

Connecting Potential

OCAS 2026 - 2030 STRATEGIC PLAN

February 2026

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Our Land Acknowledgement

OCAS is based in Guelph, Ontario, which is situated on land steeped in rich Indigenous history. As a community, we have a responsibility for the stewardship of the land on which we live and work.

Today, we acknowledge the historic Mississaugas of the Credit, the First Nation people of this territory. It is also recognized that the Anishinaabe and Haudenosaunee peoples have unique, longstanding, and ongoing relationships with the land and each other and that the Attawandaron people are part of the archaeological record.

As OCAS is a hybrid workforce composed of settlers, immigrants, and those with Indigenous ancestry located across the province, we acknowledge that there are [46 treaties and other agreements](#) that cover the territory now called Ontario. We are thankful to be able to work and live in these territories and offer our gratitude to all those who have cared for these lands since time immemorial.



Letter from the Board Chair and President and CEO

Ontario’s publicly funded colleges play a vital role in expanding access to high-quality, career-relevant education for people across the province. As the organization that connects applicants to these opportunities, OCAS is committed to supporting the success of both applicants and colleges through reliable, modern, and responsive service.

The environment in which OCAS and colleges operate is changing rapidly. Applicant expectations continue to rise, technology is advancing quickly, and the sector is navigating new pressures and opportunities. OCAS is committed to responding to these changes in a thoughtful, measured, and forward-looking way so that we remain responsive and ready for the future.

Over the past year, OCAS’s Board, employees, and college partners came together to reflect, listen, and align on a shared path forward. Through this work, we developed a renewed understanding of OCAS’s purpose and the evolving needs of the institutions and individuals we serve.

Connecting Potential reflects a clear and shared ambition. It captures OCAS’s role as the central hub that links applicants, colleges, and sector partners through shared processes and data-informed insights, seamlessly connecting every applicant to learning opportunities with Ontario’s colleges.

Through the implementation of *Connecting Potential*, OCAS will strengthen system connections, deliver a seamless application experience, and build a fit-for-purpose organization grounded in strong values, accountability, transparency, and continuous improvement.

We are grateful for the trust that colleges and other sector partners place in OCAS. We look forward to working together to bring this Strategic Plan to life and to continuing to strengthen the paths that connect applicants to learning opportunities across Ontario’s college system.

Sincerely,

Claude Brulé
Chair, OCAS Board
of Directors

Shannon Lipskie
President and Chief
Executive Officer, OCAS

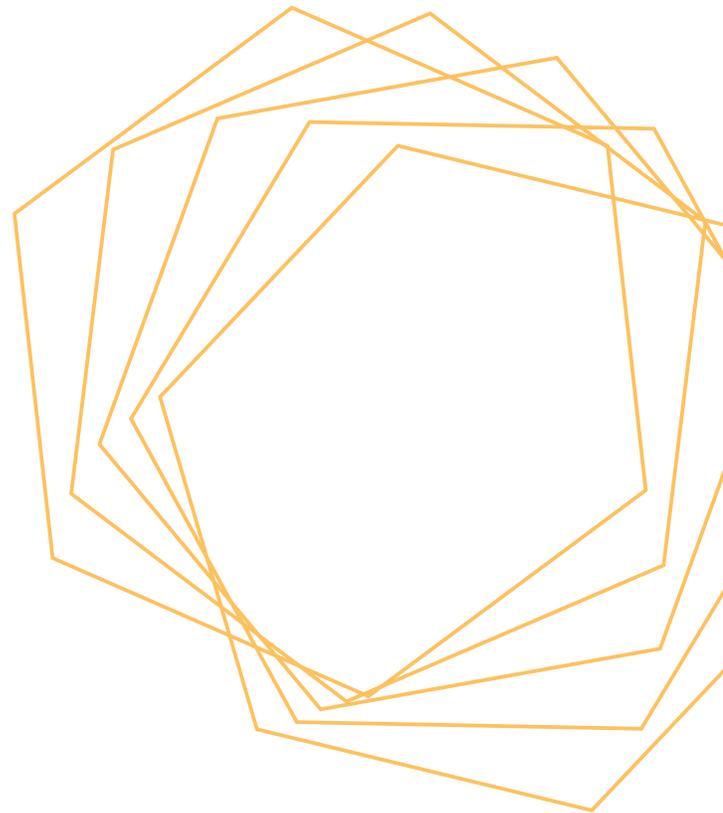


Strategic Plan Process

Connecting Potential – OCAS's 2026-2030 Strategic Plan ("Plan") – was developed in partnership with OCAS's employees, leadership, and college partners. More than 100 individuals shared their input and perspectives as part of the strategic planning process through:

- Detailed sectoral research, and analysis of OCAS's internal data and documents;
- Thirteen (13) 1-on-1 interviews with OCAS leadership and Board members;
- One (1) in-person workshop with OCAS employees;
- One (1) digital survey for OCAS employees and leadership;
- Two (2) prioritization and validation workshops with OCAS leadership;
- One (1) validation presentation to the Business Advisory Committee; and
- One (1) validation retreat with the OCAS Board.

Together, the organization critically examined, discussed, and developed shared insights on OCAS's strategic environment that informed the priorities laid out in this Plan.



Strategic Plan Definitions

Vision

A forward-looking aspirational statement describing the long-term impact OCAS seeks to achieve in Ontario's post-secondary ecosystem.

Mission

A clear statement of OCAS's purpose, defining what the organization does, who it serves, and the value it provides today.

Values

A description of OCAS's core organizational values that guide culture, behaviour, and internal decision-making.

Service Excellence Principles

The fundamental beliefs or philosophical commitments that shape OCAS's decisions and actions. These principles help clarify how OCAS approaches its work and interacts with partners and interest holders.

Strategic Pillars

A high-level commitment or priority area that defines where OCAS needs to focus to achieve its mission.

OCAS's Strategic Plan at a Glance

Vision

Seamlessly connecting every applicant to learning opportunities with Ontario's public colleges.

Mission

To be a trusted partner providing a responsive applicant experience, delivering data-informed insights, and amplifying the value of Ontario's public colleges.

Values

Trust | Integrity | Inclusion | Collaboration

Service Excellence Principles

Commitment | Quality | Security | Transparency | Reliability

Strategic Goals



STRATEGIC PILLAR 1

Strengthen System Connections

- 1.1 Strengthen insight capabilities to better meet the evolving needs of Ontario's colleges and applicants
- 1.2 Grow relationships with applicants and influencers to increase college and application awareness with direct and non-direct learners
- 1.3 Work with key sectoral partners to advance sector-wide sustainability, growth, and brand recognition

STRATEGIC PILLAR 2

Seamless Service Experience

- 2.1 Establish a shared vision for the future of a unified, efficient, and flexible application service
- 2.2 Invest in core technologies to ensure the accessibility, security, and reliability of the application service experience
- 2.3 Strengthen data stewardship and build capacity to deliver value-add insights, reports, and information to college and broader system partners

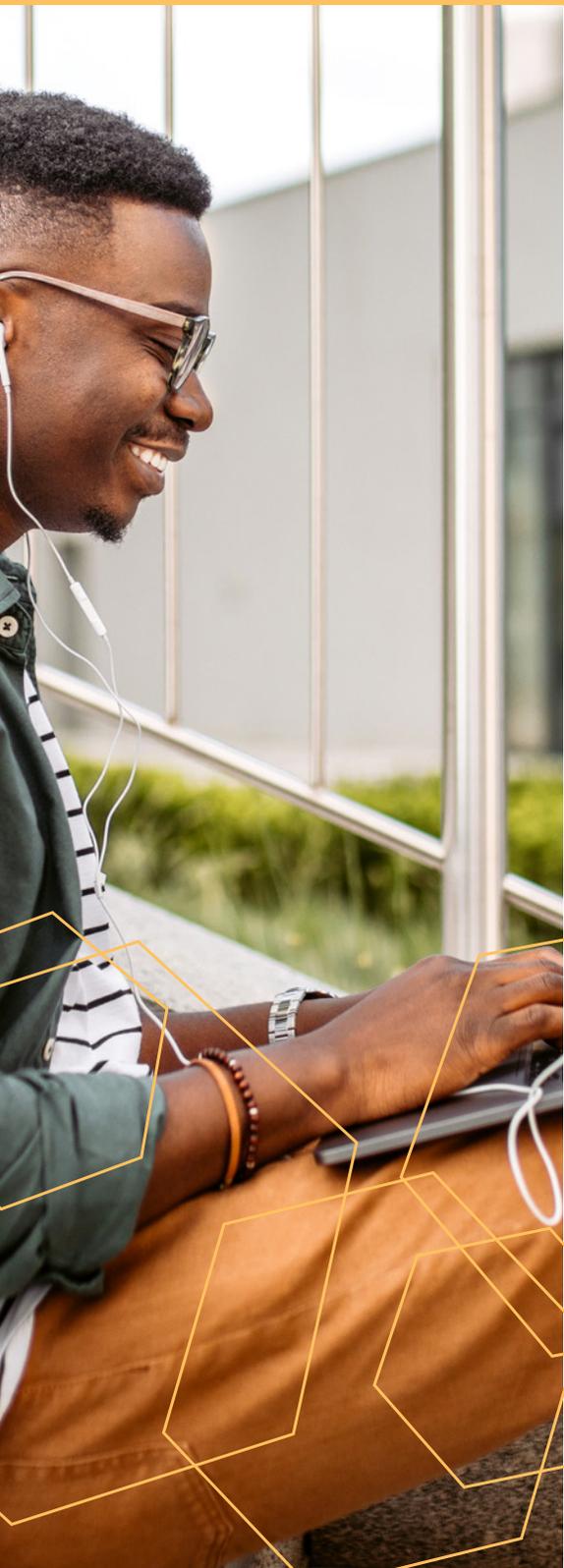
STRATEGIC PILLAR 3

Drive Organizational Excellence

- 3.1 Establish an enterprise-wide program to strengthen talent management, enhance employee engagement, and build organizational culture
- 3.2 Strengthen knowledge transfer and cross-team collaboration to support organizational resilience
- 3.3 Strengthen fiscal sustainability, performance measurement, and organizational accountability

Vision

Seamlessly connecting every applicant to learning opportunities with Ontario's public colleges.



OCAS connects Ontario's publicly funded colleges and applicants and acts as a single, flexible, and responsive gateway into post-secondary learning that unlocks individuals' potential.

Seamlessly Connecting

The application process is clear, simple, reliable, efficient, and available in both English and French for applicants and colleges.

Every Applicant

Individuals, both domestic and international, at any stage of their learning journey seeking to access the programs of Ontario's colleges.

Learning Opportunities

The diverse and labour market-connected academic programs, credentials, training courses, and educational pathways available to all learners through Ontario's colleges.

Ontario's Public Colleges

Ontario's 24 publicly funded colleges.

Mission

To be a trusted partner providing a responsive applicant experience, delivering data-informed insights, and amplifying the value of Ontario's public colleges.

OCAS recognizes that the expectations of both applicants and Ontario colleges are dynamic.

That is why we work every day to be a trusted, reliable, and relevant service delivery partner that continuously creates value through data-informed analysis and insights that better connect applicants and Ontario's colleges.

Trusted Partner

A credible and reliable service provider to applicants and colleges.

Responsive Applicant Experience

A centralized application service that continuously evolves to meet the needs of colleges and applicants.

Data-Informed Insights

Reliable information and analysis for colleges through the sound stewardship of data.

Amplifying the Value of Ontario's Public Colleges

An application service that actively contributes to the awareness, capacity, efficiency, and resilience of Ontario's publicly funded college system.



Values

Trust | Integrity | Inclusion | Collaboration



Our values are the foundation of our culture. They guide how we interact with each other, our applicants, and our college and broader sector partners.



Trust

We build confidence by keeping our commitments and putting our service to applicants and colleges first.



Integrity

We act with honesty and accountability in our decisions and interactions.



Inclusion

We actively listen to diverse perspectives and remove barriers in our policies, systems, and practices.



Collaboration

We embrace teamwork and co-creation in delivering on our mission.

Service Excellence Principles

Commitment | Quality | Security | Transparency | Reliability

OCAS is committed to the success of applicants and Ontario's publicly funded colleges through the delivery of a high-quality application service. We are guided by a set of fundamental Service Excellence Principles that inform how we design, deliver, and continuously improve the application service for applicants and Ontario's publicly funded colleges.

1

Commitment

We are focused on partner and applicant satisfaction as the foundation of our role in connecting applicants with Ontario's colleges.

2

Quality

We are continuously learning, innovating, and improving our service to ensure accuracy and drive value for our partners and applicants.

3

Security

We are responsible stewards of the privacy, security, and quality of the data entrusted to us as the application service for Ontario's public colleges.

4

Transparency

We communicate proactively, share regularly, and are transparent about the progress and results of our application service.

5

Reliability

We are dependable partners who deliver consistent, timely, and trusted service to applicants and partners.



STRATEGIC PILLAR 1

Strengthen System Connections

OCAS will deepen understanding of, and responsiveness to, the needs of learners, colleges, and broader sector partners.

Context

This strategic pillar was informed by the following insights from the Strategic Plan process:

- OCAS plays a unique role at the centre of Ontario's college system, connecting learners, colleges, and sector partners through shared processes, data, and insights.
- Strengthening relationships with colleges, applicants, learners, and key influencers is essential to supporting informed pathways into post-secondary education.
- As the sector evolves, OCAS has an opportunity to deepen collaboration, enhance communication, and reinforce its role as a trusted, system-wide partner.
- Clear alignment with sector priorities and consistent engagement across diverse interest holders will ensure OCAS continues to provide value to the college system.

Strategic Goal 1.1

Strengthen insight capabilities to better meet the evolving needs of Ontario's colleges and applicants.

Strategic Goal 1.2

Grow relationships with applicants and influencers to increase college and application awareness with direct and non-direct learners.

Strategic Goal 1.3

Work with key sectoral partners to advance sector-wide sustainability, growth, and brand recognition.

STRATEGIC PILLAR 2

Seamless Service Experience

OCAS will provide a seamless application experience that meets evolving applicant and college needs and expectations.

Context

This strategic pillar was informed by the following insights from the Strategic Plan process:

- OCAS should continue to enhance the application journey and ensure the system keeps pace with changing expectations, emerging technologies, and new opportunities.
- A unified and streamlined application experience, supported by reliable, scalable, and modernized core technologies, will improve usability for learners and operational value for colleges.
- OCAS’s rich system-wide data plays a critical role in informing colleges’ decision making, making it essential for OCAS to strengthen the application experience and its data capabilities.

Strategic Goal 2.1

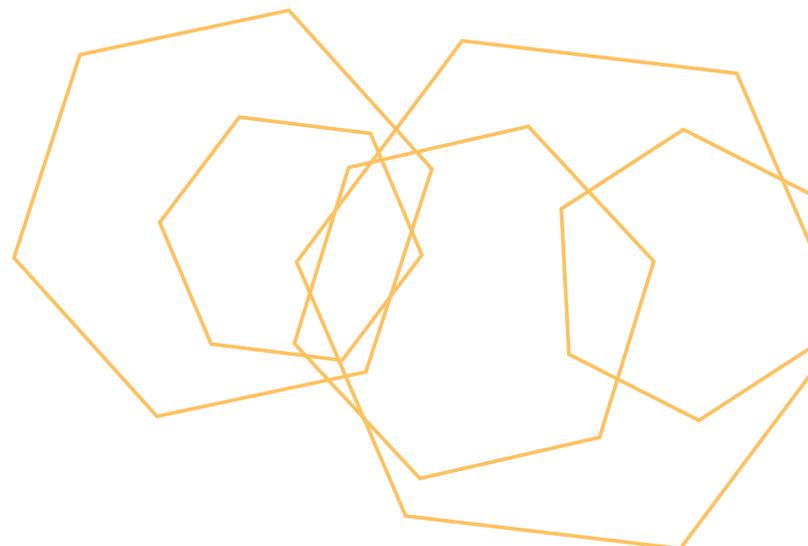
Establish a shared vision for the future of a unified, efficient, and flexible application service.

Strategic Goal 2.2

Invest in core technologies to ensure the accessibility, security, and reliability of the application service experience.

Strategic Goal 2.3

Strengthen data stewardship and build capability to deliver value-add insights, reports, and information to college and broader system partners.



STRATEGIC PILLAR 3

Drive Organizational Excellence

OCAS will foster a values-based, mission-aligned, and fit-for-purpose team and culture that supports organizational excellence.

Context

This strategic pillar was informed by the following insights from the Strategic Plan process:

- Delivering on OCAS’s mission requires an agile, engaged, and high-performing organization that is aligned around shared goals and values.
- Strengthening organizational culture, talent, and internal capabilities will ensure that OCAS is fit for purpose and well positioned to support college sector needs.
- Enhancing transparency, accountability, and operational effectiveness will reinforce fiscal stewardship and ensure OCAS continues to deliver value for its partners and interest holders.
- Building strong internal systems, processes, and measurement practices will support continuous improvement and sustain long-term organizational resilience.

Strategic Goal 3.1

Establish an enterprise-wide program to strengthen talent management, enhance employee engagement, and renew the organizational culture.

Strategic Goal 3.2

Strengthen knowledge transfer and cross-team collaboration to support organizational resilience.

Strategic Goal 3.3

Strengthen fiscal sustainability, performance measurement, and organizational accountability.



