

LAMBTON COLLEGE OPEN BOARD MEETING**Thursday, June 6, 2024****Lambton College E1-209, NOVA Chemicals Health and Research Centre
(Teams Option Available)****4:30 p.m. – 6:00 p.m.****AGENDA**

4:30 1. CALL TO ORDER

T. Lee

**2. INDIGENOUS TRUTH AND RECONCILIATION
LAND ACKNOWLEDGEMENT**

D. Mitton

At Lambton College, we are always very grateful for the land we live on, for the land we teach and work on, for the land we play and compete on and for the land we learn on. It is with this gratitude in our hearts that before important events such as this one today that we are always very proud to acknowledge that: Lambton College is located on the beautiful homeland that is the traditional territory of the Ojibwe, Potawatomi, and Odawa Nations. These three individual Nations make up the traditional Three Fires Confederacy. We acknowledge the grace and the welcome they have offered to all students, staff and guests at Lambton College.

3. CONSENT AGENDA (attachments)

T. Lee

approval

1. June 6, 2024 Agenda
2. April 4, 2024 Open Minutes
3. Conflict of Interest Declaration
4. Chair's Report

Recommendation: That the Board of Governors approves the minutes of the Open Meeting of April 4, 2024 and the entire contents of the consent agenda. 2024-18

4:35 4. CELEBRATING OUR STUDENTS

R. Kardas

information

Sohaib Syed Mohammad, Student President, Enactus Lambton College

- 4:45 5. **DRAFT AUDITED FINANCIAL STATEMENTS FOR YEAR ENDED MARCH 31, 2024 (attachments)** S. Dickson **approval**
Katie denBok, Audit Partner, KPMG and Melissa Redden, Senior Manager, KPMG (joining virtually)
Recommendation: That the Board of Governors approves the Finance and Property Committee recommendation to approve the Transfer to Capital Reserves for:
 - Campus Renewal – \$29,986,598
 - IT & Learning Infrastructure - \$2,800,000
 - Fireschool Equipment Renewal - \$52,551
 - Athletic & Fitness Centre Reserve - \$30,665**AND THAT** the Board of Governors approves the Finance and Property Committee recommendation to approve the audited financial statements as at March 31, 2024. 2024-19
- 5:00 6. **INDIGENOUS EDUCATION PRESENTATION** K. Gray information
Jane Manning, Director Indigenous Education
- 5:25 7. **2023 SEXUAL ASSAULT AND SEXUAL VIOLENCE ANNUAL REPORT (attachment)** K. Gray **approval**
Patrick Bennett, Director Institutional Intelligence and Registrar
Recommendation: That the Board of Governors approves the 2023 Sexual Assault and Sexual Violence Annual Report. 2024-20
- 5:35 8. **2024-2025 BOARD ANNUAL CALENDAR AND PLAN (attachments)** T. Lee **approval**
Recommendation: The Board of Governors approves the Board Executive recommendation to approve the 2024/2025 Board Annual Calendar and Plan. 2024-21
- 5:40 9. **BOARD OFFICER ELECTION (attachments)** S. Dickson **approval**
Election Chair, 1st Vice-Chair and 2nd Vice-Chair
- 5:45 10. **PRESIDENT’S REPORT (attachment)** R. Kardas information
- 5:55 11. **OPEN GOVERNANCE REPORT (attachments)** T. Lee information
Recommendation: That the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 2024-22

6:00 12. **RETIRING GOVERNOR RECOGNITION**

T. Lee

- Dave Mitton and Gurpreet Singh

6:05 13. **OTHER BUSINESS**

T. Lee

6:10 14. **ADJOURNMENT**

The Open Meeting will be immediately followed by the In-Camera meeting with a BBQ dinner to follow at 6:40 p.m.

Members

Tania Lee, Chair
Jason McMichael, 1st Vice-Chair
Rob Dawson, 2nd Vice-Chair
Mike Denomme
Rob Kardas
Daniella Mancusi
Jane Mathews

Dave Mitton
Cassie Monteith
Jarvis Nahdee - regrets
Dave Park
Dean Pearson
Kelly Provost
Gurpreet Singh
Ryan Straus
Beth Ann Wiersma

Resource

Mehdi Sheikhzadeh - regrets
Kurtis Gray
Marilyn Mason
Dave Machacek

Ex.Officio

Spencer Dickson

Board E.A.

Lianne Birkbeck

Open Board Meeting Minutes– Thursday, April 4, 2024 – 4:30 p.m. Lambton College C2-102 (Teams Available)

Membership

Tania Lee, Chair
Jason McMichael, 1st Vice- Chair (regrets)
Rob Dawson, 2nd Vice-Chair
Mike Denomme
Shawn Fowler (regrets)
Rob Kardas
Daniella Mancusi (regrets)
Jane Mathews

Dave Mitton
Jarvis Nahdee
Dave Park
Dean Pearson
Kelly Provost
Gurpreet Singh (regrets)
Ryan Straus
Beth Ann Wiersma

Resource

Mehdi Sheikhzadeh
Dave Machacek
Kurtis Gray
Marilyn Mason

Ex.Officio

Spencer Dickson

1. **CALL TO ORDER**

Tania Lee , Chair, called the meeting to order at 4:32 p.m.

The Chair welcomed Dave Machacek, Interim Senior Vice-President Academic & Student Success to his first meeting of the Board.

2. **INDIGENOUS TRUTH AND RECONCILIATION LAND ACKNOWLEDGEMENT**

The Chair invited Beth Ann Wiersma to make the Indigenous Land Acknowledgement that at Lambton College, we are always very grateful for the land we live on, for the land we teach and work on, for the land we play and compete on and for the land we learn on. It is with this gratitude in our hearts that before important events such as this one today that we are always very proud to acknowledge that: Lambton College is located on the beautiful homeland that is the traditional territory of the Ojibwe, Potawatomi and Odawa First Nations. These three individual Nations make up the traditional Three Fires Confederacy. We acknowledge the grace and the welcome they have offered to all students, staff and guests at Lambton College.

3. **CONSENT AGENDA**

1. April 4, 2024 Agenda
2. February 29, 2024 Open Minutes
3. Report from the February 29, 2024 In-Camera Meeting
4. Conflict of Interest Declaration
5. Chair's Report

The Chair indicated that the February 29th minutes were amended to include regrets from Beth Ann Wiersma.

IT WAS MOVED BY: Dave Mitton

SECONDED BY:

Kelly Provost

THAT:

the Board of Governors approves the minutes of the Open Meeting of February 29, 2024 and the entire contents of the consent agenda. **CARRIED**.

4. CELEBRATING OUR STUDENTS

The Chair welcomed Aaron Klooster, Dean, School of Fire Sciences, Health and Community Services and Corrie Pearson, Fire Science Student. Ms. Pearson overviewed her journey to Lambton College. Ms. Pearson is a member of the bear clan from the Tyendinaga Mohawk Territory and enrolled at Lambton Fire Sciences program after graduating from Fleming College Pre-Service Fire Program. Ms. Pearson talked to the Board about her experiences at Camp Molly, a firefighter camp for females ages 15-18 and its pivotal role in helping her choose a career as a firefighter. Community involvement has been a critical focus since coming to Lambton. Ms. Pearson credited the Fire School staff for their significant support and efforts to ensure she believed in her abilities, and giving her opportunities to grow and experience experiential learning to learn a deeper meaning of what it means to be a firefighter.

The Chair thanked Ms. Pearson for her presentation and wished her all the best in her future endeavours.

5. QUALITY ASSURANCE REPORT

Patrick Bennett, Director Institutional Intelligence & Registrar joined the meeting and overviewed the structure of the quality assurance department, the number of triennial and comprehensive reviews that took place in 2023, and discussed the planned external audit that will occur in 2025, which will involve the Board of Governors. A meeting will take place with the Governors and the external audit team in March 2025. The previous audit recommendations will be at 100% completion before the new audit begins.

Future planning includes a pilot project to move from a retrospective audit paradigm towards a continuous program improvement paradigm. Mr. Bennett explained the type of issues which are resolved through a quality assurance assessment as well as how document control operates regarding program versions.

IT WAS MOVED BY:

Ryan Straus

SECONDED BY:

Dean Pearson

THAT:

the Board of Governors approves the 2023 Quality Assurance Report. 2024-13. **CARRIED**.

6. REVIEW BUSINESS PLAN AND BUDGET 2024-25

The Chair thanked the staff for the dedicated work in preparation of the budget encouraging governors to ask questions to create a full understanding of the financial

plan for 2024-2025. The President overviewed the assumptions which support the budget entitled Moving Forward with Confidence. He indicated that this budget would provide the foundation for the multi-year transition period to support the long-term sustainability of Lambton College.

The Board discussed International Education and the Public College Private Partnerships (PCPP) to ensure clarity regarding the impact of the IRRC changes to the International Education program, which have resulted in the ineligibility of students studying at the PCPP partner to receive the post-graduate work permit. There will be no term-one intake for PCPPs beginning in September 2024 as a result.

Julie Carlton, Director Finance overviewed the details of the 2024-2025 Business Plan and Budget noting the expected enrolment, expenditures, and revenue. A focus on efficiencies took place with rules enacted and efficiencies identified for incorporation in the budget. The Capital reserves were overviewed. The major capital projects in progress are included in the budget.

The President explained the Provincial Attestation Letter (PAL) cap allocation system and the relationship between the assigned IRRC approval rate (conversion from application to study permit) and the number of students expected between May 2024 and January 2025. The PAL allocation includes the Ottawa campus. Discussion took place regarding the International Education market, factors affecting enrolments and the issues identified. Critically, the focus remains ensuring the college continues to serve the community in providing enough graduates in critical labour market areas.

IT WAS MOVED BY: Ryan Straus
SECONDED BY: Rob Dawson
THAT: the Board of Governors approves the Finance and Property Committee recommendation to approve the Business Plan and Budget for 2024-25. 2024-14
CARRIED

7. **PRESIDENT'S REPORT**

The President presented his report as written.

8. **OPEN GOVERNANCE REPORT**

The Chair presented the Open Governance Report and invited Mr. Machacek, and Spencer Dickson, Senior Vice President Strategy and Corporate Services to provide a brief report from the Program and Services and the Finance and Property Committees respectively.

Program Advisory Committee reports were invited with one being heard from the Chemical Process and Power Engineering/Power Technology Engineering programs. Discussion at the PAC included co-ops and TSSA certification.

IT WAS MOVED BY: Dean Pearson

SECONDED BY: Kelly Provost

THAT: the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 2024-15 **CARRIED**

9. **OTHER BUSINESS**

None was heard.

10. **ADJOURNMENT**

The meeting adjourned at 5:49 p.m.

MINUTES APPROVED BY:

Tania Lee, Chair

AT MEETING OF June 6, 2024

Lianne Birkbeck, Recording Secretary

Report From: T. Lee, Chair

<input type="checkbox"/> For Action	<input checked="" type="checkbox"/> Board of Governors
<input checked="" type="checkbox"/> For Information	<input checked="" type="checkbox"/> Open Meeting
<input checked="" type="checkbox"/> Meeting Date <u>June 6 , 2024</u>	
<input checked="" type="checkbox"/> Agenda Item No. <u>3</u>	

Subject: Chair's Report

1. **Convocations:** The Chair will speak on behalf of the Board at each convocation ceremony taking place June 4 and 5.
2. **Committee Meetings:** The Chair attended the Programs and Services Committee meeting and the Finance and Property Committee meeting. Also, chaired the Executive Committee meeting on May 23, 2024.
3. **Board Self Evaluation Survey:** The Annual Board Self-Evaluation Survey will open June 10th. The survey provides an opportunity for Governors to reflect on the past year. The survey will be open until June 30 and all are encouraged to take the time to submit a response.

Financial Statements of

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

And Independent Auditor's Report thereon

Year ended March 31, 2024

DRAFT

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

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Management's Responsibility for Financial Reporting

The accompanying financial statements of The Lambton College of Applied Arts and Technology are the responsibility of the Board's management and have been prepared in accordance with Canadian public sector accounting standards including the 4200 series of standards applicable to government not for profit organizations, as described in Note 2 to the financial statements.

The preparation of financial statements involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Board management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management. The Board meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The Finance and Property Committee of the Board meets with the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to the board's approval of the financial statements.

The financial statements have been audited by KPMG LLP; independent external auditors appointed by the Board. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Board's financial statements.

Rob Kardas
President & CEO

June 6, 2024

Spencer Dickson
Senior Vice President of Strategy and
Corporate Services

INDEPENDENT AUDITOR'S REPORT

To the Board of Governors of The Lambton College of Applied Arts and Technology

Opinion

We have audited the financial statements of The Lambton College of Applied Arts and Technology (the "College"), which comprise:

- the statement of financial position as at March 31, 2024
- the statement of revenue and expenses for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- the statement of remeasurement losses for the year then ended
- and the notes and schedules to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the College as at March 31, 2024, and its results of operations, its cash flows, and its remeasurement losses for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our Auditor's report.

We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter - Comparative Information

The financial statements for the year ended March 31, 2023 were audited by another auditor who expressed an unmodified opinion on those statements on June 8, 2023.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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 College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

London, Canada

(date)

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Financial Position

As at March 31, 2024 with comparative information for 2023

	2024	2023
Assets		
Current assets:		
Cash	\$ 117,370,177	\$ 175,170,527
Short-term investments (note 4)	36,420,969	37,160,501
Grants receivable (note 16)	2,092,300	6,082,999
Accounts receivable (note 16)	26,668,564	16,286,437
Current portion of long-term receivable (note 5)	223,146	214,411
Inventories	404,798	441,291
Prepaid expenses	1,300,497	666,056
	<u>184,480,451</u>	<u>236,022,222</u>
Long-term receivable (note 5)	4,750,396	4,973,542
Long-term investments (note 4)	68,653,625	47,930,843
Capital assets (note 6)	138,431,487	126,821,163
	<u>\$ 396,315,959</u>	<u>\$ 415,747,770</u>
Liabilities		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 44,438,331	\$ 109,654,130
Accrued payroll and employee deductions	5,850,189	4,836,278
Deferred revenue	84,283,176	74,312,763
Funds held in trust (note 7)	3,653,959	3,339,126
	<u>138,225,655</u>	<u>192,142,297</u>
Asset retirement obligations (note 8)	3,425,092	3,722,100
Post-employment benefits and compensated absences (note 9)	1,991,000	1,938,000
Deferred capital contributions (note 10)	66,582,919	63,994,555
	<u>210,224,666</u>	<u>261,796,952</u>
Net assets:		
Unrestricted:		
Operating	12,563,354	12,173,039
Post-employment benefits and compensated absences	(1,991,000)	(1,938,000)
Vacation pay	(2,267,411)	(2,159,025)
	<u>8,304,943</u>	<u>8,076,014</u>
Invested in capital assets (note 11)	73,397,019	64,292,461
Internally restricted (note 12)	98,630,272	77,840,308
Externally restricted (note 13)	2,238,296	2,026,364
Endowment funds (note 14)	3,853,487	3,722,156
	<u>178,119,074</u>	<u>147,881,289</u>
Accumulated remeasurement losses	(332,724)	(2,006,485)
	<u>186,091,293</u>	<u>153,950,818</u>
Commitment (note 17)		
	<u>\$ 396,315,959</u>	<u>\$ 415,747,770</u>

See accompanying notes to financial statements.

On behalf of the Board:

_____ Chair

_____ President

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Revenue and Expenses

Year ended March 31, 2024 with comparative information for 2023

	2024	2023
Revenue (schedule 1):		
Grants and reimbursements	\$ 38,706,701	\$ 34,987,097
Student tuition	107,226,030	95,932,558
Ancillary operations	4,175,785	3,804,466
Other income	15,784,090	8,408,509
Amortization of deferred capital contributions (note 10)	4,447,452	4,595,014
	<u>170,340,058</u>	<u>147,727,644</u>
Expenses (schedule 2):		
Post secondary	44,003,333	38,345,958
Contract services	54,346,584	42,751,961
Student services	10,970,574	9,548,464
Administrative services	10,472,260	9,244,972
Physical resources	7,818,143	6,464,580
Ancillary	3,383,033	3,617,048
Depreciation of capital assets	9,222,680	8,799,048
	<u>140,216,607</u>	<u>118,772,031</u>
Excess of revenue over expenses	<u>\$ 30,123,451</u>	<u>\$ 28,955,613</u>

See accompanying notes to financial statements.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Changes in Net Assets

Year ended March 31, 2024 with comparative information for 2023

	Unrestricted	Invested in capital assets (note 11)	Internally restricted (note 12)	Externally restricted (note 13)	Endowment funds (note 14)	2024 Total	2023 Total
Balance, beginning of year	\$ 8,076,014	\$ 64,292,461	\$ 77,840,308	\$ 2,026,364	\$ 3,722,156	\$ 155,957,303	\$ 126,488,531
Excess of revenue over expenses	34,898,679	(4,775,228)	-	-	-	30,123,451	28,955,613
Invested in capital assets	(13,879,786)	13,879,786	-	-	-	-	-
Appropriation	(20,789,964)	-	20,789,964	-	-	-	-
Change in externally restricted net assets	-	-	-	211,932	-	211,932	386,930
Change in endowments funds	-	-	-	-	131,331	131,331	126,229
Balance, end of year	\$ 8,304,943	\$ 73,397,019	\$ 98,630,272	\$ 2,238,296	\$ 3,853,487	\$ 186,424,017	\$ 155,957,303

See accompanying notes to financial statements.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Cash Flows

Year ended March 31, 2024 with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 30,123,451	\$ 28,955,613
Items not involving cash:		
Depreciation	9,222,680	8,799,048
Amortization of deferred capital contributions	(4,447,452)	(4,595,014)
Post-employment benefits and compensated absences	53,000	54,000
	34,951,679	33,213,647
Change in non-cash operating working capital items (note 15)	(60,906,017)	(7,065,469)
	(25,954,338)	26,148,178
Financing activities:		
Repayment of long-term obligations	-	(4,069,244)
Capital:		
Deferred capital contributions	7,035,816	4,655,733
Acquisition of capital assets	(21,130,013)	(16,933,305)
	(14,094,197)	(12,277,572)
Investing activities:		
Collection of long-term receivable	214,411	255,340
Investments	(18,309,489)	(35,911,636)
Net cash provided from externally restricted funds	211,932	386,930
Net cash provided from endowment funds	131,331	126,229
	(17,751,815)	(35,143,137)
Decrease in cash	(57,800,350)	(25,341,775)
Cash, beginning of year	175,170,527	200,512,302
Cash, end of year	\$ 117,370,177	\$ 175,170,527

See accompanying notes to financial statements.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Remeasurement Losses

Year ended March 31, 2024 with comparative information for 2023

	2024	2023
Balance, beginning of year	\$ (2,006,485)	\$ (1,804,463)
Unrealized gains (losses) attributable to:		
Investments	1,673,761	(202,022)
Balance, end of year	\$ (332,724)	\$ (2,006,485)

See accompanying notes to financial statements.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2024

1. Statutes of incorporation and nature of activities:

The Lambton College of Applied Arts and Technology ("Lambton College") was incorporated as a college in 1966 under the laws of the Province of Ontario. Lambton College is dedicated to providing high quality education and training as well as contributing to the social and economic well being of the community.

Lambton College is exempt from income taxes under Section 149 of the Income Tax Act.

Lambton College has an economic interest in The Lambton College Foundation. The Foundation was incorporated without share capital on March 29, 1994 under the Ontario Corporations Act. The operations of the Foundation are not included in these financial statements. The objectives of the Foundation are to promote interest in and awareness of Lambton College and to establish and administer funds for the support of students, research and development in the areas of curriculum and instruction, facilities and equipment and new initiatives.

2. Significant accounting policies:

The financial statements of Lambton College have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board ("PSAS for Government NPOs") and include the following significant accounting policies:

(a) Revenue recognition:

Lambton College follows the deferral method of accounting for contributions, which includes donations and government grants. Deferred contributions are recognized as revenue in the year in which the related expenses are recognized. Other contributions are recognized as revenue when received or receivable.

Donations of assets are recorded at fair value when a fair value can be reasonably estimated. Endowment contributions are recognized as direct increases in net assets.

Revenue from student fees, overseas and in-country licensing and servicing agreements and from the sale of services and products is recognized at the time the products are delivered or the services provided.

Investment income earned on endowment funds is recognized as a direct increase in net assets. Restricted investment income is recognized as revenue in the year in which the related expenses are recognized. Unrestricted investment income is recognized as revenue when earned.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

2. Significant accounting policies (continued):

(b) Accrual accounting:

The accrual basis of accounting recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(c) Vacation pay:

Lambton College recognizes vacation pay as an expense on the accrual basis.

(d) Retirement and post-employment benefits and compensated absences:

Lambton College provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, vesting sick leave and non-vesting sick leave. Lambton College has adopted the following policies with respect to accounting for these employee benefits:

- (i) The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.
- (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.
- (iii) The costs of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.

The discount rate used in the determination of the above-mentioned liabilities is equal to Lambton College's internal rate of borrowing.

(e) Inventories:

Inventories are valued at the lower of cost and net realizable value. Cost is determined on the first-in-first-out basis.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

2. Significant accounting policies (continued):

(f) Capital assets:

Capital assets are recorded at cost with the exception of donated assets which are recorded at their fair market value at the date of acquisition. Construction in progress is not amortized until the asset is placed into service. When a capital asset no longer contributes to Lambton College's ability to provide services, its carrying value is written down to its residual value. Any unamortized deferred capital contribution amount related to the capital asset is recognized in revenue in the Statement of Revenue and Expenses, provided that all restrictions have been complied with. Depreciation is provided on a straight-line basis over the following periods:

Asset	Useful life
Buildings	30 - 40 years
Asset retirement obligation - buildings	55 years
Site improvements	10 years
Leasehold improvements	5 years
Major equipment	10 years
Equipment and vehicles	5 years
Computer hardware	3 years

(g) Deferred capital contributions:

Contributions received to fund capital asset acquisitions are deferred and amortized over the same term and on the same basis as the related capital asset.

(h) Endowment funds:

The endowment funds receive all revenue designated by the benefactors to be held in trust to generate income. Funds received from the Province of Ontario and private donors are held in Lambton College's bank account. Interest earned from these funds is to be used to fund projects meeting the guidelines provided by the funding body. As the funds are held in a high interest bank account, the funds are not subject to market rate fluctuations.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

2. Significant accounting policies (continued):

(i) Management estimates:

The preparation of financial statements in conformity with PSAS for Government NPOs requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenditure during the period. Actual results could differ from these estimates. Areas of key estimation include determination of fair value for investments, allowance for doubtful accounts, amortization of capital assets, amortization of deferred capital contributions, estimated costs of asset retirement obligations and actuarial estimation of post-employment benefits and compensated absences liabilities.

(j) Student organizations:

These financial statements do not reflect the assets, liabilities and results of operations of the various student organizations at Lambton College.

(k) Private career colleges:

Lambton College has entered into contractual agreements with private career colleges to deliver programming as stipulated within the agreement. The agreement allows for revenues to be earned and retained for delivery of the programming and certain commissions. Certain revenue and related expenses paid to the private partner have been reflected in the statement of operations. Revenues recognized and expenses incurred by the private career college in fulfilling their contractual obligations are not included in the financial statements of the College.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

2. Significant accounting policies (continued):

(I) Financial instruments:

Lambton College classifies its financial instruments as either fair value or amortized cost. Lambton College's accounting policy for each category is as follows:

(i) Fair value:

This category includes derivatives, GICs, bonds and equity instruments quoted in an active market. Lambton College has designated that cash is classified as fair value.

Financial instruments classified at fair value are initially recognized at cost and subsequently carried at fair value. Unrealized gains and losses from changes in the fair value of financial instruments are recognized in the statement of remeasurement gains and losses. Upon settlement, the cumulative gain or loss is reclassified from the statement of remeasurement gains and losses and recognized in the statement of operations. Interest and dividends attributable to financial instruments are reported in the statement of operations.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations.

Transaction costs are expensed for financial instruments measured at fair value.

(ii) Amortized cost:

This category includes all accounts receivable, accounts payable and accrued charges, accrued payroll and employee deductions, and funds held in trust. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the statement of operations.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

2. Significant accounting policies (continued):

(m) Asset retirement obligations:

A liability for an asset retirement obligation is recognized when there is a legal obligation to incur retirement costs in relation to a tangible capital asset; the past transaction or event giving rise to the liability has occurred; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made. The liability is recorded at an amount that is the best estimate of the expenditure required to retire a tangible capital asset at the financial statement date. This liability is subsequently reviewed at each financial reporting date and adjusted for the passage of time and for any revisions to the timing, amount required to settle the obligation or the discount rate. Upon the initial measurement of an asset retirement obligation, a corresponding asset retirement cost is added to the carrying value of the related tangible capital asset if it is still in productive use. This cost is amortized over the useful life of the tangible capital asset. If the related tangible capital asset is unrecognized or no longer in productive use, the asset retirement costs are expensed.

3. Change in accounting policy:

Effective April 1, 2023, Lambton College adopted Canadian public sector accounting standard PS 3400 - *Revenue*. The new accounting standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement. As at March 31, 2024, the College determined that the adoption of this new standard did not have an impact on the amounts presented in the financial statements.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

4. Investments:

Investments consist of cash and equivalents of \$1,506,046 (2023 - \$309,897), Guaranteed Investment Certificates of \$34,818,440 (2023 - \$35,861,933) due within 12 months and \$nil (2023 - \$5,209,762) between 2 to 5 years, equity instruments in public companies of \$2,942,517 (2023 - \$2,440,356), and bonds \$65,807,591 (2023 - \$41,269,396). Investments include \$3,853,487 (2023 - \$3,722,156) of investments externally restricted for endowment purposes (see note 14).

Maturity profile of bonds held is as follows:

						2024
		Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying value	\$	96,483	\$33,779,563	\$31,584,146	\$ 347,399	\$65,807,591
Percentage of total		0.2%	51.3%	48.0%	0.5%	100%
						2023
		Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying value	\$	1,036,473	\$16,786,351	\$23,143,359	\$ 303,213	\$41,269,396
Percentage of total		2.5%	40.7%	56.1%	0.7%	100%

The following table provides an analysis of investments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3 - Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

4. Investments (continued):

				2024
	Level 1	Level 2	Level 3	Total
Portfolio cash	\$ 1,506,046	\$ –	\$ –	\$ 1,506,047
Investments	37,760,957	65,807,591	–	103,568,547
	39,267,003	65,807,591	–	105,074,594
Current portion				36,420,969
				\$ 68,653,625
				2023
	Level 1	Level 2	Level 3	Total
Portfolio cash	\$ 309,897	\$ –	\$ –	\$ 309,897
Investments	43,512,051	41,269,396	–	84,781,447
	43,821,948	41,269,396	–	85,091,344
Current portion				37,160,501
				\$ 47,930,843

There were no investments classified as Level 3 for the year ended March 31, 2024 and no transfers between levels for any investments during the year.

5. Long-term receivable:

	2024	2023
Long-term receivable, variable rate, due in equal, consecutive, blended, monthly instalments of \$34,837, due in August 2043	\$ 4,973,542	\$ 5,187,953
Current portion	223,146	214,411
	\$ 4,750,396	\$ 4,973,542

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

5. Long-term receivable (continued):

Principal amounts receivable in the next five years and thereafter are as follows:

2025	\$ 223,146
2026	232,237
2027	241,699
2028	251,546
2029	261,795
Thereafter	3,763,119
	<hr/>
	\$ 4,973,542

By way of agreement, the Students Association of Lambton College (SAC) agreed to fund \$6.6 million of the capital cost of the Athletics & Fitness Complex through an increase in the compulsory student building fee over a term not to exceed 30 years. The interest rate charged on the balance receivable is equal to Lambton College's bank deposit rate or 4%, whichever is less.

6. Capital assets:

	Cost	Accumulated depreciation	2024 Net book value	2023 Net book value
Land	\$ 4,099,658	\$ –	\$ 4,099,658	\$ 4,099,658
Buildings	152,130,871	52,711,503	99,419,368	85,180,302
Buildings asset retirement obligation (note 10)	3,722,100	136,714	3,585,386	957,005
Site and leasehold improvements	25,699,625	10,652,217	15,047,408	13,719,144
Major equipment, equipment and vehicles	24,765,981	15,353,336	9,412,645	7,608,677
Computer hardware	2,112,828	1,184,720	928,108	611,819
Construction in progress	5,938,914	–	5,938,914	14,644,558
	<hr/>			
	\$ 218,469,977	\$ 80,038,490	\$ 138,431,487	\$ 126,821,163

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

7. Funds held in trust:

The funds held in trust are unsecured, due on demand, bear interest at the applicable bank rate plus 0.03% with an average rate in 2024 of 5.4% (2023 - average rate of 3.4%) and consist of the following:

	2024	2023
Due to The Lambton College Foundation	\$ 1,259,010	\$ 1,423,553
Due to The Students Association of Lambton College	2,394,949	1,915,573
	<u>\$ 3,653,959</u>	<u>\$ 3,339,126</u>

The Lambton College Foundation was created for the purpose of raising funds for capital and other purposes to assist the College to provide outstanding applied education. The Lambton College Foundation has transferred to Lambton College gift-in-kind equipment at fair market value of \$186,865 and cash of \$1,986,443 during the year (2023 - equipment of \$43,807 and cash of \$832,806). All transactions are recorded at fair value. The College provides office space, computer and other equipment, services of certain College departments and accounting and financial systems processes. The Foundation is not controlled and therefore is not consolidated in these financial statements.

During the year the student fees and building fees are collected on behalf of the Students Association and the balance of those fees are held by the College and payable to the Students Association.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

8. Asset retirement obligations:

Lambton College's financial statements include an asset retirement obligation for the remediation of asbestos contained within campus buildings. The related asset retirement costs are being amortized on a straight-line basis. The estimated total undiscounted future expenditures are \$3,425,092 (2023 - \$3,722,100), which are to be incurred over the remaining productive useful life of the buildings. The liability is expected to be settled at the end of the buildings' productive useful life.

Note that the total amount of the liability may change due to changes in estimates noted above, such as the estimated total undiscounted future expenditures.

	2024	2023
Balance, beginning of year	\$ 3,722,100	\$ 3,722,100
Less: obligations settled during the year	(297,008)	—
Balance, end of year	\$ 3,425,092	\$ 3,722,100

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

9. Post-employment benefits and compensated absences liability:

The following tables outline the components of Lambton College's post-employment benefits and compensated absences liabilities and related expenditure.

	2024			
	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 523,000	\$ 2,329,000	\$ –	\$ 2,852,000
Unamortized actuarial (gains) losses	35,000	(769,000)	–	(734,000)
Value of plan assets	(127,000)	–	–	(127,000)
	\$ 431,000	\$ 1,560,000	\$ –	\$ 1,991,000

	2023			
	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 495,000	\$ 1,979,000	\$ –	\$ 2,474,000
Unamortized actuarial (gains) losses	40,000	(456,000)	–	(416,000)
Value of plan assets	(120,000)	–	–	(120,000)
	\$ 415,000	\$ 1,523,000	\$ –	\$ 1,938,000

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

9. Post-employment benefits and compensated absences liability (continued):

	2024			
	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expenditure
Current year benefits cost	\$ 22,000	\$ 147,000	\$ –	\$ 169,000
Interest on accrued benefits obligation	1,000	68,000	–	69,000
Amortized actuarial (gains) losses	(5,000)	53,000	–	48,000
Benefit payments	(2,000)	(231,000)	–	(233,000)
	\$ 16,000	\$ 37,000	\$ –	\$ 53,000

	2023			
	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expenditure
Current year benefits cost	\$ 38,000	\$ 145,000	\$ 1,000	\$ 184,000
Interest on accrued benefits obligation	1,000	52,000	1,000	54,000
Amortized actuarial (gains) losses	(5,000)	17,000	(14,000)	(2,000)
Benefit payments	(2,000)	(174,000)	(6,000)	(182,000)
	\$ 32,000	\$ 40,000	\$ (18,000)	\$ 54,000

These amounts exclude pension contributions to the Colleges of Applied Arts and Technology Pension Plan, a multi-employer plan, described below.

(a) Retirement benefits:

(i) CAAT Pension Plan:

All full-time employees of Lambton College, and any part-time employees who opt to participate, are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), a multi-employer jointly-sponsored defined benefit plan for public colleges in Ontario and other employers across Canada. Lambton College makes contributions to the Plan equal to those of employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the Plan is a multiemployer plan, Lambton College's contributions are accounted for as if the Plan were a defined contribution plan with Lambton College's contributions being expensed in the period, they come due.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

9. Post-employment benefits and compensated absences liability (continued):

(a) Retirement benefits (continued):

(i) CAAT Pension Plan (continued):

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates related to full-time members. Lambton College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify Lambton College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2024 indicated an actuarial surplus on a going concern basis of \$5.3 billion. Lambton College made contributions to the Plan and its associated retirement compensation arrangement of \$5,449,516 (2023 - \$4,583,544), which has been included in the statement of revenue and expenses.

(b) Post-employment benefits:

Lambton College extends post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. Lambton College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The major actuarial assumptions employed for the valuations are as follows:

(i) Discount rate:

The present value as at March 31, 2024 of the future benefits was determined using a discount rate of 3.50% (2023 - 3.40%).

(ii) Drug costs:

Drug costs were assumed to increase at 6.16% (2023 - 6.16%) and decrease proportionately thereafter to an ultimate rate of 4% in 2040.

(iii) Medical costs:

Medical premiums were assumed to increase at 6.16% per annum (2023 - 6.16%) and decrease proportionately thereafter to an ultimate rate of 4% in 2040.

(iv) Dental costs:

Dental costs were assumed to increase at 4% per annum (2023 - 4%).

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

9. Post-employment benefits and compensated absences liability (continued):

(c) Compensated absences:

(i) Vesting sick leave:

Lambton College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service, are entitled to receive 50% of their accumulated sick leave credit on termination or retirement to a maximum of 6 months' salary. The program to accumulate sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

(ii) Non-vesting sick leave:

Lambton College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The assumptions used in the valuation of vesting and non-vesting sick leave are actuarial best estimates of expected rates of:

	2024	2023
Wage and salary	1.00%	1.00 - 1.25%
Discount rate	3.50%	3.40%

The probability that an employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 23.5% (2023 – 0% to 26.2%) and 0 to 54 days (2023 - 0 to 51 days) respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

10. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount of donations and grants received to fund the purchase of capital assets. The amortization of the deferred capital contributions is recorded as revenue in the statement of revenue and expenses. Changes in the deferred capital contributions balance are as follows:

	2024	2023
Balance, beginning of year	\$ 63,994,555	\$ 63,933,836
Contributions received or receivable for capital purposes	7,035,816	4,655,733
Amortization of deferred capital contributions	(4,447,452)	(4,595,014)
Balance, end of year	\$ 66,582,919	\$ 63,994,555

11. Invested in capital assets:

(a) Change in net assets invested in capital assets is calculated as follows:

	2024	2023
Excess of expense over revenue		
Amortization of deferred contributions related to capital assets	\$ 4,447,452	\$ 4,595,014
Depreciation of capital assets	(9,222,680)	(8,799,048)
	\$ (4,775,228)	\$ (4,204,034)

(b) Net investment in capital assets:

	2024	2023
Capital assets acquired	\$ 21,130,013	\$ 16,933,305
Repayment of long-term obligations related to capital assets	—	4,069,244
Long-term receivable payment received	(214,411)	(255,339)
Amounts funded by deferred capital contributions	(6,689,253)	(4,608,584)
Amounts funded by foundation pledges realized	(346,563)	(47,149)
	\$ 13,879,786	\$ 16,091,477

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

11. Invested in capital assets (continued):

(c) Net assets invested in capital assets are represented by:

	2024	2023
Capital assets, net book value	\$ 138,431,487	\$ 126,821,163
Less:		
Deferred capital contributions	66,582,919	63,994,555
Asset retirement obligation	3,425,092	3,722,100
Long-term receivable	(4,973,543)	(5,187,953)
	65,034,468	62,528,702
Net assets invested in capital assets	\$ 73,397,019	\$ 64,292,461

12. Net assets internally restricted:

Internally restricted net assets are funds committed for specific purposes which represent allocations primarily related to major capital additions and other campus renewal projects intended to be completed in future years.

	Balance, beginning of year	Additions	Transfers, adjustments, disbursements	Balance, end of year
Appropriations	\$ 77,840,308	\$ 32,869,814	\$ 12,079,850	\$ 98,630,272

13. Net assets externally restricted:

Externally restricted net assets are funds committed for specific purposes as follows:

	Balance, beginning of year	Additions	Transfers, adjustments, disbursements	Balance, end of year
Bursaries and awards	\$ 867,589	\$ 306,687	\$ 327,103	\$ 847,173
Financial assistance fund	645,840	950,000	756,432	839,408
Employment stability fund	78,524	4,386	—	82,910
Conferences and external projects	434,411	1,301,366	1,266,972	468,805
	\$ 2,026,364	\$ 2,562,439	\$ 2,350,507	\$ 2,238,296

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

14. Net assets endowments funds:

Endowment funds are restricted donations received by Lambton College where the endowment principal is required to be maintained. The investment income generated from these endowments must be used in accordance with various purposes established by donors. Lambton College ensures, as part of its fiduciary responsibilities, that all funds received and transferred to Lambton College with a restricted purpose are expended for the purpose for which they were provided.

The endowment funds are funds committed for specific purposes as follows:

	Balance, beginning of year	Additions	Transfers, adjustments, disbursements	Balance, end of year
OSOTF and OTSS	\$ 3,624,040	\$ 206,636	\$ 78,287	\$ 3,752,389
Other scholarships and bursaries	98,116	6,482	3,500	101,098
	\$ 3,722,156	\$ 213,118	\$ 81,787	\$ 3,853,487

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

14. Net assets endowments funds (continued):

Endowment funds include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund (OSOTF) and the Ontario Trust for Student Success (OTSS). Under these programs, the government matched funds raised by Lambton College to be maintained as endowment principal. The purpose of these programs is to assist academically qualified individuals who, for financial reasons, would not otherwise be able to attend a post-secondary institution.

	OSOTF	OSOTF II	OTSS	Other	Total
Changes in endowment fund balances:					
Fund balances, beginning of years	\$ 1,071,656	\$ 139,544	\$ 1,904,787	\$ 57,500	\$ 3,173,487
Cash donations	—	—	5,000	1,000	6,000
Fund balances, end of year	1,071,656	139,544	1,909,787	58,500	3,179,487
Changes in expendable fund available for awards:					
Fund balances, beginning of year	134,286	18,443	355,325	40,615	548,669
Investment income	66,943	8,800	125,892	5,483	207,118
Bursaries awarded	29,087	2,000	47,200	3,500	81,787
Fund balances, end of year	172,142	25,243	434,017	42,598	674,000
Total endowment fund balances and market value	\$ 1,243,798	\$ 164,787	\$ 2,343,804	\$ 101,098	\$ 3,853,487
Awards issued in 2024	31	1	38	7	77

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

15. Changes in non-cash operating working capital items:

	2024	2023
Grants receivable	\$ 3,990,699	\$ (4,483,299)
Accounts receivable	(10,382,127)	4,527,745
Inventories	36,493	(90,009)
Prepaid expenses	(634,441)	(9,167)
Accounts payable and accrued charges	(64,201,887)	(6,343,553)
Deferred revenue	9,970,413	(802,310)
Funds held in trust	314,833	135,124
	<u>\$ (60,906,017)</u>	<u>\$ (7,065,469)</u>

16. Risk management:

(a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. Lambton College is exposed to this risk relating to its cash, grants and accounts receivable, and current and long-term investments. Lambton College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, Lambton College's cash accounts are insured up to \$100,000 (2023 - \$100,000).

Accounts receivable are comprised of government, student receivables, and other receivables. Student receivables are ultimately due from students, and credit risk is mitigated by financial approval processes before a student is enrolled. Government receivables are ultimately due primarily from MCU, as well as other government entities, and credit risk is mitigated by the governmental nature of the funding source. Other receivables arise during the course of Lambton College's normal operations and are due from a diverse customer base. Lambton College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on Lambton College's historical experience regarding collections.

Student and other receivables not impaired are collectible based on Lambton College's assessment and past experience regarding collection rates. The maximum exposure to credit risk of Lambton College at March 31, 2024 is the carrying value of these assets.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

16. Risk management (continued):

(a) Credit risk (continued):

The amounts outstanding at year end were as follows:

As at March 31, 2024	Total	Current	60 days	Past due 61-90 days	91+ days
Government receivables	\$ 3,830,784	\$ 3,830,784	\$ —	\$ —	\$ —
Student receivables	18,540,938	17,989,000	48,229	89,237	414,472
Other receivables	6,600,499	4,172,040	219,904	595,986	1,612,569
Gross receivables	28,972,221	25,991,824	268,133	685,223	2,027,041
Less: impairment allowance	(211,357)	—	—	—	(211,357)
Net receivables	\$28,760,864	\$25,991,824	\$ 268,133	\$ 685,223	\$ 1,815,684

As at March 31, 2023	Total	Current	60 days	Past due 61-90 days	91+ days
Government receivables	\$ 7,981,576	\$ 7,981,576	\$ —	\$ —	\$ —
Student receivables	10,672,570	9,761,898	100,148	71,379	739,145
Other receivables	4,029,423	2,690,124	190,822	60,399	1,088,078
Gross receivables	22,683,569	20,433,598	290,970	131,778	1,827,223
Less: impairment allowance	(314,133)	—	—	—	(314,133)
Net receivables	\$22,369,436	\$20,433,598	\$ 290,970	\$ 131,778	\$ 1,513,090

The maximum exposure to investment credit risk is the amount of the investments as shown in note 4.

There has been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

16. Risk management (continued):

(b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and other price risk.

The investment policies of Lambton College operate within the constraints of the investment guidelines issued by the MCU. The policies' application is monitored by management, the investment managers and the Board of Governors. Diversification techniques are utilized to minimize risk.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

(i) Currency risk:

Currency risk relates to Lambton College operating in foreign currencies and converting non- Canadian earnings at different points in time at different foreign exchange rates when adverse changes in foreign currency exchange rates occur. Lambton College does not have any material transactions or financial instruments denominated in foreign currencies.

(ii) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

Lambton College is exposed to this risk through its interest-bearing investments.

(iii) Other price risk:

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The organization is exposed to other price risk through the fair value of financial instruments and how they are affected by changes in the market price of equity instruments.

Lambton College manages its other price risk by limiting their investment in instruments that have fluctuating fair values.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2024

16. Risk management (continued):

(c) Liquidity risk:

Liquidity risk is the risk that Lambton College will not be able to meet all cash outflow obligations as they come due. Lambton College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. Accounts payable and accrued liabilities and accrued payroll and employee deductions are all current.

There have been no significant changes from the previous year in the exposure to risks or policies, procedures and methods used to measure these risks.

17. Commitment:

Lambton College entered into a lease for the period of January 1, 2024 to August 31, 2026 and September 1, 2026 to June 30, 2033 with annual payments of \$493,050 and \$565,050 respectively. On each anniversary, rent shall increase by 3.5%.

18. International student cap:

On January 22, 2024, the Government of Canada (the "Government") announced an intake cap on international student permit applications for a period of two years, resulting in a reduction of approximately 35% of approved study permits from 2023 across the country. At the end of 2024, the Government will re-assess the number of new study permits that will be processed in 2025.

In addition, as a result of these policy changes, international students at public-private partnership campuses in Ontario will no longer be eligible for post-graduate work permits, which affects the sustainability of these partnerships.

The extent of the impact of the intake cap on Lambton College's business, operational and financial performance for the upcoming year is uncertain and difficult to assess at this time. The impacts will depend on future developments, including the Government's re-assessment at the end of the 2024 calendar year. Management has considered the potential impacts of the intake cap on its approved capital and operating budget for the year ending March 31, 2025. Management has also assessed its operational and liquidity risks and believes there are no significant issues, given Lambton College has a strong working capital base and access to liquid resources to support continued operations in the coming year.

19. Comparative information:

Certain comparative amounts have been reclassified from those previously presented to conform to the presentation of the 2024 financial statements.

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule 1 - Operating Revenue

Year ended March 31, 2024 with comparative information for 2023

	2024	2023
Grants and reimbursements:		
Basic operating and supplemental grants	\$ 21,383,500	\$ 22,461,402
Federal grants	6,005,813	3,814,564
Other provincial grants	5,018,544	3,571,880
Employment services	2,483,931	2,179,725
Municipal grants	1,442,431	963,815
Apprentice training	1,364,575	1,017,700
Literacy and basic skills	540,036	537,890
Capital support grants	248,939	122,683
Municipal taxes	140,025	141,975
Bursaries	78,907	175,463
	<u>38,706,701</u>	<u>34,987,097</u>
Student tuition:		
International education - license and service agreements	50,190,230	45,285,232
International education	36,444,292	31,479,447
Sundry fees	7,688,591	5,970,738
Full-time	7,034,898	6,470,349
Contract education	4,452,389	5,361,700
Part-time	1,415,630	1,365,092
	<u>107,226,030</u>	<u>95,932,558</u>
Ancillary operations:		
Residence and event centre	1,961,657	1,755,744
Campus shop	1,610,038	1,520,921
Parking	604,090	527,801
	<u>4,175,785</u>	<u>3,804,466</u>
Other income:		
Other sources	15,392,076	8,163,193
Donations from The Lambton College Foundation	392,014	245,316
	<u>15,784,090</u>	<u>8,408,509</u>
Amortization of deferred capital contributions	4,447,452	4,595,014
	<u>\$ 170,340,058</u>	<u>\$ 147,727,644</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule 2 - Operating Expenses

Year ended March 31, 2024 with comparative information for 2023

	2024	2023
Expenditures:		
Salaries and benefits	\$ 70,839,888	\$ 60,298,275
Contract services and professional fees	27,070,832	21,828,602
Non-instructional	10,912,722	9,051,916
Depreciation of capital assets	9,222,680	8,799,048
Utilities and maintenance	9,106,911	7,221,305
Instructional	8,382,600	6,547,388
Ancillary cost of sales	2,559,261	2,820,195
Student assistance	1,336,386	1,394,268
Insurance and taxes	785,327	811,034
	\$ 140,216,607	\$ 118,772,031

2023 Sexual Violence Prevention

Annual Report to the Lambton College Board of
Governors

Report Contents

- Sexual Violence Advisory Task Force Report
- Reporting Metrics
- Accommodations & Supports
- Next Steps

Sexual Assault and Sexual Violence Policy and Protocol

- Policy established in 2016 and last updated in May 2023.
- Policy updated in 2023 to include important legislative updates and ensure that existing information is current and accurate.
- Policy has shown to be effective and meets several of the needs of the broader Lambton Community:
 - Ensures procedural fairness, survivor driven, encourages reporting and supports cultural change.

Task Force Report of Activities 2023

In April 2023, the task force met and discussed key priorities and objectives.

Focused on 3 components:

1. Lambton College Board of Governors Annual Report.
2. Sexual Violence Prevention Events.
3. Community Roundtable - Identify issues, trends, insights and best practices.

1. Lambton College Board Report

- Legislative requirements outlined by the MCU and Ontario Human Rights Code.
- Reporting metrics and statistics.
- On-campus sexual violence prevention initiatives, training, education and response efforts.

2. Sexual Violence Prevention Events

On-campus sexual violence awareness and prevention initiatives in 2023:

- Bystander intervention training and workplace sexual harassment education sessions for students and employees.
- Sexual assault and consent education presentations for international student orientations.
- Campaigns – healthy relationships, consent, online dating scams & safety, and gender-based violence.

3. Community Roundtable

- Community Partners provided input on current issues, trends, insights and best practices.
- Identified trends seen in 2023
 - Increase of formal reports and students being less afraid to ask for help and share their story.
 - Seeing more transgender and domestic violence cases.
- Working together with community partners to:
 - Best support survivors.
 - Offer a variety of different educational opportunities.
 - Creating awareness through campaigns and activities on and off campus.

Sexual Violence Task Force Membership

2023 Membership	
Patrick Bennett, Director, Institutional Intelligence & Registrar, Lambton College	Tracey Arnold, Manager, Occupational Health & Safety and Emergency Planning, Lambton College
Kurtis Gray, Associate Vice President, Student Success, Lambton College	Jane Manning, Manager, Indigenous Education, Lambton College
James Grant, Manager, Athletics & Student Life, Lambton College	Lori Brush, Manager, Counselling, Accessibility & Testing Services Counselling, Lambton College
Francis Haight, Campus Nurse, Lambton College	Selena Joseph, Executive Director, Victim Services of Sarnia-Lambton
Leslie Lapier, Sexual Assault Coordinator, Bluewater Health Sexual Assault/Domestic Violence Treatment Centre	Trish Vanoosterom, Counsellor and Public Education Coordinator, Sexual Assault Survivors' Centre Sarnia-Lambton
Hope Poole, Nurse Examiner, Bluewater Health Sexual Assault /Domestic Violence Treatment Centre	Ashley Carroll, Health & Safety Assistant, Lambton College
Student Representatives, Student Administrative Council and Indigenous Student Council, Lambton College	Jennifer Vansteenkiste, Executive Director, Women's Interval Home of Sarnia-Lambton

Reporting Obligations to Board of Governors and Ministry

- Number of times supports, services and accommodations relating to sexual violence are requested and obtained by students and information about the supports, services and accommodations.
- Any initiatives and programs established by the college to promote awareness of the supports and services available to students.
- The number of incidents and complaints of sexual violence reported by students and information about such incidents and complaints.
- The implementation and effectiveness of the policy.

Reporting Metric Definitions

Sexual Assault

Non-consensual contact or activity, including the threat of such activity, done by one person or a group of persons to another. Can range from unwanted sexual touching, kissing, or fondling to forced sexual intercourse

Stalking

Behaviours that occur on more than one occasion and which collectively instill fear in the person or threaten the person's safety or mental health, or that of their family or friends. Includes face to face, phone, email, social media, surveillance and pursuit, and sending unsolicited gifts

Sexual Harassment

A course of vexatious comment, conduct and/or communication based on sex, sexual orientation, gender, gender identity, or gender expression or orientation that is known or should be known to be unwelcome

Indecent Exposure

The exposure of the private or intimate parts of the body in a lewd or sexual manner, in public place when the perpetrator may be readily observed. Includes exhibitionism

Voyeurism

The surreptitious observing of a person without their consent and in circumstances where they could reasonably expect privacy. Includes direct observation, observation by mechanical means, or visual recordings

Sexual Exploitation

Taking advantage of another person through non-consensual or abusive sexual control. May include digital or electronic broadcasting, distributing, recording and photographing of people involved in sexual acts without their consent

Sarnia Campus - Complaints of Sexual Violence

	2019	2020	2021	2022	2023
*Total Number of Complaints of Sexual Violence	1	0	3	1	5
Total number of complaints of sexual assault	1	0	3	1	4
Total number of complaints of sexual harassment	1	0	1	0	1
Total number of complaints of stalking	0	0	0	0	0
Total number of complaints of indecent exposure	0	0	0	0	0
Total number of complaints of voyeurism	0	0	0	0	0
Total number of complaints of sexual exploitation	1	0	0	0	0

** A complaint of sexual violence may include more than one reporting metric*

Student Supports and Services Requested and Obtained-Sarnia

Number of Times Student Supports and Services Requested and Obtained in 2023	
Supports	1
Services	0
Accommodations	1

Cestar College - Complaints of Sexual Violence

	2019	2020	2021	2022	2023
*Total Number of Complaints of Sexual Violence	2	1	1	0	3
Total number of complaints of sexual assault	0	0	0	0	2
Total number of complaints of sexual harassment	2	0	0	0	0
Total number of complaints of stalking	0	0	0	0	1
Total number of complaints of indecent exposure	0	1	1	0	0
Total number of complaints of voyeurism	0	0	0	0	0
Total number of complaints of sexual exploitation	0	0	0	0	0

** A complaint of sexual violence may include more than one reporting metric*

Student Supports and Services Requested and Obtained-Cestar

Number of Times Student Supports and Services Requested and Obtained in 2023	
Supports	2
Services	2
Accommodations	0

Queen's College - Complaints of Sexual Violence

	2019	2020	2021	2022	2023
*Total Number of Complaints of Sexual Violence	2	0	0	4	1
Total number of complaints of sexual assault	0	0	0	0	0
Total number of complaints of sexual harassment	2	0	0	2	1
Total number of complaints of stalking	0	0	0	2	0
Total number of complaints of indecent exposure	0	0	0	0	0
Total number of complaints of voyeurism	0	0	0	0	0
Total number of complaints of sexual exploitation	0	0	0	0	0

** A complaint of sexual violence may include more than one reporting metric*

Student Supports and Services Requested and Obtained-Queen's

Number of Times Student Supports and Services Requested and Obtained in 2023	
Supports	1
Services	0
Accommodations	0

On Campus Supports

- Health and Wellness Centre
- Counselling Services
- Nurse Practitioner
- Lion's Mind - Peer Wellness Collective
- Student Administrative Council
- Campus Safety and Security
- Student Code of Conduct Investigation & Adjudication

Accommodations

- Academic accommodations
- Alternate class schedules
- Alternate parking arrangements
- Residence room changes
- Safety planning
- Safe walks
- Personal safety recommendations
- Coping and managing strategies

Off Campus Supports

- Counselling Services
- Sarnia Police / OPP
- Bluewater Health Sexual Assault/Domestic Violence Treatment Centre
- Victim Services
- Sexual Assault Survivors' Centre Sarnia-Lambton
- Women's Interval Home

Campus Initiatives 2023

- Awareness campaigns – consent, healthy relationships, online dating scams & safety and gender-based violence.
- Bystander Intervention Training – Over 550 students and employees trained.
- Protecting Our Students: New Sexual Violence Training Module for employees.
- Empowering Her student and community event.
- Sexual violence & consent education sessions and orientation sessions for international students.
- Sexual violence prevention Instagram account.
- Outreach and collaboration with community partners.

Campus Initiatives 2023



Campus Initiatives 2023

● open to students and the public ●

EMPOWERING HER

FROM SILENCE TO EMPOWERMENT IN RELATIONSHIPS



PANEL DISCUSSION
KEYNOTE: MANVIR BHANGU

WEDNESDAY
November 8th, 2023

START
AT 6 - 8 pm
Doors open at 5 pm


LAMBTON COLLEGE
Event Centre

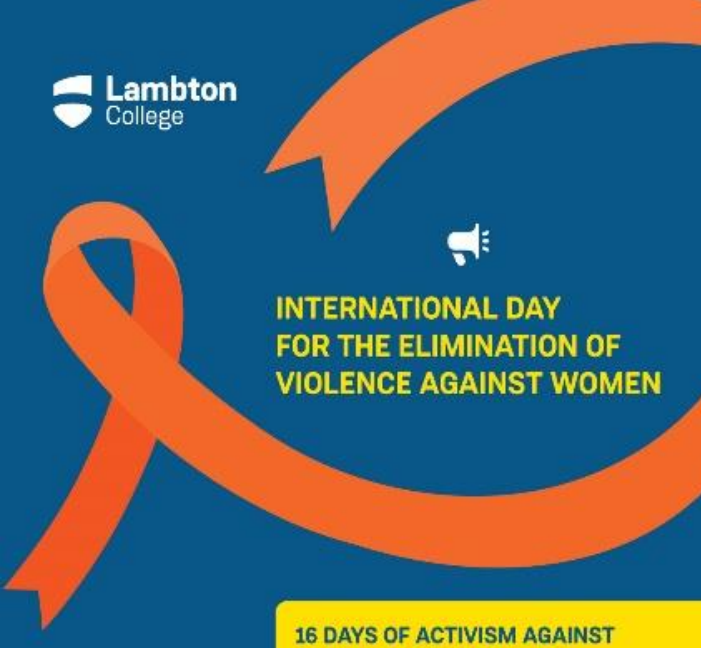
Discuss recognizing and respecting the diverse cultural backgrounds of participants. We'll explore how individual and cultural differences affect relationships, all through a restorative justice lens. Learn about spotting signs of sexual violence, your legal rights and protections in Canada, and discover the resources and support services available at Lambton College and in our local community. Lets dive into vital conversations about building and maintaining healthy relationships!

● CCR OFFERED ● REFRESHMENTS & LIGHT SNACK ● PRIZES

REGISTER WITH ASHLEY: ASHLEY.CARROLL@LAMBTONCOLLEGE.CA

 Sexual Assault Survivors Centre
 Lambton College
 Saadiyya
 Women's Health Home of Lambton
 TMRRW

 Lambton College



**INTERNATIONAL DAY
FOR THE ELIMINATION OF
VIOLENCE AGAINST WOMEN**

**16 DAYS OF ACTIVISM AGAINST
GENDER-BASED VIOLENCE**

Campus Initiatives 2023

- <https://www.instagram.com/reel/C6MLkpquegy/?igsh=eXhiOXhycjIzeWNq>

Moving Forward – Next Steps

- Collaborate with our community partners to identify trends and better support Lambton College students.
- Continue to offer educational workshops and training opportunities for students and employees.
- Enhance peer support and outreach on campus.
- Expand the Sexual Violence Prevention and Education Plan for 2024-2025.

Schedule of Meetings September 2024 – June 2025
Board of Governors, Executive Committee, Finance & Property Committee, & Programs & Services Committee

Board of Governors 4:00 – 6:30 p.m.	Executive Committee	Finance and Property Committee 9:00 – 10:30 a.m.	Programs and Services Committee 9:00 a.m. – 10:30 p.m.
September 26, 2024 New Governor Orientation			
October 24, 2024 Board Meeting 9:30 a.m. July 2024 Financial Statement Review (R)	October 10, 2024	October 20, 2024	October 10, 2024
October 24, 2024 Board Retreat 10:30 a.m. to 4:00 p.m. Topic: 2025-2030 Strategic Plan Development			
December 5, 2024 September 2024 Financial Statements (R) Fall Financial Forecast (R) Tuition & Compulsory Fees Approval (R)	November 21, 2024	November 27, 2024	November 21, 2024
January 23, 2025 SAC Annual Report (R) Health & Safety Annual Report (R)	January 21, 2025		
February 27, 2025 December 2024 Statements (R) Financial Update Research Ethics Board Annual Report (R) Insurance, Risk Management and Cybersecurity Report (R – information only)	February 13, 2025	February 20, 2025	February 13, 2025
April 3, 2025 Budget and Business Plan 2025-2026 (R) Quality Assurance (R)	March 20, 2025	March 27, 2025	March 20, 2025

Additional meetings as required at the call of the Chairs.
Meeting coordinates will be confirmed before each meeting.

June 12, 2025 Auditors' Presentation of Audited Financial Statements (R) Annual Report (R)	May 29, 2025	June 5, 2025	May 29, 2025

Additional meetings as required at the call of the Chairs.
 Meeting coordinates will be confirmed before each meeting.

BOARD OF GOVERNORS 2024-2025 ANNUAL PLAN AND CALENDAR OF EVENTS**MONTH****AT BOARD MEETING***Board Mandated Reports / Board P.D.***OTHER ACTIVITY /****Finance & Property / Programs & Services/Executive Committee****RESPONSIBILITY****(R) = Required**

September 26, 2024 9:30-2:00 p.m.	New Governor Orientation		President, Secretary-Treasurer, EA to the Board, and Chair
Thursday, October 24, 2024 Board Meeting 9:30 a.m.	OPEN Board Meeting <ul style="list-style-type: none"> Celebrating our Students July 2024 Financial Statement Review (R) Appointment to Board Standing Committees and Program Advisory Committees (PACs) Mentor Assignments (R) Commercialization Report (R) IN-CAMERA TBD *President's Evaluation October 2024	Executive Committee – October 10, 2024 Programs and Services – October 10, 2024 Finance & Property – October 17, 2024	Board Chair, President, Secretary-Treasurer EA to the Board
October 24, 2024 Retreat 10:30 a.m. - 4:00 p.m.	Board Planning and Development Retreat Retreat Potential Topics <ul style="list-style-type: none"> 2025-2030 Strategic Plan Development Board and Self-Evaluation Review (survey completed in June) 2023-24 Lambton College Report & 2024-25 Future Directions (R) 		
November 24-25th	Higher Education Summit	Colleges Ontario Fall Governors' Orientation Program Part 1 & 2	Attending: New Governors Executive Committee Governors who have not had the opportunity Board Executive Assistant to coordinate

December 5, 2024 4:00 p.m.	OPEN Board Meeting <ul style="list-style-type: none"> Celebrating our Students September 2024 Statements (R) Fall Financial Forecast (R) Tuition & Compulsory Fees Approval (R) 2025-2030 Strategic Plan 	Executive Committee- Nov. 21, 2024 Programs & Services Committee – Nov. 21, 2024 Finance & Property -Nov. 27, 2024 Tri-Board Appreciation Lunch- Friday, December 6, 2024	Chair, President Chair, Programs & Services Senior V.P Academic and Student Success Chair, Finance and Property Sr. V.P. Strategy and Corporate Services
January 23, 2025 4:00 p.m.	OPEN Board Meeting <ul style="list-style-type: none"> Celebrating our Students SAC Annual Report (R) Health & Safety Annual Report (R) IN-CAMERA <ul style="list-style-type: none"> Approval of President and Board's Performance Goals 2025-2026 (R) President 2024-2025 Six-Month Goal Report (R) 	Executive Committee – January 21, 2025	Chair, President
Feb 27, 2025 4:00 p.m.	OPEN Board Meeting <ul style="list-style-type: none"> Celebrating our Students December 2024 Statements (R) Financial Update Research Ethics Board Annual Report (R) Insurance, Risk Management and Cybersecurity Report (R –information only) IN-CAMERA TBD	Executive Committee – February 13, 2025 Programs & Services – February 13, 2025 Finance & Property – February 20,2025	Chair, President Chair, Programs & Services Senior V.P Academic and Student Success Chair, Finance & Property Senior V.P. Strategy and Corporate Services
April 3, 2025 4:00 p.m.	OPEN Board Meeting <ul style="list-style-type: none"> Celebrating our Students Budget and Business Plan 2025-2026(R) 2024 Quality Assurance Presentation (R) Approval of Honorary Diploma for Convocation Speaker if needed (R) IN- CAMERA Meeting TBD	Begin internal election process if required Begin President's Evaluation Process Board Officer Nomination forms to Board Executive Committee – March 20, 2025 Programs & Services – March 20, 2025 Finance & Property – March 27, 2025 *CQAPP Auditors Meeting – During week of March 20, 2025	Board Chair Executive Performance and Compensation Committee Chair, Programs & Services Senior V.P Academic and Student Success Chair, Finance & Property Senior V.P. Strategy and Corporate Services Board Secretary

<p>June 12, 2025 4:00 p.m.</p>	<p>OPEN Board Meeting</p> <ul style="list-style-type: none"> • Celebrating our Students (R) • Indigenous Education Presentation • 2024 Sexual Assault and Violence Annual Report (R) • Auditors' Presentation of Audited Financial Statements (R) • Annual Plan and Calendar of Events Reviewed and Approved (R) • Approve Nominations for new Governors (R) • Election Chair, 1st Vice-Chair and 2nd Vice-Chair (R) • Recognition of Retiring Governors • Annual Report (R) <p>IN-CAMERA</p> <ul style="list-style-type: none"> • President's Final Goal Report (R) 	<p>Notification of Governors' Award winner for Convocation Electronic Board and Self-Evaluation survey opens Executive Committee – June 5, 2025 Programs & Services – May 29, 2025 Finance & Property – June 5, 2025</p> <p>Presentation to Retiring Governors</p> <p>Convocation Ceremony –</p>	<p>Board Chair Board Members</p>
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OFFICE OF THE BOARD OF GOVERNORS
2024 NOMINATION FORM - ELECTION OF OFFICERS

Please use a separate nomination form for each nomination.


We, the undersigned, nominate

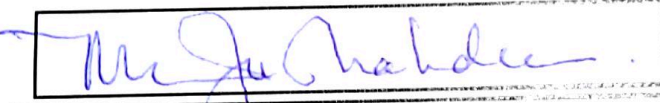
Tania Lee for the position of Chair, **OR**

_____ for the position of 1st Vice Chair, **OR**

_____ for the position of 2nd Vice Chair,
(Please PRINT name of Nominee)

For a term commencing on September 1, 2024 and ending on August 31, 2025.

1.  Jason McMichael
Nominated by (print or sign name)

2.  Mr. Jarvis Nahdee
Seconded by (print or sign name)

NOTE:

1. The definition and duties for Board officers can be found in Operating By Law No. 1 of the Board of Governors.
2. These positions must be filled from among the external Board members.
3. A person may nominate more than one person for the same position.
4. Each nominee must be nominated by two (2) Board members. (Internal governors can be nominators.)
5. Please email the completed form to the Board Office by May 10, 2024



OFFICE OF THE BOARD OF GOVERNORS
2024 NOMINATION FORM - ELECTION OF OFFICERS

Please use a separate nomination form for each nomination.

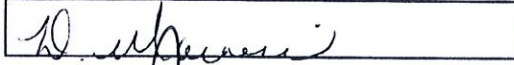
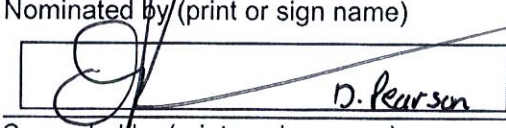
We, the undersigned, nominate

_____ for the position of Chair, OR

Jason McMichael for the position of 1st Vice Chair, OR

_____ for the position of 2nd Vice Chair,
(Please PRINT name of Nominee)

For a term commencing on September 1, 2024 and ending on August 31, 2025.

1. 
Nominated by (print or sign name)
2. 
Seconded by (print or sign name) D. Pearson

NOTE:

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5. Please email the completed form to the Board Office by May 10, 2024

S. Dickson
Secretary-Treasurer



OFFICE OF THE BOARD OF GOVERNORS
2024 NOMINATION FORM - ELECTION OF OFFICERS

Please use a separate nomination form for each nomination.

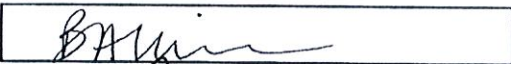
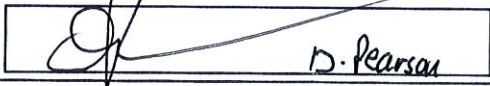
We, the undersigned, nominate

_____ for the position of Chair, OR

_____ for the position of 1st Vice Chair, OR

Rob Dawson _____ for the position of 2nd Vice Chair,
(Please PRINT name of Nominee)

For a term commencing on September 1, 2024 and ending on August 31, 2025.

1. 
Nominated by (print or sign name)
2. 
Seconded by (print or sign name)

NOTE:

1. The definition and duties for Board officers can be found in Operating By Law No. 1 of the Board of Governors.
2. These positions must be filled from among the external Board members.
3. A person may nominate more than one person for the same position.
4. Each nominee must be nominated by two (2) Board members. (Internal governors can be nominators.)
5. Please email the completed form to the Board Office by May 10, 2024

S. Dickson
Secretary-Treasurer

2024/06/06

President's Report

TO THE BOARD OF GOVERNORS

CHANGES TO THE INTERNATIONAL STUDENT PROGRAM

- Lambton College's Provincial Attestation Letter process is running efficiently through its international student application portal.

RESEARCH & INNOVATION

- On April 24, Lambton College celebrated the opening of the Bio Safety Level 2 and Natural Health Products Research Labs with an event that featured virtual tours and student researcher and research partner speakers.
- To reflect the broader focus and widespread impact of the projects being undertaken within it, the Civic Lab has evolved into the College's newest research centre: the Centre for Community, Health & Social Impact. This centre focuses on collaborative community, health, and social research projects.
- Lambton College was awarded \$260K through Intellectual Property Ontario (IPON) fund to enhance commercialization efforts and drive economic growth. This is the second year of this project, and this funding will help the College extend its comprehensive Intellectual Property (IP) development and commercialization support to more clients both within and beyond its research network.
- Research & Innovation performance from April 2024 to May 13, 2024:
 - 48 projects
 - 86 student contracts and 82 staff engaged
 - \$8M in funding applications. At this time, 14 proposals have been submitted, two have been successful, and 12 are pending.

OUR STUDENTS

- Spring Open House was held on April 6. The College welcomed more than 1000 guests to campus, including 564 student registrations and 84 applications.
- The Women's Basketball team was recognized by Sarnia City Council for their historic season. The team presented the City of Sarnia with an Ontario Colleges Athletic Association gold medal and a signed basketball.
- At the end of Winter Term, the President visited the Community Integration through Cooperative Education classes to meet with students and hear about their academic journeys and goals.
- The College welcomed more than 30 secondary school and community guidance counsellors to the Counsellors Forum to familiarize guidance counselors with the education and services available to students at Lambton College.
- Spring Term began on May 6 with 880 full-time students at the Sarnia campus 388 at the Ottawa campus.
- On May 7, the School of Applied Science, Engineering Technology and Trades held its second annual Program Advisory Council (PAC) networking event to thank PAC members and inspire further connection and collaboration.
- Enactus Lambton competed in the Enactus National Championships, held in Toronto on May 14 and 15. Enactus Lambton were named semi-finalists for their work on Project One Future and Project One Circle, and Enactus Lambton President Sohaib Syed Mohammad was named the Enactus Student Leader of the Year for all of Canada.
- Enactus Lambton also hosted their Project One Future Finals, inviting elementary and high school teams to Lambton College to take part in a showcase of their social entrepreneurship projects.
- The annual Indigenous Student Success Celebration was held on May 27 to honour Indigenous graduates. This year's celebration featured a record number of graduates.

OUR PEOPLE

- Work continues on the Lambton College 2025-2030 Strategic Plan. After a successful Engagement Phase that gathered input from employees, students, and community stakeholders, the plan is now in the Strategy Development Phase. A draft framework has been prepared by StrategyCorp and presented to the Executive Management Team (EMT).
- Lambton College was honoured with the Colleges and Institutes Canada (CICan) Gold Award of Excellence for Equity, Diversity, and Inclusion. The award recognized the College's institution-wide commitment to ensuring everyone has the opportunity to live a full and authentic life. The award was presented at the CICan conference in April.
- The President brought greetings at Lambton College's first ever Faculty Unconference, an event focused on collaboration and participant-driven discussions on innovation in higher education. The event was hosted by Teaching and Learning.
- The spring Town Hall was held on May 8 to update employees on developments within the institution and Ontario college system. This included presentations on enrolment, the business plan and budget, and Equity, Diversity, and Inclusion spotlights.
- EMT took part in their annual retreat from May 15-17.
- The College held its annual Innovation Week from May 27-30. This was the first year the event was held in-person and it featured 18 presentations from across the College that highlighted innovative initiatives ranging from experiential learning, student research, and virtual reality in learning to community partnerships and student wellness supports.

OUR COMMUNITY

- The Empty Bowls fundraiser was held at the Lambton College Event Centre, raising funds for The Inn of the Good Shepherd and the Lion's Heart campus food bank. The President and other members of the College attended.

- The President attended the Rotary Club meeting on May 7 and made a presentation on international education and the benefits it brings to Lambton College and the Sarnia-Lambton community.
- The President attended the May 1 Lambton County Council meeting as part of a delegation to speak to the value brought to the College and community by the Western Sarnia-Lambton Research Park.
- The Lambton College Foundation hosted a room naming event to name a classroom after *HMCS Sarnia*, a Bangor-class minesweeper that served with distinction in World War II. This reflects the College's commitment to being a Military Connected College.
- The President and other members of EMT and College Management Team attended the Bluewater Health Gala on May 9.

Report From: T. Lee, Chair

<input checked="" type="checkbox"/> For Action	<input checked="" type="checkbox"/> Board of Governors
<input type="checkbox"/> For Information	<input checked="" type="checkbox"/> Open Meeting
<input type="checkbox"/> Meeting Date <u>June 6, 2024</u>	
<input type="checkbox"/> Agenda Item No. <u>#11</u>	

Subject: OPEN GOVERNANCE

Recommendation: That the Board of Governors approves the Governance Report and all decisions and motions therein, as presented.

Signature on File
T. Lee, Chair

1 Programs and Services Committee

The Program and Services Committee heard a presentation regarding the School College to Work Initiative.

D.
Machacek

approval

Triennial Reports

Recommendation: The Board of Governors approves the Programs and Services Committee recommendation to approve the Applied Manufacturing Management – Advanced Materials Process, Border Services and Police Foundations triennial reports.

Program Proposal

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve the Computer Systems Technician program proposal.

Triennial Policy Review (attachment)

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve Policy #4-013 Quality Assurance as presented.

2 Finance and Property Committee (attachments)

S. Dickson

information

2023-24 Section 28 Exemption Attestation: The Finance and Property Committee were informed the Chair will sign the 2023/2024 Section 28 Board Attestation confirming the College followed all Section 28th requirements.

3 **Nomination Committee**

T. Lee

approval

Administrative Representative and Student Governor Representative Elections

On April 25th, an election for the Administrative Representative to the Board of Governors was held with Jennifer Ziegler, Director Human Resources being the successful candidate. As well, a student governor election was held on the same day with three candidates participating. The successful candidate was Raj Ashar, Financial Planning and Wealth Management student.

Recommendation: That the Board of Governors approves the appointment of Raj Ashar to the Board of Governors for a term beginning September 1st, 2024 ending August 31st, 2025.

Recommendation: That the Board of Governors approves the appointment of Jennifer Ziegler to the Board of Governors for a term beginning September 1st, 2024 ending August 31st, 2027.

Support Staff Election

A support staff election was held on May 27th, 2024 with two candidates participating. The successful candidate was Cassie Monteith, Office Assistant, Online Education.

On May 30th, the Board electronically approved the following motion:
That the Board of Governors appoints Cassie Monteith to a first term beginning May 27, 2024 ending August 31st, 2026. 2024-17.

4 **Executive Committee (attachments)**

T. Lee

approval

The Executive Committee met on May 23, 2024 to discuss, review and heard updates regarding the:

- 2023/24 Board Officer Election
- 2023/24 President and Board Final Goal Report
- 2024/25 Board Annual Plan and Schedule of Meetings
- 2025-2030 Strategic Plan Development
- 2023/2024 Board Self-Evaluation Survey

Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act Attestation (attachment)

The Board Executive approved on behalf of the Board of Governors the following motion that is due to the Ministry of Colleges and Universities by May 31st, 2024.

Recommendation: That the Board Executive Committee on behalf of the Board of Governor approves and attests that the information in the report is true, accurate and complete in all material respects for the purposes of the Fighting Against Forced Labour and Child Labour in Supply Chains Act, SC 2023, c9 for financial reporting year, ending on March 31, 2024. **CARRIED**

Triennial Policy Review

- 4-014 Honorary Diplomas and Degrees
- 4-007 Performance Evaluation
- 4-012 Employee Recognition
- 4-005 Policy on Recruitment and Selection

Recommendation: the Board of Governors approves the Board Executive recommendation to approve reviewed policies 4-014, 4-007, 4-012, and 4-005 as

presented.

5 **Program Advisory Committee Reports**

T. Lee

Information

At this time, the Chair will provide Governors an opportunity to provide a brief informal report from any Program Advisory Committee meeting attended since the last meeting.

4-013 - Quality Assurance

MOTION: 2021-24

DATE APPROVED: October 21, 2005

REVIEWED: June 3, 2021

POLICY NO: 4-013

Quality programs and services are a key component of the success of Lambton College. The importance of quality programs and services is recognized in the Strategic Plan. A quality-assurance process plays a central role in the realization of quality in all of the College undertakings.

The purpose of a quality-assurance process is to ensure that the programs and services that the College provides to its students, clients and community are of a high and improving quality. The process will also help to ensure that the College is fulfilling its responsibilities as a publicly-funded institute, using its resources efficiently and effectively, and planning and budgeting wisely.

Policy

Lambton College will implement and continuously operate a comprehensive Quality Assurance Process. This process will be in compliance with the Minister's Binding Directive, meet the requirements of the [College Quality Assurance Audit Process \(CQAAP\)](#) ~~Program Quality Assurance Process Audit (PQAPA)~~ and serve the quality-assurance needs of Lambton College.

The Process will provide evidence and assurance to the Board that the College is constantly and continuously monitoring and improving the quality of the programs and services that it provides to its students, clients and community.

The President will report annually to the Board on the Quality Assurance Process, its findings and the resulting changes and improvements.

The following principles will direct the Quality Assurance Process.

1. The Process will cover all programs and service functions provided in support of the programs.
2. The Process will be continuous in nature.
3. The Process will be objective and data-based.
4. The Process will be efficient in order to minimize the use of College resources and avoid onerous demands on any department while providing the required results.
5. The Process will be internally directed.
 1. The College will oversee the Process.
 2. Each program department will apply the Process to the programs within the department.
 3. Periodically, the department will draw on clients and external experts for assistance, a broader perspective and increased objectivity.

6. The Process, including the findings and outcomes, will be open to the College community within the usual privacy constraints. The Process will result in recommendations for improvements, the implementation of recommendations and documentation of both.

Board Chair Annual Section 28 Attestation

Briefing Note – For information only

Issue

The Chair of the Board of Governors is required to attest that the College was compliant with Section 28 of the *Financial Administration Act (FAA)* and the related processes set out in the Banking, Investment and Borrowing Binding Policy Directive of the Ministry of Colleges and Universities during the 2023/24 fiscal year.

Background

The attestation is an annual process and the College demonstrates through adherence to the following responsibilities:

- A. For transactions that are exempted from the application of Subsection 28(1) of the FAA under O. Reg. 376/18 and are above the threshold value as set out in the Banking, Investment and Borrowing Binding Operating Procedure, the college had fully assessed, before entering into the agreement:
 - The amount of the contingent liabilities;
 - The risk of the contingent liabilities occurring; and
 - Any justification for agreeing to the contingent liabilities.
- B. The college had ensured appropriate governance was in place to manage the contingent liabilities in all contracts;
- C. The college had limited the liabilities of the Crown and capping the college exposure as a provision of all contracts where possible;
- D. The college had sought appropriate legal advice before entering into the contracts;
- E. The college had provided the annual total values of its financing, operating and capital contracts; and
- F. The college had been in compliance with Subsection 28(1) of the FAA.

Annual Section 28 Attestation

Date: June 6, 2024

To: Minister of Colleges and Universities

From: Tania Lee, Chair of Board of Governors of Lambton College

Subject: 2023-24 Attestation of Section 28 Process

This Memo provides our assurance that in 2023-2024, Lambton College was in compliance with Section 28 of the *Financial Administration Act (FAA)* and the related processes set out in the Banking, Investment and Borrowing Binding Policy Directive of the Ministry of Colleges and Universities.

Listed below are the Key Statements of Responsibility that evidence our assurance:

Key Statements of Responsibility

- A. For transactions that are exempted from the application of Subsection 28(1) of the FAA under O. Reg. 376/18 and are above the threshold value as set out in the Banking, Investment and Borrowing Binding Operating Procedure, the college had fully assessed, before entering into the agreement:
 - The amount of the contingent liabilities;
 - The risk of the contingent liabilities occurring; and
 - Any justification for agreeing to the contingent liabilities.
- B. The college had ensured appropriate governance was in place to manage the contingent liabilities in all contracts;
- C. The college had limited the liabilities of the Crown and capping the college exposure as a provision of all contracts where possible;
- D. The college had sought appropriate legal advice before entering into the contracts;
- E. The college had provided the annual total values of its financing, operating and capital contracts; and
- F. The college had been in compliance with Subsection 28(1) of the FAA.

Tania Lee
Chair of Board of Governors

Date



May 23, 2024

Memo: Lambton College Board Executive Committee

Subject: Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act

Background

The bill is to protect vulnerable populations from human rights abuses and exploitation. The bill received royal assent and imposed strict reporting requirements on Canadian businesses as it took effect on January 1, 2024. Affected organizations must document all efforts during the previous financial year to prevent and reduce the risk that forced labour or child labour is used at any step within its business and supply chain activities. This includes child labour and forced labour within Canada's borders or elsewhere.

The annual reports must be approved by the organization's governing body (e.g., board of directors) and then submitted to the Minister of Public Safety and Emergency Preparedness (the Minister) by May 31 of each year, with the first annual report due May 31, 2024.

Organizations subject to the Act are also required to make these reports publicly available, including on their website.

Reporting

Lambton College has worked with an external consultant KPMG to assist in developing the report required for submission and for approval by the Board of Governors.

Colleges have been working with Colleges Ontario and there have been some recent updates suggesting that Colleges may be exempt from the reporting requirements of Bill S-211. Out of an abundance of caution and the timing of waiting for clarification, Lambton has completed the required reporting requirements for this year. Multiple other colleges are also planning on reporting by May 31st and have engaged third party consultants to assist. Lambton will reassess the need for reporting in subsequent years once we receive official clarification.

Please see attached the final report for approval by the Executive on behalf of the Board of Governors required for uploading to the government by May 31, 2024.

Motion

Recommendation: That the Board Executive Committee on behalf of the Board of Governor approves and attests that the information in the report is true, accurate and complete in all material respects for the purposes of the Fighting Against Forced Labour and Child Labour in Supply Chains Act, SC 2023, c9 for financial reporting year, ending on March 31, 2024.

1 PURPOSE

This annual report for the April 1, 2023 – March 31, 2024 financial reporting year has been created by Lambton College of Applied Arts and Technology (the “College”) for the sole purpose of meeting its obligations and reporting requirements for entities pursuant to the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, SC 2023, c 9 (the “Act”).

2 OUR COMMITMENT

The College is committed to preventing and reducing the risk that forced labour or child labour is used at any step in the production of goods in Canada or elsewhere, including goods that the College imports into Canada.

3 CATEGORIZATION, SECTOR, AND INDUSTRY

Our Operations

The College is a public college of applied arts and technology. It has campuses across Sarnia, Mississauga, Toronto, and Ottawa. Lambton has more than 70 post-secondary programs and apprenticeships and also offers post-graduate, part-time and training programs. The College sells goods directly in Canada and imports goods into Canada that are produced outside of Canada. Additionally, the College sells goods through its on-campus and online bookstore that is run and operated by the College.

4 STRUCTURE, ACTIVITIES, AND SUPPLY CHAINS

Our Supply Chain

The College is a publicly funded Crown agency that administers post-secondary and continuing education programs and apprenticeships. Pursuant to this, the College sources goods including but not limited to apparel and related products, classroom supplies, lab supplies and equipment for academic and research departments, furniture, and various office supplies from both domestic and global suppliers.

Steps Taken by the College in 2023

To prevent and reduce the risk that forced labour or child labour is used at any step of the production of goods in Canada or elsewhere, or of goods imported into Canada, the College undertook an internal

assessment of the risks of forced labour and/or child labour in its activities and supply chain. Specifically, the College and its leadership started the process of reviewing and evaluating its internal policies and procedures with respect to the issues of child labour and forced labour. The College also maintains related policies and due diligence processes that were in force throughout 2023 and are set out in more detail below.

5 POLICIES AND DUE DILIGENCE PROCESSES

The College's Policies and Processes

In 2023, the College maintained several policies and processes which affirm its commitment to abiding by applicable forced labour and child labour laws, including:

- a) The College's Recruitment & Selection Policy contains a robust hiring process that involves checking all candidate references using a reference check software. Additionally, certain jobs at the College require a formal criminal record check and/or a vulnerable sector check. The policy requires when completing a "Recommendation to Hire Form", three reference check forms and proof of verification of the applicants' educational qualifications must be provided to the Hiring Manager.
- b) The College also leverages the supplier network of a collaborative sourcing partner in the Ontario education and public sector. Suppliers within this network are subject to the sourcing partner's Code of Conduct, which requires supplier compliance with applicable domestic and foreign laws, including with respect to health and safety, labour and employment and human rights, and expressly requires suppliers to be able to demonstrate that their workplaces do not accept child labour; that employees are free to raise workplace concerns without fear of reprisal; and; apply employment standards that meet or exceed legal and regulatory requirements.
- c) The College's Human Resources department reserves the right under the Required Background Check Policy to run a background check and make it a condition of hire for new employees who are working in a vulnerable sector. The policy also gives the College the right to cease consideration of a candidate for a role if they do not provide a background check. Employees may also be required to attest to the fact that they have completed a background check with the College. In conjunction with the Recruitment and Selection Policy described above, this policy helps to verify and reduce the likelihood that workers employed in vulnerable sectors by the College are under Ontario's legal working age.
- d) The College's Purchasing Policy ensures that those with access to the College's funds to purchase goods and services must comply with various ethical standards with respect to the procurement process. For example, there must be compliance with the Broader Public Sector Procurement

Directive, which explicitly states that supply chain activities must be open and accountable. Purchases over a certain monetary threshold must also be approved by the College's Board of Governors, further promoting accountability, and allowing for a thorough review of purchases.

- e) The College's Supply Chain Code of Ethics emphasizes and requires due diligence, transparency, and accountability in its dealings with suppliers. This policy also puts an obligation on the supplier to comply with any and all applicable laws both in Canada and Ontario.
- f) Employees of the College are responsible for obtaining and maintaining an employee identification card that has the employee's name and employee number on it. The College also reserves the right to check employee identification cards when acting in an official capacity. Additionally, the College maintains that it will only issue key cards to individuals who have legitimate and official requirements, with supervisor approval. This helps limit the potential of unidentified workers on campus who the College has not had an opportunity to vet.

6 FORCED LABOUR AND CHILD LABOUR RISKS

The College has not started the process of identifying risks of forced labour and child labour that may exist in its supply chain. It is aware that there may be higher risks associated with certain regions, goods and industries.

7 REMEDATION MEASURES

The College has not identified any forced labour or child labour in its activities or supply chains. As such, it has not undertaken any remediation measures.

8 REMEDICATION OF LOSS OF INCOME

The College has not identified any loss of income to vulnerable families resulting from measures taken to eliminate the use of forced labour or child labour in its activities and supply chains.

4-014 - Honorary Diplomas

MOTION: 2021-24

DATE APPROVED: September 28, 2006

REVIEWED: June 6, 2024 ~~June 3, 2021~~

POLICY NO: 4-014

The Board of Governors has authority to award Honorary Diploma(s) based on criteria determined by the Board.

Policy

The College may award one or more Honorary Diploma(s) each year.

Annually, the President may develop a list of proposed recipients for one or more Honorary Diploma(s). The Board will screen each candidate against the criteria determined by the Board.

The recipient of an Honorary Diploma must have had a unique and outstanding impact at a local, provincial, national, or global level. This individual's life, in some way, will have significantly enriched the lives and careers of Lambton College's students and alumni.

The President will then contact suitable candidates to determine their willingness and ability to accept the Honorary Diploma.

Honorary Diplomas will be presented to the recipients at College convocation ceremonies.

4-007 - Performance Evaluation

MOTION: 2021-24

DATE APPROVED: November 27, 2003

SUPERSEDES: Policy No. 3000-3-7

REVIEWED: ~~June 3, 2021~~ June 6, 2024

POLICY NO: 4-007

Lambton College is committed to excellent teaching and learning and the provision of excellent service to achieve the values and standards outlined in the College's Strategic Plan.

Toward that end, the College will regularly review the performance of its employees for the purpose of the following:

1. Providing a forum for open discussion of individual strengths and identification of areas where improvement is needed;
2. Providing assistance to the individual for improvement of performance and ongoing development;
3. Providing an opportunity for the individual and supervisor to set mutual objectives;
4. Providing a fair and effective basis for making a personnel decision;
5. Recognizing the importance of the individual's contribution to institutional success.

The President will establish procedures governing performance evaluation of College employees to ensure compliance with these objectives.

4-012 - Employee Recognition Policy

MOTION: 2003-73

DATE APPROVED: TBD

SUPERSEDES: November 27, 2003

REVIEWED: June 6, 2024 ~~June 3, 2021~~

AMENDED: June 3, 2021, 2021-24

POLICY NO: 4-012

The Board of Governors believes that recognizing and honouring all categories of employees for service, leadership, academic excellence and wellness is integral to a positive and productive work environment.

The President will ensure that an Employee Recognition Policy is established.

4-005 - Recruitment & Selection

MOTION: 2018-17

DATE APPROVED: November 27, 2003

REVIEWED: June 6, 2024 ~~June 3, 2021~~

POLICY NO: 4-005

Lambton College recognises that its ~~faculty and staff~~ employees are fundamental to its success. The College therefore is committed to attracting and retaining ~~faculty and staff~~ employees of the highest calibre. To achieve this goal, the College has established the following Recruitment and Selection process objectives:

- Promotion and support of the principals of Equity, Diversity, ~~Equity~~ and Inclusion
- Hiring on merit, selecting the best qualified individual for a position
- Meet all contractual and statutory requirements

The President will establish procedures governing the recruitment and selection of College ~~staff~~ employees to ensure compliance with these objectives.