2026-2027

BUSINESS PLAN

mohawkcollege.ca

MOHAWK COLLEGE

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Land Acknowledgement

Mohawk College is situated on the traditional territory of the Haudenosaunee and Anishinaabeg nations, within the lands protected by the Dish with One Spoon wampum agreement, a region currently home to many Indigenous peoples from across Turtle Island.

Section 1: Board of Governors

Name
External Members
Anna Filice, Chair
Kathy Lerette, Vice Chair
Brian Henry
Sean Chesney
Matthew MacLean
Shaun Padulo
Vickie Baird
Yvonne Maidment
Karen Belaire
Gail Burns
Vacant, LGIC
Internal Members
Shantal Woolsey
Aleksia Jankovic
Hayley Hopkins
Gabriela Soraggi
Paul Armstrong, President

Above membership is as of May 14, 2026

Section 2: Introduction

The Mohawk College 2026-2027 Business Plan and business priorities are developed in collaboration with all divisions of the college. This ensures the college is aligned in the role each area has to contribute to fulfilling the aspirations and prioritizing the strategic directions.

This business plan outlines the annual priorities, tactics and institutional goals that will advance the strategic aspirations to meet the leadership outcomes found within the 2022-2027 Mohawk College Strategic Plan.

The priorities for 2026-2027 have been compiled, vetted and approved by the Mohawk Executive Group and reviewed by the Senior Leadership Team.

These priorities are aligned with the budgeting process and the Performance Management Planning (PMP) process of the college. The Business Plan is presented to the Board of Governors for final approval at the June 2026 meeting.

Section 3: Strategic Plan

Vision

Future Ready. Learning for Life.

Mission

We educate and prepare highly skilled graduates for success and contributions to the community, Canada and the world.

Values

- We are student focused.
- We are committed to excellence.
- We engage our community.
- We are inclusive.
- We are accountable.

Aspirations

- Meaningfully advance Truth and Reconciliation.
- Enable Future Ready education, research, programs, services and experiences—for students, employees and our community.
- Be a place that honours, values and celebrates the whole of every person.
- Ensure access to education and reduce barriers for all.
- Lead in workforce development.
- Make a measurable impact on climate change.

Section 4: Business Plan Priorities 2026-2027

The following priorities were developed by the Mohawk Executive Group using the 2026-2027 Budget Guiding Principles and the strategic priorities developed through the budget process.

Meaningfully Advance Truth and Reconciliation

The path towards Truth and Reconciliation is sharing and understanding the truth of Indigenous history and people, working towards decolonization and Indigenization, and building relationships in order to do good reconciliation work.

The following are the priorities identified for 2026-2027 to support reaching our leadership outcome.

- Continue with the implementation of academic and research priorities that advance Mohawk's commitment to Truth and Reconciliation. These include the ongoing implementation of Indigenous learning outcomes across all programs, creation of more visible spaces on campus to reflect Indigenous history such as the planting of traditional sugar maples on campus and ongoing collaboration with the Sustainability Office to implement externally funded applied research projects.
- Create more opportunities to engage more Indigenous researchers and integrate Indigenous research policies across all applied research through implementation and training of the First Nations Ownership, Control, Access and Possession (OCAP) principles.
- Develop more opportunities for employees and students to develop awareness and understanding of their role in advancing Truth and Reconciliation through two offsite land-based learning experiences: Woodland Cultural Centre, Kayanese, Chiefswood as well as engage the Niagara Academy of Indigenous Relations, to support individuals on the Journey to Self-Discovery.

Enable Future Ready Education, Research, Services, Experiences – for Students, Employees and Our Community

We are transforming the way we deliver the educational experience. We've redefined the meaning of campus to meet our students' needs and to support the balance of school, work and family commitments.

The following are the priorities identified for 2026-2027 to support reaching our leadership outcome.

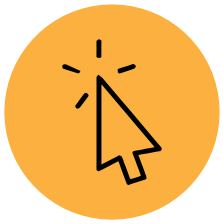
- Implement Year 2 of the Academic Plan, including two new fully online programs in the health cluster and implementation of the new General Education Strategy.
- Launch the Integrated Centre for Digital Technology, including the Digital Twin Hub and the Centre for Artificial Intelligence.
- Implement the first phase of the Public-Public College Partnership Strategy which includes the launch of the Medical Lab Assistant (MLA) and Imaging programs to address regional workforce needs in collaboration with St. Lawrence College. Complete partnership agreement to expand and implement the model with other Colleges.

Be a Place That Honours, Values and Celebrates the Whole of Every Person

We are committed to nurturing an equitable, diverse and inclusive culture and environment for everyone who learns and works at Mohawk College.

The following are the priorities identified for 2026-2027 to support reaching our leadership outcome.

- Leverage the 2026 demographic survey data to support the work in People Strategy including embedding EDI and accessibility into the workplace, through developing policies, tracking progress with transparency and creating targeted supports and programs that foster equal opportunity.
- Advance and implement strategies defined in the Beyond Borders program with a focus on securing an external sponsor to invest in the ongoing implementation and scaling of the initiative.
- Advance the partnership with the Canadian Centre for Diversity and Inclusion (CCDI) through our membership in the employer partner program, which will elevate and diversify our event and workshop offerings, centralize resources in order to create impactful change and inclusive workspaces through education and best practices.



Ensure Access to Education and Reduce Barriers for All

We will ensure that Mohawk is the destination of choice for all learners by removing barriers encountered at various stages of the educational journey.

The following are the priorities identified for 2026-2027 to support reaching our leadership outcome.

- Through engagement with government and community partners, continue planning for the Burlington Expansion strategy.
- Develop a disbursement strategy to deliver more available funds to students including support for those who are impacted by the changes to OSAP, eligibility in new awards, and spending down emergency funds that may be available.
- Engage internal and external partners to implement the newly funded Gateway to the Skilled Trades Centre.

Lead in Workforce Development

As a catalyst for community and economic resiliency, we are committed to developing and implementing transformative educational models to support workforce development, from small business through to large industry and sector partners.

The following are the priorities identified for 2026-2027 to support reaching our leadership outcome.

- Complete the transition of Mohawk College Enterprise into the leadership structure of the Marinucci Family Centre for Professional Advancement.
- Finalize a new 5-year strategy for Canadian Colleges for a Resilient Recovery (C2R2), aligned with federal priorities and implement the Employment and Social Development Canada (ESDC) Sustainable Jobs Training Fund (SJTF) program along with other funded projects, including Year 1 Early College Initiative: Pathways to Green Trades Program.
- Advance critical partnerships with Ontario Shipyards and union partners to support long-term enrolment opportunities, through program and capital expansion opportunities.
- Implement the agreement to become a military connected campus, expanding partnership opportunities that will support better access to college programming for military personnel.

Make a Measurable Impact on Climate Change

Climate change continues to be the biggest challenge of our lifetime. Our decisions and actions impact future generations. We will continue to focus on climate action to protect our environment. It is a global priority.

The following are the priorities identified for 2026-2027 to support reaching our leadership outcome.

- Build the School of Climate Action's reputation as leaders in the Education and Sustainability Sector with priorities to include a focus on marketing and recruitment to support enrolment, academic degree development and hosting the inaugural PIVOT conference.
- Advance student leadership in sustainability at the college through the Responsible Futures framework.
- Position Mohawk College as an international leader in Climate Action through representation on the Global 12-member Leaders Impact Alliance.

Strong Foundations

Strong Foundations underpin our new Strategic Plan to ensure that we can progress toward our aspirations and ultimately achieve our leadership outcomes.

The following are the priorities identified for 2026-2027 to support reaching our leadership outcome.

People

- Complete the final year of the People Strategy with priority initiatives including implementation of equitable compensation frameworks, a new organizational development model (including leadership, learning, and the launch of an engagement strategy), streamlined and bias-free talent acquisition with a strong employee value proposition, and integrated health, safety, and wellness initiatives across the employee lifecycle. Prepare for the development of the next People Strategy to align to the college’s future strategic plan.

Planning

- Conduct an Ancillary Services review and execute an optimization strategy to create better service levels for students and maximize profit opportunities.
- Update the Campus Master Plan to align with changing program priorities, creating the structure for efficient investment to increase enrolment opportunities in priority industry sectors.

Reputation

- Launch Phase 2 of the brand strategy including targeted campaigns promoting our selected areas of excellence and scoping a future website transformation based on deep discovery findings. This will also be supported by integrated strategic partnerships with TD Coliseum, Hamilton Sports Group, and others to elevate our storytelling and brand platforms.
- Launch and implement the 2027-2032 Strategic Plan.
- Deliver an Economic Impact Report to support government relations and advancement activities.

Technology

- Implementation of the Banner Business Transformation (BBT) project improving system capabilities and addressing legacy technology.
- Implementation of AI Governance Framework and Policy including Curriculum Integration and AI Adoption for Research and Efficiencies.
- Critical IT Infrastructure Renewal and Cyber Security Improvements for College Operations and Research ensuring compliance with ISED and Provincial mandated Security Requirements.

Financial Health

- Optimize multi-year enrollment planning to maximize ministry funding.

Section 5: Financial Positions and Operations

	2026-2027 BUDGET $	2025-2026 ACTUALS $
FINANCIAL POSITION:		
Cash and Cash Equivalents	5,848,934	9,249,415
Accounts Receivable	16,759,392	21,979,838
Other Current Assets	178,651,599	184,960,537
Construction in Progress	24,117,963	14,393,363
Tangible Capital Assets	439,779,262	433,705,647
Tangible Capital Asset Accumulated Amortization	(268,462,466)	(252,853,457)
Long Term Receivable	20,333,193	21,711,736
Investments and Other Long-Term Assets	1,763,411	1,489,193
TOTAL ASSETS	**418,791,288**	**434,636,272**
Accounts Payable and Accrued Liabilities	44,251,153	57,616,625
Deferred Revenue	40,666,712	40,156,549
Restricted Contribution	22,207,369	22,572,402
Deferred Capital Contributions	105,901,039	111,108,523
Debt	28,461,449	31,990,248
Other Long-Term Liabilities	14,606,110	14,344,469
TOTAL LIABILITIES	**256,093,832**	**277,788,816**
Unrestricted Net Assets	1,088,989	(2,870,049)
Internally Restricted Net Assets	56,524,334	62,200,000
Investment in Capital Assets	79,471,965	72,755,337
Endowments	23,454,967	22,604,967
Accumulated Remeasurement Losses	2,157,201	2,157,201
TOTAL NET ASSETS	**161,697,456**	**156,847,456**
TOTAL LIABILITES & NET ASSETS	**418,791,288**	**434,636,272**
OPERATIONS:		
Grants	140,481,675	115,440,124
Student Fees	85,954,765	123,294,563
Ancillary	14,000,255	13,933,207
Amortization of Deferred Contributions	5,974,000	6,389,220
Amortization of Deferred Contributions - Capital	9,353,918	9,046,824
Other	11,356,377	15,954,533
TOTAL REVENUE	**267,120,990**	**284,058,471**
Salaries and Benefits	163,186,528	184,484,441
Contracted Services & Professional Fees	23,570,430	27,776,641
Supplies & Other Expenses	23,271,675	18,269,675
Utilities, Maintenance, & Taxes	10,447,543	11,864,963
Instructional Supplies	7,733,375	8,361,485
Ancillary Services	10,851,254	11,160,159
Scholarship, Bursary & Award Payments	5,974,000	6,389,220
Amortization Expense	15,609,010	15,535,926
Interest on Long-term Liabilities	1,477,175	1,618,679
TOTAL EXPENSES	**262,120,990**	**285,461,189**
TOTAL NET SURPLUS (DEFICIT)	**5,000,000**	**(1,402,718)**

Section 6: Approved 2026-2027 Budget Book

Introduction

The 2026-2027 budget integrates enrolment planning, workforce planning, strategic and capital initiatives, and risk mitigation. Highlights of the budget are as follows:

- The 2026-2027 budget reflects a planned surplus of $5.0M.
- Gross revenues are budgeted at $267.1M, and expenditures are budgeted at $262.1M.
- The budget was developed around delivering educational programming to 23,460 post-secondary enrolments.
- The full-time staffing complement for fiscal 2026-2027 is 923 positions.

Financial Plan Framework

The Financial Plan is comprised of three main budget components:

- The **Operating Budget** represents the revenue and expenses associated with the day-to-day operations of academic delivery, student supports, and administrative services. Primary sources of revenue are government grants, student tuition fees, contracted services, and ancillary business operations. These revenue sources support costs for salaries and benefits, supplies, utilities, and other non-salary expenses.
- The **Fee Supported Budget** represents the compulsory ancillary fees students pay for specific services, such as convocation, technology enhancement, academic support, career services, and athletics and recreation.
- The **Capital Budget** reflects the funding sources and uses for capital, including building projects, facility improvements, deferred maintenance, and academic equipment.

Operating Budget

Enrolment Planning

Enrolment planning is the foundation upon which the College's operating budget revenue is calculated. Post-secondary enrolments drive expected revenue from grants, tuition and fees, and ancillary services, while also driving staffing requirements across the College.

Since December 2023, the federal and provincial governments have introduced various policy changes impacting international student enrolments in Canada, including the introduction of an international study permit application cap and changes to post-graduate work permits (PGWP). These changes limit PGWP eligibility to programs in fields related to labour shortages and remove PGWP eligibility for students studying at public college private partnerships (PCPP). These restrictions have significantly reduced international student enrolments within the country and at the College.

The 2026-2027 enrolment plan has been budgeted to align with the College's designated international study permit cap allocation, PGWP program eligibility, the academic plan, and the international strategy.

TABLE 1 - FULL-TIME ENROLMENTS (DOMESTIC & INTERNATIONAL)

	Spring	Fall	Winter	Total	% Decrease over 2025-2026
2026-2027 Total Budgeted Enrolments	3,113	10,029	10,318	23,460	
2025-2026 Total Enrolments	4,531	11,204	10,822	26,557	
Year over Year Change	(1,418)	(1,175)	(504)	(3,097)	(11.7%)

Total Revenue Breakdown ($267.1 Million)

The total revenue for fiscal 2026-2027 is budgeted at $267.1M, and the following table shows the funding sources of the approved revenue budget.

TABLE 2 – 2026-2027 CAPITAL PLAN ADDITIONS BY MAJOR CATEGORY

	($000s)	% of Total
Grants	140,482	53%
Student Fees	85,955	32%
Amortization of Deferred Contributions	15,328	6%
Ancillary	14,000	5%
Other	11,356	4%
Total	**267,121**	**100%**

Revenue Highlights

Grants represent $140.5M or 53% of total revenue. These grants are comprised of operating grants, special purpose grants, and apprenticeship funding.

The Ministry of Colleges, Universities, Research Excellence and Security (MCURES) introduced a new long-term funding model effective Fall 2026, building on the current Strategic Mandate Agreement 4 (SMA4). This model updates base operating funding through revised program weights and higher per-student funding rates, while benchmarking enrolments to 2024-2025 levels. Under this model, the College's base operating funding is forecast at $102.3M. In addition, the final year of the Postsecondary Education Sustainability Fund (PSESF), introduced in February 2024, will provide $4.9M in funding for 2026-2027, bringing total operating grants to $107.1M or 40% of total revenue.

Tuition revenue is modelled based on the enrolment plan and approved fees schedule. The 2026-2027 enrolment plan projects 23,460 full-time post-secondary domestic and international enrolments.

In accordance with MCURES's February 2026 update to the tuition fee framework, the College's Board approved a 2% increase to domestic tuition, continuing studies, and prior learning assessment and recognition (PLAR) fees. International tuition fees are not subject to this framework and will increase by 4%.

Ancillary revenue is derived from campus stores, parking, residence, food services, and conferences.

Other revenue includes investment income, donations, research funding, and contract training programs.

Total Expenditures Breakdown ($262.1 Million)

Total expenditures for fiscal 2026-2027 are budgeted at $262.1M, and the following table shows the expenditures by cost component.

TABLE 3 – 2026-2027 TOTAL EXPENDITURES

	($000s)	% of Total
Salaries & Benefits	163,187	62%
Contracted Services & Professional Fees	25,570	9%
Supplies & Other Expenses	23,272	9%
Amortization Expense	15,609	6%
Ancillary Services	10,851	4%
Utilities, Maintenance & Taxes	10,448	4%
Instructional Supplies	7,733	3%
Scholarship, Bursary & Award Payments	5,974	2%
Interest on Long-Term Liabilities	1,477	1%
Total	262,121	**100%**

Expenditure Highlights

Human Resources:

The 2026-2027 plan projects 62% of budgeted expenditures for full-time and part-time salaries and related fringe benefits.

The full-time staffing plan consists of 923 permanent full-time positions across the faculty, support, and administrative groups. Salary rates are in accordance with respective collective

agreements and legislation. The distribution of salaries and benefits by employee group are noted in the table below.

TABLE 4 - 2026-2027 Salaries & Benefits Budget:

	($000s)
Faculty	76,899
Support	47,313
Administrative	38,975
Total	**163,187**

Non-Labour:

Non-labour expenses represent 38% of total expenditures and include the overhead and administrative costs associated with operating the college. Academic and non-academic areas are allocated discretionary spend non-labour budgets that are aligned with enrolment levels to support departmental operations and the services required to deliver and support the planned level of student activity.

Fee Supported Budget

In addition to tuition fees, all students are required to pay compulsory ancillary fees. These fees generate approximately $13.9M, which represents 5% of total revenue. The fees have equal and offsetting expenses and are critical in supporting services including athletics and recreation, career services, student buildings, academic support, etc.

Compulsory ancillary fees are governed by the MCURES's "Tuition and Ancillary Fees Reporting" operating procedure and are developed in consultation with the Mohawk Student Association.

Capital Budget

The 2026-2027 financial plan aligns capital priorities with funding sources and financing strategies to enhance the learning environment through investments in teaching spaces, academic equipment, and priority deferred maintenance. Funding sources such as government grants, donations, funds from operations, and strategic use of Board reserves are carefully considered and employed in a fiscally prudent manner to yield the best result for the student body.

2026-2027 Capital Additions & Funding Sources

The total gross value of capital additions is $10.7M and is summarized in the table below.

Facilities Renewal and Academic Equipment represent $5.9M or 55% of the plan, and include improvements to lab and classroom space, improved student support spaces and the purchase of new academic equipment. The College's continued commitment to essential deferred

maintenance of $4.8M or 45% of capital additions will preserve the integrity of the College's facilities and ensure the long-term sustainability of buildings and infrastructure.

TABLE 5 - 2026-2027 CAPITAL PLAN ADDITIONS BY MAJOR CATEGORY

	Gross Costs ($000s)	% of Total
Essential Deferred Maintenance	4,806	45%
Facilities Renewal	3,415	32%
Academic Equipment	2,473	23%
Total	10,694	**100%**

The funding sources for the capital plan additions are shown in the graph below. Ministry grants of $6.9M represent 65% of total funding, and include grants to support essential deferred maintenance, facilities renewal, and academic equipment. Operating funds support $2.7M or 25% of total capital additions. Student levies account for $0.9M or 9% and are funded from compulsory ancillary fees. Donations support $0.1M, representing 1% of total funding.

TABLE 6 – 2026-2027 FUNDING SOURCES FOR CAPITAL ADDITIONS ($000's)

	Gross Funding ($000s)	% of Total
Ministry Grants	6,929	65%
Operating Budget	2,735	25%
Student Levies	930	9%
Donations	100	1%
Total	10,694	**100%**

Accumulated Surplus

Based on ministry directives, colleges are expected to report a positive accumulated surplus balance. Accumulated surplus is comprised of four components:

- Investments in capital assets – represents the unamortized portion of college funds that have been invested in capital assets. This is net of any external funding such as grants, donations, and debt.
- Internally restricted net assets – funds held aside for capital projects, strategic initiatives, and future operating expenses. Expenditures require approval by the Board of Governors.
- Unrestricted operating net assets – represents undesignated reserves and is a safety cash threshold for the College's operating activity. The College strives to maintain an ending balance that is approximately 4% - 6% of total revenue.

- Vacation pay and post-employment benefits and compensated absences – represents recurring liabilities associated with employee benefit entitlements.

The forecasted accumulated surplus balance at March 31, 2027 is $137.1M, thereby meeting Ministry requirements.

Glossary of Terms

Budget

A plan of financial operation containing an estimate of proposed revenues and expenditures for a given period (typically a fiscal year) and the proposed means of financing them.

Expenditure

The disbursement of funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service, and capital outlays.

Fiscal Year

Any period of 12 consecutive months designated as the budget year. The College's fiscal year begins April 1 and ends March 31.

Grant

A monetary contribution, typically from one level of government to another, to support a specific service, program, or function.

Revenue

Funds earned from all sources (excluding fund balances) that are used to fund expenditures within a fiscal year.

Strategic Mandate Agreement (SMA)

Bilateral agreements between the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) and Ontario's publicly assisted colleges and universities. SMAs outline each institution's framework for operating grant funding, including enrolment-based funding, performance-based funding tied to defined metrics, and priority funding. The current iteration of the agreement, SMA4, covers the fiscal period from April 1, 2025 to March 31, 2030.