online Training & Development calendar allowing staff to view all available training opportunities. Administered mandatory College-wide online security awareness training to inform and protect College IT inventory and networks. Reinstated full funding for employee tuition bursary and professional development. Provided support for employees pursuing their Masters and doctorates. One employee completed a PhD in October 2017. Implemented new faculty evaluation guideline and began trial of new faculty evaluation template. Identified list of training requirements for faculty including classroom management which will be developed and launched in 2018-2019. 	Ongoing

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 (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<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.	June 2018	Complete	<ul style="list-style-type: none"> • Established Workforce Development Committee to ensure that programming offered and taken aligns with the strategic goals of the College. • Workforce Development hosted workshops to increase instructional excellence. • Provided training to ensure that HR and the College are compliant with all new guidelines and legislation. 	Complete
<i>Expected Outcome:</i> Evaluate succession planning activities currently underway to learn best practices for future activities	June 2018	Complete	<ul style="list-style-type: none"> • HR met with all College departments and identified training plans for staff. 	Complete
<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"> • Applied for a \$50,000 Restorative Justice grant from the Alberta Justice and Solicitor General. • Received a \$5,000 grant from Devon Energy to support Healing through Arts workshops. • Drafted a best practices handbook to integrate Indigenous culture, customs, celebrations and curriculum into programs. • President's Indigenous Advisory Committee and all related subcommittees attended restorative justice training and continued to work on plans to rollout training for all College employees. 	June 2019

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 (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Implement metrics for Human Resources programs and services	June 2019	In Process	<ul style="list-style-type: none"> Evaluated the usage of various HR programs, including LifeWorks, the College's employee assistance program. Gathered metrics for HR programs and services for Board planning discussion; formulated action plan to be implemented in 2018-2019. 	June 2019
<i>Performance Measure:</i> Employee engagement of 70%	June 2020	In Process	<ul style="list-style-type: none"> 2017-2018 Employee Engagement (volunteering for College events and fundraisers): 85%. Due to numerous 50th anniversary activities, the employee engagement percentage was significantly higher than in 2016-2017. We anticipate a decrease in 2017-2018. 	June 2021
<i>Performance Measure:</i> Training & Development resource utilization rate reaches 95%	June 2020	In Process	<ul style="list-style-type: none"> 2017-2018 Training & Development resource utilization: 83%. Highest percentage: Faculty – 95%. Lowest percentage: Excluded – 52% 	June 2021

GOAL: DIVERSIFY THE COLLEGE'S FUNDING SOURCES

Priority Initiative: Capital Grants

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<p><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</p>	June 2018	In Process	<ul style="list-style-type: none"> • Contracted Hanover Research to conduct market and regional analyses regarding the expansion of the Cold Lake campus. Specifically: <ul style="list-style-type: none"> » Program-specific market assessments <ul style="list-style-type: none"> - Pharmacy Assistant (<i>completed May 2018</i>) - Mechanics and Autobody (<i>completed May 2018</i>) - Instrumentation Technician (<i>completed June 2018</i>) - Degree-completion opportunities - Digital Marketing Post Diploma Certificate » Regional demographic analysis (<i>completed February 2018</i>) » High School needs assessment (<i>completed May 2018</i>) » Employer needs assessment (<i>completed March 2018</i>) » Military program opportunities (<i>completed January 2018</i>) » Competitor institution benchmarking (<i>still outstanding at end of fiscal year</i>) » Best practices in long-term facility planning (<i>completed March 2018</i>) • Established a steering committee with the City of Cold Lake to manage the project. • Awarded architectural services contract to Stantec Consulting; finalized campus expansion drawings expected by Fall of 2018. 	June 2019

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

Priority Initiative: Capital Grants (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<p><i>Expected Outcome:</i> Funding secured for Water and Wastewater Resources Training Centre in Lac La Biche; Lac La Biche County is a partner in the project; College received a federal Post-Secondary Institutions Strategic Investment Fund grant for \$752,460 towards the project. Should be a shovel-ready project</p>	June 2020	In Process	<ul style="list-style-type: none"> Completed construction of new Environmental Sciences building, which includes a new water/wastewater lab. Set aside capital funds to complete floor works and furnish the foyer of the Environmental Sciences Building as College was not successful in our Federated Coop – Community Spaces grant application. Completed architectural drawings for proposed new Lac La Biche Arts & Environmental Centre. 	Beyond the scope of the CIP 3-year window

Priority Initiative: Entrepreneurial Ventures and Alternative Local Funding

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<p><i>Expected Outcome:</i> Entrepreneurial initiatives to bolster operational funding developed, specifically focusing on food as a by-product of training in St. Paul</p>	June 2019	In Process	<ul style="list-style-type: none"> New St. Paul campus manager tasked with generating ideas for the retail store and boosting entrepreneurial revenue. 	June 2019

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

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

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Sustainable ownership and operating models in place to support those entrepreneurial initiatives	September 2017	Complete	<ul style="list-style-type: none"> Undertook review of the Voyageur Grill in Lac La Biche; tweaked service model and reduced evening hours. Financial losses have to be curtailed and completely eliminated in 2018-2019. Examined different models to further improve profitability of ancillary services and incorporate commercialization in all areas of the College. Decentralized Continuing Education department; extension programming and commercialization opportunities are now the responsibility of each program area. It is expected with this widespread engagement that further buy-in will occur about revenue generation for the College. 	Complete
<i>Expected Outcome:</i> College borrowing guidelines and procedures established	December 2017	In Process	<ul style="list-style-type: none"> Revised the College's financial borrowing guideline and presented to Board of Governors' Finance, Risk and Infrastructure committee. 	June 2019
<i>Expected Outcome:</i> Increased profitability of existing ancillary services (Food Services, Housing, Bookstore)	June 2019	In Process	<ul style="list-style-type: none"> In 2017-2018, recorded a profit of \$232,743, \$95,000 higher than the previous fiscal year. 	June 2019

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

Priority Initiative: Continuing Education

Description	Completion Date	Status	Progress Made in 2017-2018	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"> Produced and distributed fall, winter and spring extension catalogues. Wildland Firetack training put on hold due to announcement of program changes from Government of Alberta 	Ongoing
<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"> Expanded professional development course offerings beyond traditional client base to include municipalities, business and organizations. Continuing Education model has been decentralized to place responsibility on all departments to help with revenue generation through extension courses. 	Ongoing
<i>Expected Outcome:</i> Profitability improved through leveraging of redesigned Continuing Education organizational model	June 2018	In Process	<ul style="list-style-type: none"> Estimates for return to College reduced by half due to economic downturn, reduction of provincial and federal support for partner Frog Lake First Nation, program changes and inability to fill Business Development Officer (BDO) positions for most of the fiscal year. BDO has subsequently been hired. Focus in 2018-2019 will be on further developing post-graduate certificates and workplace specializations. 	June 2021

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

Priority Initiative: Fundraising

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Expected Outcome:</i> Increased net revenue from fundraising events	Ongoing	In Process	<ul style="list-style-type: none"> Raised more than \$205,000 to support 50th anniversary events from five major sponsors: Devon Canada, MEG Energy, Canadian Natural Resources Ltd., Lac La Biche County and Xerox Canada. Reduced cost of fundraising events by cutting ones that did not make money (e.g. annual golf tournament) and restructured other traditional fundraising events in consultation with community partners and stakeholders. 	Ongoing
<i>Expected Outcome:</i> Increased efforts to solicit external sources for scholarships	June 2019	In Process	<ul style="list-style-type: none"> Targeted sponsorship and donations to the Spirit of Community Partnerships Endowment. Worked on creating website page to take online donations and sell tickets to College fundraising events. 	June 2019
<i>Expected Outcome:</i> Alternative avenues to fundraising explored	September 2017	In Process	<ul style="list-style-type: none"> Secured three-year agreement with Lac La Biche County to sponsor Voyageurs Athletics for \$100,000 per year. Explored programs to help College find new funding grants. Met with partners, particularly in the oil and gas industry, to discuss partnership and sponsorship opportunities. 	Ongoing
<i>Expected Outcome:</i> Board of Governors' members engaged in strategic fundraising initiatives	Ongoing	In Process	<ul style="list-style-type: none"> Adjusted policy to encourage Board members to attend fundraising events. Key Board members volunteered to attend meetings with College administration, business leaders and government ministers. 	Ongoing

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

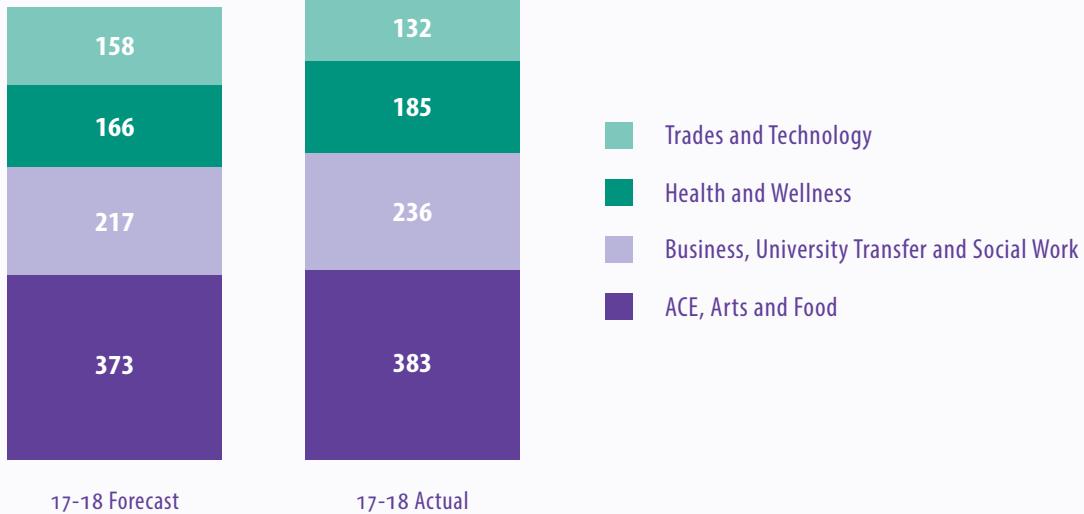
Priority Initiative: Fundraising (cont.)

Description	Completion Date	Status	Progress Made in 2017-2018	Revised Completion Date
<i>Performance Measure:</i> At least \$2.1 million obtained from capital grant proposals for strategic projects	June 2020	In Process	<ul style="list-style-type: none"> Officially received a \$1.08 million grant from Advanced Education for an Infrastructure Needs Assessment of our Cold Lake campus. Filed an expression of interest with Alberta Infrastructure to apply for a grant from the Investing in Canada Infrastructure Program to help construct an Indigenous Smudging and Cultural Awareness Atrium at our Lac La Biche campus. 	June 2021
<i>Performance Measure:</i> Cost of fundraising and friendraising events reduced by 15% from 2016 levels	June 2020	In Process	<ul style="list-style-type: none"> Costs increased substantially over 2016 levels, due to an increased number of events marking the College's 50th anniversary and an expanded community relations/corporate communications department. 	June 2021
<i>Performance Measure:</i> Amount of donations and gifts in kind increased by 15% from 2016 levels	June 2020	In Process	<ul style="list-style-type: none"> Donations, gifts in kind and sponsorships increased by 14% over 2016 levels. 	June 2021



Community workshop with renowned artist Joseph Sanchez, 2018

ENROLMENT PLAN (IN FLEs)



*NB 17-18 FLE forecast taken from 2017-20 Comprehensive Institutional Plan. 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 36.7 FLE.
2. Higher than expected enrolment in the College's health and wellness programs, particularly Licensed Practical Nurse. The program's FLE count is higher in 2017-2018 in part due to a ministry-approved larger FLE factor in determining the final tally.
3. Higher than expected enrolment in our University Transfer (UT) program. This is the second consecutive year that the UT program has exceeded expectations.

Our apprenticeship trades programs experienced lower than expected enrolment for a second year in a row, reflecting a province-wide decrease in demand for apprentices in several trades. As a result, the College has not been 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	9.5	10.1	+0.6
Academic Foundations and College Preparation	210.5	206.3	-4.2
Accounting Technician	9.9	5.5	-4.4
Advanced Care Paramedic	54.5	54.5	0.0
Apprenticeship Electrician	19.8	9.4	-10.4
Apprenticeship Steamfitter-Pipefitter	4.6	5.9	+1.3
Apprenticeship Welding	6.5	4.0	-2.5
Artisan Entrepreneurship Diploma	7.0	5.3	-1.7
Baking Certificate	6.0	4.0	-2.0
Business Administration Certificate	46.0	41.0	-5.0
Business Administration Diplomas	23.0	25.7	+2.7
Community Social Work Diploma	55.0	66.5	+11.5
Culinary Arts Diploma	31.7	27.3	-4.4
Early Learning and Child Care Certificate	43.0	50.1	+7.1
Early Learning and Child Care Diploma	14.0	31.6	+17.6
Educational Assistant Certificate	16.0	26.7	+10.7
Educational Assistant Diploma	1.4	2.7	+1.3
Emergency Medical Responder	5.3	3.0	-2.3
Hairstyling	18.0	16.6	-1.4
Heavy Equipment Operator	21.1	10.9	-10.2
Institutional Cook	3.0	3.5	+0.5
Licensed Practical Nurse	84.0	108.0	+24.0
Natural Resources Technology Diploma	33.0	26.8	-6.2
Office Administration	10.2	10.2	0.0
Open Studies	30.5	15.7	-14.8
Power Engineering 3rd Class	48.4	40.2	-8.2
Power Engineering 4th Class	28.8	38.0	+9.2
Pre-Employment Heavy Equipment Technician	3.2	3.7	+0.5
Pre-Employment Welding	5.3	2.1	-3.2
Primary Care Paramedic	22.7	19.6	-3.1
SAGD De-Oiling and Water Treatment (DAWT)	2.1	1.6	-0.5
University Transfer	39.7	59.9	+20.2

*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.

Portage College continued to be an active partner in Labour Education Applied Research North (LEARN) in 2017-2018. 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 labour-market research reports since 1995, completed a study in Spring 2018 on Digital Education Resources in Northern Alberta. The final report provided information regarding improving integration of resources into teaching practices and encouraged the development of a northern-Alberta-wide digital education strategy. The partnership represents effective management of resources and is an example of post-secondary institutions collaborating with the NADC to find solutions to common challenges.



*Deputy Premier and Health Minister Sarah Hoffman (third from left) visited the Lac La Biche Campus, February 22, 2018
Pictured with her are (left to right) Practical Nurse instructor Sherry Kanarek, student Chelsea Karpetz and student Chantal Mihalcheon*

COMMUNITY OUTREACH AND UNDERREPRESENTED LEARNERS

The College entered into a partnership 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). We offered facilities to the CALPs in St Paul and Lac La Biche and partnered on a referral basis students with CALPs — especially ESL and basic-Foundational-level students who achieve success — to our Academic Upgrading programs. 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 Community Adult Learning at our St. Paul campus and worked on literacy initiatives. We also partnered with the St. Paul Municipal Library, Parent Link, Mannawanis Friendship Centre, Franco-accueil, FCSS, Alberta Health Services and Alberta Works to provide programming. In addition, 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. The coordinator also set up meetings with Saddle Lake Adult and Literacy Program to work on providing parenting and literacy programming.

The College also 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.

Frog Lake Partnership/Training — During the past five years, the College has partnered with Frog Lake First Nation to offer a variety of programs including 1st Period Carpentry, mechanics, cooking, office administration and Oil and Gas Administrative Assistant to students on the reserve. A notable success story is the Essential Skills for Tradesperson program, where students put their classroom knowledge to practical use by constructing houses. In 2017-2018, we began working with the Frog Lake high school to raise the professionalization of Educational Assistants and childcare providers in the community. This will include Dual Credit and continuing education opportunities.

Whitefish Lake Open Campus — The Open Campus at Whitefish Lake First Nation #128, a seamless operation of High School completion, foundational adult education

and entry-level career preparation, has helped to increase student retention and provided strong evidence of student empowerment and success. In 2017-2018, the College expanded offering Foundational Learning to adult students, which we intend to continue to make available in the community through our Continuing Education Department.

Portage also worked with the University of Alberta to bring the Aboriginal Teacher Education Program to the region in 2018 as part of a cyclical plan. The program will be offered at our St. Paul, Lac La Biche and Cold Lake campuses in 2018-2019. The College hosted two successful iterations of the program in 2010 and 2014.

Building an Arts and Environmental Centre — The College completed the tender-ready documents for a one-of-a-kind facility. The proposed Lac La Biche Arts and Environmental Centre will house water/wastewater operator training, and provide a new home for our Native Arts and Culture programming and the College's Museum of Aboriginal Peoples' Arts and Artifacts. While the project is not part of our three-year capital plan, we intend to continue to partner with Lac La Biche County to make this centre a reality by jointly retaining Engineering services to move to a tender-ready document and by pursuing Federal Government funding opportunities.

The College renewed memoranda of understanding for Dual Credit with the following school divisions: Aspen View Public Schools, Lakeland Catholic Schools, Northern Lights Public Schools, and St Paul Education Regional Division 1. An MOU was also sent to Frog Lake First Nation for review. These memoranda explained 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 no-cost-tuition-free University Studies course per semester. In addition, two of these school divisions received \$50,000 grants for the 2018-2019 academic year and named Portage College as the partner post-secondary in delivery of Pre-Employment Cooking, Heavy Equipment Technician, Electrical and Robotics. Elk Island Public Schools also received a start-up grant for trades training and met with Portage to see what partnership opportunities may be possible. East Central Alberta Catholic School Division also approached Portage about possibly partnering to offer our entrepreneurship (ENTR 105) course. The model would be similar to the one East Central has established with Lakeland College.

The College published a catalogue 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. The catalogue included a variety of training programs covering the range of faculties in the College. Dual Credit options were also highlighted. One example is the Entrepreneurship Course, which we plan to further enhance by offering an annual Dragon's Den-style Youth Entrepreneurial Challenge.

Buffalo Lake Métis Settlement Entrepreneurial Incubator Partnership — While we were not successful in obtaining funding for this project there remains interest from Buffalo Lake and the industry partners. With the new structure of Deans having both Academic and Continuing Education responsibilities (implemented in 2017-2018) we plan to explore ways to make the training centre at Buffalo Lake a possibility.

The College was also invited by Rupertsland to participate in engagement with Victoria Settlement. This partnership will include construction and arts and culture opportunities.

With our new faculty-of-extension approach, we began planning ways to make outreach of Arts and Culture programming a reality, including having former program graduates teach the College's existing curriculum in modules within the communities. Additionally, we plan to work with the communities to help them apply for federal government grants to fund this outreach training.

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. In 2017-2018, the College continued to focus on expanding our extension studies programs to bring them throughout the region through the Continuing Education Department.

The College's successful engagement with Indigenous communities has drawn attention within Treaties 6, 7, and 8 and has led to successful program collaborations north and south of the College's service region. In addition to these collaborations, Portage also has campuses at Frog Lake First Nation, Saddle Lake Cree Nation and Whitefish Lake First Nation #128. 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 \$338,000 in scholarships and bursaries available to all Portage students.

While Portage College has a long-standing history of working with Indigenous people, we continue to actively work to ensure we 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 the past academic year in developing a connection with Elders and setting some broad direction for the College. The Indigenization of Programming subcommittee created a best practices document in keeping with the United Nations Declaration on the Rights of Indigenous Peoples for curriculum indigenization to be rolled out following the Healing through Arts training in 2018-2019. The Indigenization of HR and Training subcommittee continued to work on a cultural awareness program for all employees and reviewed all onboarding practices. A third subcommittee, responsible for marketing, public relations, corporate relationships and community relations, was also created. The College intends to have a full Indigenization plan completed by the end of 2018-2019.

Portage College started a feasibility analysis for long-term facility planning for all campuses, focusing particularly on expansion of our "at capacity" Cold Lake campus. The College and Athabasca University (AU) held several meetings during the academic year to outline an active collaboration plan going forward. The Cold Lake campus development is one of three strategic areas of focus. Foundation to degree programming including special attention to military personnel requirements is the ultimate goal of this initiative.

The Portage College-Athabasca University collaboration also included the pipeline training facility in Boyle. Bringing AU to this campus will include increased continued education opportunities and will allow the campus to secure the research opportunities that have always been in the vision for this Alberta-owned infrastructure.

Using an inclusive campus model, Portage College has continued to offer many supports to learners with disabilities. Through Student Learning Services, 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. The additional funding for Mental Health counselling at the Lac La Biche and Cold Lake campuses allowed the College to increase services in the region and to hire two Mental Health workers. The College also funded an expansion in the Student Learning Services department in Lac La Biche and, after a successful pilot in Cold Lake, will be expanding to create writing centre services to students of all programs.

INTERNATIONALIZATION

Portage College continues to look at capstone project opportunities for international students at all of our campuses. Due to available resources, however, the Board of Governors has directed the College to focus our efforts on attracting and serving students from within our region and within Alberta for specific program clusters.

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. Included in the proposal was a view to attract international student athletes. Portage has an approved tuition reduction in place for hockey players which reduces the triple tuition rate for international students to normal domestic tuition for athletes. The College proposed to extend this to soccer players as well. The application was approved in June 2018 and the College will field men's and women's teams ready to compete in regular-season ACAC action in 2019-2020.

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 2017-2018, the College received applications from 27 international applicants, down 13 from the previous academic year. Only 8 of those applicants enrolled in a Portage College program.

The College examined the feasibility of joining a metasearch engine that would allow students from anywhere in the world to find out about Portage College and our program offerings. The cost was prohibitive, however, and the College determined it was not worth the return on investment.



Round Dance, 2018

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 were the ones listed in the 2017-2020 Comprehensive Institutional Plan.

Priority Projects

Type	Description	Funding Sources	Progress of Funding Collection	Expected Completion Date	Status	Progress Made in 2017-2018	Revised Expected Completion Date
Expansion	Cold Lake Campus Expansion	100% GOA	0% GOA	June 2020	In Process	<ul style="list-style-type: none"> Series of research projects completed examining programming, labour market, demographics, and employer and student demand. Hired Stantec to complete architectural drawings of proposed expansion. These are expected to be completed by the end of 2018. 	June 2020
New	Lac La Biche Water & Wastewater Training Centre (now called the Lac La Biche Arts and Environmental Centre)	50% SIF grant, 30% Portage, 20% Lac La Biche County (*NB this represents the breakdown of the \$1.5 million Environmental Studies building project)	50% SIF grant, 30% Portage, 20% Lac La Biche County	June 2020	In Process	<ul style="list-style-type: none"> New Environmental Studies building opened at Lac La Biche campus. Building includes a greenhouse, computer labs, a water/wastewater lab and student common area. Initial concept drawings for a much-larger arts and environmental centre completed and unveiled in April 2018. 	June 2028

Priority Projects (cont.)

Type	Description	Funding Sources	Progress of Funding Collection	Expected Completion Date	Status	Progress Made in 2017-2018	Revised Expected Completion Date
New	Pipeline Training Centre in Boyle – Phase I	100% GOA	0% GOA	June 2020 (with funding in place)	In Process	• Still finalizing land purchase	June 2028
New	Pipeline Training Centre in Boyle – Phase II	100% GOA	0% GOA	June 2020	In Process	• Dependent on completion of Phase I	June 2028

Other

Type	Description	Funding Sources	Progress of Funding Collection	Expected Completion Date	Status	Progress Made in 2017-2018	Revised Expected Completion Date
Maintenance	Replace Domestic Hot/Cold Water Distribution System – LLB Campus	100% GOA	100% GOA	September 2020	Nearly Completed	• Work mostly completed in the summer of 2018.	December 2018
Maintenance	Curbs and sidewalks – LLB Campus	100% GOA	0% GOA	June 2021	Outstanding	• Project has not been funded to this point	June 2021
Maintenance	Asphalt overlay and line painting – LLB Campus	100% GOA	0% GOA	June 2021	Outstanding	• Project has not been funded to this point	June 2021
Maintenance	Roof Replacement – LLB Campus	100% GOA	100% GOA	Completed	Completed	• Project completed in 2017-2018.	Completed



Five hockey legends attended the College's annual Spirit of Community Partnerships Dinner, April 1, 2018

From left to right: Billy Smith, Gerry Cheevers, Geraldine Heaney, Dave Babych and Al Iafrate

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 double the size of our current 29,062 square-foot facility. The \$30 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. In May 2017, Advanced Education announced \$1.08 million in funding for the College to complete a feasibility study for facility and program expansion in collaboration with the City of Cold Lake. The College has used the funding 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. The College expects to have a proposal before the provincial government by the end of the 2018-2019 academic year.

In February 2018, the College opened the Environmental Studies building on the site of an old shop at the Lac La Biche campus. The new energy-efficient facility features extra classroom and lab space for our Natural Resources Technology students, as well as a water/wastewater lab and a greenhouse. The \$1.5 million project was made possible by contributions from Lac La Biche County, the College and a \$752,460 federal Post-Secondary Institutions Strategic Investment Fund grant.

The College, in partnership with Lac La Biche County, is now looking at constructing a first-of-its-kind, multi-purpose building, although the project is not on Portage's three-year-

capital plan. The Lac La Biche arts and Environmental Centre will serve as a cultural hub and an educational centre of specialization in water and water management.

Initial concept drawings were completed in 2017-2018 and unveiled at a public event in April 2018. The proposed centre will feature simulation labs for training water and wastewater operators, space for our Native Arts and Culture programs, a theatre and a large museum space housing both the Lac La Biche County Museum and the College's Museum of Aboriginal Peoples' Art and Artifacts.

The College is still committed to developing Canada's first Pipeline Training Campus in Boyle but has pushed the project off of the three-year CIP planning cycle given the economic and political climate surrounding pipelines at the moment. Phase I of the \$55 million project includes a \$25 million process loop that will be able to safely simulate oil spills and pipeline breaches using non-toxic materials. The process loop will be part of a phased-campus development that will eventually offer multiple programs relevant to the oil and gas pipeline industry. As of fiscal year end, \$5 million is in place thanks to support from Alberta Community and Social Services, Western Economic Development Canada, Rural Diversification Initiative, Portage College and the private sector. During the years leading up to the Pipeline Training Centre project proposal, Portage College has worked with more than 40 companies, including multiple consultations with the Canadian Energy Pipeline Association and the Canadian Standards Association, to bring pipeline training to northern Alberta. The College has consulted with and has approval from all seven First Nation and four Métis Settlements within our service region to develop the Boyle site.

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 2017-2018 to address this critical and ongoing need.

Type	Description	Status	Expected Completion Date	Progress Made in 2017-2018
New	Intranet Deployment	In Process	<ul style="list-style-type: none"> Phase I – December 2018 Phase II – June 2020 	<ul style="list-style-type: none"> Engaged external company to develop Intranet to support College committees and risk management. Laying groundwork for future projects. Phase II of the project involves additional applications.
New	ERP Renewal	In Process	<ul style="list-style-type: none"> RFP – June 2019 Project completion – June 2021 	<ul style="list-style-type: none"> Completed RFI with Athabasca University and Northern Lakes College. Explored vendor solutions. Now moving to an RFP with one vendor.
New	Network Infrastructure Renewal	In Process	<ul style="list-style-type: none"> Initial phase – February 2019 Network renewal at other campuses – May 2021 	<ul style="list-style-type: none"> Replaced networking equipment at our Lac La Biche (LLB) campus. Upgraded wireless infrastructure at all College campuses Re-wired LLB campus All main data centres now on UPS and generator
Maintenance	Disaster Recovery (Phase II)	Complete	Complete	<ul style="list-style-type: none"> Phase II complete, hardware in place at our backup location.
Maintenance	Security Systems Upgrade	In Process	June 2019	<ul style="list-style-type: none"> Installed 120 security cameras at LLB campus Installed new security servers Engaged consultant to review access control to doors at LLB campus

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 Community and Social Services
Alberta Conservation Association
Alberta Construction Safety Association
Alberta Culture and Tourism
Alberta Employment and Immigration
Alberta Environment and Parks
Alberta Fish and Game Association
Alberta Foundation for the Arts
Alberta Health
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
Aspen View Public Schools
Athabasca County
Athabasca University

B

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

C

Calliou Oilfield Clearing Ltd.
Campus Alberta
Canadian Medical Association
Canadian Natural Resources Limited
Canadian Wildlife Service
Canalta Hotels
Cenovus FCCL Ltd.
Chipewyan Prairie
Chwedoruk Trucking
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

K

Kehewin First Nation

Keyano College

Kikino Métis Settlement

D

Devon Canada

E

East Central Francophone School Division

École Plamondon School

Edcon Power Tongs

Elizabeth Métis Settlement

Elk Island Public Schools

Energy Safety Canada

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 Stationers

Lac La Biche Transport

Lakeland Catholic School District

Lakeland College

Lesser Slave Lake Bird Observatory

F

Fatal Light Awareness Program Canada

Frog Lake First Nation

M

MEG Energy Corp.

Métis Nation of Alberta

Minor Sports (Lac La Biche)

G

Goodfish Lake Development Corp.

Grande Prairie Regional College

N

Nexen Incorporation

North Star Science & Technology Ltd.

Northern Alberta Development Council

Northern Lakes College

Northern Lights Public Schools

H

Heart Lake Construction

Heart Lake First Nation

I

Integrated Environment

O

Oil Sands Discovery Centre

J

J.A. Williams High School

Johnson Incorporated

P

Pembina Pipeline Corporation

Piikani Nation

Portage College Faculty Association

Portage College Student Association

Q

Questfire Energy

R

Ramada Hotels

Randolph Benson Professional Corp

RDK Electric

Royal Alberta Museum

Royal Canadian Legion

Rupertslnd 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

Student Association of Portage College

T

Tervita Corporation

Thurber Engineering

Town of St. Paul

TransCanada Corporation

U

University of Alberta

University of Calgary

V

Venture Building Supplies

Village of Boyle

W

Waschuk Pipeline

Western Air Rescue

Western Economic Diversification Canada

Whitefish Lake First Nation #128

WSP Canada Ltd.

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.



Hockey Parents Weekend, January 2018

2017-2018 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 –

\$150,000+

Lac La Biche County

\$30,000 – \$149,999

Canadian Natural Resources Ltd.

Devon Canada

MEG Energy Corp.

\$10,000 – \$29,999

City of Cold Lake

Xerox Canada Ltd.

\$5,000 – \$9,999

Access Pipeline Inc.

County of St. Paul

\$1,000 – \$4,999

Alberta Aboriginal Women's Society

Britton's Your Independent Grocer

Myrna Fox

North American Indian Rodeo Association

Owl River Recreation

Pembina Golf Club

Pembina Pipeline Corporation

Questfire Energy

Royal Canadian Legion

Saddle Lake Reinvestment Program

Stantec Consulting

WSP Canada Inc.

\$500 – \$999

Lac La Biche IGA

Mike and Nancy Broadbent

June Cardinal-Howse and Allan Howse

Trent and Bonita Keough

\$100 – \$499

Alberta Pacific Forest Industries

Allan Robertson

Amanda Alook

Barry and Donna Feledichuk

Barry and Lisa Symington

Beverly Lockett

Blue Quills University

Brenda R. Daley

Calliou Oilfield Clearing Ltd.

Carrie Froehler

Community Futures Lac La Biche

Darrel Bird

Darrell and Laura Stephansson

David Hanson

David Paul

Gail Hiar

Geoff and Karen Hibbs

Goodfish Lake Development Corp

Guy Gervais

Heart Lake Construction

J.A. Williams High School

Jaime Davies

Joleyne Mayers-Jaekel

Lac La Biche Stationers

Leanne Coonan



Artist Joseph Sanchez with the College's Food Sciences instructors at the PNIAI Grand Opening in Lac La Biche, April 2018

Loranda Ahnassay

Lyla Allan

Mitch Mindus

O/A Shotgun Maintenance

Portage College Faculty Association

Portage College Student Association

Randolph Benson Professional Corp

Smiley's Smail Holdings

Squirrely's Gas Bar

Ted Langford

Thomas Lett

Tim Dennis

Tirecraft (Oasis Sales and Service)

Tracy Boyde

Venture Building Supplies Inc.

Village of Boyle

\$50 – \$99

Charlyn Moore

Kelly Mitchell

Lindsay Lee Jackson

Robin Tizzard

Sherraz Moghrabi

St. Paul Champions for Change Society

We have made every effort to ensure all our contributors to our 2017-2018 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 \$1,968.76.

MANAGEMENT'S DISCUSSION AND ANALYSIS OF CONSOLIDATED FINANCIAL STATEMENTS

(Thousands of dollars)

INTRODUCTION

This Management Discussion and Analysis (MD&A) should be read in conjunction with the Portage College consolidated financial statements and accompanying notes. The MD&A and consolidated 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 consolidated financial statements represent the financial position and results of operations of Portage College. The College's consolidated 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 consolidated financial results Portage College achieved in the fiscal year ended June 30, 2018 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 2017-18, 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 2017-18 with the College receiving a tuition offset grant from Advanced Education of \$61.

The College continued 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 \$534 on June 30, 2018. The College continues to negotiate with the Staff Association (AUPE) whose contract expired June 30, 2017. 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 September 2019, which the College implemented.

2. FINANCIAL RESULTS

From total revenues of \$37,007 for the fiscal year ended June 30, 2018, the College incurred a consolidated annual surplus of \$534. The operating surplus is primarily a result of a reduction in supplies, wages and an increase in contract revenue from budget. The College has \$521 in operating contingency funds internally restricted which is earmarked for future deficits.

Revenues

The College revenues for 2018 were \$37,007, a decrease of \$313 from prior year. Revenues were higher than budgeted by 1.9% or \$703. The main source of revenue for the College are grants from the Government of Alberta which totaled \$28.1M, representing 76% of total revenues. Advanced Education is the primary funder to the College.

	2018 Budget	2018 Actual	2017 Actual
Government of Alberta grants	\$27,321	\$28,118	\$27,306
Federal and other government grants	604	536	885
Sales of services and products	4,311	3,732	4,636
Student tuition and fees	3,812	4,047	4,158
Donations and other grants	115	318	172
Investment income	141	256	163
Total	\$36,304	\$37,007	\$37,320

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, 2018.

	Actual June 30, 2018		
	Operating	Capital	Total
Government of Alberta Grants	\$25,873	\$2,245	\$28,118
Federal and other government grants	196	340	536
Sales of services and products	3,732	-	3,732
Student tuition and fees	4,047	-	4,047
Donations and other contributions	266	52	318
Investment income	256	-	256
Total revenue	\$34,370	\$2,637	\$37,007

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 \$812 over the prior year. Also, GOA grants was \$797 greater than budget. The increase consisted of various government funded projects and initiatives such as: Indigenous awards grant \$192, main campus electrical distribution project \$123, student mental health funding \$40, additional Strategic Investment Funding (SIF) \$404, plus earning of SIF grants \$239, earning of Access to the Future Funding attributed to SIF projects \$88, STEP decrease in Infrastructure Maintenance Program grant funding (\$393) and various other increases of \$104.

Federal and Other Government Grants

Revenues from federal and other government grants decreased by (\$349) over the prior year and were (\$68) lower than budget. Conditional grants will have a corresponding equal expenditure offset.

Sales of Services and Products

Revenues from sales of services and products decreased by (\$904) over the prior-year and were (\$579) lower than budget. The decrease from budget was due to decreased 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 \$235 higher than budget. The student full load equivalents (FLE) were 936, compared to the budget of 914 FLE. The 2018 FLEs increased by 53 from the prior year of 883.

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 for your reference.

Tuition revenue and fees as a % of net operating expenditure

	2017-2018	2016-2017
Tuition and Related fees revenue	\$4,047	\$4,158
Net Operating Expenditure	34,427	33,668
%	11.80%	12.35%

Donations and Other Contributions

Donations and contributions were \$203 higher than budget due to an increase in donations, fundraising activities and capital revenue earned.

Investment Income

Revenue from investment income increased by \$93 over prior year, and was \$115 higher than budget due to higher returns in the financial markets than anticipated and increase in endowed scholarship disbursement.

Expenses by Function

For the year ended June 30, 2018 the College recorded \$36,510 in operating expenses representing an increase of \$706 (2.0 %) from the prior year and \$206 (0.1 %) 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, 2018. With this function representing such a significant component of the College's activity, the \$648 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 2018 budget, Instructional costs were \$226 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, 2018.

Expenses decreased by (\$405) 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 (\$759) 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 19% of total expenditures for the year ended June 30, 2018.

Expenses increased by \$1,374 over the prior year. Analysis is provided further in the report under the administrative as a percentage of operating expenditures section. In comparison to the 2018 budget, Institutional support costs were \$816 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, 2018.

Expenses decreased by (\$100) from prior year and were \$71 greater than budget due to an increase in computer replacements.

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 25% of total expenditures for the year ended June 30, 2018.

Expenses increased by \$512 from the prior year and were (\$56) lower than budget. The variance consists of timing of maintenance activity, reduced 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, Student Residences and Housing and the Lac La Biche Child Care Association. Ancillary services accounted for 6% of total expenditures for the year ended June 30, 2018.

Expenses decreased by (\$53) from prior year and were \$247 higher than budget.

Special Purpose and Trust

Special Purpose and Trust represents costs for fundraising activities and other programs specifically funded from restricted grants and donations. Special purpose trust accounted for 0.5% of total expenditures for the year ended June 30, 2018. Expenses increased by \$26 over the prior year and were \$113 higher than budget.

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 below shows the College's performance on this measure.

The increase in Institutional Support from 2017 was \$1,374. A portion of this variance is due to organizational restructuring of the College's management structure \$363, and severance and vacation pay \$265. In addition, the College hired consultants to assist with an Internal Control Review and to review policies, guidelines and procedures related to new human resources legislation \$294. Consultants were also used to cover position vacancies in Continuing Education \$225, and finally the College and external funding partners increased public relations, community relations and other initiatives due to the College's 50th Anniversary \$249.

Administrative Expense as a Percentage of Total Operating Expenditures less Ancillary

	2017-2018	2016-2017
Institutional Support	\$6,766	\$5,392
Total Operating	\$36,510	\$35,804
Less Ancillary Services	2,083	2,136
Net Operating Expenditures	\$34,427	\$33,668
Administration Exp/ Net total Operating	20.00%	16.02%

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 \$466 over the prior year due to an operating surplus of \$497 to partially

fund self-funded capital expenditures and replenish net asset reserves. This has resulted in an accumulated surplus from operations of \$2,356 versus \$1,890 in the prior year. Internally restricted funds increased by \$300 resulting in a balance of \$1,967. A recommendation to transfer \$475 to internally restricted net assets for future capital has been proposed at the September 13th, 2018 Board meeting.

Accumulated Surplus	Accumulated surplus from operations	Internally restricted surplus	Invested in capital assets	Endowments	Total
Balance as at June 30, 2017	\$1,890	\$1,667	\$9,239	\$2,138	\$14,934
Balance as at June 30, 2018	2,356	1,967	8,956	2,175	15,454
Change +/(-)	466	300	(283)	37	520

4. CAPITAL SPENDING

Capital expenditures were \$3,448 (2017 – \$2,211). Capital expenditures consisted of \$2,229 in contributed capital and \$1,219 in self-funded capital.

Acquisitions were made in the following asset categories:

- Land \$nil (2017 – \$8)
- Building, trailers and improvements \$2,416 (2017 – \$659)
- Equipment \$43 (2017 – \$816)
- Computer hardware and software \$989 (2017 – \$729)
- Learning resources and other assets \$nil (2017 – \$nil)

Project	Contributed	Self-funded	Total
SIF — NRT lab and greenhouse	\$736	\$461	\$1,197
SIF — Water & Waste Water lab	997	76	1,073
SIF — IT Infrastructure renewal	210	217	427
Domestic Hot Water Project	184	0	184
Security system	0	159	159
CISCO renewal — IT project	0	102	102
Wireless upgrade	0	60	60
Student staff portal	0	49	49
Infrastructure Needs	45	0	45
Various IT equipment and software	11	34	45
Disaster Recovery	0	33	33
All other capital	31	0	31
Windows 10 upgrade	0	28	28
APAS upgrade	15	0	15
Total	\$2,229	\$1,219	\$3,448

5. AREAS OF SIGNIFICANT FINANCIAL RISK

Net Assets

The College has an accumulated surplus of \$15,454 in net assets, which includes endowment principal of \$2,175 and invested in capital assets of \$8,956.

Accumulated surplus from operations is \$2,356 or 7% of total revenues. With the exception of a \$534 operating surplus in 2018, this has declined significantly over the past several years due to: funding cutbacks, declining enrolments, increasing operating costs, collective agreement settlements and spending on self-funded capital to address a deteriorating capital infrastructure. College management is taking steps to replenish College reserves in net assets to provide funds to meet capital investment requirements. 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 September 13, 2018, College executive requested a transfer from unrestricted funds to restricted capital of \$475 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 \$20 M.

Budgetary Pressure

Although the College has a balanced budget for 2018-19, 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 through strategic investment in Centres of Specialization and new program offerings.

In the 2018-21 Comprehensive Institutional Plan the College is projecting no increase in our Campus Alberta Grant Funding for 2019-20. Advanced Education is undertaking a review of the Post-secondary funding model with an anticipated release in the late fall of 2018. The College does not have sufficient information to determine the effect this will have on budget 2019 or forward.

Budgetary pressures are further compounded by limited opportunities to find new revenue sources and a mandated freeze on tuition fee increase in 2018-19. The College will continue with prudent financial management, introduce new programming and seek collaborative opportunities within the Post-Secondary sector 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 completed a business case for ERP solutions and concluded that the Software-as-a-Service (SaaS) solution with the University of Alberta, Campus Alberta Unified Services (CAUS), is not feasible or cost effective. The College is collaborating with other post-secondaries who use the Unit 4 ERP system to jointly pursue system enhancements.

Consolidated Reporting Entity

The Lac La Biche Child Care Association is a reporting entity under Public Sector Accounting Standards and its financials are consolidated into the Portage College financial statements. The association was incorporated under the Societies Act of Alberta and independently board governed. The association ceased operations on November 30, 2016 due to financial challenges. The association has wound up operations in 2018.

APPENDIX: AUDITED CONSOLIDATED FINANCIAL STATEMENTS

Independent Auditor's Report

To the Board of Governors of Portage College

Report on the Consolidated Financial Statements

I have audited the accompanying consolidated financial statements of Portage College, which comprise the consolidated statement of financial position as at June 30, 2018, and the consolidated statements of operations, change in net financial assets, remeasurement gains and losses, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

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

Auditor's Responsibility

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

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

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Portage College as at June 30, 2018, 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.

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

November 9, 2018
Edmonton, Alberta

Portage College

Consolidated Financial Statements

Year Ended June 30, 2018

Statement of Management Responsibility

The consolidated financial statements of Portage College ("the College") have been prepared by management in accordance with Canadian Public Sector Accounting Standards. The consolidated financial statements present fairly the consolidated financial position of the College as at June 30, 2018, 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 consolidated financial statements.

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

The Board of Governors carries out its responsibility for review of the consolidated financial statements principally through its Finance, Infrastructure and Risk Committee. 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 consolidated financial statements have been reported on by the Auditor General of Alberta, the auditor appointed under the *Post-Secondary Learning Act*. The Independent Auditor's Report outlines the scope of the audit and provides the audit opinion on the fairness of presentation of the information in the consolidated financial statements.

[Original signed by Nancy Broadbent]

Interim President & CEO

[Original signed by Murray Walford]

Chief Financial Officer

Portage College

Consolidated Statement of Financial Position As at June 30, 2018 (thousands of dollars)

	2018	2017
Financial assets excluding portfolio investments restricted for endowments		
Cash and cash equivalents (Note 4)	\$ 8,613	\$ 7,206
Portfolio investments - non-endowment (Note 5)	1,758	1,694
Accounts receivable	1,346	925
Inventories held for sale	173	178
	11,890	10,003
Liabilities		
Accounts payable and accrued liabilities	3,203	2,188
Employee future benefits liabilities (Note 7)	134	160
Debt (Note 8)	78	106
Deferred revenue (Note 9)	5,128	4,915
	8,543	7,369
Net financial assets excluding portfolio investments restricted for endowment	\$ 3,347	\$ 2,634
Portfolio investments - restricted for endowments (Note 5)	2,368	2,334
Net financial assets	\$ 5,715	\$ 4,968
Non-financial assets		
Tangible capital assets (Note 10)	53,229	54,027
Inventories of supplies	65	46
Prepaid supplies	644	577
	53,938	54,650
Net assets before spent deferred capital contributions	\$ 59,654	\$ 59,618
Spent deferred capital contributions (Note 11)	44,200	44,684
Net assets (Note 12)	\$ 15,454	\$ 14,934
Net assets is comprised of:		
Accumulated surplus	15,326	14,792
Accumulated remeasurement gains (losses)	128	142
	\$ 15,454	\$ 14,934
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]
Interim President & CEO

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

Portage College
Consolidated Statement of Operations
Year Ended June 30, 2018
 (thousands of dollars) |

	Budget (Note 23)	2018	2017
Revenues			
Government of Alberta grants (Note 21)	\$ 27,321	\$ 28,118	\$ 27,306
Federal and other government grants (Note 21)	604	536	885
Sales of services and products	4,311	3,732	4,636
Student tuition and fees	3,812	4,047	4,158
Donations and other grants	115	318	172
Investment income	141	256	163
	36,304	37,007	37,320
Expenses			
Instruction	10,431	10,205	10,853
Facilities operations and maintenance	9,066	9,010	8,498
Institutional support	5,950	6,766	5,392
Academic and student support	7,256	6,497	6,902
Ancillary services	1,836	2,083	2,136
Information technology	1,718	1,789	1,889
Special purpose and trust	47	160	134
	36,304	36,510	35,804
Annual operating surplus	-	497	1,516
Endowment contributions (Note 12)	-	37	39
Endowment capitalized investment income (Note 12)	-	-	7
Annual surplus	-	534	1,562
Accumulated surplus, beginning of year	13,633	14,792	13,230
Accumulated surplus, end of year	\$ 13,633	\$ 15,326	\$ 14,792

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

Portage College

Consolidated Statement of Change in Net Financial Assets Year Ended June 30, 2018 (thousands of dollars)

	Budget (Note 23)	2018	2017
Annual surplus	\$ - \$	534	\$ 1,562
Acquisition of tangible capital assets	(2,227)	(3,448)	(2,211)
Amortization of tangible capital assets	4,479	4,244	4,375
Loss on disposal of tangible capital assets		1	13
Change in inventories of supplies	(1)	(19)	5
Change in prepaid expenses	(12)	(67)	24
Change in spent deferred capital contributions	(2,742)	(484)	(2,373)
Change in accumulated remeasurement losses		(14)	(8)
Increase in net financial assets		747	1,387
Net financial assets, beginning of year		4,968	3,583
Net financial assets, end of year	\$ 5,715	\$ 4,968	

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

Portage College

Consolidated Statement of Remeasurement Gains and Losses
Year Ended June 30, 2018
(thousands of dollars)

	2018	2017
Accumulated remeasurement gains, beginning of year	\$ 142	\$ 150
Unrealized (losses) gains attributable to:		
Portfolio investments - non-endowment	(2)	9
Amounts reclassified to the consolidated statement of operations:		
Portfolio investments - non-endowment	<u>(12)</u>	<u>(17)</u>
Accumulated remeasurement gains, end of year	\$ 128	\$ 142

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

Portage College
Consolidated Statement of Cash Flows
Year Ended June 30, 2018
 (thousands of dollars) |

	2018	2017
OPERATING TRANSACTIONS		
Annual surplus	\$ 534	1,562
Add (deduct) non-cash items:		
Amortization of tangible capital assets	4,244	4,375
Gain on sale of portfolio investments	(5)	(17)
Loss on disposal of tangible capital assets	1	20
Expended capital recognized as revenue	(2,637)	(2,752)
Decrease in employee future benefit liabilities	(26)	(129)
Inventory write-downs	14	7
Change in non-cash items	2,125	3,066
(Increase) decrease in accounts receivable	(421)	103
(Increase) decrease in inventories held for sale	(9)	(27)
Increase (decrease) in accounts payable and accrued liabilities	1,014	(113)
Increase in deferred revenue	213	470
(Increase) decrease in inventory for supplies	(19)	5
(Increase) decrease in prepaid expenses	(67)	24
Cash provided by operating transactions	2,836	3,528
CAPITAL TRANSACTIONS		
Acquisition of tangible capital assets	(3,448)	(2,211)
Cash applied to capital transactions	(3,448)	(2,211)
INVESTING TRANSACTIONS		
Purchase of portfolio investments	(2,289)	(2,897)
Proceeds on sale of portfolio investments	2,183	2,816
Cash applied to investing transactions	(106)	(81)
FINANCING TRANSACTIONS		
Debt repayment	(28)	(28)
Increase (decrease) in spent deferred capital contributions, less expended capital recognized as revenue, less in kind donations	2,153	378
Cash provided by financing transactions	2,125	350
Increase in cash and cash equivalents	1,407	1,586
Cash and cash equivalents at beginning of year	7,206	5,620
Cash and cash equivalents end of year	8,613	7,206

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

Portage College

Notes to the Consolidated Financial Statements Year Ended June 30, 2018 (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. This tax exemption does not extend to its controlled entity, the Lac La Biche Child Care Association.

2. Summary of Significant Accounting Policies and Reporting Practices

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

These consolidated financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards (PSAS).

The measurement of certain assets and liabilities is contingent upon future events; therefore, the preparation of these consolidated financial statements requires the use of estimates, which may vary from actual results. The College's management uses 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 consolidated financial statements, and together with the following notes, should be considered an integral part of the consolidated financial statements.

b. Valuation of Financial Assets and Liabilities

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

Financial Statement Component	Measurement
Cash and cash equivalents	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 unrestricted financial assets and liabilities are recognized in the consolidated statement of remeasurement gains and losses. Upon settlement, the cumulative gain or loss is reclassified from the consolidated statement of remeasurement gains and losses and recognized in the consolidated 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 consolidated statement of operations. A write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

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

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

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

c. Revenue Recognition

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

Portage College

Notes to the Consolidated Financial Statements

Year Ended June 30, 2018

(thousands of dollars)

2. Summary of Significant Accounting Policies and Reporting Practices continued

c. Revenue Recognition continued

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 consolidated 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 consolidated 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 consolidated statement of accumulated remeasurement gains and losses until settlement. Once realized, these gains or losses are recognized as investment income in the consolidated 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 consolidated statement of operations.

Portage College

Notes to the Consolidated Financial Statements Year Ended June 30, 2018 (thousands of dollars)

2. Summary of Significant Accounting Policies and Reporting Practices continued

d. Inventories Held for Sale

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

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

h. Employee Future Benefits

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 Consolidated Financial Statements

Year Ended June 30, 2018

(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. Basis of Consolidation

Until November 30, 2016 the College had one controlled entity, the Lac La Biche Child Care Association ('the Association'). At that time the Association ceased operations due to financial difficulties. For the year ended June 30, 2017 the line by line basis of consolidation was used, and the transactions between the College and the Association were eliminated. Revenues and expenses of the Association for the year ended June 30, 2017 were \$94 and \$62 .

j. 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 (2017 - \$12,650) of which \$nil (2017 - \$nil) was incurred in the current period. Proportionate consolidation is used to recognize the College's share of this government partnership.

k. Liability for Contaminated Sites

Contaminated sites are a result 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 normally results from an operation(s) that is no longer in productive use and 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, 2018, the College had no liability to report.

I. Expense by Function

The College uses the following categories of functions in its consolidated 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.

Portage College

Notes to the Consolidated Financial Statements Year Ended June 30, 2018 (thousands of dollars)

2. Summary of Significant Accounting Policies and Reporting Practices continued

I. Expense by Function continued

Academic and student support

Expenses relating to activities directly supporting the academic functions of the College. This includes items such as 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 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.

m. Funds and Reserves

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

n. Future Accounting Changes

In June 2015, the Public Sector Accounting Board issued PS 3430 Restructuring transactions. This accounting standard is effective for fiscal years starting on or after April 1, 2018. PS 3430 Restructuring transactions defines a restructuring transaction and establishes standards for recognizing and measuring assets and liabilities transferred in a restructuring transaction.

Management is currently assessing the impact of this new standard on the consolidated financial statements.

3. Adoption of New Accounting Standards

The College has prospectively adopted standards from July 1, 2017:

- PS 2200 - Related party disclosures defines a related party and identified disclosures for related parties and related party transactions, including key management personnel and close family members. This new disclosure has been included in note 20.
- PS 3420 - Inter-entity transactions, establishes standards on how to account for and report transactions between public sector entities that comprise a government's reporting entity from both a provider and recipient perspective. There was no impact to the consolidated financial statements.
- PS 3210 - Assets provides guidance for applying the definition of assets set out in PS 1000, Financial statement concepts, and establishes general disclosure standards for assets. There was no impact to the consolidated financial statements.
- PS 3320 - Contingent assets defines and establishes disclosure standards for contingent assets. This new disclosure has been included in note 14.
- PS 3380 - Contractual rights defines and establishes disclosure standards on contractual rights. This new disclosure has been included in note 16.

Portage College

Notes to the Consolidated Financial Statements Year Ended June 30, 2018 (thousands of dollars)

4. Cash and Cash Equivalents

	2018	2017
Cash (1)	\$ 8,613	\$ 7,203
Money market funds, short-term notes and treasury bills	-	3
	\$ 8,613	\$ 7,206

Cash equivalents include short term investments with a maturity less than three months from the date of acquisition. Cash also includes deposits in the Consolidated Cash Investment Trust Fund (CCITF).

(1) Cash includes restricted funds of \$1,852 (2017 - \$1,890).

5. Portfolio Investments

	2018	2017
Portfolio investments - non-endowment	\$ 1,758	\$ 1,694
Portfolio investments - restricted for endowments	2,368	2,334
	\$ 4,126	\$ 4,028

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

	2018			
	Level 1	Level 2	Level 3	Total
Portfolio investments at fair value				
Bonds				
Canadian Bonds	\$ 2,593	\$	-	\$ 2,593
Equities				
Canadian Equities	794	-	-	794
Foreign Equities	630	-	-	630
Other				
Money market, short-term notes and treasury bills (1)	109	-	-	109
Total portfolio investments	\$ 4,126	\$	-	\$ 4,126
	100 %	- %	- %	100 %
	2017			
	Level 1	Level 2	Level 3	Total
Portfolio investments at fair value				
Bonds				
Canadian Bonds	\$ 2,544	\$	-	\$ 2,544
Equities				
Canadian Equities	778	-	-	778
Foreign Equities	609	-	-	609
Other				
Money market, short-term notes and treasury bills (1)	97	-	-	97
Total portfolio investments	\$ 4,028	\$	-	\$ 4,028
	100 %	- %	- %	100 %

Portage College

Notes to the Consolidated Financial Statements Year Ended June 30, 2018 (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 several years, as determined by the College's investment fund manager's reports.

At June 30, 2018, the impact of a change in the rate of 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 \$45 (\$42 - 2017).

A one standard deviation change in equities would result in an increase (decrease) in equities of \$109 (\$110 - 2017).

Non Endowment Portfolio

A one standard deviation change in bonds would result in an increase (decrease) in bonds of \$34 (\$31 - 2017).

A one standard deviation change in equities would result in an increase (decrease) in equities of \$80 (\$80 - 2017).

The standard deviations of the bond and equity segments at June 30, 2018 were; bonds 3.03% (2.87% - 2017), and equities 13.23% (13.67% - 2017).

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:

	2018	2017
Money market funds		
R-1 (high)	100.0 %	100.0 %
Bonds		
AAA	39.4 %	42.5 %
AA	31.3 %	28.1 %
A	29.3 %	29.4 %
	100.0 %	100.0 %

Portage College

Notes to the Consolidated Financial Statements Year Ended June 30, 2018 (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.

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 %	- %	- %	1.25 %
Canadian government and corporate bonds	- %	17.82 %	82.18 %	2.63 %

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.

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 \$2,009 (2017 - \$2,132).

At December 31, 2017 the MEPP reported a surplus of \$866,006 (2016 - surplus of \$402,033). Also, at December 31, 2017 the PSPP reported a surplus of \$1,275,843 (2016 - surplus of \$302,975).

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 \$134 (2017 - \$160). The amortization of the employee future benefit liability was \$26 (2017 - \$129). 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, 2018 by the College.

8. Debt

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

	2018			2017	
	Collateral ⁽¹⁾	Maturity	Interest Rate %	Amortized Cost	Amortized Cost
Liabilities under capital leases					
Lease 501-910-400	1	Dec 2, 2020	4.163	\$ 62	\$ 84
Lease 502-009-400	1	Dec 28, 2020	3.569	9	12
Lease 959-566-977	1	Feb 9, 2021	5.741	7	10
				\$ 78	\$ 106

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

Portage College

Notes to the Consolidated Financial Statements Year Ended June 30, 2018 (thousands of dollars)

8. Debt continued

Principal and interest repayments are as follows:

	Principal	Interest	Total
2019	\$ 30	\$ 3	\$ 33
2020	31	1	32
2021	17	-	17
	<hr/>	<hr/>	<hr/>
	\$ 78	\$ 4	\$ 82

Interest expense on debt is \$5 (2017 - \$5) and is included in the consolidated statement of operations.

9. Deferred Revenue

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

	2018	2017		
	Unspent externally restricted grants and donations	Tuition and other fees	Total	Total
Balance, beginning of year	\$ 4,063	\$ 852	\$ 4,915	\$ 4,445
Grants, tuition, and donations	4,477	380	4,857	3,159
Investment income	100	-	100	96
Unrealized losses	(5)	-	(5)	(6)
Transfers to spent deferred capital contributions	(2,153)	-	(2,153)	(386)
Recognized as revenue	(2,048)	(538)	(2,586)	(2,393)
	<hr/>	<hr/>	<hr/>	<hr/>
Balance, end of year	\$ 4,434	\$ 694	\$ 5,128	\$ 4,915

Portage College

Notes to the Consolidated Financial Statements Year Ended June 30, 2018 (thousands of dollars)

10. Tangible capital assets

The composition of tangible capital assets are as follows:

	2018					2017	
	Land	Buildings, trailers & site improvements	Equipment ⁽¹⁾	Computer hardware & software	Learning resources & other assets	Total	Total
Cost							
Balance, beginning of year	\$ 1,783	\$ 71,289	\$ 10,953	\$ 12,775	\$ 926	\$ 97,726	\$ 95,775
Acquisitions	-	2,416	43	989	-	3,448	2,211
Disposals, including write-downs	(1)	-	(12)	-	-	(13)	(260)
	1,782	73,705	10,984	13,764	926	101,161	97,727
Accumulated Amortization							
Balance, beginning of year	\$ -	\$ 24,459	\$ 7,526	\$ 10,790	\$ 926	\$ 43,701	\$ 39,572
Amortization expense	-	2,374	965	905	-	4,244	4,375
Effects on disposals, including write-downs	-	-	(12)	-	-	(12)	(247)
	-	26,833	8,478	11,695	926	47,932	43,700
Net book value at June 30, 2018	\$ 1,782	\$ 46,872	\$ 2,506	\$ 2,069	- \$	\$ 53,229	
Net book value at June 30, 2017	\$ 1,783	\$ 46,831	\$ 3,427	\$ 1,985	-	\$ 54,027	

Historic cost includes work-in-progress at June 30, 2018 totaling \$272 (2017 - \$328) comprised of buildings \$272 (2017 - \$188), and computer hardware and software \$nil (2017 - \$140).

Acquisitions include in-kind contributions of \$nil (2017 - \$107).

(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 Consolidated Financial Statements
Year Ended June 30, 2018
(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).

	2018	2017
Spent deferred capital contributions, beginning of year	\$ 44,684	\$ 47,057
Transfers from unspent externally restricted grants and donations	2,153	386
Disposal of contributed capital	-	(7)
Expended capital recognized as revenue	(2,637)	(2,752)
Spent deferred capital contributions, end of year	\$ 44,200	\$ 44,684

Portage College

Notes to the Consolidated Financial Statements Year Ended June 30, 2018 (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, 2016	\$ 351	\$ 9,021	\$ 1,965	\$ 2,043	\$ 13,380
Annual operating surplus	1,516	-	-	-	1,516
Endowments					
New donations	-	-	-	39	39
Capitalized investment income	-	-	-	7	7
Transfer to endowments	(49)	-	-	49	-
Tangible capital assets					
Amortization of tangible capital assets	1,623	(1,623)	-	-	-
Acquisition of tangible capital assets	(1,818)	1,818	-	-	-
Debt repayment	(28)	28	-	-	-
Net book value of tangible capital asset disposals	5	(5)	-	-	-
Operating expenses funded from internally restricted surplus	298	-	(298)	-	-
Change in accumulated remeasurement gains	(8)	-	-	-	(8)
Net assets, beginning of year	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, end of year	\$ 2,356	\$ 8,956	\$ 1,967	\$ 2,175	\$ 15,454

(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	\$ 2,228	\$ 8,956	\$ 1,967	\$ 2,175	\$ 15,326
Accumulated remeasurement gains and losses	128	-	-	-	128
	\$ 2,356	\$ 8,956	\$ 1,967	\$ 2,175	\$ 15,454

Portage College

Notes to the Consolidated Financial Statements Year Ended June 30, 2018 (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	Distributions	Balance at end of year
Appropriations for Capital Activities					
Campus development fund	\$ 117	\$ -	\$ -	\$ 117	
Furnishings, equipment and renovations	22	-	-	22	
Facility development fund	12	-	-	12	
Capital equipment replacement fund - HEO	7	-	-	7	
	158	-	-	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	221	500	(200)	521	
College rebranding initiatives	33	-	-	33	
	1,509	500	(200)	1,809	
Total	\$ 1,667	\$ 500	\$ (200)	\$ 1,967	

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 Consolidated Financial Statements
Year Ended June 30, 2018
(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.

There are no contractual rights to report.

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	Total
2019	\$ 644	\$ 644
2020	618	618
2021	473	473
2022	209	209
2023	155	155
Total at June 30, 2018	2,099	2,099
Total at June 30, 2017	\$ 970	\$ 970

18. Expense by Object

The following is a summary of expense by object:

	2018		2017	
	Budget	Actual	Actual	
(Note 23)				
Salaries and benefits	\$ 21,687	\$ 21,748	\$ 21,685	
Materials, supplies and services	6,995	7,452	6,449	
Amortization of tangible capital assets	4,479	4,244	4,375	
Maintenance and repairs	1,993	1,617	1,974	
Utilities	863	832	802	
Scholarships and bursaries	287	617	519	
	\$ 36,304	\$ 36,510	\$ 35,804	

Portage College

Notes to the Consolidated Financial Statements
Year Ended June 30, 2018
(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 consolidated financial statements.

	2018	2017
Faculty Association	\$ 97	\$ 95
Other funds held	178	182
Security deposits held	29	16
	<hr/>	<hr/>
	\$ 304	\$ 293
	<hr/>	<hr/>

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 institution may enter into transactions with these entities and individuals in the normal course of operations and on normal terms. There are no transactions to report.

Portage College

Notes to the Consolidated Financial Statements Year Ended June 30, 2018 (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.

	2018	2017
Grants from Government of Alberta		
Advanced Education:		
Operating	\$ 23,814	\$ 23,454
Capital	1,963	2,017
Other	<u>4,345</u>	<u>2,359</u>
Total Advanced Education	<u>\$ 30,122</u>	<u>\$ 27,830</u>
Other Post-Secondary Institutions	<u>\$ -</u>	<u>\$ 1</u>
Other Government of Alberta departments and agencies		
Alberta Culture and Tourism	65	96
Alberta Community and Social Services	7	7
Alberta Municipal Affairs	278	278
Alberta Arts Foundation	38	25
Alberta Labour	<u>26</u>	<u>24</u>
Total other Government of Alberta departments and agencies	<u>414</u>	<u>430</u>
Total contributions received	<u>30,536</u>	<u>28,261</u>
Expenditure recognized as revenue	<u>3,267</u>	<u>2,520</u>
Less: deferred revenue	<u>(5,685)</u>	<u>(3,475)</u>
	<u>\$ 28,118</u>	<u>\$ 27,306</u>
Federal and other government grants		
Contributions received	653	1,136
Less: deferred revenue	117	251
Revenue	<u>\$ 536</u>	<u>\$ 885</u>

Portage College

Notes to the Consolidated Financial Statements Year Ended June 30, 2018 (thousands of dollars)

22. Salary and Employee Benefits

	2018			2017		
	Base salary ⁽²⁾	Other cash benefits ⁽³⁾	Other non-cash benefits ⁽⁴⁾	Total	Total	
Governance⁽¹⁾						
Chair of the Board of Governors	\$ -	\$ 8	\$ -	\$ 8	\$ 3	
Members of the Board of Governors	-	15	-	15	18	
Executive						
President and CEO ⁽⁵⁾	258	265	36	559	267	
Executive Vice-President ⁽⁶⁾	34	-	8	42	-	
Executive Vice-President Academic ⁽⁶⁾	108	-	21	129	199	
Vice-President Academic ⁽⁷⁾	53	-	11	64	-	
Vice-President Infrastructure & Information Technology	162	2	32	196	198	
Chief Financial Officer ⁽⁸⁾	87	19	17	123	198	
Associate Vice-President Student Services / Registrar	162	-	32	194	199	
Associate Vice-President, Academic ⁽⁷⁾	109	1	20	130	197	
Director, Human Resources	162	-	32	194	199	

(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 vacation payout, administrative honorarium and other lump sum payments, including severance.

(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. The President receives an automobile; no dollar amount is included in other non-cash benefits.

(5) On May 9, 2018 the President provided notice of his intention to resign from the College. His resignation was effective August 31, 2018. In accordance with his contract with the College, one year's salary was provided as severance. The College paid this in September, 2018 but it was expensed in the 2017-2018 fiscal year. The amount expensed was \$265; of this, \$22 was vacation pay. Effective May 2018 the Executive Vice-President was given acting incumbency as Interim 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.

(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 Chief Financial Officer became vacant in January 2018. The College currently has an MOU with Lakeland College for CFO 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 Consolidated Financial Statements

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

25. Consolidated Entity

The College's controlled entity, Lac La Biche Child Care Association was dissolved on April 17, 2018.

26. Comparative Figures

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



Orange Shirt Day, September 30, 2017



9531-94 Ave, PO Box 417
Lac La Biche, AB

TOA 2T0

780-623-5580 • 1-866-623-5551
info@portagecollege.ca
portagecollege.ca