

MEMO

DATE: July 7, 2021

SUBJECT: NBCC 2021-2022 Annual Business Plan Proposal to Government

As legislated in Section 26(2) of the *New Brunswick Community Colleges Act*, NBCC annually submits an annual business plan proposal (Business Plan) for each fiscal year to the Minister (the Minister) of Post-Secondary Education, Training and Labour (PETL).

The draft 2021-2022 Business Plan was reviewed by the NBCC Board of Governors on December 10, 2020 and submitted to the Minister for approval on December 16, 2020.

On February 25, 2021 NBCC received written approval from the Minister of NBCC's 2021-2022 Business Plan (in principle), subject to final approval of the operating grant by the Legislative Assembly, noting the following approvals and/or amendments to the Recommendations put forward by NBCC:

- **RECOMMENDATION 1**

That Government, in collaboration with NBCC, establish a multi-year funding agreement, inclusive of operating grant, tuition and mandatory fees, including a 2021-2022 operational grant increase to NBCC which reflects Wage Bill adjustments as well as any additional operational grant increases required for Wage Bill adjustments resulting from settlements on outstanding collective agreements as well as Wage Bill adjustments related to the integration of College Admissions Services.

➤ **Outcome:** The Minister has confirmed that he is open to working with NBCC to establish a multi-year funding agreement and a DRAFT agreement has since been received by the College for review and implementation.

- **RECOMMENDATION 2**

That Government support NBCC's integration of College Admission Services through financial investment in an integrated, electronic document retention system for student records.

➤ **Outcome:** No additional investment was approved.

- **RECOMMENDATION 3**

That Government invest \$100,000 in 2020-2021 to accelerate the modernization of key academic systems supporting a more flexible student learning experience.

➤ **Outcome:** No additional investment was approved.

- **RECOMMENDATION 4**

That Government continues to collaborate with NBCC to develop a long-term strategy for the critical deferred maintenance projects outlined in NBCC's 2021-2022 Capital Budget Submission and that Government work with NBCC to review and renew the memorandum of understanding on infrastructure no later than June 30, 2021.

- **Outcome:** On January 14, 2021 the Minister confirmed NBCC's capital budget allocation for 2021-2022 (\$2,308,860). In his February 25th letter approving the Business Plan in principle, the Minister encouraged NBCC to continue to work in partnership with the Department of Transportation and Infrastructure (DTI) in developing a long-term strategy regarding infrastructure planning. The Minister also confirmed that PETL will work with NBCC and DTI to renew the Memorandum of Understanding by the June 30th deadline.

- **RECOMMENDATION 5**

That Government supports the environmental and fiscal sustainability of NBCC operations by investing \$1,000,000 in Phase 2 of energy efficiency retrofits, leveraging federal funding opportunities.

- **Outcome:** The Minister has requested NBCC to continue to work with provincial government partners such as The Regional Development Corporation and DTI to leverage financial opportunities that may be available to help with energy efficiency retrofits at NBCC.

- **RECOMMENDATION 6**

That Government establish income-based student grants to support affordable internet access.

- **Outcome:** The Minister has confirmed that financial supports will be made available for eligible New Brunswick students through a "needs-based" financial assistance program.

- **RECOMMENDATION 7**

That Government invest in tools to support a better, deeper understanding of labour market trends and forecasting instead of lagging indicators based on expected exits from the labour market.

- **Outcome:** The Minister has requested NBCC continue to work with the Policy Research and Labour Market Analysis Branch at PETL to develop a plan to share enhanced labour market information.

- **RECOMMENDATION 8**

That Government increase apprenticeship funding to \$4,300 per week and work with NBCC to modernize apprenticeship training delivery.

- **Outcome:** The Minister has requested NBCC to continue to work with staff at the Apprenticeship and Occupational Certification Branch.

- **RECOMMENDATION 9**

That Government invest \$500,000 annually in applied research and innovation at NBCC to spur value-added innovation for economic recovery in key sectors: Mobile & Ubiquitous Computing; Healthcare; Value-added food; Energy Efficiency & Clean Tech.

- **Outcome:** The Minister has requested NBCC continue to apply for innovation funding through the New Brunswick Innovation Foundation.

- **RECOMMENDATION 10**

That NBCC continues to be included as a partner at the table in GNB's Economic Growth and Recovery Action Plan (ERGAP), and that NBCC's work in support of labour market and skills development be reflected in Phase 2 of ERGAP.

- **Outcome:** The Minister has confirmed that NBCC will continue to be included as a valued partner in New Brunswick's Economic Growth and Recovery Plan in the areas of labour market support and skills development.

- **RECOMMENDATION 11**

That Government partners with NBCC, CCNB and NB-IRDT to better understand the impact of college participation on retention and development of the workforce in college regions, particularly rural areas of New Brunswick.

- **Outcome:** The Minister has confirmed that NBCC plays a vital role in New Brunswick's rural communications and supports NBCC's efforts to collaborate with local stakeholders to better respond to labour market demands uniquely faced by rural communities.

- **RECOMMENDATION 12**

That Government work with NBCC to facilitate interdepartmental collaboration to support a new vision for the St. Andrews Campus.

- **Outcome:** The Minister has confirmed that government is supportive of NBCC's work to create a new vision and purpose for NBCC's St. Andrews' campus.



Annual Business Plan 2021-2022

Proposal to Government

Our Vision

Transforming Lives and Communities.

Our Purpose

We are a collaborative, learner-centred college - creatively contributing to social and economic prosperity through applied learning.

Our Values

We learn together to...

Nurture a culture of belonging

Encourage, engage and inspire

Lead with integrity

Embrace innovation

Develop strong relationships

Our Goals

Welcome More Learners

Enrich the NBCC Advantage

Build our Capacity to Grow

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Executive Summary

With the support of the executive leadership of New Brunswick Community College (NBCC), the Board of Governors is accountable for the preparation of this business plan proposal and for achieving the specific goals and objectives of the plan. The business plan also fulfills NBCC's requirement to produce an annual plan per the *Accountability and Continuous Improvement Act*. Following the approval of the annual plan, NBCC publishes it on the college's website.

NBCC has an essential role to play in New Brunswick's recovery and its future resilience. The recommendations contained within this business plan will better enable us to do so. Through the recommended investments and policy decisions, Government will ensure NBCC's future sustainability and growth and empower us to better address the needs of the individuals, employers and communities we serve.

Recommendation 1

That Government, in collaboration with NBCC, establish a **multi-year funding agreement**, inclusive of operating grant, tuition and mandatory fees, including a 2021-2022 **operational grant increase** to NBCC which reflects Wage Bill adjustments as well as any additional operational grant increases required for Wage Bill adjustments resulting from settlements on outstanding collective agreements as well as Wage Bill adjustments related to the integration of College Admissions Services.

Recommendation 2

That Government support NBCC's integration of College Admission Services through financial **investment in an integrated, electronic document retention system for student records**.

Recommendation 3

That Government invest \$100,000 in 2020-21 to accelerate the **modernization of key academic systems** supporting a more flexible student learning experience.

Recommendation 4

That Government continues to collaborate with NBCC to develop a **long-term strategy for the critical deferred maintenance projects** outlined in NBCC's 2021-2022 Capital Budget Submission and that Government work with NBCC to review and renew the **memorandum of understanding on infrastructure** no later than June 30th, 2021.

Recommendation 5

That Government supports the environmental and fiscal sustainability of NBCC operations by investing **\$1,000,000 in Phase 2 of energy efficiency retrofits**, leveraging federal funding opportunities.

Recommendation 6

That Government establish **income-based student grants to support affordable internet access**.

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That Government invest in tools to support a **better, deeper understanding of labour market trends and forecasting** instead of lagging indicators based on expected exits from the labour market.

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That Government increase **apprenticeship funding to \$4,300 per week** and work with NBCC to **modernize** apprenticeship training delivery.

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That Government invest **\$500,000 annually in applied research and innovation** at NBCC to spur value-added innovation for economic recovery in key sectors: Mobile & Ubiquitous Computing; Healthcare; Value-added food; Energy Efficiency & Clean Tech.

Recommendation 10

That NBCC continues to be included as a partner at the table in **GNB's Economic Growth and Recovery Action Plan (ERGAP)**, and that NBCC's work in support of labour market and skills development be reflected in Phase 2 of ERGAP.

Recommendation 11

That Government partners with NBCC, CCNB and NB-IRDT to **better understand the impact of college participation on retention and development of the workforce in college regions**, particularly rural areas of New Brunswick.

Recommendation 12

That Government work with NBCC to facilitate interdepartmental collaboration to support a **new vision for the St. Andrews Campus**.

This plan also includes our *Budgeted Statement of Operations* for the 2021-22 fiscal year as well as a four-year forecast of revenues and expenditures. During the early stages of the pandemic, NBCC immediately and successfully pivoted its finances toward containment of operational and strategic expenditure in order to mitigate the potential (and unbudgeted) loss of almost 1,000 students during 2020-21. It was further assumed in our scenarios that it might take four additional years (i.e. to 2024-25) to return to financial sustainability and previous expenditure levels. NBCC's 2020-21 enrolment and financial impacts have been much better than these worst-case scenarios, but the impact of the pandemic is nevertheless expected to impact 2021-22. NBCC is now forecasted to return to financial sustainability in 2022-23- an improvement from a four-year recovery to a two-year recovery. For this reason, a deficit is forecast in 2021-22, but no further.

College Overview

As a public post-secondary education institution under the *New Brunswick Community Colleges Act*, NBCC is responsible for enhancing the province's economic and social well-being by addressing the population's occupational training requirements and the labour market. Our role has never been more critical than it is today. COVID-19 has demonstrated the vulnerabilities of both workers and employers compounding the challenges New Brunswick already faced in terms of demographics, low-levels of post-secondary educational attainment, and technological disruption across economic sectors.

Governance, Strategic Direction and Accountability

As a Crown Corporation, NBCC has clearly articulated vision and purpose statements and strategic Board outcomes to guide its work and ensure that we deliver on the mandate entrusted to us by Government.

Together We Rise: NBCC's Strategic Plan 2017-2022 provides a bridge between Board outcomes and operational planning and identified guideposts for evaluation and reflection and provided a strategic approach, through the identification of priority initiatives, to promote responsive planning and execution by the President and college leadership. *Together We Rise* continues to guide and align NBCC's work as we look ahead to 2021-2022.

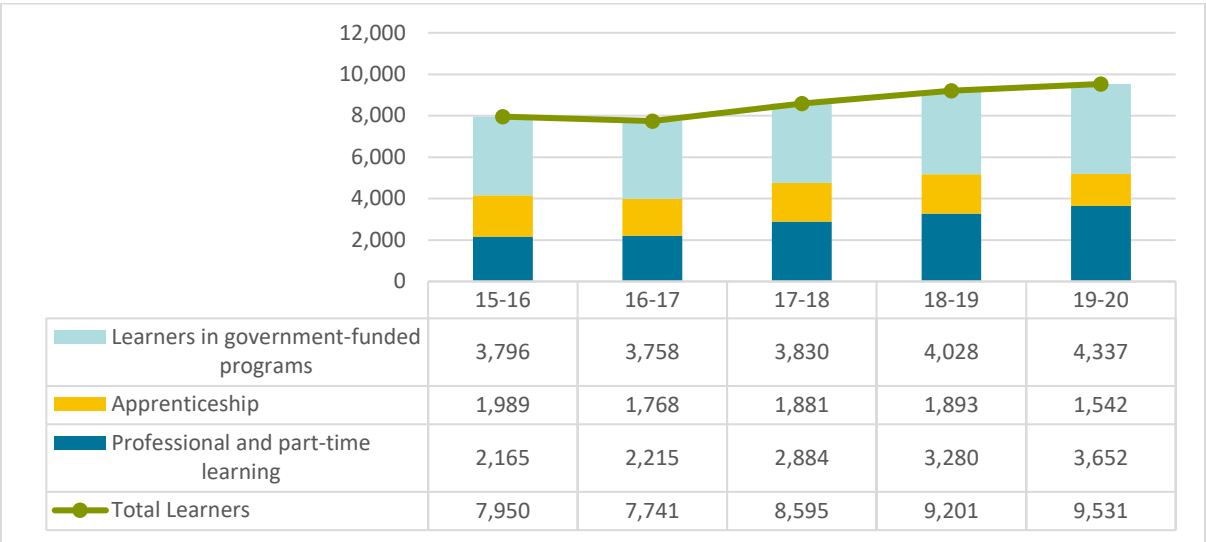
GOAL	We will:		
	Welcome more learners.	Enrich the NBCC Advantage.	Build our capacity to grow.
STRATEGIES	To achieve these goals, we will:		
	Provide flexible educational programming which is responsive to New Brunswick's social and economic needs.	Invest in priority areas that further the productivity, sustainability and effective delivery of our programs and services.	
	Produce and deliver programs that are responsive to diverse learner needs.	Create value and opportunity through mutually beneficial partnerships and collaborations.	
	Enhance our College community's capacity to achieve strategic goals by investing in and aligning our talents and resources.		

Welcoming more learners to grow the labour force

Under the NBCCA, the college is mandated "to offer education and training and related services to full-time and part-time students." The number of students served has steadily grown over the past decade. As outlined in *Together We Rise* and reinforced in our mandate from Government, NBCC's True North goal is to welcome more learners by 2022 to **grow the labour force**. Specifically, we are targeting 11,187 learners in 2022, a 38% increase over the 2015-16 baseline of 7,950. In 2019-20, NBCC welcomed 9,531 learners to the college in 2019-2020 in a combination of government-funded programs, professional and part-time learning and apprenticeship. Over the past five years, enrolment has grown by 20 percent, driven by significant growth in professional and part-time learning (47.9%) as well as a 14 per cent increase in government-funded programs. The latter increase was caused by a nearly nine-fold increase in international enrolment since 2015-16, which offset a seven per cent decline in domestic enrolment during the same period.

Professional and Part-time Learning has contributed significantly to NBCC’s enrolment growth. Consistent with section 6(b) of the *NBCCA*, NBCC provides education and training and related services to governments, corporations, other bodies, and individuals. NBCC's market share of corporate training in New Brunswick is approximately seven per cent, indicating a significant opportunity to grow this area further, particularly as workers and employers seek to build the necessary skills to respond to current and future disruption.

Apprenticeship remains an area of concern for the college. We served 350 fewer apprentices in 2019-20 than in the previous year. While that steep decline was partly attributable to the disruption and closures related to the pandemic, there has been a consistent downward trend in apprenticeship numbers, with a decrease of 22.5 per cent over the past five years. Ongoing joint efforts with Government remain critical to modernize apprenticeship delivery, reverse these trends, and meet the need for skilled tradespeople.



The college has prioritized learners from under-represented groups who have not traditionally participated in post-secondary education at NBCC. More than 193,000 New Brunswickers have a high school diploma or less. Between 2017 and 2019, NBCC undertook a strategic initiative to identify under-represented groups in post-secondary education in New Brunswick and identified four groups where the college could have the most significant impact: mature learners; rural and remote learners; immigrants and newcomers; and non-completer and transfer learners. NBCC is in the early stages of collecting and evaluating data on how we currently serve these priority groups and examining the degree to which the economic impacts of COVID-19 may have further affected these groups. These groups remain an important focus in 2021-2022.

As we look at the pandemic implications, an ageing population and disruption across sectors, accelerating access to flexible, affordable, and responsive skills development is critical to New Brunswick's economic recovery and resilience.

Contributing to social and economic prosperity through applied learning

NBCC provides **world-class education** in support of an **energized private sector** by accelerating the transformation of programs and services to meet the labour market's identified needs. Strong retention and graduation rates, along with high overall employment rates and employment rates in related fields,

demonstrate positive outcomes for NBCC students as reflected in the consistently high levels of satisfaction reported by NBCC students and graduates.

In 2020, NBCC's Academic leadership team completed a multi-year effort to determine how to align our academic structure better to welcome more learners, seize opportunities, and address challenges in our communities, in our sectors and across the province. As a result, NBCC moved to a school-based structure as a foundation for future innovations to support greater flexibility for learners; enable us to better meet the needs of the labour market; strengthen our presence as a provincial institution, and allow us to continuously improve our academic programming.

NBCC has reorganized the Academic area into six schools, with specific clusters of sectors:

- Health and Wellness
- Business, Hospitality and Tourism
- Arts, Community and Protective Services
- Information Technology and Natural Resources
- Trades
- Engineering Technologies

The vast majority of employed NBCC graduates work in New Brunswick, which suggests good matches between NBCC programming and in-demand skills. NBCC graduate employment aligns closely with the top employment sectors in the province (health care and social assistance, wholesale and retail trade, manufacturing, educational services, public administration, and construction) and sectors with above 5-year-average (1.4%) employment growth in the province (health care and social assistance, 16.8%; public administration, 8.4%; finance and insurance, 3.4%; manufacturing, 2.7%).

NBCC has also recognized the importance of partnerships in creating new opportunities for learners. As part of our legislated mandate “to participate in joint programs with respect to education and training and related services developed and delivered in conjunction with other post-secondary institutions and educational bodies,” NBCC currently has nearly 60 formal partnerships, including three recently signed with Humber College, Cape Breton University and Limerick Institute for Technology.

Building on this strong programming foundation, we recognize that to counter the disruption caused by COVID-19 and improve the economic outlook for our province, we need to provide upskilling and reskilling opportunities that not only address the needs of today but anticipate the challenges and opportunities of tomorrow.

In addition to responding to the needs of the labour market, NBCC makes an essential contribution to **vibrant communities** through skills development, applied research and innovation, entrepreneurship and community leadership.

Aligning our resources for growth

NBCC has demonstrated good stewardship of taxpayers' funding and tuition fees from students, as reflected by budget surpluses in each of the last six years. NBCC remains a leader in accountability, governance and stewardship as part of an **affordable and sustainable government**.

As outlined in our annual audited financial statements, NBCC has achieved an Excess of Revenues over Expenses in each of the eight years since our initial financial statements as a Crown corporation in 2012-2013. NBCC continues to earmark a portion of its Excess of Revenues over Expenses toward investments that support the achievement of its strategic objectives. Instead of requesting additional

support from the government and taxpayers, NBCC has deployed multi-year funding towards the academic model and program redesign, supporting information technology and equipment, deferred maintenance of physical infrastructure, and its first fundraising campaign and implementation of an ongoing approach for continuous improvement.

In August 2020, NBCC undertook a Strategic Facilities Master Plan (SFMP). This project aims to develop the roadmap to the NBCC campuses of the future, including projections/life cycle cost analysis, organizational needs assessment and gap analysis. A space utilization study as part of the project will help ensure that NBCC makes the most of existing infrastructure and any future capital investments.

NBCC continues to build its capacity to grow as a **high-performing organization** through investments in its workforce, particularly related to change leadership and serving diverse learner needs. Through the strategic alignment of the staffing complement, increased investment in professional development, and increasing employee engagement levels, NBCC has maintained and enhanced the quality of both our employees and our workplace.

Performance Targets

In recent years, NBCC has introduced performance measurement dashboards and frameworks which have enhanced our ability to analyze trends related to key performance indicators. This analysis informed NBCC's strategic enrolment management and planning, implementation and monitoring of financial and operational measures. This has included developing key performance indices in support of our strategic goals.

NBCC's most recent performance measurement framework is included in Appendix A. Performance measurement results are reported each year in the college's annual report.

Government-Established Key Performance Indicators

In addition, we measure our performance and achievements using the Government- established Key Performance Indicators (KPIs). KPIs have remained constant for several years, and in many cases, NBCC has continuously outperformed these key measures.

As always, NBCC graduates continue to achieve positive employment outcomes which meet or exceed the government established key performance indicators (KPIs) in this area. Our most recent graduate survey indicated that 89 per cent of 2018 grads were employed one year after graduation, most were working in jobs related to their training, and 94 per cent were working here in New Brunswick. These results are a testament to NBCC's ongoing contribution to New Brunswick's workforce.

NBCC's graduation and employment rates have historically exceeded the government-established benchmarks. Retention has always teetered between 81 and 84%. This year's results show a marked increase in student retention. Given the uncertainty and upheaval facing students this year, it is extraordinary that NBCC achieved its highest retention rate in our history as a Crown corporation. In June, we also celebrated our largest-ever graduating class. This speaks to ongoing enhancements to our students' support and extraordinary efforts from faculty, student services and others to support our students.

KPIs	84% graduate rate	90% retention rate	89% employment rate	85% related employment rate	86% graduation satisfaction rate
	Benchmark: 60%	Benchmark: 83%	Benchmark: 80%	Benchmark: 78%	Benchmark: 60%
	2015-16 Baseline: 79%	2015-16 Baseline: 82%	2015-16 Baseline: 90%	2015-16 Baseline: 83%	2015-16 Baseline: 90%

Challenges and Opportunities

Even before the upheaval of the COVID-19 pandemic, New Brunswick faced significant challenges related to demographic changes and disruptions in the way we work. With an ageing population comes retirements, and in 2018, the government forecast New Brunswick businesses would need to fill 120,000 jobs in the next decade just to replace those leaving the workforce. The demand for New Brunswickers with the skills and education to fill many of these positions is already here. Data collected through the Canadian Survey of Business Conditions during the pandemic found that 1 in 5 businesses or employers in New Brunswick listed “recruiting and retaining skilled employees” as an organizational obstacle. This problem was especially acute for medium and large employers who listed it as an obstacle in 37% and 49% of cases, respectively.¹ Added to this challenge are the accelerating technological trends brought on by the pandemic that will change skills demands at a rapid pace.

At the same time, more than 193,000 New Brunswickers have a high school education or less. That's over 40 per cent of New Brunswick's working-age population facing more precarious work, less income security and potentially lower health outcomes than their neighbours. Imagine the impact if those 193,000 New Brunswickers were given the opportunity to advance their education and training and increase their participation in the province's economy. Add to that the impact of New Brunswickers with post-secondary qualifications having lifelong skills development opportunities so they could rise to the challenges of the changing world of work.

The following section outlines the challenges and opportunities before us and the investments, policy decisions and collaborations, which could support our response.

¹ Statistics Canada. Table 33-10-0273-01 Business or organization obstacles over the last three months, by business characteristics.

World-class education through a sustainable and high-performing NBCC

NBCC's ability to fulfill its legislated responsibilities and the mandate given to the college annually by the government requires us to focus on the college's long-term sustainability and growth. This includes prudent financial management as well as planning for and investing in the spaces and systems which support quality education.

Recommendation 1

That Government, in collaboration with NBCC, establish a **multi-year funding agreement**, inclusive of operating grant, tuition and mandatory fees, including a 2021-2022 **operational grant increase** to NBCC which reflects Wage Bill adjustments as well as any additional operational grant increases required for Wage Bill adjustments resulting from settlements on outstanding collective agreements.

The economic recovery in New Brunswick, as in other jurisdictions, is likely to be a multi-year process. While NBCC appreciates that the government's finances may vary depending on how the economic recovery unfolds, one aspect that will not vary as the Province builds its vision for a better economic future is the need for an educated, skilled, and job-ready workforce. To

adequately plan and deliver on these demands while simultaneously exercising responsible fiscal management requires funding stability and predictability over the medium-term. As recently recognized in the Department of Education and Early Childhood Development's green paper *Succeeding at Home*, stable, multi-year funding for the education system is critical.

Recommendation 2

That Government support NBCC's integration of College Admission Services through financial **investment in an integrated, electronic document retention system for student records.**

Since 2010, College Admission Services (CAS) for NBCC were handled by a separate agency operating under PETL. This model's challenges were emphasized earlier this year when a pandemic-related shutdown of CAS resulted in a disruption of NBCC's admissions activities. On December 1, 2020, NBCC reached a significant milestone, formally integrating its admissions services permanently. This realignment better positions NBCC to serve prospective learners and

ensure continuity of admissions services in unexpected circumstances. As has been shown in the health sector, electronic documenting promotes increases in efficiency and productivity.² For NBCC, an integrated, electronic document retention system would not only promote increased efficiency and productivity but would also contribute to the development of digital capacities that are congruent with micro-credentialing and life-long learning.

² Poissant, L., Pereira, J., Tamblyn, R., & Kawasumi, Y. (2005). The impact of electronic health records on time efficiency of physicians and nurses: a systematic review. *Journal of the American Medical Informatics Association*, 12(5), 505-516;
Silow-Carroll, S., Edwards, J. N., & Rodin, D. (2012). Using electronic health records to improve quality and efficiency: the experiences of leading hospitals. *Issue Brief (Commonw Fund)*, 17(1), 40;
Furukawa, M. F. (2011). Electronic medical records and the efficiency of hospital emergency departments. *Medical Care Research and Review*, 68(1), 75-95.

Recommendation 3

That Government invest \$100,000 in 2020-21 to accelerate the **modernization of key academic systems** supporting a more flexible student learning experience.

NBCC is embarking on a journey of renewal with regard to its key academic systems estimated to take between three and five years, including implementation of NBCC's new academic restructuring to schools, review and revision of hours of class time, 7-1-7 term model and admission and applications including student payment experience. Through these enhancements, NBCC will offer an even more enhanced experience to students from prospect to graduation upon completion of these projects.

These digital capacities align well with NBCC's drive to improve flexible delivery options. People over 26 years of age make up one of the fastest-growing demographics at NBCC. Flexible delivery options for mature learners reduce barriers brought on by family and time constraints and allow prime-working age adults to remain employed while reskilling or upskilling.³ Allowing for further flexible delivery options will help NBCC modernize program delivery and remain at the forefront of workforce development and education in the province.

Recommendation 4

That Government continues to collaborate with NBCC to develop a **long-term strategy for the critical deferred maintenance projects** outlined in NBCC's 2021-2022 Capital Budget Submission and that Government work with NBCC to review and renew the **memorandum of understanding on infrastructure** no later than June 30th, 2021.

In her 2020 report, the Auditor-General raised concerns about the lack of a comprehensive strategy to address significant deferred maintenance issues and warned that a reactionary approach to planning and project funding creates continuous uncertainty in the K-12 education system. Similar challenges exist with ageing post-secondary education infrastructure.

NBCC has initiated an internal practice to address ageing infrastructure by incrementally increasing our annual budget allocation in each of the past four years, with a goal to annually allocate 2.5 per cent of budgeted revenues to maintenance and repairs. Proactive, long-term collaboration with PETL and the Department of Transportation and Infrastructure (DTI) is essential to amplify these efforts and address this ongoing area of risk.

Recommendation 5

That Government supports the environmental and fiscal sustainability of NBCC operations by investing **\$1,000,000 in Phase 2 of energy efficiency retrofits**, leveraging federal funding opportunities.

Enhanced learning spaces contribute to ensuring sustainability in two ways. Recent empirical

evidence has found that post-secondary students make decisions to attend PSE based on cost-

³ Chesters, J., Cuervo, H., & Fu, J. (2020). Re-engagement with education over the life course: motivations and barriers. *International Journal of Lifelong Education*, 39(2), 154–167.

benefit analysis of future labour market prospects and the "consumption value" of their experience.⁴ Modernizing NBCC's infrastructure to improve health and safety, accessibility, and environmental sustainability will increase the quality of the amenities that students can access by virtue of enrolment, thereby increasing the student's experienced consumption value. Secondly,

infrastructure modernization will promote cost efficiencies, primarily through energy systems modernization. This investment area aligns well with both the Provincial Government's priority area of the environment, NB Power's Energy Efficiency Programs, and the Federal Government's focus on climate change through initiatives such as the *Low Carbon Economy Fund*.



Looking beyond 2021-2022: Enhanced and energy-efficient learning spaces

NBCC has prioritized the renewal, modernization, accessibility and sustainability of NBCC learning environments by identifying the following longer-term projects:

- \$5 million LEED Gold, Rick Hansen Accessibility Certified Saint John Trades Education Centre Phase 2 – Industrial Trades Expansion
- \$8 million LEED Gold, Rick Hansen Accessibility Certified Saint John Trades Education Centre Phase 3 – Construction Trades
- \$10 million Retrofit of Saint John C-Building including heating system energy-efficient modernization and Rick Hansen Accessibility Certification. This project includes a \$600,000 investment in a new Campus Main Entrance, Learning Commons and Student Services from the NBCC Capital Campaign.
- \$2 million Demolition of ageing, inefficient and antiquated Saint John Campus A and B Buildings, including environmental remediation.

NBCC looks forward to working with provincial, federal and local governments and private sector partners to create enhanced spaces for our learners and our communities.

⁴ Belfield, C., Boneva, T., Rauh, C., & Shaw, J. (2020). What drives enrolment gaps in further

education? The role of beliefs in sequential schooling decisions. *Economica*, 87(346), 490-529.

Access to world-class education

The economic impacts of the COVID-19 crisis have been disproportionately felt by those under the age of 25, those without a post-secondary education, and low wage workers.⁵ NBCC acknowledges how the pandemic has disrupted and negatively impacted the lives of many New Brunswickers with aspirations to attain a post-secondary education. To encourage prospective students and retain current students who may otherwise find it difficult to overcome any additional financial pressures, NBCC is **not seeking tuition or fee increases for 2021-22**. While 0% increases are not sustainable in the long-term, we believe this is the choice at this extraordinary time.

We also recognize that tuition and fees are not the only barriers to educational opportunity.

Recommendation 6

That Government establish **income-based student grants to support affordable internet access**.

The pandemic has brought into focus the ongoing digital divide in New Brunswick. High-speed internet access, reliability, and affordability will be important cornerstones as work, education, and culture continue to evolve along with technological advancements. The government's decision to invest substantial resources in the second phase of broadband upgrades is a welcome action that will help

address the availability issue of the digital divide for NBCC students, staff, and communities. Equally, as online and blended learning options become a necessity rather than an option for post-secondary students, it will be essential for the government to invest in resources to ensure students throughout the province have access to remote learning opportunities.



Looking beyond 2021-22: More opportunities for learner access and success

NBCC is committed to reducing inequalities to access and supporting the success of learners.

Through a partnership with New Brunswick Association for Community Living (NBACL) and PETL, NBCC's Special Admission program provides a combination of admission and student support to allow students with intellectual disabilities and/or profound learning disabilities to pursue careers by accessing post-secondary education.

One in five Canadians aged 15 years or older has one or more disabilities. The COVID-19 pandemic has heightened pre-existing inequalities, including disproportionately impacting those with disabilities who have historically been under-employed and under-represented in the workforce.

Student mental health has been directly linked to academic performance, retention, and graduation rates.⁶ According to Statistics Canada, Canadians' self-perceived mental health has fallen during the COVID-19 pandemic, with over half of participants reporting that their mental health has worsened since the onset of the crisis. Furthermore, youth were more likely to report worsening mental health.⁷ Since the onset of the pandemic,

⁵ APEC (2020). "COVID-19: Key Economic Issues for Atlantic Canada", *Atlantic Provinces Employment Council*. [\[Link\]](#)

⁶ Porters, S. (2019). "A Descriptive Study of Post-Secondary Student Mental Health Crises", *College Quarterly*, 22(1).

⁷ Statistics Canada (May 27, 2020). "Canadians' mental health during the COVID-19 pandemic.", *Statistics Canada*.

both post-secondary institutions and provincial governments (including GNB) have recognized the need to roll out additional mental health support. The government's recent announcement of a five-year action plan on mental health and addictions is an important and timely intervention. The NB Health Council reports that in more than half the province—including the Fredericton, Moncton, and Miramichi regions— six out of 10 young people seeking professional mental health services still must wait more than a month upon referral.

NBCC is very pleased that recent discussions with the government have secured support for students with disabilities and continuing its commitment to funding for students with special needs through the Responsiveness Fund as well as for student and staff mental health.

An energized private sector and the future of work

Before COVID-19, the challenges facing our labour force were widely understood. We faced an ageing workforce with more workers anticipated to leave than to enter the workforce. At the same time, technological disruption demanded a different skill mix and ways of working than we currently saw in our workforce. A third of Canada's workers are currently in occupations projected to change in the next decade: 19% of Canadian workers are in occupations projected to grow; 15% are in occupations projected to decline in employment share.⁸

The COVID-19 pandemic displaced many workers. While employment has rebounded somewhat, the pandemic has forced many companies to close or reduce operations. Others have seen increases in demand for their products and services and are scrambling to find workers, technology and/or improved processes to meet growing needs. This is occurring against the backdrop of significant economic and labour market challenges facing New Brunswick.

Recommendation 7

That Government invest in tools to support a **better, deeper understanding of labour market trends and forecasting** instead of lagging indicators based on expected exits from the labour market.

As the fourth industrial revolution's technologies continue to gain prominence, the speed at which labour market disruptions are experienced will accelerate. To get out in front of these disruptions, NBCC is committed to using those same tools and technologies to its advantage to understand, predict, and adapt to the rapidly changing future needs of the labour market. While current analysis methods

have thus far enabled NBCC to deliver on its mandate of contributing to economic and community development through education and training, future efforts to lead trends and allow a competitive advantage will require leveraging technology and innovations in AI and machine learning for more robust labour market forecasting.

Recommendation 8

That Government increase **apprenticeship funding to \$4,300 per week** and work with NBCC to **modernize** apprenticeship training delivery.

Ensuring an appropriate number of skilled tradespeople is essential to energizing our economy. NBCC has been the primary delivery agent for apprenticeship training for decades on behalf of Apprenticeship and Occupational Certification (AOC).

Despite seeing an increase in the registered number of apprentices provincially between 2014-18, in this review period, NBCC saw a decrease of 22.5 per cent in apprenticeship training. The Canadian Apprenticeship Forum identifies several common barriers to trades training, including financial

hardship, inaccessibility in rural and remote locations, inconvenient scheduling and less frequent training in low-volume trades.

In 2020, after 14 years at \$3,200/week and on the road to the requested increase of \$4,300 /week, NBCC received its first increase in apprenticeship funding per week to \$3,900. Additionally, some of the changes to the delivery model necessitated by public health guidelines have helped increase the flexibility and accessibility of apprenticeship training, and we look forward to doing more.

⁸ Rivera, D. et al. (May 2020). "Ahead by a Decade: Employment in 2030", *Brookfield Institute*.

Recommendation 9

That Government invest **\$500,000 annually in applied research and innovation** at NBCC to spur value-added innovation for economic recovery in key sectors: Mobile & Ubiquitous Computing; Healthcare; Value-added food; Energy Efficiency & Clean Tech.

Applied research tackles practical problems by using the latest technology and knowledge to create new products, services, and processes, or improve current products and practices or increase productivity. Based on the latest data from Statistics Canada, New Brunswick spends far below the Canadian, Atlantic, G7, and OECD averages on

research and development.⁹ To increase private sector investment and productivity and transition to a high value-added and high-wage economy, we need the right technological advancements *and* the right skills to engage with that technology. Applied research that is tailored to the needs of industry and communities develops both of those capacities.



Looking beyond 2021-22: An energized private sector through learning-integrated work

According to estimates from the Conference Board of Canada, approximately one-in-five Canadian workers are in occupations at high risk of automation over the coming years, with few or no options to transition into lower-risk occupations without significant retraining. Indigenous people, women, young people, and visible minorities are disproportionately represented in most of the top-risk occupations.¹⁰ There is an urgent need to reenergize the region's economy, and, in that context, the time required to prepare people for re-entry or adaptation to the labour market must be in step with the pace of change. Standard programs of study with one- and two-year graduating cohorts alone are insufficient to support business adaptation and recovery. Learning-integrated work (LIW) is an innovative approach to lifelong learning that aims to keep workers' skills and competencies at the forefront of a competitive economy through on-the-job retraining and upskilling. By devoting a specific portion of hours each year to training and skills development, learning-integrated work (LIW) helps advance worker productivity, enables an innovative workplace environment, and fosters business resilience in an increasingly knowledge-intensive economy.¹¹

NBCC is pleased to be working with CCNB, Working NB and Opportunities NB to support the re-entry of displaced workers into the labour market through targeted short skills upgrade courses. These will be followed by micro-credential learning in technical areas associated with specific, available jobs. The micro-credentials will be earned while on the job using distance or blended approaches.

Collaborating for an Inclusive Economic Recovery

NBCC can play a role in ensuring all communities can share in recovery and growth by expanding the reach of our learning and innovation opportunities. If you've been watching home sales over the past few months, it's clear that people are learning just how attractive life in New Brunswick can be. An

⁹ Statistics Canada. [Table 27-10-0359-01 Total domestic expenditures on research and development \(R&D\) as a percentage of gross domestic product \(GDP\), Canada and provinces, and G-7 countries.](#)

¹⁰ The Conference Board of Canada (2020). "Responding to Automation How Adaptable Is Canada's Labour Market?", *Future Skills Centre*.

¹¹ World, Bank (2007). *Building Knowledge Economies: Advanced Strategies for Development*. World Bank Publications, pg. 23-24.

increasingly vibrant workforce, more innovative and productive employers, and thriving communities will help us bring even more New Brunswickers home and welcome even more newcomers.

Recommendation 10

That NBCC continues to be included as a partner at the table in **GNB’s Economic Growth and Recovery Action Plan (ERGAP)**, and that NBCC’s work in support of labour market and skills development be reflected in Phase 2 of ERGAP.

As noted throughout this plan, NBCC has an essential role in New Brunswick’s economic recovery and future growth. It has been valuable to participate in discussions and briefings on ERGAP and our role in this. As we survey the additional economic and social challenges created by the

pandemic, it is even more critical that Phase 2 of the plan prioritize the work of the publicly-funded colleges in developing the workforces, attracting newcomers, contributing to innovation and productivity, and ensuring an inclusive recovery for all New Brunswickers.

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Recommendation 11

That Government partners with NBCC, CCNB and NB-IRDT to **better understand the impact of college participation on retention and development of the workforce in college regions**, particularly the rural areas of New Brunswick.

Population growth plans for New Brunswick will depend on a mix of immigration and retention of existing citizens to reverse anticipated population decline. Data from the last five years of the NBCC Graduate Follow-Up Survey (GFUS) shows that 68% of graduates who lived or worked outside of New Brunswick since graduation left the province for employment reasons. However, the three-year GFUS shows that 90 per cent of the graduating class from 2015-16 still resided in New Brunswick and that 50 per cent of those who left had returned

to the province within three years. NBCC was pleased to participate in the recent NB-IRDT project that looked at the overall provincial retention of post-secondary graduates in New Brunswick. But given our presence across the province, we believe there is benefit in more closely examining intra-provincial retention and employment. Understanding the regionally-specific push, pull, and retention factors for the New Brunswick workforce is key to ensuring population growth.

Recommendation 12

That Government work with NBCC to facilitate interdepartmental collaboration to support a **new vision for the St. Andrews Campus**.

Since August 2019, the Southwest region saw the most significant decreases in employment in New Brunswick. According to the 2016 Census, between 2011 and 2016, Charlotte County saw a

4.2 per cent decline in population compared to a 0.5 per cent decrease provincially.

While almost half of St. Andrews students come from Charlotte Country, St. Andrews graduates are less likely than graduates at other campuses

to stay in the area after graduation. From 2010-11 to 2019-20, St. Andrews experienced a 26 per cent enrolment decrease as compared to a 14 per cent increase across the NBCC.

NBCC remains committed to a presence in Charlotte County through collaboration with local government, employers, and community leaders

to transform this campus into a sustainable model that meets the region's needs and aspirations. NBCC has worked with communities in similar situations (e.g. Miramichi, Woodstock). To this end, NBCC is assigning a dedicated resource to lead the community engagement and identify key Charlotte County stakeholders.



Looking beyond 2021-22: Empowering every New Brunswicker to share in New Brunswick's growth and resilience

NBCC has a key role to play in closing the gap between unemployed or under-employed New Brunswickers and the jobs that will drive our economic recovery and resilience. Since 2017, NBCC has focused on understanding under-represented groups in post-secondary education and the institutional, occupational and preparatory barriers they face. But to truly transform lives, we need to go beyond conventional post-secondary education models with unprecedented outreach across the province and acceleration of new skills development opportunities.

Imagine the impact if, instead of expecting people to come to college, college came to them; if every New Brunswicker knew they were a member of the NBCC community – not just for one or two years, but for life. Imagine if those in rural and remote areas, underemployed older adults, and newcomers to the province had a map that empowered them to move in from the margins and toward longer-term employment and income security. Imagine far-reaching upskilling and reskilling opportunities that fit an individual's needs and aspirations, rather than asking an individual to fit an institution.

NBCC looks forward to working with the government and other partners to reimagine post-secondary education in our province and ensure that every New Brunswicker has the opportunity to contribute to and share in future growth and prosperity.

Conclusion

A year ago, as we prepared to submit the 2020-21 Annual Business Plan Proposal to Government, we could not have imagined what the next 12 months would bring. Coming into 2020, NBCC was on track to achieve most of our performance targets for the year, particularly those related to enrolment welcoming over 9,500 learners. Our graduates continued to achieve excellent employment outcomes here in New Brunswick, and through work with our partners, we were creating new opportunities and supporting students in new ways.

The work we had undertaken toward our strategic goals to welcome more learners, enrich the NBCC Advantage and build our capacity to grow offered us a strong foundation from which to withstand the upheaval that affected every aspect of our lives as a result of the COVID-19 pandemic.

As an NBCC community, we knew we wanted to do more than survive the pandemic; we wanted to thrive. And we wanted this not only for our college but for our learners, our partners, our communities and our province.

If there's one thing the past year taught us, it's to expect the unexpected. While there are many unknowns ahead in 2021-22, we believe that this annual plan and the recommendations within put us on course to fulfil our mandate and amplify our impact across New Brunswick.

Summary of grant requests for 2021-2022 Budget Forecast

(in thousands of dollars)

Base grant 2020-2021	\$	55,800
Wage Bill (calculated as of Oct. 14, 2020) (Rec #1)		276
Requested Operational Grant increase (Rec #1)		-
		<hr/>
Total Operational Grant included in Budget Forecast	\$	56,076
		<hr/> <hr/>
Special needs services for students **	\$	300
		<hr/> <hr/>

*** included in Budget Forecast as part of Apprenticeship and Cost Recoveries revenue.*

Budgeted Statement of Operations, Year Ending March 31

	2021-2022	% of Total	2020-2021 (Restated)	% of Total
REVENUE				
Grant from Province	\$ 56,076,170	62.4%	\$ 55,794,035	61.3%
Tuition and fees	16,706,026	18.6%	19,216,187	21.1%
Sales	3,590,124	4.0%	3,753,746	4.1%
Apprenticeship and cost recoveries	6,381,071	7.1%	5,715,329	6.3%
Contract training	5,744,171	6.4%	5,185,610	5.7%
Applied research	900,000	1.0%	900,000	1.0%
Other grants	244,000	0.3%	212,000	0.2%
Amortization of deferred capital contributions	81,000	0.1%	115,000	0.1%
Other revenue	73,675	0.1%	77,715	0.1%
	<u>89,796,237</u>	<u>100.0%</u>	<u>90,969,622</u>	<u>100.0%</u>
EXPENSE				
Salaries and benefits	67,604,457	70.8%	66,639,065	71.0%
Services	14,686,243	15.4%	14,525,546	15.5%
Supplies	5,441,908	5.7%	5,210,784	5.6%
Cost of goods sold	2,168,433	2.3%	2,168,433	2.3%
Small tools, equipment and building repairs	4,036,491	4.2%	3,943,696	4.2%
Amortization of capital assets	1,114,000	1.2%	980,000	1.0%
Bank fees and miscellaneous	40,483	0.0%	50,483	0.1%
Grants and payments to others	290,156	0.3%	216,920	0.2%
Inventory obsolescence and adjustments	66,200	0.1%	66,200	0.1%
Bad debt expense	69,000	0.1%	74,000	0.1%
	<u>95,517,371</u>	<u>100.0%</u>	<u>93,875,127</u>	<u>100.0%</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSE	(5,721,134)		(2,905,505)	
CHANGES IN NET ASSETS				
Used to acquire capital assets	82,000		136,000	
Internally restricted for specific purposes	4,018,643		3,076,005	
Unfunded future employee benefits	(279,834)		(306,500)	
NET INCREASE (DECREASE) IN ACCUMULATED OPERATING SURPLUS	<u>\$ (1,900,325)</u>		<u>\$ -</u>	

Notes:

- Due to rounding, percentages may not add up precisely to totals indicated (+/- 1%).
- 2020-2021 has been restated to present Applied research and Other grants as distinct line items.

Supplementary Information

Budgeted Expenses Aggregated by Component, Year Ending March 31

	2021-2022	% of Total	2020-2021	% of Total
EXPENSES				
Direct program costs	\$34,445,574	36.1%	\$34,911,206	37.2%
Educational support	17,348,099	18.2%	16,870,856	18.0%
Management & administrative services	29,344,791	30.7%	28,661,799	30.5%
Apprenticeship and cost recoveries	5,702,690	6.0%	5,352,033	5.7%
Contract training	6,507,784	6.8%	5,910,800	6.3%
Cost of goods sold	2,168,433	2.3%	2,168,433	2.3%
<i>Total expenses by component</i>	<u><u>\$95,517,371</u></u>	<u><u>100.0%</u></u>	<u><u>\$93,875,127</u></u>	<u><u>100.0%</u></u>

Notes:

- Direct program costs include instructional staffing, materials and supplies.
- Educational support includes student services (such as counselling, advising, accommodations, and Registrar), academic dean and department head functions, information technology and curriculum development and quality assurance functions.
- Management & administrative services include leadership functions (Deans, Vice-Presidents, President & CEO and Board) and corporate functions such as human resources, domestic and international recruitment, finance, institutional research, facility operations and maintenance, investments in capital infrastructure, community engagement and marketing.

Appendices

Appendix 1 | NBCC's Performance Measurement Framework

Appendix 2 | 3-Year Historical Statement of Revenue and Expenses (in \$000s)

Appendix 2A | 3-Year Historical Statement of Revenue & Expenditures by Component
(in \$000s)

Appendix 3 | 4-Year Forecast of Revenues & Expenditures (in \$000s)

Appendix 4 | NBCC Enrolment Plan

Appendix 5 | Statement of Seat Capacities & Tuition and Fees Revenues

Appendix 6 | NBCC Organizational Chart

Appendix 1 | NBCC's Performance Measurement Framework

Item No.	Item Description	Baseline ²	2021-22 (Year 5) Target	2017-18 (Year 1) Results	2018-19 (Year 2) Results	2019-20 (Year 3) Results	2020-21 (Year 4) Target
1. KEY PERFORMANCE INDICATORS¹							
1.1	Annual Graduation (%)	78.8%	79.0%	81.2%	80.7%	83.6%	80.0%
1.2	Graduate Satisfaction (%)	90.0%	90.0%	86.7%	84.1%	86.0%	90.0%
1.3	Overall Graduate Employment (%)	90.0%	90.0%	90.4%	90.9%	89.0%	90.0%
1.4	Graduate Employment in Related Field (%)	83.0%	83.0%	83.7%	83.4%	85.0%	83.0%
1.5	Student Retention (%)	81.3%	83.0%	84.7%	81.6%	89.9%	83.0%
1.6	Graduate Employment in NB (%)	90.0%	90.0%	94.0%	91.9%	94.2%	90.0%
2. WELCOME MORE LEARNERS							
2.1	Total learners index	7,950	11,187	8,595	9,201	9,531	10,016
2.1.1	Learners in continuing education (#)	2,165	4,331	2,884	3,280	3,652	3,479
2.1.2	Learners in apprenticeship (#)	1,989	2,100	1,881	1,893	1,542	2,049
2.1.3	Learners in government-funded programs (#)	3,796	4,756	3,830	4,028	4,337	4,488
2.2 ⁷	Recruitment index	-	33,850	36,823	37,398	40,421	33,419
2.2.1	Applicants (#)	7,870	8,985	9,324	9,771	10,790	8,723
2.2.2	Applications (#)	14,835	14,000	15,456	15,622	17,085	13,956
2.2.3	Conversion of domestic applicants to registered learners (%)	81.3%	84.0%	80.9%	81.7%	81.0%	82.5%
2.2.4	Conversion of international applicants to registered learners (%)	97.0%	46.0%	33.5%	41.4%	43.8%	43.0%
2.3	Student satisfaction index	-	79.5%	-	77.7%	80.2%	79.4%
2.3.1	Student Retention (%)	81.3%	83.0%	84.7%	81.6%	89.9%	83.0%
2.3.2	Annual Graduation (%)	78.8%	79.0%	81.2%	80.7%	83.6%	80.0%
2.3.3	Student recommendation (%)	89.0%	88.0%	88.0%	88.4%	86.2%	88.0%
2.3.4	Student satisfaction (%)	92.0%	93.0%	93.0%	88.4%	87.5%	93.0%
2.3.5	Student engagement (%)	-	91.0%	-	85.8%	82.6%	90.0%
2.3.6	Student survey response (%)	31.0%	40.0%	41.0%	34.1%	38.3%	38.0%

Item No.	Item Description	Baseline ²	2021-22 (Year 5) Target	2017-18 (Year 1) Results	2018-19 (Year 2) Results	2019-20 (Year 3) Results	2020-21 (Year 4) Target
2.4	Student financial support index	711	1,477	1,137	1,273	1,781	1,310
2.4.1	Scholarships and bursaries available (\$)	\$304,916	\$800,000	\$643,612	\$705,052	\$916,890	\$700,000
2.4.2	Scholarships and bursaries available (#)	406	677	493	568	864	610
2.5	Student services utilization index	-	12.0%	18.2%	14.4%	14.9%	9.25%
2.5.1	Career & Wellbeing (%)	-	20.0%	27.1%	20.5%	21.0%	15.0%
2.5.2	Accessibility Services (%)	-	10.0%	28.0%	13.6%	20.0%	10.0%
2.5.3	Tutoring Services (%)	-	10.0%	14.9%	16.5%	9.2%	4.0%
2.5.4	Transitioning Life to College (%)	-	8.0%	3.0%	7.0%	9.3%	8.0%

3. BUILD OUR CAPACITY TO GROW

3.1⁸	Employee engagement index	-	76.9%	-	-	73.5%	76.1%
3.1.1	Sense of value and belonging (%)	-	85.0%	-	81.6%	79.6%	83.0%
3.1.2	Organization engagement (%)	64.3%	68.4%	68.4%	68.4%	72.3%	68.4%
3.1.3	Department engagement (%)	-	75.4%	75.4%	75.4%	78.7%	75.4%
3.1.4	Job engagement (%)	74.9%	81.1%	81.1%	81.1%	83.2%	81.1%
3.1.5	Employee engagement survey response (%)	64.9%	78.1%	78.1%	78.1%	76.0%	78.1%
3.1.6 ⁶	Employee retention (%)	97.8%	97.0%	97.9%	95.4%	99.1%	97.0%
3.1.7 ⁶	Employee attendance (%)	97.1%	97.7%	97.4%	97.5%	97.2%	97.6%
3.1.8 ⁶	360 Review response (%)	63.0%	80.0%	-	72.0%	73.2%	77.0%
3.1.9 ⁶	Internal work opportunities (%)	10.0%	35.0%	3.6%	27.9%	20.0%	33.0%
3.1.10 ⁶	Vacant position "up-time" (%)	85.4%	88.4%	-	-	85.7%	88.4%
3.2 ⁶	Professional development investment (%)	0.6%	1.0%	0.7%	0.9%	0.6%	0.9%
3.3⁶	Continuous Improvement Index	-	179	-	-	40	112
3.3.1	Involvement	-	33	-	-	20	18
3.3.2	Engagement	-	15	-	-	1	12
3.3.3	Internal capacity created	-	350	-	-	-	200

Item No.	Item Description	Baseline ²	2021-22 (Year 5) Target	2017-18 (Year 1) Results	2018-19 (Year 2) Results	2019-20 (Year 3) Results	2020-21 (Year 4) Target
3.3.4	Lean Maturity Assessment (SET, CLT)	-	256	-	-	190	222
3.4 ⁶	Financial Sustainability Index	-	24.3	10.1	12.9	17.7	21.2
3.4.1	Financial Position	4.4	19.4	7.5	8.4	13.4	16.4
3.4.2	Deferred Maintenance	-	4.9	2.6	4.5	4.3	4.8

NOTES:

1. Established by the Minister of Post-secondary Education, Training & Labour (Province of New Brunswick) with the exception of "Annual Graduate Employment Rates (Overall in NB)."
2. Baseline figures are based on 2015-16 results, if available.
3. July 1st to September 30th (published October 31st); October 1st to December 31st (published January 31st); January 1st to March 31st (published April 30th); April 1st to June 30th (published July 31st).
4. "-" means 'Not Available' due to lack of comparable data.
5. Year 4 Results which are in gray font represent survey results which have not been updated since last year's actual result. When updated, they will be in **bold font**.
6. These items are based on Fiscal year. All other measures are based on Academic year.
7. Applicants and Applications figures have been restated for (baseline, 17-18, 18-19 and 19-20) to reflect the inclusion of Waitlist and In-Process statuses in the 20/21 dashboard definition.
8. This index includes items that are based on both fiscal and academic years.

Appendix 2 | 3-Year Historical Statement of Revenue and Expenses (in \$000s)

	2019-2020 Actual	2018-2019 Actual (Restated)	2017-2018 Actual
REVENUE			
Grant from Province	\$ 55,368	\$ 54,292	\$ 54,441
Tuition and fees	19,253	16,024	14,287
Sales	3,838	3,671	3,834
Apprenticeship and cost recoveries	6,120	5,836	5,306
Contract training	4,231	5,865	3,416
Applied research	927	746	-
Other grants	270	256	-
Amortization of deferred capital contributions	84	98	102
Other	174	227	1,189
	<u>90,265</u>	<u>87,015</u>	<u>82,575</u>
EXPENSE			
Salaries and benefits	62,947	60,708	60,449
Services	10,985	11,738	10,373
Supplies	4,625	4,794	4,425
Cost of goods sold	2,181	2,143	2,281
Small tools, equipment and building repairs	2,167	1,757	1,356
Amortization of capital assets	1,002	888	817
Transfer of asset to the Province	390	-	283
Bank fees and miscellaneous	61	52	105
Grants and payments to others	390	322	261
Inventory obsolescence and adjustments	77	36	67
Bad debt expense	189	(75)	71
	<u>85,014</u>	<u>82,363</u>	<u>80,488</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSE	5,251	4,652	2,087
CHANGES IN NET ASSETS			
Net assets used to acquire capital assets	(323)	(1,435)	(61)
Change in net assets internally restricted for specific purposes	(2,224)	(2,331)	(921)
Unfunded future employee benefits	348	244	247
INC (DEC) IN ACCUMULATED OPERATING SURPLUS	\$ 3,052	\$ 1,130	\$ 1,352

Appendix 2A | 3-Year Historical Statement of Revenue & Expenditures by Component (in \$000s)

	2019-2020 Actual	2018-2019 Actual (Restated)	2017-2018 Actual
REVENUE			
Tuition and fees	\$ 19,253	\$ 16,024	\$ 14,287
Contract training	4,231	5,865	3,416
Sales	3,838	3,671	3,834
Applied research	927	746	-
Other grants	270	256	-
Other	258	325	1,291
	<u>28,777</u>	<u>26,887</u>	<u>22,828</u>
Apprenticeship and cost recoveries	6,120	5,836	5,306
Grant from Province	55,368	54,292	54,441
	<u>90,265</u>	<u>87,015</u>	<u>82,575</u>
EXPENDITURES			
Direct program costs	33,407	32,680	32,086
Educational support	15,120	14,060	14,025
Management and administration support	24,328	21,793	23,177
Apprenticeship and cost recoveries	5,011	5,006	4,847
Contract training	4,967	6,679	4,072
Cost of goods sold	2,181	2,145	2,281
	<u>85,014</u>	<u>82,363</u>	<u>80,488</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSE	5,251	4,652	2,087
CHANGES IN NET ASSETS	(2,199)	(3,522)	(735)
INC (DEC) IN ACCUMULATED OPERATING SURPLUS	\$ 3,052	\$ 1,130	\$ 1,352

Appendix 3 | 4-Year Forecast of Revenues & Expenditures (in \$000s)

	Budget 2021-2022	Budget Forecast 2022-2023	Budget Forecast 2023-2024	Budget Forecast 2024-2025
REVENUE				
Grant from Province	\$ 56,076,170	\$ 57,197,693	\$ 58,341,647	\$ 59,508,480
Tuition and fees	16,706,026	19,115,648	21,313,809	22,321,243
Sales	3,590,124	3,653,596	3,718,338	3,784,375
Apprenticeship and cost recoveries	6,381,071	6,381,071	6,200,000	6,200,000
Contract training	5,744,171	5,744,171	5,744,171	5,744,171
Applied Research	900,000	900,000	900,000	900,000
Other Grants	244,000	244,000	244,000	244,000
Amortization of deferred capital contributions	81,000	81,000	81,000	81,000
Other Revenue	73,675	73,675	73,675	73,675
	<u>89,796,237</u>	<u>93,390,854</u>	<u>96,616,640</u>	<u>98,856,944</u>
EXPENSE				
Salaries and benefits	67,604,457	68,444,510	69,246,999	70,299,011
Services	14,686,243	13,265,407	12,491,833	12,755,888
Supplies	5,441,908	5,341,194	5,359,359	5,493,537
Small tools, equipment and building repairs	4,036,491	3,844,937	5,471,404	6,180,521
Grants and payments to others	290,156	295,959	301,878	307,916
Bank fees and miscellaneous	40,483	41,293	42,119	42,961
Inventory Obsolescence & adjustments	66,200	67,524	68,874	70,252
Amortization of capital assets	1,114,000	1,136,280	1,159,006	1,182,186
Bad debt expense	69,000	70,380	71,788	73,223
Cost of goods sold	2,168,433	2,211,802	2,256,038	2,301,158
	<u>95,517,371</u>	<u>94,719,286</u>	<u>96,469,298</u>	<u>98,706,653</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	(5,721,134)	(1,328,432)	147,342	150,291
CHANGES IN NET ASSETS	3,820,809	1,328,432	(147,342)	(150,291)
INC (DEC) IN ACCUMULATED OPERATING SURPLUS	<u>\$ (1,900,325)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Supplementary Information: Expenses aggregated by component

	Budget 2021-2022	Budget Forecast 2022-2023	Budget Forecast 2023-2024	Budget Forecast 2024-2025
Direct program costs	\$ 34,445,574	\$ 35,179,158	\$ 36,482,590	\$ 37,466,156
Educational support	17,348,099	16,228,929	15,847,940	16,138,359
Management & administrative services	29,344,791	28,878,090	29,834,172	30,743,931
Apprenticeship & cost recoveries	5,702,690	5,712,698	5,539,093	5,546,696
Contract training	6,507,784	6,508,609	6,509,465	6,510,353
Cost of goods sold	2,168,433	2,211,802	2,256,038	2,301,158
Total expenses by component	\$ 95,517,371	\$ 94,719,286	\$ 96,469,298	\$ 98,706,653

Appendix 4 | NBCC Enrolment Plan

Enrolment planning is an integral component of NBCC's planning and resource allocation process.

NBCC has, and continues to refine, a robust decision-making model and process for the development of the enrolment plan.

The enrolment plan is developed through a structured process that incorporates business intelligence (industry trends, demographics, economic trends and competitive benchmarking), predictive modelling in support of sector specific current and future labour market analyses, and historical and anticipated student demand.

The process also includes consideration of student demands for an increasing level of flexibility and choice. Access into program offerings, along with delivery methods, are also considered, given that traditional delivery methods and patterns often are not meeting our learners' needs.

NBCC has reorganized the Academic area into six schools, with specific clusters of sectors:

- Health and Wellness
- Business, Hospitality and Tourism
- Arts, Community and Protective Services
- Information Technology and Natural Resources
- Trades
- Engineering Technologies

This realignment will enable a more strategic focus to programming in support of industry and occupation clusters. The enrolment plan supports sectors currently forecasting high employment demands due to expansion and/or replacement demand.

Enrolment Plan School Strategies

Health and Wellness

- Increase Practical Nurse capacity: While previous numbers of Practical Nurse cohorts were shown to meet New Brunswick demand, we are adding two additional cohorts to support the new Government-funded bridging program for registered nurses.
- Continue monitoring Personal Support Worker student demand, which is trending downward despite the high demand from the sector.
- Investigate and design additional programming options to support areas such as mental health.

Arts, Community and Protective Services

- Increase capacity through the new Social Services and Community Worker program, which replaces Human Services and Child and Youth Care.
- Create a single-semester bridging program for previous Human Services graduates to enter into the second year of the new Social Services and Community Worker program. This is anticipated to increase capacity for Professional and Part-time Learning and create an additional path to entry.

- Maintain increased Early Childhood Education capacity created through the new two year program.
- Increase capacity for Educational Assistant to map to employment demand.
- Maintain Justice programming options, while monitoring student demand.
- Perform in-depth investigation into Game Development program to ensure it meets industry and student requirements.

Information and Natural Resources

- Maintain current capacity.
- Undertake a major revision of Network Administration to meet industry requirements, support part-time learners/microcredentials, and create additional learning paths through common content.
- Extend Cybersecurity to a two-year diploma to attract more international students and support the growing cyber industry demands in the province.
- Design and develop a new program to support the Marine environment sector.

Trades

- Maintain current capacity.
- Launch a new Trades Foundations program to attract underrepresented learners and support the regular program offerings.
- Work with industry to promote job opportunities in the sector and with secondary schools to ignite student interest prior to graduating high school will support the maintenance of this School.

Business Hospitality and Tourism

- Maintain current capacity.
- Explore opportunities for additional cohorts specific to International Business Management for international students.

The new schools are working on the development of three-year strategic plans which include three year rolling enrolment plans. A major focus of attention is the articulation of the future flexible delivery of programming with the learnings from the recent COVID -19 experience which has afforded the opportunity to accelerate our original focus on flexible delivery. In addition, a qualifications framework is under development which will enable clear positioning of new micro-credentials, badges etc.

The impacts of the Covid-19 pandemic are being taken into account in the development of the Schools' three-year strategic plans. Additional analysis into sector employment impacts, new industry trends, and changes to employment practices will be used to support the development of responsive, three-year rolling enrolment targets.

Appendix 5 | Statement of Seat Capacities & Tuition and Fees Revenues (4-Year Projection)

NBCC's Four-Year Projection of Seat Capacities & Tuition Revenues		
Year	Enrolment	Tuition and Fees ('000s of \$)
2021-2022	4,001	\$16,706
2022-2023	4,379	\$19,116
2023-2024	4,756	\$21,314
2024-2025	4,956	\$22,321

Appendix 6 | NBCC Organizational Chart

