

MEMO

DATE: April 11, 2022

SUBJECT: NBCC 2022-2023 Annual Business Plan Proposal to Government

As legislated in Section 26(2) of the [New Brunswick Community Colleges Act](#) (NBCCA), NBCC 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).

- **December 16, 2021** - Draft NBCC 2022-2023 Business Plan reviewed by the NBCC Board of Governors.
- **December 17, 2021** - Draft NBCC 2022-2023 Business Plan submitted to the Minister for approval.
- **April 7, 2022** – Written approval received (in principle) from the Minister (subject to final approval of the operating grant by the New Brunswick Legislative Assembly).

The following indicates approval and/or amendment to the Recommendations put forward by NBCC in the Business Plan:

- **RECOMMENDATION 1**

That Government, in collaboration with NBCC, establish a multi-year funding agreement, inclusive of operating grant, capital budget, tuition and mandatory fees.

- **Outcome:** A multi-year funding agreement between the Government and NBCC has not yet been established.

- **RECOMMENDATION 2**

That Government approve a 2022-2023 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.

- **Outcome:** As at April 11, 2022, NBCC has not received confirmation from the Minister of NBCC's government grant for the fiscal year 2022-2023.

- **RECOMMENDATION 3**

That Government approve a tuition increase for 2023-2024 equivalent to the average monthly increase of the New Brunswick Consumer Price Index for the calendar year 2022.

- **Outcome:** The Minister has approved a 1.2% increase in tuition for regular programs (per Section 23(2) of the NBCCA) for 2022-2023, however, the earliest NBCC will implement a tuition increase will be for the 2023-2024 academic year.

- **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 2022-2023 Capital Budget Submission in order to address the most immediate health and safety needs.

- **Outcome:** The Minister has confirmed NBCC's capital budget for maintenance and repair has been approved at \$2,400,000 for 2022-2023 (subject to final review/approval by the Legislative Assembly).

The Minister has encouraged NBCC to continue to work in partnership with the Department of Transportation and Infrastructure (DTI) to develop a long-term strategy regarding infrastructure planning, however (as at April 11, 2022), a Memorandum of Understanding between NBCC, DTI and PETL is outstanding.

- **RECOMMENDATION 5**

That Government invest \$4 million annually over three years in the renewal of the Saint John Campus.

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

The Minister has encouraged NBCC to work with DTI in the development and funding of the NBCC Saint John Campus renewal project.

- **RECOMMENDATION 6**

That Government endorses a provincial qualifications framework and advocate for a national framework to ensure and promote quality post-secondary education.

- **Outcome:** The Minister recognizes the need to ensure and promote post-secondary education standards that establish guidelines around program design, program length, desired outcomes, etc. It is the Minister's understanding that PETL is willing to take under consideration options, including the development of a qualifications framework.

- **RECOMMENDATION 7**

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

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

The Minister encouraged NBCC to continuing working with the Apprenticeship and Occupational Certification Branch of PETL to improve the current delivery model by increasing innovation, greater flexibility and identifying new ways of delivering apprenticeship content.

- **RECOMMENDATION 8**

That Government invest \$3.6 million in provincial funding to scale the Every New Brunswicker initiative and advocate for an additional \$3.6 million from the federal government.

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

The Minister has requested that NBCC work with government and community partners with regards to the development of the *Every New Brunswicker* initiative.

- **RECOMMENDATION 9**

That Government earmark 10% of the annual Student Financial Assistance program to create income-based Learning Opportunity Grants to support upskilling and reskilling beyond the traditional certificate, diploma or degree programs.

- **Outcome:** The Minister confirmed that financial supports from both the provincial and federal governments will continue to be made available for eligible New Brunswick students through “needs based” financial assistance programs and that PETL will continue to work in collaboration with the federal government to identify financial assistance programs.

- **RECOMMENDATION 10**

That Government continue its commitment to funding \$300,000 for students with special needs to continue to promote inclusive education.

- **Outcome:** Continued minimum funding of \$3,000,000 approved for 2022-2023 (subject to funding availability as stated in Annex A of the Memorandum of Understanding between PETL and NBCC supporting the retention and success of students with special needs).

The Minister encouraged NBCC to continue to apply through “other channels” for additional financial assistance for special needs students.

- **RECOMMENDATION 11**

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

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

The Minister has requested NBCC continue to apply for innovation funding through the [New Brunswick Innovation Foundation](#).



Annual Business Plan 2022-2023

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 Chair of 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.

Enhancing the social and economic prosperity of our province is NBCC's purpose. We do this by providing opportunities for people to achieve their potential as skilled, in-demand workers. 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, capital budget, tuition and mandatory fees.

Recommendation 2

That Government approve a 2022-2023 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.

Recommendation 3

That Government approve a tuition increase for 2023-24 equivalent to the average monthly increase of the New Brunswick Consumer Price Index for the calendar year 2022.

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 2022-23 Capital Budget Submission in order to address the most immediate health and safety needs.

Recommendation 5

That Government invest \$4 million annually over three years in the renewal of the Saint John Campus.

Recommendation 6

That Government endorses a provincial qualifications framework and advocate for a national framework to ensure and promote quality post-secondary education.

Recommendation 7

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

Recommendation 8

That Government invest \$3.6 million in provincial funding to scale the *Every New Brunswicker* initiative and advocate for an additional \$3.6 million from the federal government.

Recommendation 9

That Government earmark 10% of the annual Student Financial Assistance program to create income-based Learning Opportunity Grants to support upskilling and reskilling beyond the traditional certificate, diploma or degree programs.

Recommendation 10

That Government continue its commitment to funding \$300,000 for students with special needs to continue to promote inclusive education.

Recommendation 11

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

As demonstrated in NBCC's 2020-21 audited financial statements, the College overcame significant challenges associated with the COVID-19 pandemic and successfully grew the total number of learners to 10,247 in 2020-21 (an increase of 638 over prior year). Reflected in this figure was a decline of only 140 learners in our government-funded (i.e. 'regular') programs international students at a time when borders, and in many cases institutions, were closed.

The successful integration of college admission services into the College, the pivot of our programs to blended learning early in the pandemic, as well as the maintenance of on-premises practical learning through scheduling, health and safety protocols, mitigated the forecasted financial loss associated with a potential decline of up to 25% of enrolments. Nevertheless, NBCC cautiously held back on initiating or completing a number of significant capital, tactical and strategic investments due to this financial uncertainty. While this enhanced our financial position at the end of 2020-21, it slowed our progress toward strategic goals.

NBCC has carefully balanced important on-premises, face-to-face practical learning with public health guidelines, maintaining a 40-80% mix of blended learning for all programs. The budget for 2021-22 assumed a resumption of progress on capital, tactical and strategic projects. Though projects have resumed, they continue to occur at a slower pace than expected. Nevertheless, these projects are fiscally supported not only by the reinvested surpluses of prior years, but by the financial flexibility provided by higher-than-expected enrolments, particularly international learners, in Fall 2021-22.

As the rate of fully-vaccinated students and staff continues to climb, and a new equilibrium is reached between the pandemic and the College (indeed the province), it is expected that major and accelerated progress may be made in 2022-23 and subsequent years on NBCC's multi-year capital plan as well as on foundational academic infrastructure (like phased curriculum redesign, microcredentials, credit modelling / billing, scheduling infrastructure and student information system stabilization and enhancement). It is these priorities which will set NBCC apart as a future-facing and future-focused College best-serving the needs of New Brunswick's labour market and students.

The budget and four-year forecast contained within this business plan reflects that direction.

College Overview

As outlined in Section 6 of the *New Brunswick Community Colleges Act*, NBCC is responsible for “enhancing the economic and social wellbeing of the Province by addressing the occupational training requirements of the population and of the labour market of the Province.” Specifically, the legislation empowers the college:

- (a) to offer education and training and related services to full-time and part-time students,
- (b) to provide education and training and related services to governments, corporations and other bodies and persons,
- (c) 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, and
- (d) to carry out the other activities or duties authorized or required by the Act.¹

NBCC is a critical and valuable partner in the achievement of government’s goals. Per the *Accountability and Continuous Improvement Act*, the Government lays out its expectations for NBCC through the annual mandate letter. The Government has laid out the following specific expectations for NBCC’s mandate which form the framework for the direction of the college for 2022-23, and the subsequent recommendations to government as outlined in the following section, *Challenges and Opportunities*.

World-class education in support of an energized private sector

“NBCC will provide world-class education in support of an energized private sector by accelerating the transformation of programs and services to meet the identified needs of the labour market. This includes accelerating the implementation of educational programs and courses that maximize flexibility in duration, content, entry requirements, methods of delivery and instructional approaches.”

In 2020, 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. These schools and their programming are aligned to the economic sectors in New Brunswick.

The vast majority of employed NBCC graduates work in New Brunswick (94%) and most are working in fields related to their education (90%), which suggests good matches between NBCC programming and in-demand skills.

Professional and Part-time Learning enrolment increased 14.5% in 2020-2021 compared to 2019-2020 indicating the important role of continuing education in reskilling and upskilling New Brunswick’s workforce. NBCC has collaborated with Postsecondary Education, Training and Labour (PETL) and Collège communautaire du Nouveau-Brunswick (CCNB) on the Joint Workforce Development Initiative. This partnership has resulted in the development of new skills training opportunities across numerous sectors including trades, social services, hospitality and tourism, early childhood education, aquaculture and business. Numerous other collaborations are underway including essential skills pathways from high schools and community deliveries in First Nations.

¹ [New Brunswick Community Colleges Act](#)

NBCC plays an important role in an ecosystem of quality education to ensure young New Brunswickers have access and opportunity to build their skills security. The College has partnered with Education and Early Childhood Development (EECD) to develop school to college pathways in the form of dual credits and have formalized our commitment to the EECD Centres of Excellence.

Welcoming more learners to grow the labour force

“NBCC will welcome more learners to grow the labour force by reducing institutional and occupational barriers impeding the participation of prospective and current learners, particularly among mature learners, immigrants and newcomers, individuals who are “non-completers” and/or have transferred from another post-secondary institution, and individuals living in rural and/or remote communities. Government will collaborate with NBCC initiatives which support its commitment to serving more learners through greater flexibility and student-focus.”

Against extraordinary odds, NBCC exceeded 2020-21 Total Learners Index target of 10,016 by 2.3% welcoming 10,247 learners. Enrolment in government-funded programs experienced a modest 3% decline over the previous year. Participation in Professional and Part-time Learning (continuing education) dramatically (14.5%) exceeded the 2020-2021 target. These results indicate a strong appetite for continuing learning opportunities. For the first time, NBCC’s apprenticeship numbers came in on target -- a significant turnaround of recent trends at NBCC.

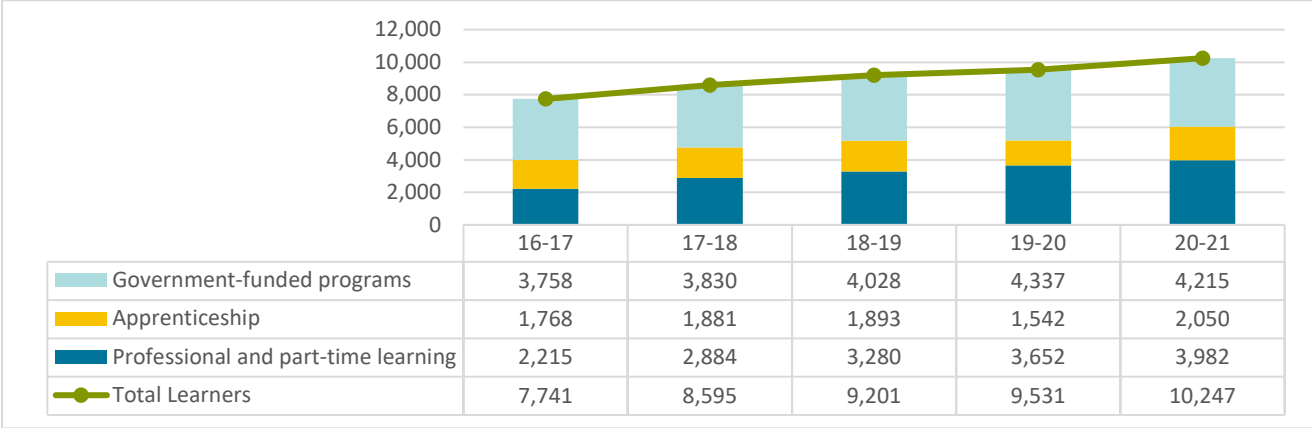


FIGURE 1 NBCC TOTAL LEARNERS INDEX, 2016-2017 TO 2020-2021

Fall enrolment in 2021 was up nearly six per cent over the previous year and 1.5 per cent over fall 2019, the previous historical high. Notably, NBCC experienced a 2.6% increase in domestic enrolment in regular programs in fall 2021. This follows several years of modest declines in domestic enrolment. As well, NBCC’s two smallest campuses St. Andrews and Woodstock, which experienced significant enrolment declines in 2020-21, have seen regular program enrolment rebound with 27% and 37% increases respectively. As of November 15, applications and admissions for 2022-23 are significantly higher than the same time last year. Domestic admissions are up 39% and international admissions are up 24% over November 2020. As outlined in Appendix 3, NBCC projects continued full-time enrolment growth in the coming years.

Enriching the NBCC Advantage

NBCC will continue to enrich the NBCC Advantage to inspire a new generation of problem-solvers, entrepreneurs and community connectors. Through investments and initiatives in applied research, entrepreneurship and community leadership, NBCC will continue to contribute to vibrant communities.

While the public health guidelines related to the pandemic created challenges for some of our in-person activities and projects, NBCC has adapted to provide safe service-learning opportunities, virtual entrepreneurship development sessions and applied research projects. In fact, some of our recent applied research projects specifically responded to the pandemic including supporting the production of PPE and developing apps to help navigate line-ups related to occupancy limits in stores.

A key feature of the *NBCC Advantage* is the opportunity for NBCC students to participate in applied research and innovation projects. These projects provide unique learning opportunities for students while also helping industry and community partners address real-world challenges and opportunities. In 2021-21, 364 students participated in applied research projects with 115 partners. The college has focused on applied research streams which align with the needs of communities and employers, and the vision for the province including establishing a Critical Infrastructure Security Operations Centre for student training and industry applied research projects in cybersecurity. NBCC also became the first Maritime college to access Mitacs and industry funding for diploma student internships and a postdoctoral research fellow.

As we are able to increasingly engage in in-person opportunities, we are focused on continuing to enhance the learning opportunities which set NBCC graduates apart in the workforce.

A leader in accountability, governance and stewardship

NBCC has demonstrated good stewardship of taxpayers' funding, and tuition fees from students, as reflected by budget surpluses over each of the last seven years. We expect NBCC to continue to be 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 for the last seven consecutive years (and eight of nine 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 these investments as multi-year funding in support of major academic model and program redesign, related information technology and equipment, deferred maintenance of physical infrastructure, NBCC's first fundraising campaign and implementation of an ongoing approach for continuous improvement.

A high-performing organization

NBCC will continue 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.

Continuing our commitment of 2020-21, significant professional development opportunities are being provided in fiscal 2021-22.

In addition to offering ongoing professional development for faculty in support of virtual learning, between April 1 and October 31, 2021, NBCC offered five sessions through our Employee and Family Assistance Plan service-provider, Homewood Health, in support of managers and their teams navigation of ongoing changes and uncertainty in our learning and home environments. Over 350 employees participated in these sessions.

Additionally, NBCC has provided access to two additional learning platforms:

- LinkedIn Learning, for which an average of 110 unique users accessed at least a monthly hour of content and completed over 466 'courses'; and,
- Percipio, for which an additional 14 unique users accessed at least a monthly hour of content and completed 93 'courses'.

NBCC remains committed to demonstrating its stewardship of both the public-funding and student tuition entrusted to it. NBCC has now fully operationalized weekly continuous improvement meetings in all units across the College and implemented projects in 2020-21 which yielded over \$320,000 in savings. These savings are returned to the College so that they may invest in value-added activities moving us toward our True North (11,000 Learners by 2022). NBCC remains committed to this program in 2021-22 and has already achieved almost \$60,000 in savings supporting our strategic direction.

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. NBCC’s performance measurement framework is included as part of the *Accountability Framework and Reporting Guide to Government* and results are reported each year in the college’s annual report. NBCC’s most recent performance measurement framework and results are included in Appendix 1 for reference.

Government-Established Key Performance Indicators

NBCC also measures 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.

Our most recent graduate survey indicated that 91 per cent of 2019 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. Graduate satisfaction remains high at 86 per cent.

In the 2020-21 performance dashboard and annual report, NBCC noted a slight dip in the annual graduation rate, although this continues to demonstrate strong results overall and far exceeds the benchmark set by government. A more significant decrease was noted in the retention rate. The college looked deeper into these results to determine the drivers and identify necessary strategies. NBCC’s Institutional Research (IR) team jointly reviewed student retention reports on which it relies (manually compiled) with the Registrar. Once retention was validated against other IR databases, NBCC’s original calculation and published figure was determined to be incorrect. Recalculations indicated the 2020-2021 student retention rate has been re-stated to 87.5%. The cause for the initial reporting error is currently under investigation by IR and the Office of the Registrar. Once understood, control measure(s) will be implemented.

KPIs	79% graduate rate	88% retention rate	91% employment rate	82% 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

Enhancing the social and economic prosperity of our province is NBCC's purpose. We do this by providing opportunities for people to achieve their potential as skilled, in-demand workers. To build a more resilient New Brunswick, we need to collectively confront three related challenges:

1. **The workforce is aging rapidly.** Nearly a quarter of New Brunswick's workforce is between 55 and 59 years of age, with nearly one third of our workforce set to retire by 2027, creating significant job vacancies.²
2. **Almost half our jobs are at risk disruption.** 47% of jobs in New Brunswick are at high or significant risk of automation or technological disruption – among the highest rates in Canada.³
3. **The educational attainment of our workforce is lagging.** In 2019, 61% of New Brunswick's labour force had a post-secondary credential, the third lowest rate in Canada, and trailing the national average of 67%.⁴ Lower education rates are associated with more precarious employment and one third of occupational shortages reported by small businesses are for jobs that require a college diploma or apprenticeship.⁵

Skills security is important to equip New Brunswickers to thrive in a changing world of work, but it's also essential for employers. When they face shortages of skilled workers, employers are 65% more likely to struggle to expand services, increase exports, or develop new products.⁶ With wide-scale investment in skills renewal, New Brunswick could increase the provincial economic output by an estimated \$737 million to \$829 million.⁷

NBCC's traditional one- and two-year programs, apprenticeship, and professional learning opportunities reach over 10,000 learners each year, providing them with the skills and education they need to participate in the workforce. But to foster New Brunswick's continued growth, we need to provide even faster, more flexible skills development opportunities.

We believe this is possible. But to achieve it we need to do three things:

1. Accelerate skills development to create faster, more flexible opportunities that respond to the needs of learners and employers.
2. Innovate educational delivery through the use of new tools, technology and spaces.
3. Reach unprecedented numbers of New Brunswickers by tearing down barriers and meeting people where they are.

NBCC is making strides to uphold its mandate while transforming the college to meet the current and future challenges and opportunities. This will continue to be our focus in 2022-23, and the following recommendations represent the government investments and policy decisions which will support this transformation.

² Statistics Canada. Table 14-10-0327-01 Labour force characteristics by sex and detailed age group, annual; NB Jobs (2019). "New Brunswick Labour Market Outlook 2018-2027", *Government of New Brunswick*.

³ OECD (2020), *Job Creation and Local Economic Development 2020: Rebuilding Better*, OECD Publishing, Paris.

⁴ Statistics Canada. Table 14-10-0118-01 Labour force characteristics by educational degree, annual.

⁵ Canadian Federation of Independent Businesses (2020). "Workers without borders", *CFIB*.

⁶ Business Development Bank of Canada (BDC) (2018) *Labour Shortage: Here to Stay*, BDC.

⁷ Moritz, R., Zahidi, S. (2021). "Upskilling for Shared Prosperity", *World Economic Forum*; Statistics Canada. Table 36-10-0402-01, 2019 GDP.

A leader in accountability, governance and stewardship

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.

Funding

With recent estimates placing the potential economic returns of widescale reskilling and upskilling initiatives in Canada at a value of between 2.4% and 2.7% of GDP, there is a strong case for investment in this area.⁸ If New Brunswick were to fall within this range, the increase would be approximately equivalent to an additional provincial economic output between \$737 million to \$829 million, thereby strengthening government revenues through growth.

To adequately plan and deliver on the demands for quality education while simultaneously exercising responsible fiscal management requires funding stability and predictability over the medium-term. We were pleased and encouraged with initial discussions around a potential multi-year funding agreement in spring and summer 2021 and we look forward to resuming these discussions with Government with an aim of securing a funding framework.

Recommendation 1

That Government, in collaboration with NBCC, establish a multi-year funding agreement, inclusive of operating grant, capital budget, tuition and mandatory fees.

Recommendation 2

That Government approve a 2022-23 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 agreement

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 2022-23. Zero per cent increases are not sustainable in the long-term, however, and we are seeking approval for a modest increase in tuition and fees in 2023-24. We are seeking Government's approval for that increase at this juncture so that we be transparent about the new tuition and fee level from the beginning of the recruitment cycle for the 2023-24 academic year.

Recommendation 3

That Government approve a tuition increase for 2023-24 equivalent to the average monthly increase of the New Brunswick Consumer Price Index for the calendar year 2022.

Infrastructure

Investing in the places, spaces, and people that can drive skills development and improve labour market outcomes is foundational for this potential to be realized. As of 2020, New Brunswick lagged all

⁸ Moritz, R., Zahidi, S. (2021). "Upskilling for Shared Prosperity", *World Economic Forum*; Statistics Canada. Table 36-10-0402-01, 2019 GDP.

other provinces in net educational infrastructure stock.⁹ While there have been significant investments in this area over the past few years, a per-capita stock gap between New Brunswick and the national average of approximately \$340 million persists.¹⁰ This is up from an estimated \$306 million in 2019.¹¹

To assess the role that NBCC could play in this key area, the college undertook a Strategic Facilities Master Plan (SFMP) in August of 2020 which is scheduled for completion in fiscal 2021-22. The aim of the SFMP is to develop the roadmap to the NBCC campuses of the future, including projections/life cycle cost analysis, organizational needs assessment and gap analysis. As part of that project, a space utilization study has been completed to help ensure that NBCC makes the most of existing infrastructure and any future capital investments. NBCC is actively engaged with its partners at PETL as well as Department of Transportation and Infrastructure (DTI) in updating the Memorandum of Understanding which governs the College's use of government-owned facilities in order to provide the most efficient and effective framework possible.

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 2022-23 Capital Budget Submission in order to address the most immediate health and safety needs.

In addition to addressing health and safety needs, 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*.

Saint John Campus Renewal

NBCC's Saint John campus is New Brunswick's largest trades training centre. Covering 47 acres, the buildings range in age from 2 years to almost 60 years old. Buildings A and B of the Grandview Campus were built in the 1960s and house Carpentry, Industrial Mechanics, Machinist, Plumbing,

Steam fitting/Pipefitting programs, plus several important student service areas. The current Facility Condition Index (FCI) rating is 0.51 for Building A and 0.34 for Building B. Simply put, ratings at this level mean it is more efficient and affordable to replace than refurbish. Furthermore, Building C, which was built over 40 years ago, has outdated building systems and lacks sufficient coworking, study and meeting spaces required in a modern learning environment.

The Saint John campus renewal project will replace the two oldest buildings at the campus (A&B) and refurbish C Building. This project will offer several benefits to the Province:

1. Increased training capacity to grow enrolment in existing programs and expand program offerings into new and emerging areas;

⁹ The value of infrastructure stock reflects the accumulation of investment over time minus retirements from the stock and the depreciation of that asset. Educational infrastructure stock includes schools, colleges, universities and other educational buildings.

¹⁰ Statistics Canada (2021). "Infrastructure Statistics Hub," SC: *Catalogue no. 71-607-X*; Statistics Canada. Table 17-10-0005-01 Population estimates on July 1st, by age and sex

DOI: <https://doi.org/10.25318/1710000501-eng>.

¹¹ Ibid.

2. Elimination of \$34 million in deferred maintenance needs, resulting in a smaller footprint and ongoing operational efficiencies of over \$200,000 annually; and,
3. More modern and flexible learning spaces at the province’s largest trades training centre.

For the Saint John campus renewal project, we are seeking \$12 million from the Province and \$12 million from the Federal Government. The College is investing \$2.3 million (to date) in addition to \$250,000 committed by the private sector.

Recommendation 5

That Government invest \$4 million annually over three years in the renewal of the Saint John Campus.

World-class education in support of an energized private sector

The Atlantic Provinces Economic Council (APEC) rated 10 of 15 New Brunswick counties as “high risk” on their long-term economic vulnerabilities indicator. These vulnerabilities will impact businesses, workers, and their communities.¹² More than one in five businesses or employers in New Brunswick listed “recruiting and retaining skilled employees” as an organizational obstacle in 2020.¹³ When they can’t find employees, companies are 65% more likely to experience low or no-growth.¹⁴

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

Qualifications framework and quality assurance

A Qualifications Framework (QF) sets clear guidelines for the design of programs and provides a continuum of learning expectations along with standards to be considered when assessing programs and graduates. It will assist in providing a context for policies on credit transfer and credential/qualification recognition to facilitate lifelong learning assessments. Used in 150 countries and two provinces, the key purpose of a framework is to:

- enhance confidence in the quality of the qualifications
- enable all stakeholders to understand the entire range of qualifications
- assist all learners in accessing the appropriate education and training during their entire lifetime
- support progression routes
- ensure accessibility for all learners regardless of intellectual abilities.
- maximize the opportunity for credit transfer
- enhance transparency and transferability, and
- create consistency in credentials allowing employers to be confident in the knowledge, skills and abilities of learners.

¹² APEC (2021). “Atlantic Canada Regional COVID-19 Vulnerability Report”, *APEC*.

¹³ Statistics Canada. Table 33-10-0273-01 Business or organization obstacles over the last three months, by business characteristics.

¹⁴ Business Development Bank of Canada (BDC) (2018) *Labour Shortage: Here to Stay*, BDC.

Recommendation 6

That Government endorses a provincial qualifications framework, and advocate for a national framework to ensure and promote quality post-secondary education.

Apprenticeship

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). 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, resulting in NBCC welcoming more than 2,000 learners in apprenticeship in 2020-2021. We look forward to building on this momentum.

Recommendation 7

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

Welcoming more learners to grow the labour force

Forty-two per cent of working age (25-65) New Brunswickers living below the poverty line are employed. Those without a high school diploma are almost 2.5 times more likely to be below the poverty line compared to those with a post-secondary education.¹⁵ Between 2011 and 2018, New Brunswick lost roughly 16,000 middle-skill jobs. This was mostly offset with growth in high-skill jobs.¹⁶ Without accessible pathways to retraining, incidences of long-term unemployment and underemployment will rise.

The traditional post-secondary model, with full-time classes, set class times, and on-campus delivery, is a successful model for many, but does not work for everyone. To reach more potential learners, NBCC is working to add more options in self-paced learning, short-term credentials, and alternative delivery models to complement the traditional model. Providing new and innovative access points is key to ensuring that no one is left behind. Additionally, we recognize that each learner's path is unique and providing adults with a personalized career development roadmap strongly increases the likelihood that they will achieve employment by 25 per cent and education and training outcomes by seven per cent.¹⁷

NBCC is developing an initiative which will enable every New Brunswicker and newcomer to have access to diagnostic tools and services that 1) assess skills and prior learning, 2) identify skills gaps to set a career goal, and 3) map a personalized future-proof path to quality employment.

The *Every New Brunswicker* initiative will engage with employers and sector associations for the purposes of providing real-time information on current opportunities and future skills needs, ensuring that both individual learning paths and our programming match our Province's labour market demands.

¹⁵ [Economic and Social Inclusion Corporation \(n.d.\) "Poverty in New Brunswick - A snapshot of poverty in New Brunswick", Government of New Brunswick.](#)

¹⁶ OECD (2020), *Job Creation and Local Economic Development 2020: Rebuilding Better*, OECD Publishing, Paris.

¹⁷ OECD (2021). *Career Guidance for Adults in a Changing World of Work, Getting Skills Right*. OECD Publishing, Paris.

By helping design an educational path that works for learners and matching them to real opportunities in the labour market, NBCC aims to close the gap between unemployed or under-employed New Brunswickers and the jobs that will drive our economic recovery and resilience.

As a first step, NBCC has partnered with Opportunities New Brunswick, PETL, and the New Brunswick Multicultural Council to pilot the *Facilitating Access to Skilled Talent (FAST)* platform.

The FAST pilot will focus on immigrant and newcomer populations in six priority trade sectors identified by Government of New Brunswick: Welding, Carpentry, Machinist, Millwright, Electrical and Plumbing. The *FAST* initiative leverages a proven competency-based assessment and adaptive learning platform for immigrants:

- Recognizing international credentials and identifying skills gaps
- Providing upskilling and skills training to develop faster, more flexible opportunities for learners and employers
- Connecting skilled immigrants with employers in need of talent
- Removing barriers to employment

In 2022-2023, we will be seeking to expand on the results of this pilot to support even more learners.

Recommendation 8

That Government invest \$3.6 million in provincial funding to scale the *Every New Brunswicker* initiative and advocate for an additional \$3.6 million from the federal government.

Recommendation 9

That Government earmark 10% of the annual Student Financial Assistance program to create income-based Learning Opportunity Grants to support upskilling and reskilling beyond the traditional certificate, diploma or degree programs.

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.

Recommendation 10

That Government continue its commitment to funding \$300,000 for students with special needs to continue to promote inclusive education.

Enriching the *NBCC Advantage*

Over the past year NBCC undertook a review to investigate how our external and internal stakeholders perceive the institution, and to determine how we can further enrich our value add. Responses from stakeholders indicate that our advantage includes the strengths of our college in the soundness of our curricula, our experiential learning delivery; the aspirations of our learners to seek skill to access and to develop within the workforce; the needs of the province in ensuring a well-prepared pipeline of learners in support of the industry needs.

Applied Research and Innovation

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. 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.

Recommendation 11

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

Conclusion

As a publicly-funded college, NBCC plays a key role in closing the gap between unemployed or under-employed New Brunswickers, and the jobs that will drive our economic recovery and resilience. At this critical moment, NBCC is stepping up to do even more. Together with our partners in the public and private sectors, we are accelerating training opportunities to get skilled workers on the job faster than ever before. We are creating flexible learning opportunities like micro-credentials to enable upskilling or reskilling. We are tearing down the obstacles that have prevented participation in post-secondary education in the past so we can reach an unprecedented number of New Brunswickers.

Quality education is one of the keys to decent work and economic growth. It fuels innovation and reduces inequalities. But meaningful impact can only be achieved when we refuse to leave anyone behind. At a time of such monumental upheaval in our economy and society, New Brunswick needs a straightforward and accessible path from at-risk jobs to skilled professions.

The recommended policy decisions and investments contained in this document will help ensure all New Brunswickers can walk that path together.

Summary of grant requests for 2022-2023 Budget Forecast

(in thousands of dollars)

Base grant 2021-2022	\$	56,539
Wage Bill (calculated as of Sept. 10, 2021) (Rec #1)		113
Requested Operational Grant increase (Rec #1)		-
		<hr/>
Total Operational Grant included in Budget Forecast	\$	56,652
		<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

	2022-2023	% of Total	2021-2022 (Restated)	% of Total
REVENUE				
Grant from Province	\$ 56,652,224	55.7%	\$ 56,076,170	62.4%
Tuition and fees	26,071,678	25.6%	16,706,026	18.6%
Sales	4,217,124	4.2%	3,590,124	4.0%
Apprenticeship and cost recoveries	7,295,071	7.2%	6,381,071	7.1%
Contract training	5,758,588	5.7%	5,744,171	6.4%
Applied research	1,200,000	1.2%	900,000	1.0%
Other grants	244,000	0.2%	244,000	0.3%
Amortization of deferred capital contributions	81,000	0.1%	81,000	0.1%
Other revenue	73,675	0.1%	73,675	0.1%
	<u>101,593,360</u>	<u>100.0%</u>	<u>89,796,237</u>	<u>100.0%</u>
EXPENSE				
Salaries and benefits	74,246,126	68.2%	67,604,457	70.8%
Services	14,864,938	13.7%	13,294,336	13.9%
Supplies	6,076,216	5.6%	5,441,908	5.7%
Cost of goods sold	2,168,433	2.0%	2,168,433	2.3%
Small tools and equipment	4,866,162	4.5%	4,036,491	4.2%
Repairs and maintenance	4,796,291	4.4%	1,391,907	1.5%
Amortization of capital assets	1,237,000	1.1%	1,114,000	1.2%
Bank fees and miscellaneous	50,483	0.0%	40,483	0.0%
Grants and payments to others	368,049	0.3%	290,156	0.3%
Inventory obsolescence and adjustments	66,200	0.1%	66,200	0.1%
Bad debt expense	79,000	0.1%	69,000	0.1%
	<u>108,818,898</u>	<u>100.0%</u>	<u>95,517,371</u>	<u>100.0%</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSE	(7,225,538)		(5,721,134)	
CHANGES IN NET ASSETS				
Used to acquire capital assets	82,000		82,000	
Internally restricted for specific purposes	6,685,871		4,018,643	
Unfunded future employee benefits	457,667		(279,834)	
	<u>7,225,538</u>		<u>(1,900,325)</u>	
NET INCREASE (DECREASE) IN ACCUMULATED OPERATING SURPLUS	<u>\$ -</u>		<u>\$ (1,900,325)</u>	

Notes:

- Due to rounding, percentages may not add up precisely to totals indicated (+/- 1%).
- 2021-2022 has been restated to present Repairs and Maintenance as a distinct line item.
- NBCC's 2022-23 Budget has assumed a balanced operating budget. The Deficiency of Revenue over Expense reflects NBCC's plan to fully implement plans which are entirely funded by one-time Internally Restricted Net Assets (as reported in Note 9 of its 2020-21 audited financial statements). Should in-year operational results present unforeseen challenges, NBCC could revisit these plans to redeploy those Internally Restricted Net Assets to cover operational deficits at the cost of these strategic initiatives.

Supplementary Information

Budgeted Expenses Aggregated by Component, Year Ending March 31

	2022-2023	% of Total	2021-2022	% of Total
EXPENSES				
Direct program costs	\$40,031,668	36.8%	\$34,445,574	36.1%
Educational support	20,137,902	18.5%	17,348,099	18.2%
Management & administrative services	32,895,477	30.2%	29,344,791	30.7%
Apprenticeship and cost recoveries	6,752,950	6.2%	5,702,690	6.0%
Contract training	6,832,468	6.3%	6,507,784	6.8%
Cost of goods sold	2,168,433	2.0%	2,168,433	2.3%
<i>Total expenses by component</i>	<u><u>\$108,818,898</u></u>	<u><u>100.0%</u></u>	<u><u>\$95,517,371</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 Plan

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

Appendix 6 | NBCC Organizational Chart

Appendix 1 | NBCC's Performance Measurement Framework

Item	2015-16 Baseline	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	2020-21 (Year 4) Results
1. KEY PERFORMANCE INDICATORS							
1.1 Annual Graduation (%)	78.8%	79.0%	81.2%	80.7%	83.6%	80.0%	78.7%
1.2 Graduate Satisfaction (%)	90.0%	90.0%	86.7%	84.1%	86.0%	90.0%	86.0%
1.3 Overall Graduate Employment (%)	90.0%	90.0%	90.4%	90.9%	89.0%	90.0%	91.0%
1.4 Graduate Employment in Related Field (%)	83.0%	83.0%	83.7%	83.4%	85.0%	83.0%	82.0%
1.5 Student Retention (%)	81.3%	83.0%	84.7%	81.6%	89.9%	83.0%	87.5% ¹⁸
1.6 Graduate Employment in NB (%)	90.0%	90.0%	94.0%	91.9%	94.2%	90.0%	93.8%
2. WELCOME MORE LEARNERS							
2.1 Total learners index	7,950	11,187	8,683	9,361	9,609	10,016	10,247
2.2 Recruitment index	-	33,850	36,823	37,398	40,421	33,419	42,753
2.21 International learners (#)	122	-	255	537	995	-	1,044
2.22 Indigenous learners (#)	174	-	182	285	292	-	306
2.3 Student satisfaction index	-	79.5%	-	77.7%	80.2%	79.4%	75.1%
2.4 Student financial support index	711	1,477	1,137	1,273	1,781	1,310	1,368
2.5 Student services utilization index	-	12.0%	18.2%	14.4%	14.9%	9.3%	14.2%
3. BUILD OUR CAPACITY TO GROW							
3.1 Employee engagement index	-	76.9%	-	-	73.5%	76.1%	73.8%
3.2 Professional development investment (%)	0.6%	1.0%	0.7%	0.9%	0.6%	0.9%	0.3%
3.3 Continuous Improvement Index	-	179	-	-	40	112	138
3.4 Financial Sustainability Index	-	24.3	10.1	12.9	17.7	21.2	23.0

¹⁸ Restated due to correction of a calculation error.

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

	2020-2021 Actual	2019-2020 Actual	2018-2019 Actual
REVENUE			
Grant from Province	\$ 56,150	\$ 55,368	\$ 54,292
Tuition and fees	19,220	19,253	16,024
Sales	2,724	3,838	3,671
Apprenticeship and cost recoveries	7,849	6,120	5,836
Contract training	3,950	4,231	5,865
Applied research	780	927	746
Other grants	306	270	256
Amortization of deferred capital contributions	65	84	98
Other	71	174	227
	91,115	90,265	87,015
EXPENSE			
Salaries and benefits	64,300	62,947	60,708
Services	7,863	10,106	11,738
Supplies	3,436	4,625	4,794
Cost of goods sold	1,638	2,181	2,143
Small tools, equipment and building repairs	1,979	2,167	1,757
Amortization of capital assets	1,075	1,002	888
Repairs and maintenance	575	879	-
Transfer of asset to the Province	750	390	-
Grants and payments to others	274	390	322
Bank fees and miscellaneous	40	61	52
Bad Debt	14	189	(75)
Inventory obsolescence and adjustments	51	77	36
	81,995	85,014	82,363
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSE	9,120	5,251	4,652
CHANGES IN NET ASSETS			
Net assets used to acquire capital assets	430	(323)	(1,435)
Change in net assets internally restricted for specific purposes	(5,876)	(2,224)	(2,331)
Unfunded future employee benefits	482	348	244
	-	-	-
INC (DEC) IN ACCUMULATED OPERATING SURPLUS	\$ 4,156	\$ 3,052	\$ 1,130

Notes:

2019-2020 has been restated to present Repairs and Maintenance as a separate line item.

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

	2020-2021 Actual	2019-2020 Actual	2018-2019 Actual
REVENUE			
Tuition and fees	\$ 19,220	\$ 19,253	\$ 16,024
Contract training	3,950	4,231	5,865
Sales	2,724	3,839	3,671
Applied research	780	927	746
Other grants	306	270	256
Other	136	257	325
	<u>27,116</u>	<u>28,777</u>	<u>26,887</u>
Apprenticeship and cost recoveries	7,849	6,120	5,836
Grant from Province	56,150	55,368	54,292
	<u>91,115</u>	<u>90,265</u>	<u>87,015</u>
EXPENDITURES			
Direct program costs	33,317	33,407	32,680
Educational support	14,248	15,120	14,060
Management and administration support	22,579	24,328	21,793
Apprenticeship and cost recoveries	5,743	5,011	5,006
Contract training	4,469	4,967	6,679
Cost of goods sold	1,639	2,181	2,145
	<u>81,995</u>	<u>85,014</u>	<u>82,363</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSE	9,120	5,251	4,652
CHANGES IN NET ASSETS	(4,964)	(2,199)	(3,522)
INC (DEC) IN ACCUMULATED OPERATING SURPLUS	\$ 4,156	\$ 3,052	\$ 1,130

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

	Budget 2022-2023	Budget Forecast 2023-2024	Budget Forecast 2024-2025	Budget Forecast 2025-2026
REVENUE				
Grant from Province	\$ 56,652,224	\$ 57,761,020	\$ 58,891,567	\$ 60,044,294
Tuition and fees	26,071,678	26,893,937	26,941,582	27,106,291
Sales	4,217,124	4,229,009	4,241,131	4,253,494
Apprenticeship and cost recoveries	7,295,071	7,531,071	7,531,071	7,531,071
Contract training	5,758,588	5,758,588	5,758,588	5,758,588
Applied Research	1,200,000	1,200,000	1,200,000	1,200,000
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>101,593,360</u>	<u>103,772,300</u>	<u>104,962,614</u>	<u>106,292,413</u>
EXPENSE				
Salaries and benefits	74,246,126	75,861,572	76,176,684	77,527,638
Services	14,864,938	14,514,794	13,921,110	13,291,141
Supplies	6,076,216	5,412,559	5,412,559	5,412,559
Small tools and equipment	4,866,162	2,099,491	1,249,491	1,249,491
Repairs and maintenance	4,796,291	5,377,685	5,453,670	5,432,033
Grants and payments to others	368,049	368,049	368,049	368,049
Bank fees and miscellaneous	50,483	50,483	50,483	50,483
Inventory Obsolescence & adjustments	66,200	66,200	66,200	66,200
Amortization of capital assets	1,237,000	1,261,740	1,286,975	1,286,975
Bad debt expense	79,000	79,000	79,000	79,000
Cost of goods sold	2,168,433	2,190,121	2,212,024	2,234,142
	<u>108,818,898</u>	<u>107,281,694</u>	<u>106,276,245</u>	<u>106,997,711</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	(7,225,538)	(3,509,394)	(1,313,631)	(705,298)
CHANGES IN NET ASSETS	7,225,538	3,509,394	1,313,631	705,298
INC (DEC) IN ACCUMULATED OPERATING SURPLUS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Supplementary Information: Expenses aggregated by component

	Budget 2022-2023	Budget Forecast 2023-2024	Budget Forecast 2024-2025	Budget Forecast 2025-2026
Direct program costs	\$ 40,031,667	\$ 40,322,564	\$ 39,950,334	\$ 40,558,193
Educational support	20,137,902	19,241,299	18,954,322	18,599,401
Management & administrative services	32,895,478	31,761,074	31,208,218	31,466,323
Apprenticeship & cost recoveries	6,752,950	6,854,229	6,957,641	7,063,248
Contract training	6,832,468	6,912,407	6,993,706	7,076,404
Cost of goods sold	2,168,433	2,190,121	2,212,024	2,234,142
Total expenses by component	\$ 108,818,898	\$107,281,694	\$106,276,245	\$106,997,711

Note:

NBCC's 2022-23 Budget and forecasted results to 2025-26 has assumed a balanced operating budget. The Deficiency of Revenue over Expense in all four years reflects NBCC's plan to fully implement plans which are entirely funded by one-time Internally Restricted Net Assets (as reported in Note 9 of its 2020-21 audited financial statements). Should in-year operational results present unforeseen challenges, NBCC could revisit these plans to redeploy those Internally Restricted Net Assets to cover operational deficits at the cost of these strategic initiatives.

Appendix 4 | NBCC Enrolment Plan

Enrolment planning continues to be an integral component of NBCC's planning and resource allocation process and 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.

NBCC has sought to be even more responsive to both current and future labour market needs specifically in the eight priority occupations identified by PETL by working closely with agencies such as Opportunities New Brunswick (ONB), by sitting on Provincial Labour Force Alignment Steering Group, and by working to develop robust Program Advisory Committees in these occupations.

NBCC continues to refine and enhance the enrolment planning process with the inclusion of targets for credit-based programming in the School Professional and Part-time learning. Programming in this school supports programming to enable learner upskilling and reskilling primarily through micro credential offerings. NBCC has developed eighteen micro credentials which ladder into Early Childhood Education, three which ladders to Cybersecurity, eight into Personal Support Worker and three into Carpentry. Many more are in development in support of the eight priority sectors as identified by PETL.

NBCC has also experienced growth in high demand sectors such as Information Technology, Health, Business and Engineering and has responded by adding additional cohorts in these areas together with new program launches.

Along with other Post-Secondary Institutions in NB, NBCC has formally partnered with EECD in offering dual credit courses allowing high school students to avail themselves of additional high school credits which are transferred into NBCC programs.

NBCC's response to the challenges of Covid-19 has included the development of a more distributed approach to program offerings. This approach facilitates the widening of access to learners living near the smaller more rural campuses with them benefiting from the planned integration of technology into the delivery of programming; students can access provincial cohort based theoretical learning combined with local campus specific lab and shop-based learning.

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 \$)
2022-2023	5,263	\$26,072
2023-2024	5,450	\$26,894
2024-2025	5,459	\$26,942
2025-2025	5,483	\$27,106

Appendix 6 | NBCC Organizational Chart

