



Tebendagozàmin
We Belong

**Inclusion, Diversity,
Equity and Accessibility
(IDEA) Blueprint
2026-2031**

Continuing the IDEA
Journey at Algonquin College

Ni manadjiyananig
We pay respect to...

Algonquin College campuses are located on the traditional unceded, and unsundered territory of the Anishinàbe Algonquin People. The Algonquin People have inhabited and cared for these lands since time immemorial. We take this time to express our gratitude and respect to them and to the land for all that it has provided and will continue to provide.

As a post-secondary institution, we acknowledge the harms done to Indigenous Peoples and are committed to learning from the past. We pledge to promote healing and resilience as we move forward in partnership with the Algonquin Nations, First Nations, Métis, and Inuit peoples in a spirit of reconciliation.

While we recognize that territorial acknowledgements are only one step in cultivating greater respect for and inclusion of Indigenous Peoples, we commit to accompanying these words with actions. We are dedicated to building a future and community that is better for all.

We pledge to continue exploring and making meaningful contributions to the Truth and Reconciliation Commission of Canada's Calls to Action.



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Our **IDEA Blueprint** represents the next **bold step forward**, moving beyond foundational work to systemic transformation.



A MESSAGE FROM THE VICE PRESIDENT OF HUMAN RESOURCES

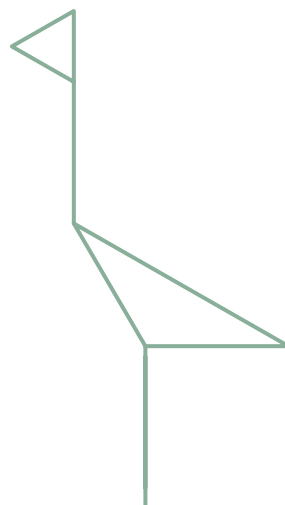


CLAUDE BRULÉ
President and Chief Executive Officer

KIN CHOI
Vice-President, Human Resources

“

Tebendagozàmin, we all belong and together we shape a future where every voice matters.”



At Algonquin College, our strength lies in the diversity of our people and the richness of perspectives that fuel innovation and excellence. The **2026-2031 Inclusion, Diversity, Equity and Accessibility (IDEA) Blueprint** is more than a plan — it is our promise. A promise to intentionally create an environment where inclusion, diversity, equity, and accessibility are not just values we uphold, but principles we live every day.

Central to this commitment is the spirit of **Tebendagozàmin** — we all belong. This teaching reflects the essence of what we strive to achieve: a community where every individual feels valued, seen, and connected.

As we navigate a challenging period for higher education, we reaffirm our resolve to embrace and advance IDEA. It is precisely in uncertain times that our commitment matters most to guide our decisions, shape our culture, and anchor us in the belief that belonging and equity strengthen our entire community.

Over the past several years, we have made meaningful progress: embedding IDEA into policies, improving accessibility across campuses, and earning national and regional recognition for our efforts. Yet, we know that true inclusion is not a destination. It is a continuous journey.

Our IDEA Blueprint represents the next bold step forward, moving beyond foundational work to systemic transformation.

Our commitment is clear:

- Every employee will feel a genuine sense of belonging.
- Every policy and practice will reflect fairness and accessibility.
- Every leader will be accountable for advancing IDEA principles.

We invite our employees, learners, and partners to join us in this shared responsibility. Together, we will build a College where equity is embedded in every decision, and where diversity is celebrated as a source of strength and innovation.

Thank you for being part of this journey. Your voice, your ideas, and your actions will shape the Algonquin College of tomorrow.

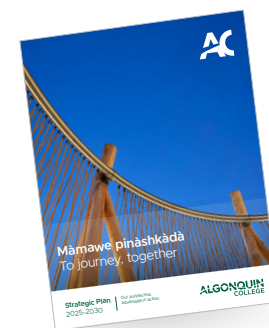
Claude Brulé
President and Chief Executive Officer

Kin Choi
Vice-President, Human Resources



Introduction

IDEA is recognized not only as a guiding principle but as a foundation for our collective success.



Algonquin College's commitment to **Inclusion, Diversity, Equity, and Accessibility (IDEA)** is a cornerstone of our vision for a vibrant, forward-thinking institution. Rooted in the **2025-2030 Strategic Plan**, IDEA is recognized not only as a guiding principle but as a foundation for our collective success. We believe that a truly thriving learning and working environment is one where diverse perspectives, identities, and abilities are actively welcomed, celebrated, and empowered and where every member of our community experiences a genuine sense of belonging.

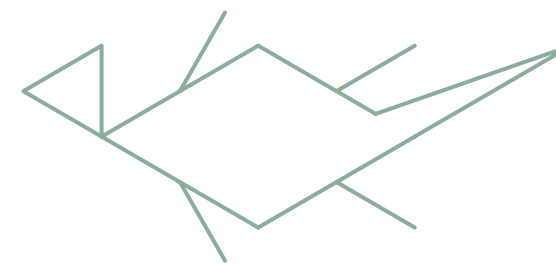
The **2026-2031 IDEA Blueprint** represents the third evolution of our institutional roadmap for advancing inclusion. Building on the strong foundation established through previous Blueprints, this next iteration will drive deeper integration of IDEA principles into every facet of College life. It will serve as a catalyst for systemic change and will focus on strengthening policies, practices, and culture to ensure IDEA is embedded in how we learn, work, and lead.

This Blueprint also positions Algonquin College to achieve higher levels within the **Global Diversity, Equity, Inclusion, and Accessibility Benchmarks (GDEIB)**, reinforcing our aspiration to align with leading global standards. Through this commitment, we will continue to raise the bar, fostering an environment where innovation thrives because every voice is heard, every talent is valued, and every individual feels empowered to succeed embodying the spirit of **Tebendagozàmin: we all belong**.

We extend our sincere appreciation to the many groups whose insight and collaboration shaped the 2026–31 IDEA Blueprint, including:

- HR Advisory Group
- Equity, Diversity & Inclusion Advisory Committee (EDIAC)
- Affinity Group Co-Chairs representing Racialized Identities, Persons with Disabilities, 2SLGBTQ+ communities, and Women
- Employee Engagement Collaboration Team.

We also gratefully acknowledge the thoughtful contributions of the Indigenous Initiatives Team and the Algonquin College Leadership Team (ACLT). All groups engaged provided perspectives that strengthened the Blueprint's priorities and ensured it remains both forward looking and grounded in our **shared responsibility** to create a workplace where every employee feels respected, valued, and supported.





Building the Foundation: Achievements from 2023-2026

The 2023–2026 Inclusion, Diversity, Equity, and Accessibility (IDEA) Blueprint marked a period of meaningful progress and capacity building for Algonquin College. Guided by our commitment to creating an inclusive and welcoming environment, we strengthened systems, deepened engagement, and laid the groundwork for long-term cultural transformation.

20+ institutional policies were reviewed through an IDEA Lens Framework

Employment Equity Program

We launched the College’s first Employment Equity Program, achieving an outstanding 84% response rate to the Employment Equity Survey, surpassing the Federal Contractors Program’s 80% target. This strong participation enabled us to submit a comprehensive report to Employment and Social Development Canada and establish a robust equity data foundation. Today, annual workforce diversity reports provide critical insights to identify barriers, measure progress, and inform decisions that advance equity and representation across our community.



Policy Review

More than 20 institutional policies were reviewed through an IDEA Lens Framework, identifying systemic barriers and setting the stage for improvements. This work produced a summary report to guide policy owners in embedding equity and accessibility into College processes.

Equity in Recruitment and Advancement

We strengthened Indigenous inclusion through a dedicated Indigenous Employee Recruitment Strategy, introducing land acknowledgments in job postings and interviews, cultural awareness training for hiring managers, and piloted new self-identification options at the application stage. We also advanced succession and career development for equity-deserving groups by benchmarking best practices and expanding personalized support through one-on-one career coaching. These efforts are building inclusive leadership pools and ensuring equitable access to growth opportunities.

Accessibility Enhancements

Significant accessibility upgrades were completed across campuses, including universal washrooms, improved lighting, updated door hardware, enhanced stair safety, and life safety device adjustments. Guided by the Multi-Year Accessibility Plan (2022–2026), these investments are creating barrier-free spaces for all members of our community.



Affinity Groups and Engagement

The launch of the Affinity Group Program created new opportunities for employees to connect, share experiences, and strengthen belonging. Employee affinity groups comprised of Racialized Identities, Persons with Disabilities, 2SLGBTQ+ community members, Women and employees interested in Allyship. These conversation circles established a strong foundation for ongoing dialogue and community building.

IDEA Learning and Leadership Development

Hundreds of employees participated in new IDEA learning programs, including Managing with Anti-Racism in Mind, Responding to Racism for Front-Line Interactions, and Anti-Black Racism training. Leadership capacity was further enhanced through Robust Listening for Leaders, delivered to the College's leadership team.

Recognition

Our progress earned **national and regional recognition**:

- In **2024**, Forbes named Algonquin College one of **Canada's Best Employers for Diversity**, ranking among the top ten colleges and polytechnics nationwide.
- In **2025**, we received the **Diversity, Equity, and Inclusion Award** at the Best Ottawa Business Awards, affirming our leadership in creating an inclusive and accessible environment for employees and learners.

Together, these accomplishments established a strong foundation for the next phase of our journey. The 2026–2031 IDEA Blueprint will build on this momentum, moving beyond foundational development toward deeper integration, broader impact, and sustained organizational change.

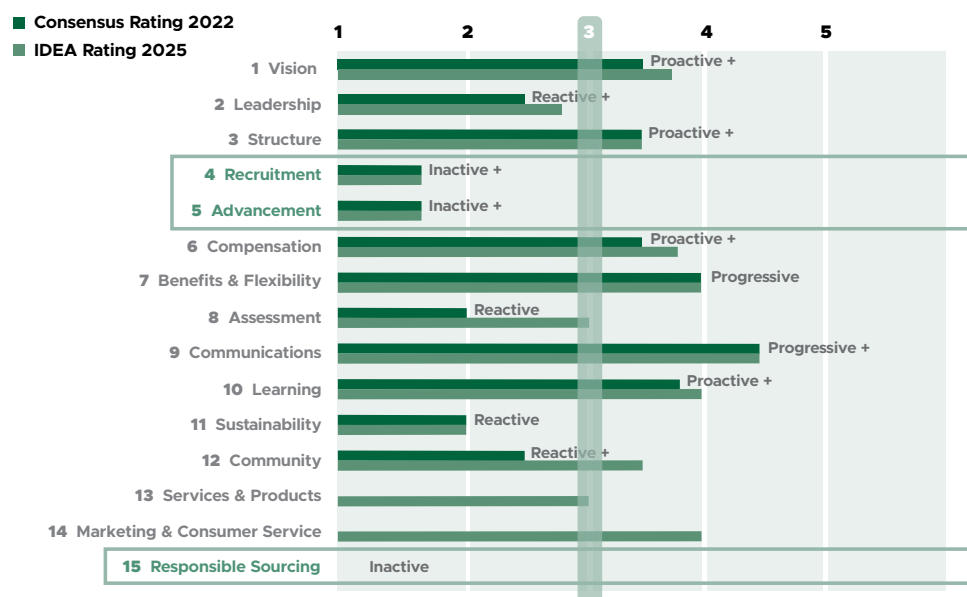
To learn more about Algonquin College's IDEA journey, you can view our **diversity webpage** as well as review our latest **IDEA Annual Report**.





From Benchmark to Blueprint: College Results and Priority Actions to Strengthen IDEA

Algonquin College's commitment to continuous improvement in IDEA is demonstrated through our participation in the **Global Diversity, Equity, and Inclusion Benchmarks (GDEIB)**. This benchmarking framework provides an objective assessment of our progress. Based on the most recent assessment, Algonquin College is currently positioned at **Level 3: Proactive**.



As part of the 2026–31 IDEA Blueprint, the College is committed to progressing to **Level 4: Progressive**. Achieving this next level will require a focused and sustained effort in the following areas:

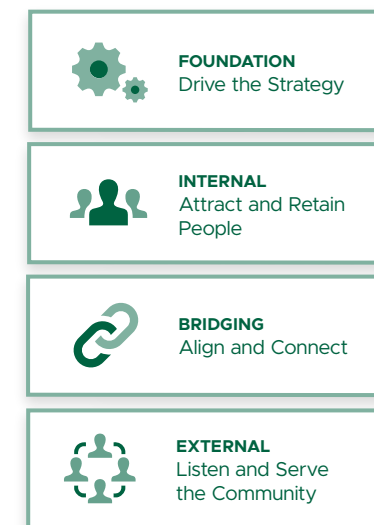
- Strengthening policies and practices to proactively address systemic barriers
- Enhancing recruitment processes and diversifying the talent pool to better reflect the communities we serve
- Intentionally advancing career development and succession planning to support retention and equitable advancement
- Developing a supplier diversity program to expand opportunities for businesses owned by members of equity deserving groups

These areas of focus will help ensure IDEA principles are consistently embedded into organizational systems, decision making, and culture, supporting a more equitable, inclusive, and sustainable workplace.

2022-2025 Progress

Between 2022 and 2025, the College advanced significantly across several GDEIB categories. Notable gains include:

- **Vision and Structure:** Strengthened governance and strategic alignment, achieving Proactive+ levels.
- **Leadership:** Improved from Reactive to Proactive, signaling stronger accountability and modeling of IDEA principles.
- **Benefits & Flexibility:** Advanced to Progressive, reflecting inclusive policies that support diverse needs.
- **Communications and Learning:** Reached Progressive+ and Proactive+, respectively, positioning these areas as key enablers of cultural change.



These improvements demonstrate that IDEA is becoming embedded in our systems and practices. However, the analysis also highlights areas requiring focused attention to achieve higher maturity levels. The College is currently at the Proactive Maturity Level (3.0) based on this analysis.

Our Way Forward

The 2026-2031 IDEA Blueprint will leverage these insights to set ambitious goals, integrate IDEA principles across all operations, and align with global best practices. By focusing on these priority areas, Algonquin College will continue to strengthen its culture of belonging and position itself as a leader in inclusion and accessibility.



Priority Focus Areas for 2026-2031

To elevate overall performance and move toward Progressive and Best Practice levels of the Global Diversity, Equity, and Inclusion benchmarks (GDEIB) – Level 4.0, the College will concentrate on the following priorities.



The IDEA Lens reviews high-impact policies



4 main priority areas to ensure change

Priority 1 Institutionalizing Inclusion: IDEA Lens Application for Policy Enhancement

Applying an IDEA lens to policies ensures that equity, inclusion, and accessibility are embedded in the very systems that shape our College experience. By reviewing and redesigning policies through this lens, we remove systemic barriers, promote fairness, and create structures that reflect our values. This work transforms policies from static rules into powerful tools for belonging and institutional change.

#	Key Actions	Accountable	Timeline
1	Complete an IDEA lens review for all high-impact policies and update policies and practices to proactively address systemic barriers.	Human Resources	Ongoing
2	Embed IDEA reviews as mandatory for all new policies.	Human Resources	By End of Year 1
3	Complete training on application of the IDEA lens during policy creation and review.	Policy Owners	By End of Year 2
4	As part of the IDEA Annual Report include Policy Review Section to summarize findings, changes made, and gaps identified and addressed.	Human Resources	Ongoing (Annual)

Key Outcomes:

- All new and revised policies consistently reflect IDEA principles.
- Systemic barriers identified and removed from high-impact policies.
- Policy owners equipped with tools and knowledge to apply IDEA Lens.
- Annual reporting demonstrates measurable improvements in equity and accessibility.

Key Performance Indicators (KPIs):

- 100% of new policies reviewed using IDEA Lens by end of Year 1.
- All high-impact policies reviewed by end of Year 2.
- Training completion rate of 90% for policy owners by Year 2.
- Annual report published with at least 80% of identified gaps addressed.

Priority 2 Advancing Indigenous Inclusion Through Recruitment and Retention

Algonquin College will advance Indigenous recruitment and retention through targeted actions that reduce barriers and create sustainable employment pathways. This includes strengthening culturally informed hiring practices, building partnerships, establishing an Indigenous advisory workgroup to guide efforts, and implementing voluntary self-identification to support data informed decisions. Together, these efforts will seek to build a workforce that reflects our commitment to reconciliation and inclusion.

#	Key Actions	Accountable	Timeline
1	Formalize relationships with external Indigenous organizations, employment agencies, and educational institutions to create talent pools.	Human Resources/ Indigenous Initiatives	By End of Year 1
2	Create an Indigenous Knowledge Keeper Advisory Workgroup to guide and strengthen Indigenous recruitment and retention practices across the institution.	Human Resources/ Indigenous Initiatives	By End of Year 1
3	Complete training on application of the IDEA lens during policy creation and review.	ACET, ACLT and Hiring People Leaders	By End of Year 2
4	Hire Algonquin College Indigenous Grads as part of Indigenous Recruitment Program.		
5	Implement a secure, voluntary self-identification process during recruitment to collect equity data for aggregate reporting and barrier analysis.	Human Resources/ ITS	By End of Year 2

Key Outcomes:

- Managers demonstrate cultural competency and bias-aware recruitment practices.
- Strong partnerships with Indigenous communities create robust talent pools.
- Indigenous representation in the workforce increases across all employment levels.
- Data-driven insights to inform continuous improvement in recruitment and retention.

Key Performance Indicators (KPIs):

- Community Engagement: At least 3 formal partnership agreements and 1 engagement session annually starting Year 1.
- Training Completion: 90% of managers complete competency training by end of Year 2.
- Self-ID Participation: Achieve ≥70% voluntary self-identification rate among Indigenous applicants by Year 2.
- Annual Reporting: Publish Indigenous recruitment and representation metrics each year starting Year 2.

Priority 3 Inclusive and Responsible Sourcing: Leveraging Our Purchasing Power for Equity

Algonquin College will embed IDEA principles into targeted sourcing and procurement practices to ensure fairness, transparency, and social responsibility. By introducing supplier diversity programs, applying accessibility and equity criteria in procurement decisions, and holding vendors accountable to inclusive standards, we will leverage our purchasing power to drive positive change. This priority strengthens external impact, aligns with global best practices, and reflects our commitment to creating an equitable supply chain that supports diverse businesses and communities.

#	Key Actions	Accountable	Timeline
1	Develop guidelines to embed IDEA principles across procurement processes ensuring alignment with College values and accessibility requirements.	Procurement	By End of Year 1
2	Educate suppliers on the College's IDEA commitments and expectations and ensure procurement staff and broader College community awareness of the application of IDEA principles in procurement and vendor selection processes.	Procurement/ Human Resources	By End of Year 2
3	Increase participation of Indigenous-owned and other minority owned businesses in College procurement through targeted outreach and promotion and establish requirements to enable consistent annual reporting on supplier diversity and accessibility.	Procurement/ Human Resources	By End of Year 3

Key Outcomes:

- Increased participation of Indigenous-owned and equity deserving business in College procurement.
- Procurement staff (and all College members involved in procurement activities) consistently apply IDEA principles in sourcing and vendor selection.

Key Performance Indicators (KPIs):

- Roadmap established to incorporate IDEA principles in all aspects of procurement processes by end of Year 1.
- Training Completion: 100% of Procurement staff and 75% of all other College staff involved in procurement activities trained on IDEA principles by the end of Year 2.
- Complete a baseline assessment of supplier diversity across all applicable procurement categories, and secure contracts with a minimum of 20 certified diverse suppliers.



Priority 4

Removing Barriers, Creating Opportunities: Advancing Careers Through IDEA

Algonquin College is committed to creating transparent, equitable pathways for career growth and leadership development. By applying an IDEA lens to succession planning and performance programs, expanding mentorship and sponsorship opportunities for equity-deserving groups, and publishing annual advancement metrics, we will remove systemic barriers and ensure that every employee has fair access to opportunities. This priority strengthens representation in leadership pools and fosters a culture where advancement is based on merit, inclusion, and belonging.

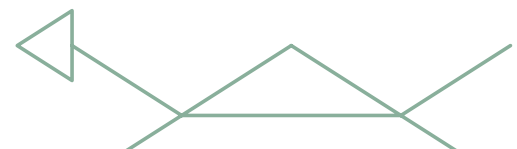
#	Key Actions	Accountable	Timeline
1	Adopt Inclusive Career Development Toolkit to drive career conversations and development of members of equity deserving groups.	ACET, ACLT and Hiring People Leaders	By End of Year 1
2	Expand Mentorship and Sponsorship Programs for Equity-Deserving Groups. Pair employees with senior leaders for career guidance and advocacy, with targeted outreach to Indigenous employees and affinity group members.	ACET/ACLT	By End of Year 3
3	Implement Advancement Metrics and Reporting – Track promotion rates, representation in leadership pools, and pay equity at promotion; publish annual progress reports and adjust strategies based on data insights.	Human Resources	By End of Year 4

Key Outcomes:

- Employees have clear, accessible pathways for career growth.
- Increased representation of equity-deserving groups in leadership pools.
- Mentorship and sponsorship programs actively support career progression for underrepresented employees.
- Transparent reporting drives accountability and continuous improvement.

Key Performance Indicators (KPIs):

- Toolkit Adoption: 80% of employees access the Inclusive Career Development Toolkit within Year 1.
- Mentorship Participation: At least 25 employees from equity-deserving groups enrolled in mentorship/sponsorship programs by Year 3.
- Pay Equity: 100% of promotions reviewed for pay equity compliance.
- Annual Reporting: Publish advancement metrics and progress report every year starting Year 2.





Sustaining Our Commitment to IDEA: Governance, Engagement, Continuous Learning and Talent Lifecycle

Algonquin College recognizes that lasting cultural transformation requires strong governance, active community engagement, continuous learning and intentional focus on our talent lifecycle. As we move forward, we will maintain and strengthen the structures and programs that ensure IDEA remains embedded in every aspect of College life.

Together, we will continue to build a community where equity and belonging are foundational to success.

Robust Governance through the EDI Advisory Committee and HR Indigenous Circle

The Equity, Diversity, and Inclusion Advisory Committee will continue to provide strategic oversight, monitor progress, and guide implementation of the Blueprint. This governance body ensures accountability and alignment with institutional priorities. Additionally, the Human Resources team will continue to partner with Indigenous Initiatives through an ongoing HR Indigenous Circle to support culturally informed practices, remove systemic barriers, and advance meaningful Indigenous inclusion across recruitment, retention, and employee experience.



Accessibility Commitment

Algonquin College will maintain a strong and sustained focus on accessibility by continuing to implement its multi year Accessibility Plan, investing in the ongoing improvement of the built environment, and embedding universal design principles across policies, services, and experiences. Through planned upgrades to facilities, technology, and learning environments, coupled with proactive accessibility practices, the College is committed to reducing barriers, supporting employee and student participation, and creating inclusive spaces that are usable and welcoming for everyone now and into the future.

Empowering Voices through Affinity Groups

Our Affinity Group Program will remain a cornerstone for employee engagement and belonging. These groups create safe spaces for dialogue, foster community connections, and provide valuable insights that inform College policies and practices.

Data-Driven Decision Making

We will continue to collect and analyze equity data through our Employment Equity Survey and other mechanisms. This data enables us to identify barriers, measure progress, and make informed decisions that advance representation and inclusion.

Building Capacity through IDEA Learning

Ongoing delivery of IDEA training programs will strengthen cultural competency across the College. From anti-racism and accessibility training to leadership development, these programs ensure that every member of our community has the tools to contribute to an inclusive environment.

Embedding IDEA Across the Talent Lifecycle

Algonquin College will embed IDEA principles across the full talent lifecycle to deliver a strong employee value proposition grounded in belonging, fairness, and opportunity. By ensuring inclusive onboarding, equitable career development, supportive employee experiences, and fair performance and recognition practices, the College will attract and retain talent, strengthen engagement, and enable employees to build meaningful and sustainable careers.



Our Commitment

Through governance, engagement, data, and learning, Algonquin College will sustain momentum and ensure IDEA principles are not only implemented but lived every day. Together, we will continue to build a community where equity and belonging are foundational to success.

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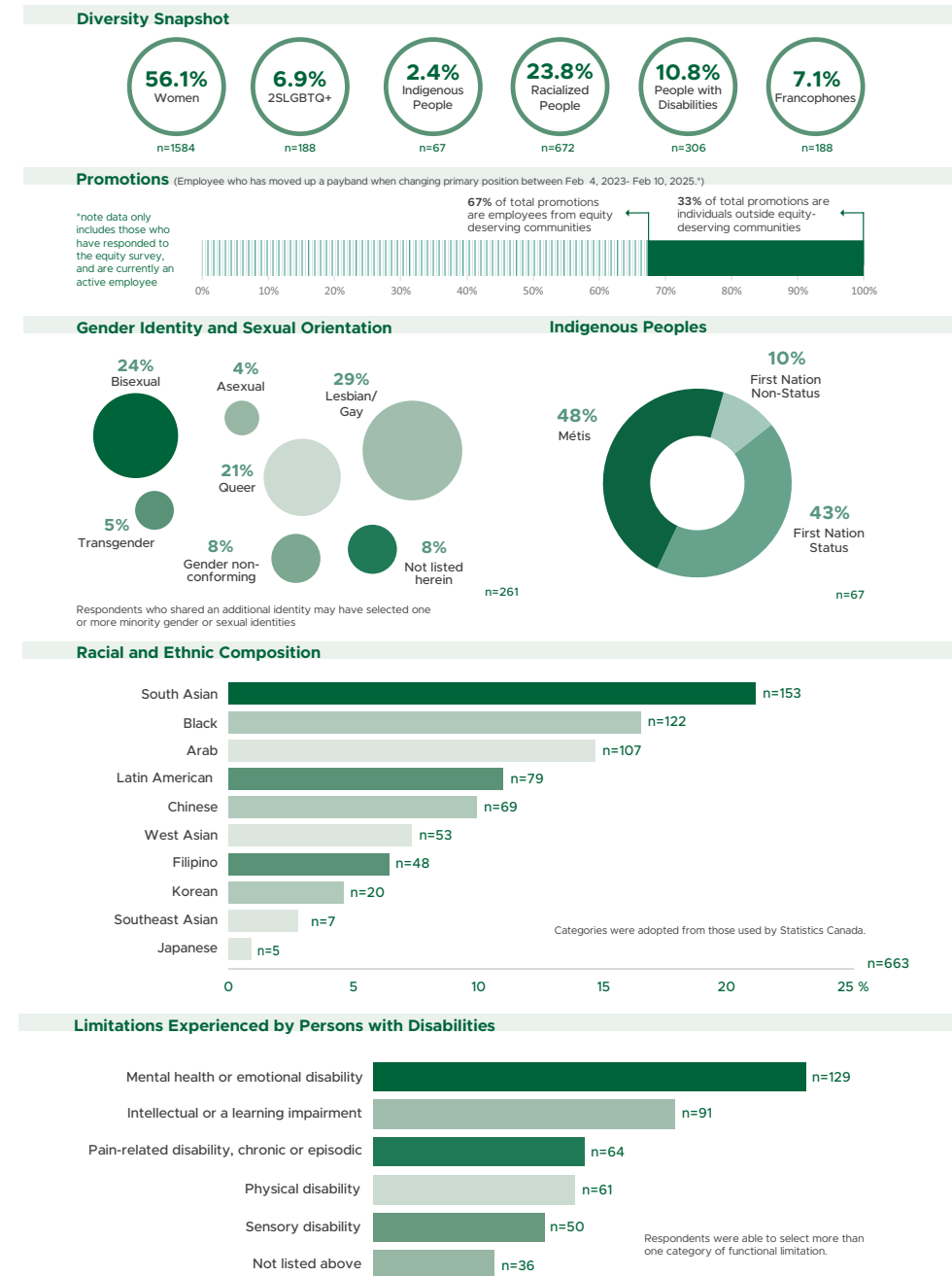
The **2026-2031 IDEA Blueprint** is more than a **plan** — it is **our promise.**”

Kin Choi
Vice-President, Human Resources



Appendix A: Workforce Diversity

At Algonquin College, diversity, equity, inclusion, and accessibility are foundational to who we are and how we work. This **infographic** presents a snapshot of employee diversity data to increase transparency, support informed decision making, and deepen our understanding of our communities.



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When the **only limit** is your imagination, your future is unlimited.”

Claude Brulé
President and CEO, Algonquin College

CONTACT

Inclusion, Diversity, Equity & Accessibility
in the Algonquin College Work Environment

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