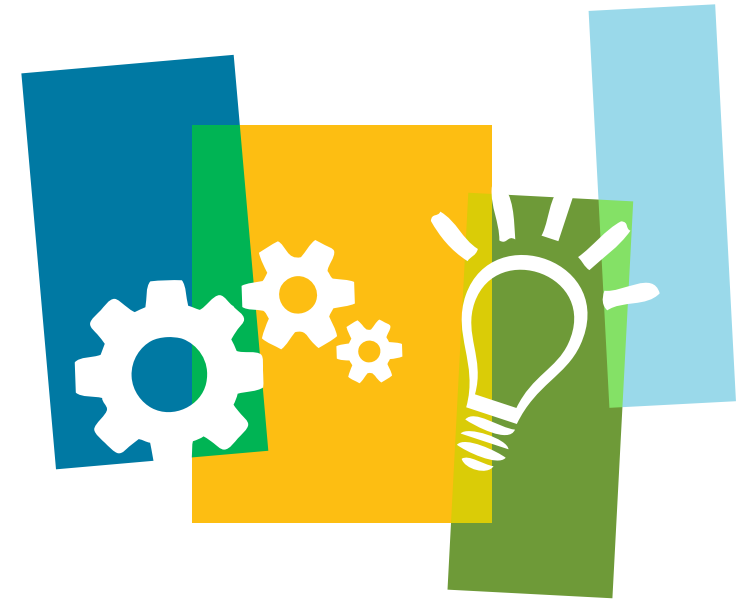


2015 - 2016

ANNUAL REPORT



BUILDING A STRONGER COLLEGE
THROUGH **ENGAGEMENT AND INNOVATION.**





OUR VISION

TRANSFORMING LIVES AND COMMUNITIES

PURPOSE

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



COMMITMENTS

TO OUR LEARNERS

Inspiring successful learners to make a difference.

TO OUR COMMUNITIES

Building prosperous communities.

TO OUR PEOPLE

Creating a great place to work and learn.

TO OUR STAKEHOLDERS

Ensuring responsible stewardship.

VALUES

WE LEARN
TOGETHER TO:

ENCOURAGE, ENGAGE AND INSPIRE

We love what we do. We want to create collective pride in and for our College as we build our reputation for life-changing learning experiences.

LEAD WITH INTEGRITY

We take pride in our collective accountability. We are never satisfied - we constantly strive to exceed expectations.

DO THE RIGHT THING

As reliable, respectful professionals, we lead by example and with courage. We do what we say we will do!

EMBRACE INNOVATION

We know the value of curiosity and creativity. We strive to unleash it in our students and we expect it of ourselves.

DEVELOP STRONG RELATIONSHIPS

We create new opportunities to serve learners, communities and each other. We are integral to the success of New Brunswick and beyond, and we want to be extraordinary in our ways of working in collaboration.





4,352 SEATS
(active capacity regular programs)

6,415 APPLICANTS

2,165 STUDENTS
(non-regular programs)

3,796 STUDENTS
(regular programs)

**1,989 APPRENTICESHIP
ENROLMENTS**

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BUILDING A STRONGER COLLEGE
THROUGH ENGAGEMENT AND INNOVATION.

A STRONG COLLEGE ACROSS NEW BRUNSWICK

As one College with six Campuses, NBCC's impact is felt across New Brunswick. Each of our Campuses offers a unique mix of programs and a distinct personality. From the capital city to coastal communities, urban hubs to riverside towns, NBCC's Campuses are as diverse as New Brunswick itself.

90%

**of employed
NBCC graduates
are working in
New Brunswick.***

MIRAMICHI



WOODSTOCK

MONCTON



FREDERICTON



SAINT JOHN



ST. ANDREWS



73%

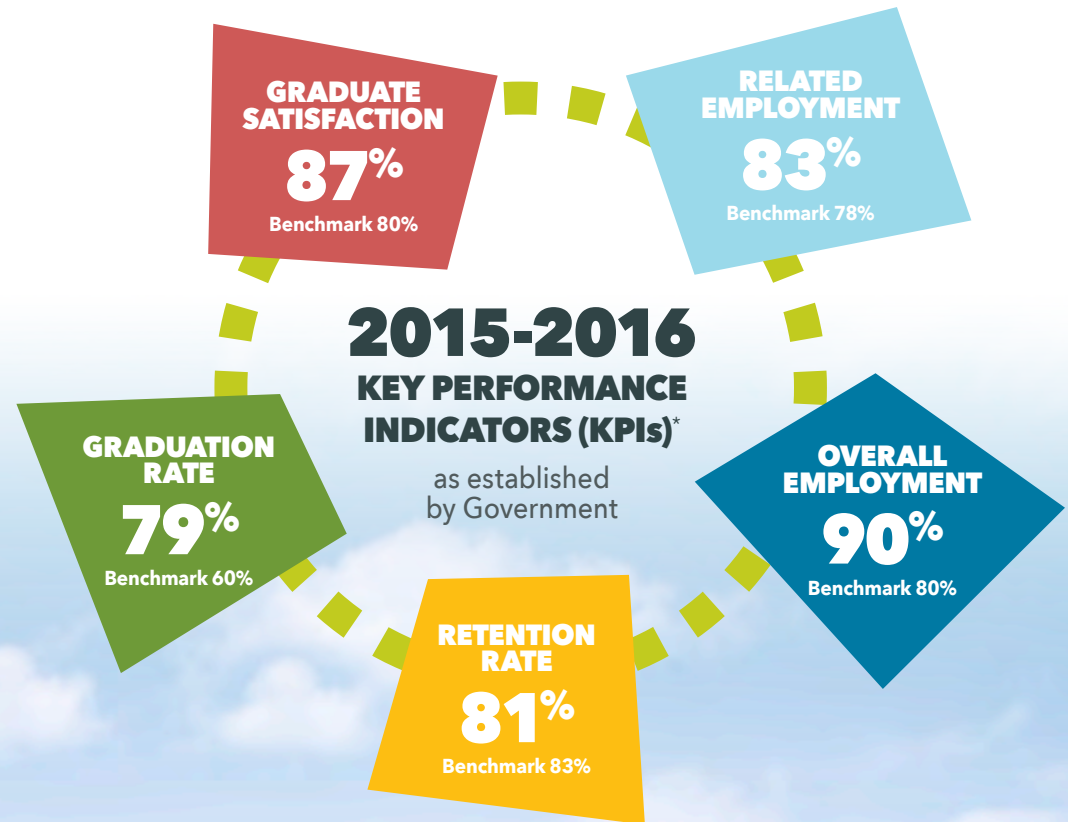
OF
OUR GRADUATES*

**LIVE IN THE SAME COMMUNITY
THEY LIVED IN BEFORE
ATTENDING NBCC¹**

¹ Of those who stayed in NB.

TRANSFORMING LIVES AND COMMUNITIES

NBCC contributes to New Brunswick's socio-economic prosperity through innovative hands-on training, state-of-the-art equipment and real-world experiences that help learners achieve their career aspirations and meet the needs of employers and labour markets. Graduates of our regular programs continue to enjoy high levels of employment in fields related to their areas of study. In addition to our 90 full-time programs, NBCC can be even more responsive through apprenticeship and customized and specialized training opportunities to meet the needs of learners, employers and labour market. This includes supporting the successful participation of under-represented groups in the labour market including Aboriginal learners, underemployed youth, first-generation to attend post-secondary education, new Canadians and those experiencing chronic barriers to work. By engaging with learners, employers and communities, NBCC continues to transform lives and communities.



* 2015 survey of 2014 graduates of the New Brunswick Community College, MQO Research, 2015 for PETL.

A MESSAGE FROM THE BOARD OF GOVERNORS



On behalf of NBCC's Board of Governors, it is a privilege to present our 2015-2016 Annual Report. This year marks the fourth year of *Imagine the Possibilities*, NBCC's five-year strategic plan. The governance oversight of our Board of Governors and the daily work of our exceptional staff throughout our six campus regions are building a stronger college through engagement and innovation.

A strong NBCC helps contribute to the socio-economic strength of our communities and our province. NBCC graduates continue to enjoy high levels of employment with 90% of our 2014 graduates employed one year after graduation - and the vast majority of them, a full 90%, are working right here in New Brunswick! An investment in NBCC is an investment in a strong workforce and vibrant economy for New Brunswick.

Since becoming a board-governed Crown Corporation in 2010, the Board of Governors has adopted governance frameworks and policies that reflect best governance and business practices. The Board of Governors is now competency-based, continually striving to ensure that individual Board members and the Board as a whole have the skills and experience required to direct the College, both now and over the next few years.

During the past year, the Board initiated its transformation to an outcomes-focused model. The Board, assisted by a facilitator with expertise in outcome-based governance models, developed and approved the first draft of Board Outcomes and initiated the development of appropriate outcomes metrics. During Spring and Summer 2016, our Board of Governors engaged community stakeholders in each of our six regions in discussions about these outcomes, and their feedback has been invaluable in the refinement process. These outcomes will not only help to effectively focus the Board's attention on the big picture and on measuring the progress and success of our College, they will also be the foundation for NBCC's next five-year strategic plan (2017-2022).

As you will note throughout this report, there are many wonderful reasons to celebrate the 2015-2016 year. We are proud of the accomplishments of our College and the many ways in which NBCC is transforming lives and communities. It is with great optimism that our Board of Governors looks ahead to the final year of *Imagine the Possibilities* and charting the course for the next chapter in NBCC's story.

A handwritten signature in blue ink, appearing to read 'Lois Scott'.

Lois Scott
Board Chair

BOARD OF GOVERNORS HIGHLIGHTS

The Board of Governors reviewed and approved NBCC's first *Five Year Organizational and Operational Review Report 2010-2015* during the September 2015 Board meeting. As part of our public accountability, this first organizational and operational report sets out NBCC's transition from a Government Special Operating Agency to a Crown Corporation, noting both achievements and challenges. During this meeting, the Board also approved the *2014-2015 Annual Report* and the 2016-2017 Capital Budget Submission, as well as the *Accountability Framework and Reporting Guide to Government*.

In November, the Board Chair along with the NBCC Senior Executive Team appeared before the Legislative Assembly's Standing Committee on Crown Corporations. NBCC shared the results of the previous three years and engaged in subsequent follow-up discussions led by Members of the Legislative Assembly.

The Board of Governors submitted the *NBCC 2016-2017 Annual Business Plan Proposal to Government* to the Minister of Post-Secondary Education, Training and Labour for approval in December.

At the April meeting, the Board reviewed and approved NBCC's *2016-2017 Annual Budget* and the annual *NBCC Enterprise Risk Management Report*. We were pleased to welcome the Minister of Post-Secondary Education, Training and Labour and her senior staff to join us for a portion of our meetings.

The annual election of the positions of Chair and Vice-Chair took place in June. The Board welcomes Governor Susan Murchison as Board Chair for 2016-2017, and Governor Jessica Bragdon as Vice-Chair. Fond farewells and expressions of appreciation were given to Governors Ellen Cook, Greg Curwin, Signe Gurholt and outgoing Board Chair Lois Scott for their commitment to our College.

NBCC welcomed the following new Governors in 2015-2016:

Mary Carpenter, John Kowtaluk, Patrick Lacroix,
Doreen Saulis, Zach Painter (Student Governor)



2015-2016 NBCC Board of Governors

(left to right, back) Signe Gurholt; John Kowtaluk; Greg Curwin; Jessica Bragdon; Wayne McDonald; Lois Scott; Patrick Lacroix; Susan J. Murchison; Ellen Cook; L. Paul Elliott; (front) Mary Carpenter; Curtis Howe. Doreen Saulis and Zach Painter not in attendance.

A MESSAGE FROM THE PRESIDENT AND CEO



On behalf of NBCC's Senior Executive Team and our entire College community, I am proud to present *NBCC's 2015-2016 Annual Report: Building a Stronger College through Engagement and Innovation*. We have now completed our fourth year of our five-year strategic plan, *Imagine the Possibilities*. Pursuing the bold vision set out in this plan, our first as a Crown Corporation, requires us to build strong relationships and consider new ways of doing things.

In the past year, we have continued to engage our College community and to build stronger relationships with external partners. New agreements with partners have led to the creation of enhanced learning opportunities both here at home and around the world for our students. Working collaboratively with communities, industries and others, we have developed specialized and customized training opportunities to meet specific needs.

Creative and progressive NBCC initiatives, such as the OASIS entrepreneurial mentorship program, the Robertson Institute for Community Leadership and NBCC's Management Academy continued to evolve this year. We are committed to developing a culture of innovation across our College in order to generate ideas for new and better ways of carrying out our noble work.

As we look ahead to the final year of our first five-year strategic plan, we are very proud of the passionate commitment and hard work of staff, the achievements of our students, and the many collaborations that we have undertaken with our communities. We will enthusiastically continue to lead and learn together as we develop our next five-year strategic plan for NBCC. Through our common purpose, passion and values, our NBCC Team will also continue to create a great place to work and learn. Our mighty vision is to transform lives and communities, and we consider it such an honour and privilege to do so.

A handwritten signature in black ink that reads "Marilyn Luscombe". The signature is written in a cursive, flowing style.

Marilyn Luscombe
President and CEO

SENIOR EXECUTIVE TEAM

Marilyn Luscombe, President and CEO

In addition to her overall leadership of the College, Marilyn is responsible for Governance Development and Support, Accountability and Reporting.

"It takes a College community to build an extraordinary NBCC; and it takes the engagement of our students, staff and stakeholders. Through these connections, we will be able to generate the new and innovative ideas that will transform lives and communities in New Brunswick."

Suzanne Desrosiers, VP of Employee and Student Development

Resourcing and Employee Learning; Compensation; Benefits and Wellbeing; Labour Relations; Student Development; Student Government; Strategic Enrolment Management.

"Engagement of staff and students remains a top priority as we continue on our journey to be recognized as a destination of choice for our staff and students."

Lisa Taylor, VP of Finance and Administration

Finance and Institutional Research; Information Technology; Risk Management; Facilities.

"Everyone here at NBCC has a role to play in ensuring that we continue to find new and innovative ways to improve our service delivery and contribute to student success. Our team continues to challenge the status quo and question existing assumptions to find more effective and efficient practices."

Mary Butler, VP of Academic Development

Regional Delivery; Program Development and Renewal; Business Development; Applied Research.

"Engagement, at its core, is the binding together of people, efforts, values and goals. Meeting and addressing the challenges in education demand the best from all of us. Shoulder to shoulder, leveraging our collective strengths, initiatives and creativity, we are building a stronger, brighter, more sustainable future for NBCC."

Rachel Gillespie, VP of Strategy and Stakeholder Engagement

Community and Government Relations; Marketing and Communications; Alumni and Donor Development Advancement; Quality Management; Strategic and Operational Planning; International Education.

"The innovation and entrepreneurial spirit we see at NBCC is the result of the amazing people that work and learn with us. We are proud of our accomplishments, but strive each and every day to improve and make a lasting impact in our community and beyond our borders."

Senior Executive Team

(left to right) Suzanne Desrosiers, VP Employee and Student Development; Mary Butler, VP Academic Development; Marilyn Luscombe, President and CEO; Rachel Gillespie, VP Strategy and Stakeholder Engagement; Lisa Taylor, VP Finance and Administration.





POST-SECONDARY LEVEL /
NIVEAU POSTSECONDAIRE

REFRIGERATION
AND AIR
CONDITIONING

RÉFRIGÉRATION
ET
CLIMATISATION

**JASON
BONNELL**
NEW BRUNSWICK / NOUVEAU-BRUNSWICK

**RYAN
MATSUBA**
ALBERTA

**BRENDAN
LUFF**
ALBERTA

COMMITMENT TO OUR LEARNERS

**WE ARE INSPIRING SUCCESSFUL LEARNERS
TO MAKE A DIFFERENCE.**

NBCC is a learner-centred College focused on the success of our students and their impact on our communities. We recognize that, given the increasing diversity of learner needs, innovative and relevant program and service responses are key to successful student experiences. To exemplify the College's vision of "transforming lives and communities," we have created an NBCC Signature Learning Experience so our learners will be engaged and actively involved in community leadership activities.

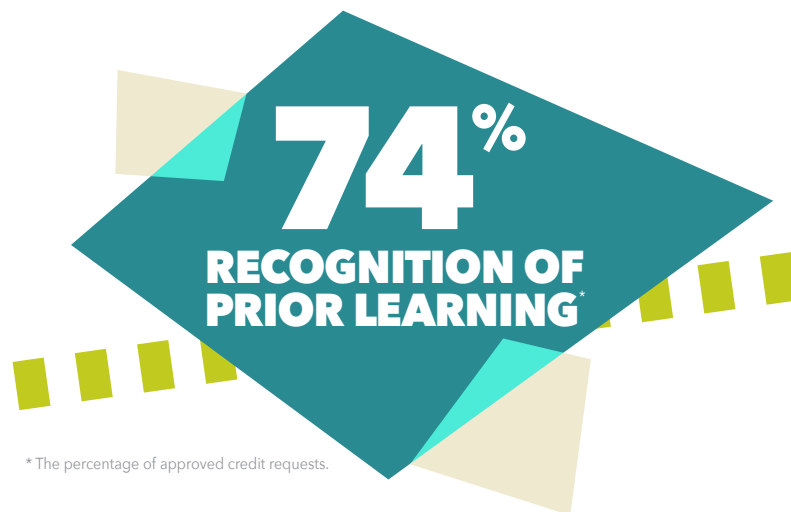
CREATING MULTIPLE PATHWAYS

Learners come to NBCC from a variety of backgrounds and with a wide range of aspirations. To meet these needs, NBCC is committed to creating multiple pathways for learning. One of the benefits of NBCC's program renewal process is the opportunity to increase mobility across programs - pathways and articulations that result in relevant, transferable, and affordable education.

Enhanced student mobility is important in allowing learners to find the right mix of education and training to support their goals. Through the Council of Academic Transfer of New Brunswick (CATNB), NBCC joined the University of New Brunswick, Collège Communautaire du Nouveau-Brunswick and Université de Moncton in signing an Memorandum of Understanding with regards to engineering programs. This included the first-ever transfer agreement for civil engineering programs among the four institutions as well as a commitment to continued engagement and collaboration on engineering programs.

Development continues for online high school courses with Education and Early Childhood Development (EECD). Access to online courses for NBCC students is scheduled for academic year 2016-2017. As per the partnership, NBCC has completed our part of the development of Pre-Calculus 110 and we are now working on Pre-Calculus 120A and B.

Work is underway on a project funded through Employment and Social Development Canada's Flexibility and Innovation in Apprenticeship Technical Training (FIATT) program. Through this initiative NBCC is positioned to become a national leader in innovative education technology in two Red Seal trades: Refrigeration and Air Conditioning (RAC) and Welding. We will specifically be promoting this innovative technical training to reach under-represented groups.



COLLABORATION OPENS DOORS

In March, NBCC and Galway Business School (GBS), located in Ireland, signed a Memorandum of Understanding that establishes mutual cooperation in program delivery, joint programs, and study-abroad opportunities.

Future NBCC graduates who complete a two-year diploma program will have the opportunity to obtain a business-related degree from GBS and upon completion, work in Europe for one year.

"By developing strong relationships with our other post-secondary institutions around the world, we can better serve our learners who will have increased opportunities for travel and diverse learning experiences," said Ryan Sullivan, Director of International Education at NBCC.

ENHANCING STUDENT OPPORTUNITIES TO SUCCEED

NBCC takes a proactive and planned approach to enhancing students' opportunities to succeed from the moment of inquiry or recruitment, through to graduation and beyond. Our Strategic Enrolment Management (SEM) Advisory Committee engages staff from across the College to identify targets and action plans specifically around recruitment and retention of students.

In order to recognize and support the diversity of our students and staff, our Diversity and Inclusion working group has developed a framework based on focus groups and consultations with student and staff.

Our efforts to support learner success are working. Last fall, we invited our students to participate in the *International Student Barometer (ISB)* survey. NBCC earned high marks from students in many areas. With a satisfaction rate of 96% we earned the number one spot in Student Services out of 46 Canadian Institutions. This feedback helps affirm that we are on the right track with new investments and initiatives.



LEARNER SUCCESS

"The thing that I really love about NBCC is that I know what I'm going to be when I graduate - a Power Engineer. Everything I'm doing in the classroom relates exactly to my career."

Bethany Vail is a university graduate who is building upon her business background as a Power Engineering Technology (Co-op) student at NBCC Saint John Campus.



INCREASING ABORIGINAL PARTICIPATION

NBCC is committed to increasing the participation of Aboriginal learners in our College, our economy and our society. Self-identified Aboriginal learners account for 4% of NBCC's student population, slightly higher than the overall provincial population which sees 3% of New Brunswickers reporting an Aboriginal identity.

At each Campus, Aboriginal Student Advisors support and encourage our learners and raise awareness of Aboriginal culture among all students and staff. Local Elders also visit the Campuses regularly throughout the year to share their culture and experiences.

NBCC has completed a strategy for the Indigenization of curriculum and an Aboriginal Student Advisor has been seconded to help develop indigenous competencies and curriculum interpretation. Development work is also underway for a second Aboriginal Awareness module with a focus on Wolastoq (Maliseet) culture.

In October, NBCC Moncton Campus hosted a Joint Economic Development Initiative (JEDI) Job Fair. Attended by more than 200 people, this event included over 30 employers and skill demonstrations from Aboriginal New Brunswickers.

NBCC is also responsive in providing customized programming specifically for Aboriginal learners in areas like archaeology technician and environmental monitoring.

LORETTA SAUNDERS BURSARY AWARD

"It means a lot that people are taking the time and money to help out Aboriginal students. I like that I can attend a school close to home and live my dream."

Derika Milliea, Culinary Arts student at NBCC Moncton Campus and Loretta Saunders Bursary Award recipient. She is from Elsipogtog First Nation.



In November 2015, NBCC hosted Gelu'lg Maw-a-Paw, meaning "awesome gathering" in the Mi'kmaq and Wolastoqiyik languages. The event raised \$20,000 for a new Aboriginal Bursary Fund and featured artwork, performances and a fashion show celebrating First Nations culture.



138
SELF-IDENTIFIED
ABORIGINAL
STUDENTS ATTENDED
NBCC IN 2015-2016
(regular programs)

DELIVERING QUALITY, RELEVANT PROGRAMS

NBCC is committed to relevant and responsive programs in strong Campuses within the six regions of the Province that we serve.

Our academic decision-making is based on research, internal and external consultation, and multi-year evidence- and research-based data. By effectively allocating an active seat capacity of 4,352 in 2015-2016, we were able to meet the needs of students, employers and the labour market.

NBCC undertook a review of our Academic Decision-Making Model to ensure quality, relevant and responsive programming for current and future students. We have introduced an integrated model that reflects the breadth and depth of program decisions made and the diversity of data, information, experiences, stakeholders and intelligence that inform those decisions. This new model will be implemented in the 2016-2017 year and will include multi-year training plans, and strategic seat and resource allocation to ensure six vibrant Campuses supporting students and the labour market needs of New Brunswick.

PARTNERSHIP FOR CHANGE

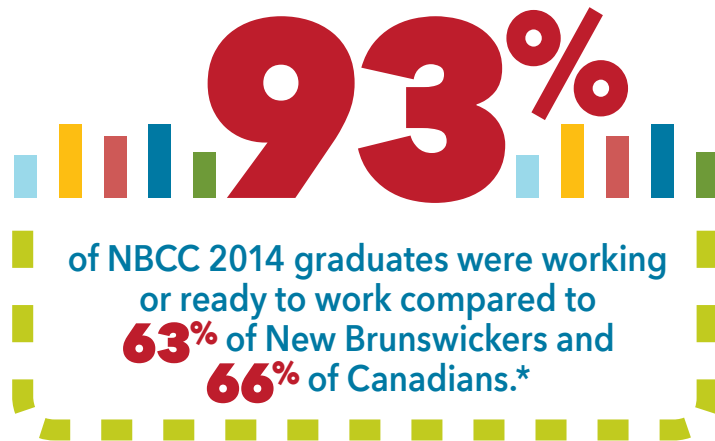
NBCC and Parks Canada will collaborate on a variety of skill-building projects that will result in a lasting contribution to Fundy National Park's visitor experience, resource conservation, and programming.

Last year, NBCC carpentry students constructed rustic cabins, taking advantage of the opportunity to apply their skills, while enhancing the park's accommodations offerings.

"The quality and diversity of programs offered by NBCC, and the emphasis placed on graduating socially engaged students, provide endless opportunities for collaboration with Parks Canada in New Brunswick."

Geri Syroteuk, Field Unit Superintendent

Geri Syroteuk, Parks Canada (left), and Marilyn Luscombe, NBCC (right), sign a Memorandum of Understanding that sees future collaboration between Fundy National Park and NBCC.



* SOURCE: 2015 Survey of 2014 NBCC Graduates and Statistics Canada Labour Force Surveys.



SKILLS CANADA

In June, Moncton hosted the Skills Canada National Competition which brings more than 500 competitors from all regions of Canada to participate in over 40 skilled trade and technology competitions. NBCC students and staff volunteered many hours and helped showcase the opportunities in skilled trades to New Brunswickers of all ages.

Six NBCC students and apprentices earned medals at the 2016 Skills Canada National Competition. Top row (left to right): Gheorghe Apopei, Sam Esson, Calvin Getchell. Bottom row (left to right): Pascal Marquis; Stephanie MacLean; Jason Bonnell.



SHINING IN THE NATIONAL SPOTLIGHT

Eight NBCC students and apprentices competed on home turf at the 2016 Skills Canada National Competition in Moncton. They earned six medals - NBCC's highest-ever medal count!

FULL-TIME STUDENTS



Stephanie MacLean (Bronze)

NBCC Saint John Campus
IT Software Solutions for Business

Joel MacNevin

NBCC St. Andrews Campus
Automation and Control

APPRENTICES



Gheorghe Apopei (Bronze)

NBCC Saint John Campus
Car Painting



Jason Bonnell (Gold)

NBCC Saint John Campus
Refrigeration & Air Conditioning



Sam Esson (Silver)

NBCC Moncton Campus
Precision Machining



Calvin Getchell (Silver)

NBCC Saint John Campus
Welding



Pascal Marquis (Gold)

NBCC Woodstock Campus
Brick Masonry

Michael Joseph McGuire

NBCC Saint John Campus
Sheet Metal Work

ENGAGING ENTREPRENEURS



Nine out of ten New Brunswickers working in the private sector work for small- and medium-sized businesses. The majority of them work for businesses with fewer than 100 employees. Encouraging the development of entrepreneurs and helping them create successful, sustainable businesses is an important part of economic development in our province.

NBCC's multi-tiered strategy supports entrepreneurs across all ages and experience levels. The OASIS entrepreneurial mentorship program was launched in Miramichi in 2014 and expanded to Moncton in 2015-2016. A second cohort has been admitted on a continuous intake basis in Miramichi meaning that they receive the mentorship they need when they most need it. A space for OASIS participants to meet and access resources opened at NBCC Miramichi Campus this year. Additionally the Campus hosted the Entrepreneur-in-Residence pilot, which enables students to access to the expertise of an experienced entrepreneur.

Funding has been secured for continuation of entrepreneurship programs for 2016-2017 and OASIS will expand to the Saint John Campus.

Nine small business owners participated as mentees in the OASIS program that ran in Moncton from November to April. (From left to right) Marc Surette, Natalie Lawrence, Emilie Broad, Attila Fust, Gabrielle Goguen, Jessica Goguen, and Janice Tilley.



CREATING SUCCESS

NBCC alumna **Jennifer Curtis** was among the inaugural mentees who participated in OASIS. She applied the knowledge she gained to chart a new course for the childcare centre she owns.

A true success story, Jennifer was recognized as *Female Entrepreneur of the Year* by the Women of Miramichi Entrepreneurial Network in November 2015.

"Since joining the program, my business has grown substantially from running at about half capacity to operating at full capacity with a waiting list of children. The training and mentorship provided by OASIS has been essential," she said.



say the experience met their expectations and wanted the program to continue beyond the pilot time frame.



NBCC's award-winning Robertson Institute for Community Leadership aligns strongly with our vision and our purpose. Through community leadership courses, applied learning is an important pillar of the Institute. In 2014, we introduced the *Support* level course which provides an introduction to service learning and volunteerism. Participants engage in a short online course, participate in community service activities and reflect on their experiences. Every NBCC student in each of our 90 regular programs completes this course before graduation. We are in the process of developing two additional levels, *Build* and *Transform*, which will take participants on a deeper leadership journey.

Since launching the Institute in October 2014, our College community has contributed over 20,000 volunteer hours to nearly 350 community and volunteer activities through three College-wide Service Days including two in 2015-2016. These scheduled Service Day initiatives are in addition to community leadership and service learning activities throughout the school year at our NBCC Campuses and corporate office.



101 employees
used
volunteer leave to
contribute
880 hours of
service!



#TRANSFORMNB GOES GLOBAL

While on their annual trip, students in the International Travel and Tourism program at NBCC St. Andrews Campus (left) took part in annual Service Day volunteering at Noah's Ark Animal Shelter in Budapest, Hungary. Along with their instructor, Cyndy Parker, they volunteered to help repair the crate areas, feed the animals and even walk the dogs. Look out world - our vision to transform lives and communities is going global!



NBCC Saint John Campus Service Day
 Students and faculty from various health programs paid a visit to Somerset Preschool Centre in Saint John to offer fun, educational activities to preschool children.



159
 COMMUNITY
 AND VOLUNTEER
 ACTIVITIES DURING TWO
 COLLEGE-WIDE SERVICE
 DAYS.

**MAKING OUR COMMUNITY
 A BETTER PLACE**

Nearly 150 students and staff from various trades programs at NBCC Woodstock Campus banded together to complete their Service Day activities at Camp Shiktehawk (above). Using their skills, the students performed renovations to the facilities and grounds which improved the camp's functionality, access, storage and safety.

NBCC St. Andrews Campus Service Day
 NBCC students and staff in the Culinary Arts and Hotel and Restaurant Operations programs lent their skills to a Mystery Dinner fundraiser in St. Stephen.

One hundred students representing the 100 new bursaries created each year thanks to a \$2.5 million donation from The Joyce Foundation in February.



COMMITMENT TO OUR COMMUNITIES

**WE ARE BUILDING PROSPEROUS
COMMUNITIES.**

NBCC is committed to serving communities. We believe a stronger College results in stronger communities. Our new strategic initiatives and collaborative approach will enable us to work together in new and innovative ways.



UTILIZING COLLEGE RESOURCES FOR SOCIAL AND ECONOMIC DEVELOPMENT

In today's shifting marketplace, hiring good employees is just the beginning. Having a competitive advantage depends on creating a team that is continuously developing the skills they need to meet demand and win market share. In 2015-2016 NBCC's Business Development unit delivered 33 contracts to 47 industry partners. Our customized programs also support skills development for those who are under-represented in the labour market. In 2015-2016, an Archaeological Field Technician Level I program was launched in Fredericton which will open up new opportunities for Aboriginal students.

Through a partnership with the YMCA Saint John and Living SJ, NBCC trained 15 low income individuals to become early childhood workers at the new YMCA in Saint John. 100% completed their training and 93% of the participants found employment.

DRIVING INNOVATION AT NBCC

With the support of Post-Secondary Education, Training and Labour, NBCC will create new learning opportunities for students, staff and the public with two new 2017 Chevrolet Volts. The electric vehicles will be used for teaching purposes in various academic programs and at promotional events to raise awareness of electric vehicle technology. ▾



▲ CARPENTRY PROGRAM BUILDS CONFIDENCE

In just eight weeks, a group of unemployed youth were able to learn carpentry and essential workplace skills that prepared them for entry-level employment.

The program was delivered through NBCC Business Development in partnership with Service Canada, Opportunities Fund, Post-Secondary Education, Training and Labour, and the Wood Manufacturing Council.

"Our experience in partnering with NBCC has revealed that they are living true to their mission of changing lives and communities. Their educational team care about the success of our participants and we will continue to work with them to make career and educational dreams come true."

Norma Ricker, Manager, Project Development
Wood Manufacturing Council

STRENGTHENING OUR REPUTATION

Maintaining a strong reputation is important as we position NBCC as a College of Choice for learners, an engaged partner with communities, and an innovative educational institution meeting the needs of employers and the labour force. It's a reputation that is recognized in the high marks New Brunswickers give the College in our annual public opinion survey. Through an award-winning brand and integrated efforts between our recruitment, marketing and communications teams, we communicate the success of our students, staff and alumni in compelling ways.

We connect with potential students as early as middle school through our College 4 Kids summer program and our World of Work days. Through these initiatives, as well as our ongoing recruitment activities, potential students see NBCC as a pathway to fulfilling their career aspirations.

NBCC students are our best ambassadors and they are eager to share their positive experience. 89% of NBCC students reported they would recommend NBCC according to a 2015 survey conducted by i-Graduate -- 10 percentage points higher than the global average.



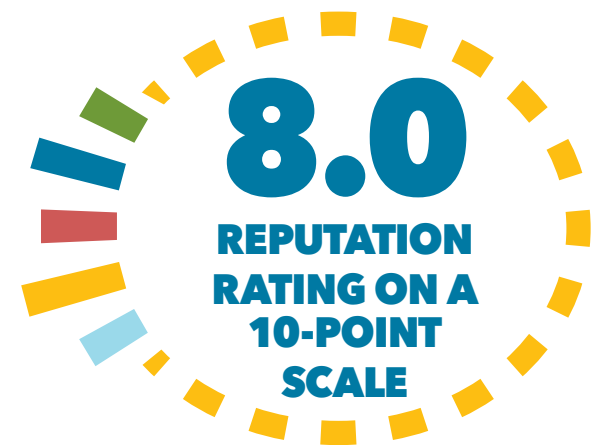
These social media statistics represent a 10 month period of time. Past reports show stats within a 12 month period of time.

"My son had such an incredible experience he wants to come back next year and bring his cousin. Kudos to the staff for putting on a great program that kept his interest on a daily basis. Great job all around."

Parent of a College 4 Kids participant



HIGH SCORES FOR REPUTATION



Reputation scores represent an average score out of 10. The question posed by Corporate Research Associates was: How would you rate the reputation of NBCC using a scale of '1' to '10', where '1' is extremely negative, and '10' is extremely positive? Results are based on 401 interviews with New Brunswick residents in May 2015.

ADVANCING ALUMNI AND DONOR RELATIONS

A testament to the success of our graduates and their pride in our College. NBCC's award-winning Alumni Association continues to grow. In September, we recognized four extraordinary Alumni with the inaugural Alumni Recognition Awards presented at historic Government House. Our second call for nominations was issued in February and the winners will be recognized at a ceremony in September.

Vibrant donor relationships continue to be important in providing support and opportunity to our students. In November, NBCC held the first President's Donor Luncheon in Moncton to recognize the many partners whose financial support and donations of equipment support the success of NBCC students. In addition to external donor development, a College-wide employee giving campaign was launched in February 2016. This resulted in a commitment of \$80,000 over the next five years from NBCC employees to support students.



Top row (left to right): Lois Scott, NBCC Board Chair; Robin Hanson, Friend of New Brunswick Alumni Award; Wes Armour, Entrepreneurship Alumni Award; Patrick King, Community Leadership Alumni Award; Hannah McGee, Outstanding Young Alumni Award; Emily McGill, NBCC Alumni Association Chair; Hon. Francine Landry, Minister of Post-Secondary Education, Training and Labour; Lieutenant-Governor Jocelyne Roy Vienneau; Ronald Vienneau; Marilyn Luscombe, NBCC President and CEO.

6,699
REGISTERED
ALUMNI

315
BURSARIES,
SCHOLARSHIPS
AND AWARDS
VALUED AT
\$304,916.

47
DONATIONS
OF CASH,
IN-KIND
SUPPORT AND
EQUIPMENT
VALUED AT
\$726,995.



INVESTING IN OUR STUDENTS

For two years, **Tina Franca** and her husband set aside money for an eventual move to Canada so she could study at NBCC Fredericton Campus. Due to economic instability in their home country of Brazil, they lost almost one-third of their savings.

"If it wasn't for The NBCC Foundation, I wouldn't be in college - so thank you."

NBCC PROUDLY RECOGNIZES THE ACCOMPLISHMENTS OF OUR MANY OUTSTANDING ALUMNI. THANK YOU FOR WORKING EVERY DAY TO TRANSFORM LIVES AND COMMUNITIES IN NEW BRUNSWICK.

Bernice Lanigan
Friend of New Brunswick



Class of '87
 Chemical Technology

Advancing the role of women in New Brunswick's nuclear industry...

Bernice Lanigan has spent her career raising awareness of the role women play in this industry. In 2007 she founded the Women in Nuclear New Brunswick chapter which today boasts 70 members. She also introduced the Networking for Young Women Dinners which evolved into the Trades & Tech Gala for Girls. She has received WiN-Canada's Leadership award and YWCA's Women of Distinction award.

Bill Ward
Community Leadership



Class of '13
 Business Administration: Accounting

Leading youth and leading change...

Passionate about youth, Chief Bill Ward has established himself as a strong and committed community leader. Recently re-elected Chief of the Metepenagiag Mi'kmaq First Nation, he also serves as Director of Fisheries and Forestry in his community. He places a strong priority on the youth of his community organizing sports and fundraising initiatives as well as using social media to increase awareness of opportunities.

Arthur L. Tucker
Entrepreneurship



Class of '86
 Civil Engineering Technology

Navigate a New Brunswick company through global growth...

Beginning his career with Key Surveys and Engineering Ltd., Arthur Tucker charted a course that took him from Project Surveyor to President. Today the company is part of WSP, one of the world's leading engineering consulting firms. Through his leadership, the NB branch grew from 10 people to 80 by creating sustainable employment opportunities in a variety of technical areas.

Gary Hall
Outstanding Young Alumni



Class of '11
 Business Administration
 Investment Management

Investing in education pays big dividends...

Just four years after graduating from NBCC, Gary Hall was appointed Branch Manager at the Bank of Montreal in Sussex. Combining the skills he learned at NBCC with his work ethic and positive attitude, he advanced quickly in the financial sector. As a young professional, he gives back to the next generation through initiatives such as BMO Kids Help Phone Walk and the BMO Employee Mentorship Committee.

SUPPORTING RESEARCH DEVELOPMENT AND INNOVATION

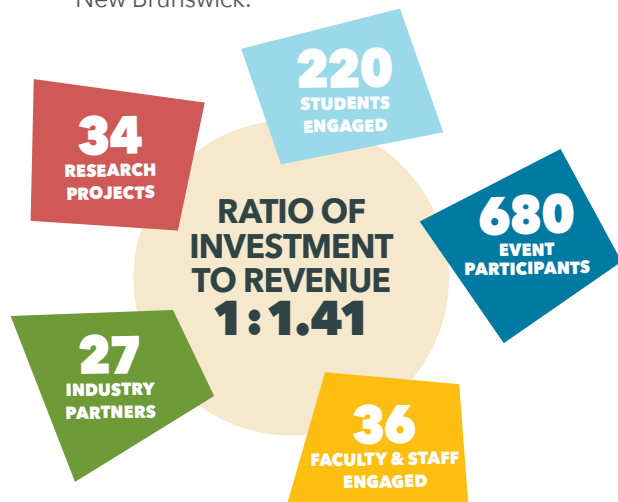
Through our Applied Research and Innovation efforts, NBCC helps solve technical and business problems, take advantage of market opportunities, and develop new innovative technologies and processes that will enhance the way we live, work and do business. Our expertise, equipment and facilities support innovation in six key areas:

APPLIED RESEARCH INNOVATION

- Mobile Technology
- Innovations in Healthcare
- Value Added Food
- Energy Efficiency Technology
- Innovations in Teaching, Learning and Services for Students
- Social Innovation

In November, we launched NBCC Innovation Days at each of our Campuses to create a College-wide environment for innovation for our students and staff. We engaged staff and students through interactive information booths, poster presentations, Lunch and Learn sessions, and Open House receptions inside our Mobile Ideaspaces.

NBCC was successful in our first application to the Social Sciences and Humanities Research Council (SSHRC). The project aims to develop successful interventions to increase self-esteem in middle-school girls that can be used by community agencies and organizations across New Brunswick.



SSHRC Self-Esteem Project ▶
In April, project researchers hosted the first Girl Summit at NBCC St. Andrews Campus which brought together Grade 7 students from across the region.

CREATING OPPORTUNITY ▶

When Krysta Hanley's family-owned lobster processing company, Longshore Fisheries, faced a business challenge, she reached out to Applied Research and Innovation.

The company received inspiration from the Culinary Arts program at NBCC St. Andrews Campus and marketing strategies from the Business Administration: Marketing program at NBCC Saint John.



"As we grow, we'll be employing more and more people and that, in turn, affects the economy in the area," said Hanley.



INCREASING OUR GLOBAL PARTNERSHIPS

NBCC continues to take a leadership role in reaching out to the world and bringing the world to our College and to our province. Recruitment missions were undertaken in India, China and Belize. Meanwhile, here at home, we hosted delegations from Turkey, Colombia and India and met with ambassadors from Qatar, India, and Argentina in collaboration with the Department of Intergovernmental Affairs.

NBCC serves on the International Advisory Committee for the National Association for College Admissions Counseling (NACAC) and has established a World University Services Canada (WUSC) Refugee committee.

In order to better support international students interested in attending NBCC, we have reviewed and improved the international admissions process.



Four years ago, **Farhad Rezaei Noei** and his family moved from Iran to fulfill their dream of living in Canada. A student in Civil Engineering Technology: Building Systems, his experience at NBCC has helped him strengthen his English language skills and obtain a diploma for a career that's in demand. His dream is within sight:

"My goal is to graduate and design my own house as my business card. I have no choice but to be successful."



The NBCC Recruitment team visited Jalandhar, India, in April to promote NBCC programs to potential students.

2015-2016 OUR YEAR AT A GLANCE



NBCC launched our first-ever **Mentorship Program** for employees.

NBCC Innovation Days took place at each of our Campuses for students and staff.



NBCC secured a **Social Sciences and Humanities Research** Council of Canada grant for a research project focused on the self-esteem in girls.

SEP ■ ■ ■ OCT ■ ■ ■ NOV ■ ■ ■ DEC ■ ■ ■ JAN ■ ■ ■ FEB ■ ■ ■



NBCC Campuses held **Sisters in Spirit** vigils to honour the lives of missing and murdered Aboriginal women and girls in Canada as part of a national awareness day.

Aboriginal artisans who were featured at the NBCC's **Aboriginal Gala Gelu'lg Maw-A-Paw** took part in the Premier's Holiday Open House which showcases New Brunswick artistry.



NBCC St. Andrews Campus donated \$3,500 to five area schools to support their **Breakfast Programs**.

NBCC Moncton Campus hosted **CBC Dragons' Den** when their cross-Canada audition tour visits New Brunswick.



For the third year, NBCC played a leading role in **Flavours NB**, an event that promotes the local food industry and raises funds for New Brunswick food banks.



In memory of **Dot Petersen**, the Dorothy Petersen Women in Trades Bursary was established to support female trade students at the NBCC Saint John Campus.

MAR ■ ■ ■ APR ■ ■ ■ MAY ■ ■ ■ JUN ■ ■ ■ JUL ■ ■ ■ AUG ■ ■ ■

A collaboration between Dalhousie medical students and Respiratory Therapy students at NBCC Saint John Campus led to **enhanced learning opportunities.**



Congratulations to our **1,880 graduates!**

Thirteen instructors from across NBCC gathered to celebrate their completion of the NBCC's **Instructor Development Program (IDP).**





In August, 13 NBCC instructors successfully completed the Instructional Development Program (IDP). IDP offers the opportunity for faculty to enhance their knowledge, learn new skills, improve job performance, and take another big leap in reaching their full potential as accomplished adult educators.

COMMITMENT TO OUR PEOPLE

**WE ARE CREATING A GREAT PLACE TO
WORK AND LEARN.**

NBCC's success relies on the strengths and talents of our people. We want an engaged College community where we expect accountability and value our continuous learning and development. We understand the future of our College is reliant on the legacy of leadership that we create together.



DEVELOPING A COMPREHENSIVE HUMAN RESOURCE STRATEGY

NBCC continues to develop new employee initiatives based on our Employer of Choice Framework in 2015-2016. We welcomed the second cohort of NBCC's Management Academy in September. Twenty aspiring managers participated in facilitated sessions and applied activities to support learning of all facets of management at NBCC. We also introduced an NBCC Mentorship Program to formally pair mentees with experienced NBCC employees.

In January, NBCC's commitment to creating a great place to work and learn was recognized when the College was named one of Atlantic Canada's Top Employers.

#YOUCANBEWELL

On March 29, students and staff from across NBCC took time to reflect on their mental wellbeing and learn about resources available through NBCC and the community. "You can BE WELL!" featured guest speaker Kayley Reed, co-creator of Wear Your Label, and the launch of NBCC Wellbeing - our first-ever mobile app featuring resources for staff and students.



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HOME LATEST ISSUE DIGITAL EDITION ARCHIVES ABOUT TOP 50 CEO AWARDS ADVERTISE SUBSCRIBE

Atlantic Canada's 25 Top Employers

Posted on December 19, 2013 | By Atlantic Business Magazine | 3 Comments



From pick-your-own vacation to educational subsidies, top employers reveal their most effective HR strategies.



Presented exclusively by Atlantic Business Magazine, in partnership with MediCorp Canada Inc.



NBCC EMPLOYEES

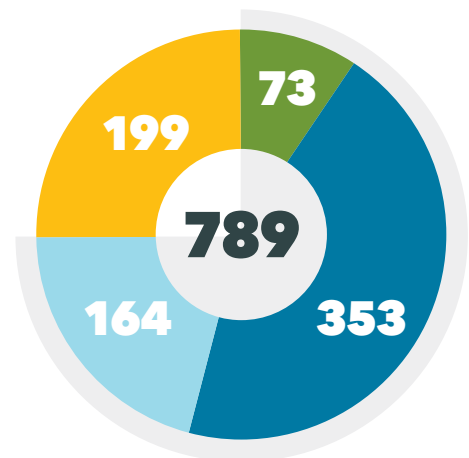
Approximately 75% of NBCC's 789 employees work in direct programming, training* and educational support.

44.7%
DIRECT PROGRAMMING

25.2%
MANAGEMENT & ADMINISTRATIVE SUPPORT

20.8%
EDUCATIONAL SUPPORT

9.3%
BUSINESS DEVELOPMENT



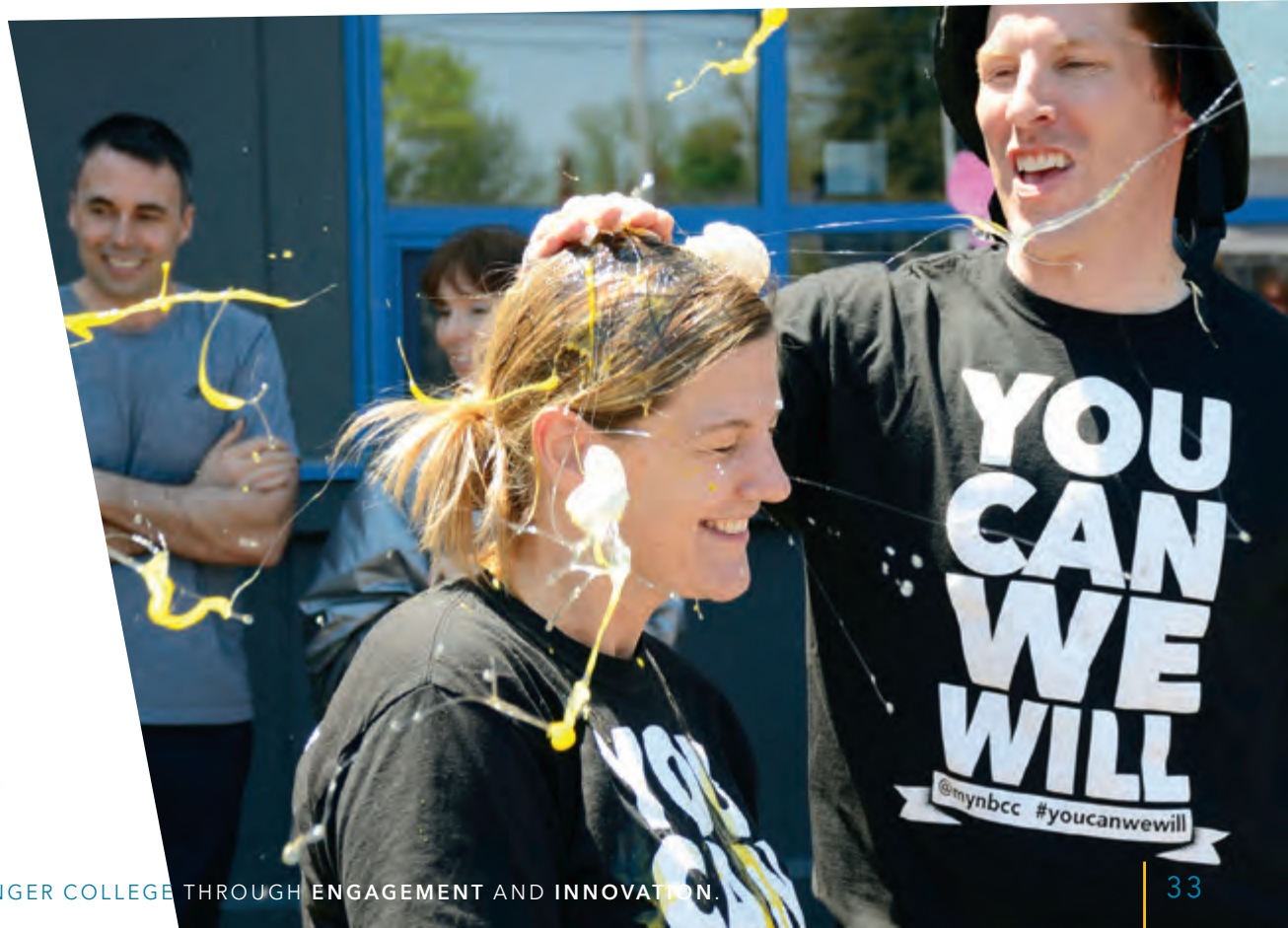
* Business Development includes Contract Training and Apprenticeship.

EFFECTIVELY ENGAGING EMPLOYEES

NBCC continues to develop and implement measures in response to the Employee Engagement Action Plan which was unveiled in March 2015 based on the recommendations of our College-wide Engagement Committee. Of the 30 actions identified, 25 have been implemented or are in progress.

As a follow-up to the 2013 Employee Engagement Survey, we undertook a Pulse Survey in October 2015 through Metrics@Work. Results were communicated to the NBCC community and the Human Resources Committee of the Board of Governors in January. Overall, across the College, in the 10 areas that were surveyed within Learning & Development, Opportunities for Advancement and Workload, results show marginal improvements in some areas as well as decreases in others. Despite the work that has been done at the College-wide level, there is still much work to be done. Regional Leadership Teams are reviewing Employee Engagement Pulse Survey in order to develop campus specific employee engagement action plans for 2016- 2017.

- 65%** of NBCC employees participated in an employee engagement pulse survey.
- 85%** of participants responded favourably with "My current work gives me a sense of accomplishment."
- 89%** of participants said they get absorbed in their work.





EXCELLENCE IN LEADERSHIP

COLLEEN COMEAU

Manager, Resourcing & Employee Learning

Since joining NBCC in 2012, Colleen Comeau's leadership and contributions have been evident across the College. She is widely respected and consistently consulted by senior leaders of the organization. She has been instrumental in establishing a strong Human Resources resourcing team, and revamping or creating the services in the department that have had an impact across the organization. An exceptional facilitator, she has a knack for developing leadership in others by infusing fun and humor to inspire engagement.



EXCELLENCE IN INNOVATION

LINWOOD DUNHAM

Instructor, Environmental Technology

The world is Linwood Dunham's classroom. He recently coordinated two Applied Research drone projects with Oxford Blueberries that could increase agricultural productivity and profits for blueberry producers. He is also using the latest technological innovations to research new ways to track the range and data of wood turtles. Through innovation and technology, Linwood and his students are undertaking research projects that could positively impact business, communities and the environment around us.



EXCELLENCE IN STAFF SUPPORT

ANDREA REID

Counsellor

Since joining NBCC in 2008, Andrea Reid's commitment to excellence has been evident. She is a skilled and valued counsellor but her impact extends beyond her role: whether she's working with Student Council to secure funding to develop the Greenhouse Grocery Oasis, volunteering with numerous College and community activities, or even shooting hoops in the gym with students. In 2015-2016, she played an important role in the development of the NBCC Wellbeing app and the recent College-wide #YouCanBeWell event.



EXCELLENCE IN TEACHING

DEREK CRONEY

Instructor, Digital Photography

Once a year you'll find NBCC's Digital Photography students navigating a mock wedding complete with a Bridezilla, tipsy groom, lots of family and photos in the most obscure location. It's just one of the creative and fun projects Derek Crony has developed to give his students hands-on experience. He regularly brings his students out of the classroom to develop their skills and give back to the community through events such as the Special Olympics. Derek has developed a reputation for being innovative in his classroom and always ready to take on challenges before him.



AWARDS & ACHIEVEMENTS

Dwayne Giberson

An Instructor in the Bricklaying program, Dwayne Giberson was awarded the Colleges and Institutes Canada (CICan) Teaching Excellence Award by CICan President and CEO Denise Amyot at the national conference.



Sales Excellence

Among five recipients chosen across Canada, Business Administration alumni Dane Gunnlaugson (left) and Dave Flanagan each received a Sales Excellence Award from the Canadian Professional Sales Association.



Jazmin Chase

Affected by significant respiratory disease herself, Respiratory Therapy student Jazmin Chase received the NBCC Excellence Award in Student Leadership which recognizes her exceptional leadership contribution within NBCC and the community.



Kelly Chase

An Instructor with International Travel & Tourism, Kelly Chase received the United Way Employee Campaign Coordinator Rising Star Award for her commitment and creativity. Clearly, excellence runs in the family - Kelly and Jazmin (pictured left) are mother and daughter!





Practical Nursing

A team of Instructors from the Practical Nurse program along with Instructor Laura Janes were recognized by the Association of New Brunswick Licensed Practical Nurses with a Team Award and Instructor Award, respectively, for their efforts as nursing educators. Pictured (l-r): Anne Reid, Coordinator/Instructor (retired); Kim Ellis, Instructor; Betty Lydon, Coordinator/Instructor; Laura Janes, Instructor; Helene Lehouillier, President ANBLPN; Joanne Graham, Executive Director ANBLPN.

Promoting Inclusive Education

Learning Strategist Mandy Bellefleur (NBCC Moncton Campus) and Early Childhood Education Instructor Tammie Hachey (NBCC Woodstock Campus) received National Inclusive Education Awards in recognition of their efforts to include all students in education and school life.

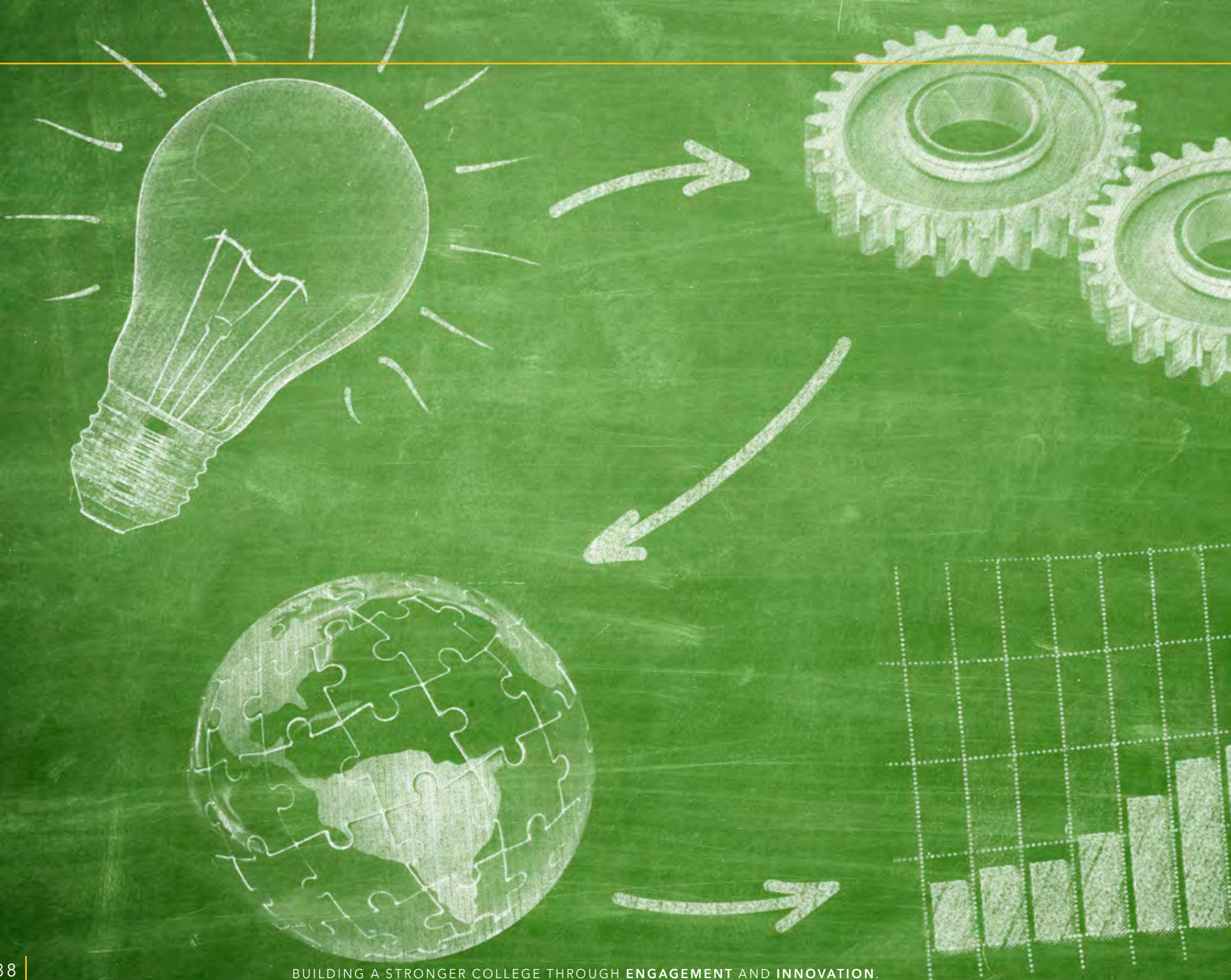


Pictured (l-r): Marilyn Luscombe, NBCC President and CEO; Joy Bacon, President of the Canadian Association for Community Living; Mandy Bellefleur; Tammie Hachey; Krista Carr, Executive Director, New Brunswick Association for Community Living; Suzanne Desrosiers, NBCC Vice-President, Employee and Student Development.

Tom Meadus

Tom Meadus, Director of Advancement, received the Rising Star award from Jason Moreton, President of the Canadian Council for the Advancement of Education. The award recognizes professionals who demonstrate achievements, early success and commitment in the advancement field.





COMMITMENT TO OUR STAKEHOLDERS

**WE ARE ENSURING
RESPONSIBLE STEWARDSHIP.**

NBCC is committed to strategic and fiscal success. We will be accountable for maximizing the public's investment in learning through the effective and efficient stewardship and contemporary development of our resources.

STREAMLINING PROCESSES

As our College continues to evolve, we have committed to continuous improvement of our policies and processes. Continuous Improvement practices were highlighted at our College-wide Innovation Days as well as through training opportunities including LEAN training for our College Leadership Team. We have implemented an improved policy development framework inclusive of new Terms of Reference for both Academic and Administrative Councils.

DEVELOPING OUR LEARNING AND WORKING ENVIRONMENTS

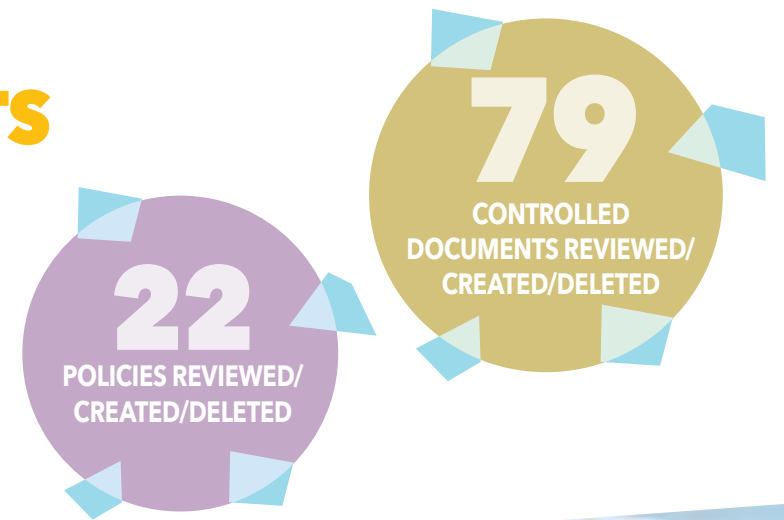
At NBCC, many of our buildings are older, and there are significant deferred maintenance issues. In 2014, a third-party engineering firm contracted to conduct a non-invasive facilities condition assessment, identified an estimated probable cost of repairs of \$249.9 million. Of this, \$25.3 million was identified as Priority 1 (immediate); \$75.4 million as Priority 2 (within 5 years); \$149.2 million as Priority 3 (5 to 15 years). The impacts of aging infrastructure are being felt across our College. This is especially true at our two largest Campuses, Saint John and Moncton. It is estimated that investments of \$27.4 million in Saint John and \$14.6 million in Moncton are required within the next five years to keep these buildings operational.

The facilities are owned by the Province of New Brunswick, under the Department of Transportation and Infrastructure (DTI). NBCC's Board of Governors approved a memorandum of understanding as to roles and responsibilities with respect to these facilities in April 2016. The College is developing a framework for a Strategic Facilities Master Plan. This will assist in guiding facilities decision-making, based on

- Making efficient and effective use of existing space;
- Reducing space needs where feasible; and
- Aligning space allocation and funding decisions and proposals with longer term academic priorities and planning.

FINDING EFFICIENCIES

Quality management has streamlined the process of submitting suggestions for improvement. This process has reduced the time required to manage email and enter data, decreased the risk of delay and missed action on reported issues, and improved overall response times.



UPHOLDING OUR COMMITMENTS

In September, NBCC presented a *Five Year Organizational and Operational Review* to the Minister of Postsecondary Education, Training and Labour. This major review examined our progress since becoming a Crown Corporation in 2010 and identified future challenges and opportunities.

In 2015-2016, a Performance Measurement Framework was developed inclusive of 33 College-level indicators which enable NBCC to track the progress towards the achievement of our goals and the delivery of our purpose.

BECOMING A CONTEMPORARY E-COLLEGE

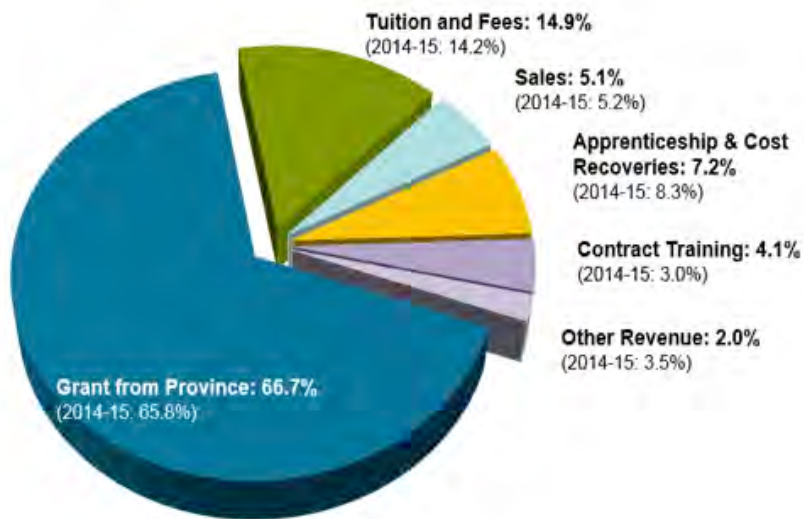
NBCC is leveraging technology to support teaching and learning. The college will transition to a new learning management system, called D2L Brightspace, beginning in the 2016-2017 Academic Year. This will facilitate online course development, increase opportunities for blended learning, and improve our capacity to provide learning accommodations. In 2015-2016 the College piloted video conferencing delivery between the NBCC Fredericton and Moncton Campuses for a Fire Protection course. Students and staff completed over 23,000 self-serve online transactions in 2015-2016.



BUILDING THE BOTTOM LINE

NBCC completed the year ended March 31, 2016 with an excess of revenue over expense of 2.1% of revenue. 2015-2016 revenue, at \$78.9 million, represents a decrease of 2.4% over prior year. 2015-2016 expenditure, at \$77.3 million, represents a decrease of \$1.9 million (or 2.4%) from the prior year.

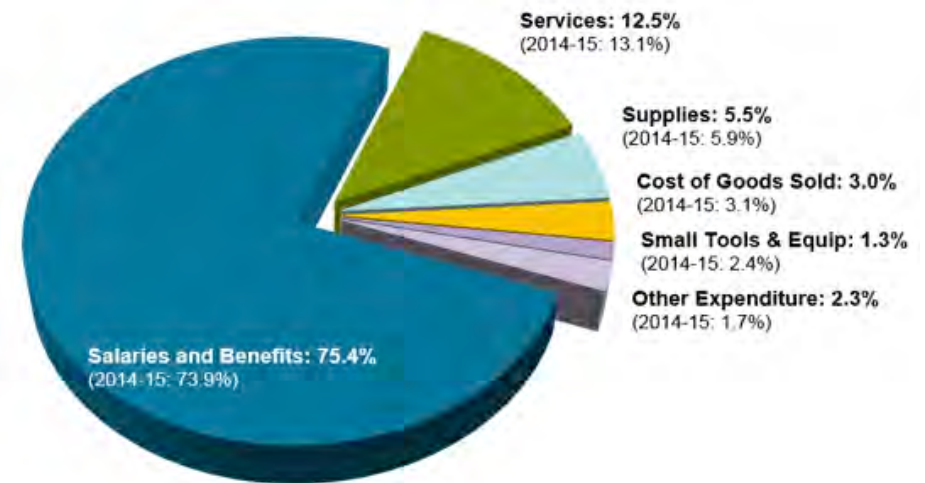
NBCC REVENUE: \$78.9 MILLION



KEY REVENUE HIGHLIGHTS ARE:

- Grant from Province increase is primarily attributable to recovery of normal economic increases for NBCC employees.
- Tuition and Fees increase is primarily attributable to implementation of Technology & Learning Resource Fee to all NBCC students.
- Apprenticeship decrease is primarily attributable to a reduction in provincially-funded apprenticeship blocks.
- The decrease in Other Revenue is primarily attributable to inclusion of a one-time Recovery from SOA (Special Operating Agency) in 2014-2015 which was not repeated in 2015-2016. The amount of the decrease was partially offset by donations in 2015-2016.

NBCC EXPENDITURE: \$77.3 MILLION



KEY EXPENDITURE HIGHLIGHTS ARE:

- Salaries and Benefits increases are primarily attributed to normal economic increases and progress through ranges for employees in accordance with their collective agreements.
- Decreases in Services, Supplies and Small Tools & Equipment are mainly attributable to the completion of strategic initiative projects and a reduction in capital spending.
- The increase in Other Expenditures is primarily attributed to a one-time transfer of donations received by NBCC in 2015-2016 on behalf of the NBCC Foundation.

FINANCIAL STATEMENTS

MARCH 31, 2016



INDEPENDENT AUDITOR'S REPORT

To the Chairperson and Board of Governors
New Brunswick Community College

I have audited the accompanying financial statements of the New Brunswick Community College, which comprise the statement of financial position as at March 31, 2016, and the statement of operations, cash flows and changes in net assets for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the New Brunswick Community College as at March 31, 2016, and the results of its operations, its cash flows and its changes in net assets for the year then ended in accordance with Canadian public sector accounting standards.

Kim MacPherson, CPA, CA
Auditor General

June 24, 2016

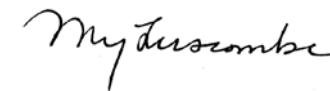
New Brunswick Community College
Statement of Financial Position
Year Ended March 31

	<u>2016</u>	<u>2015</u>
ASSETS		
Current Assets		
Cash on hand	\$ 9,210	\$ 9,360
Due from Province of New Brunswick (Note 2e)	18,461,629	15,093,560
Accounts receivable and accrued revenue (Note 3)	1,009,908	641,419
Prepaid expenses	387,486	278,792
Inventories (Note 4)	692,420	709,926
	<u>20,560,653</u>	<u>16,733,057</u>
Capital Assets (Note 5)	1,972,590	2,417,805
	<u>\$ 22,533,243</u>	<u>\$ 19,150,862</u>
LIABILITIES		
Current Liabilities		
Accounts payable and accrued liabilities	\$ 1,870,704	\$ 2,605,280
Deferred revenue (Note 6)	5,587,053	3,826,539
Accrued salaries and benefits	4,279,203	3,853,585
	<u>11,736,960</u>	<u>10,285,404</u>
Deferred capital contributions (Note 7)	296,411	314,367
Employee future benefits (Note 8)	3,127,800	2,846,800
	<u>15,161,171</u>	<u>13,446,571</u>
NET ASSETS		
Invested in capital assets (Note 10)	1,676,179	2,103,438
Internally restricted for specific purposes (Note 9)	4,715,614	2,601,396
Unfunded future employee benefits (Note 8)	(3,127,800)	(2,846,800)
Accumulated operating surplus	4,108,079	3,846,257
	<u>7,372,072</u>	<u>5,704,291</u>
	<u>\$ 22,533,243</u>	<u>\$ 19,150,862</u>

Approved by the Board:



Lois Scott
Chair, Board of Governors



Marilyn Luscombe
President and CEO

For further information with regard to Commitments, see Note 12.

For further information with regard to Contingencies, see Note 16.

The accompanying notes are an integral part of these financial statements.

New Brunswick Community College
Statement of Operations
Year Ended March 31

	2016	2016	2015
	Budget	Actual	Actual
REVENUE			
Grant from Province (Note 14)	\$ 52,407,000	\$ 52,624,239	\$ 53,238,025
Tuition and fees	12,448,500	11,778,821	11,471,234
Sales	4,242,300	4,011,434	4,174,201
Apprenticeship and cost recoveries (Note 14)	5,300,000	5,699,043	6,704,350
Contract training	2,800,000	3,223,566	2,396,670
Recovery from Special Operating Agency (Note 17)	-	-	1,713,142
Amortization of deferred capital contributions (Note 7)	-	93,516	61,093
Other (Note 11)	661,000	1,519,105	1,093,618
	<u>77,858,800</u>	<u>78,949,724</u>	<u>80,852,333</u>
EXPENSE			
Salaries and benefits	59,596,200	58,273,659	58,501,389
Services	9,917,800	9,655,463	10,401,485
Supplies	3,973,800	4,235,549	4,666,184
Cost of goods sold	2,446,000	2,320,451	2,427,430
Small tools, equipment and building repairs	823,500	1,026,658	1,872,192
Amortization of capital assets	510,700	730,071	681,623
Bank fees and miscellaneous	222,200	139,278	328,725
Grants and payments to others	229,000	790,386	301,478
Inventory obsolescence and adjustments	65,600	72,872	81,668
Bad debt expense	74,000	37,556	(49,212)
	<u>77,858,800</u>	<u>77,281,943</u>	<u>79,212,962</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSE	-	1,667,781	1,639,371
Changes in net assets			
Net assets used to acquire capital assets (Note 10)	-	427,259	(243,150)
Change in net assets internally restricted for specific purposes	-	(2,114,218)	898,604
Unfunded future employee benefits (Note 8)	-	281,000	153,000
	<u>-</u>	<u>261,822</u>	<u>153,000</u>
INCREASE (DECREASE) IN ACCUMULATED OPERATING SURPLUS	<u>\$ -</u>	<u>\$ 261,822</u>	<u>\$ 2,447,825</u>

The accompanying notes are an integral part of these financial statements.

**New Brunswick Community College
Statement of Changes in Net Assets
Year Ended March 31**

	2016					2015
	Accumulated Operating Surplus (Deficit)	Invested in Capital Assets	Internally Restricted for Specific Purposes	Unfunded Employee Future Benefits: Sick Leave and Worksafe	Total	
NET ASSETS (LIABILITIES), BEGINNING OF YEAR	\$ 3,846,257	\$ 2,103,438	\$ 2,601,396	\$ (2,846,800)	\$ 5,704,291	\$ 4,064,920
Changes during the year						
Excess of revenues over expenses	3,280,030	(427,259)	(903,990)	(281,000)	1,667,781	1,639,371
Transfer of net assets to (from) accounts internally restricted	(3,018,208)	-	3,018,208	-	-	-
Net change during the year	261,822	(427,259)	2,114,218	(281,000)	1,667,781	1,639,371
NET ASSETS (LIABILITIES), END OF YEAR	\$ 4,108,079	\$ 1,676,179	\$ 4,715,614	\$ (3,127,800)	\$ 7,372,072	\$ 5,704,291

The accompanying notes are an integral part of these financial statements.

New Brunswick Community College
Statement of Cash Flows
Year Ended March 31

	<u>2016</u>	<u>2015</u>
Operating Activities		
Excess (deficiency) of revenue over expense before changes in net assets	\$ 1,667,781	\$ 1,639,371
Add (deduct) non-cash items		
Amortization of capital assets	730,071	681,623
Amortization of deferred capital contributions	(93,516)	(61,093)
Bad debt expense	37,556	(49,212)
Inventory obsolescence and adjustments	72,872	81,668
	<u>746,983</u>	<u>652,986</u>
Add (deduct) changes in non-cash working capital		
Accounts receivable and accrued revenue	(406,045)	589,320
Prepaid expenses	(108,694)	(85,464)
Inventories	(55,365)	15,752
Accounts payable & accrued liabilities	(734,577)	(1,869,343)
Deferred revenue	1,760,514	(576,964)
Accrued salaries & benefits	425,618	230,106
Employee future benefits	281,000	153,000
	<u>1,162,451</u>	<u>(1,543,593)</u>
Add (deduct) capital activities		
Deferred capital contributions	75,560	248,669
Acquisition of capital assets	(284,856)	(1,112,349)
	<u></u>	<u></u>
INCREASE (DECREASE) TO CASH AND CASH EQUIVALENTS	3,367,919	(114,916)
Add: Cash and cash equivalents, beginning of year	15,102,920	15,217,836
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 18,470,839</u>	<u>\$ 15,102,920</u>
CASH AND CASH EQUIVALENTS REPRESENTED ON STATEMENT OF FINANCIAL POSITION BY:		
Cash on hand	\$ 9,210	\$ 9,360
Due from Province of New Brunswick (Note 2e)	18,461,629	15,093,560
Cash and cash equivalents, end of year	<u>\$ 18,470,839</u>	<u>\$ 15,102,920</u>

The accompanying notes are an integral part of these financial statements.

New Brunswick Community College

Notes to Financial Statements

Year Ended March 31, 2016

1. AUTHORITY AND PURPOSE

New Brunswick Community College (the "College") was established as a post-secondary public education corporation under the authority of the *New Brunswick Community Colleges Act* effective May 29, 2010. The College is exempt from income tax under section 149 of the Income Tax Act.

The College, with campuses located in Fredericton, Miramichi, Moncton, Saint John, St. Andrews and Woodstock, 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.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The College is responsible for the preparation of the financial statements and has prepared them in accordance with Canadian public sector accounting standards for non-profit organizations (PSAS-NPO). The following is a summary of significant accounting policies:

a. Reporting basis

The financial position and operations of the College have been combined for reporting purposes.

b. Revenue recognition

The College follows the deferral method of revenue recognition.

Amounts received or receivable for Tuition and fees, and Sales, are recognized as revenue in the period in which the goods are delivered or the services are provided. Amounts received in advance are reported as unearned (i.e. deferred) revenue.

The College receives grants and donations from a number of different sources for operating, research and capital expenditures.

- Unrestricted operating grant (e.g. Grant from Province) is recognized in the period when received or receivable. Unrestricted operating grant received for a future period is reported as unearned (i.e. deferred) revenue.
- Externally restricted operating grants (e.g. research or other special purpose funding) and capital contributions are deferred until the period that the expenditure occurs. Externally restricted amounts may only be used for purposes designated by the funder.

Externally restricted amounts invested in capital assets having limited useful lives are reported as Deferred capital contributions. Deferred capital contributions are amortized and recognized as revenue in the same period(s) in which the amortization expense of the related funded capital asset is recorded.

New Brunswick Community College
Notes to Financial Statements
Year Ended March 31, 2016

c. Expense recognition

The College uses the accrual basis of accounting for expenses.

Amounts paid or payable are recognized as expenses in the period in which the goods are delivered or the services are provided to the College. Amounts paid in advance are reported as Prepaid expenses.

d. Contributed services

The activities of the College are dependent on services received by the Province of New Brunswick (the "Province") as well as other stakeholders. The value of contributed services is not recognized in the financial statements as it is not possible at the time of issuance of these financial statements to determine their fair value.

Examples of contributed services received by the College include:

- Buildings provided by the Province at six campuses and corporate offices, having an area in excess of one million square feet;
- Cash concentration services provided by the Province (see Note 2e for more information);
- Pension contributions on behalf of the employer provided by the Province for employees of the College (see Note 8 for more information);
- Retirement allowances provided by the Province for employees of the College (see Note 8 for more information);
- Payroll and financial system services provided by the Province; and,
- Training materials provided by third parties for use in the delivery of course programs.

e. Cash on hand and Due from Province of New Brunswick

Cash consists of cash on hand and amounts held by financial institutions.

Amounts due from the Province of New Brunswick are cash equivalents. College operational expenses and revenues flow through the Province of New Brunswick's bank account as it is cost effective for the College to employ cash concentration services provided by the Province rather than implement independent banking arrangements.

New Brunswick Community College
Notes to Financial Statements
Year Ended March 31, 2016

f. Inventories

Inventories for resale are held by bookstores, copy centre(s) and cafeterias operated by the College. Inventories are valued at the lower of cost and net realizable value. Net realizable value is the estimated selling price in the ordinary course of business less any applicable costs associated with its sale or disposal. See Note 4 for more information about inventories.

Inventories held for consumption exist in administrative and instructional programs across the College. The value of these inventories is not recognized in these statements.

g. Capital assets

Purchased capital assets are recorded at cost. See Note 5 for more information about capital assets. Donated capital assets are recorded at fair value at the date the donation was received. Fair value of donated capital assets with a value in excess of \$1,000 is established through independent appraisal. See Note 7 for donated capital assets recorded as Deferred capital contributions during the period. Disposals of capital assets are removed from the accounts at their net book value.

Repairs and maintenance are charged to operating expense. Betterments which extend the estimated life of an asset owned by the College, (i.e. which increases its service capacity or lower future costs,) are capitalized.

Capital assets are amortized on a straight-line basis over their estimated useful lives, as estimated below:

Asset Class	Cost Thresholds	Estimated Useful Life
Land	All purchases	Not applicable
Land improvements	\$100,000	20 years
Buildings	\$100,000	40 years
Portable classrooms	\$10,000	25 years
Lease (capital assets)	Per asset class	Lease Term (SL)
Leasehold improvements	\$10,000	Lease Term (SL)
Computer hardware	\$10,000	3-5 Years
Computer software	\$10,000	3-5 years
Motor vehicles and mobile heavy equipment	\$10,000	5–15 years
Major equipment	\$10,000	5–10 years
Betterments – building	\$100,000	40 years
Betterments – equipment	\$10,000	5–10 years

New Brunswick Community College

Notes to Financial Statements

Year Ended March 31, 2016

In the year of acquisition, amortization will be calculated on a half-year basis.

The value of Land, Land improvements, Buildings and major equipment owned by the Province of New Brunswick are not reflected in the assets of the College as agreements (i.e. lease, transfer or other agreements) do not exist. Initial discussions have occurred between the Province and the College regarding Land and Buildings however agreements remain outstanding. Accordingly, any betterments made to capital assets owned by the Province are expensed in the year they occur. Betterments made to buildings owned by the Province include \$138,545 in 2016 (approximately \$877,478 in 2015).

Leased capital assets are amortized over the lease term unless the lease terms contain terms allowing ownership to pass to the College, or a bargain purchase option, in which case the period of amortization would be the economic life of the asset.

h. Accrued payroll benefits

The College has accrued accumulated vacation pay and non-instructional time for employees. The number of days accumulated for each employee as well as their rate of pay (in accordance with current policy and collective agreements) has been used to determine the estimated amount of the liability. This liability is recorded in accrued salaries and benefits at a value of \$3,185,230 in 2016 (\$3,269,136 in 2015).

i. Liability for sick leave obligation

Employees of the College are entitled to sick leave benefits which accumulate but do not vest. Sick leave benefits which accumulate but do not vest are considered obligations. Canadian public sector accounting standards for non-profit organizations (PSAS-NPO) related to post-employment benefits and compensated absences require the College to recognize that liability. Note 8c offers more detail regarding the College's liability for sick leave obligation.

j. Liability for WorkSafeNB obligation

Employees of the College are entitled to wage-replacement benefits in the event of illness or injury which can be established occurred as a result of employment at the College through WorkSafeNB. Benefits payable in the future related to claims approved by WorkSafeNB are considered obligations. PSAS-NPO standards related to post-employment benefits and compensated absences require the College to recognize that liability. Note 8d offers more detail regarding Liability for WorkSafeNB obligation.

k. Accounting estimates

The preparation of financial statements in accordance with PSAS-NPO standards require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period.

If actual results differ from management's estimates the impact is recorded in future periods when the difference is known.

New Brunswick Community College
Notes to Financial Statements
Year Ended March 31, 2016

The most significant estimates made in the preparation of the financial statements include:

- Allowance for uncollectible (doubtful) accounts receivable;
- Fair value of donated capital assets for which an appraisal is not available;
- Useful life of capital assets;
- Accrued salaries and benefits;
- Accrued liabilities related to sick leave obligation;
- Accrued liabilities related to WorkSafeNB obligation; and,
- Deferred revenue.

3. ACCOUNTS RECEIVABLE AND ACCRUED REVENUE

	<u>2016</u>	<u>2015</u>
Tuition and fees	\$ 191,807	\$ 165,204
Organizations other than the Province of New Brunswick	729,729	384,232
Province of New Brunswick	143,498	101,172
Advances and other	11,287	43,672
ACCOUNTS RECEIVABLE (GROSS)	<u>1,076,321</u>	<u>694,280</u>
Allowance for doubtful accounts	(66,413)	(52,861)
ACCOUNTS RECEIVABLE (NET)	<u>\$ 1,009,908</u>	<u>\$ 641,419</u>

New Brunswick Community College
Notes to Financial Statements
Year Ended March 31, 2016

4. INVENTORY

	<u>2016</u>	<u>2015</u>
Textbooks for resale	\$ 529,944	\$ 555,574
Stationary and supplies for resale	98,380	102,074
Clothing and other items for resale	64,096	52,278
INVENTORY	<u>\$ 692,420</u>	<u>\$ 709,926</u>

5. CAPITAL ASSETS

	<u>2016</u>			<u>2015</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Vehicles	\$ 856,517	\$ 390,810	\$ 465,707	\$ 717,128
Furniture and equipment	3,399,667	1,892,784	1,506,883	1,700,677
	<u>\$ 4,256,184</u>	<u>\$ 2,283,594</u>	<u>\$ 1,972,590</u>	<u>\$ 2,417,805</u>

New Brunswick Community College
Notes to Financial Statements
Year Ended March 31, 2016

6. DEFERRED REVENUE

	<u>2016</u>	<u>2015</u>
Student tuition	\$ 2,708,786	\$ 2,526,301
Technology and learning resource fee	272,700	-
Confirmation fees	514,807	519,250
Student development grants	1,245,948	317,246
Contract training	504,289	232,804
Research	328,044	221,605
Other	12,479	9,333
DEFERRED REVENUE	\$ 5,587,053	\$ 3,826,539

7. DEFERRED CAPITAL CONTRIBUTIONS

	<u>2016</u>	<u>2015</u>
Deferred capital contributions, beginning of year	\$ 314,367	\$ 126,791
Contributions during the year	75,560	248,669
Amortization during the year	(93,516)	(61,093)
DEFERRED CAPITAL CONTRIBUTIONS, end of year	\$ 296,411	\$ 314,367

8. EMPLOYEE FUTURE BENEFITS

a. Pension

Effective January 1, 2014 the Public Service Superannuation Act (the "PSSA") was converted and replaced by the Public Service Shared Risk Plan (PSSRP). The PSSRP is a shared risk pension plan in accordance with New Brunswick's Pension Benefits Act. Certain employees of the College are entitled to receive benefits under the PSSRP. This converted plan requires all employer classified full-time employees participate in this new plan, which is funded by both the employee and the employer. Employer pension contributions are paid and expensed by the Province on behalf of the College. The College is not responsible for any unfunded liability nor does it have access to any surplus with respect to its employee pensions. The value of the contributions made by the Province on the College's behalf was \$6,133,854 in 2016 (\$6,087,113 in 2015).

New Brunswick Community College
Notes to Financial Statements
Year Ended March 31, 2016

b. Retirement allowance

Certain long serving employees receive a retirement allowance upon retirement from public service. The plan is funded by the Province of New Brunswick. The Province made changes to this program in 2013-14 where management and non-union employees of the College no longer accumulate retirement allowance credits. Employees were offered a choice of pay-out in lieu of a retirement allowance or, for those with more than five years of service, an option to defer the payout until retirement. The College's costs and liability associated with the plan and its recent changes are not included as part of its budget but are recorded by the Province in its financial statements. The amount of the retirement allowance paid on behalf of the College by the Province was \$660,053 in 2016 (\$489,909 in 2015).

c. Sick leave

Employees of the College are entitled to sick leave benefits which accumulate but do not vest. Sick leave benefits which accumulate but do not vest are considered obligations. PSAS-NPO standards related to post-employment benefits and compensated absences require the College recognize that liability. Based on an actuarial valuation of the liability at March 31, 2016 the accrued sick leave obligation and the expense related to the accrued sick leave obligation are as follows:

	<u>2016</u>	<u>2015</u>
Accrued sick leave obligation, beginning of year	\$ 1,174,800	\$ 1,164,300
Expense related to accrued sick leave obligation:		
Current period benefit cost	379,500	151,800
Amortization of actuarial losses (gains)	143,700	6,800
Sick leave benefit interest expense	68,500	45,600
	<u>591,700</u>	<u>204,200</u>
Employer benefit payments	<u>(488,600)</u>	<u>(193,700)</u>
ACCRUED SICK LEAVE OBLIGATION, END OF YEAR	<u>\$ 1,277,900</u>	<u>\$ 1,174,800</u>

The sick leave liability is unfunded. The liability has been determined by an actuarial valuation using management's best estimate of salary escalation, accumulated sick days at retirement, long term inflation rates and discount rates, as follows:

New Brunswick Community College
Notes to Financial Statements
Year Ended March 31, 2016

Number employees:	819	Average age of employees:	49.7 years	Discount rate:	3.20% per annum
Expected Average Remaining Service Life of employees:	10.3 years	Average service of employees:	10.2 years	Salary escalation:	2.92% per annum

d. WorkSafeNB

Employees and students of the College are entitled to wage-replacement benefits in the event of illness or injury which can be established occurred as a result of employment at the College through WorkSafeNB. Benefits payable in the future related to claims approved by WorkSafeNB are considered obligations. PSAS-NPO standards related to post-employment benefits and compensated absences require the College to recognize to that liability. Based on an actuarial valuation of the liability at March 31, 2016 the accrued WorkSafeNB obligation and the expense related to the accrued WorkSafeNB obligation are as follows:

	<u>2016</u>	<u>2015</u>
Accrued WorkSafeNB obligation, beginning of year	\$ 1,672,000	\$ 1,529,500
Expense related to accrued WorkSafeNB obligation:		
Current period benefit cost	302,000	274,300
Amortization of actuarial losses (gains)	13,400	-
WorkSafeNB benefit interest expense	49,900	60,500
	<u>365,300</u>	<u>334,800</u>
Employer benefit payments	<u>(187,400)</u>	<u>(192,300)</u>
ACCRUED WORKSAFENB OBLIGATION, END OF YEAR	<u>\$ 1,849,900</u>	<u>\$ 1,672,000</u>

Annual claim payments are expensed by the College and are included in salaries and benefits in the Statement of Operations.

The WorkSafeNB liability is unfunded. The liability has been determined by an actuarial valuation using management's best estimate of inflation, discount rate and assumed average age at accident, as follows:

New Brunswick Community College
Notes to Financial Statements
Year Ended March 31, 2016

Inflation	1.40% per annum	Extended Wage Loss Benefits in Pay:	4	Discount rate:	3.20% per annum
Inflation on Medical Aid:	3.15% per annum	Average age of Extended Wage Loss Benefits in Pay:	57.65 years	Assumed average age at Accident	39 years

9. NET ASSETS INTERNALLY RESTRICTED FOR SPECIFIC PURPOSES

The College restricts a portion of its net assets for specific purposes. Restrictions are recorded to reflect funds that have been internally restricted for specific projects and purposes including one-time, non-recurring expenditures as approved by the Board. Amounts included in net assets internally restricted for specific purposes include the following categories:

	<u>2016</u>	<u>2015</u>
Contingency	\$ 1,000,000	\$ 1,000,000
Strategic initiatives	451,477	959,396
Academic Development	1,217,556	400,000
Capital projects	1,330,364	152,211
Student Development	36,191	54,732
Applied Research	75,161	35,057
Information Technology	523,499	-
Other	81,366	-
	<u>\$ 4,715,614</u>	<u>\$ 2,601,396</u>

New Brunswick Community College
Notes to Financial Statements
Year Ended March 31, 2016

10. NET ASSETS INVESTED IN CAPITAL ASSETS

	<u>2016</u>	<u>2015</u>
Capital assets (net book value) per Note 5	\$ 1,972,590	\$ 2,417,805
Capital assets funded from capital contributions per Note 7	<u>(296,411)</u>	<u>(314,367)</u>
NET ASSETS INVESTED IN CAPITAL ASSETS	<u><u>\$ 1,676,179</u></u>	<u><u>\$ 2,103,438</u></u>

The change in Net Assets Invested in Capital Assets is comprised of:

	<u>2016</u>	<u>2015</u>
Capital asset additions (net of donated assets):		
Additions per Statement of Cash Flows	\$ 284,856	\$ 1,112,349
Less: donated assets per Note 7	<u>(75,560)</u>	<u>(248,669)</u>
	209,296	863,680
External sources of funding:		
Financed with donations or contributions	<u>-</u>	<u>-</u>
	209,296	863,860
Other:		
Amortization of capital assets per Statement of Operations	(730,071)	(681,623)
Amortization of deferred capital contributions per Note 7	<u>93,516</u>	<u>61,093</u>
NET CHANGE IN INVESTMENT IN CAPITAL ASSETS	<u><u>\$ (427,259)</u></u>	<u><u>\$ 243,150</u></u>

New Brunswick Community College
Notes to Financial Statements
Year Ended March 31, 2016

11. OTHER REVENUE

	<u>2016</u>	<u>2015</u>
LIVE fees	\$ -	\$ 221,597
Facility and related rentals	54,167	32,182
Research	534,832	566,245
Donations	507,446	
Other	422,660	273,594
	<u>\$ 1,519,105</u>	<u>\$ 1,093,618</u>

12. COMMITMENTS

The College is committed to the following lease, maintenance or other agreement payments for future years.

	<u>2016</u>	<u>2015</u>
2015-16	\$ -	\$ 771,436
2016-17	1,067,905	456,928
2017-18	634,413	367,622
2018-19	422,037	332,089
2019-20	404,089	332,089
2020-21	313,339	-
	<u>\$ 2,841,783</u>	<u>\$ 2,260,164</u>

13. FINANCIAL INSTRUMENTS

a. Fair value of financial assets and financial liabilities

Financial instruments of the College comprise cash and cash equivalents, accounts receivable, accounts payable, accruals of revenue, payroll benefits and other expenses. The carrying value of these financial instruments approximates their fair value due to the relatively short terms to maturity.

New Brunswick Community College
Notes to Financial Statements
Year Ended March 31, 2016

b. Credit risk

The College may be exposed to credit-related losses in the event of non-performance by counterparties to its financial instruments including accounts receivable of students, sponsors and other parties contracting for the receipt of instruction. The amounts disclosed in the financial statements are net of an allowance for doubtful accounts, estimated by the College in accordance with its guidelines. The College has a diverse mix of students, sponsors and other parties limiting significant exposure to any individual counterparty.

c. Liquidity risk

The College may be exposed to liquidity risk in the event that its obligations exceed its supply of liquid assets or authorized spending. Through cash concentrator services provided by the Province of New Brunswick, the College receives adequate liquid assets to fulfill its obligations as they become due. The College also has an internally restricted contingency fund in place to accommodate reasonable unforeseen expenditure.

14. RELATED PARTY TRANSACTIONS

During the period the College has received the following funds from related parties:

- Province of New Brunswick grants of \$52,624,239 in 2016 (\$53,238,025 in 2015);
- Revenues from departments of the Province of New Brunswick for apprenticeship and cost recoveries of \$5,699,043 in 2016 (\$6,704,350 in 2015).

Amounts owing from the Province of New Brunswick at year end 2016 amounted to \$143,498 (\$101,172 in 2015).

See Note 2 for more information about contributed services from the Province.

15. ECONOMIC DEPENDENCE

The College is economically dependent on the Province of New Brunswick. As outlined in Note 14, the College received grants of \$52,624,239 in 2016 (\$53,238,025 in 2015).

16. CONTINGENCIES

a. Legal

The College is engaged in various legal proceedings. Potential costs, if any related to claims against the College have not been reflected in the financial statements. While the ultimate outcome of these proceedings cannot be predicted at this time, it is the opinion of the College that the resolution of

New Brunswick Community College
Notes to Financial Statements
Year Ended March 31, 2016

these claims will not have a material impact on the financial position of the College. Any loss or gain that may result from these proceedings will be accounted for in the period in which the settlement occurs.

b. WorkSafeNB

The College is self-insured for WorkSafeNB claims by employees and students of the College, past and present. The extent of future claims, and their ultimate outcome, cannot be predicted at this time. Accordingly, with regard to future claims, amounts are expensed in the period that they occur. Once claims are settled by WorkSafeNB they will be factored into the liability for WorkSafeNB obligation as outlined in Note 8.

c. Collective bargaining

The College is party to a number of collective agreements expired on or before March 31, 2016. At the time of issuance of these financial statements, no settlements have been reached. The value of potential settlements cannot be predicted at this time. Accordingly, amounts are expensed in the period that they occur. The Province has traditionally increased the Grant from Province in the amount of economic increases related to approved settlements in the form of an in-year supplementary budget transfer.

17. RECOVERY FROM SPECIAL OPERATING AGENCY

Prior to its transition to a crown corporation, the New Brunswick Community Colleges Act transferred the operations, assets and liabilities of campuses to a special operating agency. During 2014-15, the College received a non-recurring (one-time) transfer of \$1,713,142 representing the accumulated surpluses of the campuses (prior to 2010) less amounts previously transferred to the College as part of its transition.



FIGURES CITED IN THE 2015-2016 NBCC ANNUAL REPORT

Page	Measure	2015-2016	2014-2015 (Restated) ⁱ	Period Covered 2015-16 ⁱⁱ	Source
2	Applicants	6,415	7,126	Academic Year	College Registrar
2	Seats (Regular Program Active Capacity)	4,352	4,466		
2	Students (Regular programs)	3,796	3,823		
2	Students (Apprenticeship)	1,989	2,092		
2	Students (Non-regular programs) - Total*	2,165	1,725		
4	NBCC grads working in NB	90%	86%	Reference week Oct. 25-31, 2015	2015 Survey of 2014 Graduates
4	Grads living in same community	73%	76%		
5	Graduate satisfaction rate	90%	87%		
5	Related Employment	83%	84%		
5	Overall Employment	90%	88%		
5	Graduation rate	79%	80%	Academic Year	College Registrar
5	Retention rate	81%	81%	Academic Year	College Registrar
13	Recognition of prior learning	74%	69%	Academic Year	Academic Development
13	Students supported through learning accommodations	266	--	Academic Year	Employee and Student Development
13	Graduates (Regular programs)	1,880	1,967	Academic Year	College Registrar
13	Satisfaction with student services	96%	--	Autumn 2015	2015 International Student Barometer
14	Self-identified Aboriginal population (NB)	3.0%	3.1%	2011	Statistics Canada National Household Survey
14	Self-identified Aboriginal students	138 (4%)	136 (4%)	Academic Year	College Registrar
15	Labour Force participation rate NB	62%	63%	October 2015	Statistics Canada Labour Force Survey
15	Labour Force Participation rate Canada	66%	66%	Reference week Oct. 25-31, 2015	2015 Survey of 2014 Graduates
15	Labour Force Participation rate NBCC	93%	95%	Academic Year	Advancement and Donor Relations
17	OASIS Program: Experience met their expectations...	94%	100%	Academic Year	Advancement and Donor Relations
17	Number of OASIS mentor/mentee relationships	21	--	Calendar Year	Robertson Institute for Community Leadership
19	Employee hours of service contributed through Volunteer Leave Policy	880	383	Oct. 7, 2015 - April 20, 2015	Robertson Institute for Community Leadership
19	Staff using Volunteer Leave Policy	101	50		
19	Service Day Activities	159	>200		
22	Business Development contracts with industry partners (employers)	33	--	Fiscal Year	Business Development
22	Business Development industry partners with which NBCC contracted	47	--		
23	Public Opinion Reputation Rating	8/10	8/10	May 2016	Corporate Research Associates
23	Social media - Facebook "Likes"	2,429	2,211	Academic Year	Marketing & Communications
23	Social media - Facebook engaged	62,651	61,331		
23	Social media - Instagram new followers	411	315		
23	Social media - Twitter mentions	2,854	3,530		
23	Social media - Twitter new followers	1,123	1,682		
23	Social media - Twitter retweets	1,307	1,524		
23	Social media - YouTube views	64,017	78,028		

Page	Measure	2015-2016	2014-2015 (Restated) ⁱ	Period Covered 2015-16 ⁱⁱ	Source
23	Student recommendation of NBCC	89%	--	Autumn 2015	2015 International Student Barometer
24	Bursaries (Number, Dollars)	315 (\$304,916)	286 (\$263,555)	Fiscal Year	Advancement and Donor Relations
24	Donations In-Kind (Number, Dollars)	47 (\$726,995)	37 (\$433,134)		
24	Registered Alumni	6,699	>6,100	Academic Year	Advancement and Donor Relations
26	Research engagement (participants in events)	680	521	Academic Year	Applied Research and Innovation
26	Research participants (staff)	36	34		
26	Research participants (students)	220	226		
26	Research partners from industry	27	21	Fiscal Year	
26	Research projects	34	22		
26	Research ratio of investment to revenue	1:141	1:192		
26	Research revenue earned	\$501,093	\$ 607,000		
27	Student (international) countries represented	36	33	Academic Year	College Registrar
27	Students (international, Regular programs)	92	94		
32	Total NBCC employees	789	827	At April 1, 2016	Employee and Student Development
32	Staffing: Business Development ⁱⁱⁱ	9.3%	7.5%	At April 1, 2016	Employee and Student Development
32	Staffing: Direct Program	44.7%	46.2%		
32	Staffing: Education Support Services	20.8%	21.2%		
32	Staffing: Management & Administrative Support	25.2%	25.2%		
33	Employee participation in pulse engagement pulse survey	65.0%	--		
33	Employees responding "My current work gives me a sense of accomplishment."	85.5%	--	October 2015	Metrics@Work 2015 Pulse Survey
33	Employees responding that they get absorbed in their work.	89.2%	--		
40	Number of controlled documents reviewed/created/deleted	79	--	Academic Year	Quality Management
40	Number of policies reviewed/created/deleted	22	84		
41	Self-service student transactions/activities	14,794	--	Academic Year	Information Technology
41	Self-service staff transactions/activities	8,740	--		

ⁱAs part of the five-year organizational and operational review, NBCC identified a need to develop and document standards for the collection and reporting of data including improved methodologies and alignment of reporting years. In some instances this has required a restatement of the previous year's report.

ⁱⁱCalendar year: January 1, 2015 to December 31, 2015 | Fiscal year: April 1, 2015 to March 31, 2015 | Academic year: September 1, 2015 to June 30, 2016 (While Academic Year is normally defined as July 1 to June 30 of the subsequent calendar year, very little student activity occurs during the period July 1 to August 31. For this reason, Academic Year is noted as beginning on September 1 in 'Period Covered in 2015-16')

ⁱⁱⁱIncludes Contract Training and Apprenticeship

*Includes Continuing Education (1,718), Post-Secondary (321), Academic Upgrading (126)

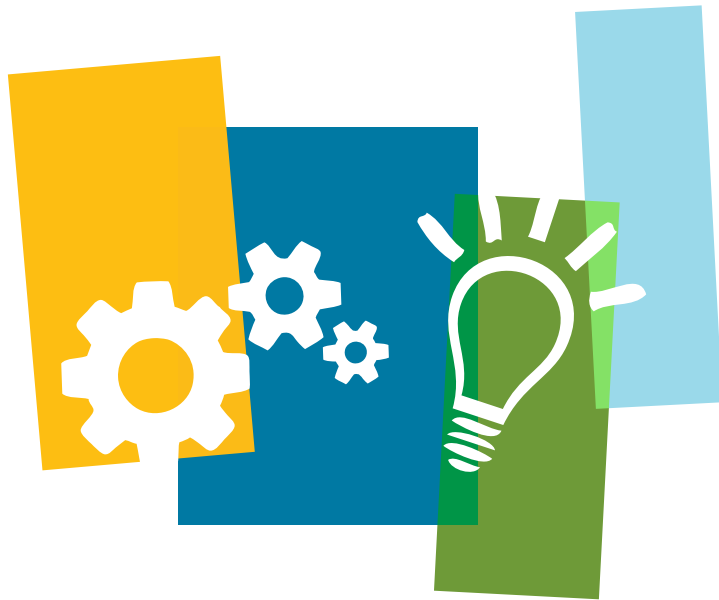


To all our donors over the past year whose contributions to NBCC have helped support student success.

Donations over the past year totaled \$726,995.

A special thank you to the following donors whose contributions exceeded \$1,000.

- Saint John Energy
- The Estate of Dorothy Peterson
- Saint Andrew's Community Foundation
- RBC
- Source Atlantic
- Richard Wilson (RichWil Trucking)
- The Joyce Foundation
- Estate of Joy Jaymer
- APTA Atlantic Provinces Trucking Association
- Fundy Food Festival
- NB Road Builders and Heavy Construction Association
- Gerry L. Pond
- Yamaha Motor Company
- Mitsubishi Electric Ltd.
- Irving Energy
- GM Canada
- Greater Saint John Community Foundation
- Emera Brunswick Pipeline Co. Ltd.
- Canada Automatic Sprinkler Assoc.
- Electro-Federation Canada
- Wawanesa Mutual Insurance
- Slant Fin Ltd.
- J. Wright Sales
- Clockbuilder Consulting
- Greg Curwin
- The Princess Auto Foundation



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