

Defence & Military-Connected College Strategy



EXECUTIVE SUMMARY

This strategy consolidates Canadore College's existing Military-Connected College work and expands it to reflect national, regional, sectoral and recent federal defence and emergency-management directions. These signals indicate increasing alignment between defence readiness, mining supply chains, advanced manufacturing, skilled trades and civilian preparedness, especially in Northern Ontario.

Recent Canadian Armed Forces (CAF) and Government of Canada policy emphasizes whole-of-society resilience, recognizing that Canada's ability to respond to domestic emergencies, supply-chain disruptions, and infrastructure stress depends on trained civilian capacity alongside uniformed forces. This strategy positions Canadore to contribute through applied education, workforce development, and innovation while remaining within its public, civilian mandate.

This strategy aligns Canadore with Canada's evolving defence agenda by strengthening partnerships with the Canadian Armed Forces (CAF), defence industry, and regional employers, while advancing applied education, workforce development, and innovation aligned with Industrial and Technological Benefits (ITB) priorities.

STRATEGIC CONTEXT

CAF domestic operations and federal emergency-management work increasingly frame preparedness as a shared, civilian-inclusive responsibility. Colleges are increasingly recognized as partners in strengthening civilian workforce preparedness through applied education and credential pathways.

The mining value chain, including critical minerals, is increasingly tied to national security, resilient supply chains, and defence-aligned industrial capacity. Federal strategies emphasize coordinated action to address workforce shortages across aerospace, mining, advanced manufacturing, and infrastructure systems, reinforcing the role of colleges in building sector-aligned talent pipelines.

Recent federal investments, including commitments in the Spring Economic Update 2026, signal a significant expansion of skilled trades training pathways through the Canadian Armed Forces, including enhanced cadet and Junior Canadian Ranger programming, reserve-based apprenticeship models, and partnerships with postsecondary institutions.

As this work intersects with Northern Ontario and regional workforce strategies, it is important to recognize the role of Indigenous communities as rights holders and partners. Engagement and partnership approaches will align with existing Canadore structures and relationships to ensure this work reflects community priorities, benefits, and potential impacts, and is approached through appropriate collaboration.

New geopolitical shifts and Canada's increasing alignment with the North Atlantic Treaty Organization (NATO) operations, including expanded presence in Eastern Europe, are creating new opportunities for international training, applied research, and dual-use technology collaboration. These developments position Canadian colleges to contribute to globally relevant workforce development, particularly in areas such as cybersecurity, aerospace, autonomous systems, and health technologies.

Canada's defence procurement environment, including Industrial and Technological Benefits (ITB) requirements, is driving increased collaboration between postsecondary institutions, industry, and Indigenous partners. Evolving ITB policy places greater emphasis on Indigenous participation, creating opportunities for Canadore to align applied education, workforce development, and research with Indigenous-led economic development and capacity-building priorities.

The emergence of new sector coordination bodies, such as provincial defence and industry associations, reflects a growing emphasis on structured collaboration between industry, government, and academic institutions. Participation in these networks provides access to strategic intelligence, partnership development opportunities, and increased visibility within the defence ecosystem.

VISION, MISSION, AND 2030 OUTCOMES

Vision

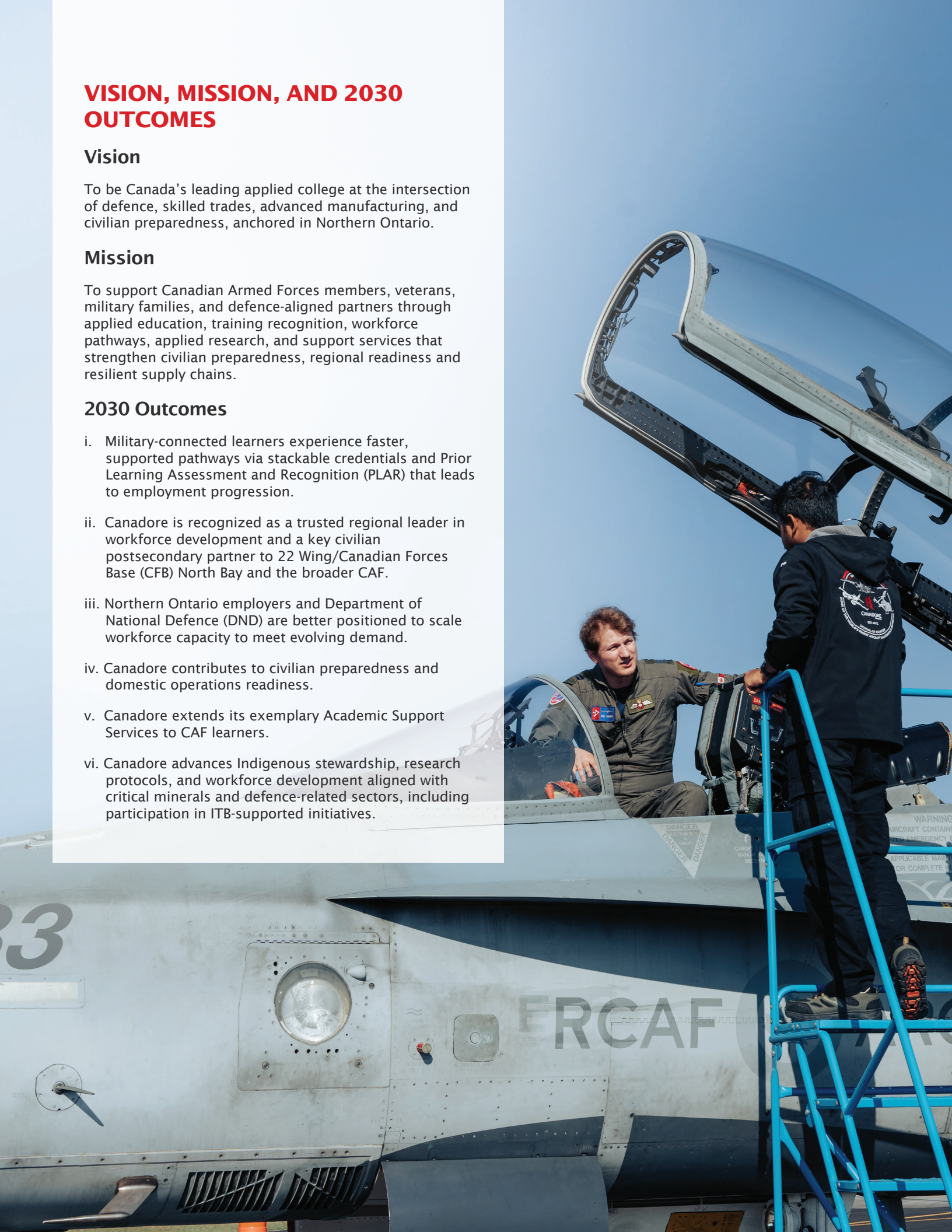
To be Canada's leading applied college at the intersection of defence, skilled trades, advanced manufacturing, and civilian preparedness, anchored in Northern Ontario.

Mission

To support Canadian Armed Forces members, veterans, military families, and defence-aligned partners through applied education, training recognition, workforce pathways, applied research, and support services that strengthen civilian preparedness, regional readiness and resilient supply chains.

2030 Outcomes

- i. Military-connected learners experience faster, supported pathways via stackable credentials and Prior Learning Assessment and Recognition (PLAR) that leads to employment progression.
- ii. Canadore is recognized as a trusted regional leader in workforce development and a key civilian postsecondary partner to 22 Wing/Canadian Forces Base (CFB) North Bay and the broader CAF.
- iii. Northern Ontario employers and Department of National Defence (DND) are better positioned to scale workforce capacity to meet evolving demand.
- iv. Canadore contributes to civilian preparedness and domestic operations readiness.
- v. Canadore extends its exemplary Academic Support Services to CAF learners.
- vi. Canadore advances Indigenous stewardship, research protocols, and workforce development aligned with critical minerals and defence-related sectors, including participation in ITB-supported initiatives.





STRATEGIC PRIORITIES

Priority 1 – Military Learner Pathways and Student Success

Canadore will strengthen pathways for CAF members, veterans, and military families through PLAR, flexible delivery, military-aware advising, and support spouse and family pathways into high-demand regional programs. Consideration will also be given to the diverse identities of military-connected learners, including Indigenous learners, and the importance of culturally relevant supports and pathways where appropriate.

Priority 2 – Strategic Partnership with 22 Wing and DND

Canadore will strengthen its partnership with 22 Wing/ CFB North Bay to support military families, community well-being, and civilian workforce preparedness while remaining within institutional mandate boundaries. This includes awareness of and alignment with CAF operational shifts, including increased participation in multinational and NATO-aligned training environments.

Explore an expanded partnership scope to include articulation and training support with the Canadian Coast Guard, in alignment with relevant federal partners and mandates.

Priority 3 – Defence, Mining and Advanced Manufacturing Workforce Development

Canadore will build workforce pipelines that support defence-aligned industries through applied education, expanded programming, apprenticeships, and employer-integrated learning aligned with evolving sector needs.

The College will work with regional and national employers, including defence contractors, to co-develop training solutions that respond to workforce gaps and emerging technology areas.

Program delivery will remain demand driven and flexible including compressed formats, part-time studies, remote learning, cohort models, Non-Commissioned Member Subsidized Training and Education Plan (NCMSTEP), and Contract Training.

Canadore will deliver modular and exportable micro-credentials to support rapid workforce upskilling, including opportunities for delivery in partnership with international defence and training initiatives.

Canadore will support CAF-aligned skilled trades pathways, including cadet, Junior Canadian Ranger, and reserve-based apprenticeship models, enabling transitions into civilian credentials and employment.

Priority focus areas include dual-use technologies such as unmanned aerial and autonomous systems (UAV/C-UAV), aerospace and aviation maintenance, cybersecurity, artificial intelligence (AI)-enabled systems, and health technologies. Canadore will explore opportunities to align with national centres of expertise and contribute to complementary regional capacity in these domains.

Priority 4 – Defence and Advanced Manufacturing Innovation

Canadore will strengthen its role in defence-adjacent and advanced manufacturing innovation by leveraging its applied research capacity to support prototyping, technology adoption, and workforce readiness, particularly within critical minerals and dual-use sectors such as unmanned systems (UAV/C-UAV), robotics, and digital defence technologies.

Building on the capabilities of the Innovation Centre for Advanced Manufacturing and Prototyping (ICAMP), the College will expand its support for Small and Medium-Sized Enterprises (SMEs) and regional partners by providing access to applied research expertise, technical services, and training that enhance participation in defence-related supply chains.

Canadore will actively pursue partnerships with defence contractors to contribute to Industrial and Technological Benefits (ITB) commitments through coordinated applied research, talent development, and innovation initiatives. This includes strengthening internal capacity for fund development to increase success in securing external funding, grants, and industry-supported projects.

Research and partnership activities will align with Canadore's Indigenous Research Protocol and governance structures, including the TIPI Indigenous Research and Innovation Hub. The College will also support opportunities that advance Indigenous workforce development, training pathways, and collaboration with Indigenous-owned businesses in defence-aligned sectors.

Priority 5 – Culture, Recognition and System Leadership

Canadore will embed military-connected identity institutionally and demonstrate system leadership through active participation in provincial and national networks (e.g., industry associations, innovation consortia, and workforce tables), strategic communications and coordinated internal leadership and dedicated capacity to strengthen institutional visibility and sector impact.

Strategic Enablers

Successful implementation will require alignment of institutional resources, including dedicated capacity for partnership development, workforce innovation, and applied research. Canadore will establish coordinated leadership and governance structures to support integrated planning, accountability, and execution across academic and administrative areas.



A RESOURCE FOR EVERY SECTOR

Recognizing the disruptive nature of technology in modern manufacturing, ICAMP provides the necessary resources for companies to research and create new products without heavy investment in the specific enabling technologies.

ICAMP provides technology and expertise for:

- Industry Training
- Product design tools
- Prototype development
- Reverse engineering
- Additive Manufacturing
- Material and product testing
- Process design and automation
- Simulation
- Virtual Reality & Augmented Reality
- Project Funding
- Customized training



GREAT THINGS HAPPEN HERE

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