GEORGE BROWN POLYTECHNIC

Strategy2030

Shaping Our Polytechnic Future for Opportunity and Impact

Approved by Board of Governors on October 14, 2026

Executive Summary

Postsecondary education (PSE) has been going through a period of significant change since before the COVID-19 pandemic, resulting in enrolment and financial pressures.

At the same time, there are shifting learner demographics and expectations, as well as rapidly evolving technologies that demand an institutional response. Societal shifts such as changing labour market needs and growing demand for flexible, career-relevant education are reshaping the role PSE institutions must play. Similarly, employers, communities, and government increasingly expect PSE to contribute directly to workforce development, productivity, innovation, and social well-being. For George Brown Polytechnic (GBP), these conditions reinforce the need for greater focus, agility, and differentiation. ***Strategy 2030: Shaping Our Polytechnic Future*** for Opportunity ***and Impact*** articulates what it means to be a leading urban polytechnic, reaffirming and strengthening this identity as our institutional anchor.

Strategy 2030 reflects broad input from the George Brown community and external partners. Community consultations involving more than 750 participant engagements across surveys, focus groups, employee listening sessions, and internal and external interviews took place between March and July 2026. Validation sessions with employees took place throughout July and August, supported by an asynchronous survey open July – September 2026. This work was undertaken in addition to the extensive consultation that informed George Brown's recently developed ***Academic Plan***, ensuring alignment between the two.

The conceptual themes that emerged from the consultation directly informed the formulation of *Strategy 2030*. The community also called for a structurally focused strategy—one that makes choices, aligns resources to those choices, and creates clear accountability for results. Both this conceptual and the structural feedback shaped the priorities and outcomes of *Strategy 2030*, making this plan truly community-based.

The next phase of George Brown's evolution is focused on evolving our academic and research capacity as a polytechnic. Over the next three years, the polytechnic will deepen its academic breadth and institutional maturity: developing a deliberate continuum of credentials from certificates and diplomas through degrees and applied master's programs; strengthening industry and research-informed applied learning; and expanding faculty and staff engagement and institutional capacity in applied research and innovation. The creation of distinctive polytechnic programs and stronger research capacity anchors *Strategy 2030* and provides the foundation for greater learner opportunity, workforce relevance, partnership impact, and community benefit.

Our differentiator is human-centredness. At George Brown, this means designing learning, services, partnerships, and institutional decisions around the people who experience them. Guided by our values, we listen, consider differential impacts, remove barriers, and create experiences that are connected, accessible, and respectful of human relationships.

Strategy 2030: Shaping Our Polytechnic Future for Opportunity and Impact is organized around three priorities:



PRIORITY 1

Every Learner Ready and Confident for What's Next

Position George Brown as a leading Canadian polytechnic institute with international recognition in teaching and learning, applied research, innovation and commercialization, collaborative partnership, and community engagement. Through our *Academic Plan*, we will advance human-centred and research-informed academic experiences, alongside industry alignment and community engagement, to prepare learners for meaningful work, lifelong learning, and a changing future world. To fulfill our mandated impact as a leading polytechnic, we will support faculty engagement in applied- and program-specific research.



PRIORITY 2

Collaborative Partnerships for Polytechnic Impact

As a leading postsecondary institution for learners, partners, and society, we will build a focused portfolio of high-impact partnerships grounded in Indigenous principles of relationship and reciprocity; strengthen our institutional capacity to sustain and leverage those relationships; and mobilize our network to expand learner opportunities, applied innovation, community benefits, and thought leadership across Toronto, Ontario, and beyond.



PRIORITY 3

One George Brown, Positioned for the Future

Advance financial strength, sustainable infrastructure, reliable and secure technology, and aligned service standards, so they can work together to strengthen our capacity to collaboratively deliver on our academic programming, student services, research activities, and community engagement, all of which will position George Brown as a leading Canadian polytechnic.

Together, these priorities position Strategy 2030 as both an academic and institutional transformation—building the programs, research capacity, partnerships, and organizational foundations required for George Brown Polytechnic to strengthen its place as a leading Canadian polytechnic with international recognition through impact and opportunity.





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List of Abbreviations

Abbreviation	Definition
AI	Artificial Intelligence
AODA	Accessibility for Ontarians with Disabilities Act
CAMH	Centre for Addiction and Mental Health
EAF	Efficiency and Accountability Fund
FADS	Facility Accessibility Design Standards
FHM	Financial Health Metrics
FTEs	Full-time Equivalents
GBP	George Brown Polytechnic
GDP	Gross Domestic Product
GTA	Greater Toronto Area
IRCC	Immigration, Refugees, and Citizenship Canada
KPIs	Key Performance Indicators
MLSE	Maple Leaf Sports and Entertainment
MCURES	Ministry of Colleges, Universities, Research Excellence and Security
OCAS	Ontario Colleges Application Services
OPSEU	Ontario Public Service Employees Union
OSAP	Ontario Student Assistance Program
PSE	Postsecondary Education
SOAR Analysis	Strengths, Opportunities, Aspirations, and Results Analysis
SMA	Strategic Mandate Agreement
STEM	Science, Technology, Engineering, and Mathematics
WIL	Work-Integrated Learning



Land Acknowledgement

George Brown 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.

George Brown's Indigenous Education Strategy is shaped by the wisdom of Indigenous people within our community and across Canada, as well as by Colleges and Institutes Canada's Indigenous Education Protocol; existing Indigenous educational frameworks; and a 2019 review of our Truth and Reconciliation and anti-racism efforts.

As a postsecondary institution, we believe that education is a human right, and acknowledge that this right has not always been afforded to our Indigenous communities. George Brown's *Indigenous Education Strategy* learns from and builds upon frameworks developed by Indigenous advocates and responds to three critical questions: What does Indigenous education mean for the polytechnic? What broader initiatives regarding Indigenous education inform us in this work? How does the strategy drive transformative institutional change?

Strategy 2030 gives us a clear direction: to strengthen our position as a leading Canadian polytechnic and create greater opportunity for learners, partners, and communities in Toronto, across Canada and beyond.



Roger Grochmal
Chair, Board of Governors



Dr. Gervan Fearon
President, George Brown Polytechnic

Message from the Board Chair

George Brown Polytechnic has always been shaped by its ability to respond to change while remaining clear about its purpose. *Strategy 2026* was developed as the institution emerged from the COVID-19 pandemic, with a focus on recovery, growth and impact. Since then, the environment around postsecondary education has shifted substantially. Changes to international student policy, new financial realities, rapid technological change, evolving learner expectations and a more uncertain economic and geopolitical landscape have required George Brown to adapt again. During this period, the institution also took an important step forward by becoming George Brown Polytechnic, making more visible the identity and strengths that have long defined us.

From the Board's perspective, *Strategy 2030* is well suited to this moment because it is focused. It does not attempt to anticipate every turn in an unpredictable environment. Instead, it identifies the areas that will matter across a range of possible futures: preparing learners for meaningful work and lifelong learning, building partnerships that extend our impact, and strengthening the institutional foundations that allow George Brown to deliver on its commitments.

That focus is especially important when we consider George Brown's position within a larger environment. Our success cannot be considered in isolation. Our learners and graduates are part of a labour market that extends across Ontario, Canada and beyond. Employers are adapting to new technologies, changing trade relationships and shifting workforce needs. At the same time, high youth unemployment is a reminder that the connection between education and opportunity cannot be taken for granted. Postsecondary institutions must continue to help people build relevant skills, gain experience and move with confidence into a changing world of work.

Strategy 2030 responds to these realities by reinforcing George Brown's role as a leading urban polytechnic. Its three priorities are deliberately connected: learner success and relevance; collaborative partnerships that create shared value; and a strong, sustainable institution positioned for the future. Just as importantly, the strategy is grounded in human-centredness, guided by George Brown's values and by an understanding that decisions are ultimately experienced by people – learners, employees, partners and communities.

The Board also recognizes the discipline this strategy requires. A focused plan means making choices, aligning resources to those choices, measuring progress and being prepared to adjust as circumstances change. This is not a strategy for a static environment. It is a strategy designed to provide direction while preserving the agility needed to respond to new risks and opportunities.

George Brown has navigated significant change before, and it will do so again. *Strategy 2030* provides a clear direction for the next phase: deepen our polytechnic identity, remain closely connected to the needs of learners and employers, and strengthen the capacity of the institution to create opportunity and impact. On behalf of the Board of Governors, I look forward to seeing the George Brown community bring this strategy to life.

Roger Grochmal
Chair, Board of Governors

Message from the President

I am pleased to share *Strategy 2030: Shaping Our Polytechnic Future for Opportunity and Impact*. *Strategy 2030* arrives at an important moment in George Brown Polytechnic's history. In 2028, we will mark 60 years since George Brown opened its doors. This anniversary will be an opportunity to celebrate what generations of learners, employees, alumni, and partners have built. It also invites us to collectively look ahead and to participate in shaping what George Brown can become to continue "turning learning into opportunity and impact" in an evolving world.

George Brown has expanded from its early roots in career-focused education into a comprehensive urban polytechnic with strengths in teaching and learning, applied research, innovation, entrepreneurship, partnerships, and community engagement. We were a founding member of Polytechnics Canada in 2003, and opened our Office of Research and Innovation in 2007. More recently, we expanded our presence on Toronto's waterfront and advanced sustainable design through Limberlost Place. As a leading Canadian polytechnic, we built new partnerships with institutions and industry, and recently launched our first applied master's degree. In 2025, our name was changed to George Brown Polytechnic reflecting our commitment to explicitly exhibit and amplify our strengths as a leading postsecondary model.

We enter this next period in a very different environment from the one in which Strategy 2026 was developed in 2021/22. Currently, population growth has slowed, the postsecondary sector has been reshaped by changes to international student policy, and institutions are operating with tighter financial and organizational capacity. At the same time, Canada is navigating trade uncertainty and tariffs, while elevated government borrowing across many of the Organization for Economic Co-operation and Development (OECD) countries, and the significant capital investment required to finance emerging technologies, including artificial intelligence (AI), are intensifying global competition for capital, driving up interest rates and, potentially, crowding out public sector expenditures and investment. Simultaneously, AI and other new technologies are changing how work is conducted and what skills are needed. On the federal stage, Canada is pursuing a national agenda for a stronger, more resilient, and unified economy coupled with provincial initiatives to Protect Ontario's economy and prosperity. These broad economic, technological, and policy developments require enhancements in the skills and talents of the workforce and advancements in the translation of research and innovation into commercial and productivity-driven outcomes.

These conditions strengthen, rather than diminish, the public mission, purpose and importance of a polytechnic. Canada needs people with current, applied skills; employers need graduates who can adapt as technology and industries change; and learners need education that can move with them across careers and across jurisdictions. Youth unemployment remains high, underscoring the importance of helping learners make successful transitions into meaningful work. It means creating clear pathways and a deliberate continuum of credentials, from certificates and diplomas through degrees and applied master's programs. It also means ensuring credentials are portable, supporting labour mobility and making it easier for learners to build on prior education as their needs change.

Strategy 2030 is our practical and agile response to the challenges and opportunities of our times. The strategy identifies human-centredness, guided by our values, as our differentiator. This means designing learning, services, partnerships, and decisions around the people who experience them. The plan is deliberately focused, built around three priorities: Every Learner Ready and Confident for What's Next; Collaborative Partnerships for Polytechnic Impact; and One George Brown, Positioned for the Future. Together, they connect our academic mission with the partnerships and institutional capacity required to deliver it. We will measure our progress and use annual planning to adapt implementation as conditions change. Strategy 2030 provides the framework for implementation and reporting from April 1, 2027, to March 31, 2030.

This plan was shaped by extensive engagement. More than 750 participant engagements took place through surveys, focus groups, employee listening sessions, internal discussions and external interviews, followed by validation activities. This work also builds on the significant consultation undertaken for our Academic Plan. I want to thank the students, alumni, employees, Board members, partners, community members, government and industry representatives, and others who shared their experiences and perspectives. The strategy is stronger because of these consultations and contributions.

As we approach our 60th anniversary, I am proud of how George Brown has continued to evolve without losing sight of its purpose. *Strategy 2030* gives us a clear direction: to strengthen our position as a leading Canadian polytechnic and create greater opportunity for learners, partners, and communities in Toronto, across Canada and beyond.

Dr. Gervan Fearon
President, George Brown Polytechnic

Introduction: A Roadmap to Strategy2030

Strategy 2030 aims to guide the continued development and evolution of George Brown Polytechnic to create greater opportunity for learners, enable employees to contribute and thrive in a strong and connected polytechnic, and generate broader public value through workforce development, applied innovation, and social and economic impact.

George Brown has evolved significantly since its establishment in 1967, while remaining grounded in its mandate to provide career-focused postsecondary education and contribute to the communities it serves. *Strategy 2030* builds on that foundation at a moment when learner expectations, technology, the labour market, and the postsecondary environment are changing rapidly. This focus is imperative: George Brown must respond to immediate realities while strengthening its distinctive polytechnic identity and its capacity to create opportunity and impact into the future. The institution's mission, vision, mandate, and values provide the foundation for that work.

This document traces the path from that foundation to action. It reflects on the achievements and lessons of *Strategy 2026*, examines George Brown's current context through the environmental scan, and brings together extensive community consultation, external input, and the Strengths, Opportunities, Aspirations, and Results (SOAR) analysis to identify where the institution can have the greatest impact. These inputs lead to a focused strategic framework of three priorities and their associated outcomes, followed by the approach to implementation, monitoring and reporting, and supporting appendices and figures.

We invite students, employees, alumni, partners, donors, government, and the many communities connected to George Brown to see their role in *Strategy 2030* and in shaping the polytechnic's next chapter.

Mission, Vision, Mandate and Values

At George Brown, we are committed to fulfilling our mandate to provide career-focused postsecondary education. Our shared values, developed together as a community, guide how we teach, learn, work, engage, and conduct research. Our values, along with our mission and vision, provide a foundation for *Strategy 2030*.

While individual institutional values may not appear as distinct priorities in *Strategy 2030*, they are deeply embedded throughout the strategy. The priorities identify where we need to focus our efforts, while our mission, vision, and values guide how that work will be conducted. Every member of our community has a role in implementing the strategy in a way that aligns with our shared values.

Mission

We turn learning into opportunity.

Vision

To be a polytechnic 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 College of Applied Arts and Technology Act, 2002

Our Values

Our values inform how we teach, learn, work, research and engage. They represent the essence of our polytechnic community and what we strive to achieve.

They are more than aspirational; they are practical tools that inform our actions and decision-making. Feedback from our community shaped the development of the latest version of our values. During a listening campaign in fall 2023, we heard from 1,200 students and 800 employees.

Employees expressed a need for stronger connections between our values and their daily work. Our values now include example behaviours, namely, ways employees can implement them in their activities and interactions.



Learners and Learning

- We prioritize the needs, successes, and well-being of our learners.
- We embrace innovation and curiosity to discover potential.



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.



Report of Previous Year(s) Goals

Report of Previous Year(s) Goals

Our previous strategy, *Strategy 2026*, was initiated in 2021-22, and spanned to 2025-26. It was launched as George Brown was adapting to the post-COVID environment and was designed as a recovery strategy focused on "growth and impact." It aimed to rebuild enrolment following the effects of the pandemic, especially among domestic learners. The strategy was organized around six strategic priorities intended to support that recovery and position George Brown for growth and impact.

Priority 1: Attract and Engage Diverse Learners

Priority 2: Innovative Academic and Research Initiatives

Priority 3: Connections that Build and Contribute to the Future

Priority 4: Environmental Sustainability

Priority 5: Foundation of Equity

Priority 6: Financial Sustainability

During the period when *Strategy 2026* was in place, George Brown also updated our values in 2025 to reflect the institution we are today. Toward the end of the strategy period, we changed our name from George Brown College to George Brown Polytechnic, reflecting our commitment to providing technical, applied, hands-on learning; applied degrees, diplomas, certificates, and apprenticeship training; and fuelling business innovation with applied research expertise.

Highlights of Key Successes

In the first two years of *Strategy 2026*, George Brown made significant progress in returning domestic enrolment to pre-COVID levels, growing overall enrolment, and advancing impact through partnership.

- In support of Priority 1, **Attract and Engage Diverse Learners**, George Brown launched its *Strategic Enrolment Management Plan* in April 2024 to guide enrolment efforts.
- To advance Priority 2, **Innovative Academic and Research Initiatives**, an *Academic Plan* was launched at the same time. Later, in response to the changing landscape, a new structure and naming convention for academic divisions was introduced. A highlight of our Polytechnic evolution during *Strategy 2026* was the launch of George Brown's first applied master's degree, the Master of Construction Management.
- In pursuing Priority 3, **Connections that Build and Contribute to the Future**, George Brown expanded its network of partnerships and strengthened its physical presence. This included new academic partnerships with Niagara College and the University of Toronto, an official partnership with the Toronto Raptors, and the acquisition of the Corus building to expand our Waterfront Campus.
- To deliver on Priority 4, **Environmental Sustainability**, George Brown began developing a *Sustainability Plan*, launched the Brookfield Sustainability Institute and opened Limberlost, which serves as an example of sustainable mass-timber construction and further expands our physical presence at the Waterfront Campus.
- To advance Priority 5, **Foundation of Equity**, George Brown strengthened its commitment to building a more inclusive and accessible institution. Key achievements included signing a memorandum of understanding with the Mississaugas of the Credit First Nation, launching the Black Futures Initiatives program, renaming the 300 Adelaide atrium in honour of William Peyton Hubbard, launching a *People Plan* and being recognized as one of Canada's Best Diversity Employers for 2026, introducing refreshed institutional values, and meeting the Accessibility for Ontarians with Disabilities Act (AODA) requirements, while also developing Facilities Accessibility Design Standards (FADS).
- Efforts under Priority 6, **Financial Sustainability**, focused on partnering with the Foundation to develop a fundraising plan that supported the opening of Mary's Place Child Care Centre; reducing operating expenses and implementing workforce mitigation measures in response to federal policy changes concerning international students; and launching an *Information and Technology Strategic Plan* to align digital investments with the institution's future as a polytechnic.

Challenges Navigated

Partway through the implementation of *Strategy 2026*, Immigration, Refugees and Citizenship Canada (IRCC) began, in December 2023, to introduce several policy changes affecting international students, while the province put a moratorium on certain international activities. Together, these developments drastically changed the postsecondary education landscape in Ontario and across Canada. Toward the end of the strategy period, in 2025, Canada experienced a significant slowdown in population growth, following several years of rapid growth, while youth unemployment rose to 14.1 percent as of February 2026. Further, geopolitical instability and ongoing trade disputes continued to affect the broader economy.

Higher Education Strategy Associates published The State of Postsecondary Education in Canada 2026 in August. Some observations from this report relevant to the Ontario college sector include:

- From 2024-25 to 2025-26, the system-wide fee income at Ontario Colleges fell by 41 percent, and total income fell by $2.3 billion, or 30 percent. Two-thirds of revenue loss was absorbed by reducing expenditures, and the system went from an eight percent net surplus to a three percent net deficit.
- Analysis of visa approval data from 2021 to 2026 shows the collapse in visa numbers affected the college sector much more significantly than the university sector. Between 2023 and 2025, visa approvals for universities dropped by two-thirds, and by nearly 95 percent for colleges.
- Revenue from international student tuition fees in 2023-24 amounted to about $8.4 billion for universities and $5.5 billion for colleges, with about 70 percent of the latter concentrated in Ontario. Between 2023 and 2026, there was an estimated $3 billion drop in revenue for colleges, and the sector is still likely to experience another $1 billion fall in revenue in 2026-27, and a further $500 million in 2027-28 as the last cohorts of international students who began prior to the international student visa changes complete their credentials.

George Brown had to take significant cost mitigation measures to protect our financial sustainability and long-term viability, including layoffs affecting administrative, support, and faculty employees. These actions, combined with an increasingly constrained operating environment, limited our ability to fully execute a strategy that had been designed for growth and impact.

During this period, George Brown continued its employee engagement through listening sessions and town hall meetings, with their effectiveness demonstrated through survey results.

Lessons Learned

Despite external factors that were challenging, we made meaningful progress against our priorities and goals in *Strategy 2026*. We learned several lessons that we have applied in developing *Strategy 2030*. Our community has emphasized the importance of increasing internal collaboration, streamlining processes, and having a very focused strategy, with fewer priorities that we execute well. This included embedding our values in our priorities and developing relevant and agile key performance indicators (KPIs) with subject matter experts so we can measure and report on progress.



George Brown's Relevance and Impact

Postsecondary education serves a public purpose. It can change the trajectory of an individual's life, strengthen communities, meet changing workforce needs, and contribute to economic and social development. This purpose is reflected in the Ontario Colleges of Applied Arts and Technology Act: "To offer a comprehensive program of career-oriented, postsecondary 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." That mandate remains central to how George Brown understands our role and the impact we seek to create.

Our impact begins with learners. George Brown prepares people for meaningful work and helps them build the skills and confidence to adapt throughout their careers. In some cases, that impact is particularly tangible. Our Augmented Education program, for example, was developed in partnership with the Centre for Addiction and Mental Health (CAMH) and provides supported, employment-focused education at no cost to participants experiencing complex mental health and/or addiction challenges, helping them prepare for, find and maintain employment in the food service and construction sectors. Since the program began in 2004, more than 600 students have graduated, supported in part through philanthropy from donors who see the value of creating pathways to employment for people who may otherwise face significant barriers. Pre-COVID, approximately 80 percent of graduates transitioned into employment.

Our graduates carry their George Brown education into workplaces, businesses and communities in Toronto, across Canada and internationally (**Figure 1**. Alumni Making Impact). This summer 2026, Chef Zielinski, Senior Director Culinary, at Maple Leaf Sports and Entertainment (MLSE) geared up to bring serious Toronto flavours to the FIFA World Cup 2026™ — Canada, Mexico, and the United States at Toronto Stadium. From managing world-class dining operations at MLSE to training elite chefs, Chris embodies true industry leadership. Alumna Essence Morgan, Architectural Technology, was a panelist at the Canadian Museum for Human Rights. Seeing our graduates lead and advocate for changes is a powerful reminder of the impact the George Brown community has across Canada.

George Brown Polytechnic graduates continue to inspire globally. Alumna Duygu Tasdan, Strategic Relationship Marketing, shared her expertise in personal branding and LinkedIn strategy with 200 students in Istanbul. We are so proud to see our alumni leading career conversations internationally. Alumnus Sehun Choi, Architectural Technology, was selected for the 2026 Forbes Korea 30 Under 30 in the Art/Style category. Sehun's journey is a powerful example of where a George Brown education can lead.



Figure 1. Alumni Making Impact

Our contribution also extends beyond individual learners. An economic impact analysis for 2023-24 estimated George Brown's contribution to Ontario's economy at more than $3.2 billion, including the effects of the polytechnic's operations, student and visitor spending, the increased earnings of graduates, and research and development activity. Based on 2023-24 data, the polytechnic was also estimated to support more than 22,800 jobs across Ontario and to generate $11.50 in economic return for every dollar of provincial funding at that time. Our physical presence contributes to the city as well: projects such as Limberlost Place add to the ongoing development of Toronto's waterfront and demonstrate new approaches to sustainable institutional infrastructure. This impact is also reflected in transit commitments by all three levels of government to build the Waterfront East Rapid Transit Line, which will enable easier commutes for the approximately 5,000 George Brown employees and students who travel to campus every day.

Applied research is another important way George Brown creates impact. Since the establishment of our Office of Research & Innovation in 2007, George Brown has attracted over $114 million in research funding. We have collaborated on 2,265 projects with 2,423 collaborators, providing 20,094 enriching research experiences for students. In the 2025-26 academic year alone, 77 George Brown researchers conducted 122 projects in partnership with industry and community organizations, resulting in the development of 260 new or improved products, services, technologies, and prototypes, creating 849 valuable research experiences for students.

Strategy 2030 builds on this foundation. The environmental context described in the following pages requires George Brown to think carefully about where and how it can have the greatest impact and relevance in the years ahead. The strategic priorities that follow are intended to strengthen that contribution: improving outcomes for learners, expanding the value we create with partners and communities, and applying our institutional capacity in ways that support the economic and social needs of Toronto, Ontario, Canada, and beyond.



Environmental Scan

Environmental Scan

For George Brown, this is not a normal strategic planning cycle. *Strategy 2030* must reflect the institution we are today, the capacity we have, and the choices required to remain financially sustainable while continuing to serve learners well and build toward our future aspirations. It does not assume a quick return to previous enrolment or revenue levels prior to the IRCC international student policy changes. It is selective about where George Brown will focus, realistic about resources, and clear that new ambitions must be matched by the capacity to deliver them.

At the same time, George Brown provides learners with education as part of a greater whole: within Ontario and within Canada. Governments are responding to economic, geopolitical, and technological change with an increased focus on resilience, productivity, workforce capacity, labour mobility, trade diversification and national competitiveness. The *2026 Ontario Budget: A Plan to Protect Ontario* and the federal *Budget 2025: Canada Strong* are part of this changing policy and fiscal environment. Their priorities, and subsequent government decisions affecting postsecondary education, will continue to be considered through George Brown's annual business planning process as *Strategy 2030* is translated into action.

This broader environment also requires George Brown to think differently about the scale of its role. We remain deeply rooted in Toronto and responsive to the communities we serve, yet our relevance can no longer be defined by geography alone. Learners are preparing for careers that may take them across Ontario, Canada and around the world, while employers increasingly operate across jurisdictions and require skills and credentials that are portable and aligned with national and international standards. Our academic programming, research, partnerships, and institutional capacity must therefore contribute both to the needs of our local communities and to the broader economic and social priorities of Ontario and Canada.

George Brown's position relative to the overall repositioning of higher education is an important consideration, particularly as it pertains to cementing our polytechnic identity and programs offered. As a member of Polytechnics Canada since its inception in 2003, George Brown rebranded as a Polytechnic in October 2025, reflecting our offering of a master's degree program and applied research activities, and consistent with the trend of similar GTA institutions, such as Seneca Polytechnic (2023) and Humber Polytechnic (2024).

Strategy 2030 focuses on our repositioning as a polytechnic and considers opportunities from partnerships. Increasingly, college-university partnerships have repositioned institutions, reflected in joint programs, facilities and student services. Greater Toronto Area (GTA) colleges have been repositioned through institutional arrangements, including George Brown's partnership with the University of Toronto established in 2026. Some examples from other institutions within the GTA include:

- The University of Guelph-Humber is a jointly created and jointly governed institution of the University of Guelph and Humber Polytechnic, located on Humber's North Campus, where students earn both a University of Guelph honours degree and a Humber diploma in a single four-year program.
- Trent University Durham GTA is a fully integrated satellite campus of Trent University in Oshawa that operates independently of Durham College, while maintaining pathway and transfer opportunities between the two institutions.
- The York@Seneca partnership maintains active academic pathways, transfer agreements, and collaborative initiatives.
- Centennial College and the University of Toronto, Scarborough Campus jointly deliver selected undergraduate programs, combining U of T's academic and research strengths with Centennial's applied and technical education, resulting in dual credentials for graduates.
- Sheridan College and the University of Toronto Mississauga operate a joint-program partnership in which students complete courses at both institutions and graduate with a University of Toronto degree plus a Sheridan diploma or certificate in selected disciplines.

As we endeavour to deepen our relationships with the communities we serve through learning, research, and partnerships, we want to ensure this engagement is of high quality. The Canadian Carnegie Classification for Community Engagement is one of the frameworks we will look to when considering partnerships, particularly since it has now been piloted and adapted for the Canadian postsecondary context. This framework is based on the values of reciprocity, reconciliation, accountability, collaboration, courage, and equity, diversity and inclusion, and it has benefitted from guidance from Elders, Traditional Knowledge Keepers, and cultural advisors.

Strategy 2030 emerges from this combination of disruption and possibility. It is pragmatic and agile, but not timid: focused on what George Brown can realistically deliver while positioning the institution for greater relevance and impact over time. The demographics, sector trends and policy shifts, and technological considerations outlined below provide the context for the priorities and choices that follow.

Demographics:
Canada's population growth has slowed, and Toronto's is expected to decline in the near future, impacting demand for postsecondary education.

Canada's demographic outlook is shifting. Preliminary Statistics Canada estimates in March 2026 indicated that the country's population declined by approximately 0.2 percent or 102,000 people in 2025. Revised numbers, in September 2026, suggest the population grew slightly, by 280,810 people in all of 2025, following several years of rapid population growth, driven largely by reductions in the number of non-permanent residents. Looking ahead, Canada's population is expected to return to growth, but at a more moderate pace than the rapid increases of recent years as immigration and temporary resident levels change (**Figure 2**. Canada Population Projections).

Ontario's population is also expected to continue growing over the long term, although growth will not be evenly distributed across regions or age groups. While the province's overall population and its 15–34 population are projected to increase through 2051 (**Figure 3**. Ontario Population Projections), Toronto is expected to experience a near-term decline: its total population is projected to fall until approximately 2028–29, while the 15–34 population—an important postsecondary-age cohort—is expected to decline from about 1.03 million in 2025 to 0.85 million around 2030–31 before gradually recovering. The broader GTA, by contrast, is expected to continue growing over the longer term (**Figure 4**. GTA Population Projections; **Figure 5**. Toronto Region Population Projections). These shifts suggest that future postsecondary demand may look different across geographies and learner groups, reinforcing the importance of reaching beyond traditional markets, engaging diverse communities and serving learners at different stages of their lives.

Canada's Population Projections Scenarios (2025-2051)

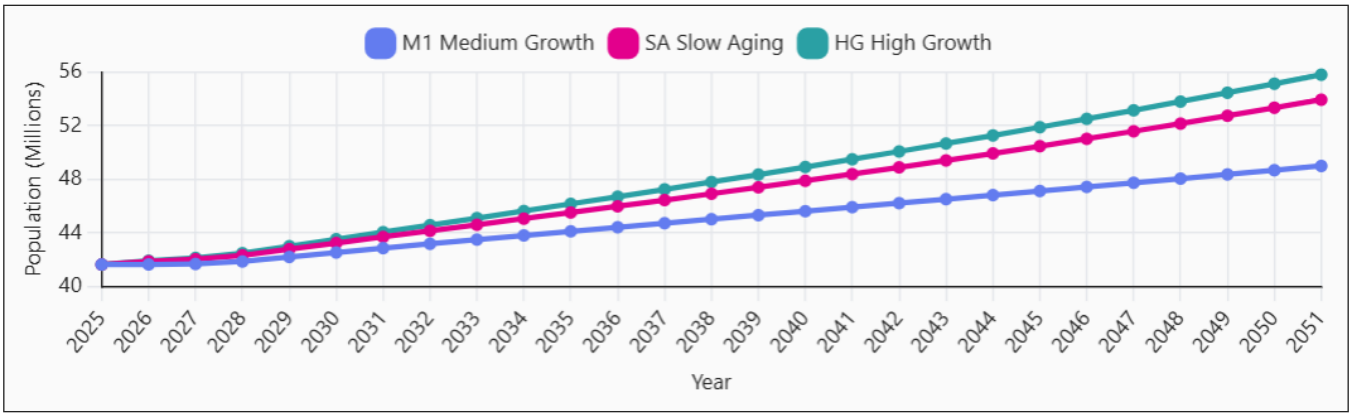


Figure 2. Canada Population Projections

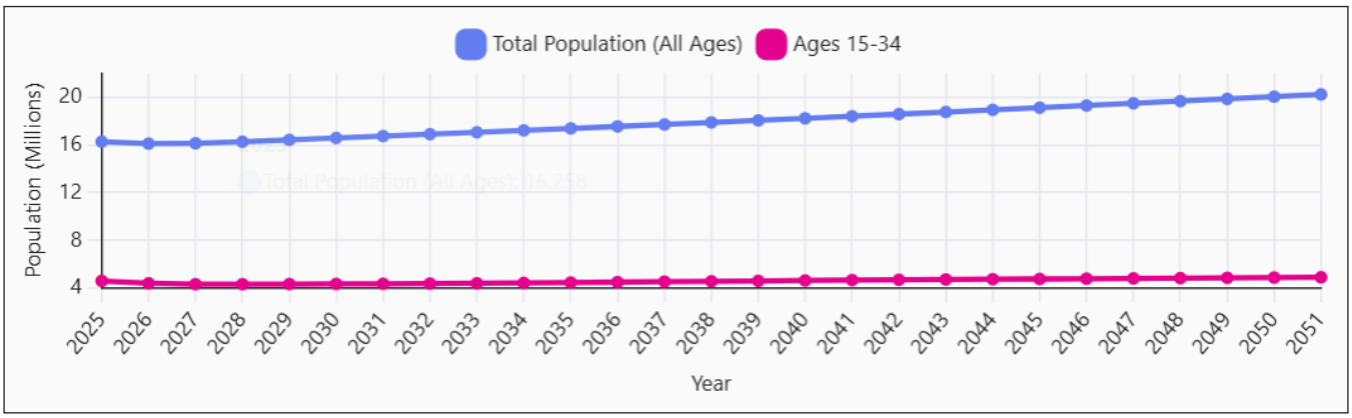


Figure 3. Ontario Population Projections

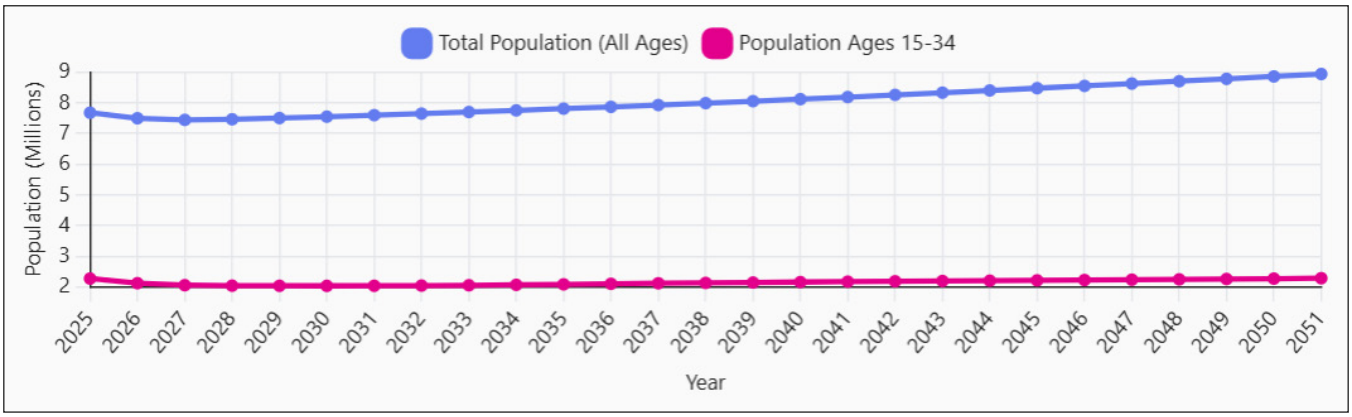


Figure 4. GTA Population Projections

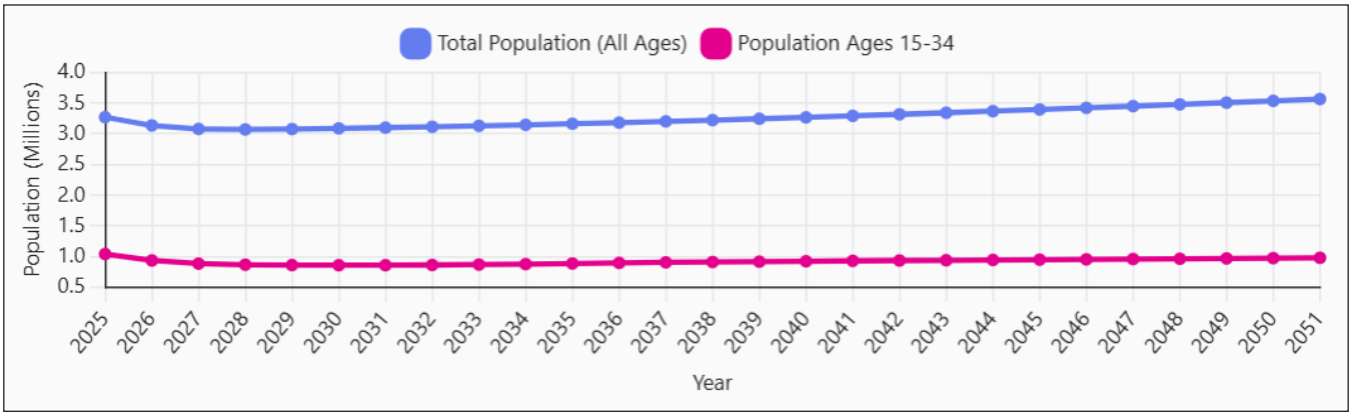


Figure 5. Toronto Region Population Projections

Source for Figures 2. to Figures 5: Statistics Canada and Ontario Ministry of Finance Population Projections (June 2026).

Ontario's learner population is shifting. While the number of children in Ontario is projected to grow slowly, children will represent a declining share of the population in the coming decades. At the same time, Ontario's domestic postsecondary students are becoming older and more diverse, with mature learners representing a growing portion of the college population. This reinforces the importance of adult, returning, and lifelong learners alongside students entering directly from secondary school. Reflecting this shift, *Strategy 2030* uses "learner" rather than "student" to reflect the increasingly diverse pathways, life stages, and learning needs of those we serve.

The cost of living, particularly housing, remains a concern in the GTA.

The cost of living, and specifically housing, is a concern nationwide. The cost of rentals in Toronto remains higher than in other Ontario cities, and the cost of living in Toronto outpaces other areas of Ontario, impacting the postsecondary students who choose to study in the region. Student housing remains a priority for George Brown, aligning with our own study on George Brown student housing needs. In our study that looked at the number of on-campus beds per full-time equivalent (FTE) learners, George Brown offered the lowest proportion compared to Centennial College, Humber Polytechnic, Seneca Polytechnic and Sheridan College (**Table 1**). While FTEs are an imperfect indicator of demand for on-campus housing, they enable comparison of housing capacity across institutions and provide useful directional information.

Table 1. Proportion of On-Campus Beds: FTEs for GTA Colleges and Polytechnics in 2025-26 (based on publicly available information)

Colleges and Polytechnics	FTE's	On-Campus Beds	Proportion
Centennial College	11,608	742	6.4%
George Brown Polytechnic	16,450	504	3.1%
Humber Polytechnic	16,509	1,781	10.8%
Seneca Polytechnic	17,330	1,330	7.7%
Sheridan College	14,638	1,110	7.6%

Source: Student Populations | Ontario Colleges Library Service (2025-26)

Sector Trends:
An intersection of disruptions and policy shifts has impacted the postsecondary environment.

Immigration, Refugees and Citizenship Canada (IRCC) policy changes:

Beginning in 2024, the federal government capped international study permit applications, tightened Post-Graduation Work Permit eligibility, ended accelerated application streams and subsequently reduced study permit targets further. IRCC has changed the student rules at least 25 times since 2024 and these measures reduced the number of international students by about 40 percent with new international student enrolment down more than 80 percent in 2025-26 compared with the previous year, Canada-wide. These changes have affected colleges and polytechnics particularly strongly because international enrolment had become an important part of both campus communities and institutional revenue. An additional Ontario moratorium stalled international partnership activities at Ontario colleges and polytechnics, while universities, colleges, and polytechnics outside Ontario were not affected.

The impact of these changes compounded the recovery of George Brown's enrolment decline that began in 2015 and continued through the pandemic (**Figure 6**. Enrolment at George Brown from 2015 to 2025). While international enrolment increased during *Strategy 2026*, this growth was below the percentage increases experienced by other Ontario colleges and polytechnics. More recently, reduced international enrolment has renewed downward pressure on overall enrolment and tuition and fee revenue, against the backdrop of domestic tuition, which had been cut by 10 percent in January 2019 and frozen at that value[1]. In response, George Brown has implemented program intake suspensions and a multi-phase workforce mitigation plan that has included hiring pauses, voluntary exit packages, retirement incentives, restructuring, position closures, layoffs, and other workforce reductions. These measures have affected people, organizational capacity, and culture, and underscore an important reality for *Strategy 2030*: we cannot plan on the basis of the operating model or resource levels that existed before this disruption.

[1] In 2026, the freeze on domestic tuition was lifted, with a maximum of 2 percent per year increase permitted for three years.

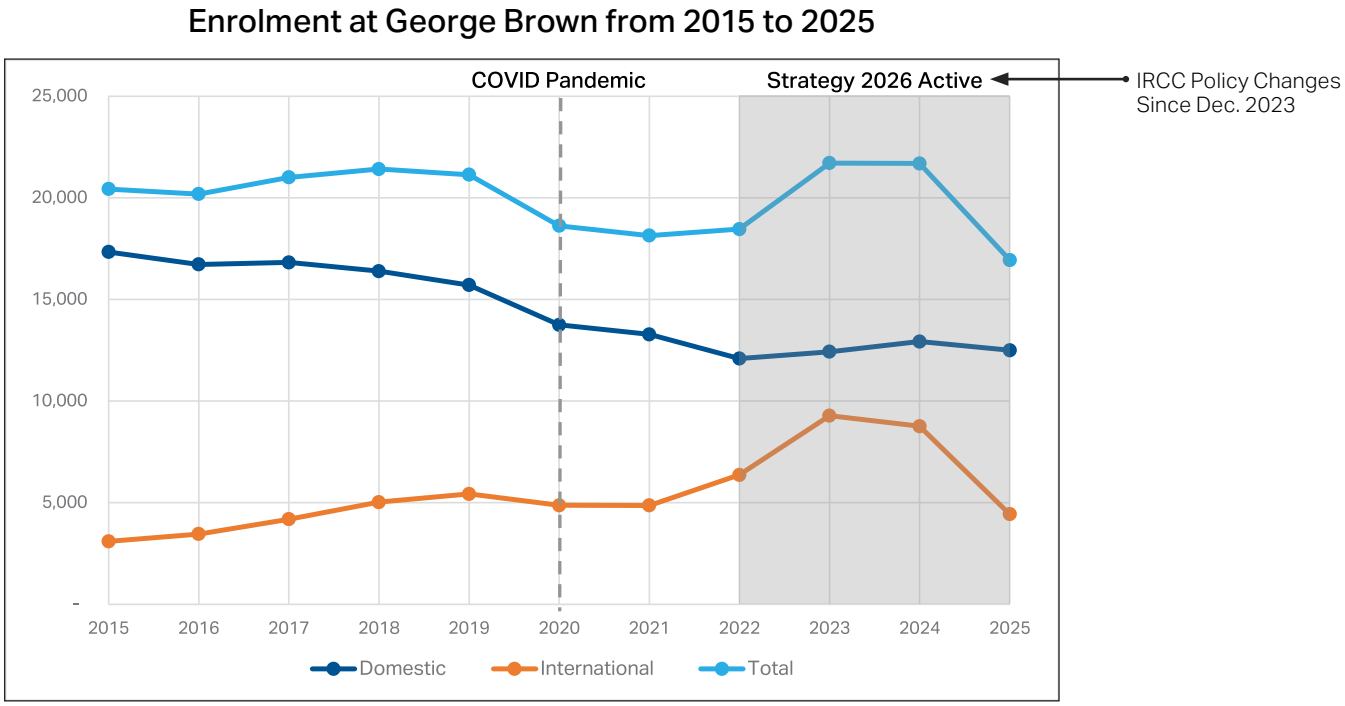


Figure 6. Enrolment at George Brown from 2015 to 2025

Source: Ontario College Application Services (OCAS), funded/postsecondary programs, Nov Enrolment, FT, all years, FCR excluded, and 25 rule changes affecting international students in two years reported by RBC.

- Domestic enrolment decline started in 2015 and accelerated during the pandemic. Positive gains in domestic enrolment early in Strategy 2026.
- Increases in international enrolment early in Strategy 2026, but below the share of total enrolment of many colleges and polytechnics in Ontario.

Following a series of sector reviews, including the Blue-Ribbon Panel recommendations in 2023, **Ontario introduced a new funding model in 2026** and lifted the domestic tuition freeze. George Brown's financial outlook improves under the new funding framework. New programming is also expected to support enrolment recovery after a projected low in 2026-27. These are important developments, but they do not remove the need for discipline. The strategy therefore emphasizes choices, sequencing and long-term sustainability rather than broad expansion. At the same time, changes to the Ontario Student Assistance Program (OSAP) announced in February 2026 may further reshape our sector as OSAP student funding shifted toward proportionately more loans as compared to non-repayable grants.

George Brown's budget projections improved after the Province of Ontario updated the funding model and tuition and OSAP frameworks in February 2026, as well as the introduction of new polytechnic programs, including the Master of Construction Management and the BSc in Nursing.

AI for All: a direct fit with a human-centred polytechnic.

Canada's 2026 National Artificial Intelligence Strategy: AI for All treats AI as both a productivity opportunity and a public responsibility, emphasizing trust, skills, responsible adoption, Canadian capacity and trusted partnerships. It places postsecondary institutions at the centre of AI literacy and workforce preparation, due to AI's potential impact on entry positions as well as the future of work across sectors.

Postsecondary institutions must adopt emerging technologies securely and purposefully. For George Brown, AI is therefore both a curriculum issue and an institutional one. This means equipping learners and employees to use AI confidently and ethically; working with partners on applied solutions; adopting AI thoughtfully in teaching, research, and operations while safeguarding privacy, academic integrity, cybersecurity, and human judgment.

At George Brown, we have an applied AI teaching portfolio that includes among the first graduate AI and blockchain certificates in the country. Our Applied AI Solutions Development program is among the first graduate certificates of its kind in Canada, supported by expertise that spans the spectrum of George Brown's AI programming. Our Teaching and Learning Exchange (TLX) has developed a suite of programs to support faculty adoption of AI to ensure both our learners' early acquisition of these crucial skills for a changing workplace environment, and a balance with environmental and societal implications of this emerging technology. Further, many of our recent research and innovation projects involve AI. Our new AI Centre of Excellence supports the George Brown community in building shared capacity, strengthening practical capability, and moving from exploration to responsible implementation.

Please see outcomes 1.3 and 3.3 for *Strategy 2030*'s response to the AI developments, alongside our institutional *Information & Technology Strategic Plan*.

Trade uncertainty expected in Canada and Ontario.

Ongoing Canada-U.S. trade uncertainty reinforces the need for Ontario to remain responsive to shifting workforce needs, with postsecondary institutions playing an important role in retraining and reskilling workers in jobs impacted by trade disruption. Ontario, with investment from the Government of Canada, has committed to helping workers across the province retrain. Amid the 2009 economic recession, workers who experienced a permanent layoff were more likely than those who did not lose their jobs to enrol in postsecondary education. At the same time, the Bank of Canada has noted that economic uncertainty is causing people to hold back on household spending, which may influence decisions about education and training.

Economic, Workforce and Technological Change: Learners, work and technology are changing at the same time.

Under these volatile and quickly evolving geopolitical conditions, the Canadian economy is expected to grow slowly in 2026. The Conference Board Global Economic Outlook, as of February 2026, predicts a real gross domestic product (GDP) growth rate in 2026 of 1.8 percent for mature economies and 3.8 percent for developing economies. For Canada specifically, the prediction is slightly lower at one percent in 2026. Geopolitical and trade uncertainty, lower population growth, softer labour markets and modest income growth are expected in Canada and globally.

In Ontario, the real GDP growth is expected to be 1.4 percent in 2026 against a national projection of 1.6 percent, slightly higher than the Conference Board estimates. Uncertainty from U.S. trade policy complicates this economic outlook, with newly imposed higher U.S. tariffs on Canadian goods. According to the Bank of Canada, the evolution of Canada's trade relationship with the United States and the war in the Middle East remain the two most important risks to the outlook for inflation. Nonetheless, there are opportunities to leverage postsecondary institutions to support the country's economic growth.

Further, global financial uncertainty is also increasing as high levels of U.S. government debt coincide with significant private-sector investment in AI, infrastructure, and emerging industries. Growing competition for global capital could contribute to higher borrowing costs and economic volatility, reinforcing the need for postsecondary institutions to remain financially resilient and adaptable as investment, employment, and skills evolve.

The challenge is not only financial.

Learner demand is shifting. George Brown's domestic full-time enrolment is below the GTA polytechnic peer average, and its credential mix based on full-time enrolment in 2025 includes proportionally more advanced diplomas and fewer degrees than peers (**Figure 7**. Credential Mix at George Brown (Enrolment – 2025)). While official enrolment data was not yet available for 2026 at the time Strategy 2030 was being written, application patterns point in a similar direction, with George Brown receiving a higher proportion of applications for advanced diploma programs and a lower proportion for degree programs than its GTA polytechnic peers (**Figure 8**. Credential Mix at George Brown (Applications – 2026)). Across Ontario, domestic enrolment has declined in certificates and diplomas while growing in bachelor's and postgraduate credentials. Learners are also balancing higher living costs, work and family responsibilities, increasing the importance of flexible delivery, clear pathways, relevant credentials and supports that help them persist and complete. As a polytechnic, George Brown aims to rebalance its credential mix to align with learner and labour-market demands while strengthening pathways for diverse learners from multiple points of entry toward their desired career credentialing.

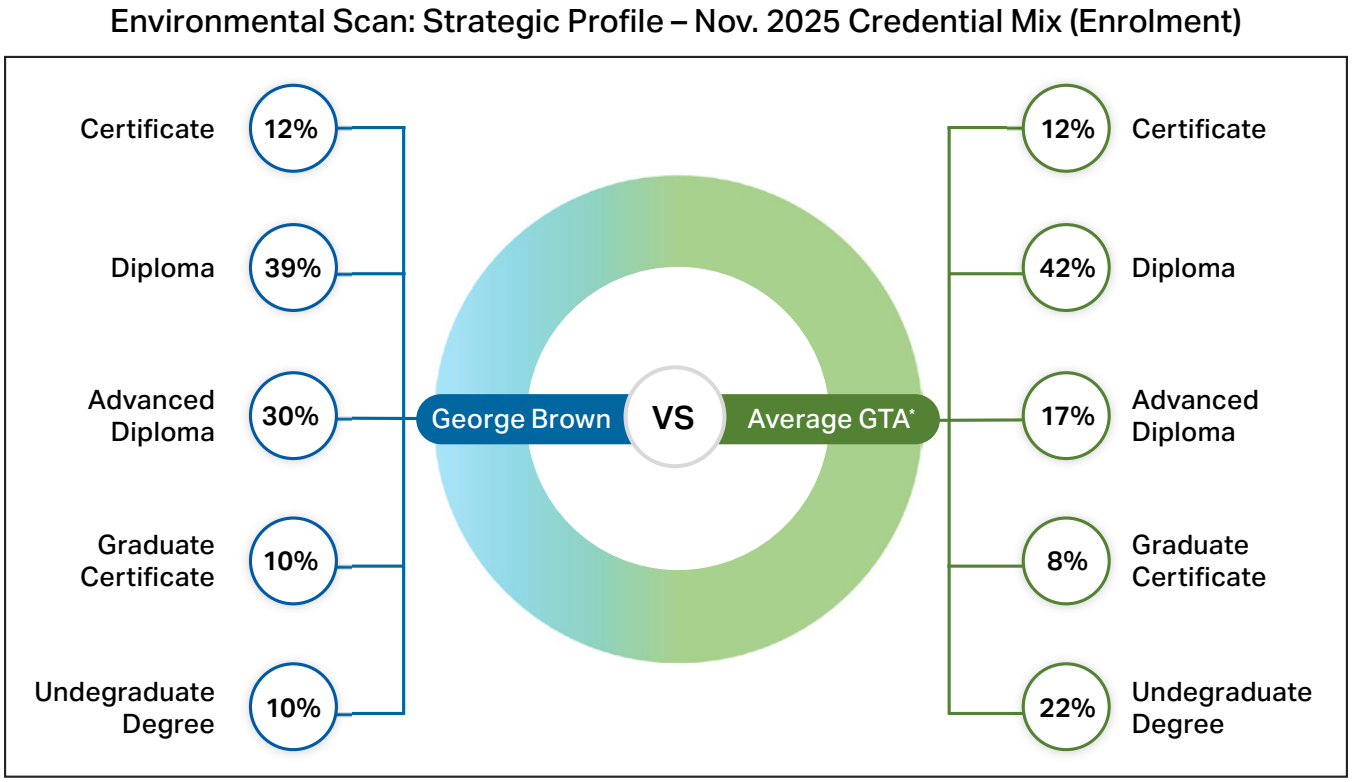


Figure 7. Credential Mix at George Brown (Enrolment – 2025)

Source: OCAS, funded/post-secondary programs, Nov 2025 Enrolment, FT, all years, FCR excluded.

*Average GTA excluding George Brown Polytechnic & Centennial College.

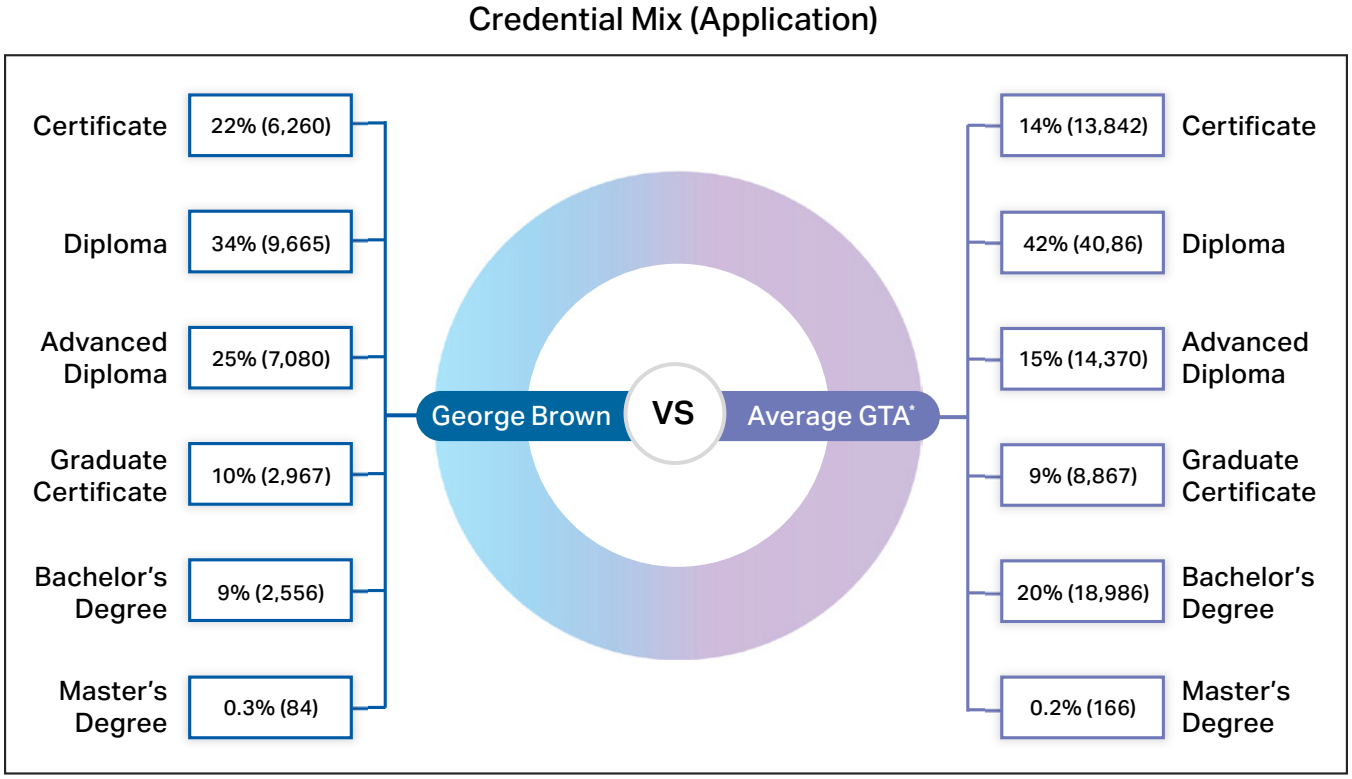


Figure 8. Credential Mix at George Brown (Applications – 2026)

Source: OCAS, funded programs, Fall 2026 Application.

*Average GTA excluding George Brown Polytechnic & Centennial College.

The labour market is changing quickly as well.

The Ontario government is directing new postsecondary investment toward areas of high labour-market demand, including science, technology, engineering, and mathematics (STEM), health care, education, and the skilled trades. At the federal level, six Workforce Alliances are being established in priority sectors including mining and minerals, advanced manufacturing, energy and electricity, transportation and supply chains, housing and construction, and the care economyWith the support of Polytechnics Canada, George Brown will seek opportunities to contribute to this work. At the same time, labour-market relevance extends beyond current government priority sectors. As an urban polytechnic, George Brown also has a mandate to respond to the needs of Toronto and the broader region, where sectors such as business and entrepreneurship, creative and cultural industries, hospitality, tourism, and food are important contributors to the economy. *Strategy 2030* therefore positions George Brown to respond to evolving national and provincial priorities while continuing to align programming with regional labour-market demand and areas of institutional strength.

Partnerships: Relationships become increasingly important in a more complex and resource-constrained environment.

George Brown cannot respond to these changes by building every capability on its own.

GBP relationships span partnerships, as well as relations with donors, government, alumni, community, and other types of engagements involving GBP members. Partnerships are one type of relationship and can be defined as sustained, reciprocal, evolving relationships with external organizations, entities, or communities that advance shared priorities and create measurable value for learners, partners, communities, and George Brown over time. Our partnership ecosystem itself spans multiple domains, including industry and employer partnerships, community and civic partnerships, Indigenous partnerships, postsecondary and academic partnerships, research and innovation partnerships, international and global partnerships, government and public-sector partnerships, philanthropic partnerships, and other institutional relationships.

Industry partnerships help keep curriculum current and create work-integrated learning (WIL), applied research, and employment opportunities. Community relationships support access and local impact. Postsecondary and international partners can create pathways, shared programming, and new forms of delivery. George Brown already has a strong base of partnerships across academic, industry, research, community, and other areas, including recent collaborations with the University of Toronto and Niagara College. In the current environment, however, partnership activity also needs to be selective: relationships should be reciprocal, in good faith, connected to shared priorities, and able to demonstrate value over time, whether that value is educational, social, economic, or institutional.

In future, George Brown also wants to be a polytechnic that potential partners and others from our broader span of relationships can approach with a challenge or an opportunity, with confidence in our capacity to convene the right expertise and capabilities to develop a response.

What this Environment Means for George Brown: Our Strengths, Opportunities, Aspirations, and Results (SOAR) Analysis.

The demographic, sectoral, and technological shifts outlined above are reshaping both the environment in which George Brown operates and the opportunities ahead. Our SOAR analysis brings these internal and external forces together with an assessment of our institutional strengths and aspirations to help identify where George Brown can have the greatest impact through *Strategy 2030* (**Figure 9**. SOAR Analysis for George Brown). It recognizes the strong foundation we have today while being clear-eyed about a changing postsecondary landscape, evolving learner and labour-market needs, and the capabilities we will need for the future. Together, these considerations provide a bridge from our environmental context to the strategic priorities and outcomes that will guide George Brown toward 2030.

SOAR

Strengths

George Brown has a strong foundation to build upon, including our values, people, partnerships and programming. These will be embedded in the priorities of our strategy.

We expect enrolment to stabilize and our budget to balance in the near future.

Aspirations

To focus on academic excellence, building a financially sustainable future, providing connected and human-centred experiences, and developing high-value partnerships with industry, community, and government while:

- Defining our polytechnic identity
- Designing flexible, student-centred learning (e.g., strengthened pathways)
- Ensuring our graduates continue to be career-ready (e.g., scaling work-integrated and experiential learning)
- Aligning our programs with labour-market needs
- Delivering integrated services (e.g., embedding AI and digital fluency across the institution)
- Supporting employees to support students
- Leading in equity and belonging

Opportunities

To better meet student and community needs while growing our capture of domestic students in the Greater Toronto Area, George Brown has the opportunity to align our programming with demand for job-ready graduates in priority sectors (e.g., trades, education, healthcare, and STEM).

Results

George Brown will ensure progress on Strategy 2030 by actively monitoring and reporting. Leading and lagging KPIs will be developed for every priority in partnership with subject matter experts and tracked in real-time to provide leadership with consistent, regularly-scheduled updates.

We will increase internal collaboration, streamline processes and focus on fewer priorities with greater impact to achieve our aspirations.

SOAR Analysis of George Brown

Our analysis captures where we are today, the possibilities ahead, and the results we hope to achieve through Strategy 2030.

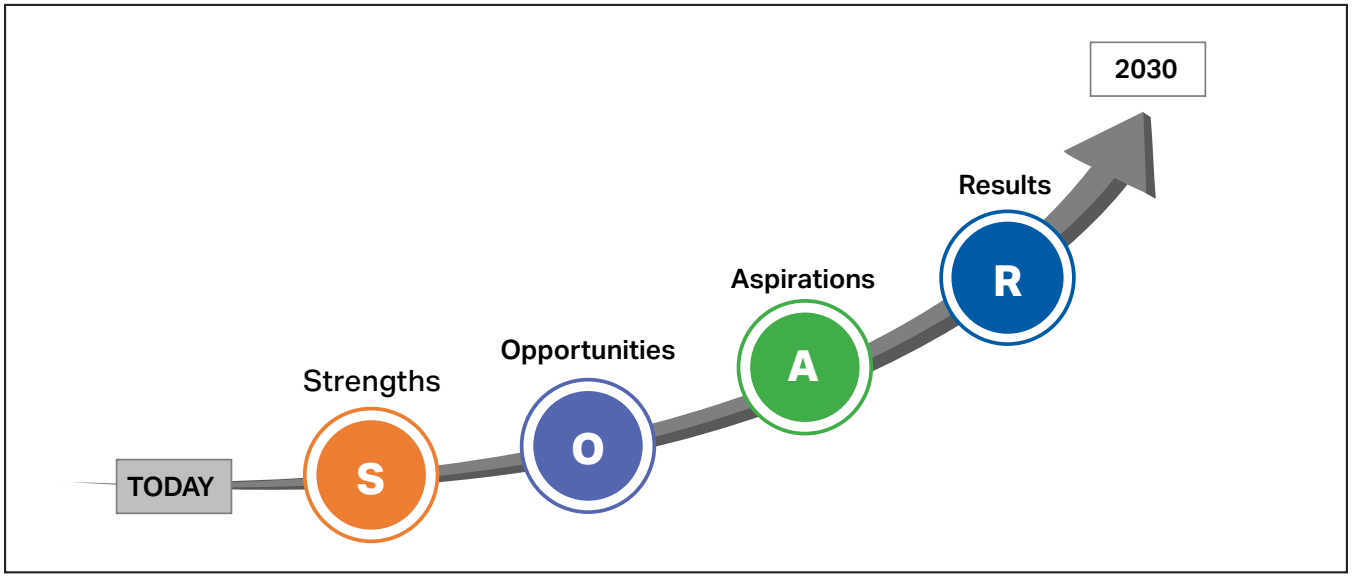


Figure 9. SOAR Analysis for George Brown

A Pragmatic and Agile Strategy for the Next Phase

The environmental scan points to a difficult but clearer strategic reality.

George Brown is operating with less financial and organizational flexibility than it had at the start of *Strategy 2026*, which was built in 2021-22 for "growth and impact," while learner expectations, labour-market needs, and technology continue to change. At the same time, long-term demand for postsecondary education, new program opportunities, existing and new partnerships, and George Brown's polytechnic strengths provide a basis for future progress.

Strategy 2030 is designed for opportunity and impact.

It focuses first on learner relevance and outcomes, uses reciprocal partnerships to extend capacity and impact, and strengthens the institutional foundations required to deliver. As a polytechnic, we support industry and community partners in adapting to a changing world of work by advancing research and innovation through applied research projects undertaken with partners, and by embedding emerging technologies, practices, and research-informed teaching and learning into our curriculum. In turn, our graduates bring this knowledge and experience into the workplace, helping meet the needs of today's employers while advancing how work is done in a changing economy. The opportunity is real, but so are the constraints. The strategy's credibility will depend on maintaining that balance throughout its implementation.





Strategy 2030 Planning Process

Strategy 2030 Planning Process

In October 2025, George Brown officially rebranded as George Brown Polytechnic. **Our name may be new, but our status as a polytechnic is not.** George Brown has been a member of Polytechnics Canada since its inception in 2003. Our name change signifies our intention to lean into our polytechnic identity and commitment to industry-aligned education and applied research.

Building on our polytechnic foundation, George Brown began work on a new *Academic Plan* in 2025-26 that will be launched in 2026-27 to guide academic renewal. Our programming will be aligned to respond to evolving labour-market needs and government priority areas (e.g., STEM, trades, education, and health care) through a strengthened and diversified mix of certificates, diplomas, degrees, and graduate-level credentials.

We entered into the *Strategy 2030* planning process with this in mind, and began planning in partnership with the George Brown community, many of whom had expressed a strong desire for direction from the mitigation process into the future of the institution. One of the main differences between *Strategy 2026* and *Strategy 2030* is our commitment to cementing our polytechnic identity.

The Consultation Process

The *Strategy 2030* community consultations have engaged George Brown constituencies through a mixed-method approach, including surveys, focus groups, interviews with leaders of government and industry associations, individual senior-leader discussions, and employee listening sessions. Consultation activities spanned **March 9 to July 8, 2026**, with core survey activity concentrated between **March 25 and April 15**, focus groups primarily in **April–June**, and senior-leader interviews conducted between **June 22 and early July**.

Across the consultation streams, we recorded **585 survey respondents, 134 focus-group participant instances** in the formal focus-group total, **18 registered participants** across two employee listening sessions, and **14 external interviews with leaders** across regulatory, postsecondary, industry, and government groups. A separate set of **11 individual internal area-leader interviews** also took place in early July, with meetings ranging from **30–45 minutes** each. Validation meetings with various constituencies (All Admin, College Management Committee, and Academic Leadership Council) took place in July and August, and an asynchronous Validation Form has been open to all George Brown employees since mid-July 2026.

Additionally, a strategy consultation session with the Board of Governors took place on September 25, 2026. Finally, we engaged the incoming President of the George Brown Foundation[2], who commenced her role in August 2026. We are grateful to everyone who took the time and expended the effort to engage in the strategic planning process, thus enabling a stronger, clearer, and more pragmatic and agile *Strategy 2030* for the entire George Brown community.

These dedicated strategy consultations were in addition to the robust consultation process undertaken for the *Academic Plan*, which has been recently developed. During the Academic Plan consultation process, 18 consultation sessions were held with students, faculty, support staff, and administrators and 16 individual and small team validation sessions were hosted. Together, this resulted in 488 participants and 2,381 data points from the George Brown community. The *Academic Plan* was a major input during development of *Strategy 2030*, particularly for Priority 1.

[2] The George Brown Foundation is a charitable fundraising organization that supports George Brown students through scholarships, bursaries, and other initiatives that strengthen the polytechnic's ability to offer programs for specific industries and professions. Since 1984, the Foundation has worked with donors and industry and community partners to increase access to education. The Foundation's work is guided by a volunteer Board of Directors.

What We Heard from Our Community

Across the consultation process, several consistent themes emerged. Our community emphasized the importance of academic excellence and career-ready learning, supported by flexible pathways, experiential and WIL, and programs that respond to changing labour-market needs (**Figure 10**. Strategy 2030 Consultation Takeaways). We also heard a strong desire for connected, human experiences for students and employees, including integrated and reliable services, increasing internal collaboration, and an ongoing commitment to equity, accessibility, inclusion, and belonging. Participants reinforced the importance of high-value, reciprocal relationships with industry, community, and other partners, as well as a clearer and more distinctive polytechnic identity.

At the same time, participants were clear about the realities in which the strategy must be delivered. Financial sustainability, institutional capacity, and strong fundamentals need to underpin our ambitions. We heard support for innovation, including AI and digital fluency, while ensuring our core technology and services are reliable; for pursuing long-term ambitions while responding to immediate fiscal pressures; and for keeping the strategy focused, with fewer priorities, clear accountability, and meaningful measures of progress.

Taken together, the consultations pointed toward a strategy that balances academic excellence, financial sustainability, connected and human experiences, and high-value relationships—while embedding our values throughout rather than treating them as separate areas of work.



Figure 10. Strategy 2030 Consultation Takeaways

Planning Inputs and Assumptions

Strategy 2030 reflects what we heard consistently from the George Brown community: the need to focus our efforts so we can achieve more. With a three-year timeframe, the strategy is deliberately centred on three priorities that respond to our current realities and position us to lean into our polytechnic identity to build greater resilience for the future.

The strategy was informed by a broad range of inputs. The consultation feedback was considered alongside George Brown's other plans and major initiatives, including the *Academic Plan*, *People Plan*, *Information and Technology Strategic Plan*, I*ndigenous Education Strategy*, *Anti-Racism Action Plan*, and Polytechnic Transformation projects, as well as recommendations from the Efficiency and Accountability Fund (EAF) report and relevant external policy and planning documents. An environmental scan helped us consider the economic, demographic, labour market, technological, and policy environment ahead. We also considered George Brown's current business and financial plans, as well as the direction established through recent Ontario and federal budgets, to ensure the strategy is grounded in the realities in which we will be operating.

Together, these inputs reinforced an important message: *we need to be focused*. *Strategy 2030* is therefore built on the understanding that not everything that matters needs to stand alone as a strategic priority. As an institution, greater maturity means embedding our values and commitments throughout our priorities and outcomes rather than treating them as separate areas of work. This does not diminish commitments such as equity and belonging or sustainability. Instead, it challenges us to integrate them more authentically into how we make decisions, deliver our work, and measure progress.

As a standalone institution, George Brown operates within a broader policy, economic, and regulatory environment that can shift quickly, as recent IRCC changes have demonstrated. Our annual business planning will continue to respond to these changing conditions, and *Strategy 2030* will be implemented with flexibility, including regular review of priorities, assumptions, and key performance indicators (KPIs) to ensure they remain relevant and achievable.

The result is an intentionally focused strategy, grounded in our values and designed to strengthen George Brown's resilience and capacity to deliver on what matters most over the next three years.



Strategic Priorities

Strategic Priorities

Our new strategy is grounded in a clear message we heard throughout our community consultations: even as technology reshapes how we learn, work, and connect, people and relationships must remain at the centre of the George Brown experience. Through *Strategy 2030*, we commit to strengthening the human connections that have long defined our polytechnic and developing learners, employees, and leaders who can navigate a changing world with confidence. At the same time, *Strategy 2030* is intended to put George Brown on a path to realize its ambitions beyond the next three years, including seeding possibilities and taking advantage of opportunities to eliminate barriers for our learners to access our programs, such as a new student residence, as well as deepening existing program areas and expanding into new applied degrees through a new School of Engineering.

Strategy 2030 aims to achieve the development and evolution of George Brown to create greater opportunity for learners, enable employees to contribute and thrive in a strong and connected polytechnic, and generate broader public value through workforce development, applied innovation, and social and economic impact.

What follows is ***Strategy 2030: Shaping Our Polytechnic Future for Opportunity and Impact***, the priorities and outcomes that will guide us to 2030.

Strategy2030

Shaping Our Polytechnic Future for Opportunity and Impact

George Brown is a human-centred polytechnic institution. This means we design learning, services, partnerships, relationships, employee engagement, and institutional decisions around the people who experience, participate, engage in, and are impacted by them. Guided by our values of learners and learning; equity and belonging; collaboration and community; accountability; and sustainability, we listen to the people involved, consider differential impacts, remove barriers, and create experiences that are connected, accessible, and respectful of human relationships.

George Brown will differentiate itself as a human-centred urban polytechnic that connects learning, applied research, and partnership to create practical solutions, learner opportunity, and public impact.

In the spirit of an agile strategy that remains relevant in the evolving dynamics of the current PSE and nature-of-work environment, there is no implied hierarchy or chronology in the ordering of the outcomes.

PRIORITY 1

Every Learner Ready and Confident for What's Next

Position George Brown as a leading Canadian polytechnic institute with international recognition in teaching and learning, applied research, innovation and commercialization, collaborative partnerships, and community engagement. Through our *Academic Plan*, we will advance human-centred and research-informed academic experiences, alongside industry alignment and community engagement, to prepare learners for meaningful work, lifelong learning, and a changing future world. To fulfill our mandated impact as a leading polytechnic, we will support faculty engagement in applied and program-specific research.

Outcomes

1.1 Build a distinctive polytechnic program portfolio that grows enrolment.
Offer a deliberate mix of credentials spanning from certificates and diplomas through degrees and applied master's programs by balancing learner demand, labour-market evidence, public priorities, academic quality, access for underserved learners, and George Brown's areas of strength as a polytechnic in the Canadian setting.

1.2 Expand access, pathways, and learner success.
Grow and retain a diverse learner population through flexible entry and delivery, clear pathways and laddering, recognition of prior learning, and a connected, equitable student experience that supports persistence and completion.

1.3 Make industry- and research-informed applied learning a defining feature of every program.
Ensure learners develop relevant professional, digital, and human capabilities through industry- and research-informed curriculum, applied experiences, WIL, and discipline-relevant emerging technologies.

***Priority 1 high-level metrics**: polytechnic credential mix, laddering/ pathways, enrolment; experiential learning; graduation rate; and employment rate.*

PRIORITY 2

Collaborative Partnerships for Polytechnic Impact

As a leading postsecondary institution for learners, partners, and society, we will build a focused portfolio of high-impact partnerships grounded in Indigenous principles of relationship and reciprocity; strengthen our institutional capacity to sustain and leverage those relationships; and mobilize our network to expand learner opportunities, applied innovation, community benefits, and thought leadership across Toronto, Ontario, and beyond.



Outcomes

2.1 Build a focused portfolio of reciprocal, high-impact partnerships.
Prioritize industry, community, Indigenous, government, and postsecondary relationships that advance learner success, applied research and innovation, social and economic impact, and George Brown's strategic strengths.

2.2 Strengthen George Brown's institutional partnership capacity.
Coordinate relationships, decision-making, and partner navigation across George Brown, so strategic partners experience a consistent institution, and can understand, sustain, and leverage relationships across the polytechnic for present and future benefit.

2.3 Mobilize partnerships for learner opportunity, public impact, and thought leadership.
Mobilize George Brown's network and applied expertise to expand career and WIL opportunities, applied research, pathways and enrolment connections, while convening thought leaders to shape dialogue on societal challenges and strengthen George Brown's profile as a leading polytechnic.

***Priority 2 high-level metrics**: share of partnerships meeting outlined agreement outcomes; share of partnerships leading to experiential learning; and reputational value.*



PRIORITY 3

One George Brown, Positioned for the Future

Advance financial strength, sustainable infrastructure, reliable and secure technology, and aligned service standards, so they can work together to strengthen our capacity to collaboratively deliver on our academic programming, student services, research activities, and community engagement, all of which will position George Brown as a leading Canadian polytechnic.



Outcomes

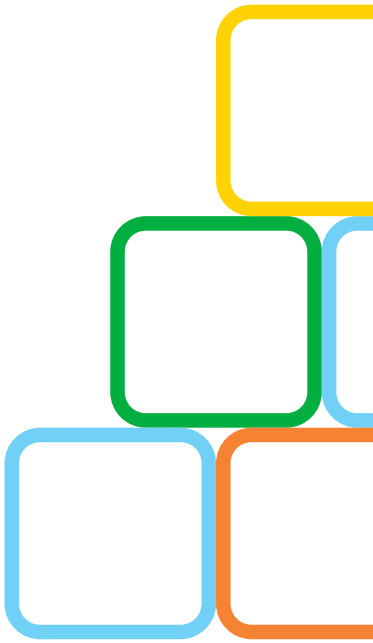
3.1 Secure financial resilience and align resources to strategic priorities.
Achieve financial strength and agility by aligning resources and organizational capacity with strategic priorities, enrolment realities, academic needs, and risk management. Stop, deprioritize, or reallocate work and resources that no longer effectively advance the Strategy priorities and mandate, using reliable evidence and analysis of differential impacts on learner access and success.

3.2 Deliver a consistent, equitable, and human-centred service experience.
Deliver integrated student-facing and internal services that are equitable by design, accessible, reliable, consistent, and easy to navigate, with clear expectations and service standards for quality and accountability across the institution.

3.3 Sustain resilient technology, infrastructure, and environments for learning and work.
Maintain secure and reliable core technology and physical infrastructure that support academic quality, specialized learning environments, accessibility, safety, and environmental sustainability, while considering opportunities to address housing and residence needs that affect learner access and success.

3.4 Strengthen accountability and our capacity to execute as one institution.
Establish a governance framework that articulates decision scope, accountability, and responsibility; aligns institutional plans, information management, and reporting with the Strategy; and supports measurable outcomes, transparent progress and reporting. Major institutional decisions will be guided by evidence, our values, and clear accountability. Enable employees with the capabilities, tools, and support needed to advance learner success and George Brown's standing as a leading polytechnic, including through deliberate professional development opportunities.

***Priority 3 high-level metrics**: MCURES financial health metrics[3]; and meeting service standards – area specific (academic, operational, other).*



[3] MCURES financial health metrics: liquidity; sustainability; performance; future outlook.

Post-2030 Aspirations

At a time when artificial intelligence and other emerging technologies are reshaping how we learn, work, and engage with one another, postsecondary education institutions and other societal sectors are being called upon to redefine their role in advancing human potential, well-being, and opportunity. As a public institution, George Brown Polytechnic has a critical role to play in ensuring that innovation serves people and communities. At the same time, Ontario and Canada are reaffirming their place on the global stage, creating new opportunities for leadership, talent development, and inclusive economic growth.

Strategy 2030 responds to a defining moment for George Brown: learner needs, work, technology, and the postsecondary sector are changing simultaneously. Our task is not simply to adapt to these changes, but to use our polytechnic strengths to create greater opportunity and public value in an ever-evolving world.

Strategy 2030, therefore, is a pragmatic and agile plan, offering a rebuilding opportunity for our polytechnic into institutional maturity, while clarifying focus and direction for all George Brown employees. Like any strategic plan, *Strategy 2030* does not come on top of the work, but it *is* the work.

When implemented and executed collaboratively, *Strategy 2030* puts George Brown on a trajectory toward achieving domestic and international recognition as a leading Canadian polytechnic through our academic programming and applied research and innovation expertise. It also positions the institution to seed and pursue longer-term opportunities beyond the life of this plan, including reducing barriers to learner access through possibilities such as a new student residence, and deepening existing program strengths while expanding into new applied degree areas and academic departments through a new School of Engineering. The priorities and their supporting outcomes aim to build continuity in this process that will go beyond the lifetime of this strategic plan.



Implementation and Strategy Realization

Implementation and Strategy Realization

Informed by our values, *Strategy 2030* serves to articulate the strategic direction for George Brown 2027-2030. *Strategy 2030* was developed with engagement across the entire polytechnic community. It is our plan, and its realization is our success.

The strategic plan sets the stage for institutional operational workplans and annual Board-approved business plans that will be adapted across departments, while also affirming the fundamental commitment to our values. Strategy realization and implementation happen through the operational planning across departments of the polytechnic.

Progress against our *Strategy 2030* outcomes will be monitored and tracked across the polytechnic and reported to the broader community based on specific KPIs identified for each priority and/or outcome. The high-level metrics will be articulated as part of the operational implementation strategy, including consistency with the FHM and SMA4 indicators currently under discussion with MCURES.

Priority	Measurement/KPIs
Priority 1: Every Learner Ready and Confident for What's Next	polytechnic credential mix, laddering/pathways, enrolment; experiential learning; graduation rate; and employment rate.
Priority 2: Collaborative Partnerships for Polytechnic Impact	share of partnerships meeting outlined agreement outcomes; share of partnerships leading to experiential learning; and reputational value.
Priority 3: One George Brown, Positioned for the Future	MCURES financial health metrics; and meeting service standards – area specific (academic, operational, other).

Conclusion

Strategy 2030 sets a focused path for George Brown Polytechnic to strengthen learner opportunity, deepen partnership impact, and build the institutional capacity needed for the future. By working together across these priorities, we will advance our distinctive role as a human-centred urban polytechnic and create lasting social and economic impact in Toronto, Ontario, and beyond.

Acknowledgements

Many individuals have contributed to the development of *Strategy 2030*. George Brown Polytechnic appreciates the insights, perspectives, and experiences provided by our employees, partners, alumni, retirees, our community, and, most importantly, our students. The polytechnic community owes enormous thanks to the individuals who devoted their time, effort, and expertise throughout the Strategy 2030 consultation, validation, and formulation phases. Together, we have developed a pragmatic and agile plan, with priorities, outcomes, and metrics that, through implementation and execution, will enable our polytechnic to create impact that serves our learners, our employees, and our community.

The Strategy 2030 leadership team was supported throughout the strategy development process by colleagues in Project Management, Marketing and Communications, Change Enablement, Institutional Research, Office of the Provost, the President's Office, and many others.

Strategy 2030 Leadership

Initiators: George Brown Polytechnic Board of Governors

Sponsors: The Senior Leadership Team

- President, Dr. Gervan Fearon
- Chief of Staff, Mona Modaresi
- Provost and VP Academic, Dr. Hassun Malik
- SVP Institutional Planning and CFO, Michael Herrera
- SVP People Enablement and Experience, Leslie Quinlan

Leaders:

- AVP Strategy, Planning, and Risk, Dr. Paul Armstrong
- Director, Polytechnic Transformation, Dr. Margrit Talpalaru
- Board Secretary and Executive Director, Special Initiatives, Dr. Elaine Lam

Project Manager:

- Strategic Advisor and Transformation Portfolio Manager, Sam Bremner

Appendix

Appendix A: List of Board of Governors

Name	Appointment Date	Term Expiry
Anne Jane Adu-Bobie Culinary Management Student, George Brown Polytechnic (Student Representative)	Sept 2026	Aug 2027
Patrice Barnes Senior Advisor, Counsel Public Affairs	Sept 2025	Aug 2028
Jon Callegher Professor, George Brown Polytechnic (Faculty Representative)	Sept 2024	Aug 2027
Bhavna Duggal Chief Financial Officer, Fractional CFO	Sept 2026	Aug 2029
Gervan Fearon President, George Brown Polytechnic (Ex-officio)	–	–
Rob Gilmour Partner, Crestview Strategies	Sept 2024	Aug 2027
Roger Grochmal Retired CEO, Atlas Care	Nov 2023	Aug 2027
Julia Hanigsberg Retired CEO, Holland Bloorview Hospital	Sept 2025	Aug 2028
Arjun Jasuja, Founder and Chairman, Sigma Group	Sept 2025	Aug 2028
Inna Kravitz Chief Financial Officer, Building Ontario Fund	Sept 2026	Aug 2029
Lachlan MacQuarrie Senior Vice President, Business Development and Customer Success, Candarel	Sept 2024	Aug 2027
Karen Pastakia Partner, Deloitte	Sept 2025	Aug 2028
Jimi Rockley Coordinator, Digital Learning Environment (Support Staff Representative)	Sept 2024	Aug 2027
Ryan Sargent Director, Business Services and Procurement, George Brown Polytechnic (Administrative Staff Representative)	Sept 2025	Aug 2028
Regan Stewart Chief Operating Officer, Jamieson Wellness	Sept 2025	Aug 2028
Cheryl Stone Chief Strategy Officer, Nieuport Aviation	Apr 2026	Aug 2028

Appendix B: List of Executive officers, Academic Deans, Administrative Deans, Local Bargaining Unit Presidents, Students' Federation Executives

Position	Name
President	Dr. Gervan Fearon
Senior Vice-President, Institutional Planning & CFO	Michael Herrera
Senior Vice-President, People Enablement and Experience	Leslie Quinlan
Provost and Vice-President, Academic	Dr. Hassun Malik
Chief of Staff	Mona Modaresi
Dean, Faculty of Applied Science, Construction and Engineering Technology	Dr. Adel Esayed
Dean, Faculty of Health Sciences	Dr. Wendy Ellis
Dean, Faculty of Business, Creative Industries and Culinary Arts	Dr. Ana Rita Morais
Dean, Centre for Continuous Learning and Professional Studies	Dr. Colin Simpson
Dean, Faculty of Community Services and Interdisciplinary Studies	Susan Toews
Director of Communications and Internal, Student Association of George Brown	Faith (Ifeoluwa) Oluwatoyin
Director of Operations, Student Association of George Brown	Sandy (Sandhya) Mudghal Ethiraj
Director of Education and Equity, Student Association of George Brown	Mal Douglas
Director of Student Experience, Student Association of George Brown	Bryndoven O'Krafka
President, OPSEU Local 556	Paul Petrie (acting)
President, OPSEU Local 557	Nank Chatterpaul

GEORGE BROWN
POLYTECHNIC

Strategy2030



Strategy 2030: Shaping Our Polytechnic Future for Opportunity and Impact

George Brown Polytechnic

georgebrown.ca/strategy-2030

✦ ChatGPT (OpenAI, 2026) was used as an aid to assist with drafting, editing, and synthesizing content. The authors reviewed and validated all analysis, interpretations, and conclusions.