

May 30, 2023

Denis Nadeau  
Board of Governors  
Collège communautaire du Nouveau-Brunswick  
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Denis Nadeau:

New Brunswickers expect stability and strong leadership to keep our province moving forward. I believe that by working together we will be able to implement a solid economic growth plan, drive and foster innovative thinking designed to address pressing labour market demands and position our province as the best place to live, study and work.

The plan we have put in place is designed to strengthen our economy, improve public services, enhance the quality of life for all our citizens. This letter outlines the responsibilities of the Collège Communautaire du Nouveau-Brunswick (CCNB) which are fundamental to implementing our strategic goals. New Brunswickers were promised real results and this remains our focus.

This letter provides an updated overview of the responsibilities of the CCNB for the year ahead. I look forward to all that we can accomplish together with our shared vision and purpose.

As a Crown body under the *Accountability and Continuous Improvement Act*, I expect that you and your board will apply sound governance principles guided by effective strategy that delivers on your mandate. Along with solid management, I support a continued strong, constructive and collaborative relationship with your Board of Governors based on mutual respect and open communication.

CCNB contributes to this vision by delivering on its key objectives and purposes as set out in the *New Brunswick Community Colleges Act*. It is responsible for enhancing the economic and social wellbeing of the province by addressing the occupational training requirements needed to adequately respond to its labour market demands. CCNB does this well by working collaboratively with community and industry partners, ensuring students graduate feeling confident and proud that they are job-ready and eager to lead our province forward.

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CCNB is a critical and valuable partner in the achievement of our goals. Our government has the following specific expectations for CCNB:

- CCNB will provide world-class education in support of an energized private sector by accelerating the transformation of programs and services to meet the identified needs of the labour market. This includes accelerating the implementation of educational programs and courses that maximize flexibility in duration, content, entry requirements, methods of delivery and instructional approaches.
- CCNB will welcome more learners to grow the labour force – including skilled trades – by reducing institutional and occupational barriers impeding the participation of prospective and current learners, particularly among mature learners, immigrants and newcomers, individuals who have transferred from another post-secondary institution, and individuals living in rural and/or remote communities. Government will collaborate with CCNB initiatives which support its commitment to serving more learners through greater flexibility and student-focus.
- CCNB will continue to enrich the CCNB-INNOV network to inspire a new generation of problem-solvers, entrepreneurs and community connectors. Through investments and initiatives in applied research, entrepreneurship and community leadership, CCNB will continue to contribute to vibrant communities.
- CCNB has demonstrated good stewardship of taxpayers' funding, and tuition fees from students, as reflected by the budget reports over each of the last five years. We expect CCNB to continue to be a leader in accountability, governance and stewardship as part of an affordable and sustainable government.
- CCNB will continue to build its capacity to grow as a high-performing organization through investments in its workforce particularly related to change leadership and serving diverse learner needs.

Pursuant to Action 4 of the 2016 *Transitioning to a Low Carbon Economy*, CCNB considers climate change in all decision-making, and assumes responsibility, as appropriate, for GHG reduction and climate change adaptation for specific economic sectors related to the college.

By March 31, 2024, specifically, put into action an implementation plan which includes key performance measures and concrete initiatives undertaken by CCNB in order to meet the province's strategic commitment of achieving a low-carbon economy as outlined in the New Brunswick Climate Change Action Plan.

Work through the Department of Aboriginal Affairs for advice and support on the Crown's Duty to Consult obligations throughout all initiatives.

Through your leadership as Chairperson, I also expect the Board to deliver upon the priority areas outlined on the following page.

<b>Priority Areas</b>	<b>Expected Result / Outcome</b>	<b>Timeline</b>
2023-2024 Accountability Framework and Reporting Guide to Government	An accountability framework and reporting guide is developed as per legislation and is submitted to the minister responsible for approval.	No later than May 30, 2023.
Annual Business Plan	An annual business plan is developed as per the established guidelines, is compliant with the statutory obligations in the <i>Accountability and Continuous Improvement Act</i> and is submitted to the minister responsible for approval.	No later than December 31, annually.
Audited Financial Statements	Audited financial statements are submitted to the minister responsible as per established guidelines and legislation.	No later than June 30, annually
Annual Report	An annual report – including an update on the status of Auditor General recommendations provided to CCNB in the past 5 years – is developed as per the established guidelines, is compliant with the statutory obligations in the <i>Accountability and Continuous Improvement Act</i> and is submitted to the minister responsible for approval.	No later than September 30, annually.

I have every confidence that we have a team that is prepared to lead with fairness, focus and to make tough and balanced decisions to keep our province moving forward. It is an honour to serve the people of New Brunswick.