



FALL 2026



FROM INSIGHT TO IMPACT

Building talent, innovation and partnerships for a strong future.

Georgian is on treaty land and we’re treaty people.

There are 46 treaties covering Ontario and four governing the land on which our campuses are located. Acknowledging the land is one small step on our collective journey toward truth-telling.

Georgian College acknowledges that all campuses are situated on the traditional land of the Anishnaabeg people. The Anishnaabeg include the Odawa, Ojibwe and Pottawatomi nations, collectively known as the Three Fires Confederacy.

Georgian is dedicated to honouring Indigenous history and culture and committed to moving forward in the spirit of reconciliation and respect with all First Nation, Métis and Inuit people.



Georgian is on a journey of Truth and Reconciliation and we’ve made Indigenization a priority. Learn more by reading our strategic plan.

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An adaptable, resilient workforce

Hello, bonjour, Aaniin, She:Kon, Tunngasugit, Tanshi,
greetings in the Ojibwe, Mohawk, Inuit, and Métis languages.

For nearly six decades, Georgian College has graduated talent with the advanced skills and work-integrated experience needed for meaningful, in-demand careers – helping businesses and organizations access the workforce they need to compete, innovate and grow.

This has never been more important than right now.

Economic and demographic shifts are profoundly felt across our country, province and region. They're changing the nature of work, who will do it, and how it will get done. More than that, they've fuelled commitments from every level of government that are generating opportunities in many industries.

Thank you, Miigwech, Niá:wen, Nakurmiik, Maarsii, for your ongoing partnership, friendship and support.

With gratitude,



Kevin Weaver | President and CEO, Georgian College

By leaning into these opportunities, we're accelerating innovation across sectors, creating economic growth, and building long-term resilience.

In these pages of our labour-market and regional insights report, you'll learn about recent outcomes that demonstrate the impact we're making in collaboration with our partners. You'll also discover labour-market insights enabling us to anticipate emerging needs and prepare an adaptable, future-ready workforce.

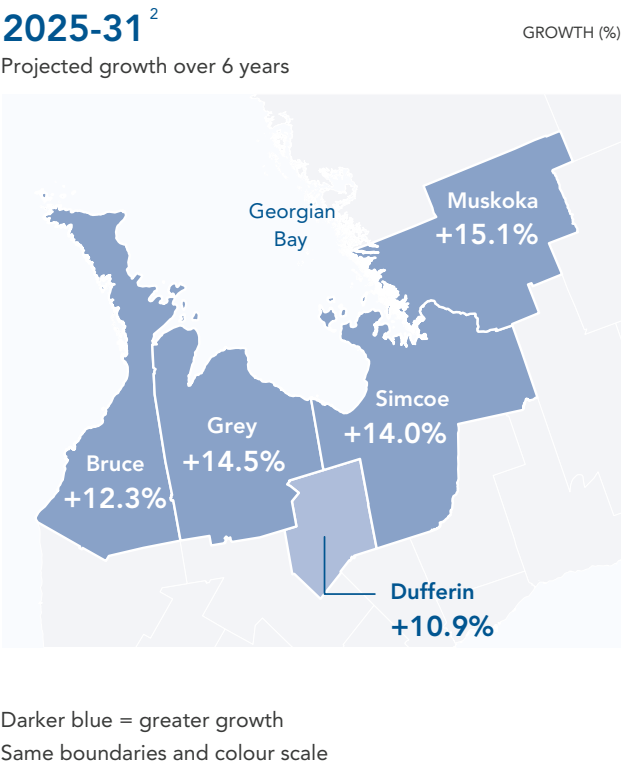
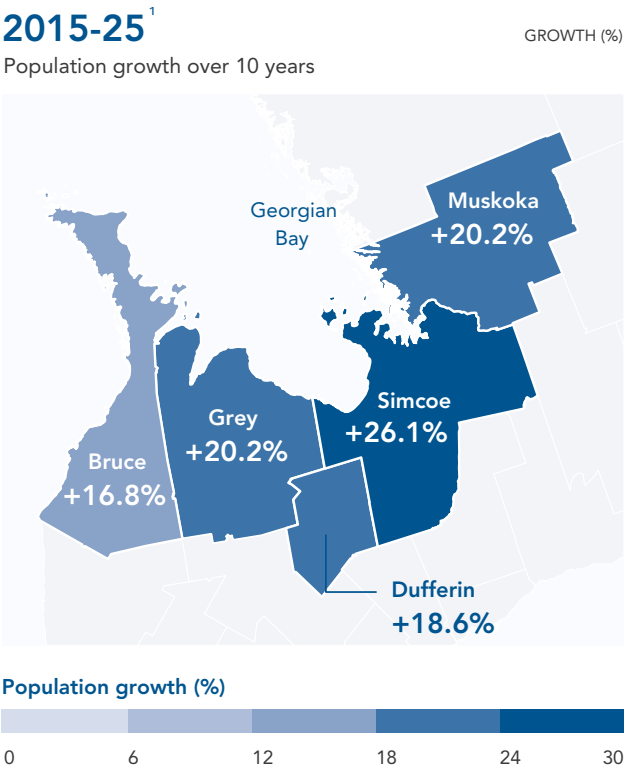
I hope you'll see the vital role Georgian plays – and you play – in the continued success of us all as Canadians, Ontarians and proud residents of the communities we serve.



Current landscape

Over the past decade, our region has experienced some of the fastest population growth in Ontario. This growth is set to continue.

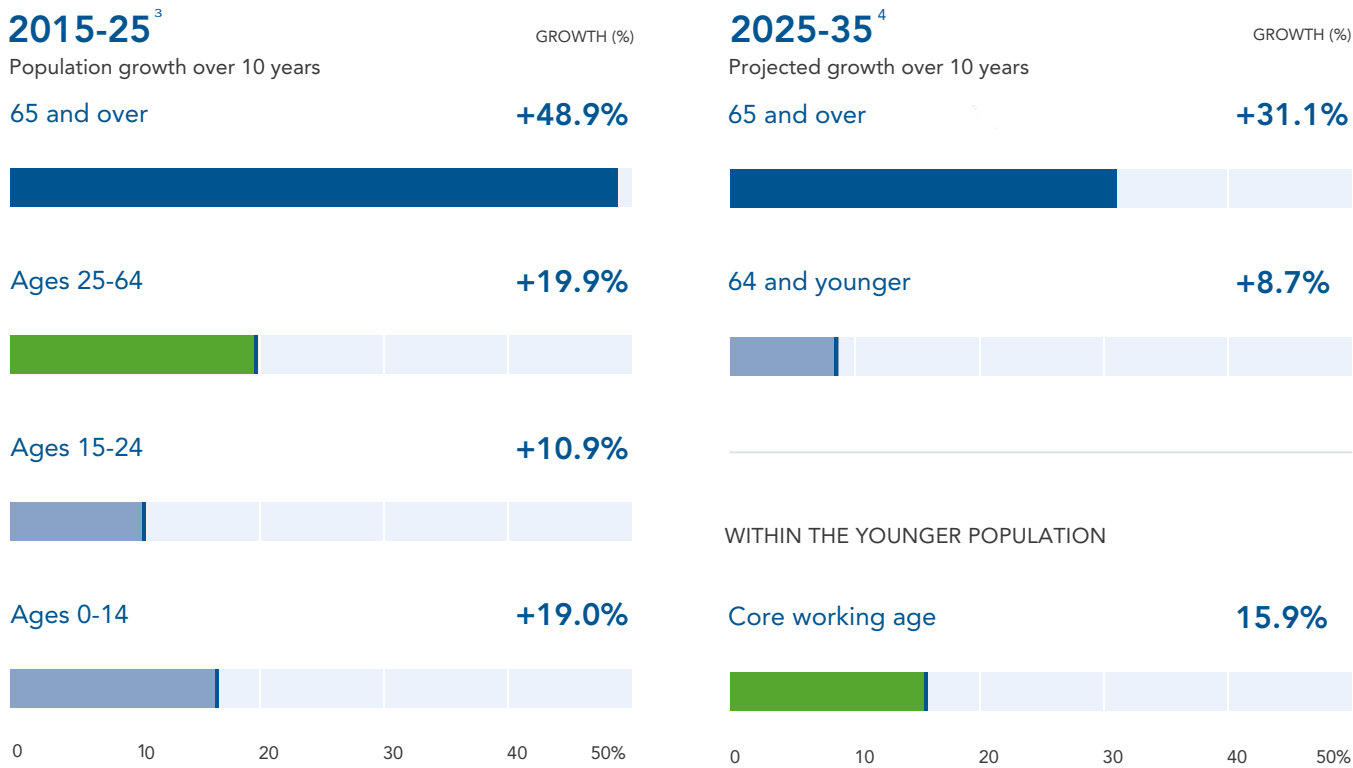
Population growth by region



Growing challenge

Population expansion has drastically increased demands for housing, energy infrastructure, health care and skilled workers. If this growth was equal across all age groups, finding people to meet these needs wouldn't be an issue. But this isn't the case.

Population growth over each decade



Even with a substantial rise in residents, the number of workers will increase by only 0.9% in 2026, 1.3% in 2027 and 1.5% every year from 2028 to 2031. Meanwhile, 12.7% of our region's workforce is expected to retire by 2031.⁵

This translates to a workforce increase of roughly 47,000 people and a rise in retired-aged residents of 60,000+ people. Beyond strains on social and health services and a weakening of the tax base, our region's disproportionate growth means fewer

working age people supporting – or unable to support – more non-working age people.

This trend isn't unique to our region. Immigration has helped support workforce growth across Canada; however, recent policy changes mean our region is expected to welcome fewer newcomers, declining from approximately 3,000 in 2024 to 1,800 annually between 2025 to 2031.⁶ This makes other workforce development strategies increasingly important.

Responding to a changing region

The turning point we find ourselves at as a country, province and region can't be overstated. Between an aging population, geopolitical pressures and falling immigration numbers, the time to creatively expand the way we partner to train and retrain has come. This starts with strong and collaborative institutions that have the trust and confidence of students, employers and communities.

Georgian is already leading the way:

- **Launched bold *Game-changing Innovation strategy in 2025*** designed to position us by 2030 as the most innovative institution in the Ontario college sector.
- **Multiple campuses spread across our region** ensuring local access to education and training.
- **130+ market-driven programs covering almost every sector of the economy;** 100% emphasize practical, hands-on learning. Launched more than 30 new programs over the last five years to address critical workforce needs and regional priorities.
- **Added \$5 billion in income to Ontario economy in 2025-26 fiscal year** – \$4.7 billion generated by alumni in the labour force – \$2 billion of which was income that stayed in our region – supporting close to 47,000 Ontario jobs.⁷
- **Exceeded provincial graduate employment rate for more than 25 years** – 90.3% at last report in 2022-23, which means that percentage of our alumni found work within six months of graduation.
- **130,000+ alumni, approximately 55% living and working in the region.** Includes graduates like Solomon King (class of 2018) honoured with 2025 Premier's Award for Cultural and Creative Achievement, Becky Bartley (class of 2016) named Canada's Registered Veterinary Technician of the Year, and John Coburn (class of 1978) whose 9/11 drawings are featured in an exhibition presented by the US Consulate General Toronto.
- **6,000+ co-op employer partners in the last five years** and hundreds of others supporting additional work-integrated learning like clinical placements.



Premier's Award recipient Solomon King, Georgian alumnus and Indigenous artist and craftsman, unveiled his turtle sculpture at Nathan Phillips Square in Toronto in 2024.

- **\$4.5+ million in bursaries, awards and scholarships available each year** to remove financial barriers and attract top students; \$1.7 million alone in donor-funded awards granted in 2025-26, demonstrating the transformative role supporters play in reducing barriers to education.
- **First – and only – Canadian college designated a changemaker college by Ashoka U** for our role as a leader in social innovation and changemaking in higher education. Driving positive change is who we are.
- **Newly opened GuardMe Student Success and Care Centre,** made possible by \$1.25-million donation from GuardMe International Insurance, bringing together academic, emotional, social and professional supports to reflect the diverse needs of students and community. Investment demonstrates how philanthropy strengthens supports that help students persist, succeed and graduate, ensuring a healthier, more resilient workforce equipped to meet the needs of communities and employers.

130+ market-driven programs covering all sectors of the economy.

\$5 billion income added to Ontario economy in 2025-26.



Meeting the moment

This is an opportune time for people starting or pivoting their careers to choose Georgian. And there's another consideration that can't be overlooked: commitments from all levels of government to invest heavily in our collective future.

These investments include alliances on:



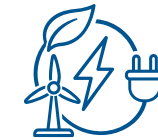
ADVANCED MANUFACTURING

Helping automotive, aerospace, and clean technology sectors adopt advanced AI and robotic technologies.



CARE ECONOMY

Enhancing recruitment, retention, and supporting upskilling for individuals (paid and unpaid) who provide direct care to others.



ENERGY AND ELECTRICITY

Assisting partners in energy and clean electricity generation reskill workers, increasing labour market mobility, and adopting emerging technologies such as AI and renewable energy systems.



HOUSING AND CONSTRUCTION

Developing the workforce needed to build affordable housing and public infrastructure by working with partners in residential, commercial, and public infrastructure projects.



MINING AND MINERALS

Exploring, mining, and processing minerals needed for clean energy and advanced manufacturing.

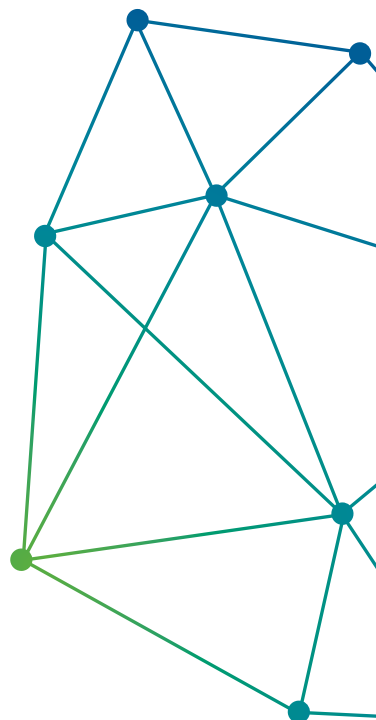


TRANSPORTATION AND SUPPLY CHAINS

Reducing trade barriers, improving how goods move within Canada and to international markets, and updating infrastructure.

Source: Canada.ca

Georgian's president is vice chair of the Board of Directors for Electricity Human Resources Canada and a member of the National Strategic Advisory Council for Energy and Electricity Alliance.



Skills for a changing economy

Multiple Georgian programs relate to one or more of these government alliances, and the breadth of our educational opportunities matches the economic diversity in our region.⁸ For example:

- Both Simcoe and Grey’s top industries are health care and social assistance, but even this is diversified: sales and service are Simcoe’s top occupational groups within the category, while Grey’s are trades, transport and equipment operations.
- Muskoka’s top industry is construction.
- Dufferin’s is manufacturing and Bruce’s is utilities.

Our programs are launch pads to work in any of these fields, and the additional supports we offer help keep newly trained workers in our area.

And because of ambitious federal and provincial policies focused on housing, infrastructure, energy and manufacturing, many of those alumni are, or will be, in a position to hire.

College-educated workers contribute to a significant portion of Ontario’s economic output. The demand for them over the next 10 years is estimated to be at least 946,891 workers.⁹

Importantly, the results of a Georgian education speak for themselves: collectively, Georgian graduates are projected to earn \$862.6 million more over their working lives because of their education. For every dollar students invest in their Georgian education, they can expect an average return of \$1.80 in higher future earnings. This represents an annual rate of return of 13.5%.¹⁰



1.8x

For every dollar students invest in their Georgian education, they can expect an average return of \$1.80 in higher future earnings.

946,891

college-educated workers needed in Ontario over the next 10 years.

Paths to employment

As our region shows promising signs of a hiring rebound after lower levels of hiring in late 2025 and into early 2026,¹¹ we're well-positioned to be the source of talent every industry and community desperately needs.

Between 2025 and 2031, the number of occupations in our region that will require a college education is projected to grow by nearly 13,000, exceeding growth in demand for university-educated workers by 4,290.¹²

Our programs directly lead to employment in our region's three fastest-growing industries (health care, education and trades) and eight of the 10 top occupations by regional concentration.¹³ Through our Centres for Career and Employment Community Services, we also help graduates and community members find employment through a one-stop experience to assist with job search, career planning, or workforce re-entry.

Meeting workforce demand isn't just about creating more programs. It also means removing financial and personal barriers to education. It involves offering flexible ways to train and retrain and helping people move successfully from learning into employment.

Georgian supports this journey through scholarships and bursaries, integrated student supports, flexible training options, and career and employment services for students and community members.



Our mandate is "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 local and diverse communities."

13,000 additional regional occupations
requiring college education by 2031.

Ensuring access to high-quality health care



As demand for health-care services continues to grow, ensuring we have the skilled people and capacity to meet the needs of patients and communities in our region and beyond is increasingly critical.

Nursing, allied health workers and patient service associates are projected to be among occupations with the most growth through 2031.¹⁴ Over the same period, shortages are projected for registered nurses and psychiatric nurses, along with overall staffing, bed, facility and equipment shortages.¹⁵

Providers across our catchment are exploring solutions, all of which require more Georgian-trained professionals. Here are some examples:

- Across Bruce and Grey, investments being made to strengthen health-care capacity, including nearly \$4 million in provincial funding for infrastructure upgrades and repairs,¹⁶ and additional \$7 million in additional base funding to expand primary-care capacity, with a target of connecting another 9,000 residents to a primary-care provider.¹⁷

- Muskoka closing aging facilities and planning two new, specialized hospitals: specialized ambulatory and surgical centre in Bracebridge to focus on day surgeries, non-urgent surgeries, non-urgent diagnostics, and another in Huntsville to centralize overnight acute in-patient care, increasing beds with specialized stroke care and expanded intensive care units.¹⁸
- Dufferin pursuing much-needed \$20-million expansion of emergency department. Current facility, originally designed to handle 23,000 annual visits, struggles to handle 37,000 annual visits – 60% beyond initial capacity. Annual visits expected to surge to 50,000 – more than double capacity – by 2035.¹⁹
- Simcoe County Hospital Alliance planning to add hundreds of acute and post-acute care beds in the next 10 years.²⁰

Modernized training and compassionate care

All this expansion and transformation requires a significantly larger care-based workforce. Those who are educated at Georgian can benefit from innovative programs and hands-on learning in state-of-the-art facilities. For example:

- **The Brand Family 360 Interdisciplinary Simulation Space**, part of major health-care renovations at the Barrie Campus supported by government and donor funding, is a virtual interactive learning environment. Simulates experiences students will encounter in the field, so they're prepared right from day one.
- **Two adjunct scientist partnerships** – a university-calibre research model uncommon among colleges – boosting regional care and the student experience: Developing solutions and training for nurses connected to the realities of an aging population with the Royal Victoria Regional Health Centre (RVH) in Barrie and collaborating with Brightshores in Grey-Bruce to offer palliative care simulation training to health-care providers. We also have an adjunct clinical lecturer partnership with RVH focused on bringing clinical expertise into the classroom.

- **First graduates of Georgian's Honours Bachelor of Science – Nursing entered the workforce this year.** Bringing this degree to our region, which included government and donor support in Barrie and Owen Sound to modernize our facilities, was the result of significant advocacy and need identified by our partners. Many graduates will now have the opportunity to earn the additional designation of RN Prescriber. As our population ages, they'll reshape the future of health care across the province by prescribing medicines and other aides without needing to involve already-stretched doctors.
- **Transition to Practice course** helps internationally educated nurses meet the College of Nurses of Ontario's registration requirements and step confidently into Ontario's workforce.
- **Georgian's Living Classroom at the Village of Innis Landing, Schlegel Villages, in Barrie** will provide Personal Support Worker and Practical Nursing students with a unique learning environment embedded within a long-term care community.



Learning at Georgian has allowed me to connect what I'm studying in the classroom with the realities of care in the communities around me. That connection has made my education feel deeply personal. I'm not just learning skills for a future career. I'm learning how to serve the communities I now call home."

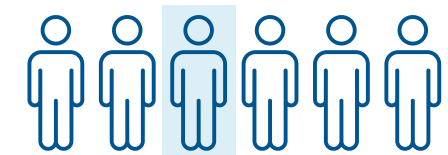
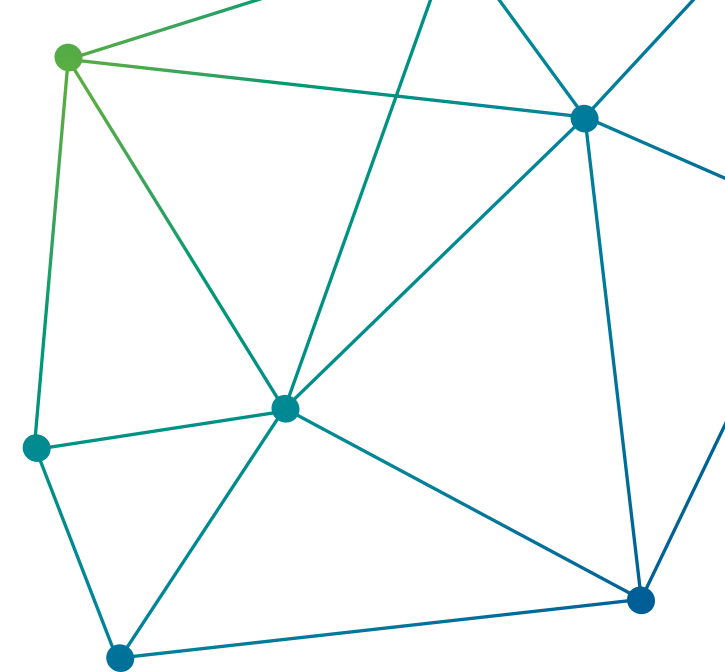
Justyna Bronson (class of 2026)
Honours Bachelor of Science – Nursing



Building Ontario's future

Ontario's growth and development depends on a strong, skilled workforce. Colleges like Georgian are helping meet critical labour-market demand and ensuring our province has the talent we need.

Major public funding frameworks like *Ontario Builds* and *Building Canada Strong* were established to tackle an aggressive housing target of 1.5 million new homes in Ontario by 2031. But a looming labour shortage threatens success: 700,000 skilled trade workers will retire in Canada between 2019 and 2028,²¹ with as many as 90,300 construction workers projected to retire by 2034 in Ontario,²² and one of six job openings projected to be in skilled trades-related occupations by 2034.²³



1 in 6

job openings in Ontario to be in the skilled trades by 2034.



40+

programs offered by Georgian in skilled trades as well as various apprenticeship and pre-apprenticeship training.

Expansion to meet demands

With the generous support of the County of Simcoe (\$1.5 million) and Gene Haas Foundation (\$1 million), we’re expanding our skilled trades facilities in Barrie.

The result will be 70,000+ square feet of hands-on, industry-relevant learning spaces that 1,000+ students can access each year. A 82,000-pound structural bridge (the equivalent of 137 Grizzly Bears) was lifted into place in spring 2026, marking a significant milestone in the project made possible through early investments of additional partners and supporters.

This expansion will increase our overall capacity and complement programming offered at our Robbert Hartog Midland Campus and Owen Sound Campus. These facilities support training for some

of the trades projected to be in most demand by 2030, including construction, electrician, plumber, welder and gas technician.

Beyond training our graduates, we connect them to opportunities like:

- **Skills Ontario Competition** – our students brought home four gold medals in 2026 and in 2024; one went on to the World Skills Competition.
- **Prestigious Schulich Builder Scholarship** – a perfect example of how strategic philanthropic investment is attracting and supporting top talent in the skilled trades, helping develop the next generation of workers needed to strengthen Canada’s economy and address ongoing skilled labour shortages.



Seeing Georgian and the community continue to invest in spaces like skilled trade is so important. It’s helping prepare the next generation of skilled trades professionals right here in our region.”

Annette Atkinson
Cabinetmaking Techniques student
and recipient of Schulich Builder Scholarship

Skilled trades impact every facet of our lives and will remain increasingly critical as we tackle our country’s and region’s greatest challenges to ensure a sustainable and green future.



EXPANDING OUR SKILLED TRADES FACILITIES IN BARRIE

\$1.5 million
support from
the County of Simcoe

\$1 million
support from
Gene Haas Foundation

1,000+ students
can access the learning
space each year

Leaping forward

Technological advances are fundamentally reshaping the labour market. Georgian is preparing future workers and entrepreneurs not only to adapt to these changes but lead through and define them.

Exploring AI

With artificial intelligence (AI) reaching 53% population adoption in just three years,²⁴ many nations, including Canada, are developing national AI policies. The federal government is investing \$50 million to help small and medium enterprises adopt AI safely²⁵ and bring basic AI training to one million postsecondary students, educators and public libraries.

Georgian is leveraging this opportunity by actively embracing AI to create better outcomes while teaching our students not just how to use it but how to do so responsibly, ethically and in ways that improve lives.

Over the past several years, we've transformed our learning spaces and expanded our partnerships and leadership in this area. For example, we're currently engaged in three projects aimed at enhancing the student experience.

- Georgian is among the first Canadian colleges to team up with global technology giant Meta to advance the development of Intelligent Tutoring Systems using generative and extended reality.
- Ontario Council on Articulation and Transfer awarded us a grant to apply AI and design innovation to translate military experience into postsecondary credits.
- Project in collaboration with the Higher Education Quality Council of Ontario is determining attitudes toward AI, the results of which will help to inform how AI is integrated into our programs.

While we reconcile what these advances in technology mean for us and our students, we're also collaborating with regional partners to help them make sense of what it means for them.

Manufacturing the future

Manufacturing is fundamental to Ontario's economic future – creating high-value jobs, strengthening domestic supply chains and positioning the province to compete in a rapidly changing global economy.

Georgian has a unique opportunity, being where we're located, to enhance operational efficiency in agriculture, manufacturing, and health care across our region. Success depends on extensive reskilling and upskilling to prepare the workforce, alongside public-private partnerships to develop scalable pilot projects. Grants we received from the provincial and federal governments, including \$1 million each from the Ontario Research Fund and the Canada Foundation for Innovation, are directly targeting these goals.

A result of this is our new **Centre of Industrial Simulation and Prototyping**, Ontario's first Industry 5.0 sandbox designed to help manufacturers and

technology companies test and adopt advanced technologies in a safe, controlled environment. The centre was designated a Technology Access Centre by the Natural Sciences and Engineering Research Council of Canada and is assisting companies to shorten implementation timelines, reduce costly errors, and improve operational efficiency.

This capability is particularly important to small and medium-sized businesses, which often lack access to specialized infrastructure, technical expertise, and independent testing environments needed to adopt technologies with confidence.

The centre is ultimately strengthening local supply chains, empowering workers, enhancing collaboration between humans and machines, prioritizing sustainability, creating jobs, and positioning our region as a leader in industrial innovation.

DID YOU KNOW? Georgian engages in changemaking, research and development initiatives of all kinds. We worked with 95 partners on 74 applied research and social innovation projects in 2025 – driving growth, boosting competitiveness, and strengthening the economy. This included collaborating with multiple manufacturers and community-based organizations to ensure our region thrives.



Fostering entrepreneurship

Ensuring the health of Canadian businesses generally, and businesses in our region specifically, is a core Georgian value, and the pressure is higher in this area than it has been in some time.

One in five small-to-medium-sized businesses are set to change hands over the next five years because of retirement,²⁶ including 60% of family-owned businesses.²⁷ This translates into \$2 trillion of business assets under new management within the next decade.²⁸ Further Faster, a Georgian program, offered through the Henry Bernick Entrepreneurship Centre (HBEC) mitigates this transfer. It's a seven-week business training program for entrepreneurs starting a new business, considering a pivot or growing an existing business.

Beyond this, HBEC provides significant economic and business development support to our region, having secured \$4 million in investments for client businesses that generated \$19+ million in revenue and created 640 jobs.

Serving 300+ clients annually, HBEC provides in-depth business planning workshops and entrepreneurial experiences, connections such as patent, copyright, and trademark advice, and access to angel investors and mentorship from successful entrepreneurs.

The centre and its partners have received several City of Barrie Mayor's Innovation Awards in recognition of their work and impact.



Boosting the creative economy

In partnership with the City of Barrie, Georgian's taking another step forward with the creation of a vibrant downtown location that will serve as a launchpad for innovation, creativity, and collaboration.

As we move ahead with our vision to welcome up to 1,000 students to our new downtown Barrie location, a landmark \$7.5 million contribution from the city will help create new opportunities for industry, culture, and learning to thrive together.

Programming will focus on art, design and creative industries and high-demand areas such as emerging technologies and entrepreneurship – injecting fresh energy into Barrie's growing creative economy.



20%

small-to-medium-sized businesses are set to change hands over the next 5 years.

\$7.5 million

investment by the City of Barrie in Georgian's downtown location.

Supercharging Ontario

Electricity demand is forecasted to increase by approximately 65% by 2050, driven by population and economic growth, electrification across transportation, buildings and industry, and emerging large-scale electricity users such as AI data centres.²⁹ As part of the push to meet needs, the Ontario government committed to several initiatives³⁰:

- Invest \$900 million in new energy efficiency framework to improve efficiency by allowing a wider range of upgrades and technologies.
- Continue nuclear refurbishments (Darlington, Bruce, and Pickering B), build the G7's first small modular reactors in Darlington, expand Bruce C Project (pre-construction underway) and Port Hope (planning stages).
- Refurbish existing hydro and develop 4,000MW of new potential hydro sites in northern Ontario.
- Increase storage capacity to more efficiently capture energy from intermittent sources using pumped storage, such as a proposed 1,000MW storage facility in Meaford.³¹
- Expand bulk transmission infrastructure to efficiently transmit power from nuclear and northern hydro sites to industrial, commercial, and urban areas.

- Support increased grid interconnections with neighbouring grids to increase system reliability and facilitate clean energy trading.
- Establish a registry of pre-qualified transmitters to speed up the competitive bidding process for major new line builds.
- Put grid modernization standards in place to reduce local outages, build resilience against severe weather and cybersecurity threats.

On top of these ambitious provincial policies, the federal government recently announced *Powering Canada Strong*,³² a policy to double the electricity capacity of Canada's grid and increase grid resilience and connectivity between provinces, which will require an estimated \$1 trillion investment by 2050.

Given these ambitious, wide-ranging provincial and national policies, Bruce Power has committed to significant developments of their own in our region:³³

- 13-year multi-billion-dollar Bruce Power Major Component Replacement refurbishment project.
- Site C Expansion, once completed, will make Bruce Nuclear Generating Station one of the largest nuclear plants by a considerable margin.

Plugged in

Georgian has the programs to meet the needs of this future workforce. We also have the partnerships.

As a member of the Canadian Nuclear Association and the Canadian Energy Workforce Consortium, we're working closely with industry and postsecondary partners to ensure we meet the labour-market needs of a rapidly growing industry.

Our Owen Sound Campus is also uniquely positioned in near proximity to partners like Bruce Power to support mega projects in Ontario, with a shared commitment to developing the talent pipeline needed.

DID YOU KNOW?

Since 2012, Toronto Hydro and Georgian have collaborated to create and maximize student opportunities in the electrical utilities sector and expand opportunities around corporate training, research and employee engagement.

Creating mission-ready talent

People. Skills. Stronger Canada.

Canada's defence and security needs are taking on greater importance amid a rapidly changing global environment.

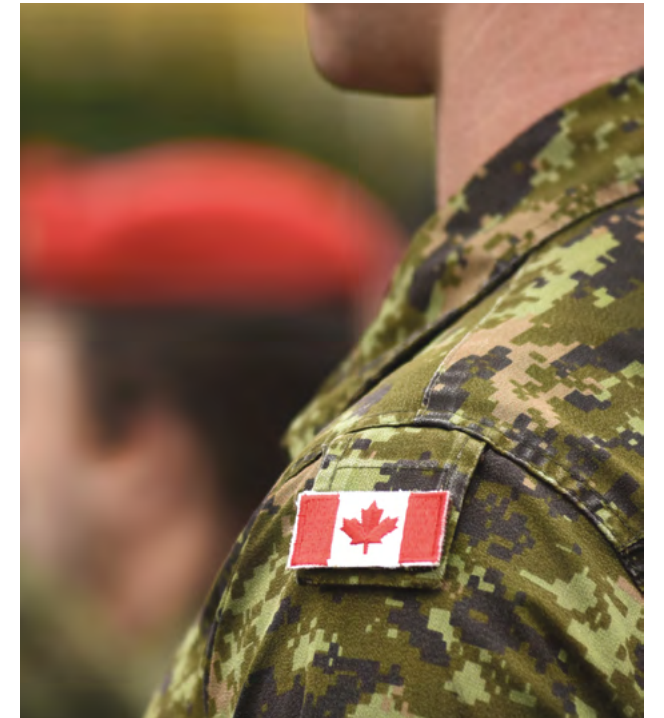
Strengthening domestic defence capabilities is increasingly critical to protecting national security and sovereignty, building economic resilience and ensuring Canada has the skilled talent, technology and industrial capacity to respond to emerging challenges.

The Government of Canada is committing \$81.6 billion to the Canadian Armed Forces (CAF), including \$6.6 billion directly dedicated to a Defence Industrial Strategy (DIS)³⁴ that creates opportunities for businesses of all sizes to get involved in military procurement and research and development.

DIS targets include:

- Creating 125,000 high-quality jobs nationwide.
- Raising operational serviceability rates to 75% for maritime fleets, 80% for land fleets, and 85% for aerospace fleets.
- Boosting the proportion of domestic suppliers to 70%.
- Entering strategic partnerships with domestic firms to help them grow into global leaders.
- Generating \$5.1+ billion annually in new defence revenues for local small and medium-sized businesses.
- Structuring procurement of raw materials such as steel, aluminum and critical minerals from within Canada to strengthen sovereignty and maximize regional economic benefits.
- Supporting domestic production capacity with an immediate focus on ammunition and explosives production.
- Leveraging frameworks such as the Investment Canada Act to protect research, physical assets, and critical knowledge.
- Expanding defence exports by 50%.
- Strengthening Canadian innovation and industrial capacity through incentives for strategic investments, research and development, and intellectual property development.
- Increasing public investment in defence research and development by 85% and streamlining pathways to rapidly commercialize and acquire successful Canadian technological innovations.

The downstream economic benefits of these investments in the CAF are estimated to total \$120+ billion by 2035 in Canada. Georgian students may benefit greatly during and after their studies when private firms with military contracts have the need and resources to hire them.



Proud to serve

Georgian has a rich history of collaboration with the military community and has been a military-connected college since 2022. We recently took two significant steps to strengthen our partnership further with the CAF. We signed two Memoranda of Collaboration, one with CFB Borden and another with the Royal Canadian Navy in 2026.

- Borden partnership establishes a framework to guide current and future collaboration, ensuring innovations in education, training and applied learning align with national defence priorities. Collaboration Council will identify opportunities, coordinate initiatives, and guide strategic direction of the partnership.



A month before his 101st birthday in 2024, Georgian proudly named the roundabout space near our Barrie Campus Cenotaph in veteran Maj.-Gen. Richard Rohmer’s honour.

- Royal Canadian Navy needs to grow by 3,000+ personnel to meet its defence mandate, and partnerships with marine training institutions is a vital part of this process. Our partnership will create clearer education, training, and career pathways to enlistment and greater awareness of marine programming, align training with Navy occupations, and build on existing programs such as the Non-Commissioned Member Subsidized Training and Education Plan.

These developments position Georgian to contribute to Canada’s defence readiness and workforce development. Two publicly funded initiatives make it easier for those already in the military to upskill:

- **Education Expense Reimbursement Program³⁵ for CAF primary reservists** now covers up to 75% of eligible expenses for approved courses (up from 50%), has an annual maximum of \$7,500 (up from \$2,000) and an almost-4X lifetime maximum (\$30,000 up from \$8,000).
- **AI tool funded through previously mentioned grant** (page 23) in the report that will translate military training and experience into Georgian credits.

The City of Barrie, as part of its \$50-million incentive to fast-track defence investment, is investing \$2.5 million in Georgian over the next two years to strengthen our defence-focused education as a military-connected college.³⁶

Our president was also humbled to be named a member of The Grey and Simcoe Foresters Honourable Guard.



“Georgian’s expertise in marine training, combined with its strong commitment to experiential learning, makes it an ideal partner as we work together to attract, develop and retain the skilled personnel needed to meet Canada’s maritime and defence priorities. We look forward to building on this partnership and inspiring the next generation of Canadian mariners and naval professionals.”

Captain (N) Geoff Hamilton
Commander Naval Reserve Central Region

We’re grateful for the contributions and service of those who’ve served and continue to serve.

\$81.6 billion federal commitment to the Canadian Armed Forces (CAF).

\$2.5 million investment by the City of Barrie to strengthen defence-focused education.

Deepened partnerships are the way forward

Georgian is well positioned to align with governmental strategic priorities and meet the labour-market needs of industry and community as a postsecondary leader and regional partner.

Aligned with today. Focused on tomorrow.

Our programs cover almost all sectors facing the greatest labour-market demand outlined in this report, including skilled trades, health care, advanced manufacturing, energy, and defence. More than that, our commitment to ensuring our graduates move successfully from study to work is evident across them all.

We continue to translate public policy goals into reality, growing our role as a trusted partner to government, industry, community and national security. Furthermore, our ability to convene partners, anticipate future labour-market demands and quickly respond to emerging needs continues to be one of our greatest strengths.

Real opportunities. Stronger communities.

As the pace of change accelerates, the need for adaptable, innovative, and community-focused institutions like Georgian has never been greater. We'll continue to invest in students, expand and strengthen partnerships, advance innovation and create opportunities that benefit our region and province.

While the challenges ahead are significant, so too are the opportunities. With our commitment to excellence and focus on the workforce needs of tomorrow, we'll continue to build a thriving region, province, and country for generations.

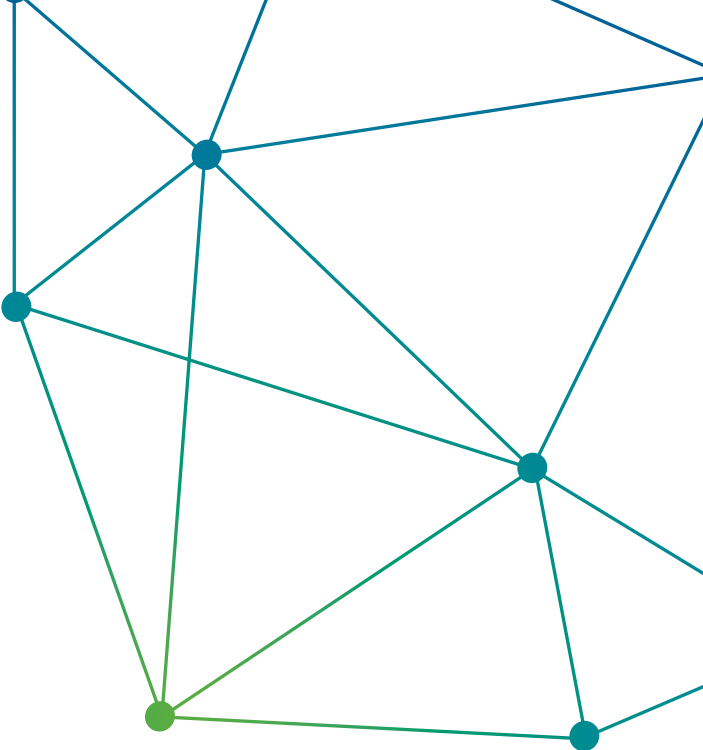
Ways we can work together

As organizations and leaders, we each have our strengths; collectively, we're stronger together. Here are a few ways we can continue to partner:

- Input to help align programs and training with emerging workforce needs.
- Create more direct pathways from education to employment.
- Help employers adopt new technologies and improve productivity.
- Reduce barriers that prevent people from entering, completing and benefiting from education and training.
- Provide students with work-integrated learning opportunities that prepare them to lead from day one.
- Collaborate on research and innovation initiatives to strengthen our economy.
- Partner on social innovation and community impact projects that drive transformative social change.



Our impact will be measured not only by the flourishing graduates we produce, but by the stronger organizations, healthier communities, innovative solutions, and more resilient economy we help build.



About the data

Georgian uses data to inform our decision-making – from identifying emerging workforce trends, to understanding and anticipating current and future community and workforce needs, to launching or modifying programs and services in response. We’re targeting our resources and investments where they can have the biggest impact and expanding our already strong and deeply valued partnerships.

The data in this report draws on a range of credible sources to provide an evidence-based perspective on the opportunities and challenges shaping Ontario’s future and our region. Where possible, the most recent sources of data and economic projections are used.

As examples, we cite Statistics Canada data for past data on employment, GDP, trade and population. Population projections come from Ontario’s Ministry of Finance. Economic impact and labour-market data come from sources like Lightcast and Colleges Ontario. The Georgian College Labour Force Needs Study, completed in 2025 with Deloitte, is also used, where possible.

One important note: ongoing trade tensions, tariff impacts and geo-political events increase uncertainty associated with economic projections and forecasts. All labour-market projections are subject to this uncertainty and depend on changing economic and market conditions.

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