

2026-27

BUSINESS PLAN

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Letter from the President and CEO

Championing innovation, igniting potential

Aaniin, She:Kon, Nakurmiik, Tanshi — greetings in Ojibwe, Mohawk, Inuktitut, and Michif.

Georgian College's 2026-27 *Business Plan* reflects bold commitments to deepen our contributions as a trusted workforce development partner, socio-economic driver, and regional leader uplifting our communities through complexity and change. With targeted actions and ambitious outcomes, the plan outlines how we'll continue to advance Georgian's five-year strategy – *Game-changing Innovation: Flourishing Students. Thriving Communities* – and achieve the goals outlined in our *Strategic Mandate Agreement*.

As labour-market demands shift, technology accelerates at a remarkable pace, and expectations of employers and learners evolve, Georgian is paving the way with graduates prepared not only for jobs but shaping a resilient and future-ready economy. We're innovating our offerings, infrastructure and partnerships to spark transformation across sectors and ensure a dynamic talent pipeline of active citizens who use their skills and talents to make a positive impact.

We also continue to identify efficiencies and collaborate on solutions across the sector to address persistent financial challenges and shifting enrolment realities. We're committed to ongoing advocacy, consultation and alignment with government priorities to ensure we can effectively serve students, meet the evolving needs of our graduates, communities and employers, and do our part as a regional leader to ensure a strong and prosperous Ontario.

Together, our employees and partners are delivering an unrivaled experience that empowers learners to flourish with confidence and positions Georgian as an inspiring catalyst for opportunity and potential.

Chi-Miigwech. Thank you.



Kevin Weaver, President and CEO | Georgian College

OUR MISSION

Inspire innovation, transform lives, and connect communities through the power of education.

OUR VISION

Game-changing innovation.
Unrivalled experience.
Human potential ignited.

OUR VALUES

WE'RE BRAVE.

Courage and curiosity drive us.

We embrace new ideas, take strategic risks, solve complex challenges and meet the evolving needs of those we serve.

WE'RE REAL.

We hold ourselves accountable.

We demonstrate honesty, integrity and personal responsibility through transparent and ethical decision-making.

WE'RE ONE TEAM.

We collaborate.

We leverage our individual and collective strengths to foster a culture of creative problem-solving, deeper connection and authentic engagement.

WE EXCEL.

We have high standards.

We're committed to unrelenting quality in our programs, services and day to day work.

WE CARE.

People are at the heart of all we do.

We actively nurture a supportive, compassionate and inclusive environment where they're respected, valued and know they belong.

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Unrivalled student experience

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Transformative education

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Community impact

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Global connectivity

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Organizational excellence

OUR COMMITMENTS

Five key commitments will guide our efforts as we work toward our shared goals – each advancing meaningful change and impact.

OUR FOUNDATIONAL THREADS

Along with our mission, vision, values and strategic commitments, there are three areas of focus woven throughout our work that underpin this plan.

- EQUITY, DIVERSITY, INCLUSION AND BELONGING
- INDIGENIZATION • CHANGEMAKING

TRANSFORMATIVE EDUCATION

Advance a signature learning experience – grounded in a commitment to quality and innovation – that positions Georgian graduates as the skilled global citizens, innovators and changemakers our workplaces, communities and the world need now and into the future.

STRATEGIC OBJECTIVES

- Prioritize uncompromising quality and innovation in teaching, experiential learning and applied research.
- Introduce new and expanded programs and pathways that anticipate and respond to labour-market needs in high demand fields.
- Be at the forefront of evolving teaching and learning practices to advance applied innovation and 21st century skills development.
- Promote access and affordability through creative and flexible pathways and modes of delivery, such as a new online campus.

2026-27 KEY ACTIONS	2026-27 PLANNED OUTCOMES
Launch, renew, and realign academic programs to meet evolving labour market needs.	• New and revitalized programs launched with stronger enrolment and labour-market demand. • Enhanced program quality, relevance, and student employability. • Stronger experiential learning outcomes and employer satisfaction. • Strengthened program mix, health and quality. • Clear, accessible pathways between programs, institutions, and credentials. • Increased faculty engagement with innovative, inclusive, and future-focused teaching and learning approaches. • Increased brand awareness and domestic enrolment. • Enhanced and expanded flexible delivery model teaching and learning resources.
Expand experiential learning, work integrated learning, simulation, applied research, and industry-embedded curriculum.	
Implement program innovation, renewal, and pathways governance models.	
Evolve teaching and learning innovation, faculty development and instructional design practices to meet emerging needs.	
Reinforce brand strength and market share through strategic and targeted marketing investments.	
Develop flexible delivery models (hybrid, online, BYOD, simulation).	

UNRIVALED STUDENT EXPERIENCE

Deliver an unrivaled student experience that consistently meets the social, emotional, access and service needs of learners – ensuring every student feels guided, genuinely valued and empowered to thrive throughout their educational journey and beyond.

STRATEGIC OBJECTIVES

- Inspire and empower the leaders of tomorrow by engaging them in shaping the services and experiences that define their academic journey, amplifying their voices and meeting their evolving needs.
- Provide supportive, personalized, student-centred services so every learner feels genuinely cared for and valued.
- Ignite innovation and spark change by offering dynamic, hands-on experiences that connect students to their career aspirations and prepare them to lead in a rapidly evolving world.
- Ensure a smooth and cohesive digital-first experience by providing a platform where students can manage all aspects of their academic life, from application to accessing support services.
- Empower more learners to unlock their potential through expanded access to postsecondary education.

2026-27 KEY ACTIONS	2026-27 PLANNED OUTCOMES
Establish an integrated well-being and care framework that enhances mental health, inclusion, and student success.	• Improved access to timely, personalized academic, career, and wellbeing supports. • Increased student retention, persistence, and satisfaction. • Stronger graduate employment and career outcomes. • Achieve sustained enrolment increases in programs relocated from Orillia and Muskoka to Barrie. • Students feel connected, supported, and empowered throughout their journey.
Establish a student-centered Office for Student Rights and Responsibility that delivers clear, efficient, and holistic support through early intervention, education, and care.	
Strengthen work integrated learning, career readiness frameworks, and employer intelligence systems.	
Improve student supports through digital platforms.	
Streamline student leadership governance processes, leadership training, and student engagement initiatives.	
Boost enrolment in relocated programs.	
Support smooth campus consolidations with transition supports and communications.	

COMMUNITY IMPACT

Amplify our impact by broadening our deep community, industry and alumni partnerships to accelerate our mission, connect students to opportunities, and drive lasting and meaningful economic, environmental and social change.

STRATEGIC OBJECTIVES

- Strategically support research, innovation and entrepreneurship activities that drive regional development and strengthen Canada's productivity.
- Optimize a multi-campus strategy to meet the access needs of learners while supporting regional economic and social development priorities in a fiscally responsible way.
- Enhance workforce development to meet the rapidly changing needs of our community and industry partners.
- Advance community, industry and alumni connections and partnerships to propel transformative experiences and amplify collective impact.
- Foster a culture of environmental stewardship by integrating sustainable practices across operations and curricula.

2026-27 KEY ACTIONS	2026-27 PLANNED OUTCOMES
Expand applied research and community accessible infrastructure (e.g., Centre of Industrial Simulation and Prototyping, Larche Family Foundation Studio, Community Innovation Network) for increased industry-led projects and applied research-based experiential learning for students.	• Diversify community partnerships and types of applied research funding. • Community based activity with increased student experiential learning activities. • Enhanced institutional reputation and community trust. • Stronger regional workforce development and economic impact. • Diversified applied research projects and community engaged learning. • New revenue and partnership opportunities. • Expanded meaningful alumni engagement that advances student success and academic priorities and deepens alumni connection, professional growth, and lifelong affinity.
Grow community, industry, and Indigenous partnerships.	
Deliver workforce development and community-based training programs.	
Support faculty and staff research through grants, partnerships, and commercialization.	
Deepen engagement with alumni, donors, and regional stakeholders.	

GLOBAL CONNECTIVITY

Enhance Canada's innovation landscape by fostering global connectivity, inspiring our learners to think critically about global challenges and empowering our community to be informed, responsible and active global citizens. To connect our learners to the world and connect the world to Georgian.

STRATEGIC OBJECTIVES

- Diversify and expand global partnerships that support game-changing innovation and experiential learning.
- Strategically expand opportunities for students to engage in innovative global experiential learning.
- Prepare our learners, employers and community partners to be global citizens by promoting global perspectives in all programs and community/industry engagements.
- Create a transformative, premier experience that distinguishes Georgian as the top choice for international students.

2026-27 KEY ACTIONS	2026-27 PLANNED OUTCOMES
Adjust and operationalize enhanced international recruitment strategies.	• Stabilized and diversified international enrolment. • Stronger international partnerships aligned with academic priorities. • Increased global learning opportunities for students. • Enhanced global reputation and competitiveness. • Established global partnerships and growth in transnational education.
Expand global pathways, articulation agreements, and partnerships.	
Integrate global and intercultural experiences into programs.	
Strengthen international digital marketing and storytelling.	
Launch and support Georgian Global initiatives.	

ORGANIZATIONAL EXCELLENCE

Achieve organizational excellence and financial sustainability by empowering people, innovating processes, stewarding resources and strengthening institutional results.

STRATEGIC OBJECTIVES

- Nurture an immersive, inspired and unrivaled employee experience through an innovative people and culture plan.
- Develop and execute an organizational effectiveness strategy that integrates formal innovation frameworks in our processes, policies and practices to drive excellence.
- Bolster integrated resource planning, cross functional alignment and collaboration to steward our resources efficiently and effectively.
- Establish more spaces that inspire collaboration, creativity and learning.

2026-27 KEY ACTIONS	2026-27 PLANNED OUTCOMES
Realign portfolios, workflows, and staffing models for efficiency.	• Improved financial sustainability and resource stewardship. • More efficient, transparent, and data-informed decision-making. • Modernized spaces and systems that support learning, collaboration, and innovation. • Evidence based program mix that maximizes funding opportunities and supports long-term financial and academic sustainability. • Engaged, resilient, and high-performing employee community.
Strengthen financial acumen, budget management, and revenue generation.	
Optimize space usage, campus consolidations, and capital projects.	
Implement digital-first service models and systems transitions.	
Plan optimal program mix based on updated provincial funding model.	
Enhance employee engagement, leadership development, and culture.	

2026-27 Approved Budget

Statement of Operations	
	Budget 2026-27
Revenues	
Post Secondary Tuition Domestic	35,046,900
Post Secondary Tuition International	18,639,800
Corridor Funding Grant	67,400,000
GCSA Revenues	10,019,100
Other Ministry Grants	24,420,100
Amortization of DCC	8,418,400
Other Revenue	94,291,800
Total Revenues	258,236,100
Expenses	
Salaries & Benefits	149,487,600
GCSA Expenses	10,019,100
Depreciation	16,905,100
Other Non-Salary	75,474,300
Total Expenses	251,886,100
Surplus (Deficit)	6,350,000

