

The IDEA Report 2022 - 2025

Prepared by Dr. Matthew Wilmot
July 2026

COLLEGE DRIVE CAMPUS



AVIATION CAMPUS



COMMERCE COURT CAMPUS



Land Acknowledgement

Canadore College resides on the traditional territory of the Anishinaabeg and within lands protected by the Robinson Huron Treaty of 1850. This land is occupied by the people of Nipissing First Nation since time immemorial.

A Letter from President Efu



Canadore College is committed to fostering a safe, welcoming, and inclusive learning environment for all. By celebrating diversity and removing barriers, the College advances equitable access to education and opportunity. This report outlines the progress achieved over the past three years in turning these commitments into concrete action and measurable outcomes.

Canadore has implemented targeted programs to support students from historically underrepresented groups, enhanced accessibility across campus and digital platforms, and integrated inclusive practices into teaching, learning, and governance. Progress is tracked through annual reporting to the Board of Governors and ongoing feedback from students, faculty, staff, and community partners.

Highlights include expanded financial supports and wraparound services for diverse learners, professional development on inclusive pedagogy and anti-bias training, and strengthened partnerships with Indigenous communities, newcomers, and persons with disabilities. The report presents evidence of improvements in enrollment equity, retention and completion rates, academic success, and student satisfaction, with data-driven targets and timelines for future work.

The College remains committed to continuous improvement through a formal action plan, regular review cycles, and transparent public accountability. This expanded narrative demonstrates how the College is translating commitments into action and generating tangible, measurable outcomes for students and communities.

Sandra Efu
President and CEO



A Letter from Dr. Wilmot



Canadore College continues to make good on its promise to deliver policies and programs that create identity-affirming environments and remove systemic barriers to the inclusion of equity-deserving groups. Since the inception of the IDEA Strategy in 2021, Canadore has seen steady growth within and across departments because of a shared recognition of the value that IDEAs pose to the success of the college's delivery of world-class programs and services.

In the time that I have been at Canadore, I have been impressed with the partnerships and support that have emerged from a community that expresses readiness for change. This report provides highlights on the objectives that each department pursued and the impact of progress on the student, employee, and community member who reads it. As we continue to progress with the leadership of President Sandra Efu, there is confidence in the sustainability of these wins and the acquisition of lessons for the Canadore College community.

Finally, I will take this opportunity to thank Dr. Jemimah Amos, who led the process of the College's IDEA Plan years ago before my arrival. Her commitment to furthering the College's journey is embedded in this plan, and I'm proud to take up the baton in her honour.

The IDEA work we do at Canadore College is exceptional and is responsive to the needs of our students, employees, and community. We will continue to create brave, safer spaces for all.

Matthew Wilmot,
The Inclusion, Diversity, Equity, & Accessibility (aka The I.D.E.A) Specialist



Commitment Statement

Canadore College fosters a positive, inclusive, and accepting campus community that empowers, values, supports, and promotes accountability, equity, equality, human rights, respect, justice, and safety. Canadore will lead in the innovation, change, and growth of a safe, equitable, diverse, and respectful community to foster respect, authenticity, and belonging.

We are committed to cultivating, celebrating, and strengthening cultural inclusion and experiences for all individuals, and we encourage and support individual and collaborative efforts to create positive experiences that realize continuous improvement.

We will identify and address inequities, ensuring access to education and related opportunities, while actively reducing barriers. Contributions of all voices are welcome as we engage and enable diverse ideas, knowledge, and perspectives in the pursuit of inclusive excellence for the well-being of individuals as members of the college community.

Acknowledgements

Canadore College extends its deepest appreciation to the employees and students who committed their time and resources toward the development of the IDEA Action Plan. The progress documented in this report exemplifies the remarkable approach the committee took towards meaningfully engaging with its constituents across the various departments. Through these consultations, objectives were established and timelines forged, resulting in the progress report outlined here.





Relevant Pillar(s)

The Inclusion, Diversity, Equity, and Accessibility (IDEA) Action Plan reflects a marriage of the College's five guiding pillars with the core principles of equity, diversity, inclusion, and accessibility. Each objective, success indicator, and initiative calibrates each IDEA to one or more pillars to reinforce the value of building an infrastructure that withstands the influence of systemic oppression and that, subsequently, is undergirded by decolonial, anti-racist, and indigenized frameworks. Below is an outline of the relevance of the IDEA Action Plan and each pillar, fortifying its connection and guaranteeing the shaping of future academic and business strategic plans.

STUDENT SUCCESS

Canadore College acknowledges that student success is measured by career readiness and a strong connection to mentors and networks that extend beyond the campus. However, not all students arrive at Canadore with sufficient preparedness to address the challenges that a post-secondary environment contains. An IDEA Action Plan fosters the invitation of culturally-informed frameworks for understanding the road towards student success by removing structural barriers in admissions, advising, assessment, and learning design. Enveloping these frameworks into the design of academic programs and support, the College aims to build students' intellectual, social, and cultural capital.

PROGRAM & SERVICE EXCELLENCE

Maintaining high-quality programming and credentialing is at the forefront of Canadore's academic strategy. As the College builds partnerships with communities, employers, and agencies in the public and private sectors, it must ensure that students from diverse backgrounds are positioned to enjoy the specialty training and credentialing programs that allow them to arrive at post-graduate success. An IDEA Action Plan refocuses the effort to not only deliver quality programming and service but also to strengthen employees' efficacy in culturally-responsive pedagogy and/or support.

CONNECTION TO COMMUNITY

The Canadore College community continues to grow through engagement with domestic and international partners and through on- and off-campus initiatives that support students, employees, and alumni. The nature of these relationships can be informed and strengthened by IDEA principles as outlined in the Action Plan, which allow for community input, collaborative decision-making, and participatory governance over the implementation and assessment of

projects that benefit communities locally and internationally. The approaches mentioned in the IDEA Action Plan guide the College in building reciprocal and accountable relationships with communities that have been historically excluded from decision-making and economic opportunity.

SUSTAINABILITY

Fiscal and environmental sustainability drive Canadore College to take a socially conscious, entrepreneurial view towards its evaluation of decision options. By developing and implementing an IDEA Action Plan, the College can measure the risks and benefits associated with decisions insofar as they are applied fairly. If decisions are unable to effectively balance the risks and benefits fairly, the IDEA Action Plan allows for the effective planning of approaches to minimize and eliminate inequities as is reasonable.

INNOVATION & ENTREPRENEURSHIP

Canadore College continues to expand its economic impact on North Bay, Parry Sound, and the entire province of Ontario through developing strategic partnerships for the purpose of co-creating applied research projects that address industry demands. An IDEA Action Plan provides a critical analysis of the innovation circles and ideas that emerge to ensure that diverse perspectives are included in these ecosystems. Furthermore, it redefines innovation and entrepreneurship to include social responsibility and equity advancement for all populations who stand to be impacted.

Definitions

Equity – A distinct process of recognizing differences within groups of individuals, and using this understanding to achieve substantive equality in all aspects of a person's life

Diversity – The presence of a wide range of human qualities and attributes within an individual, group, or organization

Inclusion – Appreciating and using our unique differences – strengths, talents, weaknesses, and frailties – in a way that shows respect for the individual and ultimately creates a dynamic, multi-dimensional organization

Accessibility – A general term for the degree of ease that something (e.g., a device, service, physical environment, or information) can be accessed, used, and enjoyed by persons with disabilities. The term implies conscious planning, design, and/or effort to make sure something is barrier-free to persons with disabilities. Accessibility also benefits the general population by making things more usable and practical for everyone, including older people and families with small children

Anti-Racism/Anti-Oppression – An active and consistent process of change to eliminate individual, institutional, and systemic racism as well as the oppression and injustice it causes



Summary

Over a three-year period, Canadore College embarked on building an IDEA Strategy that would support existing initiatives and inform the development of new ones. Through consultation with various departments, the College outlined certain high-priority objectives that were germane to the department and offered cross-departmental collaboration in service of mutual interest. Expected timelines were set for the accomplishment of objectives while allowing for a degree of latitude to be considered because of the continued efforts made by all post-secondary educational institutions to pivot from the COVID-19 pandemic. In the following pages, we provide summaries and snapshots of how the progress made relates to the framework set forth by our pillars. Following the summaries is a detailed description of the objectives, key performance indicators, and the yearly progress.



Accomplishments

STUDENT SUCCESS

Objective(s): Raise awareness & promote IDEA research opportunities

Create culturally-relevant informational materials

Support IDEA initiatives within academic programs

Create an Anti-Racism Workshop

College departments have collaborated on initiatives that strengthen student success by fostering inclusion, representation, and belonging. The [Canadore Research Centre](#) has updated its microsite to include resources and announcements germane to students who are part of equity-deserving groups, assisting in their navigation of applied research. In partnership with the **Faculty of Aviation, Trades, & Technology**, they are investigating new methods of building inclusivity in trades education. [Canadore Student Council](#) advanced anti-racism education by developing an Anti-Racism Workshop.

[Student Success Services](#) expanded support that improve student engagement, retention, and access to resources. Key initiatives included 20 awareness events, a Summer Transition Program for students with disabilities, the Learning Strengths and Barriers pilot for students needing accessibility services, and a Student Expo connecting underrepresented students with campus support. New resources for first-generation and international students further strengthened transition and retention efforts. The launch of [iSucceed](#) had a significant impact, engaging 1,744 students, generating 637 registrations for culturally specific programming, and facilitating 291 peer support registrations. Together, these initiatives have enhanced access, belonging, and student achievement.

Multicultural Awareness Events (non-exhaustive list) :

Lunar New Year

Black History Month

Indigenous Peoples Day

Cinco De Mayo

2SLGBTQIA+ Pride Month

NDEAM





PROGRAM & SERVICE EXCELLENCE

Objective(s): Communicate IDEA content requirements to designers

Incorporate verification methods to embody IDEA in higher education

Create portal to report & respond to discrimination/harassment

Create new policies &/or modify existing policies through an IDEA lens

The college continued to strengthen program and service excellence through initiatives that enhanced quality, accessibility, inclusion, and continuous improvement across academic and administrative areas. The [Centre for Academic Excellence and Lifelong Learning \(CAELL\)](#) advanced teaching and learning quality by integrating Indigenization, diversity, equity, and accessibility principles into course quality assessments and faculty development. Ongoing guidance from an IDEA Specialist, combined with professional development sessions on topics such as Indigenizing Curriculum, Universal Design for Learning (UDL), Digital Accessibility, and AI-enhanced teaching, has supported faculty in delivering more effective, inclusive, and innovative learning experiences.

Institution-wide efforts also improved the quality and accessibility of services. The **Faculty of Arts, Design, & Entrepreneurship** created an IDEA training suite for people leaders, helping to embed inclusive practices across operations and decision-making. The **IT & Facilities** departments have embarked on projects to modernize electronic & physical wayfinding systems with enhanced accessibility features and continued improvements to wireless infrastructure, supporting a more accessible and user-friendly campus experience. **Marketing and Communications** collaborated with the IDEA Specialist to develop and maintain an IDEA microsite, increasing awareness and access to equity-related resources. **Finance** has updated policies to be gender neutral/non-binary.

ODTM/Human Resources advanced organizational excellence through inclusive hiring and diversity training, supporting employment equity commitments through the Federal Contractors Program, and the development of a streamlined portal for IDEA concerns and complaints. In partnership with Student Success Services & [Admissions/Registrar's Office](#), ODTM/Human Resources also introduced a Name-Change Policy and Form for employees and students to change personal information that affirms their gender identity, improving service accessibility and fostering a more inclusive campus environment. Together, these initiatives have strengthened the quality, responsiveness, and inclusivity of programs and services across the college.

97% of employees completed at least one IDEA training course.

60% of interviewers completed training on inclusive hiring.

49% of employees completed all recommended IDEA trainings.

CONNECTION TO COMMUNITY

Objective(s): Create a working group that collaborates to develop inclusive spaces for older adults in the community

The college continues to strengthen its relationship with the North Bay community through collaborative initiatives that promote inclusion, accessibility, and meaningful engagement across generations. Since 2021, a working group for accessible and inclusive spaces for older adults has brought together community members, students, and partners to identify and address barriers faced by older adults. By creating opportunities for students to support seniors through programming and service activities, the initiative fosters intergenerational learning while helping students develop valuable skills in communication, empathy, and community engagement. Regular feedback from both participating seniors and students ensures that programming remains responsive to community needs and contributes to a more inclusive and age-friendly North Bay.

The college's commitment to community partnership is further demonstrated through its involvement in [The Village](#) Collective Impact Project. The completion of the 2024 report introduced an Indigenized relational framework that guides the development of goals, action plans, and outcome measurement, reinforcing the importance of collaboration, respect, and community.

Ongoing engagement mechanisms provide meaningful opportunities for local residents to share their experiences and perspectives on inclusion, diversity, and accessibility. These initiatives strengthen connections between the college and the broader North Bay community by ensuring that community voices help shape programs, services, and future priorities.



SUSTAINABILITY

Objective(s): Provide opportunities for cultural exchange within Canadore and abroad

Embed environmentally sustainable operations at the college to enhance accessible and inclusive spaces

Sustainable Canadore continues to advance environmental, social, and educational sustainability through initiatives that promote responsible resource use, inclusive design, and global citizenship. Through the QES Scholars' Global Learning and Cultural Exchange Initiative in Costa Rica, students engage in immersive learning experiences within Indigenous Costa Rican communities, gaining firsthand insight into the interconnectedness of culture, language, identity, and sustainability. By integrating sustainable development principles and cultural diversity into experiential learning, the initiative helps students develop a deeper understanding of global sustainability challenges while fostering empathy, cultural humility, and a commitment to socially responsible leadership.

On campus, Sustainable Canadore has strengthened its commitment to environmental stewardship, sustainable operations, and sustainable forest management. This includes ongoing energy audits to improve efficiency and reduce reliance on costly utilities, as well as the responsible stewardship of the campus forest through FSC and SFI-aligned practices that protect biodiversity, support long-term ecosystem health, and create opportunities for applied learning and research. Sustainability considerations have also been incorporated into infrastructure planning through universal design principles, ensuring that new spaces are accessible, inclusive, and responsive to diverse user needs.

Finally, improvements to lighting, ventilation, and space utilization have enhanced energy performance while creating healthier, more comfortable learning and working environments. In 2025, Sustainable Canadore created and piloted the Purposeful Living workshop and the Purposeful Living Certificate, a development opportunity for employees and students to explore the intersection of environmental stewardship and personal wellness. These efforts contribute to a more sustainable campus by reducing environmental impact, improving accessibility, enhancing critical thinking, and supporting the well-being of students, employees, and the broader college community.



INNOVATION & ENTREPRENEURSHIP

Objective(s): Establish a professional entrepreneurial mentorship program for all students

At the [Entrepreneurship Academy](#), a Program Advisory Committee was formed in 2024 to provide expertise on program requirements, mentorship opportunities, and innovation plans. The committee aims to extend beyond local to include provincial and national entrepreneurs from underrepresented groups.

2026 & Beyond

As the first stage of Canadore College's IDEA Action Plan concludes, the College welcomes a new era of opportunity for innovative solutions to emerging needs within a changing post-secondary environment. Leveraging the progress on the IDEA Action Plan, Canadore will begin to break ground on new initiatives that support the fulfillment of current objectives and add new objectives that reflect its response to academic and business opportunities. Below is a snippet of plans to enlarge the College's IDEA footprint on the North Bay community, the province, and the nation.

- Delivery of the anti-racism course as a micro-credential to incoming, first-year students and as a professional development course to new employees
- Expansion of IDEA Action Plan (2027-2030) to include new departments (e.g., **Canadore Alumni and Foundation, iCAMP, Canadore Employment Solutions**)
- Development of employment-equity goals to maintain good standing within the Federal Contractors Program
- Modification of goals and metrics based on progress to date
- Creation of new goals and metrics as applicable
- Construction of a change-management approach to guide the early adoption of modified/new goals and strategies
- Collaboration with community organizations to extend services and career opportunities to equity-deserving populations
- Develop an Inclusion, Diversity, Equity, and Accessibility Policy to solidify the commitment of leadership to apply an anti-oppressive lens in all forms of governance

The next section provides a detailed account of the aforementioned progress made by Canadore College on its IDEA Strategy 2022-2025. It contains the departmental objectives, key performance indicators, collaborators, timelines, and yearly progress reports.

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
Centre for Academic Excellence and Lifelong Learning (CAELL)	Work with FPC to plan and develop Indigenous Learning Outcomes (ILOs)	With the FPC, create a project plan for the development and implementation of ILOs. Create a plan for the development and implementation of ILOs across all academic programs.	FPC	2022	Ongoing. FPC is leading work group in development of ILOs. The ILOs have been approved by Indigenous Circle on Education (ICE). CAELL meeting/ discussing with High-Quality Management members gathering info. (Completed Fall 2022) Project manager meeting with Interprofessional Education Curriculum groups gathering info. Meeting with Confederation College to discuss their implementation. Meeting with VP Academic to discuss initiative being confirmed then presentation to Academic Lead Team will occur before Dec. 2022.	Each indicator has been met. New Faculty Orientation (NFO) contains module that provides ILOs and IDEA concepts for new faculty. Development of ILO100 – Indigenizing Curriculum (Nov 2025), was developed and launched in iLearn as a support resource for faculty. Developed and released the Indigenizing Curriculum Framework (Nov 2025) – a resource to support ILO and program/course mapping. Planned and began implementation of ILO mapping for programs undergoing Program Review in 2025-26.
Centre for Academic Excellence and Lifelong Learning (CAELL)	Facilitate, conduct authentic and frequent Indigenous partner collaboration and communication. To promote regular consultation, transparent communication, and meaningful opportunities for campus community engagement.	Coordinate touchpoints with partners (Indigenous and public-private partnerships) each semester (topics may include program review, course delivery/ LMS usage, NFO, etc.) Met 3 times in 2021 with partner delivery agents to share best practice and address emerging topics.	FPC	2022.2023	Occurred in Spring 2022 To be scheduled for Fall and Winter semesters.	Quality assessment of course outline and section-specific information, structure, and content includes an IDEA checklist of questions.
Centre for Academic Excellence and Lifelong Learning (CAELL)	Empower, enable, develop in-house course development expertise.	Identify faculty champions Train them (external lead) include focus on EDI. Develop a process and tools to support course development Host workshops Schedule drop-ins for champion faculty	External partners	2022.2023	Currently, CAELL has secured the IDEA Specialist to provide closing keynote at the PD Opportunities Symposium, Oct 27, 2022. The IDEA Specialist has confirmed support to provide guidance and review of the faculty development program which is under development.	IDEA Specialist to provide ongoing expertise on the construction and modification of the new faculty development program courses Facilitated faculty PD sessions (ex. Indigenizing Curriculum, AI Powered Learning – Transforming How We Teach and Learn, AI and EdTech in Action, UDL, Digital Accessibility) in 2024-25.

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
Centre for Academic Excellence and Lifelong Learning (CAELL)	Review online, asynchronous course content to ensure diverse and inclusive representation within D2L content; update as needed during course redevelopment stage. Communicate new EDI content requirements to instructional designers for new course development.	Pictures and content within D2L courses are representative of diverse cultures/genders. EDI values are weaved into course development for all future courses as part of CE processes.		2022.2023 ongoing	In the process of securing two new Indigenous studies online GEDs for the Fall 2023 suite of offerings. The Cultural Awareness GED course had its first delivery in September 2022 to a cohort of exchange students. It is now set up to be delivered to future cohorts.	Four instructional designers trained in the course development module that contains EDI principles
Research Centre	Cultivate research excellence in equity, diversity, and inclusion through a diverse pool of students and researchers, streams of funding to support EDI research initiatives, comprehensive assessments of gaps, and supporting contributions from Indigenous communities	Increase number of diverse candidates in applicant pools by 20% Highlight and support 4 Indigenous research initiatives per year Secure \$10 000 in funding for EDI initiatives 50% of actionable insights into gaps acted upon	ODTM FPC	2024.2025	N/A (est. 2023)	The Research Centre and First Peoples' Centre collaborated on several initiatives, including the hiring of Indigenous Student Research Assistants to support community projects.

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
Research Centre	Raising awareness and promoting EDI practices through providing access to EDI toolkits, webinars, PD sessions, EDI champions, and conducting consultations with stakeholders to assess gaps in knowledge	Develop 4 EDI resources Increase website traffic for EDI by 30% Elevate EDI-related PD workshop attendance to 75% Pursue 4 consultations Support 4 initiatives by EDI champions	Marketing	2024	N/A (est. 2023)	EDI in Research Centre webpage is created: Equity Diversity and Inclusion in Research
Research Centre	Ensuring accountability and inclusivity for equity deserving groups through creating outreach and mentorship programs, advertising with inclusive language and unbiased practices, and offering opportunities for self-identification by employees, interns, and students from equity-deserving groups	Collect self-identified demographic data to measure progress towards a representative research team	ODTM Marketing	2024	N/A (est. 2023)	Pending
Research Centre	Empowering student engagement in applied research for international students, Indigenous students, and other students from equity-deserving groups	Create informational materials that are culturally relevant for prospective student research assistants. Secure and allocate funding for internships to students from equity-deserving groups.	International FPC	2024	N/A (est. 2023)	Resources and announcements include images of our students and researchers who are diverse and are part of equity-deserving groups. Student Events - Canadore College Other images included in announcements from email April 10, 2024

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
Faculty of Art, Design and Entrepreneurship	Establish a professional entrepreneurial mentorship program, for all students, across the Faculty of Art, Design, and Entrepreneurship by the end of the 2022/23 academic year.	Establishment of the entrepreneurial mentorship program.	Community Partners Career Development Centre	2022		A Program Advisory Committee was formed in 2024 to provide expertise program requirements, mentorship opportunities, and innovation plans. Committee aims to extend beyond local to include provincial and national entrepreneurs.
Faculty of Art, Design and Entrepreneurship	Review and assist with the development of Equity, Diversity, and Inclusion ("EDI") training within course content.	Aim to improve student exposure across 20% of programming/programs through the incorporation of applicable EDI components, where appropriate. Increase student exposure to 80% in academic programming over the subsequent three academic years.	CAELL FPC	2025	Working with FPC to develop ILOs that align with program requirements	
Faculty of Art, Design and Entrepreneurship	Appropriately incorporate verification methodologies in the strategic recruitment process(es) for employees to ensure awareness and embodiment of EDI higher education principles and practices, as set by the College.	During the 2022/23 academic year, hire four (4) full-time faculty members incorporating the revised strategic recruitment process(es).	ODTM	2022	Ongoing	Project completed. A training suite was developed and made available through Dayforce to all people leaders for the purpose of providing tools that assist in embedding EDI principles with the programs and courses.
Faculty of Art, Design and Entrepreneurship	Promotion of applicable faculty research opportunities that inform planning and decision-making as made available through the Office of Research - Academic Centre of Excellence (now CAELL).	Track and report on research opportunities	Research Centre	2023	See Research Centre section of EDI Action Plan	See Research Centre section of EDI Action Plan

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
Finance and Accounting	Update and/or develop critical policies and procedures regarding Finance and Accounting. Review policies and forms, as due for renewal, to gender neutral/non-binary.	2-3 policies reviewed and updated every 3 years as per the evaluation cycle.		2022.2023	Completed.	Completed
Canadore Students' Council/iCAN Lead Student Leadership	With the support of Canadore Students' Council (CSC) as a sponsor, create an Advocacy Portals a link on the Canadore website support page. This will act as a guide and support system for reporting issues in and around the College through a dialogue tree. This portal would connect students to advocates or counsellors if help were required.	Usage and utilization reports. Increased student satisfaction and retention rates	Marketing IT	2022.2023	Ongoing	Ongoing

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
Canadore Students' Council (CSC) iCAN Lead Student Leadership	Collaborate with Centre of Access, Interdisciplinary Studies and Lifelong Learning (CAELL) to create an inclusive environment by creating an Anti-Racism Workshop as proposed by former Canadore member. Secure subject-matter expert and Workshop Facilitator Expand workshop proposal Develop content and resources that are sensitive to and responsive to lived experiences of Black, Indigenous, and racialized students. Determine root causes of racism Awareness of the problem and how to act against it Tools to respond to microaggression	Workshop created and Workshop Facilitator secured. All workshops reach full capacity by Canadore and North Bay Community Raise student and employee awareness about discrimination, oppression, and their effects Observations of behaviour change Embedded ongoing inclusion training and education into curriculum and leadership development programs. Learner engagement Training Return on Investment Training experience satisfaction Course enrollment data Course completion rate Learner drop off rate 100% CSC, iCAN Lead Student Leaders, Residence Advisors, and Frosh Leaders complete training each year. 10% of employees complete training in first year.	CAELL Residence	2022.2023	Subject matter experts have been interviewed/hired and are currently working on the material. Testimonials gathered from students and alumni.	Anti-Racism Workshop revised, completed and scheduled to be delivered to students and College Council in 2026. Publication of the Canadore Student Life Framework

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
First Peoples' Centre	Support the Indigenous Education Protocol, TIPI Framework and TRC Calls to Action within the College community - Indigenous Quality Assurance Standards and ILO implementation, review, and reporting Indigenous Research Council (IRC) collaboration/ co-development to ensure Indigenous-led and Indigenous partnered research respects and benefits Indigenous peoples and communities. Expand Indigenous GED options	4 IRC meetings Ongoing internal/external consultations	FPC CAELL Academic Team Director Academic Operations IRD Manager	2022.2023 ongoing	2 IRC meetings to date. C-ICan Research Symposium TIPI presentation (2). 4 ILO approved by ICE, working on implementation with CAELL. Calls to Action-Culture Advisors on campus and in community, ongoing activities. Member with Northern Indigenous Research Council- 4 meetings to date. Co-development of Water Project Pillars of Reconciliation project plan completed and initiated.	ILOs developed for the Early Childhood Education and the Electrical Techniques programs
First Peoples' Centre	Further engage Indigenous communities in College partnership initiatives and program delivery including Clean Water Initiative, expanded STEAM and additional community-based programs.	Water Project Framework 4 Ongoing projects 4 community-based programs		2022.2023 ongoing	Clean Water Project Framework completed and action plan initiated. STEAM project ongoing throughout summer and fall. 7 community-based activities: 3 completed, 4 ongoing	Honoring the Water Event was created and scheduled to be delivered in Spring 2026
First Peoples' Centre	Target outreach and recruitment strategies for underrepresented learners, mature learners, and second career learners Indigenous Poverty Reduction and Elimination Program services expanded. Empower Indigenous learners to achieve their full potential by strengthening cultural inclusion by expanding authentic spaces conducive to cultural land-based education.	40 IPREP students Increased enrolment, retention, and graduation rates Traditional Teaching and Learning Lodge		2022.2023 ongoing	44 IPREP students supported. Enrolment rate: TBD Retention rate: TBD Graduation rate: TBD 2 land-based learning camps held. Ongoing Cultural Teachings and workshops held by Cultural Advisors.	Transitioned into the Resilience Through Education Program (RTEP) 8 Graduates of IPREP and additional students continuing during the transition to RTEP Reduction in systemic barriers through individualized, culturally grounded support Increased student self-efficacy and readiness for transition to employment/further education Stratified longitudinal tracking of outcomes per yearly cohort shows increased access to post-secondary education and supported transition to employment

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
International	Fill existing vacancies in the international portfolio (including roles of International Student Advisor and Coordinator, International Partnerships) and actively evaluate and develop existing staff complements in alignment with Canadore's EDI statement and hiring practices.	Increase representativeness of workforce Position filled Successful onboarding of high caliber staff for existing vacancies	ODTM	2022.2023	Ongoing	Ongoing
International	Encourage professional development of team members, and active participation in Equity, Diversity, and Inclusion (EDI) matters. International team reviews and commits to the principles articulated in the Canadore College EDI Statement	International team actively seeks and participates in professional development initiatives International team reviews and commits to the principles articulated in the Canadore College EDI Statement	College community	2022.2023 ongoing	Annual participation in the Canadian Bureau for International Education (CBIE) Conference	Ongoing
International	Organize and celebrate 6-10 cultural celebrations, virtually or in-person events each year.	Organization of virtual and in-person cultural events	College community	2022.2023	Ongoing with 2 celebrations actioned out to date	Ongoing
IT	Establish an Electronic Wayfinding Initiative including automated signage and enhanced accessibility features. Evaluate existing products Create map of campuses Pilot solution	Progressive milestone completion of project plan		2022.2023 ongoing	Internal map imported and anterior-posterior positioning plotted. Wireless infrastructure in place, pending signal strength analysis to complete fringe coverage. Selection process of development partner in progress	Ongoing

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
Marketing and Comms	Create and maintain a microsite for Canadore EDI. Publish regular EDI updates to microsite, blog, social media, and CRM Strive to ensure accessibility of all Canadore communications and virtual spaces. Effectively plan, commemorate, and communicate internationally recognized dates, initiatives and events that are relevant to equity-seeking groups.	Canadore's commitment to EDI is identifiable and is visible on website and in communications Students and employees know where to access EDI information and supports	International A&I	2022.2023 ongoing	Ongoing work with the IDEA specialist to create a microsite. This will be shared once ready. Access and Inclusion page was recently updated to reflect current services as well as relevant information and resources A&I Coordinator worked with Marketing to create social media campaigns for various awareness days (listed below)	Ongoing updates to modify the IDEA microsite
ODTM VPSiLS	Establish an Equity, Diversity, and Inclusion (EDI) Learning Commons including dedicated staff support to ensure student voice on EDI activities and augment Access and Inclusion activities.	EDI Specialist recruited to role EDI Learning Commons Space renovated, Office of EDI and Access and Inclusion co-located EDI framework advanced and mid-year scorecard completed Ensure College policies establish prompt, effective and confidential channels to address EDI concerns and complaints	A&I Facilities	2022.2023		IDEA Specialist position retained. Confirmed online portal, Advocate, will efficiently streamline EDI concerns and complaints to be managed by the IDEA Specialist
ODTM	Advertise, recruit EDI Specialist (full-time admin position) Target candidates from designated equity groups	Increase representativeness of workforce Successful onboarding of high caliber staff for existing vacancy		2022.2023	Completed.	Questions on inclusivity, diversity, and equity will be embedded in exit surveys to assist in capturing a comprehensive experience of the College environment.

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
ODTM	Establish baseline EDI training metrics by requesting Indigenous Cultural Safety training records (Walk A Mile + Biigiiweyan), Mental Health First Aid, Egale training sessions)	Records formatted and uploaded into Dayforce Learning so baseline reports may be run on “active employees/active supervisors” who hold various EDI related credentials	FPC CAELL	2022.2023	ODTM and CulturAlly co-designed an interactive eLearning module related to inclusive hiring practices delivered as a mandatory training for interviewers. Workshop sessions topics 2SLGBTQI Workplace Inclusion and Workplace Inclusion of Sexual and Gender Diversity	60% of interviewers were trained in inclusive hiring practices in 2024 Completion rate of at least one EDI training (2022-2025) – 97% Completion rate of all Canadore EDI Trainings (2022-2025) – 49%
ODTM	Review existing data sources and explore possible data sources to add (employment equity demographics/recruitment EDI measures)	Establish baseline EDI data so that appropriate goals may be set in the future.		2022.2023	Name Change Form available for staff in Dayforce	Enrolled in Federal Contractors Program and established an agreement to implement employment equity and establish appropriate goals for improvement.
Physical Resources	Allocate resources to improve and modernize the Canadore community experience through visual and physical enhancements that are culturally appropriate and accessible.	Project completion	Physical Resources IT Health and Safety Finance	2022.2023 ongoing	Ongoing	Ongoing
Faculty Of Aviation, Trades, and Technology	Support EDI initiatives within academic programs through research and programmatic activities	Promote Women in Technology and Trades Success Stories Promote EDI success stories of diverse graduates. Explore best practices for inclusivity in trades education.	CAELL	2026	Success stories of diverse graduates shared on Canadore communication platforms. Research projects underway that concentrate on the strategies for incorporating inclusivity in trades education.	Ongoing

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
School of Access, Language and Preparatory Studies	Course development of online GEDs in Indigenous studies Cultural Awareness GED from CiCan project to be developed for online delivery	At least one new GED focused on Indigenous studies is under development by Fall 2022 for a W23 launch date (addresses EDI initiative) Develop the Cultural Awareness GED for Winter 2023	FPC	2022.2023	In the process of securing two new Indigenous studies online GEDs for the Fall 2023 suite of offerings. The Cultural Awareness GED course had its first delivery in September 2022 to a cohort of exchange students. It is now set up to be delivered to future cohorts.	Ongoing
School of Health Science	Explore partnerships with domestic and Indigenous Education Institution partners for outreach community-based experiential learning opportunities (i.e., travelling/mobile dental hygiene chair). Plan for mobile chair cost in budget Construction with Trades department (travelling chair) Conduct site visits to establish potential work sites Establish agreements with community partner to meet need.	Approved capital in 2023 capital	Trades	2023.2024	On hold due to new placements found during COVID-19	Partnership initiated with Shingwauk Kinoomaage Gamig Institute in Sault Ste. Marie to develop PSW, RPN, and BScN programs. Indigenous partners are consulted on program quality assurance. Student learning outcomes include indicators such as evaluation of culturally-sensitive care. Application submitted to develop an Indigenous Genomics program.
School of Health Science	Develop partnership with First Nations Technical Institute (FNTI) at West Parry Sound (WPS) campus for Personal Support Worker program. Meet with FNTI to explore partner needs Establish agreement terms and conditions for contracted services, space and or equipment usage	Signed agreement Launch partnership Revenue through partner Number of people trained Partner satisfaction	Faculty WPS	2022.2023	Biigiweyan initiative in partnership with Nursing/FPC/etc	Ongoing

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
Student Experience and Success	Equity Diversity and Inclusion Awareness and Programming Increase awareness and understanding of EDI Increase participation in EDI events Support other departments who are hosting EDI activities Work with FPC to support events that align with Truth and Reconciliation Work with the international offer to support events that celebrate diverse cultures within our student body Participation in events, recreation, cultural etc., while encouraging students to step out of comfort zone. Assist with understanding the differences and bring awareness to the supports that are available to the student. Hosting events in partnership with local agencies to give students an opportunity to connect with others that have shared experiences in areas such as BIPOC and 2SLGBTQIA+	# of events to promote awareness and understanding of EDI # of PD opportunities offered through the A&I Maintaining and strengthening relationships/partnerships with community agencies Office of Access and Inclusion participation in provincial networking opportunities	SSS Marketing International FPC CSC Community Agencies and Networks Provincial Networks	2022-23 ongoing	20 awareness events planned and promoted per year (see A&I calendar) Hosted PD opportunities in collaboration with OutLoud North Bay - Tips on practicing 2SLGBTQ+ Allyship - Ways Educators Can Support Creating 2SLGBTQ+ Inclusive Spaces <i>Accessibility</i> Summer Transition Program for students with disabilities Launched Learning Strengths and Barriers pilot to help navigate students who are coming to Accessibility Services <i>General</i> Student Expo – open opportunity for underrepresented students to connect with campus services - First-Gen Info booth - International Transition, Retention, and Support Coordinator position commenced Monthly newsletters provided by A&I Supported FPC in awareness events - Moose Hide Campaign - National Indigenous Peoples' Day - MMW12S	Ongoing

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
Student Experience and Success	Launch of iSucceed. One stop for students to access EDI resources, workshops, and events Ability for various department staff to connect with students, book meetings, track notes Ability to develop baseline metrics and begin using that data to track student engagement and assess needs	iSucceed launched. Communication strategy developed. Workshops/Events scheduled through iSucceed (average 2+/month) Applicable staff actively using iSucceed to support engagement with students. Capture initial baseline metrics. Use baseline metrics to inform future programming	Marketing Student Success Access and Inclusion	2022-23	Soft launch of iSucceed, booking all SSS appointments except accommodation appointments through this platform Accommodate software implemented to manage accessible learning plans/student success plans (SSPs), book appointments with learning navigators, increase access for both the student and faculty to retrieve SSPs, assist with metrics and tracking of students with disabilities. Gender Identity Form in process of being created for iSucceed	1744 unique students engaged with iSucceed-adjacent programming 637 registrations for culturally specific programming 291 peer support registrations Data support investment in orientation-based outreach and early engagement The ability to track unique students, event types, and participation volume supports equity-informed planning, targeted outreach, and alignment with IDEA and Student Success strategies
Student Experience and Success	Review and support the streamlining of preferred name change process	Collaborated review of current process and opportunities for streamlining	A&I Registrar ODTM IT	2022.2023		Policy C-51 - Name Change Policy created to streamline preferred name change process 82 Name-Change requests over between 2024 and 2026

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
Student Experience and Success	Continue to encourage and support EDI related activities that the divisional staff have been participating in. The staff is encouraged and will continue to seek out opportunities for additional PD on EDI related topics that are relevant to their role and in general	Staff actively engaged in EDI related PD Staff actively support other staff across the college in EDI process, practices, and PD		2022.2023	Access and Inclusion (A&I) coordinator attended Ontario Native Education Counselling Association (ONECA) conference Membership on and active participation in Coordinating Committee on Accessibility Issues (CCA) PD attended by Student Success Technologists: • Creating Accessible Learning Documents • Using principles of Universal/Inclusive design when planning programming/workshops PD attended by Student Support staff • The EduCare Initiative (Youth in Care, intersectionality and overrepresentation of BIPOC and 2SLGBTQ+), • Championing compassionate language • EHN Canada Webinar: Fierce + Sober: Queer Inclusiveness in Treatment 8 Staff attend the Centre for Innovation in Campus Mental Health Virtual Conference that included multiple sessions re: supporting mental health in 2SLGBTQ+, Indigenous populations	Ongoing

INITIATING DEPARTMENT	OBJECTIVES	INDICATORS OF SUCCESS	CROSS-FUNCTIONAL AREAS	TIMELINE	UPDATES (2023)	UPDATES (2024/2025)
Admissions/ Registrar's Office	Digitary platform will allow Canadore to issue legally valid, verifiable digital academic records and credentials to our students through a trusted and secure platform. This allows the student to take over ownership and control of their own personal information, including gender change information, and to govern how, when and with whom their information is shared.	Implement a monthly streamlined graduation process by pre-identifying students that are confirmed to be completing their program requirements and eliminate the current manual task of hard copy release and digital sorting and securing documents. Determine how many students access records to change gender identity, reported benefit of doing so.	Finance International IT SSS	2022.2023	Completed	N/A
The Village	We are supporting all the outlined EDIs. We have a working group that is looking at creating accessible and inclusive spaces for older adults in the community. Our group includes community partners, and we are working to create a framework to promote this in the community.	Data collected through a registration process, outcome diaries with community partners and through surveys. Data will be shared via seasonal infographic. Infographic will be shared in April for winter.		2022.2023, 2023.2024, 2024.2025	Our working group for accessible and inclusive spaces for older adults is on hold until 2023 so that we can work on two other working groups including transportation and creating an online navigation of services for seniors. We do collect surveys from our seniors who attend programming and our students who support them. Please see a summary of the data for each since Jan 2022	The Village Collective Impact Project 2024 report was finalized and contains an indigenized relational framework for crafting goals, designing plan, and measuring key outcomes
The Village	Offer feedback mechanism for the collective voice of people on campus.	Feedback mechanism created to foster continuous improvement and change Village Project surveys developed and delivered at the end of the program or by season.			Ongoing. Project Report to be released in 2024	Feedback mechanisms include - Seasonal survey distribution that contains questions about inclusion and diversity - Seniors Advisory Group (SAGE) - Veterans working groups

Note: The EDI Action Plan will regularly review equity, diversity, and inclusion metrics, changing them as needed as the equity, diversity, and inclusion program matures and as business goals change.

References

Admissions - <https://www.canadorecollege.ca/support/admissions>

A&I Calendar - <https://multiculturalcalendar.com/ecal/index.php?s=c-canadore>

CAELL - <https://www.canadorecollege.ca/centre-of-academic-excellence-and-lifelong-learning>

Entrepreneurship Academy <https://www.canadorecollege.ca/entrepreneurship-academy>

iSucceed - <https://isucceed.canadorecollege.ca/students/registration/ProviderWho?returnURL=%2Fstudents>

Policy C-51 - [Name Change Policy & Form - 2024](#)

Research Centre - <https://www.canadorecollege.ca/research-centre/about-the-centre/equity--diversity--and-inclusion-in-research>

Student Council - <https://www.canadorecollege.ca/canadore-students-council/support/student-life-framework>

Sustainable Canadore - <https://www.canadorecollege.ca/sustainable-canadore>

The Village Collective Impact Project - www.canadorecollege.ca/the-village/seniors-project