



SAIT

Southern Alberta
Institute
of Technology

2020/21

ANNUAL REPORT



OUR VISION

To be a global leader in applied education.

OUR MISSION

We prepare students for successful careers and lives.

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PUBLIC INTEREST DISCLOSURE (WHISTLEBLOWER PROTECTION) ACT

SAIT is committed to the highest standards of ethical conduct in all activities and encourages members of the SAIT community to disclose any unethical behaviour they may have knowledge of or reasonably suspect. SAIT's Wrongdoing Disclosure Procedure provides avenues for such reporting. During the 2020/21 fiscal year (nine-month period), there were no disclosures of wrongdoing received or acted on under the *Public Interest Disclosure Act*.

Message from the President and CEO

The Southern Alberta Institute of Technology (SAIT) was finalizing its new Strategic Plan – *New World. New Thinking.* – when COVID-19 changed the world more than a year ago. That plan is our commitment to playing a leadership role in rebuilding Calgary’s economy. It anticipates a future in which data and digital literacy are table stakes and future-proofed workers are those able to easily satisfy a continuous cycle of lifelong learning.

The pandemic was our strategy’s first test. Were we right in our prediction of the skills that would matter when everything changed? Perhaps more than we could have imagined. The world had a crash course in the power of data – to predict surges of illness and shortages in supply chains and to inform life-saving decisions. We turned to technology to work, learn and connect, and to solve the most complex pandemic problems. Equipping our students to excel as industries embrace digital transformation isn’t just the right choice, it’s the only choice.

SAIT’s response to the pandemic definitively answered another question: as an institution, could we do what we are preparing our students to do? In what will be a defining moment in our history, SAIT’s community faced the uncertainty of the pandemic and unleashed its collective energy, heart and talent to find new and innovative ways to shape the future.

We moved to online learning, launched a new School for Advanced Digital Technology and delivered our first digital transformation bootcamp for professionals. SAIT faculty are driving the integration of technology in the classroom – from augmented reality to teach pipe trades to virtual reality used in our water management programs.

These pages offer an accounting of the decisions and progress made between July 1, 2020 and March 31, 2021. While we navigate the constraints and challenges posed by COVID-19, we have our sights set firmly on the future. We will continue to focus on finding solutions and identifying emerging needs, allowing us to equip students with the essential hands-on education they need to launch or change careers, to upskill or reskill. We are energized by our contribution to accelerating and diversifying our economy here at home, knowing that success in Alberta will further our ambition of being a global leader in applied education.

[Original signed by Dr. David G. Ross]

Dr. David G. Ross
President and CEO



Message from the Board Chair

At the heart of SAIT's success is our commitment to forging partnerships with industry to serve the present and build the future. When the school opened its doors in 1916 it began with a focus on responding to an economic need by providing vocational training to soldiers returning to civilian life from the First World War. Today, our focus is on shaping and supporting industry as it undergoes a seismic shift – a digital transformation that changes the fundamentals of how businesses operate.

SAIT's role in driving economic prosperity still centers on equipping workers with the skills needed by industry. In tomorrow's world, that means digital literacy and the ability to interpret data to inform decisions – skills we are embedding across all of SAIT's program areas.

As the world of work changes and the pace of change accelerates, the need for workers to reskill or upskill will intensify. SAIT's goal is to be the lifelong learning partner of choice for individuals and employers. Our Corporate Training Solutions group draws on SAIT's vast arsenal of curriculum content to design customized training to quickly close the skill gaps that emerge as technology advances. In 2020/21, we established the Centre for Continuing Education and Professional Studies, offering relevant, easy-to-access programming for workers at every stage of their careers.

SAIT is a proud incubator of ideas and innovations. Supported by numerous funding agencies, our Applied Research and Innovation Services (ARIS) teams work with industry to solve real-world technology and process innovation challenges and rapidly bring solutions to market. In 2020/21, an estimated 88% of ARIS funding applications were successful, raising \$8.3 million and helping to place SAIT in the seventh spot on Research Infosource Inc.'s ranking of top Canadian research colleges for 2020.

Much is shifting in our province. Industries are reinventing themselves and newer sectors are reshaping the economy. As we navigate these changes and the ongoing impact of the COVID-19 pandemic, Albertans can be confident SAIT is working side by side with industry to drive innovation, move our province forward, create the jobs of tomorrow and get Albertans back to work. Our confidence in the future comes from our 105-year history of responding to community need by partnering in solutions.

[Original signed by Scott Thon]

Scott Thon

Chair, Board of Governors



Accountability statement

SAIT's Annual Report for the nine-month period ended March 31, 2021 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 Scott Thon]

Scott Thon

Chair, Board of Governors

Management's responsibility

SAIT'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's audit committee, as well as approved by the Board of Governors and is prepared in accordance with the *Fiscal Planning and Transparency Act* and the *Post-secondary Learning Act*.

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

[Original signed by Dr. David G. Ross]

Dr. David G. Ross
President and CEO

OPERATIONAL OVERVIEW

July 1, 2020 - March 31, 2021



Operational overview

As a leading provider of practical, hands-on applied education, a typical year at SAIT means our classrooms and labs are filled with students creating, building, collaborating and manipulating the tools, equipment and technologies essential to their future careers.

While anything but typical, the nine months of this reporting period have re-emphasized practical skills are essential skills, regardless of delivery format, especially in a changing world and an evolving world of work.

Throughout this period, we have prioritized finding innovative ways to provide quality applied education while mitigating the risks of COVID-19.

As SAIT continues to prepare for a post-pandemic future, we're guided by a new Strategic Plan – one that builds on our 100+ year history. This new course for the future, re-evaluated against current circumstances, is the right plan for today and whatever comes next.

NEW WORLD. NEW THINKING: SAIT'S 2020-2025 STRATEGIC PLAN

Our new strategic plan reimagines the workforce of tomorrow and articulates SAIT's contribution to rebuilding Calgary's economy. In *New World. New Thinking*, SAIT commits to championing change by equipping students with essential skills, enabling lifelong learning, enhancing the global competitiveness of our students and our region, and blurring the lines between industry and SAIT to strengthen the economy.

Industry is undergoing a profound shift, a digital transformation that will require all workers to be digitally savvy and able to extract meaning from data – skills we are embedding in all program areas for all students. As long-established industries reinvent themselves and newer sectors continue to push our economy in new directions, the need for workers to upskill or reskill will accelerate. We will further cement our relationship as the lifelong learning partner of choice for industry and workers by offering relevant, easy-to-access programming.

Perhaps paradoxically, as the world becomes ever more dependent on technology and all things digital, the very human skills of leadership, adaptability, resilience and inquiry become even more important. New programming will equip students with both the technical skills and the mindset they need to thrive in an ever-changing and increasingly global world.

RESPONDING TO COVID-19

In the early days of COVID-19, the most visible aspect of our response to the emergency was in the closure of our campuses and cancellation of in-person events. We moved all courses that could be taught remotely and all theory-based elements of courses to online delivery. We developed stringent protocols to protect faculty, staff and students attending necessary in-class lab instruction and contributing to essential services on campus. About 1,900 SAIT employees were working from home all or some of the time. These measures helped to keep our on-campus COVID-19 case numbers low – about 70 through to the end of March.

More than 100 events, such as open houses and program information sessions, were moved online. We honoured the Fall Class of 2020 at a virtual convocation ceremony, welcoming more than 1,000 new members to the SAIT alumni family.

SAIT worked closely with Apprenticeship and Industry Training (AIT) to ensure the safe delivery of Red Seal Interprovincial Exams, allowing 1,900 final-period apprentices to complete their technical training without interruption and receive the Red Seal on their journey person certificates.

We put athletics and recreation programming on hold, including Trojans Varsity sports, closed the Campus Centre and suspended in-person SAIT Summer Camps. Our *Pandemic Recovery and Resumption Plan* is ready to guide us through a safe and phased return to on-campus activities when it is safe to do so.

SUPPORTING OUR COMMUNITY

The pandemic heightened other needs in our community. When their part-time jobs evaporated, many students faced financial pressures that threatened their ability to begin or continue with their studies.

SAIT responded by enabling more students to access our I.G. Lewis Emergency Fund. Thanks to generous contributions from SAIT donors, alumni and employees, the fund provided \$148,000 to students impacted by COVID-19 and an additional \$98,000 in bursaries to new students. With almost \$5 million distributed across all programs in a shortened fiscal year, 3,805 SAIT students also received financial support through the Student Awards program.

We moved student support services online and increased access to digital mental health tools. We implemented a government-approved travel, arrival and quarantine plan to enable inbound international students to start their studies at SAIT.

Nearly 700 SAIT alumni jumped at the opportunity to upskill by taking a course free of charge through our new Centre for Continuing Education and Professional Studies (CEPS). Funding came from the \$500,000 Alumni for Alumni Bursary, established to commemorate the SAIT alumni community welcoming its 250,000 graduates. The bursary was funded with \$250,000 from the TD Insurance Meloche Monnex Affinity Fund and a \$250,000 match from the Government of Alberta.

The Alumni and Development team raised more than \$14 million in support of SAIT priorities, including the Alexandra Bursary Endowment. Established through a \$1-million donation, the Alexandra fund provides seven annual awards of \$5,000 each in support of students in a program with an information technology, computer engineering or software development focus.

We enhanced supports for employees, establishing an online well-being hub, and launched regular, interactive video information sessions to keep employees informed. Hundreds of employees who moved to remote work took advantage of our Office-in-a-Box program.

SAIT's School of Health and Public Safety provided support to Ocalink and Starfish Medical for testing new ventilator prototypes and loaned Alberta Health Services ventilators during the summer to support the pandemic response within Alberta.

We piloted online delivery of select summer camps with limited registration. The pilot informed the online delivery of spring break programming for youth this past March. SAIT Summer Camps also hosted a virtual volunteering session with kids at the Alberta Children's Hospital.

In February 2021, after hundreds of hours of consultation with internal and external stakeholders, we released our *Equity, Diversity and Inclusion Strategy* which charts a path to a more inclusive community. The plan will lay the foundation for transformational change and empower students with skills to navigate a diverse global economy and world.



EVOLVING TEACHING MODEL/DELIVERY

The abrupt move to online learning was, without question, disruptive to students and employees alike. But it was also an opportunity to test ideas, learn what worked and discover gaps – in many ways accelerating our transition to the future envisioned in our Strategic Plan.

Work is underway to reimagine program delivery and student support for a post-pandemic world, including more flexible options for students and traditional face-to-face services augmented with online support. Anticipating a future in which classes will include some students attending in person and others attending virtually, we equipped a classroom with technology that will enhance the experience for all. The results of this test classroom will guide the direction of future on-campus facilities.

To provide improved service and support to students, SAIT implemented the Fresh Desk technology solution with the Office of the Registrar call centre. New digital tools were also used to streamline international admissions processes.

We launched the School for Advanced Digital Technology (SADT) and welcomed corporate and individual learners online to the first in a series of digital technology bootcamps powered by the Digital Transformation (DX) Talent Hub, a significant milestone in advancing our strategic plan. Backed by a foundational \$30-million donation from local businessman David Bissett to establish SADT and \$8.2 million over five years from the Opportunity Calgary Investment Fund, the DX Talent Hub is a key initiative of the school and will further support technology skills development for Calgarians while attracting business investment.

ONGOING SUCCESS

The past nine months have been among the most challenging in the institution's history. Despite the upheaval caused by the pandemic, SAIT successfully delivered scheduled programs in either an online or blended format, in accordance with health and safety protocols. Evolving travel restrictions kept many international students at home, learning online. The impact of the pandemic on enrolment for upcoming semesters remains to be seen.

Looking to the future, faculty used the pandemic as an opportunity to develop online learning resources and explore assessment through digital platforms across the institution. Regardless of future delivery modes, these resources will continue to be available to enhance the student learning experience.

Further evidence we are serving students well is in the national and international attention SAIT attracts. The institution took seventh spot on Research Infosource Inc.'s Top 50 Research Colleges 2020 ranking. CEOWORLD Magazine recognized SAIT as Canada's top hospitality management school and top culinary school, and included SAIT in its list of Best Business Schools in the World for 2021. This is the first time our School of Business has made the list and SAIT was among only three Canadian business schools to rank in the top 100.

1,900
EMPLOYEES EITHER
WORKING FULL TIME OR
PARTIALLY FROM HOME

1,346
STUDENTS ON AVERAGE
PER WEEK ON CAMPUS
SINCE SEPTEMBER 2020

75
ACTIVE SAFETY
AMBASSADORS THAT
ORIGINATE FROM ALL
SAIT SCHOOLS



NEW WORLD. NEW THINKING.

SAIT's Strategic Plan 2020 - 2025

SAIT IS CHANGING AND PROUD TO BE LEADING CHANGE – WE DIDN'T GET WHERE WE ARE BY STAYING THE SAME. WE'RE EMBARKING ON A NEW COURSE FOR THE FUTURE – ONE THAT BUILDS ON OUR 100+ YEAR HISTORY TO REIMAGINE THE WORKFORCE OF TOMORROW.

A WORKFORCE MADE BY SAIT IS ARMED WITH THE MINDSET TO LEAD AND WITH THE SKILLS – TECHNICAL AND HUMAN – TO CREATE, TO EVOLVE, TO MAKE A DIFFERENCE.

OUR COURSE FOR THE FUTURE EMBEDS DIGITAL AND LEADERSHIP LITERACY ACROSS ALL PROGRAMMING, INCLUDES CONTINUOUS AND FLEXIBLE LEARNING, OFFERS INDUSTRY EXPERIENCE AND INDUSTRY CONNECTIONS, DEVELOPS HIT-THE-GROUND READY, FUTURE-PROOFED GRADUATES.

OUR ROOTS ARE IN CALGARY, OUR AMBITION IS GLOBAL: TO BRING MORE OF THE WORLD TO SAIT AND MORE OF SAIT TO THE WORLD – TO BE SYNONYMOUS WITH PEOPLE AND PRACTICES THAT MAKE THINGS HAPPEN, THAT HAVE REAL AND LASTING IMPACT.

GOALS AND PERFORMANCE MEASURES

COMMITMENT TO EXCELLENCE

People ■ Culture ■ Growth

SAIT is a network of know-how, energy and talent advanced through relevant, action-based learning, solution-focused research and enterprising collaborations.

Our people, culture and ongoing growth form the foundation of our story, our brand.



Well-being, health and safety

Our commitment to excellence outlined in our five-year strategic plan, *New World. New Thinking.* begins with supporting the well-being, health and safety of our students and employees.

WELL-BEING

New well-being initiatives were developed, and the promotion of support resources for employees and students has increased throughout the pandemic.

For employees, this includes working to raise awareness of the Employee Family Assistance Program, sharing pandemic updates through regularly scheduled employee information sessions, the creation of an online employee Well-Being Hub and the introduction of a program to help supply employees working from home with ergonomic office equipment – Office-in-a-Box. Employee Services also launched a recurring pulse survey to gauge ongoing employee well-being. The data collected is enabling an agile response to employee needs.

Student support resources – including counselling, academic advising and career services – are operating remotely, utilizing a variety of online tools and strategies. Opportunities to connect, get involved and engage with other SAIT students digitally have continued to increase.

Student Development and Counselling offered enhanced mental health supports through online self-help tools and platforms, including the headversity app, 7 Cups – a digital community for supportive student chat – and Therapist Assisted Online, which provides a secure platform for individual video counselling, as well as access to a library of resources.

SAIT once again participated in community initiatives supporting and promoting good mental health, including Bell Let's Talk Day. The SAIT Trojans athletics team also led an online version of their annual Make Some Noise for Mental Health campaign.

HEALTH AND SAFETY

Since March 2020, a critical services model has remained in effect at SAIT – persisting throughout the Summer 2020, Fall 2020 and Winter 2021 terms. Only essential operations and required in-class lab instruction were taking place on campus. The majority of classes continued to be delivered online, with blended instruction limited to those courses requiring hands-on lab components. Employees not required on campus also continued to work from home.

Oversight is provided by the Operational Continuity Group (OCG), comprising operational and academic leaders, and the Recovery and Resumption Group (RRG), comprising senior leaders from across the institution. While the OCG addresses current on-campus activities and concerns, the RRG sets SAIT's return to campus direction.

SAIT has continued to take a careful and measured approach to the reopening of campus – prioritizing health, safety and program completion for as many students as possible, in alignment with public health guidelines and recommendations.

Our *Pandemic Recovery and Resumption Plan* is designed to guide us through a safe and phased resumption of campus activities, and the institution continues to partner with Alberta Health Services, the Calgary Emergency Management Agency, Advanced Education and Alberta post-secondary peers to ensure continuity.

EMPLOYEE WELL-BEING HUB

In October SAIT's Employee Services department launched an online employee Well-Being Hub to help employees across the institution connect with colleagues. With more than 400 members, the hub allows employees to share well-being resources and tips, take part in workshops and social events, and learn about related professional development opportunities.

To support on-campus operations and activities during this period, mandatory training in COVID-19 health and safety protocols was created for essential workers and faculty, in addition to an online safety orientation for students in courses with blended delivery. Anyone coming to campus must also complete a daily campus access form.

Safe on-campus learning environments were conceptualized, designed and implemented, and a variety of COVID-19 protocols are in place, including mandatory mask wearing, building entrance and exit controls, directional signage, ongoing surface disinfection, guidelines for the use of computers, equipment and tools, and restrictions on gatherings and non-essential movement. In addition, a team of student safety ambassadors monitors building access and provides important safety information to visitors. Policies and procedures were also adapted as required to accommodate online study.

A management process for COVID-19 cases on campus was established in advance of SAIT's first case in October 2020. Communication specific to suspected and confirmed COVID-19 cases followed and still follows a decision-making framework that recognizes each case is unique and often requires individual approaches based on circumstances.

Cases of COVID-19 on campus have been comparatively low at SAIT – about 70 as of the end of March. The COVID-19 safety awareness campaign has evolved since the original closure of campus and continues to run on all communication channels.

Major on-campus events were moved online in the interest of physical distancing requirements, including the Fall 2020 Convocation Ceremony, two instances of Open House and more than 100 information sessions.

OFFICE-IN-A-BOX

Office-in-a-Box is a unique, limited time work-from-home taxable benefit program designed to support the health and well-being of employees working from home during the pandemic. Launched in January 2021, the program allowed full-time employees to order an ergonomic desk and/or chair for their home office through one of SAIT's preferred vendors. More than 650 employees took advantage of the program.



Supporting strategies at SAIT

Several supporting strategies contribute to informing direction and evaluating progress on SAIT's strategic goals outlined in our five-year Strategic Plan, *New World. New Thinking.*

EQUITY, DIVERSITY AND INCLUSION STRATEGY

SAIT has made a commitment to building a supportive community for all students and employees through the development and implementation of an institutional diversity and inclusion strategy.

Informed by employee and student survey data, internal and external stakeholder consultation sessions, industry input and an audit of current initiatives, SAIT drafted and publicly released a five-year Equity, Diversity and Inclusion (EDI) Strategy in February 2021.

SAIT's first EDI strategy is governed by four guiding principles:

- Mainstreaming EDI is a shared responsibility and an individual accountability – it's up to all of us.
- Excellence is achieved through equity, diversity and inclusion – it is a competitive advantage.
- Everyone has the right to fair access to, participation in, and the opportunity to succeed within higher education.
- The student and employee populations at SAIT should reflect the populations in the City of Calgary and in Alberta at large.

SAIT has also added EDI as an employee performance competency and applied for the Natural Sciences and Engineering Research Council of Canada (NSERC) EDI Institutional Capacity Building Grant to fund the implementation of the strategy.

In support of the strategy, Student Development and Counselling provided inclusion and diversity training for SAIT resident assistants, redeveloped a training session on How to Respond to Disclosures of Sexual Violence for online delivery and facilitated seminars on supporting LGBTQ2+ students for multiple groups, including student outreach leaders, International Centre staff and the employee Well-Being Hub.

The Pride at SAIT Terms of Reference was rewritten and a committee with defined roles was formed. The committee hosted 11 events during Pride Week in February 2021.

An International Women's Day celebration took place online March 8. The annual SAIT event is hosted by Women in Trades and Technology (WITT).

INDIGENOUS LEARNER SUCCESS STRATEGY

As a leader in applied education, SAIT is committed to taking a leadership role in closing the education and employment gaps within our Indigenous communities.

Launched in 2019, the Indigenous Learner Success Strategy is a first step in our process of Indigenization and commits SAIT to taking action toward four strategic priorities:

- access: address low levels of post-secondary attainment and provide clear pathways into SAIT and other post-secondary programs
- success: enhance successful transition, retention and program completion, as well as labour market attachment for Indigenous students
- awareness: increase faculty, staff and students' knowledge of Indigenous Peoples' cultures, histories, values and belief systems. Develop Indigenous curricula and new approaches to Indigenous teaching and learning support
- community engagement: build strong relationships with Indigenous communities, aligning with community development needs and improving access to education and training.

SAIT has appointed a project manager to oversee the ongoing implementation of the Indigenous Learner Success Strategy, a priority shared with the EDI Strategy.

The second intake of the Academic Upgrading Indigenous Program began in January 2021 with 28 Indigenous students. A third intake is planned for Fall 2021 and recruitment is underway. A foundational digital skills computer course was offered to Indigenous students and will continue to be offered for Fall 2021 through SAIT's Academic Upgrading department.

SAIT's Chinook Lodge Indigenous Resource Centre conducted 13 virtual recruitment presentations. In total, the Lodge achieved about 2,800 engagements with prospective students through a variety of online or remote channels.

The Lodge hosted 15 virtual Indigenous Awareness sessions – 347 students participated. The Lodge also delivered 18 individual awareness sessions with SAIT faculty.

All Chinook Lodge support services were conducted online. The Indigenous student advisor held 12 academic success seminars for credit program students with additional cultural support and online social events. The advisor conducted 1,800 one-on-one student engagement appointments.

In collaboration with Student Development and Counselling, the Lodge offered a series of student wellness days, which included a Talking Circle and one-on-one sessions with an Indigenous Elder therapist.

More than 70 community engagements took place, including meetings with bands, schools, post-secondary programs and Indigenous institutes, social agencies, employment agencies and networking groups. The majority of Indigenous youth outreach programming was paused due to COVID-19.

STUDENT MENTAL HEALTH STRATEGY

Mental well-being is an academic priority at SAIT – it has the potential to impact a student's ability to pursue their studies, be engaged with their peers and instructors, and achieve success inside and outside the classroom.

Taking a systemic approach, the Student Mental Health Strategy launched in 2018 with five goals:

- incorporate mental health into policies, procedures and program structures
- foster a supportive and inclusive campus
- increase resilience and mental health literacy
- enhance services to support student mental health and well-being
- respond to students in distress

This partial 2020/21 academic year, SAIT signed the Okanagan Charter, establishing SAIT as a health and well-being promoting campus.

SAIT's Student Development and Counselling (SDC) delivered 14 in-class seminars to 755 students on a variety of topics, including building resilience and coping skills, managing stress and communication. SDC also delivered 22 campus-wide student workshops,

including Stress Less, Managing Cravings, Staying Motivated with Online Learning, Online Communication and Maintaining Wellness.

SDC continues to provide recurring Question, Persuade, Refer (QPR) training opportunities in support of responding to students in distress and suicide prevention.

The Office of Community Conduct was established to work with students, faculty and staff in managing and addressing student academic and non-academic conduct issues. Processes, tools and resources are under development. The office is providing leadership to the cross-institutional Behavioural Intervention Team and delivering related training to key personnel.

HEADVERSITY

By July 2020, all employees and students at SAIT had free access to headversity – a mobile wellness and resilience-building app. Based on the principles of neuroscience, content is informed by the resilience of those exposed to the extremes of human experience – from people facing life-threatening illnesses and running elite businesses to Olympians. Student access was secured through provincial mental health grant funding.



Responsive and relevant programming

For the 2020/21 academic year, SAIT launched two unique vision care programs to meet industry demand – the Optician diploma and the Ophthalmic and Optometric Assisting certificate. The new programs aim to fill the growing workforce gap in the province’s eye-care industry. According to the Alberta College and Association of Opticians, Alberta’s optical industry is facing a critical shortage of qualified opticians and is projecting 13% retirement in the next two to five years and 83% in the next five or more years.

New programming also included a Motorcycle Mechanic Apprenticeship, Pre-employment Auto Body.

SAIT celebrated the first graduating class of the Integrated Water Management diploma – a first-of-its-kind program in Western Canada.

The Centre for Applied Education Innovation is developing several programs set to launch in the 2021/22 academic year. Programs include Network Systems Specialist and Healthcare Leadership, and new business certificate programs in Accounting, Business and Entrepreneurship, Management and Leadership, and Marketing. Work has also been completed to redesign existing programs, including the Hospitality and Tourism Management diploma, Baking and Pastry Arts program and Professional Cooking program, now named Culinary Arts. New programs for 2021/22 also include

a Remotely Piloted Aircraft Systems (RPAS) Professional Pilot program – the second in Canada, this program will position SAIT as a leader in advanced RPAS flight operations nationally.

There are 21 projects currently in the assessment phase of governance, pre-development approval, including Artificial Intelligence and Information Technology degree, Information Technology Services diploma and Software Development diploma.

Projects in assessment viability include the Pathology Assistant degree – a collaboration with the University of Calgary to address a curriculum gap for their Pathology Assistant program – audiology assisting/technology, wellness, and health data and analytics.

There are 330 courses in development for new programs and to update existing programs.

HEALTH AND SAFETY EXCELLENCE

In February 2021, following a certifying partner audit of SAIT’s 2020 health and safety programs, SAIT was recognized for our efforts in responding to the COVID-19 pandemic with a score of 100%. The auditor stated, “The organization of systems to track documentation, communications, training and publications are endless and thorough.”



Digital technology adoption and business process improvements

A commitment to invest in better ways of doing business and becoming a digital institution are cornerstones of SAIT's Strategic Plan. The following highlights just some of the advancements and efficiencies achieved this partial 2020/21 academic year.

EMPLOYEE SERVICES

- Employee Services launched a new process and tools to assist leaders in better managing their workforce and finances.
- SAIT actively engaged in a program to reduce its vacation liability throughout the nine-month period, successfully reducing by over half.

FINANCE

- Incoming and outgoing payment technology and processes were modernized, including the transition from a face-to-face cash office – accelerated due to COVID-19.
- E-Transfer capability for payment of student refunds, emergency funding and scholarships was implemented and additional electronic payment options for international students through PayMyTuition were introduced.

INFORMATION TECHNOLOGY SERVICES (ITS)

- To enhance cybersecurity, SAIT is now connected to the Canadian Network for the Advancement of Research, Industry and Education (CANARIE), which ensures notification of fast-developing cyber threats.
- ITS successfully launched a project management office to improve ongoing project implementation.
- SAIT's email system was upgraded and simplified. The reduction of servers and simplified mail flow decreased system maintenance and threat exposure.

COMMERCIAL SERVICES

- Partnering with Xerox, a series of integrated document management and business process automation projects were completed across the institution using Hyland's OnBase software. Looking forward, Commercial Services will be building an internal OnBase support team with ITS.
- Management of the SAIT Bookstore was transitioned to Follett on July 1, 2020. The transition was particularly challenging due to COVID-19, but the Bookstore was service ready for the Summer 2020 semester. Bookstore inventory is accessible through online delivery, curbside pickup and in-store appointments.

FACILITIES MANAGEMENT

- In collaboration with ITS, the School of Information and Communication Technologies, School of Business and Facilities Management converted a test classroom to support a HyFlex course delivery model – one that allows flexibility between virtual and in-person attendance. The room includes a voice responsive camera that moves with the speaker. The test classroom will be assessed to guide future program delivery direction.
- Facilities Management is now using Archibus modules in environmental health and safety, hazardous compliance management, move management and energy management.

BUSINESS INTELLIGENCE AND ANALYTICS

- SAIT's Business Intelligence and Analytics team launched course feedback questionnaires in early January 2021 for all continuing education and professional development courses. This will enable SAIT to evaluate course quality for all courses. This new methodology is resulting in a significant labour savings for the institution by automating the process.
- Throughout 2020, surveys and focus groups were conducted with students to gain an in-depth understanding of the impact of the pandemic on their learning experience at SAIT. This research has provided insight into how SAIT can meet the needs of students during the pandemic and what education at SAIT could look like post pandemic.

CORPORATE DEVELOPMENT, APPLIED RESEARCH AND INTERNATIONAL (CDARI)

- A single business operations department comprising teams for talent, delivery services, business services and project management was established to provide operational support throughout CDARI. The department allows for the centralization of inventory and talent management required for continuing education and professional development courses. All Corporate Training projects have also been centralized.
- A digital shopping cart was implemented for continuing education and professional development students and corporate clients through the Destiny One business software solution platform. The project was supported by multiple teams across the institution, including ITS, Finance and the Office of the Registrar, and also included the creation of a self-service portal for industry partners.
- The curriculum licensing department was created to manage and coordinate all inbound and outbound curriculum licensing of SAIT products and services to partners, companies and other post-secondary institutions.

OFFICE OF THE REGISTRAR (OTR)

- OTR leveraged technology to augment operations, improving student self-registration from 26% in the Spring 2020 term to 89% for Winter 2020.
- To serve more students, with more timely responses to inquiries, SAIT implemented the Fresh Desk technology solution with the OTR call centre. The service was adopted by all school advisors, ultimately ensuring a consistent and responsive service model.
- To maximize enrolment, improve service levels for all students and support employee development and progression, the OTR leadership team went through a department restructure and is actively working on a technology roadmap. The roadmap includes 30 automation and digitalization projects of varying scope to help optimize technology and personnel resources efficiently.

CENTRE FOR ACADEMIC DEVELOPMENT AND INNOVATION (CADI)

- Established in March 2020, CADI supports innovation in teaching and learning practices, and the facilitation and implementation of integrated quality systems at SAIT.
- This past nine-month period, CADI developed two digital courses to support SAIT faculty teaching online – Practical Applications for Teaching Online and Expanding the Practice of Teaching Online.
- In addition to conducting small-scale pilots with faculty to evaluate new teaching technologies, CADI created and launched a Digital Learning Exchange, which now serves more than 680 faculty and staff as a community of practice.

LEARNER AND ACADEMIC SERVICES

- SAIT joined the University of Alberta, University of Calgary, University of Lethbridge and MacEwan University to form the Open Education Alberta working group in February 2020, resulting in the launch of a free-access provincial open education resources (OER) publishing platform. The platform greatly improves faculty access to OER technology and increases distribution of SAIT's OER material to the public. The launch of this service led to the development of a SAIT OER publishing program.
- SAIT has several OER projects under development. The cumulative statistics for the last five years show more than 10,000 students saved about \$1.4 million on textbook costs due to the adoption of OER at SAIT.
- All Academic Upgrading courses now have at least three virtual labs, many of which are OER based.

Scholarly activity

Scholarly activity helps SAIT deliver on its promise to students, ensuring the education they receive reflects current practices and innovative thinking.

SAIT faculty engage in a wide range of research and creative work that advances their own knowledge and enhances curriculum and program quality.

Faculty from the Bachelor of Business Administration engaged in scholarly activity that ranged from researching the impact of open education resources on enhancing learner success to the integration of coaching and mentorship into work-integrated learning. Other project highlights in 2020/21 include:

- the nomination of an experienced faculty to the National Society of Leadership and Success for exemplary academic success in his doctoral studies
- the publication of an academic research article on financial transparency and fraud prevention in the *Nigerian NewsDirect newspaper*
- the Chartered Professional Accountants of Canada provided funding of \$6,000 as part of the Canadian Academic Accounting Association Research Grant program for an impact study on the use of virtual reality simulation experience to help SAIT students improve persuasion skills and self-efficacy
- the publication of a book by a faculty member, *The Daily Undoing: Being Better at Being Human*
- the publication of an academic article on design-based research was reported on the University of Calgary's Graduate Student Association social media channel

- the contribution to a book chapter by a faculty member in the edited book, *Preparing Indonesian Youth: A Review of Educational Research*
- two experienced faculty members presented their analysis on emerging technologies to an international audience of 150 individuals representing 23 countries. The presentation focused on exploring 10 technological advances of the 2020 MIT technology review in VR.

Faculty from the Bachelor of Hospitality and Tourism Management degree program are engaged in collaborative scholarly activity to explore business models that would mitigate the inequality of pay currently experienced in the hospitality industry. This research will focus on alternatives to tipping/gratuity norms that can empower restaurants to leverage new revenue and compensation structures.

The School of Hospitality and Tourism will launch new curriculum in culinary diplomacy and anthropology as part of redesigned Culinary Arts and Baking and Pastry Arts programs in Fall 2021. The curriculum leverages scholarly work by a culinary faculty member and Cadmus Trades Teaching Chair recipient and will give students the opportunity to understand how food can be used to build cultural bridges.

Faculty from the Bachelor of Construction Project Management completed the following work as part of their scholarly activity:

- collaborative research project, applying 3D digitization in conservation for historic buildings
- research project, exploring the use of machine learning to automate the process of converting point cloud data into as-built building information modelling (BIM) models
- research paper, "The Conformity of Biophilic Design to Ratings of Green Buildings"
- research paper, "A Framework for Improving Quality in Residential Construction Projects"
- research project, investigating fatigue reliability of cables used for suspension and cable stay bridges
- research project, building information modelling (BIM) quality and BIM for quality in construction projects
- research paper, "Data analysis to assess demand of soft skills in the construction industry workforce in Canada" presented at the Associated Schools of Construction 56th Annual International Conference
- joint research paper, "Microtremor Measurement and Damage Investigation of Historical Timber-masonry Composite Tiered Temples in Nepal," *International Journal of Architectural Heritage*

- presentation, “Why and How Mass Timber Construction is Disrupting Construction Project Management and the Way We Build,” presented at the Associated Schools of Construction Regions 6&7 Virtual Conference on Construction Management, Feb. 5, 2021
- panel presentation, “The Resilience Factor and the Future of Green Buildings, Building Lasting Change 2020,” Oct. 6, 2020
- presentation, “Value Engineering and Choosing by Advantages to Support Sustainable Built Environment and Infrastructure,” presented at Value Analysis Canada Symposium 2020, Oct. 6, 2020
- keynote presentation, “The Innovation Path to a Climate Neutral Built Environment,” presented at the Euro Global Climate Change Conference, Climate Change Webinar, Sept. 18, 2020

- presentation, “The Case for Mass Timber Construction,” presented at the 2020 Annual Convention of the Society of Wood Science and Technology, July 2020
- ERASMUS – KnoWood Project, planned, hosted and chaired five-day workshop training at SAIT, coordination with the University of Westminster, London to hold training workshops and webinars
- research project, enhancing lean and agile methodologies in construction using virtualization/immersive experience
- research project, improving sustainability of mid-rise multi-family residential buildings using insulated concrete form construction

Learner and Academic Services faculty members in Communication and Liberal Arts completed the following work as part of their scholarly activity:

- the publication of “Partners in Scholarship,” *Inside Higher Ed*
- one work of creative non-fiction completed (“Ball Breaker”) and a novel underway (*Ronnie’s Hutterite*)
- two projects were awarded funding through SAIT’s Legacy ‘88 program: a Natural Language Processor project and an examination of female instructors’ experiences in all-male classrooms.



Sustainability

ENVIRONMENTAL

Facilities Management (FM) has spent the last nine-month period upgrading building controls to better understand the energy performance of our campus. These controls play a key role in energy efficiency and conservation by matching demand with supply.

Recent energy conservation measures (ECM) include optimizing controls for closures and reduced occupancy, and fine-tuning mechanical systems for reduced run time and fan and motor speeds.

These efforts and the associated learnings position SAIT to benefit from ECM as we return to campus.

Digital energy solutions, including the automation and updating of our central cooling and heating plant, enable SAIT to optimize utility usage and building comfort while working towards a long-term energy strategy.

FM also expanded the on-campus recycling program to residence buildings, hosted online waste diversion information sessions for SAIT students and employees, and implemented a waste and recycling bin monitoring system.

LEADING WITH A SERVICE FOCUS – FRESH DESK

Since the implementation of the integrated Fresh Desk technology system in Spring 2020, SAIT's Office of the Registrar resolved almost 73,000 student service tickets as of the end of March 2021.

OPERATIONAL

More than ever, SAIT must reinforce its strategic commitment to being grounded in sustainable growth – maintaining current funding relationships, while developing and growing independent revenue streams to support student success, as well as programming, technology and business growth.

As part of SAIT's growth plan, we are focusing on revenue areas and programs that meet the future needs of learners and industry, including:

- Centre for Continuing Education and Professional Studies
- Corporate Training Solutions and International Projects development
- School for Advanced Digital Technology
- strategic enrolment growth
- fundraising initiatives
- adjustments to tuition and student fees

Throughout the reporting period, growing and diversifying SAIT's enrolment numbers, with a strategic focus, has been negatively impacted by the pandemic.

Corporate Training Solutions sales and International Projects activity decreased significantly. Additionally, SAIT saw a decrease in revenues from individual non-credit learners due to space limitations on in-person delivery related to the pandemic.

However, these decreases were offset by credit tuition from both domestic and international student enrolments, which increased compared to budget assumptions.

The higher than anticipated credit tuition revenues in combination with temporary reductions to expenses resulting from the extended closure of campus, the deferral of capital initiatives and a number of additional financial factors contributed to an operating surplus for the reporting period. For detailed financial information, see the financial statements section of this report.

Looking forward, resources have been assigned to optimize strategic enrolment management processes. Tuition adjustments were approved for domestic and international students for the 2020/21 academic year. As well, the institution successfully reduced its vacation liability by over half. An ongoing practice to limit vacation liability will help support SAIT's long-term financial sustainability.

Collective bargaining commenced with both of SAIT's union groups at the end of the reporting period. A collective bargaining process that is respectful, collaborative and equitable is critical to advancing SAIT's strategic priorities and ensuring a sustainable future for the institution.

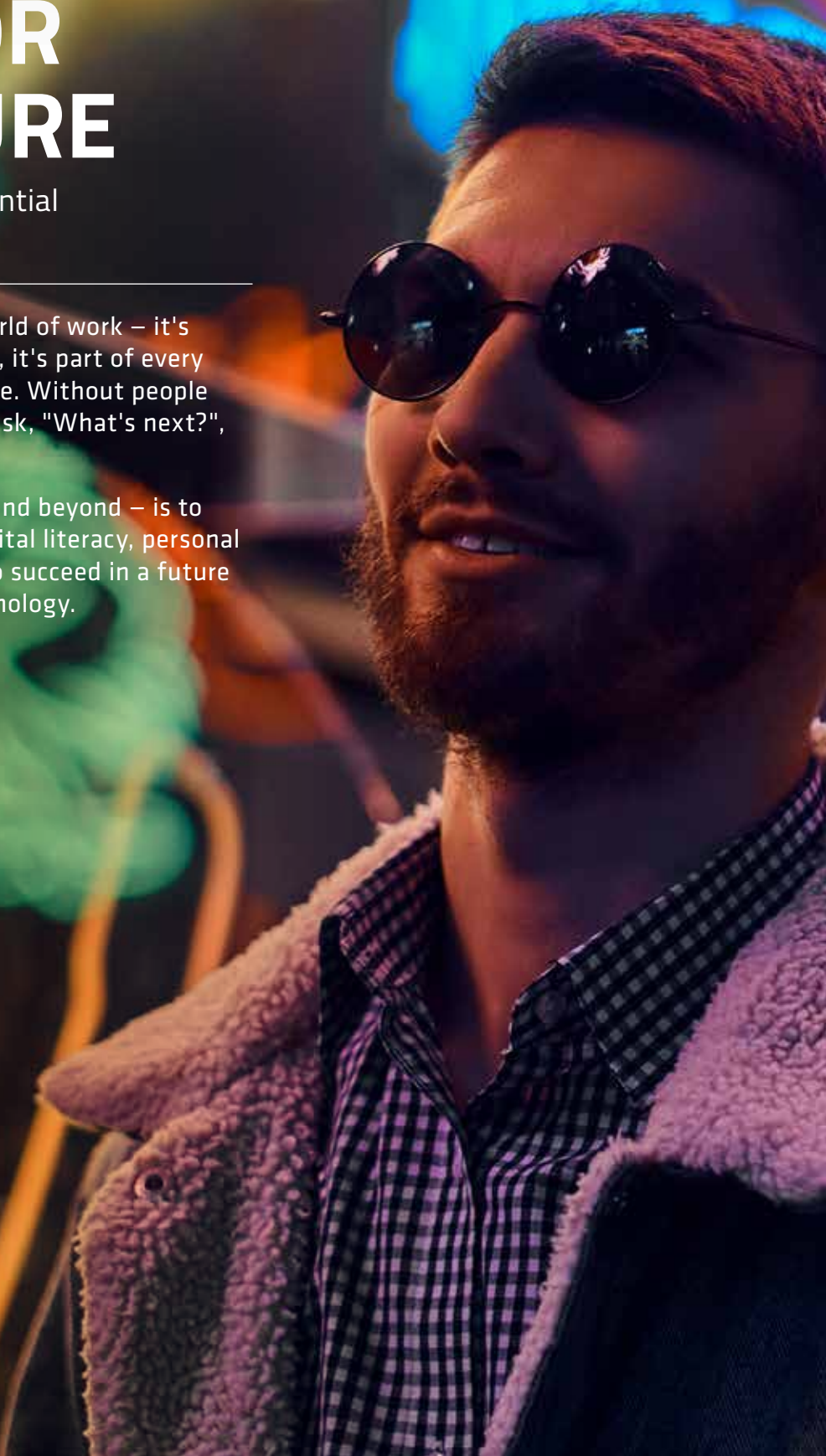
GOALS AND PERFORMANCE MEASURES

SKILLS FOR THE FUTURE

We equip students with essential skills for career success

Technology is transforming the world of work – it's no longer a solution you outsource, it's part of every business and every business culture. Without people to implement, problem solve and ask, "What's next?", technology alone isn't a solution.

Our goal for the next five years – and beyond – is to ensure SAIT students have the digital literacy, personal agility and entrepreneurial spirit to succeed in a future driven by people, powered by technology.





91%

EMPLOYERS
SATISFACTION WITH
QUALITY OF SAIT
GRADUATES (VERY AND
SOMEWHAT SATISFIED)

93%

EMPLOYERS AGREE THAT
SAIT PROVIDES GRADUATES
WITH APPROPRIATE
SKILLS (STRONGLY AND
SOMEWHAT AGREE)

88%

GRADUATING APPRENTICE
SATISFACTION WITH
TECHNICAL TRAINING BEING
UP TO DATE WITH TRADE
PRACTICES (SATISFIED AND
VERY SATISFIED)

2021 Employer Satisfaction Survey;
725 respondents

2020/21 Graduating Apprentice Satisfaction
Survey; 801 respondents

School for Advanced Digital Technology

SAIT has been equipping students with essential skills for career success for more than 100 years.

A commitment to ensuring students have the digital literacy, personal agility and entrepreneurial spirit to succeed and lead in the future world of work is an institutional priority within SAIT's 2020-2025 Strategic Plan, *New World. New Thinking.*

SAIT opened a new School for Advanced Digital Technology (SADT) at the historic Odd Fellows Building on Sept. 9, 2020.

This transformative initiative – sparked by a \$30-million donation from Calgary businessman and philanthropist David Bissett in December 2019 – supports SAIT's vision of boosting the local talent pool with tech-savvy graduates who get hired. SADT is a flagship initiative of our 2020-2025 Strategic Plan, *New World. New Thinking.*

The Opportunity Calgary Investment Fund is seeding the startup of a Digital Transformation (DX) Talent Hub at SADT with a grant of up to \$8.2 million over five years. Designed as a nerve centre to bring together the best of training, resources and talent within the Calgary tech ecosystem, the Hub is currently engaging with industry partners, such as AI solutioning firm Braintoy and educational foundation company InceptionU.

Powered by the DX Talent Hub, the Digital Adoption Training series offers a variety of 12-week, full-time bootcamp programming to empower professionals looking to upskill or transition careers. Programming is designed to keep up with the fast-paced evolution of digital skills in Calgary's economy now and into the future.

SADT launched digiTALKS – a thought-provoking speaker series with technology in mind and SAIT experts leading the way – in fall 2020. The series showcases discussions on the evolution of technology and the impact digital transformation is having on business, industry and careers.

A short-term strategy was drafted to guide the school early in 2021. The strategy highlights seven focus areas, including establishing a Digital Intelligence (DQ) Framework.

Based on a comprehensive global model, the DQ Framework will be developed in conjunction with industry thought-leaders and will form the basis of all SADT programming going forward. DQ establishes a thoughtful view on how everyone can be part of a digital world. This big picture view enables us to connect to industry and government competency models. This then supports pathways, assessments, engagement and collaborations.

ADVANCED DIGITAL AND PROFESSIONAL TRAINING (ADaPT)

The ADaPT program is a skills development and work placement program aimed at bridging the employment gap for recent graduates. Founded by Ryerson University's Diversity Institute, ADaPT provides training to recent post-secondary graduates and includes experiential learning opportunities with industry partners. The first Calgary ADaPT intake in October had the highest number of applicants in the history of the program, with 244 applicants for 45 seats.

DX TALENT HUB

The DX Talent Hub offers “just-in-time” programming to address the current needs of industry and to help workers stay relevant in the changing digital economy. The hub's first bootcamp, Applied Machine Learning, launched Feb. 1, 2021, with 25 students. DX Youth programming has also been developed.

Building essential workplace skills – online

RESILIENCE: STUDENT DEVELOPMENT AND COUNSELLING

Developing resilience strategies can help students achieve greater personal, professional and academic success.

Seventy-one students enrolled in Resilience 101: Tools for Lasting Success. The online program was created by Student Development and Counselling (SDC) to help students build skills in resilience. Resilience 101 is offered through Therapist Assisted Online (TAO), one of several digital self-help tools available at no charge to all SAIT students.

SDC developed customized seminars on resilience and coping skills, which were delivered in four schools as part of seven courses, to a total of 895 students. A Resilience for the Workplace Learning Module was also incorporated into the capstone project of the Legal Assistant program and Integrated Water Management program.

VIRTUAL NETWORKING: CAREER ADVANCEMENT SERVICES

Support from Career Advancement Services (CAS) continues to be available online through My Career Hub – a digital portal to career advancement resources for students at SAIT.

Working with stakeholders from across SAIT to encourage participation, CAS launched Ten Thousand Coffees, a virtual networking and professional development initiative. Since October 2020, 263 students and 76 industry partners have joined the platform. Participants can grow their professional network, develop communication and professionalism skills, and learn more about their chosen career paths.

Virtual career conversations on a variety of topics, including resumé writing and maximizing LinkedIn, replaced on-campus drop-in appointments. CAS also launched Industry Mentorship Circles, hosting nine events – more than 100 students and alumni took part. As well, virtual employer sessions also provided an opportunity for students to connect and network with industry.

LEADERSHIP: STUDENT ENGAGEMENT

The Student Engagement team launched a new student leadership program for the Fall 2020 term. Program participants build leadership skills through leadership training and professional development opportunities throughout the nine-month period. Student leader positions include Pride Student Leader, eGaming League Student Leader, Peer Coach and Outreach and Wellness Leader.

Student leadership training is also delivered to student groups and clubs across campus.

Student leaders hosted the first annual SAIT eGaming Tournament, which recorded 845 unique viewers. They also launched and grew the Student Engagement Facebook community to more than 250 students throughout the 2020/21 academic year, created student mental health blog content and videos, and hosted weekly virtual events to celebrate diversity on campus.

Program participants took part in three professional development workshops online throughout the nine-month period: Leadership Theory, Inclusive Leadership and Communication and Conflict Resolution.

SAIT START ONLINE

SAIT Start Online launched August 2020. The online introduction to all things SAIT offers new students a blueprint to academic success, guides them to support services and resources, and highlights student life activities to encourage them to get involved at SAIT. SAIT Start delivers a virtual welcome to new students – 92% of those who completed SAIT Start reported feeling prepared to begin their classes. In December, an apprentice track was also added. New student orientation also took place online.

ESSENTIAL SKILLS: CO-CURRICULAR RECORD

SAIT's Co-Curricular Record program gives students the opportunity to develop essential skills employers are looking for – communication, leadership, collaboration and more – by participating in co-curricular activities. Students then track, reflect on and showcase these skills through an official document that complements their academic transcript.

More than a hundred co-curricular activities were offered virtually this past nine-month period.

Satisfaction Surveys

LEARNER¹

APPRENTICE²

89%

WOULD
RECOMMEND
SAIT

82%

WOULD
RECOMMEND
PROGRAM

95%

WOULD
RECOMMEND
SAIT

92%

FELT COURSES
WERE
RELEVANT

90%

SATISFIED WITH
ADEQUACY OF LAB/SHOP
EQUIPMENT

95%

SATISFIED WITH
TEACHING ABILITY
OF INSTRUCTORS

89%

SATISFIED
WITH QUALITY
OF PROGRAM

85%

SATISFIED WITH
OVERALL QUALITY
OF THEIR EDUCATIONAL
EXPERIENCE

92%

SATISFIED WITH
OVERALL QUALITY
OF EDUCATIONAL
EXPERIENCE AT SAIT

¹ 2020/21 Learner Exit Survey; 2,292 respondents

² 2020/21 Graduating Apprentice Satisfaction Survey; 801 respondents

Evolving work-integrated learning

Experiential learning and engaging industry as an active partner in the learning journey of students is at the core of a SAIT education – and fundamental to our strategic plan.

Work-integrated learning (WIL) can take many forms, but the common goal is to connect students with industry and give them a practical setting to apply their skills and gain valuable workplace connections. A few highlights from the past nine-month period are included below.

Students in SAIT's Integrated Water Management diploma program spent their last term partnering with industry on a capstone project. From working with the City of Calgary on a cost analysis to help inform efforts to prevent riverbank erosion along the Bow River to completing a geospatial analysis identifying areas at the highest risk for future water scarcity and flooding with the Belize National Hydrological Service, students had the opportunity to apply knowledge learned in the classroom to create solutions in the real world – both locally and globally.

The School of Information and Communications Technologies, School of Business and School for Advanced Digital Technology partnered with the How to Change the World organization to take part in a cross-functional capstone focused on UN sustainability goals in urban and rural areas of the world. The program was initiated by University College London.

SAIT created and filled a new WIL liaison position within Career Advancement Services (CAS) to collaborate with programs and industry to identify and create WIL opportunities. The liaison works to secure funding to expand experiential learning across SAIT and will ensure consistent processes and reporting when it comes to WIL at the institution.

CAS also launched Outcome Campus Connect on the My Career Hub online portal. The initiative gives students the ability to connect with employers across Canada for WIL opportunities.

CONSTRUCTING THE FUTURE

Faculty in the School of Construction are incorporating 3D modelling and augmented reality (AR) software into the learning experience, enabling students to produce to-scale miniature and virtual models of residential and commercial properties before they work on the real thing. With 3D modelling, students can see how the plumbing for a whole house comes together using G.I. Joe-sized fittings made from the correct materials. Creating an AR holographic overlay using special glasses brings the model to life in an interactive way.





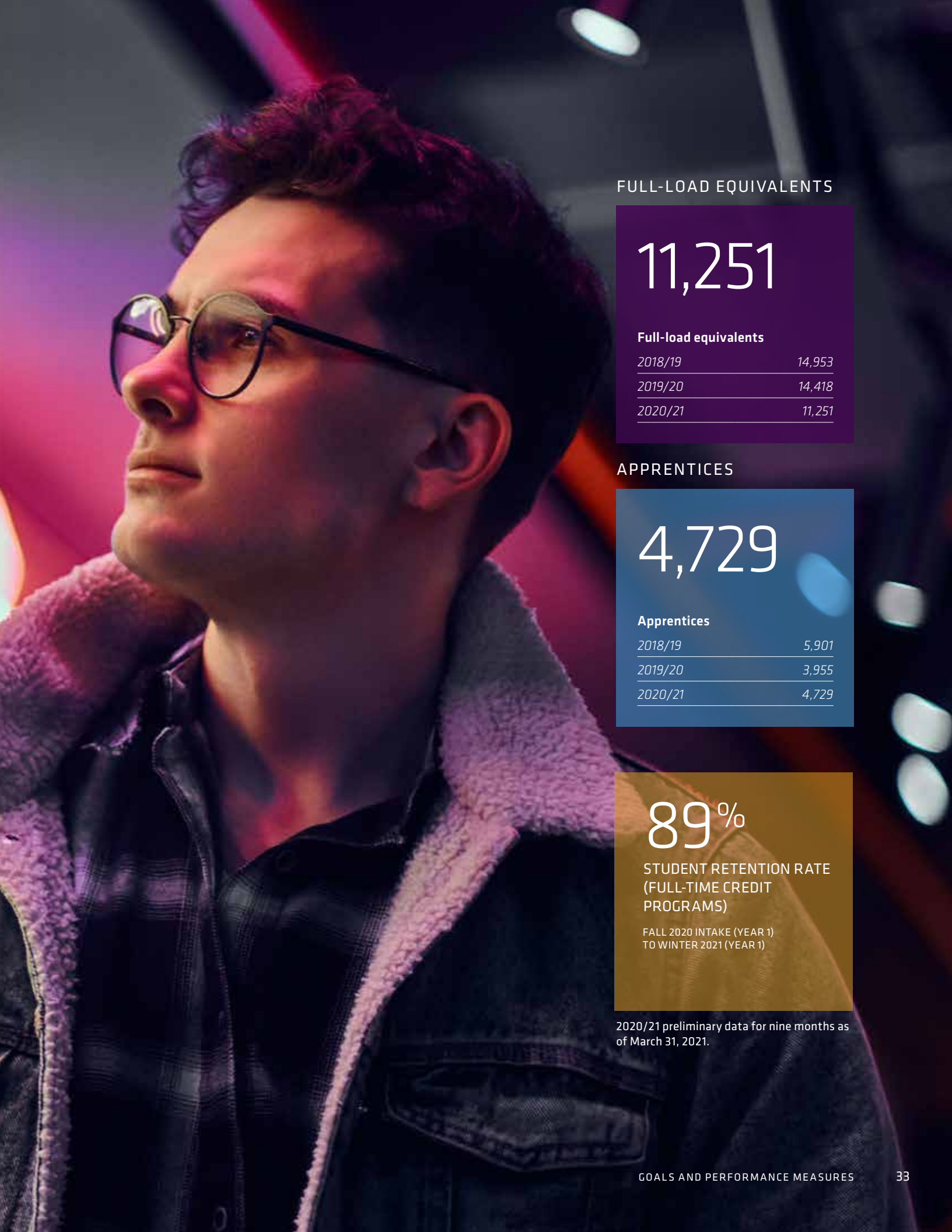
GOALS AND PERFORMANCE MEASURES

LEARNING FOR LIFE

We enable lifetime career success by providing relevant, customized education

As the needs of the economy, our students and our network evolve, the health of any career is becoming increasingly dependent on the continuous renewal of skills. Whether the goal is career advancement, a new or different career, or a career that makes a difference, having work-ready skills can change lives.

Our goal for the next five years – and beyond – is to deliver a world-class student experience to a growing network of learners that reinforces SAIT's connection between education and career the first time, every time.



FULL-LOAD EQUIVALENTS

11,251

Full-load equivalents

2018/19	14,953
2019/20	14,418
2020/21	11,251

APPRENTICES

4,729

Apprentices

2018/19	5,901
2019/20	3,955
2020/21	4,729

89%

STUDENT RETENTION RATE
(FULL-TIME CREDIT
PROGRAMS)

FALL 2020 INTAKE (YEAR 1)
TO WINTER 2021 (YEAR 1)

2020/21 preliminary data for nine months as
of March 31, 2021.

Centre for Continuing Education and Professional Studies

The continuous renewal of skills is increasingly more vital to the health of any career as well as the economy.

A commitment to delivering work-ready skills as a lifelong learning partner is an institutional priority within SAIT's 2020-2025 Strategic Plan, *New World. New Thinking.*

SAIT officially launched the Centre for Continuing Education and Professional Studies (CEPS) in April 2020 as part of SAIT's commitment to lifelong learning and workforce skills development.

CEPS delivers programming within nine program areas and offers more than 90 part-time certificates and upwards of 1,000 course options.

A digital shopping cart was implemented to improve the registration experience of continuing education and professional development students through the Destiny One business software solution platform. The project implementation was supported cross-institutionally.

In collaboration with industry, CEPS is working to identify and develop new courses – including courses to promote digital technology skills – renew existing courses and explore opportunities to use technology to improve training.

CEPS is finalizing SAIT's micro-credential framework, as well as making changes to the credential policy, marketing plan and the development of courses based on identified industry competencies.

An institutional online strategy is currently under development, designed to identify systemic changes to support the online learning experience. CEPS is also focusing on identifying technology to support course delivery, including mixed reality. Industry engagement is underway with Avanade IT consulting to develop a proof of concept.

SHIFTING CAREER GEARS – FROM SAIT TO SPACEX

Looking to make a switch from crunching numbers in an office as an accountant, Gonzalo Villasmil enrolled in SAIT's Non-Destructive Testing (NDT) Foundations program through the Centre for Continuing Education and Professional Studies. Three years after graduating, he landed a dream role with SpaceX. "It was almost like working a full-time job – it was an intensive four months at SAIT. But it really prepares you for a job in the field."

FULL-LOAD EQUIVALENTS

11,251

Full-load equivalents

2018/19	14,953
2019/20	14,418
2020/21	11,251

STUDENTS

30,160

Students

2018/19	45,225
2019/20	36,706
2020/21	30,160

BACCALAUREATE DEGREE, APPLIED DEGREE, DIPLOMA AND CERTIFICATE PROGRAMS

90

Programs offered

2018/19	88
2019/20	93
2020/21	90

14,706

Students

2018/19	13,783
2019/20	14,364
2020/21	14,706

2020/21 preliminary data for nine months as of March 31, 2021.

Engaging alumni in lifelong learning

At the Fall 2020 convocation ceremony in November, SAIT became only the second polytechnic in Canada to reach a quarter-million graduates.

To add to the celebration of this important milestone, SAIT created the Alumni for Alumni Bursary. The \$250,000 bursary was created to give SAIT alumni the opportunity to upskill or reskill through the Centre for Continuing Education and Professional Studies.

Funding was made available through SAIT's alumni TD Insurance Meloche Monnex affinity partnership – a program grown by SAIT alumni. The Government of Alberta matched the funds, bringing the one-time bursary total to \$500,000.

Demand for the bursary was immediate. Within two months of the announcement, the funds were claimed.

An Alumni Engagement Strategy aligned to SAIT's strategic commitment to lifelong learning was developed and is currently underway. The strategy includes the continued growth and development of an alumni business directory, which allows businesses both local and further afield to showcase their products and services through their connection to the SAIT community.

500,000 REASONS TO UPSKILL

Journeyman Auto Body Mechanic Alex Marin ('03) was one of nearly 700 SAIT alumni who jumped at the chance to continue their education at SAIT through the Alumni for Alumni Bursary. He enrolled in Blockchain Architecture to learn how to better store data and track transactions. "Personal growth is very important to me. I'm confident this course is the perfect step to avoid becoming stagnant in my career."

ALUMNI BUSINESS DIRECTORY

SAIT created an Alumni Business Directory to feature and promote businesses owned and operated by SAIT alumni. Shoppers can explore a growing list of companies in categories ranging from agriculture to multimedia, food to health while supporting a local alumni business network.





Strategic enrolment management

In recent years, the post-secondary landscape in Alberta and across Canada has been influenced by unprecedented economic challenges, increasing budget austerity, evolving student needs and growing numbers of educational options.

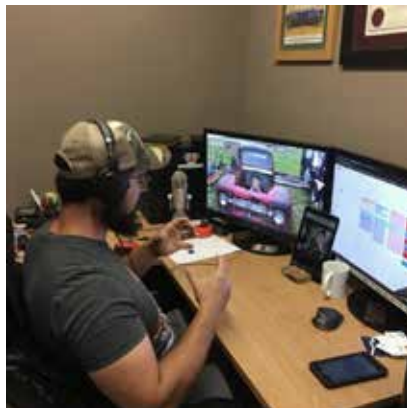
Together, these factors have created a hyper-competitive environment but also one in which SAIT is well-positioned.

To increase targeted enrolment, maximize student engagement and support retention, SAIT is committed to growth driven by a Strategic Enrolment Management (SEM) plan. The development of an institutional SEM strategy consisting of a long-term enrolment strategy, student success initiatives and supporting action plans is underway.

To inform SEM at SAIT, an applicant communications project is in progress and an academic review is also underway.

The Strategic Planning and Enrolment Management team also identified business process optimization opportunities in enrolment target management and collaborated with the Office of the Registrar to develop a new web-based tool for the management of operational enrolment targets.

The Marketing and Recruitment Plan 2020-2023 provides a framework for an institutional approach to student recruitment. Aligned with SAIT's Strategic Plan, the focus is to drive domestic enrolments while reinforcing brand strengths as a career-and-technology-focused institution. The plan targets career starters, advancers and changers.



Life changing experiences for youth

The growth of Youth Initiatives programming was significantly impacted by COVID-19, with many program enhancements currently on hold. Throughout the pandemic, the Youth Initiatives team continued to engage and network with community organizations and K-12 educators virtually.

Despite the cancellation of in-person SAIT Summer Camps for 2020, a select number of camps transitioned to online delivery during the summer as part of a pilot project. The pilot served to inform additional online programming offered during spring break in March 2021.

Dual-credit course offerings increased through online learning, making them accessible to more high school students. Ten different dual-credit options: four full-certificate programs – Pharmacy Assistant, Pre-Employment Welding,

Pre-Employment Carpentry, Pre-Employment Pipe Trades – and six single course dual-credit offerings – Infection Prevention and Control, Management 200, Medical Terminology, The Science of Health and Wellness, Anatomy and Physiology, Healthcare Professionalism – were offered to students. A total of 320 students participated in the program, an increase of 100 students compared to the previous year.





GOALS AND PERFORMANCE MEASURES


GLOBAL PERSPECTIVE

We enhance the global competitiveness
of our students and region

Today's global economy demands individuals and industry compete with others from around the world.

Global partnerships expand our reach and reputation, while a global campus provides all students with opportunities to develop the cross-cultural awareness they need to be successful. International enrolment brings talent, ideas and substantial economic, academic and social value to SAIT and our community.

Our goal for the next five years – and beyond – is to enhance global perspectives at SAIT, and about SAIT, through experiences, relationships and recognition.



INTERNATIONAL
FULL-LOAD EQUIVALENTS

1,702

Full-load equivalents

Domestic 9,549

International 1,702

2020/21 preliminary data for nine months as of March 31, 2021.

Internationalization

While pandemic restrictions have disrupted international travel this past nine-month period, SAIT's global reputation has continued to strengthen.

A commitment to enhancing global perspectives both at and about SAIT is an institutional priority within SAIT's 2020-2025 Strategic Plan, *New World. New Thinking.*

Significant organizational resources have been dedicated to ensuring safe operations for activities taking place on campus, rescheduling classes and students, and working with government immigration authorities to provide additional flexibility for international students.

While international travel is limited, SAIT has worked to expand virtual international experiences, including study abroad and international exchanges.

Leveraging Global Education Network (GEN) partnerships, SAIT was able to offer international virtual exchange projects to students in the Graphic Communications and Print Technology, Welding Engineering Technology and Bachelor of Construction Project Management programs. The institution also partnered with GEN to provide opportunities for SAIT students to participate in an International Varsity Esports Championship series and a capture the flag digital security competition in collaboration with SAIT's School of Information and Communications Technologies.

A virtual exchange between Central Washington University, Queensland University of Technology and SAIT paramedic programs gave participating students an overview of paramedicine in the U.S., Canada and Australia. Students also took part in a clinical case study.

The institution was awarded \$25,000 from Colleges and Institutes Canada (CICan) to investigate the implementation of Collaborative Online International Learning (COIL) at SAIT. Study Abroad collaborated with the Centre for Academic Development and Innovation and COIL Consulting in the U.S. to identify key stakeholders and partners, develop resources and promote COIL to faculty and leadership. A six-week pilot at Sinclair Community College in the U.S. in March/April 2021 will provide insight into the delivery of a COIL program at SAIT.

An additional \$3,000 was awarded to SAIT's Diagnostic Imaging programs to deliver a speaker series with medical imaging professionals from the U.K., delivered virtually in February 2021.

The School for Advanced Digital Technology, in collaboration with the School of Information and Communications Technologies, signed a memorandum of understanding with the European Innovation Academy to launch Calgary and SAIT as the North American lead in delivering international programming for graduating students. Formal programming is expected to start Spring 2022.

Under the Coordinator, Pathways, Articulation and Transfer in the Office of the Registrar, new transfer option partnership agreements with international post-secondary institutions were developed, including:

- Advanced Care Paramedic to Bachelor of Paramedic Science at Queensland University of Technology
- Journalism to Bachelor of Journalism at Edinburgh Napier University
- Information Systems Security to BSc (Hons) Cyber and Computer Security at the University of Gloucestershire.

SAIT launched an English Conversation Partners program in Fall 2020. The program is a unique cross-cultural experience that pairs SAIT students who speak English as an additional language (EAL) with a student or employee who is fluent in English. Interest was high and the program was able to match about 150 EAL students. Most participants indicated the program helped them improve their spoken English, enhance their intercultural communication skills, gain a better understanding of Canadian culture and reduce feelings of isolation.

English Language Foundations collaborated with the International Centre and the Office of Equity, Diversity and Inclusion to deliver an intercultural awareness course to students and employees. Two cohorts of training have been delivered. Inclusive pedagogy workshop sessions were also delivered to faculty in SAIT's School of Business and School of Health and Safety.

TOP OF THE CULINARY WORLD

SAIT's School of Hospitality and Tourism is the number one in hospitality and number one in culinary nationally, as well as #19 in the world, according to CEOWORLD Magazine, plus the top-ranked Canadian hospitality and leisure management school in the QS World University Rankings.

IN GOOD COMPANY

SAIT's School of Business is one of only three Canadian schools to make the top 100 of CEOWORLD Magazine's Best Business Schools in the World for 2021, breaking onto the list for the first time in spot 52 out of 173 schools from around the world.



Attracting international students to SAIT

International student recruitment faced significant challenges and disruptions related to the pandemic. SAIT's International Centre refocused recruitment efforts to digital channels, using a personalized service approach.

New digital tools and platforms were introduced, including ApplyProof – a simplified and secure method for students and authorities to access and confirm the authenticity of admissions documents quickly.

SAIT also hired an in-country representative in India to develop recruitment leads and conduct application pre-assessments. To mitigate ongoing pandemic-related travel restrictions, this model will be expanded into other key regions.

An international marketing campaign and viewbook were developed, and the application process for international students was streamlined.

The International Centre also developed a robust, government-approved travel, arrival and quarantine plan – enabling inbound students to safely enter Canada and start their studies at SAIT – and was active in lobbying for international students on legislation related to study permits, travel restrictions and COVID-19 testing.

To position SAIT to meet its target of having 4,000 international students by 2024/25, the International Centre has been restructured to increase focus on business operations and enrolment management, including hiring international students to support recruitment and retention efforts.

INTRODUCTION TO EFFECTIVE INTERCULTURAL COMMUNICATION

In partnership with SAIT's Office of Equity, Diversity and Inclusion and Learner and Academic Services, the International Centre developed an Intercultural Support Strategy. The implementation of the strategy included the launch of an online intercultural communications course available to students and staff each term – PERS 148: Introduction to Effective Intercultural Communication.



Supporting international students here and at home

When international students were unable to travel to Canada to attend classes due to COVID-19 restrictions, Information Technology Services established an e-learning laptop farm on campus, allowing students to attend their classes from home by logging into a SAIT computer pre-loaded with required software.

An international student ambassador initiative was launched to help enhance virtual connections between international students throughout the pandemic.

The International Centre collaborated with the Office of Equity, Diversity and Inclusion and the Office of Community Conduct to create an anti-discrimination and anti-bullying webinar for international students. SAIT departments also worked together to identify ways to support international students studying in their home countries who are demonstrating behaviours of concern.

Career Advancement Services and the International Centre collaborated on an International Outbound Transitions program. Staff delivered resumé writing, networking, LinkedIn and interview workshops to international students about to graduate and enter the workforce. They also created resources – onboarding tips, information about immigration and work visa requirements, an outline of the benefits of hiring international workers – for employers who are hiring or considering hiring international students and/or graduates.

SAIT's Health Services Clinic worked with representatives from SAIT's student association, Saitsa, and the International Centre to ensure international students have the required medical coverage while in Alberta, including an Extended Benefits Plan and Alberta Health Care Insurance Plan.

The International Centre also introduced a weekly travel and quarantine webinar to inform and assist students travelling during the pandemic, as well as a Quarantine Bursary for incoming students to assist with the financial burden of quarantine.



Global partnerships and international training

International Corporate Training and Client Development has focused on maintaining virtual contact with international partners and Canadian trade commissioners.

SAIT is working with the Canadian Embassy on a potential project to improve vocational training, including for trades and oil and gas, in Kazakhstan.

The international team is maintaining an ongoing commitment to Condor Petroleum, a Calgary-based company, to be the trainer of choice for workers requiring Canadian health, safety and environment training.

SAIT is actively engaged in Libya to develop an Environmental Technology curriculum. Partnerships are also ongoing in the Ukraine and Equatorial Guinea.

In Guyana, the team is working closely with trade commissioners on potential opportunities to provide training in numerous sectors, including hospitality and tourism, aviation, construction, energy, business and information technology.

To diversify international training, client development in Asia is focusing on building awareness for digital solutions, focused on key markets that expect aviation growth, such as Vietnam and Thailand.



Rankings and reputation

SAIT's School of Business was one of three Canadian schools to make the top 100 of CEOWORLD Magazine's Best Business Schools in the World for 2021.

At number 52, SAIT joins compatriots Rotman School of Management at the University of Toronto (38) and Desautels Faculty of Management at McGill University (94) in the top 100 of the prestigious global ranking. Harvard Business School took first place overall.

SAIT's School of Business is one of the largest business schools in Western Canada, and puts significant stock in all things industry driven, starting with instruction delivered by faculty who are experts in the field.

Over the years, programming has grown to offer increased opportunities for SAIT business students to meaningfully connect to industry and apply their knowledge through work-integrated learning – from their first semester through to practicums and final capstone projects.

SAIT is once again on top of Canada's hospitality and culinary world. For the sixth consecutive year, CEOWORLD Magazine recognized SAIT as the number one hospitality management school in Canada on its list of the world's Best Hospitality and Hotel Management Schools. Overall, the school climbed two spots to number 19.

CEOWORLD also ranked SAIT's School of Hospitality and Tourism Canada's number one culinary school in its inaugural ranking of the Best Culinary Schools in Canada. Plus, SAIT continues to be the best Canadian hospitality and leisure management school in the world according to QS World University Rankings.

SAIT's future-focused hospitality and tourism curriculum is built on a balance of technical skills, business acumen, human skills, highly immersive learning and a deep sense of community. In Fall 2021, six new specializations in hospitality and tourism will launch and help play an important role in preparing exceptional talent to support the industry's post-pandemic recovery.

CANADIAN COLLEGES FOR A RESILIENT RECOVERY

SAIT is joining forces with a group of colleges, polytechnics and cégeps from across the country to educate a post-pandemic workforce in support of a new climate-focused economic recovery.

The Canadian Colleges for a Resilient Recovery (C2R2) will champion projects to support an economic recovery that delivers good jobs, is positive for the environment and addresses socio-economic inequality.

By rapidly training workers to meet skills gaps, reviving and developing Canadian businesses through applied research solutions, and serving as living labs for climate change solutions, the C2R2 coalition aims to help the Canadian economy build back better.

2020 REPORT TO THE COMMUNITY

To mark the one-year anniversary since COVID-19 changed the way we teach, learn and work, SAIT released a Report to the Community.

The report included a curated collection of stories from the previous year showcasing adaptation in the face of change and progress on the institution's strategic plan. The report was shared with donors, alumni, partners, students, employees and the public.



99%

EMPLOYERS' LIKELIHOOD
TO HIRE SAIT GRADUATES
(VERY AND SOMEWHAT
LIKELY)

2021 Employer Satisfaction Survey;
725 respondents

A woman with long dark hair is shown in profile on the left side of the page, looking down at a tablet computer she is holding. The background is a modern interior with vertical light strips that create a warm, orange and yellow glow. The overall atmosphere is professional and tech-oriented.

GOALS AND PERFORMANCE MEASURES

INDUSTRY DRIVEN

We blur the lines between industry and SAIT to strengthen the economy

Relationships with business and industry are core to SAIT. Our instructors are industry experts. Our programming evolves through an industry lens. We work with organizations around the world to deliver corporate training solutions and we work with industry partners to create commercial solutions through applied research.

The speed of change affecting the world of work is massive – and our shared ability to respond is essential.

Our goal for the next five years – and beyond – is to navigate change collaboratively. Together, we will develop the bench strength required to build our economy and ensure SAIT graduates are not only ready to succeed in the jobs of tomorrow but to create them.

Applied research at SAIT

Industry partnerships are foundational to SAIT – the relationships we've built with industry, governments and other key stakeholders have set us apart throughout our 105-year history.

SAIT's commitment to collaborate with industry as co-leaders in building the economy is an institutional priority within our 2020-2025 Strategic Plan, *New World. New Thinking.*

SAIT's Applied Research and Innovation Services (ARIS) develops new or improved technologies in response to the innovation needs of industry.

ARIS continues to build upon established applied research areas affiliated with the Alberta Research and Innovation Framework (ARIF) and the Canada First Research Excellence Fund (CFREF).

Research focus areas, groups and related facilities include:

- Centre for Innovation and Research in Unmanned Systems (CIRUS)
- Centre for Energy Research in Clean Unconventional Technology Solutions (CERCUTS)
- Centre for Innovative Information Technology Solutions (CIITS)
- Centre for Innovation and Research in Advanced Manufacturing and Materials (CIRAMM)
- Green Building Technologies (GBT)
- Environmental Technologies (ET)
- Design, Fabrication and Testing.

SAIT works with multiple funding organizations, including the Alberta Ministry of Economic Development, Trade and Tourism; Alberta Innovates; Canada Foundation for Innovation (CFI); the Government of Alberta's Research Capacity Program (RCP); the Natural Sciences and Engineering Research Council of Canada (NSERC); Clean

Resource Innovation Network; and many other valued granting agencies and funders to support applied research and innovation across the institution and at offsite laboratories and field sites throughout western Canada.

In 2020/21, an estimated 88% of funding applications were successful in raising a total of \$8.3 million.

In September 2020, SAIT, Red Deer College and Olds College received almost \$2.1 million in grants through the Alberta government's Research Capacity Program (RCP) as part of the province's Alberta Recovery Plan. SAIT's \$1-million grant supports the expansion of ARIS research in clean technology, information technology solutions and the use of unmanned systems in construction, health and safety response, energy field operations and environmental assessment.

In December, SAIT was named one of Canada's top 10 research colleges in Research Infosource Inc.'s Top 50 Research Colleges 2020 ranking. SAIT took seventh spot overall. The ranking is part of the annual Canada's Innovation Leaders report recognizing leading research universities, corporations, hospitals and colleges enhancing Canada's global competitiveness in the knowledge economy.

INNOVATIVE RESEARCH PROJECTS

This past nine-month period, several innovative projects supporting diversification, job creation, sustainability and pandemic recovery targeted ARIF outcomes and Alberta's Recovery Plan.

Centre for Innovation and Research in Advanced Manufacturing and Materials (CIRAMM)

With funding from the College and Community Innovation program - Innovation Enhancement grant, ARIS established CIRAMM. The grant provides an estimated \$2 million over five years to increase research capacity and collaboration with industry. CIRAMM will provide local businesses with a new resource to explore additive manufacturing and evaluate new materials, including alloys and composites. CIRAMM is a partner in the Alberta Additive Manufacturing Network.

Once-through steam generation

With support from NSERC, Canada's Oil Sands Innovation Alliance (COSIA), CFI, the Government of Alberta RCP and Alberta Innovates, CERCUTS opened a new, once-through steam generation (OTSG) lab at the University of Calgary Research Park. The lab is part of a \$2-million research collaboration between the University of Calgary, University of Alberta and SAIT and is focused on finding improved energy and environmental solutions to one of the oilsands industry's most common operational problems: erosion and corrosion in once-through steam generators.

High Performance Residential Design and Construction certificate program

With \$555,000 support funding from Alberta Innovates, SAIT developed and is now offering the High Performance Residential Design and Construction certificate program. The course is designed to fill knowledge gaps for existing professionals in the residential construction industry. The program was designed with the knowledge base developed at GBT with consultation from more than 100 Alberta industry professionals. The course aims to assist suppliers, manufacturers and the Alberta construction industry in meeting the National Energy Code for Buildings (NECB) 2017, Net Zero 2030 stretch code compliance, and jurisdictional adoption of high performance and passive house envelope requirements.

Living Building Challenge

GBT and Woodpecker European Timber Framing completed the construction of a one-of-a-kind home that aims to achieve the highest possible certification through the Living Building Challenge, the world's most rigorous green building rating program. The research team sees the project as a part of a paradigm shift to sustainable home building. As part of their applied education, 19 SAIT students left their mark on the project, gaining career-building experience through practicum, capstone and volunteer opportunities.

THE HOUSE THAT GREEN BUILDING TECHNOLOGY BUILT

"The Confluence" is a one-of-a-kind home in the foothills of southern Alberta that produces more energy than it uses, captures water on site and creates a positive impact on its people and environment. If the home achieves certification through the Living Building Challenge, it will be only the fifth building in the world to do so.

Global Research Initiative in Sustainable Low Carbon Unconventional Resources (GRI) projects

With support from CFREF, the University of Calgary and SAIT continue to partner on GRI projects. SAIT plays a key part in supporting the acceleration of prototype development utilizing the institution's manufacturing and prototype development experience. Recent GRI projects include supporting LIEP Energy in developing lithium processing equipment that produces battery-grade lithium from lithium-rich brines found in oil and gas producing reservoirs in Alberta and Saskatchewan. Their process replaces traditional hard-rock mining or massive evaporation ponds not suitable for Alberta.

Alberta Native Friendship Centre Association (ANFCA) Indigenous Climate Leadership Initiative

In March 2021, GBT and the ANFCA were awarded approximately \$900,000 by the Government of Canada's Sustainable Development Goals Funding Program. The funds support the retrofitting of four centres to operate as green building demonstration hubs for energy and water efficiency. The project is part of ANFCA's Indigenous Climate Leadership Initiative and will provide opportunities for training, community engagement and community-building infrastructure around sustainability.

Canada's Ocean SuperCluster (OCS) project

The ET and GBT research groups, with industry partner Katal Energy Inc., were approved for an OCS project with a total value of \$4.25 million. The approved project will involve the collaboration of up to 20 organizations over three years to commercialize an innovative green diesel fuel. The project will create seven jobs immediately, an additional 42 jobs within three years and the potential for 210 indirect jobs throughout the project's lifespan.

Portable electrochemical biomedical wastewater treatment system

Researchers from CERCUTS partnered with Blue Eden to refine their portable electrochemical biomedical wastewater treatment system for use during COVID-19. The technology aims to eliminate COVID-19 contamination at the source before disposal into traditional treatment systems to reduce the associated public health risk. A prototype has been developed and refined for functionality.

Using drones to deliver medical equipment and COVID-19 test kits to remote areas

CIRUS partnered with the Stoney Nakoda Nation, University of Calgary, Alberta Health Services and Alberta Precision Laboratories to evaluate the potential use of drones to deliver medical equipment and COVID-19 test kits to remote areas in need. Initial research demonstrated the test kits can be delivered to a remote area and that samples can survive the return to a lab with no degradation of the specimen. The use of drones could complement existing courier services and provide access when traditional means are not viable options.

A TECH-DRIVEN LIFELINE

A successful drone delivery test run to Morley Reserve confirmed test kits for COVID-19 can be delivered to a remote area and the samples can survive the return to a lab without degradation. This research – a collaboration between SAIT, University of Calgary, Alberta Health Services, Alberta Precision Laboratories and the Stoney Nakoda Nation – could open doors to use drones to reach remote and isolated locations for other medical emergencies.



Reimagining our industry engagement model

To enhance existing engagement with industry and share SAIT's new strategic plan, a series of virtual President's Roundtable discussions were held in late October 2020. Participants were asked to provide feedback on the impact of the pandemic on operations or careers, and possible implications to SAIT's programming to better prepare graduates for the future.

Key themes emerged throughout the discussion, including the growing importance of human or essential skills in virtual work settings, new applications of technology in a range of industries and the need for networking skills to prepare students for success in a radically different job market.

Specific objectives for industry engagement have been defined in the School for Advanced Digital Technology and DX Talent Hub strategies.

An integrated approach to corporate and community engagement will be modelled to align with SAIT's Strategic Plan. Actions include piloting a Talent Strategy team with a minimum of three industry partners, identifying and engaging key industry leaders as partners in program development, testing a 360-degree view of the student-alumni-employer

relationship to inform customer relationship management possibilities, and adapting and applying a Network of Academic and Corporate Relations Officers (NACRO) to the DX Talent Hub.

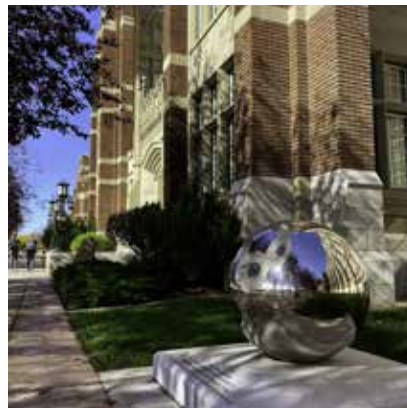
Due to COVID-19 restrictions, SAIT was unable to host our annual Career Fair for the 2020/21 academic year. Instead, Career Advancement Services (CAS) increased the number of targeted employer sessions, hosting 37 virtual employer recruitment and networking sessions.

CAS also expanded their employer outreach program through My Career Hub. The hub is an online portal for employers to connect with students, recent grads and alumni – 277 new organizations and 166 new employers registered for accounts on My Career Hub.

DIGITAL TRANSFORMATION PROGRAMMING

A series of Digital Transformation workshops offered by SAIT's Corporate Training Solutions team aims to help businesses build a foundation of digital understanding and expertise. "Unless we understand how technology can help to solve the challenges facing our companies, the use of technology isn't going to move us forward."

- Stacey Norman, Talent Vice President at Ledcor and Transformational Leadership for Executives workshop participant.



Corporate Training Solutions

Corporate Training Solutions works with more than 100 companies per year to provide upskilling and reskilling opportunities to more than 1,000 employees annually.

In response to pandemic restrictions, the majority of Corporate Training Solutions' client programming was transitioned to virtual delivery. SAIT continues to provide face-to-face training for trades-related clients, including CCIS, Momentum and Manpower.

A digital shopping cart was implemented for corporate clients through the Destiny One business software solution platform. The project implementation was supported cross-institutionally and included the creation of a self-service portal for industry partners and clients. Key accounts were transitioned into the system.

New consulting partners were developed in the area of Operator and Maintenance Training, and Strategy and Change Management.

A series of workshops dedicated to Digital Transformation – and powered by the DX Talent Hub – were added to SAIT's Corporate Training offerings. Courses include Digital Solutioning, Digital Strategy and Leadership and Transformational Leadership for Executives. Workshop programming was successfully delivered to the Chartered Professional Accountants, Chartered Professionals in Human Resources of Alberta and Trimac Transportation.



OPEN STUDIES AND UPGRADING PROGRAMS (NON-CREDENTIAL)

3

Programs offered

2018/19	2
2019/20	3
2020/21	3

2,918

Students

2018/19	1,457
2019/20	2,001
2020/21	2,918

APPRENTICESHIP PROGRAMS

29

Programs offered

2018/19	30
2019/20	28
2020/21	29

5,357

Registrations

2018/19	6,320
2019/20	4,101
2020/21	5,357

4,729

Students

2018/19	5,901
2019/20	3,955
2020/21	4,729

CONTINUING EDUCATION, CORPORATE TRAINING AND OTHER OPEN REGISTRATIONS COURSES

576

Courses offered

2018/19	1,290
2019/20	1,152
2020/21	576

24,994

Registrations

2018/19	55,472
2019/20	39,255
2020/21	24,994

15,500

Students

2018/19	29,814
2019/20	20,822
2020/21	15,500

2020/21 preliminary data for nine months as of March 31, 2021.

A nighttime photograph of a cityscape. In the foreground, a bridge with multiple arches is illuminated with warm yellow lights. The bridge spans across a body of water. In the background, several tall buildings are visible, including the Calgary Tower with its distinctive observation deck. The sky is a deep blue, and the city lights create a vibrant atmosphere.

CAPITAL PLAN

Capital plan

SAIT's campus continues to evolve to meet current and future needs. The top three capital priorities, with a combined total project cost of \$165.9 million, are a new Campus Centre, the addition of SAIT's Centre for Continuing Education and Professional Studies (CCEPS) and the modernization of SAIT's cooling and building automation infrastructure.

The Campus Center redevelopment project would replace critical infrastructure aimed at ensuring life safety and legislative code compliance, and minimizing growing maintenance costs. The new Campus Center would be part of SAIT's overall campus life strategy providing a community touch point that supports recreation, culture and academic connections to industry. It will create living lab opportunities for students in health, energy and trades programs to gain experience on old and new technologies. This project is currently underway with program and stakeholder requirements being identified and documented into a feasibility study.

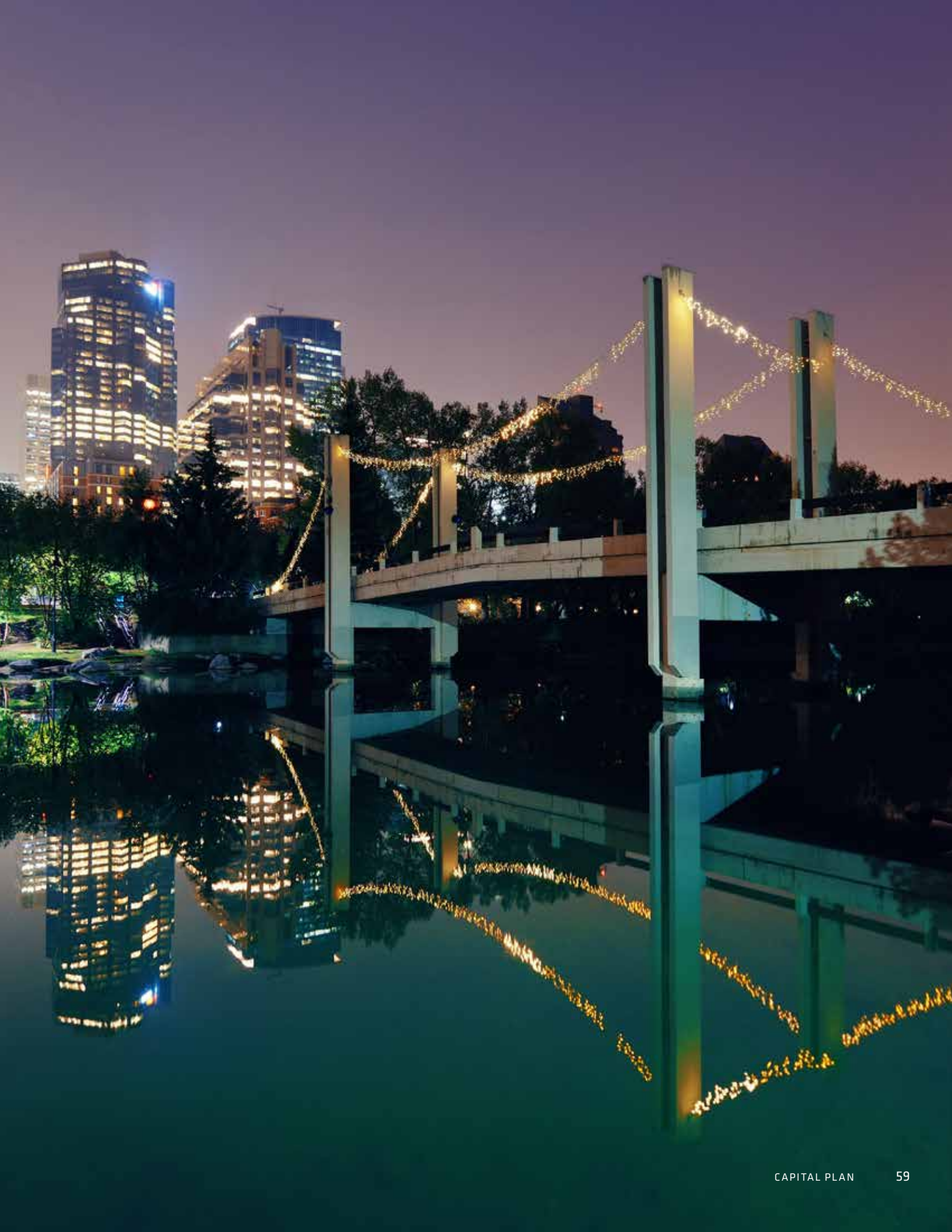
SAIT's Centre for Continuing Education and Professional Studies was completed in November 2020. The center provides a community hub for prospective and current students to explore, consult, enrol and pay for Continuing Education courses in a centralized and universally accessible area. The addition of the Centre for Continuing Education and Professional Studies creates an opportunity for increased exposure to alternative pathways into SAIT and provides a space to enable a cohesive approach to continuing education within SAIT.

The cooling and building automation infrastructure project involved modernizing, upgrading and optimizing communication and control of SAIT's Building Management System and environmental systems across campus. This would enable more granular control of occupied/unoccupied spaces and align services with actual utilization. This project was put on hold during 2020/21.

CAPITAL PLAN PROGRESS UPDATES

Project Timelines, Funding Sources and Status

Project Description	Project Timelines Expected Project Start/ Completion	Total Project Cost	Funding Sources: % GOA % GOC % PSI funds % donation % foundation % industry % financing	Funding Received to Date and Source	Revised Funding Sources	Project Status
Priority Projects (top three capital priorities)						
New New Campus Centre/Major Infrastructure Renewal	January 2020- June 2022	\$142 Million	50% Donation 50% Financing	None received to date	No change	Investigation stage
New Continuing Ed Project	February 2020- November 2020	\$0.8 Million	100% PSI	PSI \$0.8M received to date	No change	Completed
New HVAC Cooling and Building Automation Infrastructure	2020-2021	\$23.1 Million	100% GOA	None received to date	No change	On hold
Other						
Maintenance Campus Re-keying/Security System Upgrade Project	2020-2021	\$5 Million	100% GOA	None received to date	No change	On hold
Maintenance John Ware Re-Development (Phase III)	May 2020- July 2021	\$49 Million	20% PSI 80% GOA	PSI \$7.0 million 78% GOA \$2.0 million 22%	Phase III project budget is limited to \$9.0 million	Phase 3A: Construction commenced. Phase 3 B&C: Preliminary design underway.
Maintenance 15kV Electrical	2020-2021	\$3.6 Million	100% GOA	None received to date	No change	On hold
Maintenance Roofing Program	June 2020- March 2023	\$5 Million	100% GOA	GoA funding \$0.7M received to date	No change	Residence completed
Maintenance Annual Capital Funding	April 2020- March 2021	\$24 Million per year	100% PSI	PSI \$7.7 million	No change	Completed





MANAGEMENT'S
DISCUSSION AND
ANALYSIS

Management's Discussion and Analysis

The following Management's Discussion and Analysis (MD&A) should be read in conjunction with the 2020/21 financial statements and accompanying notes included in the Annual Report. The MD&A and audited financial statements are reviewed and approved by SAIT's Board of Governors. These statements are expressed in Canadian dollars and have been prepared in accordance with Public Sector Accounting Standards (PSAS).

Although the financial statements and notes are presented in PSAS format, the comparative analysis of revenue and expenses included in this MD&A are based on object type reporting used in Canadian generally accepted accounting principles (GAAP) rather than functional reporting classification used in PSAS. It is management's belief this analysis provides the reader with greater continuity and visibility into the institute's key operating activities.

The MD&A contains certain forward-looking statements. These statements are based on certain estimates and assumptions that, while considered reasonable by management, are subject to the risks and uncertainties described in section 3.0 of this MD&A. Should one or more of these risk factors materialize, or should assumptions be incorrect, actual results may vary significantly from those expected.

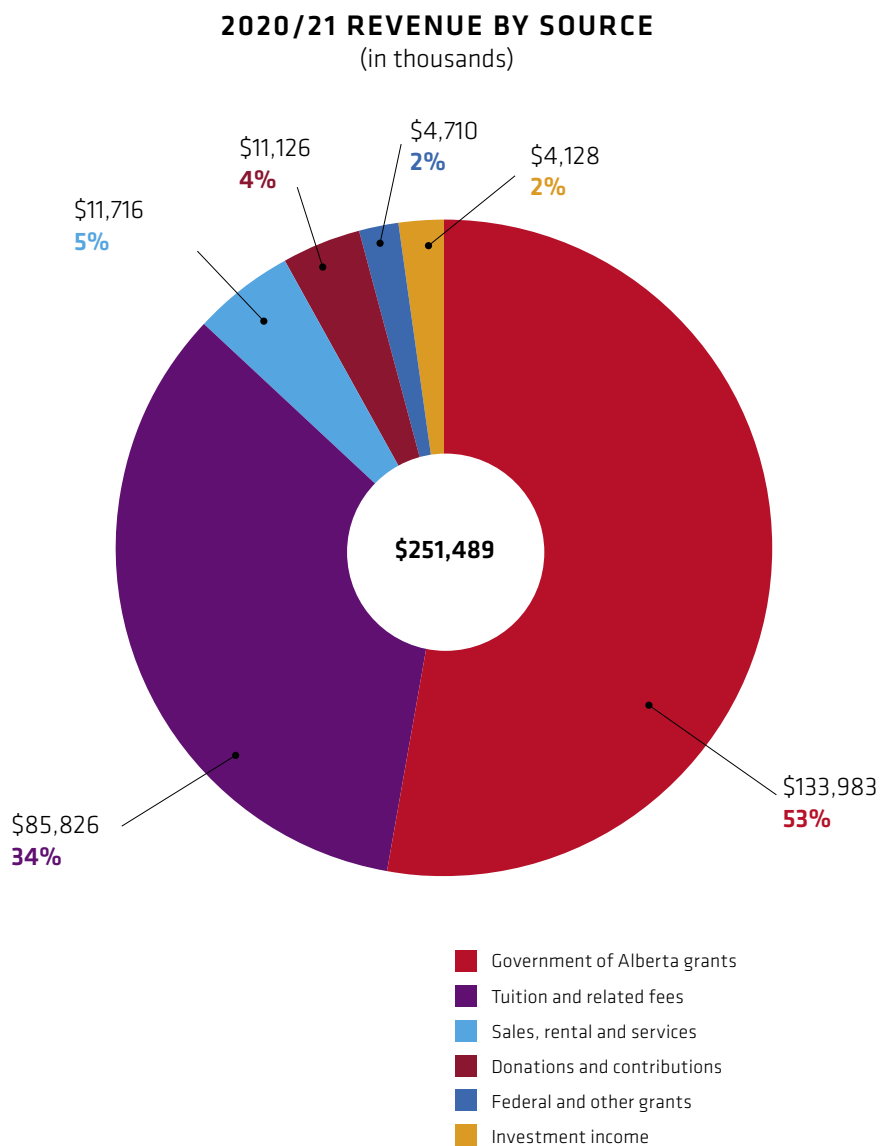
1.0 FINANCIAL RESULTS

SAIT's 2020/21 operating surplus was \$18.8 million. Significant factors contributing to the surplus include an increase in revenues from Alberta Advanced Education due to the recognition of a portion of the Apprenticeship Technical Training grant from prior year, increased tuition revenues related to credit programming, offset by a decrease in revenues from individual non-credit learners due to space limitations on in-person delivery. Expenses decreased due to the impact of the pandemic and the resulting campus closure including reductions to supplies, services, maintenance, repairs and utilities. In addition, amortization expense was lower than planned as a result of deferred and delayed capital initiatives.

SAIT's 2020/21 preliminary FLEs for nine months as of March 31, 2021 were 11,251, a decrease from budget of 346 FLEs. This includes credit programming (9,574 FLEs), apprenticeship (1,145 FLEs) and non-credit (532 FLEs).

REVENUE

Total revenues for the nine-month period ended March 31, 2021 were \$251.5 million, an increase of \$1.2 million compared to budget. Revenue from the Government of Alberta represented SAIT's single largest source of income at 53% of total revenue. Major components of revenue are as follows:



Government of Alberta grants

Total revenue from Government of Alberta grants was \$134.0 million, an increase of \$5.9 million compared to budget.

- Government of Alberta grants were higher than budget due to the recognition of a portion of the Apprenticeship Technical Training grant from the prior year as a result of the suspension of in-person learning for the Spring 2020 intake. The funds were repurposed, with ministry approval, to support the development and delivery of alternative technical training in the nine-month period, in addition to supporting the unbudgeted Nellie McClung exterior stair and accessibility ramp project.

Federal and other government grants

Total revenues from federal and other grants were \$4.7 million, an increase of \$0.4 million compared to budget primarily due to the Opportunity Calgary Investment Fund contract supporting the growth of the School for Advanced Digital Technology.

Student tuition and fees

Total revenues from student tuition and fees were \$85.8 million, an increase of \$4.3 million compared to budget.

- Student tuition and fees increased compared to budget due to an increase in credit tuition revenue from both domestic and international enrolments. This was partially offset by a decrease in non-credit programming.

- Fees related to student services also decreased due to reduced service offerings on campus during the pandemic.

Sales of services and products

Total revenues from sales of services and products were \$11.7 million, a decrease of \$10.6 million compared to budget.

- Ancillary services were lower than budget due to the pandemic, including reduced revenues related to parking, student residences, facility rentals and food outlets.
- Corporate training sales and international project activity also decreased significantly due to reduced training opportunities with corporate clients.
- The decreases above were partially offset by sales of individual learner materials for apprentices in partnership with NAIT.

Donations and other contributions

Total revenues from donations and contributions were \$11.1 million, which is comparable to budget.

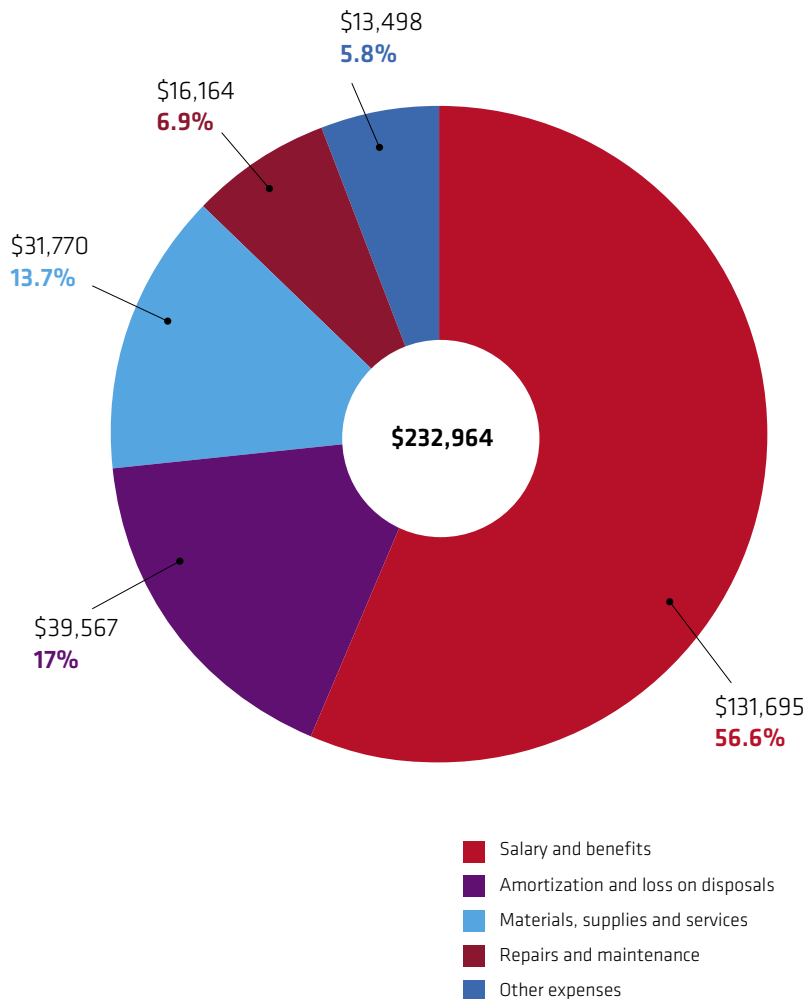
Investment income

Total revenues from investment income were \$4.1 million, an increase of \$1.4 million compared to budget due to higher pay outs for dividends and realized gains.

EXPENSE

Total expenses for the nine-month period ended March 31, 2021 were \$232.7 million, a decrease of \$17.6 million compared to budget. Labour expenses represented SAIT's single largest expense at 57% of total expenses. Major components of expenses are as follows:

2020/21 EXPENSE BY OBJECT (in thousands)



Labour

Labour costs, comprised of salaries, casual labor and employee benefits, were \$131.7 million, which represents a decrease of \$0.4 million compared to budget.

- Contract costs were lower than budget due to increased use of salaried employees to deliver instruction and a decrease in international projects and Corporate Training Solutions deliveries.
- SAIT's liability for outstanding vacation decreased as a result of encouraging employees to draw down prior year vacation balances.

Materials, supplies and services

Supplies and services expenses of \$31.8 million decreased by \$10.4 million compared to budget.

- Supplies, services and travel spending decreased due to a reduced presence on campus and limited travel due to ongoing public health restrictions.
- Professional development costs decreased as the pandemic shifted conferences and learning opportunities online.
- Savings were partially offset by professional consulting fees and service contracts to support technology projects.

Maintenance and repairs

Maintenance and repairs of \$16.2 million decreased \$2.4 million compared to budget due to a reduced presence on campus and related building closures.

Utilities

Utilities expenses of \$6.6 million decreased \$1.6 million compared to budget primarily due to decreased consumption related to the campus closure.

Interest expense

Interest expense of \$4.3 million was comparable to budget.

Scholarships, bursaries and awards

Scholarships, bursaries and awards expenses of \$2.6 million decreased \$0.7 million compared to budget due to reduced operational support capacity.

Amortization and loss on disposal of capital assets

Amortization and loss on disposal of capital assets of \$39.6 million decreased \$2.2 million compared to budget due to the deferring capital equipment upgrades and delayed renovation projects related to campus closures.

NET ASSETS

SAIT's net assets are comprised of accumulated surpluses from prior years of operation, SAIT's endowed funds, and accumulated unrealized gains and losses on investments. Within SAIT's accumulated surplus are all operating surpluses, internally restricted net assets and amounts invested in tangible capital assets.

This accumulated operating surplus, less all current operating commitments, will serve to assist SAIT in pursuing future growth opportunities.

Net Assets as at March 31, 2021 (in thousands)	2021 9 Months	2020	Variance
Accumulated surplus from operations	\$ 67,932	\$ 61,119	\$ 6,813
Investment in tangible capital assets	153,177	155,547	(2,370)
Internally restricted net assets	53,675	39,323	14,352
Endowments	50,578	49,675	903
Remeasurement gains and losses	6,647	3,967	2,680
Total	\$ 332,009	\$ 309,631	\$ 22,378

Net assets increased by \$22.4 million mainly due to the operating surplus (\$18.8 million) and the increase in remeasurement gains and losses (\$2.7 million).

The increase in endowments is comprised of \$2 million of new contributions, offset by a reclassification of \$1.1 million to deferred contributions.

2.0 CAPITAL

Capital acquisitions for 2020/21

Capital acquisitions are funded by internal operating funds, financing, government grants and donations.

Acquisitions were as follows:

As at March 31, 2021 (in thousands)	2021 9 Months	2020	Variance
Buildings and site improvements	\$ 9,940	\$ 8,353	\$ 1,587
Computer hardware and software	4,628	6,869	(2,241)
Equipment and vehicles	4,674	7,281	(2,607)
Total	\$ 19,242	\$ 22,503	\$ (3,261)

Significant capital asset acquisitions include:

- Campus facility improvements – mainly the John Ware building upgrades, student initiatives like the Café Lounge and Continuing Education Center, and IT infrastructure upgrades.
- Computer hardware and software acquisitions include hardware and technology upgrades to facilitate online activities and reduce ongoing maintenance costs.
- Furnishing and equipment purchases is mainly comprised of laboratory equipment for sponsored research and student learning activities, such as to support the new optical training programs.

Sources of funding for the capital acquisitions were as follows:

As at March 31, 2021 (in thousands)	2021 9 Months	2020	Variance
Internally funded and other	\$ 15,629	\$ 13,428	\$ 2,201
Grants	1,916	7,188	(5,272)
Donations	796	942	(146)
Contributed equipment	901	945	(44)
Total	\$ 19,242	\$ 22,503	\$ (3,261)

Grant-funded acquisitions mainly include infrastructure upgrades and student-related research equipment. Contributed equipment are student-related research equipment to support both water and health programming.

3.0 MANAGING RISK

Impact of COVID-19

The extent and duration of the COVID-19 pandemic continues to be uncertain and has led to increased travel limitations, disruptions in the supply chain, an overall slowdown in the global economy and increased fiscal pressures on government. These volatile economic conditions combined with provincial fiscal pressures may adversely impact SAIT's operations.

Student success

Attracting and retaining students is an ongoing challenge due to job availability given the economic environment. Managing through the current pandemic situation with the transition of instruction and business operations to a primarily online model have a direct impact on the programming SAIT is able to offer. Growing and diversifying SAIT's enrolment numbers, while maintaining a strategic focus, has been negatively impacted by the current pandemic and economic reality. Resources have been assigned to optimize enrolment management processes.

Business systems

Unauthorized access to technology systems continues to represent a threat. There is an increasing use of remote technology infrastructure and virtual applications as disruption of traditional learning and operations has occurred. SAIT has staff designated to information systems security; this team has been instrumental in the implementation of a cybersecurity management strategy, pandemic risk intelligence and providing continuous education to campus on how to mitigate risks and prevent cybersecurity breaches. SAIT is implementing a management system to address obsolescence and governance of technology initiatives.

Public policy

Policy constraints that limit management's flexibility to respond to changing conditions and unanticipated changes in government policy and funding could adversely impact operating effectiveness, institutional competitiveness and student success. Advocacy on policy proposals and relationships with other post-secondary institutions and the Ministry of Advanced Education aim to lessen the operational impact where possible.

Financial

Funding constraints due to provincial fiscal pressures and revenue generating challenges in the current economic environment are an ongoing concern. The pandemic situation adds additional financial uncertainty with limited on-campus activity and reduced enrolment. In addition to cost containment, SAIT is looking to revenue stabilization and opportunistic growth. SAIT is working closely with government regarding international student access opportunities.

Health, safety and wellness

The current pandemic situation has required additional focus on business continuity plans and related action for the general safety of the SAIT community. SAIT has dedicated resources to ensure appropriate policy and procedures are followed to meet public health guidelines and develop tools and supports for employees and students. Adverse mental health impacts to students and employees arising from the pandemic are an added concern – tools and resources have been provided accordingly to support our SAIT community. Pandemic recovery and operations resumption planning is in progress. However, uncertainty remains high regarding the future of the pandemic situation and related public health measures.

Geopolitical

The global pandemic situation has had a significant impact on operations as it relates to the SAIT community. Recruitment of international students is an ongoing challenge as is the ability to conduct international business due to limited travel and public health requirements. SAIT continues to develop strategies to ensure awareness of geopolitical developments and work with government and related agencies to understand policy changes given the fluidity of the pandemic situation.

Reputation

There is an increasing risk to reputation as the campus continues to reopen in a limited capacity. SAIT's on-campus presence is carefully planned to ensure public health orders are followed and safeguards are in place. A robust communications plan has been implemented to inform students and employees of the changing environment for learning and working at SAIT.

Employee success

The ability to recruit, retain and develop engaged employees is an ongoing challenge. Contributing factors include: reduced competitiveness of compensation as a result of continuing salary freeze, a tenuous labour relations environment, increased policy changes and challenging economic conditions that reduce operational flexibility. Initiatives are underway to continue to develop and improve employee value propositions, support employee success, manage labour relations and maintain employee engagement within narrow guidelines.

A significant portion of employee compensation is driven by collective bargaining agreements. These agreements expired in June 2020 and SAIT is working towards renewing agreements.



FINANCIAL STATEMENTS

Nine Months Ended March 31, 2021

Statement of management responsibility

The financial statements of the Southern Alberta Institute of Technology ("the Institute") have been prepared by management in accordance with Canadian public sector accounting standards. The financial statements present fairly the financial position of the Institute, as at March 31, 2021 and the results of its operations, changes in net financial assets, remeasurement gains and losses, and cash flows for the period 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 the Institute's assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of the financial statements.

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

The Board of Governors carries out its responsibility for review of the financial statements principally through its Audit Committee. With the exception of the President, all members of the Audit Committee are not employees of the Institute. The Audit Committee meets with management and the external auditors and internal auditors to discuss the results of audit examinations and financial reporting matters. The external and internal auditors have full access to the Audit Committee, with and without management being present.

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

[Original signed by Dr. David G. Ross]

[Original signed by Roy Daykin]

Dr. David G. Ross
President and CEO

Roy Daykin, MA, CPA, CGA
CFO and VP, Corporate Services



Independent Auditor's Report

To the Board of Governors of the Southern Alberta Institute of Technology

Report on the Financial Statements

Opinion

I have audited the financial statements of Southern Alberta Institute of Technology (the Institute), which comprise the statement of financial position as at March 31, 2021, and the statements of operations, remeasurement gains and losses, change in net financial assets, and cash flows for the nine-month period then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Institute as at March 31, 2021, and the results of its operations, its remeasurement gains and losses, its changes in net financial assets, and its cash flows for the nine-month period then ended in accordance with Canadian public sector accounting standards.

Basis for opinion

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

Emphasis of matter – change in fiscal year end

I draw attention to Note 3 of the financial statements that describes the change in fiscal year end from June 30 to March 31. My opinion is not modified in respect to this matter.

Other information

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

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

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

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

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

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

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

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

May 26, 2021
Edmonton, Alberta

STATEMENT OF FINANCIAL POSITION

As at March 31, 2021 (in thousands)	March 31 2021 (Note 3)	June 30 2020
Financial assets excluding portfolio investments restricted for endowments		
Cash and cash equivalents (Note 4)	\$ 214,773	\$ 183,765
Portfolio investments – non-endowment (Note 5)	53,790	46,294
Investment in government business partnerships (Note 6)	1,121	1,224
Accounts receivable	6,395	5,973
Inventories held for sale	4	73
	276,083	237,329
Liabilities		
Accounts payable and accrued liabilities	44,570	45,426
Employee future benefit liabilities (Note 8)	9,885	8,363
Debt (Note 9)	114,676	117,736
Deferred revenue (Note 10)	106,586	88,099
	275,717	259,624
Net (debt) assets excluding portfolio investments restricted for endowments	366	(22,295)
Portfolio investments – restricted for endowments (Note 5)	58,757	54,646
Net financial assets	\$ 59,123	\$ 32,351
Non-financial assets		
Tangible capital assets (Note 11)	657,883	678,227
Prepaid expenses	5,152	4,115
	663,035	682,342
Net assets before spent deferred capital contributions	722,158	682,342
Spent deferred capital contributions (Note 12)	390,149	405,062
Net assets	\$ 332,009	\$ 309,631
Net assets are comprised of:		
Accumulated surplus (Note 13)	\$ 325,362	\$ 305,664
Accumulated remeasurement gains	6,647	3,967
	\$ 332,009	\$ 309,631

Contingent assets and contractual rights (Notes 14 and 17)

Contingent liabilities and contractual obligations (Notes 15 and 18)

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

STATEMENT OF OPERATIONS

For the Period Ended March 31, 2021 (in thousands)	Budget 9 Months (Note 24)	March 31 2021 9 Months (Note 3)	June 30 2020 12 Months
Revenues			
Government of Alberta grants (Note 22)	\$ 128,117	\$ 133,983	\$ 178,042
Federal and other government grants (Note 22)	4,287	4,710	5,822
Student tuition and fees	81,487	85,826	106,093
Sales of services and products	22,308	11,716	38,057
Donations and other contributions	11,306	11,126	12,288
Investment income	2,753	4,128	5,106
Gain on sale of tangible capital assets	–	–	145
	250,258	251,489	345,553
Expenses			
Academic costs and institutional support	170,628	152,257	247,624
Facility operations and maintenance	62,570	63,552	79,263
Ancillary services	11,615	12,103	21,925
Sponsored research	5,445	4,782	6,820
	250,258	232,694	355,632
Operating surplus (deficit)	–	18,795	(10,079)
Endowment contributions	–	2,010	850
Endowment capitalized investment income	–	–	395
Transfer to deferred contribution	–	(1,107)	–
Surplus (deficit)	–	19,698	(8,834)
Accumulated surplus, beginning of period	–	305,664	314,498
Accumulated surplus, end of period (Note 13)	\$ –	\$ 325,362	\$ 305,664

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

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the Period Ended March 31, 2021 (in thousands)	Budget 2021 9 Months (Note 24)	March 31 2021 9 Months (Note 3)	June 30 2020 12 Months
Surplus (deficit)	\$ -	\$ 19,698	\$ (8,834)
Acquisition of tangible capital assets (Note 11)	(27,500)	(19,242)	(22,503)
Proceeds from sale of tangible capital assets	-	19	279
Amortization of tangible capital assets (Note 11)	41,551	39,361	55,269
Loss (gain) on disposal of tangible capital assets	188	206	(145)
	14,239	20,344	32,900
Change in prepaid expenses		(1,037)	(2,084)
Change in spent deferred capital contributions		(14,913)	(16,725)
Change in accumulated remeasurement gains		2,680	1,362
Increase in net financial assets	14,239	26,772	6,619
Net financial assets, beginning of period	32,351	32,351	25,732
Net financial assets, end of period	\$ 46,590	\$ 59,123	\$ 32,351

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

STATEMENT OF REMEASUREMENT GAINS AND LOSSES

For the Period Ended March 31, 2021 (in thousands)	March 31 2021 9 Months (Note 3)	June 30 2020 12 Months
Accumulated remeasurement gains, beginning of period	\$ 3,967	\$ 2,605
Unrealized gains attributable to:		
Portfolio investments – non-endowment	4,190	2,497
Amounts reclassified to statement of operations:		
Portfolio investments – non-endowment	(1,510)	(1,138)
Foreign exchange	–	3
Change in accumulated remeasurement gains	2,680	1,362
Accumulated remeasurement gains, end of period	\$ 6,647	\$ 3,967
Accumulated remeasurement gains is comprised of:		
Portfolio investments – non-endowment	\$ 6,647	\$ 3,967
	\$ 6,647	\$ 3,967

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

STATEMENT OF CASH FLOWS

For the Period Ended March 31, 2021 (in thousands)	March 31 2021 9 Months (Note 3)	June 30 2020 12 Months
Operating Transactions		
Surplus (deficit)	\$ 19,698	\$ (8,834)
Add (deduct) non-cash items:		
Amortization of tangible capital assets	39,361	55,269
Gain on sale of portfolio investments	(1,510)	(1,138)
Loss (gain) on disposal of tangible capital assets	206	(145)
Expended capital recognized as revenue (Note 12)	(18,752)	(25,800)
Change in investment in government business partnership	103	122
Increase (decrease) in employee future benefit liabilities	1,522	(351)
Change in non-cash items	40,628	19,123
(Increase) decrease in accounts receivable	(422)	1,176
Decrease in inventories held for sale	69	1,058
Decrease in accounts payable and accrued liabilities	(856)	(15,124)
Increase in deferred revenues	15,278	25,289
Increase in prepaid expenses	(1,037)	(2,084)
Cash provided by operating transactions	53,660	29,438
Capital Transactions		
Acquisition of tangible capital assets, less in-kind donations and proceeds on sale	(18,322)	(21,279)
Cash applied to capital transactions	(18,322)	(21,279)
Investing Transactions		
Purchases of portfolio investments	(12,573)	(25,317)
Proceeds on sale of portfolio investments	8,365	22,651
Cash applied to investing transactions	(4,208)	(2,666)
Financing Transactions		
Debt – repayment	(3,301)	(5,132)
Debt – new financing	241	-
Increase in spent deferred capital contributions, less expended capital recognized as revenue, less in-kind donations	2,938	8,130
Cash (applied to) provided by financing transactions	(122)	2,998
Increase in cash and cash equivalents	31,008	8,491
Cash and cash equivalents, beginning of period	183,765	175,274
Cash and cash equivalents, end of period (Note 4)	\$ 214,773	\$ 183,765

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

Notes to the financial statements

For the Period Ended March 31, 2021 (in thousands)

NOTE 1. AUTHORITY AND PURPOSE

The Board of Governors of the Southern Alberta Institute of Technology is a corporation which manages and operates the Southern Alberta Institute of Technology ("the Institute") 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*, the Institute is a polytechnic institute offering degree, diploma and certificate programs as well as a full range of continuing education programs and activities. The Institute is a registered charity, and under section 149 of the *Income Tax Act* (Canada), is exempt from the payment of income tax.

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

A. General – Public Sector Accounting Standards (PSAS) and Use of Estimates

The Institute's financial statements have been prepared in accordance with Canadian public sector accounting standards (PSAS). The measurement of certain assets and liabilities is contingent upon future events; therefore, the preparation of these financial statements requires the use of estimates, which may vary from actual results. The Institute's management uses judgment to determine such estimates. Employee future benefit liabilities, environmental liabilities, amortization of tangible capital assets and the recognition of revenue for expended capital are the most significant items based on estimates. In management's opinion, the resulting estimates are within reasonable limits of materiality and are in accordance with the significant accounting policies summarized below. These significant accounting policies are presented to assist the reader in evaluating these financial statements and, together with the following notes, should be considered an integral part of the financial statements.

B. Valuation of Financial Assets and Liabilities

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

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 Institute 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 Institute's normal purchase, sale or usage requirements are not recognized as financial assets or financial liabilities. The Institute does not have any embedded derivatives.

C. Revenue Recognition

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

i. Government grants, non-government grants and donations

Government transfers are referred to as government grants.

Restricted grants and donations are recognized as deferred revenue if the terms for the use, or the terms along with the Institute's actions and communications as to the use thereof, 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 Institute is eligible to receive the funds. Unrestricted non-government grants are recognized as revenue in the period received or in the period the funds are committed to the Institute, 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. While volunteers contribute a significant amount of time each period to assist the Institute, the value of their services is not recognized as revenue or expenses in the financial statements because fair value cannot be reasonably 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 Institute 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 Institute cannot determine the fair value, such in-kind contributions are recognized at nominal value.

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

iii. Endowment contributions

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

iv. Investment income

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

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

D. Endowments

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

Investment income earned (excluding unrealized income) by the endowments that is in excess of the amount required for spending allocation is allocated to a reserve for future periods' spending, and/or capitalized to maintain and grow the real value of the endowments. Investment income earned on endowment contributions must be used in accordance with the various purposes established by the donors or the Board of Governors. Benefactors, as well as Institute policy, stipulate the economic value of the endowment contributions must be protected by limiting the amount of income that may be expended and reinvesting unexpended income.

In any period, if the investment income earned is insufficient to fund the spending allocation, the spending allocation can be funded either from accumulated capitalized income or from the reserve established for such purpose.

E. Inventories Held for Sale

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

F. 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 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 classified as held-for-sale are measured at the lower of carrying amount and fair value less costs to sell. Amortization of the asset ceases when the asset is classified as held for sale.

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

Leases of tangible capital assets which transfer substantially all the benefits and risks of ownership are accounted for as leased tangible capital assets. These leases 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 Institute's rate for incremental borrowing or the interest rate implicit in the lease.

Significant assets that have separately identifiable components with materially different useful lives are amortized according to the components' useful lives when determinable and reasonable estimates can be made of the lives of separate components.

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 and site improvements	10 – 40 years
Furnishings and equipment	5 – 10 years
Computer hardware and software	3 years
Vehicles	5 years

Tangible capital assets are written down when conditions indicate they no longer contribute to the Institute's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are recognized as expenses in the statement of operations.

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

G. Asset Retirement Obligations

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

H. Foreign Currency Translation

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

I. Employee Future Benefits

i. Pension

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

The Institute does not have sufficient plan information on the LAPP to follow the standards for defined benefit accounting, and therefore follows the standards for defined contribution accounting. Accordingly, pension expense recorded for the LAPP is comprised of employer contributions to the plan that are required for its employees during the period, which are calculated based on actuarially pre-determined amounts that are expected to provide the plan's future benefits. For employees who do not qualify for LAPP, the Institute offers Defined Contribution Registered Pension Plan (DCRPP). The pension expense for DCRPP is the employer's current period contribution to the plan as calculated in accordance with the plan rules.

ii. Supplementary retirement plans

The Institute maintains two supplementary pension plans for its senior management:

- a. The pension expense for the defined benefit Supplementary Executive Retirement Plan (SERP) is actuarially determined using the projected benefit method prorated on service. Actuarial gains or losses on the accrued benefit obligation are amortized over the expected average remaining service life. Effective January 2020, the Notional Defined Contribution Pension Plan has replaced the SERP for accumulation of ongoing service cost.
- b. The Notional Defined Contribution Pension Plan (NDCPP) liability is determined using market valuation of the contributions to the plan pursuant to members' plan preferences.

iii. Long-term disability

The cost of providing non-vesting and non-accumulating employee future benefits for compensated absences under the Institute's long-term disability plans is charged to expense in full when the event occurs which obligates the Institute to provide the benefits. The cost of these benefits is actuarially determined using the accumulated benefit method, a market interest rate and management's best estimate of the retirement ages of employees, expected health care costs and the period of employee disability. Actuarial gains or losses on the accrued benefit obligation are recognized immediately.

iv. Deferred salary plan

The Institute provides employee future benefits in the form of compensated absences. Costs for these benefits are estimated using reasonable assumptions of discount rates and are included in these financial statements.

J. Investment in Government Business Partnership

The financial statements use the modified equity method to record the Institute's investment in PanGlobal Training Systems Limited. This is a joint venture with two other polytechnic institutions to produce and market Power Engineering multimedia learning products where the Institute has 33% interest.

This joint venture is not material to the Institute's financial statements; and therefore, separate condensed financial information is not presented (Note 6).

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

K. Environmental Liabilities

Contaminated sites are a result of contamination of a chemical, organic or radioactive material or live organism that exceeds an environmental standard, being introduced into the soil, water or sediment. The liability is recognized net of any expected recoveries. A liability for remediation of contaminated sites is recognized when all of the following criteria are met:

- i. an environmental standard exists;
- ii. contamination exceeds the environmental standard;
- iii. the Institute 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.

At March 31, 2021, the Institute has recorded an environmental liability for asbestos abatement of \$Nil (June 30, 2020 - \$2,238) (Note 16).

L. Expense by Function

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

Academic costs and institutional support

Expenses related to program and training delivery, support of instructional delivery and of the student body, and institution-wide administrative services. This function also includes expenses related to non-sponsored research and scholarly activity undertaken by faculty.

Facility operations and maintenance

Expenses related to centralized management and maintenance of grounds, facilities and buildings. Examples include utilities, facilities administration, building maintenance, custodial services, landscaping and grounds keeping, and major repairs and renovations. Amortization is included in this category, except amounts attributable to ancillary services.

Ancillary services

Expenses related to secondary services available to students, faculty and staff. Services include student residence, food services, Bookstore, parking and conference services. Includes amortization attributable to ancillary services. Third parties have been engaged to manage the Bookstore (as of July 2020), and the student residences (as of January 2021).

Sponsored research

Expenses related to research activities funded by restricted grants and donations from external organizations and undertaken within the Institute to produce research outcomes.

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 and from funds and reserves are an adjustment to the respective fund when approved.

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

N. Future Changes to Accounting Standards and Guidelines

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

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

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

Management has not yet adopted these standards and guideline, and is currently assessing the impact of these new standards and guidelines on the financial statements.

NOTE 3. CHANGE IN FISCAL YEAR END

Effective from the 2020/21 period, the Institute has changed its fiscal year end to March 31 to coincide with that of the Government of Alberta. Information included in the financial statements reflects the first complete fiscal period consisting of the nine months ended March 31, 2021, as comparable to the twelve-month period ended June 30, 2020, and as a result, the two periods are not comparable.

NOTE 4. CASH AND CASH EQUIVALENTS

	March 31 2021	June 30 2020
Cash	\$ 214,757	\$ 183,600
Money market funds, short-term notes, and treasury bills	16	165
Total cash and cash equivalents	\$ 214,773	\$ 183,765

Cash equivalents include short-term investments with a maturity less than three months from the date of acquisition.

NOTES TO THE FINANCIAL STATEMENTS
For the Period Ended March 31, 2021 (in thousands)

NOTE 5. PORTFOLIO INVESTMENTS

	March 31 2021	June 30 2020
Portfolio investments – non-endowment	\$ 53,790	\$ 46,294
Portfolio investments – restricted for endowments	58,757	54,646
Total portfolio investments	\$ 112,547	\$ 100,940

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

	March 31, 2021		
	Level 1	Level 2	Total
Portfolio investments at fair value			
Bonds			
Pooled investment funds	\$ –	\$ 44,878	\$ 44,878
Equities			
Foreign equities	28,358	–	28,358
Pooled investment funds	–	38,804	38,804
Cash and money market	378	129	507
	\$ 28,736	\$ 83,811	\$ 112,547
	26%	74%	100%

	June 30, 2020		
	Level 1	Level 2	Total
Portfolio investments at fair value			
Bonds			
Pooled investment funds	\$ –	\$ 44,021	\$ 44,021
Equities			
Foreign equities	22,790	–	22,790
Pooled investment funds	–	32,806	32,806
Cash and money market	1,204	119	1,323
	\$ 23,994	\$ 76,946	\$ 100,940
	24%	76%	100%

The above tables provide an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into levels 1 and 2 based on the degree to which the fair value is observable:

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 with level 1 that are observable for the assets, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

NOTE 6. INVESTMENT IN GOVERNMENT BUSINESS PARTNERSHIP

At March 31, 2021, the Institute's investment in PanGlobal Training Systems Ltd. is \$1,121 (June 30, 2020 - \$1,224).

NOTE 7. FINANCIAL RISK MANAGEMENT

The Institute is exposed to a variety of financial risks, including market risks (price risk, currency risk and interest rate risk), credit risk and liquidity risk. To manage these risks, the Institute invests in a diversified portfolio of investments that is guided by established investment policies that outline risk and return objectives. The long-term objectives of the Institute's investment policies are to achieve a long-term real rate of return in excess of fees and expenses and maintain the real value of the fund.

The Institute is exposed to the following risks:

Market price risk

The Institute 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 Institute has established an investment policy with a target mix that is diversified by asset class and sets individual issuer limits. The objective is to achieve a long-term rate of return that exceeds the rate of inflation and meets expenditure requirements.

The Institute 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 the total portfolio investment pool over a four-year period as determined by Guardian Partners. At March 31, 2021, if market prices had a 10.7% (June 30, 2020 – 10.7%) increase or decrease, with all other variables held constant, the increase or decrease in remeasurement gains and losses, portfolio investments and deferred revenue for the year would have been \$11,715 (June 30, 2020 - \$10,413).⁽¹⁾

⁽¹⁾ Excludes the Franklin Bissett Canadian Dividend Fund.

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 Institute is exposed to foreign exchange risk on investments denominated in foreign currencies. If the Canadian dollar had strengthened by between 5% and 10% as compared to major foreign currencies, at March 31, 2021, with all other variables held constant, the approximate decrease in the market value of portfolio investments would have been between \$2,564 and \$5,129 (June 30, 2020 - \$2,154 and \$4,307).⁽¹⁾ The Institute's exposure to foreign exchange risk is very low due to minimal business activities conducted in a foreign currency.

⁽¹⁾ Excludes the Franklin Bissett Canadian Dividend Fund

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

Interest rate risk

Interest rate risk is the risk to the Institute's earnings arising 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 the Institute holds. If interest rates increased by 1%, and all other variables are held constant, the potential loss in fair value to the Institute would be approximately 2.5% of total portfolio investments (June 30, 2020 - 3.2%). Interest risk on the Institute's debt is managed through fixed-rate agreements with the Department of Treasury Board and Finance (Note 9).

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

	< 1 year	1 - 5 years	> 5 years	Average effective market yield
Cash and cash equivalents	100.00 %	– %	– %	0.22 %
Portfolio investments, fixed income	3.40 %	38.30 %	58.30 %	2.90 %

Credit risk

Counterparty credit risk is the risk of loss arising from failure of a counterparty to fully honor its financial obligations with the Institute. The Institute 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 is managed through credit assessments, maintaining standard collection procedures and restricted enrollment activities for students.

The credit risk on investments held as a percentage of total bond portfolio are as follows:

	March 31 2021	June 30 2020
Credit Rating:		
AAA	19 %	16 %
AA	22 %	25 %
A	18 %	19 %
BBB	26 %	26 %
Below BBB	15 %	14 %
	100 %	100 %

Liquidity risk

Liquidity risk is the risk that the Institute will encounter difficulty in meeting obligations associated with its financial liabilities. The Institute maintains a short-term line of credit designed to ensure funds are available to meet current and forecasted financial requirements in the most cost-effective manner. At March 31, 2021, the Institute had committed borrowing facilities of \$20,000 (June 30, 2020 - \$20,000), none of which has been drawn (June 30, 2020 - \$Nil).

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

NOTE 8. EMPLOYEE FUTURE BENEFIT LIABILITIES

Employee future benefit liabilities are comprised of the following:

	March 31 2021	June 30 2020
Long Term Disability (LTD)	\$ 5,723	\$ 3,942
Supplementary Executive Retirement Plan (SERP)	742	1,134
Notional Defined Contribution Pension (NDCPP)	1,901	1,686
Deferred Salary Plan (DSP)	1,307	1,601
Senior Executive Administrative Leave (SEAL)	212	–
Total employee future benefit liabilities	\$ 9,885	\$ 8,363

A. Defined Benefit Accounted for on a Defined Benefit Basis

Long Term Disability (LTD)

The Institute provides long-term disability defined benefits to its employees (academic and support staff). The most recent actuarial valuation for these benefits was done as at February 28, 2021, and extrapolated to March 31, 2021.

The long-term disability plans provide pension and non-pension benefits to employees while on disability leave but before the employee's normal retirement date. The impact on the statement of operations is an expense of \$1,781 (June 30, 2020 - \$103 recovery).

Deferred Salary Plan (DSP)

The Institute provides compensated absences for its employees under a special leave plan. Under this plan, employees contribute 15% of their gross monthly earnings for a contributory period of four years. For the fifth year, employees receive 85% of their gross salary as of the last day of their contributory period. The Institute funds the shortfall between contributed funds, including interest earned, and the gross salary to be paid in the fifth year. There are 29 active members participating in the plan.

Senior Executive Administrative Leave (SEAL) (Note 23)

The Institute provides for certain senior executives to accrue a paid leave of absence at the end of their administrative appointment. Upon completing their term of service, the individual's salary and benefits in effect at the end of the service are paid for the duration of the leave.

Supplementary Executive Retirement Plan (SERP)

The Institute provides non-contributory defined supplementary retirement benefits to senior management. An actuarial valuation of these benefits was carried out as at March 31, 2021. In January 2020, a new Notional Defined Contribution Pension Plan (NDCPP) was implemented. Beginning January 1, 2020, all service is attributed to the NDCPP, and no further service costs are accumulating in the SERP. There are 5 members that choose to keep their accumulated benefits in the SERP plan, without accumulating any further service cost. Remaining members have transferred their accumulated benefits to the new plan.

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

B. Notional Defined Contribution Pension Plan (NDCPP)

The Institute provides non-contributory retirement benefits under a notional defined contribution plan to senior management employees. The Institute's expense related to the plan was \$102 (June 30, 2020 - \$70).

The expense and financial position of the defined benefit Supplemental Executive Retirement Plan (A), and the Notional Defined Contribution Pension Plan (B) are as follows:

	March 31 2021 9 Months		June 30 2020 12 Months	
	SERP ⁽¹⁾	NDCPP ⁽¹⁾	SERP	NDCPP
Expense				
Current service cost	\$ –	102	\$ 158	\$ 70
Past service cost	–	–	17	–
Interest cost	10	132	41	(16)
Amortization of net actuarial (gain) loss	(402)	–	9	–
Total expenses	\$ (392)	234	\$ 225	\$ 54
Financial Position				
Accrued benefit obligation:				
Balance, beginning of year	\$ 1,134	\$ 1,686	\$ 3,222	\$ –
Transfer to NDCPP	–	–	(1,637)	1,637
Current service cost	–	102	158	70
Interest cost	10	132	41	(16)
Recognition of past service	–	–	17	–
Benefits paid	–	(19)	(676)	(5)
Actuarial (gain) loss	(402)	–	9	–
Balance, end of year	\$ 742	\$ 1,901	\$ 1,134	\$ 1,686
Plan deficit	565		640	
Unamortized net actuarial gain	177		494	
Accrued benefit liability	\$ 742		\$ 1,134	

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

The significant actuarial assumptions used to measure the accrued benefit obligation for LTD and SERP are as follows:

	March 31 2021		June 30 2020	
	LTD ⁽¹⁾	SERP	LTD	SERP
Accrued benefit obligation				
Discount rate	1.20 %	2.75 %	2.50 %	2.10 %
Long-term average compensation increase				
Year 1-3	– %	– %	2.00 %	– %
Year 4 and thereafter	– %	3.25 %	2.00 %	3.25 %
Benefit cost				
Discount rate	– %	2.10 %	– %	2.60 %
Long-term average compensation increase	– %	3.25 %	– %	3.25 %
Alberta inflation (long-term)	– %	2.00 %	– %	2.00 %
Estimated average remaining service life ⁽²⁾	6 yrs	13 yrs	5 yrs	14 yrs

⁽¹⁾ The Institute plans to use its working capital to finance these future obligations.

⁽²⁾ SERP actuarial gains and losses are amortized over the remaining contract terms of the participants.

C. Defined Benefit Plan Accounted for on a Defined Contribution Basis, Multi-Employer Pension Plans

LAPP is a multi-employer contributory defined benefit pension plan for staff members and is accounted for on a defined contribution basis. Approximately 1,400 staff of the Institute participate in this plan, which holds a membership of approximately 260,000 employees of local authorities across Alberta. At December 31, 2020, the LAPP reported an actuarial surplus of \$5 billion (2019 - \$7.9 billion). An actuarial valuation of the LAPP was carried out as at December 31, 2019 and was then extrapolated to December 31, 2020. The pension expense recorded in these financial statements is \$10,512 (June 30, 2020 - \$15,000).

D. Defined Contribution

Defined Contribution Registered Pension Plan (DCRPP)

The Institute provides non-contributory retirement benefits under a defined contribution plan to eligible employees. The Institute's total defined contribution plan expense was \$174 (June 30, 2020 - \$302).

NOTES TO THE FINANCIAL STATEMENTS
For the Period Ended March 31, 2021 (in thousands)

NOTE 9. DEBT

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

	Maturity	Interest rate	March 31 2021	June 30 2020
Debentures payable to Ministry of Treasury Board and Finance				
East Hall Residence	June 2025	6.50 %	\$ 7,325	\$ 7,325
Tower Residence	December 2035	4.62 %	35,233	36,042
Parking Garage	March 2039	4.80 %	71,880	74,348
Other Debt				
Liabilities under capital leases			238	21
			\$ 114,676	\$ 117,736

Principal and interest repayments are as follows:

	Principal	Interest	Total
2022	\$ 5,601	\$ 5,508	\$ 11,109
2023	5,889	5,220	11,109
2024	6,193	4,917	11,110
2025	6,507	4,597	11,104
2026	6,822	4,261	11,083
Thereafter	83,664	27,288	110,952
	\$ 114,676	\$ 51,791	\$ 166,467

Interest expense on debt is \$4,260 (June 30, 2020 - \$5,892) and is included in the statement of operations.

All debentures payable to Ministry of Treasury Board and Finance are collateralized by a pledge of all future cash flows generated from the respective facilities.

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

NOTE 10. DEFERRED REVENUE

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

	March 31 2021			June 30 2020
	Unspent externally restricted grants and donations	Tuition and other fees	Total	Total
Balance, beginning of year	\$ 70,753	\$ 17,346	\$ 88,099	\$ 61,756
Grants, tuition, donations	27,256	27,397	54,653	79,132
Investment income	3,432	–	3,432	3,238
Transfer from endowments (Note 13)	1,107	–	1,107	–
Unrealized gains	3,209	–	3,209	1,054
Transfers to spent deferred capital contributions (Note 12)	(2,833)	(105)	(2,938)	(8,130)
Recognized as revenue	(25,048)	(16,513)	(41,561)	(52,140)
Other	–	584	584	3,189
Balance, end of period	\$ 77,876	\$ 28,709	\$ 106,586	\$ 88,099

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

NOTE 11. TANGIBLE CAPITAL ASSETS

	March 31 2021						June 30 2020
	Land	Buildings and site improvements	Furnishings and equipment	Computer hardware and software	Vehicles	Total	Total
Cost ⁽¹⁾							
Balance, beginning of period reclassified	\$ 23,627	\$ 973,811	\$ 149,166	\$ 76,183	\$ 4,013	\$ 1,226,800	\$ 1,211,257
Acquisitions ⁽²⁾	–	9,940	4,312	4,628	362	19,242	22,503
Disposals, including write-downs	–	–	(92)	(250)	–	(342)	(6,960)
	23,627	983,751	153,386	80,561	4,375	1,245,700	1,226,800
Accumulated amortization							
Balance, beginning of period	–	379,573	107,166	58,457	3,377	548,573	500,130
Amortization expense	–	24,076	7,198	7,969	118	39,361	55,269
Effects on disposals, including write-downs	–	–	(67)	(50)	–	(117)	(6,826)
	–	403,649	114,297	66,376	3,495	587,817	548,573
Net book value at March 31, 2021	\$ 23,627	\$ 580,102	\$ 39,089	\$ 14,185	\$ 880	\$ 657,883	\$ 678,227
Net book value at June 30, 2020	\$ 23,627	\$ 594,471	\$ 41,766	\$ 17,725	\$ 638	\$ 678,227	

The Institute did not capitalize any interest on debt related to construction-in-progress in 2021 or 2020.

⁽¹⁾ Historic cost includes work-in-progress of:

Period	Buildings and site improvements	Equipment	Computer hardware and software	Total
2021	\$ 15,621	\$ 1,830	\$ 115	\$ 17,566
2020	5,223	–	13	5,236

⁽²⁾ Acquisitions during the period include in-kind donations in the amount of \$901 (June 30, 2020 - \$945).

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

NOTE 12. SPENT DEFERRED CAPITAL CONTRIBUTIONS

Spent deferred capital contributions are comprised of externally restricted grants and donations spent on tangible capital acquisitions that have not yet been recognized in revenue.

	March 31 2021	June 30 2020
Balance, beginning of period	\$ 405,062	\$ 421,787
Transfers from unspent externally restricted grants and donations (Note 10)	2,938	8,130
Expended capital recognized as revenue	(18,752)	(25,800)
Contributed equipment – gift in kind	901	945
Balance, end of period	\$ 390,149	\$ 405,062

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

NOTE 13. NET ASSETS

	Accumulated surplus	Investment in tangible capital assets	Internally restricted net assets	Endowments	Total
Net assets, as at June 30, 2019	\$ 57,614	\$ 166,590	\$ 44,519	\$ 48,380	\$ 317,103
Annual operating surplus	(10,079)	–	–	–	(10,079)
Endowments					
New donations	–	–	–	850	850
Capitalized investment income	–	–	–	395	395
Transferred from accumulated surplus	(50)	–	–	50	–
Tangible capital assets					
Amortization of internally funded capital assets	29,496	(29,496)	–	–	–
Acquisition of capital assets	(8,245)	13,427	(5,182)	–	–
Debt – new financing	(5,132)	5,132	–	–	–
Net book value of tangible capital asset disposals	106	(106)	–	–	–
Internal loan repayment	60	–	(60)	–	–
Operating expenses funded from internally restricted surplus	(46)	–	46	–	–
Change in accumulated remeasurement gains	1,362	–	–	–	1,362
Net assets, beginning of period	\$ 65,086	\$ 155,547	\$ 39,323	\$ 49,675	\$ 309,631
Annual operating surplus	18,795	–	–	–	18,795
Endowments					
New donations	–	–	–	2,010	2,010
Transferred to deferred contribution	–	–	–	(1,107)	(1,107)
Tangible capital assets					
Amortization of internally funded capital assets	20,609	(20,609)	–	–	–
Acquisition of capital assets	(15,496)	15,404	92	–	–
Debt – new financing	241	(241)	–	–	–
Debt – repayment	(3,301)	3,301	–	–	–
Net book value of tangible capital asset disposals	225	(225)	–	–	–
Internal loan repayment	255	–	(255)	–	–
Reallocation to Capital Reserve	(14,833)	–	14,833	–	–
Operating expenses funded from internally restricted surplus	318	–	(318)	–	–
Change in accumulated remeasurement gains	2,680	–	–	–	2,680
Net assets, end of period	\$ 74,579	\$ 153,177	\$ 53,675	\$ 50,578	\$ 332,009
Net assets are comprised of:					
Accumulated surplus	\$ 67,932	\$ 153,177	\$ 53,675	\$ 50,578	\$ 325,362
Accumulated remeasurement gains and losses	6,647	–	–	–	6,647
Net assets, end of period	\$ 74,579	\$ 153,177	\$ 53,675	\$ 50,578	\$ 332,009

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

A. Endowments

Total value of endowments is comprised of:

	March 31 2021	June 30 2020
Endowment donations component of accumulated surplus	\$ 36,344	\$ 35,119
Capitalized investment income	14,234	14,556
	\$ 50,578	\$ 49,675

B. Investment in Tangible Capital Assets

Investment in tangible capital assets represents the amount of the Institute's accumulated operating surplus that has been invested in the Institute's tangible capital assets.

C. Internally Restricted Net Assets

Internally restricted net assets represent amounts set aside by the Institute's Board of Governors for specific purposes. These amounts are not available for other purposes without the approval of the Board. Internally restricted net assets with significant balances include:

	March 31 2021	June 30 2020
Capital Reserve	\$ 53,603	\$ 39,251
Other	72	72
	\$ 53,675	\$ 39,323

NOTE 14. CONTINGENT ASSETS

The Institute has initiated a number of insurance claims arising in the normal course of business in which the outcomes may result in assets in the future. While the outcomes of these claims cannot be reasonably determined at this time, the Institute believes that any settlement will not have a material effect on the financial position or results of operations of the Institute. These contingent assets are not recognized in the financial statements.

For the period ended March 31, 2021, the Institute has outstanding insurance claims of approximately \$248 (June 30, 2020 - \$25).

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

NOTE 15. CONTINGENT LIABILITIES

The Institute is a defendant in few legal proceedings. While the ultimate outcome and liability of these proceedings cannot be reasonably estimated at this time, the Institute believes any settlement will not have a materially adverse effect on the financial position or the results of operations of the Institute. Management has concluded these claims do not meet the criteria for being recognized under PSAS.

The Institute had identified various sites where contamination exists and the level of contamination is either known or unknown at this time. Remediation of the known sites was completed during the fiscal year and as at March 31, 2021, \$Nil (June 30, 2020 - \$2,238) has been recognized as environmental liabilities. No liability for remediation of other sites has been recognized because the likelihood of the Institute becoming responsible for these sites is not determinable; therefore, the Institute does not expect to give up any future economic benefits at this time, and no reasonable estimate of the amount can be made.

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

NOTE 16. ENVIRONMENTAL LIABILITIES

The composition of liabilities is as follows:

	March 31 2021	June 30 2020
Balance, beginning of period	\$ 2,238	\$ 4,375
Addition to liabilities during the period	-	1,625
Remediation work performed during the period	(1,694)	(3,762)
Unspent from prior period	(544)	-
Balance, end of year	\$ -	\$ 2,238

The Institute has completed the remediation work in the Campus Center building. The remediation work included asbestos removal and encapsulation.

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

NOTE 17. CONTRACTUAL RIGHTS

Contractual rights are rights of the Institute to economic resources arising from contracts or agreements that will result in both assets and revenues in the future when the terms of those contracts or agreements are met. Estimated amounts that will be received or receivable for each of the next five years and thereafter are as follows:

	Operating Leases	Other Contracts	Total
2022	\$ 85	\$ 8,180	\$ 8,265
2023	85	4,261	4,346
2024	35	3,188	3,223
2025	–	2,545	2,545
2026	–	1,645	1,645
Thereafter	–	–	–
Total at March 31, 2021	\$ 205	\$ 19,819	\$ 20,024
Total at June 30, 2020	\$ 394	\$ 12,232	\$ 12,626

Contracts are mainly for grant agreements and sales contracts.

NOTE 18. CONTRACTUAL OBLIGATIONS

The Institute 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 amounts payable for the unexpired terms of these contractual obligations are as follows:

	Service contracts ⁽¹⁾	Capital projects ⁽²⁾	Information systems and technology ⁽³⁾	Operating leases ⁽⁴⁾	Total
2022	\$ 2,867	\$ 5,539	\$ 2,220	\$ 2,587	\$ 13,213
2023	1,566	–	1,631	2,468	5,665
2024	121	–	1,133	1,867	3,121
2025	–	–	476	1,767	2,243
2026	–	–	–	1,749	1,749
Thereafter	–	–	–	15,813	15,813
Total at March 31, 2021	\$ 4,554	\$ 5,539	\$ 5,460	\$ 26,251	\$ 41,804
Total at June 30, 2020	\$ 7,224	\$ 1,852	\$ 6,915	\$ 28,188	\$ 44,179

⁽¹⁾ Service contracts totaling \$4,554 primarily consist of facility maintenance services, campus security and campus utilities contracts.

⁽²⁾ Capital projects of \$5,539 primarily consist of John Ware building upgrades and Evergreen computer program.

⁽³⁾ Enhancements to the Institute's student online platform in addition to the regular maintenance contracts represents the majority of the \$5,460 commitment for information systems and technology.

⁽⁴⁾ The operating lease commitments of \$26,251 are comprised of leases for the facility for the Crane and Hoisting Equipment Operator program, the Advanced Digital Technology program, the Art Smith Aero Centre and the Culinary Campus.

NOTES TO THE FINANCIAL STATEMENTS
For the Period Ended March 31, 2021 (in thousands)

NOTE 19. EXPENSE BY OBJECT

The following is a summary of expense by object:

	March 31 2021 9 Months		June 30 2020 12 Months
	Budget	Actual	Actual
Salaries	\$ 118,565	\$ 117,088	\$ 181,985
Employee benefits	13,518	14,607	27,122
Materials, supplies and services	42,132	31,770	43,984
Maintenance and repairs	18,528	16,164	21,156
Cost of goods sold	-	-	7,761
Scholarships, bursaries and awards	3,254	2,590	2,560
Utilities	8,279	6,648	9,903
Interest expense	4,243	4,260	5,892
Amortization of capital assets	41,551	39,361	55,269
Loss on disposal of capital assets	188	206	-
	\$ 250,258	\$ 232,694	\$ 355,632

NOTE 20. FUNDS HELD ON BEHALF OF OTHERS

The Institute holds the following funds on behalf of other organizations over which the Board has no power of appropriation; accordingly, these funds are not included in the financial statements.

	March 31 2021	June 30 2020
Alberta Association in Higher Education for Information Technology (AAHEIT)	\$ 2,197	\$ 1,875
Council of Post-Secondary Presidents of Alberta (COPPOA)	917	740
Alberta Post-Secondary Application System (APAS)	7,948	-
	\$ 11,062	\$ 2,615

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

NOTE 21. RELATED PARTIES

The Institute is a related party to organizations within the Government of Alberta reporting entity. Key management personnel of the Institute, Board of Governors and their close family members are also considered related parties. The Institute may enter into transactions with these entities and individuals in the normal course of operations and on normal terms.

The Institute has debt with the Ministry of Treasury Board and Finance as described in Note 9.

During the period, the Institute provided and received the following services at nominal or reduced amounts:

- The Institute owns the land and building currently being used by the Alberta University of the Arts (AUArts). This use is granted through a facility rental agreement in place between the Institute and AUArts at nominal value. The term of the rental is specified through renewable contractual agreement between the two parties determined at the discretion of the Minister of Advanced Education.

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

NOTE 22. GOVERNMENT TRANSFERS

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

	March 31 2021 9 Months	June 30 2020 12 Months
Grants from Government of Alberta		
Advanced Education:		
Operating grants	\$ 105,589	\$ 146,968
Apprentice Technical Training grants	7,673	13,022
Maintenance Program grant	–	7,226
Strategic Investment Fund (SIF) grant	–	2,524
Other	2,582	2,742
Total Advanced Education	115,843	172,482
Other Government of Alberta departments and agencies		
Alberta Economic Development and Trade	1,111	–
Alberta Innovates Technology Futures	968	1,589
Total contributions received	117,922	174,071
Expended capital recognized as revenue	13,176	18,228
Add (less): deferred revenue	2,885	(14,257)
	\$ 133,983	\$ 178,042
Federal and other government grants		
Contributions received	\$ 5,859	\$ 6,313
Expended capital recognized as revenue	703	853
Less: deferred revenue	(1,852)	(1,344)
	\$ 4,710	\$ 5,822

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

NOTE 23. SALARY AND EMPLOYEE BENEFITS

Under the authority of the *Fiscal Planning and Transparency Act*, the President of the Treasury Board and the Minister of Finance requires the disclosure of certain salary and employee benefits information..

	Base salary ⁽¹⁾	Other cash benefits ⁽²⁾	Other non-cash benefits ^(3,4)	March 2021 9 Months Total	June 2020 12 Months Total ⁽⁵⁾
Governance					
Chair of the Board of Governors	\$ –	\$ –	\$ –	\$ –	\$ –
Members of the Board of Governors	–	8	–	8	12
Executives					
President and Chief Executive Officer	\$ 264	\$ –	\$ 95	\$ 359	\$ 186
Chief Financial Officer and Vice President, Corporate Services	176	7	42	225	296
Vice President, Academic	169	7	81	257	289
Vice President, Corporate Development, Applied Research and International	176	7	128	311	284
Vice President, External Relations	176	7	27	210	295

⁽¹⁾ Base salary includes pensionable base pay.

⁽²⁾ Other cash benefits for governance include honoraria for the Board of Governors. Some Board members do not accept honoraria. Other cash benefits for executives include auto allowances.

⁽³⁾ Other non-cash benefits include the Institute's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, group life insurance, short and long-term disability plans, professional memberships, administrative leave accruals where applicable, interest and actuarial gains and losses for the unfunded Supplementary Executive Retirement Plan (SERP), and contributions to the Notional Defined Contribution Pension Plan (NDCPP). When an automobile is provided to an executive, no dollar amount is included in the above.

⁽⁴⁾ Under the terms of the NDCPP, the Institute contributes a defined amount to the plan. The value of the accrued obligation will fluctuate based on members investment instructions.

⁽⁵⁾ Under a previous agreement the President and Chief Executive Officer was entitled to a contractual retention incentive. Under the new agreement commencing April 2020, the contractual retention incentive no longer applies, no benefit was paid, and any amount accrued was reversed. The prior year total of \$186 was net of the \$641 subtotal and the reversal of \$455.

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

The current service cost and accrued obligation for each executive under the SERP is outlined in the following table:

SERP	Accrued obligation at June 30, 2020	Interest cost	Actuarial gain	Accrued obligation at March 31, 2021
Vice Presidents:				
Vice President, Academic	\$ 172	\$ 3	\$ (18)	\$ 157
Vice President, Corporate Development, Applied Research and International	340	5	(52)	293

The status of the plan and the significant actuarial assumptions used to measure the accrued benefit obligation are disclosed in Note 8.

The current service cost and accrued obligation for each executive under the NDCPP is outlined in the following table:

NDCPP	Accrued obligation at June 30, 2020	Service Cost	Investment Returns	Benefits Paid	Accrued obligation at March 31, 2021
President and Chief Executive Officer	\$ 752	\$ 30	\$ 32	\$ –	\$ 814
Vice Presidents:					
Chief Financial Officer and Vice President, Corporate Services	76	12	7	–	95
Vice President, Academic	6	9	1	–	16
Vice President, Corporate Development, Applied Research and International	7	10	1	–	18
Vice President, External Relations	107	10	12	–	129

NOTES TO THE FINANCIAL STATEMENTS

For the Period Ended March 31, 2021 (in thousands)

NOTE 24. BUDGET FIGURES

The Institute's 2020/21 nine-month budget was approved by the Institute's Board of Governors and was presented to the Minister of Advanced Education. Certain numbers have been reclassified within the expense category.

	Budget 2020/21	Adjustments	Budget 2020/21 Reclassified
Expense			
Academic and institutional support	\$ 174,607	\$ (3,979)	\$ 170,628
Facility operations and maintenance	59,118	3,452	62,570
Ancillary services	11,615	–	11,615
Sponsored research	4,918	527	5,445
Total Expense:	\$ 250,258	\$ –	\$ 250,258

	Budget 2020/21	Adjustments	Budget 2020/21 Reclassified
Expense			
Salaries	\$ 118,565	\$ –	\$ 118,565
Employee Benefits	15,605	(2,087)	13,518
Materials, supplies and services	30,907	11,225	42,132
Maintenance and repairs	21,258	(2,730)	18,528
Cost of goods sold	2,899	(2,899)	-
Scholarships, bursaries and awards	6,242	(2,988)	3,254
Utilities	8,800	(521)	8,279
Interest expense	4,243	–	4,243
Amortization of capital assets	41,551	–	41,551
Loss on disposal of capital assets	188	–	188
Total Expense:	\$ 250,258	\$ –	\$ 250,258

NOTES TO THE FINANCIAL STATEMENTS
For the Period Ended March 31, 2021 (in thousands)

NOTE 25. APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved by the Board of Governors of Southern Alberta Institute of Technology.

NOTE 26. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the current period presentation.

PROGRAMS



Programs

2020/21 DEGREE, APPLIED DEGREE, DIPLOMA, CERTIFICATE, POST-DIPLOMA CERTIFICATE, PRE-EMPLOYMENT, APPRENTICESHIP AND UPGRADING PROGRAMS

BACCALAUREATE DEGREES

Bachelor of Business Administration

Bachelor of Hospitality and Tourism
Management

Bachelor of Science Construction Project
Management

APPLIED DEGREES

Bachelor of Applied Business
Administration

Bachelor of Applied Technology
Geographic Information Systems

Bachelor of Applied Technology
Petroleum Engineering

3 YEAR DIPLOMA

Respiratory Therapy

2 1/2 YEAR DIPLOMA

Diagnostic Medical Sonography

2 YEAR DIPLOMA

Administrative Information
Management

Advanced Care Paramedic

Aircraft Maintenance Engineers
Technology

Architectural Technologies

Automotive Service Technology

Avionics Technology

Baking and Pastry Arts

Business Administration

Business Administration - Automotive
Management

Chemical Engineering Technology

Chemical Laboratory Technology

Civil Engineering Technology

Electrical Engineering Technology

Electronics Engineering Technology

Energy Asset Management

Engineering Design and Drafting
Technology

Environmental Technology

Film and Video Production

Geomatics Engineering Technology

Graphic Communications and Print
Technology

Health Information Management

Hospitality Management

Information Systems Security

Information Technology

Instrumentation Engineering Technology

Integrated Water Management

Journalism

Legal Assistant

Library Information Technology

Mechanical Engineering Technology

Medical Laboratory Technology

Medical Radiologic Technology

New Media Production and Design

Nuclear Medicine Technology

Optician

Petroleum Engineering Technology

Power Engineering Technology

Professional Cooking

Radio, Television and Broadcast News

Rehabilitation Therapy Assistant

Travel and Tourism

Welding Engineering Technology

POST-DIPLOMA CERTIFICATE

Cyber Security Control Systems

Data Analytics

Information Security Analyst

1 YEAR CERTIFICATE

Accounting Oil and Gas Production
Aircraft Structures Technician
Business Intelligence: Data Analysis and Reporting
Butchery and Charcuterie Management
Database Administrator
Dental Assisting
Diesel Equipment Technician
Information and Records Management
Land Analyst
Machinist Technician
Network Technician
Nutrition for Healthy Lifestyles
Object Oriented Software Development
Office Professional
Ophthalmic and Optometric Assisting
Power and Process Operations
Primary Care Paramedic
Water and Wastewater Treat Ops
Web Developer

LESS THAN 1 YEAR CERTIFICATE

Community Economic Development
Medical Device Reprocessing Technician
Medical Laboratory Assistant
Medical Office Assistant and Unit Clerk
Non-Destructive Testing Foundations
Petroleum Land Administration
Pharmacy Assistant
Railway Conductor
Welding Technician

PRE-EMPLOYMENT CERTIFICATE

Pre-Employment Auto Body
Pre-Employment Automotive Service Technician
Pre-Employment Cabinetmaker
Pre-Employment Carpenter
Pre-Employment Electrician
Pre-Employment Industrial Mechanic (Millwright)
Pre-Employment Pipetrades
Pre-Employment Refrigeration
Pre-Employment Welding

APPRENTICESHIP PROGRAM – CERTIFICATE OF ACCOMPLISHMENT

Appliance Service Technician
Auto Body
Automotive Service Technician
Baker
Bricklayer
Cabinetmaker
Carpenter
Concrete Finisher
Cook
Crane and Hoisting Equipment Operator
Electric Motor Systems Technician
Electrician
Gasfitter
Glazier
Heavy Equipment Technician
Industrial Mechanic (Millwright)
Instrumentation and Control Technician

Insulator (Heat and Frost)
Ironworker
Machinist
Motorcycle Mechanic
Parts Technician
Plumber
Recreation Vehicle Service Technician
Refrigeration and Air Conditioning Mechanic
Roofer
Sheet Metal Worker
Steamfitter - Pipefitter
Welder

OPEN STUDIES AND UPGRADING PROGRAMS – NON-CREDENTIAL

Academic Upgrading
English Language Foundations
Open Studies

