

# Canadore 2026

Canadore College Strategic Plan



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## Introduction

Thank you for viewing Canadore College’s Strategic Plan, The Path to Canadore 2026.

The strategic plan is both directional and aspirational. And, as with all plans, it is fluid and evolving reflecting the dynamism of Canadore and the environment in which we operate. Guided by our Statement of Purpose and The 5 Pillars, our success is measured by our strategic results.

The strategic plan builds upon years of growth and success in providing world-class applied education, applied research, outreach and engagement benefiting North Bay, Parry Sound, the province of Ontario, our Nation, and people around the globe. Our path forward is positive. We can and will achieve more in the years ahead.

We will invest in our people to develop capacity, ensuring we successfully attain our collective objectives. We aspire to be the very best in all we do.

Since 1972 when we opened our doors as Canadore College of Applied Arts and Technology we have continued to strive to be the college of choice for connecting people, education and employment through applied learning, entrepreneurship, leadership, and innovation. Programs and services will continue to be driven by market and student demand meeting the needs of today and tomorrow.

Canadore’s differentiation is its ability to be nimble, focused, flexible, risk taking and, at times, unconventional, moving at the speed of its partners

to create unique learning and research opportunities for students and staff. These attributes will continue to serve the College well in a time of intense competition, changing demographics, rapidly evolving technology, challenges of transitioning to a green economy, restrained government funding, and increased expectations from government, industry and the communities we serve.

Reflecting the diversity of the global community, Canadore welcomes international students from more than 45 countries and our international reach is growing. Students bring a global perspective to the classroom and the campus, enriching the experience for all. Increasingly, our students and staff are learning and teaching abroad, creating unique experiences that help define Canadore.

We must continue to build a campus environment that is vibrant, welcoming, respectful, diverse and safe for all and one that supports individuals in conducting their best work. Diversity of ideas is a prerequisite for tackling the great challenges we face, and an inclusive and equitable campus culture for teaching, learning and leading is necessary to ensure that diversity of ideas is embraced.

We remain committed to the implementation of the Truth and Reconciliation Commission (TRC) recommendations that are relevant to post-secondary education, the principles of freedom of expression, the standards of equity, diversity and inclusion (EDI), and the execution of our Sustainable Development Goals.

We will invest in technology linked to academic programs, applied and commercial research, effective operations, comprehensive and seamless

student advising, and wholistic support for students’ physical, mental and emotional health and well-being. We will dedicate lifelong career support to our alumni who are our natural ambassadors and a testament to the Canadore experience.

Our applied programs, research, scholarship and entrepreneurial endeavours contribute to the creation of a strong, vibrant and globally competitive workforce, generating new applications of knowledge and increased learning opportunities for students and staff. These learnings empower individuals to address complex problems and lay the groundwork for future generations to tackle the challenges of tomorrow.

To continue to lead, we must aggressively pursue external resources and partnerships that give us the platforms necessary to develop solutions and create mutually beneficial opportunities. We will seek like-minded partners to expand our scope and our reach to support multidisciplinary approaches and forge new partnerships with the public and private sectors.

Our progress has been supported through careful institutional stewardship of resources, government funding, and entrepreneurial activities and by the generosity and support of community partners and alumni.

We thank all those who provided input to this strategic plan -- our students, staff, alumni, community members, business and industry, and our valued partners. Your ongoing support is needed as we make Great Things Happen Here.



GREAT THINGS HAPPEN HERE

# Statement of Purpose 2026

Canadore College is an institution of applied learning and research with a strong focus on experiential learning.

It will be the college of choice for connecting people, education and employment through applied learning, entrepreneurship, leadership, and innovation. Our programs and services will be driven by market demand to meet the needs of today and tomorrow.

Our goal is to be the leader in all we do.

Our objective is to expand our reach through diversification, market expansion and partnerships in a sustainable manner. We will bring value to our students, employers, partners and the communities we serve.

Our organizational success will be measured by the College's metrics and those of the government and our partners. As an academic institution student success will be our leading metric.

Creative, multi-disciplined approaches will be brought to opportunities as they are discovered or created by Canadore. We will challenge the status quo and we will not be bound by standard conventions.

Differentiation will be the key element to our success. Differentiating our student experience and program and service design and delivery will distinguish Canadore.

The 5 Pillars -- Student Success, Program and Service Excellence, Innovation and Entrepreneurship, Connection to Community, Financial and Environmental Sustainability -- guide our decision making and ensure the organization remains grounded in its fundamentals.

We remain committed to the implementation of the Truth and Reconciliation Commission recommendations that are relevant to post-secondary education, and the principles of freedom of expression, equity, diversity and inclusion. We will invest in our people to develop capacity to ensure we successfully attain our collective objectives.

Canadore College has committed to supporting the 17 sustainable development goals (SDGs) of the United Nations Sustainable Development Accord by considering the SDGs in research, campus operations, and curriculum development. The College has set a goal to become carbon neutral by 2031.

# Key Strategic Goals

Canadore College will:

1. Maintain our strong focus on student success, graduate employment, and lifelong support services to Alumni.
2. Invest in our people to develop capacity, ensuring we successfully attain our collective objectives.
3. Position Canadore as a solution provider for all levels of government and the broader public/private sector to increase commercial research.
4. Focus our energy to ensure responsiveness to the job market through the rapid evolution of programs, services and applied research and a strong focus on entrepreneurialism.
5. Expand our network of partners in the public and private sectors to facilitate learning and applied research pathways.
6. Operationalize the Northern Ontario Addiction Treatment Centre of Excellence (2023) and Long-Term Care Facilities (2025).
7. Enhance Canadore's IT platform.
8. Advance the development of microcredentials and 3-year degrees for domestic and international markets.
9. Create individual student success plans and extended learning/student life opportunities to all Canadore students, providing graduates with a competitive advantage.
10. Be a key stimulus and partner in the economic development of our region and province through strong community connections and partnerships.
11. Create or acquire one revenue generating business/project that contributes to the College's revenue diversification.
12. Lead in innovation, applied education, experiential learning, and entrepreneurship within our communities, province and abroad.
13. Strengthen our institutional partnerships (Indigenous partners, Stanford International College, corporate and private trainers) through collaboration, program development, reviews and quality assurance processes in a continuous improvement environment.
14. Continue to implement relevant TRC recommendations and EDI framework.
15. Invest in projects that reduce Canadore's carbon footprint and programs supporting the green economy to be carbon neutral by 2031.



# The 5 Pillars

These guiding pillars act as Canadore College's operations filter, ensuring the alignment of our decisions and actions. All that we do must align with the 5 Pillars in support of the College's strategic direction.



## Student Success

- ◀ Leadership in student success initiatives
- ◀ Diverse support mechanisms for our students
- ◀ Job-focused career preparation
- ◀ Lifelong connection to Canadore
- ◀ Connectivity with community support services, mentors and networks
- ◀ Global and cultural awareness
- ◀ Financial and technical literacy for all students
- ◀ Widely incorporating service-enabling technologies into our operations



## Program and Service Excellence

- ◀ Global approach
- ◀ Targeted high-demand programs and services driven by employers and students
- ◀ Adopt major-minor credentialing framework
- ◀ Connect to employers through active program advisory committees, collaborations and affinity partners
- ◀ Specialty training programs to meet client-specific needs
- ◀ Experiential learning across all full-time programs
- ◀ International programming leading to global connections and careers
- ◀ Maintain quality credentials to meet industry demand
- ◀ Partnerships with communities, employers, agencies, broader private and public sectors
- ◀ Creation of Collaboration & Innovation Enterprise Hubs, beginning with the Innovation Centre for Advanced Manufacturing and Prototyping (ICAMP) and The Village
- ◀ Expand applied research capacity



## Innovation and Entrepreneurship

- ◀ Indigenous partnerships that are solution-focused, develop capacity and support self-determination
- ◀ Mutual-value private and public sector partnerships
- ◀ Collaboration with the education sector partners of all levels – secondary schools, universities, colleges, polytechnics and private trainers
- ◀ Design and delivery of customized programs
- ◀ Recognition of experience, prior learning, and pathways creation
- ◀ Leveraging the wide use of technology, including artificial intelligence, in our programs and services
- ◀ Applied research in all schools supporting experiential learning
- ◀ Applied research based on industry needs/demands supporting economic growth



## Connection to Community

- ◀ Committed to regional and provincial economic development
- ◀ Supporting the social development of our students and communities
- ◀ Strengthen and enhance educational partnerships domestically and internationally with public and private sectors
- ◀ Create entrepreneurial enterprises and collaborative hubs that support and reinforce our communities
- ◀ Engagement with our alumni on- and off-campus
- ◀ Sustain and enrich robust program advisory committees (PACs) that reflect the industries and communities that employ Canadore graduates



## Sustainability (fiscal and environmental)

- ◀ Diversify funding sources domestically and internationally
- ◀ Fiscally responsible in our approach
- ◀ Assume an entrepreneurial view in all we do with defined acceptable levels of risk
- ◀ Actively seek international education opportunities and projects to expand our revenue sources and enhance the learning experience for students and employees
- ◀ Plan and execute with effectiveness and efficiency in every aspect of our organization
- ◀ Build institutional productivity and capacity (human and fiscal) by being innovative, skilled and confident in taking measured risks



**STUDENTS + ALUMNI = \$402.5 MILLION**  
to the Nipissing Parry Sound Service Area economy



Approximately **3,200 STUDENTS** relocated to the Nipissing Parry Sound Service Area **TO ATTEND** Canadore



**DAILY OPERATIONS + SPENDING OF OUT-OF-REGION + RETAINED STUDENTS =**  
Approximately **\$69 MILLION** of **ADDED INCOME** for Nipissing Parry Sound Service Area



Out-of-region and regionally-retained students accounted for **\$48.9 MILLION** in spending in the Nipissing Parry Sound Service Area, generating **\$12.7 MILLION** in new income



**CANADORE ALUMNI** working in the region generated **\$321.2.8 MILLION** in **ADDED INCOME** through their **HIGHER EARNINGS** and the **INCREASED PRODUCTIVITY** of their **EMPLOYERS**

**SOLUTIONS-FOCUSED**  
**COMMUNITY-CENTRIC**  
**ADAPTIVE** CHALLENGE DELIBERATE  
PROGRESSIVE **DIGITAL** INVESTMENT  
**WELCOMING** REVOLUTIONARY  
PARTNER EXCELLENCE  
**CANADA** INCUBATOR  
STUDENT-CENTRIC CONTEMPORARY  
**RELATIONSHIP**  
RELEVANT  
APPLIED RESEARCH  
**SUSTAINABLE**  
**FORWARD-THINKING**  
GROWING  
STUDENT-CENTRED  
PROFESSIONAL  
**LEVERAGING**  
PARRY SOUND  
SUPPORTIVE INDUSTRY  
**CANADORE**  
**COMMUNITY**  
RESOURCeful EDUCATORS  
INTERNATIONAL  
PROGRESSIVE  
**QUALITY**  
OUT OF THE BOX  
TRANSFORMATIVE  
**EFFICIENT**  
DEDICATED  
RETURN ON INVESTMENT  
CHANGING  
**APPLIED**  
RE-IMAGINE  
**RESPONSIVE**  
NORTH BAY  
ENTREPRENEURIAL  
PROPEL  
**INCLUSIVE**  
ELEVATE  
REDEFINE  
**CONNECTED**  
INSPIRING  
GENUINE  
**EXPERIENTIAL**  
**SUCCESS**  
TRUSTWORTHY  
**RESILIENT**



**ADDED INCOME**  
is equal to approximately **9.1%** of the gross regional product



For every dollar students **INVEST** in Canadore, they will receive a **CUMULATIVE \$6.90** in **HIGHER FUTURE EARNINGS** over the course of their working careers



Taxpayers in Ontario will receive **\$1.5 BILLION** in added income and **\$18.6 MILLION** in social savings related to **REDUCED CRIME, LOWER UNEMPLOYMENT AND IMPROVED HEALTH**



**PROVINCIAL TAXPAYERS** will receive a **RATE OF RETURN** of **62.8%** on their **INVESTMENT** in Canadore



**SUPPORTED 5,282 JOBS** in the Nipissing Parry Sound Service Area **ECONOMY**

## Strategic Enablers

During the strategic planning process, several enablers were identified. Some are unique to Canadore while others require continued development. Each of them is critical to our future.

- ◀ Our employees: skills, knowledge, innovation and commitment.
- ◀ Our commitment to applied research.
- ◀ Our ability to recruit and retain new talent.
- ◀ Our investment in personnel to support teaching and service excellence through professional development.
- ◀ Moving at market speed will be a key element in our differentiation and, ultimately, our success.
- ◀ Our dedication to student success: commit to assisting each student reach their individual potential in a culturally-safe environment; every motivated student who engages with us in a learning partnership deserves access to success at Canadore College.
- ◀ Our connection to business and industry.
- ◀ Our commitment to provide credential laddering for our students ranging from certificates to diplomas to degrees at Canadore and beyond.
- ◀ Our promise to embrace technology to improve the lives of our students and employees.
- ◀ Our pledge to the communities we serve to be active and engaged partners in the economic development of the region and province.
- ◀ Our commitment to differentiate the Canadore graduate through experiential learning and unique student experiences.
- ◀ Our assurance to pursue international education opportunities and projects reflecting the 21st century marketplace and diverse multicultural society.

The College looks forward to the future which is filled with opportunity and promise. We are confident that GREAT THINGS will continue to HAPPEN HERE at Canadore College.



# Truth and Reconciliation

We commit to implementing the Truth and Reconciliation Commission of Canada’s calls to action applicable to Canadore College through the actions and efforts of our employees, partners and communities.

Led by its First Peoples’ Centre, Canadore College will continue to prioritize its Indigenous education, support, and outreach programs. These programs are based in Indigenous educational practices and draw on the rich languages, histories, and cultures of Indigenous communities and learners.

Canadore College will formally recognize all learning leading to approved credentials that are within our mandate. We will actively pursue and participate in the preservation of Indigenous languages in our teaching and learning within our resources and capacity, and recognize individuals’ right to self-determination in education.

Canadore College will continue to recruit the very best employees with academic, industry and relevant cultural experience to continuously improve the learning environment. We will respect and honour Treaty relationships.

We will proactively seek new and mutually beneficial partnerships with education institutes and Indigenous communities to create opportunities for our students and employees.



# EDI

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.

Canadore College implemented its Equity, Diversity and Inclusion Action Plan for 2022-2023 to guide the ongoing process of identifying and removing systemic barriers and biases to ensure all individuals have equal opportunity to access and benefit from the program.

To read Canadore’s Equity, Diversity and Inclusion Action Plan visit, [canadorecollege.ca/inclusion-diversity-equity-and-accessibility/strategy](https://canadorecollege.ca/inclusion-diversity-equity-and-accessibility/strategy)



## SDGs

Canadore College has committed to embed the United Nations' 17 sustainable development goals (SDGs) into everything we do.

As a signatory to The SDG Accord, the College joins post-secondary institutions around the globe to advance the SDGs in education, research, leadership, operations, administration, and engagement activities.

This commitment plays a central role in the College's sustainability plan which will focus on four broad areas: operations; people; collaboration and community outreach; and research and curriculum development. The plan builds a living framework to establish a more sustainable Canadore and to support our partners to build a more sustainable community. It aims to face today's challenges head on and embrace future challenges as an opportunity to learn, evolve, and create solutions through collaboration, innovation, and applied research.

We envision a Canadore that is carbon neutral by 2031, that embeds the SDGs into its core, promotes well-being through thoughtful action, and educates to inspire the leaders of tomorrow.



## Canadore Metrics

Our success will be measured by the following:

- ◀ unique student and staff experiences
- ◀ platform expansion
- ◀ graduation rates, retention rates, employment rates
- ◀ alumni connection, support, and engagement
- ◀ professional development investment levels and attainment
- ◀ research projects and investment returns
- ◀ increased share of government envelope funding
- ◀ partnership numbers
- ◀ revenue generated; grants received
- ◀ special initiatives engagement by the College and broader community
- ◀ # of new programs launched/modified
- ◀ # of research projects initiated
- ◀ successful entrepreneurship ventures
- ◀ donation levels
- ◀ government grants
- ◀ return on investment
- ◀ applied learning opportunities created and maintained
- ◀ leverage creation
- ◀ service provider
- ◀ client satisfaction levels
- ◀ degrees developed and assessed
- ◀ enrolment levels
- ◀ unique learning loops to promote continued learning
- ◀ PAC compositions
- ◀ revisioning of ICAMP, Concept Development Lab, and applied research
- ◀ accompanying institutional metrics (develop new and existing)
- ◀ quality assurance results
- ◀ student and research pathways
- ◀ program developments
- ◀ social responsibility
- ◀ milestones achieved
- ◀ carbon neutral by 2031
- ◀ enhanced learning opportunities for students and staff
- ◀ cost savings; carbon credits

Provincial metrics:  
Strategic Mandate Agreement (SMA3)

To read Canadore's 2020-2025  
Strategic Mandate Agreement, visit  
[canadorecollege.ca/downloads](http://canadorecollege.ca/downloads) or scan QR code



## What WE Stand For

Our vision is to build upon our resolute focus on student success.

Canadore will accelerate the evolution of our programs and services to ensure that we are the destination of choice for experiential learning and a unique student experience that meets the needs of the 21st century workplace.

**WE** will not be bound by standard convention.

**WE** will be entrepreneurial and innovative.

**WE** will reflect the society we are building together.

**WE** value our relationship with Canada's First Peoples and we will continue to foster these relationships anchored in mutually-beneficial partnership, transparency, capacity building and self-determination.

**WE** will continue to transform to meet the needs of employers.

**WE** will remain strongly connected to the communities we serve and act as a catalyst for economic development.

**WE** will continue to internationalize Canadore domestically and across borders.

**WE** will transform within the context of our vision and financial capacity by taking manageable risks.

**WE** will enhance our strong foundation of student success, program and service excellence, innovation and entrepreneurship, connection to community and sustainability.

**WE** will advance the SDGs in education, research, leadership, operations, administration, and engagement activities.

**WE** will continue to foster a positive, inclusive, and accepting campus community that empowers, values, supports, and promotes accountability, equity, equality, human rights, respect, justice, and safety.

*Most importantly, Canadore College recognizes that*

**WE** cannot achieve our goals without the support of our communities, partners, industry and the government.

**WE** are confident about our future as we begin the next 50 years of making **GREAT THINGS HAPPEN HERE** and we thank you for your ongoing support as we create positive change.





### OUR FOCUS

- Student success
- Program and service excellence
- Connection to community
- Sustainability
- Innovation and entrepreneurship

**\$402.5**

### MILLION ANNUALLY

regional impact = **9.1%** of the gross regional product



Approximately **60,000 ALUMNI** WORKING AROUND THE GLOBE and over 1,000 graduates each year

**80+**

### FULL-TIME QUALITY PROGRAMS

certificates, diplomas, degrees, and microcredentials with outstanding faculty and student services



**\$300,000** through the **ENTREPRENEURSHIP ACADEMY'S INNOVATION FUND** to initiate and support innovation and entrepreneurship projects across Northern Ontario



**PARTNER** to 6 of the 9 Indigenous Institutes in Ontario



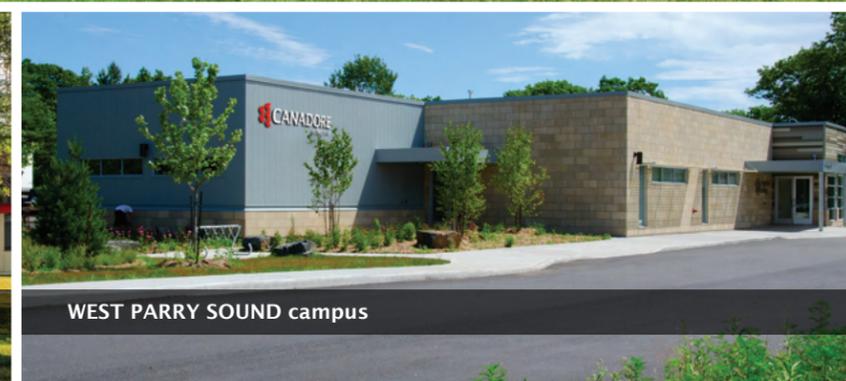
COLLEGE DRIVE campus



AVIATION TECHNOLOGY campus



COMMERCE COURT campus



WEST PARRY SOUND campus

**6,000**

Approximate **STUDENT POPULATION** each year from all over the world, representing more than **400 COMMUNITIES**



Indigenous students make up **15%** of Canadore's student population



**6,000+** Indigenous Alumni



Access to **EVOLVING TECHNOLOGIES**



over **150,000** sq. ft. of premium skilled trades **LAB TRAINING SPACE**



**17,000** sq. ft. hangar filled to capacity with fixed and rotary wing aircraft



**5,500** sq. ft. post production centre



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