

Annual Report

2024 – 2025



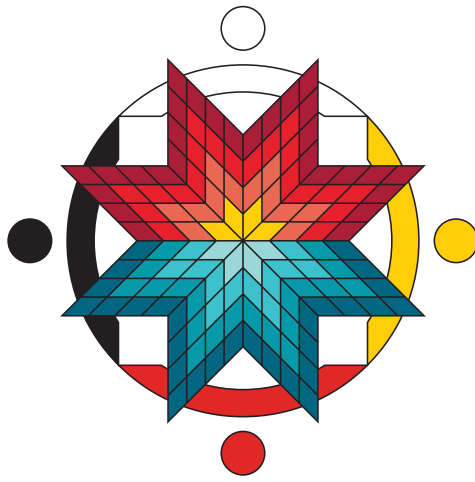
Approved by the George Brown College Board of Governors, June 2025



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

Table of Contents

| | |
|---|-----------|
| Land Acknowledgment..... | 1 |
| Message from the Board Chair..... | 2 |
| Message from the President..... | 3 |
| George Brown College – Strategy and Vision..... | 4 |
| Our Mission, Vision, Mandate, Priorities and Strategy 2026 | 4 |
| Our Values | 5 |
| Our Vision 2030 Aspirations..... | 5 |
| 2024–2025 Business Plan Updates..... | 6 |
| Priority 1: Attract and Engage Diverse Learners | 7 |
| Priority 2: Innovative Academic and Research Initiatives | 10 |
| Priority 3: Connections that Build and Contribute to the Future | 12 |
| Priority 4: Environmental Sustainability | 14 |
| Priority 5: Foundations of Equity | 16 |
| Priority 6: Financial Sustainability..... | 18 |
| Subsidiaries and Representation..... | 20 |
| GBC Foundation..... | 20 |
| George Brown College Council..... | 22 |
| Appendix A: Strategic Mandate Agreement Report Back..... | 24 |
| Appendix B: The George Brown College of Arts and Technology Audited Financial Statements | 25 |
| Appendix C: The George Brown College Foundation Audited Financial Statements | 27 |
| Appendix D: KPI Performance Report | 28 |
| Appendix E: Summary of Advertising and Marketing Complaints Received | 29 |
| Appendix F: List of Governors..... | 30 |



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.

Message from the Board Chair



The past year George Brown College has operated with a backdrop of one of the most challenging periods for post-secondary education in Canada. The impact of government policy as it relates to international students and their opportunities in Canada that was first announced at the beginning of 2024, and the subsequent raft of associated policy changes that have now come into effect, has threatened the fiscal viability of many institutions across Ontario. This is further compounded with the current period of broader economic uncertainty mainly due to geopolitical forces.

Our measured response to these disruptions has focused on maintaining high standards for our student experience in a fiscally responsible manner while laying the groundwork for a resilient future. In particular, academic programming continues to develop responsive training to meet in-demand jobs. Over the past year, this has included a strong focus on fostering new integrative partnerships, such as the ones with the College of Nurses Ontario and the Royal Canadian Navy. Additionally preparations are well underway for the college's upcoming quality assurance audit review cycle, to be independently conducted by the Ontario College Quality Assurance Service (OCQAS), which is an important to George Brown College's commitment to continuous improvement and ensuring our high standards of student outcomes.

Prior investments in infrastructure are now also coming online and sets up flexibility for the institution to pivot and seize on opportunities in the future. In particular, this year sees our new campus building, Limberlost Place, being utilized for the first time with the opening of the new early learning and child-care facilities, hosting of the Congress of the Humanities and Social Sciences, and later in 2025 full opening to students and college course programming.

Looking ahead, I am mindful of the challenges and opportunities that the future holds. I wish to extend my heartfelt thanks to our students, faculty, staff, alumni, partners, and supporters during a time where the landscape of post-secondary education is rapidly evolving. One particular call out is the unwavering support we have had from Chancellor Noella Milne during her term. Noella hands over her Chancellor duties at the end of this academic year, and for the past six years has presided over thousands of students graduating from the college as they head into better futures to make their mark on the world.

Dr. Bruce Choy

Chair, Board of Governors, George Brown College

Message from the President



At George Brown College, we continue to move forward with purpose—driven by our commitment to meeting student needs, the evolving demands of business and the labour market, and the vibrancy of Ontario's communities and economy. We pursue this purpose guided by the principles of equity, innovation, and impact. This year, as we navigated a shifting post-secondary landscape, our college community once again demonstrated resilience, creativity, and deep care for our students and one another. Our strength is our people.

In alignment with Strategy 2026, we advanced key pillars of transformation. Our work across academic programming, student supports, and operational efficiency has been informed by a clear-eyed understanding of the challenges ahead—and a bold vision of what's possible.

We strengthened the implementation of our Academic Plan and Strategic Enrolment Management Plan, both of which are helping us attract and support diverse learners, build new career-aligned pathways, and expand programs that reflect future workforce needs. Through focused planning and cross-functional collaboration—including our Policy Transformation Response Team—we have responded thoughtfully to evolving government policy and funding structures. We have also taken the difficult but necessary steps to maintain the financial accountability of the college while protecting its academic and career-oriented mission.

We have made significant progress in shaping the future of the college—and, indeed, post-secondary education. This year also marked a turning point in how we show up for our city and sector. Limberlost Place opened its doors as a living lab for sustainability and design education, and our acquisition of 25 Dockside Drive cements our presence as an anchor in Toronto's innovation corridor. In June, we hosted the 94th Congress of the Humanities and Social Sciences after a year of preparation—the first time in its history that this national academic gathering was hosted by a college.

We are also leading with values. Our continued focus on diversity, equity, inclusion, and Indigenization is reflected in both community-led initiatives and institutional transformation. From enhancing our International Student Hubs to actively addressing housing and affordability, we remain focused on the lived experiences of those we serve.

As we look ahead to 2025–2026, George Brown is poised not just to adapt—but to lead. We are laying the groundwork for long-term stability and relevance, with a clear focus on the kind of institution we aspire to be: bold, responsive, and unwaveringly student-centred.

Let us move forward with momentum—together.

Dr. Gervan Fearon
President, George Brown College

George Brown College – Strategy and Vision

Our Mission, Vision, Mandate, Priorities and Strategy 2026

Strategy 2026

Strategy 2026 was developed over a nine-month period involving the college community through consultation, validation of emerging direction, and a variety of feedback sessions with stakeholders.

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 refreshed values.



Learners and Learning

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



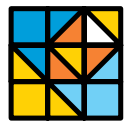
Equity and Belonging

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



2024–2025 Business Plan Updates¹

In our 2024–2025 Business Plan, we identified several government policies that would significantly shape our operations as a publicly funded post-secondary institution in Ontario. These included the continued provincial tuition freeze, the reduction and federal cap on international study permits, and the launch of Strategic Mandate Agreement (SMA) 4. As anticipated, these policy directions had a substantial impact on our college over the past fiscal year. In response, we first implemented a range of mitigation actions and launched transformative initiatives aimed at sustaining our mission and strengthening our future readiness as we embark toward a new steady-state.

Throughout 2024–2025, our college worked to balance agility with innovation, responding to rapid advancements in technology—particularly in artificial intelligence (AI)—and evolving student expectations for flexible, multimodal, and on-demand learning experiences. At the same time, we navigated sector-wide economic pressures and deepened our commitment to sustainability. In the interplay of executing on our Business Plan and mitigating against the enrolment impact of policy change, several initiatives from our Business Plan were paused for re-evaluation. The following report thus highlights the meaningful progress we made on the priorities set out in our 2024–2025 Business Plan, achieved through a year of resilience, adaptation, and mitigation.

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.



Priority 1: **Attract and Engage Diverse Learners**

As outlined in the Business Plan 2024–2025, progress on Priority 1 of Strategy 2026 was to be advanced through a series of Institutional Operational Plans (IOPs) and key initiatives. These included the Strategic Enrolment Management (SEM) Plan, the Global Engagement Plan, the Student Experience and Success Plan, and the Enterprise Systems Roadmap. The following section outlines the progress made over the past fiscal year toward these commitments.

Strategic Enrolment Management (SEM) Plan

Clear progress was made in 2024–2025 toward the priorities outlined in the SEM Plan: Strategic Enrolment Management, Attracting Diverse Learners, and Retaining and Engaging Learners. A more flexible registration process was advanced through a strategic project, SIS Renovate, aimed at enhancing the Student Information System (SIS). Additionally, key count-date enrolment dashboards were developed to support data-informed decision-making. As part of another strategic project, a comprehensive conversion framework was designed. This integrated approach supports the college's post-secondary enrolment goals and aligns with students' aspirations, with equitable access serving as a foundational principle. All recruitment events are now being tracked for lead generation, and centralized services are slated for review in the coming months to establish clear standards for integrated advising at George Brown College.

Enterprise Systems Roadmap: The College successfully completed Phase 1 of the SIS Renovate project in Fall 2024, which included the launch of new systems for scheduling and registration, a streamlined transfer credit process, a modern tuition payment solution, and an updated International Registration System aligned with federal regulatory changes.

Global Engagement Plan

In response to evolving Immigration, Refugees and Citizenship Canada (IRCC) policies, the college's global engagement team implemented new frameworks and strategies to strengthen international student recruitment. These efforts also expanded global learning opportunities—such as work-integrated learning (WIL), exchanges, and study tours—offering students a more interconnected academic experience.

This year, the College welcomed its first cohort of exchange students from Politecnico di Milano, along with students from existing partner institutions including NGU, KEA, JEJU, and ENU. Outbound students completed semester exchanges at Edinburgh Napier University and Manchester Metropolitan University, while Villa La Capella in Tuscany, Italy, hosted its first GBC culinary WIL placement.

To support these and other global initiatives, the College introduced a structured, five-phase Partnership Development Framework. This tool helps program managers and operational staff navigate the lifecycle of academic mobility partnerships, including Work-Integrated Learning (WIL) exchanges, Collaborative Online International Learning (COIL), and pathway programs.

Student Experience and Services Plan

Student Experience and Services spans a wide range of functions across the College. The following updates highlight recent initiatives that support student well-being, academic success, and career readiness:

- **Student Mental Health:**

In alignment with Bill 166 (2024), a comprehensive Student Mental Health Policy was introduced in January 2025. A new two-part staff training, Empathy in Action: Responding to Students in Distress, was piloted to better equip employees in supporting student wellness.

- **Accessible Learning Services:**

Launched Accommodate in Spring 2025, a platform that streamlines the accommodation process for students and gives faculty direct access to relevant information.

- **Housing Support:**

An interim Student Housing Support Policy was introduced to connect students with safe, stable, and affordable housing resources.

- **Academic Support:**

The LLC/TLC released a New to GBC guide and updated study skills materials, enhancing access to effective, low-cost academic tools.

- **Student Conduct and Support:**

The Office of Student Conduct and Support (OSCS), in partnership with campus units, developed the Responding to Student Concerns Guide and a What to Expect document for those involved in conduct processes. OSCS also launched the CARE Team, a cross-campus behavioral intervention group supporting students with complex needs.

- **Career Services:**

Hosted three targeted Career Fairs in 2024–2025 for students in Hospitality and Culinary Arts, Business, and Construction and Engineering Technologies. The events engaged 610 students and supported employer connections and post-event follow-up to strengthen career pathways.



Priority 2: **Innovative Academic and Research Initiatives**

As outlined in the Business Plan 2024–2025, progress on Priority 2 of Strategy 2026 was to be advanced through a series of Institutional Operational Plans (IOPs) and key initiatives. These included the Academic Plan, Research and Innovation Plan, and program renewal. The following section outlines the progress made over the past fiscal year toward these commitments.

The Academic Plan

The College is advancing faculty and student success through several strategic initiatives. The implementation of Interfolio supports faculty activity reporting and public web profiles to showcase engagement in research, professional development, and community contributions. A new reporting system also tracks faculty participation in Teaching and Learning Exchange (TLX) activities, with engagement summaries shared with academic leadership each semester. To improve student retention and success, the College introduced measures such as supplemental assessments, streamlined program handbooks, revised prerequisite requirements, and promoted the use of low/no-cost learning materials. Additionally, as part of expanding work-integrated learning opportunities, two new child care centres were opened in 2024–2025 to serve as lab schools for Early Childhood programs—Mary’s Place at the Waterfront Campus, emphasizing sustainable design, and Dennis Avenue Child Care Centre, offering before- and after-school care within a community school setting.

Program Renewal: In 2024–2025, George Brown College launched several new academic programs—including a Bachelor of Business Administration (Management) degree and three postgraduate programs in Internet of Things, Digital Product Management, and AI for Robotics—demonstrating its commitment to industry relevance. The College met its target of 4% new program development and exceeded its 3% renewal goal, reviewing and revising 6% of its approximately 200 programs. Additionally, GBC advanced workforce readiness through initiatives supporting internationally educated nurses, BIPOC professionals, and newcomers (via the ReNEW program).

The Research and Innovation Plan

In 2024–2025, George Brown College advanced research and innovation through three key initiatives: NSERC Mobilize, Mitacs Accelerate, and Intellectual Property (IP) Ontario. The NSERC Mobilize program supported 24 researchers, 31 students, and 17 graduates on 15 projects with industry and community partners. Mitacs funding of \$1.46M enabled 95 research internships for students and recent graduates, collaborating on 24 projects with 17 partners. Through IP Ontario, \$139,000 was allocated to 11 Ontario companies to help protect their intellectual property, with nearly 65% of funds benefiting equity-deserving businesses. Events like a lunch and learn for the Canadian Council for Indigenous Business and a workshop on IP in tech and advanced manufacturing helped strengthen partnerships and foster innovation.



Priority 3: **Connections that Build and Contribute to the Future**

As outlined in the Business Plan 2024–2025, progress on Priority 3 of Strategy 2026 was to be advanced through a series of Institutional Operational Plans (IOPs) and key initiatives. These included Community Engagement Plan, Alumni Engagement Plan, People Plan, Partnerships, Congress of the Humanities and Social Sciences, and George Brown Brand Refresh. The following section outlines the progress made over the past fiscal year toward these commitments.

Alumni Engagement Plan

In 2024, GBC's Alumni Relations team launched three new alumni chapters: School of Computer Technology, Career Work Counselor & Career Development Practitioner, and Recreational Alumni Chapters. These chapters aim to expand GBC's alumni network with locally relevant and globally connected communities. Two additional chapters, School of Fashion & Jewellery and Centre for Business, will launch by March 2025. Seven GBC graduates were nominated for the Colleges Ontario Premier's Awards, with Eric Kukucka, a Denturist program graduate, receiving the Premier's Award in Science, Technology & Engineering. Additionally, GBC published the second issue of *Beyond the Campus*, its annual alumni magazine, celebrating alumni achievements and institutional progress.

People Plan

The People Plan at George Brown College outlines a vision for fostering an engaged, thriving workforce and creating an environment where all employees can excel. It emphasizes shared accountability across all levels, with leaders expected to engage in development-minded conversations and provide meaningful support. The formal launch has been delayed due to ongoing mitigation efforts required to address the financial stability challenges arising from recent IRCC policy changes.

Partnerships

In 2024–2025, George Brown College forged several impactful partnerships that advanced career development, innovation, and sustainability. A \$500,000 donation from Scotiabank's ScotiaRISE initiative is funding the two-year ReNEW program, supporting 160 internationally trained professionals at GBC's School of ESL with career readiness, financial literacy, and networking skills. The College also launched a new collaboration with the Toronto Raptors and an Indigenous World Views course with New Zealand's Nelson Marlborough Institute of Technology. Additionally, GBC's commitment to sustainability was highlighted through the Trillium Cellars Project with Niagara College and Citronino—a food waste solution developed by Hospitality and Culinary Arts students and staff in partnership with Reid's Distillery.

Congress of the Humanities and Social Sciences

Work continued for George Brown to host the Congress of the Humanities and Social Sciences, now in its ninety-fourth year. With around 7,000 attendees from all over Canada and beyond, Congress is a venue for forty-eight scholarly associations to hold their annual conference. Congress @GBC is 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 engage 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.



Priority 4: **Environmental Sustainability**

In December 2024, GBC was recognized at the Advocate Level of the City of Toronto's Green Will Initiative (GWI), a collaborative program uniting building owners across the city in sustainability efforts. This designation celebrates the college's role in promoting energy efficiency and reducing emissions and reflects GBC's growing influence as a sustainability leader in Toronto's post-secondary sector.

George Brown College continues to demonstrate strong leadership in environmental sustainability through a series of impactful initiatives and recognitions that reinforce its commitment to energy efficiency, waste reduction, and responsible resource management.

As outlined in the Business Plan 2024–2025, progress on Priority 4 of Strategy 2026 was to be advanced through a series of Institutional Operational Plans (IOPs) and key initiatives. These included Limberlost Place, the Environmental Sustainability Plan, Incremental Sustainability Initiatives, and Environmental Compliance. The following section outlines the progress made over the past fiscal year toward these commitments.

Limberlost Place

The College's new mass timber building, Limberlost Place, achieved substantial completion, marking a major milestone in the development of this signature project. 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.

Environmental Sustainability Plan

We are currently updating the 2019 Sustainability Plan to establish a renewed vision and strategy for environmental responsibility. This plan will be informed by the college's Anti-Racism Action Plan, Indigenous Education Strategy, the United Nations Sustainable Development Goals (SDGs), and the targets outlined in the Paris Climate Agreement. The Sustainability Plan preparation is continuing with student engagement underway. Further engagement will take place in the Fall 2025 to complete visioning work and prioritization and the plan will be finalized early Winter.

Several additional plans support the overarching commitment to sustainability. The college successfully completed its Energy Conservation and Demand Management Plan and is actively developing an Integrated Energy and Water Master Plan. The Integrated Energy and Water Master Plan is being socialized and early quick-win projects and initiatives are being identified. These strategic efforts are designed to help the college meet targeted net-zero emissions goals in alignment with both local and global climate commitments.

Incremental Sustainability Initiatives

- GBC Eats launched the Friendlier reusable food container program across all GBC Eats and Centre for Hospitality and Culinary Arts (CHCA) retail locations. This initiative reduces reliance on disposable food packaging.
- The Chef School at GBC has also maintained its Gold Organic Campus Designation from the Canada Organic Trade Association (COTA), a distinction first achieved in 2023, making it the first post-secondary institution in Canada to receive this honour. The Chef School continued to demonstrate its commitment to organic food systems by regularly sourcing and purchasing 70 certified organic items on a regular basis.
- The WAVE Dental Clinic has diverted nearly 9,000 kilograms of personal protective equipment (PPE) including masks, gowns, and single-use dental products from landfill since February 2024. These items are sent for specialized processing and repurposed into new products, contributing to the circular economy.
- In support of transparent and data-driven decision-making, the college has implemented building-level metering across its main campuses. These systems provide real-time energy usage data and are already enabling more energy-efficient operations.



Priority 5: Foundations of Equity

As outlined in the Business Plan 2024–2025, progress on Priority 5 of Strategy 2026 was to be advanced through initiatives laid out in “Driving Towards Systemic Change: Beyond 2024.” The following section outlines the progress made over the past fiscal year toward these commitments.

In support of creating a respectful and inclusive college environment, GBC undertook significant policy updates in 2024, including a comprehensive revision of the Human Rights Discrimination Policy and the development of a new Duty to Accommodate Policy. To ensure that faculty and staff are equipped to uphold these standards, three new e-learning modules were developed and launched on Human Rights, Sexual Violence, and Duty to Accommodate.

Furthering its commitment to inclusive excellence, the college launched the Black Futures Initiatives and opened the Black Futures Space at the St. James Campus, a dedicated environment that supports Black student achievement and leadership. The College also launched a specialized micro-credential program in Fall 2024 for Black, Indigenous, and People of Colour (BIPOC) contractors in partnership with the Associated Canadian Carpenters Alliance (ACCA), aimed at supporting equity and opportunity in skilled trades.

As part of its broader commitment to truth and reconciliation, George Brown College hired a dedicated Manager of Indigenous Pedagogy in 2024. This role was created to support faculty development in integrating Indigenous perspectives and teaching approaches into curriculum and classroom practice, aligning with the college's Indigenous Education Strategy.

In 2024, GBC successfully completed Year 2 of its Multi-Year Accessibility Plan (MYAP), achieving full compliance with the Accessibility for Ontarians with Disabilities Act (AODA) standards for the year. As part of the college's ongoing commitment to accessibility, a new module "AODA for Educators: Introduction to Disability" was launched to enhance faculty understanding of accessibility in the classroom. All full- and part-time faculty are expected to complete this training by December 2025.





Priority 6: Financial Sustainability

As outlined in the 2024–2025 Business Plan, progress on Priority 6 of Strategy 2026 was to be driven by key Institutional Operational Plans (IOPs), including Vision 2040 (Campus Master Plan), the Future of Work, the Information and Technology Plan, and the new HR/Finance system. However, IRCC policy changes required the College to shift focus toward financial mitigation and sustainability efforts. Operational expenses were reduced where possible—for example, by transitioning to a more cost-effective 24/7 managed security provider.

More significantly, George Brown College implemented a Workforce Mitigation Plan to address salary and budget pressures, with phases 1 and 2 initiated in 2024–2025.

To support this transformation, a Director of Change Management was appointed, and early work began on a Change Management Framework and toolkit.

The following section outlines progress on financial sustainability priorities that were set out in Business Plan 2024–2025, while recognizing that some initiatives were delayed as the College continues to navigate mitigation efforts.

Future of Work

Technology was enhanced in buildings on our Waterfront Campus and labs and classrooms were updated with new AV and computers, and technology was implemented at the new Limberlost building.

Information and Technology Plan

- The Information and Technology plan is nearing completion, with an anticipated launch in mid-2025. Additionally, a technology support plan was developed to support Congress in June 2025.
- Several policies were completed and approved by the board. In June 2024, the Acceptable Use Policy (AUP), Cybersecurity Policy, and AI Statement were reviewed and approved. A draft Data Management Policy is underway but not yet approved.

Subsidiaries and Representation

GBC Foundation

The George Brown College Foundation, established in 1984, is a separately incorporated registered charity that serves as the primary fundraising vehicle for George Brown College. The Foundation is guided by a volunteer Board of Directors who support the College's mandate of increasing access to education by raising money to support student success through scholarships, bursaries, and awards.

Together with the college, we work to advance George Brown's commitment to excellence in teaching, applied learning and innovation, as well as its commitment to access, diversity and mutual respect.

Together with our donors, we work to ensure that no student is denied a post-secondary education at George Brown College because of financial constraints.

Mission and Mandate

George Brown College is dedicated to providing the highest possible calibre of education to its students and to making its programs accessible to all. The Foundation helps the College achieve this goal by raising money to support student success through scholarships and bursaries as well as through larger initiatives that strengthen the College's ability to offer programs for specific industries and professions.

Our mission is to raise funds for the college that will:

- Advance the college's commitment to excellence in teaching, applied learning and innovation.
- Enable George Brown's programs, facilities and services to be best-in-class.
- Enable George Brown to be a key resource in shaping the future of Toronto.
- Help George Brown produce graduates who are the candidates of choice for employers.
- Support George Brown's commitment to access, diversity and mutual respect.
- Enable the college to achieve its goal that no student is denied a George Brown College education because of the financial burden.

2024–2025 Updates

The Foundation experienced unprecedented support from donors throughout 2024–2025, driven mainly through an extraordinary gift of \$20 million. Support for student scholarships, bursaries and emergency funds continued to grow over the course of the year, with additional donations secured for programs and capital projects. Funds raised total \$27.75 million on a budget of \$7.32 million.

Ensuring funding is in place to support students is integral to the Foundation's work. Over \$2 million in scholarships and bursaries was raised to provide 1,488 awards. Three new endowment funds were also established with an average value of \$75,177.

The 12th edition of the annual Food Court Social had another successful year with our highest attendance to date. 640 guests, including over 50 sponsors and donors, enjoyed the food offerings of 18 chefs (many GBC alumni), specially-themed drinks and desserts. The event raised \$467,500 for the Augmented Education program.



George Brown College Council

The George Brown College Council represents the entire college community and includes representatives from faculty, administrative staff, support staff and students. The mandate of the council is to represent the college community in providing timely feedback to the President on issues that are of college-wide significance. The focus of the George Brown College Council is to:

- Provide timely advice to the President on policies and practices that are of college-wide significance and related to the college's stated strategic priorities.
- Communicate regularly with the college community, bringing issues forward for Council to consider and reporting back on the work of Council.

In fulfilling these responsibilities, College Council establishes annual goals aligned with the college's strategic priorities as determined by the Board of Governors and the Senior Management Committee. While College Council generally provides a college wide perspective on issues of strategic significance, College Council may also consider and advise on operational issues when relevant. Council meets on the third Thursday of each month (September to November and January to June).

College Council Schedule for 2024–2025

| Date | Topic | Presenter |
|---------------|-------------------------------------|---|
| Sep. 19, 2024 | President's Update | President |
| | New Chair and Members Introductions | Tara Ferguson |
| | Academic Congress 2025 Update | Margrit Talpalaru and Munisha Basiram |
| | Enrolment Update | Janene Christiansen |
| Oct. 31, 2024 | Remarks from Senior Leadership | Leslie Quinlan |
| | Limberlost Place Update | Nerys Rau |
| | Values Refresh | Jason Inniss and Krista Holmes |
| | Student Success Update | Terry McQuaid, Alex Irwin, Somi Abalu, Daniel Fok, and Colin Fitzsimons |
| Nov. 21, 2024 | President's Remarks and Q&A | President |
| | SEM Plan Update | Janene Christiansen |
| | Student Recruitment Initiatives | Olena Shklar |
| | OAREHRS Update | Jennifer Grant and Anita Balakrishna |

| Date | Topic | Presenter |
|---------------|--|--|
| Jan. 16, 2025 | President's Remarks and Q&A | President |
| | Academic Congress 2025 Update | Margrit Talpalaru and Munisha Basiram |
| | PEN Writer in Residence | Tala Motazedi and Paula Applebaum |
| Feb. 2025 | Meeting Postponed | — |
| Mar. 20, 2025 | President's Remarks and Q&A | President |
| | Town Hall Feedback | All |
| | Council Updates | Tara Ferguson |
| | TLX Spaces | Jason Inniss |
| | Accessible Learning Services Policy Update | Kaitlin Van Osch and Alex Irwin |
| | Library Learning Commons Policy Update | Colin Fitzsimons |
| | Faculty Credentials Policy | Juanita Wattam-Simeon |
| Apr. 17, 2025 | President's Remarks and Q&A | President |
| | College Council Membership | Tara Ferguson |
| | Integrated Energy and Water Master Plan | Michelle McCollum and Mary Livera Ranaweera |
| | Policy Updates | Heidi Marsh |
| | Space Policies | Michelle McCollum and Janene Christiansen |
| | Student Mental Health Policy | Alex Irwin |
| May 15, 2025 | President's Remarks and Q&A | President |
| | Academic Congress 2025 Update | Margrit Talpalaru |
| | IP Policy and Research Institutes Policy | Krista Holmes |
| | Information and Technology Strategic Plan Review | Steve Camacho |
| | OAE Policy Review | Juanita Wattam-Simeon |
| | Athletics and Recreation Update | Daniel Fok and Melanie Gerin-Lajoie |
| | Refresh of Strategy 2026 | Tara Ferguson |
| June 19, 2025 | 2025-2026 Planning | All Members |

Appendix A: **Strategic Mandate Agreement Report Back**

Read the agreement between Ontario and George Brown College of Applied Arts and Technology to understand its unique role in the province's post-secondary education system: [2020–2025 Strategic Mandate Agreement: George Brown College of Applied Arts and Technology](#)

Appendix B: The George Brown College of Arts and Technology Audited Financial Statements

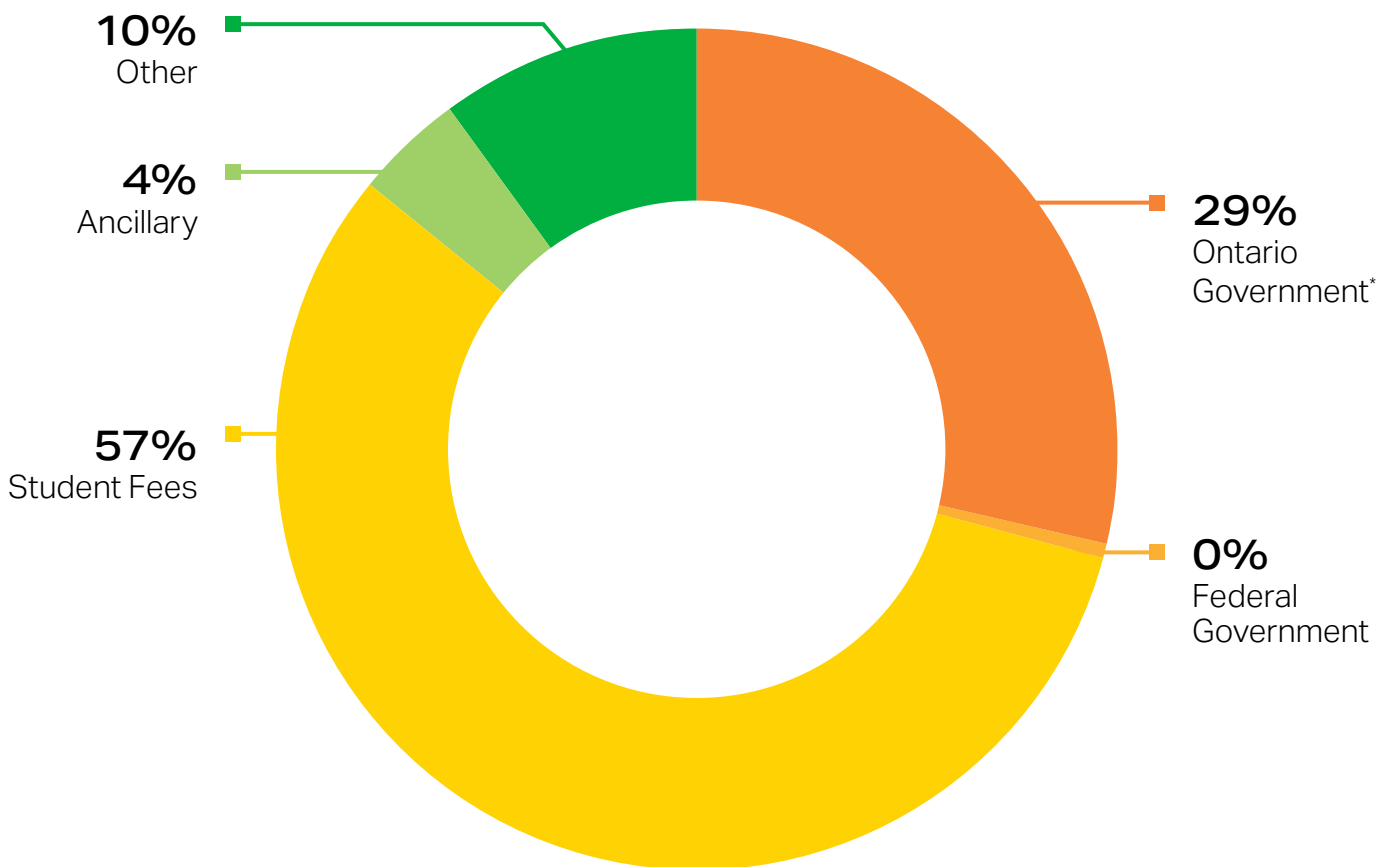
To get George Brown College’s Annual Financial Statement 2024–2025, visit: georgebrown.ca/media/george-brown-college-annual-financial-statement-2024-2025

Operating Revenue by Source, 2024–2015 - \$518 million

| | |
|---------------------|------------|
| Ontario Government* | 149 |
| Federal Government | 2 |
| Student Fees | 293 |
| Ancillary | 21 |
| Other | 53 |
| Total | 518 |

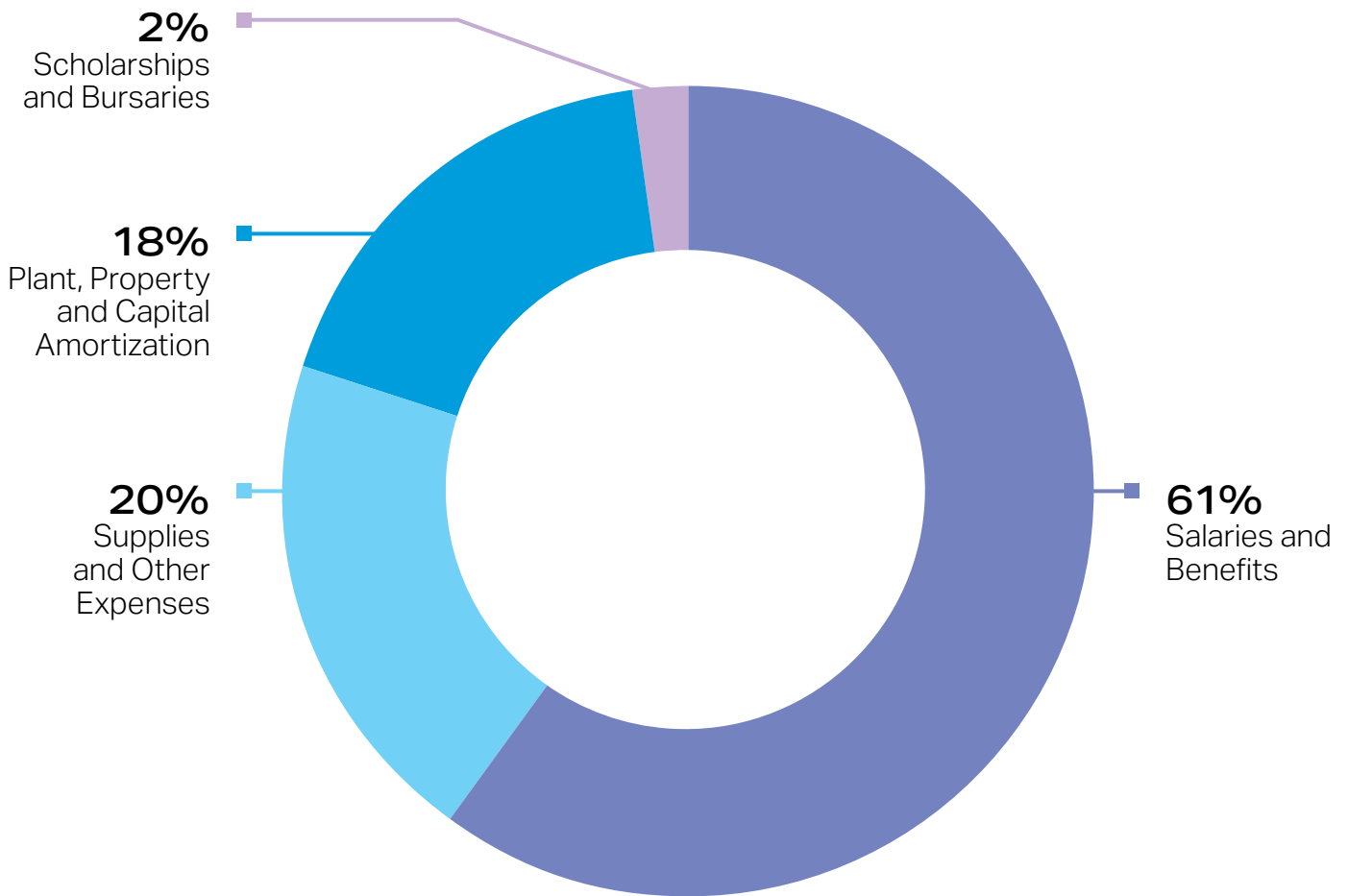
Operating Revenue by Source, 2024–2025 - \$518 million

| | |
|---------------------------|------------|
| Grants and Reimbursements | 151 |
| Student Fees | 293 |
| Ancillary | 21 |
| Other | 53 |
| Total | 518 |



Operating Expenditures by Source, 2024–2025 - \$512 million

| | |
|--|------------|
| Salaries and Benefits | 308 |
| Supplies and Other Expenses | 101 |
| Plant, Property and Capital Amortization | 93 |
| Scholarships and Bursaries | 10 |
| Total | <u>512</u> |



Appendix C: **The George Brown College Foundation Audited Financial Statements**

To get George Brown College's Foundation Financial Statement, visit:
georgebrown.ca/media/gbc-foundation-audit-report-march-31-2025

Appendix D: **KPI Performance Report**

The release of George Brown College’s key performance indicators are pending regulatory approval from the Ministry of Colleges, Universities, Research Excellence, and Security. They will be included in an updated Annual Report here once available: georgebrown.ca/annual-reports

Appendix E: Summary of Advertising and Marketing Complaints Received

P.O. Box 1015,
Station B, Toronto, ON
M5T 2T9 Canada
www.georgebrown.ca



May 30, 2025

In accordance with the Ontario Ministry of Training Colleges & Universities Annual Report requirement, this letter confirms that during Fiscal Year 2024–2025, George Brown received no complaints about its advertising or marketing from any enrolled students or recent graduates.

Should you need to discuss this further please contact me at dave.mazzone@georgebrown.ca

Sincerely,

Dave Mazzone
Chief Marketing Officer, George Brown College



Appendix F: List of Governors

| No. | Name | Appointment Date | Term Expiry |
|-----|--|------------------|-------------|
| 1 | Bruce Choy (Chair) Former Partner, PwC Canada | Sep 2022 | Aug 2025 |
| 2 | Nancy Prenevost (Vice Chair) Retired Head of Legal Affairs and Operational Compliance, Oxford Properties Group | Sep 2022 | Aug 2025 |
| 3 | Bhavna Duggal CFO & Principal, The CFO Centre of Canada | Sep 2023 | Aug 2026 |
| 4 | Roger Grochmal Retired CEO/Owner, AtlasCare | Nov 2023 | Aug 2026 |
| 5 | Saeideh Fard Chief Financial Officer, Introhive | Sep 2023 | Aug 2026 |
| 6 | Omo Akintan Chief People Officer, University Pension Plan | Sep 2022 | Aug 2025 |
| 7 | Rob Gilmour Vice President, Crestview Strategy | Sep 2024 | Aug 2027 |
| 8 | Arjun Jasuja Founder and Chairman, Sigma Group | Sep 2022 | Aug 2025 |
| 9 | Millan Mulraine Chief Economist, Ontario Teachers' Pension Plan | Sep 2023 | Aug 2026 |
| 10 | Lachlan McQuarrie Industry Fellow, Intelligent Building LLC | Sep 2024 | Aug 2027 |
| 11 | Gervan Fearon Ex Officio, President | – | – |
| 12 | Jon Callegher Professor, Centre for Business, Faculty Representative | May 2022 | Aug 2027 |
| 13 | Jimi Rockley Coordinator, Digital Learning Environment, Support Staff Representative | Sep 2024 | Aug 2027 |
| 14 | Akrivi Papadaki Senior Manager, Strategic Planning, Administrative Staff Representative | Sep 2023 | Aug 2026 |
| 15 | Sanya Vatish Student Representative | Sep 2024 | Aug 2025 |