



 NBCC  
ANNUAL  
REPORT  
2016-2017

Imagine the **Possibilities.**  
Celebrate the **Results.**



IMAGINE THE **POSSIBILITIES**. CELEBRATE THE **RESULTS**.

## Our Vision

TRANSFORMING LIVES AND COMMUNITIES.

## Our Purpose

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

## Our 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.

## Our 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.



**4275**

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**SEATS**

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active capacity regular programs

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**3758**

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**STUDENTS**

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regular programs

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**2215**

---

**STUDENTS**

---

non-regular programs

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**7078**

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**APPLICANTS**

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**1768**

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**APPRENTICESHIP  
ENROLLMENTS**

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regular programs

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Source: 2016 survey of 2015 graduates of the New Brunswick Community College, MQO Research, 2016 for PETL.

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# IMPACT ACROSS NEW BRUNSWICK

As one College with six Campuses, NBCC's impact is felt across New Brunswick. Each of our six 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.

89%

GRADUATE  
SATISFACTION

80%

RELATED  
EMPLOYMENT

91%

OVERALL  
EMPLOYMENT

83%

RETENTION  
RATE

80%

GRADUATION  
RATE

## WOODSTOCK

In May 2017, our Woodstock Campus held its first-ever job fair – with over 25 employers from across Carleton County and New Brunswick – as part of staff's commitment to build strong relationships, promote the local labour market and connect employers with the workforce.

*"NBCC's Imagine the Possibilities strategic plan set goals that encouraged us to challenge our traditional norms. One of our most significant accomplishments has been the introduction of the student Signature Learning Experience of community leadership and the incredible positive impact this is having in our local communities and across our great province."*

– Tim Marshall, Regional Director

## FREDERICTON

This year, our Fredericton Campus developed a speaker series which saw alumni, human resource personnel, entrepreneurs, recruiters and other subject matter experts invited into the Campus to help students connect their learning to their future careers.

*"We have an incredibly talented and dedicated team of faculty and staff who are singularly focused on providing our students with an extraordinary College experience. Student success is at the forefront of everything we do."*

– Colleen Comeau, Acting Regional Director

Source: 2016 survey of 2015 graduates of the New Brunswick Community College, Prairie Research Associates, 2016 for PETL.

## ST. ANDREWS

St. Andrews Campus finished its third Habitat for Humanity house in 2016-2017. Not only did students in Carpentry, Plumbing and Electrical programs participate in applied real-time learning, they were able to turn their "homework" into a new home for a family in St. George.

*"We have observed an amazing transformation of our local faculty and staff teams in so many ways. The sense of belonging has certainly been enhanced during this period. Our employees feel more engaged and consulted with on most initiatives that NBCC has undertaken over the past five years. The NBCC brand is powerful and recognized throughout the Province and beyond."*

– Allan Gray, Acting Regional Director

## SAINT JOHN

In May, the Saint John Campus partnered with Steps for Life, a major fundraising event supporting families impacted by workplace tragedies. Through NBCC's contributions of student volunteers and sponsorship, the event raised \$23,208.00 exceeding the \$15,000 goal.

*"We have grown as a college, a campus and as a leadership team. We have been provided with the structure, autonomy and training to allow us to lead at the campus level and make decisions that can be quickly implemented."*

– Ray Hubble, Acting Regional Director

## MONCTON

NBCC Moncton Campus continued to support the Greater Moncton Dragon Boat Festival. The NBCC Devils (student team) raised \$2114 with \$845 going to the Cystic Fibrosis/Shinerama Fund and \$1269 going to Lions Sick Kids. The NBCC Scholarly Scullers (staff team) brought in \$2305, which means \$922 will be going to Juvenile Diabetes and \$1383 will go to Lions Sick Kids.

*"Over the last five years, NBCC has not only imagined the possibilities, but has made many of these possibilities a reality for our staff and students. I am looking forward to rising together to continue to make NBCC a great place to work and learn!"*

– Catherine Black, Regional Director

## MIRAMICHI

2016-2017 was a big year for the Animation and Graphics program at the Miramichi Campus as staff adopted ToonBoom Harmony software, equipping students with laptops and Wacom Digital Tablets and fully revising curriculum in order to match the expectations of industry and operate in a fully digital environment. It was also the 10th anniversary for the Jalloo Animation and Games Festival hosted by the Campus.

*"There is improved employee engagement in several areas over five years ago. Managers are more involved in the budget process with easy accessibility to detailed budget information and shorter annual budget timeframes. I believe there is more cooperation between units on campus and with our corporate colleagues – better synergy in our efforts than five years ago for sure!"*

– Karen White-O'Connell, Regional Director

93%

OF EMPLOYED NBCC  
GRADUATES WORK IN  
NEW BRUNSWICK

# A MESSAGE FROM THE BOARD OF GOVERNORS



On behalf of NBCC's Board of Governors, it is my privilege to present *NBCC's 2016-2017 Annual Report*.

We are proud of the many accomplishments during the past year, and extremely pleased with the cumulative progress of our College during the period of our first five-year strategic plan, *Imagine the Possibilities, 2012-2017*.

As this annual report demonstrates, NBCC continues to grow and evolve. This includes the continued evolution and development of our Board of Governors in moving to become more outcomes-driven and focused on foresight – the future of NBCC. We began 2016-2017 having just completed discussions with community leaders across our six College regions. Through these conversations, we defined and refined three strategic outcomes to guide the College and our Board of Governors. First, NBCC learners will demonstrate the skills, knowledge, and perspectives to be exceptional in their professional lives and as global citizens. Second, we are committed to ensuring NBCC is a leading contributor to New Brunswick's prosperity as a connector and catalyst. Finally, by aligning our talent and resources and by building strong relationships, NBCC will be vibrant and growing, even in the face of demographic challenges and limited financial resources.

Guided by these outcomes, NBCC initiated a multi-faceted engagement approach which invited people to add their voices online or in-person to NBCC's next five-year strategic plan. More than 4300 students, staff and community members helped create this five-year strategic vision for our College.

Looking ahead, we have set big, ambitious goals and specific targets that will assist to monitor our progress. To realize our bold goals, we recognize that we cannot do everything all at once nor can we do it alone. Our Board of Governors and our entire College community look forward to effectively collaborating with our valued partners as we work towards our vision and shared goals for communities and the Province.

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

Susan Murchison  
Board Chair

# BOARD OF GOVERNORS HIGHLIGHTS



## 2016-2017 NBCC Board of Governors

(left to right, back) Patrick Lacroix; L. Paul Elliott; Chris London; Curtis Howe; Jessica Bragdon; John Kowtaluk; Mary Carpenter; (front) Cameron Crain; Susan Murchison, Jane Barry; Barb McKinley. Not pictured: Wayne McDonald and Terry Malley.

Since the Board of Governors was established in 2010, there has been significant growth and development in both the governance framework and policies. The Board promoted and developed governance best practices, enjoyed strong relationships with Government and can be proud of a successful transition marked by many successes achieved by the College community.

Over the past year, the Board of Governors has entered its next stage of development. Specifically, while still maintaining hindsight and oversight accountabilities, the Board has shifted much of its focus on foresight in order to be an effective and strategic Board. This includes asking important future-focused questions: What are the major trends and how will they effect NBCC? What does success look like? What are our outcome expectations? Are we making enough progress on the right things fast enough?

As a foundation for NBCC's strategic planning process, which took place in 2016-2017, the Board of Governors outlined Board Outcomes for 2022 and explored major trends and potential implications for achieving these outcomes. They worked with NBCC's Senior Executive Team to develop strategies and measureable objectives as roadmaps and progress markers to form the basis for the ongoing strategic governance of the Board.

The Board of Governors recognizes that this is an evolving, continuous and collaborative process in our common commitment to an extraordinarily successful College.

## A MESSAGE FROM THE PRESIDENT AND CEO



With NBCC's 2016-2017 *Annual Report*, we are not only coming to the end of the year; we are coming to the end of our first strategic plan as a Crown Corporation. This plan challenged us to *Imagine the Possibilities* and, five years later, we have turned many of those possibilities into realities. This annual report focuses on our activities over the past year, but it also expresses how our College has evolved and grown during the past five years.

We have had much success and made significant progress in many areas. There have been other areas where progress was not as swift as we desired; where challenges and demands may have been larger than we initially realized. But we are very proud of the foundation that has been laid and that is reflected in this report.

2016-2017 was also an important year with regard to mapping out NBCC's next strategic plan through a multi-faceted engagement process, which we appropriately named *elevatED*.

We looked ahead to the next five years. What do learners and employers and communities require of us? What opportunities do we have yet to seize? What are the challenges we still face? What new forces are emerging that will impact our future? What makes the NBCC experience unique and desirable for our learners? What role can NBCC play in building a stronger New Brunswick – even in the face of limited resources and declining population? What role can we play in the world?

With the input of more than 4300 students, staff and community members, we created our next five-year strategic vision for our College: *Together WE RISE, NBCC's 2017-2022 Strategic Plan*.

We are building on a strong foundation and with audacious hope for the future. We believe strongly that together we will rise and that the view from 2022 will be spectacular!

A handwritten signature in black ink that reads "Marilyn Luscombe". The signature is fluid and cursive.

Marilyn Luscombe  
President and CEO

# SENIOR EXECUTIVE TEAM



**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

*"Over the past five-years, we truly lived our organizational values learning together, and from this strong foundation, we are set to soar with a new strategic plan and ambitious goals. It's an exciting time to celebrate all that we have achieved and everything we have to look forward to in 2022!"*

**Suzanne Desrosiers**

**VP of Employee and Student Development**

Resourcing and Employee Learning; Compensation, Benefits and Wellbeing; Labour Relations; Student Development; Student Government; Strategic Enrollment Management

*"Over the past five years, we have nurtured a culture among students and staff in which each of us is a learner who leads and a leader who learns. In fulfilling our commitments to our internal stakeholders, we have built an award-winning human resources strategy and implemented leading-edge services for students. Our success will continue to be dependent on the strengths and talents of our people as we build a legacy of leadership created together."*

**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

*"I am extremely proud that, throughout the past five years, our vibrant College community has imagined the possibilities for our learners and our communities, and has made many of those possibilities become realities. This has happened as a result of our individual and collective engagement, ingenuity, determination, hard work, passion and commitment for the important work that we are privileged to do."*

**Lisa Taylor**

**VP of Finance and Administration**

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

*"The NBCC community has worked hard over the last five years to build a solid foundation for the future, with the right processes and resources, and most importantly, people, in place to ensure we can continue to develop and grow in response to the needs of New Brunswick's current and future learners."*

**Mary Butler**

**VP of Academic Development**

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

*"More than ever before, NBCC has harnessed the knowledge, talents and creativity of its people and is using that expertise to orchestrate its future. With action and intentionality, the College has increased its responsiveness to students and is building capacity to meet the growing and diverse needs of students and the labour market."*

Respiratory Therapy students and instructor John Annear, NBCC Saint John Campus.



# 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 will create an NBCC Signature Learning Experience so our learners will be engaged and actively involved in community leadership activities.

# CREATING MULTIPLE PATHWAYS

When reviewing and renewing programs, NBCC seeks opportunities to meet diverse learner aspirations through the creation of pathways and articulations between programs and across institutions. Greater mobility offers learners more relevant, transferable and affordable education.

In 2016-2017, we established a common first year in *IT: Web and Mobile Applications Development* and *IT: Programmer Analyst* programs. This provides an internal pathway while developing transferable skills leading to expanded employment opportunities.

A Memorandum of Understanding was established with Dalhousie University so that NBCC students graduating from a non-business related diploma program can receive direct entry into the third year of the Bachelor of Technology degree program.

We also recognize that standardized curriculum and training across jurisdictions can facilitate the mobility of students, graduates and apprentices. Representatives of NBCC's faculty, department heads, learning design consultants and deans have been involved in harmonization efforts at both the Atlantic Canadian and national levels.

In 2016-2017, in partnership with the department of Education and Early Childhood Development (EECD), NBCC developed three 90-hour online high school-level math courses. These are among 11 online high school courses being developed by EECD, seven of which will be offered by NBCC to enable adult learners to obtain necessary high school course prerequisites for admission.

## PATHWAY TO SUCCESS

Corey Long, valedictorian for NBCC Woodstock Campus, returned to college after being in the workforce for six years. He won't be slowing down after graduation. Corey has accepted a full-time job with Grant Thornton and will also be pursuing a Business Administration degree in Accounting at Mount Saint Vincent University through an NBCC articulation agreement.



## ENHANCING STUDENT OPPORTUNITIES TO SUCCEED

Over the past five years, NBCC has taken a planned and proactive approach to enhancing student opportunities to succeed. Faced with a declining enrollment in traditional age learners in New Brunswick and the growing diversity of learner aspirations and needs, NBCC's Strategic Enrollment Management (SEM) Committee engages staff from across the College to identify targets and develop action plans with respect to the recruitment and retention of students. SEM is a proactive and planned approach to helping students achieve success from the moment of inquiry or recruitment through to graduation and beyond. NBCC's approach to SEM aims to increase overall student enrollment and retention based on targeted and customized strategies for student engagement.

To ensure that students across NBCC are supported in an equitable and consistent manner, a revised Student Development model was implemented in 2016-2017. Processes have been updated to ensure that we offer a consistent student experience at each of our campuses and establish linkages to community resources where needed and as soon as possible. This approach has allowed for better alignment and greater collaboration among our Student Development team.

# 224

STUDENTS SUPPORTED  
THROUGH LEARNING  
ACCOMMODATIONS

For single mothers in transition from unsafe homes, there are many factors blocking their path to post-secondary education. In 2016, NBCC entered into a partnership with the **Harrison McCain Foundation** and community organizations to launch a pilot project aimed at creating the right conditions for single mothers in transition to thrive at NBCC. Together we will ensure the ingredients for success are accessible so that these single mothers in transition can reach their full potential, achieve their aspirations, and inspire their children.

# INCREASING INDIGENOUS PARTICIPATION

NBCC aims to contribute to diverse and inclusive communities, and to support the participation of under-represented learners in post-secondary education, including Indigenous learners. Over the past five years, we have launched pilot projects to further the indigenization of NBCC curriculum, created gathering places for sharing and support at each NBCC campus, created new scholarships and bursaries for Indigenous learners and welcomed local elders throughout the year to share their culture and experiences with students and staff.

Once again, Sisters in Spirit Events were held at each campus with a variety of activities organized by the campus Indigenous Student Advisors involving Elders and Indigenous students, as well as students and staff from the campus. The Sisters in Spirit events bring recognition to the Indigenous women who are missing and have been murdered in Canada.

Meaningful partnerships with New Brunswick Indigenous communities and organizations are crucial to creating new opportunities. We have undertaken a number of customized training programs with communities and other partners to increase Indigenous participation in local labour markets.



**Indigenous Students Advisors (ISAs)** at New Brunswick Community College (NBCC) presented Feathers of Understanding to be displayed at each campus and the College's corporate office in recognition of NBCC's commitment to raising awareness of murdered and missing Indigenous women. From left: Nancy Harn, Fredericton; Deantha Edmunds-Ramsay, Saint John; Charlie Nicholas, Woodstock; Constance Sewell, Miramichi; Kate Agaki, St. Andrews; Joan Milliea, Moncton.

# 136

**SELF-IDENTIFIED  
INDIGENOUS STUDENTS  
ATTENDED NBCC**

**IN 2016-2017** (regular programs)

# ENTREPRENEURSHIP



NBCC continues to encourage the development of entrepreneurs as an important part of the economic development in our Province.

New Brunswick has a wealth of people and organizations solely dedicated to helping entrepreneurs succeed. In July 2016, NBCC hosted a connector event which brought together 26 organizations which support New Brunswick entrepreneurs.

In 2016-2017, NBCC expanded its entrepreneurial mentorship program, OASIS, to the Saint John Campus. Through continued growth of the program, 43 small businesses in three regions (Saint John, Miramichi and Moncton) are currently being nurtured through OASIS. Female entrepreneurs account for 60% of the business owners being mentored through OASIS.

# 32

MENTOR / MENTEE  
RELATIONSHIPS  
IN 2016-2017

# 93%

OF PARTICIPANTS SAY THE  
EXPERIENCE MET EXPECTATIONS  
AND WANTED THE PROGRAM TO  
CONTINUE BEYOND THE PILOT  
TIME FRAME.

During Small Business Week in October 2016, Alex MacLean, founder of [East Coast Lifestyle](#), toured all NBCC Campuses to share his entrepreneur success story with students.



## QUALITY, RELEVANT PROGRAMS

NBCC is committed to relevant and responsive programs in six strong campuses within the six regions of the Province that we serve. In 2016-2017, we introduced multi-year training plans, and strategic seat and resource allocation to ensure that we are supporting students and the labour market needs of New Brunswick.

Three new programs were launched in the 2016-2017 academic year to respond to emerging job opportunities and labour market needs. These were Graphic and Communications Design at the Fredericton Campus (which will move to Moncton in 2017-2018) as well as Hotel and Restaurant Management and IT: Quality Assurance at the Moncton Campus.

In order to support more informed decision-making and forecasting for program planning and seat allocation, NBCC's Team iResearch have increased self-serve access to the most recent data profiles about enrollment, graduations and seat capacity. This information also aids NBCC's strategic enrollment management efforts.

Our continued commitment to quality, relevant programs is reflected in the fact that NBCC graduates continue to enjoy high levels of employment in their fields and here in New Brunswick.

In addition to training plans for 4756 allocated program seats, NBCC also provides specialized and customized training programs to meet specific needs of learners and the labour market. In 2016-2017, NBCC partnered with the Department of Post-Secondary Training and Labour (PETL) and others on a number of programs supporting the successful transition of newcomers into the New Brunswick workforce.

Source: 2016 survey of 2015 graduates of the New Brunswick Community College, MQO Research, 2016 for PETL

## BUILDING A FUTURE IN NEW BRUNSWICK

On June 2, 2017, seven newcomers to Canada completed the first phase of an innovative training program to help them return to the construction industry in Canada. NBCC partnered with the Department of Post-Secondary Training and Labour (PETL) and the Multicultural Association of Fredericton (MCAF) to offer an introductory bricklaying program. The 12-week training initiative included Workplace Essential Skills (WES); technical training for the bricklaying industry; and training for the industry language and culture they will be entering.

*"I didn't expect to go to college, to get a course, to get into this so early...It just [ended] up that I got very lucky."*  
– Vlad Kudish

From left to right: Luis Carlos Lopez Angelo; Jash Subba; Aash Subba; Vlad Kudish; Mohammad Deea; Ahmed Hachalid; Amer Aboo



## SHINING IN THE NATIONAL SPOTLIGHT: SKILLS CANADA TEAM

13 NBCC students and apprentices represented New Brunswick at the **Skills Canada national competition** bringing home five medals.

### STUDENTS

**Aaron Johnson**, NBCC Woodstock: Electrical Installations

**Colin Kelly**, NBCC Saint John: Plumbing



**Ben Hill** (BRONZE), NBCC Saint John: Industrial Mechanics

**Alysha Saulnier**, NBCC St. Andrews: Cooking



**Pascal Doiron** (GOLD), NBCC Moncton: Automotive Service

**Anthony Bonspille**, NBCC Moncton: CNC Machining

**Kyle Hébert**, NBCC Miramichi: Carpentry

### APPRENTICES



**Ashley Bent** (GOLD), NBCC Woodstock: Brick Masonry



**Justin McGrath** (SILVER), NBCC Saint John: Steamfitter/Pipefitter

**Jeremy Price**, NBCC Moncton: Sheet Metal Work

**Shawn Hébert**, NBCC Moncton: Refrigeration HVAC

**Andrew Kennah**, NBCC Fredericton: Heavy Equipment Service



**Jaycobb Hooper** (GOLD), NBCC Saint John: Car Painting



# ROBERTSON INSTITUTE FOR COMMUNITY LEADERSHIP

In 2016-2017, NBCC's award-winning Robertson Institute for Community Leadership continued to evolve. A new online course, *Build*, was launched to help participants discover the leader within themselves. This optional course builds on the learning from *Support*, an orientation to volunteerism which is a required course for all NBCC students. We also welcomed humanitarian Spencer West to our Woodstock Campus for a special Speaker Series event live-streamed to all NBCC campuses. During this event, we also announced that in 2018, NBCC students will have the opportunity to travel to the Maasai Mara region of Kenya to see We Villages five pillars of international development in action and contribute to projects in these communities.



## NBCC Service Day

In October and April, students and staff from across NBCC come together for two College-wide service days. Since 2014, more than 30,000 hours have been contributed to communities through five days of service.



**205**

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

**134**

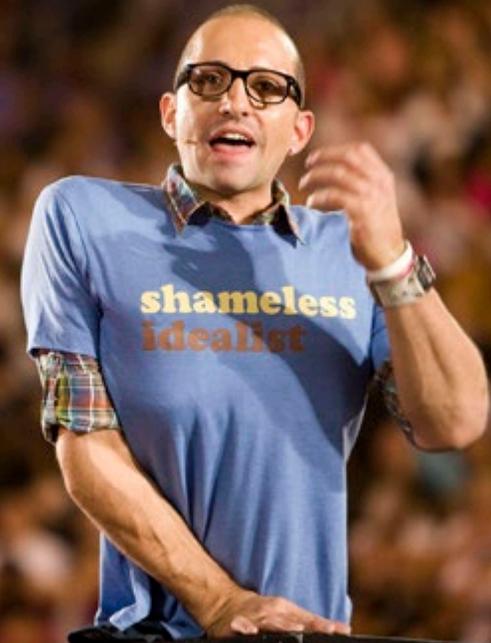
**EMPLOYEES USED  
VOLUNTEER LEAVE TO  
CONTRIBUTE.**

**1144**

**HOURS OF SERVICE.**

## THERE'S A PATH; KEEP CLIMBING.

After losing both legs from the pelvis down at the age of five, Spencer West tackled challenge after challenge, learning to navigate in a world set against those with disabilities. Through his personal story, Spencer challenged NBCC students and staff to "redefine possible."



## TUKO PAMOJA. WE ARE TOGETHER.

In April 2017, we announced that NBCC's commitment to transform lives and communities will go global as we partner with Me To We for NBCC's first international service trip through the Robertson Institute for Community Leadership. Students will travel to the Maasai Mara region of Kenya.



Through NBCC's College 4 Kids summer program, middle school students have the opportunity to explore skilled trades and technology and be inspired about future career opportunities.



# 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

NBCC's Business Development team continues to build strong relationships with government, industry and communities to develop customized, specialized or contract training opportunities to address specific social or economic needs in our province.

A collaboration with the Department of Post-Secondary Training and Labor, the Department of Social Development and a local company in the midst of expansion, NBCC developed an Industrial Sewing program. At the end of the program, the learners had new job opportunities and the company had a pool of well-trained employees. And, as an added bonus, the local SPCA received a variety of dog blankets and coats created by the students as part of their applied learning. Based on this success, a second delivery of the program took place in May 2017.

## DRIVING INNOVATION AT NBCC

In Fall 2016, NBCC worked closely with the Multicultural Association of the Greater Moncton Area (MAGMA) and the Department of Postsecondary Education Training and Labour (PETL) to develop a Class 1 truck driver training program for newcomers to Canada. In addition to the professional truck driver curriculum, the 15-week program also included Workplace Essential Skills and English Second Language training. Through NBCC's strong partnerships with companies such as Armour, Keltic and Midland, as well as the Atlantic Provinces Trucking Association, we have been able to support the success of learners from Iran, Cuba, Tanzania and the Philippines. Through this program we are creating employment possibilities for newcomers while helping to address the driver shortage faced by the trucking industry.



# 36

**CONTRACTS  
WITH EMPLOYERS**

# STRENGTHENING OUR REPUTATION

Through the collaboration of recruitment, marketing and communications teams, we continue to position NBCC as a College of choice for learners, a strong partner with communities and a leading contributor to New Brunswick's social and economic prosperity.

Our outreach begins as early as middle school as we help students see NBCC as a pathway to their career aspirations. Our recruitment team works with high schools across the Province to raise awareness of the opportunities offered by NBCC. In Spring 2017, we sponsored a provincial competition with ChatterHigh to determine New Brunswick's Most Informed High School. ChatterHigh is an online educational game that engages students, teachers and parents in labour market information and career planning.

This year, NBCC's fall open houses attracted more than 1,000 prospective students.



3179 NEW PAGE LIKES  
69,660 ENGAGED



264,485 VIEWS



1260 NEW FOLLOWERS  
3755 MENTIONS  
1457 RETWEETS



577 NEW FOLLOWERS

# ADVANCING ALUMNI AND DONOR RELATIONS

Just four years after its establishment, NBCC's award-winning Alumni Association hit a major milestone of more than 10,000 registered alumni. In September 2016, we recognized four extraordinary Alumni at the second annual Alumni Recognition Awards. Our third call for nominations was issued in February and the winners will be recognized at a ceremony in September 2017.

2017 was a record year for donations. NBCC received significant support and commitment from our communities, our partners and our Alumni. Over 400 scholarships and bursaries were presented to NBCC students this year. For many students, this support can make the difference between achieving and deferring their dreams.

**10,312**  
REGISTERED ALUMNI  
AS OF JULY 31, 2017

**404**  
BURSARIES, SCHOLARSHIPS  
AND AWARDS VALUED AT  
**\$395,838**

**72**  
DONATIONS OF CASH, IN-KIND  
SUPPORT AND EQUIPMENT VALUED AT  
**\$763,507**



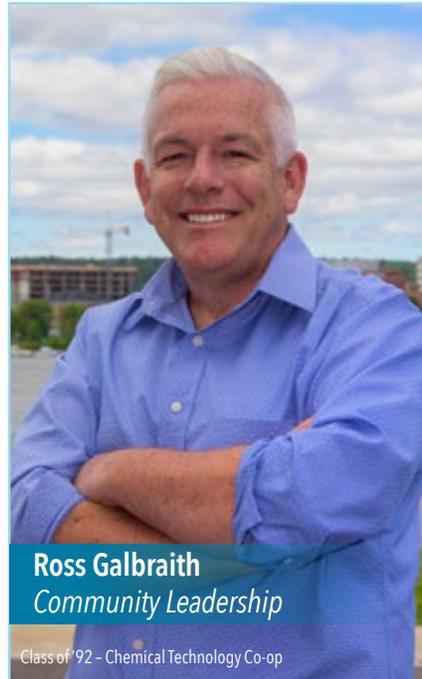
## Prince Auto Donation

Thanks to the generosity of The Princess Auto Foundation, students enrolled in the skilled trades programs at New Brunswick Community College (NBCC) will now have more opportunities to receive financial support as they complete their post-secondary education. The Foundation's contribution established ten bursaries of \$2500 that were disbursed in the 2016-2017 academic year.

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



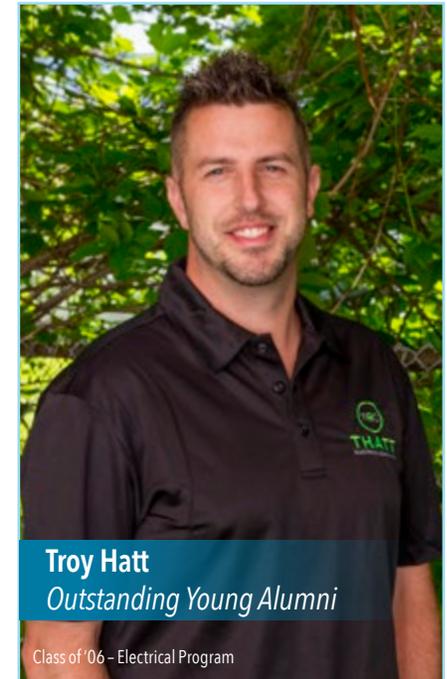
Like all great basketball players, Dave Durepos knows the power of the pivot. In 1988, a motorcycle accident resulted in a spinal cord injury, but with resilience and determination, he pushed through several months of rehab to return to sport. As a wheelchair basketball athlete, he travelled the world competing for Team Canada bringing home three gold and one silver medal from the Paralympics. Dave is a proven leader both on the court and in his community coaching local basketball teams including the New Brunswick's 2015 Canada Games wheelchair basketball team and mentoring others affected by spinal cord injuries.



Ross Galbraith has been a key figure in the New Brunswick labour union movement for more than 20 years. Over the past 11 years as Business Manager and CEO of The International Brotherhood of Electrical Workers (IBEW) Local 37, he's served on national and international committees and led more than 20 negotiating teams. He's also introduced several programs within his Local to encourage life-long learning as well as encouraging IBEW members to get involved in local community healthcare fundraising initiatives. Ross also contributes to various projects and committees at the municipal, provincial and national level.



In 2003, Charles Gervais walked into Missing Link Technologies Ltd. (MLT) as a technologist. In less than a decade he became owner and president of the company. Under his leadership, MLT's revenues have grown nearly 350% and its workforce has tripled - including hiring many NBCC Alumni. It's worth noting that more than 25% of MLT's employees are women, well above the average in the tech sector. His vision of international growth led MLT to sign a partnership with Africa Emerging Markets Atlantic Canada. As a result of this strategic partnership, MLT carried out a successful project for the presidential office in the Republic of Benin and is also growing in Senegal.



After struggling through his middle school and high school years, Troy Hatt found a new sense of confidence and purpose at NBCC. Here he found instructors and tools to support his success and inspire big dreams. After graduation, he completed his apprenticeship blocks, became a Red Seal electrician and opened his own business, THATT Electrical. Now he's helping to train the next generation of electricians, by welcoming NBCC students to complete their work placements with his business, hiring NBCC graduates and guiding other NBCC apprentices through to receiving their Red Seal.

# SUPPORTING RESEARCH DEVELOPMENT AND INNOVATION

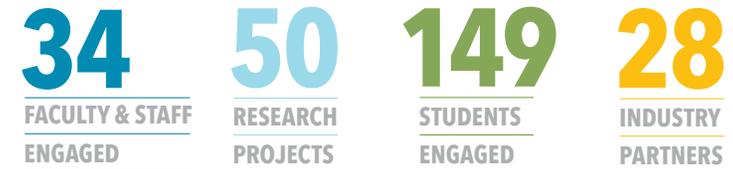
By actively engaging in applied research and innovation, NBCC enriches the learning experience for our students, helps solve business problems and develops new technologies and processes that enhance the way we live, work and do business. We specifically support innovation in these key areas:

- Mobile Technology
- Innovations in Healthcare
- Value-Added Food
- Advanced Manufacturing
- Social Innovation



NBCC has significantly increased our impact on student learning. Our recorded 'course-based' applied research has increased by 64% over last year. While we focus on research partnerships with small- and medium-sized enterprises, we have also had some interesting projects with larger enterprises such as JDI, McCain Foods and NB Power.

Faculty recognition and engagement in applied research is evident. This year, we have had award nominations and numerous knowledge dissemination efforts such as conference presentations, poster presentations and publications.



## MARINE ADDITIVE MANUFACTURING CENTRE OF EXCELLENCE

NBCC is a partner in the new Marine Additive Manufacturing Centre of Excellence at the University of New Brunswick in Fredericton, the first of its kind in Canada to combine research, commercialization and workforce development and training. This initiative is the result of a partnership forged with the University of New Brunswick, Custom Fabricators and Machinists (CFM), and community colleges in New Brunswick and Nova Scotia. The multi-million-dollar centre is currently funded by Lockheed Martin Aeronautics and Irving Shipbuilding Inc.

# INCREASING OUR GLOBAL PARTNERSHIPS

NBCC has the opportunity to be a gateway to New Brunswick by welcoming more international students and newcomers to Canada. In 2016-2017, NBCC recorded historic first-year international student enrollments and a significant increase in international applications.

In addition to bringing the world to New Brunswick, we are also taking New Brunswick's expertise to the world. NBCC was selected for a Kenya Education for Employment Project (KEFEP) in partnership with College of the North Atlantic. KEFEP is funded by Global Affairs Canada and managed by Colleges and Institutes Canada. This is a three-year project that began in May. NBCC will be partnered with Kabete National Polytechnic in Nairobi for the development of a mechatronics program.



## SPARKING A LOVE FOR CANADA

For Nick Ha, valedictorian from NBCC Saint John Campus, Canada was love at first sight. He travelled from Vietnam to Saint John in 2015 to live with his aunt and pursue his college education at NBCC. He fell in love with Canada – the country and the people – especially those who live in New Brunswick, whom he considers friendly and welcoming. This has encouraged him to learn English and become more accustomed with the Canadian culture. He settled into his new home, excelling in Electrical Engineering Technology program and serving on the Local Campus Union. He is very excited to begin his career in an electrical-related field where he hopes to excel.

115

INTERNATIONAL  
STUDENTS

36

COUNTRIES  
REPRESENTED

# OUR YEAR AT A GLANCE

## WELCOME BACK!

The 2016-2017 school year kicks off



NBCC became the first Atlantic Canadian post-secondary education institution to enter into a **partnership with Salesforce** University Academic Alliance.



"**Rock Your Resolution**" challenged students and staff to improve their wellbeing - mind and body - through healthy competition.



SEP

OCT

NOV

DEC

JAN

FEB

NBCC launched **elevatED**, a multi-faceted engagement process to develop our next strategic plan.



Trades students and instructors at **Miramichi Campus collaborated** to create and decorate a Christmas tree with custom designs.



NBCC launched its second **College-wide employee engagement survey**.



IMAGINE THE **POSSIBILITIES**. CELEBRATE THE **RESULTS**.

NBCC Culinary Arts instructors at the St. Andrews Campus led a team of 14 students on a culinary research journey. Together they spent six weeks creating and testing ideas using an assortment of McCain Canadian retail products to create 22 new recipes. In March, the students showcased their creations at a tasting event with McCain partners, faculty and NBCC representatives.



NBCC hosted two **Canadian citizenship ceremonies** welcoming over 100 new Canadians.



In July, NBCC introduced **OASIS** to our **Fredericton Campus** – the fourth region to benefit from this unique entrepreneurial mentorship program!



**MAR**

**APR**

**MAY**

**JUN**

**JUL**

**AUG**

NBCC celebrated **Canada 150** with events college-wide.



**CANADA 150**

CONGRATULATIONS TO OUR **1971 GRADUATES!**



Instructors from across the college graduated from the **Instructor Development Program (IDP)**.



AUDITORIUM

In April, we celebrated the graduation of the first cohort of NBCC's Management Academy, the College's two-year development program for existing and aspiring managers.



# 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

Recognizing the value of a strong team in achieving success as a College, a key commitment of our first five-year strategic plan was to make NBCC a great place to work and learn through a comprehensive human resources strategy.

Having launched the NBCC Mentorship Program in September 2015, we added an online platform in November 2016. This allows participants to apply at any time and makes meeting with a mentee or mentor easier than ever.

The Employee Skills Database was launched in January 2017 to allow employees to create a profile of their education, training, experience, community leadership and skills.

In order to ensure that we have an eye on the leaders of today and tomorrow, we have developed the core elements of NBCC's Talent Legacy Framework with key deliverables to identify and support internal employee growth and development expected by Fall 2017.

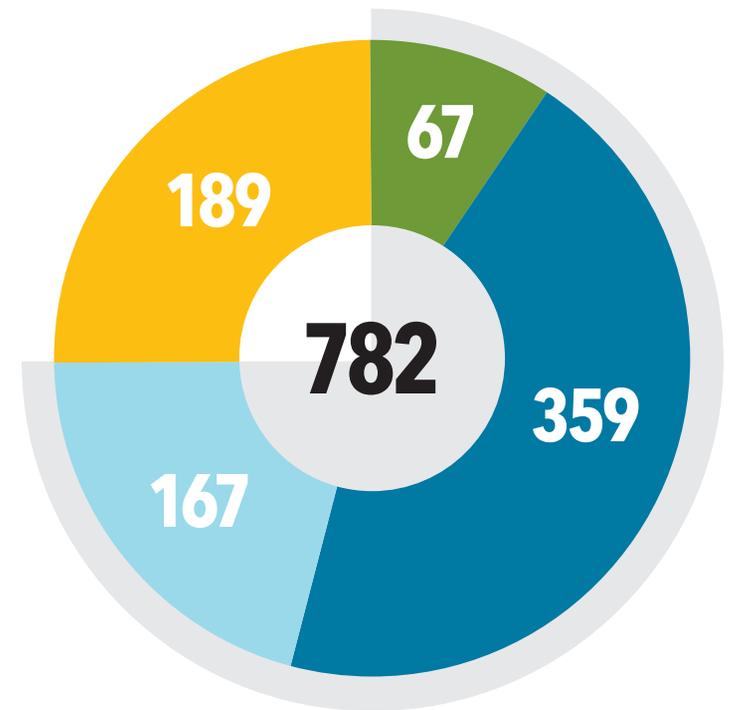
In April, we celebrated the graduation of the first cohort of NBCC's Management Academy followed by the second cohort later in the year. The third cohort began the program in September 2016.



NBCC was named one of Atlantic Canada's Top Employers for the second year in a row.

## NBCC EMPLOYEES

Over 75% of NBCC's 782 employees work in direct programming, training\* and educational support.



**45.9%**  
DIRECT PROGRAMMING

**21.4%**  
EDUCATIONAL SUPPORT

**24.2%**  
MANAGEMENT & ADMINISTRATIVE SUPPORT

**8.5%**  
BUSINESS DEVELOPMENT

# EFFECTIVELY ENGAGING EMPLOYEES

## IN FEBRUARY 2017, NBCC EMPLOYEES WERE INVITED TO PARTICIPATE IN OUR SECOND COLLEGE-WIDE EMPLOYEE ENGAGEMENT SURVEY CONDUCTED BY METRICS@WORK.

Employee engagement surveys are important for enhancing our understanding of employees' experiences, what factors are driving high engagement and what areas may need to be improved. Employees who feel engaged in work feel more motivated to go the extra mile, get creative and innovative in problem-solving, and are more likely to collaborate with others.

Overall, NBCC employees are highly engaged compared to other organizations. NBCC has higher organizational, departmental and job engagement rates than the average of the 200 organizations in Metrics@Work database. NBCC also saw an increase in our organizational, departmental and job engagement rates between 2013 and 2017.

While there were no 2017 College-wide drivers below Metric@Work's threshold for "weak" (41%), we do recognize there are areas for focused improvement efforts and we will be working collaboratively throughout the College to address these.

## NBCC AREAS OF STRENGTH

NBCC employees identified a number of organizational strengths, particularly in terms of how we connect with and support one another. The 2017 survey showed nine areas of strength as compared to six areas of strength in 2013.

- Support for diversity
- Satisfaction with manager/supervisor
- Job clarity
- Colleague / co-worker support
- Colleague / co-worker cooperation
- Psychological health
- Job fit
- Job control
- Safety of employees



Faculty and Students battle it out in the Moncton Campus Annual Tug-o-War Championship.

# OUR BEST: THE EXCELLENCE AWARDS



**JOHN ANNEAR**  
**EXCELLENCE IN TEACHING**  
Instructor  
Saint John Campus

John's career as a respiratory therapist has spanned over 30 years, 26 of which have been with NBCC. He has proven himself to be an exemplary instructor, respected among students and his colleagues alike. Constantly adapting his teaching methods and style to meet individual learning needs of his students, John is committed to ensuring student success through the application of best practices. He has participated in a number of applied research projects and initiated various cross-collaborative partnerships with other post-secondary institutions in Atlantic Canada. John's commitment extends beyond the classroom and includes volunteer roles on the Canadian Board for Respiratory Care and as a fellow of the Canadian Society of Respiratory Therapists.



**MARY LYNN JARDINE**  
**EXCELLENCE IN COMMUNITY LEADERSHIP**  
Instructor  
Miramichi Campus

Mary Lynn joined NBCC in February 2010 and is an instructor in the Child and Youth Care program. Mary Lynn's compassion and dedication to her community have enabled her to create lasting partnerships important to the success and sustainability of the program. For example, over this past year, Mary Lynn led two key initiatives that continue to transform lives and communities, including "Girls on the Move" in partnership with City of Miramichi and "Youth Night" in partnership with Autism Resources Miramichi. Mary Lynn is described by her colleagues as an "inspiration" which is reinforced by many of her students who are following her example and continuing their own involvement in community volunteerism after graduation.



**KIM SCHASCHL**  
**EXCELLENCE IN LEADERSHIP (NON-MANAGERIAL)**  
**Counsellor**  
**Moncton Campus**

Since joining our College in 1991, Kim's impact on campus life has been immense. Over the years, Kim has led or participated in many committees and working groups, developing best practices and standards that have been adopted college-wide. Her colleagues have indicated that Kim demonstrates leadership above and beyond the call of duty every day in her role as Counsellor, seamlessly engaging with all members of the college community in a cross-collaborative way. When asked about Kim, colleagues state "where others may see problems, Kim immediately looks to the possibilities". For example, Kim was instrumental in the establishment of two key initiatives, including "Princess at the Purse" and "Mother Hubbard's Cupboard."



**HEATHER ALLABY**  
**EXCELLENCE IN LEADERSHIP (MANAGERIAL)**  
**Community and Government Relations Advisor,**  
**Corporate Office**

Heather oversees NBCC's media, public and government relations activities, community engagement initiatives and the NBCC Robertson Institute for Community Leadership. Heather demonstrates tenacity and commitment to her own leadership development, including recent completion of NBCC's Management Academy and current pursuit of the completion of her Masters of Public Administration at the University of Victoria. She was recently awarded a Faculty of Graduate Studies Excellence Award. Heather's work includes college-wide initiatives that support students and staff in developing their own leadership skills while fulfilling NBCC's vision of transforming lives and communities - communities close to home, but also world-wide.

# AWARDS & ACHIEVEMENTS

## Darlene Travers and Chris Harris

Darlene Travers (not pictured), a Learning Strategist at Miramichi Campus, and Chris Harris, NBCC Registrar, were honoured for their support of inclusive education with **National Inclusive Education Awards** from the Canadian Association for Community Living. The awards recognize outstanding inclusive practices of individuals working in Canada's education system.



## Vlad Trajkovic

In early October, the Canadian Technology Accreditation Board announced that Vlad Trajkovic, a graduate of the Environmental Technology program at NBCC Miramichi Campus, had placed **first in the 2016 National Applied Research / Technology Report Contest**.



## Catherine Sidney

Catherine Sidney, Associate Regional Director at NBCC Allied Health in Saint John, was recognized with **YWCA Women of Distinction Award for Education, Training & Development**. She was nominated by a group of faculty from NBCC Allied Health.



## Andrea Reid

Andrea Reid, Career and Wellbeing Counsellor from Woodstock Campus, earned a **Gold Leadership Excellence Award for Staff (Non-Managerial)** from Colleges and Institutes Canada (CICan). The award was presented May 1 as part of CICan's national conference in Ottawa.



## Kevin Gallant

Environmental Technology instructor, Kevin Gallant, received a **Citizenship Award from the Association of Professional Engineering and Geologists of New Brunswick (APEGNB)** in recognition of his contributions to his community.

## Mike Leaman

Moncton instructor, Mike Leaman, was awarded a **Life Membership from the New Brunswick Society of Engineering Technicians and Technologists (NBSCETT)**. Mike is a two-time past president, past national director and past national vice president.

## George Smith

Miramichi instructor, George Smith, received the **Canadian Forces Liaison Council Provincial Excellence Award**. He was nominated by an NBCC student for support given to him as Canadian Forces student reservist.

## NBCC Student Excellence Award Recipients:

**ADAM GANONG** (Fredericton) **COLIN JAMES KELLY** (Saint John) **QUINTIN MCKINLEY** (Woodstock)  
**MATTHEW SHERWOOD** (St. Andrews) **LUKE TRYNCHUK** (Miramichi) **ANDREW WEBB** (Moncton)

Work is underway on the construction of a new \$16-million trade education facility at the Saint John Campus. The facility is one of two projects being funded through the Post-Secondary Institutions Strategic Investment Fund. In total, the provincial and federal governments are investing \$18.2 million for both the Saint John facility and infrastructure upgrades to the NBCC Miramichi Campus.



# 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.

## DEVELOPING OUR LEARNING AND WORKING ENVIRONMENTS

The quality of our learning environments and how we use them are an important part of both the student and employee experience at NBCC.

NBCC continues to face significant challenges in terms of aging infrastructure, however, we are pleased that in September 2016, we received funding for two projects through the Post-Secondary Institutions Strategic Investment Fund. The provincial and federal governments are investing a total of \$15.89 million at NBCC Saint John Campus for a new trade education facility which will improve the scale and quality of the trades programs. The provincial and federal governments are also investing a combined \$2.32 million in infrastructure upgrades to the NBCC Miramichi Campus which will enhance the energy efficiency of the campus, as well as provide roof replacements on both the main building and the NBCC Field Training Centre.

How and when we use our facilities is important decision-making as NBCC plans to welcome more learners. In 2016-2017, two new working groups were established. The Strategic Facilities Master Plan (SFMP) working group is focusing its preliminary efforts on the challenges and opportunities presented by facilities in Moncton and Saint John, NBCC's two largest Campuses.

NBCC has the opportunity to become a leader in environmental sustainability through education, our daily actions and choices, and our services. In January 2017, we established a College-wide working group to begin the development of NBCC's first Environmental Sustainability Master Plan (ESMP). This group is currently conducting research and creating the framework of the ESMP. The preliminary framework includes conservation measures, energy efficiency, renewable technology, sustainable development, sustainable maintenance practices and more.

## UPHOLDING OUR COMMITMENTS

NBCC's approach to planning, reporting, monitoring and re-adjusting continues to evolve as the College matures as a Crown Corporation. In 2016-2017, we developed operational dashboard reports on key indicators which are shared with our Board of Governors and our College community at three points throughout the year. These help us understand the progress we are making towards our operational goals and where we may be at risk or experiencing challenges. They also provoke strategic discussions about alternative actions and readjusting course, if required.

As a result of a five-year organizational review in 2015, we recognized the importance of committing to resources, processes and systems for valid data collection and relevant research and analysis to support the evidence-based decision-making that is essential to NBCC's future success. As a result, we have reorganized and increased resources for NBCC's institutional research efforts.

## STREAMLINING PROCESSES

NBCC is intent on continuous improvement and on choosing effective methodologies to examine our operational processes. In July 2016, NBCC's Quality Management team led a continuous improvement pilot project in conjunction with colleagues from Finance and Applied Research and Innovation. The purpose was to establish and implement internal controls to ensure that grant funding expenditures were compliant with funding agency requirements. Over a three-day period, a cross-section of team members from various business units collaborated on the development of documented processes for efficient and effective methods of monitoring and reporting the use of grant funds, as well as providing an evaluation of various continuous improvement tools for use in future projects. One of our priorities, into the next 12 to 24 months, is to identify and implement a continuous improvement approach to further our strategic goals.

**17,189**

SELF-SERVICE

STUDENT

TRANSACTIONS/

ACTIVITIES

## BECOMING A CONTEMPORARY E-COLLEGE

NBCC continues to look at ways to leverage technology to support teaching and learning. This year we launched six video-enabled classrooms, one at each campus, to support more distance options for students. For example, evening French Second Language training had not been offered in our Woodstock region in recent years due to low enrollments. Through the use of video-enabled classrooms, students were able to join a class in Fredericton for this learning opportunity.

Through the use of online services such as Brightspace and Skype for Business, we have made significant progress in moving our services online. This enables our staff to collaborate no matter where they are located and helps to reduce duplication of work and services College wide.

In order to reduce the amount of waste, a new student print solution was implemented, as well as a variety of e-forms to help reduce the number of paper forms. The new online application process for potential students has reduced the amount of work performed by our teams and allows for the moving the information to PeopleSoft more smoothly without duplication of data entry.

**27,493**

SELF-SERVICE

STAFF

TRANSACTIONS/

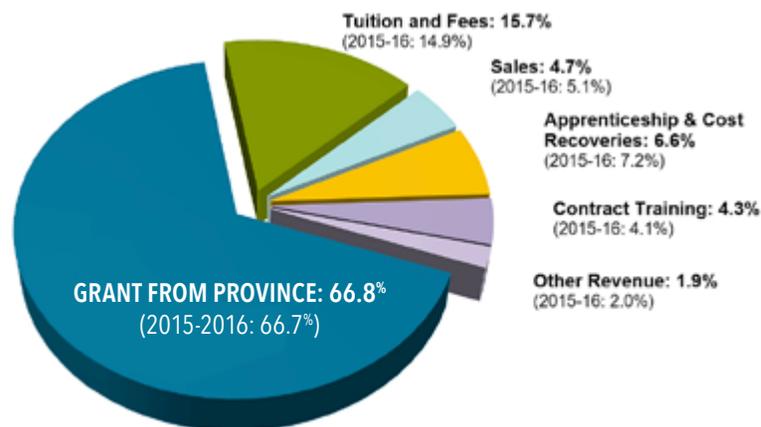
ACTIVITIES

# BUILDING THE BOTTOM LINE

NBCC has successfully increased transparency and clarity about the nature and amount of College financial and human resources deployed to achieve our vision and purpose. We have successfully implemented self-serve access for managers across the College to provide up-to-date information about financial and human resources under their accountability. The Finance team continues to revisit policies, procedures and processes in finance and across the College to empower managers, reduce duplication and decrease complexity.

NBCC completed the year ended March 31, 2017 with an excess of revenue over expense of \$3.2 million (or 4.0% of revenue). 2016-17 Revenue, at \$79.3 million, represents an increase of \$0.4 million (or 0.5%) over prior year. 2016-17 Expenditure, at \$76.2 million, represents a decrease of \$1.1 million (or 1.4%) from the prior year.

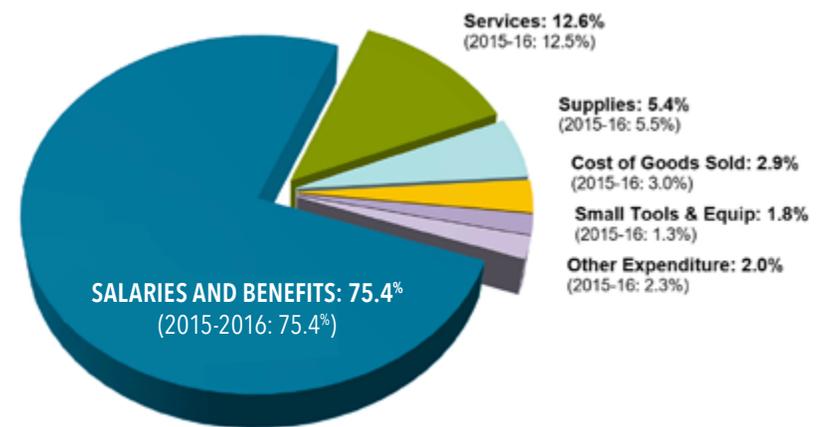
## NBCC REVENUE: \$79.3 MILLION



### 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 the tuition fee increase.
- Sales decrease is primarily attributable to ancillaries such as bookstore, cafeteria and print centre operations.
- Apprenticeship decrease is primarily attributable to a reduction in provincially-funded apprenticeship blocks and direct-recovery programs.

## NBCC EXPENDITURE: \$76.2 MILLION



### KEY EXPENDITURE HIGHLIGHTS ARE:

- Salaries and Benefits remained stable. Salary increases were offset by in-year salary savings due to retirements, resignations or other ad-hoc vacancies.
- Small Tools & Equip. increase is primarily attributable to increased spending in capital, academic program evergreening, information technology evergreening and spending related to our Learning Resource Fund.
- Other Expenditure decreased primarily due to a return by NBCC to historical levels (i.e. in 2015-16, NBCC enjoyed a major donation from the Joyce Foundation).

# FINANCIAL STATEMENTS

MARCH 31, 2017





## 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, 2017, 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, 2017, 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.

A handwritten signature in black ink that reads "Kim MacPherson". The signature is written in a cursive style.

Kim MacPherson, CPA, CA, ICD.D  
Auditor General

September 15, 2017

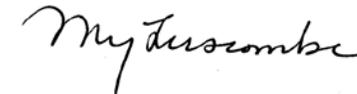
**New Brunswick Community College**  
**Statement of Financial Position**  
**Year Ended March 31**

	<u>2017</u>	<u>2016</u>
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash on hand (Note 2e)	\$ 8,725	\$ 9,210
Due from Province of New Brunswick (Note 2e)	21,595,349	18,461,629
Accounts receivable and accrued revenue (Note 3)	739,866	1,009,908
Prepaid expenses	464,207	387,486
Inventories (Note 4)	742,318	692,420
	<u>23,550,465</u>	<u>20,560,653</u>
<b>Capital Assets (Note 5)</b>	2,065,973	1,972,590
	<u>\$ 25,616,438</u>	<u>\$ 22,533,243</u>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued liabilities	\$ 1,587,265	\$ 1,870,704
Deferred revenue (Note 6)	5,705,432	5,587,053
Accrued salaries and benefits	4,171,823	4,279,203
	<u>11,464,520</u>	<u>11,736,960</u>
Deferred capital contributions (Note 7)	218,114	296,411
Employee future benefits (Note 8)	3,407,900	3,127,800
	<u>15,090,534</u>	<u>15,161,171</u>
<b>NET ASSETS</b>		
Invested in capital assets (Note 10)	1,847,859	1,676,179
Internally restricted for specific purposes (Note 9)	7,256,097	4,715,614
Unfunded future employee benefits (Note 8)	(3,407,900)	(3,127,800)
Accumulated operating surplus	4,829,848	4,108,079
	<u>10,525,904</u>	<u>7,372,072</u>
	<u>\$ 25,616,438</u>	<u>\$ 22,533,243</u>

Approved by the Board:



Paul Elliott  
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**

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	<b>2017</b>	<b>2017</b>	<b>2016</b>
	<b>Budget</b>	<b>Actual</b>	<b>Actual</b>
<b>REVENUE</b>			
Grant from Province (Note 14)	\$ 52,888,455	\$ 52,998,133	\$ 52,624,239
Tuition and fees	13,248,520	12,439,881	11,778,821
Sales	4,237,470	3,701,067	4,011,434
Apprenticeship and cost recoveries (Note 14)	4,650,000	5,244,943	5,699,043
Contract training	3,300,000	3,414,436	3,223,566
Amortization of deferred capital contributions (Note 7)	-	103,602	93,516
Other (Note 11)	800,327	1,439,388	1,519,105
	<u>79,124,772</u>	<u>79,341,450</u>	<u>78,949,724</u>
<b>EXPENSE</b>			
Salaries and benefits	59,399,122	57,450,104	58,273,659
Services	10,170,341	9,568,770	9,655,463
Supplies	4,162,681	4,105,638	4,235,549
Cost of goods sold	2,447,882	2,191,012	2,320,451
Small tools, equipment and building repairs	2,478,866	1,349,782	1,026,658
Amortization of capital assets	680,000	784,325	730,071
Bank fees and miscellaneous	115,683	121,453	139,278
Grants and payments to others	259,257	296,210	790,386
Inventory obsolescence and adjustments	67,100	77,528	72,872
Bad debt expense	74,000	242,796	37,556
	<u>79,854,932</u>	<u>76,187,618</u>	<u>77,281,943</u>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSE</b>	(730,160)	3,153,832	1,667,781
<b>Changes in net assets</b>			
Net assets used to acquire capital assets (Note 10)	-	(171,680)	427,259
Change in net assets internally restricted for specific purposes	730,160	(2,540,483)	(2,114,218)
Unfunded future employee benefits	-	280,100	281,000
	<u>-</u>	<u>280,100</u>	<u>281,000</u>
<b>INCREASE IN ACCUMULATED OPERATING SURPLUS</b>	<u>\$ -</u>	<u>\$ 721,769</u>	<u>\$ 261,822</u>

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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**

	2017					2016
	Accumulated Operating Surplus (Deficit)	Invested in Capital Assets	Internally Restricted for Specific Purposes	Unfunded Employee Future Benefits: Sick Leave and Worksafe	Total	
<b>NET ASSETS (LIABILITIES), BEGINNING OF YEAR</b>	\$ 4,108,079	\$ 1,676,179	\$ 4,715,614	\$ (3,127,800)	\$ 7,372,072	\$ 5,704,291
<b>Changes during the year</b>						
Excess of revenues over expenses	3,921,152	171,680	(658,900)	(280,100)	3,153,832	1,667,781
Transfer of net assets to (from) accounts internally restricted	(3,199,383)	-	3,199,383	-	-	-
<b>Net change during the year</b>	721,769	171,680	2,540,483	(280,100)	3,153,832	1,667,781
<b>NET ASSETS (LIABILITIES), END OF YEAR</b>	\$ 4,829,848	\$ 1,847,859	\$ 7,256,097	\$ (3,407,900)	\$ 10,525,904	\$ 7,372,072

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

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

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	<u>2017</u>	<u>2016</u>
<b>Operating Activities</b>		
Excess of revenue over expense before changes in net assets	\$ 3,153,832	\$ 1,667,781
<b>Add (deduct) non-cash items</b>		
Amortization of capital assets	784,325	730,071
Amortization of deferred capital contributions	(103,602)	(93,516)
Bad debt expense	242,796	37,556
Inventory obsolescence and adjustments	77,528	72,872
	<u>1,001,047</u>	<u>746,983</u>
<b>Add (deduct) changes in non-cash working capital</b>		
Accounts receivable and accrued revenue	27,246	(406,045)
Prepaid expenses	(76,721)	(108,694)
Inventories	(127,426)	(55,365)
Accounts payable & accrued liabilities	(283,439)	(734,577)
Deferred revenue	118,379	1,760,514
Accrued salaries & benefits	(107,380)	425,618
Employee future benefits	280,100	281,000
	<u>(169,241)</u>	<u>1,162,451</u>
<b>Add (deduct) capital activities</b>		
Deferred capital contributions	25,305	75,560
Acquisition of capital assets	(877,708)	(284,856)
	<u>3,133,235</u>	<u>3,367,919</u>
<b>INCREASE TO CASH AND CASH EQUIVALENTS</b>	<u>3,133,235</u>	<u>3,367,919</u>
<b>Add: Cash and cash equivalents, beginning of year</b>	<u>18,470,839</u>	<u>15,102,920</u>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<u>\$ 21,604,074</u>	<u>\$ 18,470,839</u>
<b>CASH AND CASH EQUIVALENTS REPRESENTED ON STATEMENT OF FINANCIAL POSITION BY:</b>		
Cash on hand (Note 2e)	\$ 8,725	\$ 9,210
Due from Province of New Brunswick (Note 2e)	21,595,349	18,461,629
<b>Cash and cash equivalents, end of year</b>	<u>\$ 21,604,074</u>	<u>\$ 18,470,839</u>

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

# New Brunswick Community College

## Notes to Financial Statements

### Year Ended March 31, 2017

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#### 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.

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**New Brunswick Community College**  
**Notes to Financial Statements**  
**Year Ended March 31, 2017**

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**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.

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**New Brunswick Community College**  
**Notes to Financial Statements**  
**Year Ended March 31, 2017**

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**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:

<b>Asset Class</b>	<b>Cost Thresholds</b>	<b>Estimated Useful Life</b>
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

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# New Brunswick Community College

## Notes to Financial Statements

### Year Ended March 31, 2017

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

As described in Note 1d, the College operates from buildings provided by the Province. This occupancy is subject to a Memorandum of Understanding between the College, the Minister of Transportation and Infrastructure, and the Minister of Post-Secondary Education, Training and Labour respecting the rights and obligations of the parties in relation to the occupancy and use of real property. The Memorandum of Understanding does not constitute a lease or a transfer of property to the College, and as such, the value of Land, Land improvements, Buildings and Major equipment owned by the Province of New Brunswick and occupied or used by the College are not reflected in the assets of the College. Accordingly, any betterments made to capital assets owned by the Province which are funded by the College are expensed in the year they occur. Betterments made to buildings owned by the Province which fall below the capitalization threshold total \$266,514 in 2017 (\$138,545 in 2016).

Commencing with the fiscal year ending March 31, 2018, the College will adopt Public Sector Section 3420 (Inter-Entity Transactions). As such, acquisitions or betterments to assets owned by the Province and funded by the College which exceed the capitalization thresholds set out above will be expensed in the year they are recorded but will be described on the Statement of Operations as transfers to the Province of New Brunswick. This change will have no impact on accumulated operating surplus.

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 \$3,147,235 in 2017 (\$3,185,230 in 2016).

#### **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.

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**New Brunswick Community College**  
**Notes to Financial Statements**  
**Year Ended March 31, 2017**

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**k. Accounting estimates**

The preparation of financial statements in accordance with PSAS-NPO standards requires 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.

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>2017</u>	<u>2016</u>
Tuition and fees	\$ 144,716	\$ 191,807
Organizations other than the Province of New Brunswick	696,585	706,880
Province of New Brunswick	182,158	143,498
Advances and other	2,305	34,136
<b>ACCOUNTS RECEIVABLE (GROSS)</b>	<u>1,025,764</u>	<u>1,076,321</u>
Allowance for doubtful accounts	<u>(285,898)</u>	<u>(66,413)</u>
<b>ACCOUNTS RECEIVABLE (NET)</b>	<u>\$ 739,866</u>	<u>\$ 1,009,908</u>

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**New Brunswick Community College**  
**Notes to Financial Statements**  
**Year Ended March 31, 2017**

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**4. INVENTORY**

	<u>2017</u>	<u>2016</u>
Textbooks for resale	\$ 586,588	\$ 529,944
Stationery and supplies for resale	86,374	98,380
Clothing and other items for resale	69,356	64,096
<b>INVENTORY</b>	<u>\$ 742,318</u>	<u>\$ 692,420</u>

**5. CAPITAL ASSETS**

	<u>2017</u>			<u>2016</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Vehicles	\$ 1,168,748	\$ 528,889	\$ 639,859	\$ 465,707
Furniture and equipment	4,888,539	3,462,425	1,426,114	1,506,883
	<u>\$ 6,057,287</u>	<u>\$ 3,991,314</u>	<u>\$ 2,065,973</u>	<u>\$ 1,972,590</u>

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**New Brunswick Community College**  
**Notes to Financial Statements**  
**Year Ended March 31, 2017**

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**6. DEFERRED REVENUE**

	<u>2017</u>	<u>2016</u>
Student tuition	\$ 3,154,467	\$ 2,708,786
Technology and learning resource fee	281,850	272,700
Confirmation fees	635,664	514,807
Student development grants	712,795	1,245,948
Contract training	450,105	504,289
Research	315,624	328,044
Other	154,927	12,479
	<u>                    </u>	<u>                    </u>
<b>DEFERRED REVENUE</b>	<b>\$ 5,705,432</b>	<b>\$ 5,587,053</b>

**7. DEFERRED CAPITAL CONTRIBUTIONS**

	<u>2017</u>	<u>2016</u>
Deferred capital contributions, beginning of year	\$ 296,411	\$ 314,367
Contributions during the year	25,305	75,560
Amortization during the year	(103,602)	(93,516)
	<u>                    </u>	<u>                    </u>
<b>DEFERRED CAPITAL CONTRIBUTIONS, end of year</b>	<b>\$ 218,114</b>	<b>\$ 296,411</b>

**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 to 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 \$6,084,948 in 2017 (\$6,133,854 in 2016).

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**New Brunswick Community College**  
**Notes to Financial Statements**  
**Year Ended March 31, 2017**

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**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 \$628,183 in 2017 (\$660,053 in 2016).

**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 to recognize that liability. Based on an actuarial valuation of the liability at March 31, 2017 the accrued sick leave obligation and the expense related to the accrued sick leave obligation are as follows:

	<u>2017</u>	<u>2016</u>
<b>Accrued sick leave obligation, beginning of year</b>	\$ 1,277,900	\$ 1,174,800
<b>Expense related to accrued sick leave obligation:</b>		
Current period benefit cost	382,800	379,500
Amortization of actuarial losses (gains)	136,200	143,700
Sick leave benefit interest expense	79,800	68,500
	<u>598,800</u>	<u>591,700</u>
<b>Employer benefit payments</b>	<u>(398,000)</u>	<u>(488,600)</u>
<b>ACCRUED SICK LEAVE OBLIGATION, END OF YEAR</b>	<u>\$ 1,478,700</u>	<u>\$ 1,277,900</u>

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**New Brunswick Community College**  
**Notes to Financial Statements**  
**Year Ended March 31, 2017**

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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:

Number employees:	819	Average age of employees:	49.7 years	Discount rate:	3.25% 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 that liability. Based on an actuarial valuation of the liability at March 31, 2017 the accrued WorkSafeNB obligation and the expense related to the accrued WorkSafeNB obligation are as follows:

	<u>2017</u>	<u>2016</u>
<b>Accrued WorkSafeNB obligation, beginning of year</b>	\$ 1,849,900	\$ 1,672,000
<b>Expense related to accrued WorkSafeNB obligation:</b>		
Current period benefit cost	286,900	302,000
Amortization of actuarial losses (gains)	(700)	13,400
WorkSafeNB benefit interest expense	58,900	49,900
	<u>345,100</u>	<u>365,300</u>
<b>Employer benefit payments</b>	<u>(265,800)</u>	<u>(187,400)</u>
<b>ACCRUED WORKSAFENB OBLIGATION, END OF YEAR</b>	<u>\$ 1,929,200</u>	<u>\$ 1,849,900</u>

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**New Brunswick Community College**  
**Notes to Financial Statements**  
**Year Ended March 31, 2017**

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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:

Inflation	1.50% per annum	Extended Wage Loss Benefits in Pay:	4	Discount rate:	3.25% 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>2017</u>	<u>2016</u>
Contingency	\$ 1,000,000	\$ 1,000,000
Capital Projects	1,743,904	1,330,364
Strategic Initiatives	1,353,726	451,477
Academic Development	1,759,012	1,217,556
Information Technology	900,653	523,499
Research	47,314	75,161
Student Development	80,848	36,191
Other	370,640	81,366
	<u>\$ 7,256,097</u>	<u>\$ 4,715,614</u>

**New Brunswick Community College**  
**Notes to Financial Statements**  
**Year Ended March 31, 2017**

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**10. NET ASSETS INVESTED IN CAPITAL ASSETS**

	<u>2017</u>	<u>2016</u>
Capital assets (net book value) per Note 5	\$ 2,065,973	\$ 1,972,590
Capital assets funded from capital contributions per Note 7	<u>(218,114)</u>	<u>(296,411)</u>
<b>NET ASSETS INVESTED IN CAPITAL ASSETS</b>	<u><u>\$ 1,847,859</u></u>	<u><u>\$ 1,676,179</u></u>

The change in Net Assets Invested in Capital Assets comprises:

	<u>2017</u>	<u>2016</u>
<b>Capital asset additions (net of donated assets):</b>		
Additions per Statement of Cash Flows	\$ 877,708	\$ 284,856
Less: donated assets per Note 7	<u>(25,305)</u>	<u>(75,560)</u>
	852,403	209,296
<b>External sources of funding:</b>		
Financed with donations or contributions	<u>-</u>	<u>-</u>
	852,403	209,296
<b>Other:</b>		
Amortization of capital assets per Statement of Operations	(784,325)	(730,071)
Amortization of deferred capital contributions per Note 7	<u>103,602</u>	<u>93,516</u>
<b>NET CHANGE IN INVESTMENT IN CAPITAL ASSETS</b>	<u><u>\$ 171,680</u></u>	<u><u>\$ (427,259)</u></u>

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**New Brunswick Community College**  
**Notes to Financial Statements**  
**Year Ended March 31, 2017**

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**11. OTHER REVENUE**

	<u>2017</u>	<u>2016</u>
Facility and related rentals	\$ 78,191	\$ 54,167
Research	546,910	534,832
Donations	-	507,446
Other	<u>814,287</u>	<u>422,660</u>
	<u>\$ 1,439,388</u>	<u>\$ 1,519,105</u>

**12. COMMITMENTS**

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

	<u>2017</u>	<u>2016</u>
2016-17	\$ -	\$ 1,067,905
2017-18	738,270	634,413
2018-19	454,095	422,037
2019-20	421,786	404,089
2020-21	331,036	313,339
2021-22	<u>326,612</u>	<u>-</u>
	<u>\$ 2,271,799</u>	<u>\$ 2,841,783</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.

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**New Brunswick Community College**  
**Notes to Financial Statements**  
**Year Ended March 31, 2017**

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**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 concentration 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 \$52,998,133 in 2017 (\$52,624,239 in 2016);
- Revenues from departments of the Province of New Brunswick for apprenticeship and cost recoveries of \$5,244,943 in 2017 (\$5,699,043 in 2016).

Amounts owing from the Province of New Brunswick at March 31, 2017 amounted to \$182,158 (\$143,498 in 2016).

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 \$52,998,133 in 2017 (\$52,624,239 in 2016).

**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

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**New Brunswick Community College**  
**Notes to Financial Statements**  
**Year Ended March 31, 2017**

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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 one collective agreement expired on or before March 31, 2017. 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.

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**New Brunswick Community College**  
**Supplementary Information Schedule A: Operations by Component**  
**Year Ended March 31**

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	2017 Budget	2017 Actual	2016 Actual
<b>REVENUE</b>			
Tuition and fees	\$ 13,248,520	\$ 12,439,881	\$11,778,821
Contract training	3,300,000	3,414,436	3,223,566
Sales	4,237,470	3,701,067	4,011,434
Other (Note 7 and Note 11)	800,327	1,542,990	1,612,621
	<u>21,586,317</u>	<u>21,098,374</u>	<u>20,626,442</u>
Apprenticeship and cost recoveries	4,650,000	5,244,943	5,699,043
Grant from Province (Note 14)	52,888,455	52,998,133	52,624,239
	<u>79,124,772</u>	<u>79,341,450</u>	<u>78,949,724</u>
<b>EXPENSE</b>			
Direct program costs	30,549,011	29,754,464	30,837,330
Educational support	15,519,974	14,503,227	14,142,037
Management & administrative services	23,053,109	21,109,818	21,505,129
Apprenticeship & cost recoveries	4,651,900	4,510,732	5,281,170
Contract training	3,633,057	4,118,192	3,195,826
Cost of goods sold	2,447,881	2,191,012	2,320,451
Other	-	173	-
Capital expenditures	-	-	-
Internally restricted funds	-	-	-
	<u>79,854,932</u>	<u>76,187,618</u>	<u>77,281,943</u>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSE</b>	<u>\$ (730,160)</u>	<u>\$3,153,832</u>	<u>\$1,667,781</u>

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## FIGURES CITED IN THE 2015-2016 NBCC ANNUAL REPORT

Page	Measure	2016-2017	2015-2016	2014-2015 (Restated) <sup>1</sup>	Period Covered 2016-17 <sup>2</sup>	Source
2	Applicants	<b>7078</b>	6415	7126	Academic Year	College Registrar
2	Seats (Regular Program Active Capacity)	<b>4275</b>	4352	4466		
2	Students (Regular programs)	<b>3758</b>	3796	3823		
2	Students (Apprenticeship)	<b>1768</b>	1989	2091		
2	Students (Non-regular programs)	<b>2215</b>	2165	1725		
4	Graduation rate	<b>80%</b>	79%	80%	Academic Year	College Registrar
4	Retention rate	<b>83%</b>	81%	81%		
4	Graduate satisfaction rate	<b>89%</b>	90%	87%	Reference week Nov. 20-16, 2016	<i>2016 Survey of 2015 Graduates</i>
4	Related Employment	<b>80%</b>	83%	84%		
4	Overall Employment	<b>91%</b>	90%	88%		
5	NBCC grads working in NB	<b>93%</b>	90%	86%	Academic Year	Employee and Student Development
13	Students supported through learning accommodations	<b>224</b>	266	--		
14	Self-identified Aboriginal students (regular programs)	<b>136 (4%)</b>	138 (4%)	136 (4%)	Academic Year	College Registrar
15	OASIS Program: Experience met their expectations...	<b>93%</b>	94%	100%	Academic Year	Advancement and Donor Relations
15	Number of OASIS mentor/mentee relationships	<b>32</b>	21	--		
19	Employee hours of service contributed through Volunteer Leave Policy	<b>1144</b>	880	383	Calendar Year	Robertson Institute for Community Leadership
19	Staff using Volunteer Leave Policy	<b>134</b>	101	50		
19	Activities supported through two service days	<b>205</b>	159	191		
22	Business Development contracts with industry partners (employers)	<b>36</b>	33	--	Fiscal Year	Business Development
23	Social media - Facebook "Likes"	<b>3179</b>	2429	2211	Academic Year	Marketing & Communications
23	Social media - Facebook engaged	<b>69,660</b>	62,651	61,331		
23	Social media - Instagram new followers	<b>577</b>	411	315		
23	Social media - Twitter mentions	<b>3755</b>	2854	3530		
23	Social media - Twitter new followers	<b>1260</b>	1123	1682		
23	Social media - Twitter retweets	<b>1457</b>	1,307	1,524		
23	Social media - YouTube views	<b>264,485</b>	64,017	78,028		
24	Bursaries (Number, Dollars)	<b>404 (\$395,838)</b>	315 (\$304,916)	286 (\$263,555)	Fiscal Year	Advancement and Donor Relations
24	Donations In-Kind (Number, Dollars)	<b>72 (\$763,507)</b>	47 (\$726,995)	37 (\$433,134)		
24	Registered Alumni	<b>8916 at June 30</b> <b>10,312 at July 31</b>	6699	>6100	Academic Year	Advancement and Donor Relations
26	Research participants (staff)	<b>34</b>	36	34	Academic Year	Applied Research and Innovation
26	Research participants (students)	<b>149</b>	220	226		
26	Research partners from industry	<b>28</b>	27	21		
26	Research projects	<b>50</b>	34	22	Fiscal Year	
26	Research ratio of investment to revenue	<b>1:150</b>	1:141	1:192		

Page	Measure	2016-2017	2015-2016	2014-2015 (Restated) <sup>i</sup>	Period Covered 2016-17 <sup>ii</sup>	Source
26	Research revenue earned	<b>\$560,050</b>	\$501,093	\$ 607,000		
27	Student (international) countries represented	<b>36</b>	36	33	Academic Year	College Registrar
27	Students (international, Regular programs)	<b>115</b>	92	94		
29	Graduates (Regular programs)	<b>1971</b>	1880	1967	Academic Year	College Registrar
32	Total NBCC employees	<b>782</b>	789	827	At April 1, 2017	Employee and Student Development
32	Staffing: Business Development <sup>iii</sup>	<b>8.5%</b>	9.3%	7.5%	At April 1, 2017	Employee and Student Development
32	Staffing: Direct Program	<b>45.9%</b>	44.7%	46.2%		
32	Staffing: Education Support Services	<b>21.4%</b>	20.8%	21.2%		
32	Staffing: Management & Administrative Support	<b>24.2%</b>	25.2%	25.2%		
41	Self-service student transactions/activities	<b>17,189</b>	14,794	--	Academic Year	Information Technology
41	Self-service staff transactions/activities	<b>27,493</b>	8,740	--		

i As 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.

ii Calendar year: January 1, 2016 to December 31, 2016 | Fiscal year: April 1, 2016 to March 31, 2017 | Academic year: September 1, 2016 to June 30, 2017 (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 2016-17')

iii Includes Contract Training and Apprenticeship



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# OUR THANKS

TO ALL OUR DONORS OVER THE PAST YEAR WHOSE  
CONTRIBUTIONS TO NBCC HAVE HELPED SUPPORT  
STUDENT SUCCESS.

Donations over the past year totaled \$763,507.

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

ASHRAE	Irving Oil
Atlantic Central	J. Wright Sales
Atlantic Provinces Trucking Association	John and Sharon Smith
Brian Gough	Leanne Page
Clockbuilder Consulting	Master Group Ltd.
Construction Association of New Brunswick	Miramichi Off-Road ATV Club
Dorothy and Gerald Friars	Omnicell Inc.
Electro Federation Canada	Roderick and Jeanette Belyea
Frank Duffy	Rotary Club of Chatham
Fredericton Community Foundation	Sir James Dunn Foundation
Fundy Food Festival	Slant Fin Ltd.
G. William Dashwood	T. Donovan and Son
GM Canada	The Joyce Family Foundation
Greater Saint John Community Foundation	The Princess Auto Foundation
Greg Curwin	Wesley and Patricia Armour Foundation Inc.
Harrison McCain Foundation	William and Donna Lake
IODE Clark House Trust Fund	Yamaha Motor Company



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