

LAMBTON COLLEGE OPEN BOARD MEETING
Thursday, April 9, 2026
Lambton College E1-321, Research and Innovation Training Room
(Teams Option Available)
4:00 p.m. – 5:20 p.m.
AGENDA

- 4:00 1. **CALL TO ORDER** J. Nahdee
2. **INDIGENOUS TRUTH AND RECONCILIATION LAND ACKNOWLEDGEMENT** D. Hatch

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)** J. Nahdee **approval**
1. April 9, 2026 Agenda
 2. February 26, 2026 Open Minutes
 3. Report from the February 26, 2026 In-Camera Meeting
 4. Conflict of Interest Declaration
 5. Governance Report
 6. Chair’s Report

Recommendation: That the Board of Governors approves the minutes of the Open Meeting of February 26, 2026 and the entire contents of the consent agenda. 2026-14

- 4:05 4. **ALL IN SERIES** D. Information
 Sierra Cottrelle, Aamjiwnaang First Nation, Child Youth Care Program 3rd year student and Indigenous Student Council President Machacek

Cody Cooper-Rogers – Aamjiwnaang First Nation, Child Youth Care 1st year student and Indigenous Student Council Vice-President

Jane Manning, Director Indigenous Education

- | | | | |
|------|---|------------|------------------------|
| 4:25 | 5. QUALITY ASSURANCE REPORT (attachment)
Patrick Bennett, Director Institutional Intelligence & Registrar
<u>Recommendation:</u> That the Lambton College Board of Governors approves the 2025 Quality Assurance Report. 2026-15 | S. Dickson | <u>approval</u> |
| 4:35 | 6. BUSINESS PLAN AND BUDGET 2026-27 (attachment)
Julie Carlton, Director Finance
<u>Recommendation:</u> That the Board of Governors approves the Finance and Property Committee recommendation to approve the Business Plan and Budget for 2026-27. 2026-16 | S. Dickson | <u>approval</u> |
| 5:05 | 7. PRESIDENT’S REPORT (attachment) | R. Kardas | information |
| 5:15 | 8. OTHER BUSINESS
• Governor Program Advisory Committee Reports | J. Nahdee | |
| 5:20 | 9. ADJOURNMENT | J. Nahdee | |

Members

Jarvis Nahdee, Chair
 Jason McMichael, 1st Vice-Chair
 Rob Dawson, 2nd Vice-Chair
 Mike Denomme
 Tim Edgar
 Franco Filia
 Kevin Forbes
 Doug Hatch
 Rob Kardas
 Jane Mathews

Daniella Mancusi - regrets
 Kelly Provost
 Carlos Diaz Rangel
 Ryan Straus
 Gursahib Suri Singh
 Beth Ann Wiersma
 Jennifer Ziegler

Resource

D. Machacek
 K. Gray

Ex.Officio

S. Dickson

Open Board Meeting Minutes– Thursday, February 26, 2026 – 4:00 p.m.

Lambton College, Shell Canada Training Room, E1-321, Research and Training Offices

Membership

Resource

1. Jarvis Nahdee, Chair	9. Daniella Mancusi -regrets	Dave Machacek
2. Jason McMichael, 1st Vice-Chair	10. Kelly Provost	Kurtis Gray
3. Rob Dawson, 2nd Vice-Chair	11. Carlos Diaz Rangel	
4. Mike Denomme	12. Ryan Straus	<u>Ex. Officio</u>
5. Tim Edgar	13. Gursahib Singh Suri- regrets	Spencer Dickson
6. Kevin Forbes	14. Beth Ann Wiersma	
7. Rob Kardas	15. Jennifer Ziegler	<u>Board E.A.</u>
8. Jane Mathews		Lianne Birkbeck

1. **CALL TO ORDER**

Jarvis Nahdee, Chair, called the meeting to order at 4:00 p.m. and welcomed new Governors: Doug Hatch and Franco Filia, inviting them to introduce themselves.

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

The Chair asked 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. February 26, 2026 Agenda
2. January 29, 2026 Open Minutes
3. Report from the January 29, 2026 In-Camera Meeting
4. Conflict of Interest Declaration
5. Chair's Report

IT WAS MOVED BY: Kevin Forbes
SECONDED BY: Kelly Provost

THAT: the Board of Governors approves the minutes of the Open Meeting of January 29, 2026 and the entire contents of the consent agenda. 2026-8. **CARRIED.**

4. **ALL- IN SERIES**

The Chair welcomed Meghan Reale, Manager, Centre for Health, Community and Social Innovation, and Vidushi Singh, Research Student to present their project on women's experiences in the trades and the development of allyship programming to help men recognize and address gender-based violence. With strong community and industry support, the initiative will deliver an online allyship micro-credential and a peer support group, with open access for businesses. Plans are also underway to expand the work into the School of Technology curriculum.

The Chair thanked the presenters and invited questions from the governors.

5. **INSURANCE, RISK MANAGEMENT AND CYBERSECURITY REPORT**

Spencer Dickson, Sr. VP Strategy and Corporate Services introduced Julie Carlton, Director Finance and Dave Mitton, Director, IT, Marketing and Recruitment to present the College's insurance, enterprise risk and cybersecurity update. The Board heard the College participates in a 14-college consortium with Aon Reed Stenhouse Inc. as broker of record; coverage lines and insurers were reviewed. The presenters also: outlined the Enterprise Risk Management program, the College's top five risks, provided an overview of priority cybersecurity threats, and noted external risk assessments are underway with mitigation strategies being piloted and tested. The College remains compliant with applicable legislation and has guidelines in place for Artificial Intelligence and related threats, with additional policy development in progress.

6. **FINANCIAL STATEMENTS FOR THE PERIOD ENDING DECEMBER 31, 2025, AND WINTER FORECAST UPDATE**

Julie Carlton, reviewed the Winter Financial Forecast Update, noting a revised projected operating deficit of \$7.4M. She highlighted significant net variances from the fall forecast, reviewed estimated capital reserves and net assets, and explained key variances in the financial statements. It was also noted that public-private partnership revenue will no longer be received, as all new student intakes have concluded.

IT WAS MOVED BY:

Ryan Straus

SECONDED BY:

Tim Edgar

THAT:

the Board of Governors approves the Finance and Property Committee recommendation to approve the Financial

Statements for the period ended December 31, 2025, and the Winter Forecast update of financial performance for the 2025-26 budget year as presented. 2026-9 **CARRIED**.

7. **2026-27 TUITION AND ANCILLARY FEES**

Spencer Dickson explained that the government revised the Minister's Binding Directive on Tuition and Ancillary Fees, permitting a 2% increase effective fall 2026. As a result, the previously approved 2026-2027 tuition and ancillary fees have been updated and require Board review and approval.

IT WAS MOVED BY: Carlos Diaz Rangel

SECONDED BY: Tim Edgar

THAT: Whereas the Board of Governors on December 4, 2025 passed motion 2025-33 approving the 2026-27 Tuition and Ancillary Fees as presented.

And, Whereas, the Ministry of Colleges, Universities, Research Excellence and Security has updated the provincial Tuition Framework, unfreezing domestic tuition and permitting increases of up to 2%, effective for the 2026-27 academic year. Now therefore be it resolved that the Board of Governors approves the Finance and Property Committee recommendation that: motion 2025-33 be rescinded and that the 2026-27 Tuition and Ancillary Fees as presented, reflecting the categorization of compulsory and ancillary fees levied by Lambton College and the Lambton College Student Administrative Council be approved. 2026-10. **CARRIED**

8. **HONOURARY DIPLOMA**

The President advised that Myles Vanni, former Executive Director of the Inn of the Good Shepherd, is being recommended to receive an Honourary Diploma, Social Service Worker Program. Since 2005, Mr. Vanni led the Inn of the Good Shepherd, overseeing services including a food bank, soup kitchen, youth shelter, clothing program responding to increasing community need, He has been an important community partner of Lambton College as a consistent guest speaker in Social Service Worker and being a mentor to Lambton College students in placements each year.

Tim Edgar noted that, as a Board member of the Inn of the Good Shepherd, he would abstain from the vote.

IT WAS MOVED BY: Mike Denomme

SECONDED BY: Kelly Provost

THAT: the Board of Governors approves the conferring of an Honorary Lambton College Social Service Worker Ontario College Diploma to Myles Vanni. 1 Abstention (Tim Edgar) 2026-11 **CARRIED**.

9. **PRESIDENT'S REPORT**

The President presented his report as written inviting questions. It was noted the specifics on the new funding will be provided once final details are received.

10. **OPEN GOVERNANCE REPORT**

The Chair invited Dave Machacek, Sr. VP Academic, Student Success, Research and Innovation to overview the program renewal recommendations from the Programs and Services Committee. The programs recommended for suspension effective September 1, 2026 are:

- Agriculture Automation Technician (AGTS) – Ontario College Diploma
- Construction Project Management (CPMS/T) – Ontario College Graduate Certificate
- Office Administration – Health Services (OAHS) – Ontario College Diploma
- Healthcare Administration and Service Management (HCAS) – Ontario College Graduate Certificate

These recommendations reflect a review of enrolment trends and program viability, following federal policy changes affecting international student eligibility and Post-Graduation Work Permit requirements, as well as the need to ensure programs remain financially and operationally sustainable. It was noted the Employment Stability Process has been engaged.

The Chair invited governors to provide reports from Program Advisory Committees attended. Beth Ann Wiersma indicated that she attended the Child Youth Care Worker program noting that the students appreciate the opportunities provided by placements and are currently engaged in capstone projects. The program maintains strong enrolment, is well-established, and is working on distinguishing itself further.

IT WAS MOVED BY: Tim Edgar

SECONDED BY: Kevin Forbes

THAT: the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 1 Abstention (Beth Ann Wiersma). 2026-12 **CARRIED**.

11. **OTHER BUSINESS**

No other business was heard.

12. **ADJOURNMENT**

The meeting adjourned at 5:30 p.m., moved by Kelly Provost, seconded by Rob Dawson
CARRIED.

MINUTES APPROVED BY:

Jarvis Nahdee, Chair

AT MEETING OF Lianne Birkbeck, Recording Secretary

Report From: J. Nahdee

<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>April 9, 2026</u>
<input checked="" type="checkbox"/> Agenda Item No.	<u>3</u>

Subject: Report on Items from In-Camera Session February 26, 2026

Signature on file
Jarvis Nahdee, Chair

The February 26, 2026 In-Camera agenda included approval of the January 29, 2026 minutes as well as a financial sustainability update, and a personnel update.

Report From: J, Nahdee 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>April 9, 2026</u>	
<input type="checkbox"/> Agenda Item No. <u>#3</u>	

Subject: GOVERNANCE

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

Signature on File
J. Nahdee, Chair

- | | | | |
|----|---|----------------|------------------------|
| 1. | <p><u>Programs and Services Committee</u>
The Committee met on March 25th and approved the Program Advisory Committee nomination and heard a presentation regarding 2024-25 Quality Assurance Activities in the Faculty of Fire Sciences, Community Services, Business & IT.</p> | D.
Machacek | information |
| 2. | <p><u>Finance and Property Committee (attachments)</u>
The Committee reviewed the Banking Resolutions that have been updated to reflect the correct signing officers of the College.</p> <p><u>Recommendation:</u> That the Board of Governors approves the Finance and Property Committee recommendation to approve the CIBC General Banking Resolution (form 6818(1)) and the CIBC Certificate of Officers and Directors (form 6818(2))</p> <p><u>Recommendation:</u> That the Board of Governors approves the Finance and Property Committee recommendation to approve of the TD General Banking Resolution (form 592014 (0819))</p> <p><u>Recommendation:</u> That the Board of Governors approves the Finance and Property Committee recommendation to approve the BMO General Banking Resolution (form TPSCAN015(July 2023)) and the BMO Certificate of Account Authorities Schedule A (TPSCAN015(Jan 2021))</p> | S.
Dickson | <u>approval</u> |
| 3. | <p><u>Executive Committee</u>
The Executive Committee met on April 1 and reviewed the Budget and Business Plan presentation, heard an update as to the status of the MCURES financial metrics, as well the Executive were updated on personnel.</p> | J. Nahdee | information |

Election of Board Officers – June 2026 (attachment)

Annually, the Board elects its Executive at the June meeting. The current Chair, Jarvis Nahdee, completes his 2nd term on August 31 and will therefore not stand for re-election as Chair. The 1st Vice-Chair, Jason McMichael, and 2nd Vice-Chair, Rob Dawson, are eligible to stand for election to Executive positions at the June meeting.

All external Governors are eligible to serve on the Executive. Those interested are asked to submit an expression of interest to the Chair and complete the attached nomination form to stand for election at the June meeting.

4. **Nomination Committee**

J. Nahdee

information

2026 External Recruitment

Jarvis Nahdee’s second term as the Indigenous representative ends August 31, 2026. As a result, the recruitment and appointment process has been initiated. Recruitment is being conducted in partnership with the Lambton College Indigenous Education Council, in accordance with the established process.

Lieutenant Governor Order in Council (LGIC) Appointments

Tim Edgar is eligible for a 2nd term appointment to the Board of Governors. This process of renewal is initiated by the Government of Ontario.

2026 Internal Governor Elections

An election will be called in April for the Support Staff internal governor and the student governor position for a term to begin September 1, 2026.

5. **Upcoming College Events**

information

Convocation: All Governors are encouraged to attend the convocation ceremonies taking on June 9th, 2026.



**OFFICE OF THE BOARD OF GOVERNORS
2026 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**

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

For a term commencing on September 1, 2026 and ending on August 31, 2027.

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 8, 2026

S.Dickson
Secretary-Treasurer

General Banking Resolution

This form is used to identify who in your Company has the authority to establish and operate bank accounts.

Resolution of the board of Directors of⁽¹⁾

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

(the "Corporation")

(If applicable, add the trade name)

Resolved that:

- CIBC as banker.** The Corporation appoints **Canadian Imperial Bank of Commerce** ("CIBC") as its banker.
- Authorized Signing Officers⁽²⁾**

Robert J Kardas, Spencer
Dickson, David Machacek, Julie
Carlton, Tyler Virostek, Leila

Any 2 of Berg (each being an "Authorized Signing Officer") is/are

authorized for and on behalf of the Corporation from time to time to:

- sign or endorse any cheques, promissory notes and evidences of indebtedness, whether or not an overdraft is created in any Account as a result;
 - provide any authority to any CIBC officer to accept and/or pay any and all drafts, bills of exchange or promissory notes on the Corporation's behalf;
 - enter into any securities-related transactions with CIBC or any of its securities subsidiaries;
 - receive from CIBC or any of its subsidiaries any stocks, bonds or other property of our firm;
 - sign receipts for and orders relating to any of the Corporation's property held by or on behalf of CIBC or any of its subsidiaries;
 - borrow money or otherwise obtain credit from CIBC by way of loans, advances, overdrafts or otherwise; and to give security over any or all of the Corporation's currently owned or after-acquired, real or personal, movable or immovable property to secure any such credit obtained by CIBC, and to sign all documents necessary to do so;
 - guarantee to CIBC the indebtedness and liability of any person, firm or corporation, in either a limited or unlimited amount and either with or without security; and
 - sign any agreement with or authority to CIBC or any of its subsidiaries relating to the Corporation's banking and financial services needs, whether generally or with regard to any particular transaction (including, among other things, (i) the Account Operation Agreement, (ii) interest rate, foreign exchange and commodity-related banking arrangements, and (iii) CIBC's service agreements for centralized cash control, third party payments, electronic data interchange, and any other of CIBC's cash management services).
- Delegation of Authority⁽³⁾** 2 of the Authorized Signing Officers may, from time to time, delegate or remove authority in writing to one or more delegates to do any or all of the actions described in clause 2, with such delegates being granted authority to further subdelegate authority to effect instructions on CIBC's Cash Management Service platforms. Such delegation may be for either a limited or unlimited period of time. The delegation letter will identify by name and title, and contain specimen signatures of, each delegate or subdelegate.
 - Trade name.** If the Corporation operates any Account under one or more business or trade names, the terms of this resolution apply to each such Account.
 - Accounts.** In this resolution, the phrase "Account" means each and every account of the Corporation maintained with CIBC, whether in a trade name or otherwise;
 - CIBC's reliance.** CIBC may rely on everything that is done and on all documents signed on the Corporation's behalf in accordance with this resolution. All such documents will be valid and binding upon the Corporation whether or not the Corporation's corporate seal (if there is one) has been placed on any such document.
 - Copy of this Resolution.** The Corporation will provide CIBC with a certified true copy of this resolution and a list of the names of all individuals authorized to act in accordance with this resolution, as well as specimens of their signatures. Each office and branch of CIBC may act in accordance with those documents and this resolution until due written notice has been given to and received by a responsible CIBC officer.

We certify that the above is a true copy of a resolution passed by the Board of Directors of the Corporation on⁽⁴⁾ April 9, 2026 and recorded in the Minute Book of the proceedings of the Board of Directors, and that the said resolution is now in full force and effect.

By signing this form, we (i) personally agree to CIBC handling our personal information to administer the Corporation's account(s) and as otherwise described in the CIBC privacy policy or in the related account application(s), and (ii) we confirm we have obtained the consent of each Authorized Signing Officer to provide their personal information to CIBC and for CIBC to handle their information as set out herein.

For Quebec Only: The parties confirm that it is their express wish that this agreement and documents related thereto be drawn up in English. For an agreement entered into on or after June 1, 2023, the parties acknowledge that they had the opportunity to consult the French version of the agreement and confirm that it is their express wish to be bound by the English version of the agreement.

Les parties confirment leur volonté expresse que l'entente et les documents s'y rattachant soient rédigés en anglais. Pour une entente conclue à compter du 1er juin 2023, les parties reconnaissent qu'elles ont eu l'opportunité de consulter la version française de l'entente et confirment leur volonté expresse d'être liées par la version anglaise de l'entente.

Dated⁽⁵⁾

X

Signature of President

X

Signature of Secretary

Instructions for completing this form:

- (1) Insert the exact legal name of the corporation, as recorded on the Articles of Incorporation or the Articles of Amendment. This field may be pre-populated by CIBC. If applicable, add the trade name beneath the exact legal name.
- (2) Insert the official titles of all authorized officers, and the number required to sign each item. If the space provided is insufficient, attach a detailed schedule and insert "see attached schedule" in the space provided. Please make sure that every officer listed in this field signs Form 144L – Authorized Signatures.
- (3) Insert the number of Authorized Signing Officers required to issue a letter to delegate authority. If you wish to identify specific Authorized Signing Officers, and the space provided is insufficient, attach a detailed schedule and insert "see attached schedule" in the space provided.
- (4) Insert the date the Board of Directors has passed or agreed to this resolution.
- (5) Have the form dated and signed by the appropriate signatories. If the title of the signatories are not the titles of the officers signing, please change the title and initial the change.

Certificate of Officers and Directors
For Corporations

This form is used to identify the Officers and Directors of your Company.

We certify on behalf of⁽¹⁾ THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY (the "Company") that:

1. Officers. The following are the officers of the Company⁽²⁾

Name	Title	Name	Title
Robert J Kardas	President & CEO	Spencer Dickson	Senior VP Strategy & Corporate Services
David Machacek	Senior VP Academic & Student Services	Julie Carlton	Director, Finance
Tyler Virostek	Associate Director, Financial Services	Leila Berg	Associate Director, Financial Planning

2. Directors. The following are the directors of the Company⁽³⁾

Name	Occupation	Name	Occupation

3. Borrowing Powers

Either the directors of the Company may, without authorization of the shareholders, or all necessary corporate action has been taken to authorize the directors of the company to:

- a) borrow money or otherwise obtain credit upon the credit of the Company;
- b) issue, reissue, sell or pledge debt obligations of the Company;
- c) give a guarantee on behalf of the Company to secure performance of an obligation of any person;
- d) mortgage, hypothecate, pledge, assign, transfer or otherwise create a security interest in all or any property of the Company, currently owned or subsequently acquired, to secure any obligation of the Company; and
- e) delegate any of the powers of the directors in regard to the foregoing to one or more directors, a committee of directors or one or more officers of the Company.

4. Notice of Changes

The Company undertakes to notify **Canadian Imperial Bank of Commerce** ("CIBC") of any changes respecting the powers of the Company or its directors or officers to do any of the things listed in paragraph 3. The Company further undertakes to notify CIBC of any changes respecting (i) the authority of any director, officer or employee to sign on the Company's behalf or (ii) any resolutions of the directors or shareholders of, or any unanimous shareholder agreement relating to, the Company of which CIBC holds copies.

5. Reliance of CIBC

Each branch of CIBC with which any dealings are had by the Company may rely upon this certificate and upon any and all documents referred to herein until notice to the contrary or of any change has been given in writing to the Manager or Acting Manager of such branch.

By signing this form, we: (i) personally agree to CIBC handling our personal information to administer the Company's account(s) and as otherwise described in the CIBC privacy policy or in the related account application(s), and (ii) we confirm we have obtained the consent of the officer(s) and director(s) named herein to provide their personal information to CIBC and for CIBC to handle their information as set out herein.

For Quebec Only: The parties confirm that it is their express wish that this agreement and documents related thereto be drawn up in English. For an agreement entered into on or after June 1, 2023, the parties acknowledge that they had the opportunity to consult the French version of the agreement and confirm that it is their express wish to be bound by the English version of the agreement.

Les parties confirment leur volonté expresse que l'entente et les documents s'y rattachant soient rédigés en anglais. Pour une entente conclue à compter du 1er juin 2023, les parties reconnaissent qu'elles ont eu l'opportunité de consulter la version française de l'entente et confirment leur volonté expresse d'être liées par la version anglaise de l'entente.

Dated⁽⁴⁾ _____

X
Signature of President

X
Signature of Secretary

Certificate of Officers and Directors
For Corporations

NOTE: If the Charter Documents (Articles of Incorporation, Letters Patent, Memorandum of Association, etc.) or any amendments thereto, the by-laws or any unanimous shareholder agreement require the authorization of the shareholders or other persons in order to exercise any of the powers listed in paragraph 3, then certified copies of (i) the provisions requiring the authorization and (ii) the authorization given by the shareholders or such other persons should be referred to the supervising office.

Instructions for completing this form:

- (1) Insert the exact legal name of the corporation, as recorded on the Articles of Incorporation or the Articles of Amendment. This field may be pre-populated by CIBC.
- (2) List the name and position/title of each officer of the company.
- (3) List the name and occupation of each director of the company.
- (4) Have the form dated and signed by the appropriate signatories. If the titles of the signatories are not the titles of the officers signing, please change the title and initial the change.



Resolution of the Directors of _____ (the Corporation)
carrying on business under the name of _____ (the Business Name)

Whereas it is in the interest of the Corporation to enter into arrangements for the provision of financial products and/or services with The Toronto-Dominion Bank, TD Mortgage Corporation, TD Pacific Mortgage Corporation and The Canada Trust Company¹ (collectively, the "Bank"), therefore;

Be it resolved that:

1. The Corporation may from time to time:
 - (a) open, maintain and operate one or more accounts with the Bank and do all things in relation thereto;
 - (b) borrow money or otherwise obtain credit from the Bank in such amounts and on such terms as may be deemed appropriate, by loans, advances, overdrafts, financial leases or otherwise;
 - (c) mortgage, hypothecate, charge, pledge, assign, convey, transfer or otherwise grant a security interest in any or all of the property, real and personal, immovable and moveable, undertaking and rights of the Corporation, present and future, to secure the payment and performance of any or all of the present and future indebtedness, liabilities and obligations of the Corporation to the Bank;
 - (d) enter into further arrangements for the provision of financial products and/or services with the Bank;
 - (e) guarantee the obligations of any third party to the Bank either with or without security; and
 - (f) do all such acts and things and execute and deliver any and all agreements or other instruments as deemed necessary by the Bank to give full effect to this resolution.
2. In accordance with any restrictions set out below, the persons holding the offices listed below from time to time are authorized for and on behalf of the Corporation to:
 - (a) execute and deliver all of the documents and instruments contemplated by this resolution;
 - (b) give the Bank instructions in connection with any of the foregoing;
 - (c) conduct all aspects of the Corporation's banking relationship with the Bank;
 - (d) further delegate the authority granted hereunder to such person or persons as the authorized signing officer(s) may select at any time and from time to time; and
 - (e) appoint, add, remove and/or replace signing officers (including appointing specific signing officers in respect of specified accounts) and to establish and change the Signing Officer Requirements/Restrictions from time to time on prior written notice to the Bank.

The Bank is entitled to rely on such documents, instruments, instructions and transactions as duly and validly authorized and binding on the Corporation including, without limitation, any documents, instruments, instructions and transactions made, drawn, accepted, endorsed or signed by any delegate(s). The Bank does not need to make any further inquiry into the authority of the authorized signing officers or delegates to bind the Corporation.

Signing Officers (Identify by title and not by name)

Title: _____

Title: _____

Title: _____

Title: _____

Title: _____

Title: _____

The persons holding the corresponding offices, as of the date hereof, are:

Name: _____

Name: _____

Name: _____

Name: _____

Name: _____

Name: _____

Any titled officer or signing officer of the Corporation is authorized to certify to the Bank the names of those persons who are holders from time to time of the positions authorized as signing officers, and such certification, when received by the Bank, shall be binding on the Corporation.

Signing Officer Requirements/Restrictions

Record the signing requirements, using titles only and not names, e.g. "any one to sign", "the President to sign alone", the President and the Secretary to sign together.

Certified a true copy of a Resolution duly passed by the Board of Directors of the Corporation and that this Resolution is now in full force and effect and unamended.

Dated this _____ day of _____, 20 _____

X _____
Name: _____

X _____
Name: _____

Note: This form must be signed by the Corporation's titled officer(s), e.g. President, Secretary, Treasurer, Vice-President or signing officer(s) of the Corporation.

¹ TD Mortgage Corporation and TD Pacific Mortgage Corporation are loan companies incorporated under the *Trust and Loan Companies Act* of Canada, and member institutions of the Canada Deposit Insurance Corporation. The Canada Trust Company is a trust company incorporated under the *Trust and Loan Companies Act* of Canada, and a member institution of the Canada Deposit Insurance Corporation.

We're here to help.

Cities, Towns, Villages, Municipalities, First Nations Government, School Districts

The undersigned hereby certifies:

- (A) THAT the following is a copy of the text of a resolution or by-law, as applicable, which has been duly passed or enacted by the

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

(Name of Council, Board of Trustees, Board of Education, School Board, Conseil scolaire francosaskois, Assembly or other applicable governing body as applicable)

of the

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

(Name of City, Town, Village, Municipality, School District, School Division, Division scolaire francophone, First Nations land or other applicable region as applicable)

(hereinafter called the "**Corporation**") at a meeting duly called and held in accordance with the law governing the

Corporation on the 9th day of April, 2026.

RESOLVED/ENACTED:

1. THAT the following members, officers, agents and employees of the Corporation (as may be replaced from time to time pursuant to subparagraph 1(f) below, the "**Authorized Person(s)**") is/are authorized to do any one or more of the following on behalf of the Corporation, all to the extent indicated in the table under subparagraph 1(f):
 - (a) to sign all cheques and orders for the payment of money and other negotiable instruments of the Corporation drawn on the accounts indicated in the table under subparagraph 1(f);
 - (b) to open or close any deposit or other account(s) with the Bank (the "**Accounts**") and to sign authorization, set-up or other documentation and agreements with the Bank regarding any of the Accounts, any services (including, without limitation, cash management services) or any other matter as such Authorized Person(s) in his, her or their sole discretion deem advisable or as the Bank may request including, without limitation, providing for ratification of any signature or action on behalf of the Corporation;
 - (c) to negotiate with, deposit with or transfer to the Bank (but for credit to the Corporation's account only) all or any bills of exchange, promissory notes, cheques and orders for the payment of money and other negotiable instruments, and for the said purpose to endorse the same on behalf of the Corporation (by rubber stamp or otherwise);
 - (d) to arrange, settle, balance and certify all books and accounts between the Corporation and the Bank; and to receive all paid cheques and vouchers, unpaid and unaccepted bills of exchange and other negotiable instruments;
 - (e) to obtain delivery from the Bank of all or any stocks, bonds and other securities held by the Bank in safekeeping or otherwise for the account of the Corporation and to give valid and binding receipts therefor.



Cities, Towns, Villages, Municipalities, First Nations Government, School Districts (cont'd)

(f) to revoke or modify any or all of the authorizations herein and to authorize on behalf of the Corporation from time to time at his, her or their discretion other person(s) or Authorized Person(s) to do all or any of the foregoing including the matters set out in this subparagraph 1(f).

Note: Provide name(s) of Authorized Person(s). Provide specimen signature(s) and applicable number of signatures required to exercise each authority.

Types of Authorities 1(a) – (f)	Name(s) of Authorized Person(s) (First Name, Middle Initial, Last Name and Suffix)	Contact Information		Specimen Signature(s)	Number of Authorized Person(s) Required to Sign	Account Number(s) (indicate if applicable to all accounts or limited to specific accounts)
	SEE SCHEDULE A	Telephone				
		Email				
		Telephone				
		Email				
		Telephone				
		Email				
		Telephone				
		Email				



Types of Authorities 1(a) – (f)	Name(s) of Authorized Person(s) (First Name, Middle Initial, Last Name and Suffix)	Contact Information		Specimen Signature(s)	Number of Authorized Person(s) Required to Sign	Account Number(s) (indicate if applicable to all accounts or limited to specific accounts)
		Telephone				
		Email				

2. THAT all acts and actions taken by the Authorized Person(s) or any of them prior to the date hereof with respect to the transactions contemplated by these resolutions, including, without limitation, the Accounts and any services in connection with the Accounts, be, and hereby are, in all respects confirmed, approved and ratified.
 3. THAT previous authorities granted by way of a resolution/by-law in respect of the foregoing matters passed by the Council, Assembly or Board of Trustees or other governing body, as applicable, of the Corporation is repealed as of the date of this resolution/by-law in respect of matters done hereafter. The foregoing resolution/by-law shall continue in force until a certified copy of a resolution/by-law revoking, repealing or modifying it has been received by the Bank.
- (B) THAT the Bank may assume that this Certificate of Account Authorities, the authorizations granted pursuant to the foregoing, and the Corporation’s articles or constitution, by-laws and resolutions, or other equivalent documents, as applicable, copies of each of which will be delivered to the Bank from time to time, are in full force and effect and that each branch of the Bank with which any dealings are had by the Corporation may act upon them until each such branch is notified in writing to the contrary.
- (C) THAT (1) I am a duly elected director and/or officer and/or member of Council, Assembly or other governing body as applicable, of the Corporation; (2) set out above are the correct names and genuine specimen signatures of individuals authorized to act on behalf of the Corporation as set out above; and (3) I am authorized by the Corporation to certify the matters set out in this Certificate of Account Authorities.

Applicable in the Province of Québec Only: You agree that this Agreement and any related documents be written in English. Vous acceptez que la présente convention et tous les documents connexes soient rédigés en anglais.

Signature of Authorized Signer (Director/Member of Council/Officer)	Date (Month DD, YYYY)
Full Name (First Name, Middle Initial, Last Name and Suffix)	Position (Job Title)
Signature of Authorized Signer (Director/Member of Council/Officer)	Date (Month DD, YYYY)
Full Name (First Name, Middle Initial, Last Name and Suffix)	Position (Job Title)



We're here to help.

SCHEDULE A
TPS Certificate of Account Authorities – Authorized Person(s)

Attachment to the CAA for
 THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

(Legal Entity Name)

dated April 09, 2026
 (Month) (Day) (Year)

Account(s) Assigned	Number of Authorized Person(s) Required to Sign	Name(s) of Authorized Person(s)	Type of Authorities
ALL	2	President and CEO Robert Kardas Rob.Kardas@lambtoncollege.ca 519-331-0619	1 (a) - (f)
ALL	2	Senior Vice-President, Strategy and Corporate Services Spencer Dickson Spencer.Dickson@lambtoncollege.ca 519-312-0071	1 (a) - (f)
ALL	2	Senior Vice-President, Academic and Student Success Dave Machacek Dave.Machacek@lambtoncollege.ca 519-332-9120	1 (a) - (f)



Account(s) Assigned	Number of Authorized Person(s) Required to Sign	Name(s) of Authorized Person(s)	Type of Authorities
ALL	2	Director, Finance Julie Carlton Julie.Carlton@lambtoncollege.ca 226-932-6318	1 (a) - (f)
ALL	2	Associate Director, Financial Services Tyler Virostek Tyler.Virostek@lambtoncollege.ca 226-932-0539	1 (a) - (f)
ALL	2	Associate Director, Financial Planning Leila Berg Leila.Berg@lambtoncollege.ca 780-270-4774	1 (a) - (f)



Report From: J. Nahdee 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>April 9, 2026</u>	
<input checked="" type="checkbox"/> Agenda Item No. <u>3</u>	

Subject: Chair's Report

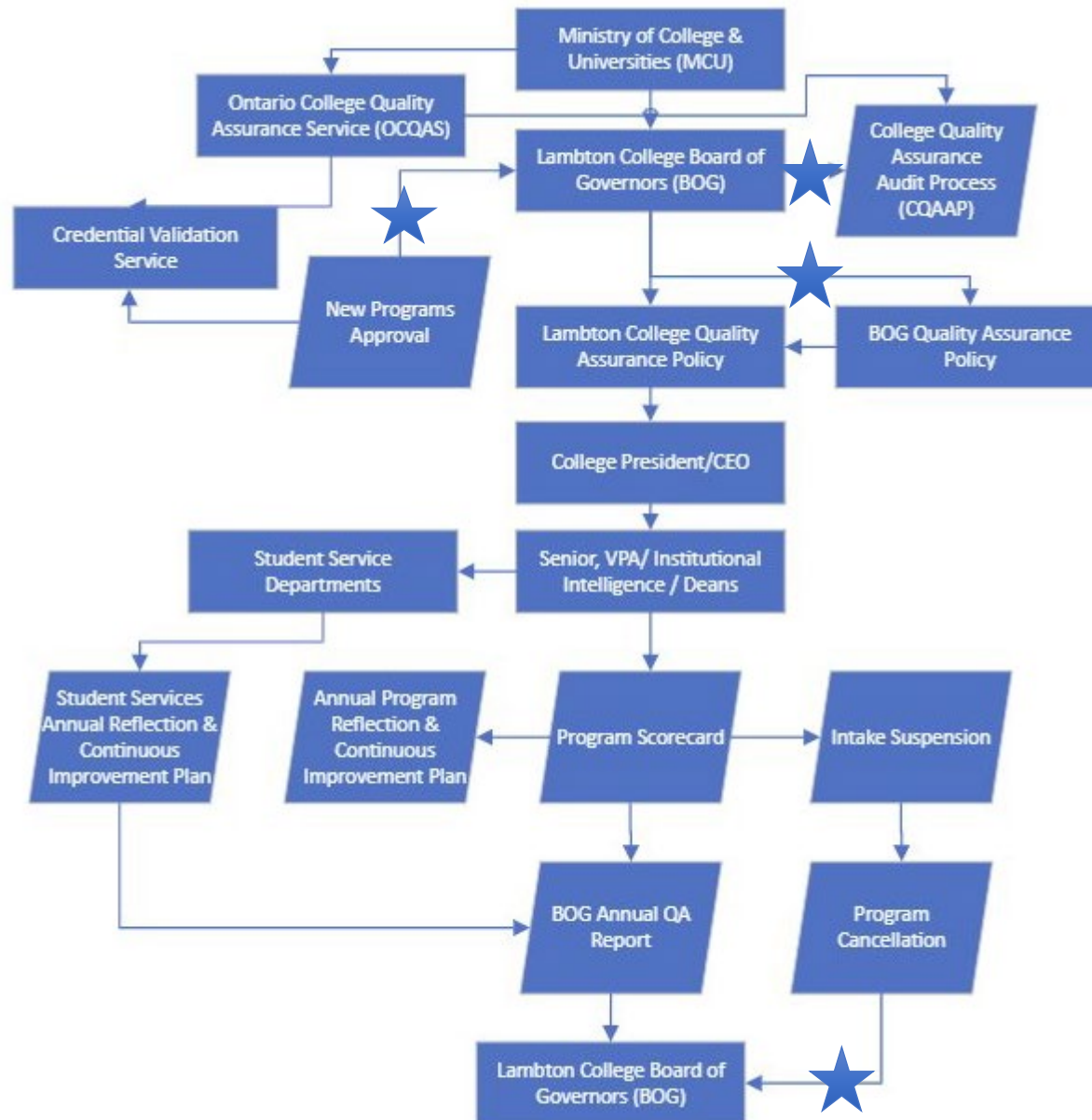
1. The Chair chaired the Programs and Services Committee on March 25th and the Executive Committee on April 1, 2026. Also, the Chair attended the Finance and Property Committee on April 2nd.
2. The Chair participated in the Indigenous Education Council meeting on March 24th.

Quality Assurance

Report on 2025 Activities

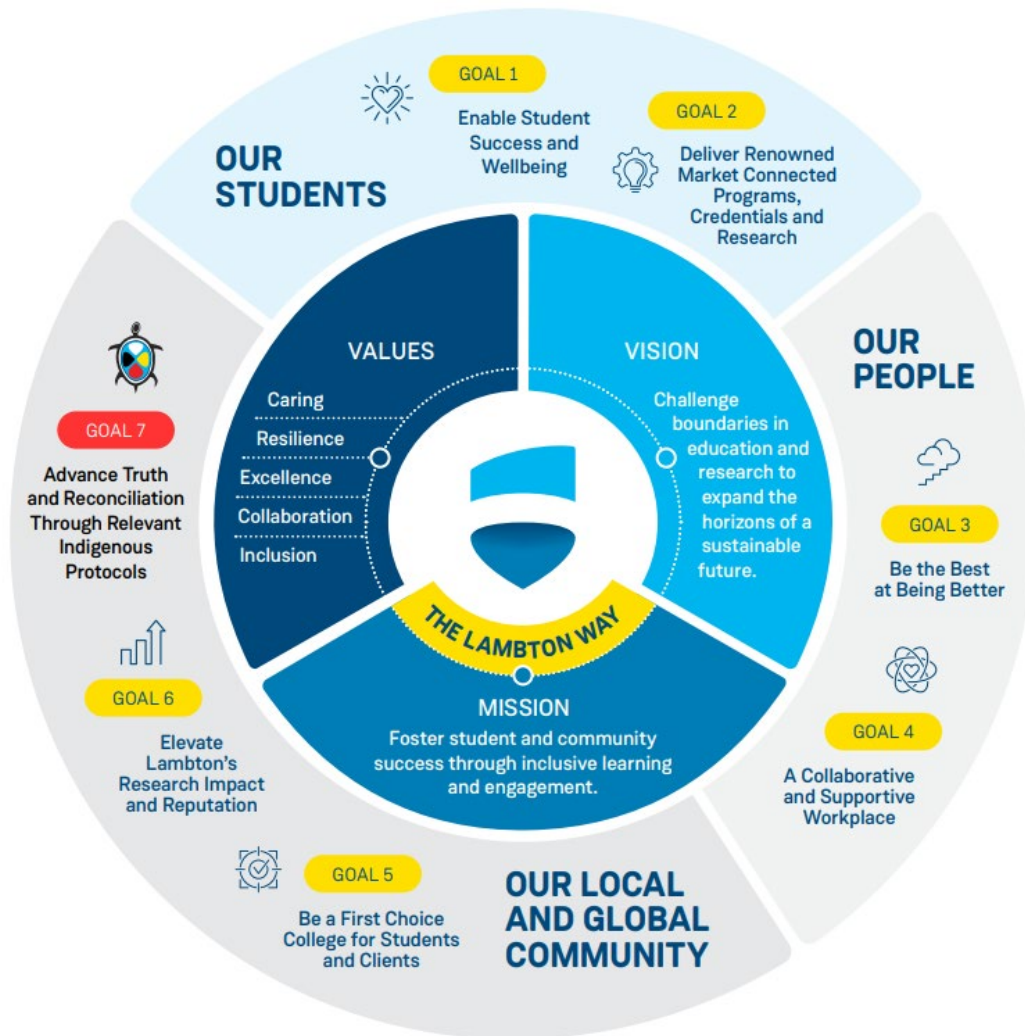
April 9, 2026

LAMBTON COLLEGE QUALITY ASSURANCE FLOW CHART



Role of the Board in QA

- Implement Policy and Structure
 - Board policy (4-013) in place with delegation
 - Organizational structure in place
- Oversight of Implementation and Activity
 - Confirmation of QA processes and activity
 - Compliance with College Quality Assurance Audit Process (CQAAP)
 - Monitor indicators of quality assurance impact on success



- 2025 was a transition Year in alignment with the new strategic plan, especially Goal Three: Be the Best at Being Better.
- Shift away from a cyclical, retrospective audit paradigm to a focus on incremental, continuous improvement.

Overview of QA in 2025

- CQAAP Audit results

Overall Result - Mature Effort

- Reflects strong, embedded culture of quality assurance
- Demonstrates continuous improvement across all standards
- 3 recommendations; 5 affirmations

- Implementation of:

- Annual Program Reviews
- Annual Student Service Reflections

College Quality Assurance Audit Process (CQAAP) - 2025

January 2025:
Audit
submission

March 2025:
Site Visit

June 2025:
OCQAS Board
Approval

January 2027:
Submission of
Interim
Progress Report

QA Reviews and Reports

- Annual Program Reflections
 - 45 reports
 - 97 recommendations
 - Reporting to the Programs and Service Committee of the Board

- Annual Student Service Reflections
 - 15 recommendations
 - 9 departments

Looking Ahead to 2026

- Continue to make progress on CQAAP recommendations and affirmations to submit Interim Report due in January 2027
- Second round of Annual Reflections for Programs and Service Areas.

Draft

Business Plan and Budget

2026-2027

Prepared for the
Board of Governors
April 9, 2026



LAMBTON COLLEGE
Business Plan and Budget
2026-2027

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LAMBTON COLLEGE
Business Plan and Budget
2026-2027

1.0 LAMBTON COLLEGE STRATEGIC PLAN

All In

1.1 Mission

Foster student and community success through inclusive learning and engagement.

1.2 Vision

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

1.3 Focus Areas

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

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

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

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

2.0 BUDGET SUMMARY

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

3.0 OPERATING CONTEXT AND KEY ASSUMPTIONS

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

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

International Student Program

This budget continues to reflect the impacts of the federal government's changes to the International Student Program which include:

- A cap on international student study permits, distributed by the province;
- Reforms to the Post-Graduate Work Program that has rendered students coming into public college private partnerships ineligible;
- Reforms to the Post-Graduate Work Program for Classification Instructional Programs (CIP) eligible programs;
- Limits on Open Work Permits available to spouses of international students.

Back to Balance – The Road to Recovery

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

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

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

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

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

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

3.1 Revenue

3.1.1 MCU Grants

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

3.1.2 Enrolment

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

3.1.3 Tuition and Fees

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

3.1.4 International

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

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

3.1.5 School/College/Work Initiative (SCWI)

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

3.1.6 Apprenticeship Training

- Apprenticeship revenue reflects per diem fees funded by Ministry Labour, Immigration, Training and Skills Development (MLITSD) for classroom training. Revenue from training is down compared to 2025-2026 due to the reduction in the number of planned apprenticeship seats. This is due to the reduction in market demand and increased competition of apprenticeship seats. The Apprenticeship Capital Grant (ACG) is projected and confirmed at \$258,400 in 2026-2027 and has been capitalized.

3.1.7 Employment Services

Revenue is consistent with 2025-2026.

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

3.1.8 Contract Services

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

3.1.9 Research and Innovation

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

- Natural Sciences and Engineering Research Council of Canada (NSERC) continues to be primary source of project funding through Applied Research Development (ARD) and College and Community Social Innovation Fund (CCSIF) grants.
- The second largest project funder is Ontario Centre of Innovation (OCI) Collaborate to Commercialize (C2C) grants.
- Project and internship opportunities continue to be funded under MITACS Accelerate and Business Strategy Internship focusing on student and recent graduate opportunities.
- The Lambton Circular Economy Innovation Platform (LCEIP) NSERC Mobilize grant was awarded in 2022-2023 fiscal totalling \$3.25 million over five-years and will begin its final year of operation on July 1, 2026.
- The Lambton Manufacturing Innovation Centre (LMIC) received renewal on April 1, 2023 with approval for five-year \$2.05M NSERC Technology Access Centre (TAC) funding.
- The Bio-Industrial Process Research Centre (BPRC) received renewal on March 25, 2024 with the approval for five-year \$1.95M NSERC Technology Access Centre (TAC).
- The Digital Technology Lab (DTL) was awarded a five-year \$1.95M NSERC Technology Access Centre (TAC) on March 31, 2024.
- Funding for state-of-the-art research equipment projects eligible under the Canada Foundation for Innovation (CFI) grant and Ontario Research Fund (ORF) will continue with budgeted grant amount of \$2.91M in 2026-2027. These projects include Fermentation, Bio-Safety Level 2, Valorization and Electrical Energy. Infrastructure Operating Fund (IOF) from CFI is a multi-year grant that has \$380,000 budgeted in 2026-2027 to support the operation of the specialized equipment under CFI projects.
- The Southern Ontario Network for Advanced Manufacturing Institutes (SONAMI) funded by FedDevON will continue operation in 2026-2027. The Lambton College 2026-2027 distribution of funding is \$90,000.
- Corporate Training external contract revenue is budgeted for \$75,000. This is based upon traditional hands-on corporate training contracts.

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

3.1.10 Online Education

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

3.1.11 Mental Health Initiative

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

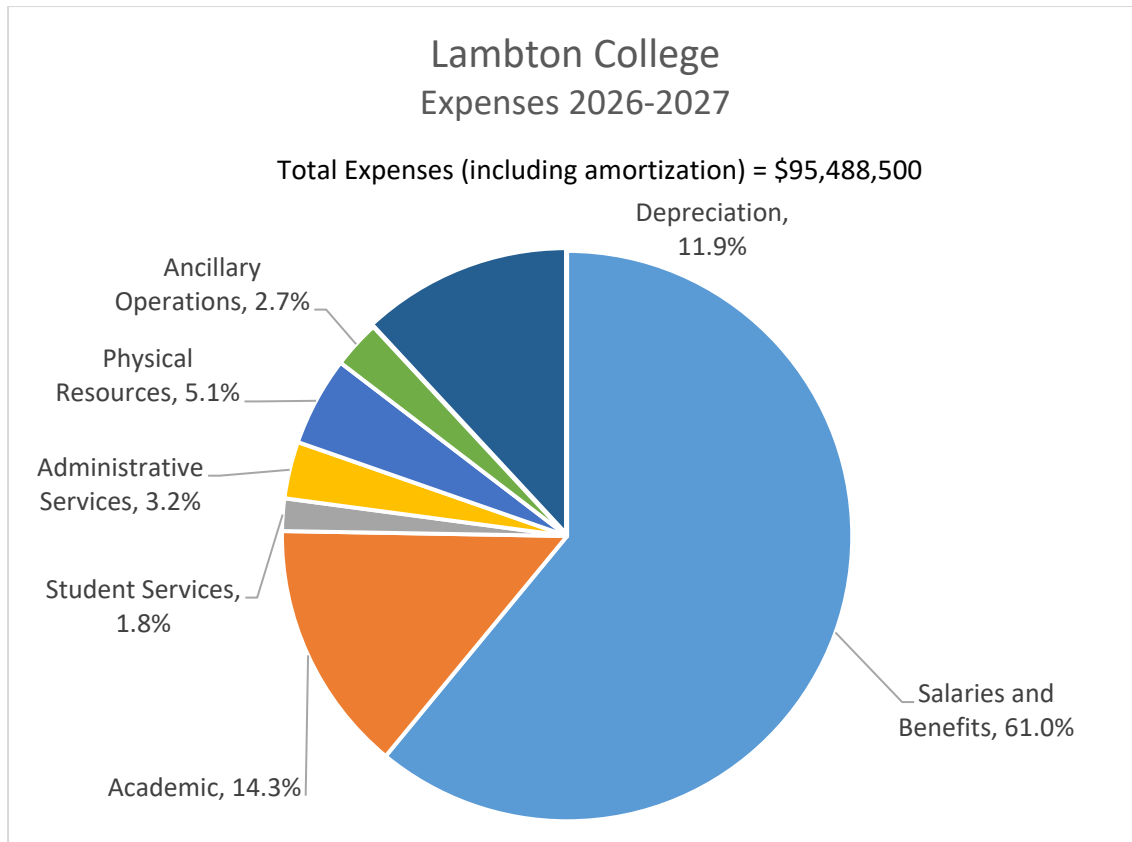
3.1.12 Ancillary Operations

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

3.2 Expenses

3.2.1 Summary of Expenditure Budget

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



The 2026-2027 expenditures include the following assumptions:

- Operating expenditures increasing with anticipated inflationary costs with offsetting reductions due to less activity, less enrolment and efficiencies realization;
- Salary and benefits estimated to meet expected enrolment levels and are in accordance with the College's various contracts and to reflect movements through pay grids;
- No activity in public private partnerships with zero expenditures;
- Continued focus on service delivery models to support student retention and success.

3.2.2 Academic Initiatives

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

3.2.3 Capital Reserves

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

- Campus Renewal Reserve - \$2,825,000
 - Reserve for renovation and remodelling of dated facilities has increased. These funds will finance modernization plans for portions of the South building.
- Parking - \$84,500
- Athletic & Fitness Centre Renewal Reserve - \$19,500
 - Reserve for equipment maintenance as fitness equipment starts to age and new equipment as needed for the Athletic & Fitness Centre funded by gym memberships and the Student Administrative Council.

3.2.4 Major Capital Projects

In 2026-2027, a total of \$7,656,000 will be transferred from the Campus Renewal Reserve to fund the following capital projects:

- The Board has approved \$8.5M for the Indigenous Outdoor gathering space project with a portion funded through Foundation donations, which will be concluded this year with \$1.2M planned spending in 2026-2027.
- The Board has approved \$5M for the New Residence project as a milestone payment as per approved agreements with Tilbury Capital.
- Residence and event centre demolition project for \$3.8M (\$3M out of capital reserve) which is planned spending of \$300k in 2026-27 and the remainder will be concluded in 2027-28.
- Facilities projects for site improvements at the Early-on and residence site.



4.0 2026-2027 DRAFT BUDGET

4.1 Statement of Revenue and Expenditures

4.2 Summary of Capital Reserves



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

DRAFT BUDGET

Statement of Revenue and Expenditure

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

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

Statement of Revenue and Expenditure

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

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

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Post Secondary

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

Schedule 2A

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

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Contract Services

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

Schedule 2B

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

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

Analysis of Student Services

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

Schedule 3

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

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

Analysis of Administrative Services

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

Schedule 4

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

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

Analysis of Physical Resources

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

Schedule 5

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

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

Analysis of Ancillary Operations

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

Schedule 6

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

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

Summary of Capital Reserves

For the year ended March 31, 2027

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

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

Summary of Grant/Fee Funded Capital Projects

For the year ended March 31, 2027

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

2026/04/09

President's Report

TO THE BOARD OF GOVERNORS

GOVERNMENT & SYSTEM UPDATES

- Colleges Ontario took part in advocacy days at the Federal House of Commons on March 11 and 12. Representatives met with FedDev, key ministries, Members of Parliament, and Senators, and attended Question Period.

OUR STUDENTS

- The 2026 Academic Award Ceremonies were held on March 25 and 26, celebrating more than \$1.3M in scholarships and bursaries provided to Lambton College students in the 2025-2026 academic year.
- Students from the Criminal Justice programs raised \$650 for the Bluewater Children's Foundation with their annual charity hockey game against Sarnia Police Service and Lambton OPP.
- Student-athletes Alec Eder, Aubrey Moffatt, Lauren Goldsack, and Owen Newell took part in an assembly at East Lambton Elementary School to engage students in interactive games and share their experiences as collegiate student-athletes.
- At Spring Open House, Lambton College welcomed more than 600 prospective students and their families to take tours, meet Faculty and Staff, and learn more about programs, pathways and services.
- Lambton College's Men's Basketball team held a joint practice with the Sarnia Heat Special Olympics basketball team on March 17.

- Lambton College Accounting students have been hosting free on-campus tax clinics for students and their family members.
- Dual Credit students from Lambton College visited with Sarnia Police Service as part of their Canadian Diversity and Strategies in Policing class, getting the chance to ask questions about careers in policing and gain real-world insight.

OUR PEOPLE

- The College recognized International Women’s Day with a week of activities beginning Monday, March 9. Initiatives included an awareness day, yoga class, self-defense class for students, book club, and a Women in Technology and Trades tour and slime-making session with local Girl Guides and Embers.
- In partnership with the Sarnia-Lambton Coordinating Committee on Violence Against Women, Lambton College employees now have access to a one-hour training course for recognizing the warning signs for domestic violence/femicide.
- On March 9, Lambton College hosted its annual celebrity Bowl-a-Thon to create soup bowls for the Empty Bowls fundraiser in support of food security initiatives at The Inn of the Good Shepherd and Lambton College’s own Lion’s Heart Campus Food Bank.

OUR COMMUNITY

- The Corks, Caps & Cuisine fundraiser took place on Saturday, February 28, welcoming hundreds of community guests in support of Lambton College students.
- The President provided welcoming remarks to local elementary school students who were on campus for the kickoff of the Enactus One Future social entrepreneurship project in partnership with Enactus Lambton.
- On March 13, the President attended the announcement of the extension of Air Canada’s Landline Motorcoach service to Sarnia’s Chris Hadfield Airport.



- Lambton College's Community Employment Services hosted a healthcare job fair on March 20, connecting local employers with job-seekers.
- On March 23, Lambton College welcomed more than 200 students and 40 staff from Alexander Mackenzie Secondary School (AMSS). AMSS students will be learning on the Lambton College campus through the end of June while renovations are completed at their school.