

■ ■ ■ ■ 2026-27

BUDGET

For the fiscal year ending April 30, 2026



Laurentian University
Université **Laurentienne**

Sudbury, ON laurentian.ca

A STRATEGIC PATH TOWARD SUSTAINABLE GROWTH AND A CONNECTED FUTURE



LAND ACKNOWLEDGMENT

We would like to acknowledge the Robinson-Huron Treaty of 1850. We also further recognize that Laurentian University is located on the traditional lands of the Atikameksheng Anishinaabek and that the City of Greater Sudbury, also includes the traditional lands of the Wahnapiatae First Nation. We extend our deepest respect to Indigenous peoples – as a sign of our continued relationship we will support Laurentian University's Truth and Reconciliation Task Force Recommendations. Miiigwech.

Ka ke ginwaamdanaa Aki Gaabijidebendaagwak Robinson Huron Naakinegewin ode 1850. Miinwa ginwaamdandaa Laurentian University Chi-kinomaagegamik gewii teg maanpii gidaa kiimina Atikameksheng Anishinaabek debendaagwak miinwa Chi-odeno Sudbury miinwa gewii debendaagwak Wahnapiatae Anishinaabe kiing. Gichipiitenmananig Anishinaabek- ga nakiitaanaa weweni maanpii Laurentian University Chi-kinomaagegamik Debwewin miinwa Minadaapnagewin Nakii Naadmageh Makwataagziiwin. Miiigwech.

2026-27 BUDGET



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LaurentianUniversity
Université **Laurentienne**



Vision, Mission, Values, And Strategic Priorities

Laurentian University is guided by its institutional vision, mission and values, as well as by the strategic priorities articulated in its Strategic Plan, 2024-2029.

Vision

Bring the power of Northern Ontario values, resilience, innovation, and Indigenous ways of knowing to the world.

Mission

Prepare the leaders of tomorrow through an inclusive, intellectually curious and connected bilingual and tricultural learning community.

Values

Community • Integrity • Student Success • Stewardship • Collaboration

Strategic Directions



Enhancing our Student Experience

- Build Strong Foundations for Student Success and Well-being
- The Northern University of Choice
- Animate Laurentian's Campus Environment



Energizing our Academic and Research Mission

- Invest in Faculty Career Development and Success
- Expand Academic and Research Excellence in Areas of Northern Impact
- Enhance Francophone and Indigenous Program Offerings and Partnerships
- Integrate Inter-disciplinarity and Tricultural Learning into Degree Programs



Building Up the Communities We Serve

- Build Northern Ontario's Economic, Social, and Environmental Sustainability
- Reimagine the Laurentian Varsity Brand
- Establish Strong Local and Global Industry, Alumni and Donor Networks



Valuing and Supporting our People

- Cultivate a Supportive and Inclusive Team Culture
- Take Care in Developing Our People
- Support LU Leaders in Driving and Sustaining Transformation
- Drive Excellence in University Governance



Message from the President and Vice-Chancellor



On behalf of the Executive Team, I am pleased to present a balanced operating budget for the fiscal year 2026-27.

The last year has been one of significant milestones as the University continues to normalize its financial operations following insolvency in 2021. The sale of the designated properties to the Province of Ontario in August 2025 - three months ahead of schedule - allowed Laurentian to fund the distribution pool to the maximum amount, satisfy its obligations to its creditors, and complete a critical step under the CCAA Plan of Arrangement.

The Government of Ontario's long-awaited announcement of new funding for the post-secondary sector and the lifting of the tuition freeze in February 2026 have also had a notable impact on the University's financial operations. Laurentian especially recognizes the government's specific investments in northern post-secondary institutions, such as those located in Sudbury, and in institutions that offer programming in French.

At the same time, Laurentian will continue to deal with complexities in our financial situation that other universities do not have to face, making us unique within Ontario's post-secondary sector. For example, we must continue to respect the financial covenants set out in the Exit Loan Agreement with the Province of Ontario. We need to ensure that we live up to our obligations related to that loan, which was foundational to Laurentian's ability to survive following insolvency.

Having just finished celebrating the 65th anniversary of Laurentian's founding, I appreciate how much we as a community have accomplished in recent years. We have built a fiscally responsible and sustainable institution. We are rebuilding lost capacity in the Faculties, in our student services, and in other core areas that support our teaching and research missions. Our domestic enrollments have improved, and we now teach more Francophone students than we did prior to the program restructuring. Through the Transformation program, we are modernizing operations in key areas such as Finance, Human Resources, Information Technology, and Student Services.

Laurentian is out in the community once again, sponsoring events, signing collaboration agreements, and re-establishing itself as a willing and ready partner for those organizations serving the local region, including our Francophone and Indigenous partners. We remain one of Greater Sudbury's largest employers and an economic driver that contributes to the well-being of the City and its people. Most importantly, we are helping more than 8,000 students a year pursue their dreams.

Still, there's much more work to do. In the current climate, Laurentian is well positioned to differentiate itself at the national and global levels with respect to government priorities related to critical minerals development and building Canada's national defense sovereignty, as well as finding health and environmental solutions for the future.

When we work together, build on our strengths, and lift each other up, there's no limit to what we can do.

Sincerely,
Dr. Lynn Wells
President and Vice-Chancellor



Executive Summary

This document presents Laurentian University's proposed budget for the 2026-27 fiscal year, in addition to forecasting end-of-year results for the 2025-26 fiscal year.

Context

Laurentian's financial sustainability depends on ensuring that costs do not exceed revenues. Our revenues come primarily from provincial operating grants, student tuition, and ancillary services such as revenues from residences, food services, and parking. Our costs are largely driven by salaries and benefits, as well as operating and research costs.

Our costs are inherently inflationary, meaning that they go up every year. This includes salary increases, utilities, and the ongoing expenses associated with maintaining our buildings, among other things. Since our costs increase every year, our revenues - especially our student enrolment - must grow at a similar rate in order to maintain a balanced budget. When enrolment projections do not support that level of growth, we must adjust the budget accordingly to ensure that it remains balanced.

Changes to provincial funding

On February 12, the Province announced a significant investment to support the post-secondary sector's long-term success and financial sustainability. While the details of the funding announcement are complex, our best estimates suggest that these changes should result in an additional \$6.8M annually for Laurentian over the prior year budget. This represents an 8.1% increase to our provincial funding, or a 3.5% increase to our total operating revenue budget.

Tuition fees are also set by the province, and they had been frozen since 2019. The February announcement from the Province lifts the tuition freeze and allows institutions to increase tuition by up to 2% annually. Based on current enrolment projections, this should generate an annual increase of approximately \$730,000 in Laurentian's tuition revenue.

Forecasted year-end results for 2025-26

The development of the 2026-27 budget provides a closer look at year-end results for the 2025-26 fiscal year. These results are then audited by our external auditors and presented to the Board in October each year.

At this point in time, the year-end forecasted consolidated revenue in excess of expenses for 2025-26 is projected to be \$21.9M, or \$4.6M when excluding the accounting gain on sale of properties to the province. This amount compares favourably to the budget projections made at the beginning of the 2025-26 year, which called for an excess of revenue of \$19.3M, or \$1.7M excluding the accounting gain on sales of the designated properties.

This excess of \$4.6M represents roughly 2% of the total University operating revenue, which is a reasonable amount given the complexity of the assumptions that go into the budget creation process and the uncertainty in the current environment. This is also a significant decrease over the results of previous years, demonstrating the achievement of a new 'steady state' for operations and a normalization following insolvency.

These results reflect strong growth in domestic student enrolment of 6% compared to budget, but offset by a decrease of 27% compared to budget in international student enrolment resulting from changes in federal government policy. Given the higher rates of tuition paid by international students, Laurentian is forecasting to end the year with tuition revenues that are \$997,000 lower than budgeted. However, increases in 2025-26 to provincial grants offset this decrease.



Budget for 2026-27

For 2026-27, Laurentian University expects to generate excess revenue over expenses of \$1.4M, excluding the \$1.2M accounting gain on sales of properties. This represents consolidated budgeted revenues of \$217.8M and expenses of \$215.1M.

Looking at the current landscape, the 2026-27 budget makes the following assumptions that impact revenue and expenditure projections compared to the 2025-26 year-end forecast:

- Domestic student enrolment is expected to grow from 4,733* to 5,019 at the undergraduate level, and to remain stable at the graduate level. In contrast, international student enrolment is expected to decline from 281 to 224 at the undergraduate level, and from 840 to 498 at the graduate level between 2025-26 and 2026-27. These changes result in a decrease in forecasted tuition revenue, from \$68.9M in 2025-26 to \$65.2M in 2026-27 despite the lifting of the tuition freeze. The reduction in the international graduate population alone accounts for a 23% decline in tuition revenue, equivalent to approximately \$4.4M.
- Research revenues are budgeted to increase, from \$14.0M in 2025-26 to \$17.4M in 2026-27.
- Salaries and benefits are budgeted to increase by \$1.7M in 2026-27.
- The budget continues to maintain funding for the Transformation program at a stable level of \$7.2M in operating expenses and \$0.8M in capital expenses.
- Laurentian plans to invest \$8.4M for capital projects in 2026-27, made up primarily of deferred maintenance projects and facility renewal worth \$7.0M, \$1.0M for IT infrastructure upgrades and capital transformation, and \$2.5M for student residences and ancillary services.

Notably, the 2026-27 budget includes a continuation of the University's Strategic Enrolment program, which supports new initiatives dedicated to enhancing student recruitment and retention. The budget dedicated to this initiative over a two-year period is \$4.8M, with \$2M remaining in 2026-27.

The 2026-27 budget also includes an estimated \$3.4M of new funding over the next 5 years to support growth of the University's existing quality assurance program.

*All enrolment numbers are reported in Full-Time Equivalents (FTEs) based on the number of credits a student has registered for in a semester.





Laurentian University's Budget

The annual process of creating the budget is an exercise in making assumptions and translating them into a financial plan that reflects expected priorities, constraints, and resource needs for the coming year.

While some of the inputs are known, such as the salaries of employees, many inputs are not. For example, student enrolment must be projected in March using historical trends and data drawn from the very early stages of the recruitment cycle, even though the actual results will not be known until November for the Fall term and February for the Winter term. Although we have developed strong modelling tools over time that produce reliable estimates, they are not perfect, and their accuracy declines as uncertainty in the external environment increases.

The same is true on the expenses side. While we know the salaries of current employees, we can only assume how many positions would be added, how many vacancies might occur, and how long those vacancies might take to fill. These variables are more difficult to model, but we can rely on past trends to develop reasonable estimates.

How Laurentian's budget works

Laurentian's financial sustainability depends on ensuring that costs do not exceed revenues. Our revenues come primarily from provincial operating grants, which represent about 43 per cent of total revenue; student tuition fees, which represent 30 per cent of total revenue; ancillary services such as revenues from residences, food services, and parking; and also research grants.

Our costs are largely driven by salaries and benefits, as well as operating and research costs, occupancy costs, and scholarships and bursaries. Our costs are inherently inflationary, meaning that they go up every year. This includes salary increases, utilities, and ongoing expenses associated with maintaining our buildings, among other things.

Since our costs increase every year, our revenues - especially our student enrolment - must grow at a similar rate in order to maintain a balanced budget. When enrolment projections do not support that level of growth, we must adjust the budget accordingly to ensure that it remains balanced.

The impact of the provincial funding announcement

Another key source of revenue for Laurentian is funding received from the Government of Ontario. On February 12, the Province announced a significant investment to support the post-secondary sector's long-term success and financial sustainability. Laurentian joined institutions across the sector in welcoming this important investment.

The details of provincial funding are complex, and it has taken several weeks and multiple briefing sessions with colleagues from the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) to fully understand the implications of the funding announcement.

The announcement has the following implications for Laurentian:

- Universities receive different funding amounts for students in different academic disciplines, reflecting the costs of delivering those programs and recognizing that some programs are more expensive to offer than others. The announcement updates these funding weights to better align with current costs.
- As a northern and bilingual institution, Laurentian receives special-purpose grants to support these mandates. The announcement increases these grants to better reflect actual costs.
- Additional funding representing areas of provincial priority and institutional strength, especially in health sciences disciplines.
- The changes combine and reconcile several government payments, reducing administration burden and streamlining processes.

Based on our best estimates, the changes to provincial funding should result in an additional \$6.8M annually for Laurentian over the prior year budget. This represents a 8.1% increase to our provincial funding, or a 3.5% increase to our total budget.

Tuition fees are also set by the province, and they had been frozen since 2019. The February announcement from the Province lifts the tuition freeze and allows institutions to increase tuition by up to 2% annually. Based on current enrolment projections, this should generate an annual increase of approximately \$730,000 in Laurentian's tuition revenue.

There remains some uncertainty in these numbers, so we will have to validate them over the course of the year.

Laurentian's continuing legal obligations

Laurentian reached an important milestone in August 2025 in fulfilling its obligation under the Companies' Creditors Arrangement Act (CCAA) Plan of Arrangement and Compromise when it completed the sale of the designated real estate properties to the Province of Ontario. The funds from this sale allowed Laurentian to fully fund the Distribution Pool under the CCAA Plan which is used to pay back its creditors. This was a critical element of the CCAA Plan negotiated by Laurentian and approved by its creditors and the Court in 2021.

Even with this real estate sale complete, Laurentian continues to have ongoing obligations under the CCAA Plan and pursuant to the Exit Loan Agreement. That includes operating within an approved budget that is balanced, not undertaking capital projects or incurring expenses that would cause its financial position unstable, but investing in various operational and governance projects, and operating in a manner that ensures financial sustainability.

The University must also continue to comply with the terms of the Exit Loan Agreement with the Province

of Ontario. During the CCAA process, the government provided Laurentian with a loan of \$35M so that it could emerge from the CCAA proceeding with no other debt than the payments to be made to creditors from the proceeds of the sale of real estate. The successful implementation of the CCAA Plan and the Exit Loan provided by the Province are the reasons that the University remains operational today. Laurentian has until 2038 to repay the \$35M loan, with interest, and is not permitted to repay the loan early without government approval or at all before November 2027.

Through the Exit Loan Agreement, the Government of Ontario became the University's only lender. In so doing, the Exit Loan Agreement establishes a number of conditions the University must meet to help ensure that the \$35M loan can be repaid, and that Laurentian will continue on its path of financial sustainability. These conditions are typical in secured lending arrangements but the most pertinent to the budget context relate to the financial covenants. An update on the financial covenants is provided on pages 16-17 of this report.

The University must also file annually with MCURES an annual five-year Financial Forecast, including a Financial Usage Plan, which outlines how the University plans to spend its funds, together with the projected financial covenants. Once filed, any deviation from this Plan requires the permission of MCURES.





Structure of the Budget

This document presents Laurentian's consolidated budget, which combines financials from its operating and research activities, ancillary services, and capital maintenance. Together, these components provide an overall view of Laurentian's financial position and the resources required to support its academic mission, research activities, and campus operations. MIRARCO and its share of SNOLAB results are also included in the consolidated budget as related entities.

In addition to the consolidated budget, Appendix B presents an operating budget prepared on a cash basis. This format differs from the budget used for financial statement reporting, which follows the accrual method required for not-for-profit organizations. The cash-based budget reflects when money actually comes in and goes out, while the accrual-based budget records revenues and expenses when they are earned or incurred, regardless of when cash is exchanged. Similarly, debt service payments and capital outlays are recognized as expenses in the operating budget, while depreciation and amortization expenses are recorded in the consolidated budget. These are non-cash expenses that spread the cost of the asset over its useful life. Because they do not involve cash payment in the current year, they are not included as expenses in the operating budget.

The operating budget represents, on average, 80% of the 2026-27 consolidated budget. The Operating Fund includes the resources available for teaching, student services, and academic and administrative support. The operating budget is divided into budgetary units, each of which is responsible for managing the financial activities of its department.

The Ancillary Fund includes non-academic units providing services that enhance campus life and support Laurentian's academic and research mission. Each ancillary service is required, at minimum, to be financially self-sustaining. This includes units such as Residence Life, Dining Services, Print Hub, and Parking Services. The ancillary budget was approved by the Board in February 2026 and is included in the 2026-27 consolidated budget.

The Capital Fund supports renovations to existing spaces, deferred maintenance projects, and major capital assets. These investments may be funded through government grants, internal operating resources, and other sources designated for capital purposes.

The Research Fund includes externally restricted research funds, as well as internally designated funds that support research and scholarly activities. Future funds for which activities are not reflected in the operating budget include endowed and special-purpose donations.





Forecasted Year-End Results for 2025-26

The development of the 2026-27 budget provides the initial view of the year-end results for the 2025-26 fiscal year. The year-end results are then audited externally and presented to the Board in October each year.

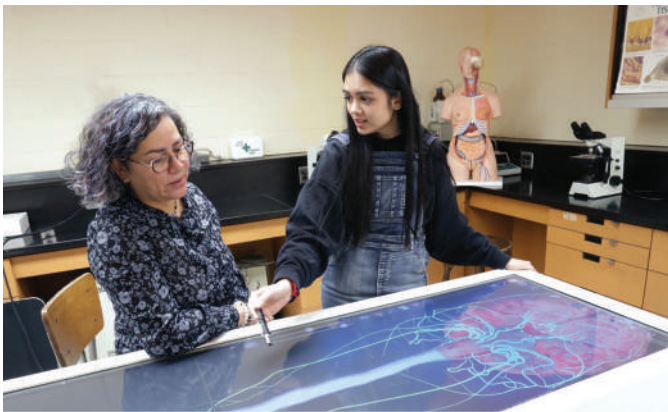
At this point in time, the forecasted operating year-end result for 2025-26 is projected to be \$21.9M, or \$4.6M excluding the accounting gain on sale of properties to the province. This amount compares favourably with the projections made at the beginning of the 2025-26 budget year, which called for an excess of revenue of \$19.3M, or \$1.7M excluding the accounting gain on sales of the designated properties.

This excess of \$4.6M represents roughly 2% of the total University operating revenue, which is a reasonable amount given the complexity of the assumptions that go into the budget creation process and the uncertainty in the current environment. This is also a significant decrease over the results of previous years, demonstrating the achievement of a new 'steady state' for operations and a normalization following insolvency.

These results reflect strong growth in domestic student enrolment of 6% compared to budget,

along with a decrease of 27% compared to budget in international student enrolment resulting from changes in federal government policy. Given the higher rates of tuition paid by international students, Laurentian is forecasting to end the year with tuition revenues that are \$997,000 lower than budgeted. However, increases to provincial grants offset this decrease, specifically one-time increases to the Northern Grant, the Post-Secondary Education Sustainability Fund, and to funding for Nursing education.

The year-end results include the gain on the sale of the designated properties and the deferred capital grants related to the sale of the assets. The properties were recorded on Laurentian's balance sheet at their depreciated value, which was lower than the price paid by the Province, as the sale price had been established following insolvency proceedings. Because the properties were sold for more than their net book value, the transaction appears in Laurentian's budget as a one-time gain on sale. However, Laurentian did not retain the full net proceeds of the sale as it had to be placed into the distribution pool for the payment of creditors.



Looking at the year-end forecasted results for 2025-26, we can also assess how Laurentian performed on the enrolment front. The University had planned for a 5% decline in full-time equivalent (FTE) enrolment in the 2025-26 budget. However, enrolment increased by 1% year over year, coming in at 6% above the planned budget. This outcome was driven by a significant increase in domestic students (+10% or +492 FTE) compared to the previous year. The increase reflects the impact of new marketing initiatives, greater visibility for the University both locally and across the province, and new processes under the Transformation program that facilitated targeted communication efforts to encourage admitted students to accept their offers.

International enrolment was expected to decline sharply as a result of federal policy changes, and Laurentian ended the year with a 27% decrease in international students, or 410 FTE. Because international students pay significantly higher tuition, this decline was expected to have a substantial impact on tuition revenue. While the unexpected increase in domestic enrolment helped offset this shortfall, Laurentian is forecasting to end the year with tuition revenues that are \$997,000 lower than budgeted.

These results reflect strong growth in domestic student enrolment of 6% compared to budget, along with a decrease of 27% compared to budget in international student enrolment resulting from changes in federal government policy. Given the higher rates of tuition paid by international students, Laurentian is forecasting to end the year with tuition revenues that are \$997,000 lower than budgeted. However, increases to provincial grants countered this decrease.

Reserves

A reserve is an accumulated surplus. It increases at the end of a fiscal year when operating revenues cover all expenses for the year. These are presented as 'Net Assets – Unrestricted and Internally Restricted' on the Statement of Financial Position in this report.

As with any university, Laurentian's reserves act as its 'savings account' or cumulative equity. This fund can be used to support special projects, to pay for infrastructure projects or renovations, or for other one-time, short-term purposes.

Since Laurentian cannot borrow money, reserves are especially important as they become the only source

of funding for unexpected costs. This means that any unexpected event – from failing electrical infrastructure, to a broken pipe, or a significant decline in enrolment – must be funded internally. Laurentian's reserves ensure the University can continue to operate and pay employees if something negatively affects our revenues or costs.

Importantly, reserves are 'one-time money'. Once the money has been spent, it is gone. As a result, the University cannot use reserves to fund costs that recur on an annual basis, such as salaries.

Any excess over revenue that Laurentian generates must be placed into its reserves. Once the 2025-26 financial statements have been audited this Fall, the excess of revenue over expenses for the fiscal year will be reported as net assets.

Types of reserves

Laurentian's reserves are of two types. 'Internally Restricted Net Assets' are funds set aside and approved by the Board of Governors for specific, designated future purposes, such as capital projects or the Transformation program, or funds received for future purposes such as research grants. These funds are not available for general spending. 'Unrestricted Net Assets' are not currently committed and can be used for a variety of one-time purposes.

Unrestricted reserves are the only savings that can be used to cover one-time, short-term operational financial gaps. Access to these unrestricted funds is necessarily limited, because they represent the University's only reserve in the case of deficits or other financial challenges.

Accessing reserves

As a requirement of its restructuring, Laurentian cannot access its unrestricted reserves without approval by both the Board of Governors and the provincial government.

Laurentian has done so once in the recent past, with the creation of the Strategic Enrolment Program in Summer 2025, which was successful in increasing the University's ability to attract and retain students.



Budget Planning Process

In Fall 2025, the University introduced a new Budget Steering Committee to provide oversight and strategic guidance for Laurentian's annual budget development process. The Committee ensures that budgetary decisions are aligned with the University's Strategic Plan and other key academic, research and administrative planning documents.

The Committee's first order of business was to approve the planning framework, which outlined the budget cycle, corresponding timelines, and key priorities. A budget package, which included the process and deadlines, was then prepared and shared with more than 45 budget holders. The package also served to inform managers about the fiscal framework governing Laurentian's planning and budgeting process, more specifically the financial covenants.

Budget discussions with managers focused primarily on critical spending priorities. In the coming years, the University plans to develop and implement a forecasting process, as well as an activity-based budgeting model, an essential tool for properly aligning student enrolment and research revenues with related expenses in Faculties and administrative departments. Implementing such a model has been identified as a priority in Laurentian's Transformation Program.

New in 2026: Axiom budgeting tool

As part of the Transformation Program, this budget cycle saw the implementation of the Axiom budgeting tool, which will greatly streamline the work associated with creating and reporting on the budget in future years. The 2026-27 budget was created using two parallel processes, both with Axiom and using our traditional methods, to ensure the tool was properly set up and to minimize the risk of errors in the budget.

In addition to streamlining the budget creation process, Axiom will enhance budget forecasting and financial planning, improving overall accuracy and expanding the University's reporting capabilities.





Budget Assumptions

Looking at the current landscape, the 2026-27 budget makes the following assumptions that impact revenue and expenditure projections.

Revenue assumptions

International students

Federal international student policy was modified in the last year, maintaining restrictions for undergraduate students but loosening them for graduate students. As in years past, institutions are allocated a number of provincial attestation letters (PALs) by the provincial government. While graduate students no longer require a PAL to study in Ontario in 2026-27, undergraduate students still do. While the loosening of restrictions for graduate students is ultimately positive for universities, the constant changes in policy create uncertainty for international students and make reliable enrolment projections more difficult. There is also no indication of how study permit approval rates will impact international students.

Furthermore, the unquantifiable damage done to 'brand Canada' sector-wide creates additional challenges and unpredictability. As a result, a conservative but reasonable projection was factored into the budget development for the 2026-27 academic year.

New provincial funding model

As mentioned above, the changes to the provincial funding model are substantial and, at this stage of budget creation, not fully understood. While our best estimates are built into the budget, it will take a year of operationalizing the new model to identify the remaining unknowns.

Expenditure assumptions

Salary growth

With collective agreements in place for the Laurentian University Staff Union (LUSU) and the Laurentian University Faculty Association (LUFA), salary growth rates for the next budget year are known for these two employee groups. The University aims to maintain internal equity by ensuring that salary adjustments for non-union staff and management groups are comparable to those negotiated for unionized employees, recognizing and valuing the contributions of all employees equally.

Vacancies

In an ideal world, all budgeted positions would be staffed at all times. In reality, this is not the case, so the budget incorporates assumptions regarding a percentage of position vacancies. These assumptions include both the expected turn-over rate and the time it will take to fill vacant positions. In recent years, vacancy assumptions have tended to underestimate the budgetary impact of unfilled positions, resulting in lower salary expenses than projected and therefore greater excess revenue over expenses at year-end. For this budget cycle, the assumptions have been refined based on recent historical data.

Tariffs

The specific impact of tariffs continues to evolve, though a full year of data under the new trade environment is now available to help refine projections. The new variable in 2026-27 will be the review of the Canada-US-Mexico Agreement (CUSMA), which is expected to begin in the summer. The outcome of the process remains unknown and highly unpredictable.

Strategic Enrolment Initiative

The Strategic Enrolment Initiative was approved after the 2025-26 budget was passed. It aims to increase institutional revenues by enhancing enrolment through initiatives that focus on recruitment and outreach, marketing and advertising, scholarships and incentives, and operational enhancements.

Unspent funds from the approved 2025-26 budget are being carried forward into the 2026-27 consolidated budget, as Laurentian obtained Ministry approval to set internally-restricted reserves to fund the costs associated with the initiative.

Quality Assurance Program

In March 2026, Laurentian was made aware of improvements that are required to its existing quality assurance processes. A five-year budget for a program to support these improvements has been included in the 2026-27 consolidated budget, and the University will seek approval to set internally-restricted reserves to cover the estimated costs.



Student Enrolment Projections

Total projected student enrolment for 2026-27 is 6,298, a decrease from 6,414 actual enrolment in 2025-26. The decrease is driven entirely by a reduction in international student activity.

Domestic

Laurentian is fortunate to benefit from steady increases in domestic enrolment. At the undergraduate level, domestic enrolment of 4,733 is expected to increase to 5,019 in 2026-27. At the graduate level, it is expected to remain relatively stable from 561 in 2025-26 to 558 in 2026-27. This speaks highly of Laurentian's positioning not only with local students, including francophone and Indigenous students, but also an increase in demand throughout the province.

International

As already described, the international recruitment market is much more challenging, with a decline expected in both undergraduate (281 in 2025-26 to 224 in 2026-27) and graduate enrolment (840 in 2025-26 to 498 in 2026-27).

Given that international students pay higher tuition rates than domestic students, a small decrease in international enrolment is sufficient to erase revenue gains from even a moderate increase in domestic enrolment. Furthermore, while these projections are informed by Laurentian University's reliable methodology, we recognize the particular uncertainty of the present context.

Student Tuition Fees

As of February 2026, the domestic tuition fee freeze has been lifted, allowing institutions to raise tuition by up to 2% per year for three years, then up to 2% or the three-year average rate of inflation, whichever is less, in the years following. The new tuition framework continues to provide flexibility to increase tuition fees for domestic out-of-province students by up to 5%. In 2023-24, the prior framework also provided universities with the option to increase tuition fees for certain programs with lower-than-sector-average tuition rates ('tuition anomalies'). Tuition increases in these programs will continue to be allowed annually until the sector average tuition rates are reached.

For 2026-27, Laurentian plans to increase domestic in-province rates by 2% and out-of-province rates by 5% for undergraduate students and 3% for graduate students, with the exception of unique rates for the previously approved tuition anomaly programs. International undergraduate tuition fees are planned to increase by 5% in Architecture and Engineering, and 3% in all other programs except Computer Science, which will remain unchanged from the previous year. International graduate tuition fees are planned to increase by 3% in all programs, with the exception of a 1% increase in Computational Sciences, no change in the Master's of Business Administration, and a unique rate for the tuition anomaly programs.





Impact of the Budget on the Financial Covenants

The Exit Loan Agreement also requires Laurentian University to meet six financial covenants annually - metrics of good financial health. These include:

- Having a **net income ratio** of not less than 1.5% (starting 2027-28)
 - Laurentian must make at least 1.5 cents in profit for every dollar it brings in. Revenues need to be slightly higher than expenses, leaving a mandatory contribution towards the reserve fund.
- Have a **primary reserve ratio** of not less than 30 days (starting 2025-26)
 - Laurentian needs enough available savings or net reserves to cover at least 30 days of operating expenses, assuming no new revenues or funds were received.
- Have an **in-year excess of revenue over expenses** of not less than \$0 (starting 2027-28)
 - Each year, the University must at least break even — it cannot spend more than it earns in that year without counting on its accumulated reserves.

- Have **expendable net assets** of not less than \$0 (starting 2025-26)
 - The value of resources Laurentian could actually use (after subtracting debts) must not be negative. In short, we cannot owe more than what we have available. The sum of unrestricted and restricted reserves or net assets cannot be negative.
- Have a **debt service coverage ratio** of not less than 1:1 (starting 2023-24)
 - Laurentian must have enough money coming in to cover at least all its required debt payments (principal plus interest). Basically, cash flow must be strong enough to keep up with loan payments.
- Have a **net operating revenue ratio** of not less than 5% (starting 2027-28)
 - At least 5% of Laurentian's money from operations should be left over after covering operating expenses. This ensures a stronger financial reserve than just breaking even. For example, on a \$200M budget, \$10M would be the minimum reserve contribution.

The provincial government's funding announcement had a significant impact on the outlook for the covenants, as outlined in the tables below.

Table 1: Outlook for Exit Loan Covenants Prior to the Funding Announcement

After factoring in the projected impact of the funding announcement, the University will now meet its financial covenants for an additional year, with work to be done starting in 2028-29.

Financial Ratios per Loan Covenants	2025-26 Budget	2025-26 Forecast	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
i) NET INCOME/LOSS RATIO (MIN. 1.5% starting 2027-28)	8.46%	9.60%	1.23%	3.16%	1.21%	-0.05%	-0.97%
ii) PRIMARY RESERVE RATIO (MIN. 30 DAYS starting 2025-26)	155	267	249	267	265	262	256
iii) IN YEAR EXCESS OF REVENUE >0 starting 2027-28)	19,307	21,866	2,678	6,884	2,662	(111)	(2,187)
iv) EXPENDABLE NET ASSETS >0 starting 2025-26)	88,701	146,235	146,546	154,235	158,334	159,770	159,180
v) DEBT COVERAGE RATIO > 1:1 starting 2023-24	7.31	5.19	2.66	3.88	2.73	1.95	1.35
vi) NET OPERATING REVENUE (MIN. 5%, starting 2027-28)	2.86%	7.00%	2.95%	5.00%	3.13%	1.91%	0.99%
Interest Burden Ratio	0.96%	1.00%	0.88%	0.85%	0.77%	0.69%	0.62%
VIABILITY RATIO (MIN. 30%)	316.98%	522.58%	560.95%	638.59%	717.75%	805.31%	910.46%

Covenant met
Outside of covenant

The University has initiated the development of an action plan that includes a series of initiatives focused on revenue growth and operational improvements to help ensure that it continues to meet its financial covenants in the longer term. The University will continue to refine its various plans through the next year.



Consolidated Projected Statement of Operations

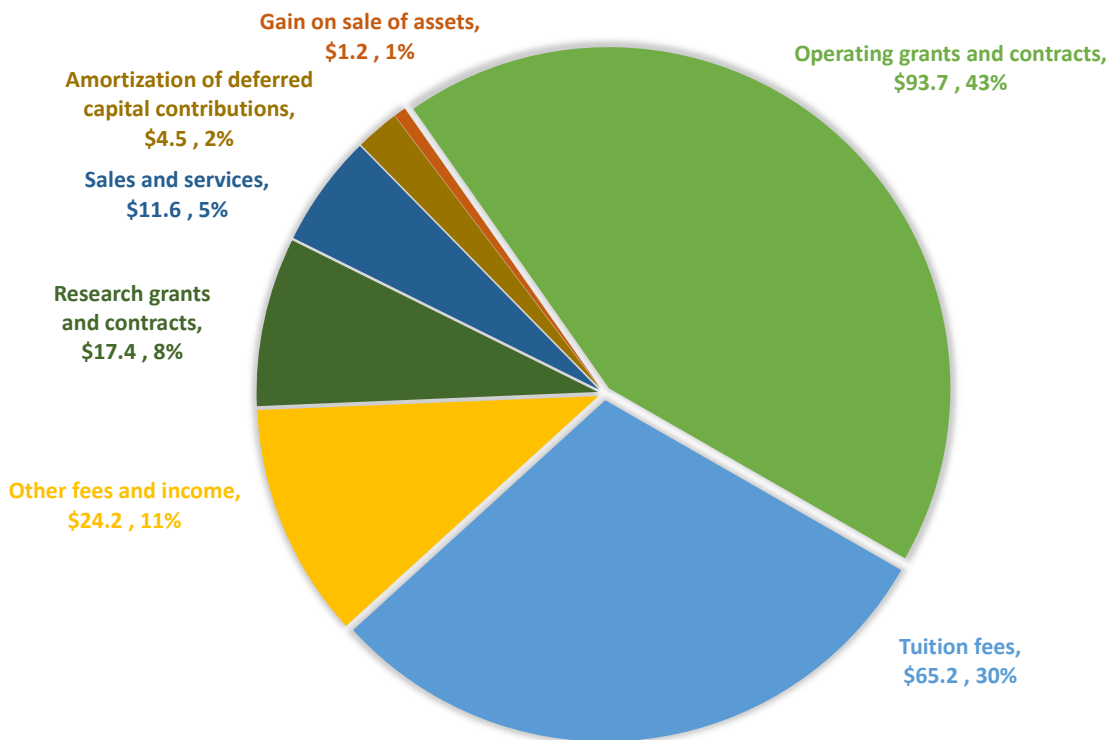
Statement of Operations - 2026-27 Budget and Projections to 2029-30

For 2026-27, Laurentian expects to generate excess revenue over expenses of \$2.7M, or \$1.4M excluding the remaining portion of the accounting gain on sales of properties. This represents consolidated revenues of \$217.8M and expenses of \$215.1M.



Consolidated Revenue

2026-27 BUDGETED CONSOLIDATED REVENUE (\$MILLIONS)



Operating Grants and Contracts

For Laurentian, combined government core, performance, and special-purpose grants have grown. At \$93.7M, the 2026-27 grant budget is \$6.7M over the 2025-26 budget of \$86.8M.

Student Tuition Fees

Tuition revenues for 2026-27 are budgeted at \$65.2M, compared to a budgeted \$68.6M in 2025-26. Although the budget takes into account the 2% tuition increase, the decrease over the prior year is attributed to the projected decrease in international enrolment.

Other Fees and Income

This category, which went from a budgeted \$21.7M in 2025-26 to \$24.2M in 2026-27, includes such items as student fees, planned distribution of scholarships and bursaries from restricted contributions, recognized sponsored students, investment income earned on operating cash balances and short-term investments. Other items include revenue earned through the Centre for Teaching and Continuing Learning, micro-credentials, and facilities rentals.

Research Grants and Contracts

Research revenues are budgeted to decrease to \$17.4M in 2026-27, from a budgeted \$18.1M in 2025-26.

Sales and Services - Ancillary Operations

The Sales and Services revenue category covers Housing, Food and Campus Services, Parking, and the Print Hub. Ancillary units are expected to generate sufficient revenue to cover their operating and capital maintenance costs. In addition, they should maintain operating reserves to cover contingencies and future emergency repairs and deferred maintenance. Laurentian's 2026-27 Ancillary budget was approved by the Board in February 2026 to allow for an early publication of the 2026-27 rates for recruitment purposes. It shows total revenue of \$11.6M, operating expenses of \$9.2M, and \$2.5M for deferred maintenance projects. This represents a budgeted deficit of \$0.09M, compared to a forecasted surplus of \$0.08M in 2025-26.

Amortization of Deferred Capital Contributions

Deferred capital contributions represent the unspent and unamortized amount of donations and grants received for the purchase of capital assets, which are recognized as revenue to be amortized over the life of the corresponding assets, and offsets the related amortization expense of capital assets. The 2026-27 budget reflects \$4.5M in amortization of deferred capital contribution towards the \$9.5M expenses in amortization of capital assets.

Gain on Sale of Assets

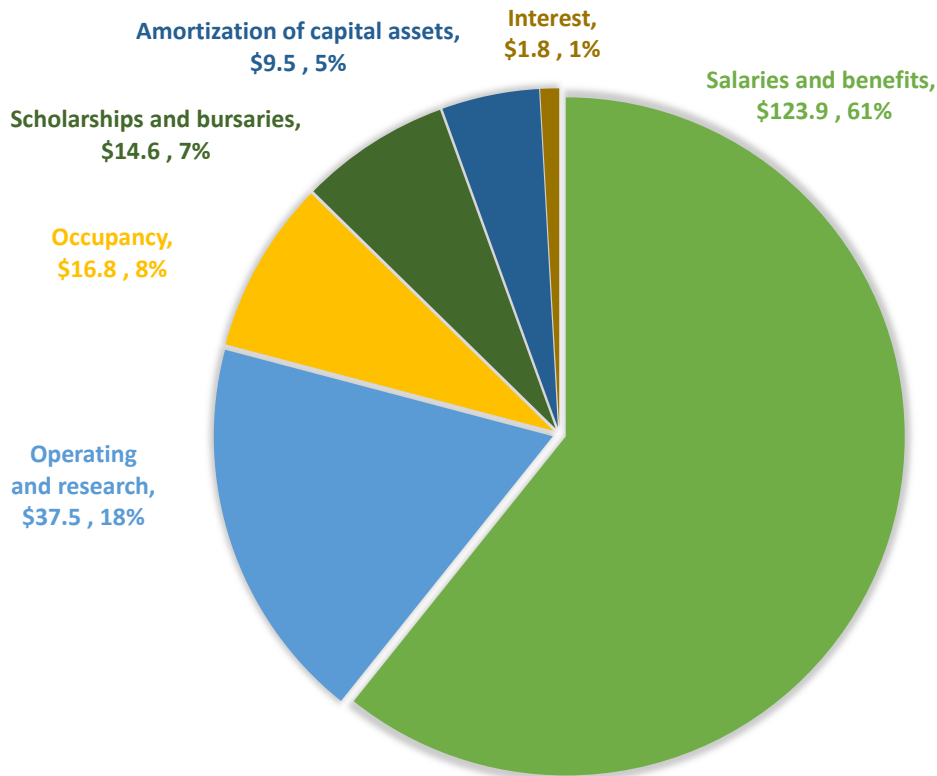
As part of the Plan of Compromise and Arrangement, the University was required to sell certain designated real estate assets to the Province for an estimated net proceeds of \$53.5M. The 2026-27 budget includes an accounting gain of \$1.2M related to the sale of the properties.





Consolidated Expenses

2026-27 BUDGETED CONSOLIDATED EXPENSES (\$MILLIONS)



Salaries and Benefits

The 2026-27 salaries and benefits are budgeted at \$123.2M, which is \$0.9M higher than the 2025-26 budget of \$122.3M. While the total increase in the amount the University will be paying in salary and benefits across all employee groups is much higher at approximately \$4M-\$6M, this budget line also takes into consideration revised assumptions related to vacancy savings, which decrease the budget line amount when combined.

Operating and Research Expenses

Budgeted operating and research expenses at \$35.8M are \$3M lower than the 2025-26 budget. Operating expenses represent costs associated with supporting academic and research activities and include Faculty operations and administrative support, library services, information technology, insurance, legal, audit, and consulting, amongst others.

Occupancy

Occupancy costs include expenses related to operating lease costs, utilities (i.e., heat, hydro, natural gas, water), municipal taxes, cleaning and landscaping services, and general building maintenance. Occupancy expenses are budgeted to be \$16.8M in 2026-27, compared to \$14.9M budgeted in 2025-26, but forecast at year-end at \$17.3M.

Scholarships and Bursaries

Scholarships and bursaries represent student support costs. Scholarships and bursaries for research funded by endowment and donations, are budgeted at \$14.6M in 2026-27, up from \$14.3M in the 2025-26 budget.

Amortization of Capital Assets

Capital assets are amortized on a straight-line basis over their estimated useful lives as follows: buildings over 40 years, equipment and furnishings over 7 years, and site improvements over 15 years. Construction projects in progress are not amortized until projects are complete and the facilities are put into use.

Amortization of capital assets is budgeted at \$9.5M in 2026-27, which is higher than the 2025-26 forecast of \$9.3M.

Transformation Implementation Costs

As part of the Plan of Arrangement, Laurentian agreed to undertake an operational and governance review. The goal of that review was to identify opportunities for increased efficiency and effectiveness from a governance and policy perspective, process improvements, and system integrations. Laurentian is required to improve its internal operations, including in, among other things, the financial services, human resources, enterprise risk management, compliance, student services, and information technology areas.

The estimated cost of such a transformation has been estimated to be in the range of \$26.0M to \$32.5M over a five-year period, with additional estimated annual continuous improvement costs each year thereafter. The 2026-27 budget includes \$7.2M in operating expenses and \$0.8M in capital expenses for the Transformation program.



Capital Budget

Laurentian continues to make progress on its deferred maintenance plan, while also addressing emergencies and critical repairs. The University plans to invest \$8.4M for capital projects in 2026-27, made up primarily of deferred maintenance projects worth \$7.0M (excluding \$2.5M in ancillary capital maintenance projects), and a budget of \$1.0M for IT infrastructure upgrades and capital transformation.



Changes in Assets and Liabilities

The University's 2026-27 budget shows expendable net assets of \$146.5M, closely aligned with the forecasted balance of \$146.2M and representing an increase of \$38.1M over the 2024-25 year-end position.

The University also anticipates ending the year with \$215.8M in cash and short-term investments, compared to \$212.1M at year-end 2024-25.

Deferred Contributions

In 2024-25, deferred contributions amounted to \$14M. Deferred contributions represent external contributions restricted for specific expenditures to be incurred in subsequent fiscal years and consist of research grants, other grants and contracts, and scholarship and bursaries. The University has established separate bank accounts to hold donations and contributions received for restricted purposes. Before 2020, the contributions received for restricted purposes were deposited in the operating bank account and amounted to \$30.5M at April 2022.

The pre-December 2020 deferred contributions related to unspent research grants without corresponding funding and potentially subject to compromise. As a result of the CCAA process, the University continues to assess the funding of the programs and activities to which these deferred contributions relate and expects to honour and fund during 2026-27 \$1.1M of the pre-December 2020 deferred contributions.

Ministry of Colleges, Universities, Research and Security (MCURES) Loan Financing

The term of the Exit Loan Agreement requires the University to repay the \$35M loan with interest over a 15-year period. In 2026-27, total debt payment will amount to \$3.6M, including principal of \$1.8M and interest expenses of \$1.8M. The outstanding principal at the end of April 2027 will be \$28M.



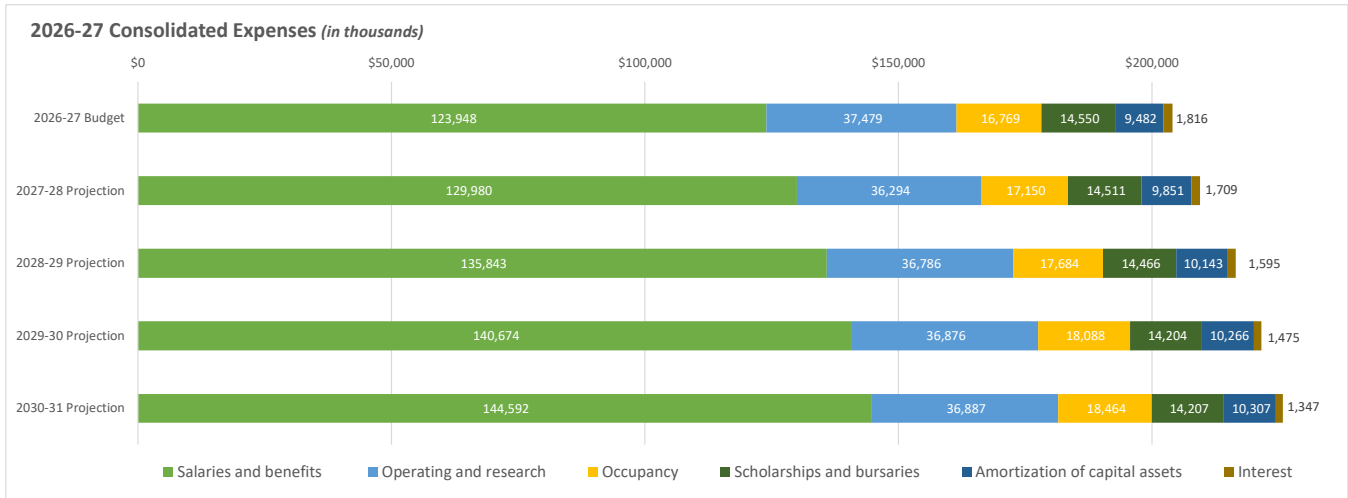
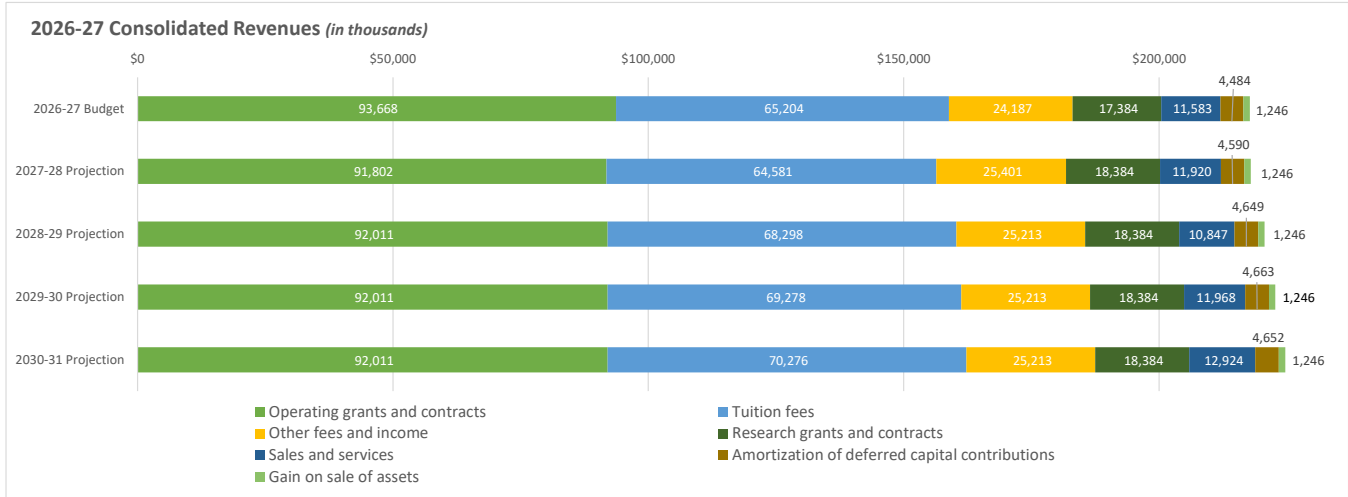
Appendix A - Consolidated Statements

LAURENTIAN UNIVERSITY OF SUDBURY							
Consolidated Projected Statement of Financial Position							
<i>(thousands of dollars)</i>							
	2025-26 Budget	2025-26 Forecast	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
Assets							
Current Assets							
Cash and short-term investments	\$ 203,713	\$ 215,762	\$ 213,075	\$ 217,659	\$ 218,539	\$ 216,636	\$ 212,580
Accounts receivable	10,336	10,336	10,336	10,336	10,336	10,336	10,336
Prepaid Expenses	3,704	3,704	3,704	3,704	3,704	3,704	3,704
Total Current Assets	217,753	229,802	227,115	231,699	232,579	230,676	226,620
Accounts receivable	188	186	186	186	186	186	186
Investments	53,143	67,556	67,556	67,556	67,556	67,556	67,556
Capital assets	205,111	203,957	205,834	203,713	200,901	197,966	194,989
Total Long-Term Assets	258,442	271,699	273,575	271,455	268,643	265,707	262,731
Total Assets	\$ 476,195	\$ 501,501	\$ 500,690	\$ 503,154	\$ 501,222	\$ 496,383	\$ 489,351
Liabilities, Deferred Contributions and Net Assets							
Current Liabilities							
Short-term loan							
Accounts payable and accrued liabilities	29,863	29,863	29,863	29,863	29,863	29,863	29,863
Accrued vacation pay	3,033	3,033	3,033	3,033	3,033	3,033	3,033
Deferred revenue	4,062	4,062	4,062	4,062	4,062	4,062	4,062
Deferred contributions	18,135	13,956	13,956	13,956	13,956	13,956	13,956
Current Portion of LTD	1,752	1,752	1,859	1,972	2,093	2,220	2,356
Total Current Liabilities	56,845	52,666	52,773	52,886	53,007	53,134	53,270
Long-Term Obligations							
Long-term Debt	27,983	27,983	26,125	24,152	22,060	19,840	17,484
Unamortized gain on sale of assets	17,868	11,632	10,386	9,140	7,893	6,647	5,401
Deferred capital contributions	93,005	93,730	93,239	91,923	90,548	89,159	87,781
Total Long-Term Liabilities	138,856	133,346	129,750	125,215	120,501	115,646	110,665
Total Liabilities	195,701	186,011	182,522	178,101	173,508	168,780	163,935
Net Assets (Deficiency)							
Unrestricted	75,333	116,815	122,192	135,920	142,434	143,963	142,664
Internally restricted	13,368	29,420	24,354	18,314	15,900	15,807	16,516
Investment in capital assets	142,180	110,227	112,595	111,790	110,353	108,807	107,208
Endowment	49,614	59,027	59,027	59,027	59,027	59,027	59,027
Total Net Assets	280,494	315,489	318,168	325,052	327,714	327,603	325,416
Total Liabilities, Deferred Contributions and Net Assets	\$ 476,195	\$ 501,501	\$ 500,690	\$ 503,153	\$ 501,222	\$ 496,383	\$ 489,351



Appendix A - Consolidated Statements

LAURENTIAN UNIVERSITY OF SUDBURY							
Consolidated Projected Statement of Operations							
<i>(thousands of dollars)</i>							
	2025-26 Budget	2025-26 Forecast	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
Revenue:							
Operating grants and contracts	\$ 86,883	\$ 90,282	\$ 93,668	\$ 91,802	\$ 92,011	\$ 92,011	\$ 92,011
Tuition fees	68,551	68,176	65,204	64,581	68,298	69,278	70,276
Other fees and income	21,739	21,998	24,187	25,401	25,213	25,213	25,213
Research grants and contracts	18,131	13,985	17,384	18,384	18,384	18,384	18,384
Sales and services	10,679	11,661	11,583	11,920	10,847	11,968	12,924
Amortization of deferred capital contributions	4,498	14,245	4,484	4,590	4,649	4,663	4,652
Gain on sale of assets	17,616	7,361	1,246	1,246	1,246	1,246	1,246
Total Consolidated Revenues	228,097	227,707	217,756	217,924	220,648	222,762	224,706
Expenses:							
Salaries and benefits	122,296	124,599	123,948	129,980	135,843	140,674	144,592
Operating and research	38,844	31,779	37,479	36,294	36,786	36,876	36,887
Occupancy	14,933	17,354	16,769	17,150	17,684	18,088	18,464
Scholarships and bursaries	14,258	13,434	14,550	14,511	14,466	14,204	14,207
Amortization of capital assets	9,342	8,989	9,482	9,851	10,143	10,266	10,307
Interest	1,916	1,916	1,816	1,709	1,595	1,475	1,347
Expenses Before Other Items	201,590	198,071	204,043	209,494	216,518	221,582	225,804
Transformation	7,200	5,770	7,200	750	750	750	750
Strategic Enrolment Initiative		2,000	2,800				
Quality Assurance Program			1,035	796	719	541	340
Total Consolidated Expenses	208,790	205,841	215,078	211,040	217,986	222,873	226,894
Excess / (Deficiency) of Revenue Over Expenses	\$ 19,307	\$ 21,866	\$ 2,678	\$ 6,884	\$ 2,662	\$ (111)	\$ (2,187)





Appendix A - Consolidated Statements

LAURENTIAN UNIVERSITY OF SUDBURY Consolidated Projected Statement of Cash Flows (thousands of dollars)							
	2025-26 Budget	2025-26 Forecast	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
Cash Flows From Operating Activities:							
Excess (Deficiency) of Revenue over Expenses	\$ 19,306	\$ 21,866	\$ 2,678	\$ 6,884	\$ 2,662	\$ (111)	\$ (2,187)
Non-cash items:							
Amortization of capital assets	9,342	8,989	9,482	9,851	10,143	10,266	10,307
Amortization of deferred capital contributions	(4,498)	(14,245)	(4,484)	(4,590)	(4,649)	(4,663)	(4,652)
Gain on assets held for sale	(17,616)	(7,361)	(1,246)	(1,246)	(1,246)	(1,246)	(1,246)
Total Excess/(Deficit) excluding Non-Cash Items	6,534	9,249	6,430	10,899	6,910	4,246	2,221
Change in non-cash working capital		6,688					
Total Excess/(Deficit) excluding Non-Cash Items	6,534	15,937	6,430	10,899	6,910	4,246	2,221
Cash Flows From Financing Activities:							
Net increase in endowments		6,500					
Increase (decrease) in deferred contributions		(2,450)					
Deferred capital contributions received	5,405	5,405	3,993	3,274	3,274	3,274	3,274
Increase (decrease) in long-term debt	(1,651)	(1,651)	(1,752)	(1,859)	(1,972)	(2,093)	(2,220)
Increase (decrease) Distribution Pool	(44,606)	(44,606)	--				
	(40,852)	(36,802)	2,241	1,415	1,302	1,181	1,054
Cash flows From Investing Activities:							
Purchases of capital assets	(12,052)	(12,052)	(11,358)	(7,731)	(7,331)	(7,331)	(7,331)
Proceeds on sale of assets	45,500	45,500					
Net increase (decrease) in investments		(8,964)					
	33,448	24,484	(11,358)	(7,731)	(7,331)	(7,331)	(7,331)
Net Increase (Decrease) in Cash and Short-Term Investments	(870)	3,619	(2,687)	4,584	881	(1,903)	(4,056)
Cash and Cash Equivalents, Beginning of Period	215,762	212,143	215,762	213,075	217,659	218,539	216,636
Cash and Short-Term Investments, End of Year	\$ 214,893	\$ 215,762	\$ 213,075	\$ 217,659	\$ 218,539	\$ 216,636	\$ 212,580



Appendix B - Exit Loan Financial Covenants

Financial Ratios per Loan Covenants		2025-26 Budget	2025-26 Forecast	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
i)	NET INCOME/LOSS RATIO (MIN. 1.5% starting 2027-28)	8.46%	9.60%	1.23%	3.16%	1.21%	-0.05%	-0.97%
ii)	PRIMARY RESERVE RATIO (MIN. 30 DAYS starting 2025-26)	155	267	249	267	265	262	256
iii)	IN YEAR EXCESS OF REVENUE >0 starting 2027-28)	19,307	21,866	2,678	6,884	2,662	(111)	(2,187)
iv)	EXPENDABLE NET ASSETS >0 starting 2025-26)	88,701	146,235	146,546	154,235	158,334	159,770	159,180
v)	DEBT COVERAGE RATIO > 1:1 starting 2023-24	7.31	5.19	2.66	3.88	2.73	1.95	1.35
vi)	NET OPERATING REVENUE (MIN. 5%, starting 2027-28)	2.86%	7.00%	2.95%	5.00%	3.13%	1.91%	0.99%
	Interest Burden Ratio	0.96%	1.00%	0.88%	0.85%	0.77%	0.69%	0.62%
	VIABILITY RATIO (MIN. 30%)	316.98%	522.58%	560.95%	638.59%	717.75%	805.31%	910.46%

Covenant met
Outside of covenant

Ministry of Colleges, Universities, Research Excellence and Security (MCURES) - Financial Ratios Accountability Framework

Financial Ratios for Accountability Framework		2025-26 Budget	2025-26 Forecast	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
Liquidity								
	Primary Reserve Ratio (Days) (Medium 90, High 30)	155	259	249	267	265	262	256
	2024 Primary Reserve Ratio (Days) (Medium 90, High 30)							
	Working Capital Ratio (Medium 1.25, High 1)	3.83	4.36	4.30	4.38	4.39	4.34	4.25
Sustainability								
	Viability Ratio (medium 60%, high 30%)	316.98%	522.58%	560.95%	638.59%	717.75%	805.31%	910.46%
	2024 Viability Ratio (medium 60%, high 30%)							
	Debt Ratio (Medium 35%, High 55%)	21.57%	18.40%	17.83%	17.13%	16.55%	16.04%	15.56%
	Debt to Revenue Ratio (Medium 35%, High 50%)	12.27%	12.29%	12.00%	11.08%	10.00%	8.91%	7.78%
	Interest Burden Ratio (Medium 2% High 4%)	0.96%	0.97%	0.88%	0.85%	0.77%	0.69%	0.62%
Performance								
	Net Income/Loss Ratio (Medium 1.5%, High 0%)	8.46%	9.60%	1.23%	3.16%	1.21%	-0.05%	-0.97%
	Net Operating Revenues Ratio (Medium 7%, High 2%)	2.86%	7.00%	2.95%	5.00%	3.13%	1.91%	0.99%

Healthy
Moderate/In Range
To be improved



Laurentian University
OPERATING BUDGET
(thousands of dollars)

OPERATING	2025-26 Budget	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
REVENUES						
Operating Grants and Contracts	\$ 86,883	\$ 93,668	\$ 91,802	\$ 92,011	\$ 92,011	\$ 92,011
Student Tuition Fees	68,551	65,204	64,581	68,298	69,278	70,276
Centre for Teaching and Continuing Learning (CTCL)	990	1,450	1,650	1,780	1,780	1,780
Other Revenue (Interest Income, Sales & Services)	13,364	15,352	16,366	16,048	16,048	16,048
Total Revenues	169,788	175,674	174,399	178,137	179,116	180,115
EXPENSES						
Academic	76,188	81,847	85,110	87,978	90,356	92,757
Student Services and Scholarships	12,807	13,886	14,046	14,338	14,612	14,801
Research, Graduate Studies and Academic Support	19,455	22,049	22,963	23,693	24,411	24,829
Administration	25,944	25,545	26,239	27,264	27,800	27,627
Facilities and Campus Safety	14,015	15,786	16,113	16,578	16,902	17,184
Debt Servicing, lease costs and corporate expenses	6,903	2,223	1,195	2,561	3,491	4,529
Total Expenses	155,313	161,336	165,666	172,412	177,570	181,726
Excess Revenue over Expenses, before Other Items	14,475	14,338	8,733	5,725	1,546	(1,611)
Other Items						
Transformation Costs	7,200	7,200	750	750	750	750
Excess Revenue over Expenses, after Other Items	7,275	7,138	7,983	4,975	796	(2,361)
Total Net Capital Expenditures (Statement 2)	5,276	4,446	4,296	3,496	3,496	3,496
NET OPERATING FUND AFTER CAPITAL EXPENDITURES	\$ 1,999	\$ 2,692	\$ 3,687	\$ 1,479	\$ (2,700)	\$ (5,857)



Laurentian University
CAPITAL EXPENDITURES
(thousands of dollars)

	2025-26 Budget	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
CAPITAL EXPENSES SUPPORTED BY OPERATING FUND						
DEFERRED MAINTENANCE	\$ 1,071	\$ 3,046	\$ 3,046	\$ 3,046	\$ 3,046	\$ 3,046
ALPHONSE RAYMOND - HVAC	3,400	-	-	-	-	-
FACILITY RENEWAL EXPENSES	3,730	3,993	3,274	3,274	3,274	3,274
ROBOTICS MCKEWEN (TERF)	1,014	-	-	-	-	-
CLASSROOM EVERGREENING	567	200	200	200	200	200
CAMPUS SAFETY	100	150	-	-	-	-
CAPITAL - TRANSFORMATION	800	800	800	-	-	-
CAPITAL - IT RENEWAL	250	250	250	250	250	250
Subtotal Capital Projects	10,932	8,439	7,570	6,770	6,770	6,770
FUNDING FOR CAPITAL PROJECTS						
FACILITY RENEWAL PROGRAM GRANT (MCU)	3,730	3,993	3,274	3,274	3,274	3,274
ALPHONSE RAYMOND - HVAC (Patrimoine Canada)	1,425	-	-	-	-	-
ROBOTICS MCKEWEN (TERF GRANT)	502	-	-	-	-	-
Subtotal Funding for Capital Projects	5,656	3,993	3,274	3,274	3,274	3,274
Total Net Capital Expenditures - funded from Operating Fund	\$ 5,276	\$ 4,446	\$ 4,296	\$ 3,496	\$ 3,496	\$ 3,496



Laurentian University
2025-26 to 2030-31 OPERATING BUDGET
(thousands of dollars)

	2025-26 Budget	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
SALARIES & BENEFITS	\$ 108,102	\$ 110,888	\$ 116,254	\$ 122,074	\$ 126,867	\$ 130,746
OPERATING EXPENSES (Non-Salary)	26,541	28,108	26,894	27,478	27,667	27,782
OCCUPANCY	9,477	10,711	10,899	11,232	11,425	11,583
SCHOLARSHIPS & BURSARIES (Graduate and Undergraduate)	7,626	8,061	8,051	8,060	8,044	8,047
DEBT REPAYMENT	3,567	3,567	3,567	3,567	3,567	3,567
TOTAL	\$ 155,313	\$ 161,336	\$ 165,666	\$ 172,412	\$ 177,570	\$ 181,726



Appendix C - Operating Budget

Statement 4

Laurentian University Analysis on Operating Revenues (thousands of dollars)

	2025-26 Budget	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
OPERATING GRANTS AND CONTRACTS						
PERFORMANCE FUNDING	\$ 36,002	\$ 40,280	\$ 41,350	\$ 41,350	\$ 41,350	\$ 41,350
CORE OPERATING GRANT	18,962	17,990	18,710	18,710	18,710	18,710
Total Performance and Core Funding	54,964	58,270	60,060	60,060	60,060	60,060
NORTHERN GRANT	6,170	7,889	7,889	7,889	7,889	7,889
INDIGENOUS STUDENT SUCCESS GRANT	806	1,030	1,030	1,030	1,030	1,030
BILINGUAL	8,314	8,173	8,173	8,173	8,173	8,173
SPECIAL PURPOSE - FRENCH LANGUAGE	5,048	6,301	6,301	6,301	6,301	6,301
SPECIAL PURPOSE - OTHER	2,150	1,032	1,032	1,032	1,032	1,032
CAMPUS SAFETY GRANT	114	112	112	112	112	112
MUNICIPAL TAX GRANT	377	350	350	350	350	350
EAF SUSTAINABILITY	2,781	3,936	-	-	-	-
NURSING GRANT	2,327	2,200	2,200	2,200	2,200	2,200
NURSING PRACTITIONER	954	1,155	1,366	1,581	1,581	1,581
SPECIAL PURPOSE - DISABILITY	339	323	323	323	323	323
INTERNATIONAL STUDENT RECOVERY	(899)	(542)	(472)	(479)	(479)	(479)
Total Special Purpose & Other Grants	28,481	31,960	28,304	28,513	28,513	28,513
Total Provincial Funding	83,446	90,230	88,364	88,573	88,573	88,573
FEDERAL INDIRECT RESEARCH SUPPORT	1,893	1,893	1,893	1,893	1,893	1,893
HEALTH CANADA GRANT	1,544	1,544	1,544	1,544	1,544	1,544
Total Federal Funding	3,438	3,438	3,438	3,438	3,438	3,438
TOTAL Operating Grants & Contracts (excluding Capital Grants)	86,883	93,668	91,802	92,011	92,011	92,011
TUITION						
DOMESTIC TUITION FEE	37,470	43,319	45,415	49,215	50,195	51,194
INTERNATIONAL TUITION FEE	32,480	22,785	19,966	19,883	19,883	19,883
ALLOWANCE FOR BAD DEBT	(1,400)	(900)	(800)	(800)	(800)	(800)
TOTAL TUITION FEES	68,551	65,204	64,581	68,298	69,278	70,276
MICRO CREDENTIAL	100	250	350	470	470	470
CENTRE FOR TEACHING AND CONTINUING LEARNING	890	1,200	1,300	1,310	1,310	1,310
TOTAL MICRO CREDENTIAL AND CENTRE FOR TEACHING AND CONTINUING LEARNING	990	1,450	1,650	1,780	1,780	1,780
TOTAL TUITION FEES (Net of Allowance for Bad Debts)	69,541	66,654	66,231	70,078	71,058	72,056
MISCELLANEOUS INCOME	9,014	9,802	10,516	10,498	10,498	10,498
INVESTMENT INCOME	4,350	5,550	5,850	5,550	5,550	5,550
TOTAL OPERATING REVENUES	\$ 169,788	\$ 175,674	\$ 174,399	\$ 178,137	\$ 179,116	\$ 180,115



Laurentian University
Analysis on Expenditures
(thousands of dollars)

	2025-26 Budget	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
ACADEMIC						
SCIENCE, ENGINEERING & ARCHITECTURE	\$ 23,167	\$ 24,897	\$ 26,095	\$ 26,946	\$ 27,749	\$ 28,548
HEALTH	24,178	25,761	27,193	28,299	29,124	29,948
ARTS	11,942	13,008	13,357	13,775	14,176	14,573
MANAGEMENT	7,322	7,985	8,234	8,518	8,807	9,092
GRADUATE TEACHING ASSISTANTS	4,835	5,218	5,188	5,197	5,160	5,163
LAURENTIAN ONLINE	3,104	3,275	3,323	3,400	3,474	3,545
PROFESSIONAL ALLOWANCE & START-UP	1,264	1,316	1,316	1,316	1,316	1,316
GOODMAN SCHOOL OF MINES	376	387	404	526	549	571
	76,188	81,847	85,110	87,978	90,356	92,757
STUDENT SERVICES						
STUDENT SERVICES	7,622	8,453	8,610	8,899	9,170	9,355
SCHOLARSHIPS	5,185	5,433	5,436	5,439	5,442	5,445
	12,807	13,886	14,046	14,338	14,612	14,801
ACADEMIC SUPPORT						
RESEARCH	2,268	2,318	2,495	2,549	2,606	2,658
LIBRARY	4,193	4,488	4,696	4,875	5,053	5,231
ACADEMIC SUPPORT & OTHER ACADEMIC	12,198	14,426	14,932	15,409	15,874	16,042
FACULTY OF GRADUATE STUDIES	796	816	840	859	878	897
	19,455	22,049	22,963	23,693	24,411	24,829
ADMINISTRATION						
ADMINISTRATION Support	12,633	13,678	14,223	14,922	15,336	14,981
INFORMATION & COMM TECHNOLOGY	8,765	7,634	7,810	7,981	8,074	8,166
CCAA RELATED COSTS	500	100				
EXTERNAL RELATIONS	3,475	3,851	3,925	4,080	4,109	4,198
INDIRECT RESEARCH GRANT DISTRIBUTION	572	282	282	282	282	282
	25,944	25,545	26,239	27,264	27,800	27,627
FACILITIES AND CAMPUS SAFETY	14,015	15,786	16,113	16,578	16,902	17,184
DEBT SERVICING, LEASE COSTS AND CORPORATE EXPENSES	6,903	2,223	1,195	2,561	3,491	4,529
	155,313	161,336	165,666	172,412	177,570	181,726
OTHER EXPENSES						
TRANSFORMATION COSTS	7,200	7,200	750	750	750	750
TOTAL EXPENDITURES	\$ 162,513	\$ 168,536	\$ 166,416	\$ 173,162	\$ 178,320	\$ 182,476



Laurentian University
2025-26 to 2030-31 ANCILLARIES
(thousands of dollars)

	2025-26 Budget	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
REVENUES						
HOUSING/FOOD/CAMPUS SERVICES	\$ 9,009	\$ 9,792	\$ 10,094	\$ 8,986	\$ 10,070	\$ 10,989
PARKING	1,345	1,386	1,413	1,440	1,468	1,497
PRINT HUB & COPIER	325	405	413	421	430	438
TOTAL REVENUES	10,679	11,583	11,920	10,847	11,968	12,924
EXPENSES						
SALARIES & BENEFITS						
HOUSING/FOOD/CAMPUS SERVICES	1,622	1,965	2,007	2,043	2,074	2,104
PARKING	172	183	188	191	195	199
PRINT HUB & COPIER	187	197	202	206	210	214
	1,982	2,345	2,397	2,440	2,478	2,517
OPERATING - NON-SALARY EXPENSES						
HOUSING/FOOD/CAMPUS SERVICES	5,436	5,755	5,843	5,932	6,023	6,116
PARKING	671	861	877	893	909	925
PRINT HUB & COPIER	162	212	216	221	225	229
	6,269	6,828	6,936	7,045	7,157	7,271
Total Expenses before Capital & Deferred Mtce	8,250	9,174	9,333	9,485	9,635	9,788
CAPITAL RENEWAL AND DEFERRED MAINTENANCE	2,350	2,500	1,700	1,700	1,700	1,700
TOTAL EXPENSES	10,600	11,674	11,033	11,185	11,335	11,488
ANCILLARY SERVICES - SURPLUS / (DEFICIT)	\$ 79	\$ (91)	\$ 887	\$ (338)	\$ 633	\$ 1,436



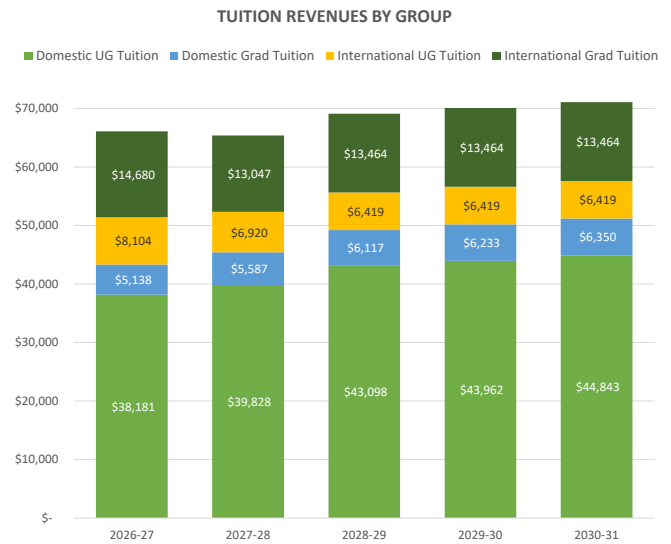
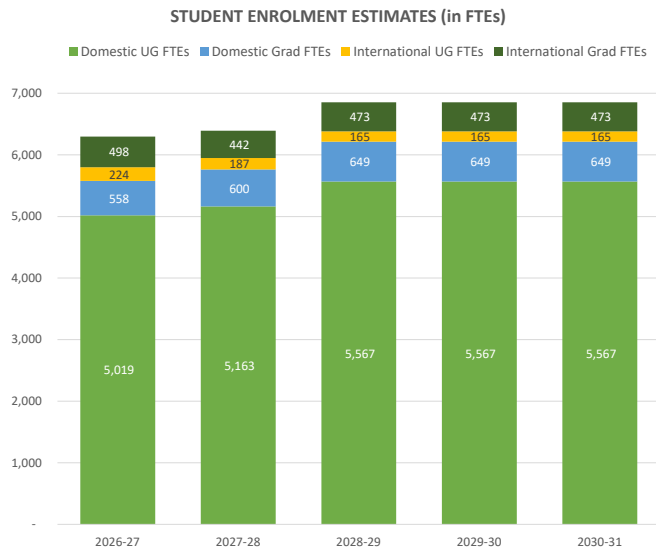
Laurentian University FULL TIME EQUIVALENT PROJECTIONS

	2025-26 Budget	2026-27 Budget	2027-28 Projection	2028-29 Projection	2029-30 Projection	2030-31 Projection
Faculty	271.5	276.0	276.0	276.0	276.0	276.0
Academic, Research and Support	234.8	242.8	242.8	242.8	242.8	242.8
Senior Academic Leaders	15.0	15.0	15.0	15.0	15.0	15.0
	521.3	533.8	533.8	533.8	533.8	533.8
Administrative Staff	162.6	165.6	165.6	165.6	165.6	165.6
Senior Administrative Leaders	8.0	8.0	8.0	8.0	8.0	8.0
	170.6	173.6	173.6	173.6	173.6	173.6
Executives	4.0	4.0	4.0	4.0	4.0	4.0
	4.0	4.0	4.0	4.0	4.0	4.0
TOTAL	695.9	711.4	711.4	711.4	711.4	711.4



Appendix D - Budget Assumptions

STUDENT ENROLMENT ESTIMATES (in FTEs)	25-26 Budget	25-26 Actuals	26-27 Budget	27-28 Projection	28-29 Projection
DOMESTIC					
Domestic UG	4,394	4,733	5,019	5,163	5,567
Domestic Grad	449	561	558	600	649
Total Domestic	4,843	5,294	5,577	5,763	6,216
15%					
INTERNATIONAL					
International UG	211	281	224	187	165
International Grad	987	840	498	442	473
Total International	1,198	1,121	722	629	638





Appendix E - Capital Projects – Deferred Maintenance

Funding Sources	2025 -2026 Budget	2026 -2027 Proposed Budget	2027 -2028 Proposed Budget
University Operating	\$ 3,046,042	\$ 3,046,042	\$ 3,046,042
		\$ 1,079,158	
Facility renewal program - MCU (Top up ends 2026-27)	\$ 3,992,522	\$ 3,993,000	\$ 3,274,000
Total Capital Deferred Maintenance Projects - Operating fund	\$ 7,038,564	\$ 8,118,200	\$ 6,320,042
Ancillary Services - Residences	\$ 2,350,000	\$ 2,500,000	\$ 1,700,000
Grant Funded and Univeristy Special Project	\$ 1,856,919	\$ 1,857,000	\$ -
Total Deferred Maintenance Capital Projects	\$ 11,245,483	\$ 12,475,200	\$ 8,020,042

Project Number	Projects	2025-2026 Forecast	2026 -2027	2027 -2028
Deferred Maintenance Projects - Operating				
24.10-40-73.05	Elevator Modernization Design/consulting - PD/DA/Sc1/MSR			
25.10.02	Construction - Parker Elevator Modernization			
25.00.05	Study - Asbestos Management Plan Update			
24.50A.21	Ben Avery Natural Gas Meter Consolidation			
25.00.01	Facility Condition Assessment			
23.40.05	Design - Science 1 Re-roofing			
24.64.01	EDUC Health & Safety SIM Lab			
24.40-41A-41B-10.1	Design for Roof replacements - Parker, Fraser, Sciences 2a 2b lower roof replacement and Maintenance			
24.20.20	Arts Building Stairwell/Entrance Renewal Feasibility Study			
24.00.03	Campus Road Replacement - Phase 1 Voyageur East Design and Part Completion			
25.00.06	Utility Metering Upgrades			
25.10-20.01	Campus Washrooms Renewal Design - Arts Lvl 1 - Parker DA Lvl 1			
	Campus Master Plan Reinivogation Project			
	Study Fraser Auditorium and Alumni Hall Space Program and Retrofit			
	Study Campus Electrical Infrastructure and Distribution			
	Study Campus FLS Infrastructure and Distribution			
	Study Campus Storm, Waste Water, and Domestic Water Infrastructure and Distribution			
	Design - Elevator Modernization (CAMPUS)			
	Science 1 DHW boiler			
24.00.03	Campus Road Replacement - Phase 1 Voyageur Road			
	Campus BAS and Controls Study and Retrocommissioning			
Deferred Maintenance Projects - IO Leased Buildings				
	Maintenance & Security Building Roof Replacement			
Total Deferred Maintenance Projects - Operating		\$ 1,578,478	\$ 3,113,200	\$ 2,647,000
Deferred Maintenance - Unplanned / Critical				
Unplanned and Critical Repairs and Projects				
Campus secondary electrical feed South Bay Road				
Parker Building Emergency Generator Renewal and Transfer Switch				
Campus main electrical supply cable from Ramsey Lake substation to Science 2				
Total		\$ 996,000	\$ 1,012,000	\$ 400,000
Total Deferred Maintenance -Operating		\$ 2,574,478	\$ 4,125,200	\$ 3,047,000
Deferred Maintenance Projects - FRP				
23.60.11	Alphonse Raymond HVAC Replacement SF-1, SF-7, SF-8, SF-9			
	Roof Replacement - Fraser and Parker			
22.00.02	Exterior Stair Replacement (Ben Avery and Student Rec Centre and Fraser)			
22.20.06	Design/Construction - Arts Building Corridor Improvements (Consulting Services, DS Abatement, lighting and heating, corridor glazing upgrades)			
	Roof Replacement - Science 2a lower roof and podium			
	Parker DA and SC 1 Elevator Replacement			
	Science 2A / Fraser Wndow Replacement			
	Campus Flooring renewal (Arts, Classroom, Parker, SC2A, SCB, etc.)			
	Campus Asbestos Management, Ceiling and Wall Renewal			
	JND Library Lighting Retrofit			
	MSOA Workshop Building Roof Replacement			
Total		\$ 3,992,522	\$ 3,993,000	\$ 3,274,000



Appendix E - Capital Projects – Deferred Maintenance

Project Number	Projects	2025 -2026	2026 -2027	2026 -2027
Deferred Maintenance Projects - Residences				
	Food Services renovation design-Tim Horton			
	Food Services renovation design-Parker Freezers			
	MSR exterior envelope sealing - Phase 2			
	Parking and Control Feasibility Study			
	UCR Mechanical Room Upgrades			
	EV Parking - Parking Lot B			
	Future DCRM and Contingency			
	Parking Lot Repaving Lot 7			
	MSR Elevator Replacement			
	MSR Urgent Mech Upgrades			
	West Residence Roof			
	Study of Residences Electrical Distribution Systems			
	Study of Residences Mechanical and Plumbing Systems			
	UCR Sanitary Risers			
	SSR Mechanical Room Upgrades Design			
	UCR Elevator Replacement			
	GREAT HALL FLOORING			
	UCR EXTERIOR STAIRS			
Deferred Maintenance Projects - IO Leased Buildings				
	East Residence Domestic Water Booster and Boilers			
	Study East Residence Exterior Cladding			
Total		\$ 1,915,060	\$ 2,500,000	\$ 1,700,000

Grant Funded and University Special Project				
	23.60.11 Alphonse Raymond HVAC Replacement SF-1, SF-7, SF-8, SF-9			
	25.65B.01 MSOA - Robotics lab			
	24.64.01 TERF Funding - Education Building- Centre de simulation interprofessionnel			
	Design-Build - MSOA Workshop - Addition (Institute for Northern Housing Innovation)			
	25.65B.02 Stage 1			
	Design-Build - MSOA Workshop - Addition (Institute for Northern Housing Innovation)			
	25.65B.02 Stage 2			
	25.10.03 Parker Level 2 Student Success Interior Alterations			
	25.10.05 Parker BAF P308			
	25.40.01 Science 2A - Engineering lab renovation			
Total		\$ 1,856,919	\$ 1,857,000	\$ -

	Forecast	YR 1	YR 2
	2025 -2026	2026 -2027	2026 -2027
Total Deferred Maintenance, FRP, Residence Projects	\$ 10,338,979	\$ 12,475,200	\$ 8,021,000



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