

LAMBTON COLLEGE OPEN BOARD MEETING**Thursday, October 29, 2026****Lambton College C2-102****(Teams Option Available)****9:00 Tour Indigenous Outdoor Space****9:45 Call to Order: C2-102****AGENDA****9:00 ALL IN SERIES****Indigenous Outdoor Space Visit**

Please join us at 9 a.m. at the Indigenous Outdoor Space before the official start to the meeting. Jane Manning, Lambton College's Director, Indigenous Education will provide a tour of the space for the Board of Governors during this time.

9:45 CALL TO ORDER**J. McMichael****INDIGENOUS TRUTH AND RECONCILIATION
LAND ACKNOWLEDGEMENT**

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.

CONSENT AGENDA (attachments)**J. McMichael****approval**

1. October 29, 2026 Agenda
2. June 11, 2026 Open Minutes
3. Report from the June 11, 2026 In-Camera Meeting
4. Conflict of Interest Declaration

5. Chair's Report

Recommendation: That the Board of Governors approves the minutes of the Open Meeting of June 11, 2026 and the entire contents of the consent agenda. 2026-27

9:50	FINANCIAL STATEMENTS FOR THE PERIOD ENDING JULY 31, 2026 (attachment) Julie Carlton, Director of Finance <u>Recommendation:</u> That the Board of Governors approves the recommendation of the Finance and Property Committee to approve the Financial Statements for the period ending July 31st, 2026. 2026-28	S. Dickson	<u>approval</u>
9:55	PRESIDENT'S REPORT (attachment)	R. Kardas	information
10:05	OPEN GOVERNANCE REPORT (attachments) <u>Recommendation:</u> That the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 2026-29	J. McMichael	<u>approval</u>
10:15	OTHER BUSINESS		information
10:20	ADJOURNMENT		

The Open Meeting will be immediately followed by an In-Camera Meeting.

Members

- | | |
|--------------------------------|----------------------|
| 1. Jason McMichael, Chair | 11. Jane Mathews |
| 2. Rob Dawson, 1st Vice-Chair | 12. Daniella Mancusi |
| 3. Ryan Straus, 2nd Vice-Chair | 13. Ada Partridge |
| 4. Kelly Byrns | 14. Kelly Provost |
| 5. Mike Denomme | 15. Luke Sennema |
| 6. Tim Edgar | 16. Beth Ann Wiersma |
| 7. Franco Filia | 17. Jennifer Ziegler |
| 8. Doug Hatch | |
| 9. Kevin Forbes | |
| 10. Rob Kardas | |

Open Board Meeting Minutes– Thursday, June 11, 2026 – 4:00 p.m.

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

Membership

1. Jarvis Nahdee, Chair
2. Jason McMichael, 1st Vice-Chair
3. Rob Dawson, 2nd Vice-Chair
4. Mike Denomme
5. Tim Edgar
6. Franco Filia- regrets
7. Doug Hatch - regrets
8. Kevin Forbes - regrets
9. Rob Kardas - regrets
10. Jane Mathews

11. Daniella Mancusi
12. Kelly Provost
13. Carlos Diaz Rangel - regrets
14. Ryan Straus
15. Gursahib Singh Suri- regrets
16. Beth Ann Wiersma
17. Jennifer Ziegler

Resource

Dave Machacek
Kurtis Gray

Ex.Officio
Spencer Dickson

Board E.A.
Lianne Birkbeck

1. **CALL TO ORDER**

Jarvis Nahdee, Chair, called the meeting to order at 4:00 p.m.

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

Mike Denomme indicated 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. June 11, 2026 Agenda
2. April 9, 2026 Open Minutes
3. Report from the April 9, 2026 In-Camera Meeting
4. Conflict of Interest Declaration
5. Governance Report
6. Chair's Report

IT WAS MOVED BY:

Jason McMichael

SECONDED BY:

Beth Ann Wiersma

THAT:

the Board of Governors approves the minutes of the Open Meeting of April 9, 2026 and the entire contents of the consent agenda. 2026-18. **CARRIED.**

4. ALL- IN SERIES

The Chair welcomed John Rose, Simulation and Immersive Learning Technologist, to provide an overview of artificial intelligence (AI) initiatives at the College. Mr. Rose noted that Lambton College is part of an AI consortium and highlighted a research project examining the impact of AI tutoring on student success in Anatomy and Physiology courses. Student feedback has been very positive, noting that AI tutors are effective learning tools; however, faculty remain essential to student learning and AI is intended to support, not replace, instruction. He also highlighted the AI Workforce Readiness Consortium, which has provided the College with access to curriculum resource packages and opportunities to connect through related conferences and sector discussions. Mr. Rose emphasized the importance of AI literacy, AI fluency, critical thinking, and problem solving, noting that AI should be viewed as a tool to support learning and innovation.

5. DRAFT AUDITED FINANCIAL STATEMENTS FOR YEAR ENDED MARCH 31, 2026

Katie denBok, Audit Partner, KPMG, and Tiffany Harriott, Audit Manager, KPMG, presented the audited financial statements. The College received a clean audit report, with no on-going concerns identified. The auditors invited questions from the Board, and the Chair thanked the Finance team and the auditors for their work.

IT WAS MOVED BY: Rob Dawson

SECONDED BY: Ryan Straus

THAT: the Board of Governors approves the Finance and Property Committee recommendation to approve the Transfer to Capital Reserves for:

- Campus Renewal – \$3,518,878
- Parking - \$161,502
- Fireschool Equipment Renewal - \$33,710
- Athletic & Fitness Centre Reserve - \$22,103

AND THAT the Finance and Property Committee recommends to the Board of Governors the approval of the audited financial statements as at March 31, 2026. 2026-19. **CARRIED**

6. 2025 SEXUAL ASSAULT AND SEXUAL VIOLENCE ANNUAL REPORT

The Chair invited Kurtis Gray, Associate Vice-President Student Success & Global Engagement to introduce the 2025 Sexual Assault and Sexual Violence Annual Report and welcomed Patrick Bennett, Director, Institutional Intelligence and Registrar, to present the report. Mr. Bennett noted that the College's Sexual Assault and Sexual Violence Policy and Protocol continue to provide an effective framework for responding to complaints and supporting students. The report included reporting metrics, student supports and accommodations, and an overview of prevention and education initiatives undertaken in 2025. It was noted that reported incidents may not reflect the prevalence of sexual violence in the broader community, and that continued work is required to encourage reporting and ensure students are aware of available supports. Key initiatives included awareness

campaigns, bystander intervention training, consent education, personal boundaries and self-defense workshops, and continued collaboration with community partners through a community roundtable to identify trends and support coordinated responses.

Moving forward, the College will continue to work with community partners to monitor emerging trends, strengthen supports for students, and provide educational workshops and training opportunities for students and employees. The College will also enhance peer support and campus outreach and develop a Sexual Violence Prevention and Education Plan based on survey results in 2026-2027.

IT WAS MOVED BY: Jennifer Ziegler

SECONDED BY: Kelly Provost

THAT: That the Board of Governors approves the 2025 Sexual Assault and Sexual Violence Annual Report. 2026-20. **CARRIED.**

7. 2026-2027 BOARD ANNUAL CALENDAR AND PLAN

The Chair invited Lianne Birkbeck, Board Executive Assistant, to provide an overview of the Board Annual Calendar and Plan, which was reviewed by the Board Executive. Ms. Birkbeck noted that the calendar was updated with the 2026-2027 meeting dates and includes the Board's annual plan, outlining key approvals and topics scheduled for each Board meeting.

IT WAS MOVED BY: Tim Edgar

SECONDED BY: Jason McMichael

THAT: The Board of Governors approves the Board Executive recommendation to approve the 2026/2027 Board Annual Calendar and Plan. 2026-21. **CARRIED.**

8. BOARD OFFICER ELECTION

Spencer Dickson, Senior Vice-President Strategy and Corporate Services, in his capacity as Secretary-Treasurer to the Board conducted the officer election process.

Chair Position - One nomination, that of Jason McMichael, was received for the Chair position. Nominated by Mike Denomme, seconded by Jarvis Nahdee. There were no nominations from the floor. Jason McMichael agreed to stand. Jason McMichael was acclaimed as Chair.

First Vice-Chair – One nomination, that of Rob Dawson, was received for the First Vice-Chair position. Nominated by Jarvis Nahdee seconded by Kelly Provost. There were no nominations from the floor. Rob Dawson agreed to stand. Rob Dawson was acclaimed as First Vice-Chair.

Second Vice-Chair – One nomination, that of Ryan Straus, was received for the Second Vice-Chair position. Nominated by Kelly Provost and seconded by Tim Edgar. There were no nominations from the floor. Ryan Straus agreed to stand. Ryan Straus was acclaimed as Second Vice-Chair.

9. **PRESIDENT’S REPORT**

The Acting President, Dave Machacek presented the report as written.

10. **OPEN GOVERNANCE REPORT**

The Open Governance report was reviewed and questions invited. As well, the Board heard an update from Governor Beth Ann Wiersma, who attended the Photography Program Advisory Committee meeting.

IT WAS MOVED BY: Kelly Provost
SECONDED BY: Ryan Straus
THAT: the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 2026-22.
CARRIED.

11. **OTHER BUSINESS**

Dave Machacek and Kurtis Gray recognized retiring Governors Carlos Diaz Rangel, Jarvis Nahdee, and Gursahib Suri Singh, and thanked each of them for their dedicated service and contributions to the Board.

12. **ADJOURNMENT**

The meeting adjourned at 5:08 p.m.

MINUTES APPROVED BY:

Jason McMichael, Chair

AT MEETING OF October 29, 2026 Lianne Birkbeck, Recording Secretary

Report From: Jason McMichael

☐ For Action	☒ Board of Governors
☒ For Information	☒ Open Meeting
☒ Meeting Date	<u>October 29, 2026</u>
☒ Agenda Item No.	<u>3</u>

Subject: Report on Items from In-Camera Session June 11, 2026

Signature on file

Jason McMichael,
Chair

The June 11, 2026 In-Camera agenda included approval of the June 11, 2026 minutes as well as approval of the President and Board Goals Final Report.

Report From: J. McMichael, Chair

☐ For Action

☒ Board of Governors

☒ For Information

☒ Open Meeting

☒ Meeting Date October 29, 2026

☒ Agenda Item No. 3

Subject: Chair's Report

1. **Committee Meetings:** The Chair led an Executive meeting on October 15, 2026.

**FINANCIAL PERFORMANCE
AS AT JULY 31, 2026
COMMENTARY**

2026-2027 BUDGET

The 2026-27 budget reflects an operating deficit of \$(7,450,000). The forecast will be revised with the September 30, 2026 financial report.

CONTRIBUTION

Year to date contribution is an operating deficit of \$(3,708,070) as at July 31, 2026 (deficit of \$(2,981,889) – July 31, 2025).

POST SECONDARY: SCHEDULE 2A

- **Fees: Tuition and Other Revenue**
 - On campus domestic enrolment increased and international enrolment decreased over spring 2025 term
- **MCU Grants**
 - Increase in grant funding due to increase in Ministry funding announcement
- **Expenditures**
 - Expenditures reflective of levels of activity

CONTRACT SERVICES: SCHEDULE 2B

- **International**
 - Decrease in spring term enrolment, with no enrolment this year at partner campuses in Toronto and Mississauga. There is also no agent commissions revenue with no enrolment at the partner campuses which also results in Recruitment expenditure decrease compared to July 2025
- **Fire School**
 - Increase in industrial fire school revenue as industry booking final training in the Spring for the year prior to the pause of industrial activity
- **Expenditures**
 - Increase in Instructional/Program expense due to industrial fire school activity for Spring
 - Decrease in Non-instructional expense due to reduction of international activities at partner campuses

STUDENT SERVICES: SCHEDULE 3

- **Sundry Fees**
 - Sundry fees revenue decreased with timing of delivery of services
- **Expenditures**
 - Timing of expenditures

ADMINISTRATIVE SERVICES: SCHEDULE 4

- **Other**
 - Interest income decreased due to interest rate cuts and timing of investment income. Interest rate decreased by 0.5% between July 2025 and July 2026

PHYSICAL RESOURCES: SCHEDULE 5

- **Expenditures**
 - Equipment & Building Maintenance has decreased as July 2025 reflected the completion of the demolition of the north building

ANCILLARY OPERATIONS: SCHEDULE 6

- **Revenue and Expenditures**
 - Campus Shop revenue increased with the final sales activity in the Spring prior to restructuring. Expenditures reflective of increased activity and timing of expenditures
 - Decreased revenue for residence with decreased summer rental revenue compared to the prior year



THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Revenue and Expenditure

for the period ended April 1, 2026 - July 31, 2026

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Revenue and Expenditure

For the period: April 1, 2026 - July 31, 2026

	Schedule	2026-27 <u>BUDGET</u>	2026-27 <u>Actual YTD</u>	2025-26 <u>Prior YTD</u>
REVENUE				
Post Secondary	Sch 2A	\$ 49,270,400	\$ 14,541,820	\$ 12,569,693
Contract Services	Sch 2B	18,827,600	7,079,038	9,970,868
Student Services	Sch 3	4,851,700	1,534,425	2,223,653
Administrative Services	Sch 4	4,838,100	1,571,072	2,744,161
Physical Resources	Sch 5	334,700	188,275	130,981
Ancillary	Sch 6	4,220,800	742,886	704,760
Amortization of deferred capital contributions		5,695,200	1,898,400	1,793,633
		88,038,500	27,555,916	30,137,749
EXPENDITURE				
Post Secondary	Sch 2A	\$ 39,873,600	\$ 12,634,113	\$ 12,868,312
Contract Services	Sch 2B	18,823,300	6,820,919	7,135,484
Student Services	Sch 3	9,080,900	2,788,514	3,550,966
Administrative Services	Sch 4	6,220,900	2,551,796	2,713,343
Physical Resources	Sch 5	6,627,400	1,971,286	2,491,804
Ancillary	Sch 6	3,498,000	739,559	659,628
Depreciation of capital assets		11,364,400	3,757,800	3,700,100
		95,488,500	31,263,986	33,119,638
EXCESS OF EXPENDITURE OVER REVENUE		\$ (7,450,000)	\$ (3,708,070)	\$ (2,981,889)
TRANSFER TO CAPITAL RESERVES		(2,929,000)	(976,582)	(1,141,109)
TRANSFER FROM CAPITAL RESERVES		7,656,000	409,287	1,699,723
INVESTED IN CAPITAL ASSETS		(1,651,800)	(550,600)	39,333
OPENING ACCUMULATED UNRESTRICTED SURPLUS		26,509,400	27,957,827	30,442,697
CLOSING ACCUMULATED UNRESTRICTED SURPLUS		\$ 22,134,600	\$ 23,131,862	\$ 28,058,756

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Post Secondary

For the period: April 1, 2026 - July 31, 2026

Schedule 2A

		2026-27 <u>BUDGET</u>		2026-27 <u>Actual YTD</u>		2025-26 <u>Prior YTD</u>
REVENUE:						
Fees: Tuition and Other	\$	16,232,700	\$	3,656,435	\$	5,216,960
MCURES Grants		32,809,300		10,821,139		7,204,403
Other		228,400		64,246		148,331
		<u>49,270,400</u>		<u>14,541,820</u>		<u>12,569,693</u>
EXPENDITURE:						
Compensation	\$	32,619,700	\$	9,956,063	\$	9,818,679
Instructional software/Equipment/Rental		4,301,400		1,933,146		2,192,978
Instructional		1,560,100		386,837		444,946
Non-instructional		442,400		44,567		98,209
Tuition set aside		950,000		313,500		313,500
		<u>39,873,600</u>		<u>12,634,113</u>		<u>12,868,312</u>
CONTRIBUTION:	\$	<u>9,396,800</u>	\$	<u>1,907,707</u>	\$	<u>(298,619)</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Contract Services

For the period: April 1, 2026 - July 31, 2026

Schedule 2B

		2026-27 <u>BUDGET</u>		2026-27 <u>Actual YTD</u>		2025-26 <u>Prior YTD</u>
REVENUE:						
Contract Revenue	\$	75,000	\$	26,350	\$	41,387
International		2,442,900		859,963		4,564,820
MLITSD Apprenticeships		828,600		218,383		343,886
MLITSD Contracts		2,630,200		853,859		707,555
Other Provincial Contracts		2,271,600		657,566		573,379
Municipal Contracts		1,274,600		437,259		515,992
Research Contracts		7,744,100		3,222,232		2,601,156
Fire School		1,548,400		801,402		610,132
Other		12,200		2,025		12,562
		<u>18,827,600</u>		<u>7,079,038</u>		<u>9,970,868</u>
EXPENDITURE:						
Compensation	\$	12,412,000	\$	4,799,484	\$	4,937,843
International Recruitment		638,200		176,089		248,643
Stipends/Support Allowances		359,200		102,987		172,347
Equipment/Building Maintenance		2,107,000		706,424		682,785
Instructional/Program		1,697,600		660,836		446,690
Non-instructional		1,609,300		375,100		647,176
		<u>18,823,300</u>		<u>6,820,919</u>		<u>7,135,484</u>
CONTRIBUTION:	\$	4,300	\$	258,120	\$	2,835,384

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Student Services

For the period: April 1, 2026 - July 31, 2026

Schedule 3

		2026-27 <u>BUDGET</u>	2026-27 <u>Actual YTD</u>	2025-26 <u>Prior YTD</u>
REVENUE:				
MCURES Revenue	\$	1,277,600	\$ 417,654	\$ 361,517
Sundry Fees		3,277,500	964,728	1,633,082
Other		296,600	152,044	229,054
		<u>4,851,700</u>	<u>1,534,425</u>	<u>2,223,653</u>
EXPENDITURE:				
Compensation	\$	7,327,600	\$ 2,335,534	\$ 2,927,422
Equipment/Rental		189,400	35,521	56,685
Educational resources/Awards		194,100	56,775	160,360
Non-instructional		1,369,800	360,684	406,498
		<u>9,080,900</u>	<u>2,788,514</u>	<u>3,550,966</u>
CONTRIBUTION:	\$	<u>(4,229,200)</u>	\$ <u>(1,254,089)</u>	\$ <u>(1,327,313)</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Administrative Services

For the period: April 1, 2026 - July 31, 2026

Schedule 4

		2026-27 <u>BUDGET</u>	2026-27 <u>Actual YTD</u>	2025-26 <u>Prior YTD</u>
REVENUE:				
MCURES Revenue	\$	201,500	\$ 193,392	\$ 180,042
Rental Revenue		104,000	29,669	21,237
Other		4,532,600	1,348,011	2,542,882
		<u>4,838,100</u>	<u>1,571,072</u>	<u>2,744,161</u>
EXPENDITURE:				
Compensation	\$	3,142,800	\$ 1,329,382	\$ 1,308,865
Insurance/Taxes		799,300	728,216	658,037
Professional fees		450,000	176,729	400,081
Non-instructional		1,828,800	317,469	346,359
		<u>6,220,900</u>	<u>2,551,796</u>	<u>2,713,343</u>
CONTRIBUTION:	\$	<u>(1,382,800)</u>	\$ (980,724)	\$ 30,818

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Physical Resources

For the period: April 1, 2026 - July 31, 2026

Schedule 5

		2026-27 <u>BUDGET</u>	2026-27 <u>Actual YTD</u>	2025-26 <u>Prior YTD</u>
REVENUE:				
Facilities Fee	\$	147,000	44,466	39,920
MCURES Revenue		56,800	14,982	39,365
Other		130,900	128,827	51,696
		<u>334,700</u>	<u>188,275</u>	<u>130,981</u>
EXPENDITURE:				
Compensation	\$	1,804,500	\$ 586,936	\$ 706,422
Equipment/Building Maintenance		4,549,700	1,305,651	1,711,845
Non-instructional		273,200	78,699	73,539
		<u>6,627,400</u>	<u>1,971,286</u>	<u>2,491,804</u>
CONTRIBUTION:	\$	<u>(6,292,700)</u>	\$ <u>(1,783,011)</u>	\$ <u>(2,360,824)</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Ancillary Operations

For the period: April 1, 2026 - July 31, 2026

Schedule 6

		2026-27 <u>BUDGET</u>		2026-27 <u>Actual YTD</u>		2025-26 <u>Prior YTD</u>
REVENUE:						
Campus Shop	\$	1,195,000	\$	308,921	\$	249,442
Parking		724,800		47,243		31,445
Residence		2,301,000		386,722		423,873
		<u>4,220,800</u>		<u>742,886</u>		<u>704,760</u>
EXPENDITURE:						
Campus Shop	\$	1,283,100	\$	302,065	\$	274,476
Parking		640,300		47,243		31,445
Residence		1,574,600		390,251		353,708
		<u>3,498,000</u>		<u>739,559</u>		<u>659,628</u>
CONTRIBUTION:						
	\$	722,800	\$	3,327	\$	45,132

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

Report From: J. McMichael

☒ For Action ☐ For Information ☐ Meeting Date <u>October 29, 2026</u> ☐ Agenda Item No. #	☒ Board of Governors ☒ Open Meeting
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Subject: GOVERNANCE

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

Signature on File
J. McMichael, Chair

<u>1.</u>	<u>Programs and Services Committee (attachments)</u> The Programs and Services Committee met on October 15, 2026 and welcomed Kelly Byrns to the Committee and approved the Program Advisory Committee Appointments. The following recommendations were discussed and are recommended to the Board of Governors for approval: <u>Recommendation:</u> That the Board of Governors approves the Programs and Services Committee recommendation to suspend: • Photography Ontario College Diploma (PHTG) • Business Analytics Ontario College Graduate Certificate(BANS) • Agri-business Management Ontario College Graduate Certificate(AGBS) • Business - Sustainable Agriculture Ontario College Diploma (BSAS) • Business, Ontario College Diploma (BUSN) • Business Administration – General, Ontario College Advanced Diploma (BGEN) <u>Recommendation:</u> That the Board of Governors approves the Programs and Services Committee recommendation to approve the Leadership Exploration Program Board of Governors Certificate program proposal.	D. Machacek	<u>approval</u>
<u>2.</u>	<u>Finance and Property Committee (attachment)</u> The following recommendations were discussed and are recommended to the Board of Governors for approval:	S. Dickson	<u>approval</u>

	Recommendation: That the Board of Governors approves the Finance and Property Committee recommendation to approve the year one extension of the contract for audit services with KPMG LLP to March 2027. Recommendation: That the Board of Governors approves the Finance and Property Committee recommendation to approve revised policy 4-106 Investment policy.		
3.	<u>Nomination Committee (attachment)</u> In July 2026, the Board unanimously approved a motion via electronic vote to appoint Kelly Byrns to join the Board with a term beginning September 1st, 2026. Jason McMichael joined Kelly Provost and Ryan Straus on the Nomination Committee, which met on October 6 2026 to consider 2027 external governor vacancies and internal governor elections. In addition, the Committee reviewed and revised the economic sectors and skills matrix documents and determined the 2026/2027 recruitment economic sectors. Tim Edgar's Order in Council re-appointing him to the Board of Governors with a term ending August 31, 2029 was received.	J. McMichael	information
4.	<u>Executive Committee (attachments)</u> In July 2026, the 2025-2026 Annual Report was unanimously approved via electronic vote and was submitted to the Ministry of Colleges, Universities, Research Excellence and Security (MCURES). The Executive Committee met on October 15th and heard updates from the President regarding the Priority Growth Fund, enrolment, property, the new residence, and personnel. As well, the Committee discussed the October 29th Board Retreat and reviewed and recommended for approval revised By-Laws #1 and #3. Recommendation: That the Board of Governors Executive recommends to the Board of Governors the approval of reviewed and revised By-law #1 and By-law #3.	J. McMichael	<u>approval</u>
5.	<u>Board Committees and Program Advisory Committee Volunteers (attachment)</u> Program Advisory Committee Volunteers: Each Governor is asked to join two PAC committees. Please review the attached list with the highlighted vacancies and indicate to Lianne the Committees you would like to join if you are not yet a member of a PAC.	J. McMichael	information
6.	<u>PAC Meeting Reports</u> This is an opportunity Governors to share information regarding a Program Advisory Committee meeting attended.	J. McMichael	information

Program Suspension

Briefing Note

October 15, 2026

Purpose

This briefing consolidates the individual recommendations for six full program suspensions effective Fall 2027. It summarizes the program rationale, student and applicant considerations, operational impacts, and human-resource implications.

Portfolio Overview

The recommendations outlined below represent the majority of Lambton College's Business portfolio. Following implementation, the remaining business programs will consist of specialized offerings that demonstrate a clear alignment to identified labour market needs, direct pathways to designated occupations, and sustainable enrolment demand.

It is recommended that the balance of the Business portfolio, together with the Photography program, be placed into the formal program suspension process. This recommendation reflects a combination of factors including sustained enrolment challenges, increasing program duplication across the postsecondary sector, changing student demand patterns, and the need to focus institutional resources on programs with the strongest demonstrated outcomes for students and employers.

Undertaking these suspensions will enable the College to better align academic offerings with workforce priorities, improve overall portfolio sustainability, concentrate recruitment and operational resources on high-demand programs, and strengthen the long-term viability of programs that continue to demonstrate clear labour market relevance and enrolment potential. This approach supports responsible stewardship of College resources while preserving capacity for future program renewal or redevelopment should market conditions warrant.

This recommendation forms part of a broader portfolio optimization strategy intended to ensure that Lambton College's academic offerings remain responsive, financially sustainable, and aligned with evolving regional, provincial, and employer workforce needs. Applied business practices, as relevant to the programs in the remaining academic portfolio, will be incorporated into program curriculum and reinforced with an emphasis on enhanced work integrated learning strategies.

Remaining portfolio

Program	Code	Credential	Recommendation
Business - Accounting	ACTG	2-year Ontario College Diploma	Planned Fall 2027
Business Administration - Accounting	BACC	3-year Ontario College Advanced Diploma (Co-op)	Planned Fall 2027
Sports and Recreation Administration	SRAA	2-year Ontario College Diploma	Planned Fall 2027
Supply Chain Management	SCMS	2-year Ontario Graduate Certificate	Planned Fall 2027

Recommended Program Suspensions and Credentials

Low or inconsistent domestic enrollment as well as changed international demand has resulted in a lack of cohort viability and sustainability and increased scheduling and delivery risks across the business portfolio. Photography's first-year enrolment has declined sharply and has not recovered since the loss of international demand. None of the programs received additional weighted funding under the recent funding changes. The recommendations allow recruitment and delivery resources to be focused on programs with stronger and more sustainable demand, funding and strategic differentiation.

Program	Code	Credential	Recommendation
Photography	PHTG	2-year Ontario College Diploma	Suspend Fall 2027
Business Analytics	BANS	2-year Ontario College Graduate Certificate	Suspend Fall 2027
Agri-business Management	AGBS	2-year Ontario College Graduate Certificate	Suspend Fall 2027
Business - Sustainable Agriculture	BSAS	2-year Ontario College Diploma	Suspend Fall 2027
Business	BUSN	2-year Ontario College Diploma	Suspend Fall 2027
Business Administration - General	BGEN	3-year Ontario College Advanced Diploma	Suspend Fall 2027

Enrollment Data

Program	# of years	2022F	2023F	2024F	2025F	2026F
PHTG	2	26	31	33	38	10 (5)
AGBS	2	180	185	105	19	12 (0)
BSAS	2	0	0	0	9	8 (5)
BUSN	2	114	102	100	59	29 (25)
BGEN	3	28	30	33	33	22 (6)

* total number of students enrolled in the program

() level 1 intake for Fall 2026

Program-Specific Rationale for Suspensions

PHTG | Photography

The program launched in 2012 as Digital Photography and was renamed Photography in 2018. Average Fall intake has been approximately 17 students, declining from 25 new students in Fall 2024 to 17 in Fall 2025 and 5 first-year students in Fall 2026. The suspension recommendation reflects that low enrolment and financial pressure are not expected to be offset sufficiently by delivery redesign.

BANS | Business Analytics

Marketed exclusively to international students. The Fall 2026 intake was already suspended due to low application numbers and the Fall 2025 Sarnia intake had an enrollment of 10 students. Its specialized analytics course sequence shares limited commonality with other business programs, creating delivery and scheduling risk without a viable future cohort.

AGBS | Agri-business Management

Marketed and available exclusively to international students. The program has been affected by changes in international demand and Post-Graduation Work Permit eligibility. It shares a significant portion of its courses with BSAS, but longer-term market conditions do not support maintaining either program as an active offering.

BSAS | Business - Sustainable Agriculture

The program combines common business foundations with agriculture-focused courses. Despite curriculum revisions and recruitment activity, cohort sizes have remained small. Shared business courses reduce some financial pressure, but the agriculture-specific sequence is difficult to sustain without a reliable intake.

BUSN | Business

Recent intake performance has been inconsistent and has not supported a stable cohort. Although many courses are shared with other business credentials, maintaining BUSN as a distinct active program creates recruitment, scheduling, and financial sustainability challenges.

BGEN | Business Administration - General

Recent intake performance has remained below the level required to sustain the program as a distinct three-year offering.

Student, Applicant and Teach-Out Considerations

- Current students in AGBS, BGEN, BSAS, BUSN and PHTG are to be supported through approved teach-out planning or taught out to graduation.
- BANS students are described as being in their final semester and scheduled to complete before Fall 2027, limiting the need for a formal teach-out plan.
- Individual transition options are to be assessed through the Registrar and academic area.
- Future applicants are to be contacted and advised of available alternatives or related pathways, as appropriate.

Impact on Other College Functions

Program Advisory Committees, relevant external partners and, for Photography, local employers are to be advised. Internal coordination will be required for teach-out planning, applicant and student communication, admissions updates, marketing changes, course and workload planning, and required academic and regulatory processes.

Consolidated Human-Resource Impact

Processes for assessing the Human Resource impacts will be considered in accordance with Article 27.06 of the Academic Collective Agreement.

Recommendation

That the Programs and Services Committee recommends to the Board of Governors the suspension of the following programs:

- Photography, Ontario College Diploma (PHTG)
- Business Analytics , Ontario College Graduate Certificate(BANS)
- Agri-business Management, Ontario College Graduate Certificate(AGBS)
- Business - Sustainable Agriculture, Ontario College Diploma (BSAS)
- Business, Ontario College Diploma (BUSN)
- Business Administration – General, Ontario College Advanced Diploma (BGEN)



**Leadership Exploration Academic Program
Board of Governors Certificate**

**Proposal for
Programs and Services Committee**

October 6, 2026

Leadership Exploration Academic Program Board of Governors Certificate

Executive Summary

Program Description

The unique two-semester Leadership Exploration Academic Program (LEAP) Board of Governors Certificate is designed for international students seeking enhanced business knowledge, stronger English communication skills through immersion, and Canadian work experience. The program combines academic study with experiential learning through either a Co-operative Education opportunity or a Work-Integrated Learning (WIL) Project. Coursework in workplace communications, sustainability, business, academic readiness, entrepreneurship, artificial intelligence, career development, and general education supports students in building professional competencies, cultural awareness, career readiness, and preparation for further post-secondary study.

Program Location

☒ Sarnia (Domestic/ International)

Employment Opportunities

This certificate is not intended to prepare graduates for a specific occupation or NOC classification. It provides international students with opportunities to strengthen English communication, experience Canadian business and culture, develop career readiness, and prepare for further post-secondary study.

Program Areas of Expansion

It is anticipated that this proposed program will align with the following (*check all that apply*):

- ☐ 1. Mechanical/Power
- ☐ 2. Bio-industrial Technologies
- ☐ 3. Health
- ☐ 4. Computer Technologies
- ☒ 5. Business/Management
- ☐ Proposed program has no alignment to Lambton's Program Areas of Expansion

Strategic Enrolment

It is anticipated that this proposed program will attract prospective students from the following:

- | | | |
|---|---|--|
| ☐ Direct Entrant (High School) | ☐ University Entrant | ☐ Other College Graduate |
| ☐ Indirect Entrant (Over 19, out of school for more than 1-year) | ☐ Indigenous Entrant | ☐ School-to-College- to-Work (SCWI) |
| | ☐ Second Career (Funded) Entrant | ☐ Academic Upgrading Entrant |
| ☒ International Students | ☐ Lambton College Graduate | ☐ Professionally Certified |

In addition, this proposed program is intended for prospective students interested in:

- ☐ Part-time programming
- ☒ Full-time programming
- ☐ Apprenticeship programming
 - ☐ Pre-apprenticeship
 - ☐ Block Release
 - ☐ Modified Apprenticeship (MAP)
 - ☐ OYAP

Equity, Diversity and Inclusion (EDI)/ Sustainability

It is anticipated that this proposed program will provide for EDI and Sustainability opportunities within the program (*check all that apply*):

- ☒ 1. EDI
- ☒ 2. Sustainability (Environmental, Societal, Economic)
- ☐ Proposed program has no alignment to EDI/ Sustainability

Admission Requirements

Ontario Secondary School Diploma (OSSD) or equivalent, mature student status and international students, the following English language proficiency is required:

- IELTS 5.5 with no band below 5.0
- TOEFL iBT 65
- PTE 59
- CEFR B2

- Lambton Institute of English Placement Test score of 61 or higher



Summary of the Motion from the Program Advisory Committee

The following committee members supported the Leadership Exploration Academic Program, Board of Governors Certificate. They respectfully request that the Programs and Services Committee of the Board of Governors (BOG) review and recommend to the Board of Governors approval of this program proposal.

External Members

Name: Cari Meloche

Title: Economic Development Officer

Organization: Sarnia-Lambton Economic Partnership

Telephone: tel: 519-332-1820

Email: www.sarnialambton.on.ca

Name: Stephanie Ferrera

Title: Sarnia-Lambton LIP Project Coordinator

Organization: Homelessness Prevention and Social Planning
County of Lambton

Telephone: 519-344-2062 Ext. 2161

Email: stephanie.ferrera@county-lambton.on.ca

Name: Kirsten Ramsay

Title: International Education Administrator

Organization: Lambton Kent District School Board

Telephone:

Email: Kirsten.Ramsay@lkdsb.net

Name: Bart Devries

Title: DEVRIES IMMIGRATION CONSULTANCY

Organization: Independent Contractor

Telephone:

Email: bart.devries@dic-immigrationconsultants.com

Internal Members

Name: Aaron Klooster

Title: Dean, Health, Community Services and Business

Organization: Lambton College

Telephone: 519-479-1041
Email:
aaron.klooster@lambtoncollege.ca



Name: Hanna Eroglu Title: Dean, Centre for Global Engagement & Academic Services
Organization: Lambton College
Telephone: 519-479-0926
Email: hanna.eroglu@lambtoncollege.ca

Name: Ruth Drewitt Title: Associate Dean, Teaching and Learning
Organization: Lambton College
Telephone: 519-479-2340
Email: ruth.drewitt@lambtoncollege.ca

Cost/Revenue

The cost/revenue ratio is TBD with a projected enrolment of 35 students.

Sincerely,

Signature on file

Hanna Eroglu
Dean, Centre for Global Engagement & Academic Services

APPLICATION FORM FOR PROGRAM PROPOSAL

A. Funding Request: This proposal will be sent to the MCURES for Approval for Funding. Yes X No		
B. College Name: Lambton College		
C. College Contact(s): Person responsible for this proposal. <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> Name: Aaron Klooster Title: Dean, Faculty of Fire Sciences, Community Services and Business Telephone: 519-479-1041 E-mail: aaron.klooster@lambtoncollege.ca </td> <td style="width: 50%; vertical-align: top;"> Name: Hanna Eroglu Title: Dean, Centre for Global Engagement and Academic Services Telephone: 519-479-0926 Email: hanna.eroglu@lambtoncollege.ca </td> </tr> </table>	Name: Aaron Klooster Title: Dean, Faculty of Fire Sciences, Community Services and Business Telephone: 519-479-1041 E-mail: aaron.klooster@lambtoncollege.ca	Name: Hanna Eroglu Title: Dean, Centre for Global Engagement and Academic Services Telephone: 519-479-0926 Email: hanna.eroglu@lambtoncollege.ca
Name: Aaron Klooster Title: Dean, Faculty of Fire Sciences, Community Services and Business Telephone: 519-479-1041 E-mail: aaron.klooster@lambtoncollege.ca	Name: Hanna Eroglu Title: Dean, Centre for Global Engagement and Academic Services Telephone: 519-479-0926 Email: hanna.eroglu@lambtoncollege.ca	
D. Proposed Program Title: Leadership Exploration Academic Program		
E. Proposed Credential: Please select one (1). ☒ Local Board Approved Certificate ☐ Ontario College Certificate ☐ Ontario College Diploma ☐ Ontario College Advanced Diploma ☐ Ontario College Graduate Certificate		
F. Program Maps (Appendix A): Please complete and attach the two (2) Program Maps. <u>Form 1-</u> Vocational Program Learning Outcomes <u>Form 2-</u> Essential Employability Skills Outcomes		
G. Program Description (Appendix B): Please complete and attach the Program Description Form.		
H. Program Curriculum (Appendix C): Please complete and attach the Program Curriculum Form.		
I. Regulatory Status Form (Appendix D): Please complete and attach the Regulatory Status Form.		
J. Date of Submission to CVS: Not Applicable		
FOR CVS USE ONLY		
K. Date of CVS Response: Click here to enter a date.		
L. CVS Validation Decision: ☐ Proposal Validated. APS Number: Reason: ☐ Proposal not Validated.		

G. PROGRAM DESCRIPTION (APPENDIX B)

Program Description

The unique two-semester Leadership Exploration Academic Program (LEAP) Board of Governors' Certificate is designed for international students seeking enhanced business knowledge, stronger English communication skills through immersion, and Canadian work experience. The program combines academic study with experiential learning through either a Co-operative Education opportunity or a Work-Integrated Learning (WIL) Project. Coursework in workplace communications, sustainability, business, academic readiness, entrepreneurship, artificial intelligence, career development, and general education supports students in building professional competencies, cultural awareness, career readiness, and preparation for further post-secondary study.

Laddering Opportunities

Provide a brief description of known laddering into and from the proposed program, e.g. certificate to diploma, diploma to degree, apprenticeship to college, diploma to apprenticeship, college to college, diploma to college degree, etc.

Students entering this program are graduates of a one semester study abroad program with the Lambton Kent District School board or could be graduates of a high school program looking to visit Canada on an 8th month study visa.

Occupational Areas

Provide a brief description of where it is anticipated graduates will find employment.

This certificate is not intended to prepare graduates for a specific occupation or NOC classification. It provides international students with opportunities to strengthen English communication, experience Canadian business and culture, develop career readiness, and prepare for further post-secondary study.

Proposed Program Vocational Learning Outcomes

Provide the list of the proposed program vocational learning outcomes. These outcomes should be listed, verbatim as they appear in Appendix A- Form 1.

The graduate has reliably demonstrated the ability to:

1. Apply foundational business, entrepreneurship, and sustainability concepts to support effective decision-making in academic, workplace, and community settings.
2. Communicate professionally and collaborate effectively with diverse individuals using appropriate workplace communication, interpersonal, and leadership skills in a Canadian context.
3. Demonstrate career readiness by applying workplace knowledge, emerging technologies, including Artificial Intelligence, and experiential learning experiences to support further education and employment opportunities.

Admission Requirements

Identify the Admission Requirements for the program.

Ontario Secondary School Diploma (OSSD) or equivalent, mature student status and international students, the following English language proficiency is required:

- IELTS 5.5 with no band below 5.0
- TOEFL iBT 65
- PTE 59
- CEFR B2
- Lambton Institute of English Placement Test score of 61 or higher

H. PROGRAM CURRICULUM (APPENDIX C)

Semester	Course Code/ Course Title
1	COM-1113 / Workplace Communications
1	SUS-1003 / Introduction to Sustainability
1	BUS-1003 / Introduction to Business
1	EAP-1003 / Academic Readiness and Success
1	BUS-1603 / Entrepreneurial Mindset
1	AML-1413 / Introduction to Artificial Intelligence
1	JSS-1001 / Job Search and Success
1	One of: SCU-5003 / Equity, Diversity and Inclusivity; STE-1043 / AI and Society: Playing with Power, Ethics, and the Future; SCU-3043 / Understanding Media and Culture; or GED-XXX3 / General Education Elective
2	CPL-1049 / Work Term Full-Time
2	OR CPL-5559 / WIL Project
	Total Semester 2 Hours (using Work Term option)
	TOTAL PROGRAM HOURS (using Work Term option)

4-016 – Investment Policy

MOTION: 2018-16

DATE INITIALLY APPROVAL: April 5, 2018

DATE LAST REVIEWED: April 4, 2024 (no changes)

POLICY NO: 4-016

Purpose

To establish guidelines governing short and long-term investments of The Lambton College of Applied Arts and Technology (the College) ~~and The Lambton College Foundation (the Foundation).~~

~~A Memorandum of Understanding between the College and the Foundation authorizes the College to administer the funds of the Foundation.~~

Objective

The objectives of the investment policy are to:

- Maximize investment income at minimal and acceptable risk to capital.
- Maintain liquidity to ensure funds are available to meet all cash flow requirements.

Policy

The investment policy of Lambton College:

- Establishes principles and guidelines to ensure the integrity of investment and management of College ~~and Foundation~~ Restricted and Endowment Funds;
- Maximizes investment income at minimal and acceptable risk to capital;
- Directs investments in accordance with the *Trustee Act, Ontario*.

Definitions

- **Restricted Funds** are monies received for specific purposes.
- **Donor Endowed Funds** are donated monies for which the donor stipulates preservation of capital and disbursement of interest earned.
 - **Government Endowed Funds** provided in support of student financial assistance.
- **College Funds** are:
 - **Operating Funds** generated from the business of the College;

Investment Parameters and Constraints

1. **College Operating Funds** not immediately required to operate the College may be invested only in guaranteed vehicles as defined in the Ontario Ministry of Colleges and Universities, *Minister's Binding Policy Directive 2.0: Banking, Investments and Borrowing* (Section E).
 - I. Bonds, debentures and promissory notes or other evidence of indebtedness, issue or guaranteed by:
 - a. Canada or a province or territory of Canada, or
 - b. An agency of Canada or a province or territory of Canada.
 - II. Bonds, debentures, promissory notes or other evidence of indebtedness, issued or guaranteed by:
 - a. A municipality in Canada;
 - b. A university in Ontario that receives ongoing operating and capital funding from Ontario;
 - c. The board of governors of a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002;
 - d. A board of a public hospital within the meaning of the Public Hospitals Act;
 - e. A school board in Canada;
 - f. Ontario Infrastructure Projects Corporation; or
 - g. The Municipal Finance Authority of British Columbia.
 - III. Bonds, debentures, promissory notes, deposit receipts, deposit notes, certificates of deposit or investment, acceptances, commercial paper or similar instruments, issued, guaranteed or endorsed by:
 - a. A bank listed in Schedule I or II or a branch in Canada of an authorized foreign bank under the *Bank Act* (Canada);
 - b. A loan corporation or trust corporation registered under the *Loan and Trust Corporation Act*; or
 - c. A credit union to which the *Credit Unions and Caisses Populaires Act 1994* applies.
 - IV. Bonds, debentures, promissory notes or other evidence of indebtedness, issued by a corporation that is incorporated under the laws of Canada or a province of Canada.
 - V. Promissory notes or commercial paper, other than asset-backed securities, issued by a corporation that is incorporated under the laws of Canada or a province of Canada.
 - VI. A college is not to invest in a security under subsection IV or V above unless the security has a minimum rating, at the time the investment is made by the college by at least one rating agency of:
 - i. "R-1 (high)" or "AAA" by Dominion Bond Rating Service Limited;
 - ii. "Prime-1" or AAA" by Moody's Investors Services Inc.;
 - iii. "A-1+" or "AAA" by Standard and Poor's; or
 - iv. "F1+" or "AAA" by Fitch Ratings.
2. **Restricted, Donor and Government Endowed Funds** may be invested in a variety of vehicles as outlined in this Policy statement and within the parameters of the *Ontario Trustee Act*.

Normally no one issuer (with the exception of the Government of Canada) will represent more than 25% of the total portfolio.

Asset Mix Guidelines

Restricted and Donor Endowed Funds shall be invested in money market securities, long term fixed income securities, Canadian, U.S and International equities in accordance with one of the following asset allocations:

Investment Type	Conservative Allocation	Balance Allocation
Cash and Money Market Securities	0% - 3%	0% - 3%
Canadian Equities	20% - 26%	30% - 36%
U.S. Equities	9% - 15%	19% - 25%
Long Term Fixed Income	57% - 63%	37% - 43%

Investment Management

The College's Finance & Property Committee, or at direction of the Committee through a sub-committee, may approve appointment and termination of an Investment Manager and any changes to the mandate provided to same.

The Investment Manager will have complete discretion within the Investment Parameters and Constraints set forth in this policy, complying with all applicable laws and regulations

Whether managed by Lambton College or externally by an investment manager, this Policy provides a framework to ensure that a proper level of management and risk is maintained, given the particular objectives and constraints of this policy.

Monitoring and Reporting

On an annual basis, the Board of Governors will receive from the Investment Manager:

- An update on the year-to-date investment income earned.
- An update on any issues that may affect future investment performance.
- A presentation comparing the performance of College investments versus benchmarks.
- Certification that all investments adhere to this Investment Policy.

Appendices

~~1.1. Memorandum of Understanding between Lambton College and The Lambton College Foundation dated April 19, 2018~~

~~1.2.1.1. Ministry of Advanced Education and Skills Development – Minister's Binding Policy Directive – Banking, Investments and Borrowing~~



Ontario

**Executive Council of Ontario
Order in Council**

On the recommendation of the undersigned, the Lieutenant Governor of Ontario, by and with the advice and concurrence of the Executive Council of Ontario, orders that:

**Conseil exécutif de l'Ontario
Décret**

Sur la recommandation de la personne soussignée, le lieutenant-gouverneur de l'Ontario, sur l'avis et avec le consentement du Conseil exécutif de l'Ontario, décrète ce qui suit :

Pursuant to subsection 3(1) of the *Ontario Colleges of Applied Arts and Technology Act, 2002*, and subsection 4(2) of Ontario Regulation 34/03 made under the Act,

Timothy Edgar of Sarnia

be reappointed, subject to the pleasure of the Lieutenant Governor in Council, as a member of the board of governors of The Lambton College of Applied Arts and Technology, for a period effective the later of September 1, 2026 and the date this Order in Council is made, and ending not later than August 31, 2029.

En vertu des dispositions du paragraphe 3 (1) de la *Loi de 2002 sur les collèges d'arts appliqués et de technologie de l'Ontario* et du paragraphe 4 (2) du Règlement de l'Ontario 34/03 pris en application de ladite Loi,

Timothy Edgar, de Sarnia,

est reconduit, à la discrétion du lieutenant-gouverneur en conseil, dans ses fonctions de membre du conseil d'administration de The Lambton College of Applied Arts and Technology à compter du dernier en date du 1 septembre 2026 et du jour de la prise du présent décret, pour un mandat se terminant au plus tard le 31 août 2029.



Recommended: Minister of Colleges, Universities, Research Excellence and Security

Recommandé par : le ministre des Collèges et Universités, de l'Excellence en recherche et de la Sécurité



Concurred: Chair of Cabinet

Appuyé par : la présidence du Conseil des ministres

Approved and Ordered:
Approuvé et décrété le : OCT 02 2026



Administrator of the Government

L'administrateur du gouvernement

**BY-LAW NO. 1
OF
THE BOARD OF GOVERNORS OF
THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

Motion: 2003-73
Date Approved: November 27, 2003
Reviewed: ~~December 7, 2023~~ October 29, 2026
Amended: Motion No. ~~2023-4~~
By-Law No. 1

A by-law relating generally to the conduct of the affairs of THE BOARD OF GOVERNORS OF THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY.

BE IT ENACTED AND IT IS HEREBY ENACTED as a by-law of THE BOARD OF GOVERNORS OF THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY (hereinafter called the "Board") as follows:

1.0 INTERPRETATION

1.1 In this by-law, the following terms shall have the indicated meanings:

1.1.1 "academic staff member", "administrative staff member", "support staff member" and "student" shall have the same meanings as defined in the Regulations;

1.1.2 "Act" shall mean the Ontario Colleges of Applied Arts and Technology Act, 2002, as amended from time to time;

1.1.3 "Board" shall mean the Board of Governors of the Corporation;

1.1.4 "College" shall mean The Lambton College of Applied Arts and Technology

1.1.5 "Corporation" shall mean the Board as a non-share corporation

1.1.6 "Council" shall mean the Lieutenant Governor in Council that is designated pursuant to Ontario Regulation 34/03(2010) to appoint one-third of external governors.

1.1.7 "Governor" shall mean a member of the Board

1.1.8 "Regulations" shall mean the regulations made under the "Act";

1.2 In this By-law, and in all other by-laws and special resolutions of the Corporation hereafter passed unless the context otherwise requires, words importing the singular shall include the plural and vice versa, references to persons shall include firms and corporations, words importing one gender shall include all genders, and headings are used for convenience of reference and do not affect the interpretation of this By-law.

2.0 REGISTERED OFFICE

The REGISTERED Office of the Corporation shall be located at 1457 London Road, in the City of Sarnia in the County of Lambton in the Province of Ontario and at such place therein as the governors may from time to time determine.

3.0 SEAL

The seal, an impression whereof is stamped at the end of this by-law, shall be the corporate seal of the Corporation.

4.0 BOARD OF GOVERNORS

The affairs of the Corporation shall be overseen by a Board of governors as provided by the Ontario Colleges of Applied Arts and Technology Act, 2002 (or as subsequently amended) and Ontario Regulation 34/03 (hereinafter referred to as "the Regulation") and in accordance with this by-law, as follows:

4.1 Size and Constitution of Board

4.1.1 The Board shall consist of seventeen (17) governors of whom: twelve (12) governors, hereinafter referred to as "external" governors, shall be appointed in the manner provided in subsection 4.2 below; four (4) additional governors, hereinafter referred to as "internal" governors, shall be elected as provided in subsection 4.3 below; and the President of the College shall be appointed by the Board pursuant to subsection 11.4.3 hereof and who shall be a voting member of the Board by virtue of office. The Board shall not be improperly constituted should an internal stakeholder group choose not to exercise the right to elect a member.

4.1.2 A member of the board appointed under paragraph 4.1.1 shall not participate in a vote of the board relating to a renewal or extension of his or her appointment.

4.2 Appointment of External Governors

As per Ontario Regulation 34/03 (amended May 2010) effective October 1, 2010 one-third of the external members are to be appointed by the Lieutenant Governor in Council (LGIC) and two-thirds by the college board of governors.

4.3 Election of Internal Governors

The internal governors shall comprise one student, one academic staff member, one administrative staff member, and one support staff member, each of whom shall be elected by the students, academic staff members, administrative staff members and support staff members, respectively, in accordance with the procedures established through by-law of the Board.

4.4 Eligibility Requirements of Governors

A governor must be an individual who:

- 4.4.1 is 18 years of age
- 4.4.2 who has not been declared incapable by a court in Canada or in another country;
- 4.4.3 is not in undischarged bankruptcy;

- 4.4.4 has not been found under the Substitute Decisions Act, 1992 or under the Mental Health Act to be incapable of managing property;
- 4.4.5 who has not been declared an ineligible individual under the Income Tax Act (Canada).

4.5 Eligibility Requirements of External Governors

No person shall be eligible for appointment as an external governor if such person is:

- 4.5.1 a student or an employee of a college of applied arts and technology

4.6 Governor Standard of Care

- 4.6.1 A codified standard of care applies to governors and officers to act honestly, in good faith, with a view to the best interest of the corporation, and exercise care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- 4.6.2 It is the duty of every governor and officer to comply with the [Ontario Not-For Profit Corporations Act 2021](#) and Corporation By-Laws
- 4.6.3 The following is considered reasonable diligence and governors can rely in good faith on:
 - 4.6.3.1 Financial statements represented by officer or auditor to present fairly the financial position of the corporation
 - 4.6.3.2 Report or advice of an officer or employee – if reasonable in the circumstances to rely on report or advice.
 - 4.6.3.3 Report or advice of an expert: lawyer, accountant, engineer, appraiser, or other person whose profession lends credibility to statements made by them.

5.0 TERM AND VACANCIES

The length of term for governors shall be as per the Regulations. Vacancies on the Board, however caused, shall be filled in the manner provided in the Regulations.

- 5.1 ~~Board appointed~~ Each external governors and ~~each elected~~ internal governors (other than the student governor) shall ~~be appointed or elected, as applicable, serve~~ commencing on the first day of September in the year of appointment or election, except as provided for in section 5.3.5;
- 5.2 Each student governor shall be elected for a term of 1 year, commencing on the first day of September in the year of their election;
- 5.3 In the event that a Governor, who has been appointed or elected pursuant to section 5.1 or 5.2, ceases to be a member of the Board prior to the completion of their term a replacement will be appointed or elected to complete the former member's term.
- 5.4 ~~Each governor shall take office on the first day of September in the year of appointment or election; The term of LGIC appointed Governors ment starts is set-out in the the date of the Order-in-Council OIC appointment.~~
The term of the member elected commences on the date of election and shall be of same length as the person originally elected and shall terminate on August 31st of the year in which the terms ends.
- 5.54 Notwithstanding the length of the term to which an internal governor may be elected, such term shall terminate upon such governor ceasing to be a student, academic staff member, administrative staff member or support staff member, as applicable. A student governor who

graduates prior to the expiration of such student governor's term may continue to serve until the 31st day of August in such student's year of graduation;

- 5.65 No person shall serve as an external governor or internal governor (other than the student governor) for more than 6 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election or re-appointment, as applicable, for successive terms not to exceed 6 years in total;

5.7 The board may determine by board resolution that the six-year limit does not apply to a member who is serving as chair of the board, and the member shall immediately be eligible for reappointment or re-election to another term of office, provided that the member continues to serve as chair.

5.8 A member who continues to serve as chair pursuant to subsection 5.7 may not be a member of the board for more than eight consecutive years and subsequently is not eligible for reappointment or re-election to the board.

- 5.9-6 No person shall serve as the student governor for more than 4 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election for successive terms not to exceed 4 years in total.

- 5.107- All governors will consent to hold office before or within 10 ten days after election or appointment. Consents will be maintained by the college as part of the corporate record.

6.0 REMOVAL OF GOVERNOR(S)

- 6.1 The Board may remove a governor (other than the President or an LGIC appointment) from the Board by a resolution of the governors (enacted pursuant to section 6.2 below) if:
- 6.1.1 the governor has failed to attend, without leave of the Board, at least 50% of the regular meetings of the Board in any 12-month period or 4 successive meetings of the Board; or
 - 6.1.2 the governor has neglected or refused to participate on Board committees and/or to contribute to effective discussion and decision-making at the Board; or
 - 6.1.3 the governor has failed to comply with the Minister's Binding Policy Directive on Conflict of Interest which is set forth in section 9 of this by-law; or
 - 6.1.4 the governor has failed to maintain the confidentiality of any and all information, discussions, or proceedings at in-camera sessions of the Board; or
 - 6.1.5 the governor has failed to observe and perform the governor's fiduciary duty owed to the Corporation in that the governor has not acted with honesty, in good faith and in the best interests of the Board;
 - 6.1.6 the Governor has failed to comply with the College's by-laws or policies including, without limitation, the Confidentiality and Code of Ethics Policy (and any replacement policy), and the Respectful College Community policy (and any replacement policy). or
 - 6.1.7 the governor has, in the opinion of the Board, committed one of the following grounds of misconduct and in consequence would, if such governor were to continue as a member of the Board, adversely affect the image and/or operations of the Board or of Lambton:

- 6.1.7.1 harassment (including activities that would constitute harassment under College directives);
- 6.1.7.2 violence (including activities that would constitute violence under College directives);
- 6.1.7.3 conviction of a criminal offence;
- 6.1.7.4 conduct unbecoming of a member of the Board, including but not limited to improper use of authority or position, improper use of privileged or confidential information, conduct that is deemed to be detrimental to, or generally contrary to the mission and best interests of the Corporation;
- 6.1.7.5 discrimination as defined under the Ontario Human Rights Code (including activities that would constitute discrimination under College directives).
- 6.2 Prior to the Board voting to remove a governor (the "Subject Governor"), the Chair or the Vice-Chairs are to discuss the matter with the Subject Governor to explain why the removal is being considered and to seek a satisfactory explanation of or solution to the alleged grounds for removal (the "Grounds"). If the discussions do not result in a satisfactory explanation or solution, the matter is to be brought to the Board in an in-camera session, and the Board is to determine by resolution, passed by at least two-thirds of the votes cast, whether the Subject Governor is to be removed. The notice for the in-camera session is to specify the intention to pass a resolution removing the Subject Governor and the Grounds therefore. The Subject Governor is to be given an opportunity to respond to the Grounds by addressing the Board at the in-camera session but is to refrain from voting. The Subject Governor is to be clearly notified of the final consideration and decision of the Board and any action that will be taken.
- 6.3 Any person who is removed as a governor from the Board may request the Board Executive Committee to review the decision to remove the person. The Executive Committee shall appoint an independent arbitrator to review the decision. As provided in section 6 of the Ontario Regulation 34/03 the arbitrator review shall:
- i) only relate to the issues of whether the reasons for the removal and the procedure followed in removing a member were in compliance with the by-law made under clause 6.1
 - ii) not include a review of whether the decision of the board was correct; and
 - iii) ensure that the chair of the board and the president of the college sign a written attestation that the removal process was carried out in accordance with the by-law. O. Reg. 169/10, s. 3.
- 6.4 If the Board believes that there exist reasons justifying the removal of an of an external member appointed by the LGIC, the Board may set those reasons out in a report to the Minister of Colleges and Universities for referral to the LGIC.
- 7.0 REMUNERATION OF GOVERNORS**
- 7.1 The governors of the Corporation shall serve without remuneration and governors shall not directly or indirectly receive any gain from their position. Governors may be paid reasonable travel and living expenses incurred by them in the performance of their duties.
- 7.2 The provisions of section 7.1 shall apply equally to all members of committees and sub-committees of the Board.
- 8.0 PROTECTION OF GOVERNORS AND OFFICERS OF THE CORPORATION**
- 8.1 Indemnification by the Board

Every governor, former governor, officer of the Board, and their heirs, estate trustees, and assigns and effects, respectively, shall be indemnified and saved harmless out of the funds of the Board, from and against:

- 8.1.1 all costs, charges and expenses whatsoever that they sustain or incurs in or about any action, suit or proceeding that is brought, commenced or prosecuted against them, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by such governor or officer, in or about the proper execution of the duties of their office if they acted honestly, in good faith, with a view to the best interest of the corporation and in cases of criminal or administrative proceedings enforceable by monetary penalty if they had reasonable belief the conduct was lawful; and,
- 8.1.2 all other costs, charges and expenses that they sustain or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by such governor's or officer's own willful neglect or default.
- 8.2 No governor, former governor, or officer of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other governor or officer or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Board through the insufficiency or deficiency of title to any property acquired by Lambton for or on behalf of Lambton or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to the Board shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person, firm or corporation with whom or which any moneys, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of such governor's or officer's respective office or trust or in relation thereto unless the same shall happen by or through such governor's or officer's own wrongful and willful act or through such governor's or officer's own wrongful and willful neglect or default.
- 8.3 The governors of the Board shall not be under any duty or responsibility in respect of any contract, act or transaction whether or not made, done or entered into in the name or on behalf of the Board except such as shall have been submitted to and authorized or approved by the Board.
- 8.4 If any governor or officer of the Corporation shall be employed by or shall perform services for the Board otherwise than as a governor or officer or shall be a member of a firm or a shareholder, director or officer of a company which is employed by or performs services for the Board, the fact of his or her being a governor or officer of the Corporation shall not disentitle such governor or officer or such firm or company, as the case may be, from receiving proper remuneration for such services.

9.0 DISCLOSURE OF INTERESTS IN CONTRACTS AND CONFLICT OF INTEREST COMPLIANCE

In accordance with the Minister's Binding Policy Directive, the Chair, or in the absence of the Chair, the Vice-Chair, shall at the beginning of each meeting of the Board or any Committee, request a declaration of any conflict of interest by those governors present.

- 9.1 Every governor of the Board who is in any way directly or indirectly interested in a proposed contract or a contract with the Corporation shall declare the nature of their interest at a meeting of the Board or any committee of the Board. In the case of a proposed contract, the declaration required by this section shall be made at the meeting of the Board or any committee of the Board at which the question of entering into the contract is first taken into consideration. If the governor is not present at that meeting and is interested in the contract, the governor must declare a conflict at the next meeting of the Board that the governor attends.

- 9.2 In a case where the governor becomes interested in a contract after it is made, the declaration shall be made at the first meeting of the Board held after they become so interested.
- 9.3 For the purposes of this section, a general notice given to the governors of the Board by a governor to the effect that they are a shareholder of or otherwise interested in any other company, or is a member of a specified firm and is to be regarded as interested in any contract made with such other company or firm, shall be deemed to be a sufficient declaration of interest in relation to a contract so made, but no such notice is effective unless it is given at the meeting of the Board at which the matter is considered, or the governor takes reasonable steps to ensure that it is brought up and read at the next meeting of the Board after it is given.
- 9.4 If a governor has made a declaration of their interest in a proposed contract or contracts in compliance with this section and has not voted in respect of the contract, the governor is not accountable to the Board or to any of its members or creditors for any profit realized from the contract, and the contract is not voidable by reason of the holding of that office or of the fiduciary relationship established.
- 9.5 Notwithstanding anything in this section, a governor is not accountable to the Board or to any of its members or creditors for any profit realized from such contract and the contract is not voidable if it is confirmed by a majority of the votes cast at a general meeting of the Board duly called for that purpose and if the governor's interest in the contract is declared in the notice calling the meeting.
- 9.6 Any governor of the Board who declares a conflict of interest on a matter to be discussed during an in-camera meeting shall leave the meeting room while that subject is being discussed and voted upon, and shall not discuss, lobby or solicit on that subject.
- 9.7 The Secretary-Treasurer shall record in the Minutes of the meeting of the Board or any Committee the conflict of interest so declared on the part of any governor and, if relevant, shall record that the governor withdrew from the discussion and did not vote.
- 9.8 Notwithstanding anything in this section, the Board shall have a conflict-of-interest policy and procedures and governors are required to adhere to such policy and procedures.

10.0 FINANCIAL YEAR

Unless otherwise ordered by the Board of Governors, the fiscal year of the Corporation shall terminate on the 31st day of March in each year.

11.0 OFFICERS OF THE BOARD

11.1 Officers

There shall be a Chair, a 1st Vice-Chair, a 2nd Vice-Chair, the President of the College, a Secretary -Treasurer, and such other officers as the Board may determine by resolution from time to time. The Chair and Vice-Chairs shall be external governors of the Board. The other officers of the Corporation (excepting the President who is a member of the Board by virtue of office) need not be members of the Board.

11.2 Appointment

At the May or June meeting of the Board each year, the Board shall elect from among its external members, a Chair and two Vice-Chairs. Following their election by resolution of the Board, the Chair and Vice-Chairs will assume their responsibilities on the 1st of September each year. If the Board shall fail to elect any or all such officers by September 1st, the incumbents for whom no replacements have been appointed shall continue in office until their successors are appointed except in the case of a Chair or Vice-Chair whose term as governor has expired.

11.3 Removal

All Officers, in the absence of agreement to the contrary, shall be subject to removal from that office of the Board by resolution of the Board at any time with or without cause.

11.4 Duties of Officers

The duties of the Officers are as follows:

11.4.1 Chair

The Chair shall be elected annually and shall, when present, preside at all meetings of the Board. The Chair shall also be charged with the central management and supervision of the affairs and operation of the Board. The Chair shall, together with the Secretary-Treasurer or other officer appointed for the purpose, sign all by-laws of the Board; and shall sign such contracts, documents or instruments in writing as require Board signature. The Chair shall also have such other powers and duties as may from time to time be assigned by the Board or as are incidental to the Chair and shall interpret the resolutions of the Board and the intent of the By-laws. The Chair is the official spokesperson for the Board and may delegate that duty from time to time.

11.4.2 Vice-Chairs

The Vice-Chairs shall be elected annually and shall have such powers and perform such duties as may be assigned by the Board, and in the absence or inability to act of the Chair, the 1st Vice-Chair, or in the absence or inability to act of the 1st Vice-Chair, the 2nd Vice-Chair, shall perform all the duties and have all the powers of the Chair.

11.4.3 President

The Board shall appoint a President for such term as the Board may consider appropriate from time to time and hereby delegates to the President such authority to manage and direct the business and affairs of the College, except such matters and duties as by law must be transacted or performed by the Board, and further to employ and discharge agents and employees of Lambton College as the President may from time to time decide. The President shall conform to all lawful orders made by the Board and/or by the Chair thereof and shall at all reasonable times give to the governors or any of them all information they may require regarding the affairs of the Corporation and the College.

11.4.4 Secretary-Treasurer

The Secretary-Treasurer shall be the vice-president responsible for the Corporation's finances unless the Board shall otherwise determine in which event the Secretary-Treasurer shall be appointed annually. The Secretary-Treasurer has no voting authority. The Secretary-Treasurer shall:

- be ex-officio clerk of the Board;

- attend all meetings of the Board and record, or cause to be recorded, all facts and minutes of all proceedings in the books kept for that purpose;
- give or cause to be given, all notices required to be given to governors and to the public;
- be the custodian of the corporate seal of the Board and of all books, papers, records, correspondence, contracts and other documents belonging to the Board which shall be delivered up only when authorized by a resolution of the Board;
- in accordance with regulations and policy directives made under the Ontario Colleges of Applied Arts and Technology Act, 2002 as may be amended from time to time and any other applicable statute or regulation, keep full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account;
- deposit all moneys and other valuable effects in the name and to the credit of the Corporation in such banks as may from time to time be designated by the Board;
- disburse the funds of the Corporation under the direction of the Board, taking proper vouchers therefore;
- provide whenever required by the Board an account of the financial position of the Corporation;
- co-operate with the auditors appointed by the Board during any audit of the accounts of the Corporation; and,
- perform such other duties as may from time to time be determined by the Board.

11.4.5 Other Officers

The duties of all other Officers of the Corporation shall, subject to the provisions of any applicable statute or regulation, be such as the terms of their engagement call for or the Board or the President require of them.

11.5 Vacancies

If the office of the Chair, 1st Vice-Chair or 2nd Vice-Chair, or one or more of them, shall become vacant by any reason, the Board shall elect one of the external governors to fill such vacancy.

- 11.5.1 If the office of the Secretary-Treasurer or President, or one or more of them, shall become vacant, such vacancy shall be filled as the Board may appoint.

11.6 Delegation of Duties of Officers

In the case of the absence or inability to act of the Chair, a Vice-Chair or another Officer of the Board or for any other reason that the governors may deem sufficient, the governors may delegate all or any of the powers of such Officer to any other Officer or to any external governor for the time being.

12.0 MEETINGS

Except as required to the contrary by the Regulations:

12.1 Annual and General Meeting Dates

The Board may appoint a day or days in any month or months for regular meetings of its members at a prescribed hour, and in respect of such regular meetings, except as hereinafter specifically set forth, no notice need be given. The annual general meeting shall be the meeting at which the audited financial statements are received. The Board may consider and transact any business either special or general without any notice thereof at any meeting of the Board.

12.2 Quorum

Not less than 50% of the total Board membership plus 1 as defined in 4.1 shall form a quorum for the transaction of business. No business shall be transacted at any meeting unless the requisite quorum shall be present at the commencement of such business.

12.3 A governor participating in discussions at a meeting of the Board and/or Committee by teleconference or videoconference shall be deemed as in attendance for quorum purposes.

12.4 A governor who has declared or is found to be in conflict of interest with respect to an agenda item, but was present at the beginning of the meeting, may be counted to determine the presence of a quorum

12.4.1 Notwithstanding 12.4, no less than 50% of the total Board membership as defined in 4.1 must be present and eligible to vote in order for the Board to maintain quorum.

12.5 Special Meetings

Any special general meeting of the members of the Board may be formally called by the Chair, the Vice-Chair(s), the President or by the Secretary-Treasurer on the direction of the Chair or of the Vice-Chair (s), or by any four voting members of the Board.

12.6 Location

The meetings of the members of the Board shall be held at the REGISTERED Office, or at such other place or places as the Board may from time to time determine.

12.7 In-camera Meetings

In-camera Meetings to consider matters determined by the Board of Governors to be confidential to the Board, or otherwise permitted or required by the regulations to be held in-camera, shall be held either before or after each regular meeting of the Board as shall from time to time be determined by the Board, or at such other time or times as may be determined by the person or persons calling the meeting. Without limiting the foregoing, matters relating to individual personnel decisions, general litigation, purchase or selling of real property, shall be discussed in-camera.

12.8 Notice

Except for regularly scheduled meetings, which shall require no notice other than as set out above, notice of meetings of the Board be couriered, emailed or telephoned to each member of the Board not less than twenty-four (24) hours before the meeting is to take place or shall be emailed to each member of the Board not less than five (5) days before the meeting is to take place. Regularly scheduled meetings of the Board shall be published annually.

12.8.1 No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, to the members of the Board shall invalidate such meeting or make void any proceedings taken there at and any members may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

12.9 Minutes of Meetings

12.9.1 The minutes of each Board meeting shall be approved at the following meeting and confirmed under the signature of the Chair and a copy of the resolutions must be kept with the meeting minutes.

12.9.2 Certified copies of the minutes from meetings may be introduced as evidence in any action or proceeding

12.10 Adjournment / Recommence

Any meeting of the members of the Board may be adjourned and recommenced at a later date without prior notice.

12.11 Voting

12.11.1 Except for votes to amend or adopt by-laws, every question submitted to any meeting of members of the Board shall be decided by a majority of votes given by the members present in person or attending by telephone or videoconference, who shall each be entitled to one vote. In the case of an equality of votes, the motion shall be lost. At any meeting, unless a poll is demanded, a declaration of the Chair of the meeting that a resolution has been carried, or carried unanimously, or by a particular majority, or lost or not carried by a particular majority, and an entry to that effect in the minutes of the meeting of the Board of Governors shall be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion.

12.11.2 Votes to amend or adopt by-laws shall require a two-thirds majority.

12.11.3 Governor Deemed Consent to Resolutions

A governor present at a meeting is deemed to have consented to any resolution passed, unless:

- o Their dissent is recorded in the minutes;
- o They request that their dissent be entered into the minutes;
- o They give their dissent to the secretary of the meeting before it ends; or
- o They submit their dissent immediately after the meeting ends.
- o If a governor votes or consents to a resolution, they are not entitled to enter a dissent.
- o If a governor is not present at a meeting, the governor is deemed to have consented to any resolution or action at that meeting, unless they dissent within 7 days of becoming aware of the resolution.

12.12 Chair

In the absence of the Chair, the 1st Vice-Chair shall chair the meeting. In the absence of the Chair and the 1st Vice-Chair of the Board of Governors, the 2nd Vice-Chair shall chair the meeting. In the 2nd Vice-Chair's absence, the members at any meeting of members shall choose one of their voting members to chair the meeting.

13.0 EXECUTION OF DOCUMENTS

- 13.1 All cheques, drafts or orders for the payment of money and all notes and acceptances and bills of exchange shall be signed by such officers or person or persons, whether or not officers of the College, and in such manner as the Board may from time to time designate by resolution.
- 13.2 Contracts, Documents, etc. or Instruments in Writing: Contracts, documents, or instruments in writing required to be signed by the Board may be signed by any two of the Chair, the Vice-Chairs, President (or Secretary-Treasurer in the absence of the President), and all contracts, documents or instruments in writing so signed shall be binding upon the Board without any further authorization or formality. The Board is authorized from time to time by resolution to appoint any officer or officers or any person or persons on behalf of the Board either to sign contracts, documents or instruments in writing generally or to sign specific contracts, documents or instruments in writing.
- 13.2.1 The corporate seal of the Board may, when required, be affixed to contracts, documents or instruments in writing signed as aforesaid or by any officer or officers, person or persons, appointed as aforesaid by resolution of the Board.
- 13.2.2 The term "contracts, documents or instruments in writing" as used herein shall include deeds, mortgages, hypothecs, charges, conveyances, transfers and assignments of shares, bonds, debentures or other securities and all paper writings.
- 13.2.3 In particular, without limiting the generality of the foregoing, any two of the Chair, the Vice-Chairs, President, or the Secretary-Treasurer in the absence of the President, are authorized to sell, assign, transfer, exchange, convert or convey any and all shares, bonds, debentures, rights, warrants or other securities owned by or registered in the name of the Board in its individual capacity or any other capacity or as trustee or otherwise and to sign and execute (under the corporate seal of the Corporation or otherwise) all assignments, transfers, conveyances, powers of attorney and other instruments that may be necessary for the purpose of selling, assigning, transferring, exchanging, converting or conveying any such shares, bonds, debentures, rights, warrants or other securities.
- 13.2.4 Notwithstanding any provisions to the contrary contained in the by-laws of the Corporation, the Board may at any time by resolution direct the manner in which, and the person or persons by whom, any particular instrument, contract or obligations of the Board may or shall be executed.

14.0 BOOKS AND RECORDS

The Board shall ensure that all necessary books and records of the Corporation, required by the by-laws of the Corporation or by any applicable statute or law, are regularly and properly kept.

- 14.1 Without limiting the generality of section 14.0 above, the Board shall keep minutes and records of its proceedings that accurately reflect the proceedings of the Board. Approved minutes of open meetings shall be available to the public.
- 14.2 The By-laws of the Corporation shall be open to examination by the public during normal office hours of Lambton College and whenever possible shall be available to the public at no charge on Lambton College's website.

15.0 AUDITORS AND REPORTING

- The Board shall appoint an auditor licensed under the Public Accountancy Act who shall be instructed to prepare for submission to the Minister and any other agencies as required by legislation, audited financial statement(s) for the preceding year and other reports as required.
- 15.1 The Corporation must give notice of meetings to the auditor who is entitled to attend the Finance and Property Committee meetings at the expense of the corporation and entitled to be heard at the meeting.
- 15.2 The Corporation must allow the auditor to attend the Finance and Property Committee meeting if a member so requests.
- 15.3 The President shall abstain from voting on all matters related to audited financial statements and reports.
- 16.0 **POWERS**
- The Board shall administer the affairs of the Corporation in all things and make or cause to be made for the Corporation in its name any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally may exercise all such powers and do all such other acts and things as the Corporation is authorized to exercise and do, as provided by any applicable statute, law or regulation.
- 16.1 The Board of Governors is expressly empowered from time to time to purchase, lease or otherwise acquire, alienate, sell, exchange, or otherwise dispose of, shares, stocks, rights, warrants, options and other securities, lands, buildings, and other property movable or immovable, real or personal, or any right or interest therein owned by the Board for such consideration and upon such terms and conditions as it may deem advisable, without the written approval of the Minister except that use of the proceeds from sale or encumbrance of real property acquired with provincial funds will continue to require the approval of the Minister.
- 16.2 The Board shall have the power to set policies.
- 16.3 The Board shall establish the process for the selection of the President. The Board shall appoint the President, establish compensation, delegate responsibility for the performance and operation of Lambton College, and evaluate the President's performance.
- 17.0 **COMMITTEES**
- In addition to the committees hereinafter specifically provided for and the Advisory Committees for each program of instruction required by the regulations, the Board may, from time to time, appoint standing and ad hoc committees consisting of such persons as may from time to time be appointed members thereof by the Board, to act in such capacity as the Board may determine in connection with the particular field of activity referred to each of such committees. The members of all committees shall hold office during the pleasure of the Board.
- 17.1 The Board may fill any vacancies occurring from time to time in such committees and, except for committees required by the regulations, might abolish and from time to time reappoint any such committee.
- 17.2 If required by the Board, minutes of the proceedings of any such committee shall be kept in a book or books or an electronic database for that purpose, which shall always be open for the

- inspection of any member of the Board. The minutes of each meeting of any such committee shall be approved at the following committee meeting and confirmed under the signature of the Chair of the meeting.
- 17.3 Unless otherwise determined by the Board, quorum for any such committee is a majority of the committee members. Questions arising at any meeting of a committee shall be decided by a majority of members and in the case of an equality of votes, the motion shall be lost. A governor participating in a meeting virtually shall be deemed as in attendance for quorum purposes.
- 18.0 **EXECUTIVE COMMITTEE**
- The Executive Committee established by resolution of the Board of Governors is hereby confirmed and continued to advise and assist the governors in carrying on the affairs of the Board.
- 18.1 The responsibilities of the Executive Committee are:
- 18.1.1 To receive, evaluate and recommend to the Board appropriate action on any matter referred to the Committee by the Board or the President.
- 18.1.2 During intervals between regular meetings of the Board, to take such action as the Committee deems necessary upon significant matters that cannot reasonably be delayed until the next scheduled meeting of the Board, and when a special Board meeting is not possible or not deemed necessary, and further, to report such action to the Board not later than the date of the next scheduled meeting of the Board.
- 18.1.3 Notwithstanding 18.1.2 the following non-delegable powers must be exercised by the full board of governors:
- 4.6.4.1 Filling board vacancies/auditor vacancies;
 - 4.6.4.2 Issuing debt obligations (except as specifically authorized by governors);
 - 4.6.4.3 Approving financial statements;
 - 4.6.4.4 Adopting, amending and repealing by-laws;
- 18.1.4 Ratification of the actions of the Executive Committee shall be sought from the Board at the next scheduled meeting of the Board or at such other meeting of the Board duly called.
- 18.2 The Executive Committee shall be composed of the Chair, 1st Vice-Chair, 2nd Vice-Chair, and the President. The Chair shall be authorized to appoint other governors/senior officers of the Corporation to a total of seven members.
- 19.0 **FINANCE & PROPERTY COMMITTEE**
- The Finance & Property Committee heretofore established by resolution of the Board, shall advise and assist the Board of Governors in carrying out the affairs of the Board in connection with matters set forth below, and shall ensure the sound financial management of the Corporation by making sure that financial safeguards are well established and maintained.
- 19.1 The responsibilities of the Finance and Property Committee are:

- 19.1.1 To review proposed operating and capital budgets and the rationale thereof, and upon acceptance, recommend same to the Board.
- 19.1.2 To review and monitor financial matters (reports and performance) opposite the approved budgets (operating and capital), and ensure timely reporting to the Board on deemed significant deviations (real or anticipated), and recommended corrective actions.
- 19.1.3 The Committee must review all matters concerning the Corporation's audited financial reports and financial statements, including recommending to the Board, the appointment of the auditors who shall be licensed under the Public Accountancy Act, to audit the accounts and transactions of the Corporation by June 30th of each year.
- 19.1.4 The Committee must be notified by a governor or officer if a governor or officer becomes aware of a misstatement in financial statements.
- 19.1.5 To recommend to the Board any operating or capital expenditures in excess of the Board-approved budgets (including the contingency fund).
- 19.1.6 To ensure appropriate asset protection and loss prevention provisions are in place and reviewed regularly (annually). This includes maintenance, fire protection, security, and insurance.
- 19.1.7 To review and recommend to the Board and where required by Regulation, to the Minister, the acquisition or disposition of any Corporation real property (land, buildings).
- 19.1.8 To recommend to the Board an Investment Policy for any surplus or reserve funds for the Corporation within the limits of appropriate legislation.
- 19.1.9 To ensure that proper records and books of account are kept for safekeeping.
- 19.2 The Finance and Property Committee will consist of at least five (5) Board members, the majority of whom shall be external members. In addition, the majority of the committee members must not be Officers or Employees of the Corporation or any of its affiliates. The Committee shall include the Chair of the Board, a Vice-Chair of the Board who shall chair the Committee, the President and other Board members appointed by the Chair. In addition, the Committee shall include the Secretary-Treasurer of the Board, who shall be a non-voting member.
- 19.3 The Committee shall meet at least four (4) times during the period from September to June, or upon call of the Chair, and shall ensure that proper minutes are kept and available to the Board.
- 19.3.1 A quorum shall consist of a majority of Committee members, providing that the majority of Committee members in attendance are external governors.
- 19.3.2 Unless otherwise designated by the Chair, the meetings shall be in-camera.

20.0 PROGRAMS AND SERVICES COMMITTEE

The Programs and Services Committee heretofore established by resolution of the Board shall advise and assist the governors in carrying on the affairs of the College in connection with matters that pertain to academic programs and student services.

- 20.1 The responsibilities of the Programs and Services Committee are:

- 20.1.1 Make recommendations to the Board on matters related to the establishment, delivery, or continuance of programs and academic services provided by the College and on appointment of members to Program Advisory Committees.
- 20.1.2 Consider recommendations and advice referred to the Committee from program advisory committees regarding programs of instruction and the introduction of new programs of instruction and ensure the College is providing relevant, high quality, accountable, and accessible education and training that fulfills the Board's Strategic Plan.
- 20.1.3 Based on Ministry guidelines for Key Performance Indicators (KPI), monitor the assessment of programs and student services against KPI standards and ensure progress towards improvement.
- 20.1.4 Based on the Program Revitalization and Rationalization Policy, monitor all programs against the criteria outlined and make recommendations to the Board with respect to revitalization or suspension of certain programs when criteria is not being met.
- 20.1.5 Review any specific issue referred to the Committee by the Board, and make recommendations to the Board as soon as possible.
- 20.2 The Programs and Services Committee will consist of at least five (5) Board members, the majority of whom shall be external members. The committee shall include the Chair of the Board, a Vice-Chair of the Board who shall chair the Committee, the President, an internal governor, and other members appointed by the Chair.
- 20.3 The Programs and Services Committee shall hold a minimum of four (4) meetings during each academic year and shall ensure that proper minutes are kept and available to the Board.
- 20.3.1 A quorum shall consist of a majority of Committee members with voting privileges.
- 20.3.2 Unless otherwise designated by the Chair, the meetings shall be in-camera.

21.0 **NOMINATION COMMITTEE**

The Nomination Committee heretofore established by resolution of the Board shall advise and assist the governors in a process to select candidates for membership vacancies that arise. The membership of the committee should consist of three Governors. When the committee is interviewing a replacement from the same organization, the member will excuse him or herself from the interview process with a declared conflict of interest.

- 21.1 The responsibilities of the Nomination Committee are:
 - a. Develop the annual candidate search profile and process.
 - b. Seek candidates for the Board using means including advertising in local media and on the College's website and require all candidates to complete an application form.
In the event that no qualified applicant applies the committee will recruit from that sector.
 - c. Request a volunteer from the Lambton College Indigenous Education Council as per the Council's Terms of Reference when appointing an Indigenous representative to the Board of Governors.
 - d. Conduct structured interviews with selected candidates.

- e. The principle governing the selection of nominees shall be based on merit. and the following criteria:
 - i. Nominees will reflect diversity in relevant backgrounds and the Board's Economic Sector Matrix
 - ii. Nominees will be candidates demonstrating the skills and knowledge necessary to support the strategic directions of the College
 - iii. Nominees will be candidates committed to the principles and values of public service
 - iv. Nominees should as much as possible reflect the Board's Economic Sector Matrix, recognizing the above criteria are the priority
- f. Report to the Board on work-in-progress regarding the status of potential candidates.
- g. Prepare a final report on nominations for the approval of the Board

22.0 EXECUTIVE PERFORMANCE AND COMPENSATION COMMITTEE

The Executive Performance and Compensation Committee heretofore established by resolution of the Board will advise and assist the governors in matters that pertain to regular performance assessments of the president.

- 22.1 The Executive Performance and Compensation Committee will have a chair appointed by the Board and at least two other board members, one of whom should be the Chair of the Board.
- 22.2 The Executive Performance and Compensation Committee shall oversee and conduct the evaluation process as per the Policy for Presidential Evaluation Policy No. 2-001 and the Lambton College President and CEO Evaluation Form.
- 22.3 The Executive Compensation Committee may develop other evaluation tools and/or processes in consultation with the president and subject to approval by the Board.

23.0 CONFLICT

- 23.1 The Board having been established pursuant to the Ontario Colleges of Applied Arts and Technology Act 2002, this by-law is in addition to the said Act and the Regulations and the Minister's Binding Policy Directives made thereunder. Should any provision in this by-law or any further by-laws enacted by the Board conflict with the said Ontario Colleges of Applied Arts and Technology Act 2002, Regulations and Minister's Binding Policy Directives, the conflicting provision shall be ineffective to the extent of such conflict without invalidating the remaining provisions in the said by-laws.
- 23.2 The Ontario Colleges of Applied Arts and Technology Act 2002 identifies each college as a Crown agency and the Board as a corporation without share capital. As such, the Board is subject to the provisions of the Corporations Act, except where limited by the Ontario Colleges of Applied Arts and Technology Act 2002, its Regulations, and the Minister's Binding Policy Directives. The Board is also subject to provincial legislation such as, but not limited to, the Financial Administration Act, Ombudsman Act and Freedom of Information and Protection of Privacy Act and any other provincial and federal legislation and regulations applicable to non-share corporations and agencies of the Crown. Should any provision in this by-law or any further by-laws enacted by the Board conflict with any legislation or regulations judged to be applicable to the Board, the conflicting provision shall be ineffective to the extent of such conflict without invalidating the remaining provisions in the said by-laws.

24.0 This by-law becomes effective on the date that it is passed and the pre-existing by-law (s) relating to the conduct of the affairs of the Board are repealed as of said date.

Amended and Approved by the Board of Governors of the Lambton College of Applied Arts and Technology,

this 297 day of October, 2026~~December 2023~~.



Corporate Seal
Original signed by:

Original signed by:

Jason McMichael~~Tania Lee, Chair~~

Spencer Dickson, Secretary-Treasurer

03 – By-Law

MOTION: 2003-73

DATE APPROVED: November 27, 2003

REVIEWED: ~~December 7, 2023~~ October 29, 2026

AMENDED: Changes Motion No. 2026-~~3-48~~

BY-LAW: No. 3

BE IT ENACTED as a By-law of The Board of Governors of The Lambton College of Applied Arts and Technology (hereinafter called the “Board”) for the Election of Representatives of College Constituent Groups to the Board of Governors as follows:

1.0 Policy

- 1.1 In accordance with the Regulations emanating from the Ontario Colleges of Applied Arts and Technology Act 2002, all members of the constituent groups of the College (Academic, Administrative, Student and Support Staff) shall have an opportunity for effective participation in the nomination and election process for membership on the Board.
- 1.2 In support of this policy the following procedures have been developed after consultation with representatives of the constituent groups.

2.0 Definition

In this By-law, the following terms shall have the indicated meanings:

There are four constituent groups at Lambton:

- 2.1 “Academic staff” member means a person who is employed by the Board of Governors as a teacher, counsellor or librarian;
- 2.2 “Administrative staff” member means a person who is employed by the Board of Governors and who is not an academic staff member, a support staff member or a student;
- 2.3 “Board of Governors” means the members of the Board of Governors of The Lambton College of Applied Arts and Technology;
- 2.4 “College” means The Lambton College of Applied Arts and Technology;
- 2.5 “Course” means a credit course in a program of instruction;
- 2.6 “Program of Instruction” means a group of related credit courses leading to a diploma, certificate, applied degree or other accreditation awarded by the Board ;
- 2.7 “Student” means a person who is enrolled in a course or program of instruction in a college;
 - 2.7.1 To qualify as a candidate in a student election, a candidate must be a full-time student with a Program GPA of at least 2.4 or a part-time student enrolled in at least 3 courses with a minimum Program GPA of 2.4.

- 2.8 “Support Staff” member means a person who is employed by the Board of Governors as a member of the office, clerical, technical, health care, maintenance, building service, shipping, transportation, cafeteria or nursery staff.

3.0 Electoral Committee

- 3.1 The Board has established an Electoral Committee to ensure the observance of this policy and the implementation of the Regulation. The Electoral Committee may include non-Governor committee members.
- 3.2 The Electoral Committee is composed of the presidents of or their designate:
- Students Administrative Council
 - Support Staff Local
 - Academic Employees Local
 - ~~Administrative Staff Association.~~
 - ~~Executive Assistant to Manager the~~ Board of Governors
- 3.3 ~~The presidents may each designate a member of their respective constituent groups to replace them on the Electoral Committee.~~
- 3.4 In addition, the Board will appoint the President of the College, or his/her designate, as Chair of the Electoral Committee.
- 3.5 The Electoral Committee reports to the Chair of the Board of Governors.
- 3.6 The Electoral Committee recognizes the rights of part-time members of the constituent groups as defined in the Regulation and will endeavour to ensure their participation in the electoral process.
- 3.7 The members of the Electoral Committee recognize that should a conflict of interest arise, the affected member will declare such conflict, propose a replacement and withdraw from participation on the Committee.

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4.0 Procedure - Nomination Process

- 4.1 The Electoral Committee will supervise a call for nominations addressed to the specific constituency group.
- 4.2 The information sent to each group will provide details of:
- the nomination/election process (including dates and deadlines)
 - the Regulation in summary form
 - Board of Governor Roles and Responsibilities
- 4.3 The Electoral Committee will distribute a call for nominations. The call will be addressed also to the part-time members of the constituent groups.
- 4.4 The call for nominations will inform the constituent group where the information in section 4.2 above can be obtained.
- 4.5 Nominations must be supported by at least five (5) nominators for each nominee of the constituent groups.
- 4.6 The nomination paper form must indicate the name, ~~signature~~ and student/employee number of each nominator.
- 4.7 A member of a constituent group may ~~sign the nomination paper for more~~ nominate more than one candidate of the group for nomination.
- 4.8 ~~Candidates submit their nomination form with five members of their constituent group in the online portal. Nominations~~
~~Nomination papers will be returned to the Electoral Committee. Papers~~ received after the deadline will be rejected.
- 4.9 The Electoral Committee will have access to review all nomination ~~papers forms~~ for conformity to this procedure.

- 4.10 The Electoral Committee will publish the list of nominees.

5.0 Procedure - Canvassing Process

- 5.1 Between the establishing and publishing of the slate of candidates and the date of election there will be a period during which individuals may canvas their respective groups.
- 5.2 Complaints with regard to the conduct of nominees must be addressed to the Electoral Committee.

6.0 Procedure - Election Process

- 6.1 The elections will be supervised by the Electoral Committee which will determine supplementary procedures that are not addressed in this by-law.
- 6.2 ~~The Electoral Committee will determine if a~~ secure anonymous online vote ~~or an election with in-person paper ballots~~ will be conducted. ~~If an in-person paper ballot election is chosen then the Electoral Committee will ensure that a sufficient number of polling stations is identified and staffed and that ballot boxes are obtained to permit the opportunity for all members of the constituent groups to vote.~~
- 6.3 The vote will be ~~either by a paper secret ballot or~~ an anonymous secure online vote.
- 6.4 ~~If an in-person paper ballot, each polling station will have a listing of each member of the constituent group provided by the department responsible for maintaining employee lists. The name of each voter will be removed after a ballot is distributed.~~
- 6.45 The Human Resources department (responsible for maintaining employee lists) will provide the most current employee lists to the Information Technology Department. For Student Governor elections, the College Registrar will provide the student lists.
- 6.5 ~~The Electoral Committee will count the paper vote. For an anonymous secure online election~~ The vote is tabulated by the online voting program.
- 6.6 The Electoral Committee will inform the Chair of the Board of the election results and the ~~Board Executive Assistant~~ Manager Board of Governors, on behalf of the Chair, will inform the candidates and the constituency group.
- 6.8 The successful candidate for each constituent group will require a plurality of the votes cast by the appropriate group.

7.0 Procedure - Dispute Resolution

- 7.1 Any individual who has a complaint as to the application of this by-law through its procedures has the right to address such complaint to the ~~Manager, Board of Governors~~ Chair of the Electoral Committee.
- 7.2 The complaint must be in writing and must indicate the details of the alleged violation of policy and procedure.
- 7.3 The ~~Chair~~ Manager Board or Governors will forward the complaint to the Electoral Committee for review.
- 7.4 The Electoral Committee will investigate the complaint and attempt to resolve it.

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- 7.5 Failing resolution by the Electoral Committee, the complaint may be referred by either the complainant or the Electoral Committee to the Chair of the Board who shall, within 5 days of such referral, appoint an independent third party to investigate the complaint.
- 7.6 The third party's mandate is restricted to a determination as to whether the policy and procedures of this by-law have been correctly applied and if not:
 - 7.6.1 If the election has not yet been completed, what remedial measures should be undertaken to remedy, so far as is reasonably possible, the impact of the acts or omissions upon which the complaint was based; and
 - 7.6.2 If the election has been completed, whether the will of the constituent group is nevertheless reflected in the election results and if not whether the election must be repeated.
- 7.7 The third party will commence the dispute resolution process within ten (10) working days of appointment and shall complete the dispute resolution within 20 days of the third party's appointment.
- 7.8 The third party will establish appropriate procedures and the Board and representatives of the constituent groups will comply with all reasonable requests by the third party for information relating to the complaint.
- 7.9 The report of the third party will be binding on the Board, the complainant, and the affected constituent group.

8.0 Procedure - Equality of Votes

- 8.1 In the event that the election shall result in a tie vote between two or more candidates, then, upon the written request of any of the tied candidates delivered to the Chair of the Electoral Committee within 48 hours of the announcement of the election results, the votes shall be ~~reviewed recounted under~~ under the supervision of an independent third party to be appointed by the ~~Chair of the~~ Electoral Committee.
- 8.2 The independent third party shall be appointed as quickly as is possible and in any event within 4 working days of the written request for a recount being given to ~~the Chair of the~~ Electoral Committee. Such recount shall be completed as quickly as is reasonably possible and in any event within 7 working days of the appointment of the independent third party. The results of the recount shall be set out in a written report of the independent third party which shall be delivered to the Chair of the Electoral Committee and to each candidate. The report of such independent third party shall be final and binding on all parties concerned and the candidate shown by such recount to have received the greatest number of votes shall be declared to have been elected.
- 8.3 In the event that the written report of the independent third party shall report that the votes for two or more candidates remain tied, then the tie shall be resolved by the drawing of straws under the supervision of the ~~Chair of the~~ Electoral Committee. The winner of such drawing of straws shall be declared to have been elected.

9.0 Procedure - Other

- 9.1 In the event of a mid-term vacancy the Electoral Committee will reconvene and supervise a nomination and election process for the constituent group affected by the vacancy.
- 9.2 ~~The term of the member elected commences on the date of election and shall be of same length as the person originally elected and shall terminate on August 31st of the year in which the terms ends.~~

Commented [SD3]: Terms are dealt with in by-law 1

10.0



This by-law becomes effective on the date that it is passed and the pre-existing policy relating to the election of College constituent group representatives to the Board are repealed as of said date.

Reviewed this day of October 29, 2026

Signature on Original

Jason McMichael ~~Tania Lee~~, Chair

Signature on Original

Spencer Dickson, Secretary-Treasurer

Signature on the original

BOARD OF GOVERNORS PAC ASSIGNMENTS

2026-2027

Faculty of Health Sciences, Community Services, and Business

Faculty of Applied Technology and Trades

Faculty of Health Sciences and Nursing

Each full-time program is Ministry mandated to have a Program Advisory Committee (PAC). Each PAC must meet two times a year. The College holds PAC meeting each semester. The Dean's assistant will send you an email to invite you to a PAC meeting. Governors are not voting members.

At each Board meeting, there is an opportunity for Governors to provide the Board with a brief verbal report regarding the PAC meeting attended.

GOVERNOR	PROGRAM ADVISORY COMMITTEE	MEETINGS SCHEDULED TO DATE	
		Fall	Winter
Kevin Forbes	Agri-Business (AGBS)		
Jane Mathews	Faculty of Nursing Cluster - Bachelor of Science – Nursing (BScN) - Honours Bachelor of Science – Nursing Lambton (BSNL) - Registered Practical Nurse Bridging to Honours Bachelor of Science – Nursing Lambton (BSNB) - Practical Nursing (PRAC) - Personal Support Worker (PSWK) and Personal Support Worker Modified (PSWM)		
Ryan Strauss	Business Cluster		
Beth Ann Wiersma	Child and Youth Care (CYCP)		
VACANT	Communicative Disorders Assistant (CDAS)		
VACANT	Community Integration Through Cooperative Education (CICE)		
Daniela Mancusi	Community Mental Health Multidisciplinary (CMHM)		
Beth Ann Wiersma	Photography (PHTG)		
Daniela Mancusi	Early Childhood Education (ECEP)		
Jennifer Ziegler	Advanced Teaching –E-Learning & Instructional Design (ATDS)		
Rob Dawson	Esthetician Program (ESTH) and Medial Esthetics & Advanced Skin Care Therapies (MEAS)		
VACANT	Hairstylist (HSTY)		
Kevin Forbes	Office Administration		
Jane Mathews	Occupational Therapist & Physiotherapist Assistant (OPTA)		

Jane Mathews	Paramedic (PARA)		
Jason McMichael	Criminal Justice Programs Police Foundations (PFND) Border Services (PSIB) Protection, Security, and Investigation (PSI)		
Jane Mathews	Practical Nursing (PRAC) Personal Support Worker (PSWK)		
Jennifer Ziegler	Advanced Project Management – Environmental (PMES)		
Tim Edgar	Social Service Worker (SSWK)		
VACANT	Developmental Service Worker (DSWP)		
VACANT	Sports & Recreation Management (SRAM)		
Kevin Forbes	Therapeutic Recreation (TREC (accelerated))/TREC		
Doug Hatch	PFET/FIRE/Industrial Fire - Fire Science Technology (FIRE) - Pre-Service Firefighter Education & Training (PFET) - Industrial Fire Training		
Kelly Provost	Information Technology Cluster (Computer Programmer CPRO, Full Stack Software Development FSQS, Cloud infrastructure & Administration CIAS)		
Ryan Straus	CPET/PETC Cluster - Chemical Production & Power Engineering Technology (CPET) - Power Engineering Technology – Chemical (PET-C)		
VACANT	Applied Manufacturing / Related Graduate Certificate Cluster		
Doug Hatch	HVAC/RENT/CACT/PLUM Cluster - Construction Carpentry Techniques (CACT) - Renovation Technician (RENT) - Heating, Refrigeration and Air Conditioning Technician (HVAC) (new)		
Kelly Provost	ELTC/PDCT/ICET Cluster - Electrical Techniques (ELTC) - Instrumentation & Control Engineering Technology (ICET) - Electrical Power Distribution & Control Technician (PDCT)		
VACANT	EWSO Environmental Technician - Water & Wastewater Systems Operations (EWSO) *Collaborative Program – PAC rotates with partners currently		
VACANT	WSPP Workplace Safety & Prevention Collaborative Program – PAC rotates with partners currently		
VACANT	QEMS/FSQS/AMMS Cluster Food Safety and Quality Assurance Management (FSQS)		

Mike Denomme	WELD/MTIM/APPD Cluster • Millwright Mechanical Technician (MTIM) • Welding Techniques (WELD)		
Mike Denomme	PTEC • Pre-Technology/ Foundations of Technology (PTEC)		
Doug Hatch	LIBI / LIBS / GASX		