



CONESTOGA
Connect Life and Learning



ANNUAL REPORT

2023-24

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Conestoga's 2023-24 annual report highlights the college's achievements and successes over the last year as we have continued to deliver a comprehensive range of educational programming and applied research to support our students, businesses, and the communities we serve in Kitchener, Waterloo, Cambridge, Guelph, Milton, Brantford, Ingersoll, and Stratford.

Since 1967, people from all backgrounds have been choosing Conestoga. Committed to both excellence and equity, we take pride in supporting all learners as they strive to build successful careers and futures.

Our recent growth is tied to workforce development in the communities we serve. Skills shortages are deepening across Canada and our industry and employer partners in southwestern Ontario have asked for help filling these labour gaps.

On January 22, the federal government announced an intake cap on international student permit applications for a period of two years. Conestoga's allocation numbers for 2024 were set at less than half of the college's existing international enrolment; however, we will continue to work with government to support workforce demands.

For now, Conestoga is well-positioned to support labour market needs in the core areas where the province has aligned allocations: healthcare, childcare, hospitality, trades, and STEM. We have been strategically revising international student enrolment plans to meet ministry requirements and the programming and facilities we recently invested in align well with these key sectors.

The first phase of the Conestoga Skilled Trades Campus in Cambridge welcomed students in 2022, and the second phase is underway now with an anticipated completion date of September 2026. When finished, the campus will be the largest trades training facility in Canada.

Two new state-of-the-art research labs at the campus will also support Canada's skilled trades sector. The new START and STRIDE laboratories are ground-breaking additions to the college's Canadian Institute for Safety, Wellness & Performance where research teams will work to support the inclusive design of equipment, tools, and personal protective equipment for the diverse Canadian skilled trades workforce.

We have broadened our healthcare programming as well and will establish a high-tech pharmaceutical studies centre at the college's Doon campus. The Centre for Pharmaceutical Studies will support student learning through cutting-edge laboratories equipped with the latest pharmaceutical instruments, tools, and infrastructure to facilitate hands-on learning and foster innovation.

Conestoga's School of Health & Life Sciences has also expanded healthcare programming into Milton to meet the growing needs of Halton Region. The Conestoga Centre of Excellence in Healthcare Education welcomed its first students in spring 2024 offering hands-on nursing and personal support worker training.

In December, the college received ministry approval of its standalone Bachelor of Nursing (Honours) degree, and our Bachelor of Engineering - Power Systems Engineering (PSE) program has received accreditation from Engineers Canada following a review by the Canadian Engineering Accreditation Board. Conestoga is the only college in Ontario to offer fully accredited engineering degrees, including Mechanical Systems Engineering, Electronic Systems Engineering, and Building Systems Engineering in addition to Power Systems Engineering.

Applied Computer Science & IT programming will also be broadened through the major campus renewal project underway at our Waterloo campus.

Complementing our programming and facilities is our commitment and investment in a full suite of student support services and housing. The health and safety of our students has always been a priority and we will ensure students have the tools, resources, and supports needed to succeed.

As always, Conestoga's success has been made possible through the commitment and dedication of our employees, partners and friends, and the leadership of our Board of Governors. Together we will continue to ensure that Conestoga makes a difference in the communities we serve and across the province now and in the future.

Sincerely,
John Tibbits, President



Vision

A recognized leader in applied learning and research that enables student success in meeting workforce demands.

Mission

To promote the prosperity and well-being of the communities we serve through the delivery of programming, workforce development, and industry-focused research that meets local, regional and international demands.

Values

Student focus

We create the environments for students to realize their potential and graduate as individuals who can make meaningful contributions to their communities.

Collaboration

We work with government, industry, community, and international partners to reach our strategic goals and create a vibrant working and learning environment built on excellence, quality, and respectful interactions.

Accountability

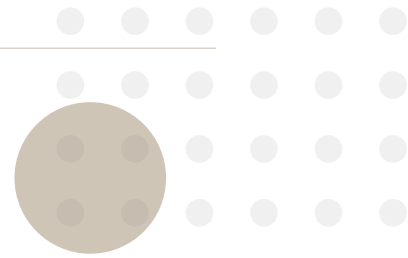
We fulfill our commitments to the organization and the broader college community by assuming responsibility for our individual conduct, action, and results.

Inclusiveness

We promote and foster a college community that is characterized and enriched by equity, diversity, and inclusivity.

Innovation

We constantly strive to improve, enhance, and rethink the programs and services we provide to achieve ongoing improvement and higher standards of performance.



2023-24 ANNUAL REPORT



THIS ANNUAL REPORT DETAILS OUR PROGRESS AGAINST THE 2023-24 BUSINESS PLAN AND IS ALIGNED WITH THE STRATEGIC PRIORITIES AND THE THREE PILLARS OF CONESTOGA'S 2021-2024 STRATEGIC PLAN.

QUALITY

Demonstrate excellence in programming and services while providing an outstanding learning and working environment for students and employees.

CAPACITY

Continue campus growth with enhanced access to programming for diverse learners and increased enrolment to meet the workforce needs of the communities we serve.

SUSTAINABILITY

Develop and enhance stakeholder relationships and partnerships and support employers in responding to changing social and economic conditions while optimizing organizational performance and supporting environmental sustainability.

2023-24 ACHIEVEMENTS

PILLAR 1 - QUALITY



Demonstrate excellence in programming and services while providing an outstanding learning and working environment for students and employees.

Programming that makes a difference

Conestoga's programs – from apprenticeships to diplomas, degrees to post-graduate certificates, continuing education, and part-time studies – all reflect Ontario's changing job market and have been designed and developed to help students build the skills and knowledge that today's employers are seeking.

Conestoga now delivers over 300 career-focused full-time programs in various disciplines, including more than 20 degree programs, that combine theory, practical skills, paid co-op opportunities, and other work-integrated learning experiences to prepare students for success in their future career.

Conestoga delivers Ontario's only college-based, accredited engineering degrees and is working towards the launch of additional targeted, career-focused degrees to meet employer needs. In December 2023, Conestoga received approval from the Ministry of Colleges and Universities to launch a new standalone, four-year Bachelor of Science in Nursing (Honours) degree program that will welcome its first cohort in September 2024.

Our project-based learning model provides the hands-on experience that will prepare students for success in a wide range of potential careers – in business and hospitality, skilled trades, engineering and information technology, health and life sciences, community services, or media and design.

Our faculty bring expertise from their field, and our classrooms and labs allow students to practice their skills in leading-edge facilities equipped to today's industry standards. Opportunities also exist to participate in applied research and develop solutions for real-world industry clients.

Our programs are developed in consultation with more than 1,100 Program Advisory Committee members comprised of business leaders pulled from key sectors who help inform curriculum.

Conestoga strives for excellence in the development and delivery of programs and services and has developed formalized processes to support the

college's ongoing commitment to quality and continuous improvement to ensure programs meet the needs of students and the workplace.

Annual program reviews, along with major program reviews every five years, are vital to ensuring quality at Conestoga.

According to the 2022-23 [Key Performance Indicators \(KPI\)](#) data released by Colleges Ontario on February 24, Conestoga boasts the top graduation rate of all Ontario colleges at 72.9 per cent, ahead of the provincial average of 65 per cent.

The annual KPI survey, conducted since 1998, collects and reports performance data for Ontario colleges in a number of areas. Graduate employment rates, graduate satisfaction, and employer satisfaction are among the indicators the Ministry of Colleges and Universities uses to assess and recognize colleges' achievements in preparing students for the labour market.

In addition to having Ontario's top graduation rate, Conestoga also posted strong numbers in the areas of graduate satisfaction and graduate employment.

Conestoga's graduate employment rate is the highest among colleges in the Greater Toronto and Golden Horseshoe areas. Within six months of graduation, 90 per cent of Conestoga graduates were able to find employment, and more than 80 per cent of graduates reported they were very satisfied with their experience at Conestoga.

More than 92 per cent of employers report being "very satisfied" with Conestoga graduates, in line with the provincial average of 91.8 per cent.



Conestoga achievements

- Conestoga placed 17th in a ranking of Canada's top 50 research colleges (Research Infosource)
- Conestoga was named among Canada's best engineering technology schools in 2024, ranking number 6 out of 10 institutions that made the list (University Magazine)
- Conestoga was among Canada's best culinary schools in 2024, ranking number 4 out of 22 colleges and universities (University Magazine)
- Named best college in Ontario (Course Compare)
- Named best trade school in Canada (Course Compare)
- Named Canada's Best Early Childhood Education (ECE) Program of 2024 (Course Compare)
- Placed second in Best Cybersecurity Certification Programs of 2024 (Course Compare)
- Placed third in Canada's Best Co-op Programs of 2024 (Course Compare)
- Placed fourth in a ranking of Canada's best design schools (Association of Registered Graphic Designers)
- Placed third in Best Massage Therapy Schools in Canada of 2024 (Course Compare)



2023-24 INSTITUTIONAL AWARDS

May 2023	Conestoga presented with a 2023 CICan Silver Award of Excellence
May 2023	President John Tibbits named Kitchener-Waterloo’s Citizen of the Year by the Lions Club of Kitchener
May 2023	Conestoga videos win Communicator Awards of Distinction from the Academy of Interactive & Visual Arts
June 2023	Conestoga’s School of Business honoured with the Excellence in Reporting - First Time Reporters award at the United Nations Headquarters in New York by the Principles for Responsible Management Education (PRME) Secretariat
November 2023	Velika Kitchen-Janzen, director of Institutional Quality Management, honoured by the Curriculum Developers Affinity Group with a provincial award of excellence
November 2023	The Conestoga Food Research & Innovation Lab presented with the 2023 Excellence in Agriculture’s Minister’s Award and the Excellence in Research and Innovation Award
November 2023	The International English Language Testing System (IELTS) recognized Conestoga with five awards at the IDP IELTS Test Centre Network Meeting held in Bali, Indonesia
November 2023	Conestoga professor Tanya Staples received the Best Research Presentation Award at the 2023 Financial Planning Academics Forum for a presentation on her CNERG-funded research on the barriers women face in the financial planning sector
December 2023	Conestoga honoured with the 2023 Canadian Association of Career Educators and Employers (CACEE) Educational Institution Recognition Award for showing exemplary support and contribution to CACEE at a national level
March 2024	Conestoga’s Research, Innovation & Entrepreneurship team presented with the Innovation Award from the Greater Kitchener Waterloo Chamber of Commerce
April 2024	Conestoga’s student-run restaurant Bloom awarded the 2024 Green Leadership Award which recognizes environmental excellence and innovation within Canada’s hospitality industry and businesses that are leading the way in environmental sustainability



2023-24 STUDENT AWARDS

May 2023	Conestoga students earned 12 medals at the Skills Ontario Competition
June 2023	Conestoga Brick and Stone Mason (Apprenticeship) student Cameron Krause earned a bronze medal in Bricklaying at the 2023 Skills Canada National Competition
July 2023	Alivia Chanyi, a 2023 General Arts and Science – Aviation graduate, named a recipient of the 2023 Royal Canadian Air Force Foundation Student Scholarship
August 2023	Chris Brown, a graduate of Conestoga’s Graphic Design program, named a 2023 Applied Arts Student Awards winner
September 2023	Ten Conestoga students named among the inaugural recipients of the Schulich Builders Scholarships for Skilled Trades
September 2023	Five Conestoga design students and graduates honoured with student awards from the Association of Registered Graphic Designers
November 2023	Conestoga marketing students secured a second-place win at the Ontario Colleges Marketing Competition
November 2023	Three Conestoga teams won first, second and third place as well as people’s choice at Construction Specifications Canada’s (Grand Valley Chapter) 10th annual student design challenge
November 2023	The Conestoga Condors men’s soccer team won its first Ontario Colleges Athletic Association title since 1979
November 2023	A team of students from Conestoga’s Software Engineering Technology program placed first at the Bell Geekfest 2023 Hackathon involving 45 teams from Ontario
March 2024	Second and third place went to two Conestoga Woodworking Technology students at the Architectural Woodwork Manufacturers Association of Canada Cabinetmaking Apprenticeship competition
March 2024	Conestoga Civil Engineering Technology student David Corbeil won an award from the Ontario Road Builders’ Association given annually to one outstanding first-year civil engineering college student in the province
March 2024	A team of Police Foundations students won top prizes at Peel Fit Challenge placed third overall in the Peel Fit Challenge hosted by Peel Regional Police
April 2024	Three students in Conestoga’s Financial Planning Services graduate certificate program placed third at the national CFP Case Challenge 2024
April 2024	Four students in the Police Foundations program recognized with industry and fitness awards, including awards established in memory of Conestoga graduates killed in the line of duty

The Conestoga Effect: our social and economic impact

According to a study released February 13, 2024 by economist Larry Smith, Conestoga is “indispensable to the prosperity of the local community by helping both younger and older workers adapt to the changes and challenges of the economic environment.”

The report, *Conestoga: Adapting for Prosperity III*, provides an update of studies released first in 2003 and again in 2010 and 2016. It examines the impact of the institution on the local community and its economy, and evaluates recent growth in terms of meeting the region’s increasing need for a highly skilled labour force.

“The college continues to use its predominant position as adult educator in the local region to support the health and competitiveness of the labour force. It continues to respond to the needs of the area’s most vulnerable workers and has taken a strategic role in supporting the immigration and integration of international talent. Today, no other local institution has matched the scale of Conestoga’s contribution.”

The report stresses that the availability of labour is now the most urgent threat to the prosperity of local communities and, as long predicted, the declining birth rate, aging workforce, and accelerating retirement of Baby Boomers are combining to place severe pressure on the labour supply.

Smith also noted that Conestoga plays a key in supporting the resiliency and adaptation of the workforce through a wide range of programming developed in close collaboration with employers. These programs range from traditional degrees and diplomas to micro-credentials and corporate training initiatives that allow workers to upskill quickly, either to adapt to new demands with current employers or to return to the labour force in new, more resilient roles.



Report highlights:

Addressing labour shortages

- Conestoga is now the predominant source of newly skilled workers to address continuing labour shortages.
- The employment rate of Conestoga's international graduates is almost identical to that of its domestic graduates.
- Conestoga has focused its efforts and resources into those areas, such as healthcare and the skilled trades, where the shortages are expected to be particularly acute.

Economic contribution

- The annual employment income of local Conestoga graduates is at least \$4.1 billion. The economic contribution to their employers and to the local community is much more than \$4.1 billion each year into the future.
- Since 2018, IRCC has issued 51,042 study permits to Conestoga students, almost eight per cent of the study permits issued to Ontario's post-secondary institutions. While studying, these students added \$1.6 billion to Ontario's GDP and sustained around 118,206 jobs in Ontario.

Employment

- Conestoga graduates who are working represent 19.9 per cent of local resident employment.
- Together, Conestoga's local graduates, continuing education, and corporate training students who are working represent 58.9 per cent of local resident employment.
- The employment rate of Conestoga's international graduates is almost exactly the same as Conestoga's domestic graduates: 84.8 per cent and 85.9 per cent respectively.

Serving the local population

- The college's graduates, both domestic and international who live locally, represent 16.3 per cent of the adult population.
- Conestoga has served more than half (53.6 per cent) of the local adult population.
- Since 1980, 255,830 unique individuals living in the local area, and who had no other connection to the college, took Conestoga's continuing education or corporate training courses. These individuals represent 37.3 per cent of the local population.
- Since 2002, Conestoga's Upgrading and Skills Development Services and its Community Career Centre have served 81,938 individuals.

Read the full report at:

<https://www.conestogac.on.ca/about/corporate-information/reports/economic-report>



Supporting Student Success

The health and well-being of our students is a top priority for Conestoga. The college's Student Success team provides inclusive programming and services that enrich the college experience, maximize student potential, and support the achievement of individual goals.

Through education, programming, and opportunities to get involved, Conestoga is committed to

welcoming and including all members of our diverse college community through initiatives that allow everyone to develop a sense of belonging and connection.

Last year, the college invested over \$74 million in student supports, including counselling and food security programs.

Key supports:

- Conestoga's CARE team is a multi-disciplinary group that receives referrals about students needing elevated levels of support. The team aims to provide students with the appropriate opportunities and interventions to aid them in achieving their academic and personal goals.
- Services to support housing and food insecurity concerns are available through the college.
- Our student government also has a range of food security programs in place. They include a Student Nutritional Access Program (SNAP) that provides access to nutritious food and meals as well as an emergency food fund to support students who are experiencing food insecurity.
- The college has also launched a Food Security Committee to consolidate efforts with local food banks and other community service providers both in terms of education and communication and also in the development and delivery of programs and resources.
- International Student Services support students from the moment they choose Conestoga until they graduate. International Transition Coordinators and International Student Immigration Advisors provide specialized support to international students with guidance around housing, settlement, acculturation, and accessing resources, as well as ensuring compliance is met related to studying and working in Canada.

Our commitment to student housing

As capacity has increased at existing campuses and as the college has opened new campus locations, Conestoga continued to prioritize the health and safety of our students by making significant investments in housing that is affordable and accessible.

Over the last year, Conestoga invested in eight properties across several communities to provide additional student housing options.

Conestoga's existing residence in Kitchener at 99 Conestoga College Boulevard was first augmented with the acquisition of 50 University Avenue East in Waterloo and 180 Dalhousie Street in Brantford.

In September 2023, the college also announced the purchase of 22 Frederick Street, a 12-story vacant office building located directly across from the college's Kitchener - Downtown campus that will offer full residential student suites designed in consultation with students to accommodate their needs and preferences.

In March 2024, the college announced it will lease the Inn of Waterloo at 475 King Street North, a landmark property in the heart of Waterloo. Two other properties in Waterloo, 400 Albert Street and 419 Hazel Street, were also purchased.

In total, Conestoga has increased the number of student beds available over the last year by 170 per cent. The college continues to assess student housing needs.

Our current student housing properties include:

- 99 Conestoga College Boulevard
- 50 University Avenue
- 80 Dalhousie Street, Brantford
- 60 University Avenue East, Waterloo
- 400 Albert Street Waterloo
- 419 Hazel Avenue, Waterloo
- 475 King Street North, Waterloo
- Coming 2025: Milton townhouses
- Coming 2026: 22 Frederick Street, Kitchener

Our Indigenous community

Conestoga is committed to continuing on the journey toward truth and reconciliation, providing opportunities for college community members to acknowledge and honour the past in order to move together toward a shared and brighter future.

Recently, Conestoga began development of an Indigenous Success Strategy. Initial research and planning, as well as consultations with members of the Conestoga community, took place throughout 2023 with a release date planned for fall 2024.

While working to develop the multi-year framework, the college continues to focus on Indigenous initiatives in the areas of research, curriculum development, recruitment of Indigenous-identifying students and employees, employee education, creating welcoming spaces, and embedding the work of reconciliation into organizational plans.

Conestoga's Indigenous Services, Be-Dah-Bin Gamik, a Place of New Beginnings, provides services and ongoing support for Indigenous students to assist with a smooth transition to college life. Services include social and cultural events and activities, traditional counselling, and Elders-in-Residence programs.

Indigenous Services works in close collaboration with the Office of Indigenous Initiatives to provide academic supports, work study opportunities, as well as chances to engage at an institutional level with Conestoga.

2023-24 highlights

- The first Indigenous Education Symposium was held at Conestoga April 30 to May 1, 2024, to share information about Indigenous approaches to education, using culture and experiential learning opportunities to encourage college employees to think about how they can integrate those unique perspectives into classrooms.
- Virtual tours of Conestoga campuses are now available in the Indigenous language of Anishinaabemowin, considered an endangered language because it is no longer the primary language spoken by Anishinaabek children.
- Be-Dah-Bin Gamik at the Doon campus has been renovated and expanded for Indigenous students and employees to engage with Indigenous Services and supports.
- Orange Shirt Day fundraising efforts led by the Office of Indigenous Initiatives in September during Truth and Reconciliation Week raised \$4,800, and the college matched that contribution with \$5,200.

Indigenous research initiatives at Conestoga

Growing together: Inviting Indigenous Ways of Knowing and Being into the Early Years

This project proposes an innovative approach to early childhood education by integrating Indigenous knowledge into teaching gardens, aiming to create meaningful learning experiences rooted in play and nature.

Weejeedamin: An Indigenous Land-based Futurity

Weejeedamin: An Indigenous Land-based Futurity is the innovative development and application of urban land co-management strategies rooted in traditional Indigenous land-based practices and knowledges. This project will allow for an enhanced coordinated effort among community partners to create a 33-acre restoration project securing sustainable, traditional food and medicines, increasing local biodiversity through habitat restoration and reintroduction of native species, building community capacity, mobilizing knowledge, and exercising land co-management and relational agricultural practices on the land.



The Talent Hub: lifelong career and employment advising

Conestoga's Talent Hub is a one-stop virtual and in-person service and support hub for career and employment advising, co-op, and work-integrated learning (WIL). The Talent Hub assists students, alumni, and community job seekers at all stages of their career and employment journey. For industry and community employers, the Talent Hub offers various services including: mentorship, co-op experiences, job fairs, recruitment, and more.

The opening of the first dedicated Talent Hub space at the Kitchener - Downtown campus, coupled with the launch of leading career platforms accessible 24/7, created one physical and virtual door where all stakeholders can access a comprehensive continuum of best-in-class services and supports.

The success of the Talent Hub was recognized by the Canadian Association of Career Educators and Employers which awarded the 2023 Educational Institution Award to Conestoga.

2023-24 highlights

- The Helena Webb Mentorship Program is an industry-driven mentorship opportunity connecting Conestoga students in the final year of their degree or advanced diploma program with experienced professionals in an industry aligned with their program of study. The program was successfully piloted in the fall 2023 term with 33 mentorship pairs.
- 15 individual job fairs with more than 715 employer participants provided opportunities for students to engage with employers and learn about career pathways and opportunities in various industries. Other events included co-curricular career workshops, Career Readiness and Grad Day as well as the Industry Spotlight Series and the Now Hiring Series, which also connect students to employers.
- More than 2,500 students signed up for VMock which offers 24/7 access to AI-enabled, personalized support. Students upload resumes for instant, industry-specific feedback. An elevator pitch and interview simulation module offer real-time feedback on interview skills.
- Launched in March 2024, the Devant platform provides students and alumni with a strong foundation of career and employment information and programming which complement more targeted Talent Hub services and supports. Accessible 24/7 for easy self-directed use, Devant's job focused platform includes content designed to meet the unique needs of international students such as immigration and career Q&As, a Get Hired Master Class, and virtual hiring expos.
- Six episodes of the Alumni Speaker Podcast Series were recorded with Conestoga alumni highlighting success stories of graduates-turned-industry experts. Episodes were released in March 2024.



Expanding our global community

Conestoga celebrates its diverse student body, with representation from more than 100 countries across its campuses, emphasizing the importance of fostering a global perspective for student success. We aim to welcome students from around the world and extend our educational reach globally.

Through various international learning initiatives, including virtual opportunities, Conestoga endeavours to equip all students with valuable skills. The International Office and Office of Global Initiatives play key roles in facilitating student mobility programs, academic partnerships, and innovative learning experiences.

Conestoga has more than 60 exchange programs available to students through a variety of partners, giving them the opportunity to visit international destinations and embrace new cultures and experiences.

Our faculty also act as global ambassadors, participating in global initiatives through virtual and in-person guest lectures. Our professors have shared their knowledge and expertise with students at partner institutions around the world, fostering cross-cultural knowledge exchange and creating a vibrant global community of educators and learners.

Conestoga College's commitment to global learning also extends to innovative programs like Collaborative Online International Learning (COIL) which connects students with peers from partner institutions worldwide. Through COIL, our students engage in joint coursework, virtual collaborations, and cultural exchanges with students from other countries, gaining a deeper understanding of global issues and diverse perspectives. Students develop cross-cultural competencies and develop a global mindset that will serve them well in an interconnected world.

COIL embodies Conestoga's dedication to providing a holistic and immersive international education, right from our students' home campuses. Through the pilot launch of COIL, more than 300 Conestoga students were able to collaborate virtually with students from around the world.

Our alumni community: making a difference here and beyond

Conestoga's more than 195,000 graduates are known around the world and in our community for their drive, talent, and entrepreneurial spirit. Conestoga's graduates, nearly 8,000 of whom are entrepreneurs in Ontario, add more than \$6.2 billion to the province's economy annually.

We are proud of their contributions and welcome them on campus to participate in college and community events where they can share their perspectives and experiences.

In 2023-24, 14 of the college's outstanding alumni were recognized for contributions to their professions and their communities through the college's Alumni of Distinction awards which celebrate the achievements and impact of Conestoga's graduates as well as their commitment to excellence.

Chosen by a nomination process, honourees demonstrate professional success, achieve public recognition, or contribute to their industry or community. This year's recipients reside in communities close to Conestoga campuses, as well as in the United States and Switzerland.

One of Conestoga's Alumni of Distinction honourees, Bachelor of Applied Technology - Architecture - Project and Facility Management program graduate Jehan Salim, was also recognized at the provincial level and presented with a Premier's Award in the Community Services category for the impact she is making across the globe.

Salim put her college education to work on the international stage, using her project and facilities management expertise to lead post-conflict rebuilding efforts.

Six other Conestoga graduates were also nominated for 2023 Premier's Awards:

- Apprenticeship nominee: Mark Duchesne, Electrician Construction and Maintenance, 1986
- Business nominee: George Vezza, Business Admin Marketing, 1983
- Creative Arts & Design nominee: Angela Onuora, Broadcast Performance & Digital Media, 2019
- Health Sciences nominee: Laurie Lafleur, Computer Programmer Analyst - Co-op, 2002
- Recent Graduate nominee: Bohdana Tyshchenko, IT Innovation & Design, 2021
- Technology nominee: Brett McQueen, Mechanical Technician - Tool & Die Maker, 2008; Quality Assurance, 2008; Industrial Engineering - Basic, 2009

In addition to this year's recipient, 11 other Conestoga graduates have been recognized with Premier's Awards since 2012.

ALUMNI AWARDS

June 2023	Four Conestoga alumni members named 2023 K-W Oktoberfest Women of the Year
September 2023	Conestoga graduate Saifullah Muhammad, a 2020 Conestoga Alumni of Distinction recipient, recognized as one of CBC K-W's Waterloo region Changemakers
October 2023	Seven Conestoga alumni were among the Ontario college graduates nominated for 2023 Premier's Awards
November 2023	Conestoga Bachelor of Applied Technology - Architecture - Project and Facility Management program graduate Jehan Salim honoured with a Premier's Award in the Community Services category for the impact she is making across the globe
November 2023	Conestoga graduate and Alumni of Distinction honouree Brandi Ferenc named to the Women's Executive Network's (WXN) 2023 list of Canada's Most Powerful Women: Top 100 Award Winners
February 2024	Conestoga alumni Mike Darmon, Narine Dat Sookram, and Shannon Ostetto presented with awards and honoured for their outstanding commitment to volunteering by Guelph's mayor
March 2024	Conestoga Police Foundations graduate Ediz Kemal was recognized with the Young Professional of the Year Award from the Greater Kitchener Waterloo Chamber of Commerce



Working at Conestoga

As one of the largest employers in Waterloo Region, Conestoga's employee team includes more than 2,000 full-time employees and nearly 4,000 part-time employees that serve our broad network of campuses in southwestern Ontario. We have hired more than 500 full-time employees over the last year to support increased enrolment and growth of the college.

As Conestoga planned a return to campuses following the pandemic, the results of a remote work survey identified that our employees preferred to engage in their roles at the college through a mix of remote and on-campus arrangements. Through our Work Location Initiative (WLI), a hybrid working model was introduced across the college that integrated physical and virtual spaces and deployed the digital tools needed to facilitate this new model.

Since then, an ongoing redesign and renovation of facilities has continued allowing the college to integrate the WLI approach by incorporating a mix of spaces into its facilities. Spaces balance the need for consistency across the college with the unique needs and character of each campus and the intended use of each space. Designs include a mix of individual and collaborative spaces, as well as open concept and closed-door spaces.

Workplace design standards have also been developed to guide the transformation of our campuses to offer flexibility in how employees choose to work when on site. Facilities are designed to offer natural light and inviting amenities, leverage space based on need, provide flexibility for employees to work at multiple campus locations, and offer inclusivity.

An employee workplace utilization audit also helped inform how spaces across our college campuses are being used and where space would be better utilized for classrooms and labs.


Also supporting the employee experience, is a focus on connection and wellness. In March 2024, employees were invited to participate in the annual month-long Wellness@Conestoga series that provided a diverse selection of workshops led by members of the college's employee team. This year, 24 workshops were held that resulted in nearly 1,100 registrations.

The college's E3 conference, held May 29 through June 1, 2023 also brought the college community together. This annual event is an opportunity for employees to learn from each other and celebrate the work we do at Conestoga. More than 50 workshops were facilitated and led by college employees that resulted in more than 2,450 employee registrations.

In October 2023, the college celebrated more than 400 employees who have served between 10 and 40 years at Conestoga. President Tibbits was congratulated on his thirty-fifth anniversary. He stepped into his role in 1987 and has guided the growth and transformation of Conestoga ever since.



Teaching and Learning



Conestoga's Teaching and Learning team is a group of committed educators, consultants, technologists, and support staff dedicated to developing teaching among the Conestoga community through development and delivery of a broad range of tools and resources including courses, workshops, micro-credentials, and events. In June 2023, the team also launched a podcast titled My Favourite Lesson.

In conversation with Teaching and Learning consultant Dr. Lauren Spring, experienced faculty from the college share their favourite lessons from cognitive, affective, and psychomotor learning domains, as well as tactics they use to keep students engaged. These conversations help reveal how expert faculty bring together subject-area expertise, pedagogical knowledge, and pedagogical content knowledge.

Conestoga's fully equipped podcast studio, managed by the Online Learning Centre's Media & Design Services, enhances learning at the college.

Other Conestoga podcasts include Reading and Writing Between the Lines, highlighting the importance of communication in the workplace and hosted by professor Jon Whitzman, and the Open Access Teaching Case Journal Podcast hosted by Jane Gravill with special insights on teaching cases in this one-off episode set to launch later this year.

Quality Metrics

90%

GRADUATE EMPLOYMENT
RATE

72%

GRADUATION RATE

92%

EMPLOYER SATISFACTION

80%

GRADUATE SATISFACTION
RATE

330

NUMBER OF WORKSHOPS
OFFERED BY EMPLOYEE
EXPERIENCE &
DEVELOPMENT

8,593

NUMBER OF
REGISTRATIONS IN
WORKSHOPS OFFERED BY
EEXD

100%

PER CENT OF ANNUAL
PROGRAM REFLECTIONS
COMPLETED

43

MAJOR PROGRAM
REVIEWS COMPLETED

85

NUMBER OF PROGRAMS
WITH AN ACCREDITOR
RELATIONSHIP

2023-24 ACHIEVEMENTS

PILLAR 2 - CAPACITY



Continue campus growth with enhanced access to programming for diverse learners and increased enrolment to meet the workforce needs of the communities we serve.

Campus renewal and expansion: Investments in our communities

Over the last several years, Waterloo Region has been one of the fastest growing communities in Ontario. The province's Growth Plan now projects the region's population will reach one million by 2051, requiring significant investments in infrastructure for transportation, housing, and healthcare, as well a workforce to support it.

As part of the Toronto-Waterloo Corridor, also known as Silicon Valley North, the region ranks among the top 20 tech hubs in North America and start-ups here are setting the stage for substantial growth and global recognition as our population is set to increase. These companies will look to local institutions for research opportunities to drive innovation as well as talent to fill essential roles.

According to Waterloo EDC, the corridor is part of Canada's largest tech cluster and Canada's largest manufacturing and automotive corridors. The corridor generates two-thirds of Ontario's GDP and a quarter of Canada's.

Conestoga is committed to meeting these labour force needs of the future by expanding the college's footprint across southwestern Ontario and enhancing our capacity to meet the need for skilled workers in key sectors including the skilled trades and health care.

The college now proudly offers programming in eight cities throughout southern Ontario including Kitchener, Cambridge, Waterloo, Guelph, Milton, Brantford, Ingersoll, and Stratford.

Expansion into Milton over the last year included the addition of new campus locations on Parkhill Drive and Steeles Avenue. These new sites join the Conestoga-Milton IELTS Centre, which opened on

Main Street in 2021 to provide English language testing. It also serves as a site for dual-credit programming for local high school students.

Together, these sites provide a head start for Conestoga's presence in the Milton Education Village -- a comprehensively planned, urban neighbourhood that integrates post-secondary education, as well as residential, commercial employment, and recreational uses. When complete, this project will provide residents, including students, with flexible office spaces, state-of-the-art research facilities, and environmentally-conscious urban design and downtown amenities.

Funded through an operational surplus resulting from increased enrolment, our 2023-24 capital development projects demonstrate our commitment to the communities we serve and ensure students have the best learning environments across our multiple campuses -- all fitted with modern classrooms, labs, and highly specialized equipment to hone skills development.

By extension, Conestoga's significant investments in campus builds and renovations have also been vital in supporting local industries. Our construction projects have resulted in the employment of hundreds of skilled trades workers in the cities we serve, also helping to drive local economies.



Major campus expansion and renewal projects in 2023-24

Conestoga Skilled Trades Campus

Phase 1 of our state-of-the-art skilled trades campus on Reuter Drive in Cambridge first welcomed students in 2022. Development of Phase II is now underway and, when complete, will be the largest, most modern trades training facility in Canada serving as a showcase for the skilled trades and helping meet the crucial need for skilled trades workers across Canada. Designed with a focus on sustainability, the new 220,000 sq. ft. building is expected to open in 2026 and will feature student lounges, student support services, and Indigenous features.

Conestoga will invest \$150 million in Phase II. Phase I represented a Conestoga investment of \$120 million.

Waterloo campus renewal

Home to the School of Applied Computer Science & Information Technology (ACSIT), Conestoga's Waterloo campus is located strategically in Silicon Valley North to enable strong connections to local industry and provide project-based and work-integrated learning.

The Waterloo campus began undergoing a significant renewal project in January 2024 after trades programming was moved to the Conestoga Skilled Trades Campus. The project will add classrooms, expand ACSIT programming, add office spaces, and provide student support spaces such as an Indigenous centre, expanded bookstore, wellness centre, and a student commons area. A new landscaped pedestrian and outdoor gathering space and interior courtyard will also be incorporated into the design allowing for events and Indigenous placemaking.

The project also includes the development of a new 10,000-square-foot esports arena. The arena will allow for high-performance play, high-quality streaming and production, and innovation in gaming and simulation with top-tier gaming PCs, a premier console station, immersive virtual reality and simulation stations, a full production suite, premier competitive stage, and athletic team operations room.

The total value of the project is \$47.1 million.

Kitchener – Doon

Investments at the Kitchener – Doon campus highlight the college's commitment to meeting workforce demands in the healthcare sector. The Cowan Centre for Medical Science and Biotechnology opened its doors in September 2023, offering cutting-edge laboratories equipped with the latest medical lab and biotechnology instruments, tools, and infrastructure.

Conestoga invested an estimated \$16 million in renovation and equipment costs.

The Massage Therapy Centre and Clinic also opened in winter 2024 to offer state-of-the-art space for massage therapy programming and wellness skills development. Conestoga invested an estimated \$3.4 million into the renovation, with an additional \$130,000 investment in equipment.

Additional projects at Doon include classroom and employee space updates, including a new Indigenous Services space, as well completion of an animal care facility that will be created for pet grooming and veterinarian technician programs. Phase 1 of the facility commenced in spring 2024 and will be complete in summer 2025, with a budget of \$20.8 million.

Kitchener – Downtown

With an increase in projected enrolment for the Kitchener – Downtown campus, additional classroom space was leased at 1 Young Street to meet demand. Four classrooms opened for the winter 2024 term and additional classrooms opened in spring 2024. The renovations also include a large student study lounge. The project is valued at \$8 million.

Guelph – Speedvale

Extensive renovations at Conestoga’s Speedvale campus provided redeveloped space that includes a new medical clinic and testing centre, more student study areas and workspace, classrooms, a renovated outdoor courtyard with Indigenous design elements, and newly landscaped exterior space as well as more faculty and staff space. The project was completed in September 2023 at a project cost of \$4.5 million.

Milton

Conestoga opened its campus on Parkhill Drive, which saw close to 800 students in January 2024, with capacity for 2,000 full-time students in a variety of study areas including business, creative industries, and applied computer science and IT.

The Milton - Steeles Avenue campus, home to the Conestoga Centre of Excellence in Healthcare Education, opened in spring 2024 to offer hands-on nursing and personal support worker training. The centre includes high-fidelity simulation suites and skills labs as well as administrative and student lounge spaces.

Stratford

Conestoga has provided programming in Stratford for more than 50 years in leased space at 130 Youngs Street in the Stratford General Hospital. To meet demands of the Stratford community and provide upgraded facilities, Conestoga has leased property at 60 Erie Street which will be renovated to provide a new home for the college.

The renovation project is valued at \$7.7 million.



Research, Innovation & Entrepreneurship

Conestoga has built its research capabilities to provide invaluable opportunities for students, faculty, industry partners, and businesses. The growing scope and impact of Conestoga's applied research activities have placed the college in the top tier of Canada's research colleges.

In 2023, Conestoga ranked among the top 20 research colleges across the country by engaging with close to 100 industry and community partners, starting 133 new projects and hiring 211 students.

Partnership with industry and community is the cornerstone of Conestoga's research programs. By working with Conestoga, partners access the experts and cutting-edge research infrastructure in Conestoga's research centres and labs as well as various funding opportunities that help cover the cost of collaborative research and development projects.

Conestoga is home to five applied research centres spanning science, engineering, business, and social innovation and two centres focused on entrepreneurship and commercialization:

- Conestoga Food Research & Innovation Lab (CFRIL)
- Canadian Institute for Safety Wellness & Performance (CISWP)
- Conestoga Social Innovation Lab
- Centre for Supply Chain Innovation (CSIL)
- Centre for Health Care Research & Innovation (CHCRI)
- Conestoga Entrepreneurship Collective (CEC)
- Centre for Commercialization (C4C)

The college has also demonstrated its commitment to supporting the growth and diversity of

Conestoga's research capacity by funding the Conestoga New and Emerging Researcher Grant (CNERG) and CNERG+.

Launched in 2022, CNERG supports small-scale projects led by Conestoga researchers in new and emerging areas of research.

In October 2023, the Office of Research Services awarded funding for 17 projects that began in winter 2024. Nine recipients received \$10,000 to fund research from diverse academic areas, including business, workforce development, hospitality and culinary arts, engineering and technology, and community services. Additionally, eight researchers received up to \$100,000 in CNERG+ funding for large-scale projects across the college.





2023-24 awards

- NSERC Mobilize: Conestoga was awarded \$3 million over five years from the Natural Sciences and Engineering Research Council of Canada (NSERC) College and Community Innovation program to bolster innovation in Waterloo Region.
- IPON: Conestoga was awarded \$300,000 from Intellectual Property Ontario (IPON), a provincial agency that provides IP support and services to enable Ontario businesses and researchers to innovate and grow. Through this funding, Conestoga launched the Centre for Commercialization to support regional businesses with commercialization and intellectual property support.
- 2023 Minister's Award for Excellence in Agriculture and Excellence in Research and Innovation Award.
- Colleges and Institutes Canada Award of Excellence in Applied Research and Innovation.
- Conestoga professor Tanya Staples received the Best Research Presentation Award at the 2023 Financial Planning Academics Forum for a presentation on her CNERG-funded research on the barriers women face in the financial planning sector.
- Conestoga's Research, Innovation & Entrepreneurship team was presented with the Innovation Award from the Greater Kitchener Waterloo Chamber of Commerce.
- More information related to 2023-24 research achievements is available in the appendices.

Digital transformation

Over the last year, Conestoga has continued its work on digital modernization with a focus on replacing aging technologies, moving websites to the cloud, and adopting technologies that can adapt quickly to both business and student needs.

In January 2023, Conestoga relaunched its Enterprise Resource Planning efforts – a technology journey aimed at replacing our human resource, finance, and Student Information Systems (SIS) platforms. Following consultations with experts, conducting research, and gathering valuable input from a diverse range of stakeholders, including Conestoga business and information technology leaders, a fresh RFP process was launched.

In April 2023, a decision was made to issue a SIS RFP prior to the selection of the human resource and finance systems. To ensure RFP readiness, teams of change agents and subject matter experts were formed to refine scope and determine function and technical requirements. The teams included 30 internal subject matter experts and the collaborative effort resulted in a shared understanding of both current conditions, and the functionality needed for a new SIS.

The RFP closed in fall 2023 following a robust evaluation process that included eight evaluation teams and 18 evaluators.

During 2023-24, work also began to replace the content management system for the college's websites to offer a mobile- and cloud-first approach ensuring fast, secure, accessible websites that work on all devices.

The new Agility CMS will provide real-time integration with other platforms (such as SIS) and offers greater control and ability for web editors

and designers to produce web content, ensuring consistency throughout the websites. In 2023-24, 7.3 million users visited the college website.

Agility CMS will allow web teams to create websites and portals, providing webpage and web content control to web editors and web designers without the requirement of deployments for publishing information quickly to the web.

This year, the college also built capacity to better understand generative artificial intelligence (AI) and its potential use at Conestoga both to support teaching and learning, where appropriate, and to support evolving business practices.

We know from media and employers engaged with our Program Advisory Committees that AI is impacting both education and the workplace. Our students will be working in industries where they will engage with AI-powered tools and faculty will need to stay current with emerging trends.

With support of the college's AI Guidance committee, led by members of Conestoga's Teaching and Learning and IT teams, the college launched the use Microsoft Copilot for employees as well as students.

The launch was supported by several professional development sessions and the establishment of a SharePoint information site.

Capacity Metrics

\$81.5M

AMOUNT SPENT ON CAPITAL PROJECTS

114

NUMBER OF CAPITAL PROJECTS

51

NUMBER OF NEW PROGRAMS APPROVED BY BOARD OF GOVERNORS

71

NUMBER OF PART-TIME CONTINUING EDUCATION PROGRAMS OFFERED IN ONLINE FORMAT

90

NUMBER OF FULLY ONLINE ASYNCHRONOUS COURSES CREATED BY THE OLC

200

NUMBER OF HYBRID AND ONLINE-SYNCHRONOUS COURSES SUPPORTED BY OLC INSTRUCTIONAL DESIGNERS AND QA PROCESSES

7,197

NUMBER OF STUDENTS ENGAGED IN APPLIED RESEARCH

327

NUMBER OF FACULTY ENGAGED IN APPLIED RESEARCH

116

NUMBER OF INDUSTRY/ COMMUNITY RESEARCH PARTNERS

2023-24 ACHIEVEMENTS

PILLAR 3 - SUSTAINABILITY



Sustainability: Develop and enhance stakeholder relationships and partnerships and support employers in responding to changing social and economic conditions while optimizing organizational performance and supporting environmental sustainability.

Supporting environmental sustainability

To position the college as a leader in campus sustainability, Conestoga started the development of a comprehensive sustainability action plan that will establish a vision for the future and outline strategies to infuse sustainability principles into our academic programs, research endeavours, operational procedures, and governance.

The work was initiated in 2022 and is led by faculty member Laura Matheson with the support of a sustainability consulting firm.

The plan will be completed over the next year, administered in a phased approach, and includes stakeholder engagement, plan development, and implementation. The engagement phase ran November 13 through December 7, 2023 which included leadership interviews, workshops, and an online survey that encouraged Conestoga community members to contribute ideas for sustainability to better understand perspectives and priorities for sustainability on campus.

Conestoga's commitment to environmental sustainability is also demonstrated through several initiatives and projects across the college. All aspects of managing current facilities and planning new infrastructure are approached with a sustainability lens to work towards improving energy efficiency, reducing GHG emissions, and implementing waste reduction strategies.

The college continued efforts to reduce greenhouse gas (GHG) emissions with the installation of a 1.3MW solar photovoltaic system at the Kitchener - Doon campus.

The system went live in 2023 and is expected to generate 1.6 million kilowatt-hours (kWh) of renewable, clean energy annually, reducing demand and emissions from other sources. Over 3,000 panels have been strategically installed on the roofs of several facilities, including the Doon Main Building, Woodworking Centre of Ontario, and the ATS Engineering Complex, to help Conestoga meet 15 per cent of its annual demand and offset peak demand by 57 per cent.

In addition to the system at Doon, a 158kW solar photovoltaic system at the Waterloo campus also went live in 2023. Combined with the Cambridge - Fountain Street campus system installed in 2019, the three systems are expected to generate 2.5 million kWh of renewable energy a year, or enough to provide electricity to more than 225 homes.

The Fountain Street solar field is also part of another initiative launched in spring 2024 that will enlist sheep to maintain the vegetation growing under the solar panels. Solar grazing is a landscaping method that uses grazing livestock within solar fields -- a sustainable approach that eliminates the need for herbicides and gas-powered equipment.

Other campus sustainability efforts include the addition of pollinator gardens. The gardens are planted with native and drought-tolerant species that require little tending and attract pollinators - essential for a healthy ecosystem and agriculture. The gardens are part of a landscaping master plan to bring more natural spaces to Conestoga campuses.

Environmental solutions are also being adopted inside the classroom. Conestoga is the first academic institution in Canada to adopt software that measures the carbon footprint of meals, further embedding environmentally conscious practices into the college's campuses and curriculum.

The student-run restaurant Bloom at Conestoga's Waterloo campus recently partnered with Klimato, a new software that measures the carbon impact of meals to give the chefs and patrons information to combat greenhouse gas emissions for more sustainable dining.

Bloom is the first restaurant in Ontario to adopt the tool, employing it when creating its winter 2024 menu.

The new partnership advances green initiatives already underway at Bloom, which was also the first restaurant in Canada to put greenhouse gas icons on its menu.

Since winter 2023, Bloom has been labelling the emissions impact of meals as part of a Living Lab research project funded by Colleges and Institutes Canada which included a focus on food waste and packaging.

Bloom also bolstered its sustainability efforts by adopting biodegradable coffee cups made by SOFi, which produces sustainable packaging that is completely biodegradable and compostable.

Conestoga's School of Business has demonstrated its commitment to the Principles for Responsible Management Education (PRME), becoming a PRME Champion School in 2023 and again in 2024 increasing the participation of faculty and students in global communities of responsible management education practitioners and researchers. The school's growing commitment to PRME ensures that programs are relevant and practical for students faced with the complex and intensifying challenges of climate change.

In 2023, sustainability concepts were integrated into 70 per cent of programming across the School of Business with a strategic focus on key UN Sustainable Development Goals (SDG)—SDG4: Quality Education and SDG8: Decent Work and Economic Growth. By prioritizing accessible, experiential, and industry-relevant sustainability education with the aim of positively impacting economic growth locally and globally, the school is equipping students with the skills, knowledge, and experience they need to lead the sustainable business practices of the future.



Community Engagement and Marketing

Conestoga takes great pride in working with community partners, alumni, donors, Program Advisory Committee (PACs) members, and student government to support student success and the realization of strategic goals and objectives.

Employer partners in the eight communities we serve support co-op programming and work-integrated learning opportunities, contribute to student awards, and provide valuable guidance as PAC members informing the development of our curriculum.

Community involvement is a priority for Conestoga. We welcome community groups, partners, and other institutions on to our campuses to enjoy our facilities. Our Talent Hub can be accessed by community members looking for employment support and we encourage potential students to visit us as well through the facilitation of events and programming.

Events like Jill of All Trades, Go Eng Girl, Go Code Girl, and Girls in Gaming provide opportunities for young women in high school to explore the potential of careers in industries that are typically male dominated.

Founded in 2014, Jill of All Trades provides the opportunity for hands-on experience in the skilled trades and the chance to learn more about the potential of a trades career from female mentors. Due to its success, Jill of All Trades will be hosted by 10 colleges in Ontario, Alberta and Manitoba, as

well as the first American college in Ohio during the 2023-24 academic year. By 2026, Jill of All Trades plans to expand to 25 campuses across Canada and 20 in the United States, delivering more than 120 events that engage close to 50,000 participants.

The college is also pleased to support local community initiatives. Development of the Cambridge Soccer Complex was completed over the past year – a project undertaken by the City of Cambridge in partnership with the college and Toyota Manufacturing Canada Inc.

The proposed facility will become home to the Conestoga Condors Varsity Men's and Women's Soccer and Rugby programs, as well as an active hub for outdoor recreation programming and events. The college plans to host provincial and national tournaments at the complex, and potentially collaborate with other user groups of the space on special events, which will produce greater visibility of high-performance sport at the complex and in Waterloo Region.



Conestoga also supports students in their efforts to give back to the communities in which they live and study.

- Last October, students in Conestoga's Graphic Design advanced diploma and Public Relations degree programs participated in a day-long creative blitz in support of 10 non-profits across Canada.
- Approximately 30 students from Conestoga's School of Hospitality & Culinary Arts volunteered their time and skills to prepare pancakes for visitors at the 39th Annual Free Oktoberfest Family Breakfast in September in support of the Grand River Hospital Foundation.
- Last fall, second-year students from Conestoga's Visual Merchandising Arts diploma program installed a life-size Candyland-themed holiday display at the college's Kitchener - Downtown campus as part of a partnership with the Downtown Kitchener Business Improvement Area.
- Orange Shirt Day fundraising efforts lead by the Office of Indigenous Initiatives in September during Truth and Reconciliation Week raised \$4,800, and the college matched that contribution with \$5,200.
- The annual Dodgeball for Danny fundraiser in support of the Sunshine Foundation has been organized by Conestoga students in Advanced Police Studies for more than 15 years.
- As part of their curriculum, students from Conestoga's Event Management program hosted a successful 110th anniversary celebration for a local transportation company.
- By hosting a series of events and developing partnerships in the community during their winter term fundraising class, students from Conestoga's Public Relations diploma program raised over \$1,000 for St. Mary's General Hospital Foundation in Kitchener.
- Students and volunteers from the Conestoga community gathered to clean up locations in Kitchener and Brantford in April to celebrate Earth Day and give back to the community.

Conestoga celebrates its community partners, donors, and alumni through development of campus news stories that are shared through the college's internal and external communications channels. In 2023-24, more than 200 success stories were published on the Conestoga website highlighting student achievements, community engagement, partnerships, programming, and awards.

Locally, brand awareness is also supported by domestic student marketing campaigns. Our campaigns for fall 2023, winter 2024 and spring 2024 have been successful with over 20 per cent confirmed growth year-over-year.

Testing, research, and engagement with key platform partners has assisted Conestoga in reaching potential students, and an increased ad spend provided for brand awareness and targeted messaging with our campaigns. With additional campus locations opening in Milton in 2023-24, Conestoga also had a focus on increasing awareness in that community about our new facilities and the programs we offer.

Unibuddy, an app that allows potential domestic or international students to connect with Conestoga students from their potential school, program, or country, was also implemented. The tool helps create community and a sense of assurance for students.

Sustainability Metrics

\$251M

YEAR-END FINANCIAL SURPLUS

1,100

NUMBER OF EMPLOYERS
REPRESENTED ON PROGRAM
ADVISORY COMMITTEES

313

NUMBER OF ACADEMIC AGREEMENTS

\$705.8M

ECONOMIC IMPACT OF
INTERNATIONAL STUDENTS

\$10.05M

DOLLARS SPENT ON GREENHOUSE
GAS (GHG) REDUCTION MEASURES IN
PAST 4 YEARS



DEVELOPMENT OF CONESTOGA'S
GREENHOUSE GAS REDUCTION -
ROADMAP AND ACTION PLAN

2023-24 FINANCIAL PERFORMANCE

In-year Significant Activity

Conestoga's 2023-24 annual report showcases our strategic investments, significant growth, and student success. From expanding our state-of-the-art Skilled Trades Campus in Cambridge to opening two new campuses in Milton, Conestoga is making important strides in ensuring post-secondary education is more accessible and responsive to the needs of the eight communities we serve.

Over the past few years, we have invested more than \$500 million in equipment, renovations, new buildings, student housing, and land across southwestern Ontario. This includes over \$100 million in upgrades to our Waterloo campus, enhancing student support services, creating a wellness centre, and adding over 150,000 square feet of learning space. We have allocated substantial funds to upgrade our Kitchener-Doon campus, resulting in the creation of an advanced healthcare and biotechnology centre that will double the number of students trained for jobs facing significant labour shortages. Phase II of our Skilled Trades Campus in Cambridge is underway, encompassing 220,000 square feet of trade shops and labs. When complete, this campus will be the largest and most modern trades training facility in Canada.

Conestoga has made significant investments in our student housing portfolio, securing eight properties to increase student accommodation capacity. In Kitchener, we are converting a 12-storey vacant office building on Frederick Street into a mix of student residences and classroom space. We

are leasing space at the Inn of Waterloo to house 300 students, and have purchased properties in Brantford, Waterloo, and Milton for the development of additional student housing. As part of our effort to ensure students have comfortable living arrangements that support their academic success, we launched a guaranteed housing program in Brantford and Waterloo for first-year students, offering a variety of cost options, with some as low as \$500 per room.

The strength of our programming is reflected in our latest Key Performance Indicator (KPI) results, which were released by Colleges Ontario earlier this year. More than 92 per cent of employers reported being very satisfied with Conestoga graduates, and more than 80 per cent of graduates were very satisfied with their experience at Conestoga. Overall, Conestoga has the top graduation rate of all Ontario colleges at 72.9 per cent. Conestoga's career-ready graduates have the skills to meet today's labour-market needs. Our job placement rate, combining both international and domestic graduates, stands at an impressive 87 per cent.

The strength of Conestoga's programming is also reflected in its achievements. Research Infosource consistently ranks Conestoga among Canada's top research colleges. University Magazine named the college one of Canada's best engineering technology schools as well as one of the top four culinary schools. Conestoga's co-op, trades, early child education and interior design programs have all been recognized by Course Compare as being

some of the best across Canada. Conestoga was also named among Canada's best design schools by the Association of Registered Graphic Designers. These achievements are also reflected in the success of our students who achieve top honours in local, provincial, and international competitions – a result of our academic schools and the hands-on learning they provide.

To complement our programming Conestoga offers comprehensive health and wellness supports for students, along with programs addressing food security, employment, and career development. Our initiatives are designed to ensure all students have the resources they need to succeed both academically and personally.

Our growth has been tied to our mission of meeting workforce demands in key areas while optimizing the student experience. With a catchment area that includes over 1.2 million people, serving eight cities -- Kitchener, Waterloo, Guelph, Cambridge, Waterloo, Milton, Stratford, and Ingersol -- we are in an enviable position to provide training, education and support to a region that is one of Ontario's economic engines and located in the Toronto Waterloo innovation Corridor with a diverse and expanding labour market.

Conestoga is ending the financial year with a one-time surplus of \$251 million, which can be attributed to an increase in our international student population. We are proud to be a destination school for thousands of students eager to train in industry-relevant jobs, including healthcare, skilled trades and information technology. These fields are seeing significant labour market shortages as a result of an aging workforce, skills mismatch and the rapid pace of technological advancement. With our strategic investments in facilities, academic programming and student supports, Conestoga is well-positioned to meet the evolving needs of the job market. Our professors and industry partners are also second to none, providing students with a wealth of knowledge and real-world experience that will position them for success in their careers.

A surplus of this size is a one-time occurrence, and will be less next year as a result of the international student cap. It is estimated that, collectively, Ontario colleges will see more than \$1.4 billion in reduced revenue each year as a result of the federal capping of international enrolments. This will have an impact on Conestoga in terms of its financial planning, operational capabilities and ability to sustain current levels of growth and investment.

It is important to remember that the federal government approved all our international student visas and Conestoga has always followed the direction of the federal and provincial governments regarding recruitment and admission of international students. We will adapt to the new direction introduced earlier this year by the federal government which involves restrictions in the allocations that have been provided to Ontario post-secondary institutions.

Conestoga has, and will continue, to use its reserves to make strategic investments in infrastructure, academic programming, and student supports to ensure we are equipped to meet our province's present and future workforce demands. As we look ahead, we have allocated \$300-400 million in planned investments in building renovations, new projects and equipment upgrades. This includes \$150 million in upgrades to the Macdonnell and Speedvale campuses in Guelph, as well as new student housing opportunities to accommodate the student population. We are also continuing our investments in the Milton Education Village, an innovative district in one of Canada's fastest-growing municipalities that will integrate academic institutions, residential developments, and research and development facilities.

The college community is commended for their commitment to our success. Each and every employee has played a pivotal role in making Conestoga the premier institution for post-secondary education in Ontario.

APPENDICES

The following pages include required reporting items as established by the Ministry of Colleges and Universities' Governance and Accountability Framework.

KPI PERFORMANCE REPORT

	2017-18		2018-19		2019-2020		2020-2021		2021-2022		2022-2023		2023-2024	
	Conestoga	Ontario Colleges	Conestoga	Ontario Colleges	Conestoga	Ontario Colleges	Conestoga	Ontario Colleges	Conestoga	Ontario Colleges	Conestoga	Ontario Colleges	Conestoga	Ontario Colleges
	%		%		%		%		%		%		%	
Post-Secondary Graduation Rates	72.8	66.8	74.1	67.2	72.4	66.4	73.7	65.9	68.2	65.2	72.9	65.0	NA	NA
KPI Provincial Survey:														
KPI Employment Rate	89.3	85.7	88.4	86.2	86.9	85.5	83.2	77	86.2	83.4	90.0	83.4	NA	NA
KPI Employer Satisfaction	92.8	92.5	88.2	89.6	92.9	91.1	90.5	90.6	92.9	88.9	92.3	91.8	NA	NA
KPI Graduate Satisfaction	82.7	79.5	80.7	79.9	81.6	78.9	80.9	78	79.4	75.4	80.7	76.8	NA	NA
Program-Related Student Satisfaction	80.4	80	82.3	82.2	83.4	83.2	84.1	82.3	86.4	84.4	87.4	87.4	87.0	87.5

Note: 2021-2022 was the first official year for the Ontario Colleges Student Experience Survey (OCSES); results for year's prior based on MCU's Student Satisfaction KPI Survey

2021-22 Program-related Student Satisfaction rates modified slightly based on new methodology.

SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS RECEIVED

Conestoga received no advertising or marketing complaints in 2023-24.

LIST OF 2023-2024 GOVERNORS

Amanda Brennan	Daniela Lee	Real Tanguay
Frank Boutzis	Joanna Loebach	Sai Praneeth Tatikonda
Martha George	Bob Magee	John Tibbits, President
Kimberley Hogan	Heather McLachlin	Lisa Trimble
Helen Jowett	Aaron Scheewe	Dave Walden
Amar Kumar	Jan Stroh	

REPORTING ITEM: FULL-TIME POST-SECONDARY ENROLMENT BY SCHOOL

	2018-19*±	2019-20*±	2020-21*±	2021-22*	2022-23*	2023-24*
Applied Computer Science & Information Technology	919	1,067	1,262	1,675	2,092	3,230
Business & Hospitality	5,666	6,664	5,661	7,562	7,744	13,323
Creative Industries	898	926	762	774	864	1,231
Community Services	898	926	762	774	864	1,231
Engineering and Trades	1,556	1,646	1,534	1,558	1,660	2,342
Health & Life Sciences (and Nursing)	3,167	3,266	2,757	2,656	2,643	3,239
Interdisciplinary Studies	2,492	2,466	2,379	3,100	2,559	3,761
Workforce Development, Continuing Education & Online Learning	1,043	2,411	2,402	4,459	6,028	11,244
Total	16,509	19,266	17,607	22,520	24,579	40,646

*These numbers do not include co-op students or Continuing Education registrations.

± Year-over-year enrolment comparisons have been impacted by the creation of new college schools. Notably:

- The creation of the School of Community Services resulted in the redistribution of programs from Health & Life Sciences.
- Similarly, the creation of the School of Applied Computer Science & Information Technology, and Creative Industries resulted in the redistribution of programs from Engineering & IT and Trades and Media & Design

REPORTING ITEM: FULL-TIME POSTSECONDARY ENROLMENT BY CREDENTIAL

	2018-19*	2019-20*	2020-21*	2021-22*	2022-23*	2023-24*
Certificate	10%	8%	7%	12%	9%	8%
Diploma	36%	36%	34%	29%	29%	27%
Advanced Diploma	17%	14%	14%	9%	8%	6%
Graduate Certificate	24%	30%	31%	41%	46%	54%
Degree	13%	11%	13%	9%	8%	5%

*These numbers do not include co-op students or Continuing Education registrations.

REPORTING ITEM: APPRENTICESHIPS

2023-24 Achievements

Conestoga is a provincial leader in the delivery of trades and apprenticeship training to serve industry needs and the growing community. Comprehensive programming includes a wide range of post-secondary trades programs that provide pathways to employment in skilled trades careers as well as pre-apprenticeship training and in-school training for apprentices.

On November 1, 2023, industry and community friends and partners, students, and employees marked the grand opening of the Conestoga Skilled Trades Campus in Cambridge.

The first phase of the campus features a 322,000 sq ft building with more than 150,000 sq ft of shops and labs, designed and equipped to meet the unique requirements of trades education and training.

This first phase opened to students in 2022. Phase 2 of the project began in 2023 and is expected to welcome students in September 2026. When finished, the campus will serve as home to all the college's skilled trades programs and help position Conestoga as Canada's premier destination for skilled trades education and training.

The new building will be 220,000 sq. ft. and home to a variety of trades in a purpose-designed space. There is also a focus on making the building as sustainable as possible from the ground up - starting with geothermal energy to offset heating and cooling costs to the use of renewable materials.

Remaining trades programs at other Conestoga sites will move to the new building: both post-secondary and apprenticeship motive power trades programs from Guelph and post-secondary carpentry programs from the Dearborn site in Waterloo to create a comprehensive trades campus.

The campus hosts several events that welcome the community on site to explore careers in the trades.

Delivered annually through the college's School of Trades & Apprenticeship, Jill of All Trades is designed to help girls better understand the potential of skilled trades careers. This year's participants joined from 12 school boards across southwestern Ontario and were supported by volunteers that included industry partners, faculty, and graduates. Students participated in a selection of 18 hands-on workshops in the construction, industrial and motive power sectors.

Since its inception in 2014, Jill of All Trades has now expanded to institutions across Canada as well as the U.S.

Conestoga's School of Trades & Apprenticeship also welcomed more than 100 secondary school guidance counsellors on October 25 to the campus for Tradeucation. The event offered a full day of hands-on workshops and presentations to better understand skilled trades and apprenticeship pathways to support secondary students with questions about possible career opportunities.

Participants heard from Conestoga administration, faculty, students, graduates, and industry partners about skilled trades careers and available programming and training at the college. They also had the opportunity to participate in hands-on activities led by faculty in carpentry; CNC machining; electrical; heating, refrigeration and air conditioning; masonry; plumbing; robotics; welding; woodworking; and motive power.

The college also hosts tuition-free Try-A-Trade programs – a unique opportunity for people already in the workforce, but considering a career change to try a trade in a condensed, four-week program where they learn basic hands-on skills from a tradesperson. Tuition, course materials, tools, and work boots are included.

Dual-credit programming at Conestoga also provides opportunities to explore the trades. This year, the college welcomed visually impaired high school students into a carpentry course with the plan of offering more courses to teach them foundational skills for a trades career.

Students from the W. Ross MacDonald School for the Blind in Brantford joined teens from the city's two school boards for the interior finishing carpentry dual-credit program. The students paired up for the carpentry projects they tackled in the four-week program at the Brantford campus, matching a partially sighted student with a sighted student.

Conestoga's dual-credit programs give high school students the opportunity to explore college life and learning while earning credits, and adults can also take classes needed to complete their high school diploma.

On June 7, the Conestoga community gathered at the Conestoga Skilled Trades Campus to celebrate the Trades & Apprenticeship Awards which recognized outstanding student achievement in the motive power, construction and industrial trades. More than 170 awards valued at a combined \$292,000 were presented.

The college also received a leadership gift from Magna International to support innovative and inclusive trades training programs to fuel the talent pipeline and address skilled labour shortages.

The company will invest \$1 million over the next five years to establish the Magna Centre for Industrial Skilled Trades at the Conestoga Skilled Trades Campus. The new centre will increase capacity for skilled trades programs and apprenticeship training, including shops and labs for millwright, electromechanical, automation maintenance, and precision metal.

The only college in Canada with an institute dedicated to applied research on work and health, Conestoga is uniquely positioned with the advanced technology and expertise to make significant contributions to building an inclusive and safe Canadian workforce.

Conestoga's Canadian Institute for Safety, Wellness & Performance recently received funding from the Natural Sciences and Engineering Research Council of Canada (NSERC) worth \$360,000 over three years to study the impact of exoskeleton usage among the female skilled trades workforce and develop organizational resources to improve their design and adoption.

Apprenticeship Training Days

	2018-19 6 hour days	2019-20 6 hour days	2020-21 6 hour days	2021-22* 6 hour days	2022-23* 6 hour days	2023-24* 6 hour days
Block Release	80,488	47,479	91,820	113,000	103,081	117,892
Day Release	37,604	42,301	38,184	34,000	33,505	34,725
Total # of days	118,092	89,780	130,004	147,000	136,585	152,617

*Final information for 2022-23 to be confirmed by the Ministry.

REPORTING ITEM: DIPLOMA TO DEGREE PATHWAYS

2023-2024 Achievements

Conestoga continues to explore pathway development opportunities with post-secondary institutions from across Canada and around the world. In 2023-24, Conestoga completed 63 academic agreements – 39 domestic and 24 international – including academic agreements with Athabasca University, (Athabasca, Alberta), Brescia University College, Western University, (London, Ontario), Carinthia University of Applied Sciences, (Carinthia, Austria), Holland College, (Charlottetown, Prince Edward Island), Technical University of Liberec (TUL) (Liberec, Czech Republic), University of Guelph, (Guelph, Ontario), Windesheim University of Applied Sciences, (Zwolle, The Netherlands), and Wilfrid Laurier University, (Waterloo, Ontario).

REPORTING ITEM: APPLIED RESEARCH

2023-24 achievements

Conestoga's team of innovators, problem solvers, and industry experts are driven by a shared passion to make a meaningful impact on our society. By collaborating with industry and community partners, we are able to create new solutions that have a lasting influence on our community, and we are proud to be a leader in research.

In 2023, Conestoga ranked as one of the top 20 research colleges in Canada.

Our research pillars:

1. Give students meaningful and real-world engaged experience
2. Give faculty an opportunity to connect and practice skills
3. Have a positive impact on the communities we serve through economic and social impact

Research centres and institutes

Canadian Institute for Safety, Wellness & Performance

Established in 2019, the Canadian Institute for Safety, Wellness & Performance (CISWP) is an applied research centre that focuses on addressing complex real-life challenges faced by workers and businesses in Canada. CISWP is the only institute of its kind in Canada and one of few institutes worldwide with the mandate and vision to conduct applied, industry-driven, health and safety research.

Centre for Health Care Research & Innovation

The Centre for Health Care Research & Innovation partners with industry, researchers, faculty, and students with the overall goal of strengthening the health care system through collaborative, community-focused research.

Conestoga Entrepreneurship Collective

The Conestoga Entrepreneurship Collective (CEC) empowers members of the Conestoga community to pursue their entrepreneurship potential and participate in the innovation economy. Programming supports new venture founders, freelancers, and high-growth sales professionals.

Conestoga Food Research & Innovation Lab

As an applied food research lab, the Conestoga Food Research & Innovation Lab (CFRIL) meets the needs of industry through education, training, research, and technical expertise. Our advanced facilities are essential in providing solutions for small, medium, and large businesses in the food and culinary sector. Our focus is to work with partners to provide innovative solutions and support throughout the product development cycle, including formula development, shelf-life studies, packaging testing, and scale-up using our pilot plant equipment.

Smart Manufacturing & Advanced Recycling Technologies Centre

The Smart Manufacturing & Advanced Recycling Technologies (SMART) Centre was established in 2020 to support applied research, technical services, and training in the areas of advanced manufacturing, advanced recycling technologies, and cyber security. With over 13,000 square feet of space containing state-of-the-art equipment, the SMART Centre engages faculty and students to connect industry with the expertise necessary to address manufacturing, recycling, and cyber security challenges. The SMART Centre is part of Canada's 60 NSERC-funded Technology Access Centres (TACs), a network of state-of-the-art applied research and innovation centres spanning the country.

Centre for Commercialization

The Centre for Commercialization (C4C) plays a pivotal role in supporting entrepreneurs and small- and medium-sized enterprises (SMEs) unlock the full potential of their intellectual property (IP) and enhance their commercialization outcome. The centre offers a comprehensive suite of IP and commercialization services and offers SMEs and entrepreneurs a structured approach to manage and leverage their IP assets to gain a competitive advantage in the marketplace. C4C was created, in part, with support from Intellectual Property Ontario.

Conestoga Social Innovation Lab

The Conestoga Social Innovation Lab launched in 2023. The lab fosters social innovation research that meets the needs of people locally, regionally, and internationally. Our community-based approach to research is undertaken on behalf of and in support of communities, organizations, and change-makers. These partnerships focus on placemaking and developing structures that lead to actions with a societal impact. The lab is structured to facilitate partnerships between Conestoga College and local cooperatives, non-profits, social impact organizations, and change makers.

Year	Faculty Staff/ Engaged	Students Engaged			Number of Projects (Active or Completed)		
		Independent or Curriculum Projects	Capstone Applied Research Projects	Total Number of Students Involved	Independent or Curriculum Projects	Capstone Applied Research Projects	Total Number of Applied Research Projects
2016-2017	166	1404	696	2100	885	381	1266
2017-2018	174	1029	1048	2077	276	429	705
2018-2019	267	1396	2209	3605	193	755	948
2019-2020	240	1803	1328	3131	434	430	864
2020-2021	223	2387	1819	4206	215	450	665
2021-2022	350	851	3630	4481	385	1008	1393
2022-2023	314	1584	3407	4991	510	863	1373
2023-2024	330	1917	5280	7197	565	1045	1610

FINANCIALS

AUDITED FINANCIAL STATEMENTS

The full audited financial statements can be accessed at:
<https://www.conestogac.on.ca/about/corporate-information/reports>