



Business Plan and Budget 2026-2027



LAMBTON COLLEGE
Business Plan and Budget
2026-2027

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LAMBTON COLLEGE
Business Plan and Budget
2026-2027

1.0 LAMBTON COLLEGE STRATEGIC PLAN

All In

1.1 Mission

Foster student and community success through inclusive learning and engagement.

1.2 Vision

Challenge boundaries in education and research to expand horizons of a sustainable future.

1.3 Focus Areas

Our Students – Lambton College provides its students with the knowledge and relationships needed to thrive in a diverse, complex, and ever-changing world full of opportunity.

Our People – Lambton College values its people and fosters a vibrant culture of community, collegiality, and professional growth.

Our Local & Global Community – Lambton College forges strong academic, research and community partnerships that elevate student and client impacts at local, national and global scales.

These strategic goals inform the plans and new initiatives outlined in the Business Plan and Budget 2026-2027.

2.0 BUDGET SUMMARY

	2026-2027 Budget	2025-2026 Fall Forecast
Revenue	\$ 88,038,500	\$ 97,603,900
Expenditure	\$ (95,488,500)	\$ (104,654,600)
<hr/>		
Excess of Revenue over Expenditure (Expenditure over Revenue)	\$ (7,450,000)	\$ (7,050,700)
Transfer to Capital Reserve	\$ (2,929,000)	\$ (2,525,900)
Transfer from Capital Reserve	\$ 7,656,000	\$ 7,127,600
Invested in Capital Assets	\$ (1,651,800)	\$ (1,484,300)
Opening Accumulated Unrestricted Surplus	<u>\$ 26,509,400</u>	<u>\$ 30,442,700</u>
Closing Accumulated Unrestricted Surplus	<u>\$ 22,134,600</u>	<u>\$ 26,509,400</u>

3.0 OPERATING CONTEXT AND KEY ASSUMPTIONS

The 2026-27 Business Plan and Budget has been thoughtfully developed with consideration of the following operating context and forward guidance:

Lambton College is expected in 2025-2026 to have a lower deficit than the original budget projection. This Budget Plan forecasts an in-year excess of expenditure over revenue of \$(7.45) M.

International Student Program

This budget continues to reflect the impacts of the federal government's 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 has rendered students coming into public college private partnerships ineligible;
- Reforms to the Post-Graduate Work Program for Classification Instructional Programs (CIP) eligible programs;
- Limits on Open Work Permits available to spouses of international students.

Back to Balance – The Road to Recovery

Major contributing factors with respect to the operating deficit include the declining enrolment of international students, rising costs with respect to inflation, technological changes, and shifting social trends which require investments to remain competitive in academic delivery to students.

The overriding objective of the 2026-27 budget is to continue the staged process of reshaping and resizing College operations and returning to a balanced operating budget. While significant reductions in expenses have been undertaken to date, further action will be taken over the course 2026-27 to progress towards the goal of a balanced operating budget.

The government announced in February 2026 additional funding of \$6.4B to the College and University sector to invest in Postsecondary education to help ensure sustainability in

the sector and in response to the federal changes that have significantly reduced international student revenues and increased domestic demand for higher-cost programs.

As part of the changes, Ontario will allow publicly assisted colleges and universities to raise tuition by up to 2% per year for three years, then up to 2% or the three-year average rate of inflation, whichever is less, in the years following.

With these announcements, we now have a more stable environment upon which to resize and reshape to get back to balance in future budgets.

3.1 Revenue

3.1.1 MCU Grants

Notional estimates for the grants have been included in the budget. Provisions will be coming in 2026-27 with respect to the details of the breakdown of the grants and updates will be provided as additional announcements are made and funding confirmed.

3.1.2 Enrolment

- Total post-secondary full-time enrolment including domestic and on-campus international enrolment for 2026-2027 is budgeted at 6,031 person terms, a 17% decrease from enrolment of 2025-2026.
- Total post-secondary full-time domestic enrolment for 2026-2027 is anticipated to be 5,286 person terms, a 2% increase from 2025-2026 domestic enrolment.

3.1.3 Tuition and Fees

- As part of the changes announced in February 2026, tuition fees have increased by 2% in 2026-27.

3.1.4 International

- The number of international students enrolled in programs delivered directly by Lambton College is budgeted at 745 person terms in 2026-2027, a decrease of 64% from 2025-2026 person terms.

- Lambton’s two partnership agreements with private colleges in the GTA will no longer have enrolment. The net impact results in decreased contribution of \$3.2M reflected in this budget.
- International on-campus tuition increased 2%, and premium has increased by 2% for the 2026-2027 budget year to reflect the current international market.

3.1.5 School/College/Work Initiative (SCWI)

- Revenue and contribution increased with timing of delivery compared to 2025-2026.

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 is down compared to 2025-2026 due to the reduction in the number of planned apprenticeship seats. This is due to the reduction in market demand and increased competition of apprenticeship seats. The Apprenticeship Capital Grant (ACG) is projected and confirmed at \$258,400 in 2026-2027 and has been capitalized.

3.1.7 Employment Services

Revenue is consistent with 2025-2026.

Employment Services programs require the use of System Service Managers (SSMs) to manage local employment service systems. Lambton College is funded through 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

- Anticipating zero contribution from commercial fire training with the decision to suspend industrial fire training for the 2026-27 budget year.

3.1.9 Research and Innovation

Research & Innovation, a very active portfolio, based on current active grants and submissions is anticipating maintaining revenue in 2026-2027 over 2025-26. Revenue associated with several outstanding grant proposals are not reflected in this budget.

- Natural Sciences and Engineering Research Council of Canada (NSERC) continues to be primary source of project funding through Applied Research Development (ARD) and College and Community Social Innovation Fund (CCSIF) grants.
- The second largest project funder is Ontario Centre of Innovation (OCI) Collaborate to Commercialize (C2C) grants.
- Project and internship opportunities continue to be funded under MITACS Accelerate and Business Strategy Internship focusing on student and recent graduate opportunities.
- The Lambton Circular Economy Innovation Platform (LCEIP) NSERC Mobilize grant was awarded in 2022-2023 fiscal totalling \$3.25 million over five-years and will begin its final year of operation on July 1, 2026.
- 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) received renewal on March 25, 2024 with the approval for five-year \$1.95M NSERC Technology Access Centre (TAC).
- The Digital Technology Lab (DTL) was awarded a five-year \$1.95M NSERC Technology Access Centre (TAC) on March 31, 2024.
- Funding for state-of-the-art research equipment projects eligible under the Canada Foundation for Innovation (CFI) grant and Ontario Research Fund (ORF) will continue with budgeted grant amount of \$2.91M in 2026-2027. These projects include Fermentation, Bio-Safety Level 2, Valorization and Electrical Energy. Infrastructure Operating Fund (IOF) from CFI is a multi-year grant that has \$380,000 budgeted in 2026-2027 to support the operation of the specialized equipment under CFI projects.
- The Southern Ontario Network for Advanced Manufacturing Institutes (SONAMI) funded by FedDevON will continue operation in 2026-2027. The Lambton College 2026-2027 distribution of funding is \$90,000.
- Corporate Training external contract revenue is budgeted for \$75,000. This is based upon traditional hands-on corporate training contracts.

- Lambton College Research & Innovation continues to support mandatory orientation training in 2026-2027 to partners across the province in long-term care and retirement homes as part of Care Passport Platform.

3.1.10 Online Education

- Tuition fees have increase 2% as per the Ministry announcement. For 2026-27, projecting slight increase in revenue for online education.

3.1.11 Mental Health Initiative

- Provincial funding for Mental Health initiatives received in 2025-2026 is assumed to continue, supporting extended mental health counselling services for students as well as extension of the highly regarded PEERS support program.

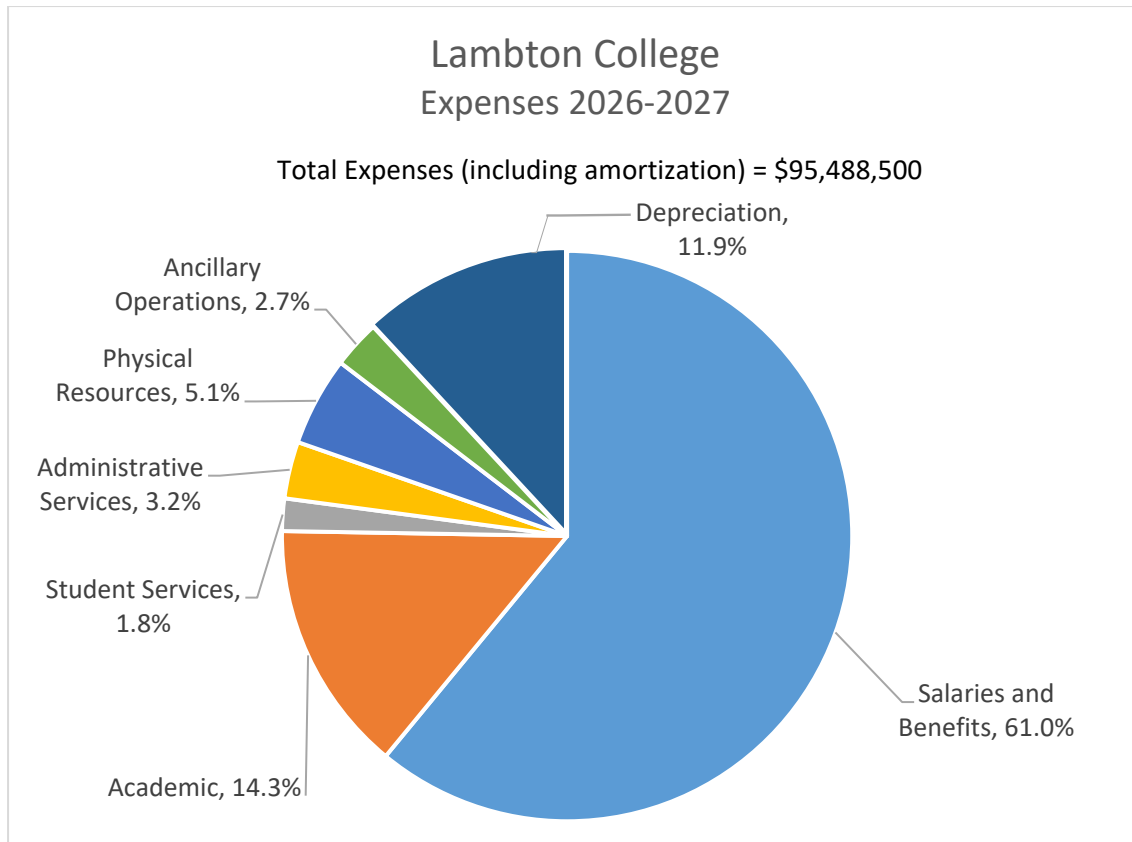
3.1.12 Ancillary Operations

- Residence fees have remained consistent from the previous year.
- Revenue from the Campus Shop has decreased slightly over the previous year based on decreased activity on campus.
- Parking revenue has increased slightly with increased fees.

3.2 Expenses

3.2.1 Summary of Expenditure Budget

Total expenditures for 2026-2027 are \$95.5M. Salary and benefit costs are 61% of total expenditures and 39% are non-salary expenses as per breakdown in chart below:



The 2026-2027 expenditures include the following assumptions:

- Operating expenditures increasing with anticipated inflationary costs with offsetting reductions due to less activity, less enrolment and efficiencies realization;
- 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;
- No activity in public private partnerships with zero expenditures;
- Continued focus on service delivery models to support student retention and success.

3.2.2 Academic Initiatives

The 2024-2029 Academic Plan will guide academic initiatives. Realignment of programs with reduced enrolment is ongoing and reflected in budget.

3.2.3 Capital Reserves

A total of \$2,929,000 is transferred to Internally Restricted Reserves:

- Campus Renewal Reserve - \$2,825,000
 - Reserve for renovation and remodelling of dated facilities has increased. These funds will finance modernization plans for portions of the South building.
- Parking - \$84,500
- Athletic & Fitness Centre Renewal Reserve - \$19,500
 - 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 2026-2027, a total of \$7,656,000 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 \$1.2M planned spending in 2026-2027.
- The Board has approved \$5M for the New Residence project as a milestone payment as per approved agreements with Tilbury Capital.
- Residence and event centre demolition project for \$3.8M (\$3M out of capital reserve) which is planned spending of \$300k in 2026-27 and the remainder will be concluded in 2027-28.
- Facilities projects for site improvements at the Early-on and residence site.



4.0 2026-2027 BUDGET

4.1 Statement of Revenue and Expenditures

4.2 Summary of Capital Reserves



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

BUDGET

Statement of Revenue and Expenditure

for the year ended April 1, 2026 - March 31, 2027

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

Statement of Revenue and Expenditure

For the year ended: April 1, 2026 - March 31, 2027

	Schedule	2026-27 <u>BUDGET</u>	2025-26 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE				
Post Secondary	Sch 2A	\$ 49,270,400	\$ 46,071,200	\$ 3,199,200
Contract Services	Sch 2B	18,827,600	29,122,300	(10,294,700)
Student Services	Sch 3	4,851,700	5,741,500	(889,800)
Administrative Services	Sch 4	4,838,100	6,411,900	(1,573,800)
Physical Resources	Sch 5	334,700	403,700	(69,000)
Ancillary	Sch 6	4,220,800	4,516,500	(295,700)
Amortization of deferred capital contributions		5,695,200	5,336,800	358,400
		<u>88,038,500</u>	<u>97,603,900</u>	<u>(9,565,400)</u>
EXPENDITURE				
Post Secondary	Sch 2A	\$ 39,873,600	\$ 40,337,300	\$ (463,700)
Contract Services	Sch 2B	18,823,300	24,383,000	(5,559,700)
Student Services	Sch 3	9,080,900	9,731,600	(650,700)
Administrative Services	Sch 4	6,220,900	7,701,900	(1,481,000)
Physical Resources	Sch 5	6,627,400	7,655,900	(1,028,500)
Ancillary	Sch 6	3,498,000	3,514,400	(16,400)
Depreciation of capital assets		11,364,400	11,330,500	33,900
		<u>95,488,500</u>	<u>104,654,600</u>	<u>(9,166,100)</u>
EXCESS OF REVENUE OVER EXPENDITURE (EXPENDITURE OVER REVENUE)		\$ (7,450,000)	\$ (7,050,700)	\$ (399,300)
TRANSFER TO CAPITAL RESERVES		(2,929,000)	(2,525,900)	(403,100)
TRANSFER FROM CAPITAL RESERVES		7,656,000	7,127,600	528,400
INVESTED IN CAPITAL ASSETS		(1,651,800)	(1,484,300)	(167,500)
OPENING ACCUMULATED UNRESTRICTED SURPLUS		26,509,400	30,442,700	(3,933,300)
CLOSING ACCUMULATED UNRESTRICTED SURPLUS		<u>\$ 22,134,600</u>	<u>\$ 26,509,400</u>	<u>\$ (4,374,800)</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Post Secondary

For the year ended: April 1, 2026 - March 31, 2027

Schedule 2A

	2026-27 <u>BUDGET</u>	2025-26 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:			
Fees: Tuition and Other	\$ 16,232,700	\$ 21,003,500	\$ (4,770,800)
MCU Grants	32,809,300	24,594,700	8,214,600
Other	228,400	473,000	(244,600)
	<u>49,270,400</u>	<u>46,071,200</u>	<u>3,199,200</u>
EXPENDITURE:			
Compensation	\$ 32,619,700	\$ 32,865,000	\$ (245,300)
Instructional software/Equipment/Rental	4,301,400	4,613,600	(312,200)
Instructional	1,560,100	1,422,100	138,000
Non-instructional	442,400	486,600	(44,200)
Tuition set aside	950,000	950,000	-
	<u>39,873,600</u>	<u>40,337,300</u>	<u>(463,700)</u>
CONTRIBUTION:	<u>\$ 9,396,800</u>	<u>\$ 5,733,900</u>	<u>\$ 3,662,900</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Contract Services

For the year ended: April 1, 2026 - March 31, 2027

Schedule 2B

	2026-27 <u>BUDGET</u>	2025-26 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:			
Contract Revenue	\$ 255,000	\$ 75,000	\$ 180,000
International	2,442,900	9,828,500	(7,385,600)
MLITSD Apprenticeships	828,600	1,298,700	(470,100)
MLITSD Contracts	2,630,200	2,630,200	-
Other Provincial Contracts	2,271,600	1,833,300	438,300
Municipal Contracts	1,274,600	1,505,600	(231,000)
Research Contracts	7,564,100	10,851,000	(3,286,900)
Fire School	1,548,400	1,062,200	486,200
Other	12,200	37,800	(25,600)
	<u>18,827,600</u>	<u>29,122,300</u>	<u>(10,294,700)</u>
EXPENDITURE:			
Compensation	\$ 12,412,000	\$ 16,266,100	\$ (3,854,100)
International Recruitment	638,200	844,200	(206,000)
Stipends/Support Allowances	359,200	484,200	(125,000)
Equipment/Building Maintenance	2,107,000	2,405,100	(298,100)
Instructional/Program	1,697,600	1,867,100	(169,500)
Non-instructional	1,609,300	2,516,300	(907,000)
	<u>18,823,300</u>	<u>24,383,000</u>	<u>(5,559,700)</u>
CONTRIBUTION:	<u>\$ 4,300</u>	<u>\$ 4,739,300</u>	<u>\$ (4,735,000)</u>

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

Analysis of Student Services

For the year ended: April 1, 2026 - March 31, 2027

Schedule 3

	2026-27 <u>BUDGET</u>	2025-26 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:			
MCU Revenue	\$ 1,277,600	\$ 1,286,900	\$ (9,300)
Sundry Fees	3,277,500	4,058,500	(781,000)
Other	296,600	396,100	(99,500)
	<u>4,851,700</u>	<u>5,741,500</u>	<u>(889,800)</u>
EXPENDITURE:			
Compensation	\$ 7,327,600	\$ 7,675,200	\$ (347,600)
Equipment/Rental	189,400	199,400	(10,000)
Educational resources/Awards	194,100	286,300	(92,200)
Non-instructional	1,369,800	1,570,700	(200,900)
	<u>9,080,900</u>	<u>9,731,600</u>	<u>(650,700)</u>
CONTRIBUTION:	<u>\$ (4,229,200)</u>	<u>\$ (3,990,100)</u>	<u>\$ (239,100)</u>

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

Analysis of Administrative Services

For the year ended: April 1, 2026 - March 31, 2027

Schedule 4

	2026-27 <u>BUDGET</u>	2025-26 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:			
MCU Revenue	\$ 201,500	\$ 201,500	\$ -
Rental Revenue	104,000	108,400	(4,400)
Other	4,532,600	6,102,000	(1,569,400)
	<u>4,838,100</u>	<u>6,411,900</u>	<u>(1,573,800)</u>
EXPENDITURE:			
Compensation	\$ 3,142,800	\$ 3,504,500	\$ (361,700)
Insurance/Taxes	799,300	882,700	(83,400)
Professional fees	450,000	2,010,500	(1,560,500)
Non-instructional	1,828,800	1,304,200	524,600
	<u>6,220,900</u>	<u>7,701,900</u>	<u>(1,481,000)</u>
CONTRIBUTION:	<u>\$ (1,382,800)</u>	<u>\$ (1,290,000)</u>	<u>\$ (92,800)</u>

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

Analysis of Physical Resources

For the year ended: April 1, 2026 - March 31, 2027

Schedule 5

	2026-27 <u>BUDGET</u>	2025-26 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:			
Facilities Fee	\$ 147,000	\$ 163,000	\$ (16,000)
MCU Revenue	56,800	114,100	(57,300)
Other	130,900	126,600	4,300
	<u>334,700</u>	<u>403,700</u>	<u>(69,000)</u>
EXPENDITURE:			
Compensation	\$ 1,804,500	\$ 1,756,500	\$ 48,000
Equipment/Building Maintenance	4,549,700	5,602,400	(1,052,700)
Non-instructional	273,200	297,000	(23,800)
	<u>6,627,400</u>	<u>7,655,900</u>	<u>(1,028,500)</u>
CONTRIBUTION:	<u>\$ (6,292,700)</u>	<u>\$ (7,252,200)</u>	<u>\$ 959,500</u>

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

Analysis of Ancillary Operations

For the year ended: April 1, 2026 - March 31, 2027

Schedule 6

	2026-27 <u>BUDGET</u>	2025-26 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:			
Campus Shop	\$ 1,195,000	\$ 1,478,400	\$ (283,400)
Parking	724,800	694,100	30,700
Residence	2,301,000	2,344,000	(43,000)
	<u>4,220,800</u>	<u>4,516,500</u>	<u>(295,700)</u>
EXPENDITURE:			
Campus Shop	\$ 1,283,100	\$ 1,304,900	\$ (21,800)
Parking	640,300	610,300	30,000
Residence	1,574,600	1,599,200	(24,600)
	<u>3,498,000</u>	<u>3,514,400</u>	<u>(16,400)</u>
CONTRIBUTION:	<u>\$ 722,800</u>	<u>\$ 1,002,100</u>	<u>\$ (279,300)</u>

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

Summary of Capital Reserves

For the year ended March 31, 2027

Capital Reserves	Apr 1, 2026	Additions	Disbursements	Mar 31, 2027
Campus Renewal:	\$ 103,780,786	\$ 2,590,000	\$ -	\$ 106,370,786
Facilities Projects	(8,154,545)	-	-	(8,154,545)
Community Engagement Relocation	(3,690,471)	-	-	(3,690,471)
Indigenous Outdoor Gathering Space	(5,188,045)	-	(1,164,000)	(6,352,045)
Residence Site Servicing	(857,100)	-	(767,000)	(1,624,100)
Residence Milestone Payment	-	-	(5,000,000)	(5,000,000)
Residence and Event Centre Demolition	-	-	(300,000)	(300,000)
North Building Demolition	(1,226,099)	-	-	(1,226,099)
SAC Long-term Receivable	(4,477,099)	235,000	-	(4,242,099)
Campus Renewal Net	\$ 80,187,427	\$ 2,825,000	\$ (7,231,000)	\$ 75,781,427
Parking	300,168	84,500	-	384,668
IT and Learning Infrastructure	9,076,029	-	(375,000)	8,701,029
Insurance Retention	1,500,000	-	-	1,500,000
Research (LMIC & BPRC) TACs	73,895	-	(50,000)	23,895
Fireschool Equipment Renewal	150,883	-	-	150,883
Athletic & Fitness Centre Renewal	203,587	19,500	-	223,087
Total Capital Reserves	\$ 91,491,990	\$ 2,929,000	\$ (7,656,000)	\$ 86,764,990

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

Summary of Grant/Fee Funded Capital Projects

For the year ended March 31, 2027

		Grant Funding
Facilities Renewal Program	(FRP)	\$ 2,622,700
Campus Safety Program	(CSP)	53,600
Capital Equipment & Renewal Fund	(CERF)	220,000
Apprenticeship Capital Grant	(ACG)	258,400
IT Access Fee equipment	(IT Access Fee)	258,000
Research Funded Projects	(CFI, ORF, NSERC, OCI)	3,026,300
Total Grant Funded Capital Projects		\$ 6,439,000