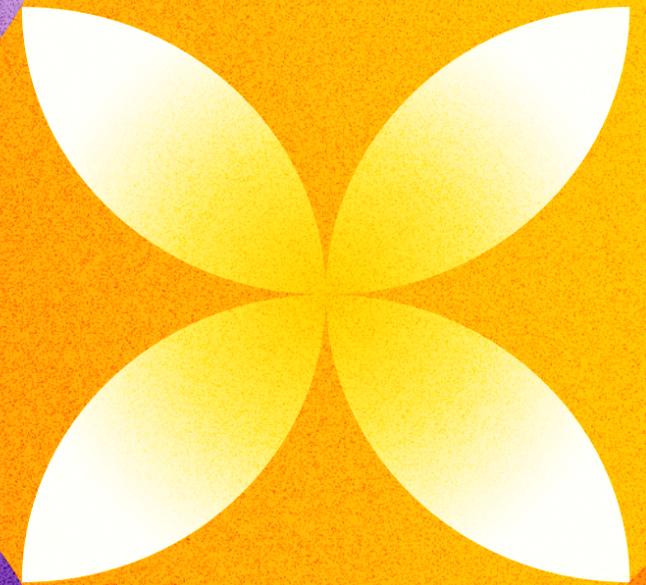
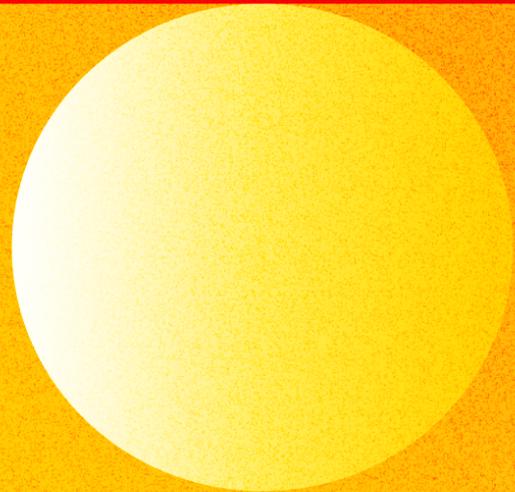


WE ARE WHO WE INCLUDE

FUTURE-READY / STRATEGIC PLAN





LAND ACKNOWLEDGEMENT

We acknowledge that we are on Treaty 6 territory, and Métis Districts 9 and 10. These are the traditional territories of the Cree, Dene, Stoney Nakoda, Nakota Sioux, and Anishinaabe. This land is also home to Inuit communities. It has been the crossroads and gathering place for Indigenous Peoples for time immemorial. NorQuest College is dedicated to ensuring that the spirit of the treaties is honoured and respected.





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MESSAGE FROM THE BOARD CHAIR AND PRESIDENT

NorQuest 2030 was built on purpose and ambition—and in just a few short years, that clarity of mission delivered powerful results. Since the plan’s publication in 2021, we surpassed key targets ahead of schedule, strengthened and grew our academic partnerships, and demonstrated the economic imperative of inclusive, accessible education.

That success began with a strategy shaped by unprecedented global circumstances. It was a time that required us to prioritize quick responses, constant adaptation, and a relentless focus on immediate needs for a rapidly growing student body.

Now, headwinds are shifting. Evolving economic conditions, rapid technological change, and new pressures on the labour market require a strategy with even greater focus, clarity, and momentum. That is why we have refreshed NorQuest 2030 for the new landscape; not to change our direction, but to hone it.

NorQuest College is a formidable catalyst for regional growth. We anchor the Downtown Education District and drive urban vibrancy. And we fuel key frontline industries with skilled workers. In fact, 97% of NorQuest graduates build their lives and careers here in Alberta. That means our students’ success is Alberta’s success.

This refreshed plan, published in March 2026, reflects these unique strengths while challenging us to dream beyond them.

Our five focus areas remain constant, but the priority initiatives have evolved in exciting and timely ways. The updated plan outlines the ways NorQuest will ensure a future-ready workforce, support growth and operational excellence through technology, expand academic transferability, and drive the skills development, innovation, and labour capacity Alberta needs now.

The plan calls on us to invest strategically, operate with discipline, and deliver meaningful impact for learners, who remain central to our core purpose of transforming lives through education.

NorQuest College has never been more essential to Alberta’s economic future, and to the workers who will advance it. With a refreshed NorQuest 2030 plan, we are ready to meet this moment with purpose, agility, and confidence.

ROB HERON
Chair, Board of Governors

CAROLYN CAMPBELL
President and CEO, NorQuest College

We are your community college: intentionally inclusive, industry-aligned, and relentless about student success.

To know NorQuest is to understand that “We Are Who We Include” is not a slogan; it is a future-ready strategic advantage. Inclusion fuels innovation, resilience, and productivity. By meeting students where they are, we make participation in economic growth accessible while strengthening Alberta’s talent pipeline.

NorQuest is foundational to Alberta’s labour market. We deliver workforce-relevant education with unmatched momentum, helping students move into new career paths quickly, confidently, and with purpose. Their success is what gets us excited to come to campus each morning.

And as the world of work evolves, so too does our programming.

We are equipping learners not just for today’s jobs but for tomorrow’s labour market. We do this through workforce-ready programs with work-integrated learning, clear pathways to further education, digital

literacy, and future skills embedded across our offerings. Our students learn to leverage new technologies, think critically, and respond quickly to change, which are skills Alberta employers increasingly demand. NorQuest students are welcomed into an environment marked by opportunity, mental-health support, and the tools required for lifelong resilience.

NorQuest connects diverse groups of people to help solve some of society’s most challenging problems. We focus on student success not as an abstract ideal but through measurable results: credentials earned, skills mastered, jobs secured, and economic impact delivered.

NorQuest graduates are trusted by employers across Alberta’s essential frontline industries because our programs are built in close alignment with market needs. We design education with employers and for employers—never losing sight of the students at the heart of it all.

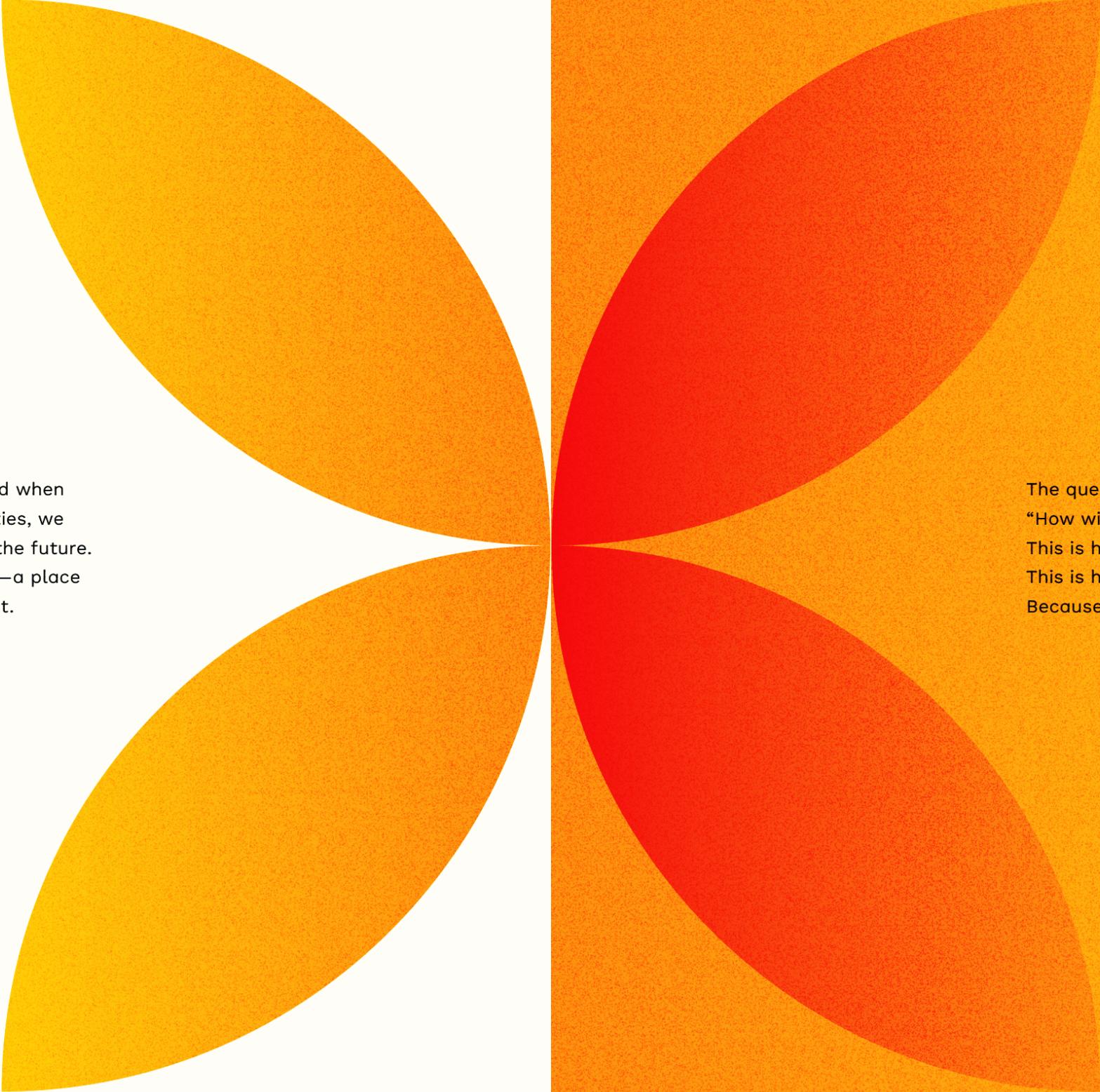
Every year, our Indigenous Career Centre supports Indigenous job-seekers with résumé development, interview preparation, short-term training, and facilitating meaningful employer connections. Across the college, our commitment to Indigenization—grounded in respect for Indigenous learners and land-

based knowledge—informs how we design education and contribute to reconciliation. We create clear, accessible paths from entry-level credentials to university transfer programs, and from work-integrated learning to full-time employment. Led by rigorous strategy, we are shortening the distance between potential and opportunity, helping students acquire an education that delivers meaningful outcomes. Together, we connect learning to employment, educational inclusion to economic participation, and skilled talent to Alberta’s frontline workforce.

This is how NorQuest College powers possibility for students, for employers, and for Alberta.

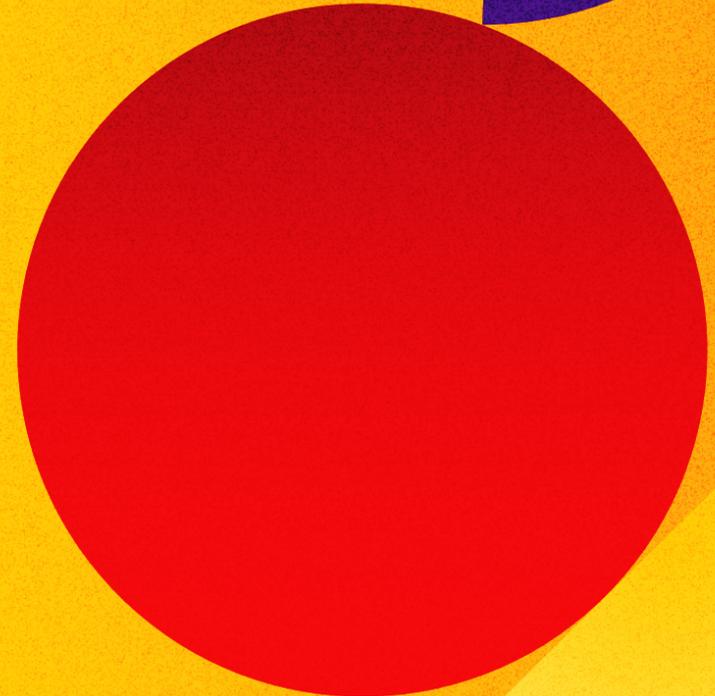
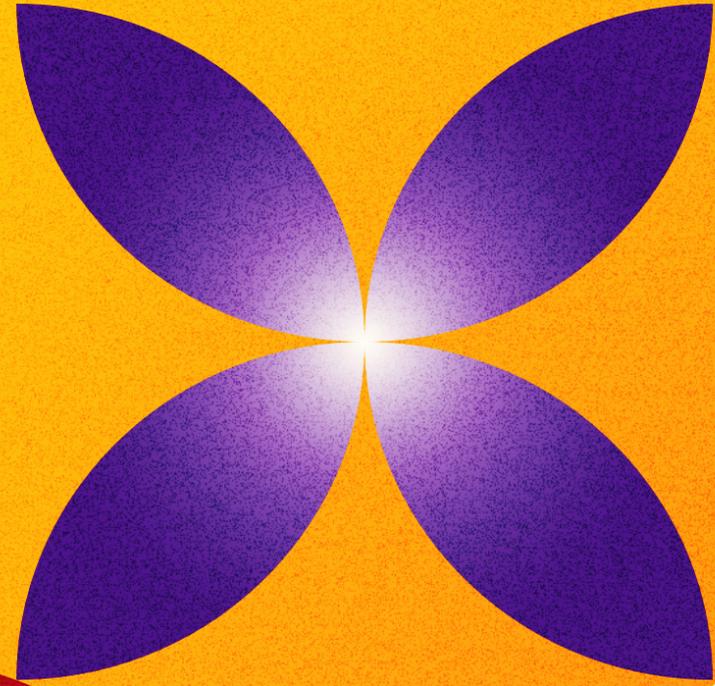
Belong here. Succeed anywhere.





At NorQuest, we transform lives. And when we do that, we transform communities, we transform the world, we transform the future. We create a true global community—a place of belonging—right here at NorQuest.

The question we ask in everything we do is, “How will this change lives for the better?” This is how we unlock opportunity. This is how we turn inclusion into impact. Because the future belongs to everyone.



- LEAD FROM WHERE YOU ARE
- WE > THEY
- BE COMPASSIONATE
- BE DEPENDABLE
- FIND WAYS FORWARD
- HAVE HONEST CONVERSATIONS
- WORK AT PLAY & PLAY AT WORK
- BE BOLDLY CURIOUS & INTENTIONALLY COURAGEOUS
- START SMALL & THINK BIG

NorQuest is where people come to transform themselves, find a place to belong, and make the aspirational attainable.

As Alberta's largest comprehensive community college, NorQuest is where belonging meets economic opportunity. Our expanding role in a rapidly changing province brings an exciting chance to rethink how we will support students, employers, government, community, and industry partners—all while acting as a catalyst for the broader ambitions of our region.

“We Are Who We Include” is an economic imperative. Belonging is what drives accessible education, expands who can participate in the workforce, fuels the economic potential of our region, and widens career paths. Prospective students search out learning paths that will lead to fulfillment while contributing to bigger dreams and the greater good. This is why inclusion considerations remain central to the refreshed NorQuest 2030.

FUTURE-READY

At a time of rapid population growth, technological acceleration, and labour-market uncertainty, students are asking the critical question: Will my education lead to meaningful employment? They come to NorQuest confident in the answer.

Our programming promises workforce relevance and future-ready skills while delivering real impact. Without question, the province grows stronger because of our contributions to students and society. This is what it now means to be “your community college,” and it’s a responsibility we take seriously.

NorQuest aspires to be, unequivocally, Alberta’s most workforce-aligned college—an ambition informed by the priorities of our province. This approach is especially responsive to labour-market needs, which include accelerated demand for digital and AI-enabled skills; gaps in healthcare, technology, skilled trades, energy transition, and defence roles; and Edmonton’s growing youth population, which is the keystone of Alberta’s future prosperity.

Growth trends are a critical underpinning of this refreshed plan.

According to the Expert Panel on Post-Secondary Institution Funding and Alberta’s Competitiveness report, more than 60% of the 1.5 million job openings over the next 10 years will require at least two years of postsecondary education. In that same vein, Alberta 2030: Building Skills for Jobs states that talent, not capital, will be the key factor linking innovation, competitiveness, and growth in the 21st century. Institutions that fail to keep pace are at risk of leaving people behind.

NorQuest intends to lead. We will anticipate workforce needs and translate them into accessible, career-connected learning that strengthens Alberta’s economy and expands opportunity for all learners.

We will continue to design programs and credentials around career pathways, academic mobility, and opportunities for lifelong progression. We will also ensure that stackable credentials, hybrid delivery, work-integrated learning, and short-cycle training empower our students to move in and out of education as their lives and careers transform.

This flexibility responds directly to evolved learner behaviour and employer expectations, while ensuring students can enter the labour market faster, return to upskill, and advance with confidence.

OUTCOMES-DRIVEN

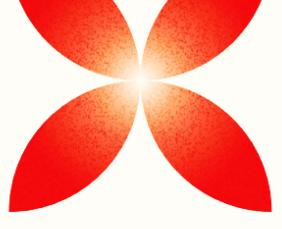
Our strategic aspirations require us to reimagine how we operate. Moving with intention, NorQuest will evolve into a more data-informed organization driven by both purpose and outcomes. We will leverage the latest technology to anticipate needs, identify efficiencies, streamline pathways, and continuously improve performance.

For us, modernization is about giving people the time and resources to focus on high-impact priorities that move everyone forward. Technology empowers us to look differently at how we support students and their success.

This transformation is reflected physically and symbolically in our planned Career Skills Centre (CSC), a flagship capital investment and place-based anchor for NorQuest’s future. The CSC will redefine campus life, bringing students, faculty, employers, and partners together around in-demand skills, emerging industries, and applied learning. It will be a place where workforce development, innovation, and community converge, and where NorQuest’s role in Alberta’s economic future—and downtown Edmonton’s vibrancy—becomes unmistakably visible.

As global markets shift and international student policies tighten, NorQuest will continue to grow but with scale and intention. We plan to exceed sector growth rates, expand our impact globally through new business models and partnerships, and diversify revenue to ensure long-term sustainability. This posture reflects confidence in who we are and clarity about where we’re going.

Our commitment is not simply to keep pace with frontline workforce change, but to stay on its leading edge. We will be the foremost institution that students trust to open doors, that employers rely on to cultivate talent, and that partner governments recognize as a catalyst for inclusive economic growth.



Guided by the ambitious vision of Alberta 2030: Building Skills for Jobs, NorQuest intends to lead in workforce-aligned education, ensuring that our students, employer partners, and community interest-holders are set up for success.

We will treat change not as a disruption to manage but as a signal to move first. It is about designing future-ready education that equips learners for the jobs, industries, and technologies that are still emerging.

We will embrace our strengths as the cornerstones of NorQuest’s value proposition. This includes academic upgrading, foundational learning, workforce readiness, and university transferability. We will continue modelling fiscal prudence, ensuring sustainable financial decisions and well-considered investments to support long-term strategic goals.

In a postsecondary environment undergoing tectonic shifts, this requires the utmost due diligence.

Reductions in Canadian study permits, stricter post-graduation work permit rules, and increased competition for domestic students are disrupting enrolment patterns nationwide. At the same time, global trade

instability, tariffs, and geopolitical uncertainty are amplifying the need for domestic talent pipelines and resilient local economies. For Alberta, and for NorQuest, this moment brings both risk and opportunity.

Public policy signals are consistent and clear. The Expert Panel on Post-Secondary Institution Funding and Alberta’s Competitiveness, Alberta Jobs Strategy, and Alberta 2030: Building Skills for Jobs emphasize workforce readiness, system efficiency, employer partnership, measurable outcomes, and responsible stewardship of public funding. Postsecondary institutions are expected to adapt quickly, align tightly with labour-market demand, and demonstrate impact not only for students but also for the province. The refresh of NorQuest 2030 reflects these conditions and positions the college to thrive.

PREPARING FOR CHANGE

Alberta’s population is projected to see an increase of 1.4 to 3.1 million people over the next 25 years. The province’s growth rate is at least double the national average and will lead to Alberta surpassing British Columbia as the third-largest province in Canada.

Demand for postsecondary education in Alberta is also projected to climb significantly over the next decade, with the Expert Panel on Post-Secondary Institution Funding and Alberta’s Competitiveness projecting a 21% enrolment increase (43,000 FLEs) in the sector by 2033. Of the expected growth,

about 80% will be driven by domestic students, with Edmonton (+22,000 FLEs) and Calgary (+18,000 FLEs) expected to see the largest increases. Recognizing this growth, the Expert Panel recommended a new funding framework that takes into account enrollment, outcomes achieved by post-secondary institutions, and base funding.

Many of tomorrow’s students will look much like the NorQuest learner of today: older, likely to study part-time, and likely to expect stackable learning and career-connected pathways. They will be balancing work, family, and financial pressure while navigating a labour market being transformed by automation and AI.

But NorQuest will also increase recruitment of younger, domestic learners, with a focus on high school students or recent graduates who might not feel ready for a full university experience. These learners will often have non-linear journeys and be seeking the kind of welcoming, supportive environment that NorQuest provides.

Regardless of age, we know students will universally require postsecondary offerings that meet their needs with agility. Ultimately, this requires a rethinking of NorQuest program design, delivery, and support. Especially when it comes to technology.

AI, advanced analytics, and digital tools are transforming virtually every Alberta industry but especially healthcare, construction, energy, logistics, defence, and public

services. Employers increasingly want workers who combine technical competence with human aptitude: critical thinking, empathy, collaboration, and adaptability. NorQuest assumes that future-ready education must integrate both, and that AI literacy will soon become a baseline expectation across programs.

OPERATIONAL EXCELLENCE

The pace of change is putting pressure on students and staff alike. Continuous reskilling is now a reality, and institutions must simplify the entire journey from first contact to employment and beyond. NorQuest assumes that operational excellence, system integration, and data-enabled decision-making are prerequisites for relevance going forward. Fragmented systems, manual processes, and delayed insight are simply not sustainable in today’s results-driven environment.

Additionally, the province’s fiscal outlook demands a new posture that is deliberately embedded in our refreshed strategy.

We know that public funding alone can’t support the scale of transformation required. Accordingly, NorQuest assumes a future in which diversified revenue is essential to sustainability and impact. This includes clear targets across alternative revenue streams (products and services, donations, intellectual property, research activity, and investment income), with the goal of reaching \$26.8 million annually.



It also includes launching a comprehensive fundraising campaign to secure capital support for our planned Career Skills Centre, engaging donors and partners around a compelling vision for Alberta's workforce future. Additionally, it means expanding into global markets through innovative delivery models that create opportunity, drive innovation, and mitigate risk.

Employer partnerships are engines of innovation. Co-development of programs, shared investment in training infrastructure, and integrated career streams are essential to meeting labour demand. NorQuest's planning reflects the expectation that pathways, from K-12 through post-secondary and into employment, must be clearer, faster, and more connected.

A TRUSTED PARTNER

Finally, NorQuest 2030 assumes that trust matters more than ever. Students, employers, government, investors, donors and beyond share a need for transparency, accountability, clarity, and focus. They need to see an institution that understands Alberta's challenges, aligns with provincial priorities, and delivers results. For NorQuest, this requires a modernized brand, a strong narrative, and telling our story boldly.

Our planning assumes that success will depend on anticipating change and acting decisively. Facilities, services, and systems must be flexible. Data must inform action. Culture must reward learning and accountability. And purpose-driven outcomes must guide every decision.

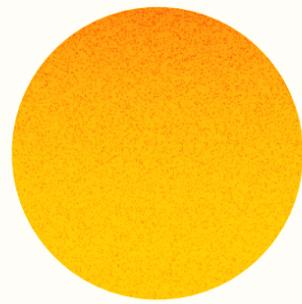
These conditions shape our planning not as constraints, but as catalysts. We are motivated by them. They reaffirm NorQuest's role as a trusted partner in economic development, and as a postsecondary where inclusion and innovation complement each other.

The intuitions that succeed in this environment will be the ones that see change before it arrives. To us, future-ready education means building systems, programs, and partnerships that move at the speed of the economy itself.

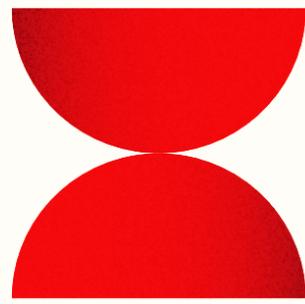
Ours is a place where students gain immediately applicable skills for real careers, and where Alberta's future workforce begins.



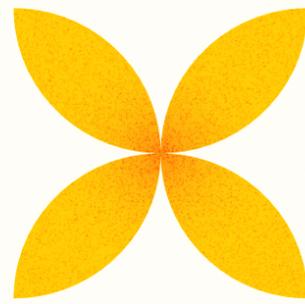
FOCUS AREAS



LEARNER



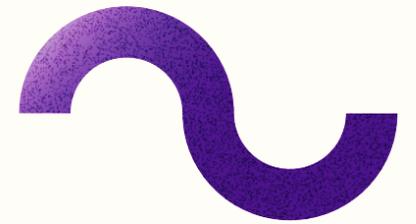
PEOPLE



CONNECTION



INVESTMENT



TRANSFORMATION



LEARNER

NorQuest is the first choice for a market-aligned, workforce-relevant education in an inclusive and supportive environment.

NorQuest is at the forefront of transformative, future-ready education in Alberta. We empower every student to start their career confidently, with programs built for evolving workforce needs and delivered in a way that champions belonging and real-world success. This includes shaping new, decolonial possibilities in higher education for Indigenous students, with land-based learning embraced as an expression of renewal and reconciliation.

Our desired outcome is well within reach: to be students' first choice for a market-aligned, workforce-relevant education in an inclusive and supportive environment.

Clear pathways define the NorQuest experience. Students can move seamlessly from foundational programs to advanced study, from learning to work, and from work back to learning. Flexible delivery, stackable credentials, and university transfer agreements ensure that students' opportunities for growth are limitless.

Program innovation is driven by close collaboration with employers, applied research, and real-time labour-market insight. Work-integrated learning, industry-informed programming, and instructors with real-world expertise ensure that learning at NorQuest is immediately applicable. Employers trust our graduates because they know our courses are built for job performance, not just theory.

In turn, students choose NorQuest because they want a postsecondary experience that leads directly to employment. We design our programs with labour-market intelligence at the core, aligned to Alberta's priority sectors and emerging skills needs. And success is measured by tangible outcomes: employment, career progression, credential completion, and academic mobility.

We continuously update our programs, delivery models, and credentials to ensure NorQuest graduates are ready for today's jobs, and resilient in the face of tomorrow's change. AI literacy and digital fluency are embedded across the learning journey, equipping students to work confidently with technology, adapt to disruption, and thrive in Alberta's most dynamic workplaces.

The NorQuest learning experience is designed to be efficient, supportive, and easy to navigate—enabled by modern systems, responsive faculty, and data-informed decision-making. We also prioritize mental-health and well-being, offering accessible, easy to navigate supports so learners can bring the best version of themselves to campus every day.

Together, we're helping NorQuest students unlock doors while moving Alberta's workforce forward. Together, we are changing lives.

STRATEGIC DIRECTION

Expand our reach by focusing on student success and developing and delivering in-demand programs offering clear pathways to employment, further post-secondary education, and career advancement.

MEASURES

1.1 Meet or exceed the projected sector growth rates for domestic and international post-secondary learners.

1.2 94% of graduates in employment two years after graduation whose current main job is very or somewhat related to the general skills and abilities acquired during their program.

1.3 95% of employers are satisfied with former NorQuest students as employees.

PRIORITY INITIATIVES

1.1 Ensure that every learner has access to workforce-ready programs, meaningful work-integrated learning, and clear pathways to further education.

1.2 Establish new technology, healthcare, and defence-sector programs that prepare domestic and international learners for Alberta's most in-demand careers.

1.3 Demonstrate our commitment to advancing Indigenous Peoples' education through initiatives such as implementing a common course, co-creating programs, expanding land-based and cultural learning, and increasing access to education through in-community deliveries.

1.4 Deepen our understanding of student and industry needs to create innovative and adaptable learner-focused experiences, programs, systems, and services that drive student resilience and success.

1.5 Enhance the learning experience by embedding AI literacy and future skills development in all programs to ensure graduates are confident, capable, and prepared to contribute to the workforce.



PEOPLE

NorQuest is guided by purpose and provides an employee experience that delivers long-term value through opportunities for growth, a strong sense of inclusion, and work that makes a lasting difference.

Purpose fuels everything we do at NorQuest. Our extraordinary people turn that purpose into lasting impact for students, communities, Alberta's workforce, and the regional economy.

We are passionate about creating an employee experience that's grounded in genuine connection. One that delivers lasting value through growth opportunities, inclusion, and meaningful impact to society. There is real power in knowing that the work we do every day contributes to something bigger than ourselves.

Ours is a supportive, impact-driven culture that changes lives through accessible, workforce-relevant education. And it all starts with high-performing, adaptable teams enabled by the technology and systems that help us ensure student success.

Next-generation technology is increasingly central to the efficiency of our work. Accordingly, NorQuest is reimagining how we work, including support for employees to confidently innovate, adapt, and lead in a rapidly evolving environment. In doing so, we help position the college as a postsecondary leader in the responsible, practical integration of AI tools that strengthen learning and operations alike.

Through it all, we remain grounded in relationships and purpose.

Our commitment to inclusion and belonging shapes how we recruit, develop, and support our people. Psychological safety, integrity, and respect are foundational. We know that people do their best work when they feel trusted, valued, and empowered to grow. This is something NorQuesters feel from day one.

Investments in professional development and continuous learning help staff and faculty build meaningful careers while delivering results. Growth opportunities, recognition, and supportive pathways for advancement help us retain talent, reduce voluntary turnover, and sustain the institutional knowledge that drives excellence. Because when a workplace is inclusive and purposeful, people thrive.

That is the NorQuest experience.



STRATEGIC DIRECTION

Cultivate a workplace where people thrive while delivering outcomes in service to our learners.

MEASURES

2.1 Exceed employee engagement among global non-profit/education institutions by 5%.

2.2 Achieve a voluntary employee turnover rate of 8% or lower.

PRIORITY INITIATIVES

2.1 Foster a high-performing, outcomes-driven culture by empowering employees to do their best work in an inclusive and exciting workplace.

2.2 Position NorQuest as a leading workplace in digital and artificial intelligence integration by reimagining how we work, empowering our people through continuous upskilling, and cultivating adaptability to thrive in a rapidly changing world.





CONNECTION

NorQuest is a trusted partner that collaborates to drive economic growth and community impact.

NorQuest is where ambition turns into action—linking students, communities, and industries to build Alberta’s future. When we talk about connection, we are not just describing a feeling; we are defining a force that drives tangible change. Connection at NorQuest is the engine that supports commerce, uplifts students, and delivers economic impact. Connection powers partnerships that bridge vision and achievement.

We purposefully collaborate with community partners, employers, Indigenous leaders and communities, K-12 schools, other post secondaries, and government to strengthen Alberta’s workforce and accelerate community impact. These partnerships are core economic infrastructure for both the college and Alberta.

This commitment requires us to work closely with employers, anticipating the need for specific skills, co-designing programs, and developing talent that is ready to contribute immediately to the province’s labour force.

Work-integrated learning is a robust driver of that value. It connects students with paid experience, supports workforce productivity, and enables employers to grow with confidence. These partnerships drive innovation, reduce skills gaps, and translate education directly into economic outcomes.

Strong pathways also expand opportunity at NorQuest.

We build durable, multi-year partnerships with K–12 schools and postsecondary institutions to create clear, supported routes into education, employment, and further learning. From early campus exposure and dual-credit opportunities to seamless transfer agreements, we shorten the time between a student’s dreams and their fruition. These early connections also allow us to reinforce a parity of esteem by demonstrating that a college education offers a clear path to a rewarding career.

Our collaborations are informed by labour-market intelligence, applied research, and a deep understanding of Alberta’s priority sectors. We design education that responds to emerging industries, evolving technologies, and the future of work—ensuring students and employers alike are prepared for what’s next. In this way, NorQuest acts as both a partner and a problem-solver for the province.

And as our role evolves, so does our story. NorQuest is modernizing its brand to reflect who we are today: a labour-market leader, an economic partner, and a college that delivers measurable value. We are proud to share that narrative boldly and confidently.

We are a strategic partner in Alberta's growth. We are the nexus where industry demands and future-ready skills converge. And we endeavour to be the most workforce-aligned postsecondary institution in the province.

We are NorQuest College.

STRATEGIC DIRECTION

Elevate our profile and influence by building high-value, multi-year partnerships and demonstrating how NorQuest meets the needs of the communities, industries, and sectors we serve.

MEASURES

3.1 Achieve learner and employer net-promoter scores that increase annually.

3.2 Increase direct economic value of work-integrated learning by 15%.

PRIORITY INITIATIVES

3.1 Establish new strategically aligned industry, community, and Indigenous partnerships with potential for transformative opportunities and collaboration.

3.2 Modernize our brand to boldly tell our story and amplify NorQuest's distinctiveness without sacrificing who we are at the core while strengthening connections with learners, partners, and communities.

3.3 Build new relationships with other post-secondaries and K-12 education providers to expand and promote pathway opportunities for learners.





INVESTMENT

NorQuest has the resources to enable innovation and achieve results.

Financial stability is what allows NorQuest to operate with confidence. It empowers us to invest in new ideas, respond to labour-market shifts, and deliver lasting value for students, employers, and Alberta's economy. Our approach is deliberate, diversified, and future-looking—all in service of having the resources to enable innovation and achieve results.

We will grow alternative revenue through clearly defined and complementary streams. This includes revenue from products and services, philanthropic donations, applied research and grants, and investment income. Each stream is aligned to our purpose and designed to support long-term stability, institutional agility, and growth at scale.

Fundraising is a key strategic priority as we look to support campus expansion and our next phase of learner growth. This will include securing capital funding for the Career Skills Centre, our flagship investment in Alberta's future workforce. This campaign will engage donors, partners, alumni, and the broader

community in building a facility that expands access to in-demand programs, strengthens the Downtown Education District, and significantly increases NorQuest's economic impact. Alongside other college fundraising campaigns, which include 1000 Women, Shine, NorQuest Luminaries, and corporate sponsorship, this suite of endeavours will ensure momentum and impact.

We are also enhancing our global market presence to identify new opportunities. International education and partnerships are an important way we can create pathways for innovation, new business models, and diversified revenue. By targeting established and emerging markets, NorQuest will extend its reach while reinforcing our reputation for workforce-relevant, inclusive education.

Working with employers, government, and community partners to address real-world challenges, we aim to attract external funding, generate new services, and translate NorQuest expertise into Alberta impact.

By setting clear targets, expanding funding streams, and engaging partners with purpose, NorQuest is building the financial capacity required to deliver sustainable results.

STRATEGIC DIRECTION

Diversify revenue and grow funding streams that contribute to long-term financial stability.

MEASURES

4.1 Increase alternative revenue to \$26.8 million annually by 2029–30, consisting of:

\$10.3M from sales of services and products

\$6.6M from donations and contributions

\$5.3M from research

\$4.6M from investment income

PRIORITY INITIATIVES

4.1 Launch a Comprehensive Fundraising Campaign to secure funding for the Career Skills Centre’s capital build, program development, learner support, and teaching excellence.

4.2 Expand and diversify alternative revenue streams, launch new lines of business, and increase global market presence to create opportunities that drive innovation and ensure long-term financial sustainability.





TRANSFORMATION

NorQuest is adaptable with facilities, services, and systems that enhance operational excellence and amplify our efforts.

At NorQuest, transformation begins with a foundation for excellence—one where every initiative can advance with strength, precision, and meaningful results. By equipping our students, staff, and faculty with purpose-built environments, modern technology, and data-driven intelligence, we create the conditions for everyone to succeed. It's about being adaptable with facilities, services and systems that enhance operational excellence and amplify our efforts.

Central to this ambition is expanding NorQuest's physical footprint. Additional campus space will enable the college to serve more learners through career-focused education and applied learning, without compromising the quality of the student experience. A larger NorQuest presence will reinforce our role in downtown vibrancy, broaden access to high-growth programs, increase industry and community connections, and meaningfully boost the college's economic impact.

Alongside our pursuit of physical expansion, NorQuest is modernizing the systems that power our work.

We are investing in enterprise-wide system renewal—including analytics, optimization and AI-enabled operations—to improve efficiency, reliability, and insight across the college. Integrated digital platforms will simplify processes and allow our people to focus on high-value work.

Data and predictive analytics will guide smarter decisions. From enrolment planning and student support to workforce forecasting and resource allocation, NorQuest will anticipate needs, manage risk, and continuously improve performance. AI-enabled tools will further enhance service delivery, operational responsiveness, and institutional agility.

At NorQuest, we know operational excellence is a deliberate choice. It requires clear accountability, integrated systems, and continuous improvement, helping ensure we remain adaptable in the face of change. Combined, these investments position us to grow at the pace of Alberta.

Ultimately, it's about transformation with intent: Building the capacity to serve more students, support more employers, and deliver even greater value to students and the region.

STRATEGIC DIRECTION

Expand our campus to provide future-ready learning opportunities and leverage technology, data, and strategic investments to increase efficiency and optimization.

MEASURES

5.1 The Career Skills Centre is completed on schedule and on budget.

5.2 88% of employees agree that they have the technology to meet the needs of the people they serve.

PRIORITY INITIATIVES

5.1 Build the new Career Skills Centre and realize strategic campus growth to support student success and campus life, contribute to the revitalization of Edmonton's downtown and fuel Alberta's growing economy.

5.2 Optimize systems, leverage technology, and integrate artificial intelligence to enhance efficiency and service delivery across the college.

THE ROAD TO 2030

The world of work is transforming, industries are evolving, and Alberta's growth is constantly demanding new skills, thinking, and partnerships.

Our commitment is to stay ahead of that change.

By staying relentlessly focused on inclusive economic participation, workforce relevance, and operational excellence, NorQuest will continue opening doors for learners while strengthening Alberta's talent pipeline.

The work ahead is ambitious, but it is also part of our DNA as your community college. We know that when education is accessible, opportunity is shared, and people are prepared for what comes next, the future becomes something we build together.

And at NorQuest, we are building that future now.

WE ARE WHO WE INCLUDE

