College of New Caledonia

Board of Governors

AGENDA

REGULAR MEETING OF THE COLLEGE BOARD

Friday, November 20, 2026
1:30pm - 3:00pm
Executive Boardroom

Page

1. CALL TO ORDER

The College of New Caledonia acknowledges that the Prince George campus is located on the unceded territory of the Lheidli T'enneh First Nation. We are grateful for the opportunity to contribute to the community on Lheidli Keyoh and neighboring territories, and with understanding and respect, we aspire to be positive contributors towards truth and reconciliation.

a) **Board Member Disclosure of any actual, potential or perceived conflicts of interest in accordance with procedures set out in the Board's Code of Conduct.**

2. APPROVAL OF CONSENT AGENDA

4 - 7 a) **MOTION: MOVE THAT** the Consent Agenda be approved as presented. The Consent Agenda includes DRAFT minutes of the September 25, 2026 Regular Meeting of the Board.

3. ADOPTION OF AGENDA

a) **MOTION: MOVE THAT** the agenda be adopted as presented.

4. REPORTS

a) President's Report - C. Heitman, President & CEO

8 - 11 b) Education Council Report - Candis Johnson, Chair, Education Council

Recommendations from **October 13, 2026 Education Council:**
MOTION: MOVE THAT INDS 180 new course proposal be approved as presented.

Recommendations from **November 10, 2026 Education Council:**
MOTION: MOVE THAT ECCL 190, ECCL 195, ECCL 199 course updates proposal be approved as presented.

c) Yinka Dene Council Report - Tanya Dunning, Education Coordinator, Lheidli T'enneh

5. BOARD COMMITTEES

5.1. Board Executive

12 i.

5.2. Finance and Audit Committee

13 i.

14 - 15 ii. Tuition and Mandatory Fee Increase for the 2027/28 Fiscal Year - T. Szerencsi

MOTION: MOVE THAT the College Board approves a increase on domestic tuition and mandatory fees for courses or programs starting August 1, 2027 or later to the maximum amount permitted under the provincial tuition limit policy.

16 - 23 iii. October 2026 Financials - T. Szerencsi, Vice President Finance and Corporate Services

24 - 32 iv. 2027-28 Budget Development Documents - T. Szerencsi

MOTION: MOVE THAT the College Board approves the 2027-28 budget development documents as presented.

5.3. HR Committee - No Report

5.4. Governance Committee - No Report

6. INFORMATION / DISCUSSION ITEMS

a) Strategic Plan 2026/2031 Implementation - Cindy Heitman, President & CEO

7. ADJOURNMENT

a) **MOTION TO:** Adjourn Meeting

Minutes

CNC Board of Governors Regular Meeting
Friday, September 25, 2026

Board Member Attendance:

B. Boswell - Regrets	D. Nnane	*C. Heitman, President*
B. Campbell	S. Rock	*C. Johnson, Interim Chair, EdCo*
K. Dharmani	R. Saxena	*J. Hess, Board Secretary*
J. Harrington	D. Schroeter - Regrets	
F. Khan	L. Scott	
T. Lewis - Regrets	J. Vasily, Chair	

Administrator Attendance:

S. Deol, Interim Associate Vice President, Students
J. King, Vice President Indigenization
B. McKay, Vice President Academic
S. Szerencsi, Vice President Finance & Corporate Services

DRAFT

1. CALL TO ORDER: 1:02pm

The College of New Caledonia acknowledges that the Prince George campus is located on the unceded territory of the Lheidli T'enneh First Nation. We are grateful for the opportunity to contribute to the community on Lheidli Keyoh and neighboring territories, and with understanding and respect, we aspire to be positive contributors towards truth and reconciliation.

Welcome and introduction of newly appointed board member Jennifer Harrington, and Candis Johnson, Interim Chair of Education Council. J. Vasily shared that in addition to the new members, L. Scott and T. Lewis have had their appointments extended.

Board member disclosure of any actual, potential or perceived conflicts of interest in accordance with procedures set out in the Board's Code of Conduct. **No conflicts.**

2. APPROVAL OF CONSENT AGENDA

MOTION: MOVED THAT the Consent Agenda be approved. The Consent Agenda includes the draft minutes of the May 28, 2026 and the June 30, 2026 Special meeting of the Board be approved as presented.

Scott/Saxena **Carried**

3. ADOPTION OF AGENDA

MOTION: MOVED THAT the agenda be approved as presented.

Harrington/Campbell **Carried**

4. PRESENTATION: BUILDING THE WORKFORCE FOR TOMORROW: WHAT INDUSTRY NEEDS AND HOW CNC WILL RESPOND.

Vice President Academic McKay presented an overview of the BC Labour Market, Provincial job trends, and high-demand careers in northern BC. He highlighted CNC's response to these through program reviews and enhancements, partnerships with post-secondary institutions and First Nations communities, healthcare workforce training initiatives, and funding opportunities through WorkBC, SkilledTradesBC, and CNC's Prior Learning Assessment and Recognition and Youth Initiatives programs. CNC will continue to work towards expanding industry and Indigenous partnerships and pursue grant funding to support workforce development and market-aligned training in northern BC.

5. REPORTS

a) CNC International Plan Progress Update

Interim Associate Vice President Students, S. Deol, reported that the International Education Strategic Plan was implemented during a period of significant change driven by federal immigration policy reforms. Despite these challenges, CNC made meaningful progress across all four strategic priorities: marketing, recruitment and enrolment planning; delivering an integrated and inclusive student experience; fostering a vibrant and diverse learning environment; and building collaborative partnerships. Moving forward, the College will continue to align its internationalization efforts with provincial legislative requirements while ensuring international students receive high-quality supports, services, and learning experiences that promote academic achievement and career success.

5.1 President's Report

President Heitman's report provided an update on the September 2026 start-up, including Student Orientation on September 8, program enrolment capacities, strategic plan implementation, and Truth and Reconciliation Week activities. She also highlighted CNC's active participation in the Northern Post-Secondary Collaboration and noted upcoming visits from representatives of Colleges and Institutes Canada (CICan) and SkilledTradesBC. In addition, she shared recent media coverage featuring the College and outlined several upcoming events involving CNC and the communities it serves.

5.2 Education Council Report

Recommendations from August 18, 2026 Education Council.

- Civil Engineering Technology
- Civil Engineering Technician
- Natural Resources Forestry Technician
- Information Technology & Networking
- Practical Nurse

MOTION: MOVE THAT the Civil Engineering Technology and the Civil Engineering Technician proposals be approved as with the implementation date amended to Fall 2027.

DRAFT

Dharmani/Campbell **Carried**

MOTION: MOVE THAT the proposed Natural Resources Forestry Technician and Information Technology & Networking graduation requirements Proposals be approved as with the implementation date amended to Fall 2027.

Scott/Dharmani **Carried**

MOTION: MOVE THAT the Practical Nurse Ministry updates proposal be approved as presented.

Scott/Rock **Carried**

Recommendations from September 15, 2026 Education Council:

On September 15, 2026, Education Council reviewed the following proposals and provided its advice. The proposals were brought forward to the Board for consideration and approval.

- FINE 105,106,108 Course Revision Proposal with an implementation date of Fall 2027.
- NRFT 103 Proposal with an implementation date of Fall 2026.
- MATH 045 Proposal with an implementation date of Fall 2027.
- MATH 050 Proposal with an implementation date of Fall 2027.
- Social Service Worker Certificate Proposal with an implementation date of Fall 2027.
- Social Service Worker UT Diploma Proposal with an implementation date of Fall 2027.
- Bookkeeping & Accounting Associate Certificate Program Proposal with an implementation date of Fall 2027.

Available to speak to these items:
Candis Johnson, Education Council Interim Chair

MOTION: MOVE THAT the Board of Governors, having considered the advice of Education Council, approve the following course and program proposals, as presented, within the Board's authority under the College and Institute Act.

Harrington/Nnane **Carried**

6. YINKA DENE COUNCIL REPORT

No report – the next meeting of the Yinka Dene Council is scheduled for November 5, 2026.

7. BOARD COMMITTEES

7.1 Board Executive Committee

Committee Chair, J. Vasily reported on the meeting held on September 9, 2026.

7.2 Board Governance Committee

Committee Chair D. Schroeter was unable to attend, and therefore Board Chair J. Vasily reported on the meeting held on September 10, 2026.

7.3 Board Human Resources Committee

No meeting took place, therefore there was no report presented. The next meeting of this committee is scheduled for November 12, 2026.

7.4 Finance & Audit Committee

i. Committee Chair B. Campbell reported on the meeting held September 11, 2026.

ii. Vice President Finance & Corporate Services, T. Szerencsi reviewed the 2025-2026 Investment report.

iii. Vice President Finance & Corporate Services, T. Szerencsi presented the August 2026 Financial Statements.

8. INFORMATION/DISCUSSION ITEMS

8.1 Board Calendar

The next meeting of the Board of Governors will take place: Friday, November 20, 2026.

9. ADJOURNMENT

MOTION: MOVE TO adjourn meeting.

Khan/Nnane

Meeting Adjourned at 2:34pm.

DRAFT

J. Vasily, Chair
November 20, 2026

Jennifer Hess, Board Secretary
November 20, 2026

Program Proposal Rationale Summary
October 13, 2026

INDS 180 Introduction to Allied Health

The proposed new dual credit course, INDS180 Introduction to Allied Health, arises from a Ministry-funded initiative designed to increase awareness of and interest in allied health professions where learner engagement has historically been limited. The course responds to growing interest in healthcare careers and increasing workforce demand within the healthcare sector by providing students with early exposure to allied health professions. Many students are familiar with careers such as nursing and medicine but have limited awareness of Allied Health professions that support patient care and healthcare delivery. This course introduces students to these careers while providing foundational healthcare knowledge and skills.

Through a combination of foundational knowledge, interactive learning activities, and exploration of real-world applications, students will gain insight into the critical role allied health professionals play within the healthcare system while building awareness of future educational and career opportunities. The course fills an important gap in introductory healthcare education by offering students early exposure to medical terminology, anatomy, healthcare communication, and interdisciplinary collaboration. Students will develop confidence in understanding and using medical language through the study of word parts, abbreviations, acronyms, spelling, and pronunciation. Foundational anatomy concepts, including body systems, anatomical position, directional terms, and body planes, will support students in understanding healthcare communication and clinical contexts.

In addition to technical knowledge, the course emphasizes cultural safety, respectful care, and teamwork within healthcare settings. This reflects current healthcare practices and prepares students to work effectively within diverse and collaborative environments.

Introduction to Allied Health is designed to support students exploring future studies or careers in healthcare while also strengthening health literacy and communication skills that are valuable across many fields. Overall, the course provides an accessible and practical introduction to allied health professions and helps students make informed decisions about future educational and career opportunities.

College of New Caledonia
CNC

(Public Session – For Information)

TO: College Board **DATE: October 13, 2026**

RE: Education Council's Advice to the Board – October 13, 2026

On October 13th the Education Council reviewed and approved the following curriculum and/or policy content and is in support of the Board approving the following proposal(s).

The Education Council Supports:

INDS 180 New Course Proposal THAT the Proposal be ***APPROVED*** as presented.

Available to speak to these items:
Candis Johnson, Education Council Interim Chair

Respectfully submitted,

Candis Johnson, Education Council Interim Chair
/ks

Program Proposal Rationale Summary
November 10, 2026

Proposal: ECCL 190, ECCL 195, ECCL 199

As part of an ongoing review of course delivery, scheduling, and workload allocation, opportunities were identified to better align course hours with registry requirements and established workload frameworks. The proposed revisions involve a redistribution of practicum hours across ECCL 190, ECCL 195, and ECCL 199 to ensure the program reflects the required **425 practicum hours** outlined in the ECCL registry. The current course structure provides **408 practicum hours.**

These revisions will improve consistency in the allocation of instructional hours, more accurately reflect course delivery requirements, and support effective scheduling and resource planning. The changes do not affect course learning outcomes, content, assessment methods, or program requirements and are intended solely to ensure alignment with institutional expectations while maintaining the integrity and quality of the student learning experience.

Following consultation with the Office of the Registrar and review of multiple student progression scenarios, it was determined that the current credit values will remain unchanged. While the credits do not align perfectly with the institutional credit calculator, changing them would create significant complexity for students progressing through different versions of the program and would require ongoing manual adjustments to graduation audits.

Course	Old Practicum Hours	Existing Course Credits	New Practicum Hours	Seminar Hours	Total Course Hours	New Course Credits
ECCL 190	120	3	152	8	160	3
ECCL 195	168	4	120	12	132	4
ECCL 199	120	3	153	8	161	3
Total	408	10	425			10

College of New Caledonia
CNC

(Public Session – For Information)

TO: College Board **DATE: November 10, 2026**

RE: Education Council's Advice to the Board – November 10, 2026

On November 10, 2026, the Education Council reviewed and approved the following curriculum and/or policy content and is in support of the Board approving the following proposal(s).

The Education Council Supports:

ECCL 190, ECCL 195, ECCL 199 Course Updates Proposal THAT the Proposal be ***APPROVED*** as presented.

Available to speak to these items:
Candis Johnson, Education Council Interim Chair

Respectfully submitted,

Candis Johnson, Education Council Chair
/ks

Board Executive Committee Meeting Notes

November 4, 2026 Meeting

Committee Members
Judy Vasily, Board Chair
Ben Campbell, Finance & Audit Committee Chair
Tom Lewis, HR Committee Chair
David Schroeter, Vice Chair & Governance Committee Chair **- Regrets**
Cindy Heitman, President Ex-Officio
Jennifer Hess, Recording Secretary

The meeting was called to order by Committee Chair Judy Vasily at 4:04pm and was followed by a land acknowledgement.

The agendas for the November 20, 2626 Board meetings were reviewed and endorsed with minor changes.

The agenda for the upcoming November 12, 2026 Board HR Committee meeting was discussed.

Meeting ajourned at 4:56pm.

Board Finance & Audit Committee Meeting Notes

November 9, 2026

Committee Members
Ben Campbell, Chair
Judy Vasily, Board Chair
Furqana Khan - **Regrets**
Ravi Saxena
Cindy Heitman, President - Ex Officio
Tara Szerencsi, VP Finance & Corporate Services – Support
Christina Kahl, Director, Financial Services – Support - **Regrets**
Jennifer Hess, Recording Secretary

The meeting was called to order by Committee Chair Ben Campbell at 2:02pm and was followed by a land acknowledgement.

B. Campbell and T. Szerencsi provided information on the evaluation process for the appointment of the auditor for the College. A lead proponent has been identified, and the procurement process will conclude soon.

The Committee also discussed the 2027/28 budget development document and 2027/28 tuition and mandatory fees. Both items are recommended for Board approval by the committee.

The Committee received and discussed the October 2026 year-to-date financial report.

T. Szerencsi provided information and updates related to CNC's business operations, including CNC's Enterprise Risk Management (ERM) Policy & Procedures, which will be presented for approval at the February 2027 Board meeting. The CNC Board Finance and Audit Committee **endorsed** the ERM policy and procedures to move forward to the next meeting of the Board's Governance committee in advance of the February 2027 Board meeting.

Meeting adjourned at 3:04pm.

College of New Caledonia
CNC

FOR DECISION X
FOR INFORMATION__
Date: November 20, 2026

Subject: **Tuition and Mandatory Fees Increase for the 2027/28 Fiscal Year**

Recommendation:

THAT the College Board approves an increase on domestic tuition and mandatory fees for courses or programs starting August 1, 2027, or later to the maximum amount permitted under the provincial tuition limit policy.

Background:

1. Non-mandatory fees and fees collected on behalf of the CNC Students' Union are excluded from the Ministry of Post-Secondary Education & Future Skill's (PSFS) policy and are not included in the recommendation.

2. Domestic Tuition and Mandatory Fees
   PSFS requires that BC post-secondary institutions restrict domestic tuition and mandatory fee increases to the rate of inflation as provided by the Ministry through their Tuition Limit Policy. The maximum limit is currently 2% for domestic students.

   In 2001, the College Board adopted the principle that CNC would position itself to be at the average tuition fee rate for two-year BC colleges. In 2005, the Provincial Government implemented the tuition limit policy and has maintained an annual tuition cap since then. At this time, CNC tuition is still well below the average and continues to remain among the lowest tuition fees in the province as illustrated on the PSFS's Cost and Return Investment of Post-Secondary Education web page.

   The recommendation is for the maximum increase permitted under the provincial Tuition Limit Policy on tuition and mandatory fees for domestic students effective August 1, 2027.

3. International Tuition and Mandatory Fees
   Unlike domestic fees, PSFS does not set a cap for international student fees and leaves the decision to individual institutions. CNC has the fourth lowest international tuition fees compared to ten other BC Colleges. The current rate for CNC is at the lower end of the scale compared to provincial counterparts.

   At the Board's regular meeting on September 26, 2024, the Board approved a 4% increase for international tuition and mandatory fees for the 2025/26 year as well as for each of the two successive years, 2026/27 and 2027/28. The additional years were proposed to provide stability for students and afford them a greater ability to plan and budget for achieving their

educational goals. This decision was intended to be revisited annually and to not result in a rate higher than 4% for currently enrolled students between 2025/26 and 2027/28. Considering budget pressures, and the principle that international students are not subsidized by the provincial operating and must cover the full cost of their education, no changes are proposed to the previous decision.

The College will maintain the 4% increase on tuition and mandatory fees for international students effective August 1, 2027, as was previously approved by the Board at the September 26, 2024, regular meeting.

Recent adjustments to CNC international tuition and mandatory fees are as follows:

2023/24 = 4% All International Students (effective August 1, 2023)
2024/25 = 4% All International Students (effective August 1, 2024)
2025/26 = 4% All International Students (effective August 1, 2025)
2026/27 = 4% All International Students (effective August 1, 2026)
2027/28 = 4% All International Students (effective August 1, 2027)

The table below is a compilation of how CNC compares with peer institutions. The following data was collected by Student Services to illustrate comparisons with other BC colleges.

BC Colleges International Tuition Fees – Arts Program 2024/25 to 2025/26 (Full-time, 1-year/30 credits)		
Institution	**2025/26**	**2026/27**
Langara College	$19,911	$19,911
Douglas College	$19,875	$21,206
Vancouver Community College	$18,949	$19,716
Okanagan College	$17,771	$24,878
Camosun College	$16,761	$17,567
College of the Rockies	$15,652	$17,831
North Island College	$15,352	$17,592
College of New Caledonia	$14,686	$15,274
Coast Mountain College	$13,637	$18,055
Selkirk College	$13,566	$14,572
Northern Lights College	$12,915	$13,560

Available to speak to this item:

Tara Szerencsi, Vice President Finance & Corporate Services
Stephanie Deol, Associate Vice President Students

College of New Caledonia
Financial Statements
for the month October 31, 2026

	2026/27 Annual Budget	2026/27 Actual	Available Budget Amount	Available Budget Percentage	Prior Year Actual
Revenue					
Government Grants (Ministry and Trades)	$ 53,406,968	$ 31,170,773	$ 22,236,195	41.6	$ 29,728,412
Ministry of Post-Sec/Future Skills (Capital)	260,000	150,000	110,000	42.3	65,000
Government Grants (Ministry and Trades)	$ 53,666,968	$ 31,320,773	$ 22,346,195	41.6	$ 29,793,412
Ancillary Services	2,777,841	1,409,083	1,368,758	49.3	1,441,016
Amortization of Deferred Capital Grants	5,353,536	3,289,063	2,064,473	38.6	3,037,980
Tuition	13,905,046	7,279,009	6,626,037	47.7	10,807,969
Specific Projects	658,000	1,162,532	(504,532)	(77)	2,492,244
Other	7,099,594	3,456,044	3,643,549	51.3	3,578,725
Total Revenue	83,460,985	47,916,504	35,544,480	42.6	51,151,346
Expenses					
Instruction	$ 42,379,009	$ 22,396,317	$ 19,982,692	47.2	$ 25,216,014
Student and Institutional Support	26,188,619	14,468,508	11,720,111	44.8	15,757,354
Facilities Operations, Maintenance & Infrastructure	6,001,414	3,719,446	2,281,968	38.0	3,575,806
Amortization	5,690,091	3,485,387	2,204,704	38.7	3,234,304
Ancillary Services	2,543,852	1,172,408	1,371,444	53.9	1,326,014
Specific Projects	658,000	1,079,283	(421,283)	(64.0)	1,628,579
Total Expenses	83,460,985	46,321,348	37,139,637	44.5	50,738,070
Excess (deficiency) of revenue over expenses before endowment	$ -	$ 1,595,156	$ (1,595,157)		$ 413,276
Endowment Donations	-	139,260			45,684
Annual surplus/(deficit)	-	1,734,415			458,959
Accumulated surplus, beginning of year	23,811,324	23,811,324			21,611,831
Accumulated surplus, end of year	**$ 23,811,324**	**$ 25,545,739**			**$ 22,070,790**
Accumulated remeasurement gain/(loss)	-	1,989,471			1,527,455
Restated Accumulated surplus	**$ 23,811,324**	**$ 27,535,210**			**$ 23,598,245**

College of New Caledonia
Financial Statements
for the month October 31, 2026

OPERATING FUND - REVENUE

	2026/27 Annual Budget	2026/27 Actual	Available Budget Amount	Available Budget Percentage	Prior Year Actual
Regular Programs					
Grants					
Ministry of Post-Sec/Future Skills - Base	$ 46,070,415	$ 27,199,249	$ 18,871,166	41.0	$ 26,348,610
Ministry of Post-Sec/Future Skills - Leases	155,268	91,413	63,855	41.1	91,413
Ministry of Post-Sec/Future Skills - Additional	2,865,259	981,202	1,884,057	65.8	620,973
Other Grants/Partnerships	-	1,500	(1,500)	n/a	17,500
Skilled Trades British Columbia	4,316,026	2,502,543	1,813,483	42.0	2,234,642
	53,406,968	30,775,907	22,631,061	42.4	29,313,138
Tuition					
International					
Health Science & Human Services	416,220	256,807	159,413	38.3	521,363
Technologies, Applied Arts & Trades	908,200	342,620	565,580	62.3	781,885
University Transfer, Access and Business	4,375,470	2,509,595	1,865,875	42.6	4,950,262
Post Credential	69,460	62,581	6,879	9.9	544,686
Health Science & Human Services	3,710,977	1,872,151	1,838,826	49.6	1,805,646
Technologies, Applied Arts & Trades	2,370,662	1,248,578	1,122,084	47.3	1,064,159
University Transfer, Access and Business	1,407,875	548,518	859,357	61.0	614,509
	13,258,864	6,840,851	6,418,013	48.4	10,282,510
Other					
Dental Clinic	20,000	7,838	12,163	60.8	9,095
Interest	800,000	510,564	289,436	36.2	561,504
Materials Fee	458,766	199,777	258,990	56.5	193,377
Development/Service Fee	417,000	234,036	182,964	43.9	307,174
Registration/Application Fee	367,515	271,107	96,408	26.2	228,541
Rentals	74,080	42,479	31,601	42.7	38,354
Learning Commons	3,500	939	2,561	73.2	1,843
Student Services	43,710	23,373	20,337	46.5	26,213
Sundry	394,836	166,767	228,069	57.8	165,352
Sundry - International Education	235,000	134,602	100,398	42.7	235,411
Technology Fee	160,000	82,606	77,394	48.4	108,251
	2,974,407	1,674,086	1,300,321	43.7	1,875,116
Total Regular Programs	69,640,239	39,290,844	30,349,395	43.6	41,470,763
Special and Temporary Programs					
Operating Grant/ITA	-	166,412	(166,412)	n/a	237,312
Tuition	646,182	438,158	208,024	32.2	525,459
Other	4,125,186	1,781,959	2,343,227	56.8	1,703,609
Total Special and Temporary Programs	4,771,368	2,386,528	2,384,840	50.0	2,466,380
Total Operating Fund Revenue	$ 74,411,607	$ 41,677,372	$ 32,734,235	44.0	$ 43,937,144
Total Operating Fund Expense	74,309,042	40,243,926	34,255,812	46.1	44,420,592
Operating Fund Surplus/(Deficit)	**$ 102,565**	**$ 1,433,446**	**$ 66,990,047**		**$ (483,448)**

College of New Caledonia
Financial Statements
for the month October 31, 2026

Expenses Summary	2026/27 Annual Budget	2026/27 Actual	Available Budget Amount	Available Budget Percentage	Prior Year Actual
Instruction					
Base	$ 37,478,992	$ 19,917,970	$ 17,561,022	46.9	$ 22,014,746
Cost Recovery	4,427,505	2,137,793	2,289,712	51.7	2,033,952
International Ed	472,512	340,553	131,959	27.9	1,167,316
Total Instruction	$ 42,379,009	$ 22,396,317	$ 19,982,692	47.2	$ 25,216,014
Student and Support					
Operating	$ 25,844,756	$ 14,172,206	$ 11,672,550	45.2	$ 15,573,554
Cost Recovery	343,863	296,302	47,561	13.8	183,800
Total Student and Institutional Support	$ 26,188,619	$ 14,468,508	$ 11,720,111	44.8	$ 15,757,354
Facilities Operations, Maintenance & Infrastructure					
Facilities Operations, Maintenance & Infrastructure	$ 5,741,414	$ 3,379,101	$ 2,362,313	41.1	$ 3,447,224
Capital Fund - Infrastructure	5,950,091	3,825,731	2,124,360	35.7	3,362,886
	$ 11,691,505	$ 7,204,832	$ 4,486,673	38.4	$ 6,810,110

College of New Caledonia
Financial Statements
for the month October 31, 2026

OPERATING FUND - EXPENSE	2026/27	2026/27	Available Budget		Prior Year
Regular Programs	Annual Budget	Actual	Amount	Percentage	Actual
Instructional					
Prince George					
Health Sciences & Human Services	11,658,391	5,861,177	5,797,214	49.7	5,788,882
Technologies, Applied Arts & Trades	9,337,879	5,087,826	4,250,053	45.5	5,245,765
University Transfer, Access and Business Studies	7,938,205	4,346,739	3,591,466	45.2	5,939,721
Post Credential Programs	196,526	157,207	39,319	20.0	463,708
Student Support Services	1,146,550	563,677	582,873	50.8	539,645
Teaching & Learning	1,329,313	740,725	588,588	44.3	897,951
Vice President Academic	1,535,238	1,134,888	400,350	26.1	1,307,746
Sub-total Prince George	33,142,102	17,892,239	15,249,863	46.0	20,183,417
Fort St James	157,441	3,068	154,373	98.1	36,125
Lakes District	427,486	155,681	271,805	63.6	79,025
Mackenzie	619,066	300,047	319,019	51.5	285,188
Nechako	553,920	366,392	187,528	33.9	262,794
Quesnel	3,424,961	1,620,062	1,804,899	52.7	2,102,168
Valemount	12,500	12,500	-	-	12,500
Total Instructional	38,337,476	20,349,990	17,987,486	46.9	22,961,217
Support					
Communication and Advancement	409,862	244,275	165,587	40.4	181,081
Facilities	5,741,414	3,379,101	2,362,313	41.1	3,447,224
Financial Services	1,658,136	908,647	749,489	45.2	1,013,785
Human Resources	2,223,945	1,845,179	378,766	17.0	2,804,327
Information Technology Services	5,080,101	3,388,916	1,691,185	33.3	3,168,051
International	93,846	63,669	30,177	32.2	398,584
Marketing and Events	1,414,153	658,060	756,093	53.5	593,002
Policy, Planning & Strategy	1,984,051	1,126,519	857,532	43.2	1,234,464
President's Office & College Board	1,131,322	534,179	597,143	52.8	549,087
Procurement	543,711	309,809	233,902	43.0	289,175
Learning Commons	1,319,161	751,981	567,180	43.0	771,678
Safety & Security	990,487	634,033	356,454	36.0	727,796
Student Services/Office of the Registrar	5,781,377	3,084,706	2,696,671	46.6	3,200,195
Transportation & Vehicles	48,254	56,239	(7,985)	(16.5)	5,670
VP Finance & Corporate Services	540,332	237,518	302,814	42.8	666,883
VP Indigenization & EDIB Office	706,903	339,903	367,000	55.1	261,029
VP Student Affairs	666,498	183,272	483,226	72.5	226,827
Total Support	30,333,553	17,746,005	12,587,548	41.5	19,538,858
Development/Contingency Reserve	1,343,506	-	1,343,506	100.0	-
Recovery of Overhead	(476,861)	(286,165)	-	-	(297,236)
Total Regular Programs	69,537,674	37,809,830	31,918,540	46	42,202,839
Total Special & Temporary Programs	4,771,368	2,434,096	2,337,272	49.0	2,217,752
Total Operating Fund Expenses	**$ 74,309,042**	**$ 40,243,926**	**$ 34,255,812**	**46.1**	**$ 44,420,592**

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OPERATING FUND **Special and Temporary Programs**	2026/27 Annual Budget	2026/27 Actual	Available Budget Actual	Percentage	Prior Year Actual
Prince George					
Revenue	$ 1,163,702	$ 755,939	$ 407,763	35.0	$ 833,446
Expenses	1,163,702	719,195	444,507	38.2	611,761
Surplus/(Deficit)	$ -	$ 36,743	$ (36,743)		$ 221,685
Applied Research					
Revenue	$ -	$ 101,420	$ (101,420)	n/a	$ -
Expenses	-	101,420	$ (101,420)	-	101,420
Surplus/(Deficit)	$ -	$ -	$ -		$ (101,420)
Fort St James					
Revenue	$ 466,810	$ 14,176	$ 452,634	97.0	$ 62,335
Expenses	466,810	42,648	424,162	90.9	131,376
Surplus/(Deficit)	$ -	$ (28,472)	$ 28,472		$ (69,040)
Nechako					
Revenue	$ 648,157	$ 503,877	$ 144,280	22.3	$ 297,517
Expenses	648,157	456,879	191,278	29.5	298,054
Surplus/(Deficit)	$ -	$ 46,999	$ (46,999)		$ (537)
Lakes District					
Revenue	$ 638,100	$ 168,034	$ 470,066	73.7	$ 228,502
Expenses	638,100	223,778	414,322	64.9	234,159
Surplus/(Deficit)	$ -	$ (55,744)	$ 55,744		$ (5,657)
Mackenzie					
Revenue	$ 1,009,552	$ 359,804	$ 649,748	64.4	$ 578,281
Expenses	1,009,552	414,069	595,483	59.0	450,133
Surplus/(Deficit)	$ -	$ (54,266)	$ 54,266		$ 128,148
Quesnel					
Revenue	$ 845,047	$ 483,278	$ 361,769	42.8	$ 466,300
Expenses	845,047	476,106	368,941	43.7	390,850
Surplus/(Deficit)	$ -	$ 7,172	$ (7,172)		$ 75,449
Special Programs - Surplus/(Deficit)	**$ -**	**$ (47,567)**	**$ (47,567)**		**$ 248,628**

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ANCILLARY FUNDS

	2026/27 Annual Budget	2026/27 Actual	Available Budget Actual	Available Budget Percentage	Prior Year Actual
College Bookstore					
Revenue					
Sales	$ 1,098,000	$ 656,942	$ 441,058	40.2	$ 711,631
Less: Cost of Sales	816,473	491,393	325,080	39.8	529,169
Net Revenue	281,527	165,549	(115,978)	(41.2)	182,462
Less: Expenses	252,379	144,045	108,334	42.9	162,917
Surplus/(Deficit)	$ 29,148	$ 21,504	$ (7,644)		$ 19,546
Cost of sales percent	74.40%	74.80%			74.36%
Printing					
Revenue					
Sales	$ 65,000	$ 34,852	$ 30,148	46.4	$ 37,180
Less: Cost of Sales	22,471	18,994	3,477	15.5	12,853
Net Revenue	42,529	15,858	(26,671)	(62.7)	24,327
Less: Expenses	30,094	15,259	14,835	49.3	45,418
Surplus/ (Deficit)	$ 12,435	$ 598	$ (11,837)		$ (21,092)
Cost of sales percent	34.60%	54.50%			34.57%
Food Services					
Revenue					
Sales	$ 777,514	$ 307,486	$ 470,028	60.5	$ 300,759
Less: Cost of Sales	391,556	147,747	243,809	62.3	155,823
Net Revenue	385,958	159,739	(226,219)	(58.6)	144,936
Less: Expenses	385,958	136,070	249,888	64.7	165,482
Surplus/(Deficit)	$ -	$ 23,669	$ 23,669		$ (20,546)
Cost of sales percent	50.40%	48.05%			51.81%

Prior Year Cost of Sales is based on actual at March 31 inventory
Current Year Cost of Sales is based on actual cost

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ANCILLARY FUNDS (CONT'D)

	2026/27 Annual Budget	2026/27 Actual	Available Budget Actual	Available Budget Percentage	Prior Year Actual
Student Housing					
Revenue					
Rentals/Sales	$ 533,127	$ 255,950	$ 277,177	52.0	$ 285,275
Less: Operating Expense	399,961	165,831	234,130	58.5	237,181
Surplus/(Deficit)	$ 133,166	$ 90,119	$ (43,047)		$ 48,094
Parking					
Revenue					
Rentals/Sales	$ 304,200	$ 153,853	$ 150,347	49.4	$ 106,171
Less: Operating Expense	244,960	53,069	191,891	78.3	17,171
Surplus/(Deficit)	$ 59,240	$ 100,784	$ 342,238		$ 89,000
Net Surplus/(Deficit) Ancillary Funds	**$ 233,990**	**$ 236,675**	**$ 2,685**		**$ 115,002**

CAPITAL FUND

	2026/27 Annual Budget	2026/27 Actual	Available Budget Actual	Available Budget Percentage	Prior Year Actual
Revenue					
Ministry of Post-Sec/Future Skills	$ 260,000	$ 150,000	$ 110,000	42.3	$ 65,000
Amortization of Grants	5,353,536	3,289,063	2,064,473	38.6	3,037,980
	5,613,536	3,439,063	2,174,473	38.7	3,102,980
Expenses					
Expenses - Other	260,000	340,344	(80,344)	(30.9)	128,582
Expenses - Amortization	5,690,091	3,485,387	2,204,704	38.7	3,234,304
	5,950,091	3,825,731	2,124,360	35.7	3,362,886
Interfund transfer for Student Residence payment		-			
Interfund transfer for Capital Expenditures	-	-	-	-	
Surplus/(Deficit)	**$ (336,555)**	**$ (386,668)**	**$ (50,113)**		**$ (259,906)**

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SPECIFIC PROJECTS FUND	Scholarships/ Bursaries	Endowment Fund	Emergency Student Loans	Youth in Care	Research Forest	TOTAL
Revenue						
Ministry Grants	$ 46,900	$ -	$ -	$ 181,554	$ -	$ 228,454
Donations	92,145	139,260	-	-	-	231,405
Interest	-	83,078	-	-	10,276	93,354
Other	-	286,427	-	-	690,606	977,033
	139,045	508,765	-	181,554	700,882	1,530,246
Expenses						
Scholarships/Bursaries	139,045	51,425	-	181,554	-	$ 372,024
Other	-	6,378	-	-	700,882	707,259
	139,045	57,803	-	181,554	700,882	1,079,283
Net Revenue/(Expense)	**$ -**	**$ 450,962**	**$ -**	**$ -**	**$ -**	**$ 450,962**

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2027/28 Budget Development Timeline

DATE	EVENT / MILESTONE
July 22, 2026	Version 1 (Preliminary) Status Quo 2027/28 Budget circulated for review by Budget Officers/ Managers
September 25	College Board Meeting Status update (preliminary 26/27 Forecast and 27/28 Budget)
October 6	Version 2 Budget Packages complete
October 7 – 23	Budget team to prepare 2026/27 Budget Review/Forecast and review with Budget Officers for accuracy and completeness
October 30	2026/27 Budget Review/Forecast completed by Finance
October 2026 – March 2027	Internal communications and engagement regarding preliminary 2027/28 budget decisions and any potential program/service impacts
October 2026 – March 2027	If required, layoff meetings held and/or notices issued
November 20	College Board Meeting • Status Report (26/27 Forecast and 27/28 Budget) • Approve Budget Timeline, Budget Assumptions, Guiding Principles/Decision-making Considerations
December	Executive Budget Meetings to review budgets with Budget Officers
December 21 – January 1	Holiday Period
January 29, 2027	• Update Draft of 2027/28 Budget (Version 3)

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February 25	College Board Meeting • Review progress on the 2027/28 Budget • Status report on 2026/27 yearend • Update on any significant changes from the fall forecast through February
February or March	Provincial 2027/28 Budget tabled in BC Legislature
March 5	Penultimate Draft of 2027/28 College Budget completed
Mid-March	Final 2027/28 Budget completed
April 22	College Board Meeting • 2027/28 Budget Approval • Status update on preparation of draft 2026/27 financial statements

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College of New Caledonia

2027/28 BUDGET ASSUMPTIONS

1. General

The 2027/28 budget proposals will be compiled initially on the basis that, with the exception of the changes listed below, the College will continue student recruitment and enrolment strategies, and maintain existing programs, operations and staffing levels while ensuring new and existing government mandates are met. In the event that the budget cannot be balanced on this basis the College will look for ways to maximize the utilization of College resources within the constraints of legislation, financial accountability and collective agreements. Specific strategies, actions and areas will be identified whereby costs can be reduced and/or revenues increased so as to bring the budget into balance. Grant and tuition fee assumptions may be revised when further information is received.

2. Government Grants

2.1 The 2027/28 block operating grant allocation is not yet available; therefore, it will be projected using 2026/27 grant allocation as outlined in the July 28, 2026 final budget letter, less any one-time special funding and including current Sustainable Services funding and known increases for additional ongoing programs. This amount is $46,395,264.

2.2 Other grants and subsidies for special projects received during the 2026/27 fiscal year from various government and external sources will not be repeated; however, to the extent that such special projects remain incomplete at March 31, 2027, applicable revenue and expenses will be deferred. If other special grants become available, associated expenses will commence to coincide with the term of the grant.

2.3 Grants for leases will be adjusted to take account of any increases in the applicable rents.

2.4 Funding for Apprenticeship, Foundation Level Trades Training and other programs received through Skilled Trades BC will be not less than the base year in the Skilled Trades BC Training Plan.

3. Tuition Fees

3.1 Fees received before March 31, 2027 and relating to tuition and courses to be delivered after that date will be deferred in accordance with normal accounting practices.

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3.2 In January 2027, an assessment will be made of the estimated enrolments for the 2027/28 Academic Year for each program using the actual figures for 2026/27 as a base.

3.3 Tuition and mandatory fees will be calculated within any government mandates.

4. Other Revenue

4.1 Fees for other activities and services will be assessed in the fall of 2026 and recommendations will be made on rates and volumes. In the interim, such revenues will be left at the 2026/27 Budget amounts.

4.2 Interest on short-term surplus funds will be calculated in January 2027 using the BC Central Deposit Program rate based on the estimated average level of such funds.

4.3 Total costs to students will be reviewed; mitigation options for cost increases will be considered.

5. Special and Temporary Programs

5.1 The revenue and expenses applicable to contracts and other programs, which commence prior to March 31, 2027 and continue thereafter, will be deferred, estimated or otherwise assessed and included in the 2027/28 Budget in accordance with normal accounting practices.

5.2 All departments will continue to develop contracts and educational services that support the College's mandate.

5.3 The International Education department will continue to develop and increase student opportunities and contracts without negatively impacting the College operating budget.

5.4 During December 2026, departments will estimate likely activity for 2027/28 based on the business done in the previous year, negotiations then in progress, and their assessment of other likely opportunities.

5.5 The anticipated contribution to general College overhead on cost recovery activities will remain consistent.

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6. Expenditures (Regular base funded operations)

6.1 Cost Centre expenses will generally be included on a "status quo" basis compared to the 2026/27 Budget, although may be reallocated within individual budget areas to reflect activity and cost pressures. Potential increases that are due to unavoidable contractual or other obligations will be included, the most important of which are indicated below.

6.2 Salaries will be included and/or adjusted for the following:

(a) the salary scales in the Collective Agreement with CUPE Local 4951, which expired on June 30, 2025;
(b) the salary scales in the Collective Agreement with the CNC Faculty Association, which expired March 31, 2025;
(c) step increases on the appropriate date for staff not yet at the top of their applicable scale;
(d) additional professional development and vacation for part-time faculty who become "non-regular" or are “regularized”;
(e) annualization of new positions, if any, commenced during the previous year;
(f) reclassifications, reassessed and corrected step placements, where applicable;
(g) ongoing effect of lay-offs, retirements and resignations occurring during the previous year;
(h) educational, unpaid, sick and LTD leaves of absence - returning and departing;
(i) errors and omissions from the previous budget, if any;
(j) timing changes, transfers between departments and reallocations within departments provided this does not result in cost increases;

6.3 Benefit costs (which exclude leaves of absence) will remain at an average cost of 25.00% of salaries for full-time faculty and 21.75% for all other employees. This will be reassessed in January 2027 to take any further information into account and will be updated at that time if necessary.

6.4 Non-salary costs will be adjusted if there is a confirmed commitment (e.g. rents) or cost change for essential activities, services or supplies.

6.5 There will be no general increase to recognize the effects of inflation (this will be the thirty-seventh successive year). Anticipated budget overruns for 2026/27 will not be perpetuated unless such overruns were due to unavoidable contractual or other obligations, which continue into 2027/28.

6.7 The costs of new or special projects, programs, courses, sections, if any, that commence before March 31, 2027, will be continued up to their termination date only. In many cases, these will have been specially funded.

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2027-28 Budget Development
Guiding Principles and Decision-Making Considerations

This document is intended to provide guidance throughout the budget development process to those who manage College budgets, and those who make decisions about budget allocation. Decisions will be made with the best information available at the time, and in the best interest of the College and its learners.

A. Guiding Principles

1. Budget decisions must be aligned to the College's Strategic Plan 2026-2031 and supporting documents such as the Academic Plan, the Indigenous Education Plan, the International Strategic Plan, and the Strategic Enrolment Plan. Decisions must also align with items identified in the BC government's mandate letter to the College, the Truth and Reconciliation Commission of Canada's Calls to Action, (TRC) and the United Nations Declaration on the Rights of Indigenous Peoples (DRIPPA). Please refer to the attached Appendix for links to each of the plans and documents.

2. In making decisions for 2027/28, we must also look ahead to future years. We will not postpone taking steps to mitigate and reduce a projected budget deficit this year, and therefore compound the size of next year's potential financial problem.

3. In making decisions to reduce our expenditures, we will apply to the extent possible the "Budget Decision-making Considerations" outlined later in this document.

4. Validated data for the previous fiscal year provided by Institutional Research, Financial Services, and Human Resources will be used as the foundation for evidence-informed decision-making.

5. In general, College decisions to undertake new and additional programs and services will be undertaken with business cases outlining the full rationale, and which are based on expectations that funding/revenues will balance the full (direct and indirect) costs associated with providing the new program or service.

6. We will achieve a balanced operating budget, except under extraordinary circumstances where we will take steps to mitigate a potential deficit. If expenditure reductions are required, we will attempt to limit the impact on students and on College employees. In order to maintain the quality of programs and services, any required budget reductions will be targeted rather than proportionally balanced across the entire College.

7. Individual budget officers will understand their current budgets and identify areas to recommend for reallocation. Creativity and innovation in developing efficiencies and the ability to self-fund initiatives will be encouraged where possible.

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8. The College will maintain a comprehensive range of programming which includes course offerings in each of the following major categories: academic; career/technical; vocational; and developmental education. While maintaining a comprehensive range, we will recognize that not all programs will be offered on an ongoing basis. Some programs will be offered on a rotating basis or will have a planned life expectancy to meet demands.

9. Operational support requirements will be assessed and realigned to meet changing needs and demands. Strategic reallocation of resources in response to community needs and changes in student demand may provide opportunities to introduce new programs and services. Alternative methods of delivering services and sharing costs with other Colleges will be considered as cost-saving measures.

B. Decision-making Considerations

The following factors will be considered collectively in assessing potential budget decisions:

1. Need for Programs and Services
    - For instructional programs, need must be demonstrated through recent student enrolments and outcomes, labour market demand, government priority, or other similar rationale and metrics.
        - Is the recent and/or projected enrolment trend positive (up), stable, or negative (down)?
    - For services, need must be demonstrated through recent levels of actual student utilization of the service or a similar metric.
    - What preparations do we need to make for future programs and services?
    - Do the requirements of TRC and/or DRIPPA need to be considered in the analysis?

2. Cost-effectiveness and Cost Benefit
    - What is the total cost per student enrolled or student utilizing the service?
    - What is the total cost of the program or service?
    - How does the total cost of the program compare relative to any projected budget shortfall?
    - What is the impact of international students on the total cost of the program or service?
    - Are recent student outcomes positive? Are they meeting the needs of the labour market and/or receiving institutions?

3. Impacts on the College community
    - What is the impact on students?
    - What is the impact on employees?

4. Alternate Availability
    - Is the program available to students through avenues other than at CNC (e.g. at other institutions, via online/distance education, or through other community service providers)?

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5. Program and Service Outcomes

    - To what extent is the program or service achieving important student outcomes (employment, credential completion, transfer, other)?

6. Alignment to Provincial Post-Secondary Goals

    - To what extent is the program meeting an identified educational need leading to employment or further education in North Central BC?

7. Impact on Community

    - To what extent is the program meeting the needs of community employers?

8. Interdependencies

    - Are other CNC programs and services heavily dependent on the program/service in question?
    - Are other external institutions and agencies heavily dependent on the post-secondary educational program in question?

9. College Mandate Focus for Programs and Services

    - We will focus on our educational mandate for the development and delivery of programs and services, whether base funded or cost recovery.

10. Future Delivery Potential

    - If a program or service is suspended or reduced, what would be the key factors that either facilitate or inhibit it being restarted in the future?

11. Relationship Consequences

    - What extent would a decision to suspend the program or service have on political or community relations?

12. Total Net Impact on Budget

    - What is the total net impact on budget over the next three years?

13. Risk Management

    - Various levels of risk and uncertainty will be considered when evaluating major decisions.

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C. Appendix

1. The College's Strategic Plan 2026-2031
   https://cnc.bc.ca/docs/default-source/about/initiatives-reports/strategic-plan/strategic-plan.pdf?sfvrsn=a0f8d282_21

2. The Academic Plan
   https://cnc.bc.ca/about/initiatives/academic-plan

3. The Indigenous Education Plan
   https://cnc.bc.ca/about/initiatives/indigenous-education-plan

4. The International Strategic Plan
   https://cnc.bc.ca/about/initiatives/international-strategic-plan

5. The Strategic Enrolment Plan
   https://cnc.bc.ca/docs/default-source/default-document-library/sep-plan.pdf

6. The BC Government's Mandate Letter to the College
   https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/mandate-letters

7. The Truth and Reconciliation Commission of Canada's Calls to Action (TRC)
   https://nctr.ca/about/history-of-the-trc/trc-website/

8. The United Nations Declaration on the Rights of Indigenous Peoples (DRIPPA)
   https://social.desa.un.org/issues/indigenous-peoples/united-nations-declaration-on-the-rights-of-indigenous-peoples

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