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BUSINESS PLAN

Contents

Executive Summary	1
Section 1: Statement of Strategic Directions	3
Section 2: Year Four Results of the 5-Year Plan	5
Section 3: 2024-25 Major Initiatives and Capital Projects	33
Section 4: Internal and External Factors	35
Section 5: Review and Assessment of Outcomes	40
Section 6: Budget Statement of Operations	41
Appendix A: Five-year Capital Expenditure Project	44

Executive Summary

The 2025-26 Business Plan serves as a critical framework that aligns our budgeted resources with our Strategic Mandate Agreement (SMA4), Board Ends policies, and the College's Strategic Plan (Kaa-aanokaatekin – Work that is now carried), which has been extended by one year. This extension reflects our need to respond thoughtfully to ongoing shifts in the postsecondary landscape, including recent changes to international student study permit policies introduced by Immigration, Refugees and Citizenship Canada (IRCC).

This year's Business Plan continues to support the goals, metrics, and objectives tied to our four strategic pillars: Access and Success, Indigenous Learning, Institutional Excellence and Community Prosperity. Budgeted resources are allocated to ensure alignment with these pillars and the College's Board Ends policies, while also addressing the evolving social, economic, and demographic context of Northwestern Ontario.

The projected operating budget for 2025-26 amounts to approximately \$90.6 million in revenues and \$97.1 million in expenses, resulting in a deficit budget of \$6.5 million. The projected deficit is to be funded by the College's unrestricted surplus funds of \$6.5 million. The college's capital budget for 2025-26 is \$10.5 million which includes \$0.8 million for regular capital expenditures.

The College's projected operating results for the 2025-26 budget are impacted by several major unfavorable variances. There is a significant reduction in international tuition revenue, of approximately \$15 million. Ministry of Colleges and University Research Excellence and Security (MCURES) Sustainability funding is anticipated to be lower by \$1 million.

Tuition projections are based on enrolment changes and tuition rates for domestic programs continue to be frozen, and do not reflect any rate increases. Contract training and special project revenue reflect anticipated projects and initiatives expected to be undertaken at the time of budget preparation.

Investment income is budgeted to be down \$2.5 million from 2024-2025 fiscal results, due to anticipated lower interest rates along with lower cash balances with a reduction in international student deposits, and the in-year cash required to fund the energy projects and significant strategic initiatives such as the IT Roadmap and CRM projects.

Operating expenses have been adjusted to reflect the changes in operations with lower enrolment than the previous year, and program mix optimization. Additionally, this includes a reduction of foreign agency fees expense of \$1.8 million, reduced revenues from student fees of \$1 million, and reduced part time salaries and contracted services expenditures.

In accordance with Section 8 of O. Reg.34/03 under the Ontario Colleges of Applied Arts and Technology Act, 2002, Confederation College of Applied Arts and Technology proudly presents its 2025-2026 Business Plan



Kaa-anokaatekin Strategic Plan 2020-2026

and it's Four Pillars



As we near the final phase of our Strategic Plan, **Kaa-anokaatekin** “**work that is now carried**”, Confederation College is extending the plan by one year to 2026. This extension allows us to thoughtfully respond to rapid changes in the postsecondary landscape, including evolving learner needs, regional dynamics, and the impacts of new international student study permit regulations introduced by IRCC.

Throughout this period, the College remains steadfast in its commitment to the four strategic pillars: **Access and Success, Indigenous Learning, Institutional Excellence, and Community Prosperity**. These priorities are grounded in our renewed institutional values of **Courage, Equity, and Relationships**. Guided by these principles, Confederation continues to build strong connections across Northwestern Ontario and deliver responsive, accessible education that reflects the diverse realities of our students and communities.

The following mission, vision and values ground the College’s strategic directions and operational outcomes:

Mission

Confederation College inspires students to succeed in their lives and careers.

Vision

Confederation College enriches lives through learning.

Negahneewin Vision

Confederation College commits to realizing the Negahneewin Vision through reconciliation and renewed relationships with Indigenous peoples as partners for change in education. This is achieved by building common ground between Indigenous and non-Indigenous peoples through a mutual understanding of history, a shared vocabulary and rich dialogue. See the full Negahneewin Vision.

Values

Courage:

willing to take action or make decisions that may be difficult or challenging.

Equity:

facilitating fair and just outcomes for all individuals to achieve their full potential.

Relationships:

supporting teamwork and collaboration with the individuals and communities we serve.

Section 2: Year Five Results of the 5-year plan

Over 2024–2025, Confederation College marked a pivotal fifth year of its Strategic Plan, *Kaa-anokaatekin* “the work that is now carried”, while extending the plan through to 2026 in response to significant sectoral changes. This year was defined by both resilience and progress, as the College navigated a rapidly evolving postsecondary landscape and laid critical groundwork for the future.

Enrollment rose to 7,877 students, with an increase in Indigenous student applicants and enrolment, now representing 25% of our domestic student population—a testament to the success of targeted recruitment efforts. We also saw a slight increase in domestic enrolment, even as we began to feel the early impacts of federal IRCC policy changes that led to a decline in international student numbers. Much of the year was dedicated to mitigating and planning for

these impacts, while continuing to support a strong student experience.

At the same time, the College engaged in significant advocacy efforts at the local, regional, and provincial levels, while making difficult decisions—including the suspension of 11 programs—to ensure long-term sustainability.

Despite these challenges, Confederation College advanced several key initiatives aligned with our four strategic pillars.

4

Pillar

8

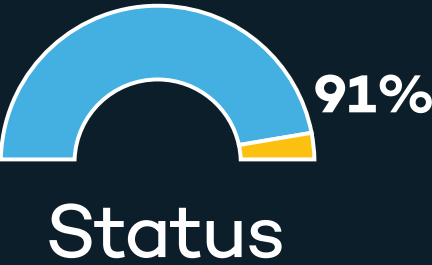
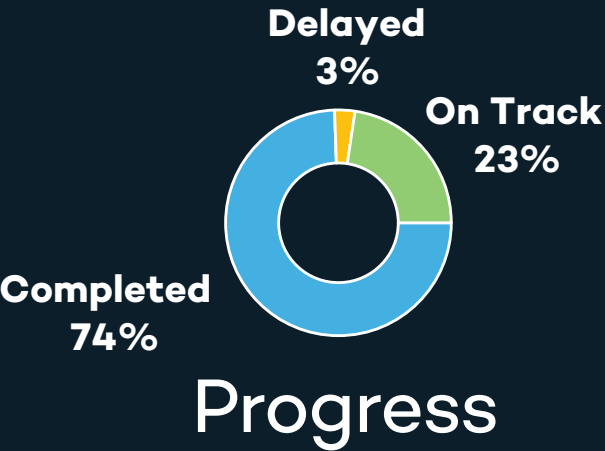
Goal

20

Objective

102

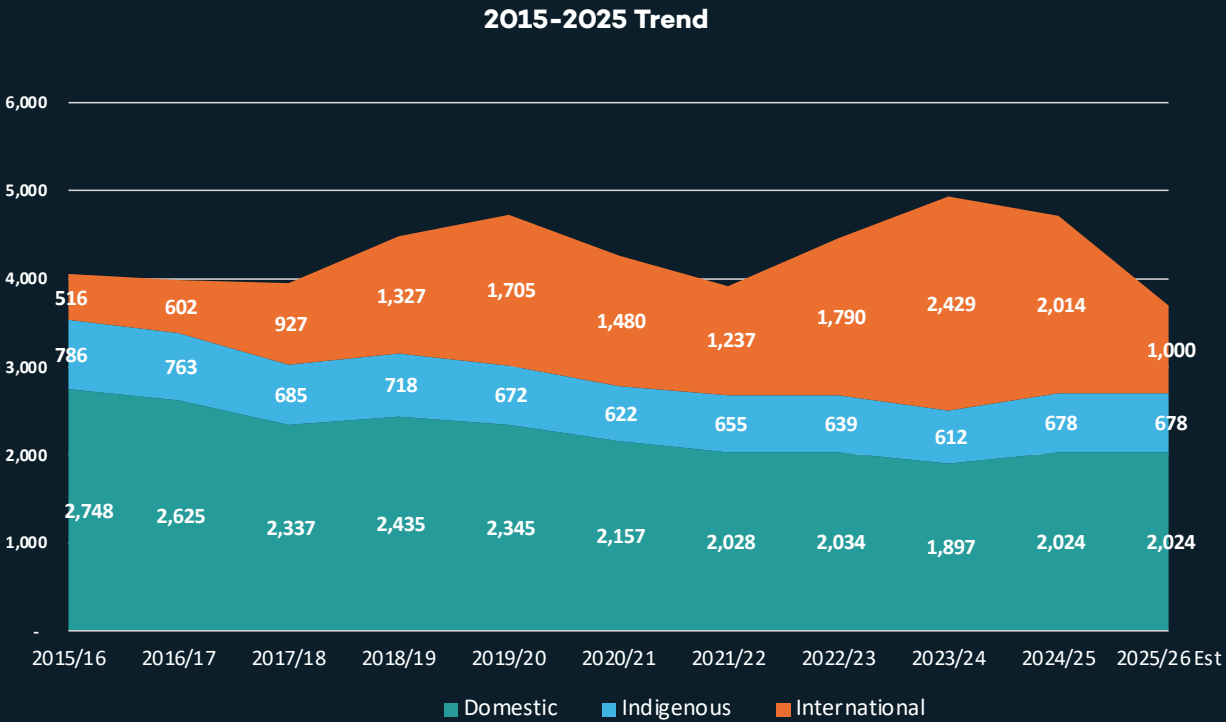
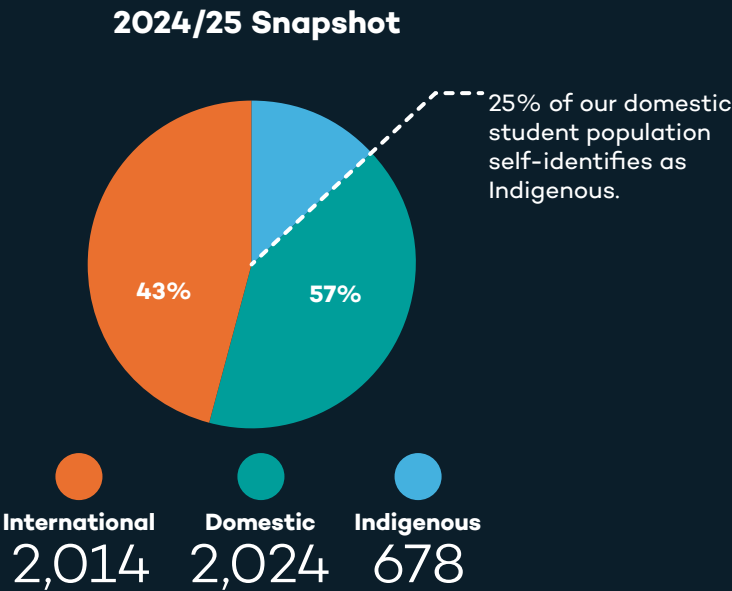
Initiative



Pillar 1 | Access and Success

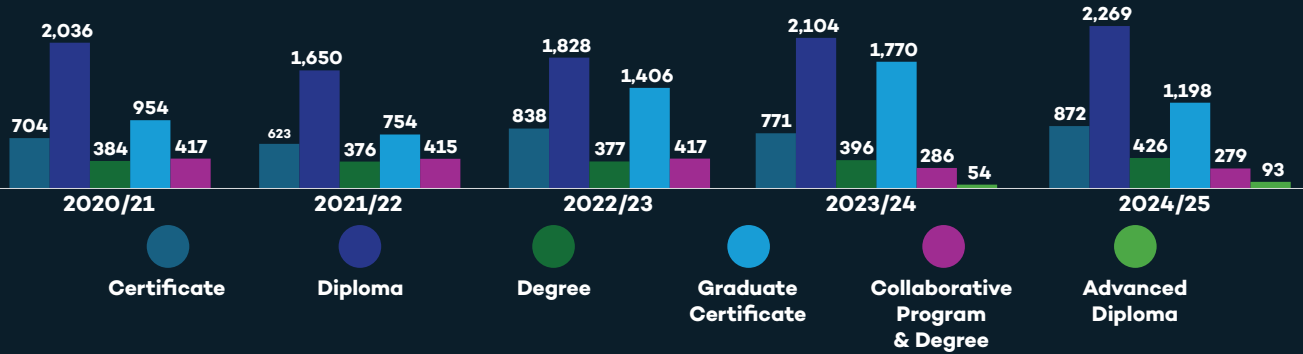
Confederation College creates a positive, supportive environment that attracts students and meets their educational objectives.

Full-time Postsecondary Enrolment by Student Group

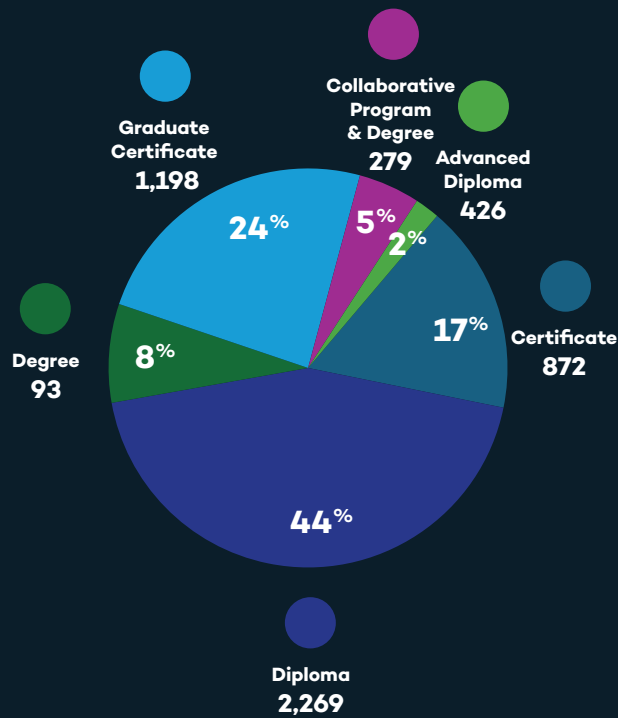


Pillar 1 | Access and Success

5-YEAR ENROLMENT ACROSS STUDENT GROUPS



2024/25 ENROLMENT BY CREDENTIAL TYPE



Pillar 1 | Access and Success | Goal 1.1

Offer multiple pathways for student success through flexible programming.

Signed Hub and Spoke model with Lake Helen Red Rock Indian Band; ongoing discussions with Greenstone, Marathon, and East campuses.

Successfully launched the Pharmacy Technician Program and developed an Electrical Engineering Technician Diploma program. Embedded apprenticeships in Carpentry and Motive Power Programs.



Pillar 1 | Access and Success | Goal 1.1

Offer multiple pathways for student success through flexible programming.

MOU signed with Seneca Polytechnic for potential Aviation and Veterinary Technician program pathways.

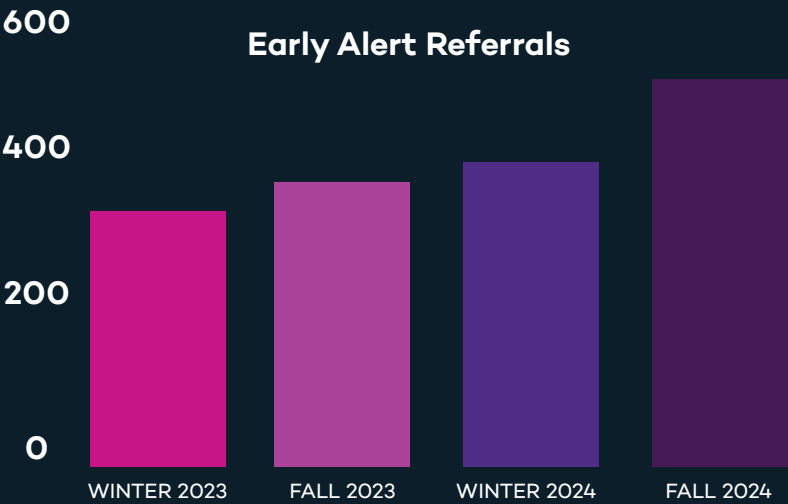


Hosted "Jill of all Trades" event with over 100 female participants, resulting in multiple certifications and diplomas in carpentry, electrical engineering, and motive power techniques.

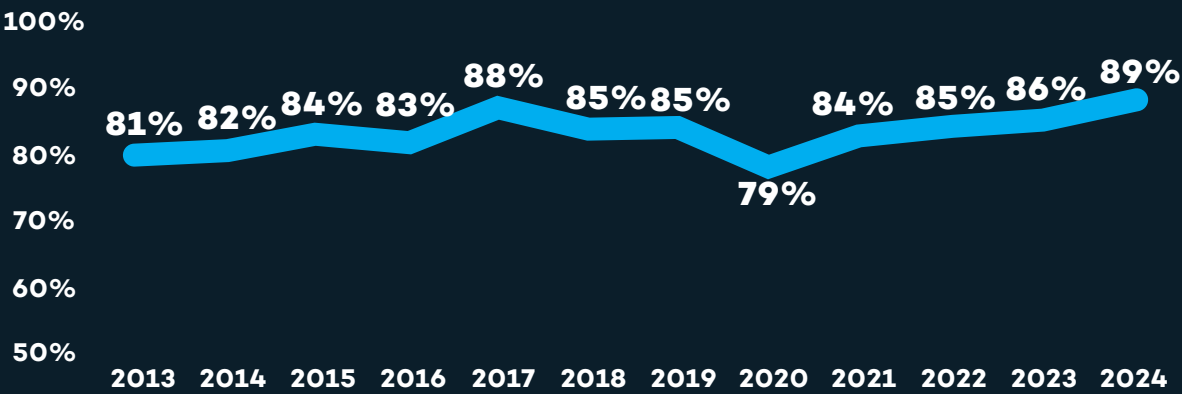
Pillar 1 | Access and Success | Goal 1.2

Create a learning environment to support the unique needs of a changing student body.

Early Alert Engagement has shown growth with Winter '23 at 345, Fall '23 at 383, Winter '24 at 393, and Fall '24 at 496.



Semester 1 to Semester 2 retention for the Fall 2024 cohort is 89%.



Semester 1 - Semester 2 Retention

Student Profile within Banner is being utilized to address communication gaps identified by advisors.

Confederate College

Advising • [Advisee Search](#) • [Student Profile](#)

Student Profile - Madelynn Martin (100002957)

Term Summer 2023

Student Information

Notes 7

Bio Information

Email:

Phone:

Gender:

Date of Birth:

Ethnicity:

Emergency Contact:

Emergency Phone:

General Information

Status:

Student Type:

Residency:

Campus:

First Term Attended:

Last Term Attended:

Graduation Information

Additional Links

Degree Evaluation

Academic Transcript

Modified Registration

Week at a Glance

View Grades

TSAAREV - Student Accounts

Student Visa Entry (International)

mhal1003@confederatecollege.edu

807-456-1012

Female

11/17/2003

Not Provided

Thunder Bay

807-355-1254

Active

Continuing

Canadian Citizen

Lake of the Woods Campus

Fall 2021

Fall 2024

Pillar 2 | Indigenous Learning

Confederation College aspires to be a leader in Indigenous learning in Canada.

First year
Indigenous
student
enrolment

20%
(485)

Indigenous
student
applicants

32%
(1036)

4 seasons of
reconciliation

98%
completion rates



1 ILO
96%

2-4 ILO
91%

5-6 ILO
77%

7 ILO
59%

ILO implementation follows three streams:

- 1) Annual Program Review
- 2) Comprehensive Program Review
- 3) Faculty initiated

PD Sessions are also regularly held throughout the year.

Pillar 2 | Indigenous Learning | Goal 2.1

Implement and support the knowledge and cultural traditions of Indigenous peoples as part of our commitment to reconciliation

A regional Indigenous student success advisor has been appointed at the Kenora campus.

Partnering with Origin on their immersive 7 Grandfather Teachings.

The Kairos Blanket Exercise has been promoted to all staff, including hiring managers, to educate on Indigenous history.

2024
2025

170 Completed
8 Sessions



Completion of the Apiwin space renovation for Indigenous students, with enhanced facilities and resources.



Pillar 2 | Indigenous Learning | Goal 2.2

Engage in meaningful relationship building with Indigenous communities and organizations.

Held an Indigenous Education Partners Breakfast with 36 attendees, focusing on Indigenous initiatives and engagement.



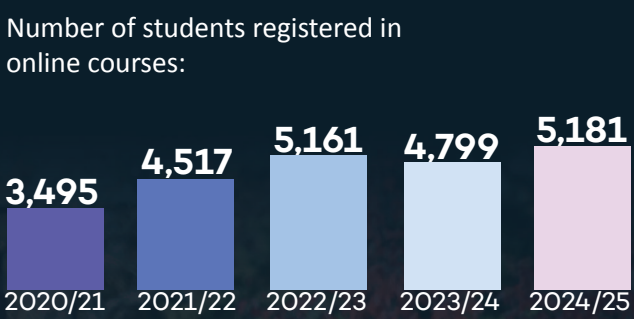
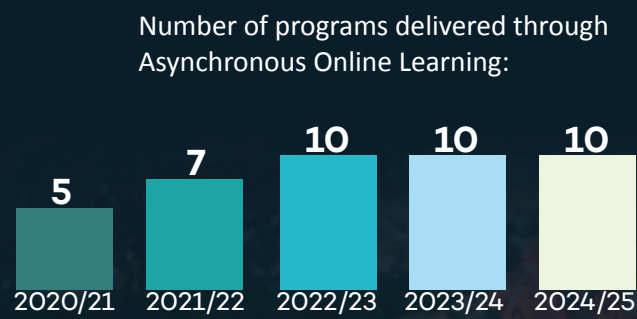
Indigenous Reconciliation Action Plan in final stages; relationships established with Indigenous artists for art acquisition.



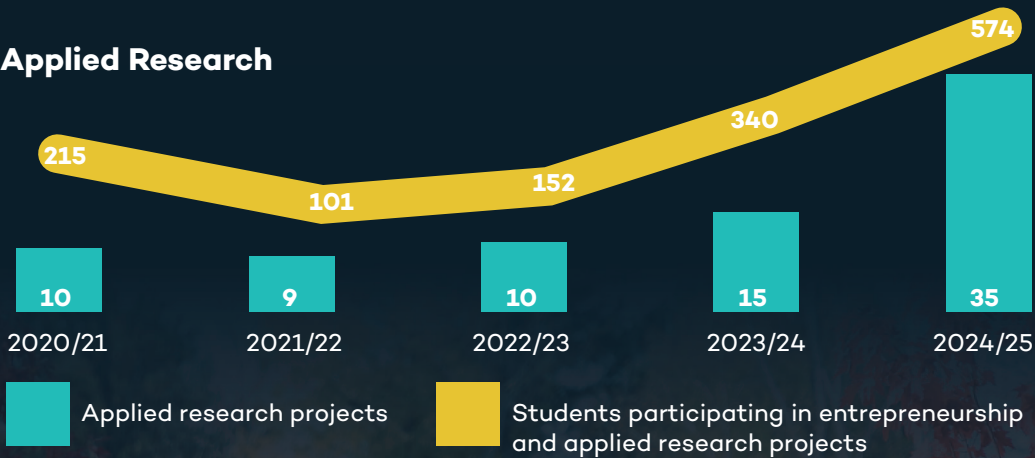
Pillar 3 | Institutional Excellence

Confederation College is recognized as an excellent and progressive organization.

College Spaces and Infrastructure



Applied Research



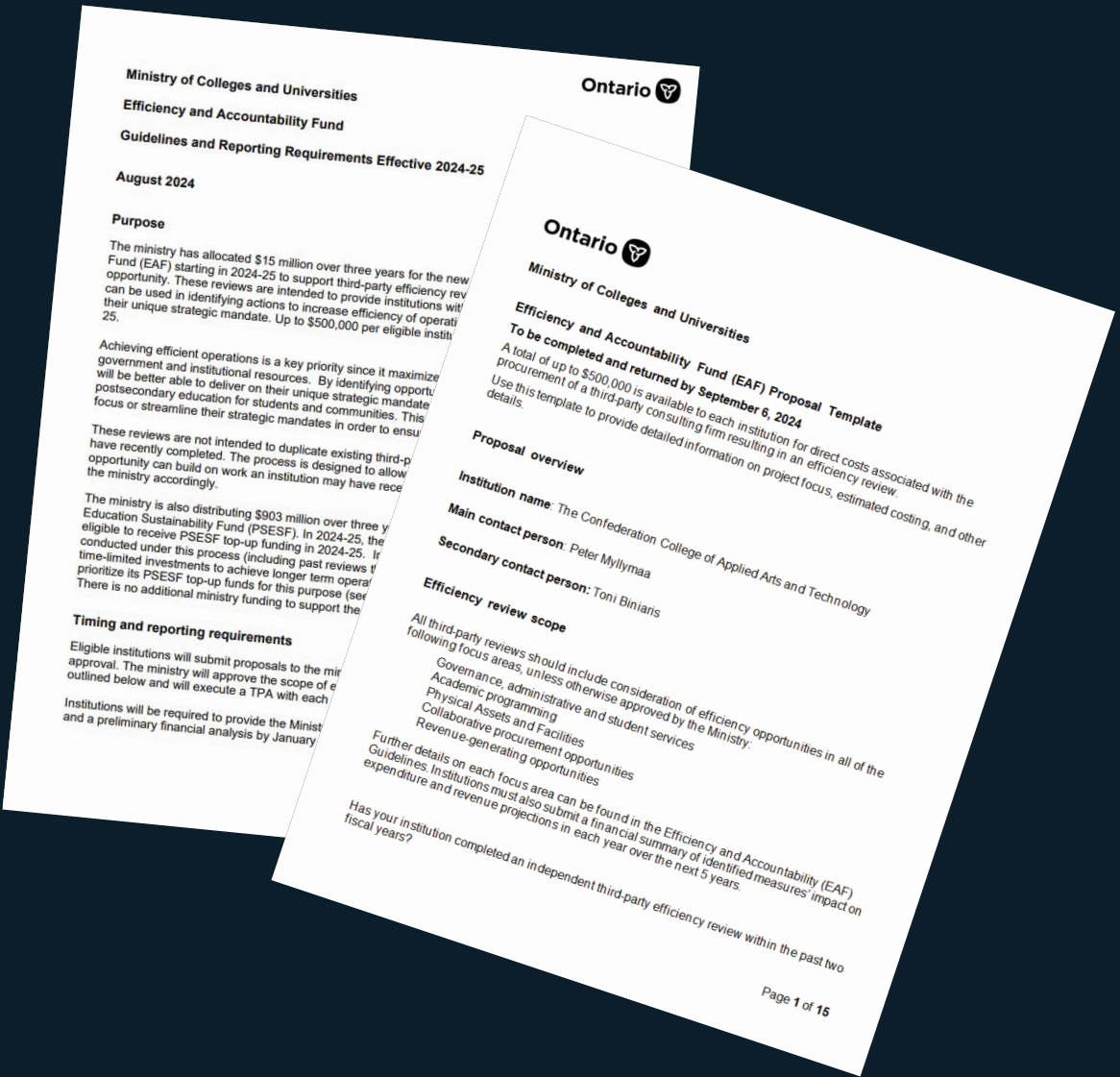
Pillar 3 | Institutional Excellence | Goal 3.1

Operate and communicate efficiently, effectively and transparently.

The ChangeMakers team conducted a successful visit to Confederation College Thunder Bay Campus, engaging with approximately 312 individuals across 20 sessions. An online survey launched on December 2nd received over 150 data-rich responses.



Completed a ministry funded efficiency review. This thorough, third-party review, confirmed the efficiency of our processes and operations.



Pillar 3 | Institutional Excellence | Goal 3.2

Embody and nurture the wisdom, skills and holistic practices needed to foster sustainability in our community and beyond.

Successfully held the Energy Summit 2.0 with approximately 40 attendees from local institutions, utilities, and industry.



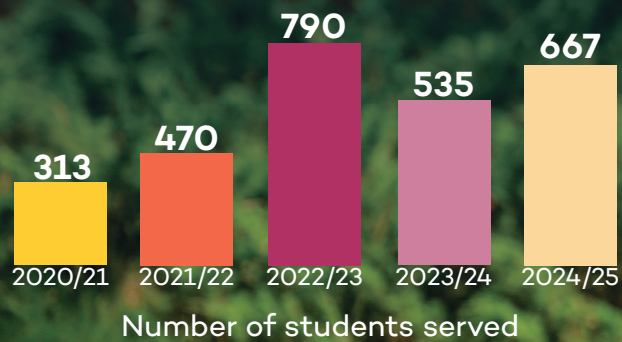
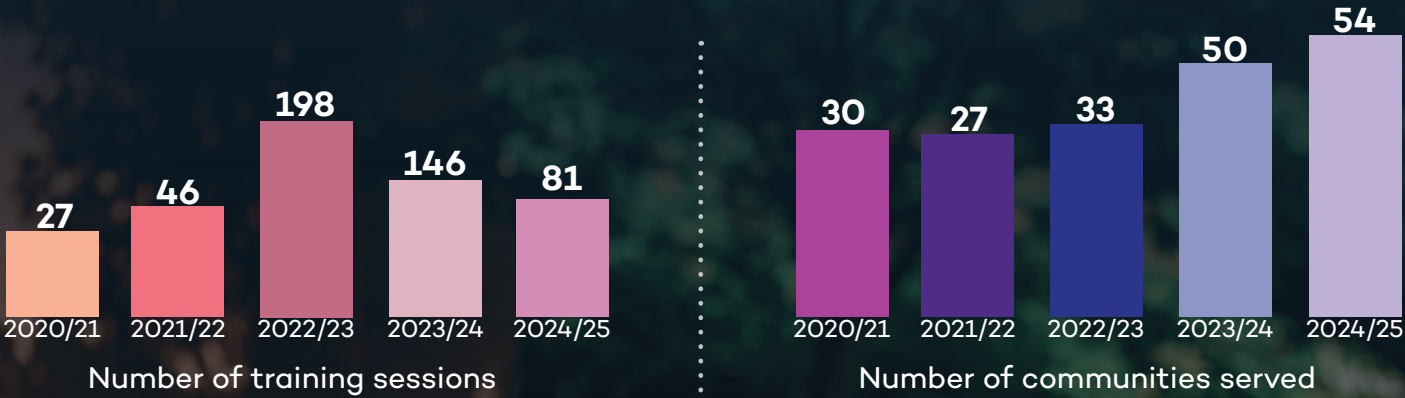
Completed contract for updating CAD files and collaboration with MazeMap for new wayfinding system for campus buildings.



Pillar 4 | I Community Prosperity

Confederation College enriches the quality of life, prosperity and sustainability of diverse communities.

Workforce Development - Contract Training



Pillar 4 | I Community Prosperity | Goal 4.1

Partner with communities to meet the evolving training and development needs of communities (employers, industries).

Secured \$377,745 in funding from FedNor's Regional Growth Through Innovation program to support 15 projects over three years.

Completed 21 collaborative projects with industry and community partners, employing 20 student researchers across various programs.

Examples of Community Initiatives

- Keewaytinook Okimakanak – **Level 1 Carpentry Training**
- Practical Nursing Funded Fast-Track
- Chi Mino Ozhitoowin – **Waasigan Transmission Line Training**
- Grassy Narrows First Nation – **Mercury Care Home**
- Women in Trades
- Kenora District Services Board (KDSB) – **Kenora Child Care Centre**

Partnerships

- Seneca Polytechnic – **Aviation / Potential Veterinary Technician**
- Oshki-Pimache-O-Win: The Wenjack Education Institute
- Seven Generations Education Institute
- Lakehead University
- St. Lawrence College – **MLA to MLS**

Pillar 4 | I Community Prosperity | Goal 4.1

Partner with communities to meet the evolving training and development needs of communities (employers, industries).



Launched a special funded, fast-track Practical Nursing cohort, with 50 students across Thunder Bay and the region.

Started work on BPSO Designation with Registered Nurses Association of Ontario (RNAO).

Practical Nursing



Faculty partnering with Indigenous communities and organizations

confederationcollege.ca



OSHKI-WENJACK
OSHKI-PIIMACHE-O-WIN
THE WENJACK EDUCATION INSTITUTE



Pillar 4 | I Community Prosperity | Goal 4.1

Partner with communities to meet the evolving training and development needs of communities (employers, industries).

Applied Research team partnered with the Thunder Bay Museum to create tactile replicas of ancient artifacts.



cutlery

Applied Research & Advanced Manufacturing teams partner with Canadian National Institute for the Blind (CNIB) and Vision Loss Rehabilitation Canada (VLRC) to create cost effective, innovative 3D-printed Braille signage.

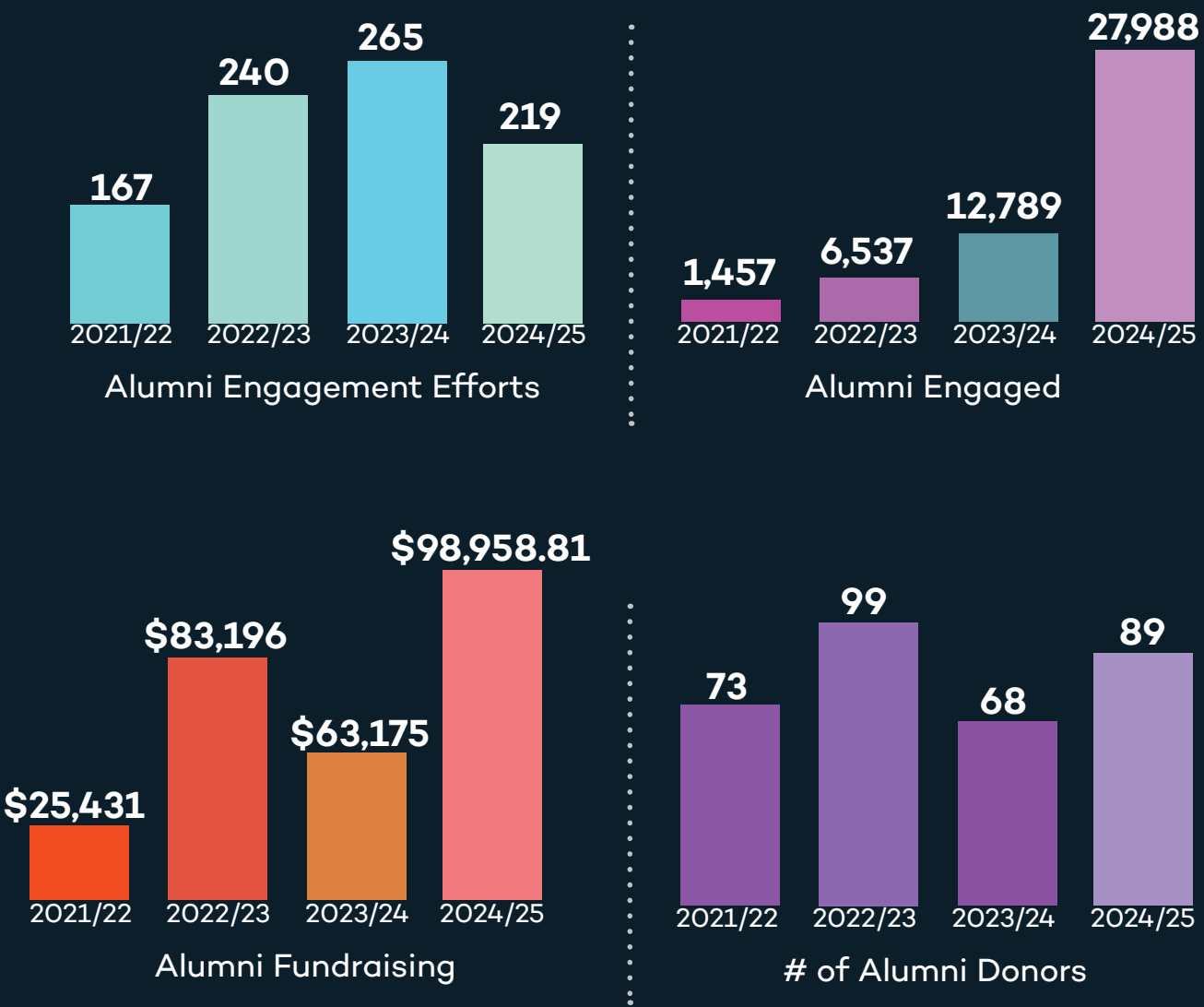
Keewatinook Okimakanak & Confederation College's Level 1 Carpentry Program graduates its first ctrade class, with many students transitioning to apprenticeships & jobs in the skilled trades.



Pillar 4 | I Community Prosperity | Goal 4.2

Strengthens relationships with and celebrates Confederation College alumni.

Increased alumni engagement through targeted outreach with faculty.



Expanded event outreach by attending approximately 20 engagement booths and networking opportunities, enhancing connections with alumni.



Section 3:Major Initiatives and Capital Projects Relating to the Strategic Plan 2025-26

Confederation College is advancing a number of major initiatives in response to ongoing shifts in the postsecondary landscape. Informed by its strategic direction, institutional priorities, and the broader context of change—including enrolment fluctuations, demographic pressures, and evolving provincial and federal policy—the College is focused on targeted actions that strengthen student success, institutional resilience, and community impact. Eight strategic goals, aligned across the College’s four pillars, guide the development of annual and multi-year initiatives. These initiatives are led by members of the Strategic Leadership Team with cross-departmental collaboration.

Each year, internal proposals for strategic initiatives are reviewed as part of the College’s budgeting process. The following one-time and ongoing investments have been approved for 2025–2026:

2025-2026 Strategic Initiatives

Initiative Reference	Initiative	Funding Source	2025-2026 Budget
SI-25-04	Hub and Spoke Model	College Operating Funds	\$ 109,200
SI-25-07	Dell Air-Gapped Cyber Security Solution	College Reserve Funds	\$ 87,000
SI-25-08	Oracle Advanced Security Solution	College Reserve Funds	\$ 56,000
SI-25-09	Microsoft 365 Cloud Backup Enhancements	College Reserve Funds	\$ 36,600
SI-26-01	The Teaching and Learning Centre	College Operating Funds	\$ 300,000
SI-26-02	Space Utilization Study	College Reserve Funds	\$ 100,000
			\$ 688,800

2025-2026 Budget Requests

Request Reference	Initiative	Funding Source	2025-2026 Budget
73	MazeMap	College Operating Funds	\$ 22,000
76	Web Registration	College Operating Funds	\$ 116,000
			\$ 138,000

In addition to the above, there are items that will be funded from college reserve funds.

Indigenous Student Recruitment Strategy: In 2024/2025, the College piloted the Hub and Spoke recruitment model in partnership with the Lake Helen Red Rock Indian Band. With the successful recruitment results from this model, it will be expanding to other First Nation Bands and renewed with the Lake Helen Red Rock Indian Band in 2025/2026.

The Teaching and Learning Centre: To enhance the quality of education and respond to the changing educational landscape, the College will establish an enhanced Teaching and Learning Centre (TLC) team. The initiative will focus on building resources for faculty and academic schools as the College modernizes its programming and delivery. This will align with the College’s overarching strategic direction for changing program mix and modernizing programs.

CRM Software Implementation: We will continue implementing our new customer relationship management (CRM) software. The recruitment module will launch this fall, with the advisement module following after a system upgrade at the fiscal year's end. This software will enhance personalized engagement and support throughout the student lifecycle, aiming to increase enrollment, student satisfaction, and retention rates.

Journey to NetZero: The Greenhouse Gas Reduction Roadmap & Action Plan (GGRRAP), conducted in 2023/2024 with funding from Natural Resources Canada, has enabled the College to develop a roadmap to achieve Net Zero by 2040, ahead of the government target of 2050. Funding opportunities are currently being evaluated and several projects have already been initiated.

New Trades Building: At 44 years old, the current Trades facility has exceeded its expected lifespan and was initially constructed as a temporary structure. Confederation College will seek funding opportunities* for a new Trades and Apprenticeship Building designed to promote, celebrate, and elevate skilled trades. The new building will inspire new generations of students to pursue trades careers, integrate Indigenous values, knowledge, and practices, and provide state-of-the-art training environments and community spaces.

This will enhance the skilled trades learning experience, promote Indigenous student engagement and success, and strengthen the skilled workforce in Northwestern Ontario. The building will feature energy infrastructure aligned with the College’s Net Zero and carbon reduction plan. An environmental assessment based on preliminary engineered drawings for extending the McIntyre building will be completed to accommodate a new trades and technology wing. Additionally, opportunities for partnerships and an evaluation of existing space in McIntyre will be conducted to determine if some programs can be accommodated within the current footprint, reducing the need for additional square footage.

Energy Conservation Projects: Confederation College is implementing several energy savings projects**, in partnership with Utility providers. These capital investments will result in both cost savings and reduction of greenhouse gas emissions. The projects include the installation of two 1 MW natural gas peak shaving generators, a new building automation system, and participation in a partnership with an entity to be publicly recognized in the future.

Facility Maintenance: The Ministry of Colleges and Universities has not yet released the Facilities Renewal Program (FRP) funding for 2025-2026. The budget is based on the prior year’s allocation of \$2.2 million. If funding decreases and committed projects exceed the funding received, the College will bear the additional costs. The most significant project for this year is the repair of a deteriorating roof, estimated to cost approximately \$2 million.

*While the majority of funding for the New Trades Building will come from reserves, additional funding is still required to move forward with the project.

**Energy Conservation Projects will be funded through debt or working capital, with costs recovered through long-term savings.

Section 4: Internal and External Factors

The College routinely analyzes local, regional, and provincial data to inform planning and decision-making. For this plan, reports from Lightcast, the Northern Policy Institute, and Statistics Canada were reviewed to provide a snapshot of current and projected labour market trends and needs in our region.

Overall, the data highlights that labour market demand across the Thunder Bay District and Northwestern Ontario (NWO) is expected to continue rising, driven by factors such as an aging population and continued out-migration. Key insights from provincial and regional demographic data, institutional trends, and labour market outlooks are summarized below:

Student Demographics

In 2024–2025, 7,877 students were enrolled in programs across Confederation College, with 60% (4,866 students) enrolled in full-time postsecondary studies. As anticipated, new international student enrolment declined, reflecting early impacts of federal policy changes; however, the College continues to serve a diverse international population, with 2,057 students (44%) from 46 countries, enrolled in 45 countries.

In contrast, the College saw a slight increase in Indigenous student enrolment, with 776 Indigenous students (25% of domestic enrolment) registered across more than 60 programs—demonstrating the success of targeted recruitment initiatives and our ongoing commitment to Indigenous education and access.

Confederation College continues to fulfill its role as an access institution, with approximately 70% of students identifying as underrepresented, including First Generation, Indigenous, International, Second Career, WSIB clients, and students with identified disabilities. Pathway programming also remains a critical access point for many learners. In 2024–2025, 149 students transitioned into postsecondary programs from Academic Upgrading, while 315 students entered through the School-College-Work Initiative (SCWI).

The College also maintains a strong presence across the region, offering 25 programs at seven regional campuses, as well as 10 asynchronous online programs. Students studying through Distance Education and regional campuses accounted for 10% (501) of total postsecondary enrolment.

Additionally, the College continues to meet community and workforce needs through Contract Training, including customized training in Indigenous communities. In 2024-25, 81 training sessions were delivered across 54 communities in Northwestern Ontario, serving 667 students.

Staff Demographics:

Two employees retired by December 31st, 2024, representing 0.5% of our full-time complement (409 employees). So far in 2025, twenty employees have indicated their intention to retire, moving the percentage to 3.9%. Ongoing succession planning will provide opportunities to mitigate these challenges.

Regional Demographics:

According to the 2021 Census, the District of Thunder Bay experienced modest population growth of 1.3% since 2016—ranking as the third lowest growth rate among Canada’s census regions. This trend was not consistent across Northwestern Ontario (NWO), where several communities experienced population decline, including Dryden (-4.7%), Fort Frances (-3.5%), Marathon (-4.1%), and Kenora (-0.8%).

Of particular concern is the decline in the college-aged population (15–29 years) across all three census divisions: Thunder Bay (-1.4%), Kenora (-6.0%), and Rainy River (-6.0%) (Statistics Canada, 2022). These demographic shifts—driven by an aging population and ongoing out-migration—pose continued challenges for regional labour force growth and postsecondary participation.

It is also important to note that Northern Ontario is experiencing higher-than-average growth in its Indigenous population, with an increase of 9.4% between 2016 and 2021. This trend underscores the growing demand for culturally relevant programming, enhanced student support services, and reconciliation-focused initiatives across the region.

Targeted initiatives such as the Rural and Northern Immigration Pilot (RNIP) are helping to attract newcomers and create employment pathways for international students, encouraging them to remain in the region after graduation, although the region is experiencing the effects of an international student decline.

Confederation College continues to play a vital role in the regional economy. One in every 13 jobs in Northwestern Ontario is tied to the College’s activities, which contribute \$700.6 million annually to the regional economy. This includes \$14.6 million in economic impact generated by international students.

Labour Market Outlooks

Overall, labour market trends indicate a growing demand for workers in health, community services, food services, transportation, and education. Graduates from programs supporting skill development in these fields will be in high demand across northwestern Ontario. There are opportunities to align new program development and expand existing programs to meet this demand.

Refer to the figures below for the fastest growing industries and occupations across the region including Thunder Bay, Kenora and Rainy River. The reporting period for this information was for 2025-2029 and the data set used was Lighcast’s Canadian data set, which aggregates information from labour market data from several Canadian data sources. Furthermore, a study led by the Northern Policy Institute interviewed key community leaders in Northwestern Ontario’s labour market who identified that childcare, construction, health care, and mining will continue to be in demand for the next three years and beyond (Rizzuto & Lefebvre, 2023).

Section 4: Internal and External Factors

Fastest growing Industries across Northwestern Ontario

Industry	2025 Jobs	2029 Jobs	Change in Jobs (2025-2029)	% Change
Health care and social assistance	25,506	27,249	1,743	7%
Transportation and warehousing	8,435	8,950	515	6%
Public administration	16,008	16,511	503	3%
Educational services	11,314	11,713	399	4%
Construction	7,979	8,325	346	4%
Accommodation and food services	9,722	10,064	342	4%
Administrative and support, waste management and remediation services	3,959	4,250	291	7%
Professional, scientific and technical services	4,759	5,028	269	6%
Other services (except public administration)	5,131	5,381	250	5%
Finance and insurance	2,569	2,766	197	8%

Fastest Growing Occupations across Northwestern Ontario

Occupation	2025 Jobs	2029 Jobs	Change in Jobs (2025-2029)	% Change
Nursing and allied health professionals	5,027	5,822	795	16%
Assisting occupations in support of health services	3,978	4,414	436	11%
Technical occupations in health (except practitioners of natural healing)	3,147	3,390	243	8%
Professional occupations in government services	1,890	2,125	235	12%
Occupations in natural resources and fisheries	1,305	1,501	196	15%
Technical maintenance trades	4,605	4,790	185	4%
Transportation occupations	3,381	3,565	184	5%
Retail sales and service supervisors	3,008	3,182	174	6%
Technical electrical trades	1,545	1,702	157	10%
Office, court, and data support occupations	3,232	3,382	150	5%

Section 4: Internal and External Factors

Political Landscape

It is essential to recognize the increasingly competitive postsecondary landscape within Confederation College’s catchment area. Institutions such as Oshki-Pimache-O-Win: The Wenjack Education Institute and Seven Generations Education Institute (SGEI) offer regionally based programs that align closely with those of Confederation College. The College continues to maintain a strong partnership with Oshki-Pimache-O-Win and receives a significant number of sponsored students from SGEI. In addition, Lakehead University, also located within the region, enhances the educational sector through collaborative program pathways and credit transfer opportunities.

This period marks a critical juncture for Confederation College as it responds to evolving training needs and emerging opportunities for program development. The provincial tuition reduction and freeze introduced in 2019, along with the shift from a corridor-based funding model to performance-based metrics under SMA3, now moving into SMA4, have reshaped the financial environment. While the decline in international enrollment presents ongoing fiscal challenges, these policy shifts also create space to strengthen high-impact areas such as apprenticeship programs, applied learning, and experiential education.

The federal policy changes introduced in 2024 have had a significant and immediate impact on international enrolment at Confederation College and across the broader Ontario college sector. The introduction of a national cap on international study permits, combined with the new requirement for a provincial attestation letter, has added complexity to the admissions process and constrained international student growth. Most notably, these measures have resulted in a marked decline in new international student enrolment at Confederation College, and across the province. These factors underscore the imperative for Confederation College to remain agile and proactive in navigating the shifting educational landscape, ensuring it continues to thrive and serve both its students and the broader community effectively.

Section 5: Review and Assessment of Outcomes

The College systematically reviews and demonstrates its annual achievements through several reporting mechanisms:

President's Monitoring Report: This comprehensive report, including the Executive Limitations Summary and Ends Monitoring Report, is presented to the Board and made public in May. It primarily measures and communicates the College's annual outcomes relative to the Strategic Plan and Board Ends.

Mid-Year Strategic Plan Review: The College conducts a mid-year review of the Strategic Plan, providing updates to the Board on progress and key developments.

Indigenous Initiatives Reporting: The College provides regular updates on its Indigenous Learning pillar and related initiatives to the Negahneewin Council, the College's Indigenous Education Council and Negahneewin Education Circle, the College’s internal committee on Indigenous education.

Annual Report to the Community and Board of Governor’s: This report summarizes the College's achievements regarding its Ends and performance indicators. It includes financial and narrative evidence of annual initiatives.

Strategic Mandate Agreement Report: Metrics measured and reported in this report are annually reviewed, assessed, and validated with MCURES .

Progress Updates to the Leadership Team: Regular updates on the Strategic Plan's progress are provided to the President and the Leadership Team.

Advisory College Council Meetings: Regular meetings are held with the Advisory College Council to discuss initiatives, gather feedback, and receive updates from various constituencies.

Section 6: Budget Statement of Operations

For fiscal 2025-2026, the College is projecting a deficit budget of \$6.5 million, which will be funded by the College's unrestricted surplus funds. With the decline in international enrolment, the resulting impact is a reduction in tuition revenues of \$14 million, \$1 million in student fees, and \$2.7 million in various grant funding, and \$2 million in investment income. The decrease in revenues is slightly offset by a reduction in operating expenses of \$4.3 million. The College will continue to monitor and review enrolments and look for opportunities for partner collaboration and new programming offerings. n in and out of positions. The net impact on the budget is an increase of \$1 million over prior year actuals.

	Actual	Actual	Actual	Actual	Actual	Budget	Variance to	% Var	Future Years				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	Prior Year		2024/2025	2026/2027	2027/2028	2028/2029	2029/2030
Spring													
Domestic	135	227	227	260	274	200	(74)	-27%	175	180	177	190	
International	429	488	679	997	987	383	(604)	-61%	312	463	493	503	
Spring Total	564	715	906	1,257	1,261	583	(678)	-54%	487	643	670	693	
Fall													
Domestic	2,229	2,054	1,971	2,056	2,182	2,172	(10)	0%	2,174	2,173	2,180	2,159	
International	952	612	1,054	1,594	1,462	731	(731)	-50%	754	895	944	945	
Fall Total	3,181	2,666	3,025	3,650	3,644	2,903	(741)	-20%	2,928	3,068	3,124	3,104	
Winter													
Domestic	2,034	1,803	1,799	1,837	2,056	1,876	(180)	-9%	1,890	1,878	1,883	1,867	
International	1,182	963	1,370	1,788	1,355	866	(489)	-36%	1,031	1,190	1,242	1,245	
Winter Total	3,216	2,766	3,169	3,625	3,411	2,742	(669)	-20%	2,921	3,068	3,125	3,112	
Total Fiscal Enrolment	6,961	6,147	7,100	8,532	8,316	6,228	(2,088)	-25%	6,336	6,779	6,919	6,909	

Enrolment

- Enrolment plans for 2025-2026 and out years have been updated to reflect program offering changes, and recruitment challenges of both domestic and international students
- Enrolment budget is reflective of the program review and optimization conducted by the College's senior academic leadership team at the time the budget was approved by the Board
- International enrolment reflects the changes posed by the IRCC, which include:
 - A reduction in the number of study permits issued each year through to 2026
 - The restriction to post-graduate work permits to only specific fields of study (CIP) programs
 - The impacts on increased financial requirements for prospective students and restrictions on work eligibility for spouses of international students

Section 6: Budget Statement of Operations

The Confederation College of Applied Arts and Technology Statement of Operations			
For the year ended March 31		ACTUAL 2025	BUDGET 2026
Revenue			
MCURES Post Secondary Grant	\$	6,210,592	\$ 5,621,806
MCURES Performance Funding		13,913,100	14,501,886
MCURES Northern & Rural		12,750,764	12,648,000
Other MCURES Grant		4,749,116	2,047,516
Other Provincial Revenue		4,246,889	3,551,228
Tuition - Domestic		6,933,592	7,437,608
Tuition - International		28,943,136	15,420,987
Tuition - International Recovery Fee		1,286,245	742,500
Student Fees Revenue		4,571,781	3,486,114
Contract Training		3,744,704	2,898,000
Special Programs - Government and Other		5,210,439	4,579,259
Ancillary Operations		3,421,040	3,487,315
Facilities Renewal Fund (FRP)		2,313,574	2,470,000
Investment Income		4,568,911	2,000,000
Other Revenue		4,828,465	5,867,109
Deferred Capital Contribution		3,856,826	3,876,380
		111,549,174	90,635,708
Expenses			
Full Time Salaries & Benefits	\$	51,113,870	\$ 50,666,892
Part Time Salaries & Benefits		14,038,939	11,312,390
Plant and Property Maintenance		893,374	1,264,472
Utilities		1,476,458	1,820,000
Contract Services		12,653,426	12,312,323
Furniture & Equipment		683,032	314,030
Office and Instructional Supplies		3,955,306	3,855,189
Insurance		1,434,056	1,157,321
Professional Dues & Audit Fees		3,688,274	2,326,439
Bank and Other Charges		401,590	348,788
Scholarships and Tuition Set-Aside		524,418	754,126
Travel and Professional Development		1,011,172	1,171,348
Rental of Facilities		618,376	468,908
Miscellaneous		1,453,766	2,567,734
Telecommunications & Software		2,066,383	1,426,280
Capital Expenditures		-	62,130
Depreciation		5,420,838	5,237,319
Accretion		124,320	113,290
		101,557,598	97,178,979
Excess of revenue over expenses	\$	9,991,576	\$ (6,543,271)

Section 6: Budget Statement of Operations

The Confederation College of Applied Arts and Technology			
Statement of Financial Position			
As at	ACTUAL March 31, 2025	Change	BUDGET March 31, 2026
Assets			
Current			
Cash	\$ 56,406,352	\$ (22,537,533)	\$ 33,868,819
Current Portion of GIC Investments	19,776,219	8,941,936	28,718,155
Accounts receivable	3,988,976	493,709	4,482,685
Inventory	789,500	-	789,500
Current portion of notes and long-term receivable	273,565	9,000	282,565
Grants receivable	5,948,003	(2,944,257)	3,003,746
Prepaid expenses	1,759,567	(326,783)	1,432,784
	88,942,182	(16,363,928)	72,578,254
Investment portfolio - endowments restricted	14,011,716	400,600	14,412,316
GIC Investments	16,185,193	(517,328)	15,667,865
Notes and long-term receivable	5,876,227	(282,565)	5,593,662
Work in progress	3,766,605	6,289,818	10,056,423
Capital assets	77,974,557	(1,626,226)	76,348,331
	\$ 206,756,480	\$ (12,099,629)	\$ 194,656,851
Liabilities			
Current			
Accounts payable and accrued liabilities	\$ 23,202,346	\$ (6,245,249)	\$ 16,957,097
Deferred revenue	9,363,458	(2,391,644)	6,971,814
Vacation payable	3,188,622	144,196	3,332,818
Current portion of long-term debt	359,973	248,071	608,044
	36,114,399	(8,244,626)	27,869,773
Post-employment benefits and compensated absenc	2,450,000	200,000	2,650,000
Deferred capital contributions	55,882,859	(1,422,124)	54,460,735
Deferred capital contributions - work in progress	931,702	(590,505)	341,197
Asset Retirement Obligation	3,652,748	124,320	3,777,068
Public Private Partnership Obligations	13,137,079	(166,292)	12,970,787
Long-term debt	8,047,438	4,151,465	12,198,903
	120,216,225	(5,947,762)	114,268,463
Net Assets			
Unrestricted			
Operating	\$ 12,181,893	\$ (952,234)	\$ 11,229,659
Post-employment benefits and compensated absences	(2,450,000)	(200,000)	(2,650,000)
Vacation Pay	(3,188,622)	(144,196)	(3,332,818)
	6,543,271	(1,296,430)	5,246,841
Invested in capital assets	6,149,598	335,000	6,484,598
Internally and externally restricted	60,037,073	(5,591,037)	54,446,036
Endowments restricted	13,810,313	400,600	14,210,913
	79,996,984	(4,855,437)	75,141,547
	86,540,255	(6,151,867)	80,388,388
	\$ 206,756,480	\$ (12,099,629)	\$ 194,656,851

Appendix A: Five-year Capital Expenditure Project

Confederation College 5 Year Capital Plan							
Initiative	Funding Source	2025-26	2026-27	2027-28	2028-29	2029-30	5 Year Total
Capital Equipment & Renewal Fund (CERF)	MCU	\$ 216,000	\$ 216,000	\$ 216,000	\$ 216,000	\$ 216,000	\$ 864,000
Apprenticeship Capital Grant (ACG)	MLTSD	\$ 268,100	\$ 268,100	\$ 268,100	\$ 268,100	\$ 268,100	\$ 1,072,400
IT - Computer Lab Replacement	Operating Funds	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000
IT - E-Classroom Renewal	Operating Funds	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 560,000
IT - Computer Renewal	Operating Funds	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 480,000
Total Regular Capital		\$ 819,100	\$ 819,100	\$ 819,100	\$ 819,100	\$ 819,100	\$ 3,276,400

Major Capital Projects							
Initiative	Funding Source	2025-26	2026-27	2027-28	2028-29	2029-30	5 Year Total
Lake of the Woods Campus Improvements including KDSB Daycare	KDSB / Board Reserves	\$ 1,943,415	\$ -	\$ -	\$ -		\$ 1,943,415
MLA/MLS Expansion		\$ 300,000					\$ 300,000
New Trades & Apprenticeship Building	Board Reserves		\$ 500,000	\$ 10,000,000	\$ 25,000,000	\$ 10,000,000	\$ 45,500,000
Trades & Apprenticeship Equipment-Energy Projects	Board Reserves					\$ 5,000,000	\$ 5,000,000
	Debt Financing/Grant	\$ 7,400,911	\$ 6,773,655	\$ 182,292			\$ 14,356,857
Total Major Capital		\$ 9,644,326	\$ 7,273,655	\$ 10,182,292	\$ 25,000,000	\$ 15,000,000	\$ 67,100,272

Funding Source	2026-27	2027-28	2028-29	2029-30	Total
Board Reserves	\$ 913,000	\$ 500,000	\$ 10,000,000	\$ 20,000,000	\$ 41,413,000
Donations	\$ 341,197	\$ 363,207	\$ -	\$ -	\$ 704,403
FedNor	\$ -	\$ -	\$ -	\$ -	\$ -
NOHFC	\$ -	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 10,000,000
MCU	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
Other Grant Funding	\$ 1,550,895	\$ 1,650,939	\$ -	\$ -	\$ 3,201,834
Local Community & Partner Funding	\$ 1,030,415	\$ -	\$ -	\$ -	\$ 1,030,415
Debt Financing	\$ 5,508,818	\$ 4,759,509	\$ 182,292	\$ -	\$ 10,450,620
Total Capital Funding	\$ 9,644,326	\$ 7,273,655	\$ 10,182,292	\$ 25,000,000	\$ 67,100,272