

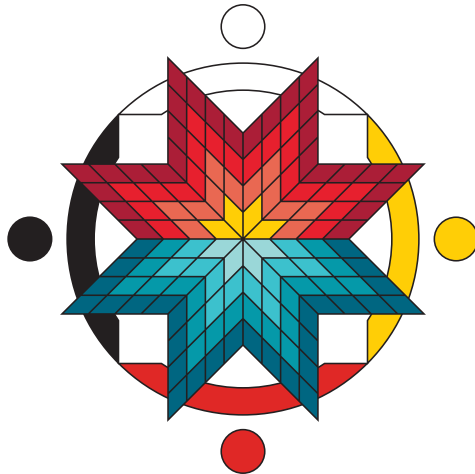
Business Plan 2025-2026

Approved by the George Brown College Board of Governors, June 7, 2025

Submitted to the Ministry of Colleges and Universities, June 30, 2025



THE **CITY** IS OUR **CLASSROOM**



Land Acknowledgment

George Brown College is located on the traditional territory of the Mississaugas of the Credit First Nation and other Indigenous peoples who have lived here over time. We are grateful to share this land as treaty people who learn, work, and live in the community with each other.

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Introduction

The George Brown College 2025–26 Business Plan outlines a clear course for transformational action, grounded in our commitment to enhancing societal, economic, and community well-being. It aligns institutional priorities with a rapidly evolving landscape shaped by shifting government policies and post-secondary funding frameworks, while advancing skills, equity, and innovation and ensuring long-term financial sustainability and accountability.

The 2025–26 Business Plan is grounded in five core imperatives: enhancing organizational effectiveness, strengthening workforce capacity, supporting community development, advancing equity and inclusion, and ensuring financial resilience. It outlines focused initiatives that increase student access and success, strengthen academic program renewal, improve financial efficiency, and modernize internal processes to better serve learners, staff, and partners.

Guided by our Strategy 2026 and informed by a comprehensive transformation framework, this planning cycle is defined by interconnected objectives: expanding application-to-offer conversion, investing in student retention, aligning programs with a transformed economy, and reimagining credentials and curricula to support flexible, future-ready learning pathways.

Our approach, informed by our values, continues to prioritize equity, anti-racism, and Indigenization as essential elements of inclusive education and community impact. We remain committed to fostering belonging and reconciliation in all learning and working environments.

Through institutional realignment, partnerships, innovation, and infrastructure enhancement, we are cultivating an agile and accountable organization prepared to meet the evolving demands of learners, industries, and communities.

The 2025–26 planning year is aimed at transformation, and delivering meaningful impact, now and into the future for Ontario’s students and communities¹.

¹ AI, specifically OpenAI’s ChatGPT. AI was used to help organize and synthesize feedback, and to support the editing and refinement of written content. All final content was reviewed and approved by the report authors.

By the numbers

200+
Programs

30,198
Full-time students

5,575
Part-time students

53,902
Continuing education registrants

56%
Domestic students

44%
International students

5000+
Industry partners and growing

280k
Alumni

Note that the above numbers are for the 2023–2024 academic year.

Message from the President



George Brown College is beginning the new planning year with a great sense of optimism and excitement in supporting the success of our learners in their education and career journey. The engagement of employers in the design and development of our career-oriented programs and work-integrated programs means we are matching skills development to the labour market needs of today and the future a key priority. We acknowledge the challenges facing the post-secondary education sector yet the mandate and mission of the college remain our primary focus and motivation.

The strategic plan of the College, Strategy 2026, has provided the direction for the development of numerous programs and initiatives for our learners/students. We are aiming this year to make available more opportunities for learners to integrate and ladder their training through learning and program pathways that reflect the changing needs of learners and the evolving labour market.

We have increased our engagement with communities, businesses and organizations. We are building our partnership arrangements, such as Memorandum of Understanding with the Mississaugas of the Credit First Nation, to ensure the college will better meet the needs of all Ontarians. Furthermore, we acknowledge the changes taking place in teaching and learning so our Teaching and Learning Exchange Unit is contributing to the development of the faculty and staff capacity to bring the best teaching and education opportunities to our programs. We are working with industry on research and innovation projects to enhance the competitiveness and product development capacity of Ontario businesses. We are investing in the needed technology and infrastructure to position college for success today as well as into the future. We are taking the steps to recognize and to support our faculty and staff acknowledging higher education is about our people, our institutional culture, our mission to education, training aimed at fostering the development of the next generation.

We are committed to effective management and governance of the public resources and respect of trust the public extends to higher educational institutions in the fulfilling of our mandate and mission. Through integrated multi-year enrolment and budget planning, we are establishing the needed financial mitigation actions for the long-term sustainability of the college and, simultaneously, working on the institutional transformation needed to support the economic and growth mission defined by the Ontario Government and to advance the excellence of our academic-career oriented program being pursued by our faculty and staff.

We are hopeful and excited about the year ahead. With gratitude, I would like to acknowledge the dedication and outstanding work of many individuals across George Brown, our dynamic and astounding Board of Governors, as well as numerous partners locally and internationally who have shaped and led us to where we are now.

Dr. Gervan Fearon, President, George Brown College

Strategy 2026

Strategy 2026 was developed through extensive college community consultations, validation of emerging direction, and a variety of feedback sessions.

Strategy 2026 establishes the priorities for aligning our resources and activities. It will propel George Brown toward becoming an inclusive college renowned for student success, career-oriented academic programs, research and innovation, community and industry partnership, and employee pride and engagement.

Mission

We turn learning into opportunity.

Vision

To be a college renowned for its inclusion, excellence, relevance, impact, and leadership.

Mandate

“To offer a comprehensive program of career-oriented, post-secondary education and training to assist individuals in finding and keeping employment, to meet the needs of employers and the changing work environment and to support the economic and social development of [their] local and diverse communities.”

Source: Ontario Colleges of Applied Arts and Technology Act, 2002

Priorities

- Attract and Engage Diverse Learners
- Innovative Academic and Research Initiatives
- Connections that Build and Contribute to the Future
- Environmental Sustainability
- Foundation of Equity
- Financial Sustainability

Our Values

Our values inform how we teach, learn, work, and research. They represent the essence of our college community and what we strive to achieve. During a listening campaign, we heard from 1,200 students and 800 employees. Feedback from our community shaped the development of the latest version of our updated values.



Learners and Learning

We prioritize the needs, successes, and well-being of our learners.



Equity and Belonging

We foster a culture of inclusion and respect. We honour Indigenous knowledge and practices. We advance anti-racism, anti-oppression, and accessibility.



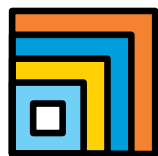
Collaboration and Community

We create supportive and co-operative spaces. We listen to and learn from each other.



Accountability

We take responsibility for our decisions. We act with integrity, respect, and compassion.



Sustainability

We strive to ensure that the social, environmental, and economic impacts of our actions benefit future generations.



Our Vision 2030 Aspirations

The George Brown of 2030 is bold and transformed. It is:

- Highly personalized
- Physical, digital and experiential
- Focused on lifelong learning
- Connected to industry and community partners
- Locally strong, globally connected
- Differentiated
- Resilient

To learn more about George Brown’s Strategy 2026 and Vision 2030, visit georgebrown.ca/strategy



Guiding Principles

Our guiding principles inform our approach as an institution.

- 1. Support our students** in reaching their academic and career goals through teaching and learning activities.
- 2. Recruit and retain students** who will benefit from George Brown's programs with work-integrated learning and applied research activities.
- 3. Support our employees** and their commitment to students, skilled trades, and higher education.
- 4. Continue to advance and invest** in transformational and innovative higher education.
- 5. Maintain and preserve** the sustainability and prudent financial management of the college.

Strategic Considerations

Government Policies

The province's Blue Ribbon Panel released in 2023, recommended increased direct provincial support for post-secondary institutions and higher tuition rates for students. Whereas, the tuition freeze for Ontario colleges and universities, initiated in 2019, will be extended until at least 2026–2027. Institutions will be allowed to increase tuition by up to five per cent for domestic, out-of-province students. Additionally, starting in December 2023 a series of federal government policy announcements and supplemental refinements have had the effect of progressively decreasing the number of international students eligible to enroll at colleges and universities and decreasing the appeal abroad of Canadian post-secondary education more generally. These changes have had a significant impact on enrolment and the financial position of colleges and universities across Canada.

The December 2023 announcement involved a 35 percent reduction in international students eligible to study in Canada for 2024 as compared with the previous year. In 2024, there was an additional 10 percent reduction and a series of scope adjustments for international students to work in Canada and increases to financial requirements. Most recently, on January 23, 2025, the federal government announced a further reduction in international students' eligibility causing an additional 23 percent reduction for Ontario for 2025 relative to 2024.

The cumulative impact of these announcements has resulted in severe financial pressure on colleges and universities across Ontario. The number of new study permit applications that will be accepted in 2025 will be re-assessed at the end of this year. As per the Ministry of Colleges and Universities, international enrolments will prioritize labour market needs, with a 55 per cent cap on International enrolment (excluding priority areas). Some of the relevant rules state that: one-year business/management programs will be ineligible for study permits; mental health support for international students must match domestic levels; and housing guarantees must be provided in offer letters.

In response to the financial challenges faced by Ontario's post-secondary institutions, the provincial government pledged a direct investment of \$1.3B via the Post-Secondary Education Sustainability Fund (PSESF). Included in the PSESF are funds to support an institutional efficiency and accountability review, which George Brown will complete in 2025/26. The review focuses on key areas including governance, administration, and student services; academic programming; physical assets and facilities; collaborative procurement opportunities; and revenue generating opportunities.



Strategic Priorities

George Brown College's 2025/26 Business Plan is rooted in the commitments of Strategy 2026 and in step with the Government of Ontario's 2025 Budget priorities. This plan reflects our role as a leading public college committed to fostering talent, innovation, and equity. Our approach centres on five interconnected priorities that shape our efforts to build a stronger Ontario, including resilience, social well-being and inclusive prosperity:

- 1. Enhance the competitiveness and productivity of business and effectiveness of organizations within the society.**
- 2. Enhance the skills, talent, capacity and productivity of the workforce.**
- 3. Contribute to the vibrancy and development of communities.**
- 4. Foundation of Equity: Build a culture of equity, reconciliation, and belonging by creating a learning and working environment that embraces and honours the complex intersecting identities of our community through the integration of anti-racism, Indigenization, and inclusion practices.**
- 5. Financial sustainability, efficiency and accountability**



Enhancing the Competitiveness and Productivity of Business and the Effectiveness of Organizations

Ontario's economic recovery and future growth depend on building a globally competitive and resilient business environment. George Brown contributes to this imperative by cultivating an agile program mix that can pivot quickly to meet evolving market demands and shifting economic needs. We are actively updating credential offerings, including the conversion of advanced diplomas to credentials that better align with industry expectations. By embedding digital and human skills into every program, we ensure that graduates are well-equipped for the demands of rapidly changing job markets.

Program development is driven by deep collaboration with industry partners. Through co-designed programs and advisory input, we ensure that our graduates are not only job-ready but positioned to lead in emerging fields. This responsiveness is also evident in our commitment to flexible and immersive learning opportunities, including experiential and work-integrated learning models that mirror real-world practice.

We are advancing academic program renewal with a focus on relevance and quality. This includes mechanisms for regular assessment to ensure alignment with labour market demands and learner interests. At the core of this evolution is our vision to foster innovation through the development of a dedicated innovation zone. This space will support experimentation with new education models, expand applied research capacity, and catalyze institutional innovation—ensuring that George Brown remains at the forefront of academic excellence and sector transformation.

From May 30 – June 6, 2025, George Brown was the first college to host Congress of the Humanities and Social Sciences, now in its ninety-fourth year. With over 7,500 attendees from all over Canada and beyond, Congress was a venue for forty-eight scholarly associations to hold their annual conference. Congress @GBC was a historic opportunity to solidify our position as a premier research college, as well as demonstrate our commitment to inclusive teaching and learning. An array of events engaged our employees, faculty, students, alumni, and partners in showcasing the diversity of activities the college facilitates, and the relationship-building it enables as a pillar in the community.

It is estimated that the conference generated approximately \$3 million in economic activity in connection with expenditures of attendees.



Enhancing the Skills, Talent, Capacity, and Productivity of the Workforce

To support Ontario’s strategic emphasis on workforce development and economic modernization, we are scaling efforts to deliver high-impact, future-focused education. Our approach includes expanding the flexibility of program delivery through the growth of online, hybrid, and modular offerings, allowing working adults, parents, and lifelong learners to participate in meaningful upskilling and reskilling.

We continue to focus on improving the student experience, including the foundational capabilities required to deliver modern programs and career pathways. This includes supporting initiatives that modernize our curriculum and align it directly with emerging skills needs. To foster greater learner autonomy, we are scaling up integrated academic advising and skills coaching that promotes resourcefulness, motivation, and self-efficacy.

Improving student retention remains a top priority. We are establishing a dedicated Student Retention Task Force to identify the systemic and program-level barriers that hinder student success. Informed by this work, we will implement strategic solutions, including enhanced well-being services and integrated advising that addresses academic, personal, and financial challenges.

We are also refining the admissions process to reduce friction and increase transparency. Streamlined decision timelines and improved communications with applicants will improve conversion rates and build trust. Our Strategic Enrolment Management (SEM) Plan remains a cornerstone of our approach, using data-driven insights to optimize the enrolment funnel from application through to graduation.

In tandem, we are improving our customer relationship management (CRM) systems and student communication platforms to deliver timely, personalized support. Modernizing these digital tools ensures that learners receive accurate and relevant information throughout their journey—from initial inquiry to post-graduation opportunities.

We are also advancing a flexible web registration solution, updating student records hubs, and implementing a modern transfer credit and digital credentialing system. Moving away from cohort-based curricula toward course-based learning pathways provides greater delivery flexibility and supports personalized learning journeys.



Contributing to the Vibrancy and Development of Communities

Ontario’s budget identifies strong, connected communities as vital to economic and social well-being. George Brown contributes to this goal by creating infrastructure and digital systems that strengthen our relationship with students, employees, alumni, and partners. A redesigned website will provide a more engaging user experience and better facilitate connections across our network.

Institutionally, we are completing a comprehensive Sustainability Plan that embeds sustainability principles within academics, research, operations, community engagement, and governance practices. In parallel, the finalization of our Integrated Energy and Water Master Plan (IEWMP) ensures that energy and water efficiency are core considerations in campus planning—advancing our commitment to climate action and environmental stewardship.

Community and industry partnerships are also expanding to support localized program delivery, workforce readiness, and economic participation. These partnerships enhance job readiness and allow us to deliver responsive education in ways that are integrated with the needs of employers and community organizations. This aligns directly with Ontario’s focus on building sustainable, inclusive communities supported by skilled talent pipelines.

The college’s new mass-timber building, Limberlost Place, has achieved substantial completion, marking a major milestone in the development of this signature project. The building is now transitioning into its operational readiness phase, including furnishing, commissioning, final inspections, and move-in planning. It is on schedule to open in time for Congress of the Humanities and Social Sciences and is in preparation for academic programming commencing in Fall 2025.





Foundation of Equity: Building a Culture of Equity, Reconciliation, and Belonging

Equity is not a peripheral priority—it is the foundation of our institutional ethos. Our learning and working environments are being transformed through intentional efforts to honour the complex and intersecting identities of our community. Through the implementation of Anti-Racism, Equity, Diversity, and Inclusion (ARED) initiatives, we are creating safer and more inclusive academic spaces.

We are expanding access to services that address the full spectrum of student well-being, including mental health supports, culturally relevant advising, career counselling, and peer-to-peer networks. These services are critical in addressing the barriers that prevent many students—particularly those from equity-deserving groups—from participating fully in post-secondary education.

Our work is grounded in strong, community-based partnerships that help us reach learners facing systemic barriers. These partnerships enable targeted outreach and programming designed to improve access and retention. We are also deepening our use of disaggregated data to track equity outcomes and inform policy decisions—ensuring that our interventions are evidence-based and that their impact can be measured and scaled.





Financial Sustainability, Efficiency, and Accountability

In a time of constrained public resources and shifting fiscal realities, George Brown is committed to maintaining long-term financial sustainability through flexible planning, real-time reporting, as well as budget, and robust risk mitigation. This discipline allows us to remain responsive to evolving conditions while continuing to invest in mission-critical areas.

We are emphasizing the modernization of business processes and the optimization of institutional resources. This includes strengthening our enrolment and conversion performance through improved SEM strategies and data-informed outreach. Our digital communications and CRM upgrades are also central to increasing applicant yield and strengthening engagement.

Across all of this work, we are executing on a realignment of our institutional organizational structure. This redesign supports greater agility, collaboration, and strategic clarity—positioning George Brown to respond to a rapidly evolving post-secondary landscape. We are embedding a culture of monitoring, evaluation, and innovation that uses data to inform improvement, recognize excellence, and scale successful initiatives across the institution.

Strategic Mandate Agreement (SMA) 4 will be initiated in 2025 and is comprised of a number of recurring performance metrics from SMA 3. In the coming year, George Brown will continue its commitment to increasing STEM program enrolment while working to capitalize on our downtown location and close proximity to leading innovative Canadian health care providers and researchers by expanding our emphasis on health-centered programming. George Brown will also expand its unwavering commitment to excellence, growth, and community impact, and propel us toward a future of innovation and success that will continue to provide research and innovation opportunities for students and recent graduates, and establish and sustain mutually beneficial research and innovation partnerships that promote shared values and goals and directly impact community development and economic growth.

Infrastructure investments are being carefully aligned with evolving academic and strategic needs, ensuring that physical space, digital platforms, and human capital are integrated in ways that support our aspirations as a 21st century institution.

Together, these priorities not only reflect our institutional commitments outlined in Strategy 2026 but also demonstrate George Brown College's alignment with Ontario's economic plan for competitiveness, workforce development, and social equity. We are proud to play a pivotal role in helping build a more prosperous, inclusive, and resilient Ontario—one learner, one partnership, and one community at a time.

Appendix

Proposed 2025-2026 Budget

(All Figures in \$ '000)

Revenue

Grants and Reimbursements	(A) 2025–2026 Budget	(B) 2024–2025 Budget	(C) 2024–2025 Projection	(A)-(C) \$ Variance	(A-C)/C % Variance
Core Operating Grant	102,897	103,858	103,858	(960)	-1%
Special Purpose & Other Grants (includes Daycare grant)	35,638	22,180	25,499	10,139	40%
Apprenticeship	5,114	5,081	5,081	33	1%
Literacy & Basic Skills	3,978	3,978	3,978	—	0%
Flow-Through Grants	9,000	9,000	9,000	—	0%
Total grants and reimbursements	156,626	144,096	147,415	9,211	6%

Tuition and Other Student Fees	(A) 2025–2026 Budget	(B) 2024–2025 Budget	(C) 2024–2025 Projection	(A)-(C) \$ Variance	(A-C)/C % Variance
Tuition and Material Fees - Domestic Post-Secondary	62,405	66,908	62,286	120	0%
Tuition and Material Fees - International Students	110,399	155,233	194,920	(84,521)	-43%
Tuition and Material Fees - Continuing Education	14,429	13,911	14,600	(171)	-1%
Other Student Fees	16,309	16,978	15,891	418	3%
Tuition Set Aside (TSA) for Scholarships	7,000	7,000	7,000	—	0%
Total tuition & other student fees	210,543	260,031	294,697	(84,154)	-29%

Ancillary	(A) 2025–2026 Budget	(B) 2023–2024 Budget	(C) 2024–2025 Projection	(A)-(C) \$ Variance	(A-C)/C % Variance
Bookstore	5,230	3,305	5,837	(607)	-10%
Day Care Operations	2,787	3,807	3,807	(1,020)	-27%
Student Residence	9,140	8,545	8,700	440	5%
Other Ancillary	5,030	5,126	5,126	(96)	-2%
Total Ancillary	22,187	20,783	23,471	(1,284)	-5%
Other Revenue	8,285	19,136	19,456	(11,171)	-57%
Amortization of deferred contributions related to capital assets	10,604	10,236	10,236	369	4%
Total Revenue	408,245	454,281	495,274	(87,030)	-18%

Expenses

Operating Expenses	(A) 2025–2026 Budget	(B) 2024–2025 Budget	(C) 2024–2025 Projection	(A)-(C) \$ Variance	(A-C)/C % Variance
Salaries and Benefits	230,838	272,358	307,377	(76,539)	-25%
Services	41,276	48,139	53,026	(11,750)	-22%
Supplies & Minor Equipment	20,249	25,013	22,148	(1,900)	-9%
Rental, Utilities & Maintenance	37,556	31,578	40,339	(2,783)	-7%
Ancillary	9,387	6,552	9,625	(238)	-2%
Student Residence	6,849	6,329	6,550	299	5%
Interest Expense incl. Limberlost and Daniels', excl. Residence	3,379	1,952	935	2,443	261%
Other Expenses	13,101	18,976	16,597	(3,496)	-21%
Contingencies	3,500	3,500	60	3,440	5733%
Scholarships, Bursaries and Grants	7,000	7,000	9,000	(2,000)	-22%
Total Expenses	373,134	421,397	465,657	(92,523)	-20%
Contribution from Operations Before Amortization	35,111	32,884	29,617	5,493	19%
Less : Amortization of Capital Assets	28,987	26,044	25,346	3,641	14%
Total PSAB Surplus (DEFICIT)	6,124	6,840	4,272	1,852	43%
Financial Health Indicator threshold 1.5% (Surplus/Total Revenue)	1.5%	1.5%	0.9%	—	—
Less: Severance Cost	—	—	(5,900)	5,900	-100%
Total PSAB surplus (DEFICIT) excluding severance	6,124	6,840	10,172	(4,048)	-40%
Financial Health Indicator threshold 1.5% (Surplus/Total Revenue)	1.5%	1.5%	2.1%	—	—

Flow-Through Operations (Included in Above Section)	(A) 2025–2026 Budget	(B) 2024–2025 Budget	(C) 2024–2025 Projection	(A)-(C) \$ Variance	(A-C)/C % Variance
Applied Research Grants	4,500	4,500	4,500	—	0%
Academic Projects Grants/ Contributions	4,500	4,500	4,500	—	0%
Total Flow-Through Revenue	9,000	9,000	9,000	—	0%
Salaries and Benefits	4,500	4,500	4,500	—	0%
Non- Salary Expenses	4,500	4,500	4,500	—	0%
Total Flow-Through Expenses	9,000	9,000	9,000	—	0%
Net Flow-Through Revenue	—	—	—	—	0%