MEMO

DATE: July20, 2018

SUBJECT: E [• 8ì2019 Business Plan Proposal to Government

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Our Five-Year Strategic Plan: Together We Rise (2017-2022)

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

Recommendation #5: Provide onetime funding of $400,000 to assist with the transitional costs of equipping the new trades building on the Saint John Campus.

Recommendation #6: Approve the enclosed 2019-2020 Training Plan and support NBCC in the effective implementation of the 2018-2019 Training Plan (previously approved on June 27, 2017).

Recommendation #7: A) Approve an interim increase in weekly rates from $3,200 to $3,900/block in 2018-2019 and $4,300/block in 2019-2020. B) Convene a committee, including partners from PETL and CCNB, to look at alternative delivery models using innovations in technology and delivery methods.

Recommendation #8: Provide $500,000 per year for three years to advance our technological learning environments, with the goal of reaching 500 additional learners per year.

Recommendation #9: A) Transfer the $300,000 }(•‰] o u]••]}v• (µv]vP š} šZ }oo P [• operational grant to ensure year-over-year stability. B) Continue to provide access to

Performance Targets

As a key component of our 2017-2022 Strategic Plan: Together We Rise, we have identified five-year strategic targets to assist in evaluating and monitoring our performance. These targets are further refined with forecasted annual milestones as part of our annual Performance Measurement Framework and Operational Plan that includes initiative-based targets, baselines and benchmarks. These indicators help us to understand when strategies are working and when we need to readjust in order to achieve our vision for 2022.

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Welcome More Learners

100% of allocated program seats will be filled.
Target: 4,756 Baseline (2012-2016): 3,796

5% increase in apprenticeships.
Target: 2,100 Baseline (2012-2016): 1,989

Double learner participation in continuing

Challenges and Opportunities

Introduction

As indicated in the College Overview, NBCC has leaped forward into a more contemporary mode over the past seven years. The College has achieved a great deal – grown a positive reputation for program and service delivery as well as innovative initiatives and partnerships. We have also developed a much stronger organizational structure and capacity to enable potential opportunities to become realities. However, in order to move forward successfully as one of the most important assets that the Province has to ensure our socio-economic prosperity, and to mitigate and conquer our challenges, NBCC requires continued and strengthened support from our Government partners.

We have made certain fundamental assumptions in formulating this plan:

1. [illegible] inclusive of wage bill adjustment calculations as of November 1, 2017;
2. stable training capacity;
3. a mandate to increase base tuition and other mandatory fees by 2%;
4. annual enrollment of 4,098 students;
5. differentiated inflationary adjustments (1% to 5%), depending on salary or non-salary item, and based on trends and information;
6. continued receipt of annual $300,000 fund for special needs services for students; and
7. receipt of a one-time funding request of $400,000 to support the costs of relocating existing equipment and purchasing some new furnishings and equipment for the new trades building at the Saint John Campus.

If necessary, we will adjust these assumptions as discussions with Government progress, and as information is further clarified.

Operational and Wage Bill Funding

Operating Grant

This Business Plan has been prepared based on the assumption that NBCC will receive an operating grant increase of 2%, which would be comprised of a wage bill increase calculated as of November 1, 2017 of 0.4% ($211,000), and a general operating grant increase of progress% 1,212(60 0 1 319.13 506.83 T

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total expenditures in 2016-2017, and this is expected

Brunswick could assist us greatly to be prudent and accountable financial managers by providing us with a multi-year agreement regarding tuition increases and operating grants.

Recommendation #3: That Government, in collaboration with NBCC, establish a multi-year agreement, inclusive of operating grant, tuition and mandatory fees.

Capital Funding

NBCC operates six campuses and an administrative office in premises owned by the Province of New Brunswick, under a Memorandum of Understanding with the Department of Transportation and Infrastructure (DTI) and Post-Secondary Education, Training and Labour (PETL). NBCC submitted a 2018-2019 Capital Budget request for $11.4M on September 20, 2017, and received confirmation of $2.4M in funding for specific projects on December 8, 2017, pending legislative approval. As detailed in the Capital Budget submission, NBCC continues to use the 2014 third-party facility assessment to inform the prioritization of capital requests, also taking into account the need to maintain structural integrity of buildings; the functioning integrity of mechanical and electrical systems; immediate fire hazard and safety concerns; and those needs identified as critical to deliver academic programming. NBCC has developed a practice of working closely with staff in DTI and in PETL to compile and prioritize capital requests.

NBCC has also implemented internal practices to address aging infrastructure by incrementally increasing our annual budget allocation in each of the past four years, with a goal of allocating 2.5% of annual expenditures to maintenance and repairs. In addition, we continue to seek new efficiencies in our operations and to find ways to NBCC has also implemented intes to 731(tia)11(tio)5(n)3(s)-45

students today. To achieve this target, NBCC will be initiating a Capital Campaign within the next year to ensure that we continue to build momentum in reducing financial barriers to post-secondary education and assist the Government to continue to increase post-secondary education participation in New Brunswick.

Recommendation #13: That Government expand student access to financial aid by expanding the eligibility requirements to include part-time learners.

NBCC is committed to align our efforts and identify new partnerships opportunities with Government which will help NBCC and by extension, New Brunswick to thrive and grow. Our ongoing and positive relationship with Government is key to ensuring that NBCC continues to demonstrate success while also elevating our shared goals and vision for a prosperous and sustainable future in New Brunswick.

Budgeted Statement of Operations, Year Ending March 31

	2018-2019	% of Total	2017-2018	% of Total
REVENUE				

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TOGETHER WE RISE: YEAR ONE (2017-2018) PERFORMANCE MEASUREMENT FRAMEWORK									
STRATEGIE	OBJECTIVES	PERFORMANCE MEASURES	(2022) TARGET	(2017-2018) TARGET	(2015-2016) BASELINE	% X I Y	#/$ X I Y	BENCHMARK	STRATEGIC GOAL

Appendix 2 | 3-Year Historical Statement of Revenue and Expenses

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

	2016-2017 Actual	2015-2016 Actual	2014-2015 Actual
REVENUE			
Tuition and fees	$ 12,440	$ 11,779	$ 11,471
Contract training	3,414	3,224	2,397
Ancillary sales	3,701	4,011	4,174
Other miscellaneous	1,543	1,613	1,155
	21,098	20,604,	

Sectors and Programs	2018-2019						
	Year 1	Year 2	Year 3	Total	CollegeWide	Fredericton	Miramichi

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

E [• & Year Projection of Seat Capacities & Tuition Revenues

Year	Seats	Tuition and Fees ~ Z ì ì ì $) } (
2018-2019	4,756	$14,954
2019-2020	4,756	

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