



# 2025-26 **Annual Business Plan**



**Bow Valley  
College**



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# A message from the President and CEO

Bow Valley College is delivering on a commitment to provide transparent and inclusive annual planning. In this document, we provide a roadmap outlining strategic objectives, actionable steps, resource allocation, and budget for the 2025-26 operational year.

The 2024-25 fiscal year was filled not only with major milestones but also great challenges and changes that will continue to shape the college in the upcoming year. While the entire post-secondary sector is facing similar challenges, it does not make it any easier to share the news of the departures and cuts. In April, we stopped offering the Language Instruction for Newcomers to Canada (LINC) program at the college, and abolished additional positions to reach a balanced budget. The college is grateful for the dedication of all of the departing employees, and I would like to extend my thanks to each of them for their contributions.

This year, it will be especially vital that we as a college lean into our values. Without them we will have lost our way. When we are called to test our values, we are demonstrating what we have built together. When we centre our work around our values of respect, creativity, inclusion, resilience, and teamwork, we will overcome this and many more challenges together. We will continue on our journey as Calgary's college with local impact and global reach.

We announced our new strategic plan, **Launch | Advance | Evolve**, in July 2024. In spite of the challenges ahead, we will stay the course with this plan, and implementation will begin as planned in July 2025. It continues to be an ambitious plan, and one that has informed this document. We will build on the accomplishments of last year, including the development and refinement of new revenue streams such as the Health Care Centre of Excellence, the Production Hub, Pivot-Ed, and more.

We will continue to look outward and build relationships with industry partners to meet the needs of employers, the Alberta economy and workforce, and, most importantly, the students we serve. Students will not only receive a high-quality and future-oriented education, but one that is guided by their desired career path.

The upcoming year of 2025-26 will be marked by change, and it is in embracing change that we will grow.

**Dr. Misheck Mwaba, P.Eng.**

President and CEO

# Vision

Bow Valley College advances transformative education, launching careers to new heights.

The primary goal of our strategic plan, **Launch | Advance | Evolve**, is to be Calgary's college, creating opportunities in education and career advancement. We launch, advance, and evolve careers. The college is built on the foundation of exceptional employee and student experiences. The pillars of the plan define who we are, where we want to go, and how to get there – and align with the key initiatives that enable us to offer flexible, timely, and outstanding career-focused education.

High-quality and future-oriented education focuses on our innovative approaches to program development and delivery, ensuring our graduates have the skills they need to thrive in the evolving world of work.

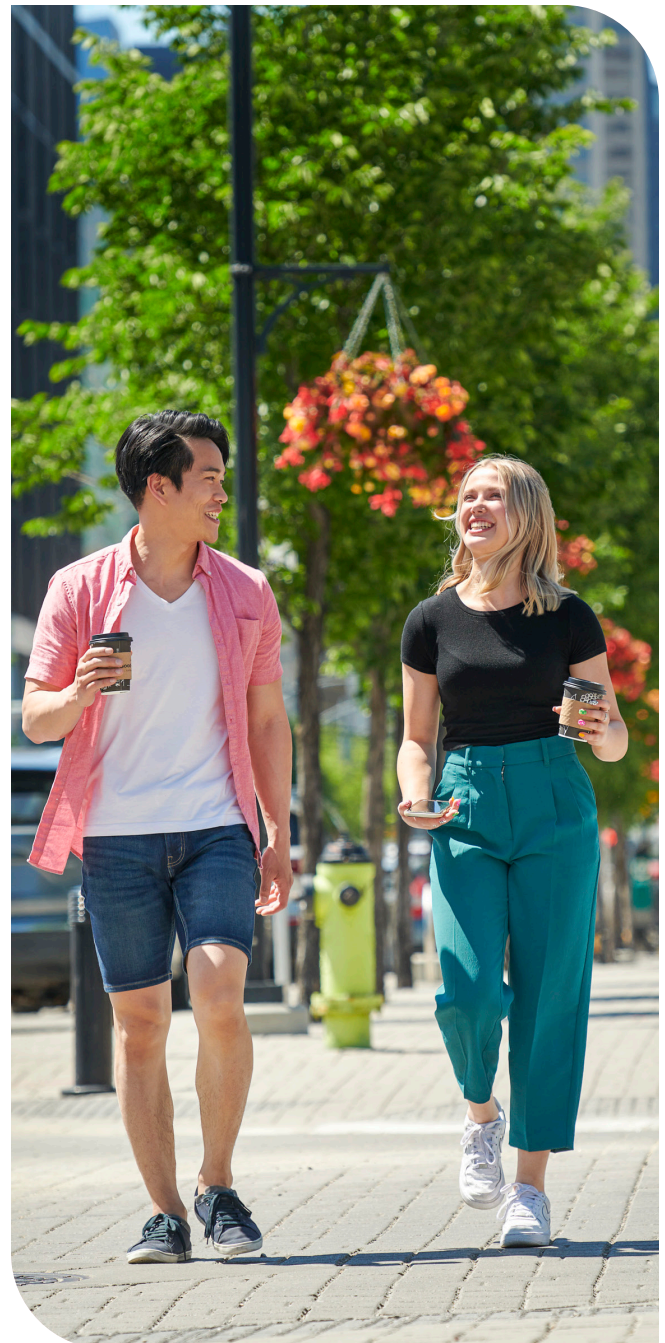
With our local impact and global reach as Calgary's college, we stand as a trusted partner, driving innovation and promoting entrepreneurship to enhance our community at every level.

A dynamic ecosystem for career success ensures that students are guided to clearly identify career goals when they start their journey at Bow Valley College. Our integrated network of students, employees, alumni, and partners collectively supports vibrant and fulfilling professional journeys. This pillar aims to create a robust career development framework providing lifetime access to career development services and resources.

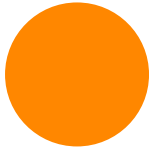
Foundation and pillar priorities emphasize annual plans and goals supported by strategic initiatives, operational enabler plans, and frameworks. The college is committed to integrated and agile planning. The 2024–25 academic year was the planning period for the strategic plan, while 2025–26 is year one of implementation.

# Mission

To empower all students.  
To challenge our thinking.  
To remove barriers.  
To create opportunity.  
To make all learning count.



# Values



## Respect

We embrace diverse perspectives with trust and compassion and challenge each other with civility. Our actions and words have power, and our collective strength is elevated when we recognize this. We hold space for diverse perspectives by being open, empathetic, and compassionate.

## Indigenous insights

Learning is life, and life is learning. Learning is a journey that continues long after we are gone. The circle symbolizes the cycles of life and the transfer of knowledge—there is no beginning or end. The circle is sacred and represents the interconnectivity of all aspects of being. It means respect for the land, ancestors, ourselves, and all our relations. Inside the circle, we are all equal.

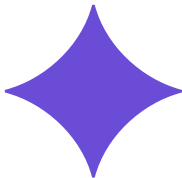


## Inclusion

We all belong. We create an environment where every individual is seen, heard, valued, and recognized. We acknowledge and work to overcome our own biases, fostering an environment of empathy, allyship, and equal opportunity. We celebrate our unique differences and diverse perspectives.

## Indigenous insights

Our future depends on learning and understanding each other for mutual benefit, sustainability, and equal opportunity. We must include all humans on our journey, of all races, creeds, and abilities.



## Creativity

We challenge the status quo. Curiosity drives innovation in everything we do. We support each other to overcome challenges, embrace new ideas and bold actions, shape unconventional solutions, and courageously take risks. Together, we are building an environment that champions creativity and celebrates innovation and positive change.

## Indigenous insights

The star represents the birth of creation and the constant that connects past, present, and future generations. Under this constant star, art, traditions, customs, and stories have flourished as they are passed down. The beauty of creation is represented by the star.



## Resilience

We rise. We embrace uncertainty and change with optimism, knowing we will bounce back and grow. We are equipped to adapt, persist, and learn through setbacks and adversity.

## Indigenous insights

Indigenous Peoples are resilient. Despite hundreds of years of attempted genocide, strong communities continue to lead the way and find the courage to climb mountains and reduce barriers to success.



## Teamwork

We are better together. Our strength lies in relationships. We make the greatest impact when we work in partnership. We are a community of collaborators and co-creators who celebrate our combined efforts.

## Indigenous insights

Succeed with honesty, respect, trust, and honour in understanding as the foundation of our relationships. By listening and learning, we work together for the strength of community.





Motion capture technology in the Production Hub.

# 2024–25 Highlights

Over the 2024-25 Academic year, long-conceived projects became reality and new future-minded initiatives launched as we continued to move toward our vision as an institution.

## Bow Valley College students win global competition

Everything we do is to empower students to achieve success through high-quality, career relevant programs, and personalized wrap-around supports. We are inspiring the leaders of tomorrow. Leaders like the team of Supply Chain Management students from the Chiu School of Business who won the prestigious Americas Regional Round of the ISCEA Global Case Competition, beating out teams representing universities and colleges from across North, Central and South America.

## Digital Entertainment Nexus

During the Fall 2024 term, we opened the much-anticipated 70-seat Bow Valley College Esports Arena as a destination for competition, innovation, and game development. The arena is the first of its kind in Calgary and features 40 competition-ready gaming stations, two full motion-rigged racing simulators, a state-of-the-art broadcast suite, and a dedicated varsity esports training room.

With the entertainment industry growing in Calgary, it was perfect timing for the college to open our state-of-the-art Production Hub, located in North Campus, in Spring 2025. The motion capture lab, volume wall for digital backgrounds, soundproof audio recording booth, and collaborative editing space offer unique opportunities to entrepreneurs and professionals in the creative industries.

The Digital Entertainment Nexus funding partners included Opportunity Calgary Investment Fund and the City of Calgary.

Connecting with community, we hosted the Calgary Surge in the Production Hub and Calgary Wild FC's Season Ticket Holder Launch event at the college.

We welcomed the first cohort of 18 teams to two new accelerators, Game Development and Esports Business, a function of the Digital Entertainment Nexus. The Chiu School of Business launched a new Esports Business Management Diploma, putting a mark on the emergence of structured esports development and innovation.

The Bow Valley College Bears were unleashed as the college's first ever varsity team, embodying the ferocity of our students and employees in every challenge they face. Varsity esports competition gives players the opportunity to not only compete but also partake in strategic approaches and critical thinking in a team setting. The Bears varsity team was forged with the opening of the esports arena, and we've hosted games with other post-secondary teams and was the venue of choice for the Alberta Esports Tournament.

Our three varsity teams – *League of Legends*, *Overwatch 2*, and *Valorant* – are supported by four coaches (staff, alumni, and students), 22 student players, and a 13-member student-led broadcast team. Students from 13 different programs were involved, highlighting strong interdisciplinary participation.



## Health Care Centre of Excellence

The Health Care Centre of Excellence (HCCE) continues to develop from concept to reality. From wireless VR simulation to interactive robots, innovative approaches to delivering and evolving education are at the forefront of the HCCE. New health care-related programming and applied research will anchor collaborations across the college and with industry partners.

## Compliance Health Technologies Inc.

Approved by the Government of Alberta, Compliance Health will initially be wholly owned by Bow Valley College. The corporation will have an independent board with representation from the college. Compliance Health Technologies Inc. streamlines healthcare compliance through AI-driven technology to improve efficiency, ensure regulatory adherence, and support enhanced labour mobility across healthcare sectors in Canada.





## Leader in Competency-Based Education development

Bow Valley College continues to develop programming that recognizes the skills and prior learning of our students and is tailored to their needs and desired learning path through Competency-Based Education (CBE). We launched our Education Assistant Certificate in CBE delivery in Fall 2024. The Administrative Professional Certificate and Health Data Analytics Diploma in CBE are ready for delivery in Fall 2025.

The college's CBE programs are driven by and developed with industry to meet competency requirements and accreditation standards.

## Refreshed Strategic Plan

The Board approved **Launch | Advance | Evolve**, a robust strategic plan to ensure operational excellence.

Cross-college leadership planning teams were created to focus on immediate priorities related to **Launch | Advance | Evolve**. This resulted in an evergreen plan with a rolling three-year roadmap. Year 1 implementation started in July 2025 and includes the Student Information System (SIS), Enterprise Resource Planning (ERP), and Human Resource Information System (HRIS), as well as revenue generating activities. Our commitment to enrolment management and to inclusion are reflected in the renewal of the Strategic Enrolment Management Plan and the Inclusion Plan.

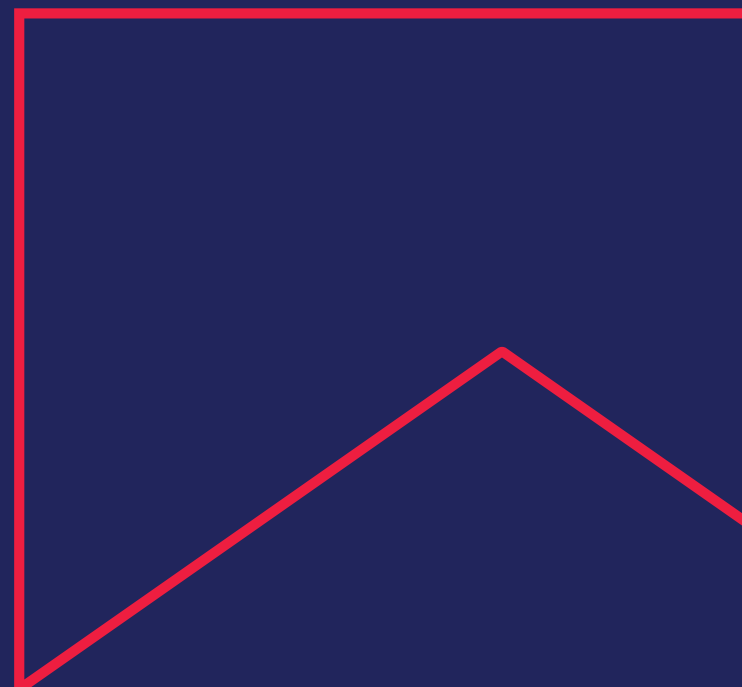
## Additional highlights

### Collaboration and Recognition

We continue to leverage our collaboration with Microsoft Canada in many ways, including being an early-adopter Copilot organization and using Power BI metrics to transparently aggregate and share business planning with internal stakeholders and the Board of Governors.

We also hosted leaders from 16 post-secondary institutions across Canada in Fall 2024, joining in on conversations to explore opportunities in AI, what's on the horizon for the technology, and practical ideas that will shape digital transformation in post-secondary education. As leaders of a Canadian PSI consortium, we look forward to the opportunities to collaborate as champions in this space and continue conversations as AI technology advances.

We were also honoured to be recognized as one of the Top 50 research colleges in Canada. We moved up in Research Infosource's annual rankings, after attracting nearly \$1.85 million in research grants, an increase of 7.3 per cent. Bow Valley College's inclusion in Canada's Top 50 Research Colleges 2024 highlights the college's commitment to innovation and better understanding the needs of Alberta employers and students.



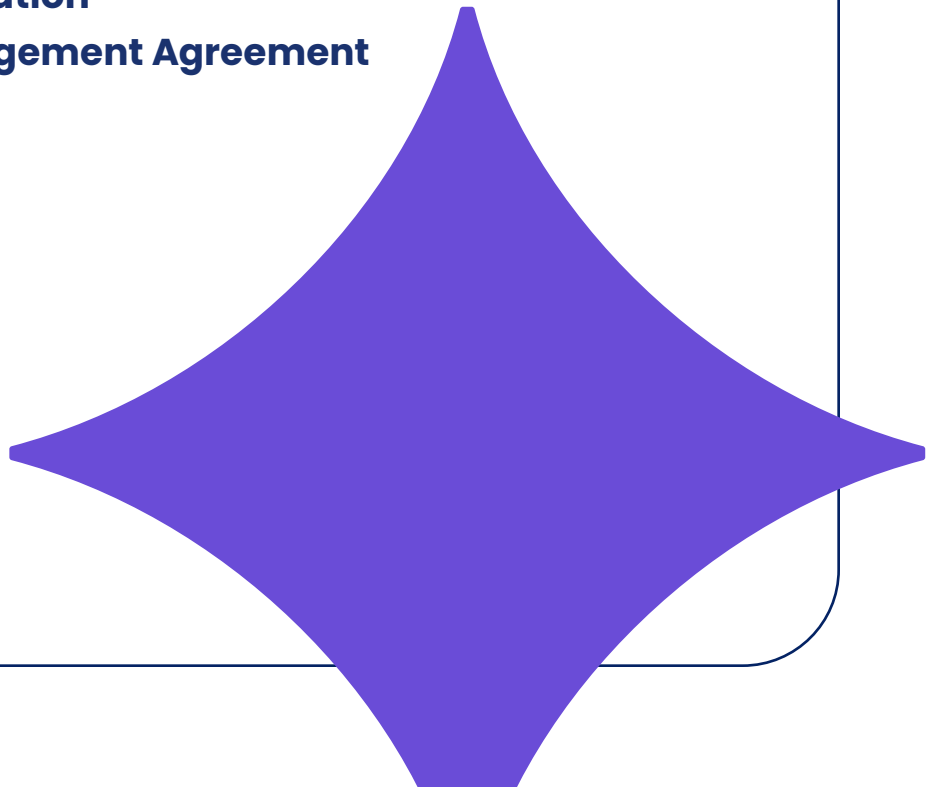
# 2025–26 President and CEO Objectives

The Board of Governors reviews and approves the objectives for the President and CEO each year. They are developed in alignment with the strategic plan annual priorities and focus on specific performance outcomes for the president. The Executive Team and Strategic Council provide input into the objectives through strategic and long-term planning with the president.

The President and CEO Objectives contribute to the strategic plan and guide annual business case and budget planning with leaders and their teams.

Through integrated planning, vice presidents and their teams develop goals and initiatives to support the achievement of the President and CEO Objectives.

- **Health Care Centre of Excellence**
- **Expand revenue streams and manage expenditures to ensure financial sustainability**
- **Digital Transformation**
- **Investment Management Agreement**

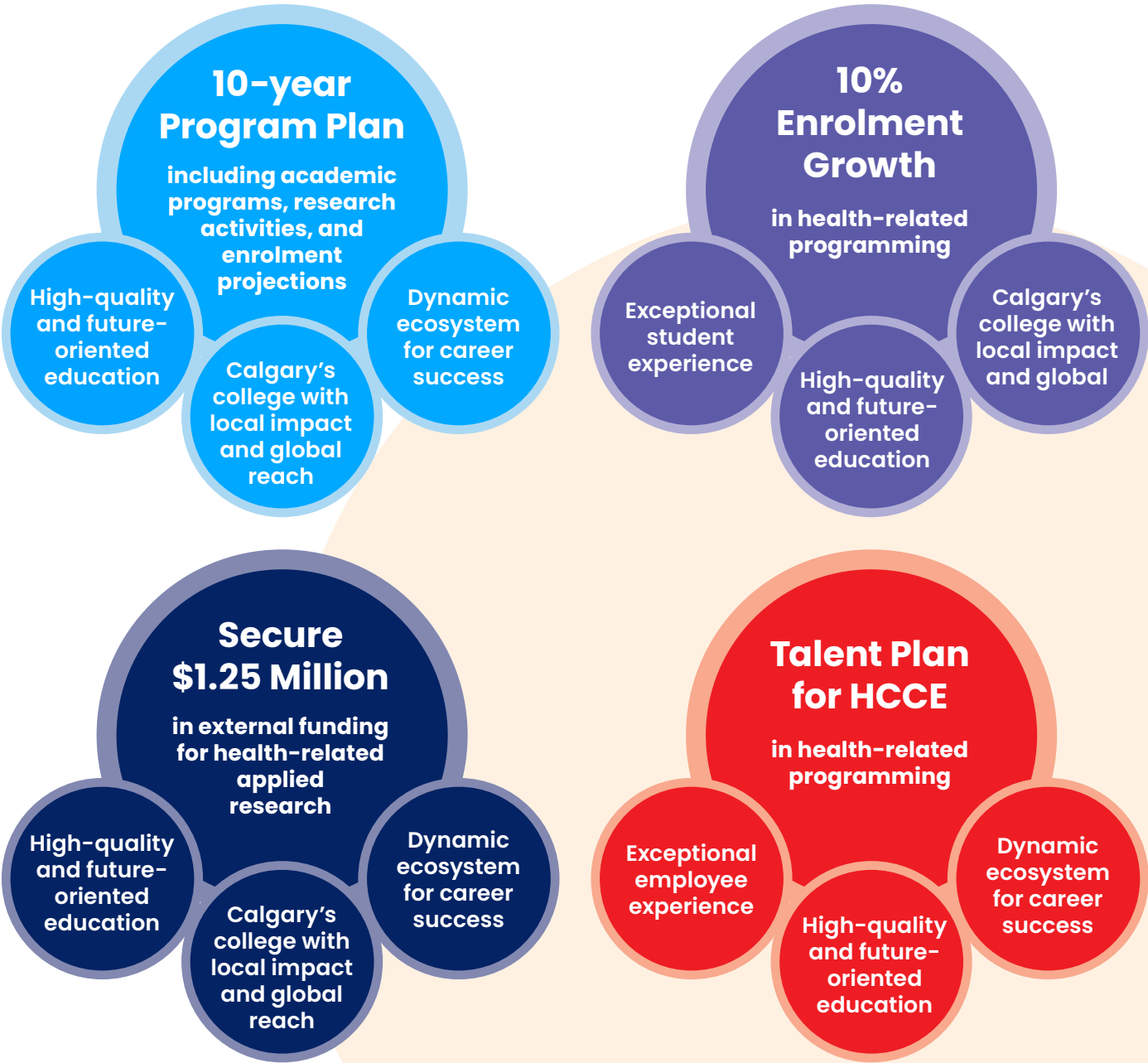


**Objective:** Health Care Centre of Excellence

The Bow Valley College Health Care Centre of Excellence leverages our expertise in health care education, research, workforce development, and technology to promote best practices, innovation, and knowledge sharing across the sector. The HCCE offers access to physical and digital resources, upskilling and reskilling opportunities as well as corporate training and development. Students enroled in health programs will benefit from state-of-the-art labs, an accredited simulation centre, and innovative teaching and learning practice.

As a multi-year project, the HCCE comprises expanded academic programs and research activities in health care. The 2025-26 fiscal year will be another year of planning, development, and implementation.

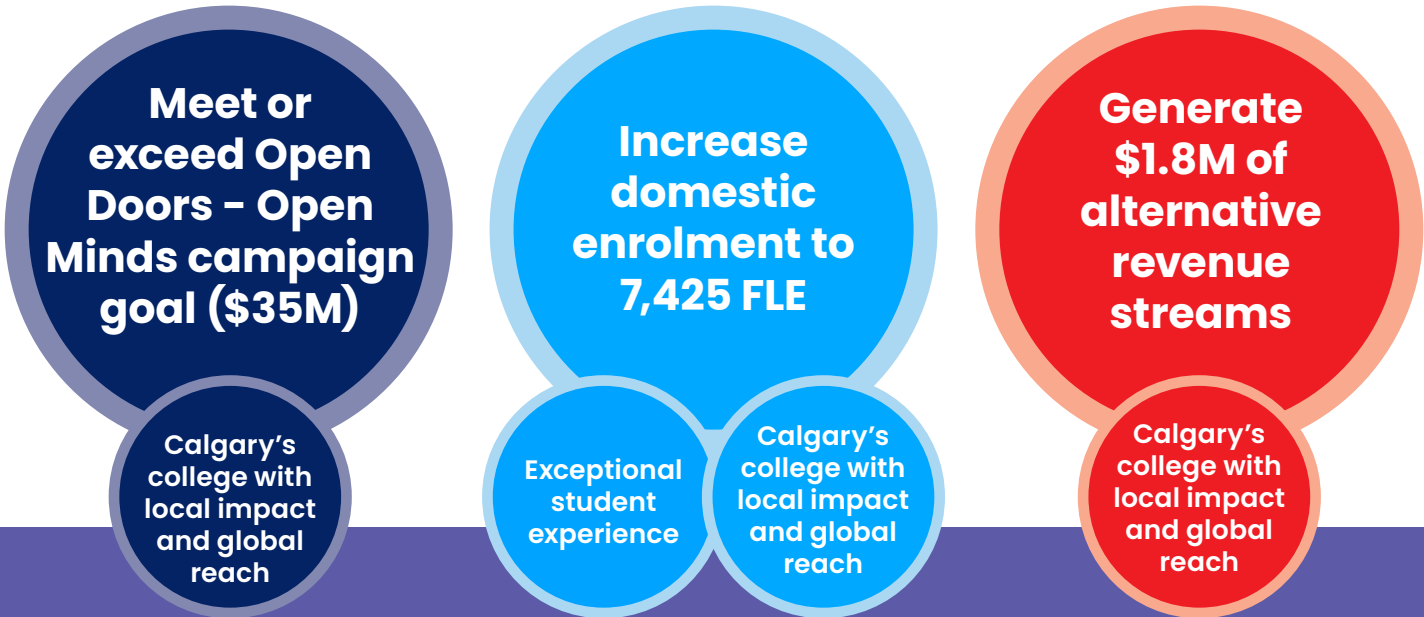
**Measures of Success:**



**Objective:** Expand revenue streams and manage expenditures to ensure fiscal sustainability

Creating sustainable revenue streams and tracking strongly against a feasibility framework will ensure the college manages expenditures. As Calgary’s college, it is important that we ensure sustainability to continue to serve the community. These revenue streams will allow us to continue to offer career-focused education for the long term. Increasing domestic enrolment will also help us to navigate unknown funding reductions and international policy changes.

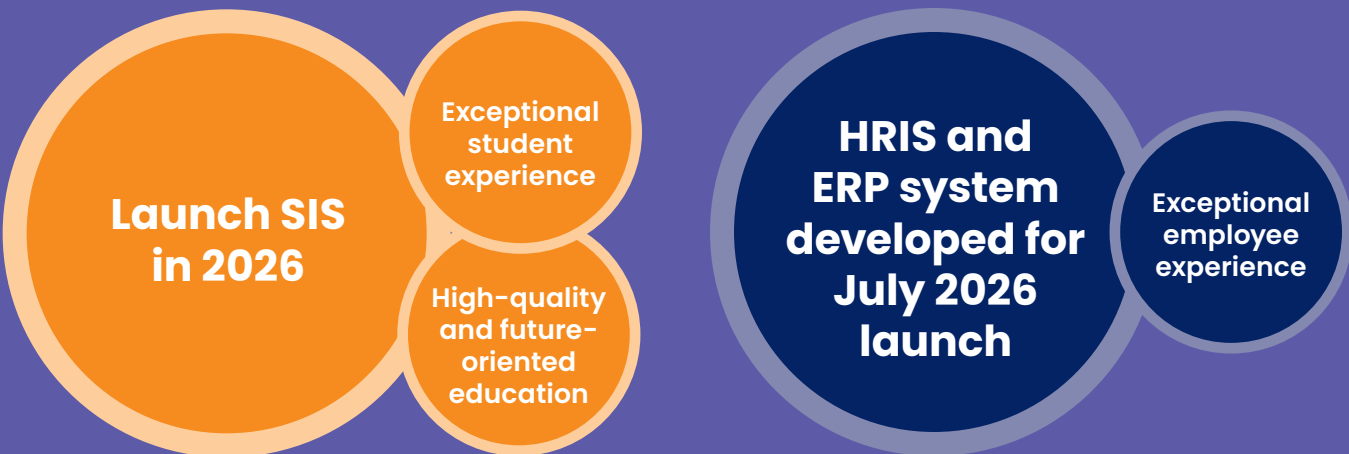
**Measures of Success:**



**Objective:** Digital Transformation

Our digital transformation aims to upgrade from outdated systems to modern cloud-based ones, fostering innovation and growth. This includes implementing an integrated Student Information System (SIS), a Human Resource Information System (HRIS), and Enterprise Resource Planning (ERP) system. These systems will enable the college to use AI and advanced analytics, which are crucial for our strategic plan.

**Measures of Success:**

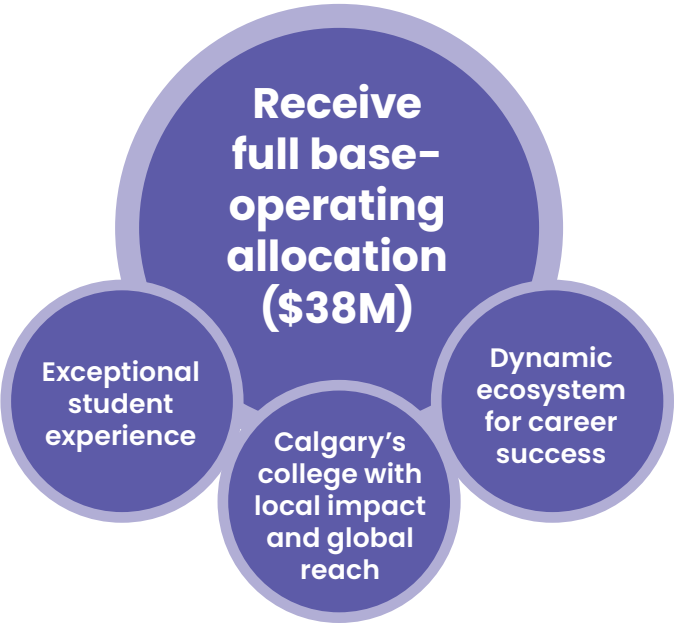




# Objective: Investment Management Agreement

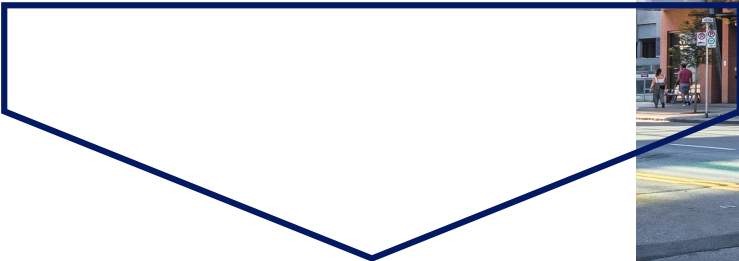
The Investment Management Agreement (IMA) is a shared agreement between the Ministry of Advanced Education and each of Alberta’s 27 public post-secondary institutions. The IMA outlines agreed upon performance metrics and at-risk funding between the Government of Alberta and Bow Valley College.

## Measures of Success:



Achieving the targets specified in the agreement is crucial for receiving our full base-operating grant from the Government of Alberta.

- Domestic enrolment targets are met
- 90% of students are offered Work Integrated Learning opportunities
- 94% of graduates are employed within two years of graduation, with their primary job being related to the skills and abilities gained during their studies



# Strategic Plan: Year 1 priorities

Implementation planning for Year 1 priorities was completed in the 2024-25 fiscal year. Strategic Council led the planning process through cross-disciplinary steering committee efforts. Strategic Council con-firmed the following priorities for 2025-26 to support the strategic plan foundation and pillars.

## Exceptional student experience

- Tailor seamless processes and wrap-around supports to the needs of a diverse student body
  - » Complete journey map with future state model and process improvement action plan developed
  - » New SIS and wrap-around platforms
  - » AI-assisted student journey
  - » Implement key initiatives for Year 1 of the applicable enabling plans
- Expand program accessibility by enhancing learning flexibility

## Exceptional employee experience

- Update processes and systems to support employee lifecycle programs
  - » New HRIS and ERP implementation
- Integrate Leadership Development framework into systems and processes
  - » Launch and complete first cohort of the ACTivate Leadership Program
  - » Leadership framework and language integrated into job descriptions, onboarding and people leader orientation
- Implement key initiatives from the Equity, Diversity & Inclusion plan

## High-quality and future-oriented education

- Establish HCCE
  - » Program approvals and development
  - » Facility planning
  - » Simulation accreditation
  - » Applied research
- Offer degree-level programming in areas of specialization including health and technology
  - » Identify the college's first degree program to offer and initiate proposal to the Ministry of Advanced Education for consideration

## Calgary's college with local impact and global reach

- Establish viable and sustainable alternative revenue sources
  - » Improve commercialization, create support systems, and improve access for workforce development
  - » Establish a self-sustaining career development unit (Pivot-Ed and Extended Education) to support upskilling and reskilling
  - » DEN revenue activities - Esports Arena, Production Hub, masterclasses
  - » Overseas expansion in global initiatives with one global partner
- Develop philanthropic success through campaigns and partnerships
  - » Develop a philanthropic campaign to support the Health Care Centre of Excellence and capital expansion plans
- Stimulate talent development and economic growth in health technology and creative industries
  - » Complete Building and Land Infrastructure Management System and business case submissions for capital expansion

## Dynamic ecosystem for career success

- Create a robust career development framework providing lifetime access to career development services and resources
  - » Conduct internal and external research and write the framework



## New program planning

- Cloud Computing Solutions Diploma
- Cybersecurity Solutions Diploma
- Information Technology Solutions Diploma
- Massage Therapy Diploma









# 2025-26 Budget

	2022-23 Actual ('000)	2023-24 Actual ('000)	2024-25 Budget ('000)	2025-26 Budget ('000)
<b>Revenue</b>				
Government of Alberta Grants	50,068	51,844	52,059	50,754
Federal and Other Government Revenue	8,687	9,103	10,664	2,880
Sales of Services and Products	6,875	6,317	4,825	7,059
Student Tuition and Fees	61,715	72,409	73,717	65,627
Donations and Contributions	1,398	1,632	1,233	1,203
Investment Income	4,066	7,286	7,740	7,324
<b>Revenue Total</b>	<b>132,810</b>	<b>148,592</b>	<b>150,238</b>	<b>134,846</b>
<b>Expense by function</b>				
Instruction and Training	37,630	43,957	49,340	40,575
Academic and Student Support	29,997	31,941	31,214	28,356
Facility Operations and Maintenance	17,768	19,103	18,820	18,501
Ancillary Services	1,161	1,024	987	782
Institutional Support	39,264	48,377	53,727	60,990
<b>Total expense by function</b>	<b>125,820</b>	<b>144,401</b>	<b>154,088</b>	<b>149,204</b>
<b>Expense</b>				
Compensation and Benefits	77,298	88,307	97,592	85,571
Materials, Supplies, and Services	27,635	32,798	32,514	38,874
Maintenance and Repairs	5,627	6,409	6,137	6,491
Amortization of Capital Assets	11,458	12,266	14,183	14,538
Cost of Goods Sold	94	131	-	-
Scholarship and Bursaries	1,443	2,191	1,728	1,737
Utilities	2,266	2,300	1,934	1,994
<b>Total expense by object</b>	<b>125,820</b>	<b>144,401</b>	<b>154,088</b>	<b>149,204</b>
<b>Surplus/(Deficit)</b>	<b>6,990</b>	<b>4,191</b>	<b>(3,850)</b>	<b>(14,358)</b>

# 2025-26 Operational Budget, Capital Plan Narrative

## Overview

The 2025-26 operating budget for Bow Valley College is a deficit budget with expenses exceeding revenues by \$14.4 million.

The deficit budget is a result of Ministerial approval to access our Reserves in 2025-26 to

support several strategic initiatives. In 2026-27 and 2027-28, the college is projecting break-even budgets as per recommendations outlined by the Ministry.

The table below outlines expenses by projects in the 2025-26 budget year requiring Access to the Reserves.

Projects	Amount ('000)	Comment
Student Information System (SIS) implementation	4,038	Operational critical
Enterprise Resource Planning (ERP) Transformation (HRIS/Finance)	9,829	
Facilities planning	500	Campus expansion
Total	14,358	

The college has demonstrated consistent fiscal discipline over the past decade and has amassed internal-ly restricted reserves to fund key strategic priorities.

## Revenue uncertainties

Starting in 2022-23, the college’s Base Operating Grant funding became subject to holdbacks if certain performance metrics outlined in the college’s Investment Mandate Agreement (IMA) were not met.

The college has met all performance metrics for its current fiscal year and fully expects to meet targets outlined in its IMA. Consequently, no provision for revenue holdbacks has been incorporated in the college’s budget for 2025-26 or any of its projection years. Tuition revenue has been conservatively calculated based on the college’s enrolment plan. Included in tuition revenue are a two per cent increase in domestic tuition rates and a four per cent increase in international tuition rates.

Bow Valley College’s enrolment plan has been developed to reflect the impact of recent Government of Canada announcements; in November 2024, the IRCC announced changes to rules and processes that will significantly reduce international student enrolment at Bow Valley College over the budget and projection years. For the most recent fiscal year, international learners represented greater than half of all tuition and fee revenue generated by the college. The college has developed its tuition and revenue budget showing a decrease in revenue over the upcoming periods.

Federal and other government revenue has also been decreased in the budget due to recent initiatives taken by the college to suspend its LINC contract with the Government of Canada.

Investment income has been calculated based upon long-term returns realized on the college’s investment. Uncertain economic conditions and increasing global uncertainties could negatively impact college investment income.

## Expenditure management

Bow Valley College is a service orientated organization, and as such, compensation and benefits represent most the college's objective expenditure lines.

Material, supplies, and services expenditures represent a comprehensive objective expenditure classification which is focused upon providing the college's access to non-compensation resources necessary to help extend college strategic priorities. Compared to the prior year, the college's material, supplies, and services expenditures are expected to grow as the college works to complete the SIS and implement the new ERP as well as the HRIS.

## 2025-26 Capital Budget

Capital expenditure for 2025-26 is set at \$5.0M (2024-25 was \$10.6M). In projection years, capital expenditures have been forecasted at \$6M per year. The constituent components of the capital budget are as follows:

- Computer equipment - \$3.0M
- Furniture and equipment - \$1.0M
- Leaseholds - \$1.0M





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