



Business Plan and Budget

2021-2022

**Approved by the
Board of Governors**

April 8, 2021

LAMBTON COLLEGE
Business Plan and Budget
2021-2022

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LAMBTON COLLEGE

BUSINESS PLAN AND BUDGET

2021-2022

1.0 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 the Business Plan and Budget 2021-22.

2.0 BUDGET SUMMARY

	2021-22 Budget	2020-21 Fall Forecast
Revenue	\$ 113,867,600	\$ 104,303,200
Expenditure	\$ (109,292,400)	\$ (100,661,300)
Excess of Revenue over Expenditure	\$ 4,575,200	\$ 3,641,900
Transfer to Reserve	\$ (10,014,600)	\$ (6,988,900)
Transfer from Reserve	\$ 19,705,900	\$ 6,587,800
Invested in Capital Assets	\$ (14,249,000)	\$ (1,942,900)
Opening Accumulated Unrestricted Surplus	\$ 8,325,600	\$ 7,027,700
Closing Accumulated Unrestricted Surplus	\$ 8,343,100	\$ 8,325,600

3.0 OPERATING CONTEXT AND KEY ASSUMPTIONS

The 2021-22 Business Plan and Budget has been thoughtfully developed with consideration of the following operating context and forward guidance:

Operating Context

Lambton College is expected to complete another successful year in 2020-21 with a surplus above original budget projections. This Budget Plan forecasts an in-year excess of revenue over expenditure of \$4.5M.

The COVID-19 pandemic has continued to have an unprecedented impact upon the College. With the progressive rollout of the vaccine program we are anticipating a gradual relaxation of public health measures.

A significant area of focus in this Budget post-COVID-19 pandemic is Project Momentum, which is driven by digitization, automation and data to accelerate Industry 4.0. At the forefront is humanization and focus to elevate inclusivity. Competency-based education and experiential learning for students will strive to create active learners who will become an agile workforce.

Forward Guidance

- International student enrolment increases with the lifting of border restrictions, both in Sarnia and at the Public-Private Partnership (PPP) sites and a focus on achieving our long-term enrolment plan on-campus and at partner sites.
- Increase in revenues from ancillary operations as public health restrictions measures are reduced.
- Revenue from residence operations will continue for single occupancy for all rooms.
- Decrease in facilities costs as public health restrictions measures are reduced.

3.1 Revenue

3.1.1 MCU Grants

- The core operating grant is expected to remain static for the 2021-22 budget year.

- Per student funding for both post-secondary college and baccalaureate nursing students will remain at the level of the previous year.
- The Small / Northern / Rural (SNR) grant will provide \$4,160,700, the same amount received in past years.
- Capital Equipment Renewal Fund (CERF) grant funding of \$392,700 for 2020-21 was announced late in the year, with spending to be concluded by September 2021. No announcement of funding for 2021-22 has been made. Spending on instructional capital equipment in 2021-22, equivalent to grant funding of \$221,600 is carried over from 2020-21 and capitalized in this budget.
- Facilities Renewal Program (FRP) grant funding was announced late in 2020-21. Funding for major maintenance projects to be completed by September 2021 has been fully expended and capitalized in the 2020-21 year. FRP funding for the 2021-22 fiscal year has not been announced.

3.1.2 Enrolment

- Total post-secondary full-time enrolment including domestic and on-campus international enrolment for fall 2021 is budgeted at 3,122, a 9% increase from enrolment of fall 2020.
- Total post-secondary full-time domestic enrolment for fall 2021 is anticipated to be 2,245, a 2% increase from the September 2020 domestic enrolment.

3.1.3 Tuition and Fees

- Tuition fees remain frozen for the 2021-22 period as per the MCU Directive.

3.1.4 International

- With the re-opening of Canada's international border to international students the budget reflects an increase of enrolment of international students. The number of international students at the Sarnia campus is budgeted at 857 students in fall 2021, an increase of 40% above international students enrolled in fall 2020. A total of 2,205 person-terms over three academic semesters an increase of 20% over 2020-21 person-terms.

- Programming in China has continued to wind down as the Chinese government has discontinued these partnerships.
- Lambton's two partnership agreements with private colleges in the GTA continue in 2021-22. Student enrolment reflects increases at both partner campuses consistent with the multi-year enrolment plan, with resulting increase in revenue of \$7.2M reflected in this budget.
- International on-campus tuition and premium remains frozen for the 2021-22 budget year to reflect the current international market.

3.1.5 School/College/Work Initiative (SCWI)

- Revenue and contribution will increase slightly as SCWI programming will exceed the reduced 2020-21 COVID-19 delivery schedule.

3.1.6 Apprenticeship Training

- Apprenticeship revenue reflects per diem fees funded by Ministry Labour, Training and Skills Development (MLTSD) for classroom training. Revenue from training increases by \$307,100 as a result of anticipated increase in intakes for all Apprenticeship programs. The newly named Apprenticeship Capital Grant (ACG) has increased to \$198,349 in 2021-22 from \$167,554 in 2020-21. A portion of the equipment spending funded by ACG has been capitalized in 2021-22.

3.1.7 Employment Services

- Employment services has been undergoing transformation of a new system that will assist in finding efficiencies to assist even more Ontarians in getting back to work. The pilot project is starting with three identified catchment areas and the rest of the province will gradually move to the new system over the next several years. Revenue is anticipated to be consistent compared to 2020-21.

3.1.8 Contract Services

- Contribution from commercial fire training has increased with the anticipated Spring training revenue that was impacted last year from the closure of fire training due to COVID-19.

- Total course fees associated with a Board of Governors Information Technology certificate program that attracts predominantly international students has been significantly reduced compared to 2020-21 because of the effects of the COVID-19 outbreak on the international enrolment in 2021-22 on second year enrolment.

3.1.9 Research and Innovation

- Applied research, a very active portfolio, based on current active grants, records a decline in total revenue in 2021-22 over 2020-21. However, there are multi-year grants and single year grants that are still pending approval. Revenue associated with a number of outstanding grant proposals is not reflected.
- During 2020-21 Natural Sciences and Engineering Research Council (NSERC) allocated considerable one-time funding for COVID-19 staffing supports to ensure research samples, components and projects were not compromised during 2020-21.
- NSERC funding in the amount of \$1.75M over five years to establish a second Technology Access Centre (TAC) was awarded in 2019-20 for The Bioindustrial Process Research Centre (BPRC).
- The Lambton Energy Research Centre (LERC) continued its activities related to a five-year \$2.3M NSERC-IE grant. The Grant and partnership revenue of \$299,400 funds project-related expenditures in 2021-22.
- The Lambton Manufacturing Innovation Centre (LMIC) enters its fourth year of a five-year \$1.75M NSERC Technology Access Centre (TAC) providing \$417,100 grant revenue in 2021-22.
- A five-year NSERC grant, in its fourth year, awarded in support of the work of Dr. Shahram Karimi for his work in Advanced Material Development for Generation, Storage and Integration of Renewable Energy provides \$250,600 revenue, inclusive of partner contributions.
- A five-year NSERC-IRCC grant, awarded in support of the work of Dr. Baoling Chen for her work in Advanced Biotechnology and Natural Health Products provides \$284,000 revenue, inclusive of partner contributions.
- In 2021-22, grant revenue of \$504,200 and partner funding of \$50,000 for a total of \$554,200 supports the fourth year of a five-year NSERC-IE grant entitled "Information Technology and Communications Research Centre (ITCRC)".

- Funding for state-of-the-art research equipment eligible under the Canada Foundation for Innovation (CFI) grant is extended into fiscal 2021-22 as certain specialized equipment could not be procured during the height of the pandemic. CFI and Ontario Research Fund (ORF) finalized approval for an additional \$1M capacity enhancement grant to be completed in 2021-2022.
- Infrastructure Operating Fund is a multi-year grant that has \$700,000 available to support the operation of specialized equipment purchased under the Canadian Innovation Fund. For 2021-22 fiscal, \$197,700 is budgeted to support the operation of the specialized equipment.
- The Innovation Institute, established in 2019-20 will realize revenue contribution to the college in 2021-22 with the following areas of focus:
 - Design House and Corporate Training, external contract revenue is targeted at \$180,000 with a net contribution to the College of \$38,700.
 - The sustainable and profit driven revenue models of micro-credentials and their integration into online learning and on ground programming will be a key feature of 2021-22 activities.
 - In 2020-21, two one-year grants, Rapid Skills grant of \$299,600 ending June 30, 2021 and Skills Catalyst Fund grant of \$664,769 ending September 30, 2021 were awarded to the College. These grants supported one-time project-based funding for workforce development projects to provide industry-sensitive training to help workers gain In-Demand Skills that employers are seeking.

3.1.10 Online Education

- Tuition fees remain frozen as per the MCU Directive. In a challenging enrolment environment the College is projecting a slight increase in revenue.

3.1.11 Mental Health Initiative

- Provincial funding for Mental Health initiatives received in 2020-21 is assumed to continue, supporting extended mental health counselling services for students as well as extension of the highly regarded PEERS support program.

3.1.12 Ancillary Operations

- Residence fees have increased slightly from the previous year.
- Revenue from the Campus Shop has increased over the previous year. Campus Shop will be open for a full year, where in the Spring of 2020, revenue was impacted by the COVID-19 closure. Also an increase in correlation with the increased enrolment on the sales of textbooks, e-textbooks and merchandise.
- Parking revenue will resume as public health restriction measures are reduced.

3.2 Expenses

3.2.1 Full-Time Staffing Complement

- In response to the COVID-19 operating context, the 2020-21 budget reduced the FT staffing complement by 12 positions.
- The intention was to evaluate the College's staffing once the course of the pandemic became clearer.
- Project Momentum, an operational strategy to leverage the opportunities of a post pandemic world requiring specific staffing reinvestments.
- Staffing reinvestments respond to the following priority areas:
 - Advancing micro-credentials
 - Growing corporate training
 - On-Line education via Continuing Education
 - Optimizing revenue generation with E-Creators
 - Ensuring necessary supports in response to enrolment increases in targeted areas
- New FT staffing as follows:
 - 9 Support Staff
 - 1 Contract Administration (Management)

	Apr 1/21	Net Change	Mar 31/22
Faculty	3	- funded	3
	<u>137</u>	- unfunded	<u>137</u>
	<u>140</u>	- additions	<u>140</u>
Support Staff	40	3 funded	43
	<u>133</u>	6 unfunded	<u>139</u>
	<u>173</u>	9 additions	<u>182</u>
Administration			
Non-Management	1	- funded	1
	<u>10</u>	- unfunded	<u>10</u>
	<u>11</u>	- additions	<u>11</u>
Administration	5	funded	5
Management	<u>41</u>	1 unfunded	<u>42</u>
	<u>46</u>	1 addition	<u>47</u>
Total	<u>370</u>	<u>10</u> additions	<u>380</u>

3.2.2 Compensation Assumptions

- Bargaining Unit academic staff collective agreement expires September 30, 2021. Any changes to compensation will be outlined in the next collective agreement.
- Full-time support staff 1.0% effective September 1, 2021 and a further 1.25% on March 1, 2022.
- A salary grid adjustment of 1.0% for non-executive administrative staff. 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.
- The part-time support staff collective agreement expires January 31, 2021. Any changes to compensation will be outlined in the next collective agreement.
- Pension plan contributions remain unchanged and benefit rates increased nominally.

3.2.3 Academic Initiatives

- The following academic 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 2021-22:

Full-time delivery

- Agri-business Management – Ontario College Graduate Certificate
- Interprofessional Practice – Gerontology – Ontario College Post Graduate Certificate
- Protection, Security and Investigation – Border Services – Ontario College Diploma Certificate
- Applied Process Piping Design – Ontario Graduate Certificate
- Applied Manufacturing Management – Advanced Materials Processing – Ontario College Post Graduate Certificate

- Occupational Health and Safety – Ontario College Post Graduate Certificate
- Communicative Disorders Assistant – Ontario College Graduate Certificate
- Chemical Lab Technology – Ontario College Advanced Diploma (postponed from 2020-21)
- Canadian Culinary Operations – Ontario College Graduate Certificate (postponed from 2020-21)
- Welding Fundamentals – Board of Governors Certificate

Potential new programs for 2022-23:

Full-time delivery

- Primary Care Paramedic – Ontario College Advanced Diploma
- Mechanical Techniques - Plumbing – Ontario College Diploma Certificate
- Sports Business Management - Ontario College Graduate Certificate
- Project Management - Environmental - Ontario College Graduate Certificate

➤ **Micro-Credential Delivery**

Micro-Credential delivery started in 2020-21 with grant funding provided from MCU and delivery will continue into 2021-22. They are individualized, competency based training programs that allow students to receive credit for skills they already have; rapidly acquire competencies needed to advance in their careers; and master competencies in a self-paced, flexible learning environment that values experience and provides accelerated training of focused skills. Micro-Credentials have been developed in the following areas and will continue to expand:

- eDeveloper
- Food Service Worker
- Personal Support Worker
- Welding
- Industry Supported Continuing Education Skill Areas

3.2.4 Capital Reserves

A total of \$10,014,600 is transferred to Internally Restricted Reserves:

- Campus Renewal Reserve - \$7,014,600
 - Reserve for renovation and remodelling of dated facilities has increased. These funds will finance modernization plans for portions of the South building
- IT and Learning Infrastructure - \$3,000,000
 - Reserve for new program development and IT infrastructure needs. These funds will finance the new programs required with the international enrolment plan and will finance IT infrastructure needs to support academic delivery.

3.2.5 Major Capital Projects

In 2021-22, a total of \$19,526,100 will be transferred from the Campus Renewal Reserve to fund the following capital projects:

- The Board has approved \$14.5M for the West Entrance renovation project, which will expand over two years and \$11.7M planned spending in 2021-22.
- The Board has approved \$4.9M for the Landscape Re-imagined Project, which includes widening of the gateways, walking trails and naturalization on campus.
- Creation of a new Immersion Centre to enhance academic delivery is planned to be built for \$1.9M.
- Deferred maintenance facilities projects
- Modernization of Testing Centre

3.2.6 Contingency

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



THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

BUDGET

Statement of Revenue and Expenditure

for the year ended March 31, 2022

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Revenue and Expenditure

For the year ended March 31, 2022

	Supporting Schedule	2021-22 Draft <u>BUDGET</u>	2020-21 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE				
Post Secondary	Sch 2A	\$ 39,442,000	\$ 38,065,800	\$ 1,376,200
Contract Services	Sch 2B	61,241,300	54,106,200	7,135,100
Student Services	Sch 3	4,052,200	3,634,700	417,500
Administrative Services	Sch 4	1,990,700	1,713,700	277,000
Physical Resources	Sch 5	323,700	294,200	29,500
Ancillary	Sch 6	2,298,000	1,620,300	677,700
Amortization of deferred capital contributions		4,519,700	4,868,300	(348,600)
		113,867,600	104,303,200	9,564,400
EXPENDITURE				
Post Secondary	Sch 2A	37,565,700	34,796,400	2,769,300
Contract Services	Sch 2B	36,802,400	31,866,100	4,936,300
Student Services	Sch 3	7,559,500	7,286,300	273,200
Administrative Services	Sch 4	8,659,700	9,080,800	(421,100)
Physical Resources	Sch 5	6,027,200	5,709,800	317,400
Ancillary	Sch 6	3,341,600	2,958,400	383,200
Depreciation of capital assets		9,336,300	8,963,500	372,800
		109,292,400	100,661,300	8,631,100
EXCESS OF REVENUE OVER EXPENDITURE				
		\$ 4,575,200	\$ 3,641,900	\$ 933,300
TRANSFER TO CAPITAL RESERVES				
		(10,014,600)	(6,988,900)	(3,025,700)
TRANSFER FROM CAPITAL RESERVES				
		19,705,900	6,587,800	13,118,100
INVESTED IN CAPITAL ASSETS				
		(14,249,000)	(1,942,900)	(12,306,100)
OPENING ACCUMULATED UNRESTRICTED SURPLUS				
		8,325,600	7,027,700	1,297,900
CLOSING ACCUMULATED UNRESTRICTED SURPLUS				
		<u>\$ 8,343,100</u>	<u>\$ 8,325,600</u>	<u>\$ 17,500</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Post Secondary

For the year ended March 31, 2022

Schedule 2A

	2021-22 Draft <u>BUDGET</u>	2020-21 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:			
Fees: Tuition and Other	\$ 18,217,400	\$ 16,362,800	\$ 1,854,600
MCU Grants	20,915,000	21,295,300	(380,300)
Other	309,600	407,700	(98,100)
	<u>39,442,000</u>	<u>38,065,800</u>	<u>1,376,200</u>
EXPENDITURE:			
Compensation	\$ 31,738,600	\$ 29,289,800	\$ 2,448,800
Instructional software/Equipment/Rental	2,815,700	2,697,500	118,200
Instructional	1,465,300	1,411,900	53,400
Non-instructional	596,100	447,200	148,900
Tuition set aside	950,000	950,000	-
	<u>37,565,700</u>	<u>34,796,400</u>	<u>2,769,300</u>
CONTRIBUTION:	\$ 1,876,300	\$ 3,269,400	\$ (1,393,100)

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Contract Services

For the year ended March 31, 2022

Schedule 2B

	2021-22 Draft <u>BUDGET</u>	2020-21 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:			
Contract Revenue	\$ 520,500	\$ 411,900	\$ 108,600
Course Fees	355,700	751,000	(395,300)
International	47,749,600	39,770,000	7,979,600
MLTSD Apprenticeships	1,225,000	917,900	307,100
MLTSD Contracts	2,806,500	2,806,500	-
Other Provincial Contracts	1,694,500	2,394,800	(700,300)
Municipal Contracts	1,116,200	1,040,400	75,800
Research Contracts	4,690,900	5,512,300	(821,400)
Fire School	1,033,400	498,900	534,500
Other	49,000	2,500	46,500
	<u>61,241,300</u>	<u>54,106,200</u>	<u>7,135,100</u>
EXPENDITURE:			
Compensation	\$ 11,870,400	\$ 12,264,100	\$ (393,700)
International Recruitment	18,024,200	14,560,500	3,463,700
Stipends/Support Allowances	754,300	783,800	(29,500)
Equipment/Building Maintenance	1,586,400	1,517,900	68,500
Instructional/Program	1,552,400	1,533,600	18,800
Non-instructional	3,014,700	1,206,200	1,808,500
	<u>36,802,400</u>	<u>31,866,100</u>	<u>4,936,300</u>
CONTRIBUTION:	\$ 24,438,900	\$ 22,240,100	\$ 2,198,800

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Student Services

For the year ended March 31, 2022

Schedule 3

		2021-22 Draft <u>BUDGET</u>		2020-21 <u>Fall Forecast</u>		<u>Variance</u>
REVENUE:						
MCU Revenue	\$	1,041,600	\$	1,323,400	\$	(281,800)
Sundry Fees		2,377,600		2,069,500		308,100
Other		633,000		241,800		391,200
		<u>4,052,200</u>		<u>3,634,700</u>		<u>417,500</u>
EXPENDITURE:						
Compensation	\$	6,281,400	\$	5,985,500	\$	295,900
Equipment/Rental		41,000		88,600		(47,600)
Educational resources/Awards		327,500		589,800		(262,300)
Non-instructional		909,600		622,400		287,200
		<u>7,559,500</u>		<u>7,286,300</u>		<u>273,200</u>
CONTRIBUTION:	\$	<u>(3,507,300)</u>	\$	<u>(3,651,600)</u>	\$	<u>144,300</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Administrative Services

For the year ended March 31, 2022

Schedule 4

		2021-22 Draft <u>BUDGET</u>		2020-21 <u>Fall Forecast</u>		<u>Variance</u>
REVENUE:						
MCU Revenue	\$	208,700	\$	208,700	\$	-
Rental Revenue		84,000		-		84,000
Other		1,698,000		1,505,000		193,000
		<u>1,990,700</u>		<u>1,713,700</u>		<u>277,000</u>
EXPENDITURE:						
Compensation	\$	4,830,500	\$	4,121,900	\$	708,600
Insurance/Taxes		621,900		563,900		58,000
Professional fees		1,361,800		2,084,700		(722,900)
Contingency		500,000		1,000,000		(500,000)
Non-instructional		1,345,500		1,310,300		35,200
		<u>8,659,700</u>		<u>9,080,800</u>		<u>(421,100)</u>
CONTRIBUTION:	\$	<u>(6,669,000)</u>	\$	<u>(7,367,100)</u>	\$	<u>698,100</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Physical Resources

For the year ended March 31, 2022

Schedule 5

		2021-22 Draft <u>BUDGET</u>		2020-21 <u>Fall Forecast</u>		<u>Variance</u>
REVENUE:						
Facilities Fee	\$	138,900	\$	119,200	\$	19,700
Other		184,800		175,000		9,800
		<u>323,700</u>		<u>294,200</u>		<u>29,500</u>
EXPENDITURE:						
Compensation	\$	1,706,200	\$	1,581,400	\$	124,800
Equipment/Building Maintenance		4,013,000		3,766,300		246,700
Non-instructional		308,000		362,100		(54,100)
		<u>6,027,200</u>		<u>5,709,800</u>		<u>317,400</u>
CONTRIBUTION:	\$	(5,703,500)	\$	(5,415,600)	\$	(287,900)

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Ancillary Operations

For the year ended March 31, 2022

Schedule 6

		2021-22 Draft <u>BUDGET</u>		2020-21 <u>Fall Forecast</u>		<u>Variance</u>
REVENUE:						
Campus Shop	\$	1,340,900	\$	874,800	\$	466,100
Parking		118,500		27,800		90,700
Residence		838,600		717,700		120,900
		<u>2,298,000</u>		<u>1,620,300</u>		<u>677,700</u>
EXPENDITURE:						
Campus Shop	\$	1,363,500	\$	959,400	\$	404,100
Parking		544,600		477,200		67,400
Residence		1,433,500		1,521,800		(88,300)
		<u>3,341,600</u>		<u>2,958,400</u>		<u>383,200</u>
CONTRIBUTION:	\$	<u>(1,043,600)</u>	\$	<u>(1,338,100)</u>	\$	<u>294,500</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Summary of Capital Reserves

For the year ended March 31, 2022

Capital Reserves	Apr 1, 2021	Additions	Disbursements	Mar 31, 2022
Campus Renewal:	\$ 67,665,644	\$ 5,393,000	\$ -	\$ 73,058,644
West Entrance & Campus Shop	(664,727)	-	(11,752,600)	(12,417,327)
Immersion Centre	-	-	(1,900,000)	(1,900,000)
Bridge Entrance Addition Renovation	(3,254,357)	-	-	(3,254,357)
Renovation - Chemistry Labs	(3,173,418)	-	-	(3,173,418)
Landscape / Roadways	(6,279,398)	-	(4,900,000)	(11,179,398)
Facilities Projects	(2,915,583)	-	(973,500)	(3,889,083)
1437-1451 London Road	(1,202,232)	-	-	(1,202,232)
Health/Research/Athletics	(3,661,773)	1,278,800	-	(2,382,973)
SAC Long-term Receivable	(5,897,300)	342,800	-	(5,554,500)
Campus Renewal Net	\$ 40,616,856	\$ 7,014,600	\$ (19,526,100)	\$ 28,105,356
Parking	64,716	-	-	64,716
IT and Learning Infrastructure	1,307,452	3,000,000	(150,000)	4,157,452
Insurance Retention	300,000	-	-	300,000
Research (LMIC & BPRC) TACs	139,470	-	-	139,470
Fireschool Equipment Renewal	29,835	-	(29,835)	-
Total Capital Reserves	\$ 42,458,329	\$ 10,014,600	\$ (19,705,935)	\$ 32,766,994

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Summary of Grant/Fee Funded Capital Projects

For the year ended March 31, 2022

		Grant Funding
Campus Safety Program	(CSP)	\$ 107,000
Capital Equipment & Renewal Fund	(CERF)	221,600
Apprenticeship Capital Grant	(ACG)	79,000
IT Access Fee equipment	(IT Access Fee)	258,000
Research Funding equipment	(CFI, ORF, NSERC, OCE)	360,000
Total Grant Funded Capital Projects		\$ 1,025,600