



Business Plan and Budget 2023-2024

Approved by the
Board of Governors
April 6, 2023



LAMBTON COLLEGE
Business Plan and Budget
2023-2024

Table of Contents

1.0 LAMBTON COLLEGE STRATEGIC PLAN 4

1.1 Mission 4

1.2 Vision 4

1.3 Goals and Commitments..... 4

2.0 BUDGET SUMMARY 5

3.0 OPERATING CONTEXT AND KEY ASSUMPTIONS..... 6

3.1 Revenue 6

 3.1.1 MCU Grants 6

 3.1.2 Enrolment 6

 3.1.3 Tuition and Fees..... 7

 3.1.4 International 7

 3.1.5 School/College/Work Initiative (SCWI) 7

 3.1.6 Apprenticeship Training 7

 3.1.7 Employment Services 7

 3.1.8 Contract Services..... 7

 3.1.9 Research and Innovation 8

 3.1.10 Online Education..... 10

 3.1.11 Mental Health Initiative..... 10

 3.1.12 Ancillary Operations 10



3.2	Expenses	10
3.2.1	Full-Time Staffing Complement.....	10
3.2.2	Compensation Assumptions	12
3.2.3	Academic Initiatives	12
3.2.5	Capital Reserves.....	13
3.2.6	Major Capital Projects	14
3.2.7	Contingency	14
4.0	2023-2024 DRAFT BUDGET	15
4.1	Statement of Revenue and Expenditures	16
4.2	Summary of Capital Reserves	23

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1.0 LAMBTON COLLEGE STRATEGIC PLAN

Empowering Today, Shaping Tomorrow

1.1 Mission

Student and community success

1.2 Vision

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

1.3 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 2023-2024.

2.0 BUDGET SUMMARY

	2023-2024 Budget	2022-2023 Fall Forecast
Revenue	\$ 146,667,200	\$ 143,684,600
Expenditure	\$ (130,150,400)	\$ (126,550,500)
Excess of Revenue over Expenditure	\$ 16,516,800	\$ 17,134,100
Transfer to Capital Reserve	\$ (20,115,900)	\$ (14,277,800)
Transfer from Capital Reserve	\$ 29,551,500	\$ 21,267,500
Invested in Capital Assets	\$ (26,052,000)	\$ (24,119,600)
Opening Accumulated Unrestricted Surplus	\$ 7,903,700	\$ 7,899,500
Closing Accumulated Unrestricted Surplus	\$ 7,804,100	\$ 7,903,700

3.0 OPERATING CONTEXT AND KEY ASSUMPTIONS

The 2023-24 Business Plan and Budget has been thoughtfully developed with consideration of the following operating context:

Operating Context

Lambton College is expected to complete another successful year in 2022-2023 with a surplus above original budget projection. This Budget Plan forecasts an in-year excess of revenue over expenditure of \$16.5M.

3.1 Revenue

3.1.1 MCU Grants

- The core operating grant is expected to remain static for the 2023-2024 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 \$196,900 projected for 2023-2024. No announcement of funding for 2023-2024 has been made.
- Facilities Renewal Program (FRP) grant funding of \$393,300 projected for 2023-2024. FRP funding for the 2023-2024 fiscal year has not been announced.

3.1.2 Enrolment

- Total post-secondary full-time enrolment including domestic and on-campus international enrolment for 2023-2024 is budgeted at 8,477 person terms, a 3.1% increase from enrolment of 2022-2023.
- Total post-secondary full-time domestic enrolment for 2023-2024 is anticipated to be 3,953 person terms, a 2.9% increase from 2022-2023 domestic enrolment.

3.1.3 Tuition and Fees

- Tuition fees remain frozen for the 2023-2024 period as per the MCU Directive.

3.1.4 International

- The number of international students at the Sarnia campus is budgeted at 4,524 person terms in 2023-2024, an increase of 3.2% from 2022-2023 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 2023-2024. Student enrolment reflects slight increase in person terms at partner campuses. Enrolment is consistent with the multi-year enrolment plan. The net impact results in increase in revenue of \$3.5M reflected in this budget.
- International on-campus tuition and premium remains frozen for the 2023-2024 budget year to reflect the current international market.

3.1.5 School/College/Work Initiative (SCWI)

- Revenue and contribution consistent with 2022-2023.

3.1.6 Apprenticeship Training

- Apprenticeship revenue reflects per diem fees funded by Ministry Labour, Immigration, Training and Skills Development (MLITSD) for classroom training. Revenue from training increased by \$135,200 as a result of anticipated intakes for all Apprenticeship programs. The Apprenticeship Capital Grant (ACG) is projected to remain static at \$198,200 in 2023-2024. A portion of the equipment spending funded by ACG has been capitalized in 2023-2024.

3.1.7 Employment Services

- Revenue is anticipated to be consistent compared to 2022-2023.

3.1.8 Contract Services

- Contribution from commercial fire training has slightly increased.

- Total course fees associated with a Board of Governors Information Technology certificate program that attracts predominantly international students has been reduced compared to 2022-2023. This is the last year for the BOG program as the program has been redeveloped into an Ontario Graduate Certificate Program.

3.1.9 Research and Innovation

- Applied research, a very active portfolio, based on current active grants, records a decline in total revenue in 2023-2024 over 2022-23. The department has applied to \$23,699,925 (until mid-March) in 2022-2023 (55% approved, 38% pending and 7% rejected). There are significant multi-year grants and single year grants that are still pending approval. Revenue associated with a number of outstanding grant proposals is not reflected.
- The Electrical Energy Storage Research Platform (EESRP) will begin its second year of operation in 2023-2024. The two-year \$641,800 Grant funded project is funded by NSERC Applied Research and Technology Partnership (ARTP).
- The Canadian Materials Circular Economy Syndicate (CMCES) will begin its second year of operation in 2023-2024. The two-year \$1.2M Grant funded project is funded by NSERC Applied Research and Technology Partnership (ARTP).
- The Southern Ontario Network for Advanced Manufacturing Institutes (SONAMI) will begin its final year of operation in 2023-2024. The Lambton College 2023-2024 distribution of funding is \$382,100 from FedDevON and \$107,500 from NSERC Applied Research and Technology Partnership (ARTP).
- In 2022-23, Lambton College was awarded the Canadian Bio-Cleantech Applied Research Network (CBARN) which is a network of four Southern Colleges and one University, led by the Lambton College, who collaborates with small and medium sized bio-based companies to support the development of new and optimization of existing bio technologies that generate advanced commercialization and job growth. A two-year \$3,000,000 FedDev-ON grant will begin its second year of operation in 2023-2024.
- The Lambton Circular Economy Innovation Platform (LCEIP) was awarded in 2022-2023 fiscal and will begin its second year of operation on July 1, 2023. The LCEIP is a five-year grant funded by NSERC in the amount of \$3.25 million. In year 2, the LCEIP provides \$690,500 revenue, inclusive of partner contributions.

- 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 \$116,000 funds project-related expenditures in 2023-2024.
- The Lambton Manufacturing Innovation Centre (LMIC) pending approval of a new five-year grant will enter its first year of a five-year \$1.75M NSERC Technology Access Centre (TAC) providing \$505,600 grant revenue in 2023-2024 (pending).
- The Bio-Industrial Process Research Centre (BPRC) enters its fifth year of a five-year \$1.75M NSERC Technology Access Centre (TAC) providing \$534,100 grant revenue in 2023-2024.
- A five-year NSERC-IRCC grant, in its final year, awarded in support of the work of Dr. Baoling Chen for her work in Advanced Biotechnology and Natural Health Products provides \$185,600 revenue, inclusive of partner contributions.
- In 2023-2024, grant revenue of \$82,200 supports the extension of a five-year grant to six years NSERC-IE grant entitled “Information Technology and Communications Research Centre (ITCRC)”.
- Funding for one state-of-the-art research equipment projects eligible under the Canada Foundation for Innovation (CFI) grant and Ontario Research Fund (ORF) is extended into fiscal 2023-2024 as certain specialized equipment could not be procured due to supply chain issues.
- Infrastructure Operating Fund is a multi-year grant that has \$499,200 available to support the operation of specialized equipment purchased under the Canadian Innovation Fund. For 2023-2024 fiscal, \$155,600 is budgeted to support the operation of the specialized equipment.

The Innovation Institute, will realize revenue contribution to the college in 2023-2024 with the following areas of focus:

- Corporate Training external contract revenue is targeted at \$180,000. This is based upon lower margin traditional hands-on corporate training contracts. With the focus on the new model of micro-credential delivery falling under Corporate Training contracts, we are hopeful to substantially outperform this number by the end of 2023-2024.

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 2022-2023 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 with increase activity anticipated on campus due to new location at west entrance of the College.
- Parking revenue and fees have increased with increased activity on campus.

3.2 Expenses

3.2.1 Full-Time Staffing Complement

In response to a significant and sustainable increase in international enrolment the following are changes to the College's Full-time staffing complement:

- 4 Support Staff in the areas of Student Services, International Services and IT of which 2 positions are fully-funded and one I/O.
- 1 Administration Staff of which is a temporary admin position with term ending March 31, 2024.

	Apr 1/23	Net Change		Mar 31/24
Faculty	3	-	funded	3
	<u>139</u>	<u>-</u>	unfunded	<u>139</u>
	<u>142</u>	<u>-</u>	additions	<u>142</u>
Support Staff	47	2	funded	49
	<u>147</u>	<u>2</u>	unfunded	<u>149</u>
	<u>194</u>	<u>4</u>	additions	<u>198</u>
Administration Non- Management	1	-	funded	1
	<u>10</u>	<u>-</u>	unfunded	<u>10</u>
	<u>11</u>	<u>-</u>	additions	<u>11</u>
Administration Management	7	-	funded	7
	<u>45</u>	<u>1</u>	unfunded	<u>46</u>
	<u>52</u>	<u>1</u>	addition	<u>53</u>
Total	<u>399</u>	<u>5</u>	additions	<u>404</u>

3.2.2 Compensation Assumptions

- Bargaining Unit academic staff compensation changes per the provisions of the collective agreement.
- Bargaining Unit support staff compensation changes per the provisions of the collective agreement.
- 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.
- 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 2023-2024:

Full-time delivery

- Bachelor of Science, Nursing – Honours Bachelor Degree
- Medical Esthetics and Advanced Skin Care Therapies- Ontario College Graduate Certificate
- Sustainable Building Sciences – Ontario College Graduate Certificate
- Welding Fundamentals – Board of Governors Certificate, Microcredential, Level 1
- Cloud Infrastructure and Administration- Ontario College Graduate Certificate

- Potential new programs for 2024-2025, the College is working on developing programs in the areas of Business, Health and Information Technology sectors.

3.2.5 Capital Reserves

A total of \$20,115,900 is transferred to Internally Restricted Reserves:

- Campus Renewal Reserve - \$20,007,100
 - Reserve for renovation and remodelling of dated facilities has increased. These funds will finance modernization plans for portions of the South building.
- Fire School Equipment - \$87,800
- Athletic & Fitness Centre Renewal Reserve - \$21,000
 - Reserve for equipment maintenance as fitness equipment starts to age and new equipment as needed for the Athletic & Fitness Centre funded by gym memberships and the Student Administrative Council.

3.2.6 Major Capital Projects

In 2023-2024, a total of \$29,551,500 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 be concluded this year with \$3.3M planned spending in 2023-2024.
- The Board has approved \$8.5M for the Indigenous Outdoor gathering space project with a portion funded through Foundation donations, which is planned spending of \$7.4M in 2023-2024 and the remainder will be concluded 2024-2025.
- The Board has approved the International and Services Realignment project for \$5M, which will be concluded this year with \$3.58M planned spending in 2023-2024 for the remainder of international department relocations and HR and IT department relocations
- Community Engagement Relocation project for \$4.2M which is planned spending of \$600k in 2023-24 and the remainder will be concluded in 2024-25.
- Computer Labs Renewal project is planned to be completed for \$4.4M to renovate and create 4 new computer labs.
- Deferred maintenance facilities projects.

3.2.7 Contingency

A contingency of \$1,000,000 is included in this budget.