

BUSINESS PLAN

2025-2026



St. Lawrence
College

LAND ACKNOWLEDGEMENT

St. Lawrence College is grateful to be situated on traditional lands of the Anishinaabe and Haudenosaunee peoples. As we live and learn on these lands, we are committed to incorporating Indigenous Ways of Knowing and Being throughout our College. This includes actively advancing the process of reconciliation in supporting the Truth and Reconciliation Commission Calls to Action and contributing to a positive future for Indigenous learners and communities.

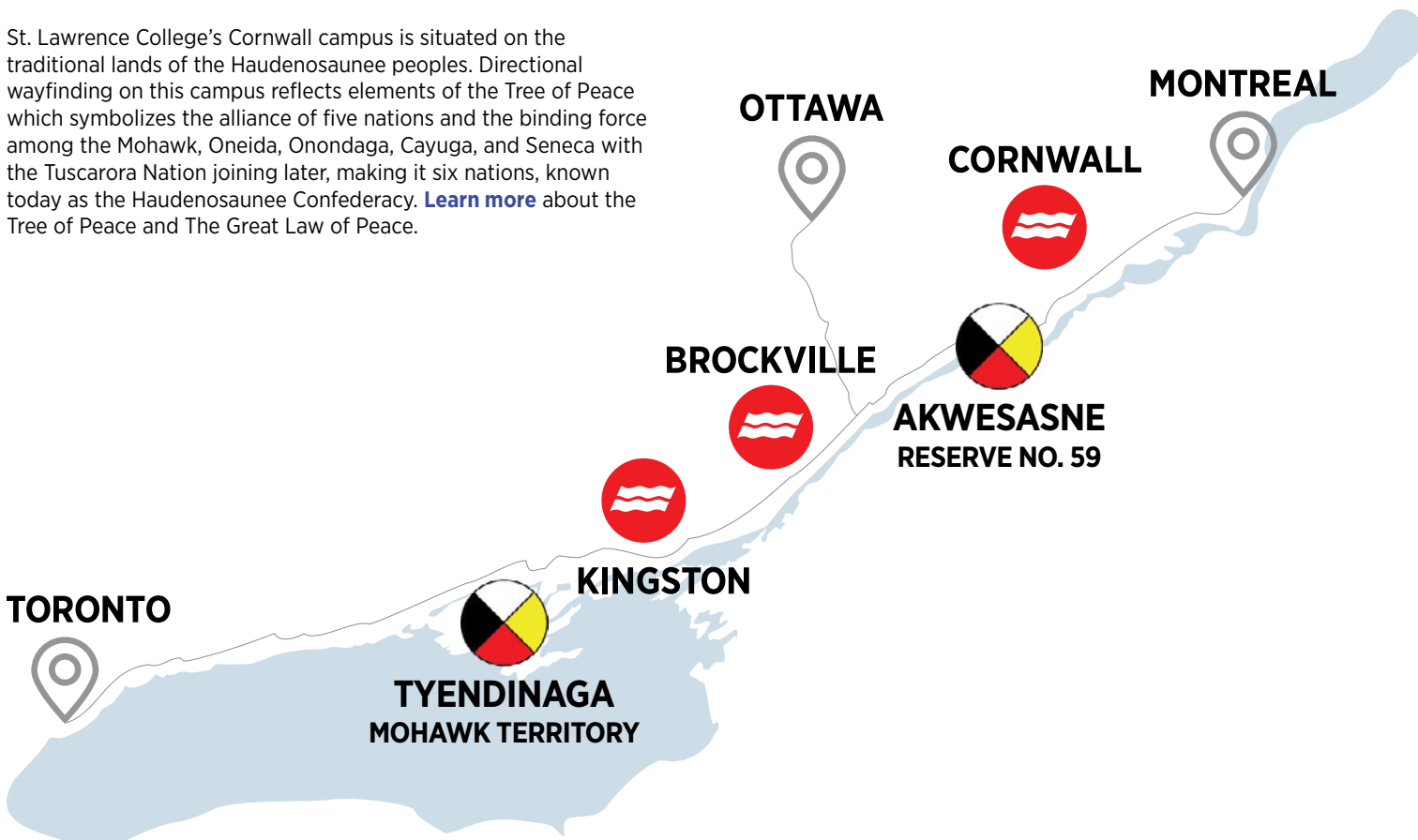
St. Lawrence College's Kingston campus is situated on the traditional lands of the Anishinaabe and Haudenosaunee peoples. Directional wayfinding on this campus incorporates teachings of the Seven Grandfathers that date back to the beginning of time and are a set of guiding principles given to the Anishinaabe people, providing them with the tools to live a good life. [Learn more](#) about the Seven Grandfather Teachings.

St. Lawrence College's Brockville campus is situated on the traditional lands of the Anishinaabe and Haudenosaunee peoples. Directional wayfinding at this SLC campus is symbolized by the Three Clans of the Mohawk, a Wolf, a Turtle, and a Bear. Indigenous communities organized socially and politically by clan systems to support and protect kinship, identity, and the overall health and well-being of their nation. [Learn more](#) about the Three Clans of the Mohawk.

St. Lawrence College's Cornwall campus is situated on the traditional lands of the Haudenosaunee peoples. Directional wayfinding on this campus reflects elements of the Tree of Peace which symbolizes the alliance of five nations and the binding force among the Mohawk, Oneida, Onondaga, Cayuga, and Seneca with the Tuscarora Nation joining later, making it six nations, known today as the Haudenosaunee Confederacy. [Learn more](#) about the Tree of Peace and The Great Law of Peace.



**WAASAABIIDAASAMOSE
INDIGENOUS CENTRE
AT ST. LAWRENCE COLLEGE**



LETTER FROM THE PRESIDENT & CEO

As we present our Business Plan for the coming year I want to acknowledge that change continues to be a defining theme for SLC, and colleges across Canada. The work we have prioritized reflects our commitment to implement recommendations resulting from a government-initiated efficiency review, while staying true to our core mission and values.

SLC has engaged at all levels to respond thoughtfully to challenges and the need for change. I'm particularly proud that the work to advance our priorities and shape the efficiency recommendations was formed with input from across our college. This collaborative approach ensured our path forward reflects the collective wisdom and perspectives of our community.

With our restructuring complete, SLC now turns to reimagining the ways we deliver on our mandate. Guided by our unwavering commitment to meet local workforce needs and produce skilled graduates that employers and industry rely on, we have narrowed our strategic initiatives to concentrate on long-term, multi-year priorities that are foundational to the way we operate.

The path for 2025 has been mapped to our existing strategic plan SLC in Five + 3, and our work will align with internal, college-wide processes supported by strategic enrollment management. Most importantly, this work will be guided by a shared commitment to upholding our institutional values, which are the principles guiding everything we do at SLC.

I am confident SLC can meet the challenges of today and is positioned for continued success in the future. With an incredible team of employees, engaged community partners, and an evolving roster of programs to help students become career-ready, we remain the community college Eastern Ontario needs.



A handwritten signature in black ink, reading "Glenn Vollebregt".

Glenn Vollebregt
President & CEO
St. Lawrence College

@slcpres



SLC IN FIVE + 3 - OUR 2019-2027 STRATEGIC PLAN

2025 saw the completion of year one of the extension of SLC's strategic plan, SLC in Five + 3. In 2024, the decision to extend SLC in Five was made with careful consideration and support from our Board of Governors and SLC community. Through extensive engagement efforts, including a listening tour, we reaffirmed the need to continue the work underway, and sustain our momentum.

MISSION

We are dedicated to student success, academic excellence, and leadership in our communities.

VISION

Rooted in our communities, we will be a globally recognized college delivering innovative learning opportunities and preparing career-ready graduates to be leaders in their fields.



OUR VALUES

Students First

Part of our core mandate as an educational institution is to put our Students First. Our team is committed to providing our students with the programs, services and personal support to ensure their success. Simply put, we are here because of our students.

Teamwork

Our College succeeds because of Teamwork. Our dedicated and talented team works together to achieve our collective mission. We are committed to fostering the skills, knowledge and passion of our team to deliver excellence in all that we do – for our students, our colleagues, and our communities.

Innovation

Providing educational opportunities that deliver value to our students requires us to be resourceful and creative. This will ensure our College thrives as an institution and is resilient to external pressures. We believe building upon our achievements and focusing on Innovation will advance the College and allow us to meet the evolving needs of our students now and in the future.

Integrity

As we work toward our vision and mission, we strive to continually build trust with our students, team, and community partners. We exemplify Integrity; it governs our actions and decision-making processes.

Belonging

We believe honesty, inclusivity and accountability are the pathways to success. As our communities evolve, we look to create a sense of Belonging for our students, team, and partners. We celebrate diversity, respect our differences, value contributions, and foster an environment where everyone feels they can participate without discrimination in our College community.

OUR STRATEGIC DIRECTIONS

Pillars providing context and direction to help SLC achieve our vision.

Our People

We will grow as an engaged, diverse team equipped for success.

We recognize the value of our diverse team of talented professionals who are engaged and equipped with the knowledge and tools they need to succeed. Investing in the development of our staff and faculty and providing the necessary supports is vital to the continued success of the College.

Our Programs

We will be a leader offering the educational experiences students need now and into the future.

Our programming is the foundation we offer to our students. Ensuring the right mixture and balance of programming is central to the College's continued sustainability. We know that we must be agile in adapting to external factors such as the rapid advancement of technology as well as economic and labour market trends. We are committed to providing top quality programming now and well into the future.

Our Students

We will support all students while providing exceptional opportunities to connect and grow.

Our core mandate as a college is to ensure the success of our students. To do so, we will continue to offer our students the opportunities they need to be prepared for their future whether it be a pursuit of further education, beginning a career, or career advancement. We strive to provide an environment where educational endeavours are complemented by extracurricular activities and support services that foster the physical and mental well-being of our students.

Our Communities

We will collaborate to build thriving communities on and off our campuses.

The partnerships we have with our communities are essential to the College's vitality. St. Lawrence College thrives because of the relationships we've developed with our local municipalities, local industry, community partners, Indigenous community, and alumni. Mutual respect and ongoing dialogue are key to our day-to-day operations.



OUR MULTI-YEAR OBJECTIVES

Objectives driving momentum in the execution of strategic directions.

Employee Success

Foster a culture of belonging for everyone while providing balance and opportunities for growth.

Areas of focus:

1. Enhance access to professional development.
2. Expand opportunities to gain global perspectives.
3. Continue to measure and improve employee engagement.
4. Increase stability in our workforce.

Academic Excellence

Enhance programming and applied research to best prepare career-ready students.

Areas of focus:

1. Establish SLC as the Action Learning College.
2. Be recognized as a leader in evidence-based, innovative teaching and learning.
3. Lead the college sector in innovative program design, development and delivery.



Student Enrichment

Enrich student life with support and experiences focused on community and connections.

Areas of focus:

1. Increase access to student life activities.
2. Implement service improvements based upon student needs.
3. Connect our students to the world.

Operational Excellence

Drive sustainability and improvements in operations.

Areas of focus:

1. Apply sustainable practices across programs and operations.
2. Maintain focus on our long-term financial health.
3. Invest in modern and accessible learning and working spaces.
4. Optimize technology and processes to drive digital transformation at the College.



Community Engagement

Collaborate on solutions and foster relationships.

Areas of focus:

1. Strengthen the SLC global alumni network.
2. Engage in strategic industry collaborations.
3. Build upon partnerships with all levels of government for mutual benefit.

Indigenous Ways of Knowing and Being

Honour the history and contribute to a positive future for Indigenous learners and communities.

Areas of focus:

1. Incorporate Indigenous Ways of Knowing and Being throughout our College community.
2. Advance the process of reconciliation and support the Truth and Reconciliation Commission Calls to Action.
3. Respect the principles of the Indigenous Education Protocol.



SLC'S STRATEGIC INITIATIVES –

ADAPTING TO BRING FOCUSED EFFICIENCY

As SLC has adapted operations in response to efficiency measures, external factors impacting the college have evolved at a rapid pace. Prior years' strategic initiatives like housing and prioritizing our people are now operational level initiatives to reflect the focused requirements brought on by external landscape factors.

Efforts to support these initiatives continue in concentrated ways, like expanding the capacity of current residences to ensure SLC helps meet the need for affordable and safe student housing options. SLC continues to prioritize our people through operational improvements to processes and systems that are supporting employee success in ensuring balance and access to wellness services. Work will continue at operational levels to advance SLC's commitments with regard to student housing and our people.

Additionally, SLC continues to address growing demand for skilled workers in the trades and technology sectors through the introduction of new apprenticeships, programs, and community partnerships. Under the refreshed strategic initiatives, the College's commitment to supporting the economic growth of Eastern Ontario will be realized in diverse ways.

The Business Plan for 2025-2026 bridges prior commitments and new realities with SLC's steadfast resolve to continue meeting the workforce needs of our region. Progress could be impacted by significant factors beyond the college's control, like ongoing funding challenges or continued policy changes. Through it all, SLC will build on the momentum we have created, leveraging the talents of our dedicated team to ensure our students succeed and become integral contributors to the economy.



STRATEGIC INITIATIVES: REIMAGINE OUR COLLEGE

Evolving our institution to better serve our communities in a changing landscape

As directed by the Ministry of Colleges, Universities, Research Excellence, and Security, SLC undertook an Efficiency and Accountability Fund (EAF) Review conducted by third-party reviewers. The review was guided by four key objectives: address financial and operational efficiency, build organizational capacity, enhance academic program delivery, and ensure SLC is well-positioned for future sustainability and growth.

The review process identified 17 recommendations, 70% of which have either been implemented fully, or are initiated in some way. The remaining 30% are for future consideration, and all are prioritized for completion within the next five years.

For the coming year, SLC will focus work and teams on prioritizing the remaining recommendations of the review, which incorporates the other strategic initiatives of flexible learning and digital transformation. To do so efficiently, the College will produce a

plan to ensure work to execute on the Efficiency Review recommendations progresses. This will include assigning ownership, establishing a process for reporting on progress, and maintaining momentum while the college progresses through collective bargaining processes and related team changes.

As the plan takes shape, operational teams will be activated as resources and workload allows, to identify needs, potential barriers to implementation, and establish prioritization at a tactical level for recommendations listed as being for future consideration.

For the fall of 2025, SLC will produce a comprehensive Implementation Framework outlining the five-year plan for delivering on the review's recommendations. This framework will establish governance structures, confirm resources, and create roll-out plans that consider the individual needs of departments and teams. Additionally, the plan will document progress while ensuring work continues to be aligned to the college's strategic plan and efficiency review recommendations.



STRATEGIC INITIATIVES: DIGITAL TRANSFORMATION

Modernizing our systems and processes to enhance the experience of our students, faculty, and staff.

The past year was foundational for Digital Transformation at SLC as the college laid the groundwork for bold change and long-term institutional impact. The initiative focuses on assessing our current digital landscape, defining a future-state vision, and developing an enterprise-wide roadmap to guide execution over the next three years.

This past year, SLC successfully completed both the Digital Readiness and Strategic Planning phases of a comprehensive transformation initiative. This work represents a reimagining of how the college operates, teaches, and engages through digital tools and lays the groundwork for modernizing digital tools and streamlining operations across all areas of the institution, positioning SLC to better support students, faculty, staff, and partners.

Digital Transformation at SLC is not just about upgrading systems—it's about fundamentally rethinking how we operate, teach, and support our community in a digital-first world. Our goal is to become a more agile, data-informed, and student-centered institution by using technology to improve outcomes and experiences across the college.

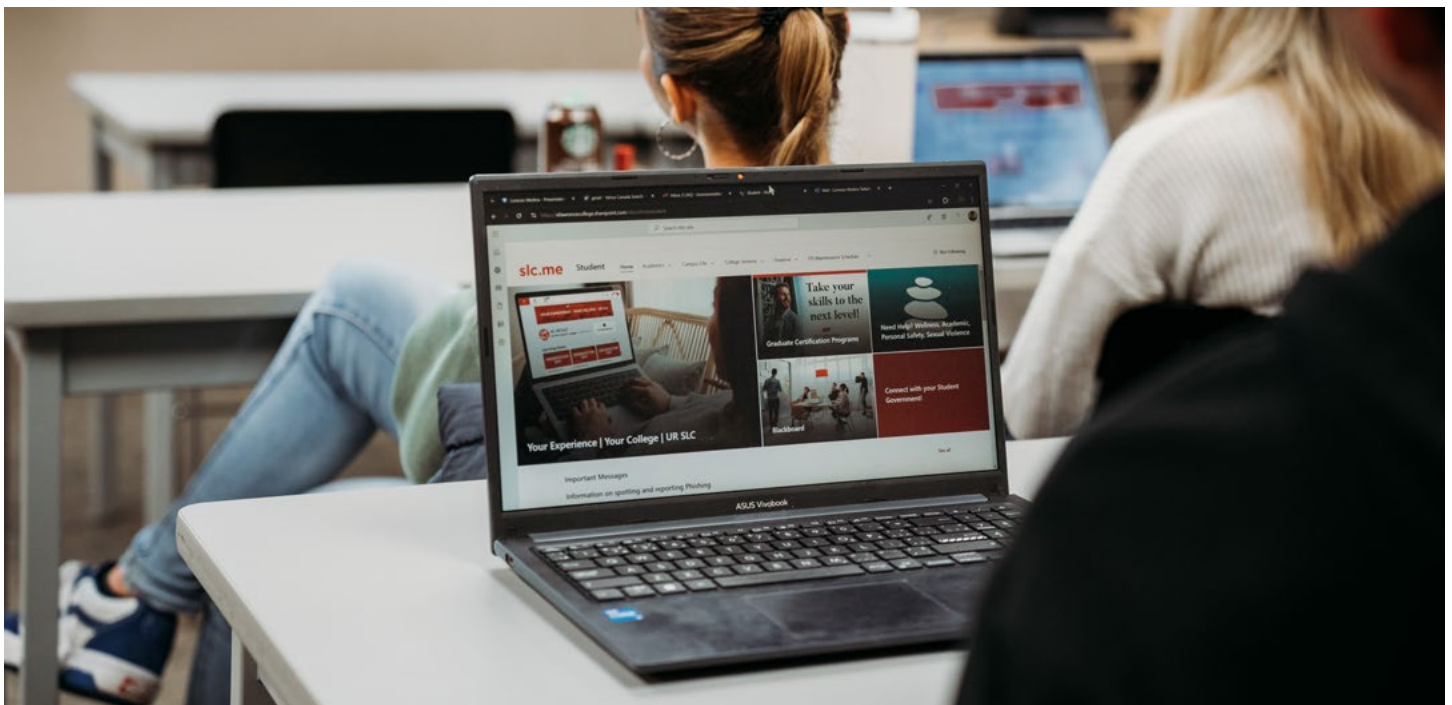
Over the past year, guided by SLC's long-term strategic priorities, we completed critical planning work to define our vision, assess current-state capabilities, and identify pain points across administrative and student-facing areas.

In 2025–26, we will begin executing a targeted set of initiatives designed to deliver measurable value. This will be the first phase of implementation, prioritizing foundational systems and early impact:

- **Modernizing Core Digital Services:** Launching the new Digital Service Hub for IT, HR, and student services to improve issue resolution and streamline support.
- **Laying the Foundation for Flexible Learning:** Implementing tools for curriculum planning, registration, and personalized learning pathways to support hybrid and online learning models.
- **Automating High-Impact Administrative Processes:** Digitizing workflows in HR, finance, and records management to reduce manual work and speed up service delivery.
- **Improving Data Access and Predictive Insight:** Rolling out self-service dashboards and early risk indicators to help departments act faster and plan smarter.
- **Strengthening Identity & Access Management:** Deploying a secure, centralized login system to support automation, compliance, and seamless user experiences.
- **Activating Change Enablement & Governance:** Launching the Change Enablement Function, delivering role-based training, and rolling out communication plans to support adoption.

Pilot programs will validate our approach and provide early wins. We'll also focus on building digital literacy and capacity across the college to support long-term adoption.

These efforts will reduce inefficiencies, modernize core services, enable scaling in support of future growth and improve experiences for students and staff.



STRATEGIC INITIATIVES: FLEXIBLE LEARNING

Expanding when, where, and how our students can access education to meet their diverse needs.

Flexible learning plays a critical role in addressing skills and labor shortages by removing barriers and expanding options for students to complete their studies. At SLC, we are committed to providing high-quality flexible learning experiences that empower students to personalize their education.

SLC is making great strides in flexible learning to address workforce shortages and provide students with personalized options as they pursue their education. By expanding how, when, and where students can learn, SLC is creating an accessible educational environment that meets diverse community needs.

Our Flexible Learning Initiative is a multi-year plan focused on five areas to help more people get the education and skills they need for jobs in Eastern Ontario and beyond. A big part of this plan is understanding what kinds of jobs are in demand and what skills employers are looking for. To do this, we will work closely with

alumni, local businesses, workforce boards, and industry groups to gather helpful information. This research will guide us in creating the right programs and learning options for our students.

We will offer more flexible ways to learn—like online, hybrid, short-term, and faster programs—so people can build new skills or change careers more easily. Our classrooms, both online and in-person, will be designed to support collaboration and fit the needs of all types of learners. We will also offer support services that are more flexible and match different schedules.

Our team will use tools and data to stay in touch with learners, offer help when needed, and keep students on track. Faculty will be trained in digital teaching methods so they can create strong and engaging learning experiences.

To reach more students and help them succeed, we will improve how we promote programs and connect with employers. By working with businesses and community groups, we'll design programs that meet real job market needs and help people succeed in a fast-changing economy.





REPORT OF THE 2025-2026 ANNUAL BUDGET

St. Lawrence College is forecasting an operating deficit of \$11.2M for the 2025-26 fiscal year which represents a \$29.6M decrease from fiscal 2024-25. The reduction is influenced by the federal government's international student visa policy reforms which will reduce international enrolment and result in the wind-down of the College's private partnership with Alpha College. St. Lawrence College will continue to make strategic investments to help improve operational efficiency and revenue and strengthen the College's ability to respond to financial risks in the coming years.

The Annual Budget is developed as part of the College's integrated planning process, through which College priorities are established and cascade to various planning processes, including strategic planning, business planning and resources planning. Resource planning is a collaborative activity involving all College departments to ensure appropriate allocation of resources required to effectively achieve the College's strategic and operational priorities.

I would like to thank all of those who contributed to the development of the budget. Our strategic focus positions us well for the future and will enable the College to remain in a strong financial position.

To read the 2025-2026 Annual Budget please go to the following link.

A handwritten signature in black ink that reads 'Dan McKerrall'.

Daniel McKerrall
Interim Chief Financial Officer and Vice-President Finance,
Risk, Procurement



St. Lawrence
College

Kingston, Brockville, Cornwall
Business Plan 2025-2026
www.stlawrencecollege.ca
www.stratplanslc.ca