

**St. Lawrence College Board of Governors Agenda Submission Form
2025-2026 Academic Year**

Agenda Item Name	2026-2027 Capital Budget
Supporting Board Committee	Finance, Resource & Audit Committee
Meeting Session	Open Session
Action Required	For Decision
Date of Meeting	2026-03-17
Presenters/Guests Joining	Bosco Yuan, Vice-President Risk, Facilities, Procurement, and CFO Matt Kennelly, Director, Facility Management Services

Please complete the following:

1. Purpose

The purpose of this report is to present and seek approval on the 2026/27 Capital Budget.

2. Background Information

Overview of the Capital Planning Process:

To support the development of capital priorities for future consideration, the proposed 2026/27 Capital Budget and four-year capital outlook present a focused list of academic, student housing, deferred maintenance, and Information Technology needs aligned with SLC's Five + 3 strategic directions. The capital planning process, led by Facilities Management Services (FMS), applies an informed, risk-based approach to developing the multi-year capital budget. Input was collected from departments across the organization, with final project selections further informed by facility condition reports, government priorities, legislative changes, funding opportunities, and strategic initiatives.

Proper facility stewardship requires the College to continue prioritizing capital investments in building infrastructure. These investments ensure safe, reliable, and innovative spaces that support academic program delivery and enrich the student experience.

3. Discussion/Options

Sources of Funding:

Sources of funding for the 2026–2027 capital plan and four-year capital outlook include the Ministry of Colleges, Universities, Research Excellence and Security (MCURES), Ministry of Labour, Immigration, Training and Skills Development (MLITSD), philanthropic giving, contributions from ancillary operations, and internal working capital.

Ministry of Colleges, Universities, Research Excellence and Security (MCURES):

- **College Equipment Renewal Fund (CERF):** Provides funding to acquire and renew instructional equipment and learning resources to support relevant, high-quality education and training that align with evolving employer needs and Ontario’s economy. A tri-campus academic committee allocates these funds based on greatest need. The 2025/26 funding was \$301,800.
- **Facility Renewal Program (FRP):** Supports colleges in addressing deferred maintenance to repair, renovate, and modernize existing facilities used for academic spaces and infrastructure to enhance the learning environment. The 2025/26 funding was \$3,401,000.

While funding has increased in recent years, it remains inadequate to fully address long-standing, sector-wide underfunding shortages. It was estimated that SLC’s total deferred maintenance is approximately \$70 million.

The College will continue to pursue new funding opportunities that recognize college and university infrastructure as eligible for support, helping address the backlog of deferred maintenance projects. A key opportunity is the Provincial–Territorial (PT) Infrastructure Stream, valued at \$17.2B over 10 years and delivered through bilateral agreements between the federal government and provinces and territories. The College will assess the steps required to explore this opportunity with the province through CIGCan.

Ministry of Labour, Immigration, Training and Skills Development (MLITSD):

Apprenticeship Capital Grant (ACG): Provides funding to update academic equipment and facilities to support the delivery of relevant, high-quality training for workplace-based apprenticeship programs. For 2025/26, the allocated funding was \$501,894.

Other Sources:

Ancillary Operations: Capital expenditures are financed through their operational reserves. These services include parking, residences, food services, event and banquet services, and the student athletic centre.

Philanthropic and Other Funding: This category includes donations received by the college and grants provided outside the previously identified government funding streams.

Overview of the Proposed 2026/27 Capital Budget

Table A summarizes the funding recommendations for the 2026–2027 capital budget. The total capital plan is \$7,732,800, of which \$1,872,000 will be financed through our working capital. The remaining balance will be supported through Ministry programs and philanthropic donations, as outlined below.

From a budget-over-budget perspective, the prior year’s approved capital budget totaled \$9,084,000, of which \$3,848,000 was financed through working capital. The reduction in spending is primarily attributable to fewer computer and monitor replacements, driven by lower staffing levels and the timing of the life-cycle refresh plan.

Table A: Summary 2026-2027 Capital Budget

Category	Ministry Funding			Philanthropic and Other Confirmed Funding	Ancillary	Self-Funded	Total
	*FRP (unconfirmed)	CERF (unconfirmed)	ACG (unconfirmed)				
Small to Medium Projects							
College Capital Priorities (Table 1, Table 4)	\$3,400,000					\$380,000	\$3,780,000
Information Technology (Table 2)						\$1,492,000	\$1,492,000
Academic Equipment		\$305,800		\$450,000			\$755,800
Apprenticeship Equipment			\$500,000				\$500,000
Sub-Total Capital (Funded and Non-Funded)	\$3,400,000	\$305,800	\$500,000	\$450,000		\$1,872,000	\$6,527,800
Ancillary - Self Funded							
Parking (Table 3A)					\$405,000		\$405,000
Food Services (Table 3B)					\$50,000		\$50,000
Residence (Table 3C)					\$630,000		\$630,000
Student Health & Athletic Centre (Table 3D)					\$120,000		\$120,000
Event and Banquet Services (Table 3E)					\$0		\$0
Sub-Total Ancillary Projects:					\$1,205,000		\$1,205,000
Total All Projects	\$3,400,000	\$305,800	\$500,000	\$450,000	\$1,205,000	\$1,872,000	\$7,732,800

*It is anticipated that the 2026-27 Allotment of FRP Funding will be increased.

Facility Renewal:

Appendix A provides a detailed table of facility renewal projects. These projects focus on maintaining a safe and comfortable environment for teaching and learning across the College. Most of these priorities are eligible for funding through the MCURES Facility Renewal Program.

Information Technology (IT):

Project details are outlined in Appendix A, Table 2. The renewal and enhancement of equipment, networks, and cybersecurity help ensure that our staff and students have access to efficient, safe, and secure technology and infrastructure.

Ancillary:

Details of the ancillary projects are provided in Appendix A – Tables 3A through 3E. These ancillary priorities are financed through their operational reserves generated by their respective operations.

Philanthropic:

Funding is often provided to the College through philanthropic contributions from individuals or organizations. The College works with external donors to align these donations with identified program priorities. Details on available philanthropic funds and priorities are outlined in Appendix A – Table 4.

Equipment:

Ministry funding through the CERF and ACG programs supports enhancements to program offerings by ensuring tools, lab equipment, and materials remain current and in good working condition.

4. Financial and/or Human Resources Implications (as applicable)

The proposed 2026/27 Capital Budget requires a drawdown of \$1,872,000 from working capital, and the College is expected to maintain a positive restricted net assets balance as of March 31, 2027.

5. Risk Impacts (for decision items only)

The following table identifies the key risks that the 2026-2027 capital budget will impact.

Top Risks		
Risk Title	Impact	Mitigation
Student Satisfaction	<p>Fluctuations in the broader economy such as inflation, tariffs, or shifts in interest rate can affect construction costs, influencing both the feasibility and timing of projects.</p> <p>Fluctuations in construction prices, labour availability, or changes in demand for construction services can affect project costs and timelines.</p>	<p>Adopt supply-chain diversification to broaden our supplier base and reduce the risks of resource scarcity, higher pricing, and extended lead times.</p> <p>Maintain strong relationships with the Ministry while actively advocating for increased government funding to support capital renewal and future innovation initiatives.</p> <p>Continue to properly operate and maintain building equipment and infrastructure to ensure longer life of building assets.</p>

Does the recommendation introduce new risks or increase existing risks?

- Yes
- No

If the answer is yes, how will we mitigate related risk(s)?

The College will continue ongoing engagement with the Ministry and the broader sector regarding potential future funding for capital and infrastructure projects.

Does this recommendation mitigate an existing risk? (Please check one)

- Yes
- No

If the answer is yes, please explain how this will mitigate the risk(s).

Continuing investment in our college's infrastructure and learning spaces ensures a safe, healthy, and adaptable environment for students and staff.

6. Recommendation(s)

That the Finance, Resource and Audit Committee recommends that the St. Lawrence College Board of Governors approve the recommended 2026-2027 Capital Budget as presented.

Motion(s) presented at the Finance, Resource & Audit committee meeting for recommendation to the full board:

THAT the 2026-27 Capital Budget be approved as presented.

Motion(s) presented to the full board upon recommendation from the relevant BOG Committee for approval:

THAT the St. Lawrence College Board of Governors adopt the recommendation of the Finance, Resource & Audit Committee and approve the 2026-27 Capital Budget as presented.

APPENDIX A

Note: Projects highlighted in grey are recommended for 2026-2027. All other projects were considered in the original budget.

Facility Renewal Capital Projects:

- Table 1: Recommended 2026-2027 Capital Projects

Information Technology Capital Projects:

- Table 2: Recommended 2026-2027 Information Technology Capital Projects

Ancillary Capital Projects:

- Table 3A: Recommended 2026-2027 Ancillary - Parking
- Table 3B: Recommended 2026-2027 Ancillary - Food Services
- Table 3C: Recommended 2026-2027 Ancillary - Residences
- Table 3D: Recommended 2026-2027 Ancillary - Event and Banquet Services
- Table 3E: Recommended 2026-2027 Ancillary – Student Health & Athletic Centre

Philanthropic Capital Priorities:

- Table 4: Recommended 2026-2027 philanthropic priorities

Table 1: Recommended 2026-2027 Capital Projects

ID #	Campus	Department /School	Type	Component	Details/Rationale	FRP Eligible?	2026-2027
F1	T	Academics	Facility Renewal	Learning Spaces	Accommodate academic requirements around teaching, efficiency and space.	Y	\$ 450,000
F2	T	Academics	Facility	Learning Spaces	Budget provided to assist with program growth.	N	\$ 250,000
F3	T	FMS	Facility Inspections	Asset Management	Continous Building Condition Assessments	Y	\$ 150,000
F4	T	FMS/ Accessibility	Facility Renewal	Accessibility Upgrades	Accessibility upgrades to facilities: classrooms, entrances, offices, etc. Prioritized based on accessibility audit.	Y	\$ 150,000
F5	K	FMS	Facility Renewal	Envelope Renewal	Replacement of windows on the 3rd and 4th floor of Glengarry which are end of life.	Y	\$ 400,000
F6	K	FMS	Facility Renewal	HVAC Upgrades	Replace Rooftop AHU's in Blue Wing	Y	\$ 50,000
F7	T	FMS	Facility Renewal	Interior Renovations	Renewal of hallway spaces on campus.	Y	\$ 200,000
F8	K/C	FMS	Facility Renewal	HVAC Upgrades	Major Refurbishment of K-GG-AH1 Major Refurbishment of Aults-AH-2	Y	\$ 60,000
F9	B	FMS	Facility Renewal	Envelope Renewal	Repair/Replace failed elements of the Brockville campus exterior.	Y	\$ 250,000
F10	K	FMS	Facility Renewal	Envelope Renewals	End of life renewal of windows and entranceways on the Kingston Campus	Y	\$ 150,000
F11	C	FMS	Facility Renewal	Interior Renovations	Move current student services into old book store	Y	\$ 50,000
F12	T	FMS	Wayfinding	Signage	Improvements in wayfinding throughout the three campuses.	Y	\$ 100,000
F13	K	FMS	Facility Renewal	Equipment Renewal	Replace/upgrade the dedicated Veterinary Air handler. This unit is end of useful life and critical for the program	Y	\$ 450,000
F14	K	FMS	Facility Renewal	Equipment Renewal	Replace end of life roof top units with air source heat pumps. 2X rooftops	Y	\$ 250,000
F15	K	FMS	Facility Renewal	Equipment Renewal	3x Boilers in Blue Wing are end of life. Required to be replaced.	Y	\$ 200,000
F16	K	FMS	Facility Renewal	Elevator Upgrades	Upgrade Elevator #1 Servicing Orange wing and improve accessibility. Elevator Condition Assessment has confirmed the need	Y	\$ 165,000
F17	B	FMS	Facility Renewal	Elevator Upgrades	Blue Wing Elevator refurbishment	Y	\$ 175,000
F18	K	FMS	Facility Renewal	Building Automation	Lighting control panel is end of life and not supported. Critical for Vet Tech Programming to be replaced	Y	\$ 150,000
F19	C	Health and Safety	Facility Improvement	Interior Renovations	Safety concerns around the Health Centre operations require some building improvements. Access control, phones and additiona wall/door.	Y	\$ 100,000
F20	K	FMS	Equipment Renewal		Compactor is in poor condition and leading to H&S concerns.	N	\$ 30,000
Total							\$ 3,780,000
FRP Eligible Costs							\$ 3,500,000
FRP Grant Funding (est.)							\$ 3,400,000
Total (Non-Funded)							\$ 380,000

Table 2: 2026-27 Information Technology Capital Projects						
ID#	Campus	Type	Component	Details/Rationale		2026-2027
1	T	Renewal	Staff Computers	Staff (Faculty, Administrative, Support) computer replacement based on 4 year life cycle replacement.		\$225,000
2	T	Renewal	Academic Computer Lab Technology	Life cycle (4 year) replacement of computers and monitors in labs and common areas.		\$380,000
4	T	Renewal	Meeting Room Technology	Conference room technology in all SLC conference rooms. Ongoing Scheduled upgrades		\$45,000
5	K	Renewal	Interactive Flat Panel Board Replacements	Academic Smartboards in student touch down spaces. Ongoing scheduled upgrades		\$32,000
6	T	Upgrade	Network	IT closet ventilation upgrades. Switches		\$135,000
9	K		Data Center Hardware	Kingston Air Handlers		\$250,000
10	T	Renewal	UPS Batteries	Replace UPS batteries		\$100,000
14	T	Upgrade	Phone System	Replace EOL Phones, Phone system upgrade		\$90,000
18	T	Upgrade	Digital Signage	Upgrade indoor signage displays, media players and licensing, through Hallways and Concourses		\$25,000
19	T	Maintain	Outdoor Road Signs	Maintain existing technology and replace media players and display panels		\$10,000
20	T	Upgrade	Classroom Technology	Year over Year upgrade cycle to maintain classrooms and push forward with new technology		\$200,000
Total Budget Request						\$1,492,000

Table 3A: 2026-2027 Ancillary - Parking						
ID#	Campus	Dept	Type	Component	Detail/Rationale	2026-2027
AP1	C	Parking	Site Renewal	LED Light Standards	Design and replace old MH parking lots in P2 and P3 of Cornwall Campus.	\$125,000
AP2	B	Parking	Site Renewal	Parking Surface	5 year renewal cycle for parking lot surfaces (Sections B1-B9)	\$15,000
AP3	C	Parking	Site Renewal	Parking Surface	5 year renewal cycle for parking lot surfaces	\$250,000
AP4	K	Parking	Site Renewal	Parking Surface	5 year renewal cycle for parking lot surfaces	\$15,000
Total: Ancillary Parking Capital Projects:						\$405,000

Table 3B: 2026-2027 Ancillary - Food Services						
ID#	Campus	Dept	Type	Component	Details/Rationale	2026-2027
AF1	T	Food Services	FFE	Equipment Renewal	Annual Equipment replacement and purchases	\$ 50,000
Total: Ancillary Food Services Capital Projects:						\$ 50,000

Table 3C: 2026-2027 Ancillary - Residence						
ID#	Campus	Dept	Type	Component	Details/Rationale	2026-2027
AR1	B	Residences	Facility Renewal	Domestic Water	Remove and replace all KiTec piping on the domestic cold and hot water systems.	\$ 150,000
AR2	K	Residences	Life Safety Devices	Fire Alarm devices	Code related updates and FA system deficiencies.	\$ 200,000
AR3	B	Residences	Accessibility	Barrier free room	Update the BF suite to AODA requirements	\$ 75,000
AR4	C	Residences	Facility Renewal	Upgrading of Finishes	Replace all carpet in suites	\$ 75,000
AR5	K	Residences	HVAC	PTAC	Renewal of PTAC's, end of life replacements	\$ 40,000
AR6	T	Residences	Security	Cameras	Full replacement/upgrade of CCTV system	\$ 90,000
Total: Residences Ancillary Capital Projects:						\$ 630,000

Table 3D: 2026-2027: Ancillary - Student Health & Athletic Centre (SHAC)						
ID#	Campus	Dept	Type	Component	Details/Rationale	2026-2027
AS1	K	Athletics	Interior Renovations	Washrooms	Add a universal washroom. Update Change Rooms	\$ 15,000
AS2	C	Athletics	Program Improvements	Equipment	Provide Sound dampening and a PA/AV system in the Cornwall Gym	\$ 50,000
AS3	C	Athletics	Interior Renovations	Gym Floor	Cornwall Gym Floor Repair	\$ 30,000
AS4	T	Athletics	Equipment Renewal	Equipment	Keep equipment up to date.	\$ 25,000
Total: Student Health and Athletic Centre Ancillary Capital Projects:						\$ 120,000

Table 4: 2026-2027 Philanthropic Funding								
ID #	Campus	Department/School	Type	Component	Details/Rationale	Partial Funds Available	Confirmed Funding	2026-2027
4a	C	Academics	New	Trades Renewal	Gift-In-Kind of electrical equipment	YES	Y	\$ 100,000
4b	T	Academics	Cont.	Academic equipment renewal	Equipment Renewal from Uncommon Campaign fund	NO	Y	\$ 350,000
4c	K	Academics	New	PSW Lab Infrastructure/Equipment	Improve and increase PSW program.	YES	Y	\$ 150,000
4d	K	Academics	Cont.	Specialty Nursing Equipment	Equipment for improvements in specialty nursing.	YES	Y	\$ 80,000
Total Philanthropic Funds:								\$ 450,000

APPENDIX B

Summary of Five-Year Capital Budget Forecast 2026-2031:

Five-Year Capital Budget Forecast 2026-2031					
Item	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Facility Renewals					
Facility Renewals - FRP Eligible*	\$3,400,000	\$3,775,700	\$3,590,000	\$3,700,000	\$3,310,000
Facility Renewals - FRP In-Eligible	\$380,000	\$575,000	\$400,000	\$400,000	\$400,000
Facility Renewals - Philanthropic/Other: confirmed	\$0	\$0	\$0	\$0	\$0
Total Facility Renewal	\$3,780,000	\$4,350,700	\$3,990,000	\$4,100,000	\$3,710,000
Information Technology					
Total Information Technology - Non Funded	\$1,492,000	\$1,329,000	\$928,000	\$3,056,000	\$1,140,000
Ancillary					
Ancillary: Parking	\$405,000	\$595,000	\$655,000	\$775,000	\$490,000
Ancillary: Food Service	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Ancillary: Residence	\$630,000	\$1,040,000	\$1,065,000	\$365,000	\$340,000
Ancillary: Event and Banquet Services	\$0	\$0	\$0	\$0	\$0
Ancillary: Student Health and Athletic Centre	\$120,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Ancillary	\$1,205,000	\$1,710,000	\$1,795,000	\$1,215,000	\$905,000
Academic and Apprenticeship Equipment					
Academic Equipment CERF Funding	\$305,800	\$305,800	\$305,800	\$305,800	\$305,800
Academic Equipment Philanthropic/Other: confirmed	\$450,000	\$0	\$0	\$0	\$0
Apprenticeship Equipment - ACG Funding	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Equipment - Non Funded (Matching CERF)	\$0	\$0	\$0	\$0	\$0
Total Academic and Apprenticeship Equipment	\$1,255,800	\$805,800	\$805,800	\$805,800	\$805,800
Summary					
Total Funded (FRP, CERF, ACG)	\$4,205,800	\$3,205,800	\$3,205,800	\$3,205,800	\$3,205,800
Total Philanthropic/Other: confirmed	\$450,000	\$0	\$0	\$0	\$0
Total Projects (College Funded)	\$1,872,000	\$3,279,700	\$2,518,000	\$4,756,000	\$2,450,000
Total Ancillary (Self Funded)	\$1,205,000	\$1,710,000	\$1,795,000	\$1,215,000	\$905,000
Total Budget (Funded, Philanthropic/Other, Non-Funded, Ancillary)	\$7,732,800	\$8,195,500	\$7,518,800	\$9,176,800	\$6,560,800