

# **Business Plan and Budget**

## **2024-2025**

Approved by the  
Board of Governors  
April 4, 2024



LAMBTON COLLEGE  
Business Plan and Budget  
2024-2025

**Table of Contents**

**1.0 LAMBTON COLLEGE STRATEGIC PLAN ..... 4**

**1.1 Mission ..... 4**

**1.2 Vision ..... 4**

**1.3 Goals and Commitments..... 4**

**2.0 BUDGET SUMMARY ..... 5**

**3.0 OPERATING CONTEXT AND KEY ASSUMPTIONS ..... 6**

**3.1 Revenue ..... 7**

        3.1.1 MCU Grants..... 7

        3.1.2 Enrolment ..... 7

        3.1.3 Tuition and Fees ..... 7

        3.1.4 International ..... 8

        3.1.5 School/College/Work Initiative (SCWI) ..... 8

        3.1.6 Apprenticeship Training ..... 8

        3.1.7 Employment Services ..... 8

        3.1.8 Contract Services ..... 9

        3.1.9 Research and Innovation ..... 9

        3.1.10 Online Education ..... 11

        3.1.11 Mental Health Initiative ..... 11

        3.1.12 Ancillary Operations ..... 11

**3.2 Expenses ..... 12**

        3.2.1 Summary of Expenditure Budget..... 12



3.2.2 Academic Initiatives .....13

3.2.3 Capital Reserves .....13

3.2.4 Major Capital Projects .....13

3.2.5 Contingency .....14

**4.0 2024-2025 DRAFT BUDGET ..... 15**

**4.1 Statement of Revenue and Expenditures ..... 16**

**4.2 Summary of Capital Reserves ..... 23**

LAMBTON COLLEGE  
Business Plan and Budget  
2024-2025

## **1.0 LAMBTON COLLEGE STRATEGIC PLAN**

**Empowering Today, Shaping Tomorrow**

### **1.1 Mission**

Student and community success.

### **1.2 Vision**

A leader in education and applied research, challenging boundaries in a world shaped by the Fourth Industrial Revolution.

### **1.3 Goals and Commitments**

**Our Students** - Prepare students to succeed in a world of constant economic, environmental, and social change.

**Our People** - Our people are highly valued and at the centre of a vibrant culture.

**Our Local & Global Community** - Promote inclusivity, fairness and understanding to prepare students for a complex and interdependent world.

These strategic goals inform the plans and new initiatives outlined in the Business Plan and Budget 2024-2025.

## 2.0 BUDGET SUMMARY

	<b>2024-2025 Budget</b>	<b>2023-2024 Fall Forecast</b>
Revenue	\$ 134,595,500	\$ 165,803,700
Expenditure	\$ (128,007,800)	\$ (142,804,900)
	<hr/>	<hr/>
Excess of Revenue over Expenditure	\$ 6,587,700	\$ 22,998,800
Transfer to Capital Reserve	\$ (2,537,800)	\$ (25,148,400)
Transfer from Capital Reserve	\$ 19,744,700	\$ 19,667,800
Invested in Capital Assets	\$ (12,945,800)	\$ (17,553,300)
Opening Accumulated Unrestricted Surplus	<hr/> \$ 8,040,900	<hr/> \$ 8,076,000
<b>Closing Accumulated Unrestricted Surplus</b>	<hr/> <b>\$ 18,889,700</b>	<hr/> <b>\$ 8,040,900</b>

### **3.0 OPERATING CONTEXT AND KEY ASSUMPTIONS**

The 2024-25 Business Plan and Budget has been thoughtfully developed with consideration of the following operating context and forward guidance:

Lambton College is expected to complete another successful year in 2023-2024 with a surplus above original budget projection. This Budget Plan forecasts an in-year excess of revenue over expenditure of \$6.5M.

#### **International Student Program**

This budget reflects the anticipated impact of the federal government announcement to changes to the International Student Program which include:

- A cap on international student study permits, distributed by the province;
- Reforms to the Post-Graduate Work Program that will render students coming into public college private partnerships ineligible;
- Limits on Open Work Permits available to spouses of international students.

#### **Moving Forward with Confidence**

The overriding objective of the 2024-25 budget is to provide the foundation for a multi-year transition period to support the long-term sustainability of Lambton College.

The assumptions for building this budget include:

- a pause on most new capital projects;
- salary and non-salary efficiencies;
- no anticipated term 1 enrolment at the public-private partnerships.

## **3.1 Revenue**

### **3.1.1 MCU Grants**

The provincial government has made an announcement with respect to anticipated changes to grants the College will be eligible for. We are awaiting a technical briefing, anticipated early in the 2024-2025 fiscal-year to understand the impact of this change to the College's budget. Therefore, the following assumptions have been adopted for the proposed budget and the financial forecast will be updated later in the fiscal year once this information is known:

- The core operating grant is expected to remain static for the 2024-2025 budget year.
- Per student funding for both post-secondary college and baccalaureate nursing students will remain at the level of the previous year.
- The Small / Northern / Rural (SNR) grant will provide \$4,160,700, the same amount received in past years.
- Capital Equipment Renewal Fund (CERF) grant funding of \$191,200 projected for 2024-2025. No announcement of funding for 2024-2025 has been made.
- Facilities Renewal Program (FRP) grant funding of \$2,200,000 projected for 2024-2025. FRP funding for the 2024-2025 fiscal year has not been announced.

### **3.1.2 Enrolment**

- Total post-secondary full-time enrolment including domestic and on-campus international enrolment for 2024-2025 is budgeted at 10,429 person terms, an 8.8% increase from enrolment of 2023-2024.
- Total post-secondary full-time domestic enrolment for 2024-2025 is anticipated to be 4,233 person terms, a 0.55% increase from 2023-2024 domestic enrolment.

### **3.1.3 Tuition and Fees**

- Tuition fees remain frozen for the 2024-2025 period as per the MCU Directive.

### **3.1.4 International**

- The number of international students enrolled in programs delivered directly by Lambton College is budgeted at 6,196 person terms in 2024-2025, an increase of 11.2% from 2023-2024 person terms.
- Programming in China has continued to wind down as the Chinese government has discontinued these partnerships.
- Lambton's two partnership agreements with private colleges in the GTA will be impacted by the federal government announcement on January 22, 2024. It is anticipated that there will be no term 1 intakes in Fall 2024 or Winter 2025 for this budget year. The net impact results in decrease in revenue of \$27.2M reflected in this budget.
- International on-campus tuition remains static, and premium has increased by 5% for the 2024-2025 budget year to reflect the current international market.

### **3.1.5 School/College/Work Initiative (SCWI)**

- Revenue and contribution consistent with 2023-2024.

### **3.1.6 Apprenticeship Training**

- Apprenticeship revenue reflects per diem fees funded by Ministry Labour, Immigration, Training and Skills Development (MLITSD) for classroom training. Revenue from training remains consistent with 2023-2024. The Apprenticeship Capital Grant (ACG) is projected and confirmed at \$258,400 in 2024-2025. A portion of the equipment spending funded by ACG has been capitalized in 2024-2025.

### **3.1.7 Employment Services**

Revenue is lower compared to 2023-2024. This is due to the one-time increase in funding in 2023-2024 for services provided for the Chatham-Kent site on an interim basis.

The Government of Ontario is currently transitioning Employment Services with the goal of more efficiency and increased outcomes. The new model integrates social assistance employment programs into Employment Ontario. January 1, 2024, marked that start of Integrated Employment Services and the end of Youth Job Connection, Youth Job Connection Summer, and Employment Services programs at Community Employment



Services. This new model requires the use of System Service Managers (SSMs) to manage local employment service systems. Lambton College is now funded by the Windsor Regional Employment Network (WREN) who are the SSM for the Windsor-Essex, Chatham-Kent and Sarnia-Lambton catchment area. WREN is a consortium led by the Corporation of the City of Windsor in partnership with Workforce Windsor-Essex (Workforce Development Board Windsor Essex).

### **3.1.8 Contract Services**

- Contribution from commercial fire training has remained stable.
- There are no course fees associated with the Board of Governors Information Technology certificate program as 2023-2024 was the last year for the BOG program as the program has been redeveloped into an Ontario Graduate Certificate Program.

### **3.1.9 Research and Innovation**

- Research & Innovation, a very active portfolio, based on current active grants, records a decline in total revenue in 2024-2025 over 2023-24. The department has applied to a total of \$37M (until mid-March) in 2023-2024 (\$9.6M approved, \$25.2M pending and \$2.2M rejected). There are significant multi-year grants and single year grants that are still pending approval. Revenue associated with a number of outstanding grant proposals is not reflected.
- The Lambton Circular Economy Innovation Platform (LCEIP) was awarded in 2022-2023 fiscal and will begin its third year of operation on July 1, 2024. The LCEIP is a five-year grant funded by NSERC Mobilized in the amount of \$3.25 million. In 2024-2025, the LCEIP provides \$954,200 revenue, inclusive of partner contributions.
- The Lambton Manufacturing Innovation Centre (LMIC) received renewal on April 1, 2023 with approval for five-year \$2.05M NSERC Technology Access Centre (TAC) funding.
- The Bio-Industrial Process Research Centre (BPRC) is completing its five-year \$1.85M NSERC Technology Access Centre (TAC) on March 31, 2024. BPRC has submitted a five-year renewal which if successful will begin April 1, 2024 providing \$1.95M in total grant revenue.
- The Electrical Energy Storage Research Platform (EESRP) will begin its final year of operation in 2024-2025. The two-year \$641,800 Grant funded project is funded by NSERC Applied Research and Technology Partnership 1 (ARTP 1).

- The Canadian Materials Circular Economy Syndicate (CMCES) will begin its final year of operation in 2024-2025. The two-year \$1.2M Grant funded project is funded by NSERC Applied Research and Technology Partnership 2 (ARTP 2).
- The Southern Ontario Network for Advanced Manufacturing Institutes (SONAMI) will begin its final year of operation in 2024-2025. The Lambton College 2024-2025 distribution of funding is \$75,000 from NSERC Applied Research and Technology Partnership (ARTP).
- Funding for three state-of-the-art research equipment projects eligible under the Canada Foundation for Innovation (CFI) grant and Ontario Research Fund (ORF) will continue into fiscal 2024-2025. These projects include Food and Beverage, Fermentation and Circular Materials totaling \$5.3M in grant revenue over the project life.
- Infrastructure Operating Fund is a multi-year grant that has \$915,457 available to support the operation of specialized equipment purchased under the Canadian Innovation Fund. For 2024-2025 fiscal, \$187,500 is budgeted to support the operation of the specialized equipment.
- The MITACS Umbrella - Lambton Circular Economy Innovation Platform (LCEIP) project was approved August 2023. This two-year project provides up to 200 pre-approved MITACS internships. Accessed units totalling \$315,000 to date.

The Innovation Institute, will realize revenue contribution to the college in 2024-2025 with the following areas of focus:

- Corporate Training external contract revenue is targeted at \$240,000. This is based upon traditional hands-on corporate training contracts as well as corporate training micro-credential offerings. With the focus on the new model of micro-credential delivery falling under Corporate Training contracts, we are hopeful to substantially outperform this number by the end of 2024-2025. We have supported industry led funding applications including Lambton as third-party training provider that are pending.
- In December 2023 Business Higher Education Roundtable (BHER) approved \$317,000 “WIL Training Passport for Careers in Long Term and Retirement Care Homes” project ending March 31, 2025, to train and facilitate WIL opportunities in LTC and RC sectors.

### **3.1.10 Online Education**

- Tuition fees remain frozen as per the MCU Directive. In a challenging enrolment environment, the College is projecting a slight decrease in revenue.

### **3.1.11 Mental Health Initiative**

- Provincial funding for Mental Health initiatives received in 2023-2024 is assumed to continue, supporting extended mental health counselling services for students as well as extension of the highly regarded PEERS support program.

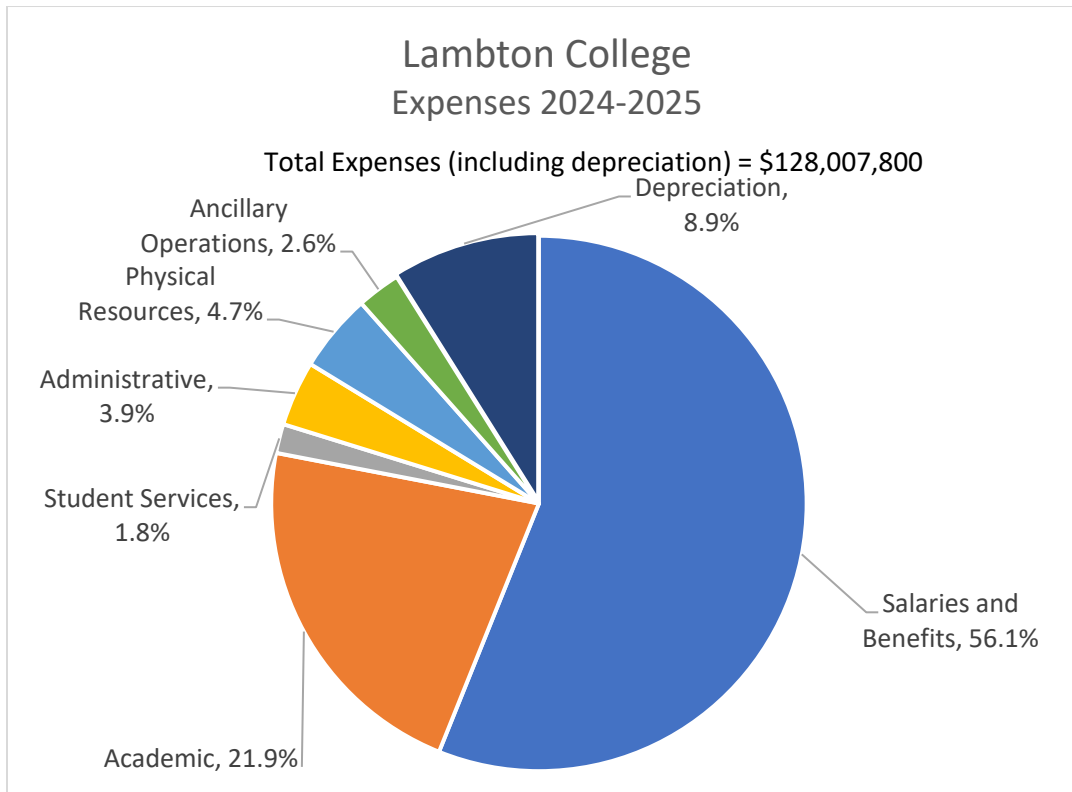
### **3.1.12 Ancillary Operations**

- Residence fees have increased slightly from the previous year.
- Revenue from the Campus Shop has increased over the previous year with anticipated levels of enrolment.
- Parking revenue and fees have increased with increased activity on campus.

## 3.2 Expenses

### 3.2.1 Summary of Expenditure Budget

Total expenditures for 2024-2025 are \$128M. Salary and benefit costs are 56.1% of total expenditures and 43.9% are non-salary expenses as per breakdown in chart below:



The 2024-2025 expenditures include the following assumptions:

- Operating expenditures increasing with anticipated inflationary costs;
- One-time Early Exit Incentive package expenses;
- Salary and benefits estimated to meet expected enrolment levels and are in accordance with the College's various contracts and to reflect movements through pay grids;
- Reduction in public private partnership expenditures;
- Continued focus on service delivery models to support student retention and success.

### **3.2.2 Academic Initiatives**

The Academic Plan is completed for the period of 2024-2029 and will be implemented over the period of the 2024 budget year and into 2029.

### **3.2.3 Capital Reserves**

A total of \$2,537,800 is transferred to Internally Restricted Reserves:

- Campus Renewal Reserve - \$2,305,800
  - Reserve for renovation and remodelling of dated facilities has increased. These funds will finance modernization plans for portions of the South building.
- Fire School Equipment - \$90,200
- Parking - \$114,800
- Athletic & Fitness Centre Renewal Reserve - \$27,000
  - Reserve for equipment maintenance as fitness equipment starts to age and new equipment as needed for the Athletic & Fitness Centre funded by gym memberships and the Student Administrative Council.

### **3.2.4 Major Capital Projects**

In 2024-2025, a total of \$19,744,700 will be transferred from the Campus Renewal Reserve to fund the following capital projects:

- The Board has approved \$8.5M for the Indigenous Outdoor gathering space project with a portion funded through Foundation donations, which will be concluded this year with \$5.6M planned spending in 2024-2025.
- The Board has approved \$6M for the Outdoor Recreation Precinct project with \$3M to be funded through internal reserves and \$3M to be funded from SAC by way of a loan supported by an agreement with SAC to be funded from Student Building Fees. Planned spending of \$5.8M to be completed in 2024-25.
- The Board has approved \$4.2M for the Community Engagement Relocation project, which will be concluded this year with \$4M planned spending in 2024-25.



- The Board has approved \$4.4M for the Computer Labs Renewal project which will be concluded this year with \$1.4M planned spending in 2024-25.
- Deferred maintenance facilities projects.

### **3.2.5 Contingency**

A contingency of \$1,000,000 is included in this budget.

## **4.0 2024-2025 DRAFT BUDGET**

### **4.1 Statement of Revenue and Expenditures**

### **4.2 Summary of Capital Reserves**



**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**DRAFT BUDGET**

**Statement of Revenue and Expenditure**

*for the year ended April 1, 2024- March 31, 2025*

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Statement of Revenue and Expenditure**

For the year ended April 1, 2024 - March 31, 2025

	Supporting Schedule	2024-25 Draft <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>
<b>REVENUE</b>				
Post Secondary	Sch 2A	\$ 56,358,800	\$ 52,712,100	\$ 3,646,700
Contract Services	Sch 2B	55,038,800	85,237,800	(30,199,000)
Student Services	Sch 3	7,219,600	6,944,200	275,400
Administrative Services	Sch 4	5,873,800	11,884,400	(6,010,600)
Physical Resources	Sch 5	343,900	356,900	(13,000)
Ancillary	Sch 6	4,653,800	4,217,600	436,200
Amortization of deferred capital contributions		5,106,800	4,450,700	656,100
		<u>134,595,500</u>	<u>165,803,700</u>	<u>(31,208,200)</u>
<b>EXPENDITURE</b>				
Post Secondary	Sch 2A	\$ 46,027,900	\$ 45,295,200	\$ 732,700
Contract Services	Sch 2B	36,745,200	55,066,900	(18,321,700)
Student Services	Sch 3	11,802,400	11,326,800	475,600
Administrative Services	Sch 4	10,161,600	10,636,700	(475,100)
Physical Resources	Sch 5	8,124,500	7,359,300	765,200
Ancillary	Sch 6	3,723,600	3,531,800	191,800
Depreciation of capital assets		11,422,600	9,588,200	1,834,400
		<u>128,007,800</u>	<u>142,804,900</u>	<u>(14,797,100)</u>
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>		\$ 6,587,700	\$ 22,998,800	\$ (16,411,100)
<b>TRANSFER TO CAPITAL RESERVES</b>		(2,537,800)	(25,148,400)	22,610,600
<b>TRANSFER FROM CAPITAL RESERVES</b>		19,744,700	19,667,800	76,900
<b>INVESTED IN CAPITAL ASSETS</b>		(12,945,800)	(17,553,300)	4,607,500
<b>OPENING ACCUMULATED UNRESTRICTED SURPLUS</b>		8,040,900	8,076,000	(35,100)
<b>CLOSING ACCUMULATED UNRESTRICTED SURPLUS</b>		<u>\$ 18,889,700</u>	<u>\$ 8,040,900</u>	<u>\$ 10,848,800</u>



**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Analysis of Post Secondary**

For the year ended April 1, 2024 - March 31, 2025

**Schedule 2A**

	2024-25 Draft <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>
<b>REVENUE:</b>			
Fees: Tuition and Other	\$ 35,277,500	\$ 31,264,800	\$ 4,012,700
MCU Grants	20,595,000	20,929,500	(334,500)
Other	486,300	517,800	(31,500)
	<u>56,358,800</u>	<u>52,712,100</u>	<u>3,646,700</u>
<b>EXPENDITURE:</b>			
Compensation	\$ 38,620,500	\$ 37,918,700	\$ 701,800
Instructional software/Equipment/Rental	4,080,300	4,208,500	(128,200)
Instructional	1,592,500	1,524,100	68,400
Non-instructional	784,600	693,900	90,700
Tuition set aside	950,000	950,000	-
	<u>46,027,900</u>	<u>45,295,200</u>	<u>732,700</u>
<b>CONTRIBUTION:</b>	<u>\$ 10,330,900</u>	<u>\$ 7,416,900</u>	<u>\$ 2,914,000</u>

# THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Analysis of Contract Services

For the year ended April 1, 2024 - March 31, 2025

Schedule 2B

	2024-25 Draft <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>
<b>REVENUE:</b>			
Contract Revenue	\$ 513,000	\$ 364,500	\$ 148,500
Course Fees	-	478,500	(478,500)
International	38,634,000	63,133,800	(24,499,800)
MLITSD Apprenticeships	1,540,900	1,562,600	(21,700)
MLITSD Contracts	2,579,500	3,159,100	(579,600)
Other Provincial Contracts	1,994,500	1,948,300	46,200
Municipal Contracts	1,581,000	1,501,900	79,100
Research Contracts	6,143,200	11,186,700	(5,043,500)
Fire School	1,803,700	1,850,300	(46,600)
Other	249,000	52,100	196,900
	<u>55,038,800</u>	<u>85,237,800</u>	<u>(30,199,000)</u>
<b>EXPENDITURE:</b>			
Compensation	\$ 16,070,300	\$ 18,088,000	\$ (2,017,700)
International Recruitment	9,218,400	23,170,900	(13,952,500)
Stipends/Support Allowances	520,100	1,192,400	(672,300)
Equipment/Building Maintenance	1,953,800	2,498,300	(544,500)
Instructional/Program	2,730,600	4,103,500	(1,372,900)
Non-instructional	6,252,000	6,013,800	238,200
	<u>36,745,200</u>	<u>55,066,900</u>	<u>(18,321,700)</u>
<b>CONTRIBUTION:</b>	\$ 18,293,600	\$ 30,170,900	\$ (11,877,300)

# THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Analysis of Student Services

For the year ended April 1, 2024 - March 31, 2025

Schedule 3

	2024-25 Draft <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>
<b>REVENUE:</b>			
MCU Revenue	\$ 1,308,000	\$ 1,304,500	\$ 3,500
Sundry Fees	5,291,100	4,923,200	367,900
Other	620,500	716,500	(96,000)
	<u>7,219,600</u>	<u>6,944,200</u>	<u>275,400</u>
<b>EXPENDITURE:</b>			
Compensation	\$ 9,547,200	\$ 9,211,500	\$ 335,700
Equipment/Rental	155,700	128,000	27,700
Educational resources/Awards	351,200	372,900	(21,700)
Non-instructional	1,748,300	1,614,400	133,900
	<u>11,802,400</u>	<u>11,326,800</u>	<u>475,600</u>
<b>CONTRIBUTION:</b>	<u>\$ (4,582,800)</u>	<u>\$ (4,382,600)</u>	<u>\$ (200,200)</u>

# THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Analysis of Administrative Services

For the year ended April 1, 2024 - March 31, 2025

Schedule 4

	2024-25 Draft <u>BUDGET</u>	2023-24 Fall Forecast	<u>Variance</u>
<b>REVENUE:</b>			
MCU Revenue	\$ 195,800	\$ 195,800	\$ -
Rental Revenue	178,000	222,300	(44,300)
Other	5,500,000	11,466,300	(5,966,300)
	<u>5,873,800</u>	<u>11,884,400</u>	<u>(6,010,600)</u>
<b>EXPENDITURE:</b>			
Compensation	\$ 5,129,200	\$ 5,515,800	\$ (386,600)
Insurance/Taxes	807,900	888,600	(80,700)
Professional fees	1,461,500	1,092,000	369,500
Contingency	1,000,000	1,000,000	-
Non-instructional	1,763,000	2,140,300	(377,300)
	<u>10,161,600</u>	<u>10,636,700</u>	<u>(475,100)</u>
<b>CONTRIBUTION:</b>	\$ (4,287,800)	\$ 1,247,700	\$ (5,535,500)

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Analysis of Physical Resources**

For the year ended April 1, 2024 - March 31, 2025

**Schedule 5**

	2024-25 Draft <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>
<b>REVENUE:</b>			
Facilities Fee	\$ 217,800	\$ 231,000	\$ (13,200)
MCU Revenue	3,700	3,700	-
Other	122,400	122,200	200
	<u>343,900</u>	<u>356,900</u>	<u>(13,000)</u>
<b>EXPENDITURE:</b>			
Compensation	\$ 2,068,800	\$ 2,051,900	\$ 16,900
Equipment/Building Maintenance	5,662,300	4,884,400	777,900
Non-instructional	393,400	423,000	(29,600)
	<u>8,124,500</u>	<u>7,359,300</u>	<u>765,200</u>
<b>CONTRIBUTION:</b>	<u>\$ (7,780,600)</u>	<u>\$ (7,002,400)</u>	<u>\$ (778,200)</u>

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Analysis of Ancillary Operations**

For the year ended April 1, 2024 - March 31, 2025

**Schedule 6**

	2024-25 Draft <u>BUDGET</u>	2023-24 <u>Fall Forecast</u>	<u>Variance</u>
<b>REVENUE:</b>			
Campus Shop	\$ 1,832,500	\$ 1,580,300	\$ 252,200
Parking	670,200	561,400	108,800
Residence	2,151,100	2,075,900	75,200
	<u>4,653,800</u>	<u>4,217,600</u>	<u>436,200</u>
<b>EXPENDITURE:</b>			
Campus Shop	\$ 1,711,400	\$ 1,607,300	\$ 104,100
Parking	573,100	557,100	16,000
Residence	1,439,100	1,367,400	71,700
	<u>3,723,600</u>	<u>3,531,800</u>	<u>191,800</u>
<b>CONTRIBUTION:</b>	<u>\$ 930,200</u>	<u>\$ 685,800</u>	<u>\$ 244,400</u>

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Summary of Capital Reserves**

For the year ended March 31, 2025

Capital Reserves	Apr 1, 2024	Additions	Disbursements	Mar 31, 2025
<b>Campus Renewal:</b>	<b>\$ 125,414,838</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ 127,414,838</b>
West Entrance & Campus Shop	(13,204,750)	-	-	(13,204,750)
Renovation - Biology Labs	(2,041,570)	-	-	(2,041,570)
Landscape / Roadways	(10,614,054)	-	-	(10,614,054)
Facilities Projects	(7,120,678)	-	(2,321,000)	(9,441,678)
Computer Labs Redevelopment	(3,000,000)	-	(1,400,000)	(4,400,000)
Community Engagement Relocation	(200,000)	-	(4,000,000)	(4,200,000)
International and Services Realignment	(4,999,975)	-	-	(4,999,975)
Indigenous Outdoor Gathering Space	(763,700)	-	(5,636,400)	(6,400,100)
Outdoor Recreation Precinct	(171,789)	-	(2,837,300)	(3,009,089)
SAC Long-term Receivable	(4,921,237)	305,800	(3,000,000)	(7,615,437)
<b>Campus Renewal Net</b>	<b>\$ 78,377,085</b>	<b>\$ 2,305,800</b>	<b>\$ (19,194,700)</b>	<b>\$ 61,488,185</b>
Parking	64,716	114,800	-	179,516
IT and Learning Infrastructure	8,040,410	-	(375,000)	7,665,410
Insurance Retention	3,000,000	-	-	3,000,000
Research (LMIC & BPRC) TACs	77,936	-	(50,000)	27,936
Fireschool Equipment Renewal	174,549	90,200	(125,000)	139,749
Athletic & Fitness Centre Renewal	156,703	27,000	-	183,703
<b>Total Capital Reserves</b>	<b>\$ 89,891,399</b>	<b>\$ 2,537,800</b>	<b>\$ (19,744,700)</b>	<b>\$ 72,684,499</b>

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**

**Summary of Grant/Fee Funded Capital Projects**

For the year ended March 31, 2025

		<u>Grant Funding</u>
Facilities Renewal Program	(FRP)	\$ 2,200,000
Campus Safety Program	(CSP)	53,600
Capital Equipment & Renewal Fund	(CERF)	191,200
Capital Equipment & Renewal Fund	(CERF Competitive)	370,000
Apprenticeship Capital Grant	(ACG)	258,400
Apprenticeship Capital Grant	(ACG Competitive)	68,800
IT Access Fee equipment	(IT Access Fee)	258,000
Research Funded Projects	(CFI, ORF)	3,298,200
<b>Total Grant Funded Capital Projects</b>		<b>\$ 6,698,200</b>