



Changing Lives

**BUSINESS PLAN**  
2026-2027

June 1, 2026

# M'INGWECH



Algonquin College campuses in Ottawa and Pembroke 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 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.

# President's Message

Algonquin College is at a pivotal moment as we continue to advance our strategy through focused execution across the institution, delivering meaningful progress for our learners, employees, and communities while positioning the College for future opportunities.


We continue to operate in a complex financial environment. The Ontario government's funding announcement in early 2026 provides short-term stability and predictability over the next four years but does not reduce the need for ongoing financial discipline. Cost-containment measures over the past 18 months, along with decisions by the College and Board of Governors, remain essential to strengthening financial sustainability, mitigating deficit pressures, and enabling strategic investment.

We continue to invest in the spaces, systems, and infrastructure that shape the learner and employee experience. Recent investments include the Piwànak - Algonquin College Science and Innovation Labs, supporting health and science programming and applied learning. Multi-year priorities include the Paramedicine Lab modernization; the pedestrian bridge connecting the Algonquin Centre for Construction Excellence to the Light Rail Transit station; and the R3 Student Information System, supporting digital modernization and improved service delivery.

Algonquin College's polytechnic identity is grounded in strong industry partnerships. We are strengthening coordination and focus across this strategic goal, ensuring alignment with academic and program priorities. This includes a Defence partnership strategy to expand engagement in support of government priorities, alongside an aviation strategy supporting the aerospace industry, and a strengthened approach to measuring the value and health of strategic partnerships.

We continue to deepen industry-connected learning and applied experience, ensuring learners are prepared for a rapidly changing world. Despite ongoing sector challenges, we remain committed to excellence, inclusion, and learner success, supported by the dedication of our employees.

Sincerely,



# Our Mission Vision & Values

## The Algonquin College Promise

Algonquin College's mission, vision, and values guide everything we do. They reflect who we are, what we strive to achieve, and the principles that shape our decisions and actions. Together they confirm that every initiative, investment, partnership, and program align with our strategic identity, as a leader in Canada's post-secondary landscape and our commitment to valuable outcomes for our learners, employers, and communities.

### MISSION

To transform hopes and dreams into lifelong success.

### VISION

The premier destination for innovation through polytechnic leadership, driving prosperity and impact in the nation's capital and beyond.

### VALUES

#### Caring

We have a sincere and compassionate interest in the well-being of the individual.

#### Learning

We believe in the pursuit of knowledge, personal growth and development.

#### Integrity

We believe in trust, honesty and fairness in all relationships and transactions.

#### Respect

We value the dignity and uniqueness of the individual.  
We value equity and diversity in our community.

# Direction & Goals

## CAREER-FOCUSED, LIFELONG LEARNING

### **Empower and elevate careers**

Goal 1: To empower and elevate careers by equipping learners with the skills, knowledge, and experience trusted in the marketplace.

## TECHNOLOGY AND DATA INTELLIGENCE

### **Transform learning and productivity**

Goal 2: To drive innovation by leveraging technology and intelligence to elevate learner outcomes, empower employees, and create a more agile, future-ready institution.

## PARTNERING FOR PROSPERITY

### **Workforce and industry impact**

Goal 3: To foster regional prosperity and supply talent matched with labour market needs through integrated industry- and community-aligned action and partnerships.

# Moving Forward As One

## Algonquin College's Strategy in Action

Algonquin College enters 2026-27 at a meaningful inflection point. Our 2025-2030 Strategic Plan—Màmawe pinàshkàdà: To journey, together—is fully operational and supported by a suite of refreshed institutional plans, all moving simultaneously into implementation. Strategy becomes action across every dimension of the College, taking clear steps to translate our vision for the future into reality.

The external environment remains demanding. Shifting enrolment patterns, evolving geopolitical landscape shaping government priorities, and sustained financial pressure across the post-secondary sector continue to shape how we operate and invest. The College has responded with a strategic and deliberate approach, guided by clear priorities and a focus on long-term financial sustainability in support of our mission. That work continues in 2026-27.

This year's plan is defined by implementation. Our refreshed institutional plans move from design to action: how we attract, support, and retain learners; how we deliver an industry-driven polytechnic education; and how we deepen our commitment to inclusion, Indigenous leadership, and reconciliation. Alongside this, we are investing in the enabling capabilities that make sustained progress possible: advancing responsible adoption of artificial intelligence, strengthening our approach to change management, completing critical system modernization, and building our capacity to grow through industry partnerships and philanthropic investment.

2026-27 is a year of focused execution, building on established direction and advancing coordinated work across the institution. Together, we are strengthening an Algonquin College that is innovative, resilient, and committed to supporting the hopes and dreams of every learner we serve.



# Strategic Initiatives

## ACADEMIC PROGRAMMING AND DELIVERY PRIORITIES

Delivering an industry-driven, inclusive polytechnic education requires that academic programming and delivery continuously evolve to meet the needs of learners and the labour market. To that end, the College will advance its core academic priorities to ensure learning experiences across classrooms, labs, and other environments reflect its polytechnic identity and commitment to learner success. This includes continuing to advance the implementation of the College's integrated academic planning framework, expanding inclusive program delivery that enables learner choice, advancing the intentional and meaningful infusion of Indigenous perspectives and content in academic programming, and addressing the space and infrastructure requirements that make modern applied learning possible.

## STRATEGIC ENROLMENT AND STUDENT EXPERIENCE

Transforming hopes and dreams into lifelong success begins the moment a prospective learner first encounters Algonquin College. The College will begin implementing its refreshed Strategic Enrolment Management Plan, with first-year efforts focused on strengthening the student experience from recruitment through to graduation. A comprehensive review of the student journey will identify and address opportunities for improvement, and the implementation of a modernized service delivery model within the Registrar's Office and the deployment of an AI-enabled tool to help learners navigate student services with greater ease will look to address existing opportunities to improve the student experience.

## PARAMEDICINE LAB

Hands-on, applied learning is at the heart of what it means to be a polytechnic institution. Algonquin College will deliver a new Paramedicine Lab, purpose-built to provide learners with the immersive, simulation-rich training environment that a career in paramedicine demands. The Lab represents a meaningful investment in the industry-aligned, experiential learning infrastructure that sets polytechnic education apart, equipping learners with the practical skills and confidence they need to enter the workforce ready to contribute from day one. Academic programming is set to fully utilize the space in Fall 2026.

### **STUDENT INFORMATION SYSTEM (R3)**

The systems that support learners behind the scenes matter deeply to the quality of the College's operations and the learner experience. Algonquin College's Student Information System project R3 — Rethink, Redesign, Reimagine — advances through its final stages, completing Integrated System Testing and User Acceptance Testing before transitioning into College-wide deployment. When complete, R3 will fundamentally change the learner enrolment experience and related interactions with the College, delivering improved functionality and a modernized platform that supports integration across the College's enterprise systems.

### **EMPOWERING AC WITH AI**

Artificial intelligence is reshaping how institutions teach, operate, and serve their communities, and Algonquin College is committed to meeting that moment thoughtfully. Building on the foundational work of the past year, the College will advance coordinated, College-wide adoption of AI, establishing the governance structures that enable responsible use, building AI competencies among learners and employees, and embedding practical AI integration across teaching and learning, learner support, and core business operations. This work leverages enterprise platforms already in place and is grounded in a commitment to AI literacy and workforce readiness across the institution.

### **CHANGE MANAGEMENT CAPABILITY**

Delivering on an ambitious Strategic Plan while navigating a fast-moving technological landscape and continued financial pressure requires people who are equipped and supported to lead change effectively. The College will formalize its investment in change management capability, building a shared and consistent approach to planning and leading change. A College-wide Change Management Community of Practice will bring people leaders together to build shared capability and accelerate adoption of new ways of working, supported by the launch of a Change Management Playbook and accompanying toolkit that gives leaders the practical resources they need to guide their teams with confidence.

### **4-YEAR FUND DEVELOPMENT PLAN**

Delivering on Algonquin College's mission over the long term requires a sustainable and diversified approach to how the College is resourced. The College will establish its 4-Year Fund Development Plan: a structured, institution-wide framework for growing philanthropic investment in alignment with its strategic priorities. The plan builds meaningful, lasting relationships with alumni, community partners, individuals, foundations, and corporations, cultivating a culture of philanthropy rooted in shared commitment to student success, academic excellence, and community impact.

## INDUSTRY PARTNERSHIPS

Algonquin College's polytechnic identity is grounded in strong and long-standing relationships with industry partners. The College will build on this foundation by enhancing coordination and focus across partnership activity, ensuring it is guided by a clear academic lens and aligned with program delivery priorities. This includes a Defence partnership strategy to expand engagement in support of Government priorities, alongside an aviation strategy supporting the aerospace sector, and a strengthened measurement framework to track the value and health of strategic partnerships over time.

## IDEA BLUEPRINT IMPLEMENTATION

Building an institution where every learner and employee experiences a genuine sense of belonging requires policy, process, and practice to move in the same direction. Building on past years' investments, the College will begin implementing its refreshed 2026-2031 IDEA Blueprint, with a focus on embedding inclusion, diversity, equity, and accessibility (IDEA) principles into the institutional structures that shape everyday decisions. This includes cultural competency and unconscious bias training for people leaders and integrated into hiring processes, a review of College policies through an IDEA lens culminating in the inaugural IDEA Policy Review Report, and the development of guidelines to embed IDEA principles across procurement and contracting decisions.

## NAMETO: BLAZING A TRAIL

Advancing reconciliation requires coordinated, intentional action across the institution. The College will strengthen the visibility and coordination of Indigenous initiatives, establishing a coherent picture of current efforts to identify gaps and ensure that resources are directed with purpose. Two direct investments towards *Nameto*, meaning 'blazing a trail', will help improve the Indigenous Learner Experience: an Indigenous Education Map charting clear pathways for learning, belonging, and accountability across the institution, and a formal Indigenous Student Leadership Program investing in the growth, capacity development, and success of Indigenous students.

**2026 – 2027 BUSINESS PLAN**

#	INITIATIVES	DELIVERABLES	SPONSOR
<b>CAREER-FOCUSED, LIFELONG LEARNING</b>			
1	Academic Programming and Delivery Priorities	<p>a. Implementation of the College's integrated academic planning framework advanced by operationalizing program portfolio revitalization and growth priorities already established through portfolio review, Annual Strategic Academic Programming (ASAP), and school visioning, with priority actions confirmed by December 31, 2026.</p> <p>b. A multi-year academic space and equipment plan with program portfolio priorities to support sustainable delivery and future-ready graduates developed by March 31, 2027.</p> <p>c. Frameworks, processes, and enabling activities to support the design and development of programming for non-traditional learners, including academic pathways, short-duration training, and partnership-based offerings established and launched by March 31, 2027.</p> <p>d. Intentional and meaningful infusion of Indigenous perspectives and content in academic programming through development and implementation of a curriculum framework aligned with the Truth and Reconciliation Commission Calls to Action advanced by March 31, 2027.</p>	Academic
2	Strategic Enrolment and Student Experience	<p>a. The Registrar Office's new service delivery model launched by October 31, 2026.</p> <p>b. Student journey, from prospective student to graduation, reviewed to identify challenges and document actionable, timely initiatives by November 30, 2026.</p> <p>c. AI tool to support student navigation of student services website and information deployed by January 30, 2027.</p>	Student Services
3	Paramedicine Lab	<p>a. Occupancy of the new Paramedicine lab achieved and space made available for academic program delivery preparation by July 31, 2026.</p> <p>b. Academic equipment is received, tested, installed, and ready for use by August 25, 2026, with remaining non-program-essential equipment installed by December 31, 2026.</p> <p>c. Academic programming in the new lab launched by September 1, 2026.</p>	Academic

#	INITIATIVES	DELIVERABLES	SPONSOR
<b>TECHNOLOGY AND DATA INTELLIGENCE</b>			
4	Student Information System (R3)	<p>a. Integrated System Testing confirming that all system components function effectively together and supporting a decision on readiness to proceed to User Acceptance Testing completed by October 31, 2026.</p> <p>b. User Acceptance Testing validating that the system meets defined business requirements and is acceptable for operational use completed by March 31, 2027.</p> <p>c. Core and General User Training to effectively adopt the new system is initiated by March 31, 2027.</p>	Student Services
5	Empowering AC with AI	<p>a. An institutional AI Governance Committee to enable structured oversight, prioritization, and approval of AI use cases established and operationalized by June 30, 2026.</p> <p>b. AI uses approved by the AI Governance Committee successfully supported by March 31, 2027.</p> <p>c. Learner and faculty competencies developed, curriculum integration of vocational AI resources piloted, and teaching and learning practices using AI enhanced by March 31, 2027.</p> <p>d. A foundational AI literacy, workforce readiness and change management approach to support responsible and effective AI adoption across the College designed and deployed by March 31, 2027.</p>	People & Technology
6	Change Management Capability	<p>a. College-wide Change Management Community of Practice, bringing together People Leaders to build shared capability and support business optimization, enhanced by June 30, 2026.</p> <p>b. Change Management Playbook and accompanying toolkit including templates and centralized digital resource hub to strengthen effective change delivery across all academic and administrative units formalized and launched by September 30, 2026.</p> <p>c. The professional development of College leaders supported by eight expert-led speaker sessions that provide timely insights and practical perspectives on AI, analytics, and other priority topics, building capability for effective leadership through 2026–27.</p>	People & Technology
<b>PARTNERING FOR PROSPERITY</b>			
7	4-Year Fund Development Plan	<p>a. ACET-endorsed institutional funding framework, projections and philanthropic goals established by June 30, 2026.</p> <p>b. Campus-wide strategic philanthropic priorities approved by ACET by June 30, 2026.</p>	Advancement & Strategy
8	Industry Partnerships	<p>a. A Defence partnership strategy approved by ACET by September 30, 2026.</p> <p>b. An Aviation partnership strategy approved by ACET by December 31, 2026.</p> <p>c. An index to effectively track the value and health of strategic College-Industry partnerships developed by December 31, 2026.</p>	Advancement & Strategy

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#	INITIATIVES	DELIVERABLES	SPONSOR
<b>FOUNDATIONS FOR SUCCESS</b>			
9	IDEA Blueprint Implementation	<p>a. Cultural competency and unconscious bias mandatory training for People Leaders designed and implemented, with integration into hiring panel processes by September 30, 2026.</p> <p>b. An additional 20% of College policies reviewed under an IDEA lens in 2026-27, building on the 20% reviewed in 2025-26, and the inaugural IDEA Policy Review Report published by March 31, 2027.</p> <p>c. Guidelines to embed IDEA principles across procurement processes ensuring alignment with College values and accessibility requirements developed by March 31, 2027.</p>	People & Technology
10	Nomeeto: Blazing a Trail	<p>a. Indigenous Education Map that supports Indigenous learners while charting a path for learning, belonging and accountability across the institution developed and launched by March 31, 2027.</p> <p>b. A formal Leadership program for Indigenous students established and launched by March 31, 2027.</p>	Student Services

METRIC	METRIC DEFINITION	5-Year BASELINE	2026-27 TARGET	SPONSOR
<b>Learner Perspective</b>				
Full-Time Enrolment: Total	The total number of full-time domestic and international student enrolments, summed across Day 10 counts for the Fall, Winter, and Summer term (excluding collaborative programs).	46,613	38,509	Academic
Full-Time Enrolment: Domestic	The total number of full-time domestic student enrolments, summed across Day 10 counts for the Fall, Winter, and Summer terms (excluding collaborative programs).	34,163	32,419	Academic
Full-Time Enrolment: International	The total number of full-time international student enrolments, summed across Day 10 counts for the Fall, Winter, and Summer terms (excluding collaborative programs).	12,450	6,090	Academic
Learner Satisfaction	Extent to which students are satisfied with their overall experience at Algonquin College, as reported by students through the annual Ontario College Student Experience Survey.	82.0%	82.0%	Academic
Graduation Rate	Percentage of domestic and international students who complete their program within an approved timeframe.	68.0%	68.0%	Academic

METRIC	METRIC DEFINITION	5-Year BASELINE	2026-27 TARGET	SPONSOR
<b>Community Perspective</b>				
Revenue from Private Sources	Percentage of total college revenue received from private sector sources, including non-profit organizations, financial institutions, businesses, and individuals.	2.1%	3.2%	Advancement & Strategy
Strategic Partnerships	New metric in development.	N/A	TBC	Advancement & Strategy
Community / Local Impact	Extent to which the College serves local communities, measured by domestic enrolment as a proportion of the working-age population in the cities and towns where campuses are located.	2.7%	2.6%	Academic
<b>People Perspective</b>				
Employee Engagement Score	Extent to which employees report being engaged and committed to the College, measured by the Grand Driver Average from the annual Employee Engagement Score.	68.7%	62.0%	People & Technology
Support for Diversity	Extent to which employees believe Algonquin College provides a respectful, fair, and inclusive workplace for equity-deserving groups, as reported by employees through the annual Employee Engagement Survey.	78.5%	76.0%	People & Technology
Employee Indigenous Representation	Declared representation of employees self-identifying as Indigenous.	2.2%	2.4%	People & Technology
Indigenous Culture Professional Development	Percentage of non-Indigenous faculty and staff who participated in "unlearning" opportunities, cultural safety, and competency training.	N/A	20.0%	Student Services
<b>Operations Perspective</b>				
Net Contribution Margin on Operating Activities (Modified Cashflow Basis)	Percentage of total operating revenue remaining after deducting direct and attributable operating expenses.	7%	12%	Finance & Administration
Unrestricted and Internally Restricted Reserves	Percentage of annual operating expenses covered by the College's unrestricted capital reserves.	\$97.9M	\$124.8M	Finance & Administration
Energy Use Intensity	Measure of how efficiently College facilities use energy each year, based on total building space.	26.6	22.5	Finance & Administration
Technology Adoption Rate	New metric in development.	N/A	TBC	Finance & Administration

**N/A** Not applicable. Baseline historical performance is not available.  
**TBC** To be confirmed.

The 5-year baseline is calculated as the average of results from 2021-22 through 2025-26.



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