

2024/25
Business
Plan



Confederation
COLLEGE

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Executive Summary

The 2024-2025 Business Plan serves as a crucial framework that aligns our budgeted resources with our Strategic Mandate Agreement (SMA3), Board Ends policies, and the College's 2020-2025 Strategic Plan (Kaa-aanokaatekin – Work that is now carried). This plan aims to respond to significant social, economic, and demographic changes occurring in Northwestern Ontario.

Our previous years' achievements have positioned us for continued growth and success as we enter the final year of our strategic plan. Specifically, the Business Plan for 2024-2025 places a strong emphasis on supporting the goals, metrics, and objectives associated with our four strategic pillars: Access and Success, Indigenous Learning, Community Prosperity, and Institutional Excellence. To ensure effective alignment, we have allocated budget resources to these pillars and our Board Ends policies.

The projected budget for 2024-2025 amounts to approximately \$106.1 million in revenue and a capital budget of \$3.7 million, which includes \$1.8 million for regular capital expenditures. While the College foresees a surplus of \$5.8 million for the upcoming year, it is important to note that this represents an unfavorable variance compared to the previous year's surplus of \$13.7 million. The return to pre-pandemic levels of expenses, particularly in areas such as international recruitment, contributes to this variance.

The College's projected operating results for the 2024-2025 budget are impacted by several major unfavorable variances. These include a reduction of grant funding of \$1 million due to dropping below the floor of the corridor funding. Total 2024-2025 revenues are \$5.1 million lower than the prior year actuals due to lower projected enrolment, in particular, international students (Spring – 61, Fall -105 and Winter - 109), \$0.9 million impact. Additionally, 2023-2024 revenues from contract training and special programs were \$2.8 million higher than the projected budget, as large multi-year training and special purpose funding have wound up and are complete. Further, in 2023-24 the College received targeted funding for nursing seat expansion and additional clinical grant funding, totaling \$0.9 million, and this funding is not anticipated for 2024-2025 fiscal.

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.

Discretionary expenses include contractual or negotiated rate increases, and inflationary increases of 2% have been applied to spending related to travel, professional development, and fees. Expense reductions for special projects and contract training that expire over the budgeted and forecasted future years. FRP is assumed to be at current levels but if they revert to historical levels, it will have no financial impact as revenue and expense are the same.

Full-time salary and benefit costs are reflected in staffing for all approved full-time complement positions, as well as staff working in Strategic Initiatives and Opportunities (SIO) positions. The budget was adjusted to reflect savings associated with the timing of vacancies in the year, as staff transition in and out of positions. The net impact on the budget is an increase of \$1 million over the prior year actuals.

Moreover, the College has implemented an integrated risk management process, along with a Strategic Enrolment Management steering committee and working group. These initiatives aim to leverage data and transform it into decision-making tools that benefit all levels of the organization and the student life cycle. The focus is on enhancing retention and graduation rates through the development of real-time student and program information dashboards, providing valuable insights into program performance drivers. Notably, the successful reengineering of the Academic Program Review (APR) process, Strategic Enrolment Management Plan and Academic Operating Plan has resulted in better alignment across the pillars of our institution and metrics used for monitoring institutional success.

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 presents its 2024/25 Business Plan



Kaa-anokaatekin

Work that is now carried



Strategic Plan

2020-2025

As we approach the concluding year of the 2020-2025 Strategic Plan, Kaa-anokaatekin (“work that is now carried”), Confederation College continues to strengthen its commitment to its four central pillars: Access and Success, Indigenous Learning, Institutional Excellence, and Community Prosperity. This strategic framework is supported by our renewed institutional values of Courage, Equity, and Relationships. Guided by these core principles, the College focuses on fostering meaningful connections throughout the region and delivering timely, accessible educational programs that cater to the varied needs of our students and the communities we engage with.

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.

Access and Success | Indigenous Learning | Institutional Excellence | Community Prosperity



Section 2: Year Three results of the 5-year plan

In 2023/24, the College completed the fourth year of its Strategic Plan, "Kaa-anokaatekin," experiencing significant achievements that lay a strong foundation as we enter year five. The college witnessed a rise in enrollment to 7,471 students. Academic excellence was highlighted by strong Key Performance Indicators, with an 82.5% Graduate Satisfaction Rate and an 89.7% Employment Rate, both exceeding provincial averages. New program launches in the School of Health and the development of significant academic pathways with Lakehead University underscored our commitment to innovation and educational expansion. The establishment of the Confederation College Indigenous Gathering Outdoor Space and

advancements in our Indigenous Reconciliation Action Plan emphasized our dedication to cultural inclusivity and reconciliation. Furthermore, our achievements in sustainability were recognized with multiple awards, setting a precedent for environmental stewardship as we look towards reducing greenhouse gas emissions by 60% by 2030. These accomplishments, across various domains, have not only met but exceeded our strategic objectives, positioning us for continued growth and success as we enter the final year of our Strategic Plan.

* Indicates a ministry mandated metric reported in the Strategic Mandate Agreement 3.

Pillar 1 – Access and Success Metrics

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

Goal 1: Offer Multiple Pathways for Student Success through Flexible Programming Goal 2: Create a Learning Environment that Meets the Unique Needs of Students

Enrolment across student groups	2020/21	2021/22	2022/23	2023/24
Number of postsecondary and non-postsecondary students	6,002	4,853	7,153	7,471
Number of postsecondary students	4,495 (75%)	3,813 (79%)	4,866 (68%)	5,381 (72%)
• Certificate	704 (16%)	623 (16%)	838 (17%)	771 (14%)
• Diploma	2,036 (45%)	1,650 (43%)	1,828 (38%)	2,104 (40%)
• Advanced Diploma	384 (9%)	376 (10%)	377 (8%)	396 (7%)
• Graduate Certificate	954 (21%)	754 (20%)	1,406 (29%)	1,770 (33%)
• Collaborative programs (e.g., Collaborative BScN)	417 (9%)	415 (11%)	417 (8%)	286 (5%)
• Degree (new!)				54 (1%)
Under-represented postsecondary students	2,809 (63%)	2,285 (60%)	3,101 (63%)	3,639 (68%)
• First Generation	765 (17%)	618 (16%)	668 (14%)	592 (11%)
• Indigenous	687 (15%)	656 (17%)	716 (15%)	696 (13%)
• International	1,405 (31%)	1,019 (27%)	1,815 (37%)	2,470 (46%)
• Identified disabilities	601 (13%)	601 (16%)	604 (12%)	521 (10%)
Institutional program areas of strength as a proportion of total enrolment*	30.75%	27.40%	27.92%	27.10%
Community Impact*	4.13%	3.59%	3.27%	3.46%

Economic Impact*	\$48,484,800	\$34,652,800	\$22,276,800	\$38,365,60
Indigenous Students				
Indigenous postsecondary students	687 (15%)	656 (17%)	716 (15%)	696 (13%)
Indigenous postsecondary graduates	267 (16%)	251 (14%)	232 (10%)	
Indigenous academic upgrading students	196 (34%)	169 (36%)	200 (37%)	187 (30%)
Indigenous contract training students	208 (30%)	193 (38%)	258 (40%)	252 (30%)
International Students				
International postsecondary students	1,405 (31%)	1,019 (27%)	1,815 (37%)	2,470 (46%)
International postsecondary graduates	547 (33%)	812 (44%)	1,313 (57%)	
Regional Students				
Distance Education students	425 (7%)	457 (9%)	527 (11%)	497 (9%)
Number of postsecondary programs delivered in regional locations	28	26	28	30
Postsecondary students in regional locations	677 (15%)	660 (17%)	700 (14%)	704 (13%)
Academic upgrading students in regional locations	142 (25%)	128 (27%)	159 (29%)	201 (32%)
Contract training students in regional locations	170 (37%)	250 (49%)	301 (32%)	300 (41%)
Southern Ontario Students				
Percentage of students attending Confederation College from Southern Ontario	501 (11%)	534 (14%)	569 (12%)	526 (10%)
Enrolment across student groups	2020/21	2021/22	2022/23	2023/24
Graduates				
Graduation Rate from postsecondary programming (2022-23 Provincial KPI (key performance indicators) Average=65%)	60.20%	60%	64.50%	
Graduate Satisfaction Rate (2022-23 Provincial KPI Average=76.8%)	82.60%	83.50%	82.50%	
Employer Satisfaction Rate (2022-23 Provincial KPI Average=91.8%)	62.50%	66.70%	100%	
Graduate Employment Rate (2022-23 Provincial KPI Average=85.98%)	80.50%	91.10%	89.00%	
Graduate employment rates in field of study*	75.55%	74.38%	79.65%	74.18%
Graduate employment earnings *	Year 2	\$40,765	\$40,933	\$43,571
Proportion of graduates in programs with Experiential Learning components*	Year 2	52.34%	57.06%	59.79%
Pathways				
Academic upgrading students who ladder into full-time:	i.569	i.466	i. 546	i.558

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i. Total of Academic Upgrading Students	ii. 108 (19%)	ii.122 (26%)	ii. 134 (25%)	ii.121 (22%)
ii. Students who ladder into Postsecondary	iii. 8 (1%)	iii.5 (1%)	iii. 6 (1%)	iii.6 (1%)
iii. Students who ladder into Apprenticeship Studies				
School College Work Initiative students who ladder into full- time:	i.723	i.654	i. 652	
i. Total of School College Work Initiative students	ii.394 (54%)	ii.345 (53%)	ii.280 (43%)	i.766 ii.TBD1
ii. Students who ladder into Postsecondary	iii.49 (7%)	iii.84 (13%)	iii. 100 (15%)	iii. TBD
iii. Students who ladder into Apprenticeship Studies				
Confederation Bound:	i.48	i.26	i.26	i.28
i. Total number of high school students to enter Confederation Bound	ii.20 iii.20	ii.17 iii.19	ii.13 iii.12	ii.11 iii.TBD
ii. Total number of participants to apply to a postsecondary program				
iii. Total number of participants to enroll in a postsecondary program				
Number of students participating in the MCU (Ministry of Colleges and Universities) Credit Transfer System transferring into Confederation College	Year 1- 109 All 285	Year 1- 111 All 223	Year 1- 150 All 275	Year 1- 164 All 307
Number of postsecondary students completing flexible courses	1,254 (28%)	1,043 (27%)	1,522 (31%)	1,735 (32%)
Employment Services				
Employers engaged in employment related student events	Year 2	106	130	153
Total student participation in employment services and events	Year 2	1,522	2,616	2,507
Number of co-operative education and work integrated learning placements	172	141	143	206
Enrolment across student groups	2020/21	2021/22	2022/23	2023/24
Global Citizenship				
• Attendance and participation	611	1,019	2,021	2,181
Percentage of programs with ILO #4 and #5 integrated	61%	64%	61%	73%
Student survey responses to “Seek out diverse ideas and perspective” (Strongly agree or agree)	75%	87%	85%	84%

Status legend:

Complete Delayed On Track Incomplete

Pillar 1 – Access and Success Metrics

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

Goal 1: Offer Multiple Pathways for Student Success through Flexible Programming

Goal 2: Create a Learning Environment that Meets the Unique Needs of Students

1	Goal 1 – Offer multiple pathways for student success through flexible programming.	
1.1	Expand opportunities for new and unique programming across our campuses, and through partnerships, to meet the needs of students and communities	
1.1.1	Investigate and plan for opportunities for new and expanded programming across the College	
1.1.2	Continue to build the regional strategy to revitalize regional and distance education.	
1.1.3	Reach out to First Nation communities and organizations to determine how we can best meet the needs of communities	
1.1.4	Create official launch micro credentials and corporate training on our website	
2	Goal 2 - Create a learning environment to support the unique needs of a changing student body.	
2.1	Create specific strategies to address recruitment, retention, graduation, and programming challenges	
2.1.1	Develop metrics to measure the effectiveness of recruitment and retention activities on enrolment, retention, and graduation rates.	
2.1.2	Review revised program capacity targets based on historical and potential enrolment to meet student/industry demand.	
2.2	Develop creative ways to support and expand domestic student recruitment and retention	
2.2.1	Review the graduation and retention strategy with all staff and establish specific tools and targets	
2.2.2	Increase the number of first choice domestic applications.	
2.2.3	Create metrics to ensure optimization of international enrolment opportunities and use internal as well as provincial benchmarks to measure improvement.	
2.3	Ensure all graduates leave with an appreciation of global citizenship	
2.3.1	Inspire and prepare students to live as global citizens by integrating principles Indigenous Learning Outcomes (ILO) into curriculum and learning resources	

Pillar 2 Indigenous Learning Metrics

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

Goal 3 - Implement and support the knowledge and cultural traditions of Indigenous peoples as part of our commitment to reconciliation.

Goal 4 - Engage in meaningful relationship building with Indigenous communities and organizations.

	2020/21	2021/22	2022/23	2023/24
ILO Implementation				
• Programs with 1 ILO	99%	96%	96%	96%
• Programs with 2-4 ILO	85%	90%	90%	91%
• Programs with 5-6 ILO	65%	78%	72%	72%
• Programs with 7 ILO	37%	49%	51%	54%
Number of employee Indigenous Learning and training initiatives	10	18	20	24
• Attendance at training sessions	60	80	209	273
Completion rates for the 4 Seasons of Reconciliation training			n/	
• Full-time employees	413 (92%)	395 (90%)	a²	384(96%)
• Part-time employees	433 (38%)	411 (34%)	n/a	n/a
Indigenous student top choice application rate	20% (735)	26% (863)	28% (835)	28% (898)
First Year Indigenous student enrolment rate	18% (418)	23% (423)	18% (411)	14% (475)

Status legend:

Complete
 Delayed
 On Track
 Incomplete

Goal 3-4	Pillar 2 Indigenous Learning Metrics Confederation College aspires to be a leader in Indigenous learning in Canada. Goal 3 - Implement and support the knowledge and cultural traditions of Indigenous peoples as part of our commitment to reconciliation. Goal 4 - Engage in meaningful relationship building with Indigenous communities and organizations.	
3	Goal 3 - Implement and support the knowledge and cultural traditions of Indigenous peoples as part of our commitment to reconciliation.	
3.1	Embed Indigenous knowledges, cultures, and languages as a foundation of the College's fabric and landscape, through the creation of respectful and affirming relationships for Indigenous students, families, and communities on all our campuses	
3.1.1	Ensure each regional campus has relationships with Indigenous communities and Elders in their area and campus space reflects and supports Indigenous culture and practices	
3.1.2	Complete phase one of the Confederation College Indigenous Gathering Outdoor Space (CCIGO Space)	
3.1.3	Create a plan to expand Indigenous language initiatives.	
3.2	Create an Indigenous Strategy across the organization to inform strategic Planning	
3.2.1	Develop an Indigenous Reconciliation Action Plan (IRAP)	
3.2.2	Increase the number of staff participating in Professional Development (PD) programming related to Indigenous history, culture, and knowledge.	
4	Goal 4 - Engage in meaningful relationship building with Indigenous communities and organizations.	
4.1	Informed by our IRAP, develop a model for working with our partners (see 3.2)	
4.1.1	Create the IRAP implementation strategy.	
4.1.2	Develop a model of working with Indigenous communities through Contract Training (CT) and expand our CT partnerships with Indigenous communities and organizations.	
4.2	Build strategies to support the recruitment of Indigenous students following principles of respect, relationships and reciprocity with Indigenous communities, partners, and organizations	
4.2.1	Create a recruitment plan for Indigenous recruitment (hub and spoke) with dedicated Indigenous recruiter and First Nation ambassadors.	

Pillar 3 Institutional Excellence Metrics

Confederation College is recognized as an excellent and progressive organization.

Goal 5 - Operate and communicate efficiently, effectively, and transparently.

Goal 6 - Embody and nurture the wisdom, skills and holistic practices needed to foster sustainability* in our community and beyond.

Student, employee, stakeholder experiences	2020/21	2021/22	2022/23	2023/24
Number of diversity, equity and inclusion related policies updated or created	6	6	5	2
Average attendance at College Wide President's Town Hall	248	246	212	185
Employee engagement survey results (administered every two years)				
Employee responses to "Overall, employees are treated with courtesy and respect?" (<i>Employee engagement survey run every two years</i>)				
<ul style="list-style-type: none"> Strongly agree Agree 	37% 47%		31% 41%	
Employee responses to "How honest and open is your direct manager?"				
<ul style="list-style-type: none"> My manager gives me the complete picture, I believe everything they say My manager is open and honest 	45% 39%		42% 38%	
Employee responses to "Do you feel that you are getting the training that you need to grow and succeed in your career?"				
<ul style="list-style-type: none"> I get valuable training that is helping me grow I get training. Some of it is valuable 	29% 50%		25% 45%	
Employee responses to "Do your efforts drive the College and Student Success?"				
<ul style="list-style-type: none"> Everything I do propels the College to greater heights A good chunk of my work helps the College succeed 	33% 59%		34% 56%	
Employee responses to "The College supports a safe and healthy work environment"				
<ul style="list-style-type: none"> Strongly agree Agree 	40% 49%		31% 42%	
College Spaces and Infrastructure				
Number of technology enabled learning courses	2,626	2,505	2,441	2,579
Number of technology enabled learning programs	71	72	72	72
Number of programs delivered through Asynchronous Online Learning	5	7	10	10
Number of students registered in online courses	3,695	4,517	5,161	4,799
Sustainability				
Number of sustainability and/ or energy saving projects	5	5	11	13
Waste diversion rate	14%	13%	19%	19%

Goal 5-6	Pillar 3 Institutional Excellence Metrics Confederation College is recognized as an excellent and progressive organization. Goal 5 - Operate and communicate efficiently, effectively, and transparently. Goal 6 - Embody and nurture the wisdom, skills and holistic practices needed to foster sustainability* in our community and beyond.	
5	Goal 5 - Operate and communicate efficiently, effectively, and transparently.	
5.1	Research and implement processes and technological solutions to improve student, employee, and external stakeholder experiences	
5.1.1	Create a continuous quality improvement plan for the college	
5.1.2	Develop processes to reduce internal red tape to save time, money and resources and improve employee engagement.	
5.1.3	Launch Confed Cares for staff and students.	
5.1.4	Launch our new website and measure effectiveness in supporting interested students.	
5.1.5	Create a more robust onboarding process for all new employees to ensure employees acclimate to our workplace environment, integrate into our culture, and become effective contributors.	
5.1.6	Engage in a brand equity study.	
5.2	Optimize funding opportunities that support the work of the college	
5.2.1	Optimize Grant and fundraising Revenue by taking advantage of funding opportunities through provincial, federal funding sources as well as financial institutions (banks) and foundations, for example:	
6	Goal 6 - Embody and nurture the wisdom, skills and holistic practices needed to foster sustainability* in our community and beyond.	
6.1	Pursue opportunities to renew facilities and infrastructure to become a recognized leader in program delivery and to reflect our traditional territories	
6.1.1	Refresh and develop the College physical resources to support our students and staff.	
6.2	Undertake efforts to support the urgent need to address climate change, environmental and social sustainability	
6.2.1	Co-Host the 2nd Energy Summit and include regional partners.	
6.2.2	Refresh and expand recycling on campus.	
6.2.3	Continue to implement the NRCan project including energy audit and benchmarking of all facilities, develop a roadmap to Net Zero by 2050, modify existing classrooms and develop curriculum for renewable energy courses and certificate.	
6.2.4	Review our purchasing practices to ensure they support sustainability and Indigenous procurement.	

Pillar 4 Community Prosperity Metrics

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

Goal 7 – Partner with communities to meet the evolving training and development needs of communities (employers, industries).

Goal 8 - Strengthen relationships with and celebrate Confederation College alumni.

Contract Training (CT) in Northwestern Ontario	2020/21	2021/22	2022/23	2023/24
Number of CT training sessions	27	46	198	146
Number of communities served through CT	30	27	33	50
Number of students served through CT	313	470	798	535
Clients served through Northwest Employment Works	2,316	3,885	4,261	4,194
Clients placed through Northwest Employment Works	67%	78%	80%	74%
Applied Research and Entrepreneurship				
Applied research projects	10	9	10	15
Funding secured through applied research	Year 2	\$318,920	\$215,837	\$296,059
Students participating in entrepreneurship and applied research projects	215	101	152	340
Revenue Attracted from Private Sector Sources*	Year 2	\$1,472,745	\$1,606,595	\$1,367,446
Alumni Engagement				
Alumni engagement efforts	Year 2	167	240	265
Alumni engaged	Year 2	1,457	6,537	12,789
Alumni Fundraising	Year 2	\$25,431.00	\$83,196.00	\$63,175.00
# of Alumni Donors	Year 2	73	99	68

Goal 7-8	<p>Pillar 4 Community Prosperity Metrics Confederation College enriches the quality of life, prosperity, and sustainability of diverse communities. Goal 7 – Partner with communities to meet the evolving training and development needs of communities (employers, industries). Goal 8 - Strengthen relationships with and celebrate Confederation College alumni.</p>	
7	Goal 7 – Partner with communities to meet the evolving training and development needs of communities (employers, industries)	
7.1	Engage in community-based partnerships, applied research and training initiatives, promoting relationship building and community development to support student experiences and help communities prosper (see also 4.1.)	
7.1.1	Expand capacity to develop applied research opportunities.	
7.1.2	Increase the number of Applied Research projects and involve more students and faculty in projects.	
7.1.3	Align Workforce development activities with the needs of employers and government; network with regional employers and First Nations to expand opportunities.	
7.1.4	Expand and recognize experiential learning through partnerships with industry, including applied research.	
7.1.5	Participate in a regional mining workforce strategy to support mining expansion, programming and employment opportunities for students and graduates.	
8	Goal 8 - Strengthen relationships with and celebrate Confederation College alumni.	
8.1	Establish a strategy to engage alumni, grow the College community and celebrate our graduates	
8.1.1	Work with Deans, faculty, and recruitment to engage alumni in programs through lectures, presentations, or employment fairs.	
8.1.2	Survey alumni and use results to adapt a communication and engagement approach for multiple opportunities within the College.	
8.1.3	Develop Indigenous and international Alumni strategies and groups.	

Section 3: 2024-25 Major Initiatives and Capital Projects

The College is entering the fourth year of its Strategic Plan, Kaa-aanokaatekin – Work that is now carried (2020-2025). Eight goals have been established across the four pillars to guide the implementation of the plan and development of annual and multi-year strategic initiatives. The College reviews and implements initiatives each year to support the strategic goals and objectives, the SMA3 and the Negahneewin Vision. Responsibility for the initiatives is divided among members of the Strategic Leadership Team with support from multiple departments across the institution.

Internal submissions for financial support of annual initiatives are reviewed annually during the institution's budgeting process. The following one-time and permanent investments are being made:

Pharmacy Technician Program:

Launching in Fall 2024, this program addresses the healthcare workforce demand in Northwestern Ontario. Funding from the College Equipment Renewal Fund (CERF) will support initial equipment costs.

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.

Needs Assessment and Trades Utilization Study:

A revised study will assess which programs can move to the TEC Hub and identify additional space requirements for renovating the McIntyre building for Trades programs, allowing us to decommission the Dorion building. This will integrate Trades training with Technology programs and reduce the College's carbon footprint. Partnership opportunities are being explored.

Anwebiiwing Project:

Phase 2 of this outdoor Indigenous gathering space will be completed by Fall 2024, supporting classroom activities and community gatherings.

Space Utilization Study:

A study of the International Education Office and Registrar's Office will be completed in anticipation of a 2025/2026 renovation. This will combine the two offices into a common space to enhance the student experience and improve departmental efficiencies.

Indigenous Student Recruitment Strategy: In 2024/2025, we will pilot the Hub and Spoke recruitment model in partnership with the Red Rock Indian Band. Based on the pilot results, the model may expand to additional communities in 2025/2026.

Wayfinding Project: The first year of a 2–3-year project to improve campus wayfinding will begin in 2024/2025. Phase 1 involves an inventory of physical space names, colors, and imagery. Phase 2 will evaluate existing wayfinding tools and maps, and the final phase will implement new tools, technology, and signage across the Thunder Bay campus.

Each year the College reviews and allocates funding to support major capital projects that also support the strategic directions and priorities of the institution. The following major objectives are set for the 2024-2025 Business Plan:

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 to initiate projects as early as 2024/2025.

New Trades Building:

At 43 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.

Facility Maintenance:

The Ministry of Colleges and Universities has not yet released the Facilities Renewal Program (FRP) funding for 2024-2025. 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.

Section 4: Internal and External Factors

The College regularly analyzes local, regional, and provincial data to guide its decision-making and strategic planning. For the current planning cycle, reports from Lightcast, the Northern Policy Institute, and Statistics Canada were utilized to gather insights on labor market trends, needs, and outlooks specific to our region. Key findings indicate that labor market needs in the Thunder Bay district and Northwestern Ontario will continue to rise, driven by an aging population and out-migration. Below, we present key insights related to provincial and regional demographics, institutional data, and labor market projections.

Student Demographics

In the 2023/34 academic year, Confederation College had an enrollment of 7,471 students, with 72% (5,381) participating in postsecondary programs. Indigenous students accounted for 24% (696) of our domestic student enrolment, engaging in over 60 programs. Additionally, international students represented 46% (2,470) of the population, with the majority originating from 50 different countries, led by India (68%). These students were spread across more than 35 programs, with 17 programs reporting high international student enrollment (constituting one-third of total enrolment or more). This year also saw 37 international students across four programs in three regional campuses.

As an access-focused institution, Confederation College serves a high percentage (68%) of underrepresented students, including First Generation, Indigenous, International, Second Career, WSIB, and students with disabilities. Further, our pathway programs, such as Academic Upgrading and the School College Work Initiative, consistently support transitions into postsecondary education, with 121 and 280 students respectively moving into further programming this year.

The College offered 30 programs across its seven regional locations and 10 asynchronous online learning programs. Distance Education and regional students constituted 9% (497) of postsecondary enrollment.

In the 2022/23 academic year, Contract Training delivered 149 training sessions across 50 communities in Northwestern Ontario, serving 535 students. This initiative continues to address tailored community needs, including in Indigenous communities.

Staff Demographics

12 employees retired by December 31st, 2023, representing 2.9% of our full-time complement (404 employees). So far in 2024, six employees have indicated their intention to retire by the end of the summer, moving the percentage to 1.5%.

Regional Demographics

Overall, the 2021 census data indicates a slight population growth for the district of Thunder Bay, up 1.3% since 2016, although this is the third lowest growth rate across Canada's census regions. Not all communities experienced growth in Northwestern Ontario (NWO). Specifically, Dryden (-4.7%), Fort Frances (-3.5%), Marathon (-4.1%), and Kenora (-0.8%) experienced declining populations. Furthermore, since the 2016 census, there has been a slight decline in the population that is specifically considered "College aged" (15-29) for all three census divisions: Thunder Bay (-1.4%), Kenora (-6%), Rainy River (-6%) (Statistics Canada, 2022). Factors such as an aging population and out-migration continue to impact the growth of the labour market across Northwestern Ontario. However, strategies such as the Rural and Northern Immigration Pilot (RNIP) continue to attract newcomers and provide employment opportunities for international students, to encourage them to stay within the region.

It is also important to highlight that one in 13 jobs are associated with the activities of Confederation College and 700.6 million is added to northwestern Ontario's economy by Confederation College and its students, where \$14.6 million is added by international students.

Labour Market Outlooks

Despite slow population growth across Northwestern Ontario, there is a pressing need to attract talent in various fields. Overall, labor market data highlights an increasing demand for workers in trades, transportation, sales and services, healthcare, education, business, and the natural and applied sciences sectors. Graduates from programs that cultivate skills in these areas are expected to be highly sought after across Northwestern Ontario. This presents an opportunity for Confederation College to strategically align its curriculum by developing new programs and expanding existing ones to meet these evolving demands. This alignment will not only fulfill regional employment needs but also enhance the employability of our graduates, ensuring they are well-prepared to enter these critical sectors. Refer to the tables below for a summary of the fastest growing industries and occupations in the region.

Fastest growing Industries across Northwestern Ontario

Industry	2021 Jobs	2024 Jobs	Change in Jobs (2021-2024)	% Change
Accommodation and food services	7,143	9,914	2,771	39%
Health care and social assistance	21,187	22,876	1,689	8%
Transportation and warehousing	6,506	7,790	1,284	20%
Educational services	9,793	10,538	745	8%
Other services (except public administration)	3,306	3,823	517	16%
Retail trade	11,988	12,443	455	4%
Arts, entertainment, and recreation	1,054	1,506	452	43%
Administrative and support, waste management and remediation services	3,267	3,685	418	13%
Public administration	13,709	14,119	410	3%
Unclassified	1,740	2,046	306	18%

Fastest Growing Occupations across Northwestern Ontario

Occupation	2021 Jobs	2024 Jobs	Change in Jobs (2021-2024)	% Change
Trades, transport and equipment operators and related occupations	19,686	22,089	2,403	12%
Sales and service occupations	26,142	27,928	1,786	7%
Health occupations	10,514	12,154	1,640	16%
Occupations in education, law and social, community and government services	16,999	18,632	1,633	10%
Business, finance, and administration occupations	14,974	15,917	943	6%
Natural and applied sciences and related occupations	5,370	5,994	624	12%
Natural resources, agriculture, and related production occupations	3,165	3,477	312	10%
Unclassified occupation	1,740	2,046	306	18%
Occupations in manufacturing and utilities	3,390	3,587	197	6%
Legislative and senior management occupations	554	616	62	11%

Section 4: Internal and External Factors

Political Landscape

It is essential to recognize the competitive landscape within the College's catchment area. Notably, Oshki-Wenjack and Seven Generations Education Institute (SGEI) offer similar postsecondary programs regionally. Confederation College maintains a robust relationship with Oshki-Wenjack Educational Institute and receives a sizable number of sponsored students from SGEI. Additionally, Lakehead University, also within our area, provides multiple pathways and credit transfer opportunities, enhancing collaborative educational offerings.

Looking forward, Ontario colleges now have the authority to create new three-year applied degree programs, presenting a significant opportunity for the College to revise its offerings to better align with regional industry needs. Moreover, the rise of micro credentials reflects a sector-wide trend toward providing flexible, skill-specific education that responds quickly to changes in the labor market.

This period is crucial for Confederation College to adapt to evolving training demands and program development opportunities. The domestic tuition reduction and freeze initiated in 2019 by the Ontario government, along with the shift from a corridor funding model to performance-based metrics under SMA3, are reshaping our financial landscape. These changes, while challenging due to a decrease in domestic enrollment, also create opportunities to enhance our focus on areas such as experiential learning and apprenticeship programs.

Additionally, significant policy changes in March 2024, including a cap on international student permits, pose new challenges. These caps are expected to lead to a substantial reduction in international student numbers, compounding the complexity of admissions with the new requirement for a provincial attestation letter. Despite these hurdles, the College has secured permission to maintain its 2023 application levels for international students. However, the imposition of a moratorium on enrolling international students in one-year business management programs and a declining perception of Canada as a prime educational destination necessitate vigilant monitoring and strategic adjustments.

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.

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.

Progress Updates to the Strategic Leadership Team:

Regular updates on the Strategic Plan's progress are provided to the President and the Strategic 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

The budget has been updated to reflect the College's international student study permit allocation, in which the impacts will be felt more significantly in years 2 and 3, as the budget year 2023-2024 will still benefit from the higher enrollments in 2023-2024.

Revenues are reflective of the estimated corridor and performance based funding, as we enter Year 5 of the Strategic Mandate Agreement. The Corridor funding has been adjusted for the estimated clawback for falling below the corridor floor. Total 2024-2025 revenues are \$5.1 million lower than the prior year actuals due to lower projected enrolment, in particular, international students (Spring – 61, Fall -105 and Winter -109), \$0.9 million impact. Additionally, 2023-2024 revenues from contract training and special programs were \$2.8 million higher than the projected budget, as large multi year training and special purpose funding have wound up and are complete. Further, in 2023-24 the College receive targeted funding for nursing seat expansion and additional clinical grant funding, totalling \$0.9 million, and this funding is not anticipated for 2024-2025 fiscal.

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.

Discretionary expenses include contractual or negotiated rate increases, and inflationary increases of 2% have been applied on spending related to travel, professional development and fees.. Expense reductions for special projects and contract training that expire over the budgeted and forecasted future years. FRP is assumed to be at current levels but if they revert to historical levels, it will have no financial impact as revenue and expense are the same.

Full time salary and benefit costs are reflective of staffing for all approved full time complement positions, as well as staff working in Strategic Initiatives and Opportunities (SIO) positions, 417 FT complement in CY budget vs 405 FT complement in PY budget and 10 SIO positions. The budget was adjusted to reflect savings associated with timing of vacancies in year, as staff transition in and out of positions. The net impact on the budget is an increase of \$1 million over prior year actuals.

Enrolment Summary

	Actual 2019/2020	Actual 2020/2021	Actual 2021/2022	Actual 2022/2023	Fall YTD 2022/2023	Budget 2023/2024	Budget 2024/2025	Future Years			
								2025/2026	2026/2027	2027/2028	2028/2029
Spring											
Domestic	144	135	227	227	227	189	215	217	215	216	216
International	282	429	488	679	679	886	936	899	1,136	1,115	1,116
Spring Total	426	564	715	906	906	1,075	1,151	1,116	1,351	1,331	1,332
Fall											
Domestic	2,461	2,229	2,054	1,971	1,971	2,048	2,080	2,113	2,161	2,171	2,162
International	1,332	952	612	1,054	1,054	1,364	1,489	1,461	1,531	1,519	1,538
Fall Total	3,793	3,181	2,666	3,025	3,025	3,412	3,569	3,574	3,692	3,690	3,700
Winter											
Domestic	2,191	2,034	1,803	1,799	1,799	1,822	1,847	1,872	1,929	1,933	1,927
International	1,457	1,182	963	1,370	1,370	1,517	1,679	1,752	1,772	1,769	1,775
Winter Total	3,648	3,216	2,766	3,169	3,169	3,339	3,526	3,624	3,701	3,702	3,702
Total Fiscal Enrolment	7,867	6,961	6,147	7,100	7,100	7,826	8,246	8,314	8,744	8,723	8,734

Section 6: Budget Statement of Operations

The Confederation College of Applied Arts and Technology		
Statement of Operations		
	ACTUAL	BUDGET
For the year ended March 31	2024	2025
Revenue		
MCU Post Secondary Grant	\$ 5,295,767	\$ 4,976,031
MCU Performance Funding	13,313,152	14,460,291
MCU Northern & Rural	12,433,823	12,433,823
Other MCU Grant	2,412,569	946,485
Other Provincial Revenue	7,470,944	7,302,889
Tuition - Domestic	6,787,258	7,065,098
Tuition - International	31,639,792	30,967,494
Tuition - International Recovery Fee	1,634,250	1,516,125
Student Fees Revenue	5,360,405	4,992,661
Contract Training	3,378,472	2,531,385
Special Programs	6,610,550	4,638,811
Ancillary Operations	3,053,872	2,881,238
Facilities Renewal Fund (FRP)	2,253,400	2,253,400
Investment Income	4,202,562	4,000,000
Other Revenue	2,282,885	1,045,693
Deferred Capital Contribution	3,160,393	4,135,606
	111,290,094	106,147,030
Expenses		
Full Time Salaries & Benefits	\$ 47,066,471	\$ 50,317,506
Part Time Salaries & Benefits	14,329,625	12,072,499
Plant and Property Maintenance	1,039,104	1,883,155
Utilities	1,482,973	1,700,783
Contract Services	12,357,972	11,571,953
Furniture & Equipment	322,899	251,089
Office and Instructional Supplies	3,998,668	4,097,422
Insurance	2,027,016	1,951,060
Professional Dues & Audit Fees	4,252,012	3,673,195
Bank and Other Charges	345,834	351,893
Scholarships and Tuition Set-Aside	719,113	797,229
Travel and Professional Development	923,870	1,216,430
Rental of Facilities	469,160	520,538
Miscellaneous	1,497,382	1,735,311
Telecommunications & Software	2,268,992	2,531,765
Capital Expenditures	-	87,330
Depreciation	4,487,649	5,603,265
	97,588,742	100,362,423
Excess of revenue over expenses	\$ 13,701,352	\$ 5,784,607

Section 6: Budget Statement of Operations

The Confederation College of Applied Arts and Technology			
Statement of Financial Position			
As at	ACTUAL March 31, 2024	Change	BUDGET March 31, 2025
Current portion of long-term debt	356,492	(8,368)	348,124
	<u>38,782,854</u>	<u>(8,403,580)</u>	<u>30,379,274</u>
Post-employment benefits and compensated absences	2,229,000	10,000	2,239,000
Deferred capital contributions	56,219,320	3,459,272	59,678,592
Deferred capital contributions - construction in progress	1,241,272	(1,241,272)	-
Asset Retirement Obligation	3,528,428	113,290	3,641,718
Public Private Partnership Obligations	13,303,371	(170,000)	13,133,371
Long-term debt	8,407,411	(348,124)	8,059,287
	<u>123,711,656</u>	<u>(6,580,414)</u>	<u>117,131,242</u>
Net Assets			
Unrestricted			
Operating	\$ 9,613,961	\$ 709,607	\$ 10,323,568
Post-employment benefits and compensated absences	(2,229,000)	(10,000)	(2,239,000)
Vacation Pay	(3,044,426)	(75,000)	(3,119,426)
	<u>4,340,535</u>	<u>624,607</u>	<u>4,965,142</u>
Invested in capital assets	3,151,130	636,000	3,787,130
Internally and externally restricted	55,274,857	5,000,000	60,274,857
Endowments restricted	12,250,259	612,513	12,862,772
	<u>70,676,246</u>	<u>6,248,513</u>	<u>76,924,759</u>
	<u>75,016,781</u>	<u>6,873,120</u>	<u>81,889,901</u>
	<u>\$ 198,728,437</u>	<u>\$ 292,706</u>	<u>\$ 199,021,143</u>

Appendix A: Five-year Capital Expenditure Project

Major Capital Project Expenses	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Customer Relationship Management (CRM) system	\$200,000	\$300,000	\$-	\$-	\$-	\$500,000
Regional IT Network Upgrades	\$170,000	\$-	\$-	\$-	\$-	\$170,000
Evergreen Outdoor Living Classroom	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000
Pharmacy Technician Laboratory & Equipment	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000
Campus Lighting Upgrades	\$400,000	\$-	\$-	\$-	\$-	\$400,000
New Trades & Apprenticeship Building	\$36,000	\$750,000	\$20,000,000	\$20,000,000	\$19,214,000	\$60,000,000
Trades & Apprenticeship Equipment-	\$-	\$-	\$-	\$2,000,000	\$3,000,000	\$5,000,000
Total Major Capital Expenses	\$2,806,000	\$1,050,000	\$20,000,000	\$22,000,000	\$22,214,000	\$68,070,000
Major Capital Project Funding Sources	2024/25	2025/26	2026/27	2027/28	2028/29	
Board Reserves	\$2,006,000	\$1,050,000	\$20,000,000	\$22,000,000	\$22,214,000	\$67,270,000
Ministry of Colleges and Universities	\$800,000	\$-	\$-	\$-	\$-	\$800,000
Total Major Capital Funding	\$2,806,000	\$1,050,000	\$20,000,000	\$22,000,000	\$22,214,000	\$68,070,000
	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Total Regular Capital Expenses	\$770,457	\$770,457	\$770,457	\$770,457	\$770,457	\$3,852,285
Total Major Capital Expenses	\$2,806,000	\$1,050,000	\$20,000,000	\$22,000,000	\$22,214,000	\$68,070,000
Total Capital Expenses	\$3,576,457	\$1,820,457	\$20,770,457	\$22,770,457	\$22,984,457	\$71,922,285