

2025-2030 Strategic Plan

# Horizon 2030: Succeeding Together



*Supporting Success*

*Community Impact*

*Agility*

*Sustainability*





## Land Acknowledgement

Collège Boréal has many campuses and access centres located on several Indigenous territories across Ontario.

Collège Boréal wishes to respect, acknowledge and honour the history and culture of the First Nations, Métis and Inuit peoples who share these territories across Ontario. We are grateful to these Indigenous communities for having us on their land, cooperating with us and sharing their rich heritage and teachings with us.

We reaffirm our responsibility and commitment to fostering closer relationships between nations and furthering our own understanding of local Indigenous peoples and their cultures. We acknowledge the ancestral territories subject to treaties, alliances and agreements and the unceded ancestral territories of all the Inuit, Métis and First Nations peoples who call this land their home.

Boréal invites you to take a moment to reflect and acknowledge the harms and mistakes of the past and to consider how we can each, in our own way, move forward in a spirit of reconciliation and collaboration.

# Horizon 2030: Succeed Together



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## Opening Remarks

*Dear members of the Collège Boréal community,*

It is with immense pride and a fresh vision that I present our institution's 2025–2030 strategic plan. This document is the result of careful reflection and close collaboration between all members of our community: Boréal staff members, our student body and the communities we serve across Ontario. This new plan reflects the leadership role our institution has played for 30 years now, both for French-language post-secondary education in Ontario and for the services to which Franco-Ontarians are entitled.

Our vision for the next five years is clear: we aspire to strengthen the leadership role we have forged over three decades of serving Ontario's Francophone community and to take even greater responsibility for the tangible development and genuine vitality of Franco-Ontarians. We firmly believe that education is a driver of socioeconomic transformation and are committed to offering training opportunities that meet the needs of tomorrow's diverse workforce. Our objective is still to offer an inclusive, stimulating learning environment where every student can thrive and reach their full potential. We intend to strengthen our position as a leader in French-language education in Ontario and will implement concrete strategies to improve the quality of the training and services we provide while managing our resources effectively and responsibly.

Collège Boréal stands out for its ability to innovate and adapt to the challenges of today. Our vision for 2025–2030 is based on strong values of collaboration, commitment, accountability, respect and openness, as well as proven decision-making principles that will allow us to effectively implement our actions and strategic decisions. We will continue to uphold social responsibility, innovation and financial viability in everything we do.

I would like to extend my sincere thanks to everyone who played a part in developing this strategic plan. Together, we are building a promising future for our college and for generations of Francophones to come. I invite you to delve into this plan with enthusiasm and join us on this exciting adventure of succeeding together.



**Linda Dugas**  
Chair of the Board of Governors



*Dear students, colleagues and partners,*

It is with great enthusiasm and a strong desire to meet your fully valid expectations that we are unveiling Collège Boréal's 2025–2030 strategic plan. This document charts a course for your college over the next five years. It is the result of dedicated teamwork and a shared commitment to strengthening Boréal's role as a leading institution serving Ontario's entire Francophone community.

Excellence never fails to shine through at Collège Boréal. It can be seen in the quality of our faculty and other staff, whose work is frequently cited as an example, and by the Ministry of Colleges and Universities' key performance indicators, which place the college ahead of the pack in multiple categories year after year compared to its provincial counterparts, whether small or large, Francophone or Anglophone. This excellence makes your senior administration's job even more difficult, since it compels us to surpass our own best practices, further improve our processes and deliver the best possible service to Francophones in our province. This responsibility is at the heart of our mission, and we embrace it wholeheartedly.

After countless consultations with the entire Boréal community, our 2025–2030 strategic plan was founded on four key areas of focus: supporting success, community impact, agility and sustainability. By supporting success, we are referring first and foremost to the success of our student population, our staff and our clients, who benefit from a full range of services and personalized support that draws from inspiring models of academic success, school-to-work transition and socioeconomic integration. Our community impact is also essential: through our work at the local, provincial and international levels, we bring together Francophones and Francophiles to enrich the culture and development of the communities we serve. In terms of agility, we will stay proactive in the face of emerging trends, unforeseen factors and change, adopting a culture of continuous improvement to increase our operational efficiency. Finally, by agreeing on February 5, 2024, to adhere to the United Nations Sustainable Development Goals, Collège Boréal has committed itself to a responsible path for the future, respectful of the environment and global issues that affect the entire population. With dozens of access centres (including eight campuses) in various communities across the province, Collège Boréal has a duty to be a leader in sustainable development for the populations it serves throughout Ontario.

Our objectives are ambitious, but thanks to a carefully considered strategic plan, we will continue to make Collège Boréal a hub of excellence and innovation for the benefit of Ontario's Francophone residents and the communities we serve.



**Daniel Giroux**  
President of Collège Boréal

# A Province-Wide Network

## Campuses

Hearst  
 Kapuskasing  
 Nipissing West  
 Ottawa  
 Sudbury  
 Timmins  
 Toronto  
 Windsor

## Sites

Barrie	Lively
Bruce County	London
Capreol	Niagara/Welland
Chatham	Noëlville
Chelmsford	North Bay
Dowling	Onaping
Elliot Lake	Peel
Hamilton	Témiskaming
Kitchener-Waterloo	Val Caron



# Consultation Process

Collège Boréal embarked on an extensive evaluation and consultation process to better understand the current concerns and hopes of the Boréal community. The process of developing this strategic plan took over a year.

- | An exhaustive review of relevant college documentation and an analysis of external factors to take stock of the current environment.
- | 31 consultation sessions with over 400 participants from including our staff, our clients and community members.
- | A survey of the general public.
- | Numerous one-on-one interviews with school board representatives, all levels of government and key partners.
- | A province-wide tour of Sudbury, Mississauga, Hamilton, London, Windsor, Ottawa, Toronto, Nipissing, Hearst, Kapuskasing, Timmins, New Liskeard and Barrie.





## Environmental Analysis

Collège Boréal concluded a comprehensive survey of concerns and trends to watch in the years to come. The external and internal analysis highlighted Boréal's strengths and challenges, as well as opportunities and potential threats.

We have taken the constantly evolving political climate into consideration. Political issues and immigration reform, which affect both international students and newcomers to Canada, will continue to have a considerable impact on our activities. Emerging technologies, particularly artificial intelligence, will transform learning and education at all levels. At the same time, colleges and universities' growing accountability for labour market integration, with the introduction of programs such as microcertificates, will significantly alter the post-secondary experience.

We are also examining ongoing trends that are still relevant today and will shape the years to come. The mental health and well-being of our clients and staff remains a top priority for Boréal. We will continue to promote diversity, equity, inclusion and accessibility and foster relationships with Indigenous peoples throughout our operations. Finally, we are fully committed to implementing the United Nations Sustainable Development Goals.

This strategic plan lays out a clear vision that will enable us to stay consistent in our daily actions, be strong in the face of challenges, and remain open to new opportunities.





## Mission | Vision | Motto

**The mission** defines our fundamental purpose by answering the question: what do we do, and for whom? It is the common objective that we are all working toward and defines how we stand out from the competition.

Boréal is a Francophone leader that offers high-quality training and services to a diverse clientele. It catalyzes the sustainable development of communities, from the local to the international.

**The vision** is what we aspire to achieve through the strategic plan and describes what we hope to become over the next five years. It is the inspiration that drives and guides our decisions and actions in a common direction.

Boréal is known for its enduring impact on communities through its educational programs and support services centred on the socioeconomic integration of its clientele.

**The motto** succinctly conveys Collège Boréal's primary motivation.

Nurturing knowledge and invigorating culture



## Areas of Focus and Objectives

**The areas of focus** are the major themes that will steer us toward our vision for 2030. These four areas of focus will allow us to prioritize initiatives and structure our action plans for the next five years.



**Supporting Success**

**Community Impact**

**Agility**

**Sustainability**

**The objectives** under each area of focus are specific, achievable and measurable goals that we hope to achieve as part of our overall vision. These objectives will guide decision-making, resource allocation and the work of all our staff members.



## 1 | Supporting Success

The success of our students, staff and our entire clientele guides everything we do. Through its range of services, Boréal offers personalized support based on an inspiring model of socioeconomic integration.



- 1.1 We optimize the student, graduate and client experience to ensure every person is successful.
- 1.2 We prioritize the socioeconomic integration of each student, graduate and client.
- 1.3 We support members of our staff in their career growth.

## 2 | Community Impact

Through its local and international presence, Boréal is a key player that unites Francophones and Francophiles to enrich the culture and development of the communities it serves.



- 2.1 We strengthen cultural outreach and community engagement.
- 2.2 We strive for academic excellence and innovation to support economic development.
- 2.3 We are committed to forging strategic partnerships with public, private and international players.

## 3 | Agility

To adapt its offering and innovate, Boréal stays proactive in the face of emerging trends, unforeseen events and change. Through a culture of continuous improvement, we aim to improve operational efficiency.



- 3.1 We integrate, adapt and optimize our processes and systems.
- 3.2 We base our decision-making on solid strategic intelligence.
- 3.3 We cultivate the right environment for fluid communication and adaptation to change.

## 4 | Sustainability

Boréal is committed to sustainable development across its many campuses and sites.



- 4.1 We are committed to ensuring our programs and services are relevant.
- 4.2 We are an attractive and sought-after employer.
- 4.3 We support the United Nations Sustainable Development Goals (SDGs).



# Values

**Values** are the core of a system of beliefs and qualities that we consider important. These values are aligned with our culture and reflected in individual and organizational behaviours.

## 1 | Collaboration

Collaboration is the foundation of our success. We actively prioritize both internal and external partnerships, acknowledging the key role they play in the success of our projects and activities. We believe that teamwork drives mutual aid and efficiency, making it possible to leverage Boréal's unique strengths while promoting mutual learning. Our commitment to collaboration drives us to forge close and inclusive ties with a wide range of community partners to create a dynamic network that enriches our ecosystem. By encouraging a fair division of resources and knowledge, we cultivate an environment where each person and their unique perspectives can thrive and contribute fully to our shared mission.

## 2 | Commitment/Passion

Our commitment and our passion drive our collective success. We foster an environment conducive to professional growth, where flexibility and enthusiasm fuel our determination to excel in all of our projects. United by a shared vision, we constantly strive to surpass expectations by putting our best into everything we do and always acting in the best interest of our communities. Our commitment is reflected in a strong attachment to our mission,

unwavering loyalty to our values, and active efforts to continuously improve our skills and offerings.

This passionate commitment drives us to prioritize our efforts and stay true to our objectives while ensuring that we deliver exceptional outcomes that reflect our dedication to excellence.

## 3 | Accountability

Our commitment to accountability forms the basis of our operational excellence. Dedicated to continuous improvement, we adopt effective and efficient practices guided by unwavering integrity and the relentless pursuit of quality. We value conscientious and thoughtful decision-making that is evidence-based and transparent. Our culture of accountability is based on mutual trust and honesty. We encourage autonomy and recognize the importance of taking full responsibility for our actions and their impact. We constantly strive to make a positive and measurable impact, and this approach enables us to act in the best interests of our clients, staff and partners.

## 4 | Respect

Respect is at the heart of our identity and guides everything we do. We cultivate an environment characterized by humanism, empathy and respect for Indigenous knowledge. Our commitment to mutual respect is reflected in a profound recognition of the rights, traditions and uniqueness of each individual, which creates a space where diversity is celebrated and where a sense of belonging and reconciliation is nurtured.

Our resolutely positive attitude is characterized by attentiveness and a welcoming and caring approach, fostering harmony and equity within our communities while encouraging adaptability and flexibility toward differences. Our dedication to reconciliation and inclusivity strengthens our social fabric and guides our efforts to achieve deep mutual understanding.

By putting people first, we promote behaviours that reflect our deep respect for the communities we serve.

## 5 | Openness

Openness shapes the way we learn, interact and innovate and is the basis of our approach. We cultivate an accessible and receptive environment where creativity and imagination are free to thrive. Our commitment to openness is reflected in our constant availability and our attentive listening, both within our institution and with our external partners.

We see change as an opportunity for growth, adopting a courageous and proactive stance to new ideas and new ways of doing things. Our curiosity drives us to explore a variety of innovative solutions, stimulating our adaptability and our institutional vitality. We value interactions that are honest and transparent, creating a space where sharing new ideas is encouraged and celebrated.



## Decision-Making Principles

**Decision-making principles** are the priorities and guidelines we refer to when making decisions. They serve as a framework for consistent decision-making at all levels of the College, helping to achieve long-term goals and supporting the pursuit of our strategic direction.

### 1 | Quality

Decisions are evidence-based and made using analytical tools to optimize outcomes and continuously improve our performance.

### 2 | Financial Viability

Boréal is accountable to its funders and financial partners. We use available funding appropriately and practice strict financial management while remaining flexible in the face of unforeseen events. We pursue projects that contribute to Boréal's short- and long-term financial security by generating the income required to balance our budgets.

### 3 | Flexibility and Innovation

We are committed to making decisions that promote operational flexibility and continuous innovation by encouraging rapid adjustment to change, creative problem-solving and exploring new opportunities to ensure our long-term competitiveness and growth.

### 4 | Social Responsibility

We take ethical, social and environmental considerations into account in our decision-making processes. Boréal is committed to making decisions that reflect our societal and environmental responsibility by considering the impact of our activities on all stakeholders, ensuring that we contribute to the sustainable development of our communities.

### 5 | Efficiency

We use our resources effectively in our strategic and operational management and in our programming and services while maintaining an optimal level of service, to meet our strategic objectives.



**Together,  
we are building  
a promising  
future**



## Conclusion

*This document presents the key areas of focus and objectives we have set in order to achieve our newly defined vision over the next five years.*

To the entire Collège Boréal staff, we hope that you are excited about this roadmap and that it establishes clear connections between the areas of focus and your day-to-day work.

To our student body and clientele, we hope that you see yourselves reflected in our priorities and values as we seek to support your professional growth.

To our community partners, we hope that you find a vision and mutually compatible priorities that inspire new opportunities for collaboration.

We would like to thank everyone at Boréal as well as our community partners for helping to develop this strategic plan and for their ongoing support. The success of this strategic plan relies on the strength and collective commitment of each and every one of us. Your collaboration, expertise and day-to-day actions will be key in achieving our goals and ensuring Collège Boréal continues to grow.

Together, we are building a promising  
future for our college and for generations  
of Francophones to come.

 **Boréal**

    @CollegeBoreal