



BUSINESS PLAN

2 0 2 6 / 2 0 2 7



Confederation
COLLEGE

Contents

Executive Summary	1
Section 1: Statement of Strategic Directions	3
Section 2: Year Six Results	5
Section 3: Major Initiatives and Capital Projects Relating to the Strategic Plan 2026-27	25
Section 4: Internal and External Factors	27
Section 5: Review and Assessment of Outcomes	32
Section 6: Budget Financial Statements	33
Appendix A: Five-year Capital Expenditure Project	35

Executive Summary

The 2026–2027 Business Plan serves as a critical framework aligning the College's financial and operational priorities with the Strategic Mandate Agreement (SMA4), Board Ends policies, and Confederation College's new 2026–2031 Strategic Plan. Developed during a period of significant transition within the postsecondary sector, this Business Plan reflects the College's continued focus on long-term sustainability, learner success, Indigenous reconciliation, regional partnerships, and future-ready learning opportunities across Northwestern Ontario.

The Business Plan supports the implementation of these strategic priorities by aligning resources and operational planning with the College's evolving mandate and regional workforce needs.

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 2026–27 amounts to approximately \$94.2 million in revenues and \$99.5 million in expenses, resulting in a deficit budget of \$5.3 million, compared to a budget deficit in 2025–26 of \$6.5 million. The projected deficit is to be funded by the College's unrestricted surplus funds of \$5.3 million. The college's capital budget for 2026–27 is \$14.3 million which includes \$2.5 million for regular capital expenditures.

The College's projected operating results for the 2026–27 budget are impacted by several major variances. There is a significant reduction in international tuition revenue, of approximately \$8.7 million. Ministry of Colleges, Universities, Research Excellence and Security (MCURES) grant funding is anticipated to increase by \$14.4 million compared to the 2025–26 budget.

Tuition projections are based on enrolment changes while the freeze on domestic tuition rates has been lifted, and we are projecting a 2% rate increase on full-time tuition. 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 \$1.0 million from 2025–2026 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 international 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 2026–2027 Business Plan.



Section 1 | Statement of Strategic Directions



As Confederation College completes the extended 2020–2026 Strategic Plan, Kaa-anokaatekin (“work that is now carried”), the College is also launching its new 2026–2031 Strategic Plan, marking an important transition for the institution. Over the past six years, the Strategic Plan has guided the College through a period of significant change and growth, reinforcing its commitment to learners, communities, and regional development across Northwestern Ontario. The extension of the previous plan by one year allowed the College to respond thoughtfully to rapid changes in the postsecondary landscape, including evolving learner needs, demographic shifts, workforce demands, and the impacts of new international student study permit regulations.

The new 2026–2031 Strategic Plan builds on this foundation and establishes a renewed institutional direction focused on learner success, Indigenous leadership and reconciliation, regional partnerships, future-ready learning, and organizational sustainability. The College’s mission is to create opportunities through applied learning, career-focused training, and partnerships

that support Northwestern Ontario. Its vision is to be a leading college shaping education through innovation, partnerships, and community connection across the region.

The Strategic Plan is grounded in the institutional values of Integrity, Relationships, Continuous Improvement, Stewardship, and Respect. These values guide decision-making and reinforce the College’s commitment to accountability, collaboration, sustainability, cultural humility, and reconciliation.

The new Strategic Plan is organized around five strategic pillars, grounded by a pillar focused on Indigenous Leadership and Reconciliation, as well as the following:

- Learner Access, Success, and Belonging
- Regional and System Partnerships
- Organizational Sustainability and Agility
- Future-Ready Learning and Innovation

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

Mission

Confederation College creates opportunities through applied learning, career-focused training, and partnerships that support Northwestern Ontario.

Vision

A leading college shaping education through innovation, partnerships, and community connection across Northwestern Ontario.

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

Integrity

We act with sincerity and accountability, making decisions that support the long-term success of the College and the communities we serve.

Relationships

We build strong, respectful relationships across our College and with our partners, creating pathways and opportunities throughout Northwestern Ontario.

Continuous Improvement

We learn, adapt, and grow, embracing new ideas and approaches to better serve learners and respond to a changing world.

Stewardship

We care for our people, resources, and environment, supporting a sustainable future for our College and communities.

Respect

We foster trust through cultural humility and accountability, honouring Indigenous knowledge and advancing reconciliation in all that we do.

A woman with dark hair, wearing a high-visibility yellow and orange safety vest over a dark jacket, is shown in profile, looking down and writing in a yellow notebook with a black pen. The background is a blurred outdoor setting. The entire image has a semi-transparent blue overlay.

Section 2: Year Six Results

Over 2025–2026, Confederation College completed the final year of its extended Strategic Plan, Kaa-anokaatekin (“work that is now carried”), concluding a six-year period focused on strengthening learner success, Indigenous reconciliation, regional partnerships, and institutional sustainability. The completion of the Strategic Plan marks a significant milestone for the College and provides the foundation for the launch of the new 2026–2031 Strategic Plan.

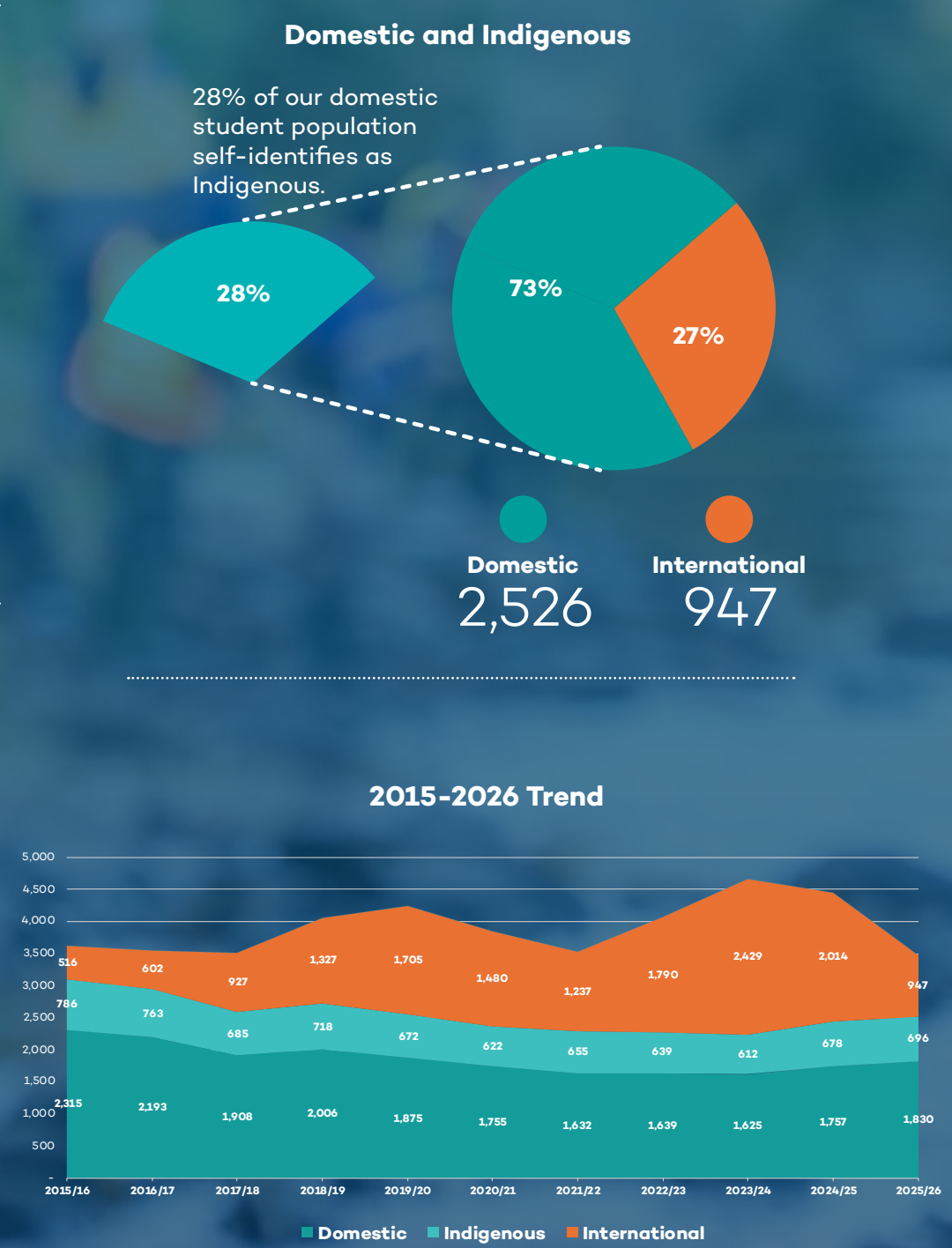
The final year of the plan was characterized by both resilience and progress as the College continued to respond to a rapidly evolving postsecondary landscape. Throughout the year, Confederation College navigated ongoing enrolment pressures related to Immigration, Refugees and Citizenship Canada (IRCC) policy changes, workforce shortages across the region, demographic shifts, and increasing financial pressures facing Ontario colleges.

Despite these challenges, the College continued to advance strategic initiatives across all four pillars of the Strategic Plan. Overall plan progress reached 97%, with most strategic initiatives completed or substantially advanced and planned to be carried into the new plan.

Pillar 1 | Access and Success

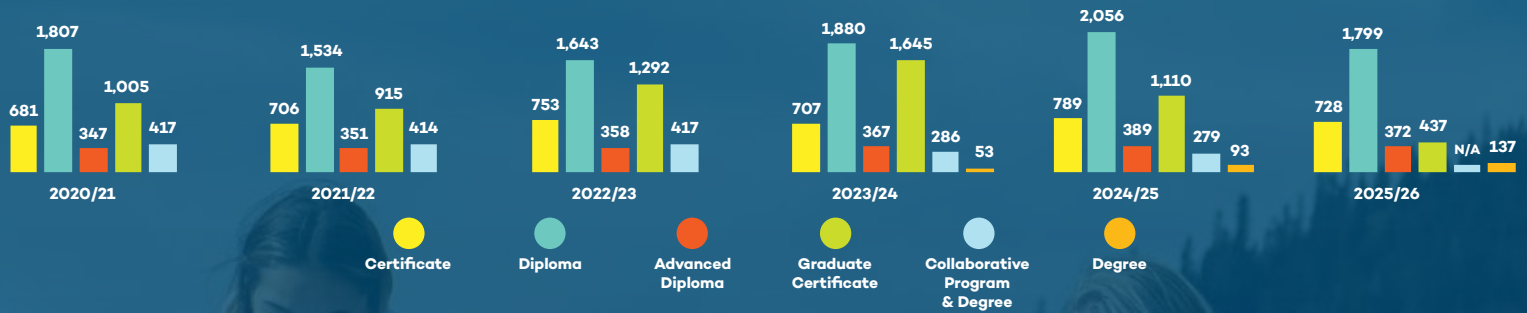
Confederation College creates a positive, supportive environment that attracts students and meets their educational objectives.

Full-time Postsecondary Enrolment by Student Group

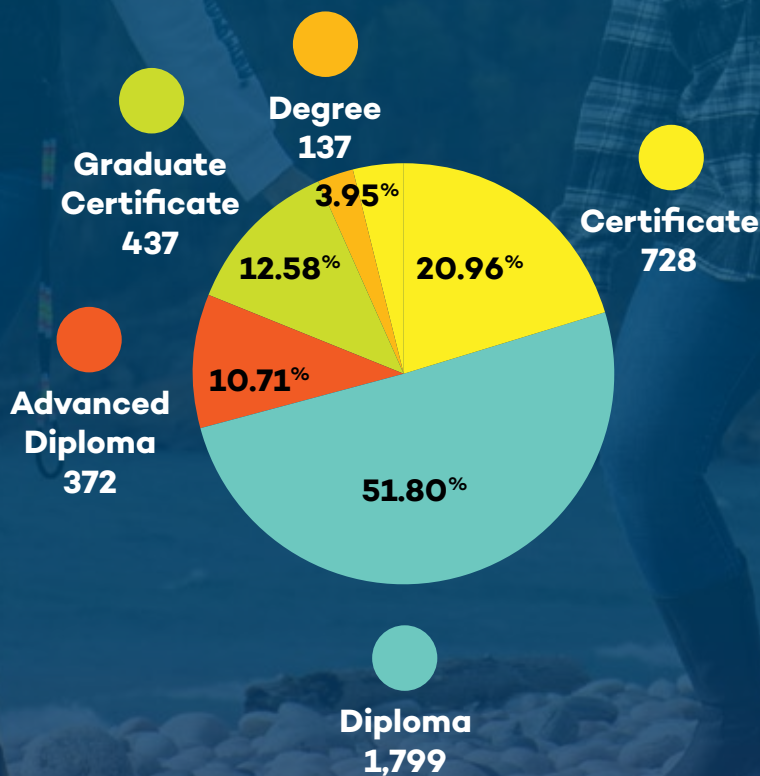


Pillar 1 | Access and Success

6-YEAR ENROLMENT ACROSS STUDENT GROUPS



2025/26 ENROLMENT BY CREDENTIAL TYPE



Pillar 1 | Access and Success | Goal 1.1

Offer multiple pathways for student success through flexible programming.



WATCH OUR STORY

This is **OPERATOR IN TRAINING**

Engaged 28 First Nation communities through an operator-in-training water treatment course, utilizing iPads and VR technology, with further technology integration underway via ISC funding.

Pillar 1 | Access and Success | Goal 1.1

Offer multiple pathways for student success through flexible programming.

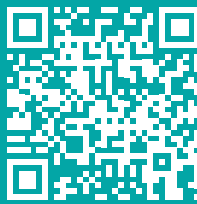
AVIATION



Confederation College hosted its annual Aviation Day, connecting students and the public with more than 20 employers and highlighting strong demand for skilled aviation professionals. Approximately 350 people attended, making this the largest event yet.



20+
aviation
employers
on site!



WATCH OUR STORY

This is CHARITY NECAN

A Social Services Worker student completed a placement at Vance Chapman School by leading a Powwow and Drum Circle, creating an opportunity for students to learn about Anishinaabe culture and traditions.



Partnership with Seven Generations Educational Institute



In June 2026, Confederation College and Seven Generations Education Institute (SGEI) signed a Relationship Agreement to strengthen access to postsecondary education across Northwestern Ontario.

Key outcomes include:

- Partnership-delivered programming through SGEI by September 2027, with Confederation College remaining the credential-granting institution and providing academic oversight.
- Advances the College's Indigenous Reconciliation Action Plan through partnership with an Indigenous-led postsecondary institution.
- Supports a sustainable and fiscally responsible model for delivering high-quality postsecondary education.
- Strengthens learner access through community-based, culturally grounded education and regional collaboration.



Partnership with the Royal Canadian Navy



A new five-year partnership with the Royal Canadian Navy will provide Confederation College students with expanded access to hands-on training, recruitment pathways, and aligned career opportunities. The College and Royal Canadian Air Force will have a similar partnership.

Pillar 1 | Access and Success | Goal 1.2

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



WATCH OUR STORY

This is **OPPORTUNITY**

The College has introduced a new brand campaign anchored by the “This is Opportunity Knocking” message, reinforcing its connection to industry and career-ready training.



Student Refugee Program

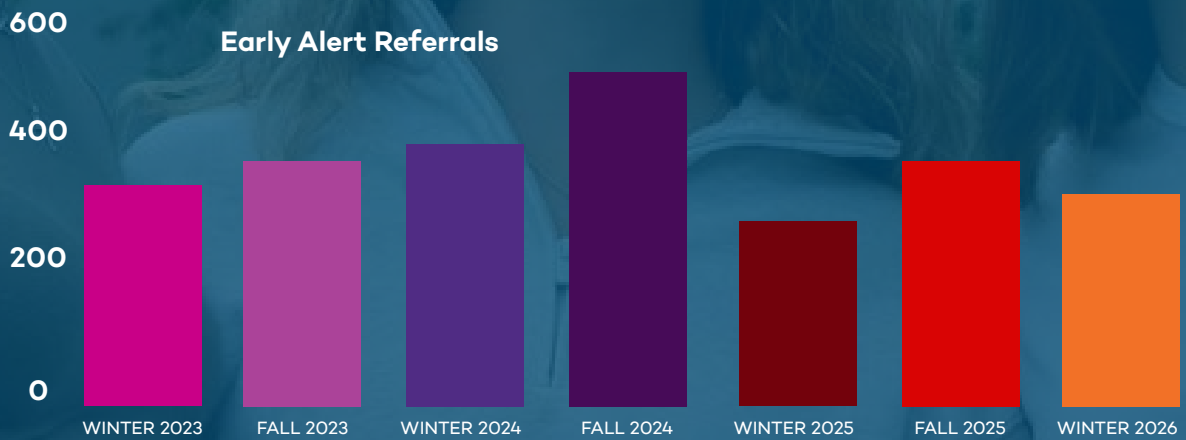


Confederation College marked five years of the Student Refugee Program, reflecting its ongoing commitment to access, inclusion, and student success.

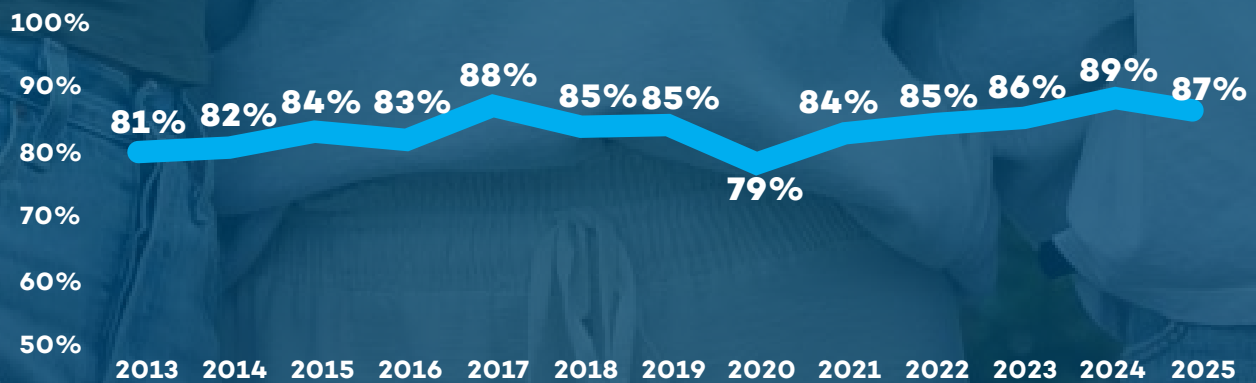
Partnership with the Royal Canadian Navy



Confederation College has launched the Canarector Foundation Scholars Program, supported by a \$500,000 investment to provide financial support and mentorship to 200 skilled trades students over five years.



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 - Semester 2 Retention

Pillar 2 | Indigenous Learning

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



WATCH OUR STORY

Confederation College introduced an Indigenous student experience survey and formalized an honourarium policy to strengthen engagement with Elders, Knowledge Keepers, and community contributors.

Indigenous
student
applicants

29%
(1041)

First year
Indigenous
student
enrolment

26%
(471)


4 seasons of
reconciliation

98%
completion rates

Confederation College has introduced a multi-year Indigenous Reconciliation Action Plan to strengthen Indigenous education, student supports, and community partnerships.

5,317
PROSPECTIVE INDIGENOUS STUDENTS

Indigenous students
Postsecondary opportunities

An 11-week tour across Ontario and Northern Quebec engaged 5,317 prospective Indigenous students, advancing the objective of encouraging exploration of postsecondary opportunities.

Up 14%

1 ILO	2-4 ILO	5-6 ILO	7 ILO
96%	92%	82%	67%

Programs with Indigenous Learning Outcomes (ILO) Implemented

Pillar 2 | Indigenous Learning | Goal 2.2

Engage in meaningful relationship building with Indigenous communities and organizations.



Confederation College is introducing the IL7 cultural awareness program in partnership with ORIGIN, supporting institution-wide learning grounded in the Seven Grandfather Teachings.



The installation of the Fort William First Nation flag at the Thunder Bay campus, reflects the institution's ongoing commitment to Indigenous visibility and reconciliation.

Investment in local artwork



The west entrance of the Shuniah building has been redecorated with an art display by local artist, Ryan Pooman, and a canoe, built and decorated by students.

Indigenous pathways event



Indigenous pathways event drew 120 participants, highlighting the programs and services available at the college.

Pillar 3 | Institutional Excellence

Operate and communicate efficiently, effectively and transparently

Goal 3.2 -

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



The Climate Challenge Network's 2025 top energy performing universities and colleges, ranked 10th overall for energy efficiency



Community garden re-launch





CSLA | AAPC

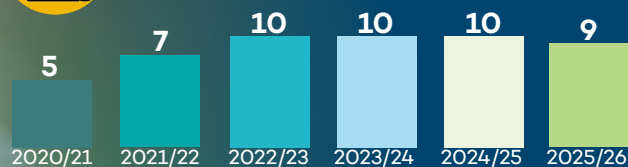
Canadian Society of Landscape Architects
Association des architectes paysagistes du Canada

Award of Excellence

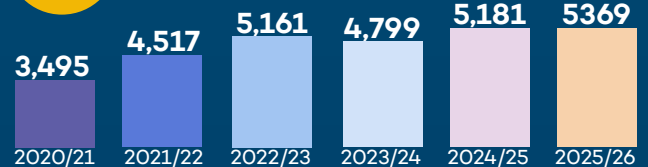
2026 | Small-Scale Public Landscapes



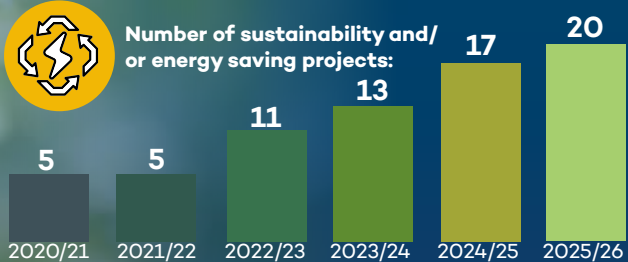
Number of programs delivered through Asynchronous Online Learning:



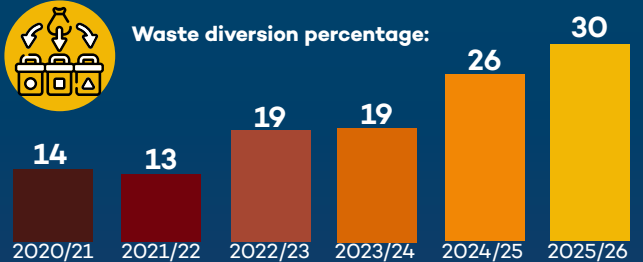
Number of students registered in online courses:



Number of sustainability and/or energy saving projects:



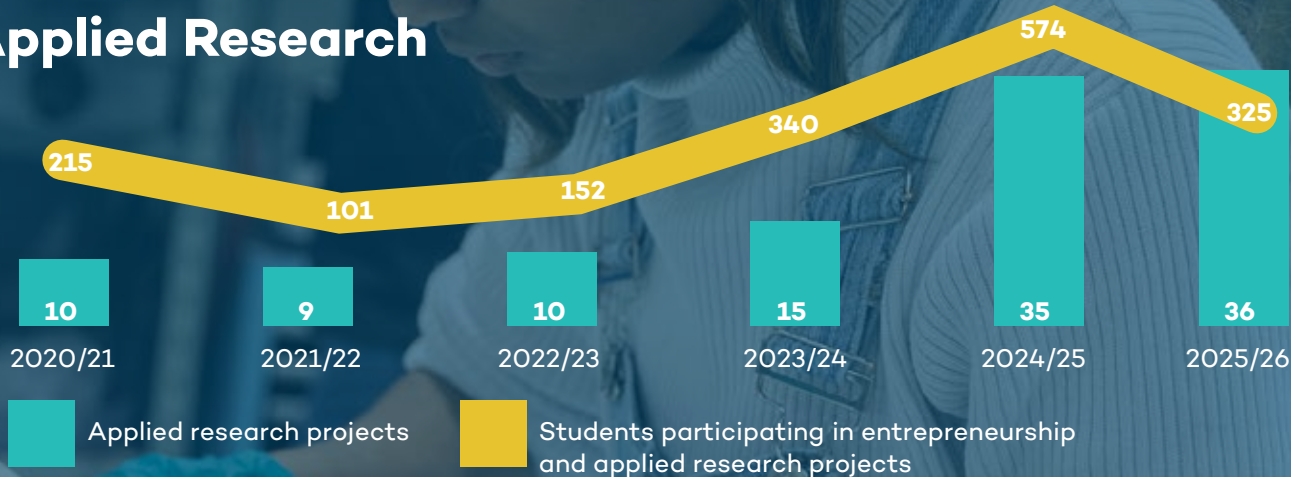
Waste diversion percentage:



Pillar 3 | Institutional Excellence | Goal 3.1

Operate and communicate efficiently, effectively and transparently.

Applied Research



"...FORCING UNIVERSITIES AND COLLEGES TO
**REDUCE SERVICES, CUT PROGRAMS,
AND LAY OFF STAFF."**

"THE FINANCIAL SUSTAINABILITY
OF **ONTARIO'S POSTSECONDARY**
SECTOR IS 'AT SERIOUS RISK'"

"WILL ONTARIO ANSWER CALLS FOR INCREASED POSTSECONDARY FUNDING AND TUITION?"

UNIVERSITY AFFAIRS

"DEVASTATED' OVER CLOSURE OF
MOHAWK COLLEGE'S CITY SCHOOL"

"THOUSANDS FEWER
INTERNATIONAL STUDENTS"



WATCH OUR STORY

This is
ADVOCACY

Advocacy for funding changes and
successfully increasing our grant by

12 MILLION



Pillar 4 | Community Prosperity

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



WATCH OUR STORY

This is
DANIEL

College has begun a series on YouTube, highlighting stories of successful alumni. First video is on the College YouTube channel.

Formal partnership



Confederation College and the City of Thunder Bay have launched a formal partnership to strengthen collaboration on workforce development, innovation, and community priorities.

Grid Innovation Funding



Confederation College has received \$3.2 million in Grid Innovation Funding to advance applied research into large-scale heat pump systems and energy efficiency solutions.

Pillar 4 | Community Prosperity | Goal 4.1

Engage in community-based partnerships, applied research and training initiatives, promoting relationship building and community development to support the student experience and help communities prosper and diversify.



WATCH OUR STORY

This is **IMMERSIVE MINING TRAINING**

Building on a successful pilot, Confederation College is advancing its Immersive Mining Training Program to support workforce development through innovative, technology-enabled training.

**Students in
real-world
projects**

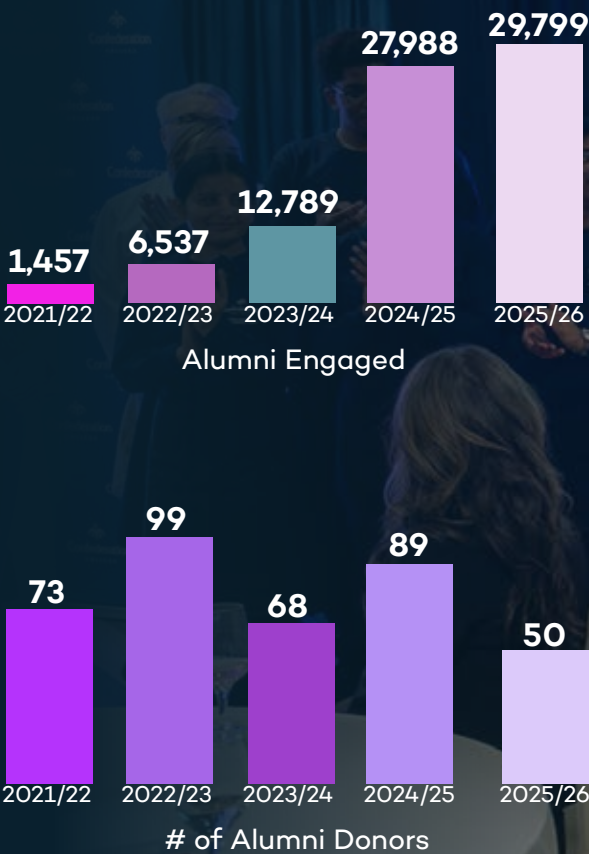
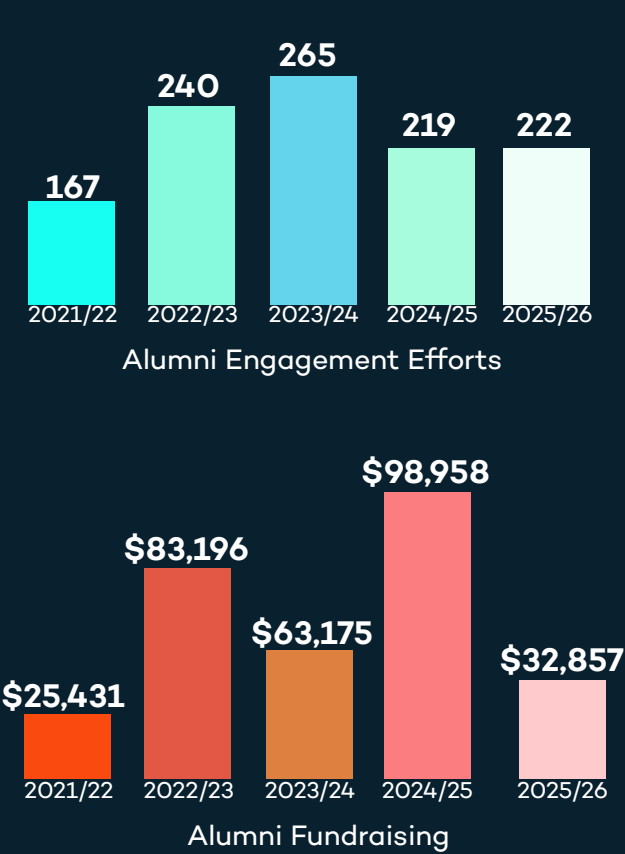


Applied Research at Confederation College is engaging students in real-world projects with partners such as Dilico Anishinabek Family Care and the Thunder Bay Museum, delivering digital tools and interactive public education experiences.

Pillar 4 | I Community Prosperity | Goal 4.2

Strengthens relationships with and celebrates Confederation College alumni.

Increased alumni engagement through targeted outreach with faculty.



The 30th annual Community Partners' Evening at Confederation College brought together more than 200 attendees and raised approximately \$60,000 in support of student success.

30
YEARS
ONE MILLION
RAISED

Section 3: Major Initiatives and Capital Projects Relating to the Strategic Plan 2026-27

Confederation College is advancing several 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 2026-2027:

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

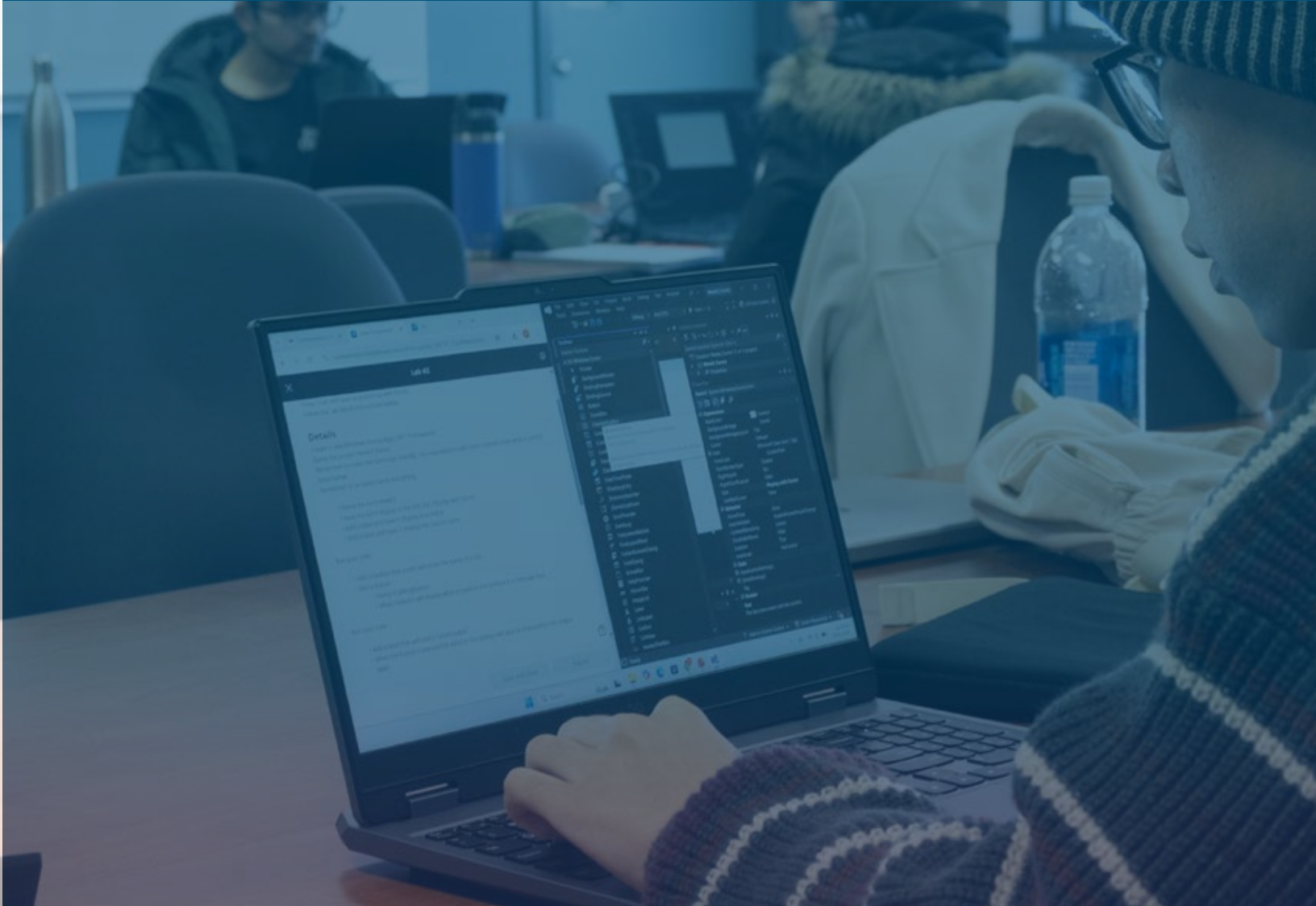
The Teaching and Learning Centre: In 2025-2026 the College established a Centre of Teaching and Learning to enhance the quality of education and respond to the changing educational landscape. The team at the Centre focus on building resources for faculty and academic schools as the College modernizes its programming and delivery. This will align with the College's overarching strategic direction for changing program mix and modernizing programs. This initiative will continue for the upcoming 2026-2027 year as well.

CRM Software Implementation: As part of the Information Technology Roadmap initiative, the College will continue to pursue the implementation of the CRM over the next year. This software will enhance personalized engagement and support throughout the student lifecycle, aiming to increase enrollment, student satisfaction, and retention rates. Continues as a funded initiative in 2026-2027

New Trades Building: At 45 years old, the current Trades facility has exceeded its expected lifespan and was initially constructed as a temporary structure. Confederation College continues to seek funding opportunities for a new Trades and Apprenticeship Building designed to promote, celebrate, and elevate skilled trades. With the increase in demand for skilled trades workers, a new building or retrofit will allow us to add new programs and expand seats in existing programs 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.

Over the course of the year, the College conducted a space utilization study to determine the best utilization of existing space within the buildings, and determine the space required to deliver new and expanded trades programs. Through this study the College was able to determine which programs could be accommodated within the current footprint of the McIntyre building, reducing the footprint of additional square footage required for a new Trades building.

Energy Conservation Projects: Confederation College continues with the implementation of several energy savings projects, in partnership with Utility providers. These capital investments will result in cost savings, reduction of greenhouse gas emissions and revenue generation opportunities. The projects include the installation of two 1 MW natural gas peak shaving generators, a new building automation system, and participation in the Grid Innovation Fund, a partnership with the Independent Electricity System Operator (IESO) continues as a funded initiative in 2026-2027.



Facility Maintenance: The Ministry of Colleges, Universities, Research Excellence and Security (MCURES) has not yet released the Facilities Renewal Program (FRP) funding for 2026-2027. The budget is based on an allocation of \$2.6 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 renovation of Ryan Hall, estimated to cost approximately \$2.2 million.

AI Strategy development: The College has completed phase 1 of its artificial intelligences (AI) corporate strategy, which included an environmental scan, stakeholder engagements on use of AI in the workplace and the College's vision and guiding principles on the use of AI. For 2026-2027, the College will complete phase 2 and 3 of the strategy which includes the development of the institutional framework, guiding principles and governance structures.

Veterinary Technician Program Partnership: Confederation College has submitted a proposal to MCURES for a Collaborative Veterinary Technician Program, developed with Seneca Polytechnic to address the critical shortage of veterinary professionals in Northwestern Ontario. The program is designed first and foremost to meet the needs of northern, rural, and remote communities, including 88 of Ontario's 133 First Nation communities, which rely heavily on Confederation's regional presence.

Our North–South delivery model leverages Seneca's established expertise in Veterinary Technician education while ensuring that learners in Northwestern Ontario can access high-quality training without leaving their home region. Through digital infrastructure and advanced audio-visual connections, students will be able to complete their program in the North, strengthening local capacity and supporting regional workforce, health, agricultural, and community-development priorities.

Section 4: Internal and External Factors

The College routinely analyzes local, regional, and provincial data to support evidence-informed planning and decision-making. For the development of this plan, labour market and demographic reports from Lightcast, Northern Policy Institute, and Statistics Canada were reviewed to better understand current and projected workforce trends, demographic shifts, and regional economic needs across Northwestern Ontario.

Overall, the data indicates that labour market demand across the Thunder Bay District and Northwestern Ontario is expected to remain strong in the coming years, driven by an aging population, workforce retirements, and continued out-migration. At the same time, employers across multiple sectors continue to experience skilled labour shortages, increasing the need for accessible postsecondary education, workforce development, and community-based training opportunities. Key insights from demographic trends, institutional data, and regional labour market outlooks are summarized below:

Student Demographics

In 2025–2026, Confederation College continued to support learner access and success across Northwestern Ontario, serving 6,662 students, including 3,480 full-time postsecondary learners. The College maintained a strong focus on equity, accessibility, and regional responsiveness, supporting diverse learner populations including Indigenous, First Generation, international, and students with disabilities. Enrolment growth also continued in skilled trades and apprenticeship programming, reaching 365 students.

The College also strengthened pathways and regional access to education through academic upgrading, dual-credit programming, transfer agreements, and community partnerships. Indigenous students represented 28% of the domestic student population and were enrolled across more than 60 programs, while regional and distance learners accounted for 11% of postsecondary enrolment. Confederation College also continued to expand flexible and innovative learning opportunities, including asynchronous online programming, applied research activity, and community-based workforce training across Northwestern Ontario.

Staff Demographics

Three employees retired by December 31st, 2025, representing 0.75% of our full-time complement (409 employees). So far in 2026, five employees have indicated their intention to retire by August 31, 2026, moving the percentage to 2%. 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 Community Immigration Pilot (RCIP) 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 across Northwestern Ontario indicate continued growth in sectors connected to health care, community services, transportation, education, and skilled trades. Labour market projections for 2026–2031, based on Lightcast Canadian labour market data, show the strongest job growth occurring in Health Care and Social Assistance, which is expected to add more than 3,000 jobs over the five-year period, representing an 11% increase. Additional growth is projected in Transportation and Warehousing, Professional, Scientific and Technical Services, Construction, Educational Services, and Accommodation and Food Services. These trends highlight continued opportunities for Confederation College to align new and existing programming with evolving regional workforce and community needs.

Occupational projections further reinforce growing demand for graduates in health, human services, transportation, and technical fields. Nursing and allied health professions are expected to see the largest increase in employment opportunities, with over 1,000 additional positions projected by 2031, alongside significant growth in assisting occupations in health services, therapy and assessment professions, and community and education support roles. Strong growth is also anticipated for transport truck and transit drivers, policy and program professionals, and technical occupations supporting health and rehabilitation services. Findings from the Northern Policy Institute similarly identified childcare, construction, health care, and mining as priority workforce sectors expected to remain in high demand across Northwestern Ontario over the coming years (Rizzuto & Lefebvre, 2023).

Section 5: Internal and External Factors

Fastest Growing Occupations across Northwestern Ontario

Industry	2026 Jobs	2031 Jobs	Change in Jobs (2026- 2031)	% Change
Health care and social assistance	27,345	30,404	3,059	11%
Public administration	16,067	16,548	481	3%
Transportation and warehousing	8,904	9,358	454	5%
Educational services	11,045	11,427	382	3%
Professional, scientific and technical services	4,936	5,269	333	7%
Retail trade	13,122	13,422	300	2%
Administrative and support, waste management and remediation services	3,898	4,198	300	8%
Accommodation and food services	9,846	10,121	275	3%
Other services (except public administration)	5,122	5,392	270	5%
Construction	7,389	7,634	245	3%

Fastest Growing Occupations across Northwestern Ontario

Occupation	2026 Jobs	2031 Jobs	Change in Jobs (2026- 2031)	% Change
Nursing and allied health professionals	5,235	6,256	1,021	20%
Assisting occupations in support of health services	3,965	4,636	671	17%
Paraprofessional occupations in legal, social, community and education services	4,881	5,249	368	8%
Transport truck and transit drivers	2,204	2,562	358	16%
Policy and program researchers, consultants and officers	1,481	1,821	340	23%
Technical occupations in therapy and assessment	1,364	1,697	333	24%
Cashiers and other sales support occupations	3,976	4,166	190	5%
Office support and court services occupations	2,686	2,851	165	6%
Machinery and transportation equipment mechanics (except motor vehicles)	3,096	3,261	165	5%
Therapy and assessment professionals	873	1,032	159	18%

Section 5: Internal and External Factors

Political Landscape

It is essential to recognize the increasingly complex and competitive postsecondary landscape within Confederation College's catchment area. Regional institutions such as Oshki-Pimache-O-Win: The Wenjack Education Institute and Seven Generations Education Institute continue to expand regionally based programming that aligns closely with areas of delivery at Confederation College. At the same time, the College maintains strong collaborative relationships with both organizations, including sponsorship pathways and community-based education partnerships. Lakehead University also remains an important regional partner through collaborative pathways, articulation agreements, and transfer opportunities that support learner mobility across Northwestern Ontario.

The provincial government has launched Strategic Mandate Agreement 4 (SMA4), which continues Ontario's performance-based funding framework while placing increased emphasis on areas such as student outcomes, labour market responsiveness, financial sustainability, skilled trades, and institutional accountability. These changes continue to reshape institutional planning, enrolment management, and program development priorities across the sector.

Lastly, the Ontario government's new \$6.4 billion postsecondary funding framework signals a major shift for the college sector, with increased operating funding, support for high-demand workforce programs, and renewed focus on institutional sustainability and accountability. The changes are expected to provide greater financial stability for Ontario colleges following several years of sector-wide pressure related to inflation, frozen tuition, and declining international enrolment, while also encouraging growth in areas such as skilled trades, health care, technology, and applied learning.

Section 6: Review and Assessment of Outcomes

Confederation College maintains a transparent and integrated approach to monitoring institutional performance and assessing progress toward its strategic priorities, Board Ends policies, and Strategic Mandate Agreement (SMA4) commitments. Institutional outcomes are reviewed and communicated through several key reporting and governance mechanisms:

- **President's Monitoring Report:** Presented annually to the Board of Governors and made publicly available, this report includes the Executive Limitations Summary and Ends Monitoring Report, measuring progress against the Strategic Plan and Board Ends policies.
- **Mid-Year Strategic Plan Review:** The College conducts a mid-year review to assess progress on strategic initiatives, monitor key metrics, and identify emerging priorities and challenges.
- **Indigenous Initiatives Reporting:** Regular updates on Indigenous Learning initiatives and reconciliation efforts are provided through the Negahneewin Council and Negahneewin Education Circle to support accountability and collaboration.
- **Annual Report to the Community and Board of Governors:** This report summarizes institutional achievements, operational performance, financial results, and progress related to strategic priorities and key performance indicators.
- **Strategic Mandate Agreement (SMA4) Reporting:** Institutional metrics tied to SMA4 are reviewed, validated, and reported annually in collaboration with the Ministry of Colleges, Universities, Research Excellence and Security.
- **Leadership and Operational Reporting:** Regular updates on strategic initiatives, enrolment, financial performance, and operational priorities are provided to the President and Leadership Team to support informed decision-making and continuous improvement.
- **Advisory College Council Engagement:** Regular meetings with the Advisory College Council provide opportunities to share updates, discuss institutional initiatives, and gather feedback from students and employees across the College community.

Section 6: Budget Statement of Operations

For fiscal 2026-2027, the College is projecting a deficit budget of \$5.3 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 \$8.7 million, \$0.4 million in student fees. The decrease in international tuition revenues is slightly offset by a projected increase in domestic tuition revenue of \$0.5 million. MCURES revenue is budgeted to be \$12.6 million higher than the prior year. This does not include additional funding announced after the board approval of the budget. The College will continue to monitor and review enrolments and look for opportunities for partner collaboration and new programming offerings.

The Confederation College of Applied Arts and Technology

For the year ended March 31	Statement of Operations	
	ACTUAL 2026	BUDGET 2027
Revenue		
MCURES Post Secondary Grant	\$ 5,845,934	\$ 8,207,098
MCURES Performance Funding	14,312,547	15,241,754
MCURES Northern & Rural	12,750,764	19,100,000
Other MCURES Grant	4,702,540	4,915,447
Other Provincial Revenue	4,077,640	4,040,166
Tuition - Domestic	7,819,836	7,958,113
Tuition - International	14,655,274	6,713,149
Tuition - International Recovery Fee	700,666	384,000
Student Fees Revenue	3,155,408	2,777,318
Contract Training	3,056,294	2,847,099
Special Programs	5,555,114	4,791,362
Ancillary Operations	3,511,751	3,446,264
Facilities Renewal Fund (FRP)	2,680,600	2,680,600
Investment Income	3,004,209	2,000,000
Other Revenue	6,195,201	5,129,567
Amortization of Deferred Capital Contributions	3,887,787	3,993,540
	95,911,565	94,225,477
Expenses		
Full Time Salaries & Benefits	\$ 49,537,410	\$ 51,555,895
Part Time Salaries & Benefits	13,318,127	11,812,644
Plant and Property Maintenance	856,920	1,625,040
Utilities	1,748,444	1,842,253
Contract Services	13,113,616	12,022,634
Furniture & Equipment	922,071	586,647
Office and Instructional Supplies	4,162,779	4,126,568
Insurance	892,155	891,862
Professional Dues & Audit Fees	1,113,584	1,488,768
Bank and Other Charges	296,690	357,817
Scholarships and Tuition Set-Aside	954,064	814,127
Travel and Professional Development	1,083,265	1,444,373
Rental of Facilities	520,933	558,030
Miscellaneous	1,641,791	1,607,228
Telecommunications & Software	2,393,084	3,113,684
Depreciation	5,370,791	5,536,330
Accretion	93,039	126,579
	98,018,763	99,510,481
Excess (deficiency) of revenue over expenses	\$ (2,107,198)	\$ (5,285,004)

Section 6: Budget Statement of Operations

The Confederation College of Applied Arts and Technology Statement of Financial Position

As at	ACTUAL March 31, 2026	Change	BUDGET March 31, 2027
Assets			
Current			
Cash	\$ 44,212,195	\$ (9,722,557)	\$ 34,489,638
Current Portion of GIC Investments	5,763,035	(763,035)	5,000,000
Accounts receivable	3,842,998	155,000	3,997,998
Inventory	862,275	(62,275)	800,000
Current portion of notes and long-term receivable	278,863	137	279,000
Grants receivable	1,369,707	1,528,775	2,898,482
Prepaid expenses	1,860,895	101,328	1,962,223
	58,189,968	(8,762,627)	49,427,341
Investment portfolio - endowments restricted	15,789,309	1,500,000	17,289,309
GIC Investments	36,399,671	1,387,949	37,787,620
Notes and long-term receivable	5,583,526	150,000	5,733,526
Construction in progress	8,127,129	(3,127,129)	5,000,000
Capital assets	73,845,099	11,313,102	85,158,201
	\$ 197,934,702	\$ 2,461,295	\$ 200,395,997
Liabilities			
Current			
Accounts payable and accrued liabilities	\$ 19,311,287	\$ (179,686)	\$ 19,131,601
Deferred revenue	8,372,879	(391,546)	7,981,333
Vacation payable	3,180,248	(280,974)	2,899,274
Current portion of long-term debt	370,069	11,061	381,130
	31,234,483	(841,145)	30,393,338
Post-employment benefits and compensated absences	2,560,000	110,000	2,670,000
Deferred capital contributions	53,152,432	2,591,355	55,743,787
Deferred capital contributions - construction in progress	364,042	4,635,958	5,000,000
Asset Retirement Obligation	3,793,707	126,579	3,920,286
Public Private Partnership Obligations	12,970,787	(166,292)	12,804,495
Long-term debt	7,677,369	(381,130)	7,296,239
	111,752,820	6,075,325	117,828,145
Net Assets			
Unrestricted			
Operating	\$ 11,025,252	\$ (3,529,340)	\$ 7,495,912
Post-employment benefits and compensated absence	(2,560,000)	(110,000)	(2,670,000)
Vacation Pay	(3,180,248)	280,974	(2,899,274)
	5,285,004	(3,358,366)	1,926,638
Invested in capital assets	9,803,040	5,892,482	15,695,522
Internally and externally restricted	55,730,326	(7,648,146)	48,082,180
Endowments restricted	15,363,512	1,500,000	16,863,512
	80,896,878	(255,664)	80,641,214
	86,181,882	(3,614,030)	82,567,852
	\$ 197,934,702	\$ 2,461,295	\$ 200,395,997

Appendix A: Five-year Capital Expenditure Project

Capital Funding Sources						
Sources of Funds	2026/27	2027/28	2028/29	2029/30	2030/31	5 Year Total
Regular Capital						
College Operating Funds	\$ 1,387,832	\$ 1,415,000	\$ 1,415,000	\$ 1,415,000	\$ 1,415,000	\$ 7,047,832
College Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advancement / Fundraising	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Ontario Vehicle Innovation Network (OVIN)	\$ 262,500	\$ -	\$ -	\$ -	\$ -	\$ 262,500
Employment and Social Development Canada (ESDC)	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Federal Economic Development Agency for Northern Ontario (FedNor)	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ 180,000
Independent Electricity System Operator (IESO)	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 150,000
MCURES - College Equipment Renewal Fund (CERF)	\$ 242,600	\$ 243,000	\$ 243,000	\$ 243,000	\$ 243,000	\$ 1,214,600
Thunder Bay Regional Health Sciences Foundation (TBRHSC)	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total Regular Capital Funds	\$ 2,502,932	\$ 1,908,000	\$ 1,908,000	\$ 1,858,000	\$ 1,858,000	\$ 10,034,932
Major Capital						
To Be Determined (TBD)	\$ 5,000,000	\$ 10,300,000	\$ 5,100,000	\$ -	\$ -	\$ 20,400,000
College Reserve Funds	\$ 6,774,000	\$ 183,000	\$ -	\$ -	\$ -	\$ 6,957,000
Total Major Capital Funds	\$ 11,774,000	\$ 10,483,000	\$ 5,100,000	\$ -	\$ -	\$ 27,357,000
Total Capital Funding	\$14,276,932	\$ 12,391,000	\$ 7,008,000	\$ 1,858,000	\$ 1,858,000	\$ 37,391,932

Capital Summary						
	2026/27	2027/28	2028/29	2029/30	2030/31	5 Year Total
Total Capital Funding	\$ 14,276,932	\$ 12,391,000	\$ 7,008,000	\$ 1,858,000	\$ 1,858,000	\$ 37,391,932
Total Capital Expenditures	\$ 14,250,081	\$ 14,359,019	\$ 8,319,421	\$ 4,402,543	\$ 7,121,477	\$ 48,452,542
Excess/(Deficiency)	\$ 26,851	\$ (1,968,019)	\$ (1,311,421)	\$ (2,544,543)	\$ (5,263,477)	\$ (11,060,610)

Appendix A: Five-year Capital Expenditure Project

Enrolment By Term							
	Actual 2021/2022	Actual 2022/2023	Actual 2023/2024	Actual 2024/2025	Budget 2025/2026	Actuals / Forecast 2025/2026	Budget 2026/2027
Spring							
Domestic.....	227	227	260	274	200	340	252
International	488	679	997	987	383	407	123
Spring Total	715	906	1,257	1,261	583	747	375
Fall							
Domestic.....	2,054	1,971	2,056	2,182	2,172	2,327	2,344
International	612	1,054	1,594	1,462	731	663	433
Fall Total	2,666	3,025	3,650	3,644	2,903	2,990	2,777
Winter							
Domestic.....	1,803	1,799	1,837	2,056	1,876	1,922	1,922
International	963	1,370	1,788	1,355	866	579	579
Winter Total	2,766	3,169	3,625	3,411	2,742	2,501	2,501
Total Fiscal Enrolment	6,147	7,100	8,532	8,316	6,228	6,238	5,653
Total Domestic Enrolment.....	4,084	3,997	4,153	4,512	4,248	4,589	4,629
Total International Enrolment	2,063	3,103	4,379	3,804	1,980	1,649	1,024