

2025-2026

ANNUAL REPORT



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ACCOUNTABILITY STATEMENT

SIGNED BY MARIJA PAVKOVIC-TOVISSI, PRESIDENT & CEO
AND BY MARK FREDERICK, BOARD CHAIR

The institution's Annual Report for the year end was prepared under the governing body direction in accordance with ministerial guidelines. All material – economic, environmental or fiscal implications of which we are aware – have been considered in the preparation of this report.

MANAGEMENT'S RESPONSIBILITY FOR REPORTING

SIGNED BY MARIJA PAVKOVIC-TOVISSI, PRESIDENT & CEO
AND BY MARK FREDERICK, BOARD CHAIR

The institution's management is responsible for the preparation, accuracy, objectivity and integrity of the information contained in the Annual Report. Systems of internal control are designed and maintained by management to produce reliable information to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized and executed in accordance with all relevant legislation, regulations and policies; reliable financial records are maintained; and assets are properly accounted for and safeguarded.

The Annual Report has been approved by the governing body and is prepared in accordance with ministerial guidelines.

SUMMARY OF ACCOMPLISHMENTS

Goals & Performance Measures

MaKami College published its approved Institutional Plan, Vision 2028: Learning that Lifts, in December 2025. This bold, student-first plan charted the next chapter of our journey and a declaration of what is possible when education is driven by compassion, innovation and a relentless belief in human potential.

With the support of our Board of Governors, MaKami's leadership team has been executing Vision 2028's four pillars that guide our actions and ambitions between 2025-2028:

- Learning Excellence
- Student Success
- Empowered Teams
- Engagement and Impact

Together, these pillars strengthen our wraparound supports, expand our programming to meet the needs of Alberta's workforce, deepen our industry partnerships and solidify MaKami College's place as a leader in career-focused post-secondary education.



PILLAR 1 - LEARNING EXCELLENCE

GOAL 1: ADVANCING EXCELLENCE IN TEACHING, LEARNING & ACADEMIC INNOVATION

Goal	Status	Progress Update
Integrate innovative and adaptive curriculum strategies that enhance student engagement across all programs.	In Progress	MaKami is advancing curriculum updates, instructional design improvements, Moodle and learning technology planning, AI exploration and program-level quality enhancements across ACMT, ELCC, HCA, PT, MOA, AP, EA and DMSMM to strengthen student engagement. Planning is underway to launch MaKami's first HyFlex delivery classroom in September 2026.
Strengthen and formalize work experience partnerships to enhance host and student outcomes.	Complete	MaKami secured 20 new partnerships, ensuring students have access to the practicum experiences required for their programs. Two new long-term partnerships have been secured with minimum three-year agreements, and new partnerships with Acute Care Alberta, Primary Care Alberta, Ohana Care, Recovery Alberta and Assisted Living Alberta are underway.
Enhance departmental support for work experience components to improve program completion rates.	Complete	Practicum coordinators were hired in departments with high-priority placement needs. Academic is monitoring placement readiness, student progress, host availability and emerging barriers while strengthening placement processes for new programs. MaKami is also expanding employer partnerships, student check-ins, individualized supports and institutional tracking to improve placement outcomes and program completion rates.
Strengthen professional development for faculty and staff to foster continuous improvement.	Complete	MaKami delivered the Impact Faculty Professional Development Conference, achieved a 90% satisfaction rate, completed post-event analysis and captured feedback to inform future professional learning. Planning also began for 2026 organization-wide professional development priorities. Departments also participated in a range of conferences and professional development opportunities. Staff Moodle professional development and Academic hubs were created and are being populated with ongoing learning opportunities in areas such as cybersecurity, communications, AI, harassment prevention and more. MaKami continues to use surveys to identify areas for improvement, evaluate satisfaction and implement feedback.
Advance MaKami College's development as a research institution through external collaboration.	In Progress	MaKami continued to expand its partnership with the University of Tokyo, including work on the world's first XR application for massage therapy education. The College also continued to build research partnerships with other institutions, including the University of Calgary and Falmouth University in the United Kingdom.

GOAL 2: DRIVE PROGRAM EXPANSION & QUALITY ASSURANCE

Goal	Status	Progress Update
Maintain robust program quality assurance through pilot programs and annual curriculum evaluations.	Complete	MaKami completed program needs analyses and advanced curriculum and learning design work across ACMT, PT, MOA, AP and other programs. The College launched ELL, AP and ELCC pilot cohorts, and reviewed feedback to guide revisions and support continuous improvement. Development continued for two new offerings, Digital Marketing and Social Media Management (DMSMM) and Educational Assistant (EA), with pilots planned for September 2026. Once launched, student and faculty feedback surveys will gather input to inform future revisions.
Expand collection and analysis of student feedback to strengthen curriculum.	In Progress	Student feedback continued to be collected across all programs and used to inform curriculum improvements. MaKami's new survey platform is scheduled to launch in Q2 2026 and will support the collection and consolidation of student feedback to strengthen curricula.
Establish a Continuing Education Department to deliver responsive, industry-aligned short programs.	In Progress	Academics advanced foundational work on flexible learner pathways, micro-credentials, transferability and dual-credit opportunities. MaKami College's acceptance into Transfer Alberta and the approved Bow Valley College transfer pathway strengthened external learner mobility. DMSMM planning and AI-related curriculum exploration also supported future workforce-responsive learning opportunities.
Strengthen Academic Department structure to support expansion and innovation.	Complete	Academic supported organizational planning by welcoming MaKami's first Vice President, Academic, Leanna Helm, and advancing goal setting, quarterly program review redevelopment, annual reporting practices and the first phase of the Academic reorganization. This work expanded the department from the Instructional Design and Moodle team into a broader Academic function. New team members also strengthened expertise in workforce research, program planning and analysis, helping inform decisions related to student demand, industry needs, instructional design alignment and new program development.
Formalize annual program viability reviews to align with Alberta's workforce needs.	Complete	MaKami's Academic Department conducted labour market analysis to identify current workforce needs and develop strategies to respond to demand. As a result, the Educational Assistant certificate program was proposed to the Academic Department in Q4 2025.

PILLAR 2 - STUDENT SUCCESS

GOAL 1: ELEVATE THE STUDENT EXPERIENCE THROUGH ENROLLMENT INNOVATION & HOLISTIC SUPPORT

Goal	Status	Progress Update
Leverage the MaKami College App to enhance communication, access to services and student engagement.	In Progress	The first version of the MaKami College App launched in Q2 2025, offering program information, admissions document uploads and direct chat access to student advisors. The app currently has an 80% usage rate and an 85 per cent overall satisfaction rating. Phase two of the app is 70% complete and will bring classroom schedules, service bookings, upcoming events, key dates, an AI Companion and other student resources into one centralized platform. The phase two release is targeted for Q4 2026.
Strengthen the transition from admissions (SAS) to support services (SALT) for a seamless student onboarding experience.	Complete	A referral workflow between student advisors and support services was created to connect students with appropriate supports at the right time. A pre-admission meeting process was also implemented for students who identify specific challenges or support needs before enrolment. This process enables early needs assessment, discussion of available supports and planning for a successful transition into their program. Together, these steps improve departmental communication and help ensure students can access appropriate resources from the earliest stages of their MaKami journey.
Enhance Registrar's Office services to improve student record accuracy, responsiveness, and support.	Complete	Since establishing the Registrar's Office in Q3 2025, the department has focused on reviewing and developing policies and procedures, strengthening enrolment and completion data collection and improving reporting for government and internal stakeholders.

GOAL 2: ENHANCE STUDENT SUPPORT SERVICES IN THE SALT DEPARTMENT

Goal	Status	Progress Update
Establish a centralized Student Support Hub to expand accessibility, mental health, tutoring, and academic support services.	Complete	MaKami began establishing the Student Support Hub this year through construction of the Student Success Centre and Calgary Computer Lab. Social Strategist, Accessibility Support and Program Assessment staff were hired to better address mental health, learning, accessibility, tutoring, ESL and other student support needs. The College implemented centralized SALT visitor and usage tracking to capture engagement, demographic, and academic insights, supporting future decision-making for services, staffing and training. The system will be integrated into the student app through online service booking, supports, resources, timetables and an AI companion.
Strengthen training and resources for SALT staff to enhance student safety and support capacity.	Complete	Throughout the year, SALT participated in professional development opportunities, including presentations from disability specialists and institutional learning sessions during the annual Professional Development Day. A tracking process was also implemented to document completed education, workshops and professional development activities and support continuous learning across the team. With newly secured mental health and accessibility grants, the department is implementing specialized train-the-trainer opportunities in areas such as trauma-informed support and other key student support topics. This approach will help build sustainable internal expertise and expand training capacity across the SALT team over time.
Establish a dedicated computer lab at the Edmonton campus mirroring Calgary's model.	In Progress	Construction is underway on the Edmonton campus computer lab, which will provide device loans, group study space, access to online programs and on-site staff support for technology and learning needs. Network devices, equipment and tables have been purchased, and power and network wiring routes have been mapped.

PILLAR 3 - EMPOWERED TEAMS

GOAL 1: CULTIVATE PEOPLE, CULTURE, & INSTITUTIONAL CAPACITY

Goal	Status	Progress Update
Develop and communicate an annual Strategic Plan that aligns departments and staff.	Complete	An annual communications plan was created to share institutional goals across departments and introduced through multiple channels, including meetings, video updates and documents. It will be introduced during all-staff Professional Development Days. Work continues to strengthen staff awareness and alignment.
Deliver annual organization-wide training on goal setting and metrics.	In Progress	Executives, managers and operational staff are receiving SMART goals training to support organization-wide alignment on measurable goal setting. The goal is to achieve full leadership alignment and ensure each department submits measurable goals. Executives have completed training, while training for managers and operational staff remains in progress.
Invest in employee growth through professional development and structured progression planning.	In Progress	MaKami continued to offer annual Professional Development sessions for staff, including planning the first all-staff PD Days for each campus. Staff Moodle professional development hubs were created and are being populated with ongoing learning opportunities in areas such as cybersecurity, communications, harassment prevention and more. These initiatives are building a foundation for ongoing professional development and future progression planning across all levels. Regular feedback surveys will help optimize course offerings and increase participation.
Expand leadership and people management training for managers and supervisors.	In Progress	Key training areas are being identified through survey feedback and executive input. The goal is to deliver biannual training sessions and achieve strong post-training satisfaction survey results.
Strengthen relationships with Alberta post-secondary institutions for co-op and work experience opportunities.	In Progress	Relationship building continues with SAIT, NAIT and The King's University for student placements to help strengthen relationships for co-op and work experience opportunities.

GOAL 2: PROMOTE FINANCIAL STEWARDSHIP, SUSTAINABILITY, & ORGANIZATIONAL RESILIENCE

Goal	Status	Progress Update
Build financial literacy and planning capacity across leadership.	Complete	CPA Alberta provided leadership with budget management training in February 2026. In January 2026, the College participated in AI training, encouraging departments to consider ways to improve processes while maintaining oversight and controls. Following the training and emphasis on budget accountability, departments strengthened spending decisions, budget-to-actual results, and financial impacts.
Conduct a comprehensive evaluation of leadership structure and succession planning.	Complete	MaKami engaged third-party expertise to assess leadership credentials, identify gaps and provide recommendations for leadership structure and succession planning. The recommendations were presented to the Board of Governors, with implementation beginning in 2026.
Develop donor and alumni relations strategies to expand funding and scholarship opportunities.	In Progress	A Director of Fund Development and Donor Relations will be onboarded in June 2026, assuming responsibility for the donor relations strategy developed in Q4 2025, including campaign targets and a three-year implementation plan. An Alumni Relations Strategy was also developed in Q4 2025, with campaign targets and a three-year implementation plan. Key deliverables have been completed, including collecting and organizing the alumni database, clarifying roles, establishing processes for alumni communications and engagement, implementing email delivery systems and activating the alumni database.
Expand Campus Store offerings to increase revenue and engagement.	In Progress	MaKami College continues to advance initiatives aimed at expanding campus store offerings and increasing retail engagement among students, alumni, staff and clients. A Project Management Officer will assess current suppliers, audit existing providers and identify potential wholesale partnerships to improve product selection, maximize investment value and increase profit margins. To support customer engagement and retention, students, alumni and staff receive store discounts, encouraging greater utilization of its services and products. Research and evaluation of a new Point of Sale (POS) system is complete, with plans to deploy the new system in Q4 2026.
Implement a marketing and recruitment strategy for Student Clinics to drive revenue and experience.	Complete	In Q1, MaKami's marketing team refreshed Student Clinic marketing materials, optimized the Student Massage Clinics webpage, distributed promotional cards through external relations partners and ran boosted digital campaigns to increase awareness and bookings. As a result, clinic utilization increased by 25%.
Explore partnerships to optimize use of campus facilities and offset leasing costs.	In Progress	MaKami established and completed a facility rental partnership with the Centre for Newcomers and maintained its government diploma exam partnership. Additional external leasing opportunities remain limited due to campus capacity constraints but will be revisited as space becomes available.

GOAL 3: FOSTER OPERATIONAL EXCELLENCE, INFRASTRUCTURE, & FRONTLINE INNOVATION

Goal	Status	Progress Update
Revamp employee and student satisfaction surveys for improved insights.	In Progress	MaKami is launching a new survey platform in Q2 2026 to support employee and student surveys. Participation strategies will be implemented to encourage strong response rates. The goal is to increase survey participation and improve data usability by generating clear, actionable insights from survey results.
Create a comprehensive financial strategy for upcoming capital plans.	In Progress	The College continued planning for the Edmonton campus expansion, including consideration of approximately \$1.5 million in planned leasehold improvements.

PILLAR 4 - ENGAGEMENT & IMPACT

GOAL 1: BUILD INSTITUTIONAL VISIBILITY, INFLUENCE & SUSTAINABILITY

Goal	Status	Progress Update
Strengthen transfer pathways with publicly funded post-secondary institutions through Transfer Alberta.	In Progress	MaKami formally joined Transfer Alberta in Q3 2025 and completed its first formal transfer pathway with Bow Valley College in Q2 2025. MaKami is also advancing internal credit reform to better align with other institutions' requirements, creating more opportunities for collaboration and future transfer pathways.
Expand dual-credit opportunities with secondary schools to improve student access and readiness.	In Progress	Academic explored dual-credit opportunities, learner pathway structures, transferability and external Alberta pathways. MaKami College's entry into Transfer Alberta strengthened the foundation for future credit mobility and high school pathway development. The Bow Valley College agreement also created a formal post-secondary transfer pathway for Business Administrative Assistant Certificate students. Educational Assistant program development included stakeholder engagement, employer support and industry-informed evidence to strengthen future access and alignment. Research and development also began on entrance assessments and learner pathways.

GOAL 2: LEVERAGE COMMUNICATIONS TO EXPAND BRAND AWARENESS & PUBLIC ENGAGEMENT

Goal	Status	Progress Update
Launch a comprehensive brand awareness campaign highlighting MaKami College and Foundation.	Complete	MaKami launched the “Building Careers” brand awareness campaign in Q1 2026, highlighting MaKami College and the Foundation through traditional and digital advertising, a new MaKami Foundation website and communications support for the first annual Guiding Lights Gala. A Google Ads Grant was also launched for the Foundation, providing \$10K per month in donated ad spend. Digital marketing campaign improvements also reduced MaKami College’s cost per lead by 24% across all programs.
Enhance public visibility through thought leadership and community engagement.	Complete	MaKami strengthened public visibility through thought leadership and community engagement, including approximately 40 media appearances, 10 award nominations and leadership speaking engagements. In Q4 2025, MaKami leadership received brand and reputation management training, along with digital marketing training. This supported refreshed digital profiles for leaders and contributed to a measurable increase in online visibility.
Promote Student Massage Clinics to increase community awareness and provide experiential learning.	Complete	MaKami’s marketing team refreshed student clinic materials, optimized the Student Massage Clinics webpage, distributed promotional cards through external relations partners and ran boosted digital campaigns to increase awareness and bookings. These efforts supported approximately five new community partnerships and expanded clinic promotion through external partner networks. As a result, clinic appointments increased by approximately 25%, with an overall 90% satisfaction rate among clients and students.
Develop a coordinated engagement and outreach strategy across all departments.	Complete	MaKami’s outreach committee met regularly to coordinate engagement and outreach across departments, including participation in tradeshow, open houses, career fairs and community events. Over the year, MaKami participated in 17 outreach events and generated 365 prospective student leads. MaKami drafted its first Staff Ambassador Program in Q2 2026, with launch planned for Q3 2026. The program will amplify staff voices and serve as a pilot for the Student Ambassador Program, planned for Q4 2026.
Pursue institutional and individual recognition through awards and accolades.	Complete	MaKami staff pursued and received a range of awards and recognition, including the Women of Inspiration Awards, Women Making History, Stars of Alberta Volunteer Awards, Community Achievement Awards and Alberta Immigrant Impact Awards. MaKami also received the Stampede Spirit Recognition Award. These achievements were shared through the MaKami website and social media channels.
Implement a communications strategy that highlights institutional milestones and partnerships.	Complete	A KPI-driven communications plan highlighting institutional milestones and partnerships was approved and implemented in Q2. Ten milestone stories were published during the year, and partner network engagement remains ongoing.

STUDENT SUPPORTS & RESOURCES



STUDENT SUPPORTS & RESOURCES

ACADEMIC & CAREER ADVISING

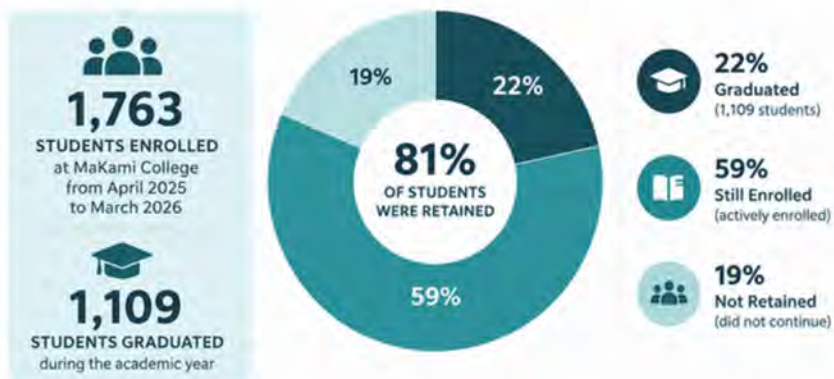
- Expanding work experience partnerships to help ensure students have access to the practicum experience required for their programs.
- Strengthened processes and staffing structures to better prepare students, academic departments and host organizations for practicum and work-integrated learning experiences.
- The first version of the MaKami College App launched in Q2 2025, offering program information, admissions document uploads and direct chat access to student advisors. The app currently has an 80% usage rate and an 85% overall satisfaction rating. Phase two, targeted for Q4 2026, will add enhanced features to improve student communications and service bookings.
- The Calgary Computer Lab, completed in 2025, has supported device loans, group study space, access to online programs and on-site technology and learning support. Construction of an Edmonton Computer Lab is underway, with opening expected in early 2027.

HEALTH & WELLNESS

- Made significant progress toward a more coordinated, proactive student support pathway, helping connect students with the right supports at the right time.
- Hired Social Strategist, Accessibility Support and Program Assessment staff to better address mental health, learning, accessibility, tutoring, ESL and other student support needs.
- MaKami's SALT department booked 3,711 learning strategy, tutoring, health and wellness counselling and accessibility sessions during the academic year, demonstrating continued strong demand for services that help students succeed and complete their studies.
- Through newly secured mental health and accessibility grants, SALT is implementing a train-the-trainer model that enables selected staff to receive specialized training in trauma-informed support and other key student support areas.
- Established partnerships with organizations such as Autism Edmonton, the Edmonton Epilepsy Association, Inclusion Alberta and Action Dignity to provide training, resources and support that help bridge service gaps and contribute to student success.

STUDENT SUCCESS OUTCOMES

- From April 2025 to March 2026, 1,763 students were enrolled at MaKami College. More than 81% were retained, including 22% who graduated and 59% who remained actively enrolled.
- A total of 1,109 students graduated during the academic year.



FINANCIAL ASSISTANCE

SCHOLARSHIP FUNDS AWARDED:

- VSS Scholarships - General Rick Hillier Leadership Award: \$61,237 awarded to students.
- Brian Curial Legacy Award: \$15,000 awarded to students during the year.

ADDITIONAL FINANCIAL AID OBTAINED FOR STUDENT SUPPORT:

- Students obtained approximately \$21.7 million in Canada Student Loans and Alberta Student Loans to support their educational and living expenses during their studies.

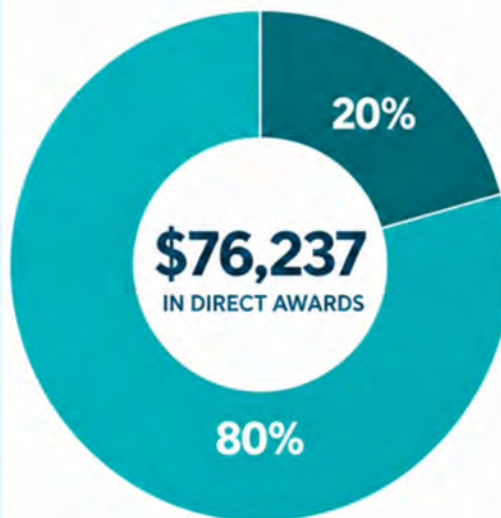
NUMBER OF STUDENTS RECEIVING FINANCIAL AID:

- 1,728 students received financial assistance through a combination of Canada Student Loans and Alberta Student Loans.

Student Financial Support


1,728
STUDENTS RECEIVED FINANCIAL ASSISTANCE
through a combination of Canada Student Loans and Alberta Student Loans


\$21.7M
IN LOAN FUNDING OBTAINED
approximately obtained by students through Canada Student Loans and Alberta Student Loans to support educational and living expenses during their studies




\$15,000
Brian Curial Legacy Award


\$61,237
VSS Scholarships - General Rick Hillier Leadership Award


2
direct award programs highlighted

Direct awards and loan funding supported student success.

STRATEGIC RESEARCH PRIORITIES

MaKami College continued advancing its development as a research institution through collaborations with leading universities. Work with the University of Tokyo focused on integrating robotics and virtual reality into learning environments, while research with the University of Calgary explored remote instruction in hands-on fields such as massage therapy and healthcare, including the use of 3D depth cameras to support remote participant interaction.

MaKami also continued preliminary discussions with institutions such as Falmouth University in the United Kingdom on research opportunities related to the use of artificial intelligence in online learning platforms.

In addition, MaKami proposed research to assess whether a multilingual AI chatbot can improve student access to support services and reduce language barriers. The proposed chatbot would allow students to request support, identify their needs based on the information provided, and direct them to relevant guidance documents and next steps. Validation planning is underway through student interviews, stakeholder consultations and analysis of support service needs before development begins.

COLLABORATION WITH OTHER LEARNING PROVIDERS

MaKami is collaborating with leading research universities, including the University of Tokyo and the University of Calgary, on projects that integrate robotics and virtual reality into learning environments.

MaKami formally joined Transfer Alberta in Q3 2025 and completed its first formal transfer pathway with Bow Valley College in Q2 2025.

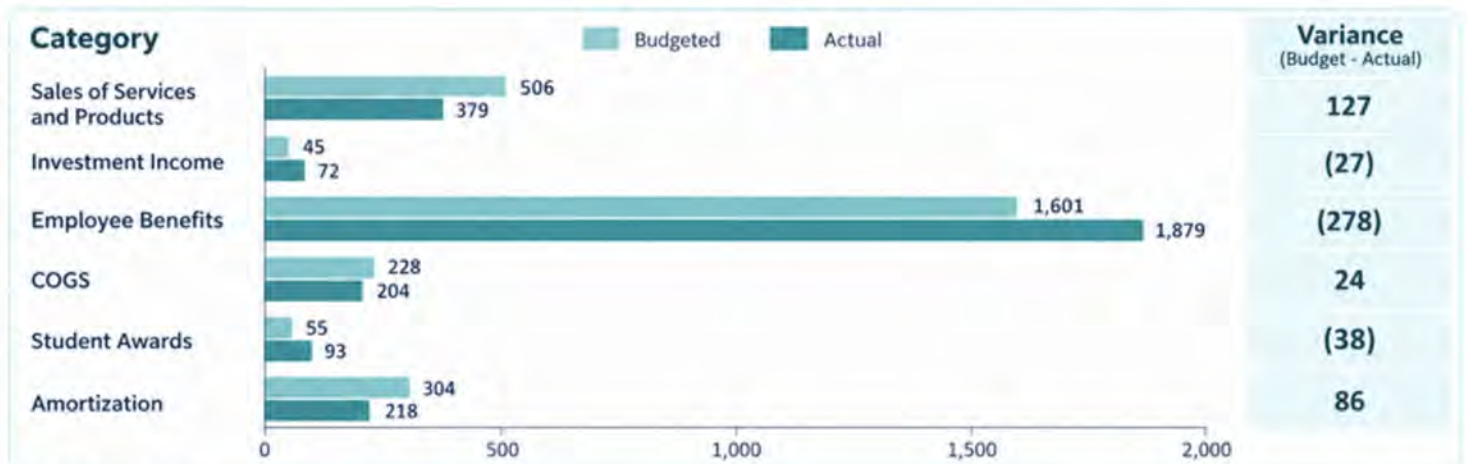
MaKami is also advancing internal credit reform to better align with other institutions' requirements, creating more opportunities for collaboration and future transfer pathways.

FINANCIAL INFORMATION



BUDGET VARIANCES

Category	Budgeted Amount *	Actual Amount *	Variance *	Variance Explanation
Sales of Services and Products	506	379	127	Revenue was lower than budget, primarily due to lower sales from clinic services and gift cards.
Investment Income	45	72	(27)	Investment income was higher than budget due to higher interest earned on cash balances and additional grant revenue related to GED examination fees.
Employee Benefits	1,601	1,879	(278)	Employee benefit costs were higher than budget, primarily due to increased staffing levels during the latter half of the year.
COGS	228	204	24	COGS was lower than budget, consistent with lower sales of products and services, including clinic services and gift cards.
Student Awards	55	93	(38)	Student awards were higher than budget due to increased scholarship awards, including VSS scholarships and the General Rick Hillier Leadership Award, as well as higher enrolment than budgeted.
Amortization	304	218	86	Amortization was lower than budget because the planned \$1.5 million in leasehold improvements was delayed, resulting in lower amortization expense during the year.



Variance Explanations

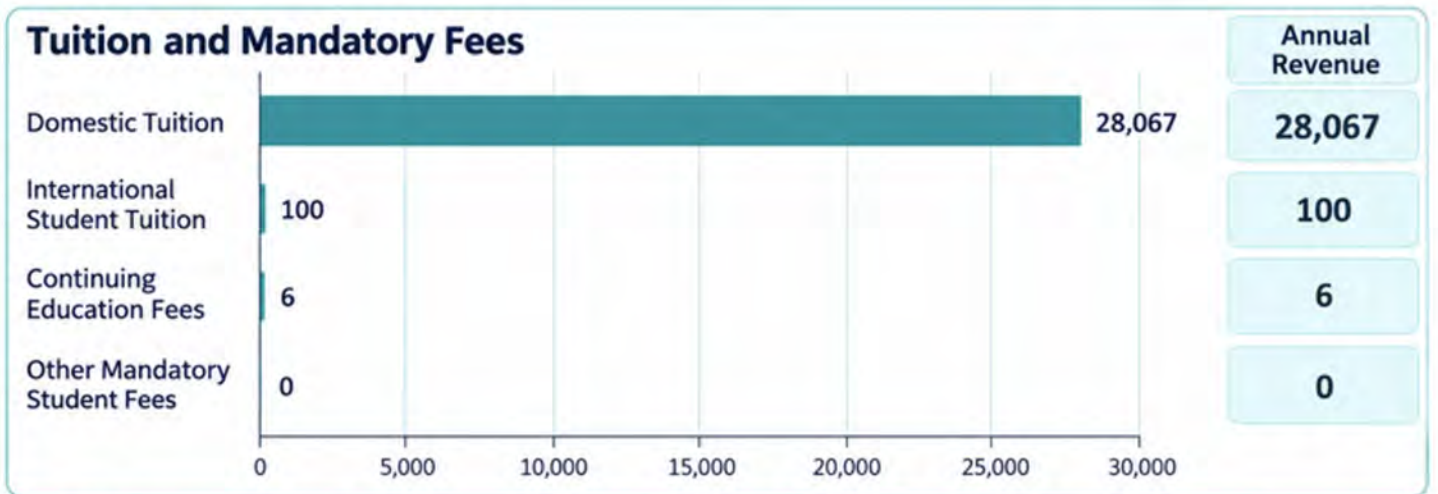
- Sales of Services and Products**
 - Revenue was lower than budget, primarily due to lower clinic services and gift card sales.
- Investment Income**
 - Investment income was higher than budget due to higher interest earned on cash balances and additional grant revenue related to GED examination fees.
- Employee Benefits**
 - Employee benefit costs were higher than budget, primarily due to increased staffing levels during the latter half of the year.
- COGS**
 - COGS was lower than budget, consistent with lower sales of products and services, including clinic services and gift cards.
- Student Awards**
 - Student awards were higher than budget due to increased scholarship awards, including VSS scholarships and the General Rick Hillier Leadership Award, as well as higher enrolment.
- Amortization**
 - Amortization was lower than budget because the planned \$1.5 million in leasehold improvements was delayed, resulting in lower amortization expense during the year.

Amounts shown as provided in the source table.

SELF-GENERATED REVENUE

TUITION & MANDATORY FEES

Revenue Source	Description	Annual Revenue
Domestic Tuition		28,067
International Student Tuition		100
Continuing Education Fees	Security program	6
Other Mandatory Student Fees		
Subtotal		28,173

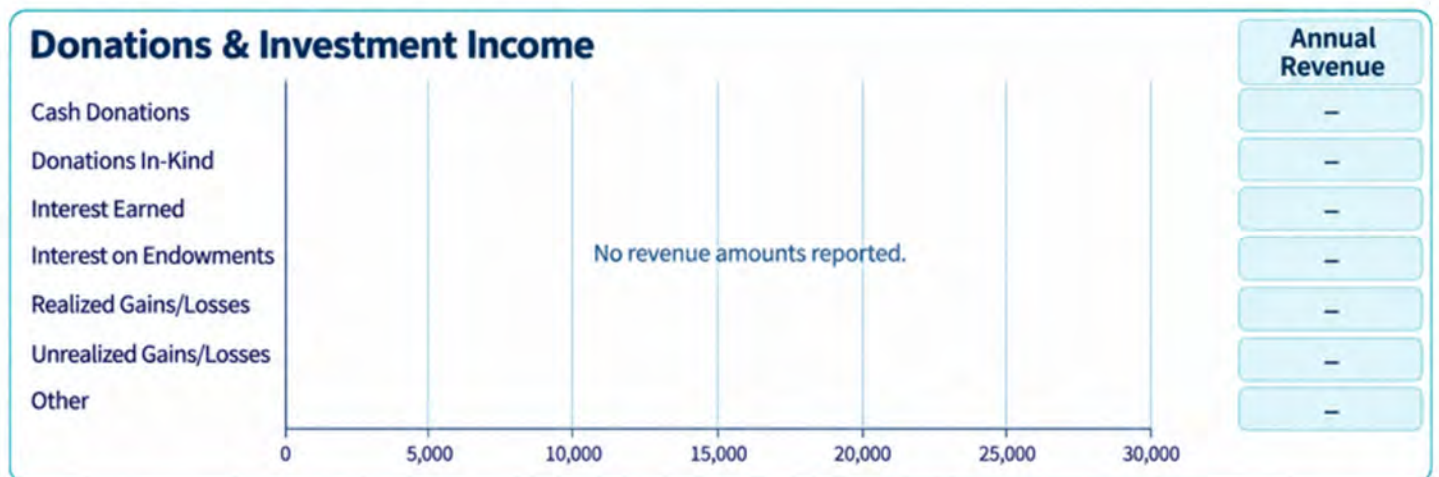


Tuition and Mandatory Fees Details

	Annual Revenue
Domestic Tuition -	28,067
International Student Tuition -	100
Continuing Education Fees Security program	6
Other Mandatory Student Fees -	0
Subtotal	28,173

DONATIONS & INVESTMENT INCOME

Revenue Source	Description	Annual Revenue
Cash Donations		-
Donations In-Kind		-
Interest Earned		-
Interest on Endowments		-
Realized Gains/Losses		-
Unrealized Gains/Losses		-
Other		-
Subtotal		-



Donations & Investment Income Details			Annual Revenue
	Cash Donations	-	-
	Donations In-Kind	-	-
	Interest Earned	-	-
	Interest on Endowments	-	-
	Realized Gains/Losses	-	-
	Unrealized Gains/Losses	-	-
	Other	-	-
	Subtotal		-

RESEARCH GRANTS (IF ANY)

Grant Source	Description	Annual Revenue
Not-for-Profit Organizations		-
Federal Government		-
Other Provincial Governments		-
Businesses		-
Other		-
Subtotal		-

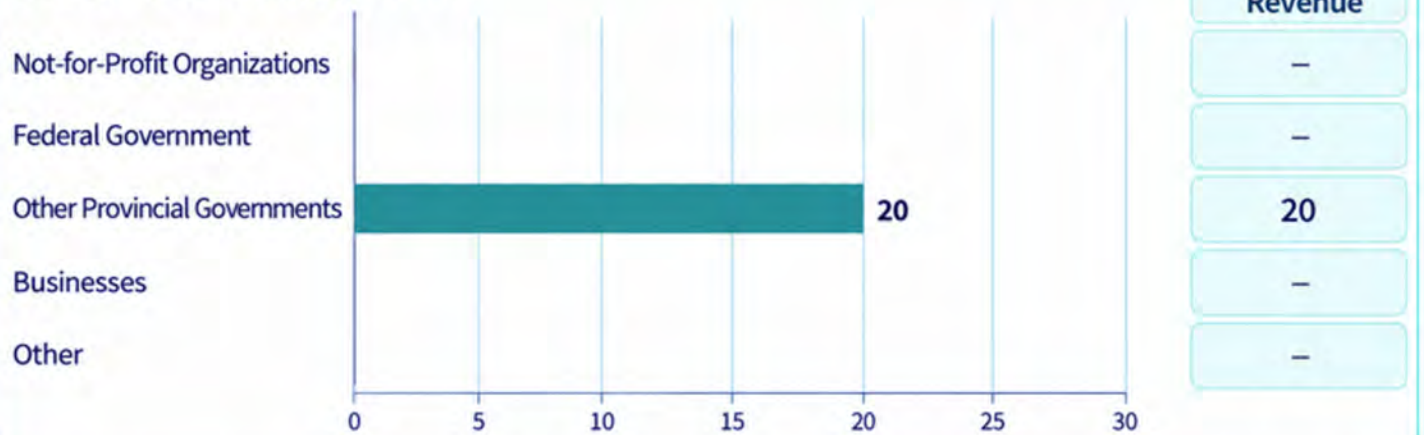


Research Grant Source Details		Annual Revenue
	Not-for-Profit Organizations	-
	Federal Government	-
	Other Provincial Governments	-
	Businesses	-
	Other	-
	Subtotal	-

OTHER GRANTS (IF ANY)

Grant Source	Description	Annual Revenue
Not-for-Profit Organizations		-
Federal Government		-
Other Provincial Governments	Alberta Education	20
Businesses		-
Other		-
Subtotal		20

Other Grant Sources



Other Grant Source Details

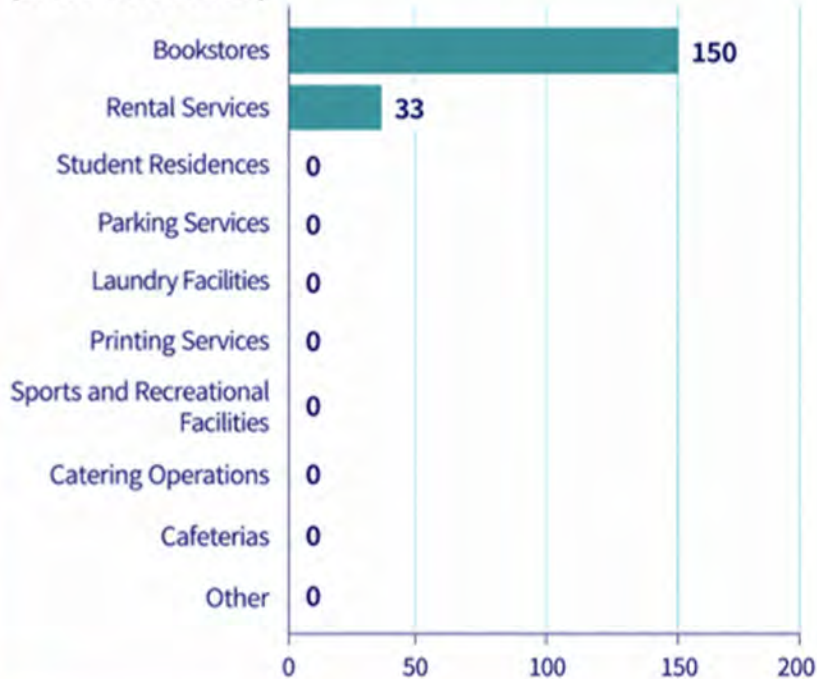
		Annual Revenue
	Not-for-Profit Organizations	-
	Federal Government	-
	Other Provincial Governments	20
	Businesses	-
	Other	-
	Subtotal	20

AUXILIARY/ANCILLARY SERVICES

Service	Description	Annual Revenue
Bookstores		150
Student Residences		-
Parking Services		-
Laundry Facilities		-
Printing Services		-
Sports and Recreational Facilities		-
Rental Services	Graduations	33
Catering Operations		-
Cafeterias		-
Other		-
Subtotal		183

Annual Revenue by Service

(in units of revenue)

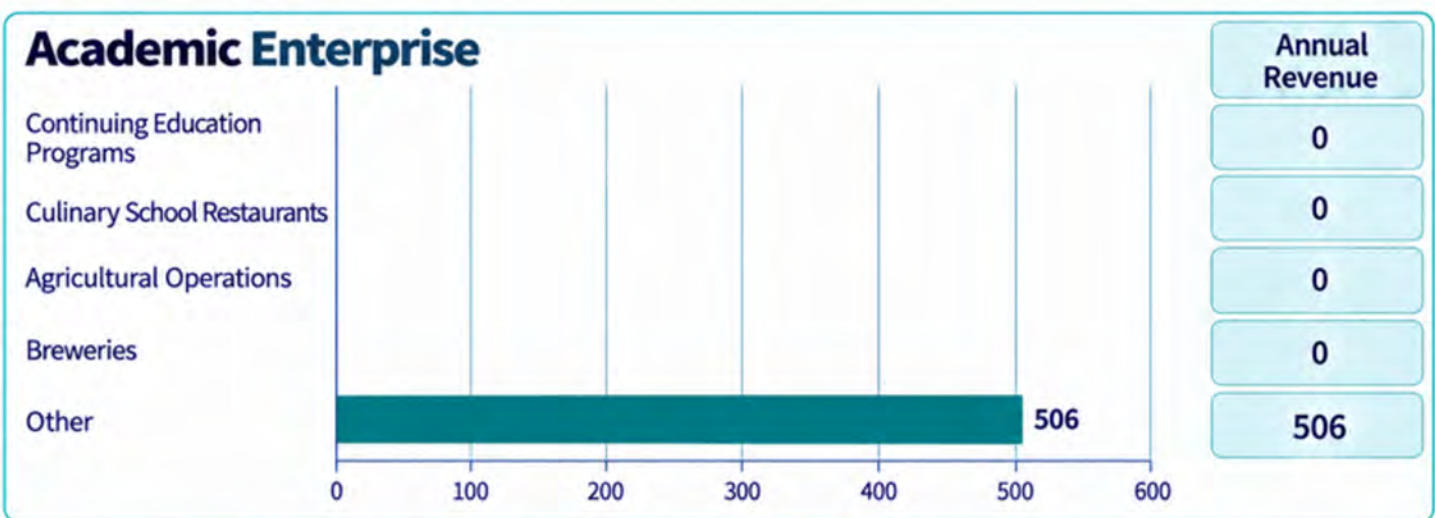


Service Details

	Bookstores	150
	Student Residences	0
	Parking Services	0
	Laundry Facilities	0
	Printing Services	0
	Sports and Recreational Facilities	0
	Rental Services Graduations	33
	Catering Operations	0
	Cafeterias	0
	Other	0
	Subtotal	183

ACADEMIC ENTERPRISE

Enterprise	Description	Annual Revenue
Continuing Education Programs		-
Culinary School Restaurants		-
Agricultural Operations		-
Breweries		-
Other	Student clinic and disability funding	506
Subtotal		506



Academic Enterprise Details

		Annual Revenue
	Continuing Education Programs	0
	Culinary School Restaurants	0
	Agricultural Operations	0
	Breweries	0
	Other	506
	Student clinic and disability funding	
	Subtotal	506

LAND TRUSTS & FOR-PROFIT VENTURES

Venture	Description of Primary Business and Areas of Operation	Annual Revenue
Venture 1		-
Venture 2		-
Venture 3		-
Subtotal		-

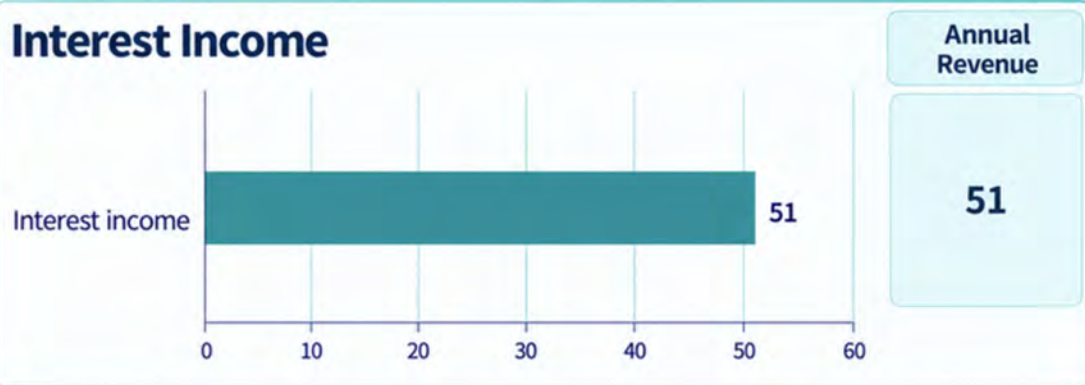


Venture Details

	Annual Revenue
 Venture 1 -	-
 Venture 2 -	-
 Venture 3 -	-
 Subtotal	-

OTHER

Revenue Source	Description of Primary Business and Areas of Operation	Annual Revenue
Interest income	Credit card rebate redemption	51
		-
Subtotal		51
Grand Total		28,932



Interest Income Details

	Interest income	Credit card rebate redemption	Annual Revenue
			51
	Subtotal		51
	Grand Total		28,932

CAPITAL PROJECTS



PRIORITY - Project 1

Bonnie Doon Campus - 2nd Floor Expansion			
Project Description	Total Project Cost	Start Date	End Date
Bonnie Doon campus expansion. Due to the recent launch of new in-person programs and the intended launch of two new in-person programs in the upcoming year, capacity for classroom, staffing and student support space has been reached. We intend to build out the upstairs portion of the campus (approx. 44,000 sq ft) to increase our capacity to facilitate our growth.	\$1.5M	26/04/01	27/03/31

Funding Sources		
Source	Amount	Percentage
Institutional Funds	\$1.5M	100%
Total	\$1.5M	100%

PRIORITY - Project 2

Marlborough Mall Campus - Expansion			
Project Description	Total Project Cost	Start Date	End Date
Marlborough campus expansion. Due to the recent launch of new in-person programs and the intended launch of two new in-person programs in the upcoming year, capacity for classroom, staffing and student support space is close to being reached. We intend to build out the back portion of the campus (approx. 52,000 sq ft) to increase our capacity to facilitate our growth.	\$2.6M	27/04/01	28/03/31

Funding Sources		
Source	Amount	Percentage
Institutional Funds	\$2.6M	100%
Total	\$2.6M	100%

OTHER PROJECTS

Project Name and Description	Type	Total Cost	Current Status
Maintenance - Bonnie Doon: Replacement of aging chiller and revamp of HVAC system	Maintenance	\$600,000	Not Started
Expansion, Delivery needs: These investments are primarily related to program-supporting equipment purchases, including computers, updated computer lab infrastructure in Edmonton, furniture, and video and instructional equipment required to support both new hires and expanding program delivery needs.	Expansion, Delivery Needs	\$270,000	Not Started

PRIORITY - Project 1

Bonnie Doon Campus 2nd Floor Expansion

Project Description	Total Project Cost	Start Date	End Date
Bonnie Doon campus expansion. Due to the recent launch of new in-person programs and the intended launch of two new in-person programs in the upcoming year, capacity for classroom, staffing and student support space has been reached. We intend to build out the upstairs portion of the campus (approx. 44,000 sq ft) to increase our capacity to facilitate our growth.	\$1.5M	26/04/01	27/03/31

Funding Sources

Funding Sources

Source	Amount	Percentage
Government of Alberta	-	-
Government of Canada	-	-
Institutional Funds	\$1.5M	100%
Donations	-	-
Foundations	-	-
Industry	-	-
Total	\$1.5M	100%

PRIORITY - Project 2

Marlborough Mall Campus - Expansion

Project Description	Total Project Cost	Start Date	End Date
Marlborough campus expansion. Due to the launch of new in-person programs in the upcoming year, capacity for classroom, staffing and student support space is close to being reached. We intend to build out the back portion of the campus (approx. 52,000 sq ft) to increase our capacity to facilitate our growth.	\$2.6M	27/04/01	28/03/31

Funding Sources

Funding Sources		
Source	Amount	Percentage
Government of Alberta	-	-
Government of Canada	-	-
Institutional Funds	\$2.6M	100%
Donations	-	-
Foundations	-	-
Industry	-	-
Total	\$2.6M	100%

FREE SPEECH REPORTING



Free Speech Policy Information

<https://makamicollege.com/freedom-of-expression-statement/>

Cancelled Events

0

Free Speech-Related Complaints

0



MaKami College

Financial statements

March 31, 2026



Shape the future
with confidence

Independent auditor's report

To the Board of Governors of
MaKami College

Opinion

We have audited the financial statements of **MaKami College** [the "Organization"], which comprise the statement of financial position as at March 31, 2026, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects the financial position of the Organization as at March 31, 2026, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other matter

The financial statements for the period ended March 31, 2025 are unaudited.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Calgary, Canada
July 7, 2026

Ernst & Young LLP
Chartered Professional Accountants

MaKami College

Statement of financial position

As at March 31

	2026	2025
	\$	\$
		<i>[unaudited]</i>
Assets		
Current		
Cash	3,920,119	4,285
Accounts receivable <i>[note 3]</i>	3,334,911	—
Goods and services taxes recoverable	226,367	—
Inventory	1,274,862	—
Prepaid expenses and deposits <i>[note 4]</i>	1,213,139	14,078
Current portion of note receivable from related party <i>[note 15]</i>	470,798	—
Total current assets	10,440,196	18,363
Note receivable from related party <i>[note 15]</i>	3,377,119	—
Due from related parties <i>[note 6]</i>	131,003	—
Tangible capital assets, net <i>[note 7]</i>	831,826	—
Software implementation costs, net <i>[note 8]</i>	37,652	—
	14,817,796	18,363
Liabilities and net assets		
Current		
Accounts payable and accrued liabilities	2,024,335	—
Unearned revenue <i>[note 9]</i>	11,332,040	4,305
Bonus payable	—	200,000
Current portion of obligations under capital lease <i>[note 10]</i>	832,391	—
Due to related party <i>[note 11]</i>	—	28,466
Total liabilities	14,188,766	232,771
Commitments <i>[note 12]</i>		
Net assets		
Internally restricted <i>[note 13]</i>	600,000	—
Unrestricted	29,030	(214,408)
Total net assets	629,030	(214,408)
	14,817,796	18,363

See accompanying notes

MaKami College**Statement of operations**

	Year ended March 31, 2026 \$	Eight-month period ended March 31, 2025 \$
		<i>[unaudited]</i>
Revenue		
Student revenue	28,480,565	—
Government assistance <i>[note 16]</i>	4,750,000	—
Auxiliary revenue	379,358	—
Other income	72,250	—
	33,682,173	—
Expenses		
Amortization of tangible capital assets and software implementation costs	217,679	—
Cost of goods sold and cost recoveries	204,449	—
Employee benefits and taxes	1,879,431	200,000
Employee salaries	15,907,507	—
Facilities costs <i>[note 14]</i>	4,186,347	—
Materials and supplies <i>[note 14]</i>	3,760,287	—
Scholarships and bursaries	92,668	—
Services and professional fees <i>[note 14]</i>	6,590,367	14,408
	32,838,735	214,408
Excess (deficiency) of revenue over expenses for the year	843,438	(214,408)

See accompanying notes

MaKami College

Statement of changes in net assets

	Year ended March 31, 2026		Eight-month period ended March 31, 2025	
	Unrestricted	Internally restricted	Total	Total
	\$	\$	\$	\$
				<i>[unaudited]</i>
Balance, beginning of year	(214,408)	—	(214,408)	—
Excess (deficiency) of revenue over expenses for the year	843,438	—	843,438	(214,408)
Interfund transfers <i>[note 13]</i>	(600,000)	600,000	—	—
Balance, end of year	29,030	600,000	629,030	(214,408)

See accompanying notes

MaKami College

Statement of cash flows

	Year ended March 31, 2026	Eight-month period ended March 31, 2025
	\$	\$
	<i>[unaudited]</i>	
Operating activities		
Excess (deficiency) of revenue over expenses for the year	843,438	(214,408)
Add (deduct) items not involving cash		
Amortization of tangible capital assets and software implementation costs	217,679	—
Changes in non-cash working capital balances related to operations		
Accounts receivable	412,409	—
Goods and services taxes recoverable	(226,367)	—
Inventory	134,557	—
Prepaid expenses and deposits	(1,069,213)	(14,078)
Accounts payable and accrued liabilities	1,751,460	—
Bonus payable	(200,000)	200,000
Unearned revenue	939,298	4,305
Cash provided by (used in) operating activities	2,803,261	(24,181)
Investing activities		
Acquisition of MaKami College Inc. <i>[note 14]</i>	5,777,484	—
Advances on note receivable	(4,707,982)	—
Repayments on note receivable	860,065	—
Advances to related parties	(131,003)	—
Acquisition of tangible capital assets	(371,578)	—
Acquisition of software implementation costs	(8,483)	—
Cash provided by investing activities	1,418,503	—
Financing activities		
Advances from related party	—	28,466
Repayment of advances from related party	(28,466)	—
Repayment of capital lease obligations	(277,464)	—
Cash (used in) provided by financing activities	(305,930)	28,466
Net increase in cash during the year	3,915,834	4,285
Cash, beginning of year	4,285	—
Cash, end of year	3,920,119	4,285

See accompanying notes

Notes to financial statements

March 31, 2026

1. Nature of operations

MaKami College [the "Organization"] was incorporated as a not-for-profit corporation under the *Canada Not-for-profit Corporations Act* on August 7, 2024, and is exempt from corporate income taxes. The Organization operates under the *Post-Secondary Learning Act* (Alberta) as an Independent Academic Institution and offers provincially accredited diploma and certificate programs. The comparative figures cover the period from August 7, 2024 to March 31, 2025 ["eight-month period ended"], as this represents the Organization's initial reporting period.

2. Summary of significant accounting policies

Basis of presentation

These financial statements were prepared in accordance with Part III of the *CPA Canada Handbook – Accounting*, "Accounting Standards for Not-for-Profit Organizations," which sets out generally accepted accounting principles for not-for-profit organizations in Canada and includes the significant accounting policies described hereafter.

Foreign currency transactions

Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars at the prevailing rates of exchange at the statement of financial position date, and non-monetary items are translated at the prevailing historical rate at the time of transaction. Revenue and expenses are translated at the exchange rates prevailing on the transaction dates. Realized and unrealized exchange gains and losses are included in excess (deficiency) of revenue over expenses. The Organization does not use derivative instruments to mitigate foreign exchange risk.

Financial instruments

The Organization initially records a financial instrument that was originated, issued or assumed in an arm's length transaction at fair value.

Related party financial instruments that have repayment terms are initially recorded at cost, representing the undiscounted cash flows of that instrument, excluding interest and dividend payments. Related party financial instruments that do not have repayment terms are recorded at cost, determined using the consideration transferred or received by the Organization; consideration with repayment terms is measured as described above while consideration without repayment terms is recorded at the carrying or exchange amount, depending on the circumstances. The Organization recognized its transaction costs in excess (deficiency) of revenue over expenses in the period incurred. However, arm's length financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their organization, issuance or assumption; these transaction costs, as well as any financing fees, are amortized on a straight-line basis. Subsequently, the Organization measures financial instruments as follows:

- Amounts due from and to related parties and the note receivable from related party using the cost method less impairment;
- All other financial assets, which include cash and accounts receivable, at amortized cost; and
- All other financial liabilities, which include accounts payable and accrued liabilities and obligations under capital lease, at amortized cost.

Notes to financial statements

March 31, 2026

Cash

Cash consists of amounts held on deposit with banks.

Inventory

Inventory is valued at the lower of cost or net realizable value. Cost is determined using the weighted average cost method. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale. Included in inventory are computers under capital lease with a net book value of \$1,085,915 [2025 – \$nil].

Inventory expensed during the year ended March 31, 2026 is included in student supplies and services expense and totals \$1,774,661 [2025 – \$nil].

Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization.

Amortization of tangible capital assets is calculated over their estimated useful lives using the straight-line method over the following periods:

Automotive equipment	10 years
Computer equipment	5 years
Equipment	10 years
Furniture and fixtures	5 years
Video production equipment	5 years
Leasehold improvements	Over the term of the lease

Software implementation costs

The Organization analyzes its cloud computing arrangements to determine if a software element in the arrangement is a software intangible asset. Any such asset is accounted for as a software intangible asset; if the software element is not an asset, the Organization accounts for it as a software service and expenses it as incurred. Expenditures on implementation activities that are directly attributable to preparing the software service for its intended use that do not give rise to a separate intangible asset are capitalized as an asset for implementation of software services; the asset for implementation of software services is expensed using the straight-line method over the expected period of access to the software service, which is estimated at five years.

Impairment

Long-lived assets subject to amortization

Tangible capital assets and software implementation costs subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying value of an asset may not contribute to the Organization's ability to provide goods and services. Any impairment results in a write-down of the long-lived asset and an expense in the statement of operations. An impairment loss is not reversed if the fair value of the related long-lived asset subsequently increases.

Notes to financial statements

March 31, 2026

Financial assets measured at cost and amortized cost

When there are indications of possible impairment, the Organization determines if there has been a significant adverse change to the expected timing or amounts of future cash flows expected from the financial asset. The amount of any impairment loss is determined by comparing the carrying amount of the financial asset with the highest of three amounts:

- [i] For an arm's length financial asset, the present value of the cash flows expected to be generated by holding the asset, discounted using a current market rate of interest appropriate to that asset, and for a related party debt instrument, the undiscounted cash flows expected to be generated by holding the asset, excluding interest and dividend payments;
- [ii] The amount that could be realized by selling the asset at the statement of financial position date; and
- [iii] The amount the Organization expects to realize by exercising its right to any collateral held to secure repayment of the asset, net of all costs necessary to exercise those rights.

A previously recognized impairment loss is reversed to the extent that the improvement can be related to an event occurring after the impairment was recognized, but the adjusted carrying amount of the financial asset shall be no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized.

Unearned revenue

Unearned revenue consists of student revenue that has not yet been earned along with gift cards sold but not redeemed and accessibility funding received for services not yet provided.

Revenue recognition

The Organization follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can reasonably estimated and collection is reasonably assured.

Restricted contributions, including government grants for specific programs, are deferred when received and recognized in the year in which the related program expenses are incurred. The Province of Alberta operating grants are recognized in the fiscal year for which the funding is intended.

Contributions restricted for the acquisition of tangible capital assets having limited lives are recorded as deferred capital contributions in the period in which they are received and are amortized to revenue over the useful lives of the related assets. Contributions restricted for the acquisition of tangible capital assets that will not be amortized are recognized as direct increases to net assets in the period in which they are expended.

Student revenues are recognized as the services are delivered and the program or accessibility fees have been received or are considered receivable. Auxiliary revenues are recognized as revenue when the products or services are delivered and the agreed upon amount is received or considered receivable.

Notes to financial statements

March 31, 2026

3. Accounts receivable

Accounts receivable consists of the following:

	2026 \$	2025 \$
		<i>[unaudited]</i>
Accounts receivable	3,708,965	—
Allowance for doubtful accounts	(374,054)	—
	3,334,911	—

4. Prepaid expenses and deposits

Prepaid expenses and deposits consist of the following:

	2026 \$	2025 \$
		<i>[unaudited]</i>
Prepaid expenses and insurance	178,837	14,078
Deposits	46,599	—
Deferred licensing fees	987,703	—
	1,213,139	14,078

Deferred licensing fees are recognized as an expense as student revenues are earned. The Organization incurs licensing fees on student program fees based on an agreement with a related party, MaKami College Inc. ["MCI"]. These amounts are disclosed in note 14.

5. Demand credit facility

The Organization has a revolving demand credit facility with the Toronto-Dominion Bank [the "Bank"] with a maximum limit of \$1,000,000 for the purposes of funding working capital. The facility bears interest at the Bank's prime rate plus 0.90% per annum and is payable monthly. The facility is secured by a general security agreement over the Organization's assets. As at March 31, 2026, the Bank's prime rate is 4.45% and the balance drawn on the facility is \$nil [2025 – \$nil].

Notes to financial statements

March 31, 2026

6. Due from related parties

Amounts due from related parties are as follows:

	2026 \$	2025 \$
		[unaudited]
Mak-A-Mini Childcare Society	2,450	—
DMV Developments Inc.	126,778	—
MVP Affinity Services Inc.	1,775	—
	131,003	—

Amounts due from companies related under common directors are non-interest bearing, unsecured and have no specified terms of repayment.

7. Tangible capital assets

	2026		2025	
	Cost \$	Accumulated amortization \$	Net book value \$	Net book Value \$
				[unaudited]
Automotive equipment	2,374	575	1,799	—
Computer equipment	324,883	58,576	266,307	—
Equipment	468,748	84,113	384,635	—
Furniture and fixtures	68,226	44,022	24,204	—
Video production equipment	52,835	13,967	38,868	—
Leasehold improvements	116,013	—	116,013	—
	1,033,079	201,253	831,826	—

8. Software implementation costs

	2026		2025	
	Cost \$	Accumulated amortization \$	Net book Value \$	Net book Value \$
				[unaudited]
Cloud computing software	54,078	16,426	37,652	—

During the year ended March 31, 2026, the Organization expensed \$39,432 [2025 – \$nil] for software services included in services and professional fees expense and capitalized \$11,883 [2025 – \$nil] in directly attributable expenditures on implementation activities related to software services.

MaKami College

Notes to financial statements

March 31, 2026

The Organization has commitments to make expenditures on cloud computing arrangements; these commitments are disclosed in note 12.

9. Unearned revenue

Unearned revenue consists of the following balances:

	2026 \$	2025 \$
		[unaudited]
Unearned tuition revenue	11,226,467	—
Outstanding gift cards	48,918	—
Unearned accessibility funding	43,975	—
Student tuition deposits	12,680	4,305
	<u>11,332,040</u>	<u>4,305</u>

10. Current portion of obligations under capital lease

During the year, the Organization entered into a capital lease agreement for student device equipment sold to students at the time of their enrolment. The lease bears interest at 3.63% and matures on December 12, 2026.

11. Due to related party

The amount due to related party is as follows:

	2026 \$	2025 \$
		[unaudited]
MaKami College Inc.	—	28,466

The amount due to the related party was repaid in fiscal 2026.

12. Commitments

Future minimum lease payments required under operating leases for premises through 2030 are as follows:

	\$
2027	1,768,012
2028	1,773,658
2029	1,773,658
2030	1,806,989
Subsequent years	8,917,204
	<u>16,039,521</u>

Notes to financial statements

March 31, 2026

Future minimum licensing payments for cloud computing software required through 2029 are as follows:

	\$
2027	53,201
2028	40,776
2029	10,194
	<u>104,171</u>

13. Internally restricted net assets

Internally restricted net assets consist of amounts for strategic initiatives that are not available for use without the approval of the Board of Governors.

14. Related party transactions

During the year ended March 31, 2026, the Organization entered into an agreement with MCI, a company related under common directors, to transition the operations of MCI to the Organization. As part of this transaction, the Organization acquired certain assets of MCI, including accounts receivable of \$3,747,320, inventory of \$299,564, prepaid expenses and deposits of \$129,848, tangible capital assets of \$661,501 and software implementation costs of \$45,595. In addition, the Organization assumed certain obligations related to the operations of MCI, including deferred revenue of \$10,388,436 and accounts payable and accrued liabilities of \$272,875 for total consideration of \$5,777,484 plus a note receivable in the amount of \$4,707,982 with the terms outlined in note 15. This transaction with a related party was not in the normal course of operations and there was no substantive change in ownership interests. Accordingly, it was measured at cost, which is the carrying amount of the asset acquired or liabilities assumed.

During the year ended March 31, 2026, the Organization incurred a student insurance expense of \$182,774 [2025 – \$nil], recorded in materials and supplies expense, to parties related by common directors. The Organization also incurred rental expense of \$2,403,004 [2025 – \$nil] and management services expense of \$1,596,921 [2025 – \$nil], recorded in facilities costs expense, to a party related by common directors. The Organization also incurred licensing fees of \$3,153,953 [2025 – \$nil], recorded in services and professional fees expense, to a party related by common directors.

In the year ended March 31, 2026, the Organization signed a short-term lease with a director to rent out their unoccupied condo, to be utilized for corporate housing for short term and visiting employees. The total rent paid in 2026 was \$30,000 [2025 – \$nil].

With the exception of the transition of operations to the Organization, related company transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

Notes to financial statements

March 31, 2026

15. Note receivable from related party

In connection with the transaction described in note 14, the Organization received a note receivable from MCI in the principal amount of \$4,707,982 [2025 – \$nil]. The note is non-interest bearing, unsecured and repayable in equal annual instalments of principal over a term of ten years, with the final payment to be received by April 1, 2035. The note may be prepaid, in part or in full, at any time. In the event of default, the Organization has the right to demand immediate repayment of the outstanding balance.

The note is recorded at cost, with the details as at March 31, 2026 outlined below:

	2026 \$	2025 \$
		[unaudited]
Note receivable	3,847,917	—
Less current portion of note receivable	470,798	—
	<u>3,377,119</u>	<u>—</u>

16. Government assistance

During the year, the Organization received \$4,750,000 [2025 – \$nil] of government assistance from the Alberta Advanced Education Grant, which was fully recognized as revenue.

17. Financial instruments and risk management

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Organization's main credit risk relates to its trade accounts receivable and note receivable from related party.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Organization is exposed to interest rate risk on its revolving demand credit facility.

Liquidity risk

Liquidity risk is the risk that the Organization will encounter difficulty in meeting obligations associated with financial liabilities. The Organization is exposed to this risk mainly in respect of its accounts payable and accrued liabilities and obligations under capital lease. The Organization manages this risk by ensuring timely collection of its accounts receivable, timing the payment of its obligations in line with these collections and by carefully managing its business.