



**Lambton**  
College

# Business Plan and Budget

2019-2020

**Approved by**

**Board of Governors**

**April 4, 2019**

LAMBTON COLLEGE  
Business Plan and Budget  
2019-2020

TABLE OF CONTENTS

	<b>Page No.</b>
1.0 ENVIRONMENTAL SCAN	3
2.0 LAMBTON COLLEGE STRATEGIC PLAN	
2.1 Mission	6
2.2 Vision	6
2.3 Goals and Commitments	6
3.0 BUDGET SUMMARY	7
4.0 KEY ASSUMPTIONS	
<b>4.1 Revenue</b>	
4.1.1 MTCU Grants	8
4.1.2 Enrolment	9
4.1.3 Tuition and Fees	9
4.1.4 International	9
4.1.5 School/College/Work Initiative	10
4.1.6 Apprenticeship Training	10
4.1.7 Contract Services	10
4.1.8 Research	11
4.1.9 Online Education	12
4.1.10 Mental Health Initiative	12
4.1.11 Ancillary Operations	12
<b>4.2 Expenses</b>	
4.2.1 Staffing Complement	13
4.2.2 Compensation	14
4.2.3 New Initiatives	14
4.2.4 Facilities	18
4.2.5 Capital Reserves	18
4.2.6 Major Capital Projects	18
4.2.7 Contingency	19
4.2.8 Fundraising	19
5.0 2019-2020 DRAFT BUDGET	20
5.1 Statement of Revenue and Expenditures	20
5.2 Summary of Capital Reserves	28

# **LAMBTON COLLEGE**

## **BUSINESS PLAN AND BUDGET**

### **2019-2020**

#### **1.0 ENVIRONMENTAL SCAN**

The Canadian economy is expected to continue to experience 2% growth through 2019, following similar growth in 2018. However, by 2020 the economy is anticipated to slow, with growth of 1.7% to 1.8% annually, according to the economic forecast of the Conference Board of Canada.

Slow growth of the labour force and low unemployment will constrain future labour growth. High household debt and rising interest rates will have a negative effect on consumer spending.

The Canadian economy is expected to achieve full capacity by 2020, as the US-Canada-Mexico trade deal reduces business uncertainty.

In Ontario, the June 2018 election resulted in a change in leadership, as the Progressive Conservatives formed a majority government under Premier Doug Ford. The new government has pledged to tackle the provincial deficit, forecast by the Financial Accountability Officer to reach \$12.3B by end of fiscal 2018-19. Provincial debt will reach \$346B, with interest charges of \$12.5B annually.

The provincial economy is likewise expected to slow to 1.9% growth, after four years of annual growth rates well over 2%. The closure of the Oshawa GM plant in 2020 is expected to have a further chilling effect on the provincial economy.

The Provincial Budget is scheduled to be announced on April 11, 2019. In advance, the government has made several announcements affecting healthcare, social services and higher education. The Minister of Training, Colleges and Universities directed that Ontario's colleges and universities reduce tuition by 10% for domestic students in degree and diploma programs, with tuition to remain unchanged in the following year. In addition, certain fees charged to students must be identified as optional, providing student choice. Announced changes to the Ontario Student Assistance Program increased the ratio of student loan to grant, along with several other alterations to the program. The Minister stated that operating grants to post-secondary institutions would not be reduced in 2019-20.

The Provincial government approved continuation of existing Private/Public college partnership arrangements in the GTA, and development of new partnerships between other public and private colleges, with limitations on rate of enrolment growth. MTCU, in concert with the public and private colleges, will

develop a framework for the continuation of these partnerships.

An inaugural Collective Agreement between 14,000 OPSEU part-time support staff and Ontario's 24 colleges came into effect on February 21, 2019 and extends to January 31, 2021.

A pilot project to review how employment services are delivered in Ontario will involve three colleges across the province. The goal of finding efficiencies to assist even more Ontarians in getting back to work may result in significant change in delivery mechanisms by 2020.

Locally, the economy of Sarnia-Lambton is experiencing the impact of the NOVA Chemicals Inc. mega-project. With spending of over \$2.2B, this project will employ thousands of tradespersons and has already resulted in increased demand for skilled trades and resulting upward pressure on local construction costs.

Local housing vacancy rate has declined to 1% as a result of the NOVA project and strong international student enrolment at Lambton College.

A number of new enterprises recently announced plans for the Sarnia-Lambton area which support the area's economic diversity goal to develop bio-based and information technology industries.

Benefuel will construct a biodiesel refinery on the Arlanxeo bio-industrial park. Clear Care Inc. acquired a local software company and located in downtown Sarnia. High Park Farms medical marijuana facility in Enniskillen Township added additional employees. Origin Materials located a demonstration plant at the Arlanxeo site, producing bio-based chemicals for use in plastics and other products. Imtex Membranes Corp. will construct a scaled demonstration site within the Sarnia-Lambton Hybrid Chemistry Cluster, showcasing their gas separation process. Union Gas announced a \$250M expansion of its Dawn H Compressor Station in Lambton County. BitCity Inc. and TransAlta Renewables entered into a major power purchase agreement to develop an industrial scale crypto-mining and hosting facility at Bluewater Energy Park. Comet Biorefining announced an \$80M project to turn bio-based feedstock into higher-value intermediates for the chemical, energy and nutrition industries.

Development of a long-awaited wide load corridor from the region's petrochemical, refining and manufacturing/fabrication complex to the south, through the City of Sarnia, is underway.

With the completion of three major construction projects in 2018, Lambton College enters 2019-20 with exceptional new facilities to serve students and its community. The transformation of the campus will continue in this fiscal year and beyond, with projects to modernize original campus buildings and the College grounds and roadways.

Lambton College completed a very successful year in 2018-19. Lambton's students were crowned the Enactus World Champions for their work in rural Zambia, Lambton was named the number one Research College in Canada, and the College had a strong financial performance in the past year. With local international student enrolment expected to continue to be strong, and successful partnerships in the GTA, another positive year is ahead.

## **2.0 LAMBTON COLLEGE STRATEGIC PLAN**

### **Empowering Today, Shaping Tomorrow**

#### **2.1 Mission**

Student and community success

#### **2.2 Vision**

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

#### **2.3 Goals and Commitments**

##### **Our Students**

Prepare students to succeed in a world of constant economic, environmental and social change

##### **Our People**

Our people are highly valued and at the centre of a vibrant culture

##### **Our Local & Global Community**

Promote inclusivity, fairness and understanding to prepare students for a complex and interdependent world

These strategic goals inform the plans and new initiatives outlined in Business Plan and Budget 2019-20.

### 3.0 BUDGET SUMMARY

	<b>Budget</b>	<b>Revised Year End Forecast 2018-2019</b>
Revenue	\$ 107,479,100	\$ 120,215,000
Expenses	<u>\$ (96,048,600)</u>	<u>\$ (98,526,600)</u>
Excess of Revenue over Expenditures	\$ 11,430,500	\$ 21,688,400
Transfer to Reserve	<u>\$ (11,285,000)</u>	<u>\$ (21,545,000)</u>
<b>Surplus after Reserve Transfer</b>	<b>\$ 145,500</b>	<b>\$ 143,400</b>
<b>Opening Accumulated Unrestricted Surplus</b>	<b><u>\$ 4,654,957</u></b>	<b><u>\$ 4,511,557</u></b>
<b>Closing Accumulated Unrestricted Surplus</b>	<b><u><u>\$ 4,800,457</u></u></b>	<b><u><u>\$ 4,654,957</u></u></b>

## 4.0 KEY ASSUMPTIONS

### 4.1 Revenue

#### 4.1.1 MTCU Grants

- New Corridor Funding comes into effect in 2019-20. Lambton College's Core Operating Grant for 2019-20 is expected to be \$14,468,000, a decrease of \$344,900 from 2018-19. Differentiation Grant funding of \$858,400 is expected.
- Per student funding for both post-secondary college and baccalaureate nursing students will remain at the level of the previous year.
- In-year grant funding for the BScN program increases by \$117,200 to \$1,112,700 due to increased enrolment.
- The Small / Northern / Rural grant will provide \$4,160,700, the same amount received in past years.
- A one-time Supporting Quality Programs and Student Outcomes grant allocation of \$2,170,000 received in 2018-19 will not be received in 2019-20.
- Co-op Diploma Apprenticeship (CODA) program in-year funding declines by a further \$24,500 in 2019-20 as students choose to enrol directly in the Mechanical Technician-Industrial Maintenance (MTIM) program that is funded through the Core Operating Grant.
- ONCAT funding for 2019-20 has not been announced and no estimate is included, resulting in a reduction in revenue of \$204,000.
- The grant to fund new capital instructional equipment of \$394,000 for 2018-19 was announced late in the year, with spending to be concluded by September 2019. No announcement of funding for 2019-20 has been made. Spending on instructional capital equipment in 2019-20, equivalent to grant funding of \$230,800 carried over from 2018-19, has been capitalized in this budget.
- Facilities Renewal Program (FRP) grant funding of \$526,000 was announced late in 2018-19. Funding for major maintenance projects to be completed by September 2019 in the amount of \$181,000 is carried forward and has been capitalized in the 2019-20 budget. FRP funding for the 2019-20 fiscal year has not been announced and no estimate is included.



#### **4.1.2 Enrolment**

- Total post-secondary full-time enrolment for Fall 2019 is budgeted at 3,547, a 3.5% increase from enrolment of Fall 2018.
- Total post-secondary full-time domestic enrolment for Fall 2019 is anticipated to be 2,449, virtually equal to the September 2018 domestic enrolment of 2,445.
- Enrolment in Board of Governors certificate programs is at the same level as the previous year.

#### **4.1.3 Tuition and Fees**

- As the result of a mandated 10% reduction in tuition for domestic students in post-secondary certificate, diploma, and degree programs, domestic tuition revenue declines by \$834,100 to an estimated at \$8,452,400. The Tuition Set-Aside program similarly declines by an estimated \$113,800, for a net domestic tuition revenue decrease of \$720,300.
- Following implementation of the MTCU directive that certain fees be made optional, College compulsory and ancillary fees are expected to decline by net \$29,000.
- Fees imposed by the Students Administrative Council (SAC), not included in this budget, are also required to be itemized as optional. The impact of this change on overall cost to students and any decrease in SAC revenue cannot be estimated.

#### **4.1.4 International**

- The number of international students at the Sarnia campus is budgeted at 1,030 students in the 2019 Fall term, an increase of 11.2% over the 926 international students enrolled in Fall 2018. A total of 2,739 person-terms over three academic semesters in 2019-20 contrasts with an annual total of 2,229 person-terms in 2018-19.
- International student enrolment in contracts for English as a Second Language Board of Governors certificate programs decreases from 2018-19 reflecting differences in timing of future intakes.
- Delivery of business diploma programs in China will begin to wind down in 2019-20 following change in that country's government policy. Enrolment at off-shore partner campuses will decline over the next three years as these contracts conclude.

- Current MTCU policy regarding public private partnerships reversed a previous government decision to conclude these arrangements. Lambton's two partnership agreements with private colleges in the GTA continue in 2019-20, with limitations on enrolment levels. Student enrolment in the Fall of 2019 reflects reductions at both partner campuses, with resulting reduction in revenue of almost \$7.5M reflected in this budget.
- International tuition and fees for regular post-secondary programs is set at \$7,375 per academic term in 2019-20.
- An increase in the English Language Proficiency (IELTS) score required of international applicants results in a reduction in the number of applications and corresponding decrease in application fee revenue.

#### **4.1.5 School/College/Work Initiative**

- Revenue and contribution decline due to a reduced intake for the School Within A College program in 2019-20.

#### **4.1.6 Apprenticeship Training**

- Apprenticeship revenue reflects per diem fees funded by MTCU for classroom training unchanged from 2018-19. Revenue from training increases by \$101,400 as a result of growing activity in Electrical Construction Apprenticeship. The Apprenticeship Enhancement Fund Grant remains unchanged from 2018-2019. Equipment spending funded by AEF has been capitalized. Approval of TDA status for delivery of Boilermaker apprenticeship remains outstanding and has not been included in this budget.
- Ontario Youth Apprenticeship Program (OYAP) grant funding declines slightly from the previous year.

#### **4.1.7 Contract Services**

- Contribution from commercial fire training remains virtually unchanged from the previous year, despite an anticipated cyclical decrease in revenue related to training schedules of major industrial clients.
- Contract training revenue and contribution increase due to growth in the Railway Conductor program.
- Total course fees associated with a Board of Governors information technology certificate program that attracts predominantly international students remains at approximately the same level as 2018-19.

#### 4.1.8 Research

- Applied research, a very active portfolio, records a decline in total revenue in 2019-20 as a number of multi-year grants and a CFI equipment grant have concluded. Two Federal and Provincial multi-year awards that commenced in 2018-19 impact this budget. Revenue associated with a number of outstanding grant proposals is not reflected.
- Development of an Innovation, Information and Automation Hub, planned to occur in 2019-20, reflects potential third party revenue only. No grant funding, requested but not yet approved, has been included.
- NSERC funding in the amount of \$1.75M over five years to establish a second Technology Access Centre (TAC) was recently awarded. The Bioindustrial Process Research Centre TAC will focus on supporting work to integrate renewable, biological raw materials to innovate a wide range of products.
- Activity continues, related to a five-year, \$2.3M College and Community Innovation Program (CCI) grant from the Natural Sciences and Engineering Research Council (NSERC) in support of the Lambton Energy Research Centre (LERC). Grant and partnership revenue of \$392,000 will fund project-related expenditures in 2019-20.
- In 2019-20 grant revenue funding of \$406,000 supports continued work related to a five-year, \$2.3M NSERC grant approved in 2015-16 to establish the Bio-Industrial Process Research Centre (BPRC) at Lambton College.
- The Bluewater Technology Access Centre (BTAC) is supported by a second five-year, \$1.75M NSERC grant that commenced in 2018-19.
- A five-year NSERC grant supporting the work of Dr. S. Karimi, Industrial Research Chair for Colleges (IRCC), provides \$278,400 revenue in 2019-20 inclusive of partner contribution.
- A new five-year Industrial Research Chair for Colleges (IRCC) NSERC grant awarded in support of the work of Dr. Baoling Chen for her work in Advanced Biotechnology and Natural Health Products provides \$256,000 revenue, inclusive of partner contributions.
- In 2019-20, grant and partner funding of \$381,500 supports the second year of a five-year College and Community Innovation Program (CCIP) NSERC IE grant entitled “Information Technology and Communications Research Centre (ITCRC)”.

#### **4.1.9 Online Education**

- The mandated 10% reduction in tuition impacts online education. Contribution is reduced by \$103,600 despite increased course registrations.

#### **4.1.10 Mental Health Initiative**

- Provincial funding for Mental Health initiatives received in 2018-19 is assumed to continue, supporting extended mental health counselling services for students as well as extension of the highly regarded PEERS support program.

#### **4.1.11 Ancillary Operations**

- Occupancy in the student residence is anticipated to remain at full capacity.
- Residence fees are unchanged from the previous year.
- Revenue from the Campus Shop increases over the previous year with increased sales of traditional textbooks anticipated.

## 4.2 Expenses

### 4.2.1 Staffing Complement

- Five new Faculty positions are added in 2019-20.
- Twelve net new Support Staff positions are added, two of which are funded and four of which are classified as Initiatives/Opportunities positions. One funded position transfers to Administration.
- Four new Administration positions are added, one of which is a funded transfer from Support Staff.

	Apr 1/19	Net Change	Mar 31/20
<b>Faculty</b>	3	- funded	3
	132	5 unfunded	137
	<u>135</u>	<u>5</u> additions	<u>140</u>
<b>Support Staff</b>	36	2 funded	
	134	(1) trsf to Admin	37
	<u>170</u>	<u>11</u> unfunded	<u>145</u>
		<u>12</u> additions	<u>182</u>
<b>Administration</b>		trsf from SS	
	1	1 funded	2
	7	- unfunded	7
	<u>8</u>	<u>1</u> additions	<u>9</u>
<b>Management</b>	4	1 funded	5
	39	2 unfunded	41
	<u>43</u>	<u>3</u> addition	<u>46</u>
<b>Total</b>	<u>356</u>	<u>21</u> additions	<u>377</u>

#### **4.2.2 Compensation**

- The current academic collective agreement that spans the period October 1, 2017 to September 30, 2021 includes an annual increase of 2% effective October 1, 2019.
- The Support Staff collective agreement extends to August 31, 2022. The 2019-20 budget reflects the negotiated increase of 1.0% effective September 1, 2019 and a further 1.0% on March 1, 2020.
- A grid adjustment of 2.0% for non-executive administrative staff as recommended by the College Employer Council is reflected in this budget. Compensation for Executive level positions remains frozen.
- Movement through salary range/grid based on experience and/or performance has been included for eligible employees in each employee group.
- On February 21, 2019, Part Time Support Staff at all of Ontario's 24 community colleges ratified a first-time collective agreement that runs until January 31, 2021. The agreement provided for 1.5% wage increase on date of ratification and further 1.5% increase on January 31, 2020.
- Pension plan contributions and benefit rates in 2019 remain unchanged for both employer and employee.
- Compensation rates reflect the impact of the 2018 implementation of the requirements of Bill 148 (FWBJ Act), resulting in increases in compensation rates for the majority of part-time College employees that continue in 2019-20.

#### **4.2.3 New Initiatives**

- The following new initiatives respond to key strategic priorities included in the College's Strategic Plan 2019-2024:

##### **➤ Post-Secondary**

#### **Certificate/Diploma/Advanced Diploma Programs**

New post-secondary and Board of Governors programs will be offered at the Sarnia Campus in 2019-20:

### Full-time delivery

- Occupational Therapist Assistant and Physiotherapist Assistant – Ontario College Diploma
- Heating, Refrigeration & Air Conditioning Technician - Ontario College Diploma
- Power Engineering Techniques – Ontario College Certificate
- Quality Engineering Management – Ontario College Diploma
- Advanced Project Management & Strategic Leadership – Ontario College Graduate Certificate
- Advanced Health Care Leadership – Ontario College Graduate Certificate
- Financial Planning & Wealth Management – Ontario College Graduate Certificate

### Part-time delivery

- Financial Technology Essentials – Board of Governors Certificate
- Trades Entrepreneurship – Board of Governors Certificate
- Trades Management – Board of Governors Certificate

### Potential new programs for 2020-21:

#### Full-time delivery

- Chemical Engineering Technology – Ontario College Advanced Diploma
- Applied Process Piping Design – Ontario College Graduate Certificate

#### ➤ **Academic Delivery**

- Capstone curriculum will be expanded to include 3 more programs in the School of Technology, incorporating "industry projects" in the final academic term.
- Work Integrated Learning Projects to provide students with a work experience alternative to co-op placement will be available in 6 post-secondary programs.
- New faculty positions will be added in 2019-20 to serve students.
  - Five (5) full-time faculty positions, including an Indigenous Curriculum Specialist Professor

- Increasing activity in Online Education requires an administrative support position, converted from part-time.
  - Office Assistant
- Support of a full-time Technologist is required in the new NOVA Chemicals Health & Research Centre health labs, replacing a part-time position.
  - Technologist - School of Health
- **International**
  - Increased international enrolment and the need for more student advising support requires addition of a full-time support staff position, replacing a part-time position.
    - Student Services Support
- **Quality Assurance/Institutional Research**
  - The QA/IR position, formerly a contracted service, will be filled with a full-time Director.
    - Director Quality Assurance/Institutional Research
- **Research**
  - In support of ongoing research activity requiring expanded outreach activity, a full-time support staff position is required, replacing a part-time position.
    - Research & Outreach Developer
  - In support of ongoing research activity and with funding for new projects, new support and administrative positions are required. Approval of five-year NSERC funding for a new Bioindustrial Process Research Centre Technology Access Centre, commencing in 2019-20, includes a position of Manager for the project.
    - Manager, BPRC TAC
    - Research Operations Co-ordinator
  - A new Industrial Research Chair – Colleges grant funded position results in a transfer from Support Staff to Administration.



- IRCC Chair
- A new management position is required to direct activities of the new Innovation, Information and Automation Centre.
  - Director of Innovation
- **Information Technology**
  - An expanded internal website on a new technology platform requires additional programmer capacity.
    - Programmer – Web Technologies Support
  - Additional infrastructure support to service the expanded Health, Research and Athletic facilities is required.
    - Junior Infrastructure Administrator
- **Employment Programs**
  - Renewal of provincial funding for employment programs aimed at both adult and youth populations results in the requirement for additional marketing and administrative support.
    - Marketing and Administrative Assistant – I/O
- **Student Services**
  - Growth in enrolment in a number of new Co-op programs necessitates an additional Support Staff position.
    - Co-Op and Career Advisor – I/O
  - Increased activity with students and revenue generating opportunity with community groups in the Athletics & Fitness Centre drives the need for additional support.
    - Athletics Operations Assistant - I/O
- **Registrar's Office**
  - Dramatic increase in requests for transcripts requires additional administrative support, funded by additional transcript fees.
    - Records Assistant

#### 4.2.4 Facilities

- Expanded landscaped grounds require conversion of a part-time position to a full-time, ten-month support position.
  - Grounds Assistant
- Continued major construction activity planned for the coming years requires additional administrative support.
  - Office Clerk
- Included in this budget is \$414,400 spending on facility maintenance and renewal work, funded in part by MTCU Facilities Renewal Grant carried over from 2018-19.

#### 4.2.5 Capital Reserves

A total of \$11,285,000 is transferred to Internally Restricted Reserves:

- **Campus Renewal Reserve** - \$11,100,000
  - Reserve for renovation and remodelling of dated facilities is increased. These funds will finance modernization plans for portions of the South Building.
- **Parking Reserve** - \$60,000
  - These funds will be utilized in redesign of the College roadway system.
- **Fire School Equipment** - \$125,000

#### 4.2.6 Major Capital Projects

In 2019-20, a total of \$18,875,500 will be transferred from the Campus Renewal Reserve to fund the following capital projects:

- Construction of a new entrance and reception/welcome space as well as a new Campus Shop on the west side of the South Building will commence in 2019-20. This estimated \$9 million project, planned for 2020-21 completion, will include conversion of existing office spaces into additional classroom and student study space.
- Renovation of existing chemistry, physics and former pharmacy labs, to commence in 2019-20 with planned spending of \$5.6 million.

- The next phase of the Campus Landscape Master Plan will commence in 2019-20. The campus ring road will be completed with the widening of existing roads to accommodate two-way traffic and removal of a stretch of one-way road, to be replaced with landscaped green space. New LED lighting and security beacons will be added. The south drive will be widened to accommodate a new turn lane.
- Infrastructure improvements on the grounds of the Fire School
- Continued modernization and redecorating of the College Residence
- Creation of a new shop to accommodate the HVAC post-secondary program
- Creation of a new physical sciences lab

#### **4.2.7 Contingency**

A contingency of \$500,000 is included in this budget.

#### **4.2.8 Fundraising**

- The Lambton College Foundation's Envision Tomorrow Capital Campaign supports construction of the NOVA Chemicals Health & Research Centre, the Athletics & Fitness Complex and equipment for the Centre of Excellence in Energy & Bio-Industrial Technologies.



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

**DRAFT BUDGET**

**Statement of Revenue and Expenditure**

*for the year ended March 31, 2020*

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

**Statement of Revenue and Expenditure**

For the year ended March 31, 2020

	Supporting Schedule	2019-20 Draft <u>BUDGET</u>	2018-19 Revised <u>Forecast</u>	<u>Variance</u>
<b>REVENUE</b>				
Post Secondary	Sch 2A	\$ 43,350,300	\$ 44,740,300	\$ (1,390,000)
Contract Services	Sch 2B	48,706,500	59,465,900	(10,759,400)
Student Services	Sch 3	4,115,200	4,037,800	77,400
Administrative Services	Sch 4	2,193,000	2,236,700	(43,700)
Physical Resources	Sch 5	145,200	1,129,200	(984,000)
Ancillary	Sch 6	5,254,400	5,146,100	108,300
Amoritzation of deferred capital contributions		3,714,500	3,459,000	255,500
		<u>107,479,100</u>	<u>120,215,000</u>	<u>(12,735,900)</u>
<b>EXPENDITURE</b>				
Post Secondary	Sch 2A	34,355,300	33,437,600	917,700
Contract Services	Sch 2B	28,492,200	33,491,300	(4,999,100)
Student Services	Sch 3	8,385,600	7,916,500	469,100
Administrative Services	Sch 4	6,276,800	5,870,200	406,600
Physical Resources	Sch 5	6,098,800	6,269,800	(171,000)
Ancillary	Sch 6	4,793,000	4,719,100	73,900
Depreciation of capital assets		7,646,900	6,822,100	824,800
		<u>96,048,600</u>	<u>98,526,600</u>	<u>(2,478,000)</u>
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>		\$ 11,430,500	\$ 21,688,400	\$ (10,257,900)
<b>TRANSFER TO CAPITAL RESERVES</b>		(11,285,000)	(21,545,000)	10,260,000
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>		\$ 145,500	\$ 143,400	\$ 2,100
<b>OPENING ACCUMULATED UNRESTRICTED SURPLUS</b>		4,654,957	4,511,557	143,400
<b>CLOSING ACCUMULATED UNRESTRICTED SURPLUS</b>		<u>\$ 4,800,457</u>	<u>\$ 4,654,957</u>	<u>\$ 145,500</u>

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

**Analysis of Post Secondary**

For the year ended March 31, 2020

**Schedule 2A**

	2019-20 Draft <u>BUDGET</u>	2018-19 Revised <u>Forecast</u>	<u>Variance</u>
<b>REVENUE:</b>			
Fees: Tuition and Other	\$ 22,206,900	\$ 20,775,200	\$ 1,431,700
MTCU Grants	21,093,400	23,553,800	(2,460,400)
Other	50,000	411,300	(361,300)
	<u>43,350,300</u>	<u>44,740,300</u>	<u>(1,390,000)</u>
<b>EXPENDITURE:</b>			
Compensation	\$ 29,654,200	\$ 28,514,200	\$ 1,140,000
Instructional software/Equipment/Rental	2,208,300	2,340,500	(132,200)
Instructional	1,285,900	1,292,800	(6,900)
Non-instructional	654,800	624,200	30,600
Tuition set aside	552,100	665,900	(113,800)
	<u>34,355,300</u>	<u>33,437,600</u>	<u>917,700</u>
<b>CONTRIBUTION:</b>	<u>\$ 8,995,000</u>	<u>\$ 11,302,700</u>	<u>\$ (2,307,700)</u>

# THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Analysis of Contract Services

For the year ended March 31, 2020

Schedule 2B

	2019-20 Draft <u>BUDGET</u>	2018-19 Revised <u>Forecast</u>	<u>Variance</u>
<b>REVENUE:</b>			
Contract Revenue	\$ 729,300	\$ 626,300	\$ 103,000
Course Fees	1,099,900	1,090,600	9,300
International	33,454,900	40,995,500	(7,540,600)
MTCU Apprenticeships	1,041,100	1,106,700	(65,600)
MTCU Contracts	3,209,300	3,393,900	(184,600)
Other Provincial Contracts	1,861,300	1,964,200	(102,900)
Municipal Contracts	1,056,700	1,030,200	26,500
Research Contracts	4,337,100	6,917,900	(2,580,800)
Fire School	1,650,000	1,947,000	(297,000)
Other	266,900	393,600	(126,700)
	<u>48,706,500</u>	<u>59,465,900</u>	<u>(10,759,400)</u>
<b>EXPENDITURE:</b>			
Compensation	\$ 11,003,100	\$ 11,299,300	\$ (296,200)
International Recruitment	11,710,000	14,428,800	(2,718,800)
Stipends/Support Allowances	997,300	1,321,500	(324,200)
Equipment/Building Maintenance	1,597,400	2,714,300	(1,116,900)
Instructional/Program	1,617,700	1,793,100	(175,400)
Non-instructional	1,566,700	1,934,300	(367,600)
	<u>28,492,200</u>	<u>33,491,300</u>	<u>(4,999,100)</u>
<b>CONTRIBUTION:</b>	<u>\$ 20,214,300</u>	<u>\$ 25,974,600</u>	<u>\$ (5,760,300)</u>

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

**Analysis of Student Services**

For the year ended March 31, 2020

**Schedule 3**

	2019-20 Draft <u>BUDGET</u>	2018-19 Revised <u>Forecast</u>	<u>Variance</u>
<b>REVENUE:</b>			
MTCU Revenue	\$ 1,019,400	\$ 1,586,500	\$ (567,100)
Sundry Fees	2,267,700	1,831,400	436,300
Other	828,100	619,900	208,200
	<u>4,115,200</u>	<u>4,037,800</u>	<u>77,400</u>
<b>EXPENDITURE:</b>			
Compensation	\$ 7,184,000	\$ 6,494,500	\$ 689,500
Equipment/Rental	65,900	99,000	(33,100)
Educational resources/Awards	241,300	395,500	(154,200)
Non-instructional	894,400	927,500	(33,100)
	<u>8,385,600</u>	<u>7,916,500</u>	<u>469,100</u>
<b>CONTRIBUTION:</b>	<u>\$ (4,270,400)</u>	<u>\$ (3,878,700)</u>	<u>\$ (391,700)</u>



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

**Analysis of Administrative Services**

For the year ended March 31, 2020

**Schedule 4**

	2019-20 Draft <u>BUDGET</u>	2018-19 Revised <u>Forecast</u>	<u>Variance</u>
<b>REVENUE:</b>			
MTCU Revenue	\$ 233,700	\$ 228,300	\$ 5,400
Rental Revenue	164,300	147,300	17,000
Other	1,795,000	1,861,100	(66,100)
	<u>2,193,000</u>	<u>2,236,700</u>	<u>(43,700)</u>
<b>EXPENDITURE:</b>			
Compensation	\$ 3,511,500	\$ 3,600,300	\$ (88,800)
Insurance/Taxes	502,400	419,600	82,800
Professional fees	376,300	533,500	(157,200)
Contingency	500,000	-	500,000
Non-instructional	1,386,600	1,316,800	69,800
	<u>6,276,800</u>	<u>5,870,200</u>	<u>406,600</u>
<b>CONTRIBUTION:</b>	<u>\$ (4,083,800)</u>	<u>\$ (3,633,500)</u>	<u>\$ (450,300)</u>

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

**Analysis of Physical Resources**

For the year ended March 31, 2020

**Schedule 5**

	2019-20 Draft <u>BUDGET</u>	2018-19 Revised <u>Forecast</u>	<u>Variance</u>
<b>REVENUE:</b>			
Other MTCU Revenue	\$ 56,600	\$ 680,600	\$ (624,000)
Facilities Fee	14,100	194,100	(180,000)
Other	74,500	254,500	(180,000)
	<u>145,200</u>	<u>1,129,200</u>	<u>(984,000)</u>
<b>EXPENDITURE:</b>			
Compensation	\$ 1,592,100	\$ 1,486,900	\$ 105,200
Equipment/Building Maintenance	4,244,900	4,381,800	(136,900)
Non-instructional	261,800	401,100	(139,300)
	<u>6,098,800</u>	<u>6,269,800</u>	<u>(171,000)</u>
<b>CONTRIBUTION:</b>	<u>\$ (5,953,600)</u>	<u>\$ (5,140,600)</u>	<u>\$ (813,000)</u>

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

**Analysis of Ancillary Operations**

For the year ended March 31, 2020

**Schedule 6**

	2019-20 Draft <u>BUDGET</u>	2018-19 Revised <u>Forecast</u>	<u>Variance</u>
<b>REVENUE:</b>			
Campus Shop	\$ 3,203,400	\$ 3,178,300	\$ 25,100
Parking	547,000	550,000	(3,000)
Residence	1,504,000	1,417,800	86,200
	<u>5,254,400</u>	<u>5,146,100</u>	<u>108,300</u>
<b>EXPENDITURE:</b>			
Campus Shop	\$ 2,641,600	\$ 2,611,200	\$ 30,400
Parking	486,100	445,800	40,300
Residence	1,665,300	1,662,100	3,200
	<u>4,793,000</u>	<u>4,719,100</u>	<u>73,900</u>
<b>CONTRIBUTION:</b>	<u>\$ 461,400</u>	<u>\$ 427,000</u>	<u>\$ 34,400</u>

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

**Summary of Capital Reserves**

For the year ended March 31, 2020

Capital Reserves	Apr 1, 2019	Additions	Disbursements	Mar 31, 2020
<b>Campus Renewal:</b>	\$ 41,550,700	\$ 11,100,000	\$ -	\$ 52,650,700
Entrance / Campus Shop	-	-	(6,000,000)	(6,000,000)
Renovation - Chemistry Labs	-	-	(5,600,000)	(5,600,000)
Landscape / Roadways	-	-	(5,600,000)	(5,600,000)
Facilities Projects	-	-	(1,135,000)	(1,135,000)
Health/Research/Athletics	(6,400,000)	-	-	(6,400,000)
Self-Financing - SAC Donation	(6,600,000)	-	-	(6,600,000)
<b>Campus Renewal Net</b>	\$ 28,550,700	\$ 11,100,000	\$ (18,335,000)	\$ 21,315,700
Parking	4,700	60,000	-	64,700
Virtualization/Mobile Learning	695,800	-	(460,000)	235,800
New Program Capital Equipment	47,200	-	(45,500)	1,700
Research (BTAC)	96,100	-	-	96,100
Fireschool Equipment Renewal	104,800	125,000	(35,000)	194,800
<b>Total Capital Reserves</b>	\$ 29,499,300	\$ 11,285,000	\$ (18,875,500)	\$ 21,908,800

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

**Summary of Grant Funded Capital Projects**

For the year ended March 31, 2020

		Grant Funding
Facilities Renewal Program	(FRP)	\$ 181,000
Capital Equipment & Renewal	(CERF)	230,800
Appenticeship Enhancement Fund	(AEF)	167,600
Early Years Centre Renovation	(County of Lambton)	125,000
<b>Total Grant Funded Capital Projects</b>		\$ 703,700