



Annual Report

2025-2026

Table of Contents

2025-26 Highlights 1

Message from Board Chair 5

Message from President 6

Vision, Mission, and Guiding Principles 7

Actioning our Objectives 8

Financial Performance 17

Contact Us 18

Appendix A

Audited Financial Statements 19

Appendix B

KPI Performance Report..... 52

Appendix C

Advertising and Marketing Complaints..... 18

Appendix D

College Council Annual Report 53

Appendix E

Board of Governors 18



2025-26 Highlights

Academics

- The Pre-Service Firefighter Education and Training program added forest firefighting instruction to its curriculum.
- Cambrian reintroduced Dental Assisting to its list of programs.
- The college launched a new Serious Games graduate certificate program. The program prepares students to design interactive experiences that transform how industry, educators, and organizations approach learning and workforce development.
- Cambrian announced a new degree program: Bachelor of Applied Computing, to begin in September of 2026.
- A new Nutrition and Food Services Management program is announced, starting in September of 2026.
- Cambrian announced a new Data Analytics graduate certificate program, for September of 2026.
- A new Building Construction Technician – Carpentry program will be offered in September of 2026.



Administration and Governance

- Cambrian officially launched its new, five-year strategic plan. The plan identifies three main goals, with three distinct objectives (Learner, Team, Community) for each goal.

Applied Research

- Research and Innovation Week is held on campus.
- Cambrian R&D partnered with Health Sciences North to create a new medical manikin to help surgeons prepare for a surgical procedure called a thoracotomy.
- Cambrian climbed the list of Canada's top 50 research colleges, as compiled by Re\$earch Infosource. Cambrian ranked 32nd overall and placed first among medium-sized colleges for use of paid student researchers.



Awards and Accolades

- A team of Game Design students placed in the top five among 150 teams at Level Up, a national showcase for Graphic Design students.
- A team of students from the Computer Programming – Internet of Things program earned first place at an inter-college AWS DeepRacer competition. In the competition, students programmed robotic cars to navigate a designated track autonomously.
- Team/Équipe Sudbury – Powered by Manitoulin Transport, won a total of 16 medals at Skills Ontario, its best showing ever.
- A group of Cambrian students won two awards at the provincial Cross College Entrepreneurial Challenge.
- The annual Awards Reception is held on campus. More than 1000 students received approximately \$1.5 million in financial awards (scholarships and bursaries).
- Power Engineering professor Greg Rickard received the 2024 Pan Global Training Systems Education Contribution Award of Excellence from the National Institute of Power Engineers (IPE).
- Business student Katelyn Whynott was one of three winners of the Julia Ferreira Public Speaking Excellence Award at the Scotiabank Vanier College National Marketing Case Competition in Montreal.
- A team of international students earned a third-place finish in their category at the Enactus Central Canada Innovation and Impact Challenge in Mississauga.



- Eight Cambrian Shield men's and women's volleyball players, along with head coach Dale Beausoleil, earn awards from the Ontario Colleges Athletic Association (OCAA).
- For the second year in a row, the men's volleyball team earned the silver medal at the OCAA championships. Cambrian hosted the championship tournament.
- Faculty member Emily Matheson received a national certificate of recognition for serving as a regional evaluator for the 2025 Prime Minister's Award for Excellence in Early Childhood Education.
- Evelyn Diebl, a faculty member in Cambrian's Espanola campus, won an award for leadership in community literacy education.
- Enactus Team Cambrian earned runner up in its division at the Enactus Central Canada Regional Exposition. The team was competing in the Canadian Tire Sustainability Challenge.



Campus Activities

- Cambrian hosted its annual Athletics Banquet, honouring outstanding achievement in varsity athletics.
- Cambrian hosted its annual Spring Open House.
- Cambrian celebrated its longest-serving and recently retired employees at its annual Rendez-Vous celebration. The President's Awards for Excellence were also presented.
- Cambrian hosted Vale Career Day on campus.
- Cambrian staged its second annual community Pride Run.
- Convocation ceremonies were held at the Barry Downe campus.
- Cambrian hosted its annual Fall Open House.
- Cambrian hosted its Career Fair Conference. SANDVIK was named recipient of the Employer Award of Distinction, for its demonstrated exemplary support for Cambrian College, its programs and students.



Campus Improvements

- The college officially opened the Hanson Venture Lab, a space on campus dedicated to promoting entrepreneurship among students and alumni.
- Sudbury MP Viviane Lapointe announced funding for Cambrian's new dental simulation lab, which opened at the Barry Downe campus. The lab is used by Dental Hygiene students.
- A new art installation, featuring four metal wolves, is unveiled in Wiidokaaziwin (The Gathering Place), a multi-use Indigenous classroom and meeting space. It was created by Kathryn Corbiere, owner and artist of ONE KWE Modern Fabrications in M'Chigeeng on Manitoulin Island.

Community Partnerships

- The schools of Creative Arts and Community Services partnered with Myths and Mirrors on a community art research project focusing on lower-income neighbourhoods in Greater Sudbury.
- The Town of French River and the Nipissing First Nation both made donations of equipment to Cambrian's Pre-Service Firefighter Education and Training program.
- Cambrian partnered with the Greater Sudbury Police Service, N'Swakamok Indigenous Friendship Centre, the City of Greater Sudbury, the Sudbury Rockhounds lacrosse club, Sportchek, and Canadian Tire's Jumpstart program to host a lacrosse skills camp at the college.



Report of the Board Chair

It is my pleasure to report that Cambrian has enjoyed another productive year, despite ongoing challenges facing the post-secondary system.

One of our key corporate accomplishments this year was the launch of our new 2025-30 five-year strategic plan, focussing on three key strategic goals:

- Deliver education that fosters creativity, resilience and personal growth for continued career success.
- Create a warm, inclusive experience that strengthens Cambrian's vibrant culture.
- Forge strategic regional and global partnerships that fuel recruitment, unlock learner success, and accelerate innovation and productivity.

And we are off to an excellent start!

This year, we introduced new academic programs, forged new relationships with community partners in applied research, and we continued to welcome students from across the country and from around world.

We've also made important strides on its path to truth and reconciliation. A review of all corporate policies and documents was undertaken to identify and remove any language or terms that have roots in inequality and non-inclusion. Our Truth and Reconciliation Circle developed several sub-committees to improve how we plan, share, and implement campus activities and initiatives to further truth and reconciliation.

Our progress this year was realized during a time of continued pressure on the college sector. While we grew our domestic enrolment, our overall enrolment declined due to fewer international students, as we continue to function under federal caps on international study permits.

This led to a deficit budget for the first time in almost a decade. The deficit, however, was modest, and we have implemented a plan to return to a balanced budget as we continue to invest in our plan and growth opportunities.

I would also like to take a moment to thank the Government of Ontario for introducing a funding model reform to help alleviate some of the fiscal pressures we are facing. For our part, we will continue to adjust and align our academic programming to meet the needs of the labour market, in particular the fields of science, technology, engineering, and math, with a special emphasis on training that supports provincial and federal strategies around critical minerals, defence, health care, and construction (trades).

We are hopeful that 2026 is the year when the college sector "turns the corner," and begins a period of stability and growth after several years of uncertainty and contraction.

At Cambrian, we are well-positioned to continue our growth plan, thanks to our prudent fiscal management, and key investments in academic programming and infrastructure that will make Cambrian a top choice for in-demand careers and a one-of-a-kind learning experience!

For all our success this past year, I extend my deepest appreciation to our outstanding team of administrators, faculty and support staff. Our people truly make the difference.

Jennifer Taback

Jennifer Taback,
Chair, Cambrian College Board of Governors

Message from the President

2025 was a year of contrasts at Cambrian College.

Our domestic enrolment has continued to grow as our brand and reputation gains momentum provincially and nationally. This optimism is offset by the loss on international enrolments impacting the entire sector and short- and long-term financial outlooks. The year concluded with welcome news regarding funding model reform, and Cambrian remains grateful for the investment as we carry our positive momentum into the new year.



Through all of this, Cambrian's team of administrators, support staff, and faculty were exemplary in their efforts to ensure our students and partners received a high-quality education and a rich, warm campus experience. And for this I am so very grateful and proud!

As we look back at the year, Cambrian students excelled in various provincial and national competitions for business, trades and technology, information technology, and creative industries. Faculty members won provincial and national awards for their contributions to their particular fields. We climbed up the rankings of Canada's top 50 research colleges, placing first nationally among medium-size colleges for our number of paid student researchers.

We successfully opened a new space on campus – the Hanson Venture Lab – to foster entrepreneurship among our students. We opened a new Dental Simulation Lab and brought back our Dental Assisting I and II program, to meet the demand for more skilled employees in that sector.

Not to be out shined, Shield pride was riding high this year in varsity athletics, with our men's volleyball team earning a silver medal at the provincial championships.

Every accomplishment represents a challenge met. We know that we must work that much harder to maintain our impressive trajectory.

At Cambrian, we'll continue to remain fiscally responsible, while at the same time making strategic investments in our programs, people and students, to ensure that we remain a top destination of choice for students, talent and partners. We are ready.

A handwritten signature in black ink that reads "Kristine Morrissey". The signature is fluid and cursive.

Kristine Morrissey
President, Cambrian College



Vision

To **empower** our learners, team and partners for success.

Mission

To offer a comprehensive program of career-oriented, postsecondary education and training to assist individuals in finding and sustaining meaningful employment.

To meet the needs of employers and the changing work environment.

To support the economic and social development of our diverse community, locally and globally.

Source: Ontario Colleges of Applied Arts and Technology Act, 2002

Guiding Principles

In everything we do, we will lean into our unique character and resilience as a college in the north foregrounding:

Academic Excellence

We support, enhance and celebrate teaching and learning.

Global Perspective

We will create meaningful opportunities to welcome the world to Cambrian and bring Cambrian to the world, preparing students for leadership in an interconnected world.

Indigenous Values

We will integrate traditional knowledge, cultural practices, and respectful stewardship of the land into our curriculum, programs, and policies and deepen cultural safety, supports and connections that enable Indigenous people to thrive at Cambrian.

Innovation

We continually seek creative ways of meeting the needs of our students and be an incubator for novel solutions that address the social and economic challenges of industries and communities.

Sustainability

We will make strategic choices that support the sustainability of our College, our community and the environment.

Actioning our Objectives



Goal – Deliver education that fosters creativity, resilience, and personal growth for continued career success

Objective: LEARNER FOCUS – Evolve our programs and adopt innovative technologies to meet emerging needs, while advancing teaching practices to drive academic excellence

Tactics

1. Ensure robust and quality programming for learners by refining the Program Scorecard

- 1.1 Deans and Chairs now have access to an enhanced Program Scorecard that includes updated program costing and refreshed sustainability metrics to support informed decision-making.

2. Identify new programs that prepare learners to address labour market gaps

- 2.1 To strengthen alignment with workforce and government priorities, the College will launch five new programs in September 2026, including Carpentry (two-year diploma), Serious Games, Bachelor of Applied Computing, Nutrition and Food Service Management, and a Career Pathways Certificate.
- 2.2 In 2025–2026, the College also expanded domestic capacity by 414 seats in high-demand areas, including STEM, Health, Trades, and Nursing.

3. Build Artificial Intelligence workshops/modules to enrich the learning journey of students, faculty, and staff

- 3.1 To support institutional readiness and responsible adoption of emerging technologies, the College developed and delivered foundational workshops, including Gen AI for Everyone and Pitfalls and Perils of Generative AI. A Generative AI Working Group, established in Fall 2025, is advancing the development of institutional guidelines and training, with campus-wide implementation planned for 2026–2027

4. Review existing model of continuing education and develop a plan to move forward

- 4.1 Continuing Education expanded its portfolio beyond fully online, asynchronous offerings with the successful launch of Leisure and Lifestyle courses, strengthening community engagement and creating pathways to additional continuing education opportunities. Targeted marketing of niche, industry-specific workshops have commenced, supported by ongoing collaboration with Marketing to increase visibility and impact.

Objective: TEAM FOCUS – Empower our Cambrian team for career success

Tactics

1. Identify strategies for the delivery of professional development for staff and faculty

- 1.1 A comprehensive suite of leadership development programs was successfully delivered, supporting organizational effectiveness and people focused management practices. Offerings included performance management, labour relations, job evaluation and classification, duty to accommodate, and work from home practices. In addition, professional development sessions on neurodiversity, positive psychology, the Ontario Human Rights Code, and financial planning were provided to staff and faculty.
- 1.2 Professional development has been intentionally integrated into departmental and coordinator meetings across Schools. In addition, the Hub developed annual professional development plans that are used by Deans and Chairs to support informed discussions with faculty and staff during annual goal setting and performance conversations.

2. Support individual development plans for future career growth

- 2.1 Presentations were delivered to staff outlining diverse career development pathways and growth opportunities. In addition, the Support Staff Appraisal Process was updated and streamlined to enhance clarity, consistency, and effectiveness.
- 2.2 The Teaching Excellence program for full time probationary faculty was revised to enhance impact and alignment with instructional priorities, while opportunities to expand access for part time faculty are being explored. In addition, preliminary work is underway to assess the potential development of a future credential in adult learning.

3 Collaboratively explore ways to integrate AI coaching into faculty supports and teaching practices

- 3.1 The Generative AI Working Group continues to meet regularly to guide planning related to institutional offerings, policy development, and the evaluation of tools to support responsible and effective adoption.

4. Audit Learning Management System to begin building Master Moodle Shells to support faculty

- 4.1 Work commenced in May–June 2025 and will continue through May to June 2026, with the goal of establishing standardized course templates across all Moodle courses.

5. Define procedures and resources to support scholarly research activities to strengthen academic excellence

- 5.1 This will be prioritized in 2026/2027.

Objective: COMMUNITY FOCUS – Enhance student support and work-integrated learning for seamless workforce transitions

Tactics

1. Provide transition support for Indigenous students to enter the workforce

- 1.1 In partnership with the Career Centre, the College delivered targeted workforce transition support for Indigenous students, strengthening career readiness through focused skill building workshops.
- 1.2 The Indigenous Transition Program was revised to enhance supports for Indigenous students transitioning into postsecondary study, strengthen academic readiness, and introduce learners to Career Services. The program now includes registration in Academic Upgrading, providing participants with expanded access to academic and training supports.

2. Develop a standardized workforce prep toolkit (for staff that provide these services)

- 2.1 This will be prioritized in 2026/2027.

3. Develop programming and supports for students pursuing entrepreneurship

- 3.1 Faculty from the School of Business developed workshop curricula for delivery by Hanson Venture Lab mentors, supporting student entrepreneurship and applied learning.
- 3.2 In partnership with the Chamber of Commerce, the College also hosted an industry-student networking mixer at the Venture Lab to strengthen employer engagement and collaboration.
- 3.3 The Trades and Technology Work-Integrated Learning (WIL) Coordinator collaborated with the Partnership Coordinator and Hanson Venture Lab to engage students in employer-led sessions, providing opportunities to connect with entrepreneurs and industry leaders. within their fields, with activities continuing into Spring 2026.
- 3.4 Through the General's Lab Innovation Program (GLIP), in collaboration with Applied Research and Hanson Venture Lab, Business and Trades students participated in a case competition addressing real-world construction challenges. Industry mentorship supported innovation, teamwork, and access to networking and employment opportunities.

4. Work to secure more partners to increase work integrated learning opportunities locally and outside of our community

- 4.1 Efforts were undertaken to increase the visibility of our PAC Committees by hosting a "SuperPAC" event where they were all brought together. This meeting focused on new partnership opportunities within the School of Community Service.
- 4.2 The School of Nursing introduced a fast track option for Nursing students that includes work integrated learning placements outside the region for preceptorships, expanding experiential learning capacity and placement opportunities.
- 4.3 The Trades and Technology area hosted 12 employer engagement sessions with partners from the local community and Southern Ontario between January and February 2026. During this period, the WIL Coordinator facilitated more than 87 on-campus student interviews, strengthening employer connections and employment pathways.



Goal – Create a warm, inclusive experience that fosters belonging and strengthens Cambrian’s vibrant culture

Objective: LEARNER FOCUS – Streamline the student journey to be flexible, accessible, and welcoming, while deepening cultural safety and support for all to thrive

Tactics

- 1. Map out the student journey to identify opportunities for flexibility, accessibility and retention**
 - 1.1 Developed a comprehensive student journey map outlining the end-to-end experience from prospective student through to alumni, encompassing both domestic and international learners.
- 2. Deepen connections within our community and across other institutions to support Sudbury’s goal of being a supportive place to live and learn**
 - 2.1 Sustained active engagement with the Sudbury community through meaningful partnerships with local education, health, public safety, multicultural, sport, and immigration organizations.
 - 2.2 Facilitated a superPAC event that engaged members in meaningful dialogue around service learning initiatives
- 3. Begin to improve accessibility of all teaching and learning materials within Moodle to better support students**
 - 3.1 Completed an accessibility audit of Moodle course materials and assessments and implemented YuJa software to support ongoing identification and remediation of accessibility issues.
- 4. Foster connections and belonging through aligned cross-departmental activities, events and initiatives through Student Services**
 - 4.1 Continued delivery of student services and community services fairs at each start-up, engaging students, staff, and faculty to build awareness of Cambrian’s wrap-around supports. The Glenn Crombie Centre hosted a week-long Head Start program to welcome and orient students with disabilities, while the Wabnode Centre for Indigenous Services and Academic Division offered orientation sessions focused on wrap-around supports for Indigenous students.



Objective: TEAM FOCUS – Foster an inclusive, high-performing team environment that empowers everyone to thrive

Tactics

- 1. Continue to make progress toward completion of the digital modernization plan**
 - 1.1 Transitioned our Athletics Gym Management system to the latest Cloud-based platform.
 - 1.2 Successfully implemented a new locker system, replacing our outdated custom-developed solution.
 - 1.3 Introduced a Digital Wayfinding solution, which has significantly improved navigation throughout our facilities.
 - 1.4 Overhauled our Applicant Portal, introducing a refreshed interface and streamlined processes to enhance user accessibility and simplify application management.
 - 1.5 Launched a new Intranet solution aimed at fostering more effective internal communication and collaboration throughout the college.
 - 1.6 Successfully retired some of our legacy, custom-built in-house applications and transitioned their functionality to native Banner solutions.
 - 1.7 Successfully implemented Single Sign-On across all our applications, streamlining access for users and enhancing security.
- 2. Introduce collaborative teams/focus groups to accomplish projects/initiatives**
 - 2.1 Continued enhancement, refinement and improvement of Clifton's Strength-Based Training across the college to improve cross-departmental pan-institutional collaborations on shared strategic priorities.
 - 2.2 Teams such as the AODA Committee, Strategic Enrolment Management Committee, TRC Circle have cross-departmental collaboration.
- 3. Explore departmental cross training throughout different service areas to support business continuity**
 - 3.1 Identified one to two cross institutional committees, working groups, and task forces for cross-training purposes.
- 4. Increase cross-departmental awareness about services offered and ongoing projects**
 - 4.1 Continued delivery of student and community services fairs at each start up to build awareness of Cambrian's wrap around supports among students, staff, and faculty.
- 5. Review and implement a more comprehensive onboarding process for faculty and staff**
 - 5.1 Designed and implemented an onboarding survey to gather direct feedback and inform ongoing enhancements to the new employee onboarding process.
 - 5.2 The Teaching Excellence program for full time probationary faculty was revised to enhance impact and alignment with instructional priorities. In addition, preliminary work is underway to assess the potential development of a future credential in adult learning.



Objective: COMMUNITY FOCUS – Simplify the partner experience to access tailored solutions that deliver results

Tactics

1. Develop a customer service philosophy/standard

- 1.1 Formed a Customer Service Committee to assess current customer service standards and completed targeted training to support the future implementation of a consistent, college wide standard in 2026–2027.

2. Develop a college-wide partnership community of practice

- 2.1 Launched a partnerships community of practice task force to increase awareness across the College of partnership opportunities, relationships, and engagement practices.



Goal – Forge strategic regional and global partnerships that fuel recruitment, unlock learner success, and accelerate innovation and productivity

Objective: LEARNER FOCUS – Expand industry and community partnerships to give students skills and career connections

Tactics

- 1. Enhance Program Advisory Committee involvement and subsequent communication of recommendations**
 - 1.1 Hosted the Fall SuperPAC, offering Trades and Technology lab and shop tours and networking opportunities with faculty and students.
- 2. Develop a plan to host more industry partners for in-class learning/guest lectures**
 - 2.1 Emphasized in class guest involvement, with the Computer Programming – IoT program delivering a speaker series in Winter 2026 and Trades and Technology hosting employer led in class information sessions (13 in the fall term and 12 in the winter term).
- 3. Investigate better communication strategies for current pathway offerings**
 - 3.1 Continue to conduct research to inform improved communication approaches for promoting existing pathway offerings.
- 4. Further enhance student/faculty mobility opportunities, international collaboration, and non-direct recruitment**
 - 4.1 Established the Cambrian Go Global international mobility framework; secured \$80K in outbound mobility funding; awarded two faculty exchanges with Mexico; selected for the Taith Pathway 2 Health and Wellbeing project; and finalized an Erasmus+ agreement with Budapest University of Technology and Economics, with additional European partnerships pending.



Objective: TEAM FOCUS – Build our capacity as a global leader in innovation, scholarship and applied research

Tactics

1. Strategize on ways to collaborate with local institutions to bring more thought leaders/innovators to our community for staff development

- 1.1 Worked collaboratively across the College to engage internationally renowned neurodiversity expert Daniel Wendler, who delivered a presentation for staff, faculty, students, and employers during the Career Fair pre conference.

2. Foster a scholarship of teaching and learning to enhance teaching practices

- 2.1 This will be prioritized in 2026/2027.



Objective: COMMUNITY FOCUS – Deepen ties with regional, global, and Indigenous partners to meet needs and support learner success

Tactics

1. Develop an engagement strategy for Indigenous communities in order to build relationships leading to opportunities for learning and career transitions

- 1.1 Advanced the development of the Indigenous Engagement Plan through internal, Elder, and academic faculty consultations, with ongoing engagement of internal and external Indigenous partners.
- 1.2 Continued collaboration with the TRC Committee and expanded engagement through the introduction of TRC Circles.

2. Implement year 1 and begin year 2 of the global engagement strategy

- 2.1 Successfully delivered Year 1 of the Global Engagement Strategy, with a continued focus on international student recruitment under the new IRCC framework, targeting emerging markets in Asia-Pacific and Sub-Saharan Africa. Developed the Go Global International Mobility Framework and advanced diversification efforts by identifying 20 partnership leads and submitting 8 non-direct recruitment bids, including international capacity-building projects, offshore curriculum licensing, ESL summer programming, and mobility funding for faculty and student exchanges.

3. Investigate software options that can support partnership tracking /coordination

- 3.1 Advanced early research into centralized software tools to support consistent, college wide partnership management

4. Explore the ability to engage in more community partnerships for the benefit of students and the community.

- 4.1 Continued meaningful engagement with the Sudbury community through active partnerships with local immigration, education, public safety, health, multicultural, and sports organizations.
- 4.2 Convened members of multiple Program Advisory Committees for a large scale meeting to share college updates and support cross committee networking.

5. Investigate new market opportunities for applied research partnerships as well as corporate training, regionally, globally and in indigenous communities

- 5.1 Identified the top 10 global markets for mining focused workforce development, corporate training, and applied research, engaging eight embassies in Ottawa and three or four Trade Commissioner Service missions.
- 5.2 Strengthened collaboration between Academic and Applied Research teams through industry heat pump training initiatives and the exploration of new partnerships.

Financial Performance

The College ended the 2025/26 fiscal year with an annual surplus of \$7.3 million, demonstrating continued financial resilience in a year marked by significant international enrolment declines. The surplus reflects disciplined cost management, consistent government funding, and effective cash and investment strategies.

Total revenue declined year over year, driven primarily by lower international student activity following federal study permit changes. Lower on campus international and Hanson student enrolment contributed to reduced tuition and ancillary revenues, partially offset by increased grant funding and \$4.7 million in investment income.

Expenses were lower than the prior year as the College adjusted operations in response to changes in international activity and continued to apply disciplined cost management practices. Expense reductions were primarily related to international operations, including Hanson contract costs and agent commissions, along with strategic salary savings and reductions in discretionary spending.

The College continued to invest in capital projects, with approximately \$11 million in capital additions. Investments supported the completion of the instrumentation laboratory, enhancements in teaching and learning, and ongoing infrastructure requirements.

Ending the year in a positive financial position enabled the College to appropriate \$6.9 million to the income stabilization fund, strengthening its capacity to manage future volatility. Liquidity remains strong, with a working capital ratio of 4.09:1, indicating a solid financial position.

Looking ahead, the College remains focused on maintaining financial sustainability while navigating the ongoing impacts of international enrolment policy changes and aligning resources with strategic and academic priorities.



Overview

\$7.3M
operating
surplus

\$11M
invested in
various capital
projects

4:09:1
working
capital ratio

Appendix A

Audited Financial Statements – p.19

Appendix B

KPI Performance Report – p.52

Appendix C

Advertising and Marketing Complaints

No complaints were received by Cambrian College during the 2025-2026 academic year.

Appendix D

College Council Annual Report – p.53

Appendix E

2025-26 Cambrian College Board of Governors

Jennifer Taback (Board Chair)

Claire Parkinson (Vice Chair)

Mark Hartman (Audit Committee Chair)

Sophia Moutsatsos (Governance Committee Chair)

Diane Suski

Gianni Grossi

Gurpreet Singh Broca

Jim Phillips

Kelly Niemela

Maxim Jean-Louis

Michael DiBrina

Nicholas Arkuh

Ryan Roberts

Stella Holloway

Stephanie Valentini

Trevor Lalonde

President and Ex-Officio: Kristine Morrissey

Executive Assistant, Office of the President and Liaison to the Board: Tara Dumais



Contact Us

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The 2025-2026 Annual Report is available for download from the College's website at cambriancollege.ca or can be emailed free of charge upon request by contacting Cambrian College.

2025-2026 Financial Statements

Financial Statements of

**CAMBRIAN COLLEGE OF
APPLIED ARTS AND
TECHNOLOGY**

Year ended March 31, 2026

**CAMBRIAN COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

Index to Financial Statements and Schedules

Year ended March 31, 2026

	Page
Management's Responsibility for the Financial Statements	
Independent Auditor's Report	
Statement of Financial Position	1
Statement of Operations	2
Statement of Changes in Net Assets (Deficit)	3
Statement of Cash Flows	4
Statement of Remeasurement Gains and Losses	5
Notes to Financial Statements	6 - 25
Schedules:	
Analysis of Revenue Summary	26
Operating Expense by Cost Object	27

Management's Responsibility for Financial Reporting

The financial statements of the Cambrian College of Applied Arts and Technology (the "College") are the responsibility of management and have been approved by the Board of Governors (the "Board").

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

The College maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the College's assets are appropriately accounted for and adequately safeguarded.

The Board is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board carries out this responsibility principally through its Audit Committee. The Audit Committee is appointed by the Board and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the financial statements and the external auditor's report. The Audit Committee reports its findings to the Board for consideration when approving the financial statements. The Audit Committee also considers, for review and approval by the Board, the engagement or reappointment of the external auditors.

The financial statements have been audited by KPMG LLP, the external auditors, in accordance with Canadian generally accepted auditing standards, on behalf of the Board. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the College's financial statements.

Janneke Nicholls
Vice President Finance, Administration and Applied Research

June 3, 2026

**KPMG LLP**

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INDEPENDENT AUDITOR'S REPORT

To the Governors of Cambrian College of Applied Arts and Technology

Opinion

We have audited the financial statements of Cambrian College of Applied Arts and Technology (the Entity), which comprise:

- the statement of financial position as at March 31, 2026
- the statement of operations for the year then ended
- the statement of changes in net assets (deficit) for the year then ended
- the statement of remeasurement gains and losses for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2026, and its results of operations, its remeasurement of gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “**Auditor’s Responsibilities for the Audit of the Financial Statements**” section of our auditor’s report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



Page 2

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



Page 3

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP' with a long, horizontal flourish underneath.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 3, 2026

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

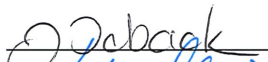
Statement of Financial Position

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Assets		
Current assets:		
Cash	\$ 143,301,767	\$ 154,250,051
Short-term investments (note 3)	18,310,745	16,282,077
Accounts receivable	6,483,960	5,885,321
Grants receivable	2,944,823	5,047,908
Prepayments and inventories	1,948,873	8,124,584
Current portion of Student Centre receivable (note 2)	190,562	180,926
	173,180,730	189,770,867
Restricted investments (note 3)	12,179,834	11,714,414
Student Centre receivable (note 2)	671,801	890,120
Capital assets (note 4)	99,399,190	94,019,527
	\$ 285,431,555	\$ 296,394,928
Liabilities, Deferred Contributions and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 5)	\$ 11,283,482	\$ 18,166,161
Deferred contributions (note 6)	25,581,012	41,024,135
Current portion of employment-related obligations (note 7)	4,100,594	4,088,987
Current portion of long-term debt (note 8)	1,409,460	1,293,710
	42,374,548	64,572,993
Employment-related obligations (note 7)	2,949,000	2,611,000
Asset retirement obligations (note 11)	5,617,451	4,344,838
Long-term debt (note 8)	5,137,054	6,574,275
Deferred capital contributions (note 9)	56,267,537	52,684,077
	112,345,590	130,787,183
Net assets:		
Unrestricted	12,810,672	12,810,672
Capital (note 10)	32,307,805	30,833,741
Internally restricted (note 12)	114,576,967	108,920,001
Endowment (note 12)	12,179,834	11,714,414
	171,875,278	164,278,828
Accumulated remeasurement gains	1,210,687	1,328,917
	173,085,965	165,607,745
Commitments and contingencies (note 14)		
	\$ 285,431,555	\$ 296,394,928

See accompanying notes to financial statements.

On behalf of the Board:

 Chair, Board of Governors
 President

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Operations

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Revenue:		
Grants and reimbursements	\$ 44,730,597	\$ 39,067,158
Domestic tuition fees	17,307,177	17,599,559
International tuition fees	57,114,584	190,495,952
Business development	7,752,290	7,689,516
Other	11,798,472	30,723,860
Restricted	3,566,092	2,933,598
Investment income	4,739,573	7,866,672
Amortization of deferred capital contributions (note 9)	3,283,658	3,145,418
	150,292,443	299,521,733
Expenses:		
Academic	53,632,205	53,668,969
Administration	20,955,373	26,149,166
Special projects	10,788,707	10,470,591
Physical resources	8,981,541	9,227,084
Student services	10,804,145	12,973,265
Business development	4,423,520	4,743,153
International activities	25,692,844	133,378,180
Amortization of capital assets	6,009,312	5,737,366
Scholarships, bursaries and other	1,662,533	1,381,090
	142,950,180	257,728,864
Excess of revenue over expenses	\$ 7,342,263	\$ 41,792,869

See accompanying notes to financial statements.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Changes in Net Assets (Deficit)

Year ended March 31, 2026, with comparative information for 2025

	2026								2025
	Unrestricted				Capital (note 10)	Internally Restricted (note 12)	Endowed (note 12)	Total	Total
	Operating	Employment related	Interest Rate Swaps	Total Unrestricted					
Net assets (deficit), beginning of year	\$ 20,579,736	(6,699,987)	(1,069,077)	12,810,672	30,833,741	108,920,001	11,714,414	\$ 164,278,828	\$ 122,442,117
Excess (deficiency) of revenue over expenses	8,074,231	-	-	8,074,231	(2,635,528)	1,903,560	-	7,342,263	41,792,869
Endowments received	-	-	-	-	-	-	254,187	254,187	43,842
Net change in investment in capital assets	(1,112,857)	-	-	(1,112,857)	4,109,592	(2,996,735)	-	-	-
Interfund transfers	251,133	(349,607)	-	(98,474)	-	(112,759)	211,233	-	-
Appropriation	(6,862,900)	-	-	(6,862,900)	-	6,862,900	-	-	-
Net assets (deficit), end of year	\$ 20,929,343	(7,049,594)	(1,069,077)	12,810,672	32,307,805	114,576,967	12,179,834	\$ 171,875,278	\$ 164,278,828

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Remeasurement Gains and Losses

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Accumulated remeasurement gains, beginning of year	\$ 1,328,917	\$ 1,075,979
Unrealized gain/loss attributable to:		
Fixed income	(216,510)	259,840
Realized gains/losses attributable to:		
Fixed income	98,280	-
Equity instruments	-	(6,902)
Realized gain for the year	98,280	(6,902)
Net remeasurement (loss) gain for the year	(118,230)	252,938
Accumulated remeasurement gains, end of year	\$ 1,210,687	\$ 1,328,917

See accompanying notes to financial statements.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Cash Flows

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 7,342,263	\$ 41,792,869
Adjustments for:		
Amortization of deferred capital contributions	(3,283,658)	(3,145,418)
Amortization of capital assets	6,009,312	5,737,366
Gain on sale of capital assets	(90,126)	-
Provision for employment-related obligations	349,607	407,365
	10,327,398	44,792,182
Changes in non-cash working capital (note 15)	(13,373,038)	(65,711,579)
	(3,045,640)	(20,919,397)
Financing activities:		
Repayment of long-term debt	(1,293,708)	(2,100,583)
Endowment contributions	254,187	43,842
	(1,039,521)	(2,056,741)
Investing activities:		
Purchase of investments	(7,505,413)	(19,742,094)
Proceeds on sale of investments	4,893,095	7,936,670
Decrease in Student Centre receivable	180,926	171,777
	(2,431,392)	(11,633,647)
Capital activities:		
Purchase of capital assets	(11,606,559)	(9,432,034)
Proceeds on sale of capital assets	307,710	-
Net capital contributions received	6,867,118	4,575,656
	(4,431,731)	(4,856,378)
Decrease in cash	(10,948,284)	(39,466,163)
Cash, beginning of year	154,250,051	193,716,214
Cash, end of year	\$ 143,301,767	\$ 154,250,051

See accompanying notes to financial statements.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

Cambrian College of Applied Arts and Technology (the "College") is an Ontario College established as a Community College under The Department of Education Act of the Province of Ontario. The College is a registered charity and is exempt from income taxes under the Income Tax Act.

1. Significant accounting policies:

(a) Basis of presentation:

These financial statements reflect the assets, liabilities, revenues and expenses of the unrestricted fund, capital fund and internally restricted and endowed funds and include the activities of The Cambrian College of Applied Arts and Technology.

The financial statements have been prepared by management in accordance with Canadian Public Sector Accounting Standards including the 4200 standards for government not-for-profit organizations.

(b) Revenue recognition:

i) Contributions are accounted for under the deferral method of accounting as follows:

Operating grants are recorded as revenue in the period to which they relate. Grant amounts relating to future periods are deferred and recognized in the subsequent period when the related activity occurs. Grants approved but not received are accrued.

Unrestricted contributions are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions other than endowment contributions are recognized as revenue in the period in which the related expenses are recognized.

Unrestricted investment income is recognized as revenue when earned. Restricted investment income that must be maintained as an endowment is credited to deferred contributions until the related expense is incurred.

Contributions restricted for the purchase of capital assets are deferred and amortized into revenue at rates corresponding to those of the related capital assets.

Endowment contributions are recognized as direct increases in endowment net assets.

ii) Tuition fees are recognized as the performance obligations are provided on the basis of teaching days incurred during the fiscal year.

iii) Business development and other revenue which includes residence, parking and other sundry revenues are recognized as the performance obligations are provided and the goods or services are provided.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

1. Significant accounting policies (continued):

(c) Capital assets:

Capital asset purchases are recorded at cost. Capital assets which are donated are recorded at their fair market value at the date of acquisition. When a capital asset no longer contributes to the College's ability to provide services, it is written down to its residual value. Any unamortized deferred capital contribution amount related to the capital asset is recognized in revenue in the Statement of Operations, provided that all restrictions have been complied with. Where a legal obligation exists to remediate or otherwise retire a capital asset recognized by the College, the estimated cost of the asset retirement obligation is included in the cost of the related capital asset.

Amortization of capital assets is recorded on the straight-line basis at the following annual rates:

Buildings	2.5%
Parking lots	10%
Equipment	10% - 20%

(d) Employment future benefits:

Vacation entitlements are accrued for as entitlements are earned (note 7).

The College is a member of the Colleges of Applied Arts and Technology ("CAAT") Pension Plan, which is a multi-employer, defined benefit plan. The College also provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental and non-vesting sick leave. The actuarial determination of the accrued benefit obligations for pensions and other retirement benefits uses the projected benefit method prorated on service. The most recent actuarial valuation of the benefit plans for funding purposes was as of February 28, 2026 for the health and dental, August 31, 2025 for the non-vesting sick leave and March 31, 2026 for the vesting sick leave.

The College has adopted the following policies with respect to accounting for these employee benefits:

- (i) The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.
- (ii) The costs of the multi-employer defined benefit pension plan are the College's contributions due to the plan in the period.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

1. Significant accounting policies (continued):

(d) Employment future benefits (continued):

- (iii) The cost of non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.
- (iv) The cost of short-term disability and other leaves is determined using management's best estimate of the length of the compensated absences.

(e) Use of estimates:

The preparation of financial statements in conformity with Canadian Public Sector Accounting Standards, including the 4200 standards for government not-for-profit organizations, requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Areas of key estimation include determination of fair value for investments, allowance for doubtful accounts, amortization of capital assets and deferred capital contributions, estimated costs and timing of asset retirement obligations and actuarial estimation of employee future benefits and sick leave benefit entitlement liabilities.

Financial instruments are classified into value hierarchy levels 1, 2 or 3 for the purpose of describing the basis of inputs used to determine the fair market value of those amounts recorded at fair value as described below:

- Level 1 – Fair value measurements are those derived from unadjusted quoted market prices in active markets for identical assets or liabilities;
- Level 2 – Fair value measurements are those derived from observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 – Fair value measurements are those derived from unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

(f) Financial instruments:

The College classifies its financial instruments as either fair value or amortized cost. The College's accounting policy for each category is as follows:

Fair Value

This category includes equity instruments and mutual funds quoted in an active market. The College has designated its fixed income portfolio that would otherwise be classified into the amortized cost category as fair value as the College manages and reports performance of it on a fair value basis.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

1. Significant accounting policies (continued):

(f) Financial instruments (continued):

Financial instruments classified as fair value are initially recognized at cost and subsequently carried at fair value. Unrealized changes in fair value are recognized in the Statement of Remeasurement Gains and Losses until they are realized, when they are transferred to the Statement of Operations.

Transaction costs related to financial instruments classified as fair value are expensed as incurred.

Where a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the Statement of Operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed and recognized in the Statement of Operations.

Amortized cost

This category includes accounts receivable and accounts payable and accrued liabilities.

Financial instruments classified as amortized cost are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets, except for contributions, which are initially recognized at fair value.

Transaction costs related to financial instruments classified as amortized cost are added to the carrying value of the instrument.

Write-downs on financial assets classified as amortized cost are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the Statement of Operations.

(g) Student organizations:

These financial statements do not reflect the assets, liabilities and results of operations of the various student organizations at the College.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

1. Significant accounting policies (continued):

(h) Private career colleges:

The College had previously entered into contractual agreements that enabled international students of the College to pursue a recognized Cambrian College program at a private career college. Under the terms of that agreement the College received payment of tuition and fees directly from the enrolled students, and the College allocated a portion of the tuition and fees to the private career colleges in return for providing agreed-upon materials and services as per the terms of the agreement. The College had determined that it is acting as a principal in the provision of academic delivery to international students enrolled with the private career college, and accordingly the College recognizes revenue from the private career college agreement on gross basis in accordance with Canadian Public Sector Accounting Standards. The amount of tuition and fees received by the College for the students enrolled in these programs is recorded within International Tuition fees in the Statement of Operations. Expenses incurred by the College in fulfilling its obligations to the private career college are included in the Statement of Operations based on the nature of the expense. Expenses incurred by the private career college in fulfilling their contractual obligations are not included in the financial statements of the College. As a result of changes to international student permit applications, this partnership agreement ended August 31, 2025. The financial statements of the College reflect the revenues and related expenses for this partnership up to the end date of the agreement.

(i) Asset retirement obligations:

The College recognizes the fair value of an Asset Retirement Obligation ("ARO") when all of the following criteria have been met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

A liability for the removal of asbestos-containing materials in certain College facilities has been recognized based on estimated future expenses. Actual remediation costs incurred are charged against the ARO to the extent of the liability recorded. Differences between the actual remediation costs incurred and the associated liability recorded within the financial statements is recognized in the Statement of Operations at the time of remediation occurs.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

2. Student Centre receivable:

The Students' Associations have approved annual payments to reimburse the College for the related debt repayment on the Student Centre (note 8). Payments are consistent with the related debt. The current portion of the amount receivable is \$190,562 (2025 - \$180,926). Included in student center receivable is \$37,028 (2025 - \$64,788) of interest rate swaps.

Under the existing terms and rates, principal due in each of the next four years is approximately as follows:

2027	\$ 227,593
2028	200,711
2029	211,400
2030	222,659
	<u>\$ 862,363</u>

3. Investments:

	2026	2025
Short-term investments	\$ 18,310,745	\$ 16,282,077
Restricted investments	12,179,834	11,714,414
	<u>\$ 30,490,579</u>	<u>\$ 27,996,491</u>

	Fair Value Hierarchy	2026	2025
Fixed income	Level 2	\$ 10,758,298	\$ 10,508,649
Mutual funds	Level 2	19,732,281	17,487,842
		<u>\$ 30,490,579</u>	<u>\$ 27,996,491</u>

The restricted investments of \$12,179,834 (2025 - \$11,714,414) are externally restricted for endowments as detailed in note 1. There were no transfers between the fair value hierarchy levels in 2026.

Fixed income investments have interest rates from 0.50% to 5.48% (2025 - 0.25% to 5.48%) and mature between 2026 and 2030 (2025 - 2026 and 2029). The fixed income investments are fixed rate with a weighted average effective interest rate of 2.70% (2025 - 2.97%)

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

3. Investments (continued):

	2026 Carrying Amount	2025 Carrying Amount
Fixed income		
Maturity period:		
Less than 1 year	\$ 2,098,956	\$ 3,050,710
1 to 5 years	8,659,342	7,457,939
	<u>\$ 10,758,298</u>	<u>\$ 10,508,649</u>

4. Capital assets:

2026	Cost	Accumulated Amortization	Net book Value
Land	\$ 159,066	\$ —	\$ 159,066
Buildings	168,856,007	83,645,378	85,210,629
Parking lots	3,623,185	2,392,346	1,230,839
Equipment	29,794,036	16,995,380	12,798,656
	<u>\$ 202,432,294</u>	<u>\$ 103,033,104</u>	<u>\$ 99,399,190</u>

2025	Cost	Accumulated Amortization	Net book Value
Land	\$ 159,066	\$ —	\$ 159,066
Buildings	162,021,582	80,291,743	81,729,839
Parking lots	3,395,765	2,094,782	1,300,983
Equipment	25,856,535	15,026,896	10,829,639
	<u>\$ 191,432,948</u>	<u>\$ 97,413,421</u>	<u>\$ 94,019,527</u>

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

5. Accounts payable and accrued liabilities:

	2026	2025
Accounts payable and accrued liabilities	\$ 6,626,865	\$ 11,790,579
Accrued salaries, wages and benefits	4,656,617	6,375,582
	<u>\$ 11,283,482</u>	<u>\$ 18,166,161</u>

6. Deferred contributions:

	2026	2025
Student tuition fees	\$ 14,198,499	\$ 29,237,579
Externally restricted donations	6,517,495	6,979,187
Expenses for future periods	4,865,018	4,807,369
	<u>\$ 25,581,012</u>	<u>\$ 41,024,135</u>

Details of the continuity of these funds are as follows:

	2026	2025
Balance, beginning of year	\$ 41,024,135	\$111,556,935
Additional contributions received	25,554,942	40,922,934
Amounts taken to revenue	(40,998,065)	(111,455,734)
Balance, end of year	<u>\$ 25,581,012</u>	<u>\$ 41,024,135</u>

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

7. Employee future benefits:

	2026	2025
Current portion:		
Vacation	\$ 3,875,756	\$ 3,897,380
Maternity top-up	224,838	191,607
	4,100,594	4,088,987
Non-pension employee future benefits	806,000	716,000
Sick leave benefits - non-vested	2,143,000	1,895,000
	2,949,000	2,611,000
	\$ 7,049,594	\$ 6,699,987

Vacation

The accrual for vacation represents the liability for earned but unpaid vacation entitlements.

Employee Future Benefits

Other employee future benefits:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employee's illness or injury exceeds the current year's allocation of days. Sick leave is paid out at the salary in effect at the time of usage. The most recent actuarial valuation of these non-vesting sick leave benefits was completed August 31, 2025 and the result of this valuation have been extrapolated to March 31, 2026. The related benefit liability was determined by independent actuaries on behalf of the college system as a whole.

The following tables outline the components of the College's sick leave benefit entitlement:

	2026	2025
Accrued benefit obligation	\$ 3,032,000	\$ 2,346,000
Unamortized actuarial gain	(889,000)	(451,000)
Sick leave benefit entitlement liability	\$ 2,143,000	\$ 1,895,000

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

7. Employee future benefits (continued):

	2026	2025
Current service cost	\$ 202,000	\$ 191,000
Interest on accrued benefit obligation	78,000	81,000
Benefit payments	(194,000)	(215,000)
Amortized actuarial losses	162,000	119,000
Sick leave benefit expense	\$ 248,000	\$ 176,000

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 26.2% (2025 - 0% to 23.5%) and 0 to 54 days (2025 - 0 to 54 days) respectively for age groups ranging from 20 and under to 65 and over in bands of five years.

Non-pension Employee future benefits

The College provides extended health care, dental insurance and life insurance benefits to certain of its employees under a multi-employer plan under CAAT. This coverage may be extended to the post-employment period. The most recent actuarial valuation of these employee future benefits was completed February 28, 2026 for the non-pension post-retirement plan and August 31, 2026, for the continuation of medical and dental benefits and the life waiver of premium benefit for employees currently on long-term disability. The results of these valuations have been extrapolated to March 31, 2026.

The related benefit liability was determined by independent actuaries on behalf of the college system as a whole. Variances between actuarial funding estimates and actual experience may be material and any differences are generally to be funded by the participating members. The College recognizes as expense for current services the amount of its required contribution in a given year and the change in the accrued benefit liability in the year.

The following tables outline the components of the College's employee future benefits liability and the related recovery:

	2026	2025
Accrued benefit obligations	\$ 915,000	\$ 803,000
Fair value of plan assets	(197,000)	(170,000)
Funded status – plan deficit	718,000	633,000
Unamortized actuarial gains	88,000	83,000
Employee future benefits liability	\$ 806,000	\$ 716,000

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

7. Employee future benefits (continued):

Non-pension Employee future benefits (continued)

The significant actuarial assumptions adopted in estimating the College's accrued benefit liability are as follows:

	2026	2025
Discount rate	3.5%	3.2%
Dental benefit cost escalation	4.0%	4.0%
Medical benefits cost escalation:		
Hospital and other medical drugs	4.0%	4.0%
Drugs	5.91% decreasing to 4.0% in 2040	6.04% decreasing to 4.0% in 2040

8. Long-term debt:

	2026	2025
i) Ontario Financing Authority- Residence	\$ 3,087,639	\$ 3,813,425
ii) Bankers acceptances - Student Centre	825,331	1,006,257
iii) Equitable Life Insurance Company	2,596,516	2,983,515
iv) Interest rate swaps	37,028	64,788
	6,546,514	7,867,985
Less: current portion	(1,409,460)	(1,293,710)
	\$ 5,137,054	\$ 6,574,275

- i) The College has entered into an unsecured loan agreement with the Ontario Financing Authority for the residence. The residence loan bears interest at a fixed rate of 5.26%, and is repayable in blended monthly payments of \$75,753 with the final payment due on December 31, 2029.
- ii) The CORRA loans were advanced under variable rate credit facilities in the principal face amount of \$2.580 million for the Student Centre. Interest rates are adjusted monthly and was 5.2% plus a loan credit spread at March 31, 2026. The facilities are secured by a general security agreement. The Students' Associations are responsible to reimburse the College for the debt repayments on the Student Centre (note 2).

16

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

8. Long-term debt (continued):

The College has entered into interest rate derivative agreements to manage the volatility of interest rates for fixed rate debt at 5.2%. The fair value of the interest rate swaps of \$37,031 (2025 - \$64,788) has been determined using Level 3 of the fair value hierarchy.

- iii) The College has entered into an agreement with Equitable Life Insurance Company for certain energy efficiency improvements. Under the terms of the agreement, financing up to \$3,948,810 is available under the contract. As of March 31, 2026, \$3,948,810 has been obtained from the financing agreement of which \$2,596,516 is outstanding as of the year end date. The financing arrangement bears interest at 3.76% and requires quarterly payments of \$52,500 commencing June 1, 2021 increasing to \$161,465 at June 1, 2030. The payments are based on the achievement of certain energy savings throughout the period of 2022 to 2030. Should these energy savings not be achieved the quarterly payments would be supplemented by a third party.

Under the existing terms and rates, principal due in each of the next five years and thereafter is approximately as follows:

2027	\$ 1,409,462
2028	1,455,037
2029	1,542,058
2030	1,428,541
2031	711,416
Thereafter	—
	<u>\$ 6,546,514</u>

9. Deferred capital contributions:

Deferred capital contributions represent the unamortized and unspent balances of donations and grants received for capital asset acquisitions. Details of the continuity of these funds are as follows:

	2026	2025
Balance, beginning of year	\$ 52,684,077	\$ 51,253,839
Additional contributions received, net	6,867,118	4,575,656
Amounts amortized to revenue	(3,283,658)	(3,145,418)
Balance, end of year	<u>\$ 56,267,537</u>	<u>\$ 52,684,077</u>

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

9. Deferred capital contributions (continued):

The balance of unamortized and unspent funds consists of the following:

	2026	2025
Unamortized deferred contributions	\$ 55,709,783	\$ 51,964,009
Unspent contributions	557,754	720,068
	<u>\$ 56,267,537</u>	<u>\$ 52,684,077</u>

10. Capital net assets:

Capital net assets are calculated as follows:

	2026	2025
Capital assets	\$ 99,399,190	\$ 94,019,527
Amounts financed by:		
Deferred capital contributions - unamortized	(55,709,783)	(51,964,009)
Long-term liabilities, net of student receivable	(11,381,602)	(11,221,777)
	<u>\$ 32,307,805</u>	<u>\$ 30,833,741</u>

11. Asset retirement obligations:

The College has accrued for asset retirement obligations related to the legal requirement for the removal or remediation of asbestos-containing materials in certain facilities. The obligation is determined based on the estimated undiscounted cash flows that will be required in the future to remove or remediate the asbestos containing material in accordance with current legislation.

The change in the estimated obligation during the year consists of the following:

	2026	2025
Balance, beginning of year	\$ 4,424,838	\$ 4,231,792
Add: Revaluation adjustment	1,272,613	—
Add: Inflation adjustment	—	193,046
Total obligation at March 31	5,697,451	4,424,838
Less: current portion reported in accounts payable and accrued liabilities	(80,000)	(80,000)
Balance, end of year	<u>\$ 5,617,451</u>	<u>\$ 4,344,838</u>

18

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

12. Internally restricted and endowed net assets:

Details of internally restricted and endowed net assets are as follows:

	March 31, 2025 Balance, beginning of year	Additions/ Transfers	Disbursements/ Transfers	March 31, 2026 Balance, end of year
Infrastructure appropriation	\$ 53,160,295	\$ —	\$ 3,304,512	\$ 49,855,783
Stabilization fund	48,000,000	6,862,900	—	54,862,900
Student activities fund	5,730	—	—	5,730
Conferences and projects	451,833	136,542	60,206	528,169
Restricted funds	7,302,143	3,624,569	1,602,327	9,324,385
	108,920,001	10,624,011	4,967,045	114,576,967
Endowment	11,714,414	465,420	—	12,179,834
	\$120,634,415	\$ 11,089,431	\$ 4,967,045	\$126,756,801

	March 31, 2024 Balance, beginning of year	Additions/ Transfers	Disbursements/ Transfers	March 31, 2025 Balance, end of year
Infrastructure appropriation	\$ 58,197,455	\$ 1,212	\$ 5,038,372	\$ 53,160,295
Stabilization fund	10,000,000	38,000,000	—	48,000,000
Student activities fund	5,730	—	—	5,730
Conferences and projects	408,524	91,309	48,000	451,833
Restricted funds	5,524,931	3,109,359	1,332,147	7,302,143
	74,136,640	41,201,880	6,418,519	108,920,001
Endowment	9,670,572	2,043,842	—	11,714,414
	\$ 83,807,212	\$ 43,245,722	\$ 6,418,519	\$120,634,415

13. Pension plan:

All full-time employees of the College, and any part-time employees who opt to participate, are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), a multi-employer jointly sponsored defined benefit plan for public colleges in Ontario and other employers. The College makes contributions to the Plan equal to those of employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

13. Pension plan (continued):

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates related to full-time members. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. As of January 1, 2026, the CAAT Pension Plan has increased its funding reserve to \$6.7 billion (2025 - \$6.1 billion) and is currently 124% funded on a going-concern basis.

The College made contributions to the Plan and its associated retirement compensation arrangement of \$5,933,732 (2025 - \$6,251,292), which has been included in the statement of operations.

14. Commitments and contingencies:

- (a) The College has entered into agreements to lease equipment and premises. The total annual minimum lease payments to maturity are approximately as follows:

2027	\$ 1,100,601
2028	1,025,643
2029	1,051,131
2030	846,341
2031	664,765
	\$ 4,688,481

- (b) Contingencies: The College is involved with outstanding and pending litigation and claims which arise in the normal course of operations, primarily as a result of grievances filed under the provisions of the union collective agreements. In management's opinion any liability that may arise from such contingencies would not have a significant adverse effect on the financial statements of the College. Losses in excess of the provision recorded in the financial statements, if any, arising from these contingencies will be accounted for in the year in which they are determined.
- (c) Employee related obligations: The College is in the process of negotiations with newly formed unions representing with certain employee groups. It is not possible at this time to make an estimate of the amount that may be payable to these employee groups and accordingly no provision has been made in these financial statements.
- (d) The College has entered into a capital lease of equipment. The College is not required to make payments on this lease unless energy savings are realized.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

15. Changes in non-cash working capital:

	2026	2025
Cash provided by (used in):		
Increase in accounts receivable	\$ 1,504,446	\$ 280,918
Decrease in prepayment and inventories	6,175,711	3,370,198
Increase (decrease) in accounts payable and accrued liabilities	(6,882,682)	1,057,059
Decrease in deferred contributions	(15,443,123)	(70,532,800)
Increase in asset retirement obligation	1,272,613	113,046
	<u>\$ (13,373,035)</u>	<u>\$ (65,711,579)</u>

16. Risk management:

(a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations, resulting in a financial loss. The College is exposed to credit risk relating to its cash, grants and accounts receivable and current and long-term investments. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$800,000 (2025 - \$1,200,000).

Accounts receivable are comprised of government, student receivables, the current portion of long-term receivables and other receivables. Student receivables are ultimately due from students, and credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population. Government receivables are ultimately due primarily from the Ministry of Colleges, Universities, Research Excellence and Security (the "MCURES"), as well as other government entities, and credit risk is mitigated by the governmental nature of the funding source. Other receivables arise during the course of the College's normal operations and are due from a diverse customer base. The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections.

Student and other receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates. The maximum exposure to credit risk of the College at March 31, 2026 is the carrying value of these assets.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

16. Risk management (continued):

(a) Credit risk (continued):

The amounts outstanding at year end were as follows:

As at March 31, 2026	1 - 90 days	91 - 180 days	181 - 270 days	270+ days	Total
Grants receivable	\$ 2,944,823	\$ –	\$ –	\$ –	\$ 2,944,823
Accounts receivable	5,694,622	972,199	161,312	136,116	6,964,249
Current portion of student centre receivables	190,562	–	–	–	190,562
Student centre receivables	–	–	–	671,801	671,801
Gross receivables	8,830,007	972,199	161,312	807,917	10,771,435
Impairment allowances	231,062	162,033	41,822	45,372	480,289
Net receivables	\$ 8,598,944	\$ 810,166	\$ 119,490	\$ 762,545	\$10,291,145

As at March 31, 2025	1 - 90 days	91 - 180 days	181 - 270 days	270+ days	Total
Grants receivable	\$ 5,047,908	\$ –	\$ –	\$ –	\$ 5,047,908
Accounts receivable	4,778,813	1,290,132	278,733	187,542	6,535,220
Current portion of student centre receivables	180,926	–	–	–	180,926
Student centre receivables	–	–	–	890,120	890,120
Gross receivables	10,007,647	1,290,132	278,733	1,077,662	12,654,174
Impairment allowances	308,278	219,773	69,831	61,017	658,899
Net receivables	\$ 9,699,369	\$ 1,070,359	\$ 208,902	\$1,016,645	\$11,995,275

The maximum exposure to investment credit risk is outlined in note 3.

There have been no significant changes from the previous year in the College's exposure to credit risk or its policies, procedures and methods used to measure the risk.

(b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and equity risk.

The investment policies of the College operate within the constraints of the investment guidelines issued by the MCURES. The policies' application is monitored by management, the investment managers and the Board of Governors. Diversification techniques are utilized to minimize risk.

22

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

16. Risk management (continued):

(b) Market risk (continued):

There have been no significant changes from the previous year in the College's exposure to market risk or its policies, procedures and methods used to measure the risk.

(i) Currency risk:

Currency risk arises from the College's operations in different currencies and converting non-Canadian earnings at different points in time at different foreign currency levels when adverse changes in foreign currency rates occur. The College does not have any material transactions or financial instruments denominated in foreign currencies.

(ii) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates. The College is exposed to this risk through its interest bearing investments, bankers' acceptance loans and long-term debt.

The College mitigates interest rate risk on its long-term debt through derivative financial instruments (interest rate swaps) that exchange the variable rate inherent in the bankers' acceptance loans and long-term debt for a fixed rate as described in note 9. Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the long-term debt.

(iii) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its mutual fund holdings within its investment portfolio. At March 31, 2026, a 1% movement in the stock markets, with all other variables held constant, would have an estimated effect on the fair values of the College's equity and mutual fund holdings of \$304,906 (2025 - \$279,965).

(c) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all of its cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. Accounts payable are all current and the terms of the long-term debt are disclosed in note 8.

Derivative financial liabilities mature as described in note 8.

There have been no significant changes from the previous year in the College's exposure to liquidity risk or policies, procedures and methods used to measure the risk.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2026

16. Risk management (continued):

(c) Liquidity risk (continued):

The following table sets out the contractual maturities (representing undiscounted contractual cash flows) of financial liabilities:

As at March 31, 2026	Within 6 months	6 - 12 months	1 - 5 years	5+ years	Total
Accounts payable	\$ 11,283,482	\$ —	\$ —	\$ —	\$ 11,283,482
Long-term debt	716,700	692,760	5,137,054	—	6,546,514
Lease commitments	555,000	545,601	3,587,880	—	4,688,481
	\$ 12,555,182	\$ 1,238,361	\$ 8,724,934	\$ —	\$ 22,518,477

As at March 31, 2025	Within 6 months	6 - 12 months	1 - 5 years	5+ years	Total
Accounts payable	\$ 18,166,161	\$ —	\$ —	\$ —	\$ 18,166,161
Long-term debt	706,689	651,813	5,798,065	711,418	7,867,985
Lease commitments	705,654	795,248	3,667,394	—	5,168,296
	\$ 19,578,504	\$ 1,447,061	\$ 9,465,459	\$ 711,418	\$ 31,202,442

(e) Other risk:

On January 22, 2024, the Government of Canada (the "Government") announced an intake cap on international student permit applications for a period of two years, resulting in a 35% reduction of approved study permits from 2023.

On September 18, 2024, the Government announced a further reduction to the intake cap on international student study permits for 2025 of 10% from the approved 2024 target. The 2025 cap will be maintained at the same level for 2026. Also included in this announcement was a change to Post-Graduation Work Permits ("PGWPs"), aligning work permit eligibility to labour market needs. Further details on the implementation of this change were released throughout fall 2024, resulting in a significant reduction of the programs eligible for PGWPs.

As a result of these policy changes, students at Cambrian's public-private partnership, Hanson campus, in Toronto will no longer be eligible for post-graduate work permits, which affects the sustainability of this partnership. The last planned enrolment for the Hanson campus was in 2025/26, which represents the flow-through enrolment from the last intake in spring 2024. The partnership contract has expired as of August 31, 2025.

A significant portion of the College's tuition revenues is derived from international students and the College has assessed the impact of this announcement on its ability to earn revenue from international students and its approved capital and operating budget for the year ending March 31, 2026.

**CAMBRIAN COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

Notes to Financial Statements

Year ended March 31, 2026

17. Comparative information:

Certain 2026 comparative information has been reclassified to conform with the presentation adopted in 2025.

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Revenue

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Grants and reimbursements:		
MCURES		
Operating	\$ 25,230,376	\$ 20,824,673
Specific purpose	10,869,994	11,044,204
Other	6,317,128	5,869,143
Federal government - other	1,786,305	1,012,337
Ontario government grants - other	526,794	316,801
	<u>\$ 44,730,597</u>	<u>\$ 39,067,158</u>
Domestic Tuition fees:		
Full-time	\$ 14,857,679	\$ 15,307,138
Part-time	2,449,498	2,292,421
	<u>\$ 17,307,177</u>	<u>\$ 17,599,559</u>
Business Development:		
Residence	\$ 6,356,164	\$ 6,219,219
Parking	1,126,396	1,138,545
Hospitality/conference planning	153,785	189,129
Rentals	115,945	142,623
	<u>\$ 7,752,290</u>	<u>\$ 7,689,516</u>
Other:		
Miscellaneous	\$ 4,031,751	\$ 3,932,983
Other tuition related fees	7,138,922	25,909,450
Contract training	627,799	881,427
	<u>\$ 11,798,472</u>	<u>\$ 30,723,860</u>
Restricted:		
Donations	\$ 2,043,832	\$ 1,194,320
Investment income	1,385,718	1,647,970
Other	136,542	91,308
	<u>\$ 3,566,092</u>	<u>\$ 2,933,598</u>

CAMBRIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Expenses by Cost Object

Year ended March 31, 2026, with comparative information for 2025

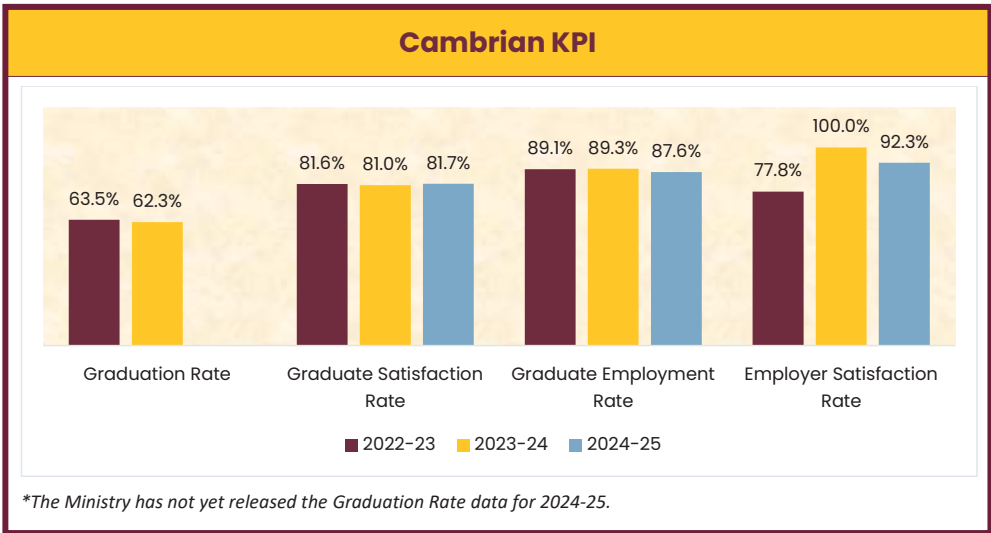
	Academic	Administration	Special Projects	Physical Resources	Student Services	Business Development	International Activities	Total 2026	Total 2025
Academic salaries	\$ 32,022,151	\$ -	\$ 1,077,654	\$ -	\$ 341,629	\$ -	\$ -	\$ 33,441,434	\$ 35,358,468
Support salaries	5,757,727	3,609,491	3,824,055	1,432,550	4,447,065	297,341	337,451	19,705,680	21,155,533
Fringe benefits	8,990,105	2,309,624	1,488,224	482,973	1,733,712	167,342	227,392	15,399,372	15,445,454
Administration salaries	2,992,847	4,776,550	1,751,907	478,414	1,719,105	344,856	603,568	12,667,247	12,277,113
Contracted services	221,225	2,541,378	572,040	2,651,840	767,029	2,080,986	23,007,662	31,842,160	137,015,494
Utilities and services	2,609	-	6,961	1,732,040	-	486,552	-	2,228,162	2,131,311
Interest on long-term debt	-	103,887	-	-	-	183,254	2,427	289,568	366,537
Instructional supplies and development	2,015,727	262,322	123,709	-	246,410	-	-	2,648,168	2,910,085
Supplies and other	361,757	802,650	417,924	104,832	87,266	30,792	-	1,805,221	1,780,786
Promotion and public relations	8,698	689,548	159,621	-	289,597	12,143	80,013	1,239,620	2,910,117
Equipment maintenance	270,571	2,948,383	45,001	763,475	4,042	3,883	-	4,035,355	4,208,965
Information technology	42,767	279,456	10,724	4,496	146,931	-	-	484,374	1,052,178
Professional fees	69,758	799,535	20,964	2,652	123,671	328,338	512,795	1,857,713	3,165,324
Travel	28,270	102,037	371,486	108	191,952	-	181,384	875,237	1,432,713
Stipends and allowances	-	24	292,985	-	-	-	-	293,009	475,125
Rentals	343	-	242,498	-	-	7,461	-	250,302	278,766
Facilities maintenance	3,218	190,013	-	880,610	-	195,000	-	1,268,841	1,594,814
Clinical and field work	570,163	-	-	-	-	-	-	570,163	513,652
Bursaries	12,135	262,768	7,000	-	189,292	-	714,315	1,185,510	1,464,006
Professional development	12,250	119,591	34,509	517	6,675	32,247	188	205,977	503,755
Special events	128,795	123,198	279,313	-	456,320	139,687	18,073	1,145,386	2,486,047
Insurance	-	567,980	-	-	-	-	-	567,980	522,769
Municipal taxation	-	-	-	440,762	-	-	-	440,762	590,499
Cost of sales	1,023	1,883	-	-	-	101,475	-	104,381	145,581
Printing and duplicating	65,534	120,404	4,857	61	31,889	2,552	231	225,528	254,838
Telecommunications	36,267	145,940	18,551	6,211	13,911	3,525	6,354	230,759	250,091
Fees and memberships	18,265	198,711	38,724	-	7,649	6,086	991	270,426	320,387
	\$ 53,632,205	\$ 20,955,373	\$ 10,788,707	\$ 8,981,541	\$ 10,804,145	\$ 4,423,520	\$ 25,692,844	\$ 135,278,335	\$ 250,610,408

KPI Performance Report

2025–2026 KPI SUMMARY REPORT



This report contains three years of Ministry Key Performance Indicator (KPI) data with the most recent 2024–25 reporting year¹.



Key Performance Indicator

Key Performance Indicator	CAMBRIAN			PROVINCE		
	2022-23	2023-24	2024-25	2022-23	2023-24	2024-25
Graduation Rate	63.5%	62.3%	N/A*	65.0%	N/A*	N/A*
Graduate Satisfaction Rate	81.6%	81.0%	81.7%	76.8%	76.0%	74.7%
Graduate Employment Rate	89.1%	89.3%	87.6%	85.8%	84.1%	78.9%
Employer Satisfaction Rate	77.8%	100.0%	92.3%	91.8%	92.8%	91.3%

*N/A - The Ministry has not yet released the data.

¹ The 2024-25 KPI Graduate Survey reflect graduates who completed their programs in 2023-24. The survey had a 23% completion rate, with 420 graduates included in the Graduate Satisfaction Rate. The Employer Satisfaction Rate is based on feedback from employers who hired 2023-24 graduates. A total of 13 employers were included in the rate; results should be interpreted with caution due to the small sample size.

College Council Annual Report

College Council

Annual Report 2025–2026

Prepared on: April 30, 2026

Prepared by: Steven Mantler, Chair
Lynn Kabaroff, Vice-Chair



College Council

The Ministry of Training, Colleges and Universities under Ontario Colleges of Applied Arts and Technology Act, 2002, O. Reg. 34/03 establishes the requirement for College Council.

College Council provides a forum for communication and consultation and for sharing of ideas concerning college matters.

Mandate

The mandate of College Council is to provide advice to the President and Board of Governors on college matters, using quality of education as the highest priority. To fulfill this obligation, Council will review, consider and make recommendations on existing college policies and guidelines and participate in the development of policies and guidelines, on a continuing basis.

Structure and Composition

The College Council membership for 2025-2026 included the following representatives from the faculty, support, administrative and student constituencies:

Faculty

Lynn Kabaroff, Vice-Chair

Colin Pardoe
Chris Vuorensyrja
Mike Hastie
Mohammed Safavi

Student Leaders

Rushi Tilva (CSC), Student Delegate

Jamie Hopkins (CSC Alternate)
Alexie Cotton (CISC Leader)
Rushawn Bascoe (CAA)

Recording Secretary

Melanie Silver (ex-officio)

Support Staff

Steven Mantler, Chair

Jennifer Christakos
Susan Newson
Nicole Vizza
Shannon Saville
Jennifer Rancourt (Alternate)
Talia Brouwer (Alternate)
Janice Cordeiro (on leave from Jan. 2026)
Stephanie Milad (on leave until Sep. 2026)

Administration

Angela Gilmore
Mary-Liz Warwick
Jessica Joy
Shawn Poland, President's Delegate
Steven Guiho (Alternate)
June Raymond (Alternate)
Charline Smith (Retired Dec. 2025)

We were particularly grateful to see active engagement from our Student Government Representatives, who serve on Council until the end of their elected term on April 30th.

Executive Committee

The Executive Committee has the responsibility of organizing, prioritizing, and assisting with matters that come before the Council and to recruit new members to fill Council vacancies, as required. The Executive Committee for the 2025-2026 Academic Year is as follows:

- *Steven Mantler – Chair (elected by Council in 2023)*
- *Lynn Kabaroff – Vice-Chair (elected by Council in 2025)*
- *Rushi Tilva – Student Delegate (CSC President)*
- *Shawn Poland – President's Delegate (appointed by President)*

Summary of Activities 2025-2026

A total of six (6) meetings have or will be held during the 2025-2026 academic year:

October 28, 2025
 November 24, 2025
 January 26, 2026
 February 23, 2026
 April 27, 2026
 May 25, 2026 (scheduled)

No meetings were hosted in September, December or March due to a delay in policy availability. Minutes for all duly constituted meetings (or notes as applicable) were posted to the College Council S: Drive folder and the newly created Teams site which is accessible to all Council members.

The Council Terms of Reference document was reviewed at our October 2025 meeting and was subsequently presented and approved at the April 2026 meeting of Council to be effective June 1, 2026.

Policies Reviewed

This year Council reviewed and offered feedback on 12 policies and related procedures as follows:

- *Cellular Device Policy and Operating Procedure*
- *Smudging Policy and Operating Procedure*
- *Capital Asset Management Policy*
- *Enterprise Risk Management Policy*
- *Marketing and Communications Policy*
- *Free Speech Policy*
- *Harassment and Discrimination Policy and Reporting Operating Procedure*
- *Health and Safety Policy and Procedures*
- *Workplace Violence Policy and Procedures*

- *Conflict of Interest Policy*
- *Return to Work Policy (scheduled for May)*
- *IT Acceptable Use Policy (scheduled for May)*

myCambrian Introductory Session

At the October meeting, Kelly McDonald joined Council to share timeline information and details about the new myCambrian intranet project. Council was informed of the process, ways to access the site starting in January 2026 to gain familiarity and were invited to offer feedback prior to the launch date of March 1, 2026.

Directions Moving Forward

College Council membership review took place in April 2026. Thanks to the strong investment and commitment of our members to renew for a second term, Council is at full complement with all voting member positions filled. Our recruitment efforts for 2026-27 only require three (3) alternate members from our faculty constituent group and one (1) additional alternate member from our support staff constituent group to bring us to full strength.

We are pleased that newly elected Cambrian Student Council President, Jamie Hopkins as well as Cambrian Athletic Association President, Rushawn Bascoe will remain with Council for the 2026-2027 cycle. We are also pleased to welcome Cambrian Indigenous Student Circle Leader, Ashley Recollet to round out our student leader representation in September.

Once again, all three student groups will have a regular member and an alternate to offer a stronger student voice at Council. Student participation this year was stellar, and we hope to continue this trend into the 2026-27 Council cycle.

Conclusions

The 2025-26 cycle of College Council offered opportunities of collaborative learning including open forums for new college initiatives, candid feedback of fall startup activities, and of course the introduction of new college policies along with the refreshing of established policies.

We thank our members who attend each meeting ready and willing to engage with the policies, questioning and offering recommendations to ensure that Cambrian College policies reflect the culture we want to grow in our community.

A special thanks to our outgoing Cambrian Student Leaders; Student Council President, Rushi Tilva and Cambrian Indigenous Student Circle Leader, Alexie Cotton. Their dedication to ensuring the students' voice was heard at every meeting during their terms of office was invaluable, and their work in advocacy is a testament to the strength of student government at our table.

Steven Mantler, Chair

Lynn Kabaroff, Vice-Chair