

# MEMO

**DATE:** March 25, 2024

**SUBJECT:** NBCC 2024-2025 Annual Business Plan Proposal to Government

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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 14, 2023**  
Draft NBCC 2024-2025 Annual Business Plan Proposal to Government reviewed by the NBCC Board of Governors.
- **December 15, 2023**  
Draft NBCC 2024-2025 Annual Business Plan Proposal to Government submitted to the Minister for approval.
- **March 13, 2024**  
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 2024-2025 Annual Business Plan Proposal to Government.

It is recommended that Government:

- **RECOMMENDATION 1**

*Reviews and expands the Student Financial Assistance program and other provincial programs and policies to support participation in alternate pathways to education outside of traditional full-time certificates and diploma programs.*

- **Outcome:** Commitment to contributing to accessible and affordable post-secondary education. Reference to elimination of student loan interest and increases to weekly funding amounts for the Student Financial Services program.

- **RECOMMENDATION 2**

*Increases apprenticeship funding to \$4,300 per week and works with NBCC to modernize apprenticeship training delivery by offering flexible delivery options.*

- **Outcome:** No increase to funding committed. Openness expressed to “explore more flexible and innovative training delivery models.” Referenced are an adjustment of the number of days per week in class training.

### RECOMMENDATION 3

*Adopts the practice of other Canadian jurisdictions to exempt New Brunswick students who complete pre-employment programming from Block 1 exam.*

- **Outcome:** Maintenance of pre-employment students being required to pass level 1 exam.

### • RECOMMENDATION 4

*Commits to a three-year training schedule which will:*

- help to increase apprenticeship persistence and completion rates and*
- allow NBCC to recruit and importantly retain exemplary faculty who contribute to the overall quality of programming.*

- **Outcome:** Support for continued collaboration with the Apprenticeship and Occupational Certification Branch.

### • RECOMMENDATION 5

*Provides financial support for the roll-out of FAST NB and works with NBCC on determining future assessment fees for the participants.*

- **Outcome:** Support for continued work with Apprenticeship and Occupational Certification, Working NB and Opportunities NB regarding FAST. No financial support committed.

### • RECOMMENDATION 6

*Adopts a provincial qualifications framework and alongside this a quality assurance framework to ensure appropriate oversight and validation for standards and quality of all public and private post-secondary education institutions in New Brunswick.*

- **Outcome:** Reference to the Quality Assurance unit within PETL continuing to conduct regular inspections and maintain oversight.

### • RECOMMENDATION 7

*Establishes a multi-year funding agreement in collaboration with NBCC which includes operating grant, capital budget, tuition, and mandatory fees.*

- **Outcome:** Ministerial approval to increase tuition fees by 2% for 2024-25 has been granted as well as an annual 2% tuition increase over the next three years (2024-2027).

### • RECOMMENDATION 8

*Approves a 2024-25 operational grant increase to NBCC which reflects wage bill adjustments for approved economic increases to NBCC's salary mass and increases to non-salary costs due to NBCC's status as a Public Service Body under a new Reciprocal Tax Agreement between the Government of New Brunswick and Government of Canada.*

- **Outcome:** Final approvals to be given once grant allocation is finalized through government's overall annual fiscal budget process.



- **RECOMMENDATION 9**

*Continues to collaborate with NBCC to develop a long-term strategy for the critical deferred maintenance projects outlined in NBCC's 2024-25 Capital Budget Submissions to address the most immediate health and safety needs.*

- **Outcome:** Reaffirmation of the \$2.2M granted to NBCC to assist with costs related to on-going maintenance and repair of its infrastructure.



# NBCC

Annual Business Plan 2024-2025

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Proposal to Government

## Our Vision

Transforming Lives and Communities.

## Our Purpose

Driving social and economic well-being through education

## Our Values

We learn together to...

Nurture a culture of belonging

Encourage, engage, and inspire

Lead with integrity

Embrace innovation

Develop strong relationships

## Our Pillars

Education that Works

Going Beyond in All That We Do

Impact through Relationships

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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*. As part of our legislated requirement, NBCC publishes both the business plan proposal and the Minister's response on the College's website.

NBCC drives social and economic wellbeing through education by providing opportunities for people to achieve their potential as skilled, in-demand workers. Through the recommended investments and policy decisions, the Government will ensure NBCC's future sustainability and empower us to better address the needs of the individuals, employers, and communities we serve.

## Recommendations

It is recommended that Government:

1. Reviews and expands the Student Financial Assistance program and other provincial programs and policies to support participation in alternate pathways to education outside of traditional full-time certificates and diploma programs.
2. Increases apprenticeship funding to \$4,300 per week and works with NBCC to modernize apprenticeship training delivery by offering flexible delivery options.
3. Adopts the practice of other Canadian jurisdictions to exempt New Brunswick students who complete pre-employment programming from Block 1 exam.
4. Commits to a three-year training schedule which will:
  - a. help to increase apprenticeship persistence and completion rates and
  - b. allow NBCC to recruit and importantly retain exemplary faculty who contribute to the overall quality of programming.
5. Provides financial support for the roll-out of *FAST NB* and works with NBCC on determining future assessment fees for the participants.
6. Adopts a provincial qualifications framework and alongside this a quality assurance framework to ensure appropriate oversight and validation for standards and quality of all public and private post-secondary education institutions in New Brunswick.
7. Establishes a multi-year funding agreement in collaboration with NBCC which includes operating grant, capital budget, tuition, and mandatory fees.
8. Approves a 2024-25 operational grant increase to NBCC which reflects wage bill adjustments for approved economic increases to NBCC's salary mass and increases to non-salary costs due to NBCC's status as a Public Service Body under a new Reciprocal Tax Agreement between the Government of New Brunswick and Government of Canada.
9. Continues to collaborate with NBCC to develop a long-term strategy for the critical deferred maintenance projects outlined in NBCC's 2024-25 Capital Budget Submissions to address the most immediate health and safety needs.

## College Overview

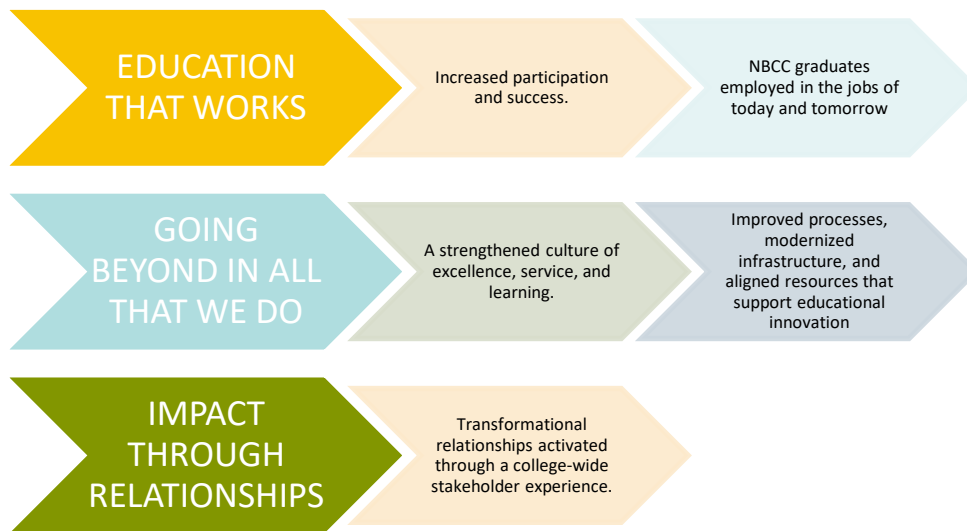
As outlined in Section 6 of the *New Brunswick Community Colleges Act*, NBCC is responsible for “enhancing the economic and social wellbeing of the province by addressing the occupational training requirements of the population and of the labour market of the province.” Specifically, the legislation 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.<sup>1</sup>

Simply put, NBCC strives to ensure every New Brunswicker can develop the skills to fully participate in meaningful work and that New Brunswick businesses should have access to the teams and talent they need to grow and compete here at home and around the world.

### *Going Beyond, 2023-2028*

In 2023-24 NBCC began implementing a new five-year strategic plan: *Going Beyond*. The new strategic plan builds on a strong foundation while going beyond traditional forms of post-secondary education to create even greater access, provide an extraordinary NBCC Experience, and create generational impact in the communities we serve.



This business plan covers NBCC’s 2024-25 operational year and outlines key initiatives which the College will undertake. This work strongly aligns with the mandate provided to NBCC by the Minister in the mandate letter of May 30, 2023.

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<sup>1</sup> [New Brunswick Community Colleges Act](#)



# 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 NBCC’s annual report.

NBCC’s performance measurement framework (Appendix 1 | NBCC’s Performance Measurement Framework) identifies Board-level indicators which are informed and supported by measures at the management, leadership, and executive levels.

## 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 most cases, NBCC has continuously outperformed these key measures.

**TABLE 1 2022-2023 KPI RESULTS**

<b>85%</b> graduate rate	<b>86%</b> retention rate	<b>92%</b> employment rate	<b>84%</b> related employment rate	<b>82%</b> graduation satisfaction rate
GNB Benchmark: 60%	GNB Benchmark: 83%	GNB Benchmark: 80%	GNB Benchmark: 78%	GNB Benchmark: 80%

NBCC has renewed discussions with the Department of Post-secondary Education, Training and Labour (PETL) to identify opportunities for improvements to the *Graduate Follow-Up Survey* to allow for richer data, improved methodologies, and better alignment of definitions. This will ensure that we are evaluating on outcomes which are meaningful and relevant to NBCC and PETL.

## Challenges and Opportunities

At NBCC, we believe every New Brunswicker should have the opportunity to develop the skills to fully participate in meaningful work and that our businesses should have access to the teams and talent they need to grow and compete here at home and around the world.

NBCC has identified three inter-related challenges which continue to inform our strategic vision, our tactical priorities, and our operational planning:

1. **An aging workforce:** Nearly a quarter of New Brunswick's workforce is over the age of 55, and is at, or approaching, retirement age. Over the next decade, nearly 98,000 retirements are projected, creating significant job vacancies.<sup>2</sup>
2. **High risks of job disruption:** 47% of jobs in New Brunswick are at high or significant risk of automation or technological disruption – among the highest rates in Canada.<sup>3</sup>
3. **The educational attainment of our population is lagging.** At the time of the last Census, 58% of New Brunswick's population aged 25-64 had a post-secondary education, compared to the national average of 65%. NB Jobs has projected that over the next decade, approximately 65% to 70% of job openings will be for positions that require post-secondary credentials.<sup>4</sup> Lower education rates are associated with lower labour force participation and employment rates, more precarious employment and one third of occupational shortages reported by small businesses are for jobs that require a college diploma or apprenticeship.<sup>5</sup>

To address these challenges, we need to build on what we do well *and* create new on- and off-ramps to education. This means looking at everything from how we schedule classes and how we recognize prior experience, to how we use our space and what kind of micro-credentials we offer, in order to help people access the skills they need in a way that makes sense. It also requires us to engage in new, deeper partnerships with employers, governments, and communities.

Through academic transformation, we will be better positioned to open doors more widely to increase participation and success in target groups, including increasing domestic postsecondary education participation. We are also prioritizing the sectors of our workforce with the greatest talent needs or opportunities for growth.

This is not about growth for growth's sake. In many ways, NBCC is a microcosm of New Brunswick where the past two years have flipped a paradigm from "How do we attract significantly more people?" to "How do we support a growing population?" To address this shift, NBCC is engaging in conversations in new ways. We are examining our own internal capacity, working with employers to prepare for a more diverse workforce, and collaborating with communities on community readiness in areas such as housing, transportation, childcare, and health services.

These challenges and opportunities are addressed in the pillars of our strategic plan.

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<sup>2</sup> 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*.

<sup>3</sup> OECD (2020), Job Creation and Local Economic Development 2020: Rebuilding Better, OECD Publishing, Paris.

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

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

## Pillar 1: Education that Works

Objective 1a: Increased participation and success

Objective 1b: NBCC graduates employed in the jobs of today and tomorrow

### **Related Mandate from Minister of Post-secondary Education, Training and Labour, May 30, 2023**

*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.*

*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.*

NBCC will deliver *Education that Works* through quality-assured learning experiences informed by both current and future trends. We will reach and support more learners through new and groundbreaking access points to training, accelerated skills development, and robust student support. We will ensure that NBCC graduates experience learning that is relevant, applicable, and which empowers them to embrace their future employment.

### Objective 1a: Increased participation and success

NBCC’s traditional one- and two-year programs, apprenticeship, and professional learning opportunities reach over 12,000 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 and respond to increasingly complex challenges, we need to increase participation particularly among those who have typically not pursued postsecondary education.

NBCC is aiming to increase domestic participation, ensure international enrolment is intentional and sustainable, and provide upskilling and reskilling opportunities that meet the needs of employers, particularly in priority sectors.

#### *Academic transformation*

Our multi- year transformation plan for our programs and systems is moving towards completion. It is anticipated that the majority of the work will be completed by Fall 2025. Program curricula have been revitalized, updated and aligned with the new qualifications’ framework and the new credit model. These changes bring new opportunities for students to access and continue in PSE with new pathways and industry led micro-credentials. Changes in the delivery of programming are also changing with the emphasis on providing students with options.

NBCC has decided on two new systems, for admissions and scheduling, which incorporate newly developed artificial intelligence components. Together, these systems will substantially increase our ability to admit students faster, support multiple intakes, provide information to students earlier, and allow more effective and efficient management of both facility and human resources.

### *Strategic Enrolment Management*

NBCC is currently completing work on a five-year strategic enrolment management strategy. Through this approach NBCC will make significant progress in ensuring that New Brunswickers, particularly those historically underrepresented in postsecondary education, will have access to education in a way that works for them. Our commitment to strategic and sustainable enrolment will benefit from data-informed decisions along with renewed and enhanced admissions processes and student supports.

**Domestic learners:** Over the past five years, domestic enrolment at NBCC has remained relatively flat, averaging 3,500 domestic learners each year in government-funded programs. Nationally, and in all provinces except Alberta, domestic college enrolments have declined in recent years. Most provinces saw their college enrolment peak in the early- to mid-2010s as declining youth populations or growing preferences towards university enrolment impacted domestic college numbers.

At the same time, New Brunswick continues to have one of the highest rates of youth aged 18 to 29 who are not in employment, education or training (NEET), representing huge untapped potential. Through partnerships with Education and Early Childhood Development; Working NB; Social Development and others, NBCC can help unlock this potential and empower individuals to participate in education in greater numbers. We also see opportunities to leverage the StudyNB network to not only promote post-secondary education around the world, but also to inspire and engage New Brunswickers here at home.

Additionally, the longstanding commitment by PETL to provide \$300,000 in dedicated funding, as outlined in the Memorandum of Understanding with NBCC, is essential in helping support inclusive education for students with special needs.

**International learners:** The biggest driver of NBCC's enrolment growth in recent years has been strong international demand. In recent years, one in three NBCC learners was an international student. International students who graduate NBCC remain in New Brunswick at significantly higher levels than those from other postsecondary education institutions with a three-year retention rate of 46.7% as compared to an average rate of 18.5% among other publicly-funded universities and colleges.<sup>6</sup>

In Fall 2023, because of higher than anticipated applications as well as visa approvals which came in faster and at higher volumes than projected, international learners made up more than 40% of NBCC's record enrolment. This unexpected growth stretched the college's internal capacity in classrooms and in student support, and placed pressures on our campus communities.

NBCC is committed to sustainable enrolment. We will welcome international learners into the province, while ensuring a quality experience for all of our students, our staff, and the communities we serve. For 2024-2025, we are focused on better enrolment planning and forecasting, improved admissions processes, and new collaborations with partners and communities.

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<sup>6</sup> Balzer, A., McDonald, T., Miah, P., & Mokhtar, R. (2023). Graduate retention in New Brunswick: 2019 and 2020 cohort update. Fredericton, NB: New Brunswick Institute for Research, Data and Training.

NBCC can also play an important role in outbound international partnerships and is currently planning for and developing strategic international partners with a view to delivery of programming internationally. Working with PETL, and the Department of Health it is envisaged that by Fall 2024 formal partnerships will be in place in the Philippines for the delivery of NBCC Personal Support Worker / Licensed Practical Nurse programming in situ. The aim is to afford students with NBCC accredited qualifications to enter New Brunswick -- and our workforce -- seamlessly and with ease.

NBCC will be working to ensure that all international partners adhere to NBCC's policies, practices and protocols inclusive of qualifications framework, quality assurance framework and our comprehensive standards for student learning experience.

**Upskilling and reskilling:** The OECD has estimated that in New Brunswick, it will be technologically feasible to fully automate roughly 16% of all jobs in the coming years. In addition to this potential displacement, there are approximately 30% of jobs that will be significantly transformed by the introduction of new technologies and the corresponding redesign of work tasks.<sup>7</sup> Overlapping with these digitally centered skills transitions will also be the skills adjustments associated with movement to a low carbon economy. RBC has estimated that across Canada roughly 15% of the labour force will need a modified or enhanced skillset on the move to net-zero, with some of the largest changes occurring in the transportation, energy, manufacturing, and natural resource sectors.<sup>8</sup>

There will be significant economic and social costs of not adequately preparing for job displacement and transitions: labour force exits; increased structural unemployment; increased rates of poverty; skilled labour shortages and skills mismatches; unstable domestic consumer demand; rising business insolvencies; increased productivity gaps when compared to other jurisdictions; and heightened possibilities for social unrest. To proactively address these challenges, adequate financing should be devoted to ensuring training systems have high coverage, inclusive participation, flexibility, and guidance, and are aligned with labour market needs.

With automation and technological disruption dramatically changing the way we work, we need to create more on and off ramps to education so people can access the skills for the work of today and tomorrow. NBCC is currently developing an innovative approach to Prior Learning and Assessment (PLAR) that will facilitate skills-based transcripting. NBCC has branded this as "PLAR for Everyone" and it extends PLAR beyond formal credentials or training. By recognizing and validating an individual's current skills, we can enable clear goals and pathways for their additional learning. It will provide employers with demonstratable evidence on potential employee skill sets so they can offer employment with confidence. In support of this initiative NBCC has developed a comprehensive Micro-credential Framework. This framework provides clarity around the definition, purpose and value of micro-credentials to both employers and students. NBCC's School of Professional and Part-Time Learning (PPL) continues to add to the suite of micro-credential offerings.

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<sup>7</sup> OECD (2020), *Job Creation and Local Economic Development 2020: Rebuilding Better*, OECD Publishing, Paris.

<sup>8</sup> RBC (2022). "Green Collar Jobs: The skills revolution Canada needs to reach Net Zero", *RBC Economics and Thought Leadership*.

To continue to upskill New Brunswick's workforce it will be important to modernize policies and systems such as student financial assistance to include non-traditional approaches to post-secondary education.

**RECOMMENDATION:**

It is recommended that Government:

1. Reviews and expands the Student Financial Assistance program and other provincial programs and policies to support participation in alternate pathways to education outside of traditional full-time certificates and diploma programs.

**Meeting the demand for skilled trades**

NBCC has been the primary delivery agent for apprenticeship training for decades on behalf of Apprenticeship and Occupational Certification (AOC). Given the important role of apprenticeship training in ensuring that New Brunswick develops a skilled workforce, NBCC continues to work with the AOC to modernize delivery. Increased flexibility and accessibility of apprenticeship training, as well as increased apprenticeship funding, are essential to increase the number of learners in apprenticeship.

**RECOMMENDATION:**

It is recommended that Government:

1. Increases apprenticeship funding to \$4,300 per week and works with NBCC to modernize apprenticeship training delivery by offering flexible delivery options.
2. Adopt the practice of other Canadian jurisdictions to exempt New Brunswick students who complete pre-employment programming from Block 1 exam.
3. Commit to a three-year training schedule which will:
  - a. help to increase apprenticeship persistence and completion rates and
  - b. allow NBCC to recruit and importantly retain exemplary faculty who contribute to the overall quality of programming.

**Facilitating Access to Skilled Talent New Brunswick (FAST NB)**

NBCC continues to develop *Facilitating Access to Skilled Talent New Brunswick (FAST NB)*, an online skills and competency assessment platform. This platform helps individuals understand the skills and competencies they have developed through previous work and educational experiences, and how these align with occupations in the New Brunswick labour market. NBCC is working in partnership with Working NB and AOC in support of the goal to bring 10,000 newcomers over 10 years into the construction trades industry. It is anticipated that a comprehensive roll-out will commence September 2024. This pre-assessment model will include offering content not only in English and French, but also Spanish, Portuguese and Russian as requested by Working NB and AOC. The additional language components and additional content exceed what is currently funded by NBCC.

**RECOMMENDATION:**

It is recommended that Government:

1. Provides financial support for the roll-out of *FAST NB*, and works with NBCC on determining future assessment fees for the participants.

## Objective 1b: NBCC graduates employed in the jobs of today and tomorrow

Skills security is important to equip New Brunswickers to thrive in a changing world of work, and it is essential for employers. Positive employment outcomes for graduates begin with ensuring the quality of our programming.

### *Academic Quality Standards*

NBCC recognizes the importance of establishing Academic Quality Standards for continual evaluation and monitoring, consistency, and improvement of programs. Quality assessment of programs will promote and sustain continued quality educational programming for every NBCC learner and meet the needs of employers, the community, and other stakeholders. New Brunswick does not have an approved framework to govern the quality of academic programs delivered by colleges. NBCC has implemented Academic Quality Management Processes that align with ISO 21001:2018.

NBCC has adopted the following Quality Assurance Principles to support academic planning and decision-making:

- NBCC consults with industry and local businesses to guide the design, development, and evolution of our training programs and courses.
- NBCC is committed to designing and implementing programs and services that meet student requirements.
- NBCC ensures instructional staff are qualified through recruitment processes and ongoing training and development.
- NBCC maintains and improves academic quality assurance standards through active monitoring and review.
- NBCC designs and implements processes to identify risks and opportunities and address them.
- NBCC ensures that the College environment is a place where improvement initiatives are encouraged and welcomed.
- NBCC ensures that measurable and realistic academic quality objectives are established annually, communicated to staff, and evaluated, reviewed, and revised on an on-going basis.

The quality assurance processes work in concert with NBCC's Qualifications Framework, which has been developed to set clear guidelines for the design of programs and will be used as a reference for all program development. All programs are being recalibrated to be in line with the Qualification Framework and new credit model. Two thirds of all programs will be complete by the end of 2023-24. Pilot programs have been identified for the implementation of the formal Quality Assurance five-year review. It is anticipated that all programs will be reviewed by the 2026-2027 academic year.

### *RECOMMENDATION:*

It is recommended that Government:

1. Adopts a provincial qualifications framework and alongside this a quality assurance framework to ensure appropriate oversight and validation for standards and quality of all public and private post-secondary education institutions in New Brunswick.



**Pillar 2:  
Going Beyond In All  
We Do**

Objective 2a: A strengthened culture of excellence, service, and learning

Objective 2b: Improved processes, modernized infrastructure, aligned resources

**Related Mandate from Minister of Post-secondary Education, Training and Labour, May 30, 2023**

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

*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.*

NBCC will deliver on our purpose by providing an extraordinary NBCC experience. We will foster and nurture talent to create a culture of excellence, service, and learning. We will develop and invest in innovative, supportive, and sustainable systems and infrastructure to ensure that staff and students alike can thrive at NBCC.

**Objective 2a: A strengthened culture of excellence, service, and learning**

NBCC is committed to making NBCC a place where everyone – students, staff, and partners - feel they belong and are valued.

*People and culture*

NBCC is committed to enhancing organizational resilience and preparedness for the future. As with other organizations in the Province, NBCC actively competes for high-calibre talent. Our primary strategy involves the establishment and development of a Talent Centre of Excellence, specifically focused on cultivating and retaining top-tier talent. Success in this endeavor requires our succession planning framework to adequately position NBCC to fulfill its mandate effectively while remaining adaptable to the evolving needs of the province.

To enhance employee attraction and retention as part of our succession planning framework, we plan to elevate our rewards and recognition programming. This initiative will specifically acknowledge the diversity of motivational drivers amongst our employees, contributing to our attraction needs and ensuring we can maintain our high levels of retention which have remained steady at more than 90% over the last three years.

With three collective agreements, one of which is in active bargaining, enhancing organizational stability within the bargaining units is also a priority. We aim to integrate our labour relations function by adopting progressive work practices. Our approach will prioritize collaboration and inclusivity, creating an environment where both management and employees actively contribute to the development and maintenance of positive workplace relations.

Our main goal is to future-proof our organization by aligning HR practices with emerging trends and challenges. Implementing these initiatives is expected to strengthen our organizational structure and



establish us as an employer of choice, enabling us to attract and retain top talent in a competitive landscape. Our commitment to excellence in this area will not only benefit our organization but also contribute to the overall economic and social prosperity of the province.

### *The NBCC Experience*

In 2024–25, NBCC will begin the implementation of an NBCC Experience strategy. This intentional approach will define and support an extraordinary NBCC experience that connects employees, students, and community partners at every touchpoint of their journey with NBCC, inside our campuses and across communities.

### *Service to Communities: Robertson Institute for Community Leadership*

Volunteer Canada reports that over the last three years, Canada has seen a significant decline in volunteers, with 65% of volunteer-supported organizations experiencing a shortage.<sup>9</sup> NBCC has a long-standing tradition of promoting the importance and value of volunteering to our students, staff, and alumni and contributing to the communities we serve. In 2024, we will celebrate the 10th anniversary of NBCC’s Robertson Institute for Community Leadership. Since 2014, over 24,000 students and staff have contributed over 90,000 hours to more than 1,700 activities.

In recent years, we have seen a shift in volunteerism and recognize the necessity for innovative approaches that align with the needs of the learners, the partners, and the communities they support. By continuing our commitment that every learner in every program will have the opportunity to gain skills, networks, and knowledge through volunteer or service-learning activities, we are championing the value of community service across New Brunswick.

### **Objective 2b: Improved processes, modernized infrastructure, aligned resources**

NBCC’s continuing record of sound financial management and an ongoing commitment to continuous improvement has allowed the College to make significant investments in the tools, spaces, and resources necessary to continue to transform educational delivery.

As a publicly-funded Crown corporation, NBCC strives to maintain a strong financial position.

In 2022-23, NBCC once again recorded an excess of revenues over expenditures (\$10.4M) owing in large part to conservative budgeting and financial management, strategic enrolment growth and an ongoing culture of continuous improvement - all occurring within a highly inflationary economic climate. NBCC is currently projected to show modest, positive financial results for 2023-24.

Our approach to the allocation of these funds is very intentional, striking a balance between a contingency fund, represented by an Accumulated Operating Surplus, for unexpected future expenses and the reinvestment of funds in projects and initiatives that support the College’s strategic goals.

For these reasons, NBCC is budgeting an operating deficit of \$2.2M in 2024-25 (with balanced budgets for the remainder of the forecast period). These investments comprise a mix of ongoing and one-time investments in 2024-25 which will help NBCC stabilize our academic enterprise as well

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<sup>9</sup> Volunteer Canada (2023) “Volunteer Canada Urges Return to Volunteering as Two-thirds of Organizations Report Shortage.”

as supporting student and staff operations to accommodate the College's recent, unprecedented growth in enrolment.

In addition, NBCC remains focused on deferred maintenance. Deferred maintenance is one of few 'Reportable Risks' included in NBCC's enterprise risk framework and therefore NBCC has committed to budgeting up to 2.5% of annual revenue toward repairs and maintenance in 2024-25 and 2025-26. The College's Strategic Facilities Master Plan informs project prioritization of those funds.

NBCC could, in fact, balance its 2024-25 budget by reduced investment in the coming year. On balance, the College considers it prudent to forge ahead in the development of its new academic and financial models to attain *managed* growth in its student population.

### *Tuition and Fees*

NBCC has received ministerial approval for a 2% increase on tuition and fees for the 2024-25 academic year. The Minister has further indicated support for a multi-year tuition plan to support greater predictability for both students and the College. NBCC continues to propose that changes to tuition and fees be approved to the maximum of the average monthly increase of the New Brunswick Consumer Price Index for the previous year.

In the absence of such an agreement, we intend to follow a timeline which separates the submission of tuition recommendations from the annual business plan submission. This would enable us to receive Ministerial feedback and approval earlier in the recruitment cycle. We envision this process following similar timelines to our capital budget submission which is approved by the Board of Governors and submitted to the Minister in June. Submissions would make recommendations on a two-year rolling basis. In practical terms, this means that in June 2024, we will submit proposed tuition changes for the 2025-26 and 2026-27 academic years for approval.

NBCC is recalibrating its academic curriculum and Qualification Framework in support of a new credit model and will adopt it both academically and administratively. With this new credit model comes new possibilities for potential evolution of our tuition and fees model.

NBCC is extensively engaged in the planning phase for the conversion of our tuition and fee structures away from term-based toward credit-based based for all restructured academic curricula. This significant project represents a major partnership between our academic, information technology and finance teams. Concurrently, these same teams are actively engaged in analysis of program-costing.

NBCC continues to believe in the potential value of program differentiation of tuition in recognition of the relative resource-intensity of programs. For instance, programs in priority sectors such as healthcare or construction trades require more infrastructure, materials and supplies as compared purely classroom-based programs. Adopting a differentiated tuition model could reduce subsidization of resource-intensive programs by non-resource intensive programs and increase financial sustainability of both the College and its related programs.

### *RECOMMENDATIONS:*

It is recommended that Government:

1. Establishes a multi-year funding agreement in collaboration with NBCC which includes operating grant, capital budget, tuition, and mandatory fees.
2. Approves a 2024-25 operational grant increase to NBCC which reflects wage bill adjustments for approved economic increases to NBCC's salary mass and increases to non-salary costs due to NBCC's status as a Public Service Body under a new Reciprocal Tax Agreement between the Government of New Brunswick and Government of Canada.

### *Strategic Facilities Master Plan*

NBCC remains committed to implementing projects meeting requirements identified in its first strategic facilities master plan (including a review of facilities condition and space utilization) completed in December 2021.

As reported in our capital budget submission dated June 2023, our updated plan identified \$35.1M of Priority 1<sup>10</sup>. Pursuant to our joint memorandum of understanding with PETL and the Department of Transportation and Infrastructure, NBCC will identify upcoming priorities for 2024-25 through its annual capital budget submission no later than September 30 the current fiscal year.

### *RECOMMENDATIONS:*

It is recommended that Government:

1. Continues to collaborate with NBCC to develop a long-term strategy for the critical deferred maintenance projects outlined in NBCC's 2024-25 Capital Budget Submissions to address the most immediate health and safety needs.

### *Saint John Campus Redevelopment*

In December 2022, the Province of New Brunswick and the Government of Canada announced the investment of \$45.9 million in the redevelopment of New Brunswick Community College's Saint John Campus. This investment was aimed at addressing significant infrastructure challenges on the campus as well as objectives related to increased trades training capacity, cost savings, and greening of the campus.

As a result of significantly larger-than-anticipated cost implications, NBCC in partnership with PETL, the Regional Development Corporation (RDC), and the Department of Transportation (DTI) are collaborating on an approach which will address the most critical needs and objectives of the project within the funding envelope available.

NBCC remains committed to the redevelopment of this campus, while also recognizing our responsibility to be prudent stewards of these public investments.

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<sup>10</sup> Priority 1 repairs are those repairs required immediately to maintain the structural integrity of building envelopes, maintain the functioning integrity of the mechanical and electrical systems, or address immediate fire hazard and safety concerns.

## Pillar 3: Impact Through Relationships

Objective 3a: Transformational relationships activated through a college-wide stakeholder experience

### **Related Mandate from Minister of Post-secondary Education, Training and Labour, May 30, 2023**

*NBCC considers climate change in all decision-making, and assumes responsibility, as appropriate, for GHG reduction and climate change adaptation for specific economic sectors related to the college.*

*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.*

NBCC can be a catalyst for positive, long-term social impact empowered by our partnerships. We will be a pacesetter in stakeholder-focused and -informed decision-making and delivery by creating a culture where both internal and external stakeholders are enthusiastic contributors to NBCC's success.

### Objective 3a: Transformational relationships activated through a college-wide stakeholder experience

NBCC's ability to deliver on our purpose and create lasting and meaningful impact in New Brunswick's social and economic wellbeing relies on strong relationships.

Our recent *Going Beyond* fundraising campaign which raised \$21.8 million against a \$16 million goal, demonstrates the value New Brunswick's private sector companies and individuals place on NBCC.

Through stewardship of investments and involvement of partners in program development and local community engagement, NBCC is committed to deepening our relationships to advance our college and the communities we serve.

#### *Climate action strategy*

NBCC's Climate Action Strategy was completed in March 2022. This strategy was developed through a college-wide consultation process with input from staff and student representatives and focused on four areas:

- Education, Training, and Academic Programming
- Applied Research, Innovation, and Experiential Learning
- Sustainable Facilities, Operations, and Administration
- Partnerships and Engagement

NBCC's implementation plan is on-track and ongoing.

New programming such as the graduate certificate in Applied Energy Management in the School of Engineering and work underway in our School of Trades to recognize the emergence of new

technologies such as e-vehicles will help prepare New Brunswick's workforce for a transition to a green economy.

NBCC is also focused on ensuring we consider climate action in our own operations. Our new Energy & Sustainability Advisor will lead efforts to scan NBCC's internal environment and baselines for inputs (e.g., energy consumption), outputs (e.g., emissions), and impacts (e.g., construction, renovation and/or repair impacts on sustainability measures). NBCC is also in the final stage of updating procurement policy to include elements of environmental sustainability in the evaluation of potential suppliers.

Wherever possible, NBCC intends to provide baselines and/or targets for Key Performance Indicators established in its March 2024 update to the Climate Action Strategy.

### *Housing*

Housing is a complex challenge facing communities across New Brunswick, and across Canada, and it can only be solved collectively and creatively. NBCC is working with local communities, with provincial organizations like Housing Hub NB, and through our own research to explore global best practices and identify innovative models which could address the housing needs of our growing population, including students.

To meaningfully address this issue, we need governments at all levels to be open to funding and facilitating solutions beyond traditional residences and dormitories.

## Conclusion

By achieving our strategic objectives, supported by the initiatives contained in this plan, NBCC will reach and support more learners in groundbreaking ways. The College will efficiently and effectively invest in the talent, tools, processes, and spaces that drive educational transformation. Through re-energized and reinvigorated relationships, NBCC will work with partners to co-create and innovate transformative approaches and new solutions. As a result, NBCC graduates will be ready to work today, and in the future -- and employers will recognize and value this. In this way, NBCC will create generational transformation which drives long-term social and economic wellbeing in New Brunswick.

# Summary of grant requests for 2024-25 Budget Forecast

(in thousands of dollars)

Base grant 2023-2024	\$ 57,986
Wage Bill* (Rec #8)	2,901
Requested Operational Grant increase ** (Rec #8)	488
 Total Operational Grant included in Budget Forecast	 \$ 61,375
 Special needs services for students **	 \$ 300

\* Calculated November 15, 2023.

\*\* NBCC is aware of an impending Reciprocal Tax Agreement between the Government of New Brunswick and Government of Canada and the related budget pressure which will result from NBCC's designation as a Public Service Body under that agreement. The estimated impact is between \$250K to \$600K of additional costs for the 2024-25 budget (and each year of the forecast period) and an appropriate amount has been included as a 'Requested Operational Grant increase' based on our budgeted expenses.

\*\*\* Included in Budget Forecast as part of Cost recoveries revenue.

## Budgeted Statement of Operations, Year Ending March 31

	<b>2024-2025</b>	<b>% of Total</b>	<b>2023-2024 (Restated)</b>	<b>% of Total</b>
<b>REVENUES</b>				
Grant from Province	\$61,374,695	53.1%	\$57,936,363	55.3%
Tuition and fees	32,711,984	28.3%	26,337,350	25.1%
Contract training	6,000,000	5.2%	6,000,000	5.7%
Apprenticeship	5,864,750	5.1%	5,500,000	5.3%
Sales	3,259,131	2.8%	3,316,020	3.2%
Cost recoveries	3,000,000	2.6%	3,445,860	3.3%
College application fees	1,502,750	1.3%	619,000	0.6%
Applied research	1,200,000	1.0%	1,200,000	1.1%
Amortization of deferred capital contributions	354,283	0.3%	91,213	0.1%
Other grants	210,000	0.2%	180,000	0.2%
Other revenue	166,675	0.1%	113,675	0.1%
	<u>115,644,268</u>	<u>100.0%</u>	<u>104,739,481</u>	<u>100.0%</u>
<b>EXPENSES</b>				
Salaries and benefits	89,314,198	71.1%	81,866,845	71.9%
Services	13,250,676	10.5%	12,205,521	10.7%
Supplies	9,622,906	7.6%	5,068,001	4.5%
Deferred maintenance	4,326,451	3.4%	3,075,374	2.7%
Small tools and equipment	4,057,990	3.2%	6,281,414	5.5%
Cost of goods sold	2,168,746	1.8%	2,168,432	1.9%
Transfer of asset to the province	1,000,000	0.8%	-	-
Amortization of capital assets	965,997	0.8%	1,317,388	1.2%
Grants and payments to others	435,665	0.3%	408,549	0.4%
Repairs and maintenance	192,067	0.2%	1,188,964	1.0%
Bad debt expense	145,000	0.1%	110,000	0.1%
Bank fees and miscellaneous	97,077	0.1%	95,483	0.1%
Inventory obsolescence and adjustments	79,400	0.1%	65,481	0.1%
	<u>125,656,173</u>	<u>100%</u>	<u>113,851,452</u>	<u>100.0%</u>
<b>DEFICIENCY OF REVENUES OVER EXPENSES</b>	<b>(10,011,905)</b>		<b>(9,111,971)</b>	
<b>CHANGES IN NET ASSETS</b>				
Used to acquire capital assets	188,287		82,000	
Internally restricted for specific purposes	7,091,357		6,837,962	
Unfunded future employee benefits	535,566		496,500	
	<u>7,715,210</u>		<u>7,416,462</u>	
<b>INCREASE (DECREASE) IN ACCUMULATED OPERATING SURPLUS</b>	<b><u><u>\$(2,196,695)</u></u></b>		<b><u><u>\$(1,695,509)</u></u></b>	

### Notes:

- Due to rounding, percentages may not add up precisely to 100%.

## Supplementary Information

Budgeted Expenses Aggregated by Component, Year Ending March 31

	<b>2024-2025</b>	<b>% of Total</b>	<b>2023-2022 (Restated)</b>	<b>% of Total</b>
<b>EXPENSES</b>				
Direct program costs	\$44,572,742	35.5%	\$ 41,050,627	36.1%
Management & administrative services	37,248,130	29.6%	35,510,569	31.2%
Educational support	27,297,146	21.7%	20,715,430	18.2%
Contract training	8,705,622	6.9%	6,655,385	5.8%
Apprenticeship and cost recoveries	5,663,787	4.5%	7,751,009	6.8%
Cost of goods sold	2,168,746	1.7%	2,168,432	1.9%
<b>Total expenses by component</b>	<b><u>\$125,656,173</u></b>	<b><u>100.0%</u></b>	<b><u>\$113,851,452</u></b>	<b><u>100.0%</u></b>



## Appendices

Appendix 1 | NBCC's Performance Measurement Framework

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

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

Appendix 3 | 4-Year Forecast of Revenues & Expenses

Appendix 4 | Statement of Enrolment Plan & Tuition and Fees (4-Year Projection)

Appendix 5 | NBCC Organizational Chart

## Appendix 1 | NBCC's Performance Measurement Framework

Benchmarks and targets are currently being defined and developed and will be in place in advance of the start of the operational and fiscal year on April 1, 2024. These performance targets will be included in the *Accountability Framework and Reporting Guide to Government* which will be submitted this spring.

\*Government-defined Key Performance Indicator

<b>Pillar</b>	<b>Objective</b>	<b>Key Indicator(s)</b>	<b>Associated Metrics</b>
EDUCATION THAT WORKS	Increased participation and success.	Total Learner Index	<ul style="list-style-type: none"> <li>Enrolment by School</li> <li>Retention Rate*</li> </ul>
	NBCC graduates employed in the jobs of today and tomorrow	Student Success	<ul style="list-style-type: none"> <li>Graduation Rate*</li> <li>Employment Rate*</li> <li>Related Employment Rate*</li> </ul>
GOING BEYOND IN ALL THAT WE DO	A strengthened culture of excellence, service, and learning.	NBCC Experience	<ul style="list-style-type: none"> <li>Student Satisfaction</li> <li>Employee Engagement</li> </ul>
	Improved processes, modernized infrastructure, and aligned resources that support educational innovation.	NBCC Stewardship	<ul style="list-style-type: none"> <li>Internal Capacity (Hours Saved)</li> <li>Financial Impact (\$ Saved)</li> </ul>
IMPACT THROUGH RELATIONSHIPS	Transformational relationships activated through a college-wide stakeholder experience.	NBCC Impact	<ul style="list-style-type: none"> <li>Graduate Satisfaction*</li> <li>Graduate Employment in NB</li> </ul>

## Appendix 2 | 3-Year Historical Statement of Revenues & Expenses (in \$000s)

	<b>2022-2023 Actual</b>	<b>2021-2022 Actual (Restated)</b>	<b>2020-2021 Actual (Restated)</b>
<b>REVENUES</b>			
Grant from Province	\$ 60,428	\$ 60,521	\$ 56,150
Tuition and fees	30,855	22,969	19,220
Contract training	5,764	5,525	3,950
Apprenticeship	5,940	5,215	5,839
Cost recoveries	4,894	4,390	2,010
Sales	3,104	3,172	2,399
College application fees	1,105	987	325
Applied research	1,040	734	780
Other grants	1,097	342	306
Amortization of deferred capital contributions	205	122	65
Other	169	119	71
	<u>114,601</u>	<u>104,096</u>	<u>91,115</u>
<b>EXPENSES</b>			
Salaries and benefits	80,149	74,028	64,300
Services	12,085	11,241	7,863
Supplies	4,556	3,795	3,436
Cost of goods sold	1,974	2,042	1,638
Small tools and equipment	3,167	877	2,554
Amortization of capital assets	1,178	1,140	1,075
Deferred Maintenance	303	814	-
Transfer of asset to Province	-	895	750
Grants and payments	503	334	274
Bank fees and miscellaneous	93	140	40
Bad Debt	88	98	14
Inventory obsolescence and adjustments	132	73	51
	<u>104,228</u>	<u>95,477</u>	<u>81,995</u>
<b>EXCESS OF REVENUES OVER EXPENSES</b>	<b>10,373</b>	<b>8,619</b>	<b>9,120</b>
<b>CHANGES IN NET ASSETS</b>			
Used to acquire capital assets	(577)	476	430
Internally restricted for specific purposes	(10,059)	(7,131)	(5,876)
Unfunded future employee benefits	649	408	482
<b>INCREASE IN ACCUMULATED OPERATING SURPLUS</b>	<b>\$ 386</b>	<b>\$ 2,372</b>	<b>\$ 4,156</b>

**Notes:**

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

	<b>2022-2023 Actual</b>	<b>2021-2022 Actual (Restated)</b>	<b>2020-2021 Actual (Restated)</b>
<b>REVENUES</b>			
Tuition and fees	\$ 30,855	\$ 22,969	\$ 19,220
Contract training	5,764	5,525	3,950
Sales	3,104	3,172	2,399
College application fees	1,105	987	325
Applied research	1,040	734	780
Other grants	1,097	342	306
Other	374	241	136
	<u>43,339</u>	<u>33,970</u>	<u>27,116</u>
Apprenticeship	5,940	5,215	5,839
Cost recoveries	4,894	4,390	2,010
Grant from Province	60,428	60,521	56,150
	<u>114,601</u>	<u>104,096</u>	<u>91,115</u>
<b>EXPENSES</b>			
Direct program costs	40,612	35,811	33,317
Management and administration support	26,936	26,807	22,579
Educational support	20,622	16,673	14,248
Apprenticeship and cost recoveries	9,483	8,937	5,743
Contract training	4,601	5,207	4,469
Cost of goods sold	1,974	2,042	1,639
	<u>104,228</u>	<u>95,477</u>	<u>81,995</u>
<b>EXCESS OF REVENUES OVER EXPENSES</b>	<b>10,373</b>	<b>8,619</b>	<b>9,120</b>
<b>CHANGES IN NET ASSETS</b>	<b>(9,986)</b>	<b>(6,247)</b>	<b>(4,964)</b>
<b>INCREASE IN ACCUMULATED OPERATING SURPLUS</b>	<b>\$ 386</b>	<b>\$ 2,372</b>	<b>\$ 4,156</b>

### Notes:

- Due to rounding, amounts and percentages may not add up precisely to the totals shown.

## Appendix 3 | 4-Year Forecast of Revenues & Expenses

	<b>Budget 2024-2025</b>	<b>Budget Forecast 2025-2026</b>	<b>Budget Forecast 2026-2027</b>	<b>Budget Forecast 2027-2028</b>
<b>REVENUES</b>				
Grant from Province	\$ 61,374,695	\$ 62,910,175	\$ 64,476,364	\$ 66,073,877
Tuition and fees	32,711,984	34,624,966	34,785,355	35,069,363
Contract training	6,000,000	6,000,000	6,000,000	6,000,000
Apprenticeship	5,864,750	5,864,750	5,864,750	5,864,750
Cost recoveries	3,000,000	3,000,000	3,000,000	3,000,000
Sales	3,259,131	3,261,164	3,263,236	3,265,350
Applied Research	1,200,000	1,200,000	1,200,000	1,200,000
College application fees	1,502,750	1,502,750	1,502,750	1,502,750
Other Grants	210,000	210,000	210,000	210,000
Amortization of deferred capital contributions	354,283	354,283	354,283	354,283
Other Revenue	166,675	166,675	166,675	166,675
	<u>115,644,268</u>	<u>119,094,763</u>	<u>120,823,413</u>	<u>122,707,048</u>
<b>EXPENSES</b>				
Salaries and benefits	89,314,199	91,024,460	92,852,188	94,726,695
Services	13,250,677	13,403,570	13,451,384	13,501,432
Supplies	9,622,906	6,877,013	7,670,712	7,707,671
Deferred Maintenance	4,326,451	3,309,814	3,065,214	3,065,214
Small tools and equipment	4,057,990	3,487,466	3,307,769	3,244,024
Cost of goods sold	2,168,746	2,168,746	2,168,746	2,168,746
Transfer of asset to the Province	1,000,000	1,000,000	1,000,000	1,000,000
Amortization of capital assets	965,994	965,997	965,997	965,997
Grants and payments to others	435,665	435,665	435,665	435,665
Repairs and Maintenance	192,068	192,068	192,068	192,068
Bad debt expense	145,000	145,000	145,000	145,000
Bank fees and miscellaneous	97,077	97,078	97,078	97,078
Inventory Obsolescence & adjustments	79,400	79,400	79,400	79,400
	<u>125,656,173</u>	<u>123,186,277</u>	<u>125,431,221</u>	<u>127,328,990</u>
<b>DEFICIENCY OF REVENUES OVER EXPENSES</b>	(10,011,905)	(4,091,514)	(4,607,808)	(4,621,942)
<b>CHANGES IN NET ASSETS</b>	<u>7,815,210</u>	<u>4,091,514</u>	<u>4,607,808</u>	<u>4,621,942</u>
<b>INCREASE (DECREASE) IN ACCUMULATED OPERATING SURPLUS</b>	<u><b>\$ 2,196,695</b></u>	<u><b>\$ -</b></u>	<u><b>\$ -</b></u>	<u><b>\$ -</b></u>

	<b>Budget 2024-2025</b>	<b>Budget Forecast 2025-2026</b>	<b>Budget Forecast 2026-2027</b>	<b>Budget Forecast 2027-2028</b>
Direct program costs	\$ 44,572,742	\$ 43,338,515	\$ 46,240,892	\$ 47,150,561
Management & administrative services	37,248,130	38,744,601	38,507,662	39,248,069
Educational support	27,297,146	24,548,139	24,110,346	24,340,297
Apprenticeship & cost recoveries	5,663,787	5,689,414	5,715,694	5,742,645
Contract training	8,705,622	8,696,862	8,687,881	8,678,672
Cost of goods sold	2,168,746	2,168,746	2,168,746	2,168,746
<b>Total expenses by component</b>	<b>\$125,656,173</b>	<b>\$123,186,277</b>	<b>\$125,431,221</b>	<b>127,328,990</b>

Appendix 4 | Statement of Enrolment Plan & Tuition and Fees (4-Year Projection)

Year	Enrolment	Tuition and Fees (\$000)
2024-2025	5,727	\$32,712
2025-2026	5,654	\$34,625
2026-2027	5,626	\$34,785
2027-2028	5,600	\$35,069

## Appendix 5 | NBCC Organizational Chart

