



**FLEMING**

# **ANNUAL REPORT**



**25  
26**



## **LAND ACKNOWLEDGEMENT**

We acknowledge that the land that Fleming College is on is the traditional territory of the Michi Saagig Anishnaabe, people of the North shore of Lake Ontario and its tributaries. Fleming College campus locations are covered by eighteen treaties and agreements that the Michi Saagig Anishnaabe participated in from 1781 to 1923.

Fleming College has settled on this land and recognizes that the region is now home to many Indigenous people from across Turtle Island and the importance of respecting the voices and history of Indigenous communities. We are grateful to work on this land and will continue to build authentic and reciprocal relationships.



## **OUR VISION**

A nimble and dynamic college leading Ontario in applied health, skilled trades education, and applied research.



## **OUR MISSION**

To empower our students with the innovative education, research, and real-world experiences they need to build better lives, better communities and a better world.



## **OUR VALUES**

We will achieve our vision and mission by adhering to our values, which are:

- Community
- Courage
- Innovation
- Inclusiveness



## **OUR PRIORITY AREAS OF IMPACT**

1. Develop a leadership position in applied health education.
2. Enhance and grow our skilled trades program portfolio.
3. Support quality, sustainability and student success for all academic programs.
4. Expand applied research, innovation and partnerships.
5. Improve the student experience.
6. Implement a multi-year technology and digitization transition plan.
7. Ensure financial sustainability.
8. Enhance our outreach, conversion and retention.
9. Enhance our employees' experience.



## A MESSAGE FROM THE CHAIR

On behalf of Fleming College's Board of Governors, I am pleased to present the *2025-26 Annual Report*. I would like to extend my sincere gratitude to Interim President Dr. Theresa Knott for her tremendous leadership, first as acting co-president and now as interim president. The Board also wishes to thank Alan Lambert for his service as acting co-president, and former president, Maureen Adamson, who concluded eight distinguished years of dedicated service to Fleming College at the end of 2025.

In an increasingly complex and challenging post-secondary landscape, Fleming College's leadership team, faculty and staff have consistently demonstrated remarkable professionalism, dedication and commitment to student success. As work continues on the 2024-29 Strategic Plan, *Fleming First*, I am encouraged by the clarity of direction and shared sense of purpose guiding the College as we pursue innovation and excellence.

With the province's recent funding announcement providing a renewed foundation for the college sector, Fleming is well positioned to build on its strengths and continue delivering high-quality learning experiences for our students. The Board remains committed to providing strong governance, innovation and thoughtful oversight as we support the College in navigating change and advancing its mission.

Don Gillespie  
Chair, Board of Governors



## A MESSAGE FROM THE PRESIDENT


I am pleased to submit the *2025-26 Annual Report*, which highlights Fleming College's continued progress in advancing the priorities outlined in our 2024-29 Strategic Plan, *Fleming First*. Over the past year, the Fleming community has continued to translate this vision into meaningful action and impact. I would like to thank Board Chair Don Gillespie and the Board of Governors for their ongoing vision, leadership and support. I am also grateful to the entire Fleming community, including our faculty, staff and partners, whose dedication and collaboration make this progress possible.

This year has been marked by meaningful achievements that reflect the strength of our students, employees and community partnerships, including continued growth in Fleming's applied research enterprise. This progress was reflected in Fleming rising to 17th among Canada's Top 50 Research Colleges and ranking first in industry research income growth among medium-sized colleges. This recognition reflects the growing impact of our research activity and the confidence that industry partners place in Fleming's expertise to develop innovative solutions to real-world challenges.

We also saw the power of community support through a transformational \$1.5M gift from The Joyce Family Foundation that established a new bursary program. This generous contribution will help ensure that more students can access the opportunities that a Fleming education provides. During the year, we launched *Fleming Ignites*, a new print and digital magazine celebrating creativity, innovation and community impact across the College and our region.

Fleming continues to expand opportunities for learners while responding to evolving workforce needs. This year we welcomed the first students into our Real Estate Salesperson and Real Estate Broker programs. We are also preparing to launch new programs in Veterinary Technician and Diagnostic Cardiac Sonography this fall, further strengthening our program offerings in high-demand sectors.

These accomplishments reflect the momentum behind our Strategic Plan and the shared commitment across the Fleming community to innovation, collaboration and student success. As we continue this work, we remain focused on preparing our graduates to thrive, strengthening partnerships across our region, and building a strong future for Fleming College and the communities we serve.

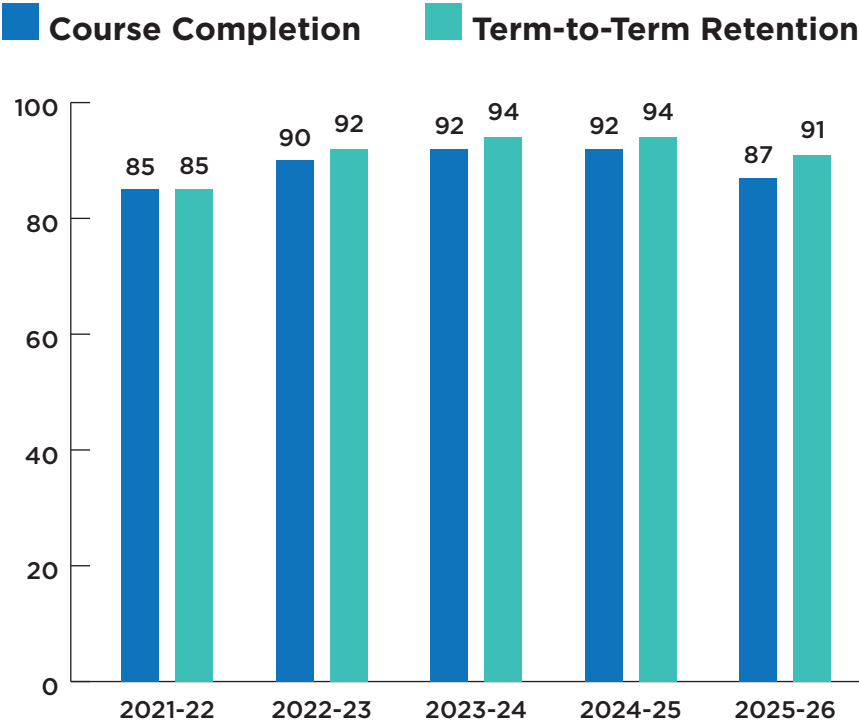
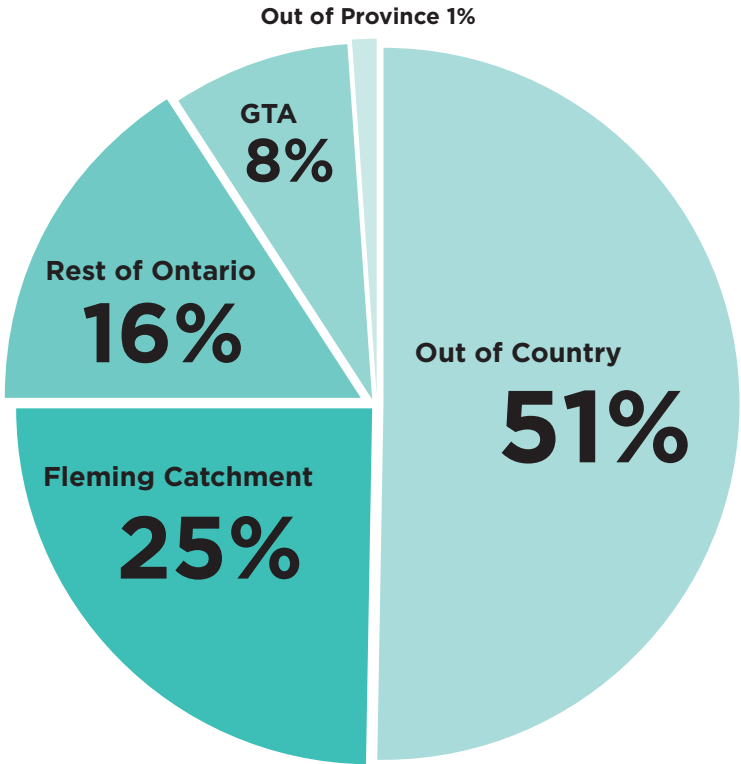
A handwritten signature in black ink, appearing to read "T. Knott". The signature is stylized with a long horizontal line above the letters.

Dr. Theresa Knott  
Interim President

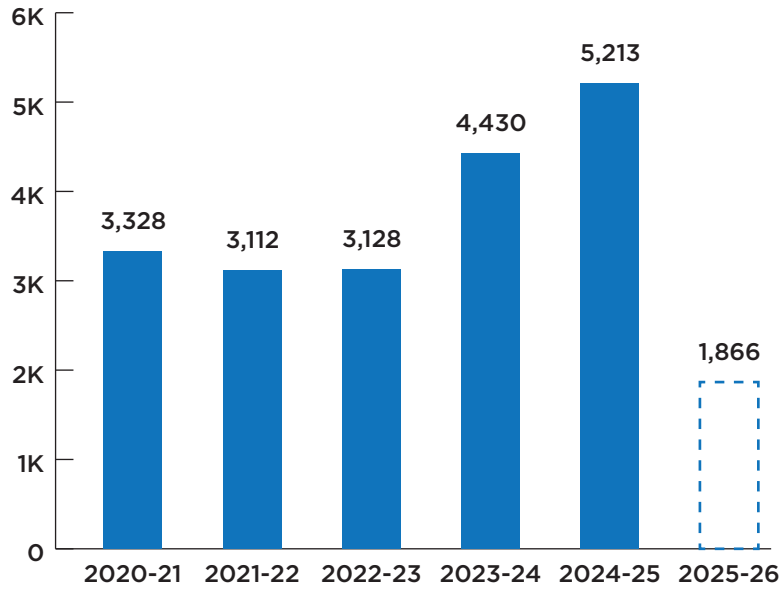
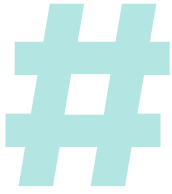
**Over the past year,**  
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**has continued to translate this vision**  
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# STUDENT INFORMATION

Where do Fleming Students come from?

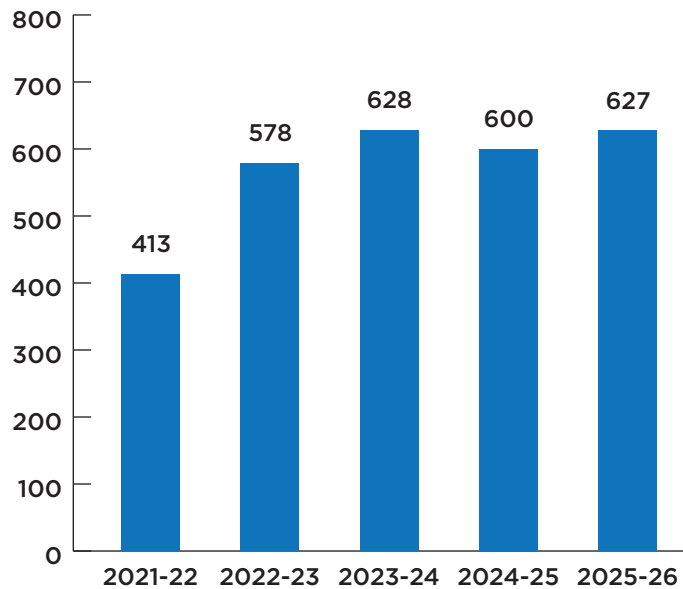


## Post-Secondary Graduates



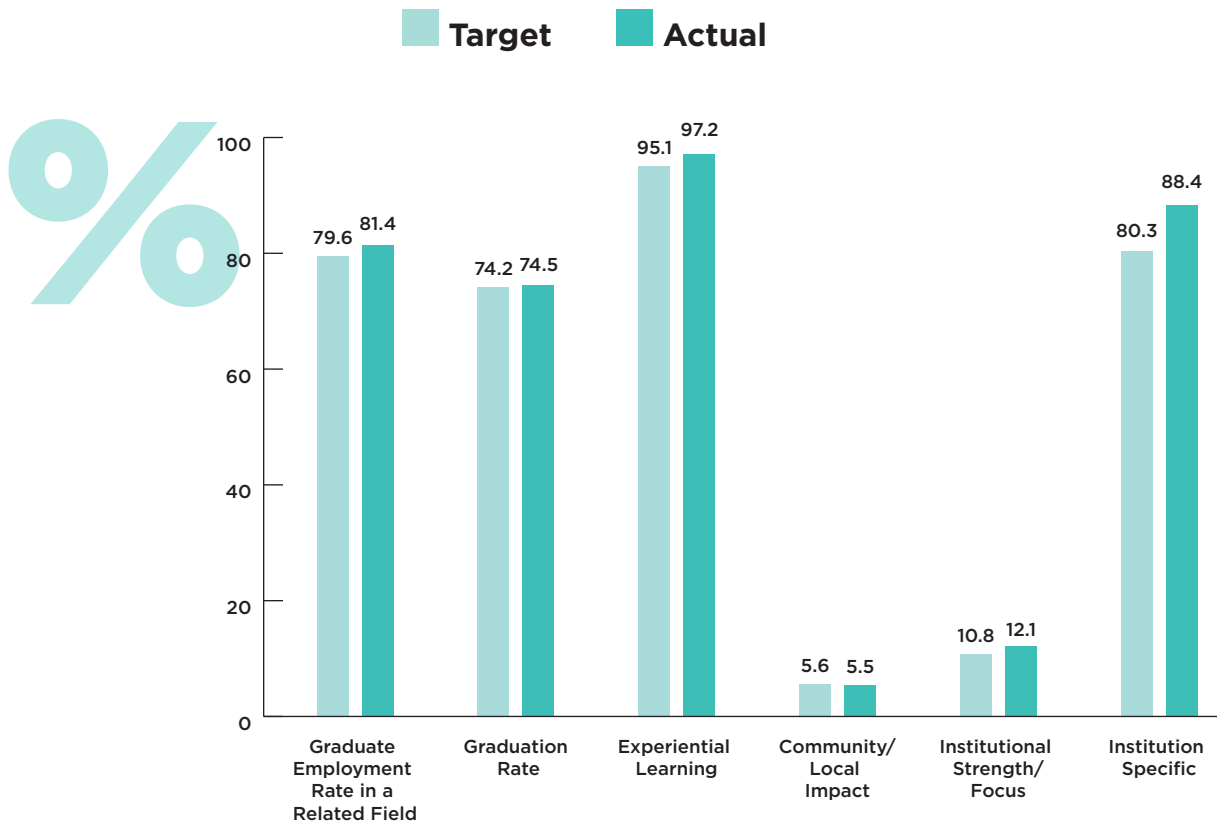
NOTE: Full 2025-26 graduate counts in progress as of June 30, 2026

## Apprentice Seats

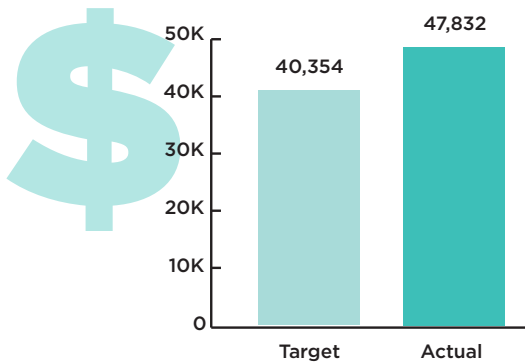


# 2025-2030 Strategic Mandate Agreement 4

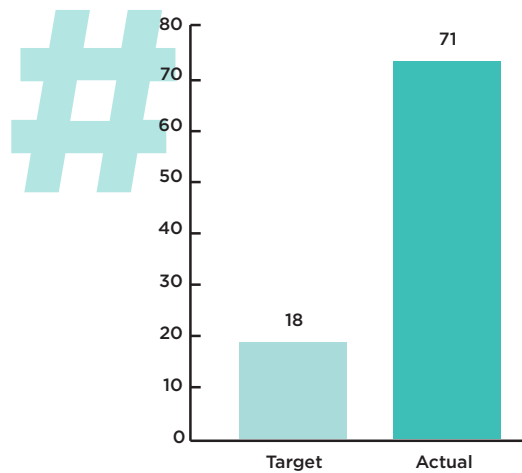
## SMA4 YEAR-ONE EVALUATION REPORT

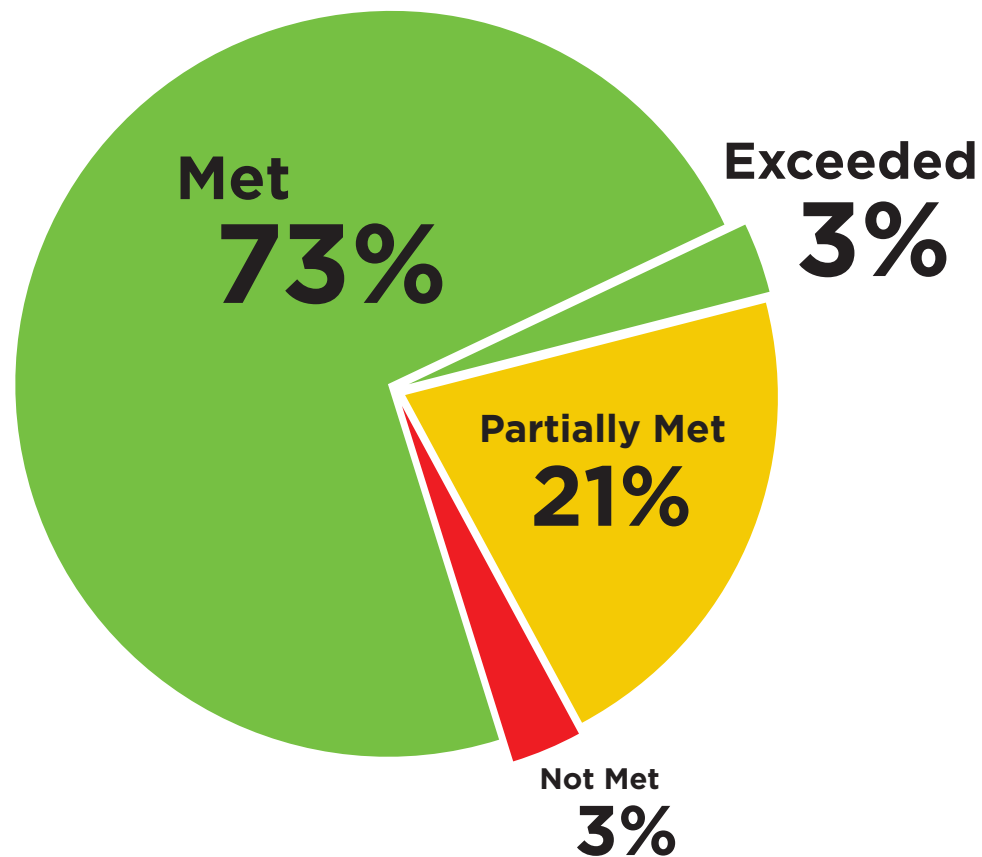


### Graduate Employment Earnings



### Investment and Innovation





These accomplishments reflect our

**shared commitment**

across the Fleming community,

to **innovation, collaboration**

and **student success**

## PRIORITY AREAS OF IMPACT AND 2025-26 OBJECTIVES

## TARGET ACHIEVEMENT

# 1

### DEVELOP A LEADERSHIP POSITION IN APPLIED HEALTH EDUCATION

- 1.1 Meet labour market needs for applied health professionals through an aggressive expansion of the program portfolio.
  - 1.1.1 Launch a minimum of three new programs in the health-related disciplines. MET
- 1.2 To support current and new programs, the College will invest heavily in leading-edge simulation technologies.
  - 1.2.1 Invest in high-fidelity simulators for Diagnostic Cardiac Sonography programming. MET
- 1.3 Programs will be developed or altered to allow for alternate delivery options, expanding access for all students including those currently in the workplace.
  - 1.3.1 Launch HyFlex delivery modes for Practical Nursing programming. MET
- 1.4 Expand and enhance partnerships with health care, community services and educational institutions.
  - 1.4.1 Secure a new partnership opportunity with a prominent health care facility to increase Fleming's presence in the community. MET

# 2

### ENHANCE AND GROW OUR SKILLED TRADES PROGRAM PORTFOLIO

- 2.1 Expand the portfolio by launching new programs in renewable energy technology, sustainable construction practices, advanced manufacturing techniques, and cybersecurity for trades and digital trades training.
  - 2.1.1 Leverage labour market intelligence to identify skilled trades programs that meet local and regional labour market demand. PARTIAL

### 3

#### SUPPORT QUALITY, SUSTAINABILITY AND STUDENT SUCCESS FOR ALL ACADEMIC PROGRAMS

- 3.1 Continue the work of the College's Strategic Enrolment Management committees to achieve enrolment targets for all programs.
  - 3.1.1 Complete and implement the *Strategic Enrolment Management Plan*.
- 3.2 Support the growth and integration of teaching and applied research with programs at the Frost Campus.
  - 3.2.1 Increase the number of Biotechnology placement opportunities at the Centre for Advancement of Water and Wastewater Technologies.

PARTIAL

MET

### 4

#### EXPAND APPLIED RESEARCH, INNOVATION AND PARTNERSHIPS

- 4.1 Strengthen applied research excellence by deepening and integrating existing research expertise into new, strategically adjacent areas aligned with government and community priorities such as biotechnology, artificial intelligence, climate change and sustainability.
  - 4.1.1 Develop a five-year business plan for Fleming's three research centres: Centre for Advancement of Water and Wastewater Technologies, Centre for Applied Machine Intelligence and Integration Technologies and Centre for Innovative Aquaculture Production, with a focus on collaboration with other academic areas.
- 4.2 Become a recognized, accessible and nimble partner-centred applied research hub, providing support to develop new knowledge and drive innovation.
  - 4.2.1 Expand and grow Fleming's Research Talks series.
- 4.3 Seamlessly integrate applied research into teaching and learning at all Fleming campuses.
  - 4.3.1 Increase the number of students involved in applied research through paid research opportunities and classroom participation in research.

MET

MET

MET

## PRIORITY AREAS OF IMPACT AND 2025-26 OBJECTIVES

## TARGET ACHIEVEMENT

# 5

### IMPROVE THE STUDENT EXPERIENCE

- 5.1 Launch a new holistic Service Hub model to be implemented at our Sutherland and Frost campuses to provide fast, personal service to students.
  - 5.1.1 Complete Phase 1 of the Service Hub.
  
- 5.2 Enhance mental health support for students through one-on-one and group support sessions combined with communication efforts to build awareness and reduce stigma often associated with seeking support.
  - 5.2.1 Launch Fleming's Well-being Strategy and Fleming College Well-being Committee.
  - 5.2.2 Deploy the Canadian Campus Well-being Survey.
  
- 5.3 Establish integrated care teams that will use predictive analytics to identify and support students of concern.
  - 5.3.1 Integrated care teams were established and launched.
  
- 5.4 Through these ventures and other initiatives, break down traditional barriers between service and academic departments to provide an integrated student-centric rather than institution-centric model.
  - 5.4.1 Explore new and expand on existing partnership projects with academic departments in conjunction with Student Experience teams.

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# 6

## IMPLEMENT A MULTI-YEAR TECHNOLOGY AND DIGITIZATION TRANSITION PLAN

- 6.1 Implement new Enterprise Service Management and IT Service Management portals for better service access and streamlined support for students and employees.
  - 6.1.1 Migrate two or more departments to the Team Dynamix system for Enterprise Service Management.
- 6.2 Invest in collaboration technologies, classroom, meeting room equipment and related training to support HyFlex learning and other academic delivery models.
  - 6.2.1 Fully deploy HyFlex collaboration equipment to six or more rooms.
- 6.3 Adopt a “cloud-first” strategy that prioritizes the use of cloud-based infrastructure and applications over on-premises solutions.
  - 6.3.1 Migrate two or more notable enterprise applications from on-premises to the cloud, targeting the phone and survey systems.
- 6.4 Modernizing our service delivery tools and approach enables staff to efficiently provide an exceptional student experience.
  - 6.4.1 Offer 24/7 access to basic Service Desk support functions and equip the Service Desk staff with a remote management and remote assist tool.

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## PRIORITY AREAS OF IMPACT AND 2025-26 OBJECTIVES

## TARGET ACHIEVEMENT



### ENSURE FINANCIAL SUSTAINABILITY

- 7.1 Develop a detailed Financial Sustainability Plan which will identify new revenue and savings opportunities that can be realized through operational efficiencies and prudent expense management.
  - 7.1.1 Enhance financial reporting, planning and governance frameworks to enable financial sustainability measures through policy reviews, Capital Committee governance and ongoing engagement of stakeholders, increasing financial accountability across the organization. MET
  - 7.1.2 Improve operational effectiveness through refinement and optimization of existing systems to enable data-driven coordination and collaboration. EXCEEDED
- 7.2 Develop a long-term Land and Capital Asset Management Plan that identifies opportunities for new investments, divestments and renewal.
  - 7.2.1 Develop a multi-year capital investment and maintenance plan, which will be informed by a Facilities Condition assessment at all campuses. PARTIAL
  - 7.2.2 Investigate innovative procurement solutions for replacing HVAC units, select a vendor to implement a solution, and build a plan. MET
  - 7.2.3 Establish a Space Committee and an operational framework for all campuses, informed by the completion of a comprehensive space utilization analysis. NOT MET



### ENHANCE OUR OUTREACH, CONVERSION AND RETENTION

8.1 Develop and implement new marketing and recruitment strategies for both domestic and international student markets as well as a distinct Indigenous student recruitment and retention plan.

8.1.1 Create a detailed inventory of communications content that is sent out to students throughout the applicant conversion journey.

MET

8.1.2 Advance and optimize prospective student markets through an omnichannel brand campaign.

MET

8.2 Introduce new student-centred services, approaches, technologies and predictive analytics to enhance conversion and retention efforts.

8.2.1 Launch improved telephony structures and ticketing systems to improve student response times and service outcomes.

MET

8.2.2 Improve the user journey through better search engine optimization, Accessibility for Ontarians with Disabilities Act compliance, user interface and optimized content.

MET

8.3 Implement an ambitious new communications strategy to share success stories within and beyond the Fleming community.

8.3.1 Optimize the communication strategy through cross-departmental collaboration, focusing on engaging key audiences and aligning communications with organizational goals.

MET

# 9

## ENHANCE OUR EMPLOYEES' EXPERIENCE

9.1 Expand and advance equity, diversity, inclusion and accessibility initiatives to support equity-focused, psychologically safe cultures at the team and organizational levels.

9.1.1 Create a new multi-year Accessibility Plan for 2025-2030.

MET

9.2 Develop and implement an employee learning strategy to strengthen job-related skills and abilities, focusing on leadership advancement and training for student-facing staff to better support the needs of Fleming students.

9.2.1 Develop a leadership competency model to support the integration of leadership values, practices and behaviours into performance and evaluation.

PARTIAL

9.3 Re-envision and expand employee engagement and recognition programs to promote and advance a culture of connection, inclusion and well-being.

9.3.1 Support employees' ongoing wellness and return to work when they have been off on medical leave. Develop training materials for employees and managers to ensure employees are aware of their rights, entitlements and responsibilities regarding return to work and accommodation, and strengthen managers' awareness regarding providing support.

MET

9.3.2 Promote awareness of the Colleges of Applied Arts and Technology Pension Plan and its offering through the sharing of materials and promotions to support employees in their financial goals and education.

MET

# ANNUAL HIGHLIGHTS

# 25 26



## ACADEMIC

Over the past year, the academic division has experienced strong momentum driven by program innovation, strategic partnerships and targeted investments in advanced learning technologies. Two new programs, Veterinary Technician and Diagnostic Cardiac Sonography, have quickly gained traction, reflecting strong learner demand and alignment with regional and provincial workforce needs. Their early success has been further strengthened through the formation of new external partnerships, including collaborations with the Peterborough Humane Society and Kawartha Cardiology Clinic, enhancing applied learning opportunities and reinforcing industry relevance.

To support experiential education and skills readiness across multiple disciplines, the institution has made significant investments in simulation technology. New simulation assets have been acquired for Diagnostic Cardiac Sonography, Heavy Equipment Operator and various welding, drilling and blasting programs, ensuring learners are trained with modern, industry-aligned tools in safe, high-fidelity environments.

Access to nursing education has expanded meaningfully with the launch of the Practical Nursing (PN) HyFlex program, increasing flexibility for learners across the province while responding to urgent health care workforce pressures. This expansion complements continued growth in continuing education, highlighted by the successful rollout of WeldHER+ pre-employment training and the introduction of CyberCatalyst training, strengthening pathways into skilled trades and digital sectors.

Collectively, these initiatives demonstrate a continued commitment to innovation, accessibility and community partnership, positioning the institution to meet evolving labour market demands while expanding opportunities for learners across the region and beyond.



### Health

- A PN partnership with Algoma LTC was established and the Living Classroom initiative celebrated its first graduating cohort. Personal Support Worker (PSW) and PN Living Classroom models continued to strengthen experiential learning opportunities for students. In addition, the St. Joseph's PSW Living Classroom was successfully revitalized.
- The Practical Nursing – Accelerated (PNA) program officially launched in Winter 2026. This innovative pathway was designed to meet workforce needs and support accelerated entry into the health care sector.
- A new Interprofessional Health Education Simulation initiative was introduced in Winter 2026. This promoted collaborative practice and strengthened interprofessional competencies across health programs.

### Helping the Helpers: Fleming College Launches Research on Resilience in Nursing

Fleming College was awarded \$357,033 by the Canadian Institutes of Health Research, in collaboration with the Natural Sciences and Engineering Research Council of Canada and the Social Sciences and Humanities Research Council. The funding is provided through the College and Community Social Innovation Fund, one of the main grant types under the tri-agency College and Community Innovation program. The grant will fund a three-year applied research project aimed at improving nurse well-being at Peterborough Regional Health Centre through structured resilience training.

### Continuing Education in Health

- Asynchronous Health and Community Services Micro-credentials launched including: First Aid Dogs and Cats, First Aid for Opioid Poisoning, Psychological First Aid for Self and Others, Bloodborne Pathogens, Medical Terminology.
- Mental Health Toolkit courses were available each semester including: Applied Suicide Intervention Skills Training, Non-violent Crisis Intervention, safeTALK, Mental Health First Aid, Behaviour Management Systems. The Toolkit supports the School of Health and Community Services.
- There were over 250 course enrolments in the PSW-PN Bridge program in fiscal 2025-26. This pathway program is open to any PSW in Ontario who would like to enrol in a PN program that will prepare them to qualify as a Registered Practical Nurse (RPN) in Ontario. Core components of this PN pathway to Ontario college programs are designed to offer flexible study options for working PSWs.



## Environmental and Natural Resource Sciences

### Aquaculture (Co-op)

Fleming College and Memorial University of Newfoundland (MUN) signed a new articulation agreement to strengthen the aquaculture workforce, one of the world's fastest-growing food production sectors. The partnership creates a pathway from Fleming's Aquaculture (Co-op) post-graduate certificate program directly into the second year of MUN's Master of Marine Studies (Aquaculture) program. Eligible graduates can complete a Master's degree in just one additional year of study after completing the Fleming program.

### Conservation Biology

- Pollinator and Bird-Friendly Garden Revitalization: With over \$13,000 in funding from the Trans Canada Trail, we have enhanced accessibility in the garden, added over 500 plants to diversify species, included two special plant zones (a sensory area and Indigenous cultural plants area) and added both interpretive and wayfinding signs. An additional \$2,000 in grants from World Wildlife Fund provided funding to add bird-friendly features to the garden, including interactive signage, ensuring certification as a bird-friendly space.
- Bee Hotels: Do they help or harm native bees? A summer-long research project investigating hotel design and use by native bee species, supported by Natural Sciences and Engineering Research Council of Canada and the Canadian Pollination Initiative.

### Ecosystem Management Technician

- Invasive phragmites drone surveillance applied research project starting second year of three-year study.
- Fourth-semester students travelled to South Africa for a semester abroad to participate in hands-on work at the Askari Wilderness Conservation Programme.
- Student-led road ecology study starting fifth year of data collection at Ken Reid Conservation Area.
- Long-term monitoring of northern map turtles on Stoney Lake in collaboration with Stoney Lake Environmental Committee and Stoney Lake Heritage Foundation.



## Trades and Technology

### Continued Growth in Apprenticeship Training

Apprenticeship training at Fleming continues to expand in response to strong regional demand for skilled trades workers. The College supported 602 apprentices enrolled in 2024-25, with enrolment increasing to 632 learners in 2025-26, reflecting steady growth in training capacity and Fleming's role in supporting Ontario's skilled trades workforce.

### Skilled Trades Ontario Partnership and Presence at Fleming

Fleming partnered with Skilled Trades Ontario to support the pilot of the digital Certificate of Qualification (C of Q) exam and established dedicated office and examination space on campus. The Peterborough site now administers C of Q exams multiple days per week, bringing tradespeople from across the region to campus while strengthening provincial partnerships and increasing community engagement with the College. Apprentices completing their final level of in-school training are now able to write their C of Q exam immediately following completion, improving access, supporting student success and enhancing overall service to apprentices.

### BWXT Partnership Supporting Nuclear Workforce Development

Fleming strengthened its partnership with BWXT, a global leader in nuclear manufacturing, through a dedicated recruitment and testing day for welding students. The initiative created direct employment pathways for students into advanced welding roles in the nuclear sector while reinforcing Fleming's reputation as a key training partner, supporting Ontario's nuclear and advanced manufacturing workforce.



## Provincial and National Student Success in Skilled Trades Competitions

Fleming students demonstrated exceptional skill and program excellence through strong results at Skills Ontario and Skills Canada competitions. The college fielded its largest-ever Skills Ontario contingent, with 17 competitors across 10 competitions, earning five gold medals and two bronze medals. Students also advanced to the Skills Canada National Competition, earning silver in welding and placing seventh nationally in carpentry. Fleming's Skills Ontario Showcase booth was also awarded gold in the Large Booth category, highlighting the College's leadership in promoting skilled trades education.



## WeldHER+ Pre-employment Program Supporting Women in the Trades

Fleming successfully delivered the WeldHER+ Pre-employment Program in partnership with the Canadian Welding Bureau, a grant-funded initiative designed to support and encourage women pursuing careers in welding and the skilled trades. The program strengthens industry partnerships while advancing gender diversity and expanding pathways for women in the skilled trades workforce.

## Curriculum Attestations for Apprenticeship Programs

Fleming obtained Ministry of Labour, Immigration, Training and Skills Development attestations confirming that the Electrical Techniques and Hairstyling apprenticeship in-school training curriculum meets provincial standards. These attestations were applied retroactively to the programs' respective curriculum start dates, ensuring alignment with ministry requirements and maintaining program compliance.

## Skilled Trades Outreach with Regional School Boards

Fleming hosted Skilled Trades Days in partnership with the Kawartha Pine Ridge District School Board and the Peterborough Victoria Northumberland and Clarington Catholic District School Board. More than 350 students in Grades 7-9 participated in hands-on activities designed to introduce young learners to skilled trades pathways. Fleming also hosted a Skills Ontario Women in Trades Day in December, welcoming 60 students in Grades 8-11 to campus to explore career opportunities in the skilled trades and learn about pathways into traditionally underrepresented fields.



## General Arts & Sciences

### Indigenous Environmental Sciences Pathway

In the fall semester, Fleming launched the Indigenous Environmental Sciences Pathway, which helps Indigenous learners transition to college education by providing skills upgrading and transfer credit opportunities within a supportive environment. Students complete one semester and become eligible for entry (with transfer credit) to several programs at the School of Environmental and Natural Resource Sciences.

# ADVANCEMENT AND EXTERNAL RELATIONS

In 2024-25, the Advancement and External Relations team set a clear direction to grow advancement by positioning Fleming College as a destination for philanthropy in the Peterborough and Kawarthas region and across the post-secondary sector. Over the past year, the team has built the necessary infrastructure, strategies and tactics to deliver on this vision. In 2025-26, advancement gained significant momentum and achieved strong, measurable results, including:

- Donor support of Fleming College reached new heights in 2025-26 with \$3.57M raised in new commitments including \$3M in cash and gift-in-kind as well as \$571,181 in pledge revenue.
- A historic \$1.5M gift from The Joyce Family Foundation established Fleming's largest endowed fund for student financial assistance and aims to reduce barriers for promising young people in our region.

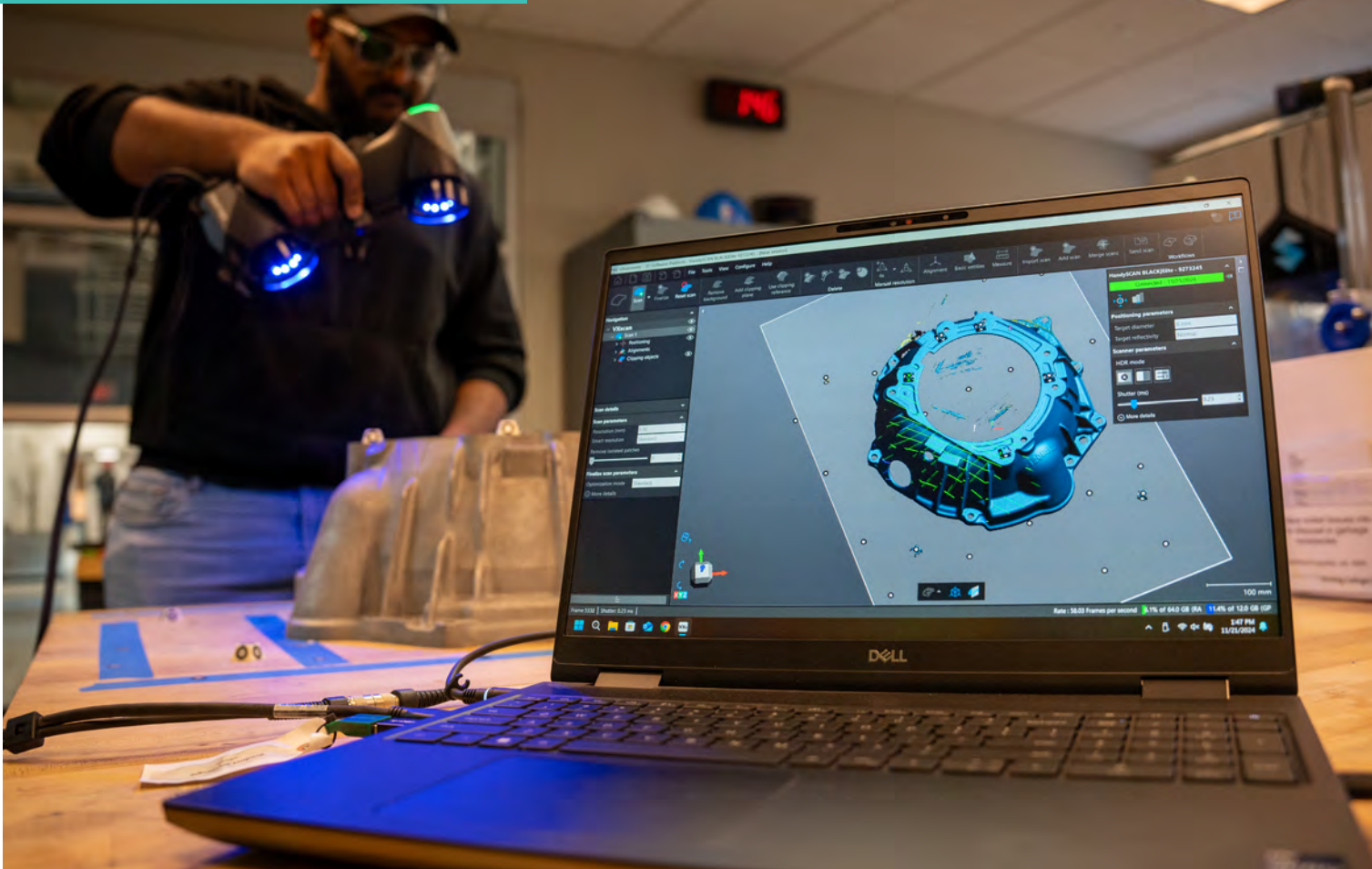


- Celebrated the opening of the Centre for Innovative Aquaculture Production at Frost Campus, which was made possible through a variety of funding sources, including a \$1M investment from a private donor.
- Launched Fleming's first-ever entrance scholarship program with a view toward supporting promising students while driving enrolment for in-demand programs including skilled trades and health care. Specific funding is also available for mature learners and returning alumni to support individuals upskilling and reskilling in a changing economy.

## 2025-26 HIGHLIGHTS

- The *Fleming Forward Fund* reached \$110,000 through the collective support of a generous and engaged community. This funding is being invested in equipment to enhance simulation learning in health care and skilled trades programs as well as in the new entrance scholarship program.
- Distributed \$520,721 to students through bursaries and awards, funded by both annual giving and endowment income. These investments provide immediate and meaningful support to students in financial need while recognizing academic achievement and success.
- Established Dean's Innovation and Program Development funds for the School of Trades and Technology and the School of Environment Sciences and Natural Resources. These funds provide an opportunity for donors to support emerging opportunities to align program and workforce development with key industries including mining, nuclear, infrastructure and rail.
- Developed a case for support for applied health to attract philanthropic support toward Fleming's role in solving the health care crisis through expanded programming, improved access to education through flexible learning and student support, and enhanced simulation learning.
- Established a new sponsorship program to support student athletics and received key gifts that will support student athletes and our varsity and recreational programming.
- Launched the Alumni Perks platform to offer a value-add service to our 100,000 alumni. This also created a mechanism to increase the number of contactable alumni, with 1,821 joining the platform since its June 2025 launch.





## APPLIED RESEARCH

### Fleming Ranks 17th Nationally for Applied Research Success

The work happening across Fleming College's applied research teams is gaining serious momentum, and it hasn't gone unnoticed. This year, Fleming has jumped from 31st to 17th in the annual Canada's Top 50 Research Colleges rankings. That places the College among the top ten in Ontario, ranking seventh in the province. The list, released by Research Infosource Inc. in December 2025, highlights the post-secondary institutions driving innovation and industry impact across the country.

Applied research at Fleming involves working directly with an external organization such as a company, municipality or non-profit, to solve a specific problem. These organizations act as partners in each project, working shoulder-to-shoulder with our faculty and researchers to shape the work and develop solutions. Projects are supported through a mix of competitive grants secured by the Office of Applied Research and Innovation (OARI) and financial contributions from industry partners.

Fleming's rise in the rankings was driven by a surge in industry partnerships and activity across our three applied research centres. Among medium-sized Canadian colleges, Fleming ranked first in Industry Research Income Growth, marking an impressive 300 per cent increase in industry funding from the previous year.

## 2025-26 HIGHLIGHTS

Unlike traditional grants, industry income represents companies investing their own resources to collaborate with our researchers. It is a strong signal that partners see real value in the expertise and facilities available at the College. That value is rooted in the work of our applied research centres, which focuses on some of Ontario's most pressing challenges:

- The Centre for Advancement of Water and Wastewater Technologies at Frost Campus assists companies in developing and testing innovative water and wastewater technologies that improve sustainability and environmental protection.
- The Centre for Applied Machine Intelligence and Integration Technologies at Sutherland Campus advances manufacturing and other key sectors through applied artificial intelligence, embedded systems and advanced printed circuit board technologies.
- The Centre for Innovative Aquaculture Production at Frost Campus supports sustainable fish production and strengthens food security through industry-led projects in its hatcheries, at partner company facilities, and in communities.

Across these centres and through faculty-led initiatives in health care, environmental conservation and community services, Fleming continues to strengthen its role as a trusted partner in applied research and innovation.

Applied research also creates opportunities for students to participate in hands-on learning. Over the past two years, the number of paid Student Research Assistants has doubled, with students working alongside faculty, research staff and external partners, while receiving direct mentorship throughout their projects. In addition to hands-on experience, Student Research Assistants further develop their capabilities through the Research Skills Program delivered by OARI, building core competencies in areas such as research methods, communication and professional practice. Together, applied research at Fleming helps students enter the workforce with both soft skills and practical experience.

This year's rankings show that research impact isn't about size; smaller colleges can compete with, and even outperform, larger institutions through strong partnerships, practical innovation and a deliberate focus on areas of regional and industry need.





### **Centre for Innovative Aquaculture Production supports Community-Led Fish Hatchery in Deer Lake First Nation**

Over the past several years, Fleming College's Centre for Innovative Aquaculture Production (CIAP) has worked in close partnership with the Deer Lake First Nation to support a community-led approach to fishery restoration, food security and cultural revitalization.

Located in a remote region near the Ontario-Manitoba border in Treaty 5 Territory, Deer Lake First Nation is a fly-in community with seasonal access by winter ice roads. The community faces significant challenges related to food security, relying heavily on local fisheries as a source of dietary protein. In recent years, however, declining walleye populations have raised serious concerns about the long-term sustainability of this food system.

In response, the community identified the development of a local fish hatchery as a solution that could help restore walleye fish stocks while also strengthening local knowledge, skills, and stewardship practices. This work builds on Traditional Knowledge shared by Elders, including practices related to supporting fish spawning during harvest seasons.

CIAP has supported this initiative through a multi-year applied research partnership, working alongside community members, the Keewaytinook Okimakanak Council and other partners. A pilot phase launched in 2021 focused on designing and constructing a modular hatchery system suited to the realities of a remote northern community, as well as delivering hands-on training in hatchery operations.

Since then, the work has continued to evolve. CIAP researchers have travelled to Deer Lake to work alongside community members and participate in spawning site identification, fish capture, and hatchery operations. Field visits in 2024 and 2025 helped refine walleye spawning, fertilization and incubation techniques, while also building local capacity to operate and manage the hatchery.

This work reflects a core principle of applied research at Fleming: partner needs fully define our projects. In this case, that means combining Western aquaculture science with Indigenous Knowledge and community leadership to co-develop solutions that are both technically effective and culturally appropriate.

## 2025-26 HIGHLIGHTS

The project is not only about restoring fish populations; it is also about strengthening community capacity. Deer Lake community members are actively involved in decision-making, hatchery operations, monitoring and interpreting results. Youth engagement has also been a key outcome, helping to reconnect younger generations with traditional practices while building new technical skills.

Building on the success of the early phases, the next stage of the project will focus on strengthening hatchery operations, improving fish survival rates and supporting long-term walleye stock restoration. This includes enhancing genetic and ecological management practices and continuing to support community-led implementation. CIAP researchers will return to Deer Lake in 2026 to continue this work. In addition, an application has been submitted to the Social Sciences and Humanities Research Council of Canada College and Community Social Innovation Fund to support an additional three years of research in partnership with the community.

This partnership demonstrates the impact of long-term, trust-based collaboration. It also highlights how Fleming's applied research can contribute to meaningful outcomes beyond technical innovation, supporting food sovereignty, cultural revitalization and community resilience.





## **FACILITIES, SERVICES AND SUPPORT**

Fleming College remains committed to the safety of its students, staff and community members at each of its campuses. The following section presents a recap of the many initiatives and accomplishments led by the Facilities, Services and Support (FSS) team throughout the 2025-26 year.

### **Strategic Facilities Planning and Capital Renewal**

- Implemented a standardized Facilities Project Intake process to strengthen planning, prioritization and resource allocation across campuses.
- Advanced capital planning through the integration of Facilities Condition Assessments and computerized asset and maintenance management data, enabling more informed multi-year maintenance and investment decisions.
- Established a risk-based capital prioritization framework, categorizing projects based on life safety, regulatory compliance, building and business continuity risks, and asset obsolescence.
- Developed a coordinated pipeline of infrastructure renewal initiatives including roofing, heating, ventilation and air conditioning, electrical systems, life safety upgrades and Accessibility for Ontarians with Disabilities Act-aligned design improvements, to support proactive lifecycle management and long-term campus growth.
- Initiated detailed roof condition assessments and asset inventory enhancements to strengthen lifecycle planning and guide targeted capital investment strategies.
- Strengthened alignment with provincial space planning standards, supporting the development of a formalized space governance framework.
- Explored opportunities for alternative procurement models and funding mechanisms to enhance future capital project delivery and financial sustainability.

## Modernizing Campus Navigation and Engagement

- Continued enhancement of the interactive campus map platform, improving navigation, accessibility and overall campus experience for students, staff and visitors.
- Positioned the College as an early adopter among North American post-secondary institutions by integrating real-time parking occupancy data, digital wayfinding tools and peak-usage analytics to support more efficient campus visits.
- Ensured the platform remains fully accessible across mobile devices and desktop environments, enabling broad community engagement and ease of use.

## Transforming Parking Operations through Digital Innovation

- Implemented a digital parking enforcement system, modernizing campus parking operations and improving enforcement efficiency and consistency.
- Leveraged Automated License Plate Recognition technology, utilizing both mobile and fixed cameras to support digital violation issuance and enhanced compliance.
- Introduced data-driven occupancy monitoring, enabling improved understanding of parking utilization patterns and contributing to a more efficient, user-focused campus environment.





### **Enhancing Campus Safety, Emergency Preparedness and Community Engagement**

- Defined and operationalized key Campus Security service pillars, including: incident reporting, emergency management, technology and intelligence, policy and governance, community engagement, and training, to strengthen operational effectiveness and enhance the student and community experience.
- Successfully onboarded a new Campus Security and Parking Enforcement Services provider, expanding security coverage and enforcement services across the Sutherland, Frost and Haliburton campuses.
- Strengthened external partnerships with municipal emergency services, community organizations and provincial stakeholders to support coordinated response readiness and shared safety objectives.
- Delivered approximately 60 hours of emergency management and campus security training, engaging diverse campus groups through orientations, residence programming, leadership sessions, service fairs, tabletop exercises and health and safety initiatives.
- Demonstrated resilience and operational continuity through enhanced emergency response coordination, including activation of the Incident Management Team for multiple response scenarios and deployment of a full hybrid Virtual Emergency Operations Centre to support critical operations.
- Supported campus culture and awareness through community safety campaigns and commemorative events, delivered collaboratively with facilities and IT partners.

# 2025-26 HIGHLIGHTS

## Expanding Student Housing Capacity and Campus Experience

Fleming officially opened the new 47-bed on-campus student residence at Haliburton School of Art + Design, welcoming the first cohort of students in September 2025.

The residence features a combination of modern two-bedroom suites and single-occupancy accessible accommodations, supporting inclusive living environments and enhancing the overall student experience during the fall and winter semesters.

This milestone strengthens the College's commitment to expanding regional access to education, supporting enrolment growth and fostering a vibrant campus community in Haliburton.





## INFORMATION TECHNOLOGY SERVICES

Over the past year, the Information Technology Services department has delivered a range of impactful initiatives that strengthen institutional infrastructure, security and digital learning capabilities.

- Audio-Visual, Multimedia and Collaboration team successfully deployed three HyFlex-enabled academic classrooms, expanding the College's ability to support flexible and inclusive teaching and learning models. These classrooms were equipped with integrated audio, video and collaboration technologies to enable seamless participation for both in-person and remote students. This initiative enhanced instructional delivery, increased scheduling flexibility and supported the institution's commitment to accessible, technology-enabled education.
- The Service Desk team successfully deployed TeamViewer as a standardized remote desktop support tool, enhancing their ability to provide timely and effective assistance to our users. This implementation enabled secure, real-time remote troubleshooting, reducing the need for in-person visits and accelerating issue resolution. As a result, the Service Desk improved service responsiveness and better supported hybrid work.
- The Enterprise Application Services team played an instrumental role in implementing the systems and application support required for the launch of the new Real Estate Council of Ontario (RECO) programs. The team enabled a complex digital learning ecosystem that includes self-paced learning modules, remote exam invigilation, simulation-based training sessions and associated student support services. Their work ensured the reliability, integration and scalability of these platforms, directly supporting innovative program delivery and expanding access to flexible, career-focused education.
- The IT Security team successfully deployed Microsoft Sentinel as part of the College's managed security service, significantly improving our ability to detect, investigate and respond to cybersecurity threats. This implementation centralized security telemetry across cloud and on-premises systems, enabled advanced analytics and automation, and provided 24/7 monitoring through our service provider. As a result, the College strengthened its cyber resilience, reduced security risk and aligned itself with modern security best practices for higher education.
- The Data Infrastructure Group completed several critical network infrastructure upgrades to significantly enhance connectivity and performance across campuses. This work included increasing the Frost Campus Wide Area Network (WAN) capacity to 20 Gbps, upgrading the Haliburton Campus WAN to 10 Gbps and deploying a new internet service provider for the new Haliburton residence. These improvements increased network reliability, expanded bandwidth to support growing academic and residential demands, and strengthened the foundation for digital learning, research and student services.

## COMMUNICATIONS

Over the past year, the Communications team advanced several initiatives to strengthen Fleming College's storytelling and engagement across the broader community.

- In the fall, the College launched [Fleming Ignites](#), a new magazine published in both print and digital formats. The publication highlights student and alumni success stories, program innovations, faculty achievements and key institutional initiatives. By showcasing the people and programs driving Fleming forward, *Fleming Ignites* demonstrates how the College is supporting student success and contributing to the economic and social vitality of the communities it serves.



- The year also saw the launch of [Fleming Connect](#), the College's digital content hub. This dynamic platform brings together College news, blog content, and alumni success stories in a centralized and accessible space designed to engage students, alumni, faculty, and community partners. By consolidating these stories and updates, *Fleming Connect* strengthens the College's digital storytelling while providing audiences with timely insights, practical resources, and inspiring examples of the real-world impact of a Fleming education.
- Fleming's programs and key initiatives were also highlighted through national and regional media coverage throughout the year. Articles and advertisements appeared in major publications such as *The Toronto Star*, *The Globe and Mail*, *Maclean's* and *CICan's Education for Employment* magazine, as well as in local outlets including *The Peterborough Examiner* and *Kawartha Now*. In addition, Fleming news releases generated consistent coverage across regional and provincial media outlets including *Global TV*, helping to amplify the College's achievements and initiatives.

Through strategic storytelling, media relations and digital engagement, the Communications team continues to elevate Fleming's profile while strengthening connections with students, alumni, employees, partners, stakeholders and the communities the College serves.





## MARKETING

Over the past year, Fleming College strengthened its brand visibility and student engagement through a strategic, data-driven marketing approach designed to support enrolment and elevate the student experience. By combining digital innovation, compelling storytelling and high-impact advertising, the Marketing team delivered integrated campaigns that generated more than 74M impressions and 19M clicks across digital platforms.

- Student storytelling remained a cornerstone of the marketing strategy. Through a campus-wide testimonial campaign and professional photoshoots, more than 66 students from 28 programs across the College shared their experiences through [“Say Yes to Fleming” videos](#) and social media content. These authentic stories help prospective students envision their future at Fleming while strengthening the College’s digital presence. The videos are promoted through an omnichannel approach, appearing across advertising campaigns, social media, program pages and recruitment initiatives to engage prospective students throughout their decision-making journey.



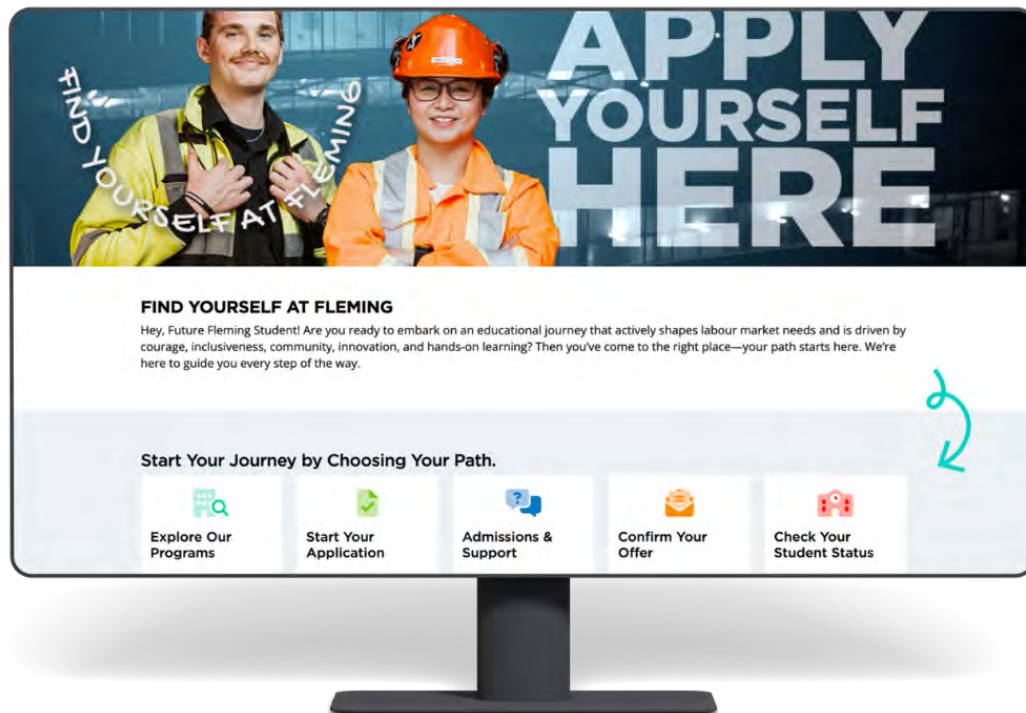
Watch Dawson “Say Yes to Fleming” in this [YouTube video](#).



# 2025-26 HIGHLIGHTS

- Fleming also expanded its reach through high-impact out-of-home and broadcast advertising across key catchment markets, including a GO Transit train car and Whitby GO Station takeover, transit shelter placements, cinema and Playdium advertising, television and streaming placements through Bell Media, and regional transit campaigns. Featuring real Fleming students and QR-linked video testimonials, these initiatives brought the Fleming experience directly to audiences in commuter and regional markets. As a result of these efforts, paid media now drives more than 56 per cent of traffic to Fleming’s website.
- To ensure a seamless experience from advertisement to website, the Marketing team launched a series of recruitment and conversion-focused web pages designed to support the student journey from discovery through application to confirmation. These include a revitalized Student Recruitment web page, a Future Student Discovery page, and a Confirm Your Offer landing page that provides accepted students with a clear path to securing their place at Fleming.

Together, these initiatives demonstrate Fleming College’s continued commitment to innovative marketing, authentic storytelling and meaningful engagement with audiences while reinforcing the College’s reputation as a leader in career-focused, hands-on education.



## RECRUITMENT

The Recruitment team supported many different initiatives in 2025-26 both on- and off-campus. Over the course of the year, the team has connected with over 22,000 prospective students and their direct influencers, through fairs, presentations and on-campus events.

- The team supported 278 prospective students who were experiencing financial barriers to entering post-secondary education with application vouchers, immediately reducing their financial burden. Of these students, 186 received one-on-one advising sessions, where they discussed their desired path with a Student Recruitment Representative or Officer. The recruiter then works with them to choose the perfect program and connects them with the appropriate supports.
- Recruitment also launched [Webinar Wednesdays](#) in November. The series features program coordinators sharing insights about curriculum, career pathways and hands-on learning experiences, creating a more personal and informative way for prospective students, applicants, and parents or caregivers to explore programs. Recorded sessions are shared through a dedicated [YouTube playlist](#), embedded on program web pages and summarized through the *Fleming Connect* blog, reflecting Fleming's integrated omnichannel approach to marketing and communications. To date, the Recruitment team has hosted 12 live webinars, with 124 live attendees and more than 700 views on YouTube.
- Recruitment hosted the Eastern Region College Dialogues event, where over 60 guidance counsellors, teachers and employment partners from the eastern college region attended college panel discussions at Sutherland Campus. These guests heard from Fleming experts, enjoyed lunch in the Steele Centre Pub and took tours of the state-of-the-art spaces we offer prospective students.





## STUDENT EXPERIENCE

### Launch of Fleming Phoenix Sponsorship Program

Athletics and Recreation partnered with Advancement and External Relations to develop and launch a new Fleming Phoenix sponsorship program. The goal for the program is to support student athletes while also providing positive branding to the wider community. This sponsorship program is built on the pillars of student athlete success: transportation, financial aid, overall well-being and supports.

### Fleming Phoenix increases Commitment to Community Sport Partnerships

- The inaugural Phoenix Cup was launched in February to bring the community together through sport while highlighting the depth of talent across local high schools and varsity programs. Fleming plans to make the Phoenix Cup an annual event in partnership with local high schools, with future events to include male and female competitions across multiple sports.
- In partnership with the City of Peterborough and Football Ontario, presented by the NFL Detroit Lions, Fleming College hosted the Intercollegiate Flag Football Provincial Championship with a commitment to host in future years. This event included a networking breakfast with women leaders in football and sport, enabling students to connect with industry professionals.
- In April, Fleming Phoenix partnered with the Peterborough Thunder Volleyball Club to host Canadian Olympian Volleyball player Justin Liu, offering volleyball skills sessions to over 200 local youth with the support of Fleming Phoenix student athletes. The collaboration was designed to help develop and inspire the next generation of volleyball talent in the area.
- The Phoenix celebrated a monumental achievement as the Women's "A" and Men's "A" Loggersports teams secured a national double victory. Competing at the 40th Annual Rick Russell Loggersports Competition hosted by Dalhousie University in Nova Scotia, the Phoenix made history by claiming the National Champion title for both the Women's and Men's "A" divisions in the same academic year – a first for Fleming Loggersports since the program began in 1974. This historic journey was made possible by over \$16,000 in generous donations, ensuring Fleming students could compete on the national stage.

# 2025-2026 BOARD OF GOVERNORS OF SIR SANDFORD FLEMING COLLEGE

September 1, 2025 to August 31, 2026

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