

2026-2027

BUSINESS PLAN

**DC 2030 STRATEGIC VISION
YEAR 2**



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ACKNOWLEDGING THE LAND AT DURHAM COLLEGE

Durham College acknowledges the lands and Peoples of the Mississaugas of Scugog Island First Nation.

We recognize the lands on which we gather are covered under the Williams Treaties and rest within the traditional territory of the Mississaugas, a branch of the Anishinaabeg Nation, which also includes Algonquin, Chippewa, Odawa, Ojibway and Pottawatomi. It is through the treaty process that we are able to live, learn, teach and prosper in this region.

We acknowledge with gratitude this land and the Indigenous Peoples who have cared for and continue to protect Turtle Island (North America) and its resources. We commit to the responsibility of reconciliation and the work of increasing awareness and understanding of our shared history. We do so by recognizing the past and working towards a shared future as friends and allies.

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DC 2030

STRATEGIC VISION

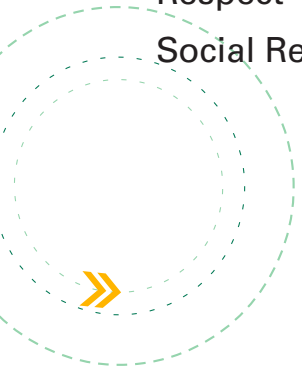


OUR PURPOSE:

Transforming lives, building careers, and enriching communities.

OUR VALUES:

Collaboration
Diversity and Inclusion
Excellence
Innovation
Integrity
Respect
Social Responsibility



OUR GOALS:

FUTURE-FOCUSED

Be the first and best choice as a globally recognized leader in delivering the innovative lifelong learning that students, communities, and industries need most.

SUSTAINABLE

Be intentional and align our efforts to adapt, thrive and achieve our ambitions and ensure long-term sustainability.

PEOPLE-CENTRED

Be an equity-driven and inclusive environment where everyone feels supported, can realize their full potential, and truly belongs.

COMMUNITY-CONNECTED

Be purposefully connected locally and globally to deepen our impact and drive social and economic progress.



INTRODUCTION

Durham College's (DC) 2026–2027 Business Plan identifies the key initiatives that will advance the priorities set out in the 2025–2030 Strategic Vision. As the second of five annual plans supporting the Vision, it provides a focused framework for delivering results and measuring progress.

The Plan features 100 enabling actions aligned with 20 strategic objectives, creating a clear path toward strengthening DC as a future-focused, sustainable, people-centred, and community-connected college.

Through these actions, the college will continue to make meaningful strides toward its purpose of transforming lives, building careers, and enriching communities.

The Audit and Finance Committee approved the Capital Budget on March 9, 2026 and the Operating Budget on May 25, 2026, with both subsequently receiving final approval from the Board of Governors. The Business Plan was approved by the Board of Governors on June 10, 2026.



The background is a vibrant teal color with a complex, abstract network of glowing lines and nodes. The lines are thin and light teal, forming a dense web of connections. Nodes are represented by small, bright teal circles of varying sizes. Larger, semi-transparent teal triangles and other geometric shapes are scattered throughout the composition, some appearing to be part of the network structure. The overall effect is one of dynamic energy and interconnectedness.

OUR GOALS

GOAL 1

FUTURE-FOCUSED



Be the first and best choice as a globally recognized leader in delivering the innovative lifelong learning that students, communities, and industries need most.

1.1

We will attract a diverse range of students by offering a comprehensive program mix that anticipates and fulfills workforce needs.

1.2

We will drive excellence in teaching and learning by leveraging emerging technologies and industry trends to develop durable skills for a complex world.

1.3

We will expand high-impact experiential learning and career connections through applied research, academic partnerships, work-integrated learning, and global experiences.

1.4

We will enhance student success by providing outstanding services and optimal learning spaces.

1.5

We will activate and celebrate our alumni network as ambassadors and mentors.

1.1 WE WILL ATTRACT A DIVERSE RANGE OF STUDENTS BY OFFERING A COMPREHENSIVE PROGRAM MIX THAT ANTICIPATES AND FULFILLS WORKFORCE NEEDS.

#	ENABLING ACTION	MEASURE
i.	Develop and execute targeted domestic recruitment strategies for priority segments: direct, non-direct, military-connected, informed by market insights and performance data, with clear targets and weekly progress tracking and reporting through to March 31, 2027.	<ul style="list-style-type: none"> » Expand off-campus recruitment in priority domestic markets through school visits, fairs, and outreach activities, increasing activity to 625 engagements, an 18.6 per cent year-over-year increase. » Enhance on-campus recruitment experiences through optimized tours, events, and dual credit opportunities in SMA-aligned program areas including science, skilled trades, health, and engineering, increasing activity to 170 engagements, a 31 per cent year-over-year increase. » Strengthen non-direct recruitment strategies through expanded community partnerships across Durham Region and surrounding catchment areas, driving a 3.5 per cent increase in non-direct applications and increasing partnership activity from 44 to 61 engagements, a 38 per cent year-over-year increase. » Develop and implement a Military Connected College recruitment strategy, including targeted engagement, communications, and lead tracking, with goals of generating more than 110 military-connected leads and converting 22 to applicants.
ii.	Expand our marketing strategy to build reputation, while growing in targeted areas to drive brand awareness and applications to full-time programs.	<ul style="list-style-type: none"> » Lead the development and implementation of a data-driven marketing strategy targeting high-ROI geographic markets, leveraging competitor program cancellations to grow Durham College's market share. » Implement targeted campaigns in key competitor catchments to increase applications in these areas by 3 per cent from 6,815 to 7,019 for the January, May, and September 2027 intakes, representing 204 net new applications. Reporting for the January intake will be completed by March 2027. May and September will carry through to September 2027.
iii.	Coordinate Canadian Armed Forces (CAF) accreditation preparation for selected programs by aligning curriculum, documentation, and quality assurance processes with CAF requirements.	<ul style="list-style-type: none"> » Confirm list of priority programs pursuing CAF accreditation. » Complete and submit required CAF accreditation document for at least five programs.



#	ENABLING ACTION	MEASURE
iv.	Launch new programs that meet labour market demands and student and community expectations.	<ul style="list-style-type: none"> » Launch five new programs in Fall 2026: <ul style="list-style-type: none"> » Bachelor of Business Administration – Human Resources Management (3-year degree) » Bachelor of Cybersecurity (3-year degree) » Bachelor of Construction Management (3-year degree) » Cloud and Information Technology Systems (Ontario College Diploma) » Leadership for Sustainable Development (Local College Certificate)
v.	The Access and Support Centre (ASC) will diversify and add ASC Transition events for incoming students in support of the college's enrolment and student retention goals.	<ul style="list-style-type: none"> » Partner with Academic Upgrading to add an event encouraging incoming students to take their summer math and literacy programs. » Host 30 students at a non-direct/mature learner transition event for students seeking academic accommodations. » Host a transition session in late August for all students with exceptionalities who are planning to start their studies in September.
vi.	Explore opportunities to offer Non-Destructive Evaluation (NDE) courses to support upskilling in the nuclear industry.	<ul style="list-style-type: none"> » Assess viability and enrolment interest to launch three NDE courses, available to industry.
vii.	Achieve the new domestic enrolment budget targets.	<ul style="list-style-type: none"> » Achieve at least 100 per cent of the new (semester 1) domestic student budget target for each of the three 2026-2027 intakes: <ul style="list-style-type: none"> » Spring 2026: 571 » Fall 2026: 5,385 » Winter 2027: 1,364 » Total 2026-2027: 7,320



1.2 WE WILL DRIVE EXCELLENCE IN TEACHING AND LEARNING BY LEVERAGING EMERGING TECHNOLOGIES AND INDUSTRY TRENDS TO DEVELOP DURABLE SKILLS FOR A COMPLEX WORLD.

#	ENABLING ACTION	MEASURE
i.	Develop and launch the Generative AI: Pedagogy and Practice micro-credential to support faculty and academic leaders in integrating GenAI into evidence-informed teaching and assessment.	<ul style="list-style-type: none"> » Develop curriculum and resources. » Launch the micro-credential in Fall 2026. » Ensure at least eight faculty and/or academic administrators complete the modules.
ii.	Conduct an audit on the curriculum of the programs that may lead to a career in the nuclear sector.	<ul style="list-style-type: none"> » Develop a framework to assess curriculum against employer expectations. » Complete a gap analysis based on framework and assessment. » Map six priority programs to nuclear competencies.
iii.	Launch the Course Progress Dashboard widget in DC Connect to provide students and academic leaders with timely course status information that supports retention and early academic intervention.	<ul style="list-style-type: none"> » Embed the widget in all DC Connect academic courses for Fall 2026. » Launch student-facing and faculty-facing resources that support action based on dashboard data. » Expand the widget to include specific views for academic leadership.

1.3 WE WILL EXPAND HIGH-IMPACT EXPERIENTIAL LEARNING AND CAREER CONNECTIONS THROUGH APPLIED RESEARCH, ACADEMIC PARTNERSHIPS, WORK-INTEGRATED LEARNING AND GLOBAL EXPERIENCES.

#	ENABLING ACTION	MEASURE
i.	Continue the exploration and start development of co-operative education in degree programs to align with student expectations and Postsecondary Education Quality Assessment Board (PEQAB) requirements.	<ul style="list-style-type: none"> » Develop a framework, strategy, and resources to support co-op planning for upcoming degree programs.
ii.	Prepare for and operationalize four new programs with co-operative education: Architectural Technology, Biotechnology Advanced, Chemical Engineering Technology, Mechanical Engineering Technology - Non-Destructive Evaluation.	<ul style="list-style-type: none"> » Complete program research related to associated labour markets as well as student demographics. » Create guidelines and templates to develop knowledge about new program labour markets, student skill sets for work terms, and local companies of interest.



1.4 WE WILL ENHANCE STUDENT SUCCESS BY PROVIDING OUTSTANDING SERVICES AND OPTIMAL LEARNING SPACES.

#	ENABLING ACTION	MEASURE
i.	Strengthen coordination between the Campus Health and Wellness Centre (CHWC) and DC's academic faculties by enhancing communication.	<ul style="list-style-type: none"> » Deliver targeted education on Entry Immunization Form (EIF) requirements by hosting four to six faculty/student education sessions per term. » Track the number and percentage of students delayed or unable to start placement due to incomplete EIF to establish a baseline number for improvements going forward.
ii.	Develop and implement a coordinated, student-centred marketing and communications strategy that aligns the end-to-end student journey across Marketing, Recruitment, Admissions, and Enrolment, while refining program messaging, digital experiences, and targeted conversion strategies to improve usability, support decision-making, and drive enrolment outcomes.	<ul style="list-style-type: none"> » Complete mapping and analysis of the end-to-end student journey across Marketing, Recruitment, Admissions, and Enrolment, identifying key gaps, drop-off points, and improvement opportunities. » Implement at least two coordinated process or conversion improvements, including enhanced application and admissions communications. » Launch a shared performance dashboard and monthly reporting process to monitor applications, conversion, and enrolment performance. » Review and update priority webpages and digital content, including the creation of eight short-format videos, to improve messaging clarity, engagement, and conversion outcomes.
iii.	Implement the proactive initiatives and tailored interventions developed through the Retention Working group and Faculty Task Force that foster full-time student success and engagement, ensuring increased retention.	<ul style="list-style-type: none"> » Unify all non-academic student communications. » Enhance service visibility for faculty and students to cultivate a more connected and inclusive campus environment. » Establish clear and flexible internal pathways that empower students to make informed decisions. » Improve ease of access to real-time data and establish clearly defined program retention benchmarks. » Pilot the Retention Faculty Toolkit to support improved program-level retention. » Identify and share success metrics and perform ongoing tracking to measure success.
iv.	Implement Phase 2 of Durham College's Military-Connected College (MCC) initiative by publishing and operationalizing a scalable support framework, launching a military-connected college website, enabling early self-identification, expanding staff/faculty capability, strengthening external partnerships, and creating clear academic pathways for military-connected learners.	<ul style="list-style-type: none"> » Develop a Military Connected Learner (MCL) support framework. » Establish the DC MCC landing page to showcase the supports and services available at DC for MCL. » Develop MCL Marketing and Recruitment Plan with marketing assets. » Activate a self-identification mechanism with defined data fields and reporting in place. » Complete PLAR processes for recognizing credits based on DP level. » Pilot the MCL orientation workshop at least once, and support the launch of a student-led MCL club through DCSA.

#	ENABLING ACTION	MEASURE
v.	Execute a phased enterprise migration of all academic lab, faculty, and staff Windows endpoints to Windows 11, ensuring alignment with modern security standards and hardware compatibility.	<ul style="list-style-type: none"> » Achieve 100 per cent migration of all eligible Windows-based endpoints (academic labs, staff, and faculty) to Windows 11 by March 2027. » Endpoints directly managed by academic faculties and incompatible for upgrade to Windows 11 (manufacturing/industry-specific instruments) will be documented by ITS in an Exception Registry with active risk-mitigation plans in place.
vi.	Increase capacity of Wi-Fi services in teaching and learning spaces.	<ul style="list-style-type: none"> » Replace and upgrade all Access Points (APs).
vii.	Improve reliability of Banner services. All Banner services will function faster, translating to improved user performance and decreased wait times for both students and employees.	<ul style="list-style-type: none"> » Replace Banner hardware. » Replace Internet Small Computer System Interface (iSCSI) switches. » Upgrade connectivity to the Storage Area Network (SAN).

1.5 WE WILL ACTIVATE AND CELEBRATE OUR ALUMNI NETWORK AS AMBASSADORS AND MENTORS.

#	ENABLING ACTION	MEASURE
i.	Increase alumni engagement across existing and new channels and initiatives.	<ul style="list-style-type: none"> » Increase the DC Connect app members by 14 per cent, to 14,000. » Increase the DC Alumni Marketplace membership by 15 per cent to 95. » Develop a framework to launch a DC Alumni podcast and record a minimum of ten episodes.
ii.	Celebrate and amplify alumni stories to demonstrate shared pride and build community through social media and digital channels.	<ul style="list-style-type: none"> » Produce eight new alumni content features (one per Faculty). » Create two pieces of content highlighting how alumni connected to the college to strengthen career outcomes for students.
iii.	Launch and operate a DC International Alumni Network that supports international alumni success and creates structured opportunities for alumni to mentor students, engage with campus, and contribute to Durham College.	<ul style="list-style-type: none"> » Establish the DC International Alumni Network framework and enroll ≥40 international alumni in the network. » Deliver at least one annual flagship International Alumni Talk event with ≥30 alumni participants and ≥5 alumni panellists. » Publish ≥6 International Alumni Spotlight profiles, distributed across DC web + social + recruitment channels and inclusion in ≥3 recruitment collateral placements (e.g. agent newsletters, marketing toolkits).



GOAL 2

SUSTAINABLE

Be intentional and align our efforts to adapt, thrive, and achieve our ambitions and ensure long-term sustainability.



2.1

We will seek innovative solutions to support our financial health.

2.2

We will embed multi-year, pan-institutional planning into our work to respond to evolving challenges and opportunities.

2.3

We will continuously evaluate and refine processes to enhance the student experience and support our teams.

2.4

We will invest in innovative tools, resources, and infrastructure to ensure the future optimization of our programs, services, and work.

2.5

We will integrate environmentally sustainable practices across all campuses and locations.

2.1 WE WILL SEEK INNOVATIVE SOLUTIONS TO SUPPORT OUR FINANCIAL HEALTH.

#	ENABLING ACTION	MEASURE
i.	Increase the cash inflows from student receivables.	<ul style="list-style-type: none"> » Reduce the student accounts receivable balance by 2 per cent year-over-year, measured as outstanding accounts receivable as a percentage of total tuition revenue.
ii.	Increase the efficiency and utilization of the campus Print Shop by reducing manual processes through automation, improving workflow, and expanding revenue opportunities.	<ul style="list-style-type: none"> » Completion of a feasibility assessment for a virtual storefront and online ordering system. » Implementation of Phase 1: Print Shop service enhancements, including workflow and invoicing process improvements. » Implementation of Phase 2: the development of standardized marketing materials and expanded online service offerings. » Reduce administrative processing time related to invoicing and billing by 25 per cent. » Increase external Print Shop revenue by 5 per cent over the prior year.
iii.	Increase the profitability of the Campus Store.	<ul style="list-style-type: none"> » Increase e-commerce revenue by 10 per cent through enhanced website functionality, targeted promotions, and expanded online customer engagement. » Reduce inventory shrinkage by 1 per cent in Oshawa and 2 per cent in Whitby compared to prior year results.
iv.	Enhance the financial and operational sustainability of the Campus Health and Wellness Centre (CHWC).	<ul style="list-style-type: none"> » Increase the revenues generated from billable/fee-for-service activities by 10 per cent.
v.	Launch the Equipped fundraising campaign.	<ul style="list-style-type: none"> » Execute campaign launch event.
vi.	Complete a comprehensive review of the Athletics and Recreation portfolio comparing operating models across similar-sized colleges, including ancillary fees, analyze sport-by-sport costs, including varsity, extramural and club sports, identify efficiencies in facility usage and explore revenue opportunities.	<ul style="list-style-type: none"> » Benchmark operating models and ancillary fee structures against 5 comparable colleges. » Produce a sport-by-sport cost (varsity and competitive rec) analysis operating models and ancillary fee structures. » Recommend 3–5 revenue-generating opportunities, each with projected ROI and implementation timelines.



2.2 WE WILL EMBED MULTI-YEAR, PAN-INSTITUTIONAL PLANNING INTO OUR WORK TO RESPOND TO EVOLVING CHALLENGES AND OPPORTUNITIES.

#	ENABLING ACTION	MEASURE
i.	Establish and finalize an Enterprise Resource Planning (ERP) modernization plan, to ensure the system remains secure, scalable, and aligned with current business needs, enabling better decision-making, operational efficiency, and long-term competitiveness.	<ul style="list-style-type: none"> » Deliver a comprehensive modernization plan to ELT for review and approval. » Deliver a high-level project plan for the next two years (2027-2028 and 2028-2029) that includes objectives, resource requirements (for IT Services and business areas). » Set-up a project governance structure. » Communicate the updated ERP direction to employees.
ii.	Connect Tableau to Banner Report Database to enhance reporting and support strategic decision making.	<ul style="list-style-type: none"> » Define the requirements of the connection. » Conduct a technical analysis. » Establish initial Application Programming Interface (API) connection. » Develop a testing dashboard.
iii.	Develop and advance a Digital & AI Strategy that establishes a coordinated, responsible, and sustainable approach to digital modernization and AI adoption across the institution in alignment with the strategic vision and academic plan.	<ul style="list-style-type: none"> » Deliver a Digital & AI Strategy for institutional consultation and ELT review. » Identify a multi-year roadmap of priority digital modernization and AI opportunities. » Communicate the Digital & AI Strategy direction and roadmap to employees.

2.3 WE WILL CONTINUOUSLY EVALUATE AND REFINE PROCESSES TO ENHANCE THE STUDENT EXPERIENCE AND SUPPORT OUR TEAMS.

#	ENABLING ACTION	MEASURE
i.	Pilot a streamlined approach to identify efficiencies that reduce administrative burdens, and deliver a seamless experience for students and faculty and scale successful outcomes across all Faculties.	<ul style="list-style-type: none"> » Implement service standards across two Faculties. » Streamline and document a revised field placement process. » Implement process improvements identified by the PAC Sub-Committee. » Enhance a faculty FAQ and processes manual.
ii.	Enhance employee self-service functionality by enabling employees to securely update and manage their personal information.	<ul style="list-style-type: none"> » Determine system configuration requirements and have approved plan for testing and validation. » Have system testing and validation complete, and college communications drafted. » Communications shared with college community and self-service functionality launched within Experience application.
iii.	Advance a centralized, user-friendly Facilities service intake model through ARCHIBUS by standardizing priority request processes, reducing reliance on the IT Service Desk where appropriate, and enabling users to report selected issues directly at the point of need.	<ul style="list-style-type: none"> » Priority Facilities intake processes documented and updated in ARCHIBUS; standardized intake forms implemented for selected services; QR-code reporting piloted or expanded for selected public-facing assets; baseline data captured to inform continued rollout beyond 2026/27.

#	ENABLING ACTION	MEASURE
iv.	Elevate the Service Desk experience by streamlining intake, scaling self-service, and leveraging data to proactively resolve recurring issues for the campus community.	<ul style="list-style-type: none"> » Target a Customer Satisfaction (CSAT) score of $\geq 4.5/5.0$. » Investigate and follow-up on all Customer Satisfaction surveys with Dissatisfied or Very Dis-Satisfied ratings. » Maintain Mean Time to Recovery (MTTR) metrics with an overall annual flat or negative average slope.
v.	Enhance Self-Service Portal for IT tickets/requests.	<ul style="list-style-type: none"> » Implement Neurons. » Deploy a more intuitive self-service experience. » Introduce AI for IT Service Desk agents.
vi.	Implement a modern student payment solution that improves self-serve payment experience and enables near real-time posting to student accounts.	<ul style="list-style-type: none"> » Reduce the time from payment submission to posting on the student account from 3–5 days to ≤ 15 minutes for ≥ 95 per cent of online payments, with exceptions (e.g., wire transfers/sponsor payments) posted within ≤ 1 business day.
vii.	Investigate the feasibility of streamlining recognition for prior learning processes by expanding ONCAT-supported equivalency work and introducing pre-assessment of transfer credit at the point of admission.	<ul style="list-style-type: none"> » Determine the feasibility and, if appropriate, develop an implementation plan for a pre-assessment of transfer credits at the point of admission for students admitted to 202742 (Spring 2027 intake).
viii.	Modernize and automate all current PDF-based Enrolment Services and Student Records forms by developing integrated digital workflows that streamline submission, routing, and processing, reducing manual work and improving the student and staff experience.	<ul style="list-style-type: none"> » Convert 100 per cent of the six identified PDF forms into digital workflows: Domestic Withdrawal, Return to Full-time Studies, Program Transfer, Add/Drop, Grade Changes, Consent to Release.
ix.	Modernize tuition and ancillary fees processes and external marketing for applicants/students to align with transparency guidelines within provincial Bill 33 legislation - Supporting Children and Students Act, 2025.	<ul style="list-style-type: none"> » Update structure of fee tables and systems, related website pages: program pages, fee calculators. tuition and fees in time for 202643 (Fall 2026) intake.
x.	Implement an authenticated Case Management student support portal within Ellucian Experience.	<ul style="list-style-type: none"> » Portal successfully launched and available to authenticated students. » Establish a baseline for student case interactions conducted through the portal. » Monitor email-based case communications compared to baseline.



2.4 WE WILL INVEST IN INNOVATIVE TOOLS, RESOURCES, AND INFRASTRUCTURE TO ENSURE THE FUTURE OPTIMIZATION OF OUR PROGRAMS, SERVICES, AND WORK.

#	ENABLING ACTION	MEASURE
i.	Implement a standardized digital workflow to automate several Risk Management Forms, replacing manual and fragmented practices.	» Convert the following forms for submission through the automated system: Contract Risk Assessment & Authorization Form (CARAF), On Campus Event Form, Off Campus & Field Trip Event Form.
ii.	Implement mandatory in-year forecasting at the end of Q2 and Q3 for all budget holders to strengthen financial oversight and improve early identification of risks and opportunities.	» Improve the forecasting of year-end results to be within +/- 5 per cent.
iii.	Further enhance and optimize the Accounts Payable and General Ledger integration between Bookware and Banner to strengthen data accuracy, streamline reconciliation processes, and improve the timeliness of financial reporting.	» Develop two new reports to highlight financial performance to assist with increased forecasting accuracy.
iv.	Strengthen applied research excellence by integrating client feedback into the design and delivery of search initiatives, ensuring relevance, impact, and continuous improvement across projects.	» Administer 25 Client Impact Surveys upon conclusion of industry-led applied research projects.
v.	Improve operational visibility and data integrity within ARCHIBUS to support Facilities decision-making, performance tracking, contractor work management, and space data accuracy.	» Mean Time To Repair (MTTR) baseline established for selected Facilities service types; ARCHIBUS reporting improved for response times, work order status, contractor work/cost visibility, and space data; future workflow and data priorities identified for continued implementation beyond 2026/27.
vi.	Adopt and implement security policies for management of Windows IT assets used by Staff.	» Deploy and configure Intune. » 100 per cent of Windows devices will be enrolled in an endpoint management tool. » Create a security baseline policy for Windows devices and begin implementation. Position Windows devices to align to best practice security policies.
vii.	Improve end-user ability to report suspicious Cyber Security activity.	» Install a KnowBe4 Phish Alert Button (PAB) in Outlook (client or web) to allow users to report suspicious messages with one click.
viii.	Prepare DC to leverage a Software as a Service (SaaS) solution in the future by developing a plan to address customizations and integrations in Banner.	» Conduct analysis on customizations and integrations and document the number and the business areas impacted. » With impacted business areas, develop a documented approach to address customizations, including resource planning for 2027-2028 fiscal year.
ix.	Implement the Infosilem ACADEMIC Scheduling (SAAS compatible) platform to support term-based academic scheduling and room bookings, replacing Timetabler, DCU, and SIS Transfer.	» Implement and configure the system to schedule each academic term, develop and validate scheduling workflows, and create and deliver training materials for end users.

#	ENABLING ACTION	MEASURE
x.	Assess the SAAS readiness of registrarial processes and system.	<ul style="list-style-type: none"> » Core deliverables: <ul style="list-style-type: none"> » Begin requirements documentation developed in conjunction with ITS. » Completed inventory of systems/processes, and customizations. » Customizations categorized under 4 'B's' - Boot (Remove the need), Baseline (Leverage what exists), Buy (SAAS*compliant), Build (SAAS*compliant).
xi.	Enhance the RO chatbot by expanding its knowledge base, improving intent recognition, and implementing continuous training updates informed by performance analytics to ensure students receive accurate, timely, and helpful responses.	<ul style="list-style-type: none"> » Increase the chatbot's helpful/assumed helpful response rate from 83 per cent to above 90 per cent. Measure incoming cases for downward trends in students needing assistance.

2.5 WE WILL INTEGRATE ENVIRONMENTALLY SUSTAINABLE PRACTICES ACROSS ALL CAMPUSES AND LOCATIONS.

#	ENABLING ACTION	MEASURE
i.	Increase campus-wide sustainability engagement through expanded events and active participation.	<ul style="list-style-type: none"> » Increase student membership on the Green Impact Team by 25 per cent. » Improve on-campus engagement with the addition of two new sustainable events during the academic calendar.
ii.	Coordinate and promote a nursing scrub donation drive by collecting gently used scrubs from students completing the program, reducing textile waste and supporting incoming learners.	<ul style="list-style-type: none"> » Host a nursing scrub drive during National Nurses week to gather donations of gently used scrubs from students completing the Practical Nursing program.
iii.	Develop partnerships through the Barrett Centre that strengthen resilient communities through sustainability with a focus on food security, waste reduction, and education.	<ul style="list-style-type: none"> » Establish five new community/industry partnerships by March 2027 supporting sustainable priorities (i.e. food security, circular food systems, etc.) » Divert or redistribute up to 2,500 kg of food annually through partnership-led initiatives, food waste mitigation strategies and/or donations. » Engage 100 new learners per year in applied sustainability learning.
iv.	Advance sustainable grounds practices that support biodiversity, environmental stewardship, and long-term campus resilience.	<ul style="list-style-type: none"> » Create a pollinator garden to support Bee Campus commitments. » Develop integrated pest management indicators. » Identify and prioritize, for a phased implementation, opportunities for future campus landscape sustainability opportunities.



GOAL 3

PEOPLE-CENTRED

Be an equity-driven and inclusive environment where everyone feels supported, can realize their full potential, and truly belongs.

3.1

We will nurture our organizational culture, where students, employees, alumni, and partners feel welcomed, valued, respected, and part of our community.

3.2

We will expand Indigenous-led programs and initiatives to better support students and employees in upholding Indigenous rights and continuing the journey toward reconciliation.

3.3

We will review and enhance policies and practices to address inequities, deepen knowledge, and strengthen capacity to better support the needs of students and employees.

3.4

We will empower students and employees to reach their full potential by being leaders in skill development, career advancement, and lifelong learning.

3.5

We will retain and attract top talent and be an employer of choice.



3.1 WE WILL NURTURE OUR ORGANIZATIONAL CULTURE, WHERE STUDENTS, EMPLOYEES, ALUMNI AND PARTNERS FEEL WELCOMED, VALUED, RESPECTED, AND PART OF OUR COMMUNITY.

#	ENABLING ACTION	MEASURE
i.	Community Employment Services will offer accessible and supportive workshop series for persons with disabilities, focused on reducing employment barriers and enhancing job readiness and retention.	<ul style="list-style-type: none"> » Engage and support 45 persons with disabilities through targeted workshop programming aimed at enhancing employability, reducing barriers, and supporting long-term employment success.
ii.	Leverage data from the 2026 Canadian Campus Wellbeing Survey and Ministry-funded mental health initiatives (MHAP) to design and deliver targeted, evidence-based programming that responds to identified student needs.	<ul style="list-style-type: none"> » Increase the early intervention/low-intensity service uptake by 15 per cent. » Create four new programs/offerings aligned with top identified student needs. » Increase participation rates in mental health and wellbeing programs/services by 20 per cent.
iii.	Increase opportunities for black youth by aligning research hub projects with Faculty outreach and community needs.	<ul style="list-style-type: none"> » Social Impact Hub and the Faculty of Media, Art and Design will collaborate with the Children's Aid Society to host a program for vulnerable black youth. » Plan and execute a six week program, two hours per week for up to 20 youth.
iv.	Enhance community engagement and improve varsity game experiences.	<ul style="list-style-type: none"> » Launch an annual staff, faculty and retiree night at a varsity home game. » Add more interactive in-game elements (contests, recognitions, halftime features) to elevate the fan experience. » Support group attendance and campus-wide promotion. » Collaborate with local organizations, schools and community groups to host events and create connections with programs/facilities. » Track attendance and engagement metrics (game attendance, participation, social media interaction) to measure growth. » Update durhamlords.com with a new provider.
v.	Collaborate on the development and launch of an institutional Equity, Diversity, and Inclusion (EDI) plan.	<ul style="list-style-type: none"> » Review and renew the EDI committee. » Establish a framework for the launch of the EDI plan.
vi.	Enhance the employee orientation experience by introducing a new online orientation module and enhanced onboarding checklists.	<ul style="list-style-type: none"> » Introduce new on-boarding checklists that are AODA compliant and streamlined. » Introduce processes to increase legislated training compliance completion. » Implement a new online orientation module on Brightspace. » In collaboration with Communications and Marketing, redesign Human Resources ICE page and launch to the college community.
vii.	Advancing Accessibility and Inclusion in the Built Environment: Advance a structured built environment accessibility program through the DC Accessibility Design Standard, five-year built environment reassessment, and improved maintenance and reporting processes for key accessibility-related assets.	<ul style="list-style-type: none"> » DC Accessibility Design Standard finalized and built environment reassessment completed; priority accessibility-related assets incorporated into ARCHIBUS, planned maintenance, and QR-code reporting where appropriate; short- and long-term accessibility priorities identified to support operational improvements and future capital planning.

#	ENABLING ACTION	MEASURE
viii.	Develop and implement a coordinated, college-wide communication approach for current students that reduces message overload, improves clarity and consistency, and enhances student engagement and sense of belonging.	<ul style="list-style-type: none"> » Conduct a comprehensive audit of all non-academic student communications to assess volume, timing, purpose, and channels used. » Gather student feedback through a survey to identify communication challenges and preferences. » Develop and implement a college-wide communication matrix defining appropriate channels for different message types. » Create standardized templates and guidelines to ensure consistent, branded messaging across departments. » Streamline the intake and coordination process for messages sent to all students. » Begin the planning and development of a student newsletter as the central hub for institutional messaging, supported by other channels, for implementation during the next planning cycle.
ix.	Integrate equity, diversity, inclusion (EDI), and accessibility considerations into IT service delivery, technology planning, and team practices to better support the needs of the campus community.	<ul style="list-style-type: none"> » Support participation in EDI and accessibility learning opportunities across IT Services. » Review hiring, onboarding, and team practices to promote equitable and inclusive approaches. » Incorporate accessibility and inclusive design considerations into new technology implementations and major service changes by enhancing the IT project intake and governance processes.



3.2 WE WILL EXPAND INDIGENOUS-LED PROGRAMS AND INITIATIVES TO BETTER SUPPORT STUDENTS AND EMPLOYEES IN UPHOLDING INDIGENOUS RIGHTS AND CONTINUING THE JOURNEY TOWARD RECONCILIATION.

#	ENABLING ACTION	MEASURE
i.	Expand Indigenous-led programming through strengthened partnerships with local Nations, Knowledge Holders, and community organizations to ensure access to post-secondary education.	<ul style="list-style-type: none"> » Establish three new or strengthened partnerships with local Indigenous communities, organizations and school boards. » Host two introductory or exploratory meetings with local elementary and secondary school boards to discuss pathways for First Nations, Metis, and Inuit students into post-secondary education. » Increase engagement and participation in outreach initiatives including workshop, community events, and collaborative programming by 10 per cent.
ii.	Expand on the Braiding Learning framework to facilitate the development of holistic, traditional and evidence-informed approaches to teaching and learning.	<ul style="list-style-type: none"> » Develop and deliver a minimum of five new professional development sessions to both full-time and part-time faculty. » Embed the framework into five programs.

3.3 WE WILL REVIEW AND ENHANCE POLICIES AND PRACTICES TO ADDRESS INEQUITIES, DEEPEN KNOWLEDGE, AND STRENGTHEN CAPACITY TO BETTER SUPPORT THE NEEDS OF STUDENTS AND EMPLOYEES.

#	ENABLING ACTION	MEASURE
i.	Develop and implement a proactive ergonomics and musculoskeletal disorder (MSD) prevention initiative.	<ul style="list-style-type: none"> » Complete 100 per cent of ergonomic requests using the standardized framework. » Realize a 15 per cent reduction in repeat or escalated ergonomics-related concerns.
ii.	Support the college's EDI Action Plan by advancing learning and celebration of equity-deserving communities through the evaluation of an intercultural awareness training program for employees, with a recommendation for next fiscal implementation.	<ul style="list-style-type: none"> » Completion of a review of existing materials by January and submission of a finalized training recommendation by March 31, 2027.
iii.	Improve the student experience by creating a repository of robust Prior Learning Assessment and Recognition (PLAR) assessments that are accessible and transparent.	<ul style="list-style-type: none"> » Support a minimum of 25 Subject Matter Experts (SMEs) to expand their pedagogical practice with evidence-based training on assessment and evaluation of prior learning. » Develop 40 high-quality PLAR assessments.
iv.	Centralize student accommodations processes through the Access and Support Centre, to include all protected grounds under the Ontario Human Rights Code (OHRC).	<ul style="list-style-type: none"> » Update all forms and online content to reflect accommodations beyond serving students with disabilities/exceptionalities. » Enhance and update ASC webpage by updating content and functionality.

3.4 WE WILL EMPOWER STUDENTS AND EMPLOYEES TO REACH THEIR FULL POTENTIAL BY BEING LEADERS IN SKILL DEVELOPMENT, CAREER ADVANCEMENT, AND LIFELONG LEARNING.

#	ENABLING ACTION	MEASURE
i.	Coordinate DC's participation in Alberta Machine Intelligence Institute's (AMII) AI Workforce Readiness Consortium and Module 0 rollout.	<ul style="list-style-type: none"> » Integrate Module 0 into DC Brightspace. » Host one faculty training session. » Embed Module 0 curriculum into diploma and degree-level Communications courses (COMM 1100 and COMM 11010), delivering AI literacy education to students from over 90 DC programs.
ii.	Launch a new learning series for non-managers that encourages a leadership mindset within all levels of the college.	<ul style="list-style-type: none"> » Develop a program for non-managers focused on building management competencies. » Solicit feedback on program design and presenters from a selected group of senior managers, and obtain ELT approval. » Launch pilot program with 20 participants. » Evaluate the program through a final survey to assess experience and impact.
iii.	Cultivate a community of practice for the management development program graduates.	<ul style="list-style-type: none"> » Facilitate up to 3 meetings during the 2026-27 academic year. » Identify and facilitate one additional opportunity to build community of program graduates.
iv.	The Access and Support Centre (ASC) will enhance student capacity, confidence, and career readiness by educating students and employees and collaborating with internal departments to promote student success.	<ul style="list-style-type: none"> » Deliver two self-advocacy workshops for ASC-registered students. » Host a community employment agency fair in collaboration with Student and Career Development, open to all DC students. » Provide four training sessions for faculty in collaboration with the CTL, to support understanding of accommodation needs in alignment with the Ontario Human Rights Code (OHRC).
v.	Explore and prioritize new and enhanced academic pathway opportunities between Durham College and Ontario Tech University to support student success, progression, and credential completion.	<ul style="list-style-type: none"> » Review existing pathways and identify duplication, gaps, and high-demand areas for new or revised pathways. » Identify and propose at least two new or renewed strategic pathway opportunities for consideration in the 2027-28 academic year. » Establish at least two new internal pathways that empower students to make informed decisions.
vi.	Build institutional capacity to support military-connected learners by expanding employee training and awareness opportunities across academic and service departments.	<ul style="list-style-type: none"> » Success will be measured by at least 150 employees completing the CAF 101 asynchronous training, at least 75 employees participating in in-person CAF 102 workshops, and delivery of four bespoke training sessions for specific teams that support military-connected learners.

3.5 WE WILL RETAIN AND ATTRACT TOP TALENT AND BE AN EMPLOYER OF CHOICE.

#	ENABLING ACTION	MEASURE
i.	Enhance Employer of Choice DC Branding	<ul style="list-style-type: none"> » Support the development of a clear Employee Value Proposition, informed by internal data and stakeholder input, and validated with ELT. » Collaboratively develop and secure approval for an integrated employer brand, communications, social and marketing strategy, aligning HR and Communications and Marketing to position the institution as an employer of choice, with clear messaging, target audiences, and implementation roadmap. » Strengthen employee recognition and visibility across channels through integrated storytelling across internal and external communications.
ii.	Launch a streamlined, intuitive and accessible intranet (ICE) that enhances employees' access to the tools, resources and information needed to work effectively.	<ul style="list-style-type: none"> » Design a new intuitive homepage and simplified information architecture. » Build a new, separate site to fully embrace modernized SharePoint Online features. » Consult with internal stakeholders to determine and support content transition. » Implement communications rollout to employees. » Launch new employee intranet.
iii.	Review recruitment process to identify accessibility barriers, and refine processes to support candidates in equitable opportunities participate in the process.	<ul style="list-style-type: none"> » Identify and implement best practices for a barrier-free recruitment experience. » Design an inclusive communications template to be shared with interview candidates which will include clear instructions on the interview logistics, accessible wayfinding and building navigation, and accommodations request process. » Enhance the external website employment opportunities page to highlight DC's commitment to a barrier-free recruitment process.



GOAL 4

COMMUNITY-CONNECTED

Be purposefully connected locally and globally to deepen our impact and drive social and economic progress.

4.1

We will enable economic and social development by establishing and nurturing relationships with industry, community organizations, donors, and government.

4.2

We will enrich our communities by creating meaningful connections with our student and employee expertise and providing access to our facilities.

4.3

We will champion social responsibility by fostering a culture of community engagement and volunteerism.

4.4

We will pursue applied research opportunities that respond to the needs and issues that matter to industries and communities.

4.5

We will deepen our partnership with Ontario Tech University to elevate our competitive advantage as an educational hub of excellence.

4.1 WE WILL ENABLE ECONOMIC AND SOCIAL DEVELOPMENT BY ESTABLISHING AND NURTURING RELATIONSHIPS WITH INDUSTRY, COMMUNITY ORGANIZATIONS, DONORS, AND GOVERNMENT.

#	ENABLING ACTION	MEASURE
i.	Community Employment Services will establish and strengthen partnerships across North Durham to support and expand local access to employment services, enhance collaboration with community stakeholders, and support regional economic and social development.	<ul style="list-style-type: none"> » Establish one new Memorandum of Understanding (MOU) with a community partner and renew three existing MOUs to support service delivery across North Durham.
ii.	Strengthen strategic partnerships.	<ul style="list-style-type: none"> » Review and formalize partnership agreements with Ontario Power Generation (OPG) and regional Chambers of Commerce/Boards of Trade.
iii.	Build internal government relations (GR) capacity and coordination.	<ul style="list-style-type: none"> » Develop and launch an official GR Strategy for DC. » Create a clearance protocol to triage requests to and from government.
iv.	Offer upskilling opportunities for workers displaced by tariffs and underrepresented groups.	<ul style="list-style-type: none"> » Create a training plan to ensure participants have the skills and required safety training to enter the nuclear sector. » Co-lead application process with Canadian Union of Skilled Workers (CUSW) to submit Skills-Advance Ontario (SAO) funding proposal.
v.	Support Canada's growing clean energy and nuclear workforce demands by actively participating on the Canadian Clean Energy Workforce (CCEW) Consortium.	<ul style="list-style-type: none"> » Collaborate with CCEW Consortium members to develop a workplan. » Present workplan to member institution's Presidents. » Recommend to DC leadership at least one opportunity to collaborate with another member institution on a training or upskilling opportunity.
vi.	Corporate Training Services (CTS) will partner with Ontario Power Generation, Durham Employment and Newcomer Centre (DENC), and Professional and Part-time Learning (PPL) on a Skills Advance Ontario (SAO) submission to upskill unemployed workers seeking to become Nuclear Armed Security Officers.	<ul style="list-style-type: none"> » Support DENC in submitting the SAO application as the primary applicant.



4.2 WE WILL ENRICH OUR COMMUNITIES BY CREATING MEANINGFUL CONNECTIONS WITH OUR STUDENT AND EMPLOYEE EXPERTISE AND PROVIDING ACCESS TO OUR FACILITIES.

#	ENABLING ACTION	MEASURE
i.	Strengthen external communications by advancing a coordinated, audience-driven content approach that aligns with institutional priorities, reinforces brand positioning and marketing efforts, and delivers consistent, high-impact messaging across channels.	<ul style="list-style-type: none"> » Launch a strategic content hub that organizes institutional content around key themes and priorities, shifting from a chronological to a feature-driven approach. » Deliver a flagship corporate video that strengthens brand positioning and communicates the college's value and impact. » Formalize and strengthen an integrated, cross-functional content model across Communications and Marketing (communications, social, marketing) and partner teams (international, alumni, research) to support more consistent shared planning, content development, and coordinated amplification across channels. » Leverage data and insights to continuously refine content strategy, channel mix, storytelling approaches, and media relations activities.
ii.	Deliver community based training and workshops in urban agriculture.	<ul style="list-style-type: none"> » Implement the Leadership for Sustainable Development (LCC) program in collaboration with World Vision. » Host five international World Vision participants and offer five scholarships to eligible DC graduates to participate. » Launch the Urban Growers online program, offering community, schools and DC students the opportunity to increase their knowledge of urban agriculture.

4.3 WE WILL CHAMPION SOCIAL RESPONSIBILITY BY FOSTERING A CULTURE OF COMMUNITY ENGAGEMENT AND VOLUNTEERISM.

#	ENABLING ACTION	MEASURE
i.	Community Employment Services will design and deliver targeted workshop series for newcomers and racialized individuals to address barriers to employment and support pathways to sustainable, long-term employment.	<ul style="list-style-type: none"> » Engage and support 50 newcomer and racialized clients through targeted workshop programming focused on reducing barriers to employment and achieving sustainable employment outcomes.
ii.	Expand Community Engagement through volunteerism and event participation.	<ul style="list-style-type: none"> » Increase opportunities for staff engagement through coordination of at least 3 volunteer opportunities for staff. » Participate in a minimum of 25 community events.
iii.	Strengthen a culture of community engagement by using internal communications platforms to promote volunteer opportunities and recognize employees who contribute to our communities.	<ul style="list-style-type: none"> » Develop and launch a dedicated ICE page to promote community volunteer opportunities, increase employee awareness and participation, and provide clear information on how to get involved. » Write six profiles of employees engaged in volunteering and amplify them through ICE and DC Digest.

4.4 WE WILL PURSUE APPLIED RESEARCH OPPORTUNITIES THAT RESPOND TO THE NEEDS AND ISSUES THAT MATTER TO INDUSTRIES AND COMMUNITIES.

#	ENABLING ACTION	MEASURE
i.	Identify and explore strategic opportunities to deliver cybersecurity services to the defence sector.	<ul style="list-style-type: none"> » Ensure measures are in place to comply with requirements for applied research in sensitive technologies as related to the defence sector. » Sign two memoranda of understanding with strategic partners. » Attend two trade shows or information sessions that align cybersecurity services with the priorities of the defence sector. » Hire one Senior Researcher to support defence projects.
ii.	Expand the capabilities of the Mixed Reality Capture (MRC) studio.	<ul style="list-style-type: none"> » Support the facilities team to ensure reasonable construction progress of the MRC stage within this fiscal year (project completion slated for Fall 2027). » Initiate the operations of MRC Studio as a Technology Access Centre (TAC) and meet the deliverables for year one, as stated in the TAC application. » Partner with at least four unique companies on applied research projects supported by the MRC studio.
iii.	Complete DC's first Research Security plan, as required by the Ministry of Colleges, Universities, Research Excellence and Security (MCURES).	<ul style="list-style-type: none"> » Complete and submit the plan to the Ministry.
iv.	<p>Strengthen community impact and innovation capacity by successfully executing and supporting College and Community Social Innovation Fund (CCSIF) projects:</p> <p>(1) Bridging the Gap,</p> <p>(2) Community-Based Exercise Intervention,</p> <p>(3) Raising Resilient Families, and</p> <p>(4) Transforming Early Childhood Education with Simulations.</p>	<ul style="list-style-type: none"> » Train eight students in research ethics best practices; qualitative, quantitative research data collection and analysis; build their community networks; enhance knowledge of vulnerable populations in Durham Region. » Support engagement with 12 partner agencies. » Mobilize knowledge created from project activities through four events.



4.5 WE WILL DEEPEN OUR PARTNERSHIP WITH ONTARIO TECH UNIVERSITY TO ELEVATE OUR COMPETITIVE ADVANTAGE AS AN EDUCATIONAL HUB OF EXCELLENCE.

#	ENABLING ACTION	MEASURE
i.	Collaborate with Ontario Tech University to implement an integrated, campus-wide model for mental health and wellness services through the Campus Health and Wellness Centre (CHWC) that reduces silos, strengthens care coordination, and increases student access and engagement in health promotion and programming.	<ul style="list-style-type: none"> » Create five new co-produced and facilitated programming across campus. » Monitor employee satisfaction on a monthly basis and adjust processes as necessary to improve efficiencies and care coordination.
ii.	Expand shared Athletics facilities and Recreation programming with Ontario Tech University.	<ul style="list-style-type: none"> » Collaborate with Ontario Tech University on the planning/construction of the Campus Ice Centre expansion project. » Expand competitive sport club programming. » Co-host two to four additional extramural tournaments on campus. » Increase student participation in joint intramural programming by 10 per cent.
iii.	Strengthen Cyber Security maturity and resilience in accordance with Enhancing Digital Security and Trust Act, 2024 (Bill 194). In partnership with Ontario Tech University.	<ul style="list-style-type: none"> » Develop and implement a cyber security program with the following elements: <ul style="list-style-type: none"> » Assign a primary and alternate cyber security contact; » Complete cyber security maturity assessments every two years and report results to the Chief Information Security Officer of the Ministry of Public and Business Service Delivery and Procurement (MPBSDP); and » Report critical cyber security incidents to the Chief Information Security Officer of MPBSDP. » One to two maturity enhancements in each of: Vulnerability Management, Access Review, IT Services Backup Policy, Data Encryption Controls and Processes, Logging Requirements, Network Segmentation and Access Controls Capabilities, Incident Response Plan (IRP).
iv.	Establish a new standardized, measurable, and consistently applied Work Description Document (WDD) framework that enables clear accountability, performance tracking, and operational alignment across shared services within I.T. and Facilities.	<ul style="list-style-type: none"> » Complete WDDs.
v.	Formalize GR coordination with Ontario Tech University.	<ul style="list-style-type: none"> » Create and establish coordination and information sharing protocols with Ontario Tech University





The background is a dark teal color with a complex network of glowing, lighter teal lines and nodes. The lines are thin and intersect to form a web-like structure. Some nodes are larger and more prominent, while others are smaller. The overall effect is that of a digital or data network.

BUDGET

2026-2027 BUDGET

The operating budget presented for the Board’s consideration reflects a disciplined and balanced approach to aligning our financial resources with the College’s strategic priorities. The proposed budget reflects management’s commitment to maintaining the College’s long-term financial sustainability while continuing to invest in strategic priorities, student success, and academic quality. It outlines how we will sustain operations, invest in key initiatives, and navigate ongoing financial pressures while maintaining long-term stability.

Durham College presents a surplus operating budget for 2026-2027 that supports continued progress toward long-term financial sustainability and improved risk positioning. The 2026-2027 budget targets to:

- » Reduce full-time post-secondary enrolments to 11,372 students in fall 2026, a decrease of 8.6% over the 2025-2026 actuals,
- » Add six new post-secondary programs, and
- » Invest \$320K in one-time strategic initiatives.

ENROLMENT

The 2026-2027 budget targets a total of 11,372 full-time enrolments for fall 2026. The following table shows the breakdown of the projected number of 2026-2027 post-secondary and apprenticeship enrolments for the fall semester in comparison to the 2024-2025 and 2025-2026 enrolments.

FULL-TIME ENROLMENT (FALL)	ACTUAL 2024-2025	ACTUAL 2025-2026	BUDGET 2026-2027	CHANGE OVER 2025-2026
Domestic Students	9,194	9,694	9,676	(18)
Early Childhood Education-Child Care Worker Stream *	10	0	0	0
Better Jobs Ontario	8	12	0	(12)
International Students	4,177	1,644	691	(953)
Bachelor of Science - Collaborative Nursing (BsCN)	964	1,094	1,005	(89)
Total	14,353	12,444	11,372	(1,072)
Apprenticeship	2,634	2,627	2,213	(414)

* Early Childhood Education – Child Care Worker Stream programs was related to a special initiative/limited time funding the province implemented as a result of the COVID-19 Pandemic.

Excluding the BsCN students which are reported by the university, enrolments are targeted to reach 10,367 students in fall 2026, of which 6.7% is from international enrolments.

Durham College’s international education strategy is based on the recruitment of students to our campuses through a network of agents in targeted countries. The budgeted enrolment for fall 2026 is estimated at 691, a decrease of 953 enrolments or a decline of 58% over fall 2025 actuals.

Enrolment in the BsCN program between Durham College and Ontario Tech University is expected to decrease to 1,005 headcounts in the fall 2026 compared to 1,094 headcounts in fall 2025. This represents a decrease of 89 enrolments (8.1%).

A total of 2,213 apprenticeship training students are budgeted to attend programs at the Whitby campus. This represents a 15.8% decrease compared to 2025-2026 actual enrolment, as the 2026-2027 budget assumes utilization of 84% of maximum seat capacity given external economic conditions affecting Canada.

In addition, 643 Academic Upgrading, 14,000 Professional and Part-time Learning registrants, and 2,235 secondary school students through the School College Work Initiative (SCWI) are estimated for 2026-2027.

The following six programs are being introduced in 2026-2027:

PROGRAM NAME	DURATION	CREDENTIAL
Bachelor of Business Administration - Human Resources	Six semesters	Bachelor’s Degree
Bachelor of Construction Management	Seven semesters	Bachelor’s Degree
Bachelor of Cybersecurity	Seven semesters	Bachelor’s Degree
Cloud Information Technology Systems	Four semesters	Ontario College Diploma
Geographic Information Systems for Data Analytics	Two semesters	Ontario College Graduate Certificate
Marketing Management - AI & Automation	Two semesters	Ontario College Graduate Certificate

These new programs are projected to contribute 116 students to fall 2026 and 98 to winter 2027 enrolments.

Although enrolments are funded at the corridor midpoint as determined by MCURES in the Corridor Funding Model, institutions are still required to report on domestic enrolments at November 1 (fall semester), March 1 (winter semester), and June 30 (spring semester).

The full-time enrolments for domestic and international for each of the academic semesters are as follows:

ENROLMENT	ACTUAL 2024-2025	ACTUAL 2025-2026	BUDGET 2026-2027	CHANGE OVER 2025-2026
Domestic Students				
Summer	2,520	2,772	2,867	95
Fall	9,212	9,706	9,676	(30)
Winter	9,448	9,913	9,556	(357)
International Students				
Summer	2,694	1,321	339	(982)
Fall	4,177	1,644	691	(953)
Winter	4,346	1,630	894	(736)

The overall projected decrease of full-time post-secondary students over the three semesters in 2026-2027 is 11%. The decrease in domestic student enrolment in the 2026–2027 budget compared to 2025–2026 actuals is primarily attributable to the suspension of select program intakes in fall 2025 and winter 2026. As a result, there is a corresponding reduction in “flow-through” enrolment into upper-year levels in the 2026–2027 fiscal year. This temporary disruption in intake activity is expected to impact overall domestic headcount in the short term, as cohorts progress through the system at lower volumes than in prior years.

OPERATING BUDGET ASSUMPTIONS

Budget assumptions have been developed using the most current information available and incorporate a prudent approach to revenue forecasting and expenditure management. The following assumptions were made during the development of the 2026-2027 budget:

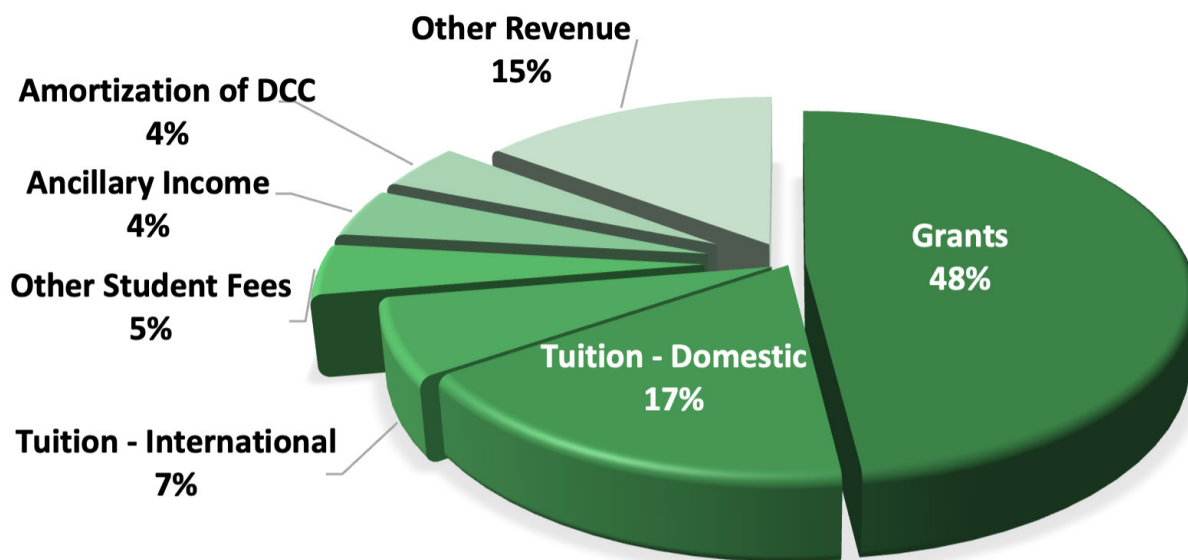
Operating grants	Increase in the annual corridor funding model allocation of \$35M
Tuition fees	2% increase to tuition fees; 1% increase to international premium and \$375 per semester for the Ontario International Student Recovery (ISR) Fee.
Salaries and benefits – full-time faculty	The current collective agreement expires on September 30, 2027. The annual increase and applicable step increases have been included in the budget.
Salaries and benefits – support staff	The current collective agreement expires on August 31, 2028. The annual increase and applicable step increases have been included in the budget.
Salaries and benefits – administration	An adjustment of 2% for the inflationary grid increase effective April 1, 2026, as communicated by the College Employer Council, has been included in the budget.

REVENUES:

The total revenue budget for fiscal 2026-2027 is \$260M, representing an increase of \$23M over the 2025-2026 budget. This increase is primarily driven by the additional funding to be received through the revised Corridor Funding Model. On February 12, 2026, the ministry announced Ontario's Long-Term Plan for Postsecondary Sustainability, which introduced the new College Funding Model along with changes to the tuition framework and Ontario Student Assistance Program (OSAP). Under this new model, an additional \$6.4B will be provided over four years to publicly assisted colleges, universities and Indigenous Institutes, beginning 2026-2027. The institution's share of this funding is \$35M for fiscal 2026-2027. This incremental funding is partially offset by the projected decline in international tuition revenues from lower enrolments.

Institutional revenues include grants, tuition and other student fees, ancillary revenues, amortization of deferred capital contributions (DCC) and miscellaneous income.

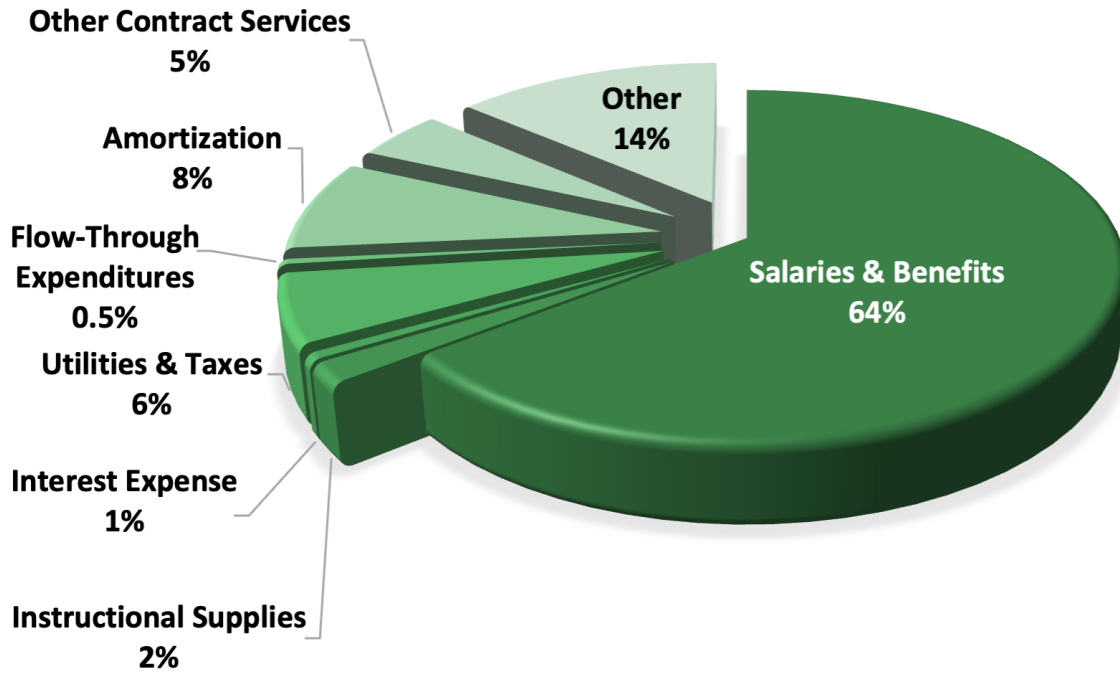
Revenues are allocated as follows:



EXPENSES:

The total expense budget for fiscal 2026-2027 is \$239M, of which \$154M relates to salaries and benefits and \$85M relates to operational expenditures, including instructional supplies, contract services, utilities, interest, amortization, and other miscellaneous costs. Overall operating expenses are projected to decrease by 1.5% compared to the prior year budget. This decrease is primarily attributable to lower amortization expense resulting from a conservative approach to capital spending over the past two years, combined with the full amortization of certain assets. Salaries and fringe benefits are projected to increase by 1.7% compared to the prior year budget, primarily driven by inflationary increases under collective agreements, partially offset by savings associated with vacant positions.

Expenses are allocated as follows:



The 2026-2027 budgeted revenues and expenses with a comparative to the 2025-2026 actual results on the consolidated Statement of Operations are as follows:

CONSOLIDATED STATEMENT OF OPERATIONS

Year ended March, 2027, with comparative figures for year ending March 31, 2026

	ACTUAL MARCH 31, 2026	BUDGET MARCH 31, 2027
Revenue:		
Grants and reimbursements	\$98,024,318	\$124,941,342
Student tuition fees	84,343,368	62,935,759
Ancillary operations	11,512,150	11,254,016
Rental income	12,471,829	12,322,441
Other income	37,225,181	37,615,620
Amortization of deferred capital contributions	10,670,258	10,700,000
Total revenue	254,247,104	259,769,178
Expenditures:		
Salaries and benefits	149,931,886	153,873,868
Instructional supplies	4,418,950	4,490,164
Contracted services	11,268,349	11,388,964
Utilities, maintenance and taxes	14,612,976	14,827,282
Interest and bank charges	2,245,030	1,816,791
Scholarships and bursaries	5,193,110	3,922,722
Supplies and other expenses	24,074,003	28,337,861
Accretion expense on Asset Retirement Liability (ARO)	271,544	271,543
Amortization of capital assets	20,849,130	19,831,588
Total expenditures	232,864,978	238,760,783
Excess of revenue over expenditures	\$21,382,126	\$21,008,395

SCHEDULE OF REVENUES AND EXPENSES

The revenues and expenses of the College for the 2026-2027 Budget with comparisons to the 2025-2026 Actual results are presented below.

\$000'S	ACTUAL 2024-2025	ACTUAL 2025-2026	BUDGET 2026-2027	VARIANCE BUDGET TO ACTUAL 2025-2026 ¹
Domestic Enrolment Grants	61,471	62,087	98,992	36,905
Domestic Tuition Fees	39,790	40,698	40,472	(226)
Apprenticeship Training Revenue	6,803	7,509	7,326	(183)
International Education Revenue	72,424	37,931	17,418	(20,513)
Other Academic Revenue	15,552	21,860	13,498	(8,362)
Total Academic Revenue	196,040	170,085	177,706	7,621
Academic Salaries and Benefits	105,150	94,915	96,356	(1,441)
Academic Operating Expenses	11,203	11,859	11,768	91
Total Academic Expenses	116,353	106,774	108,124	(1,350)
Academic Contribution	79,687	63,311	69,582	6,271
Academic Contribution Margin	40.6%	37.2%	39.2%	n/a
Net Funds Allocated for Services	(52,472)	(47,388)	(52,486)	(5,098)
Ancillary Operations (net)	7,733	8,883	8,572	(311)
Corporate Training Services	2,785	3,659	3,621	(38)
Other Corporate Revenues / (Expenses)	(6,878)	4,646	2,249	(2,397)
Net Amortization Expense	(10,857)	(10,179)	(9,132)	1,047
Interest Expense	(1,722)	(1,550)	(1,398)	152
Central Revenues (Expenses)	(8,939)	5,459	3,912	(1,547)
Surplus	18,276	21,382	21,008	(374)

¹Figures in brackets represent unfavourable variances.

ANALYSIS OF VARIANCES BETWEEN THE 2025-2026 ACTUALS AND 2026-2027 BUDGET

Domestic enrolment grants: The increase is a result of the new Corridor Funding Model resulting in an increase of \$35.1M and reallocation of Health grant.

Domestic tuition fees: The decrease of \$226K (0.6%) decrease is based on the 2026-2027 enrolment budget assuming a 1.3% decline compared to actual enrolments of 2025-2026, lower budgeted revenues from the Centre for Professional and Part-time Learning (PPL), and a reduced contribution from the Bachelor of Science - Collaborative Nursing program. Nursing enrolments are projected to decline from 1,094 in 2025-2026 to 1,005 in 2026-2027, representing an 8.1% decrease.

Apprenticeship revenue: The budget reflects a decrease of \$183K (2.4%) based on the initial seat plan, which includes reductions in Electrician, Automotive Service Technician and Industrial Mechanic Millwright programs. These decreases are partially offset by planned increases in Child Development, Hoisting, and Welding seats. The estimate assumes utilization at 84% of maximum seat capacity, providing flexibility to accommodate potential growth throughout the year.

International education revenue: The net decrease of \$20,513K (54.1%) is the result of projected decreased enrolments in all semesters, driven by the ongoing challenges in attracting international students to Canada for post-secondary education. This decline in revenue is partially mitigated by approved increases to the international tuition premium and the introduction of an International Student Recovery fee, effective for the fall 2026 semester.

Other academic revenue: The \$8,362K (38.3%) decrease is attributed to reduced funding levels, including the Practical Nursing Expansion funding, the incorporation of Clinical Education funding the corridor funding, and the funding for Primary Care Paramedic Enrolment Expansion Project has not been included in the 2026-2027 budget. Additionally, lower enrolments have negatively impacted supply fee revenues across several academic programs.

Academic salaries and benefits: The \$1,441K (1.5%) increase in academic salaries and benefits reflects annual inflationary increases as mandated by the collective bargaining agreements. These increases have been partially offset by the reduced teaching costs resulting from enrolment declines, including section consolidations and the assignment of fulltime faculty to deliver six weeks of the spring semester. These measures were identified as part of the efficiency audit completed in the prior year. Additionally, the 2025-2026 actuals included one-time savings associated with the support staff work stoppage in fall 2025.

Academic operating expenses: The \$91K (0.8%) decrease is the result of a decrease in discretionary operating expenses relating to the lower budgeted enrolment for 2026-2027.

Net funds allocated for services: The \$5,098 (10.8%) increase is primarily due to estimated inflationary increases in essential services, as well as expenses related to several IT initiatives. Additionally, the prior year included salary savings from the support staff work stoppage in fall 2025, along with many unfilled vacancies across the service departments.

A listing of net funds for services by service area is provided below.

	ACTUAL 2024-2025	ACTUAL 2025-2026	BUDGET 2026-2027	VARIANCE BUDGET TO ACTUAL 2025-2026 ¹	VARIANCE BUDGET TO ACTUAL 2025-2026
Academic Support	(6,691)	(6,133)	(6,913)	(780)	12.7%
Library	(1,758)	(1,761)	(1,830)	(69)	3.9%
Student Affairs	(4,243)	(3,470)	(4,447)	(977)	28.1%
Registrar Office	(3,958)	(3,802)	(4,174)	(372)	9.8%
Financial Operations	(4,089)	(3,632)	(4,292)	(660)	18.2%
Communications, Marketing & Recruitment	(5,818)	(5,351)	(5,381)	(30)	0.6%
IT Services	(6,654)	(6,039)	(7,256)	(1,217)	20.2%
Facilities	(11,577)	(10,275)	(10,642)	(367)	3.6%
Human Resources & Equity	(3,222)	(2,910)	(3,100)	(190)	6.5%
Campus Safety	(1,848)	(1,871)	(2,147)	(276)	14.8%
External Relations & Advancement	(1,809)	(1,412)	(1,463)	(51)	3.6%
President's Office & BOG	(805)	(732)	(841)	(109)	14.9%
Total	(52,472)	(47,388)	(52,486)	(5,098)	10.8%

¹ Figures in brackets represent unfavourable variances.

The following explanations are provided for departments with a variance greater than 10%,

Academic Support: The \$780K (12.7%) increase is primarily driven by employee related changes. The prior year included savings from the support work stoppage in fall 2025 and from unfilled vacant positions in several departments. Additionally, the 2026-2027 budget includes a new position in Centre for Teaching and Learning.

Student Affairs: The \$977K (28.1%) increase is driven by both higher revenues and expenses. This change is largely attributable to the realignment of the CRWC and CHC with Ontario Tech University, additional grants for mental health supports, as well as the reinstatement of salary costs that were temporarily reduced in 2025–2026 due to the fall 2025 work stoppage and in-year vacancies.

Finance: The \$660K (18.2%) increase in net expenses is driven by lower projected revenues from late registrations and higher salary costs, reflecting the absence of prior-year savings related to the work stoppage, vacancies, and employee leaves. Operating expenses have also increased, primarily due to expanded insurance coverage.

IT Services: The \$1,217K (20.2%) increase over prior year actuals reflect lower revenues alongside higher labour and operating costs. Labour costs have risen due to the reinstatement of prior year temporary savings related to the fall 2025 work stoppage, vacancies, overtime, and employee absences, while operating expenses have increased primarily due to higher software maintenance and licensing costs.

Campus Safety: The \$276K (14.8%) increase over prior year actuals reflect lower revenues and higher salary and operating costs. Salary expenses have risen due to the reinstatement of prior year temporary savings related to the fall 2025 work stoppage and the filling of a previously vacant position. Operating expenses have also increased, driven primarily by higher security service costs.

President's Office & BOG: The \$109K (14.9%) increase reflects prior year savings from unfilled positions and reduced operational spending. The 2026-2027 budget funding to return to typical operating levels in support of Board oversight, engagement, and related activities.

Ancillary operations: These operations represent additional revenue streams that are supplementary to the core business operations of the college. The net decrease of \$311K (3.5%) over the 2025-2026 is primarily attributed to the following projected changes in ancillary operations:

- » Increase in the contribution of \$79K from the Campus Health & Wellness Centre as a result of the realignment of the cost sharing with Ontario Tech University.
- » Increase in contribution of \$190K from Campus Stores because of increased cost of goods sold margins and labour savings.
- » Increase in the contribution from food services of \$69K related to reduced operating costs.
- » Increase in net contribution (\$105K) from the Bistro '67 due to expense reduction and enhanced revenue generation.
- » Decrease in the contribution from the parking operations of \$85K due to a projected reduction in daily parking sales for 2026-2027
- » Decrease in the net contribution of the residence of \$259K, primarily due to decreased revenues from room rentals and increased operating costs.
- » Decrease in net contribution from the print shop of \$170K due to increased labour costs as a result of the support work stoppage in prior year and decreased revenues for printing services.
- » Decrease in net contribution (\$240K) from Fitness Centre as it has been re-allocated to the varsity and Campus Recreation and Wellness Centre budgets.

Corporate Training Services revenue: The \$38K (1.0%) decrease is attributed to the annual inflation of salary commitments. The 2026-2027 contribution margin is 25.2%, compared to the 2025-2026 actual of 26.2%.

Other corporate revenues and expenses: The net decrease of \$2,397K (51.6%) in other corporate revenues and expenses is primarily due to an increase (\$981K) in the vacation accrual expense to return carry forward balances back to fifteen days. Additionally, the prior year had significant fringe benefits savings (\$595K) due to the work stoppage and additional one-time top up Postsecondary Education Sustainability Funding of \$3,570K, net against 2026-2027 increase of \$1,242K. These additional costs have been offset by a reduction in severance costs (\$1,507K) from the prior year's work force resizing that took place in the last quarter.

Net amortization expense: This category represents the net between the amortization of deferred capital contributions revenue and capital asset amortization expense. Deferred capital contributions relate to the unamortized amount of contributions received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue at the same rate as the corresponding amortization expense. The 2026-2027 amortization of deferred capital contributions revenue is budgeted at \$10.7M. Capital asset purchases are amortized on a straight-line basis according to the categories in the capital asset policy. The 2026-2027 amortization expense is budgeted at \$19.8M.

Interest expense: The \$152K (9.8%) decrease in interest expense is outlined in the outstanding long-term debt schedule for the Centre for Skilled Trades and Technology (CSTT) building and the Campus Recreation and Wellness Centre.

SENSITIVITY ANALYSIS

The primary risk identified in the 2026–2027 budget relates to post-secondary domestic and international enrolment. The achievement of these enrolment targets is influenced by a number of factors that may be beyond the College’s control, including immigration policy decisions and processing timelines, demographic trends, the state of the regional economy, and an increasingly competitive post-secondary landscape.

The sensitivity analysis below focuses on enrolment, as fluctuations in student volumes have the most significant potential impact on revenue. It is intended to illustrate the financial implications of varying enrolment scenarios and to support the Board’s understanding of the degree of risk within the budget, as well as management’s capacity to respond to changes in key assumptions.

SCENARIO	2026-2027 BASE BUDGET	MODERATE DECREASE (-5%)	SIGNIFICANT DECREASE (-10%)	MODERATE INCREASE (+5%)	SIGNIFICANT INCREASE (+10%)
Domestic Enrolment (Fall 2026)	9,676	-484	-968	484	968
Associated impact to revenues (\$)	n/a	(1,451,511)	(2,903,022)	1,451,511	2,903,022
International Enrolment (Fall 2026)	691	-35	-69	35	69
Associated impact to revenues (\$)	n/a	(544,201)	(1,088,403)	544,201	1,088,403
Impact on 2026-2027 Operating Budget (\$):					
Revenues					
Grant	124,941,342	124,941,342	124,941,342	124,941,342	124,941,342
Domestic Tuition	44,939,189	43,487,678	42,036,167	46,390,700	47,842,211
International Tuition	17,996,570	17,452,369	16,908,167	18,540,771	19,084,973
Other	71,892,077	71,709,979	71,527,880	72,074,175	72,256,274
Total Revenues	259,769,178	257,591,367	255,413,557	261,946,989	264,124,799
Expenses					
Salaries & FB	153,873,868	152,315,039	150,756,209	155,432,697	156,991,527
Other	84,886,915	84,794,537	84,702,159	84,979,293	85,071,671
Total Expenses	238,760,783	237,109,576	235,458,369	240,411,990	242,063,197
Surplus / (Deficit)	21,008,395	20,481,791	19,955,188	21,534,999	22,061,602

CASH FLOW PROJECTION

Cash flow projections ensure the organization has sufficient liquidity to meet its operational and financial obligations as they come due and support effective financial planning by identifying periods of potential cash shortages or surpluses, allowing management to take proactive measures where necessary. The cash flow from the 2026-2027 budget is estimated to be sufficient to pay for the continuing operations and the planned capital expenditures.

The following table shows the budgeted change in cash flows for the 2026-2027 fiscal year:

(000'S)	2026-2027	COMMENTS
Beginning cash position ¹	59,628	
Cash flow from operations	21,008	Budgeted operating surplus
Cash flow from operations	3,937	Impact of adding back non-cash adjustments: amortization expense and vacation accrual
Investing activities	(998)	2026-2027 net capital expenditures
Deferred contributions	(10,700)	Amortization of Deferred capital contributions and restricted contributions for capital
Repayment of long-term debt	(1,317)	Outflow for principal payment on long-term loans
Investments	(10,000)	Transfer funds to short-term investments
Net In-Year Cash Flow	1,930	
Ending Cash Position ²	61,557	

¹ April 1, 2026 opening operating cash balance.

² Projected March 31, 2027 ending cash balance.

In addition, the college has \$43.4M in short-term investments with TD with the following maturity dates:

INVESTMENT AMOUNT	MATURITY	EFFECTIVE RATE	PRODUCT
\$10,360,414	9-Apr-2026	2.34%	TD Term Deposit
\$5,030,205	15-Apr-2026	2.34%	TD Term Deposit
\$5,511,014	28-May-2026	2.39%	TD Term Deposit
\$5,739,049	4-Jun-2026	2.34%	TD Term Deposit
\$5,456,839	4-Jun-2026	2.34%	TD Term Deposit
\$5,735,445	18-Jun-2026	2.34%	TD Term Deposit
\$5,536,342	18-Jun-2026	2.34%	TD Term Deposit

MULTI-YEAR PROJECTIONS

The college is forecasting modest growth in domestic enrolments over the next three years while international enrolments in 2026-2027 are projected to decline further, though not as sharply as in 2025-2026. In 2027-2028, international enrolments are projected to begin to stabilize.

The projected enrolments for each of the next four years are as follows:

FULL-TIME ENROLMENT	BUDGET 2026-2027	PROJECTED 2027-2028	PROJECTED 2028-2029	PROJECTED 2029-2030
Domestic Students				
Summer	2,867	2,896	2,925	2,954
Fall	9,676	9,773	9,870	9,969
Winter	9,556	9,652	9,748	9,846
International Students				
Summer	339	337	337	337
Fall	691	687	608	608
Winter	894	798	690	690

Other assumptions include:

- » **Grants:** increase in the annual corridor funding allocation of \$35M in 2026-2027 with an additional increase of \$3.8M in 2027-2028, 2028-2029, and 2029-2030. Elimination of the Post-Secondary Education Sustainability Funding of \$4.2M after 2026-2027.
- » **Domestic Tuition:** increase of 2% in years 2026-2027, 2027-2028, 2028-2029, and 2029-2030
- » **Full-time Salaries:** increase of 2% for full-time faculty, administrative, and support staff employee groups
- » **Operating Expenses:** increase in expenses related to the Banner SaaS transition



Based on these assumptions, the multi-year financial projections are as follows:

	2026-27 BUDGET	2027-28 PROJECTION	2028-29 PROJECTION	2029-30 PROJECTION
Revenues:				
Grant	124,941,342	123,318,322	123,318,322	123,318,322
Domestic Tuition	44,939,189	46,662,921	49,107,971	52,295,635
International Tuition	17,996,570	17,383,340	15,911,194	16,229,418
Other	71,892,077	72,392,077	72,892,077	73,392,077
Total Revenues	259,769,178	259,756,660	261,229,564	265,235,452
Expenses:				
Salaries & Fringe Benefits	153,873,868	156,338,299	158,443,525	160,590,855
Other	84,886,915	88,338,831	91,476,424	91,977,954
Total Expenses	238,760,783	244,677,130	249,919,949	252,568,808
Surplus	21,008,395	15,079,529	11,309,616	12,666,643

Durham College’s funding increase of \$35M for the next four years provides the necessary support to address the deficit we had previously projected for fiscal 2026-2027 and beyond as a result of lower international enrolments.

While funding levels vary across the sector, this increase reflects the intentional and disciplined approach we have taken – grounded in purposeful decision-making, strategic restraint, and the collective resilience shown across the college as we navigate challenging fiscal conditions.

This increase will move the college from urgent financial instability to a stronger footing for long-term planning. The positive reserve will also be used to support future planned and strategic growth projects, including beginning to earmark a portion of the reserve for initiatives that are still to be identified.



The projected cashflows are as follows:

OPERATING CASHFLOW	2026-27 BUDGET	2027-28 PROJECTION	2028-29 PROJECTION	2029-30 PROJECTION
Opening cash - April 1	\$59,628,819	\$61,557,000	\$58,363,777	\$51,339,397
Annual Surplus / (Deficit)	\$21,008,395	\$15,079,529	\$11,309,616	\$12,666,643
Items not affecting cash				
Deduct: Amortization of DCC	-\$ 10,700,000	-\$10,000,000	-\$10,000,000	-\$10,000,000
Add: Amortization Expense	\$19,832,000	\$20,000,000	\$20,000,000	\$ 20,000,000
Add: Accretion Expense on ARO	\$ 250,000	\$ 250,000	\$250,000	\$250,000
Change in working capital	-\$16,146,859	-\$16,146,859	-\$16,146,859	-\$16,146,859
Deduct: Repayment of debt principal	-\$1,317,355	-\$1,375,893	-\$1,437,137	-\$1,501,216
Deduct: Net Capital Expenses	-\$998,000	-\$1,000,000	-\$1,000,000	-\$1,000,000
Transfer from / (to) ST investments	-\$10,000,000	-\$10,000,000	-\$10,000,000	-\$10,000,000
Ending available cash - March 31	\$61,557,000	\$58,363,777	\$51,339,397	\$45,607,966
Short-term investments (operating) - OB	\$43,652,709	\$54,852,709	\$66,052,709	\$77,252,709
In-year adjustment from / (to) cash	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000
Interest earned	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Short-term investments (operating) - EB	\$54,852,709	\$66,052,709	\$77,252,709	\$88,452,709
Total Cash Balance	\$116,409,709	\$124,416,486	\$128,592,106	\$134,060,675
Restricted funds:				
Donations	-\$500,000	-\$ 500,000	-\$500,000	-\$500,000
Research	-\$3,483,167	-\$3,483,167	-\$3,483,167	-\$3,483,167
Net Cash Available for Operations	\$112,426,542	\$120,433,319	\$124,608,939	\$130,077,508

CAPITAL EXPENDITURES BUDGET

The capital budget is used by management to invest in fixed asset expenditures that will enable the college to achieve its growth goals and contribute to long-term success. Projects are evaluated based on institutional priority and their alignment to the organization's mission.

Durham College presents a capital budget of \$10.3M for fiscal year 2026-2027 for classroom renovations, equipment renewal, and infrastructure investments. Capital projects are funded through external capital grants, donations, and net amortization recorded through operations.

The total available funding for capital purchases is budgeted at \$9.3M for 2026-2027, an increase of 32.0% over the 2025-2026 budget. The increase can be attributed to additional funding secured from the competitive stream of the College Equipment Renewal Fund for the Weld Shop renovation, an allocation from the competitive stream of the Apprenticeship Capital Fund for the expansion and modernization of the Automotive and Electrical training labs, and additional capital donations. These donations include funds from the Vanhaverbeke Foundation, the Barrett Centre, Ontario Power Generation (OPG), Johnson Controls, and a grant from the Ontario Research Fund (ORF) - Research Infrastructure for the expansion of the MRC studio.

The total proposed capital expenditures for fiscal 2026-2027 are \$10.3M with \$9.2M financed through external funding. The balance is funded through non-cash adjustments from operations including net amortization and the Campus Recreation & Wellness Centre (CRWC) reserve funds of \$0.09M.



\$'000	FORECAST 2025-2026¹	BUDGET 2025-2026	BUDGET 2026-2027
Available Funding			
College Equipment Renewal Fund (CERF)	565	561	565
College Equipment Renewal Fund (CERF- Competitive)	0	0	500
Facilities Renewal Program (FRP)	4,408	4,149	4,408
Apprenticeship Capital Grant (ACG)	914	914	914
Apprenticeship Capital Grant (ACG - Competitive)	0	0	205
CRWC Reserve (flow-through)	390	450	89
Capital Donations	1,273	988	2,631
Total Available Funding	7,550	7,062	9,312
Capital Expenditures			
Academic	561	564	377
Academic (funded through donations)	1,121	988	3,129
Apprenticeship projects (ACG)	914	914	914
Apprenticeship project (ACG – Competitive)	0	0	205
Total Academic	2,596	2,466	4,625
Total IT	1,115	1,140	1,480
Renovations	722	313	0
Deferred maintenance	3,771	3,550	4,076
Classroom & lab refresh	47	125	40
Total Facilities	4,540	3,988	4,116
CRWC renovations	390	450	89
Total Flow-Through	390	450	89
Contingency	0	100	0
Unbudgeted projects	129	0	0
Total Capital Expenditures	8,770	8,144	10,310
Net Capital Budget	(1,220)	(1,082)	(998)
Cash available from Net Amortization in Operations	11,501	12,751	10,032
Net Balance	10,281	11,669	9,034

¹ Based on forecast as of February 25, 2026.

PLANNED CAPITAL EXPENDITURES FOR 2026-2027 INCLUDE THE FOLLOWING:

Skilled Trades and Apprenticeship	Renovation of the Weld Shop, purchase of EV tools and equipment, vertical milling machines, engine lathes, water pumps, pressure tanks, welders, MIG guns and the expansion and modernization of the Automotive and Electrical training labs.
Hospitality and Horticultural Science	Irrigation for the fields at Whitby campus, soil for the fields, storage shed, tractor and snow blower.
Social & Community Services	Fire alarm control units and upgrade of the Fire Hall exhaust and ventilation.
Health Sciences	Replacement of counters and operator stools for the Dental lab, Stryker stair chairs, power cot and power load system for the paramedic programs.
Science and Engineering Technology	Renovation and equipment purchase for the new Building Automation lab.
Student services and general administration	FLEX Centre carpet replacement, installation of multiple new sliding doors sets, and an evaluation of the domestic water piping throughout the CRWC facility.
Information Technology	Banner revitalization, Ellucian consulting, Cognos support, servers and storage refresh, banner hardware, wireless access points, UPS battery refresh, AV classroom upgrades and computer lab equipment refresh.
Facilities Renewal projects	Deferred maintenance projects, accessibility compliance projects, building exterior restoration, irrigation system upgrades, generator replacement, asbestos resurvey, exterior and interior door replacements, maintenance and equipment upgrades, compactor replacement for Whitby campus, civil repairs and the continuation of H wing AHU refurbishment.

CAPITAL EXPENDITURE PROJECTION FOR FISCAL YEAR 2027-2028

The capital expenditures currently anticipated for fiscal year 2027–2028 include the continuation of deferred maintenance initiatives at the Oshawa and Whitby campuses, as well as ongoing IT investments, including the laboratory and faculty laptop refresh program.

To ensure timely procurement of goods and enable implementation at the conclusion of the winter semester, it is recommended that \$2.0 million be approved in advance.

The remaining 2027–2028 capital expenditures will be finalized as part of the 2027–2028 budget development process.



CONCLUSION

Based on the financial results for the recently completed fiscal year and the projected surpluses over the next four fiscal years, management believes Durham College is well positioned to continue operating effectively, meet its obligations as they come due, and improve the College's financial health metrics in fiscal 2026–2027.

Despite continued uncertainty within the post-secondary sector, Durham College is presenting a surplus budget for 2026-2027 with the increase in the corridor funding model and lifting of the freeze on domestic tuition fees. The 2026-2027 budget targets a total of 11,372 full-time enrolments for fall 2026, a decrease of 8.6% over the 2025-2026 actuals. Revenues are budgeted at \$260M for 2026-2027, an increase of 9.4% over the 2025-2026 budget, and an increase of 2.2% over the 2025-2026 end of year results. The budget supports the introduction of six new programs and is committed to advancing the college's strategic priorities in combination with financially responsible budgeting practices. The College has navigated several challenging financial years with resilience and disciplined decision-making. Looking ahead, continued focus on domestic enrolment growth, diversification of revenue streams, and ongoing cost efficiencies will be critical to strengthening our financial position and building a sustainable foundation for the future.

Management will continue to closely monitor enrolment, cash flows, and operating results throughout the fiscal year and will provide regular updates to the Board through the Audit and Finance Committee. Where required, mitigation strategies and expenditure controls will be implemented to address emerging financial pressures.

The proposed capital budget for fiscal 2026-2027 provides \$10.3M for capital initiatives including an investment in academic resources, IT, deferred maintenance and ongoing infrastructure improvements. Of this amount \$9.3M will be funded from capital grants, the CRWC reserve, and donations, with the balance from the operational cash flows of net amortization.

The projected cash flow indicates that the College will be able to sustain its operations and capital expenditures in fiscal 2026-2027 without requiring additional external financing. As well, the college will be able to further reduce its long-term borrowing balance by \$1.3M in 2026-2027.





